

# REPORT OF THE SROA INFRASTRUCTURE AND AMENITIES MASTER PLAN TASKFORCE

## Executive Summary

The SROA Infrastructure and Amenities Master Plan (IAMP) adopted in 2012 is a conceptual plan for improving, replacing, and adding to the Association's infrastructure and amenities features such as roadways, pathways, buildings, service facilities, parks and recreation sites.<sup>1</sup>

The Board of Directors has, in the past, directed standing committees and ad hoc taskforces to review Association needs, owners' requests and replacement schedules relative to gaining a better understanding of these interests and budgetary planning. The current IAMP twelve-member taskforce was established in August 2018 and was instructed to review the 2012 IAMP Master Plan, contact owners, prioritize results and submit recommendations to the Board regarding potential Association projects.<sup>2</sup> Both SROA staff and owners are represented on this panel.

Using taskforce members' knowledge and staff provided background information, twenty-two infrastructure and amenities features were identified for evaluation, and twelve criteria (grading elements) were established for scoring the relative importance of each feature on a five-point scale. Some features have already been completed or are in progress. Prioritization data for the owners' grading element was gained by means of an independent internet survey request to all owners in December 2019 and January 2020. Monthly meetings have been held to review progress, refine priorities and advance recommendations.

### **The three highest scoring infrastructure concepts are:**<sup>3</sup>

- Improve Recycling Center Facility
- Improve SROA Public Works facility
- Improve Telecommunications Infrastructure

### **The three highest scoring amenities features are:**<sup>4</sup>

- Update Pathway Master Plan (SROA Pathway network)
- Evaluate Fort Rock Park
- Mary McCallum Park

These six IAMP features are being recommended to the Board for prompt consideration and seven others are being recommended for near-term planning.

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<sup>1</sup> See Attachment, Infrastructure & Amenities Master Plan (2012).

<sup>2</sup> See Attachment, Infrastructure & Amenities Master Plan Taskforce Scope of Work (Sept. 5, 2018).

<sup>3</sup> The taskforce does not recommend a priority for the Sunriver Service District (police/fire) facilities. The taskforce understands that the Service District is currently conducting its own study of its needs for police and fire facilities. Thus, the taskforce did not have information needed to apply its grading elements to those facilities.

<sup>4</sup> The taskforce does not recommend a priority for creating a dog park in Sunriver. The taskforce concluded that there was not sufficient information available to apply the grading elements to this project.

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## II. Overall Background and Overview of Infrastructure and Amenities Planning

### A. Description of Infrastructure and Amenities Master Plan

The Infrastructure and Amenities Master Plan (IAMP) is a conceptual plan for improving, replacing and adding to infrastructure (such as roadways, administrative offices, and other service facilities) and amenities (recreational facilities) in Sunriver. The IAMP was prepared for SROA by McKay & Sposito, Inc., and was presented to the members of the Sunriver Owners Association at the SROA Annual Meeting on August 18, 2012. The IAMP document described McKay & Sposito's proposals for a number of infrastructure and amenities projects that SROA could undertake. The IAMP was adopted by the SROA Board of Directors as a conceptual vision in November 2012.

### B. Prior SROA planning for infrastructure and amenities concepts

The current IAMP Taskforce is the latest chapter in the history of planning for Sunriver's infrastructure and amenities projects. Previous efforts for infrastructure and amenities planning included:

- Reserve Study – In June 2008, SROA hired The Felix Reserve Group to conduct a professional reserve study for the association. In September 2008, Rob Felix of The Felix Reserve Group presented the results of the reserve study to the SROA Board. The reserve study concluded that SROA's reserves fund was significantly underfunded.
- Increase to Maintenance Fees in 2009 – Based on the results of the reserves specialist's analysis of SROA's reserves funding, the Board recommended that SROA's owners increase monthly maintenance fees. Owners approved that increase.
- Conceptual Amenities Master Plan – In December 2007, the SROA Board approved a contract with J.T. Atkins & Company to develop a "comprehensive plan to renovate aging recreational amenities and add new amenities for the benefit of owners and guests." J.T. Atkins prepared a conceptual master plan for amenities projects, which was adopted by the SROA Board in December 2009.<sup>5</sup>
- SHARC – In 2010, SROA's owners approved a special assessment to fund the development and construction of recreational facilities at what was then known as the "Amphitheater Site." The resulting recreational and meeting facility, now known as the SHARC, was completed and opened for use in 2012.

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<sup>5</sup> See Attachment, Conceptual Amenities Master Plan, prepared by J.T. Atkins & Co.

- Infrastructure and Amenities Master Plan – The IAMP was prepared for SROA by McKay & Sposito in 2012. This conceptual plan for infrastructure projects and recreational facilities (amenities projects) was presented to SROA’s membership at the annual meeting on August 18, 2012.<sup>6</sup>
- Board Adoption of IAMP – The SROA Board adopted the McKay & Sposito plan as a conceptual vision on November 17, 2012. At the Board Meeting, then-Director Richard Wharton emphasized that the IAMP is a conceptual plan.

***“The IAMP is a vision that would take place over time and involve numerous steps with each step getting a thorough vetting by the owners. This is not an approval of the entire plan as presented but an adoption of the conceptual vision.”***

- First IAMP Taskforce – To begin implementation of the IAMP plan, the SROA Board approved the first IAMP Taskforce on January 19, 2013. The members of the taskforce included SROA owners and SROA staff.
- Report of first IAMP Taskforce – The first IAMP Taskforce submitted its report to the SROA Board, presenting the taskforce’s recommended priorities. The SROA Board acknowledged receipt of and accepted the recommendations of the first IAMP Taskforce at the March 16, 2013, Board Meeting.<sup>7</sup>
- Pathway Master Plan – At its April 2013 regular meeting, the SROA Board appointed a Pathway Master Plan taskforce for the purpose of preparing a pathway master plan for Sunriver. The Board subsequently appointed a work group at its July 2013 meeting to continue work on the Pathway Master Plan. At its November 2013 meeting, the Board approved acceptance of the Sunriver Pathway System Conceptual Master Plan (as revised) for inclusion in the IAMP.<sup>8</sup>
- SROA Boat Launch Facility – Based on the prioritization of IAMP concepts by the first IAMP Taskforce, the SROA Board sought owner approval of use of SROA reserves funds to construct an SROA boat launch facility. SROA’s owners approved use of reserve funds for construction of the boat launch facility in 2014. The boat launch facility was completed and opened for use in 2015.

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<sup>6</sup> See Attachment, McKay & Sposito Infrastructure and Amenities Master Plan.

<sup>7</sup> See Attachment, Report of first IAMP Taskforce.

<sup>8</sup> The revisions proposed by the work group included a revised set of criteria for pathway segments, a set of procedures for considering changes to the pathway system, an updated pathway map, and a document prepared by work group member Herb Dix. The document prepared by Mr. Dix identifies each segment of pathway and provides explanations of proposed changes, together with challenges (or lack of challenges) associated with each segment.

- Second IAMP Taskforce – At its February 2016 regular meeting, the SROA Board approved formation of a new IAMP Taskforce to study and recommend actions regarding amenities in Sunriver.<sup>9</sup> The Board approved appointment of four SROA owners and two members of SROA staff to serve on the taskforce. In its April 2016 report, the taskforce identified six IAMP projects that met the criteria for scheduled replacement.<sup>10</sup> On April 16, 2016, the Board approved directives for IAMP projects based on the taskforce report. Based on the recommendations of the second IAMP Taskforce, SROA has implemented improvements at the Meadow Village tennis court complex, at the Marketplace tennis courts (now known as the Cottonwood Regional Park), and at Mary McCallum Park.
- IAMP discussion topics have been going on for many years from earlier owner workgroups (prior to the SROA Consolidated Plan was adopted in January 1, 1986) and from various standing committees in years past.

### III. Membership of Current IAMP Taskforce

Once the current IAMP Taskforce was established, the Board invited owners to volunteer to participate on the taskforce. The Board appointed nine SROA owners, including both full-time and part-time residents of Sunriver. General Manager Palcic designated members of SROA staff to participate on the taskforce; new General Manager James Lewis joined the taskforce in February 2020.

#### IAMP Taskforce Members

Bill Burke	SROA Owner
Herb Dix	SROA Owner
Philo Hall	SROA Owner
Pat Hensley	SROA Owner
Dan Kress	SROA Owner
Kathleen Meyer	SROA Owner
Betsey Nelson	SROA Owner
Jill Stephens	SROA Owner
Bob Stillson	SROA Owner
James Lewis	SROA Staff
Hugh Palcic	SROA Staff
Keith Kessararis	SROA Staff
Mark Smith	SROA Staff

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<sup>9</sup> The second IAMP taskforce was directed to reconcile future IAMP items against existing items on the association's reserve schedule to determine whether any IAMP items were due for scheduled replacement. The taskforce was directed to make recommendations to the Board on whether to replace items on the IAMP list and, of those items, to recommend priorities.

<sup>10</sup> See Attachment, Infrastructure & Amenities Master Plan Taskforce Update Report (4/15/16).

#### IV. Development and Implementation of Prioritization Process

##### A. Familiarizing Taskforce with IAMP Concepts

The first step in the taskforce's work was to become familiar with the IAMP and the concepts included in the conceptual plan. SROA staff provided taskforce members with a copy of the 2016 Infrastructure and Amenities Master Plan. Together with background information on each concept identified in the plan and information on the current status of each IAMP concept. Taskforce Members also received information that would assist in evaluating and prioritizing each concept. This information included rankings of IAMP concepts in the 2014 and 2017 comprehensive surveys of SROA owners and background information on SROA's reserves funding and reserve replacement schedules from the most recent reserve study. Taskforce Members also toured many of SROA's recreational facilities to gain greater understanding of their current condition.

##### B. Development and Application of Criteria ("Grading Elements") for Setting Priorities for Infrastructure and Amenities Projects

The taskforce's next step was to develop and apply a set of criteria ("grading elements") to use in evaluating each concept. The taskforce incorporated those grading elements into a grading matrix as a methodology for prioritizing the various concepts/projects. Each concept was evaluated by applying a weighted grading score to each grading element, with a score of 1 for low priority up to a score of 5 for high priority. As the grading was completed for each concept, the grading matrix was updated.<sup>11</sup>

The taskforce developed eleven initial grading elements and applied those grading elements to each IAMP concept/project, using the following criteria:

###### (1) Satisfies SROA's Mission Statement

The Mission Statement of the Sunriver Owners Association is "**Maintaining Sunriver as a premier residential and resort community, protecting and enhancing its quality of life, natural environment and property values.**" Applying this grading element to each infrastructure and amenities concept/project, the taskforce assessed how the concept would protect and enhance Sunriver's quality of life, natural environment and property values.

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<sup>11</sup> It should be noted that each project was evaluated independently, on its own merits. The taskforce did not compare projects in assigning grading scores to a particular concept/project.

## (2) Benefits Community as a Whole

In applying this grading element to each IAMP concept, the taskforce evaluated whether a concept would benefit just a few people or would be a general benefit to the Sunriver community. An amenity that would be used by a large percentage of SROA owners and their guests was assigned a higher grading score (e.g. Abbot/Beaver Intersection, Pedestrian Pathways) than an amenity that would be used by small percentage of owners and guests. However, an amenity that would be used directly by only a small percentage of owners and guests might nevertheless be a benefit to Sunriver's owners as a whole – even to owners who would not use the amenity – (e.g. Pickleball Courts or the Playground at Fort Rock Park) to the extent that the amenity would increase the overall quality of life and property values in Sunriver. Such a concept thus might receive a higher score.

## (3) Level of Readiness

To evaluate the readiness of a particular concept, the taskforce considered such questions as: Has a specific location in Sunriver been identified for the concept? Has the necessary design and engineering work for the concept been completed? Have any issues of compliance with state and federal environmental regulations – such as asbestos abatement and protection of habitat for the Oregon spotted frog – been resolved?

## (4) Prior Comprehensive Survey Responses

The taskforce considered responses from owners in previous owner surveys regarding the priorities they assigned to various IAMP concepts/projects. SROA has conducted comprehensive surveys of owners dating back to the late 1990s. The early surveys, however, predated the IAMP Plan and thus did not ask owners to prioritize the concepts in the IAMP Plan. The owner surveys in 2014 and 2017 did ask owners to rank the IAMP concepts in order of priority. For IAMP concepts that have not yet been completed, the taskforce reviewed the rankings of those particular concepts in the 2014 and 2017 surveys and assigned a grading score to reflect the owners' survey rankings.

## (5) Reserves/Funding

In applying this grading element to each IAMP concept, the taskforce considered how much the concept would potentially cost. For some concepts, information on the cost of the concept is not yet available. The taskforce also considered whether funds are available for the concept in SROA's reserves account. Another factor the taskforce considered is whether there are other sources of funding for the concept. For Example: SROA has "Replacement Reserves" are in place to re-condition and/or replace our current tennis courts, however if SROA elects change out the tennis courts into Pickleball courts, then the replacement reserve dollars allocated for these specific tennis courts can be used for the conversion to Pickleball Courts.

## (6) Current Facility Status/Need for Replacement

To apply this grading element to existing facilities, the taskforce evaluated the current physical condition of those facilities. Relying on staff's knowledge of the condition of all of SROA's existing facilities, the taskforce assigned a grading score based on the current condition, the likely remaining useful life of those existing facilities, and the urgency of replacement.

The taskforce also relied on SROA's replacement reserves schedule for information on current facility status and need for replacement identified on the reserve schedule. Every three years, SROA retains the services of a reserves specialist. The reserves specialist does an extensive on-site evaluation of SROA's facilities and equipment. The most recent reserves study was conducted in 2017 and the taskforce understands that a new full reserves study will be conducted later this year. In the intervening years, SROA staff conducts its own evaluation of SROA facilities; this evaluation is used to assist SROA's Board and management in preparing the association's annual budget for reserves spending. The reserves evaluation may identify reserve items that need replacement sooner than anticipated or items that can be kept in service longer than projected. In applying this grading element to existing facilities, the taskforce evaluated the current condition of those existing facilities, the urgency of replacing existing facilities, and the status of the facility on the association's replacement reserve schedule.

## (7) Cost of Operations Net of Increased Revenues

In applying this grading element, the taskforce considered whether the concept would likely have any impact on SROA's cost of operations (measured in labor and materials costs). Operating an entirely new facility would likely increase operating costs for the association; an example of a new facility that resulted in increased operating costs for the association is the SROA Boat Launch facility. The association incurs increased costs that are necessary to operate the boat launch. Operating costs for that facility include the employee wages and benefits of SROA staff stationed at the boat launch, along with wages and benefits of SROA staff who monitor and maintain the access card system. In addition, there are the costs of janitorial services to clean the new bathroom facility at the boat launch and costs of utilities serving the facility, such as sewer and water. Those are all new costs resulting from building the SROA Boat Launch facility; before summer 2015, SROA did not incur any of those costs because there was no SROA Boat Launch facility.

The taskforce also considered whether current operating costs likely would be reduced because of efficiencies resulting from the new facility (and/or labor consolidation/efficiencies between two facilities that are adjacent to each other in proximity) or from replacement of an existing facility. A facility equipped with solar panels and LED light bulbs, for example, might have reduced costs of operation.



At the same time, operating costs might be increased if additional staff time and materials would result from offering increased services and/or increased hours of operation. Thus, the taskforce considered whether there would be a change in operating costs involved in replacing existing facilities. One example of increased operating costs from building a replacement facility is the replacement of the old South Pool with the SHARC. The old South Pool was open only during the summer months. With the SHARC being open 12 months a year and open most days from 6 am to 9 pm, the costs of operating the SHARC increased substantially compared to the operating costs of the South Pool. These increased costs included increased wages and benefits for employees, which are offset with SHARC entrance fees and recreation program fees.

Other operating-cost increases still include: increased costs for janitorial services, laundry services, and other routine maintenance for a large multi-use facility open year-round and longer hours. Increased costs for pool chemicals and mundane but necessary supplies such as toilet paper and hand sanitizers; and increased costs of utilities (water, sewer, natural gas, electricity, and telecommunications services) are also ongoing. Increased indirect costs for services supplied to operate the facility by other SROA departments (accounting, communications, human resources, information technology, and public works) also would be considered.<sup>12</sup>

#### (8) Required by Code/Potential Risk

In applying this grading element, the taskforce considered whether a concept needs to comply with federal, state or county code; such a concept was graded higher. Similarly, if potential risks and safety issues would be addressed by a concept, the concept would be given a higher grading score. At the same time, a facility that presents less risks or safety issues would be given a lower score. For Example: Oil containment requirements by DEQ that affects how we operate our mechanics bay in the Public Works maintenance/repair shop would receive a lower score due to the required DEQ regulations.

#### (9) Required Entity Collaboration

In applying this grading element to a particular concept, the taskforce considered whether collaboration with non-SROA businesses, property owners, organizations or other entities would be required to accomplish the concept and how such collaboration affects the weight given to that concept. A concept that would require collaboration with or approvals from federal, state, or county agencies for completing the concept might be given a lower score on this grading element. Similarly, collaboration with other entities that could facilitate completion of the concept more quickly or at lower cost to the association could result in a higher score.

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<sup>12</sup> Another category of increased costs incurred from operating the SHARC relate to the meeting spaces and fitness center included at the SHARC. None of those facilities was offered at the South Pool. This is another example of increased costs to the association of operating an entirely new facility.

Recently completed and potential SROA IAMP concepts/projects have involved collaboration with other entities. One example was the Abbot/Beaver roundabouts project. A challenge facing SROA regarding this project, was the fact that the association did not own all of the land needed to build roundabouts that would satisfactorily address the traffic and safety issues presented at the intersection of Abbot and Beaver Drives. A concept/project located exclusively on SROA-owned land also would not have adequately addressed the needs of nearby landowners. As a result of collaboration with entities that not only shared the vision for improvements at that intersection but owned land needed for the project – Sunriver Resort Limited Partnership and The Village at Sunriver – SROA was able to construct roundabouts that address the traffic and safety issues as well as the needs of these other stakeholders. Another project involving collaboration with other entities is the proposed recycling facility; this concept, if approved, will involve collaboration with Deschutes County and the County's carting service.

The proposed recycling center is an example of collaboration with other entities that could facilitate completion of the concept more quickly and at lower cost to SROA.

#### (10) Availability of Alternatives

In applying this grading element to IAMP concepts, the taskforce considered whether the benefits of the particular concept could be provided by another entity or whether this concept is something that only SROA can provide. The taskforce asked, for example, whether there is a private business that would be better able to provide the services sought from a particular concept.

#### (11) Opportunity/Synergy

In applying this grading element, the taskforce considered whether an opportunity has arisen to undertake a concept more quickly or at lower cost to the association than had been anticipated. This might, for example, involve an unexpected source of funding to finance the cost of the concept or unexpected access to land that could be used for a concept. A concept might involve synergies that result in combined benefits of undertaking more than one concept in concert that would be greater than undertaking the concepts separately. The proposed new recycling center might be considered an example of this grading element. The proposal by Deschutes County and its carting service to provide funding for a new recycling center in Sunriver is an unanticipated opportunity. The new recycling center could offer improved recycling service to SROA's members and guests, while at the same time satisfying the carting service's requirements for providing recycling services. Another benefit to SROA of this concept, illustrating synergies, would be the ability for the association to reconfigure its Public Works Department facilities after the recycling center is moved from its current location.

### C. Additional Grading Element: 2019/2020 IAMP Survey

After completing its analysis of the IAMP concepts based on applying the first eleven grading elements, the taskforce turned to creating a survey for SROA's owners. The taskforce worked with JD Cornutt of DRC Research to develop questions for an online survey of owners seeking owners' priorities for various IAMP concepts. The survey was conducted by DRC Research in December 2019/January 2020. Results were provided to the taskforce at the taskforce's January 2020 meeting.<sup>13</sup>

The survey procedures and results are discussed more fully below. The survey was completed entirely online. A total of 2,022 surveys were submitted online, with 1,959 owners going through all pages of the survey questionnaire. The participation rate for the survey was 63%; 2,022 of 3,189 owners (out of 4,175 total property owners in Sunriver) with an email address participated in the survey.

Regarding infrastructure concepts, survey participants were asked to select their top three concepts out of a total of seven **infrastructure** concepts. Of the three concepts selected, each survey participant was then asked to indicate their first, second and third priorities from among the three concepts they had selected. The survey showed the following priorities by owners:

- #1 owner priority: telecommunications infrastructure (64% of survey respondents placed this project in their top three infrastructure projects)
- #2 owner priority: Public Works facilities (placed in their top three by 52% of owners who participated in the survey)
- #3 owner priority: new recycling center (51% placed in their top three)
- #4 owner priority: restrooms for pathway system and parks (48% placed this project in their top three)
- #5 owner priority: Sunriver Service District facilities (25% included this project in their top three infrastructure projects)
- #6 owner priority: Cottonwood Road entrance (15% placed in their top three)
- #7 owner priority: SROA administrative facilities (6% included in their top three).

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<sup>13</sup> A copy of the entire survey report is included as an attachment to this report to the SROA Board of Directors. Details on the survey methodology are presented later in this report.

The same survey process was used to ask owners to rank **amenities** concepts: survey participants were asked to select their top four concepts out of a total of eight amenities concepts. Of the four amenities concepts selected by the owner, the owner was then asked to indicate their first, second, third and fourth priorities from among those four concepts. The survey results showed the following priority rankings by owners:

- #1 owner priority: Sunriver pathways (76% of survey respondents placed this project in their top four amenities projects)
- #2 owner priority: Fort Rock Park (placed in their top four by 58% of survey participants)
- #3 owner priority: Mary McCallum Park (47% of survey respondents included this project in their top four)
- #4 owner priority: Dog Park (placed in their top four amenities projects by 36%)
- #5 owner priority: Cottonwood Regional Park facilities (33% placed this project in their top four)
- #6 owner priority: Tennis Hill (pickleball) facilities (28% included in their top four amenities projects)
- #7 owner priority: North Tennis Center facilities (included in their top four by 19%)
- #8 priority: Meadow Village Regional Park facilities (15% included in their top four amenities projects).

V. Application of Initial Grading Elements to IAMP Concepts

A. Overview of Grading Analysis

The taskforce applied the same grading process to the following six infrastructure concepts and seven amenities concepts.

INFRASTRUCTURE		AMENITIES	
1	Recycling Center Facility	1	Pathway Master Plan
2	SROA Public Works Facilities	2	Fort Rock Park
3	Telecom Infrastructure	3	Mary McCallum Park
4	Restrooms to support Parks/Pathways	4	Tennis Hill / Pickleball Facilities
5	SROA Administrative Facilities	5	North Tennis Center Facilities
6	Cottonwood Road Entrance	6	Cottonwood Regional Park
		7	Meadow Village Regional Park

The taskforce did not apply the grading process to several infrastructure and amenities included in the 2012 IAMP. These included projects that have been completed as well as projects that have been approved and are in progress. The taskforce also determined that some IAMP concepts need additional study. Projects that have been completed and projects that have been approved and are in progress were not included in the recent survey of owners. However, the taskforce did include questions on the survey seeking owner input about two projects that the taskforce believes require further study (dog park and police/fire facilities).

Some IAMP concepts/projects shown on the 2012 IAMP Plan have been completed: the SROA boat launch facility (completed in 2015) and the Abbot/Beaver intersection roundabouts project (completed in 2019).<sup>14</sup> Two other infrastructure and amenities concepts/projects have been approved and are in progress: the North Pool complex and replacement of tunnels on Sunriver pathways. Since prioritization of these concepts/projects has already been made, the taskforce did not analyze these concepts/projects using the grading elements and the taskforce did not seek owner input in the 2019/2020 IAMP Survey on prioritizing these projects.

Two concepts shown on the 2012 IAMP Master Plan – a dog park and police/fire facilities used by the Sunriver Service District – were not analyzed by the taskforce using the grading matrix but were nevertheless included on the most recent 2019/2020 IAMP Survey in order to solicit input from SROA’s owners on their priorities for these concepts compared to other IAMP concepts. This owner input from the most recent 2019/2020 IAMP Survey should be useful in future decision-making on prioritizing IAMP concepts. The facilities currently used by the Sunriver Service District are owned and maintained by SROA and are leased to the SSD. With regard to the SSD facilities, the taskforce noted that the SSD Managing Board has undertaken its own facilities study. With regard to a dog park, the taskforce had considerable discussion but concluded that a great deal more information and analysis is needed before the grading elements could be applied to a dog park project.

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<sup>14</sup> Although application of the grading process to the Abbot/Beaver intersection project was no longer needed, the task force nevertheless used this project – which was fresh in taskforce members’ minds – as an exercise in applying the grading elements. The results of that grading exercise are shown on the taskforce’s final grading matrix. As the grading matrix shows, the task force gave scores of four points or more to nine of the eleven initial grading elements. Thus, out of a maximum score of 55 points for the eleven initial elements, Abbot/Beaver intersection project received a score of 42.5 points.

## B. Analysis of **Infrastructure** Concepts Using Grading Elements

The task force applied the twelve grading elements to the following infrastructure projects: improving recycling center facility, improving SROA Public Works facilities, improving Sunriver's telecommunications infrastructure, adding restrooms for SROA's pathway system and parks, SROA administration facilities, and Cottonwood Road entrance in descending order from top priority to lowest priority.

*The taskforce notes that there was a sharp break between the grading scores assigned to these first three infrastructure concepts (scores ranging between 48.5 points and 44 points) compared to scores between 33 points and 25.5 points for last three infrastructure concepts.*

Note: The Grading Score scale ranged from a minimum of 12 points to a maximum of 60 points

### 1. Improve Recycling Center Facility (48.5 of 60 points)

The current recycling center is located on SROA property, but the actual recycling collection services are provided by Deschutes County and the regional waste management carting-service company. The current collection bins are heavily used and often overflowing, especially during the summer months, even though the carting service often collects the recycled products several times a day. SROA staff spends many hours each week cleaning up messes left behind by users. The proposed recycling center concept would build a more efficient recycling facility to help solve safety and traffic flow issues while creating a more user-friendly and cleaner experience.

### 2. Improve SROA Public Works Facilities (45 of 60 points)

The SROA Public Works campus is the road/pathway maintenance and overall infrastructure backbone of Sunriver. Many of its current buildings and equipment storage bays are close to the end of their useful lives and/or inefficient. Even a building still used a lot today, is from the Camp Abbot days. This is a cause for concern from a functionality and community safety standpoint. New improvements and additions to Public Works facilities would increase safety and efficiency for staff operations, snow removal services, and daily functions such as maintaining SROA's common areas.

### 3. Improve Telecommunications Infrastructure (44 of 60 points)

Telecommunications has been a trending topic as of late, nationally and locally. With an increasing demand on connectivity bandwidth from TV, internet, telephone, social connections, telecommuting and more, Sunriver needs to be ready for the changing technology improvements/updates needed to meet the increasing demand. The telecommunications infrastructure concept would enable Sunriver's telecommunications infrastructure to meet current and future digital technology standards.

To help aid in research and future telecommunications needs/wants for the Sunriver community, a SROA Telecommunications Taskforce was established in early 2019 by the SROA Board of Directors.

4. Restrooms to support existing pathway system/parks  
(33 of 60 points)

Restrooms and potential restrooms along SROA pathways and within SROA parks have been identified by owners as a priority in past years. SROA recently added a new restroom at Fort Rock Park; the new restroom opened in March 2020. This IAMP concept would add restrooms and upgrade existing restrooms along SROA pathways and within SROA-maintained parks.

5. SROA Administration Facilities (30 of 60 points)

The SROA Administration Office (located between Circles 3 & 4) is the central hub for SROA governance and houses all SROA departments excluding Recreation and Public Works. With increasing responsibilities of SROA staff and departments, the Administration Office building is currently operating at capacity. SROA owns the land in and around the Administration Office, including the Fire Department building and Police office spaces. This IAMP concept would improve layout of the SROA Administration building to more efficiently serve our owners, guests and contractors, while providing a safe and effective work environment for SROA's administrative staff.

6. Enhancing Cottonwood Road Entrance (25.5 of 60) points)

The north entrance into Sunriver along Cottonwood Road does not have an entry experience similar to the south entrance off South Century Drive. Some owners have expressed an interest in having an enhanced entry experience (data from in-person Owners Forum Meetings and Open Houses) at the north entrance to Sunriver. This IAMP concept would develop plans to enhance the north entrance experience into Sunriver.

7. Improve Sunriver Service District Facilities (Police/Fire) – *Not Graded by IAMP Taskforce*

As noted above, the taskforce did not apply its grading analysis to one other IAMP infrastructure concept shown on the 2012 IAMP Plan: improving the Sunriver Service District (SSD) facilities. The Sunriver Police and Fire Departments lease their facilities from SROA (except for the Sunriver Fire Department off-site training facility). The Fire Department conducts its operations in the Fire Department building located on the SROA Administration campus off Abbot Drive. The SSD leases that space from SROA, which owns the building. The Police Department conducts its operations in a space within the SROA Administration Building; SSD leases that space from SROA. The proposed IAMP concept involving SSD facilities would develop or improve the SROA-owned facilities by increasing efficiency needs (operationally and structurally) while allowing adequate space for staff diversification for both male and female employees (locker rooms & sleeping areas).

The taskforce understands that the SSD has undertaken a needs assessment study to consider alternatives for addressing the SSD's facility needs. Because the SSD study is ongoing, the current IAMP Taskforce did not attempt to apply the grading analysis to the SSD facilities. The taskforce did, however, seek SROA owners' input for prioritizing improvements to the SSD facilities as part of the 2019/2020 IAMP survey.

### C. Analysis of **Amenities** Concepts Using Grading Elements

The taskforce used its grading matrix to prioritize the following amenities projects noted below in descending order based on highest to lowest grading score

#### 1. Pathway Master Plan (45 of 60 points)

SROA has a Pathway Master Plan that has been updated throughout the years since 2009. Pathway improvements have been made and some new pathways have been added. There are, however, still sections of Sunriver where pathways do not exist adjacent to primary roadways; this presents significant safety concerns because pedestrians and bicyclists walk and ride on the roadways in those areas. In particular, the lack of pathways along two sections of Sunriver roadways have been a particular concern because of these safety issues: along Meadow Road at the south end of Sunriver and along Abbot Drive between Circles 2 and 3. This IAMP concept would add pathways adjacent to major roadways and create better connectivity to SROA-owned amenities, while reducing safety concerns caused by bicyclists and pedestrians using current roadways for their access throughout Sunriver.

The taskforce notes that the 2012 IAMP plan proposed a section of pathway and is shown as a standalone IAMP concept. This IAMP concept is for foot traffic and is referred to as the Sunriver Promenade Concept and is described as a "Yellow Brick Road" (strolling walkway) that would link core amenities in Sunriver (between the Resort Lodge, through the Village and finishing at SHARC). This concept received low-priority rankings by SROA's owners in previous comprehensive owner surveys.

The taskforce also recommends that the Board's plan to replace Sunriver's system of tunnels over the next several years be incorporated for planning purposes into SROA's overall Pathway Master Plan. SROA has a total of 13 pathway tunnels located throughout Sunriver. These tunnels, most of which date from the early days of Sunriver, offer SROA's owners and guests a major safety benefit because they allow pedestrians and bicyclists to remain on the pathways by crossing under roads. However, some of the tunnels are in a state of disrepair; in their current design, the tunnels also pose problems both for tunnel users and for SROA's Public Works Department. People riding bicycles on the pathways must disembark from their bicycles to travel through the tunnels and the current tunnel configuration does not permit two-way traffic through the tunnels.



In addition, the design of the existing tunnels presents significant challenges and requires a great deal of work time for SROA's Public Works employees to make the tunnels passable during inclement weather.

SROA has begun this long-term tunnel replacement project; one of the existing tunnels was replaced in 2018 and a new tunnel under Abbot Drive at the south end of The Village at Sunriver was added in conjunction with the Abbot/Beaver roundabouts project. As noted above, the taskforce recommends that the Board's plans to replace Sunriver's system of tunnels be incorporated for prioritizing and planning purposes into SROA's overall Pathway Master Plan.<sup>15</sup>

## 2. Fort Rock Park (41.5 of 60 points)

Fort Rock Park is quite popular with owners and guests and is used year-round. A new pathway restroom supporting the park/pathway was opened in March 2020 adjacent to the kid-friendly playground. Fort Rock is Sunriver's most amenity-filled park. As the park ages, however, SROA needs to assess and plan for its future use and direction. This IAMP concept would improve one of Sunriver's most popular parks by revising its playground functionality, safety, and ADA access. The project would alter the existing restroom building (known as the Adventure Camp building) including the space allocated to Fort Rock Refreshments, to better suit the needs of the park's features and amenities.

The taskforce notes that the 2012 IAMP Plan discusses improvements to a building in Fort Rock Park identified as the "Adventure Camp" building. When the 2012 IAMP Plan was proposed by McKay & Sposito, SROA was using that building for activities associated with Adventure Camp, a summer-camp program for children operated by SROA. As the 2012 IAMP document also shows, that building needed substantial repairs or renovation. The SROA Board has since discontinued the Adventure Camp program and this building is now being used as a restroom and service facility for Fort Rock Park. If the building continues in use, substantial repairs and renovation to the building would still be needed, regardless of the use to which it might be put. The taskforce recommends that, as part of overall planning for Fort Rock Park, the Board consider the continued usefulness of this building.

As with its ranking of infrastructure concepts, the taskforce's analysis of amenities concepts showed a sharp break in scores among concepts. As just noted, the Pathway Master Plan and Fort Rock Park concepts generated scores of 45 points and 41.5 points, respectively. The remaining amenities concepts generated scores ranging from 34 to 28 points.

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<sup>15</sup> The taskforce notes that there appears to be substantial support from SROA's owners for the tunnel-replacement project. Because the tunnel system is not identified as a separate IAMP project, the taskforce did not ask owners to prioritize tunnels in the recent IAMP survey. Nevertheless, several dozen owners submitted comments that indicated support for the tunnel-replacement project.

### 3. Improve Mary McCallum Park (34 of 60 points)

Mary McCallum Park is a private deed restricted park open only to SROA property owners and accompanied guests. It is located just west of the SROA-owned Boat Launch facility and Sunriver Resort's marina. The park has a covered pavilion, picnic tables, barbecues, sport courts and extensive river views. A few upgrades were made to the park in 2019, but the future vision of the park is up to SROA's owners. The Mary McCallum Park concept would make upgrades to the park's current facilities.

Note: When the property trade occurred between SROA and Sunriver Resort Limited Partnership (SRLP) in August 2012, Mary McCallum Park grew by 10 acres in size, which opened the door for potential new opportunities for SROA owners and guests. Although, the new 10 acres acquired by SROA in the property trade is not deed restricted, but is landlocked by the current deed restricted land.

### 4. Improve Tennis Hill facilities & Pickleball courts (31 of 60 points)

Tennis Hill is the location where SROA currently hosts tennis lessons during the summer months; at this location, SROA also plays host to US Tennis Association tennis events and SROA's own tennis tournaments. General play of tennis by SROA owners and guests also takes place on these courts. Usage data collected by SROA indicates the six SROA-owned pickleball courts in Fort Rock Park are reaching their capacity. Research has shown, that Pickleball as a sport, nationally has grown significantly in the last 5 years. As a result, more courts have been added in communities and cities, and Pickleball equipment has become more readily accessible and available. Addition of pickleball courts at the current Tennis Hill would help significantly to meet the growing demand for pickleball in Sunriver. This IAMP concept would convert Tennis Hill to Pickleball Hill by removing six tennis courts and replacing them with 12 Pickleball courts to meet the demand for more Pickleball court availability. New tennis courts would be added in the future at other park locations in Sunriver as the need arises.

### 5. North Tennis Center facilities (30.5 of 60 points)

The North Tennis Center nine-court complex in Sunriver has been a central hub for tennis tournaments and events over the years. In 2020, the welcome experience for the North Tennis Center will be enhanced and combined with the Welcome Center for the North Pool complex. However, the tennis courts themselves, the current check-in hut, and the surrounding land owned by SROA are becoming due for maintenance. The North Tennis Center IAMP concept would enhance the North Tennis Center by improving spectator and player areas, as well as integrating the new North Pool Welcome Center into the overall North Tennis facility, thereby potentially consolidating staff redundancies that currently exist at both facilities.

## 6. Cottonwood Regional Park facilities (30.5 of 60 points)

Cottonwood Regional Park is located across Cottonwood Road from the Marketplace grocery store in the north part of Sunriver. The park was formerly referred to as the Marketplace tennis courts. In 2019, the two existing tennis courts were rebuilt and paved parking areas were added. SROA owns additional common area surrounding the tennis courts. Possible concept enhancements to Cottonwood Regional Park include a covered pavilion, playground, picnic area, two additional tennis courts, barbeques, as well a restroom to serve the park and intersecting pathways at this location.

## 7. Meadow Village Regional Park facilities (28 of 60 points)

Meadow Village Regional Park, formerly known as Meadow Village tennis courts, is located on the south end of Sunriver off East Meadow Road. In 2019, SROA rebuilt the three existing tennis courts. SROA owns additional common area adjacent to the tennis courts. This IAMP concept would make improvements to the existing park, including adding a covered pavilion, picnic area, barbeque, and pathway restroom, as well as creating a connector to the existing pathway system.

## VI. Emerging Trends

The taskforce assembled a sub-committee to explore emerging trends in community associations. The sub-committee findings were vetted through research with Community Managers International Association (CMIA) Community Managers, National Parks & Recreation Association (NRPA) associates, US Census, OR State Resources, Urban Land Institute, travel and leisure organizations and local discussions with destination resort communities.

The sub-committee's findings noted that some of these emerging trends are community specific and are based on the needs and/or lack-of fully developed existing infrastructure. Many of the emerging trends listed below are items SROA has addressed, is currently assessing and/or may seek input from SROA property owners in the future; through surveys, town-hall style meetings and official ballots.

Below is the list of common topics of emerging trends:

- Aging in place/assisted living
- Transportation within and to/from the community
- Pedestrian pathway/trail system
- Improved telecommunications for communities
- Splash pads in parks
- Security and safety issues for residents (i.e., card swipes, controlled access points)
- Increased sustainability practices, such as small solar farms, solar panels on homes and changes to recycling operations
- Dog Parks
- Dedicated Community Common Space Areas

## VII. 2019/2020 IAMP Survey (conducted by the IAMP Taskforce)

### A. Survey Methodology

The 12<sup>th</sup> grading element applied by the taskforce to infrastructure and amenities concepts was based on the results of the 2019/2020 IAMP survey. The IAMP Taskforce worked with JD Cornutt of DRC Research to develop the survey questions.<sup>16</sup> DRC Research then conducted the survey between December 9, 2019, and January 10, 2020.<sup>17</sup> The survey was conducted completely online. Owners who had already signed up with SROA's website received an email from DRC Research to use to take the survey. Owners who had not signed up with the SROA website were provided with an internet link that enabled them to take the survey electronically.

The primary purpose of the IAMP survey was to evaluate opinions about potential infrastructure and amenity concepts within Sunriver. The information gleaned from this online survey may help to prioritize future community improvements.

The survey asked three preliminary questions aimed at determining each survey respondent's length of ownership of property in Sunriver, the type of property ownership (such as primary home or vacation home), and the survey respondent's familiarity with the Infrastructure and Amenities Master Plan.

The survey then asked owners to rank infrastructure concepts and amenities concepts.<sup>18</sup> Regarding infrastructure concepts, owners were asked to select the three infrastructure concepts out of a total of seven concepts (administrative facilities, public works facilities, new recycling center, Sunriver Service District facilities, restrooms for pathway system and parks, telecommunications infrastructure, and Cottonwood Road entrance) that survey respondents considered most important.

Out of their top three infrastructure priorities, owners were then asked to rank the concepts they had selected from #1 (most important) to #3 (least important).<sup>19</sup> This two-step ranking process provided a robust set of data on the extent of owners' support for any particular infrastructure concept. Owners were also invited to provide comments identifying any other infrastructure issues or concepts that they thought were important to include for further consideration.

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<sup>16</sup> DRC Research has conducted the three most recent comprehensive owner surveys (2010, 2014 and 2017) for the Sunriver Owners Association.

<sup>17</sup> See Attachment: December 9, 2019 – January 10, 2020 SROA Infrastructure and Amenities Master Plan Survey questions.

<sup>18</sup> The survey asked owners to rank infrastructure projects separately from amenities projects.

<sup>19</sup> It is important to note that the #1, #2 and #3 rankings for a particular infrastructure project were made only by the owners who included that project in their top three. Thus, the number of owners who assigned a #1 ranking to a particular project (*i.e.*, the numerator for the equation) was based only on the total number of owners who included that project in their top three (the denominator for the equation).

The survey then asked owners to rank amenities concepts out of a total of eight concepts (Sunriver pathways, North Tennis Center facilities, Tennis Hill facilities, Mary McCallum Park, Cottonwood Regional Park facilities, Meadow Village Regional Park facilities, Fort Rock Park, and a dog park) by selecting the four amenities concepts that the survey respondents considered most important. Out of their top four amenities concepts, owners were then asked to rank those concepts from #1 (most important) to #4 (least important).<sup>20</sup> Owners were also invited to submit comments identifying any other amenities issues or concepts that they thought were important to include for further consideration.

## B. Survey Results

Participation Rate -- A total of 2,022 surveys were submitted online, with 1,959 owners going through all pages of the survey questionnaire. The participation rate for the survey was 63 percent: 2,022 of 3,189 owners with an email address participated in the survey. For context there are 4,175 unit owners within Sunriver, with some owning multiple units. Sixty-three percent participation rate is regarded as a high participation rate in the online survey industry (noted by DRC Research) and is consistent with our previous three SROA Comprehensive surveys in 2017 (61%), 2014 (59%) and 2010 (62%), which were a combination of paper and online surveys.

Familiarity with IAMP -- The survey asked owners about their familiarity with the IAMP. Only 42% of survey respondents said they had heard or read about it, while 58% of owners said they had not.

Priorities for Infrastructure Concepts – In response to the request that owners prioritize infrastructure projects, survey respondents ranked telecommunications infrastructure as their highest priority. 64% of owners placed telecommunications infrastructure in their top three infrastructure concepts and 51% of those owners gave this concept their #1 ranking. Significant percentages of these owners also ranked telecommunications infrastructure as their #2 and #3 priorities (30% and 19% respectively).

Improvements to Public Works facilities ranked second overall among infrastructure concepts: 52% of survey respondents placed this concept in their top three infrastructure concepts, with 25% of those owners giving Public Works facilities their #1 ranking. Close behind the Public Works facilities concept as measured by inclusion in top-three rankings were a new recycling center (placed in their top three by 51% of owners) and restrooms for the pathway system and parks (placed in their top three by 48%). As measured by assignment of #1 ranking, this set of owners gave preference to a new recycling center (ranked #1 by 44%) and restrooms (ranked #1 by 37%).

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<sup>20</sup> As with the rankings of infrastructure concepts, it is important to note that the #1, #2, #3 and #4 rankings for a particular amenities project were made only by the owners who included that concept in their top four. Thus, the number of owners who assigned a #1 ranking to a particular concept (*i.e.*, the numerator for the equation) was based only on the total number of owners who included that concept in their top four (the denominator for the equation).

There was a sharp break between these four infrastructure concepts and the remaining three concepts covered in the survey (Sunriver Service District facilities, Cottonwood Road entrance, and SROA Administration facilities). These three remaining concepts were selected by owners' in their top three infrastructure concepts by 25%, 15%, and 6% of survey respondents respectively. Relatively low percentages of survey respondents assigned their #1 rankings to these concepts; 22% of owners ranked SSD facilities as their #1 infrastructure concept, with 24% ranking the Cottonwood Road entrance as their #1 priority and only 10% ranking administrative facilities #1.

Priorities for Amenities Concepts – In response to the survey request that owners prioritize amenities concepts, survey respondents ranked Sunriver pathways as their highest priority by a wide margin. Not only did 76% of owners place pathways among their top four, but 67% of those owners ranked pathways as their #1 amenities concept/project. The other amenities projects did not have the same strong support from owners. Following the pathway system's top ranking, Fort Rock Park came in second; it was placed in owners' top four amenities concept by 58% of owners, but only 18% of this set of owners ranked this concept as their #1. Although Mary McCallum Park was the third-ranked concept, its ranking was significantly lower as well; 47% of survey respondents placed this concept in their top four, but only 16% of these owners selected it as their #1 amenities concept.

Support for the remaining five amenities concepts on the survey was mixed. The proposal to create a dog park in Sunriver was the fourth-ranked amenities concept, placed in their top four amenities concept by 36% of survey respondents. Of the survey respondents who included the dog park project in their top four, this project received #1 and #2 rankings from 29%. The Cottonwood Regional Park facilities concept was the fifth-ranked amenities concept with 33% of survey respondents selecting this concept for their top four. However, of those owners, only 12% ranked this concept as their #1 priority.

The Tennis Hill (pickleball) facilities concept ranked number six, with 28% of survey respondents including this concept in their top four and 23% ranking it as their #1 priority. The North Tennis Center facilities received the number seven ranking, with a top-four percentage of 19%; this concept was ranked #1 by 19% of this set of owners. The lowest-ranked concept was the Meadow Village Regional Park facilities; this concept was included in their top four amenities projects by 15% of owners and ranked as their #1 concept by 8%.

Detailed Information in IAMP Survey Report – As noted above, the survey asked owners to respond to questions about their length of property ownership, the type of property ownership, and familiarity with the IAMP. The report on the survey by DRC Research<sup>21</sup> provides a great deal of detailed information about the rankings for each concept, separated out for each category of ownership. The report also provides the number of owners who included each infrastructure or amenities concept in their top three (infrastructure) or top four (amenities); the number of owners who ranked the concepts #1, #2, or #3 among infrastructure concepts; and the number of owners who ranked the amenities concepts as #1, #2, #3 or #4. This rich data may assist the SROA Board of Directors in gauging the depth and breadth of owner support for the various concepts.

Taking the telecommunications infrastructure concept as an example, the DRC Research Report shows that 1,286 survey respondents ranked this project among their top three infrastructure projects and that 582 owners ranked this project as their number-one infrastructure project. When the survey responses are broken out by length of ownership and type of property ownership, the survey responses confirm the support for this project across the categories of ownership. The percentages of owners who ranked this project among their top three ranged from 62% for owners with more than 20 years in Sunriver to 67% for owners with 11-20 years of ownership. The percentages of owners who ranked this project among their top three ranged from 56% for owners of rental property to 70% for owners of unimproved lots; 66% of primary-home owners and 66% of vacation-home owners ranked this project among their top three.

## VIII. Conclusions and Recommendations

### A. Priority Recommendations

Based on the taskforce's analysis, the IAMP Taskforce recommends that the Board adopt the following priorities for implementing **infrastructure** concepts:

- #1 priority: Recycling Center facility
- #2 priority: SROA Public Works facilities
- #3 priority: Telecommunications infrastructure
- #4 priority: Restrooms to support pathway system and parks
- #5 priority: SROA Administration facilities
- #6 priority: Cottonwood Road entrance

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<sup>21</sup> See Attachment, IAMP Survey, prepared by JD Cornutt, DRC Research.

Similarly, based on its analysis, the taskforce recommends that the Board adopt the following priorities for implementing **amenities** concepts:

- #1 priority: Pathway Master Plan
- #2 priority: Fort Rock Park
- #3 priority: Mary McCallum Park
- #4 priority: Tennis Hill facilities (pickleball courts)
- #5 priority: North Tennis Center facilities
- #6 priority: Cottonwood Regional Park facilities
- #7 priority: Meadow Village Regional Park facilities

## IX. Additional Recommendations

### A. Recommendation Regarding the Promenade Concept

As previously discussed, one of the projects shown as a separate project on the 2012 IAMP plan was the “Sunriver Promenade Concept”, which was described in the 2012 plan as a “Yellow Brick Road” linking core amenities within Sunriver. The concept was to create a new section of pedestrian pathway connecting Sunriver Resort’s Lodge, The Village at Sunriver and the SHARC. The current IAMP Taskforce analyzed the Promenade using the initial set of 11 grading elements, but this project generated a very low overall score on the taskforce’s grading matrix. Based on the project’s low ranking on previous owner surveys and the low score from applying the taskforce’s grading matrix, the taskforce decided not to include this project on the 2019/2020 IAMP survey. Of particular note is the fact that the Promenade also received very low rankings from SROA owners on the 2014 and 2017 comprehensive owner surveys.

Although there is little support for the Promenade Concept, the taskforce does not recommend deleting the Promenade entirely from future IAMP planning. Instead, the taskforce recommends that the SROA Board of Directors include the Sunriver Promenade Concept as an element of the overall Pathway Master Plan. This will ensure that the Promenade Concept can be evaluated alongside other new sections of pathway that may be proposed in the future.

### B. Recommendation Regarding Tunnels

SROA’s system of pathway tunnels is not an item shown on the IAMP Plan. The task force recommends including SROA’s system of pathway tunnels as part of the association’s overall Pathway Master Plan. Note that the Pathway Master Plan is an element of the IAMP Plan.



### C. Recommendation for Development of Master Plan for Sunriver Parks

There are several SROA-owned parks located throughout Sunriver. These include Fort Rock Park, Paulina Park (located at the SHARC complex), Mary McCallum Park, Cottonwood Regional Park, and Meadow Village Regional Park. The taskforce recommends that the SROA Board appoint a separate taskforce or work group to develop a master plan for Sunriver's parks. Such a master plan would be similar to the association's Pathway Master Plan. It would enable the association to analyze SROA's entire system of parks as a cohesive whole to ensure that the parks system meets the needs and wants of SROA's owners.

### D. Recommendation Regarding the Old Adventure Camp Building

The taskforce recommends that, as part of developing a master plan for Sunriver parks, the Board ask the parks master plan taskforce to consider future plans for the building located at Fort Rock Park and previously used for the now-discontinued Adventure Camp program.

### E. Recommendation Regarding Master Plan for Mary McCallum Park

The taskforce recommends that the SROA Board appoint a taskforce or work group to develop a master plan for Mary McCallum Park. As previously noted in the "Analysis of Amenities Projects Using Grading Elements," the additional 10 acres of land acquired from SRLP in the 2012 Property Exchange Agreement between SROA and SRLP may increase the potential future infrastructure and amenity possibilities within Mary McCallum Park's footprint. This assignment might be included in the tasks assigned to a work group or taskforce established to develop a Master Plan for Sunriver Parks.

### F. Recommendation for Continued Education about IAMP

The taskforce's survey of owners showed that a large percentage of owners are not familiar with the Infrastructure & Amenities Master Plan (IAMP) or the individual concepts included in the plan. Thus, the taskforce also recommends that the Board and staff continue and increase efforts from the past several years to educate owners about the IAMP and individual concepts in the plan.

Examples of future ways to educate owners about IAMP and projects called out in the plan:

- Rebranding the phrase/concept "IAMP" with a more user-friendly catch phrase
- Scene articles with a monthly series of topics related to specific aspects of the IAMP
- Virtual/in-person Owners Forums providing IAMP knowledge from 2009 through current, including future planning topics
- Online surveys relating to potential IAMP projects

## X. Miscellaneous Notes/Clarification

*The following two topics were discussed during the IAMP Taskforce's meetings.*

### Owners Storage

The taskforce discussed issues surrounding SROA's owner storage facilities. The taskforce notes that owner storage is not an item on the IAMP Plan and thus was not within the purview of the current taskforce. Based on the taskforce's discussions, we have some comments about owner storage. First, it is not clear to the members of the taskforce that there is available land in Sunriver that could be used to build more owners storage space. Second, the taskforce noted that there may be private businesses that could meet the demand for storage space. Third, the taskforce understands that the Admission Model Work Group has been studying issues regarding SROA's owner storage facilities and has been considering the possibility of making changes to owner storage operations to address the demand for more storage space. Therefore, the IAMP Taskforce supports the continued work of the Admission Model Work Group regarding possible operational changes to the owner storage facilities.

### Recommendation Regarding Possible Dog Park in Sunriver

Note: Dog Park: Amenities Project **Not Graded** by the IAMP Taskforce

The taskforce recommends that the SROA Board appoint a separate taskforce or work group to gather the needed information to prioritize a possible dog park and address the issues that would have to be considered in determining whether to recommend that SROA's owners approve use of the association's reserves funds for a dog park. A dog park was an idea suggested by McKay & Sposito and early SROA standing committees for a new amenity in Sunriver and the dog park concept was included in the 2012 IAMP plan.

Recently in the 2019/2020 IAMP Survey, the concept idea of a dog park has become a point of interest again for SROA owners. There are, however, only a few locations of common area owned by SROA that would allow a dog park as a permitted use for that specific piece of common area land. In addition, the Consolidated Plan of Sunriver and Sunriver Rules and Regulations provide that dogs in Sunriver must either be on leash or under voice control of their owners. After considerable discussion of these and other issues that would have to be addressed to consider a possible Sunriver Dog Park, the taskforce determined that there was not enough information currently available to apply the grading elements to a possible dog park concept. However, because a dog park concept was included on the 2012 IAMP Plan and because there has been some owner interest, the taskforce did include a question about an off-leash dog park on the 2019/2020 IAMP survey of owners. A dog park concept was the fourth-highest ranked amenities concept on the IAMP survey.

As discussed above, however, the current IAMP Taskforce concluded that there are numerous questions to be discussed regarding a dog park that would have to be addressed before the association could move forward on building a dog park.

Among the items that would be addressed by a dog park taskforce/work group would be the following:

- where in Sunriver a dog park would be allowed to be located, including review of land use issues and environmental constraints
- what the best location would be for a dog park
- whether there are issues or constraints related to access to a dog park, such as whether a new or enlarged parking lot or new connector to the pathway system would be needed
- costs of design and construction of the dog park
- whether there should be limitations on use of the dog park (such as limitations on hours of operation, limitations on who can use the dog park, possible limitations on maximum occupancy of the dog park, and whether use of an access-card machine should be required to gain access to the dog park)
- legal analysis of risk and liability issues of operating a dog park; perhaps also insurance carrier analysis of risk and liability issues
- legal analysis of whether a vote of SROA's owners to change the Consolidated Plan of Sunriver (Section 3.12e regarding control of pets) would be required in order for SROA to operate an off-leash dog area
- operational issues, including costs of operating the dog park (for example, whether SROA would need to have staff in attendance at the dog park, whether staff time would be required to clean up dog waste and garbage left by users of the dog park)
- whether separate dog parks would be needed for small dogs and large dogs (as is the case in some places)
- whether there would be fencing around the dog park area and, if so, whether approval under the Design Manual would be required for such fencing.
- who would have access to the Dog Park? e.g. SROA Owner access with Member Preference Card, Recreation Plus Program participants, and/or open the dog park to all (inside and outside of Sunriver) to use?

## Comments from Owners in Response to IAMP Survey

Two questions in the IAMP survey asked owners to provide verbatim comments identifying any other infrastructure or amenities issues or projects that the survey respondents thought were important to include for future consideration. In response to these survey questions, owners expressed support for a number of new projects, including a skateboard park, an electric car charging station, a salt-water pool or hot tub, more basketball courts, a carwash facility in the owners' storage area, boat marina slips to enable owners to leave their boats in the water, indoor racquetball/squash courts, a roller skating rink, smaller gyms throughout Sunriver, an owner craft and auto hobby shop, a senior center, a splash pad at Fort Rock Park, a pharmacy, and a zipline park. There were requests from several owners for more basketball courts, but the support for the other projects came from only one or two owners each.

### XI. Accompany Exhibits

- IAMP Taskforce Scope of Work
- 2019/2020 IAMP Survey questions and final report from DRC Research a
- 2019/2020 IAMP Survey verbatim responses (grouped by category)
- Final Version of Grading Matrix
- Excerpts from 2017 and 2014 Comprehensive Owner Surveys regarding owners' priorities for IAMP concepts/projects
- Geographic analysis of tennis court usage based on swipe card data (prepared for the 2016 IAMP Taskforce)
- Report of 2016 IAMP Taskforce
- Report of 2013 IAMP Taskforce
- Report of Pathway Master Plan Work Group (November 10, 2013)
- Mackay Sposito Sunriver Infrastructure & Amenities Master Plan (August 18, 2012)
- J.T. Atkins Amenities Master Plan (August 8, 2009)
- Conceptual design for Public Works campus and Administrative campus
- Conceptual design (architectural concept) for Cottonwood Road entry experience