

# Fort Worden State Park

## Long Range Plan Phase III, Task 2 Opportunities & Constraints

23 August 2006



## ***This Opportunity and Constraints Report***

*begins with an overview of the Fort Worden long range planning process. Next it presents the need for baseline improvements that should be made regardless of the specific direction selected for future park development. Then it summarizes five thematic models developed by the consultant team in collaboration with the park and its partners. Each thematic model identifies the target market of park visitors, changes to facilities and amenities, historic preservation considerations, and evaluates the opportunities and constraints. There is a comparative analysis of the thematic models in relation to the values of Fort Worden, estimated costs and potential remedies. Finally, it addresses the next steps in the development of options for the future programming and improvement of Fort Worden.*

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# Overview

Fort Worden is a 434-acre state park located on Washington's Olympic Peninsula, within the historic city of Port Townsend. Originally a military fort, the Washington State Parks and Recreation Commission dedicated the Fort Worden State Park Conference Center in 1973. Since that time, the park has served the public as a destination for recreation, conferences and arts activities, and provides a variety of accommodations and meeting facilities. Fort Worden is listed on the National Historic Register as a Historic District, and has been designated by the U.S. Department of the Interior as a National Historic Landmark.

Fort Worden is a partnership of the Washington State Parks and Recreation Commission, the Washington State Arts Commission, resident cultural institutions and businesses operating at the park, and major donors. The partners work collaboratively to:

- Promote personal growth and professional development through conferences, workshops, performances and events for individuals and groups
- Develop and manage businesses that fund annual operations
- Attract public-private funding for capital projects and endowment
- Restore and preserve significant historical, cultural and natural resources of the area.

As a unique site with exceptionally memorable characteristics, Fort Worden has grown over the thirty year period into an unusual and highly successful destination that visitors return to over and over again. This success can be measured in a variety of ways: return visits, percent of costs covered by revenues, the diversity of programs and activities and the unusually clear concise statement of vision and mission.



## Long Range Planning

As the Washington State Parks and Recreation Commission prepares for its centennial celebrations in 2013, it has charged all Washington state parks to develop a long range plan. The plans must address:

- Stewardship of the natural environment
- Enjoyment, health and learning promoting cultural heritage and physical well-being
- Public service
- Facilities maintenance and renovation
- Financial strategy

In response to the Centennial 2013 requirements, Washington State Parks and its Fort Worden partners have embarked on a long-range planning process. The Fort Worden Program Development, Historic Preservation and Business Plan will guide the future development of the park and shape the visitor experience for generations to come.

The challenge for developing a long-range plan at Fort Worden is to build on the remarkable diversity and richness of experience that already exists at the park. The park and partners have created an innovative framework—a clear vision, mission and values that build upon the park’s history and patterns of use. This framework will enable Fort

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## Vision

Fort Worden is a legendary gathering place where people from around the world are transformed through retreat, renewal, and discovery.

## Mission

Fort Worden is Washington’s state park and conference center for recreation, arts, culture, history and the environment. It is a confluence of creative learning, recreation, and retreat opportunities, for people of all ages, abilities, and backgrounds.

Fort Worden is a partnership of the Washington State Parks and Recreation Commission, the Washington State Arts Commission, resident cultural institutions and business, and major funders, achieving financial vitality through coordination and collaboration.

The partnership

1. Promotes personal growth and professional development through conferences, workshops, performances, exhibitions and special events for individuals and groups;
2. Develops and manages businesses that fund annual operations;
3. Attracts public and private funding for capital projects and endowments;
4. Restores, preserves, and interprets the significant historical, cultural and natural resources of the area.

## Values

### Stewardship

Fort Worden develops, cares for, and manages the park and serves visitors, volunteers, and donors through local, native, and sustainable environments and economies. Activities, programs, and individual visitor experiences at Fort Worden are framed around discovery of, attentiveness to, education about, and deep appreciation of its specific natural, cultural, and historical environments.

### Integration

The economic vitality the park is a direct function of the economic vitality of all the park partners. All businesses, programs, and services at the park are dynamically integrated in active demonstration of shared and interrelated and core values and economic strategies.

### Learning: Creativity & Discovery

Fort Worden serves individuals and gatherings dedicated to preserving and revitalizing cultural traditions, taking creative risks, and generating new practices, ideas, and conversations.

### Culture of Hospitality

Programs, services and facilities are designed, developed, and promoted to attract, welcome, and be accessible to all individuals Fort Worden whose interests are aligned with the missions, visions, and values of Fort Worden partners.

### Play

A commitment to individual health, renewal, and transformation is enhanced by maintaining open space and facilities for retreat and enjoyment as well as self-directed and organized outdoor skills programs that heighten respect of natural and cultural environment.

Worden and its partners to achieve their vision of becoming a legendary gathering place. **Phase I** laid the ground work for planning by generating site information and organizing a Planning Advisory Committee. The park, its partners and the advisory committee established a road map, clear vision and mission with general assumptions for park rehabilitation which were approved by the Parks Commission.

**Phase II** procured consultant services and defined the scope of work to come.

**Phase III is currently underway.** A consultant team with expertise in historic preservation, architecture, landscape architecture, arts programming, hospitality, real estate and public involvement is working with the park to inform the planning process and develop options for park programming and rehabilitation. All options are evaluated using the vision, mission and values of the park. In Phase III, the consultant team will determine conceptually what facilities, programs and services should be provided at the park. Phase III is comprised of five tasks:

- Task 1** The roles and responsibilities of the consultant team, State Parks staff, the historic preservation consultant, planning advisory committee, park advisory committee and other park partner organizations were defined. In a working session the project team clarified the scope of work, laying the groundwork for the development of thematic models during Task 2.
- Task 2** Partners at Fort Worden assembled and organized “the universe of ideas” for improvements at Fort Worden into five value groupings derived from the fort’s vision and mission: stewardship, integration, learning, culture of hospitality and play. The consultant team evaluated these ideas, first identifying baseline improvements, then sorting them into five thematic models. Each model proposes a discrete direction for programming to facilitate further discussion with the community about the future of the park. A description and evaluation of these models using the values form the core of this report.
- Task 3** The consultant team will develop one or two options which will undergo general feasibility and financial analysis, and public review.
- Task 4** The consultant team will develop a preliminary recommendation with a business model and funding strategy.
- Task 5** The final recommendation will be presented to the public and the Fort Worden Advisory Committee.
- Task 6** The final recommendation for the future rehabilitation and development of Fort Worden will be presented to the Washington State Parks and Recreation Commission for adoption.

## The Fort Worden Long-Range Plan

This five phase process will engage the public to plan for the long-term rehabilitation and development of Fort Worden.

PHASE I — COMPLETED  
**Start Up**  
4/05 – 2/06

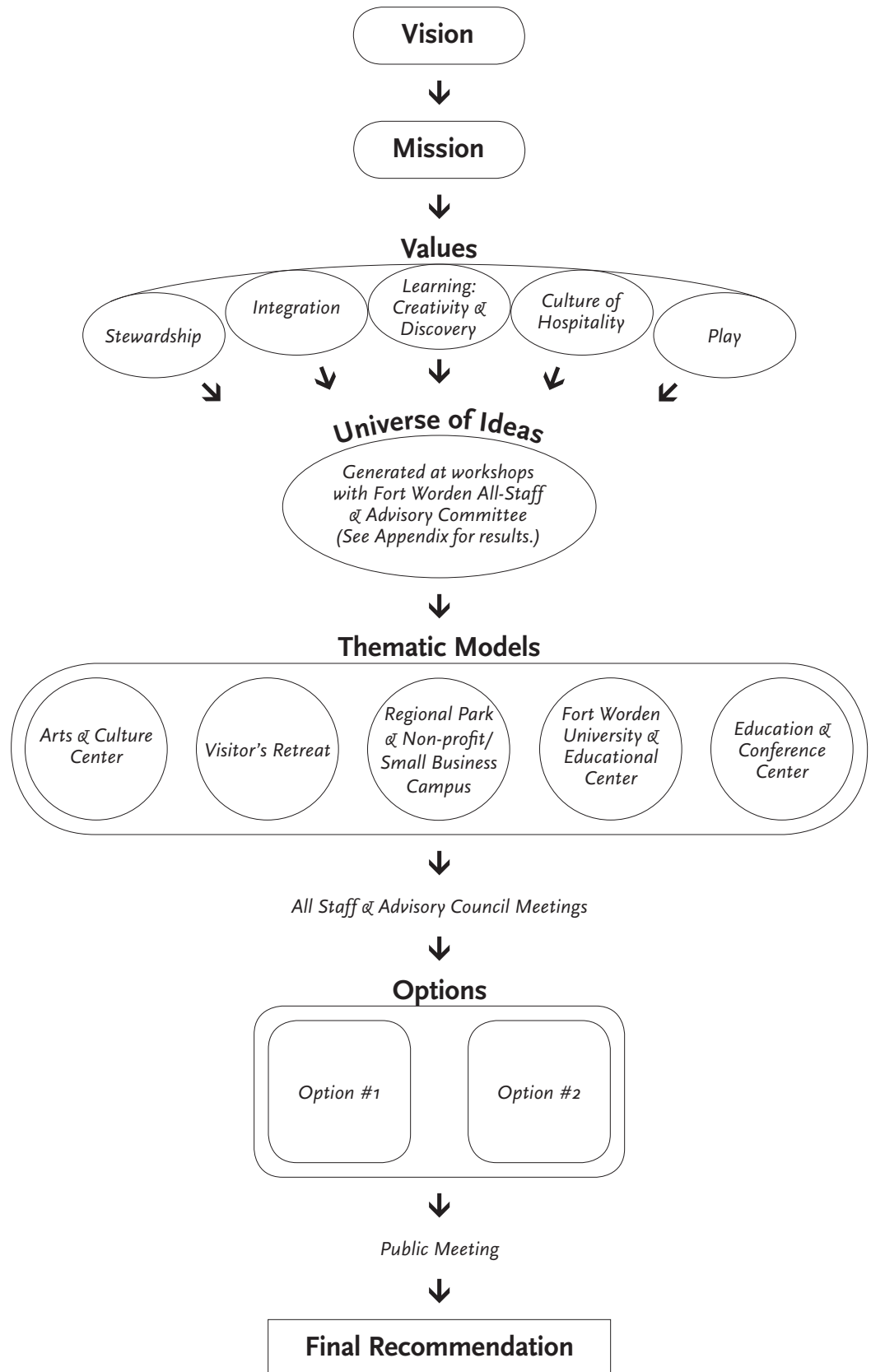
PHASE II — COMPLETED  
**Scoping & Contract Development**  
2/06 – 3/06

PHASE III — IN PROCESS  
**Conceptual Facilities, Programs & Services Planning**  
3/06 – 1/07

PHASE IV  
**Detailed Planning**  
1/07 – 6/09

PHASE V  
**Implementation**  
6/07 – 6/17

# Process Diagram for Phase III of the Fort Worden Long Rang Plan



# Baseline Improvements

Several of the consultant team conducted a site visit at the park, keeping in mind the broad universe of ideas developed by the public. They concluded that inadequate facilities and amenities, antiquated technology capabilities for conferences and guests, and limited funding constrain Fort Worden from achieving its vision of being a “legendary gathering place.” To achieve this vision, a set of baseline improvements need to be implemented regardless of the specific direction contained in the final recommendation.

Fort Worden is a unique historical and natural resource in Washington, with unifying physical characteristics that provide the essential identity and context in which diverse activities can occur. Baseline improvements should be structured to reinforce these vital qualities.

The park has two core resources which allow it to support a broad range of activities and uses: ground/facilities, and operations. The grounds and facilities date back to the early 20th Century when Fort Worden was an active military fort. Since becoming a public park in 1973, facilities have been modified to suit park and recreation needs, including the creation of campgrounds. Various capital improvement projects have upgraded or restored facilities, including an award-winning historic renovation of Buildings 204 and 300. However, in light of the total need for rehabilitation, significantly more capital improvement projects are required to improve the visitor experience at the fort. Park management and operations must overcome the constraints that allow for only incremental change or improvements at the park.

**Opportunities** Baseline improvements will help the park provide a high-level of service to park patrons while preparing for future improvements anticipated in the implementation of the long range plan.

**Constraints** Deferred maintenance of park facilities, minimal technology capabilities and incomplete integration between events programming are the greatest constraints to park rehabilitation. Park management is constrained by state regulations governing operation and procurement procedures, as well as the state budgeting system that lacks flexibility.

The activities highlighted below illustrate some examples of improvements which will permit the park to provide the high-quality experience visitors expect at Fort Worden, while establishing a foundation upon which to refine and expand park offerings. Further evaluation and prioritization should occur in advance of detailed planning and implementation of the long range plan.

## **Examples of Critical Improvements to Grounds/Facilities**

- Restore or mothball existing structures to ensure structural soundness.
- Employ universal design to meet ADA compliance.
- Remove or treat hazardous materials such as lead paint.
- Modernize meeting and accommodation spaces, including new fixtures, finishes, and furniture, additional bathrooms, and upgraded electrical, mechanical and information technology systems.
- Upgrade utility and systems infrastructure.
- Support the natural environment by restoring and enhancing existing natural areas, removing invasive species and programming specific areas for field activities.
- Enhance wayfinding throughout the site with improved signage, landscaping and hardscape treatments.

## **Examples of Critical Improvements to Operations**

- Explore creation of an independent entity to manage programming, marketing, improvements, and procurement on behalf of the park, its partners and users.
- Increase staffing levels to improve service delivery in all aspects of parks operations.
- Review existing contracts with vendors and service providers to create incentives for marketing and increasing users for day and overnight programming.
- Institute a higher level of cleanliness in facilities and accommodations.
- Integrate programs by developing a master calendar of events with widespread distribution.
- Improve visitor experience by streamlining the check-in process, prioritizing the visitor information services (e.g. information desk, promotional materials, welcome packet), and enhancing use of web technology.
- Train and fund for sufficient hospitality staff to provide better customer experience and to demonstrate values of stewardship and sustainability.



# Thematic Models

Working in collaboration parks staff, partner organizations, and the consultant team identified five potential thematic models for future programming and improvements at Fort Worden, each of which:

1. deliver upon and support the vision, mission, and values of Fort Worden and Washington State Parks; and
2. are operated and developed within the broader context of a 434-acre state park with an astonishing array of ecosystems and fully accessible to visitors who just want to explore and delight in the site.

Some thematic models include opportunities for the park to work collaboratively with partners or institutions; any such collaboration at Fort Worden would be aligned with the fort's vision, mission, and values.

**Arts & Culture Center** providing performance and exhibition spaces, workshop, practice, and studio space for individuals, small groups, non-profit institutions and, potentially, businesses seeking a unique artistic and cultural experiences in a natural setting with quality facilities and a diversity of accommodation levels.

**Visitor's Retreat** welcoming a broad public for retreat and renewal, with a range of recreational, environmental, arts, and history programming, and diverse accommodation options.

**Regional Park & Non-profit/Small Business Campus** providing park facilities to the general public and leasing facilities to for-profit businesses and non-profit organizations for office, meeting, exhibition, performance, and studio space.

**Fort Worden University & Educational Center** attracting and integrating schools, colleges, and other learning institutions into a campus providing an array of non-accredited, accredited, and degree residential learning experiences.

**Education & Conference Center** providing meeting space for institutions, non-profit organizations and businesses seeking high-quality facilities and accommodations in a natural setting.

These five thematic models represent a broad range of opportunities for new or expanded programming and long-term rehabilitation of Fort Worden. Each model assumes that the programs and activities currently available which will continue to exist are those that are in alignment with the vision, mission and values as adopted in the recent long range plan. The park remains multidimensional, while the emphasis of new programming is aligned with the thematic model.

For the purpose of this preliminary evaluation, the thematic models are presented below in an idealized form with general evaluations based on the experience of the consultant team and the park's vision, mission and values. They are intended to stimulate critical discussion among parks staff and the Fort Worden Advisory Committee about how to further the remarkable quality and experience of Fort Worden.

During Task 3 (upcoming), the most compelling aspects of each model will be identified and incorporated into one or two integrated options for more detailed analysis.

## Thematic Model #1

# Arts & Culture Center

Fort Worden is an arts and culture center providing inspiration and artistic engagement for the arts-interested public, professional and avocational artists through a broad range of programs in diverse disciplines ranging from performances and exhibitions to workshops, conferences and master classes to artist residencies.

### Target Market

Cultural and educational institutions, performing and visual artists, writers, filmmakers, teachers, audiences for all artistic disciplines, arts-interested public for related conferences and training programs.

### Facilities & Amenities

- Multi-tiered accommodations (campsite, dorm, budget hotel, mid-range vacation housing).
- Significant improvements to existing facilities for performances and exhibitions, performing arts practice space, visual art work space, and media arts space, depending upon program emphasis. Adaptive re-use of selected existing storage facilities for art installations, exhibitions, rehearsals and master classes.
- Renovation of back-of-house functions in the Wheeler Theatre and McCurdy Pavilion, as well as front-of-house seating and lobby accommodations that support expanded program offerings and improve audience experiences.
- Potential development of outdoor performance venue for summer festivals and programs. Potential use of outdoor spaces for temporary art installations.
- Meeting facilities of varying size from 300 – 1400 square feet, including break-out rooms, with audio-visual capacity.

### Impact on Fort

Significant investment in modernizing performing arts facilities and lodging accommodations. Reprogramming of existing buildings for performing and visual art work spaces, meeting rooms and classrooms.

### Historic Preservation Considerations

Care will be necessary in the creation of the meeting facilities and accommodations to ensure that character-defining features remain intact. Similarly, the details and site selection for any new building will have to be consistent with existing historic features.



## Programmatic Approaches

**Arts & Culture** Emphasis in this model will be on arts and cultural programming; challenges will be to create a distinctive, marketable over-arching identity and integrate program delivery services among various organizations.

**Recreation** Opportunities would be available to participants of arts and culture programs, and to the broader public using the park. Emphasis on unstructured recreational activities.

**History** Programming around the cultural and physical history of the site would be an essential component of the offerings at Fort Worden.

**Environment** Build on the collaborative arts, cultural, and environmental programming already in place at Fort Worden to ensure that the physical site and ecosystems that support it are a distinctive part of every visitor's experience at Fort Worden.

## Potential Management Model

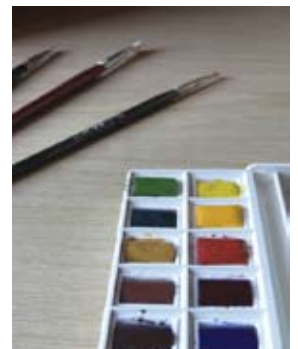
Consideration of a two-pronged approach: Non-profit program management and facilities development; public or private facilities and grounds maintenance.

## Opportunities

Utilize existing structures by converting or upgrading them into learning and presentation space. Potential for significant foundation, corporate, individual, and public funding stream. Improvements and programs can be implemented in a manner which augments Fort Worden's character and builds on the existing reputation as a center for the arts.

## Constraints

Substantial financial investment required to modernize facilities. Requires significant marketing efforts to create distinctive identity as a cultural gathering place. Existing open space potentially left under-utilized.



## Thematic Model #2

### Visitor's Retreat

Fort Worden is a destination to recharge and recreate, offering diverse structured and unstructured recreational and cultural activities suited to a wide variety of visitors.

#### Target Market

Individual and family travelers, life-long learners, reunions, weddings, small group retreats.

#### Facilities & Amenities

- Tiered accommodations to fit variety of needs and budgets (campsite, dorm, budget hotel, mid-range housing).
- Possible new development at various sites around the park, especially areas with exceptional views points, such as Artillery Hill.
- The Commons adapted to include a full-service restaurant and bar; use of locally-grown organic produce to reinforce principles of stewardship and sustainability.
- The Commons provides an opportunity for learning and programming.
- Adaptive re-use of existing grounds to provide indoor and outdoor recreational facilities, class rooms, workshops and spa-like facilities. Possible addition of a swimming pool.

#### Impact on Fort

Significant alterations to existing accommodations and moderate alterations to program buildings.

#### Historic Preservation Considerations

Building alterations and new construction would be guided by National Historic Landmark designation.



## Programmatic Approaches

**Arts & Culture** programming would be designed and marketed to attract vacation travelers.

**Recreation** Opportunities would expand to take full advantage of the site and would provide secondary revenue streams for the park. Health and fitness classes would focus on wellness, healing, healthy cooking and lifelong nutrition.

**History** Programming around the cultural and physical history of the site would be an important attraction for visitors.

**Environment** Expanded environmental programming (especially drop-in) by the Marine Science Center and other organizations would be an important amenity emphasizing a broader appeal to visitors and enhancing the theme of retreat to nature.

## Potential Management Model

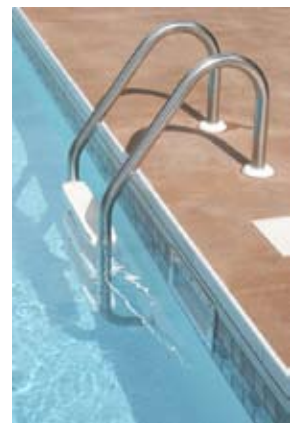
Consideration of a two- or three-pronged approach: Outside accommodations management company; program and productions management company; recreational programming contract with recreation management body.

## Opportunities

Reinforce Port Townsend as a learning tourist destination. Attract visitors from around the Northwest. Improvements and program additions can be implemented in a manner which maintains the cohesive character of Fort Worden.

## Constraints

Significant financial investment to develop accommodations. Scale of undertaking could significantly increase number of beds available in area bringing into question the capacity to be competitive. Tourism peaks during specific time of the year make it difficult to maintain a consistent revenue flow.



### Thematic Model #3

## Regional Park with Non-profit/Business Campus



Fort Worden is a regional park and lessor of office space to non-profits and small businesses. Visitors enjoy the park's diverse recreation and cultural activities through the program offerings of the non-profits and small business. Small businesses and non-profit organizations enjoy affordable office/studio space.

### Target Market

Visitors from the North Olympic Peninsula region seeking traditional historical park experience and members, clients, and customers of non-profit organizations and small businesses.



### Facilities & Amenities

- Upgrade and optimize existing recreational facilities to improve their function and appearance (e.g. campgrounds, trails, boat launch, moorage).
- Create a core area around the Commons, and convert some adjacent buildings into Grade C or D office space.
- Modernize lodging and meeting facilities. General maintenance improvement of all site buildings.
- Commons functions as its own small business or non-profit focusing on food production and enhancement of agriculture economy.



### Impact on Fort

Minimal impact on the fort from both facility and programming perspectives. Facilities would be upgraded to meet modern standards, but for the most part they would remain the same. Resident non-profits and businesses would assume financial responsibility for facility upgrades to accommodate program offerings.



### Historic Preservation Considerations

Care will be necessary in the creation of the meeting facilities, office space, and accommodations to ensure that character-defining features remain intact.



## Programmatic Approaches

**Arts & Culture** Arts and cultural programming driven by leasing partners like Centrum, Copper Canyon, and Peninsula College.

**Recreation** Existing recreation opportunities would continue along with additional amenities provided by leasing partners.

**History** Partners like the Coast Artillery Museum would provide programming around the cultural and physical history of the site.

**Environment** Partners like the Marine Science Center would provide environmental programming.

## Potential Management Model

Consideration of an approach where the park is responsible for facilities maintenance and property management; all accommodations, events, and programs are managed by the individual organizations renting space from the park.

## Opportunities

Utilizes existing facilities and open space. Supports the potential development of synergistic business relationships. Allows maximum programming flexibility with minimal financial risk to the state. State becomes a property management entity.

## Constraints

Park success depends on the viability of the businesses and non-profits operating at the park. All revenue-generating programming would be done by resident businesses, which could potentially limit the revenue of the park. In order to establish itself in the market, the park might need to provide financial incentives to encourage small businesses to locate at the fort.



## Thematic Model #4

# Fort Worden University & Education Center

Fort Worden is a university and education center providing a diverse range of classes for accredited, degree programs as well as continuing education and lifelong learning experiences for students of all ages and backgrounds.

### Target Market

Individuals and small groups from around the country seeking a variety of educational opportunities.

### Facilities & Amenities

- Multi-tiered accommodations but with emphasis on modernized dorm or other student-oriented living situations and upgraded accommodations for visiting faculty and lifelong learning participants.
- Convert under-utilized buildings into classroom space, larger meeting halls, computer labs, etc. Convert current storage facilities into dance studios, visual arts studios, media arts laboratory, and music rehearsal spaces.
- Adaptive reuse of existing grounds to provide indoor and outdoor recreation facilities for students, such as play fields, tennis courts, fitness center, pool and a spa.
- Commons provides opportunity for learning and programming as well as food service and dining space with a focus on sustainability, production and strengthening the local and regional farming economy.

### Impact on Fort

Medium impact on existing facilities and grounds. Buildings would require renovation to for specific learning uses and accessibility. The creation of structured fields and courts would change the landscape of portions of the site.

### Historic Preservation Considerations

Care will be necessary in the creation of the meeting facilities, office space, and accommodations to ensure that character-defining features remain intact.





## Programmatic Approaches

**Arts & Culture** Fort Worden University would feature educational institutions devoted to arts and culture.

**Recreation** Development and maintenance of student recreation opportunities would be provided by facilities managers similar to college type of recreation amenities (gym, fitness, pool, track, etc.) Educational activities such as physical and nutritional education classes would emphasize total-body wellness.

**History** Fort Worden University would feature a historic preservation school and other supporting educational opportunities devoted to exploring the physical and cultural history of the site.

**Environment** Fort Worden University would feature educational institutions devoted to environmental studies and nature-related life-long learning for children and adults.

## Potential Management Model

Consideration of an approach of one central administrative entity responsible for facilities management and coordination between educational institutions.

## Opportunities

Build strategically on the existing education institutions at Fort Worden (Peninsula University, Goddard College, Centrum, and Marine Science Center), WSU extension in Port Hadlock and the emerging education economy in Port Townsend. Educational institutions help raise capital dollars to develop facilities.

## Constraints

Integration of and coordination between significant educational institutions would be challenging, especially in coordinated fund raising efforts.



## Thematic Model #5

# Conference & Education Center



Fort Worden is a conference and education center providing meeting space for non-profit institutions, businesses and individuals seeking meeting facilities in a pristine location, demonstrating environmentally sustainable practices. The fort also programs events and conferences to promote environmental learning.

### Target Market

Small to medium sized businesses; religious, cultural and educational institutions; family gatherings.



### Facilities & Amenities

- Modern meeting facilities of varying size from 300 – 1400 square feet, plus break-out rooms. Facilities must include quality chairs, updated lighting, sound and information technologies. Total meeting space required: 10,000 square feet or more.
- Resolve conflict between meeting and dining in the Commons. Food service in the Commons supports the use of locally grown organic produce to reinforce principles of stewardship and sustainability. Commons provides opportunity for learning and programming.
- Mid-range hotel-style accommodations.
- Well-trained, quality hospitality personnel.
- Improved transportation between Fort Worden and Port Townsend.
- Fitness center and possibly a spa/wellness center.



### Impact on Fort

Significant investment to modernize meeting facilities and lodging accommodations. Reprogramming of existing buildings for meeting, classroom and fitness uses. Common open space left unprogrammed and accessible for public day use. Will result in minimal impact on site.



### Historic preservation considerations

Care will be necessary in the creation of the meeting facilities and accommodations to ensure that character-defining features remain intact. Similarly, the details and site selection for any new building will have to be consistent with existing historic features.



## Programmatic Approaches

**Arts & Culture** Conferences and educational opportunities would feature institutions devoted to arts and culture.

**Recreation** Educational activities such as physical and nutritional education classes would emphasize total-body wellness. Diverse structured and unstructured recreation options available to conference participants.

**History** Conferences and educational opportunities would feature institutions devoted to the history of the site and region.

**Environment** Conferences and educational opportunities would feature institutions devoted to environmental studies and nature related life-long learning for children and adults.

## Potential Management Model

Consideration of a two-pronged approach: conference and event management, and park facilities management.

## Opportunities

Utilize existing structures by converting them into classrooms and conference space.

## Constraints

Substantial financial investment required to modernize facilities.  
Requires significant marketing efforts to create viable conference center.



# Comparative Analysis

The charts below represent a preliminary analysis of the five thematic models in relation to the values of Fort Worden, estimated costs and potential revenues.

## Relation to Values

- high
- ◐ medium
- low

Fort Worden Values	Thematic Model				
	Art & Culture Center	Visitor's Retreat	Regional Park with Non-profit/ Business Campus	Fort Worden University & Education Center	Conference & Education Center
Stewardship	●	◐	●	●	●
Integration	●	◐	◐	●	●
Learning: Creativity & Discovery	●	◐	◐	●	●
Culture of Hospitality	●	●	◐	◐	●
Play	◐	●	◐	◐	◐

## Estimated Costs & Potential Revenues

- high
- ◐ medium
- low

	Thematic Model				
	Art & Culture Center	Visitor's Retreat	Regional Park with Non-profit/ Business Campus	Fort Worden University & Education Center	Conference & Education Center
Cost	●	●	◐	◐	◐
Revenue	◐	◐	◐	◐	◐
Number of Chargeable Uses	●	●	○	◐	●
Investment Required	●	●	◐	◐	◐
Potential for Outside Investment	○	◐	◐	◐	◐
Potential for Private Philanthropy	●	○	◐	●	◐

# Next Steps

The challenge before us is to build on the remarkable diversity and richness of experience people enjoy at Fort Worden. Park partners have established a solid framework—confirming a clear vision, mission and values built upon the unique ways people have experienced the park over the past three decades. This evaluation organizes a variety of ideas for the park’s future within this framework. It should serve as the first of a series of tools to assist park partners and users determine what sorts of activities and facilities will ensure that Fort Worden continues to thrive and fulfill its unique role in the region for generations to come.

On the immediate horizon, the Advisory Group and staff at Fort Worden will gather in a day-long working session to formulate their advice and perspective on the recommendations and evaluations presented in this report. The thematic models will be discussed and dissected to identify which aspects and relationships resonate and which elements should be carried forward in the development of one or two integrated options. These options will be evaluated in greater detail to arrive at a preliminary recommendation.

Final recommendations will address programming, facilities, operations, management, services, entrepreneurial opportunities, business model and funding strategy. Future facility development and rehabilitation will be guided by principles of preserving the historic character of the fort and by a culture of environmental stewardship.

The final recommendations for park rehabilitation will be presented to the Parks Commission in January 2007, at which time detailed planning under Phase IV will commence.

## Phase III—Key Dates

August 7, 2006	Task 2 presented for feedback to Fort Worden staff and Advisory Committee
August 8	Options development workshop
Week of Aug. 14 or 28	Planning Advisory Group Meeting in Seattle
August 15	Opportunity and Constraints report finalized
September 21	Presentation of development options to Fort Worden staff, advisory committee, and public.
Week of Oct. 2	Preliminary Recommendations Workshop
October 16	Financial Analysis and Recommendations Workshop report finalized.
October 19	Presentation of recommendations during public meeting.
December 4	Final recommendations report finalized.
January 11, 2007	Presentation of final recommendations to Washington State Parks and Recreation Commission.



# Universe of Ideas

## Stewardship

- Transfer ownership of Park to Feds; they have far greater flexibility to accomplish desired ends in partnerships and through contracts
- Zone the park into area with different experiences and intensities of use.
- High-impact vs. low impact uses? Optimize not maximize use.
- Stewardship of natural and cultural features.
- Funding to do this sustainable food – Learning “go local” food as art, integrate local production and food service at FW, heirloom foods.
- Demonstration garden (Army Hospital Garden) connection to Army.
- Chinese foods / herbs.
- GRuB Model – Pea Patch Organic farming. (Garden Raised Bounty is an organization that teaches urban vegetable gardening to at-risk youth)
- Spa services, with an eco-tourism twist.
- Restore/enhance natural forest areas at Old Fort Townsend.
- Demonstration area for sustainable forestry, forest ecosystems.
- Maintain natural experience in natural areas
- Remove invasive ivy on hill
- Sustainability / conservation as a core value.
- Fort has been a working forest throughout history, Indians, fort.
- Keep places that are quiet, protect wildlife
- Acquire property near Chinese gardens
- Establish pea patch garden
- Allow natural erosion at Point Wilson
- Restore batteries to original, at least some guns
- Use sustainable technology / demonstration e.g. lower ceiling, double pane windows.
- Emphasis organic / healthy foods (interpretive with onsite growing). Work-in-lieu with trade in garden). Pea patch.
- Redesign commons (lower ceiling) for HVAC dollars
- A vision, if not an explicit plan, for artillery hill.
- Link to community with food service
- Stewardship is practiced on all levels. We are practicing stewardship, easily seen by visitors / guests. Will be supported. Buildings included.
- On-going stewardship, opportunities, scotch broom, beach restoration, drop-in / scheduled to some degree
- food services and food programming - all about sustainable practices from field to table, working with local providers - agriculture, shellfish, fish, bakeries - as long as they manage by sustainable practices, support local economy and land conservation, food is organic and/or natural, programming includes chef training on using sustainable harvested food, teaching people how to eat and cook healthy, production for local providers, sell in Commons or gift shop, web, etc. all food provided here should be healthy - healthy environment - healthy eating
- Offer free housing for volunteer labor
- This is the model park we should seek corporate sponsors for vacant buildings
- Restore search light tower
- reuse of water from the sewage treatment plant to irrigate the Parade ground
- adapt structures on artillery hill as rental structures

## Integration

- Outdoor art exhibitions in the landscape.
- Think of ability to move from venue to venue, rest of park experiences, e.g., trolley, adaptive cycles.
- History integrated throughout all experiences – not just in museums.
- Integrate Native American culture into interpretation/programming.
- Need an identity, environmental, cultural programs, pick one?
- Merging of student, teacher, and site.
- Integrate art into whole experience, participation in art.
- Fort Worden should generate its own conferences (as opposed to only hosting other groups conferences), beyond the arts into natural resources, others (prime the pump).
- Values-Based planning diffuse aspects of life represented use.
- Mission based on diffuse set of values organized into a cohesive diversity (as opposed to basing the mission one 'niche' value).
- Three main concepts: creativity, discovery, and stewardship.
- How can we use / should we use art as the driver.
- Non profits as economic engine, revenue from space rent, all types of groups.
- Use art as a core value - creative approach integrated into all experiences.
- Don't lose individual artist in all of this.
- Partner packaging for events, workshops for guests (discount).
- Choice and diversity
- Redesign phone system, all park integrated pump system
- Non-profit incubator.
- Explore link between colleges and programming.
- Spawn related programs
- Support partners in improving interpretive opportunities
- Don't want to lose our partners (and public conference) for the sake of "business"
- Integrate the history
- Conference packets, when they book, plan to use the facilities / activities that are here (as part of their conference)
- Offer to blend our activities with theirs. Help them integrate programs, guides.
- Explicitly broadening the interpretive and management/marketing emphasis away from a predominantly 1906 military fort preservation theme to incorporate native American use, early settlement, natural history, arts/education (from the diagnostic center to Pen. Coll. to Centrum).
- Fully up-to-date integrated guest books
- Integrate activities / drop-ins, to conferences scheduled to come
- Integrated programming, water world for all ages. Arts, science, history, sociological (politics, human issues). Community based issue, town hall. Speaking space (personal soapbox).
- Native Americans, integrate their culture
- Master calendar of events all-fort / newsletter
- consolidate offices into one building - share resources and manpower - too much duplication of efforts
- more anchor tenants that bring business and have same values



## Learning

- Institute/Think tank dedicated to regional global problem solving
- Place for thinking.
- Redesign all buildings in maintenance shed area as learning campus
- Take inner city kids into FW like Islandwood
- Place to find your inner artist – not just see art.
- Self discovery – place of discovery – process.
- Magnet for people to find their gift / talent.
- Lifelong learning.
- Be around art, beyond workshops, other ways of experiencing art / artists.
- Place for facilitation.
- Park museums at specific sites, reconstructions ghosting, recreations, just information about what was there.
- Interpretive signs and walks
- Veterans experience, create event/program for veterans (Mike Gregoire)
- Interpret temporal progression of Fort Worden by creating representative examples (of landscaping) during each period.
- Birders, Audubon.
- Establish underwater park
- Explore links to newly created State Department of Early Learning.
- Lighthouse for interpretive opportunity, keeper's structures / protect lens if lighthouse removed.
- Establish natural resource oriented non-profit like Centrum is to the arts.
- Maintain open access to bunkers, don't over protect
- Explore park / state funded educational/ interpretive/recreational programming.
- More apprenticeships / interns
- Art museum (existing or new structure)
- Outdoor gathering spaces. Designate a space, interpretive spot. Hub undercover, protected from weather.
- Ranger led interpretation, public communication (policing and maintenance)
- Links to interpretive information on web site (both in and out of officer site) Ave Signs
- Promotional web cams
- Interpretive guides for individual features or for botanical, historical, cultural marine science, geological
- Interpret the whole park, multiple ecosystems (salt, fresh water marshes)
- Audio walking tours
- Bring back concert series at Pavilion
- Improve trail information / signing
- more fun environmental education - not always science - too off-putting to general public and not welcoming - same with arts - start at the "every man" level - not the experienced and educated or already developed talent
- Use Dinky engine for display
- Provide more user friendly maps
- Indoor children's learning center (arts / crafts related)
- Fishing classes / information
- Interactive, e.g. wooden boat, Williamsburg, creates "gathering", Arts, Ranger interpretation, engages into enrollment.
- Native American storytelling (salmon bake) Potlatch
- Cooking classes, gardening, collaborative partnership
- Improved signage thru-out park
- Naturalist and historians available for tours
- JCHS in costume for tours.
- Increase number of spaces for learning meeting

- Centrum / MSC / College (Peninsula) to expand learning opportunity, college credits.
- MFA programs, with Goddard with MSC / Centrum
- Cistern treasure for musicians, improve air quality access inside
- Interpretive center in 409, historical arts, environment
- Storage spaces are needed (to support programs).
- Opportunities for smaller groups, families, individuals, trails, arts, citizen science, history, community volunteer, presenters.
- Elder hostel program, life-long learning.
- Collaboration with higher-ed to provide programming using Fort Worden as the site.
- Fort Worden arts and science, environmental center (title)
- Lighthouse, lots of learning opportunity in that area.
- Map with signage in key locations
- Diver education program
- Fort Worden computer lab, big enough that's useful
- On-going art experience, includes kite making, drop in type of classes
- Re-visit park interpretive plan
- Evening interpretation. Something to do while staying here.
- Wire Fort for information, kiosks interactive, (include in rooms and campsites). (Network or single place?)
- promote long term relationships with institutions that more significantly promote arts and education in the Northwest.
- learning center for outdoor skills
- Provide interpretation for Battery Hill
- Interpretive plaques in each building linked to a broader interpretive network
- Interpretive programs done by rangers
- Demonstrations of working with sand stone, wood working, working with concrete, slate roofs, rivets, some of the old earth moving techniques. Basically the effort and skill required to put the Fort together.
- History of the impact of men stationed at the Fort on the local population, how many stayed in the area, Etc
- Impact of the salvaged material on the local building construction IE the detention windows that are used in the old Quilicene Gas Station or the little farm house by the airport that has a slate roof

## Culture of Hospitality

- Safe quiet.
- Gathering place for all abilities, need universal design, market as a universal facility.
- Tours for fee.
- Virtual concierge
- Mini bars
- Hang-out coffee shop.
- High-end amenities
- Update infrastructure
- Potential for new lodging facilities
- Marina for overnight mooring.
- Spa SERVICE
- Light House as accommodation
- Wi-fi / internet
- Covered bike racks
- Motorcycle sized campsites
- Motorized carts for guests to travel from place to place
- Higher quality dorm rooms, brighten, less like prison, better beds.
- Amphitheater
- Disabled access everywhere
- No TVs EVER
- Quality customer service, more resources, crystal clear, real people welcoming
- TVs in hotel rooms, with Fort Worden channel 1
- Private bathrooms
- Microwaves in all units
- Clearly accommodation marketing, promotion, into access
- Integrated sound systems in all meeting rooms
- More landscaping
- All-service billing
- Integrated AV systems in all meeting rooms
- Outdoor spaces, courtyards by accommodations and in other sites
- Room service
- supporting budget for marketing and sales for accommodations and conference planning
- Hotels
- Diversity of accommodation options
- Options for individual visitors, 1 or 2 for the night
- Campground upgrade: more privacy, pull-through, landscaping
- Site integrated accommodations (e.g. rooms in bunkers)
- technology - get away from state mandated internet and connectivity - too restrictive to increased business
- MORE, comfortable places for the night
- Camping sites / options, world class housecleaning
- A place to buy groceries, sundries
- Toiletries in rooms
- Employee nap, break rooms
- Visitor nap rooms
- Fort Worden magazine in rooms
- Family and kid friendly houses i.e. re furnishings
- Pets welcome for dollars
- Dog daycare
- Child daycare
- AA meeting room
- Pre-guest arrival facilities check for heating, etc
- Keep accommodations AFFORDABLE for all
- Land and water shuttles to Port Townsend and Seattle, vicinity

- Cost competitive housekeeping service
- DVD library / movies on demand
- More meeting rooms with kitchen facilities
- Integrated accommodation and housekeeping management
- Concierge services
- Upgrade entire boating system
- Some sort of shuttle system (in and outside park), non-polluting
- Free covered picnic shelter, wind block, not by reservation
- Free movies from state library
- Don't lose "classless" opportunities, serve public, not business
- Kid friendly furniture
- Sponsored BBQs, Memorial Day, Labor Day, 4th of July, special / community event
- After hours night life (doesn't close at dusk!)
- Make pavilion more usable year-round
- Provide beach fire pits (other than kitchen shelter)
- Show movies at theater (plays, too)
- Micro brewery, happy hours, wine in front of fire (commons)
- Torn about letting Point Wilson erode, great place to be, find a way to do both
- Expanded fitness area / center
- Spa facility
- Lighthouse for bird viewing
- Open access lighthouse
- Consider cabins / yurts
- Off leash dog area (not on beach)
- Upper campground kitchen shelter 25-50 people
- Water storage for fire protection (cistern)
- More than Cablehouse for beach area eats. Sundries, milk and eggs, toiletries
- Longer hours, i.e. Hot Java, 7 pm dinner (off season), 9 pm summer
- Port Townsend / Fremont "pagan" season fests
- Beer and wine, full bar
- Char broil (vs. fry grill) "healthy heart"
- Music, indoor and out (Centrum Free Fridays) and Patio / Amphitheater.
- Summer, beach / fire pit BBQ, themed
- BBQ / Picnic and Officers' row houses, castle and Bliss too, add more picnic sites to lower park
- Room Service, "classic" service
- Amphitheater, walk to Walker / Tolles, good sound JFK- Stoddard
- Access, "can it go outside and eat?" limits?
- Cart service, water, espresso, pizza? (locations 409-Hill) and beach area
- Festival food, HUGE (crafts) / e.g. Farmers Market on little field
- Load capacity, day use / off site parking
- Gathering / parking, covered bike racks
- Public transit....? Increase? More? Different
- Pizza parlor, sit down /video, B&W silent movies
- Midweek, big acts (e.g. Jefferson Starship, Kenny G, Terri
- Lots of concert venues.... PAV, make-shift elsewhere
- Covered picnic / band stand / gazebo + tables and fire pit / grills, beach area
- High standard of sanitization in all food prep areas
- Group camp with fire pit at Fort Worden
- Point Wilson, own food service options (note erosion of spit)

- Greater flexibility in food choices / providers
- Consider allowing food delivery
- Community pot-luck invite community
- Encourage food service contracts
- Consider park event planner
- Other locations for eating / picnicking
- Picnic take-out box lunch
- Better utilized artillery hill
- Universal design
- Develop venue market
- Network connections to other regional recreation (ODT, SWT)
- Cabins / yurts, mid-range accommodations
- Student housing?
- Hotel-style accommodations
- Unified visitor arrives, unsure where to go, need welcoming presence, packet of information, where to go, what's happening.
- Airplane shuttle plane stop
- No TVs in accommodations
- 300 – 800 mid range venue (performance)
- Access for the hill. How do we get physically challenged people up there
- Fort Worden happy hour
- Introduce people to the meeting rooms, meet and greet / personal treatment for the renter
- Commons, gathering spot in the evening, coffee shop closed in the evening, would like open
- Shuttle out of town / water taxi. NW maritime to MSC dock. Improve accessibility, local airport, shuttle fights.
- Accessibility to our buildings (infrastructure) and inside buildings
- 50 – 100 seat performance venue, Bakery / JFK
- Outdoor venue in campgrounds, amphitheater
- Full spectrum lighting in all meeting rooms
- Longer use of Pavilion, off line five months, enclosed make it year round
- Pricing of meeting rooms, communicate to public the price diversity.
- Improve visitor place orientation, including programming
- Answer the phones, voice mail jail. Basic customer service, one stop shopping, menu of opportunities
- Meet in the campgrounds, in the evening.
- Focus on alternative transportation, both in and outside park
- Colorful shuttle (Jitney)
- Expand to an international audience.
- all accommodations types - hotel rooms, houses and one dorm - not 3
- new management model that allows flexibility and adaptability to markets, state too restrictive and driven by policies that make no sense for a conference center business
- Offer discounted lodging by the week/month October - April
- Provide an “old movie night” and high school plays at the theater
- better furnishings--I am uncomfortable about the cleanliness of the furniture--may be clean but age may give impression of unclean--perhaps linen or cotton washable slipcovers between guests?
- better control over temperature in the rooms
- available staff off hours
- access to duplicating, paper etc (copy center)
- food variability not so great want non-meat items that are not cheese based

## Play

- Health / fitness / diet programs.
- Northwest straights water trail
- Connect Olympic discovery trail
- Experience area, open space to do whatever.
- Free bikes
- Full service marina
- Fun path for kids, families, environmental issues.
- Swimming pool
- Miniature golf
- Disc golf (Frisbee)
- Triathlon
- Bat rentals
- More tennis courts
- Sand volley ball court at lower campground
- Children's playground
- passive outdoor skills programming/teaching then trips to practice what was taught
- provide space for indoor and outdoor teaching of skills - partnership opp.
- Year round bike rentals
- Picnic areas in / on Upper Hill
- Good medium sized playground
- Covered bike racks
- Pedestrian access, (off the beaten path), better signage from town for bikes / cars
- Volleyball, soccer, tennis, kite flying
- Irrigate turf in heavy use/scenic locations
- Provide boat washdown at boat launch
- Fort worden themed interpretive miniature golf
- trails marked with distance to certain points, including tidal issues around that point

# Meeting Notes

On August 7, 2006 the Fort Worden Advisory Committee and all staff working at Fort Worden convened to discuss the thematic models. Members of the park leadership and consultant team gathered the group of more than 40 people to engage them in the planning process, inform them of the progress to date, and solicit guidance on what aspects of the thematic models should be carried forward into options development.

The meeting began with a brief presentation that summarized the long-range planning process, identified the vision, mission and values of the fort, and reviewed the baseline improvements and five thematic models. At the end of the presentation participants were asked to provide feedback on the models, specifically: rate the degree to which each model should appear in the options; what aspects of each model are most exciting; what aspects of each model are you most apprehensive about. This feedback will be used in subsequent workshops to guide the development of two options, and eventually a final recommendation for the rehabilitation of Fort Worden.

Following the presentation, participants counted off and split into five groups. Each group circulated to five stations, each with one thematic model. At the stations a member of the park leadership or consultant team summarized the thematic model, providing more details on the site description and how it would affect current operations at the fort. Each station had a flip chart board where participants could record their comments on the exciting and apprehensive aspects of that model.

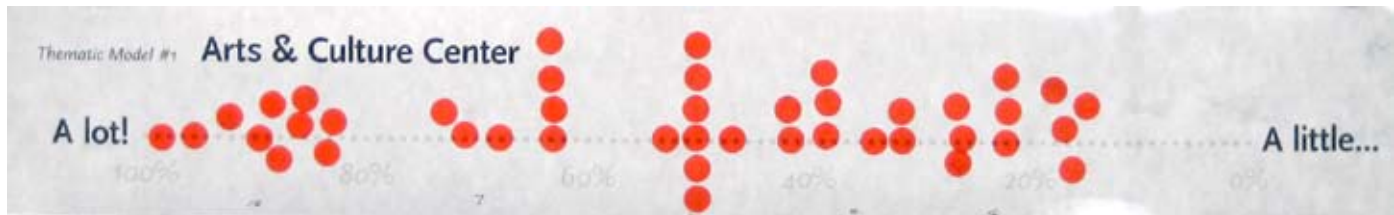
Additionally, each station had a continuum on which the participants could rate the degree to which that model should appear in the next phase of option development. Every participant was given five dot stickers and was instructed to put one sticker on each continuum per station. Each continuum ranged from “a lot” to “a little...” and provided the opportunity to rate how much each model should be carried forward into the option development.

The results of the continuum dot exercise and the responses to the excite vs. apprehensive questions are summarized below.



## Thematic Model #1

# Arts and Culture Center



### Excite

- Keeping Centrum
- Builds on what they have: reputation of arts programs and history (1 check)
- Centrum brings experience providing/improving (dance, symphony)
- Potential for developing outdoor space (performance)
- Enhances chance to use Wheeler and McCurdy
- Allows more focus on performance
- Only one that addresses creativity—vital
- \*\* Integrating all into a model. Come for one activity and experience the others. Arts and culture, history, recreation, environment.
- \* Clear identity
- The possible arts identity that could be created. – opportunity and challenges
- Opportunity for funding one of the best. Potential to attract large private (and public) donations (1 check)
- Would like to see natural resources classes and environmental education. Yes! Preservation and education of what's around us. (3 checks)
- Balances environmental and educational uses.
- Unique and unified vision will provide good funding. (easier donations than business model)
- Look at Park Report 1970's—first best with this model. Vision utilizes more of park.
- Potentially could be a way to keep arts community who are being priced out of PT. Would need a housing component.

- Like rename: Arts, Science & History/ Humanities Center
- Need more than renovation for “back of house” functions
- Many who come to visit comment on desire for improved rooms/accommodations
- Above all else, this all has to be acceptable to local Port Townsend area people. This is a very diverse, very talented, and most of all VERY VERBAL community about anything suggesting changes in “their park”. Be ready for a fight.

### Apprehensive

- High range of users \$
- Apprehension if that's all we are here doing
- \* History and environment—not enough attention
- Management model
- New building will be very difficult—where do they belong?
- Need serious maintenance and upgrades. Will it be allowed under preservation rules?
- Where “reprogram” interiors of buildings changes the feel—that is what many come for.
- Concern about year-round viability. (differing opinions)
- How do you change management system so put nonprofits but park manages the facility?
- Impact on natural environment (trails/beaches/buildings etc... carrying capacity)



## Apprehensive (cont.)

- Concern at building higher amenities—that puts in competition with Port Townsend.
- Have to maintain setting/ambience.
- Almost need to “police” setting. Want to feel safe.
- Too exclusive
- Needs to stay affordable for community (if \$100 tickets—excludes locals)
- Too narrow a focus.
- Would like to see greater variety for kids—whole range of classes.
- Concern if environment is relevant to this model (disagreement among respondents)
- Keep Washington State Park management
- Facilities on Hill (ie maintenance)—hydrants insufficient. Fire concern. Heavy trucks. Restrict pedestrians

## Thematic Model #2

### Visitor's Retreat



## Excite

- Fits with current mission
- Base is already here
- Pool is an enhancement during slow. Community involvement. More integration. Expensive but Sequim type facility would be great. Partnership organizations.
- Playground possibility
- Flexible idea—with program type and opportunity
- Preserves park in its current form—likes it the most
- Addresses diversity, not limiting by economic mean
- Most potential for revenue generating
- Combine with conference center
- A lot of things guests ask for
- What do we really want? A grandiose resort, albeit in a gorgeous setting, OR a state park in which we retain our local stake, maintain some control and input, and not have some outsider come in, then take all the money he can make with him to live high in Las Vegas, a Caribbean cruise or whatever.
- Park needs a shuttle system and needs to establish a limit on the number of cars in the park at any given time. Shuttle true for all models (I check).
- Also provide facilities for larger conferences
- Provides the most opportunity for people who own the park to use the park
- This model has more flexibility

## Excite (cont.)

- Potential to use and expand amenities already here (history/culture)
- Like it—but can't put eggs all in one basket
- Allows opportunity for more recreational activities
- Has potential for recreation director type of position—oversees and integrates the recreation activities
- Synergy with Port Townsend district- economic organizations
- Staff use of amenities
- Sustainability and PT incubator are much more close and are a source of marketing opportunities
- Increased/expanded environmental programs
- Upgrading facilities is needed
- Pool/spa—aware of what city is doing. Don't need to provide what is already available in town.
- Creating too many superficial activities
- Seasonality—too much emphasis/ used too heavily in one season.
- Will make the park too commercialized (3 checks)
- Minimizing importance of life-long learning
- Danger—too competitive with the PT businesses
- “Just another park” if not done right

## Apprehensive

- Do we really want a swimming pool? And to manage it? Not me.
- Pool—vacuum for money. Maintenance nightmare. (1 check)
- Miscellaneous programs—not thinking broadly enough
- Nature would be diminished
- Increased visitation impact adversely on park
- Government entity competing with private
- Requires more burden on peak tourism to gain enough revenue to last year round.
- Accommodations/facilities become too expensive
- Theme park i.e. amusement versus emphasis on park/nature
- No integration with partners
- Doesn't encourage week-long type of programs
- Competition with Seattle for arts/culture
- Challenge to renovate dorms appropriately
- No spa—doesn't support tourism (disagreement with others)
- Doesn't enhance uniqueness
- Competition with other destinations
- Doesn't have opportunity to get public/private investment
- Introduce a class structure here that doesn't currently exist—starts excluding people based on economic abilities
- Starts removing “public” from public park
- Loss of unstructured recreation and spaces
- Would incentives for investment materialize with businesses (existing system doesn't support)
- Worried about management model (don't like)

## Thematic Model #3

# Regional Park and Nonprofit/Small Business Campus



### Excite

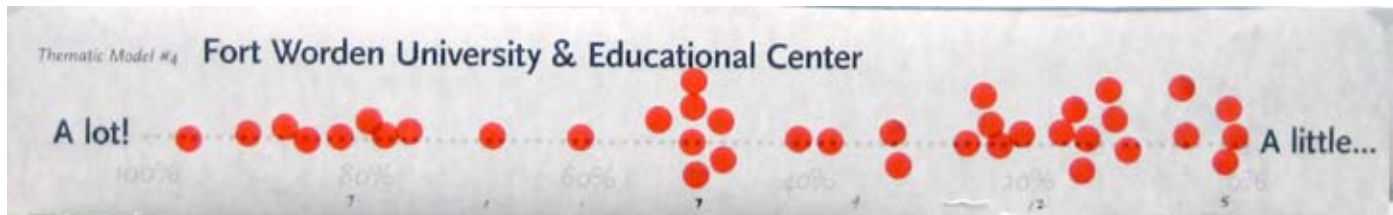
- Continuation of existing recreational opportunities
- Better use of physical facilities (buildings)
- Steady revenue stream
- If stayed as is, less impact on the trails, bunkers, beaches, etc is desirable. I see impact in the “woods,” bunks and beaches already and am concerned about maintaining, let alone improving, these incredibly beautiful and rich natural environments.
- Less business, more recreation and arts.  
Recreation: more football, soccer, gymnastics, canoeing, kayaking, nature walks, mountain biking etc. Schools and clubs. Arts: theatre, drawing, kite flying, dance, poetry etc.
- Upgrade existing facilities, just keep going on.
- Like that partners have more participation in maintaining facilities
- Sometimes just having a building in use protects/restores it
- Like the park part, not the business part
- Can be good if business/nonprofits are screened for mission/vision compatibility—need clear criteria
- Don't resist change, but build on the assets we have inherited. Planned, controlled growth can only enhance our assets.
- Food service—change menu to appeal to more. Have pizza/tacos/sophisticated salads. Think families!
- Like to see this model integrated into conference center

### Apprehensive

- Less open/welcoming to general public
- This model may be more costly than other models
- Competes with too many other institutions. Does not specialize and capitalize on Fort Worden's unique history.
- Businesses may not be consistent with mission.
- Difficult to integrate constituents
- Difficulty of integrating profit-driven businesses into public-first vision of park.
- Not enough local businesses/people to support this model
- Arts and culture maybe would be drowned out by clamor of business culture
- Business usage does not set Fort Worden as a special venue (arts do)
- There are already plenty of small business campuses in the area that are underutilized.
- Very concerned about impact on community.
- Ditto
- Concerned that for-profit business is not appropriate for publicly owned facility—may drive too much.
- Potential for non-conforming business not aligned with mission.
- Should not be the state's role to subsidize “affordable” office space
- High failure rate of small business – risky
- Less opportunity for philanthropic support

## Thematic Model #4

# Fort Worden University & Education Center



## Excite

- When people think of FW, they think about learning
- Renovated dorms
- Integration of partners
- Opportunity for higher education in Port Townsend
- Word “education” is in the title
- Expresses what is actually happening here
- Most logical framework for building usage. Creates a real campus.
- Opportunity to restore all buildings
- Idea of a people’s university
- Idea of all activities around a traditional university—stimulating environment
- Marketing potential of place
- Learning languages—global education
- High level episodic focus (e.g. Goddard). Brings more people to park. Shorter-term: 1 week—Monday through Friday. (2 checks)
- Internships—integrated learning and support
- Use existing resources/integrate them/use them in educational setting (1 check)
- Exciting to have university-level options part of mix
- Coordinate with Jefferson Education Center
- Would drive IT development
- Beautiful place to go to school (1 check)
- Possibility to have this as an “extension” campus for specific programming
- Viability for off-season use
- Use unused buildings
- Immersive language experiences, in addition to arts experiences
- Most sensible umbrella to contain inlets (??) surrounding building choices/upgrades
- How accommodate “drop-in” or day use visitors?
- Don’t build more buildings
- Upgrading facilities key to all options
- Teach recreation that includes the natural environment around us
- Bring back elder hostel

## Apprehensive

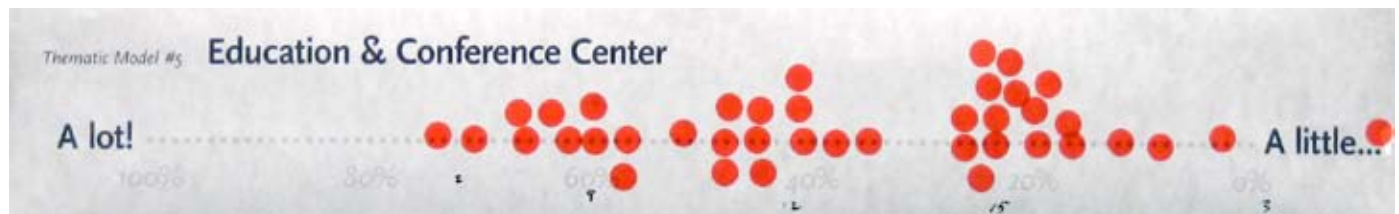
- Apprehensive of “university” as too limiting a title. Too adult centered, need all ages. (3 checks)
- Does not recognize existing integration
- Worried re: 19-22 year olds—hormones. Management of students
- Concerned about ongoing “dorm situation” (1 check)
- Parking situation
- Will we have enough facilities
- Marketing can draw too many people. Quantity vs. quality. Needs to be targeted.
- Needs for other things—medical, Laundry etc.
- Residential campus would change FWSP—limits usage (3 checks)

## Apprehensive (cont.)

- Does not stress cultural and recreational uses.
- A lot to have to happen in the park
- Totally takes a state park out of the picture
- Excludes all other users. And number of users.
- University should be outside FWSP.
- Not highest and best use of campus (residential)
- Concerns about contracting out management
- Already more than enough “university” situations in this region. This does not create or maintain Fort Worden as a unique place.
- Impact on Fort would/could tax the dorms, parking, food and natural environment

## Thematic Model #5

### Conference and Education Center



## Excite

- Possibility to keep Fort Worden funky, “shabby-chic”
- Opportunity to upgrade accommodations and hospitality
- Good for community – bring (diverse) people to Port Townsend
- Similar to existing model. Continues and enhances existing conference function.
- Make it comfortable and affordable
- Would like if greater opportunity for organizations already operating at Fort Worden.
- Good to fill in the off-season
- Good revenue generator
- Could create programming niche
- Improved transportation between fort and Port Townsend should be a baseline improvement. Shuttle to get people to town—keep local businesses connected.
- All options upgrade facilities, which is good

## Apprehensive

- Fear that it could cater to 400-500 person groups—large corporations instead of small businesses.
- Large high-end groups will overwhelm public access to their park
- Too fancy-schmancy
- Values question—how applied? Becomes meaningless
- Too business-oriented for public park (3 checks)
- Capital expenditures too great
- Expensive to train and hire staff
- Possibly excludes other groups (like YMCA) due to cost. Keep some dorms. Keep accessible for families. (2 check)
- Keep unique state park.
- Outsourced management model
- Lack of possibility to integrate
- Difficult to coordinate schedules of different conferences/activities at park

## Apprehensive (cont.)

- Not enough youth activities
- Enormous cost of renovating dorms
- Creates a social class structure
- Not enough opportunity for all ages
- What is conference center identity?
- Loss of unique niche – too homogenous (I check)
- Lack of focus on natural setting
- Competitive disadvantage—always playing catch-up with existing conference centers.
- Lack of creative aspect
- Concern about compatibility with values (environmental groups can't pay as much as dot com businesses)
- Emphasis on new buildings as opposed to renovation of existing buildings.
- Environment: restricting opportunities to environmental related is too limiting economically. Lower use rate!
- Turns park over to private sector—business over culture. Lose unique status. Does not preserve history.
- Keep park management involved