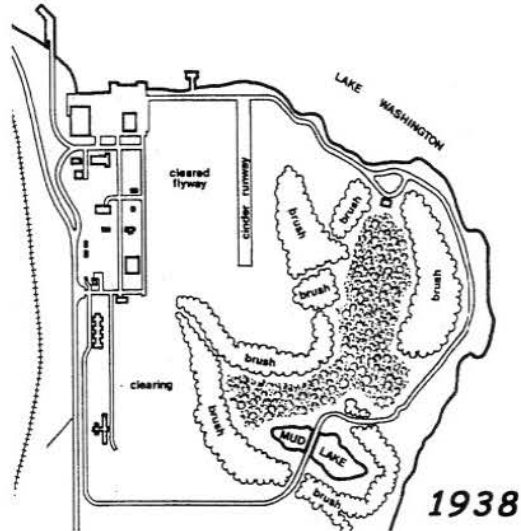


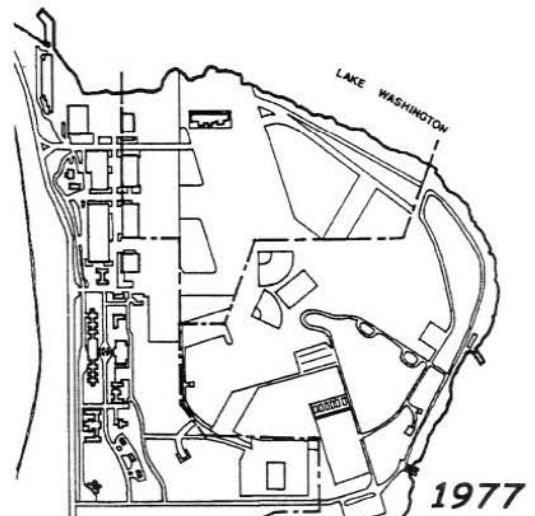
# Report to the Mayor and Seattle City Council



## Sand Point Blue Ribbon Committee

Charles Royer, Chair

February 1999



## **SAND POINT BLUE RIBBON COMMITTEE ROSTER**

### **Blue Ribbon Committee**

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Frank Chopp  
James Fearn  
Marc Frazer  
Lezlie Jane  
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Steven Smith  
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Ken Bounds  
Tom Byers  
Eric Friedli  
Nick Licata  
Yazmin Mehdi  
Bonnie Berk

### **Sand Point Staff**

Eric Friedli  
Mary Alderete  
Layne Cubell

### **Project Consultant**

Bonnie Berk, Berk & Associates

### ***Acknowledgment of Illustrations***

*The drawings shown in this report are for illustration purposes only.*

*The sketches and "Base Plan" map shown in the report were excerpted from the Citizens Plan, prepared for the Citizens Sand Point Planning Association on behalf of the Sand Point Community Liaison Committee, and used by permission of the Liaison Committee.*

*The "small multiple" historic maps of the Sand Point peninsula were provided by Ilze Jones, Jones & Jones. Sketch illustrations on pages 12 and 13 are from Sand Point Park (May 1975) prepared by Jones & Jones.*

**EXECUTIVE  
SUMMARY**

This report presents the findings and recommendations of the Sand Point Blue Ribbon Committee (BRC), charged with conducting a comprehensive review and assessment of the Sand Point/Magnuson Park peninsula, including planning, operations, management and financing elements. The Committee was formed in response to calls for a reexamination of the Sand Point project – a fresh and comprehensive look at the current situation and recommended future direction.

**VISION FOR AN EXPANDED MAGNUSON PARK:  
A MILLENNIUM GIFT TO THE REGION**

Our vision for Magnuson Park begins with restoration of the land. A magnificent open space and its mile-long shoreline, long ago called to serve its country in war, now in peace must be returned to its natural beauty. In our priorities, the land comes first, the historic structures of national significance come second, and the rich mix of uses and user groups comes third. Our first recommendation, then, is to integrate Sand Point within Magnuson Park and begin the restoration of this expanded Park as a Millennium gift to the region — a single bold proposal for immediate action to underscore our commitment to environmental restoration and stewardship. Build the natural area as contemplated in the Citizens Plan, bringing back to life a magnificent lake, wetlands, habitat and streams. Restore the contours of the land, grow back the lush vegetation, and let the Park become for the region, a gift of the light, land and water of Seattle's Millennium celebration.

**PARK DESIGN**

The Magnuson Park Peninsula should be unified and restored, with its structures treated as "buildings in a park." A Park design should be developed for the newly expanded Park, taking into account future plans for the National Oceanic and Atmospheric Administration (NOAA) and U.S. Department of Interior's Northwest Fisheries Research Center properties. The Citizens Plan should serve as the base plan or "core vision" for the design, which should also address important issues including connection to the Burke-Gilman trail; safety and security needs; review of locations for sportsfields, the off-leash area, and boat launch and moorage facilities; siting for potential anchor tenants; and integration of housing units with other uses. The Committee recommends that the City take immediate action to:

- Provide for public review and comment on the core plan — in close cooperation with the community and the newly reconstituted Magnuson Park Advisory Board.
- Convene a regional inter-agency Working Group on Lake Washington shoreline use and preservation – to assess recreation, facility and open space needs and constraints.
- Address transportation and parking issues – to the site and within it.

## PARK MANAGEMENT AND GOVERNANCE

The BRC recommends that Magnuson Park and the former Naval Station at Sand Point be managed by the City's Parks and Recreation Department as a single site, with its status elevated within the Department to that of other regional facilities such as the Zoo and the Aquarium. The City should also assume responsibility for major capital improvements needed by the City-owned buildings. Immediate recommended next steps are to:

- Initiate discussions with the President of the University of Washington — to share information about the University's needs and plans, and to discuss the future of the University's properties.
- Improve relations with NOAA — work cooperatively with NOAA to develop mutually acceptable solutions to better manage the Sand Point peninsula.
- Improve relations with the community and establish formal communication and oversight mechanisms — solicit community input on Park proposals and plan amendments early in the decision making process, with public hearings held on major decisions.
- Reconstitute the Magnuson Park Advisory Board — the Mayor in consultation with the City Council should appoint a Magnuson Park Advisory Board (MPAB) and Board Chair to advise the City on major planning, management and policy issues at the Park. The Board should include community representatives, as well as experts in law, finance, real estate, property management, park management and landscape architecture.

Management of the City-owned buildings intended for arts, culture and educational uses should be accomplished through a contract with a not-for-profit organization. This entity will be responsible for managing, operating, marketing and scheduling activities in the buildings, in accordance with an operating agreement with the City and the guidelines delineated in this report. The objective of this arrangement is for the City-owned buildings to be operated and managed by an independent, efficient and business-oriented non-profit organization, that will be insulated from politics and able to act entrepreneurially. The City should proceed immediately with development of a request for qualifications and proposal (RFQ/P) from interested non-profit organizations.



## PARK OPERATIONS AND USE

To maximize public use of the Park, there should be a mix of structured activities (performances, lectures, classes) and unstructured activities (museums, libraries, galleries, exhibits). Building space should be used for resident and temporary uses (including performances, classes, exhibits), with a majority of the space allocated for temporary uses.

Anchor tenants will attract people to the Park and provide focus, stability, interest and excitement. Concurrent with the Park design process the City should explore the interest of various established arts, cultural, education and environmental institutions in locating at the Park. Appropriate anchor tenants are those with missions that match or complement that of Magnuson Park. However, a major lesson learned at Fort Mason has been to proceed slowly with agreements for resident tenants. The pressure to fill building spaces should be tempered, to prevent assigning spaces that could later be put to a higher and better use. Until the not-for-profit management organization is established, the City should be careful about making long-term commitments. In the short-term, the Parks Department should focus on maintaining and enhancing the schedule of special events and community activities, so that the public can continue to be served and community awareness of the site can be maintained.

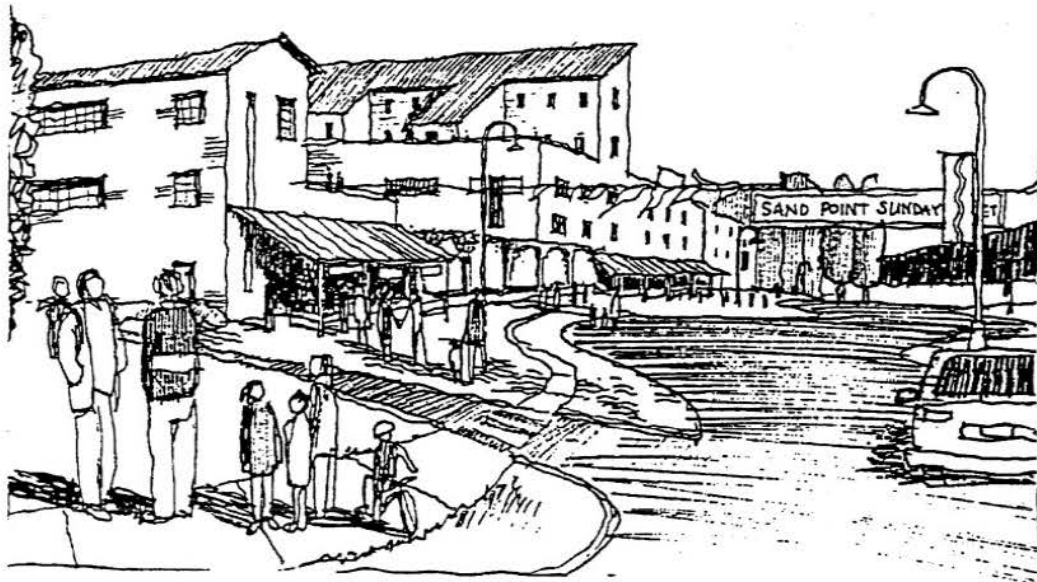
In addition to the policy recommendations presented in this report, the City Parks Board should review and advise the Parks Department on guidelines for the use of Magnuson Park. Use issues that should be addressed by the Parks Board include off-leash areas, boat launch requirements, sportsfield use, criteria for building use, commercial uses and lease terms and lease rates.

## PARK FUNDING

Funding the Park design improvements recommended in this report will be expensive. It will require a significant commitment of funds by the City, which can in turn be used to leverage state and federal grants, and private funding. The Mayor and City Council should identify a long-term phasing plan and a long-term, stable funding source to enable significant public investment in a revitalized Magnuson Park. In the short-term, the BRC recommends funding for a number of projects that will establish a framework for the Park's future success:

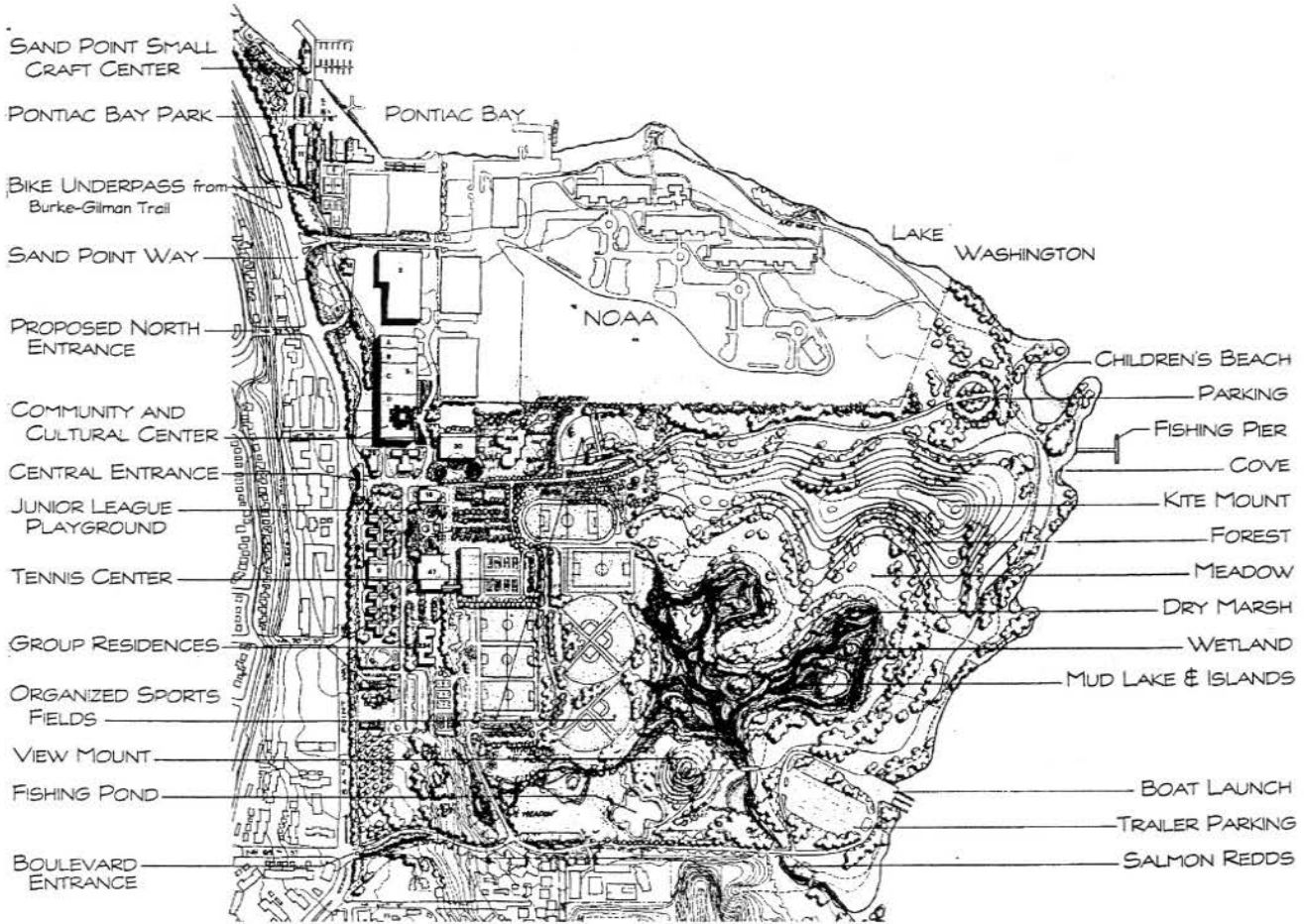
- Mud Lake restoration — this bold, visible step is needed to show the City's commitment to action, to improvement at Magnuson Park.
- Responsible building preservation and asset maintenance — immediate building maintenance needs, such as roof repair, should be undertaken now to protect the public's investment and forestall greater expense in the future.
- Continued special events programming — to serve the public, make best use of the facility and maintain the visibility and positive momentum that has been created.

- Additional Seattle Conservation Corps funding — to undertake pilot projects at Magnuson Park, including removal of unnecessary fences, minor demolition, trail construction and shoreline restoration.
- Building occupancy and regulatory flexibility — the City's Department of Construction and Land Use (DCLU) should allow occupancy of Sand Point's structures where life safety is not at risk. This regulatory flexibility will provide near-term access to the site for many organizations and can increase operating revenues significantly.
- New entrance design and construction — proceed with design and construction of a new, more pleasing Park entrance.
- Building 30 improvements — to make about 50,000 square feet habitable for some two dozen non-profit groups.
- City commitments to fund housing programs — the City has been a good partner in this program, and should continue to honor its commitments, including forthcoming requests for operating support.
- Branch library development — request that the Seattle Public Library Board consider funding a branch library at Magnuson Park
- Program operations proposed by the Sand Point community — interim use (assuming use of the buildings "as is") could begin in 1999 with funding for a staff coordinator.



**CITIZENS PLAN**

**RECOMMENDED BY THE BLUE RIBBON COMMITTEE AS THE  
BASE PLAN FOR THE MAGNUSON PARK DESIGN PROCESS**



**NOTE:**

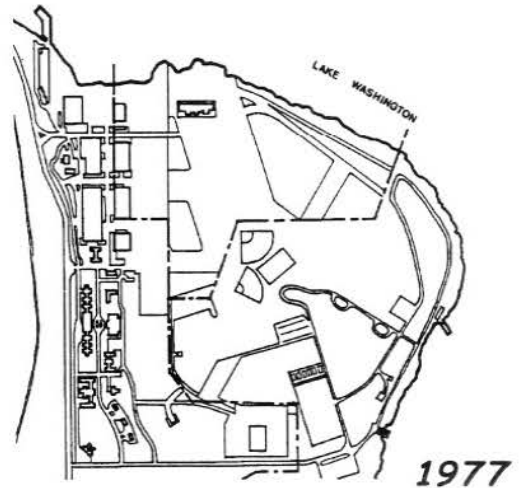
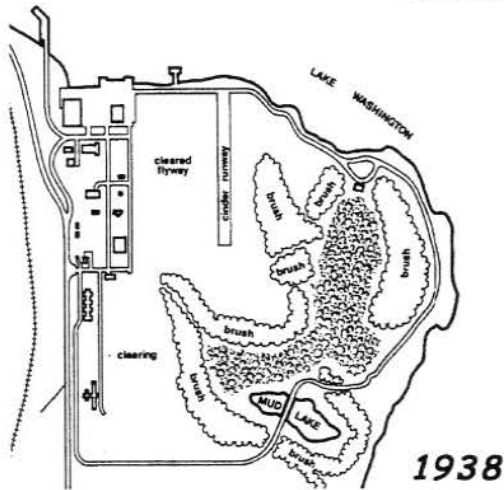
The Citizens Plan was prepared for the Citizens Sand Point Planning Association on behalf of the Sand Point Community Liaison Committee, and is used here by permission of the Sand Point Community Liaison Committee.

The Citizens Plan has been recommended by the BRC as the base plan, to be modified in the Park Design process. See pages 4-7 in the report for a discussion of recommended Park Design issues.

# TABLE OF CONTENTS

- I. Introduction
- II. Vision for an Expanded Magnuson Park
- III. Blue Ribbon Committee Recommendations
  - ↔ Park Design
  - ↔ Park Management & Governance
  - ↔ Park Use
  - ↔ Park Funding
- IV. Conclusion

## Attachments



## INTRODUCTION AND BLUE RIBBON COMMITTEE BACKGROUND

This report presents the findings and recommendations of the Sand Point Blue Ribbon Committee (BRC), charged with conducting a comprehensive review and assessment of the Sand Point/Magnuson Park peninsula, including planning, operations, management and financing elements.

The Blue Ribbon Committee was appointed by Mayor Paul Schell and City Councilman Nick Licata. The Committee was formed in response to calls for a reexamination of the Sand Point project – a fresh and comprehensive look at the current situation and recommended future direction. While members of the Sand Point community and some others had requested such a review, the need for a “blue ribbon” task force was clearly articulated and catalyzed by a feasibility study of private sector funding for building renovations. This study, *A Feasibility Study for Private Funding of Arts, Cultural, Recreational and Community Reuses of Sand Point* (September 1997), was conducted by Randall Development Group and Ransom Development Services under contract to the City of Seattle’s Office of Sand Point Operations.

The feasibility study, known as the “Randall/Ransom Report,” queried 49 business and philanthropic leaders in the Seattle metropolitan area regarding the feasibility of raising \$26-33 million in private funds for renovation of Sand Point facilities for use as arts, cultural, recreation and community facilities. The study concluded that:

*... the most important factors in successfully attracting private funding support for Sand Point's reuse are to create (1) cohesive and truly visionary plans (which create interest and excitement) for that facility's further development as it relates to arts/cultural, community and education uses; (2) a strong, visible nonprofit management organization to oversee the site's reuse; and (3) strong interest and advocacy for the site's reuse among top regional business and philanthropic leaders. Given the results of this study, in our view the City will have to provide fresh and invigorated leadership from elected officials to break through the site usage and funding issues that are tied to this project which has been so long in discussion. (p.45)*

The report concluded with several strongly-worded recommendations to the City of Seattle:

- 1. The City of Seattle should consciously undertake a phased approach to fund the reuse of Sand Point for arts, cultural, recreation and community activities.*
- 2. We recommend that the Mayor appoint a top-level “blue ribbon” task force composed of business and philanthropic leaders, as well as*

*representatives from the City and the Sand Point community, to review the (a) arts/cultural and community uses, (b) educational uses, (c) and recreational uses described in the reuse plan; evaluate the region's needs which might be addressed at Sand Point and recommend a course of action to acquire funding to meet these needs.*

3. *We recommend that the City designate a private nonprofit organization to develop, manage and fundraise for that portion of the Sand Point facility that is to be used for arts/cultural, recreation and community purposes. (pp. 47-49)*

## Committee Charge

The BRC was appointed by the Mayor and Councilmember Licata (see the inside cover of this report for a list of members) and chaired by former Mayor Charles Royer. The Committee was charged by Mayor Schell to “undertake a comprehensive review of the Sand Point/Magnuson Park plan and formulate recommendations to guide its future as an integrated, successful community resource.” “Now is the time,” said Mayor Schell, “to take another look at the site’s potential — an opportunity to build a shared dream, one that has some magic.” The Mayor and Councilmember Licata asked the Committee to focus on ten key issues:

- ✦ An overview of Sand Point’s history and organization;
- ✦ Legal constraints and commitments associated with conveyance of the property;
- ✦ Identification of stakeholders and their concerns;
- ✦ Current vision for the peninsula and facility;
- ✦ Physical plans for Magnuson Park and Sand Point and recommended next steps;
- ✦ Review of adopted Reuse Plan and evaluation of strengths, weakness and opportunities;
- ✦ Review and identification of criteria for facility uses;
- ✦ Assessment of management options and recommendations for long-term management of the peninsula as a unified campus — recognizing the community’s interest in playing a role;
- ✦ Analysis of funding requirements (identified shortfalls, challenges and options) and recommendation of a funding strategy, including phasing; and
- ✦ Recommendation of an overall implementation strategy, identification of roles and responsibilities and next steps for each of the parties.

See Attachment A for a description of the Committee’s process.

## VISION FOR AN EXPANDED MAGNUSON PARK: A MILLENNIUM GIFT TO THE REGION

1907



### Introduction

Our vision for Magnuson Park begins with restoration of the land. A magnificent open space and its mile-long shoreline, long ago called to serve its country in war, now in peace must be returned to its natural beauty. In our priorities, the land comes first, the historic structures of national significance come second, and the rich mix of uses and user groups comes third. The land is now divided, cut up by fences, uses, regulations, turf wars of the past, even its name: Sand Point/Magnuson Park. Nevertheless, the land remains the one unifying, connecting force that will take us, at last, to common ground.

1926



Our first recommendation, then, is to integrate Sand Point within Magnuson Park and begin the restoration of this expanded Park as a Millennium gift to the region — a single bold proposal for immediate action to underscore our commitment to environmental restoration and stewardship. Build the natural area as contemplated in the Citizens Plan, bringing back to life a magnificent lake, wetlands, habitat and streams. Restore the contours of the land, grow back the lush vegetation, and let the Park become for the region, a gift of the light, land and water of Seattle's Millennium celebration. For a piece of land with so much division in its past, there is near unanimity that this is the right thing to do first. Second, our vision includes the innovative reuse of the historic buildings on site to create a vibrant new place where existing arts and cultural groups can flourish, emerging organizations can develop, and people of all ages can have new learning experiences.

1946



### Magnuson Park Vision Statement

*Sand Point will be integrated within Magnuson Park to create A Great Urban Park, with a mile-long shoreline, park and open spaces, sportsfields, and numerous large building spaces for community programs and activities, special events, classes, exhibits and performances. The Park will integrate several uses — park and recreation, the arts, environmental protection and restoration, education and residential — which will work together to create a unique park in our region. This extraordinary peninsula, with a restored natural lake, shoreline and wetlands, will offer expanded recreational opportunities, innovative reuse of historic buildings and a campus setting for a new and exciting community of arts, culture and education programs and events.*

1977



## BLUE RIBBON COMMITTEE RECOMMENDATIONS

### Introduction

At the beginning of this century, the Magnuson Park peninsula was a natural area rich in character, topography and habitat. Subsequent years saw it leveled, cleared and paved. Our first recommendation is to begin immediately to restore the magnificent wetlands, streams, contours and historic buildings that are the natural assets of the peninsula. Begin immediately the restoration of Mud Lake and its environs — to send the strongest message that at last, we are moving forward to heal the land at Magnuson Park.

Our Committee's specific recommendations are organized in four categories: Park Design, Park Management and Governance, Park Operations and Use, and Park Funding. Our major recommendations within each category are listed below, followed by recommended short-term actions to be implemented within the next year.

### Park Design

**Recommendation #1: Unify and Restore the Magnuson Park Peninsula.** Sand Point and Magnuson Park should be unified into a single Park, with its structures treated as "buildings in a park." A Park design should be developed for the newly expanded Park, taking into account future plans for the National Oceanic and Atmospheric Administration (NOAA) and U.S. Department of Interior's Northwest Fisheries Research Center properties. The Citizens Plan should serve as the base plan or "core vision" for the design, due to its recognition of the importance of the land and its restoration, and its treatment of the peninsula as a whole. (See p. v of the Executive Summary for an illustration of the Citizens Plan.) The design team should be interdisciplinary, with special expertise in the areas of land and wildlife restoration. The design process should include recommendations for addressing transportation, parking and hydrology issues. The Park design should be completed within four to six months and presented to the BRC for review.

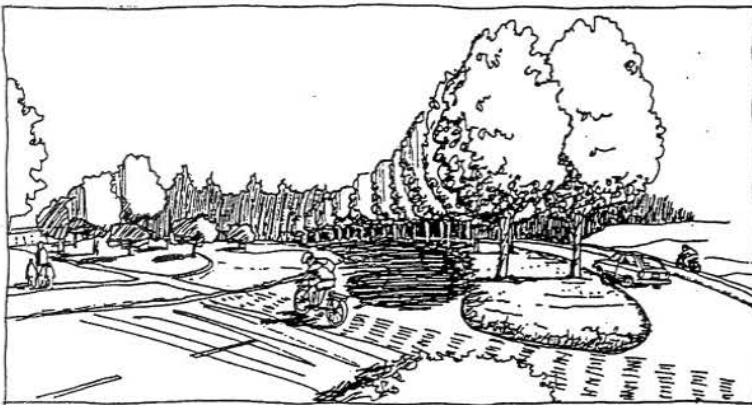
**Short-Term Action A: Provide for Public Review and Comment on the Core Plan.**

An initial step of the Park design process should be broad community review and discussion of the Citizens Plan. The City should fund and manage this process in close cooperation with the community and the newly reconstituted Magnuson Park Advisory Board.

**Short-Term Action B: Begin an Effective Dialogue with NOAA.** NOAA is a federal agency that owns and controls more than 100 acres of land on the peninsula. The BRC acknowledges that NOAA's property is not a part of the Park, and recognizes NOAA's need to articulate its research mission and manage public expectations regarding its property. However, as NOAA's property is part of the peninsula, we recommend that

NOAA and the City begin immediately to work together to establish improved communications and a basis for future collaboration. An initial objective of this dialogue is agreement that NOAA work with the City on the Park design process to delineate the peninsula's natural systems and habitat. Other topics for longer-term discussion include aesthetics, facility access and facility use.

**Short-Term Action C: Convene a Regional Inter-Agency Working Group on Lake Washington Shoreline Use and Preservation.** The Seattle Parks Department should immediately convene a working group of regional parks and recreation leaders to address the use of Lake Washington's shoreline, including an inventory of regional assets, and an assessment of recreation, facility and open space needs and constraints. The findings of the working group should be used in the Park Design process.



**Short-Term Action D: Address Transportation and Parking Issues.** Magnuson Park is perceived by some as remote and inaccessible. External and internal transportation issues need attention and should be specifically addressed by Seattle's Transportation Department in coordination with the Parks Department. Development of a Park transportation plan in conjunction with the Park design process is a necessary first step. The plan should

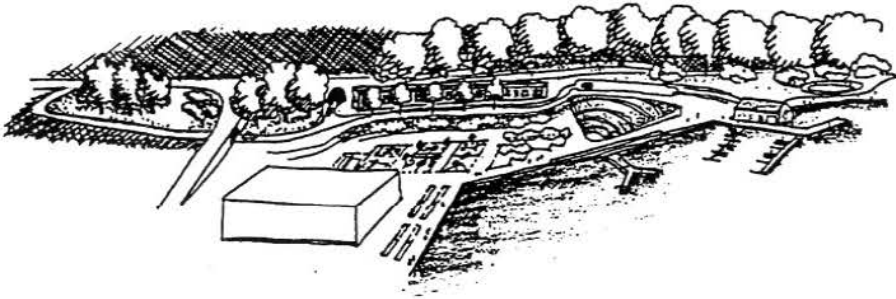
encompass site access and connections, including a Burke-Gilman trail connection, Metro transit service to and from the Park, and shuttle bus service for large events, as well as internal circulation systems for autos, bicyclists and pedestrians. A detailed parking study is also needed. This study should determine the on-site and off-site parking requirements and optimal locations to serve all of the recreational activities and building uses proposed for the Park.

**Short-Term Action E: Fund Restoration of Mud Lake as a Millennium Project.** This action alone will signal a major change at Magnuson Park, generating community interest, excitement and potential funding from state and federal sources, foundations and individuals. Moving forward with design and funding of the project will signal the City's commitment to the Park, invigorate its environmental restoration, and provide a focal point and theme for the natural areas of the Park.

**Recommendation #2: Address Other Key Issues in Park Design.** The BRC focused considerable attention on Park design issues, engaging in extensive discussions as well as hosting a "mini charrette" of the four park designers who have studied and prepared plans for the peninsula within the last twenty years. Based on our discussions, we recommend the following issues be addressed in Park design:

- **Improved Linkages and Connections.** Consistent with Seattle's Olmsted tradition, Magnuson Park should be connected to the regional open space system through connections to the Burke-Gilman trail and the extension of Sand Point Way as a tree-lined boulevard north of NE 65th Street.
- **Design of a More Pleasing Park Entrance.** The entrance to the Park should be welcoming, and should be reflective of the Park's location within a residential area. The Sand Point community should be fully involved in the design.
- **Attention to Transition Areas.** Analysis and design of edge treatments is needed – between the activity and natural areas; between the shoreline and the land; and on the west side, where the Park meets Sand Point Way and the neighborhood. Full and aesthetically pleasing integration of the Park with the surrounding neighborhood is critical.
- **Minimize Fencing.** The design process should explore ways to eliminate artificial barriers that inhibit easy access from one area of the Park to another. Where separation is essential for security reasons as between the Park and NOAA, solutions relying on landscaping and topography should be considered.
- **Address Security Concerns Through Environmental Design.** Visitor safety and site security are important and complex issues. Security issues need to be identified and innovatively addressed in Park design.
- **Historic Preservation and Reuse.** The buildings within the potential historic district must be treated carefully to retain their distinctive character. The Park design should identify and address historic preservation issues and requirements.
- **Open, Multi-Purpose Area for Events.** The design should incorporate a large, multipurpose open area to serve as a regional resource for special events and informal, unstructured recreation.
- **Sportsfields Assessment.** The Park design should review the number and location of sportsfields; study the option of siting them to the north, adjacent to other activity zones, analyze the associated parking needs and provide for them; and develop cost estimates for use in capital planning and budgeting.
- **Pedestrian and Bicycle Paths.** The Park design should provide for separated pedestrian and bicycle pathways.
- **Off-Leash Area (OLA) Review.** Currently the fenced OLA – originally laid out on the perimeter of the former Magnuson Park – divides the newly-integrated and enlarged Magnuson Park. As with every other Park use, the OLA should be designed and located to contribute to the character of the Park. In this context, the design principles in use at Marymoor Park should be reviewed.
- **Assessment of Boat Moorage and Boat Launch Issues.** This assessment should begin with a review of the original Jones & Jones plan prepared in the mid-1970's, which recommended relocation of the boat launch area to the north outside the natural

area. Other boating issues should be evaluated in the context of regional needs. The appropriateness and implications of large vessel moorage at the Park's north end and boat launch-related parking should also be evaluated.



↔ **North Shore Recreation Area Improvements, Facilities and Activities.** The design process should evaluate issues, including parking and access needs, associated with development of a proposed non-motorized small craft center and improvements to the

land and buildings in the North Shore Recreation Area. Primary issues are funding, phasing and the number and location of similar facilities in the region.

- ↔ **Siting of Anchor Tenants.** The design process should review the Park's buildings to identify potential locations for anchor tenants, such as a museum and branch library.
- ↔ **Integration of Housing With Other Uses.** To create a balanced and diverse residential community, the housing component of Magnuson Park should be physically and programmatically integrated with other uses. For example, development of additional housing units for Seattle Conservation Corps members, artists and perhaps retired University employees, could create a healthy, diverse and supportive residential environment.
- ↔ **Employment of Residents On-Site.** Involvement of the Park's residents in on-site activities and organizations is highly desirable. The City should continue to seek opportunities to employ residents on reclamation, construction, maintenance and other projects.
- ↔ **Relocation of Phase II Housing.** Phase II housing units are currently planned to be located south of 65<sup>th</sup> Street. Alternative sites for these units should be evaluated, including building sites or existing buildings to the north (including potentially Building 9).

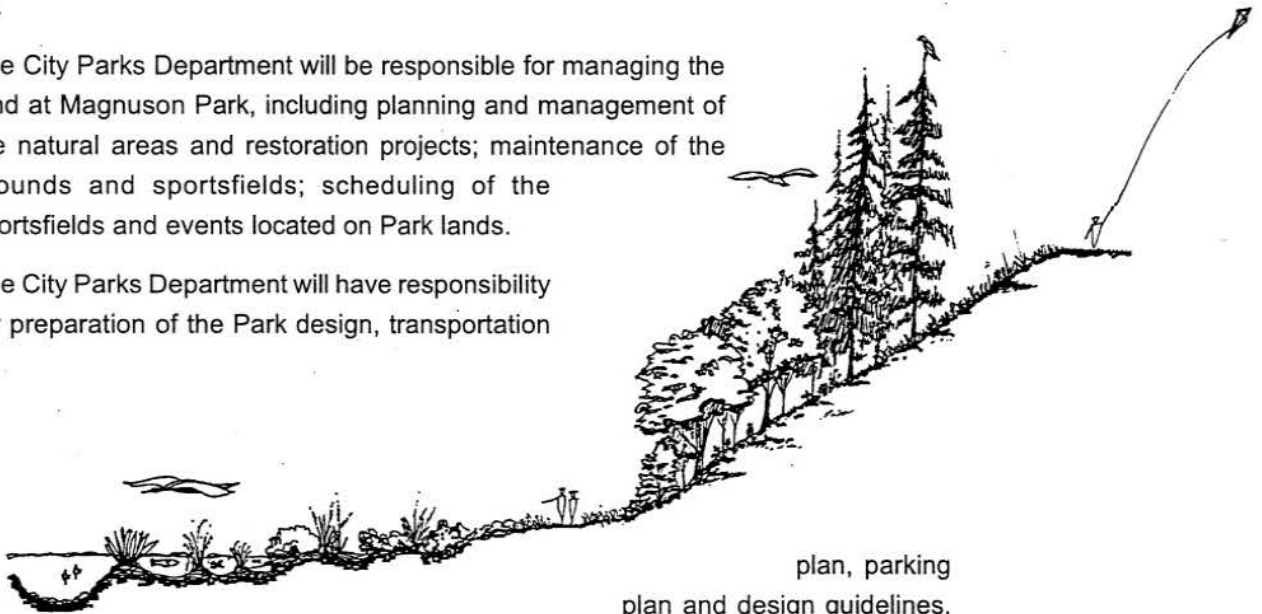
## Park Management and Governance

To be successful, Magnuson Park needs an effective management structure. This structure must clearly define the roles and responsibilities of the many participating organizations, assure adequate oversight and accountability, and provide for communication among the parties on a regular basis. The BRC makes the following management recommendations:

**Recommendation #3: Manage Magnuson Park and the Former Naval Station at Sand Point as a Single Site.** The former Naval Station at Sand Point should be integrated

within Magnuson Park, and the expanded Park should be managed by the City's Department of Parks and Recreation as an integrated site. The City's management responsibilities will encompass coordination and oversight of the University of Washington, the housing and non-profit components, and coordination with NOAA and the Northwest Fisheries Research Center. Specific responsibilities of the City's Parks Department should include:

- Magnuson Park should have its status within the Parks Department elevated to that of other regional facilities such as the Zoo and the Aquarium. This will allow the Park to be integrated within the citywide park system, while providing visibility and accountability.
- The City Parks Department will be responsible for managing the land at Magnuson Park, including planning and management of the natural areas and restoration projects; maintenance of the grounds and sportsfields; scheduling of the sportsfields and events located on Park lands.
- The City Parks Department will have responsibility for preparation of the Park design, transportation



plan, parking  
plan and design guidelines.

The City will also have responsibility for implementing these plans, in cooperation with the resident organizations.

- The City Parks Department will have responsibility for managing recreation and community programs and their facilities, as it does at other City parks. This responsibility includes latitude to contract with private and/or non-profit groups to operate and manage community and recreation programs and facilities.

**Short-Term Action F: Begin Discussions with the University of Washington.** The Mayor and City Council should immediately initiate discussions with the President of the University of Washington regarding the future of the University's Magnuson Park properties. These discussions will provide an opportunity to share information about the University's needs and plans, and to establish specific uses for the University's property that fit within the requirements of the U.S. Department of Education, are in the University's interest and are consistent with the vision for the Park. Preferred uses for the buildings are "active" educational uses consistent with the Park themes articulated in this report. Examples of such uses could include environmental research programs and housing, including perhaps University housing and artists housing.

**Short-Term Action G: Improve Relations with NOAA.** The NOAA property is a federal facility with its own operating needs and parameters. The City should work cooperatively with NOAA management to share information and develop mutually acceptable solutions to better manage the Sand Point peninsula. This dialogue could also address opportunities to involve NOAA and the Northwest Fisheries Research Center in development of site-related education and research programs for the public.

**Short-Term Action H: Improve Relations with the Community and Establish Formal Communication and Oversight Mechanisms.** Magnuson Park is located within a residential neighborhood, and that community has an important stake in the Park's future. Consideration of community needs and meaningful community involvement are key issues for future Park planning and management. We recommend that citizen and community input be solicited on Park proposals or plan amendments early in the decision making process, and that public hearings be held on major decisions. Notice of public hearings should be widely distributed at least 10 days in advance of the hearing, with supplemental information likewise made available. Public comment should be carefully considered and documented in the decision making process.

**Recommendation #4: The City Should Contract with a Not-for-Profit Organization to Manage the City-Owned Buildings Intended for Arts, Culture and Educational Uses.** The not-for-profit organization would assume responsibility for arts, educational and cultural programming and special events within the City-owned buildings. This entity will be responsible for managing, operating, marketing and scheduling activities in the buildings, in accordance with an operating agreement with the City and the guidelines delineated in this report. The objective of this arrangement is for the City-owned buildings to be operated and managed by an independent, efficient and business-oriented non-profit organization, that will be insulated from politics and able to act entrepreneurially, responding effectively to opportunities as they arise. The non-profit organization's responsibilities should include:

- Building management, including management of ongoing operations and maintenance and improvements and modifications to the interiors of the buildings.
- Development of a plan to locate a mix of resident and temporary uses, structured and unstructured activities and possible anchor tenants on-site. Review and discussion of this plan with the City and community organizations.
- Solicitation and development of contractual agreements with anchor tenants and other resident organizations.
- Programming and building management for temporary uses – performances, exhibits and classes – to maximize public use of the Park and with an emphasis on low and no-fee activities.
- Solicitation of meaningful community input on proposed programs and activities.

- Rate-setting and financial management of the City-owned properties to assure broad public and institutional access to the site, while working to become a self-sustaining entity.
- Annual reporting to the City on progress, finances and compliance with the operating agreement.

**Short-Term Action I: Develop a Request for Qualifications and Proposal with Clear Criteria for Selection.** The City should proceed with development of a request for qualifications and proposal (RFQ/P) from interested non-profit organizations. The document should clearly state the objectives of the solicitation, the City's interests, the selection process and criteria, and the City's oversight and accountability requirements. Recommended selection criteria include: a strong Board of Directors with the skills and background to guide the organization's development and accomplishment of its mission; demonstrated financial and management capabilities; expertise in property management, marketing, events management and arts and cultural programming; a capable and experienced Executive Director to manage the organization's operations; and a successful track record in working with public agencies and community groups.

**Recommendation #5: The City Should Assume Responsibility for Major Capital Improvements Needed by the City-Owned Buildings.** Many of the City-owned buildings in the Park need significant capital improvements. Funding these improvements, as well as ongoing major maintenance requirements should remain a City responsibility, as it is at other City parks.

**Recommendation #6: Reconstitute the Magnuson Park Advisory Board.** Working with the community and the City's on-site partners, the Mayor in consultation with the City Council should appoint a Magnuson Park Advisory Board (MPAB) and Board chair to advise the Parks Department on major planning, management and policy issues at the Park. The Board would advise, for example, on key Park design, management, operations and funding issues, including implementation of the recommendations in this report. The Board should include community representatives, as well as experts in law, finance, real estate, property management, park management, landscape architecture and other relevant areas.

## Park Operations and Use

**Philosophy and Guidelines for Park Use.** In its discussion of use of Magnuson Park – both in terms of its built and natural assets – the BRC generally agreed on the following philosophy, which we offer as a recommendation to guide decisions on Park use. First, use should be considered not as consumption – using up space or land – but as adding to the sum total of Magnuson Park. Use should be thought of as supporting and contributing to the health and vitality of other uses. For example, housing for artists or members of the

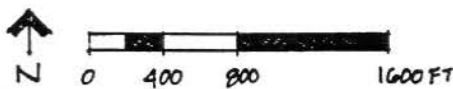
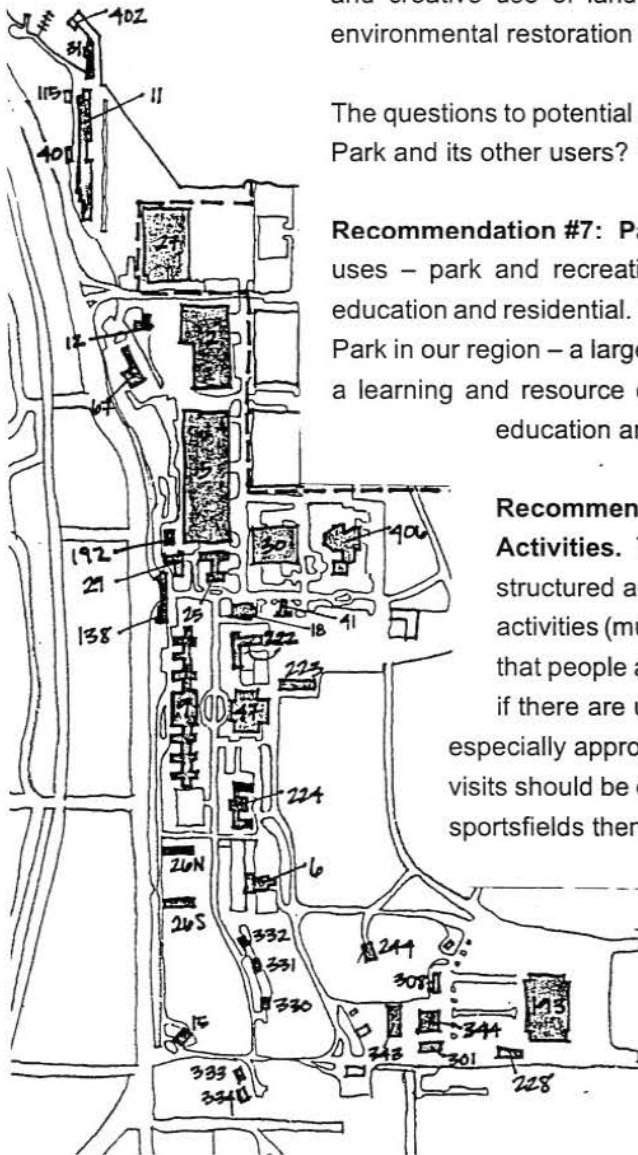
Seattle Conservation Corps (who work at the Park), might be seen as appropriate and creative use of housing space. A garden project, for example, might be an appropriate and creative use of land if it were to grow plants and vegetation to support the environmental restoration of the Park and provide food for residents and visitors.

The questions to potential users should be: "Why here? What will you contribute to the Park and its other users? What public benefits do you bring?"

**Recommendation #7: Park Use Should Be Cohesive.** The Park has five planned uses – park and recreation, the arts, environmental restoration and stewardship, education and residential. These uses can and should work together to create a unique Park in our region – a large, high-quality "nature park" in an urban area, that serves as a learning and resource center, an incubator and vibrant campus for arts, culture, education and community service programs and events.

**Recommendation #8: Grow A Mix of Structured and Unstructured Activities.** To maximize public use of the site, there should be a mix of structured activities (performances, lectures, classes) and unstructured activities (museums, libraries, galleries, exhibits). Experience has shown that people are more likely to visit the site — and visit more frequently — if there are unscheduled, unstructured options. This mix of activities is especially appropriate given the Park location – opportunities for cross-over visits should be encouraged (i.e. a visitor who comes for a walk or to use the sportsfields then decides to visit a gallery, or vice-versa).

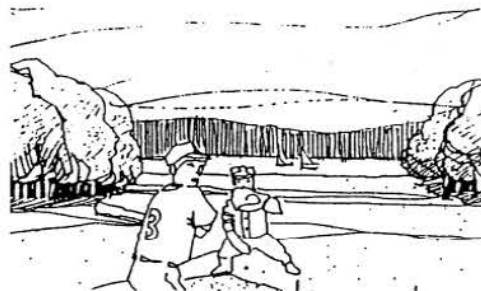
**Recommendation #9: Encourage A Mix of Resident and Temporary Uses.** Building space should be used for resident and temporary uses (including performances, classes, exhibits), with a majority of the space allocated for temporary uses, as is the practice at San Francisco's Fort Mason. This approach has several advantages:



- Space allocation can be shifted as community interests and organizations evolve.
- Hosting a mix of events will help create awareness of the facility and build a constituency for it with the public and the non-profit and philanthropic communities.
- The site can serve as an incubator for newly emerging organizations and events.
- Rental of temporary space allows users to experiment with and demonstrate the public appeal of their programs and their organization's management and financial capabilities.
- It enhances the fresh, dynamic nature of the facility.

- ➔ Multiple, temporary uses within a space have greater revenue-producing potential than a single, dedicated use.

**Short-Term Action J: Maintain and Build on the Park's Community Activities and Events.** Events and activities at the Park in the past year have attracted 75,000 people to the site, to the enormous benefit of their sponsoring arts and community organizations. The Parks Department should develop a schedule of events and activities that maintains and builds on this momentum, so that the public can continue to be served and community awareness of the site can be maintained.



**Recommendation #10: Recruit Anchor Tenants.** Anchor tenants will attract people to the Park and provide focus, stability, interest and excitement. Concurrent with the Park design process the City should, in cooperation with the Advisory Committee, explore the interest of various established arts, cultural, education and environmental institutions in locating at the Park. Appropriate anchor tenants are those with missions that match or complement that of Magnuson Park. These organizations could include a branch of the Seattle Public Library, a branch of the Pacific Science Center, regional or national environmental organizations, the Burke Museum of Natural History and Culture and various other institutes and programs of the University of Washington (especially those involving environmental and sustainability policies; and marine, wildlife and environmental research programs).

**Short-Term Action K: Make No Long-Term Commitments for Space Until the Park Design is Complete.** The City should not make commitments to long-term or "resident" organizations until the design process is complete and recommendations are made as to which buildings should house resident organizations.

**Recommendation #11: Proceed Cautiously with Installing Resident Tenants.** A major lesson learned at Fort Mason has been to proceed slowly with agreements for resident tenants. The pressure to fill building spaces should be tempered, to prevent assigning spaces that could later be put to a higher and better use. As Fort Mason's Marc Kasky states: "first-come, first-served should not be the operating principle – just because an organization is first doesn't make it the best." Moreover, once a space is assigned, it is very difficult to take it away. Until the not-for-profit management organization is established, the City should be careful about making long-term commitments. In the interim, the City can offer short-term leasing arrangements (one to six months) to tenants seeking exhibit spaces.

**Recommendation #12: The City Parks Board Should Review and Advise the Parks Department on Guidelines for the Use of Magnuson Park.** Use issues that should be addressed by the Parks Board include off-leash areas, boat launch requirements, sportsfield

use, criteria for building use, commercial uses and lease rates. The BRC's proposed guidelines in some of these areas are as follows:

- ➔ **Maintenance of Off-Leash Areas.** Consistent with suggestions from the Magnuson Park Ad-Hoc Users Group, we encourage users of the off-leash area to contribute to the ongoing maintenance of the area through work parties, contributions and donations, and/or license fees.
- ➔ **Criteria for Building Use.** Building uses must be inclusive, attracting people to the site. Uses must be compatible with the Park's five major themes – park and recreation, arts, environmental restoration and stewardship, education and residential. Proposed uses must demonstrate how they add to the integrity and vibrancy of the Park, how they serve the interests of the larger Seattle community, and why they need to be at Magnuson Park. Appropriate uses are interdisciplinary or complimentary with other uses — integrating, enhancing and creating interaction with other organizations and events. There should be a balance of uses, with no one use dominating. We recommend adopting the guidelines used at Fort Mason that no group (including anchor tenants) should occupy more than 10% of total space nor generate more than 10% of total revenues. Users must demonstrate management capability and economic viability.
- ➔ **Commercial Uses.** Commercial uses should be appropriate for a City park and should support the visitor's experience within the Park. This can include support services such as ATM machines and snack and drink kiosks, as well as gift shops associated with the museums, galleries and exhibitions. Commercial use of some buildings on a temporary basis could be used as a mechanism to raise funds for capital improvements, as Fort Mason has done. One or more restaurants on-site should also be considered as an amenity that will serve visitors and likely extend the length of the average visit.
- ➔ **Lease Terms.** Lease terms for tenants should vary depending upon a set of criteria including: the needs of each organization, its history, financial resources and track



record, the programs proposed, the investment to be made by the organization to improve its space and how much security the organization needs. A financially viable organization with appropriate financial statements should receive longer lease terms than a start-up organization with an unproven record and few resources. Similarly, the larger the space-improvement investment to be made, the longer the appropriate lease term. A "long term" lease for a financially viable tenant expected to make a substantial investment (say \$1 million) in its space could be 20-25 years. Conversely, a new organization taking space "as is" could have a

lease of 1, 2 or 5 years. This approach frees both the leasing organization and the management entity from longer-term obligations.

- ✦ **Lease Rates.** Lease rates at Magnuson Park are currently set at comparable market rates, a practice that should continue. Lease rates should allow for a range of new and existing organizations to use the space to provide public benefit. Variable lease rates are appropriate, with variables to include assessment of sitewide infrastructure and administrative costs.

## Park Funding

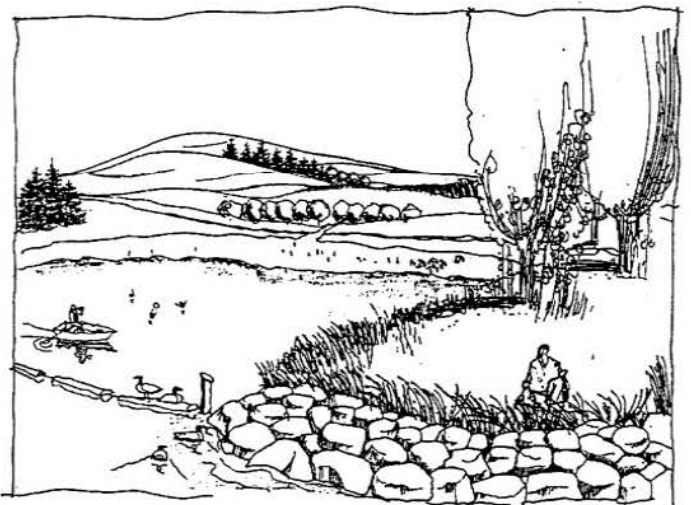
The City, the University of Washington and the Sand Point Community Housing Association have already made substantial funding commitments to Magnuson Park for infrastructure improvements and administration. These commitments are summarized in Attachment B. The BRC makes the following Park funding recommendations:

**Recommendation #13: Develop a Long-Term Capital Funding Source to Pay for Park Improvements.** Funding the Park design improvements recommended in this report will be expensive. It will require a significant commitment of funds by the City, which can in turn be used to leverage state and federal grants, and private funding. The Mayor and City Council should identify a long-term, stable funding source to enable significant public investment in a revitalized Magnuson Park.

**Recommendation #14: Encourage Private Funding Support for the Park Through Formation of Foundations.** Foundations can provide much-needed private funding for land and building restoration projects. Two relevant foundations have been suggested : a Citywide Parks Foundation – which could focus on the Mud Lake restoration as a signature project — and a “Friends of Magnuson Park” Foundation.

**Recommendation #15: Short-Term City Funding Recommendations.** We recommend the Mayor and City Council fund the following short-term needs at Magnuson Park:

- ✦ **Park Design Process Funding.** Identify funding for and proceed immediately with the Park design process recommended above.
- ✦ **Mud Lake Restoration Funding.** Raise \$5 million as a Millennium project to begin the Mud Lake reclamation project. This bold, visible step is needed to show the City’s commitment to action, to improvement at Magnuson Park. It will also serve to leverage and strengthen the City’s case for state funding from the statewide Wildlife and Recreation program. In addition, the City should aggressively pursue other state, federal and private funding sources for this critical first step in the Park’s environmental restoration.



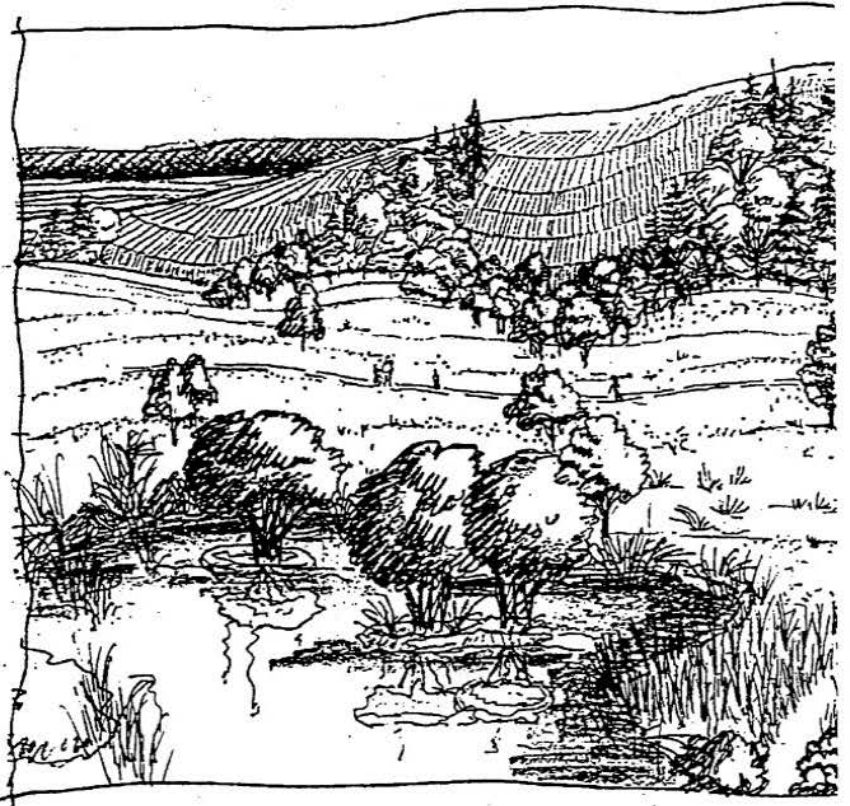
- **Responsible Building Preservation and Asset Maintenance.** Although capital and maintenance needs at Magnuson park far outstrip available funding, immediate building maintenance needs, such as roof repair, should be undertaken now to protect the public's investment and forestall greater expense in the future.
- **Continued Funding for Special Events Programming.** Continue funding for special events and programs at Magnuson Park in order to serve the public, make best use of the facility and maintain the visibility and positive momentum that has been created.
- **Additional Seattle Conservation Corps Funding.** Provide additional resources for the Seattle Conservation Corps to undertake pilot projects at Magnuson Park, including removal of unnecessary fences, minor demolition, trail construction and shoreline restoration.
- **Building Occupancy and Regulatory Flexibility.** The need to fund and construct seismic and accessibility improvements for numerous buildings has been a major impediment to use of Sand Point. The City's Department of Construction and Land Use (DCLU) should allow occupancy of Sand Point's structures where life safety is not at risk. This regulatory flexibility will provide near-term access to the site for many organizations and can increase operating revenues significantly.
- **New Entrance Design and Funding.** Using sitewide infrastructure funds already appropriated, proceed with design, funding and construction of a new, more pleasing Park entrance as soon as feasible.
- **Fund Building 30 Improvements.** Building 30 is a potential home to about two dozen small organizations. The City should invest the estimated \$200,000-300,000 necessary to make about 50,000 square feet of the Building habitable for these groups, and coordinate with DCLU to assure that additional improvements can be phased over time.
- **Continue to Honor City Commitments to Fund Housing Programs.** Support for the transitional housing programs at Sand Point is critical to their success and to their successful integration within the Park. The City recognized this need by committing to fund up to \$12 million in housing development costs and up to \$500,000 annually in operating and support program costs.<sup>1</sup> The City has been a good partner in this program, allocating \$5 million for first phase development costs. The City should continue to honor its commitments to the housing program, including forthcoming requests for operating support.
- **Branch Library Development.** Request that the Seattle Public Library Board consider funding a branch library at Magnuson Park. In keeping with the environmental focus of the Park, this branch could emphasize marine, wildlife, habitat and environmental and sustainability issues, as well as northwest history and Native American culture.

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<sup>1</sup> November 1993 Reuse Plan as adopted by the City Council; and application to the Department of Housing and Urban Development (July 1996).

↔ **Provide for Program Operations Proposed by the Sand Point Community.** The Sand Point community would like two programs funded at Magnuson Park: a community center in Building 406 (the Brig) and a recreation center in Building 47. Each program is estimated to cost \$300,000 annually to operate, once capital improvements to the buildings are made. Interim use (assuming use of the buildings "as is") could begin in 1999.

**Recommendation #16: Long-Term Phasing Plan.** The BRC recognizes the long-term nature of the improvement needs at Magnuson Park, and acknowledges that these improvements will be made over a period of time. In fact, our vision for this exceptional regional resource extends for 50 or 100 more years: The City should develop a long-term phasing plan to identify which improvement projects – at what cost – will be funded and built in the coming years.



**Recommendation #17: Commitment to Ongoing Maintenance — Land Stewardship for Future Generations.** In addition to reclamation and restoration, Magnuson Park will need ongoing maintenance and stewardship to sustain the environmental improvements made. Long-term sustainability, environmental stewardship and a strong and continuous commitment to funding Park maintenance is needed.

## CONCLUSION

This report identifies numerous recommendations – large and small, short and long-term – to realize the vision and the potential for Magnuson Park. Our overarching recommendation to realize that potential is that leadership is needed by the Mayor and City Council to make significant progress at Magnuson Park. At this critical juncture, what the Randall/Ransom Report called "fresh and invigorated leadership from elected officials" is needed to: identify the Park as a priority, focus on its needs, and appropriate adequate funding for key projects.



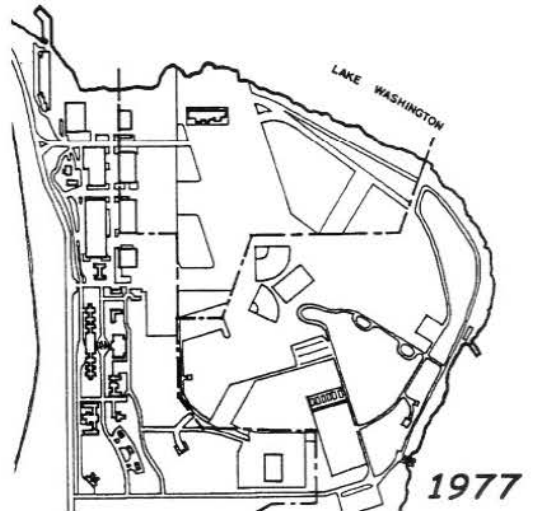
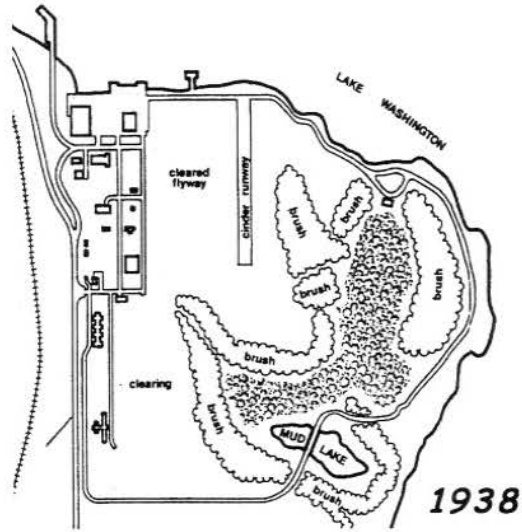
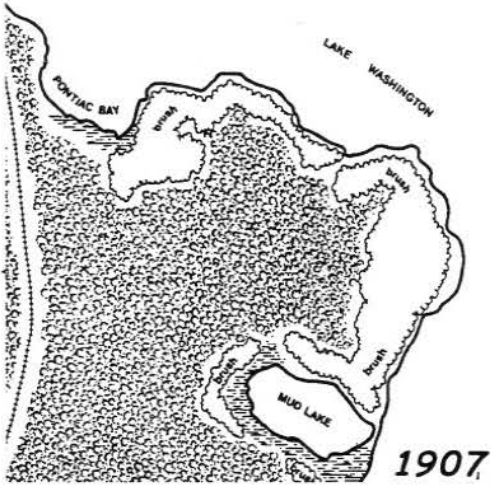
The new Magnuson Park will be a 343-acre site,<sup>2</sup> the second largest park (after Discovery Park) in the City. It represents a one-time opportunity to create a great urban waterfront park, and to preserve and restore a large public open space for enjoyment by present and future generations. We envision this urban park as a place for people of all generations to come together and interact on cultural, environmental and educational projects and events. Examples of such projects would be a shoreline or Mud Lake habitat restoration program that incorporates environmental and land stewardship with education and work training, a small boat center that provides both recreation and environmental education opportunities, and a "Summer in the City" youth camp that mixes environmental appreciation and education, active recreation and arts opportunities.

The Blue Ribbon Committee has responded to its charge to craft "a shared vision, one with some magic in it," by developing a new vision and blueprint for the future of the Park. We believe this vision can become a reality with hard work, creativity, and cooperation on the part of citizens and public officials.

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<sup>2</sup> This acreage excludes the NOAA and Northwest Fisheries Research Center properties.

# ATTACHMENTS



## ATTACHMENT A

### BLUE RIBBON COMMITTEE MEMBERSHIP, PROCESS AND INFORMATION GATHERING

Blue Ribbon Committee members have a wide range of interests and expertise. They include representatives from the Seattle Parks Board, the National Oceanic and Atmospheric Administration (NOAA), the University of Washington, neighborhood, environmental, housing, arts and business groups as well as parks and non-profit management professionals. Committee members were Maria Barrientos, Margaret Ceis, Frank Chopp, James Fearn, Marc Frazer, Lezlie Jane, Ann Lennartz, Neal Lessenger, Steven Smith, Lee Springgate, Dan Strandy, Neale Weaver, and Jeanette Williams. The group was chaired by former Mayor Charles Royer, who led a Steering Committee composed of City Councilman Nick Licata, Parks Superintendent Ken Bounds, Deputy Mayor Tom Byers, Sand Point Director Eric Friedli, Assistant to the Mayor Yazmin Mehdi, and project consultant Bonnie Berk.

The Committee met 12 times, from June through December 1998. In those meetings, the group undertook a review of: the Sand Point Reuse Plan and current activities; revenue requirements for infrastructure and building improvements; current and prospective building uses and tenants, including selection processes and criteria used; and existing legal and political agreements and commitments. Sand Point staff provided a comprehensive notebook of materials summarizing all aspects of the project.

One extended meeting was devoted to hearing from two dozen stakeholders, including current and prospective tenants. Each organization made a brief presentation as to its mission, vision and history at Sand Point, and had the opportunity to convey concerns or issues for BRC consideration. Organizations represented included Arena Sports, the Cascade Bicycle Club, Children's World Montessori, the Duwamish Shipping and Railway Heritage Trust, the Environmental Stewardship Committee, Fare Start, Friends of the Library, the Junior League of Seattle, Northwest's Child, the Northwest Italian-American Federation, Northwest Montessori, NOAA, Pottery Northwest, Sand Point Arts and Cultural Exchange (SPACE), Sand Point Community Center, Sand Point Senior Center, the Sand Point Sailing and Small Boat Center, the Sand Point Teen Center, Seattle Conservation Corps, the Seattle/King County Military Historical Society, Seattle Seafair Pirates, the Seattle Sports Advisory Council, and the Virginia V Foundation.

Another half-day meeting focused on master planning efforts for the Park. This meeting featured presentations from four landscape designers familiar with the site: Ilze Jones (Jones & Jones), who prepared the original *Sand Point Park Design Concepts* (1975); Steve Worthy (Worthy & Associates), who spoke to the *Magnuson Park Master Plan Update* (1988); Rich Haag (Rich Haag Associates), who presented the detailed plan *A Vision of Magnuson Park – A Citizens Plan*; and Bob Shrosbee and Joe Cloud (EDAW), who summarized the *Sand Point Design Guidelines*. The meeting concluded with a panel

discussion, with the presenters comparing and contrasting the various plans and identifying key issues and needs. There was considerable agreement among the presenters regarding the key issues for the Park. These include:

- The need to reconnect with the natural environment – the natural systems – at the site;
- Trying to meet all recreation needs at one site is neither possible nor desirable;
- The precious resource is the shoreline, which needs to be maximized, extended and improved;
- The “big moves” for the site would be integration of the built and natural environment, restoration of Mud Lake and the rebuilding of the shoreline;
- The Park design must balance the fact that the Park is “the front yard for 4,000 people” with its roles as a regional resource; and
- The theme for Magnuson Park should be restoration, reclamation and recycling.

## Management Models Studies

The BRC also examined alternative management and governance models, including lessons learned from San Francisco’s Fort Mason Foundation and Port Townsend’s Fort Worden/Centrum organizations. The Committee organized a panel discussion of Marc Kasky, Executive Director of the Fort Mason Foundation, Jim Farmer, Director of the Fort Worden State Park and Conference Center, and Carol Shiffman, Executive Director of Centrum, the non-profit arts organization located at Fort Worden. The speakers proved to be a rich source of information on how to successfully design and manage a multipurpose arts, culture and education center.

Fort Mason presents a management model of a successful, self-sustaining non-profit foundation – with a strong Board and Executive Director, a 35-member staff and widespread community support. This organization, which began from scratch 20 years ago by inheriting a 350,000 square foot vacant and vandalized site, serves as a non-profit management and operating entity. It has raised \$16 million in private funding, serves 700 organizations per year (including 40 “resident organizations”), is home to 15,000 public activities per year (40-50 events per day) and has annual attendance of 1.5-1.8 million people. The Foundation has a “strong, close, trusting” relationship with its landlord, the National Park Service (NPS). Its relationship is governed by a Cooperative Agreement that includes provisions for use of NPS police services.

The Fort Mason Foundation’s credo is “a place that reflects what’s important to the community.” Marc Kasky’s advice to the BRC is to likewise let Magnuson Park become a reflection of community needs and preferences. Other recommendations are: (1) be inclusive – let the public decide what works and what doesn’t; (2) don’t try to do everything at once; you’ll lose the opportunity to see what’s missing (and it’s too big a job anyway); (3)

keep a substantial amount of space available for changing exhibits (Fort Mason allocates one-third of its space for resident organizations and two-thirds for changing exhibits); (4) the City should choose a nonprofit organization to act as manager – the advantages of this approach include the ability to raise private capital, modify staffing as needs change, move more quickly than a public agency, construct projects less expensively (Fort Mason does this at 60-65% of the public sector's costs), and take positions on issues; (5) the organization should strive for self-sufficiency; and (6) ensure accountability to the public and property manager in developing and maintaining good communication.

Fort Worden State Park and Centrum also present a model of a successful long-term partnership, the pairing of a government agency and a non-profit entity. This partnership has been in existence for 26 years, with its management and financial structure evolving over time. Fort Worden is a conference center and event sponsor whose main tenant is Centrum. Centrum operates through a 10-year lease with the Fort, using 11 buildings on the campus for its events, workshops, conferences and performances; and numerous others in conjunction with the Park. Jim Farmer's advice to the BRC is to: (1) start with the people – trust among the parties is essential; (2) don't wait until all the details are filled in – just do it; and (3) establishing clear lines of governance is key, being mission-driven is also important. Carol Shiffman's advice is to: (1) be inclusive; (2) start incrementally – consider everything to be a test period; (3) have a good contract and develop a set of guiding principles; (4) identify the stakeholders and their strengths; and (5) don't be afraid to say – “this was a test that didn't work very well.” Things often don't happen perfectly the first time.

## ATTACHMENT B

### MAGNUSON PARK FUNDING ISSUES: SUMMARY OF FINDINGS

The BRC has reviewed the funding needs and financial status of Magnuson Park, and makes the following findings:

#### Capital Funding Needs

**Basic Sitewide Infrastructure Improvements and Utility Upgrades Have Been Funded.** In 1997 the City Council approved \$10.5M for infrastructure improvements, bonding for \$9.5M. With interest, the total cost of the financing is \$15.5M. This funding will take care of all basic site infrastructure needs, including water system replacement (\$3M), electrical and telecommunications improvements (\$3.4M), sewer and wastewater improvements (\$1.9M), a new north entrance (\$0.5M), and general site work including signage, fencing, pedestrian and bicycle improvements and historical and interpretive elements (\$1.7M). In addition, new water meter equipment (\$290,000) has been purchased through the Sand Point Capital Facilities Bond fund. Other capital investments include \$848,000 in Shoreline Park Improvement Funds (SPIF) for improvements to the North Shore waterfront, and \$211,000 to match a donation by the Junior League of Seattle for the Sand Point Play Area.

**The University of Washington's Share of Infrastructure Costs is Substantial.** The University's proportionate share of sitewide infrastructure improvements is 62% of non-residential building square footage (57% of total square footage). With debt service costs, the University's proportionate share is \$481,000 per year for 20 years, or \$9.62M. Given total costs of \$15.5M and the University's share of \$9.62M, the remaining City cost is \$5.88M or \$294,000 per year. This amount can be recovered by the City through rents, subsidized by the City, or some combination in between.

**Housing Share of Infrastructure Costs.** The housing component of the Park has paid its portion of infrastructure costs up front — \$750,000

**Improvements to University-Managed Buildings.** The University of Washington has developed improvement plans for Buildings 5 and 29; the UW will make life safety and seismic improvements and tenants will be responsible for the rest.

#### Administrative and Operating Costs

**Administrative Cost Sharing by the University and Housing Components.** The University has agreed to pay its share of sitewide administrative costs, including development of the management plan, historic properties plan, security, grounds maintenance, and long-range planning. Based on total building square footage, the UW will pay 57% of sitewide management costs. The City has latitude to recapture the remaining 43% from tenants or not. The housing portion has agreed to pay its share of sitewide administration costs.

**ATTACHMENT C**  
**SAND POINT BLUE RIBBON COMMITTEE**  
**SUMMARY OF LEGAL AND POLITICAL COMMITMENTS**

### **Property Transfers**

- A. **To City – by National Park Service.** Property restricted to parks and recreation uses and must be accessible to the public.
  
- B. **To University of Washington – by U.S. Department of Education.** Property to be used for educational purposes for 30 years. Pursuant to its application for the area approved by the U.S. Department of Education (ED), the University may pay the fair market value to ED for those portions of the area used by nonprofit organizations considered “ineligible” by the Department, or charge such organizations fair market rental rates. According to ED regulations, even “ineligible” users must use the property for educational purposes.
  
- C. **To City – by U.S. Department of Housing and Urban Development.** City’s commitment is to lease the residential area property to a homeless housing service provider for up to 200 units of transitional homeless housing.

### **National Historic District Requirements**

All major buildings and 73 acres at Sand Point are within a potential national historic district, which places some limits on new construction and demolition.

### **City Agreements**

- A. With the University of Washington (Ordinance #111762).
  
- B. With the Sand Point Community Housing Association – to manage transitional housing.
  
- C. Commitment to fund up to \$12 million in capital improvements and up to \$500,000 annually for operating and program support costs for transitional housing (in the 1993 City Council-adopted Reuse Plan and the 1996 application to HUD for property acquisition).
  
- D. Resolution #28935 (1994) approved by the City Council (based on the *Seattle Planning Commission Review and Recommendation: Sand Point Zone 2 Proposals*), called for several organizations to be located at Sand Point, including Pottery Northwest, Northwest Montessori, Seattle Conservation Corps, the University of Washington and the Sand Point Community Housing Association.
  
- E. Commitment to Seattle Junior League playfield by Mayor Schell (1998).

**BERK & ASSOCIATES, INC.**

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Prepared for:

**City of Seattle**  
**Office of Sand Point Operations**  
7400 Sand Point Way N.E.  
Seattle, WA 98115

