

# Case Studies for Osborn Property Visioning

**Date** May 2021  
**To** Bob Stowe, Stowe Development & Strategies  
**From** Brian Vanneman and Jill Mead, Leland Consulting Group

## Introduction

The City and community of Leavenworth are currently in the midst of a visioning process that will help to determine how the Osborn Property (the now vacant Osborn Elementary School) will be used in the future. Thus far, community members have provided a wide range of potential re use alternatives, featuring three major themes: Recreation and Play; Community Space/Gathering; and Work/Live. Stowe Development & Strategies is the lead consultant assisting the City with this visioning process.

As a part of the visioning process, Leland Consulting Group (LCG) was directed to prepare case studies of two recent civic/community development projects that were led by a combination of City governments and non-profits, and that could provide useful lessons for Leavenworth and the Osborn Property. This memorandum summarizes those case studies, which are:

- **TwispWorks**, located in Twisp, Washington.
- **The Hangar at Town Square**, located in Kenmore, Washington.

In addition, this memorandum describes some other projects that may be relevant for the Osborn property. This document is organized as follows:

High Level Comparison of Leavenworth, Twisp, & Kenmore Projects .....	2
TwispWorks .....	6
Kenmore Hangar at Town Square .....	11
Other Notable Projects .....	16
Osborn Property Reuse Concepts .....	21
Appendices/Additional Information.....	22

## High Level Comparison of Leavenworth, Twisp, & Kenmore Projects

This section includes maps and figures provide high-level summaries of the two case study projects and the Osborn property. The goal is to highlight both similarities and differences between the projects.

Figure 1 below shows the size of the Osborn property compared to the two other case study projects. The TwispWorks property is more than twice as large (6.4 acres) as the Osborn property. The Kenmore Hangar property (including both the Hangar building and Town Square plaza) is 0.4 acres—much smaller than the Osborn property. As described further below, the Kenmore project demonstrates that an important and popular community gathering place can be created in a very small area. TwispWorks is a varied *campus*, with many different buildings, tenants, and interstitial areas.

Figure 1. Property Size of Osborn School and Case Study Projects



Figure 2 below compares some of the other “key metrics” about these three projects. TwispWorks has about twice the amount of building area as the Osborn property. It includes 17 separate buildings compared to Osborn’s one building (built in several phases). TwispWorks is primarily an older campus, with buildings built in several major phases during the 20<sup>th</sup> century; there is one small, new building that was constructed within the last few years.

Figure 2. Property and Building Comparison

	Osborn Property Leavenworth, WA	TwispWorks Twisp, WA	Hangar at Town Square Kenmore, WA
<b>Property Size (Acres)</b>	2.7	6.4	0.4
<b>Buildings</b>			
Gross Building Area (Sq. Ft. of GBA)	25,328	45,000	4,600
Number of Buildings	1	17	1
Average Building Size	25,300	2,600	4,600
New Construction or Adaptive Reuse	TBD	Reuse (1 new building)	New
Year Building Construction (Complete)	1955 and 1983	1930s, '60s, and '70s	2017
Site Coverage (Floor Area Ratio, FAR)	0.22	0.16	0.26
Open Space/SF of Site that is not buildings	91,000	234,000	13,000

By comparison, Kenmore’s Hangar project is much smaller, with about one-tenth of the building area of TwispWorks. New, ground-up construction projects—particularly those that are publicly initiated—tend to be more expensive than adaptive reuse projects, a dynamic that Osborn property planners should keep in mind.

The Hangar is one building, built in 2017. It is notable that most of the TwispWorks and Kenmore sites is open space—buildings cover about 16% and 26% of the sites, respectively.

**Themes.** The Osborn property visioning process has identified three “major themes” that will guide how the property is used or redeveloped in the future. These are shown below in Figure 3, and include Recreation/Play, Community Space/Gathering, and Work/Live. Because Work and Live can result in much different site uses, LCG has divided that theme into two separate rows.

The driving theme behind TwispWorks was “work,” or more specifically, economic development. By the 2000s, the City of Twisp had seen two of its biggest employers—a mill and Forest Service offices that employed about 575 between them—shut down, and therefore citizens believed that the TwispWorks site (formerly owned by the Forest Service) should be “an economic engine,” for the “capital of the Methow Valley,” where people could explore, collaborate, and make products to be sold beyond the community. A secondary theme for TwispWorks is community space/gathering.

By comparison, the driving themes for Kenmore’s Hangar at Town Square were recreation/play and community space/gathering. This is a place where Kenmore residents spend time during evenings and weekends, getting coffee and snacks, meeting neighbors, renting, or using community space, and lingering or enjoying events and festivals in the Town Square. While the coffee shop provides a few jobs, that was not a primary concern for the project: job creation has been robust in the Seattle region in recent decades. (“Live” is also shown below as a secondary theme. While there is no housing on the Hangar or Town Square sites, the City worked with private development partners to build scores of new residential units on the surrounding properties.)

**Figure 3. Comparison of Themes and Project Leadership**

	Osborn School Leavenworth, WA	Twispworks Twisp, WA	Hangar at Town Square Kenmore, WA
<b>Major Themes</b>			
Recreation/Play	TBD	x	✓
Community Space/Gathering	TBD	✓	✓
Work	TBD	✓	x
Live	TBD	x	✓
<b>Vision and Leadership</b>			
City/Town	✓	✓	✓
Public Development Authority (PDA)	TBD	✓	x
Non Profit Foundation (501c3)	TBD	✓	x

**Vision and Leadership.** TwispWorks has been led by several entities during its decade-plus history. The Town of Twisp led early planning and visioning efforts and created a public development authority (PDA). This PDA was phased out over time, and the non-profit TwispWorks Foundation now manages all aspects of site operations and management. 501c3 non-profit entities often take on the role of managing multi-tenant buildings and campuses that have a public purpose and are usually better suited to this role over the long term compared to City governments. By contrast, the City of Kenmore has led the Hangar and Town Square projects throughout their lifespan, from visioning, to planning and construction, to operations and maintenance.

**Construction.** The figure below summarizes the construction costs and operating metrics for the projects. Construction costs shown are for the year of expenditure, i.e., they are not escalated to 2021 costs.

Over the past decade-plus, TwispWorks has renovated most of the buildings on the site, at a cost of about \$5.75 million, which equates to about \$128 per square foot of gross building area (GBA). Because TwispWorks has a relatively large staff, including a facilities management, some planning and design efforts were completed in-house rather than being contracted out, which has played a role in managing costs.

Kenmore's Hangar at Town Square cost about \$4.5 million, or \$600 per square foot. The project is of very high quality and finishes, whereas some TwispWorks buildings are rough industrial spaces. Its cost may be higher than TwispWorks due to its location in the Puget Sound market area. In addition, as mentioned above, publicly-led new, ground-up construction is often more expensive than the adaptive reuse of older buildings.

**Operations.** TwispWorks employs a staff of seven. About half of the staff (3.5 FTE or full time equivalent employees) manage the facility, with the other half conducting general economic development activities that take place both on the campus and in the surrounding community. For example, TwispWorks manages investments into local businesses that are not located on site. About half of TwispWorks' revenues are generated by tenants' rent and utility payments; the other half is generated by grants, philanthropic contributions, and earned income from the group's on-site store. The TwispWorks executive director indicated that it is important to have staff who can write grant proposals and consistently win grant funding. TwispWorks shows that the time and effort necessary to operate, tenant, and maintain facilities should not be underestimated. The operating budget for the Kenmore Hangar and Town Square is about half that of TwispWorks. A significant share of these ongoing costs because the site hosts many of the City's best-attended events and is highly utilized during regular weeks and weekends.

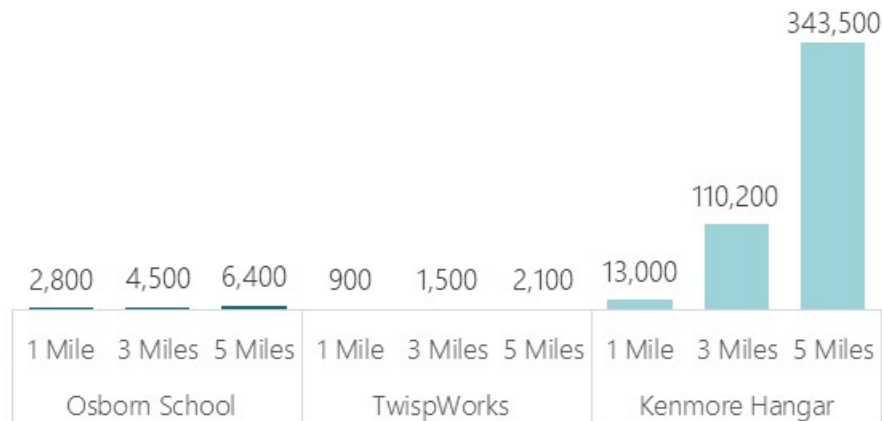
**Figure 4. Comparison of Construction and Operations Metrics**

	<b>Osborn School</b> Leavenworth, WA	<b>Twispworks</b> Twisp, WA	<b>Hangar at Town Square</b> Kenmore, WA
Total Construction Cost	TBD	\$5,750,000	\$4,500,000
Construction Cost Per Sq. Ft. GBA*	TBD	\$128	\$600
Highway Visibility	No	Yes	No
Annual Operations Budget		\$735,000	\$384,420
# Staff (FTE)		7	0.4

*Notes: GBA is Gross Building Area. The Kenmore cost per square foot calculation assumes, based on an interview with the City of Kenmore, that a majority (60%) of costs went towards the Hangar Building with the remaining 40% towards Town Square and general site improvements.*

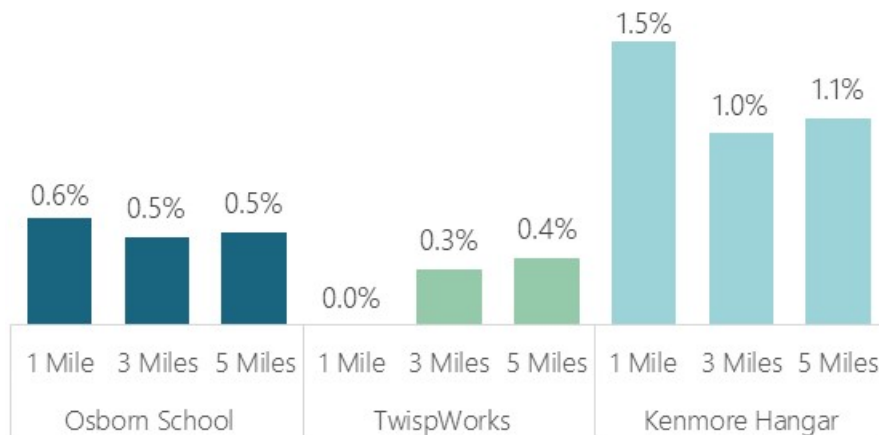
**Demographics.** The demographics and economics in the surrounding communities usually have an impact on how individual sites are used. The figures below show the population within 1, 3, and 5 miles of the three sites, and population growth rates over the last twenty years. These figures are probably not a surprise to readers. However, an area's population base, growth rate, and other factors can influence site uses such as commercial space, office space, demand for recreational facilities, and other uses, and those involved in reuse of the Osborn property may need to consider such factors later in the visioning and planning process.

**Figure 5. Population within 1, 3, and 5 miles**



Source: ESRI, 2021

**Figure 6. Annual Growth Rate, 2000 - 2020**



Source: ESRI, 2021



# TwispWorks

## Beginnings: How it started

The 6.4-acre TwispWorks site was originally a U.S. Forest Ranger Station that was in operation from 1929 to 1994. The site was put up for auction in 2008 and the Town of Twisp created the Twisp Public Development Authority to take control of the site, with the support of a \$1 million dollar donation from a seed funder. In the following year, volunteers drafted a ten-year master plan for the site based on the vision of creating a hub where small businesses, non-profits, artists, craftspeople, and the community could come together, with the goal of sustaining the community's economic vitality.



## Who? Key Organizations

**The Town of Twisp (2007-2009).** The Town of Twisp was proactive in the initial visioning process and the acquisition of the site. A Citizens Task Force was created by the Town of Twisp in 2007, and a feasibility study recommended community acquisition of the site.

**The Twisp Public Development Authority (2009-2014).** In 2009, the Town of Twisp created the Twisp Public Development Authority (PDA) with the purpose of “acquiring, redeveloping, restoring, and managing” the historic property. Within the state of Washington, PDAs can be created for the sake of managing unique projects while limiting the municipality’s liability for debt obligations taken on by the authority. However, the PDA continued to

be overseen by the town in order to ensure that operations, tasks, and funding are being accomplished as desired. The Twisp PDA managed TwispWorks in the first five years of its existence, including overseeing the creation of a ten-year Master Plan that created a vision, laid out project phasing, estimated capital cost, and listed funding sources.

**TwispWorks Foundation (2014-Present).** In 2014, ownership of the property was transferred from the Public Development Authority to the TwispWorks Foundation (a 501c3 non-profit corporation). The foundation has seven staff members who manage all facets of campus operation, including capital improvements, maintenance, facilities planning, bookkeeping, property management, community relations, fundraising, and marketing. During the last 6-plus years, the foundation has been in the process of taking on all of the primary property management, ownership, and maintenance responsibilities for TwispWorks, while the roles of the town and PDA have been reduced.

The TwispWorks leadership believes that the non-profit foundation is a better structure for managing TwispWorks long term and has several advantages over a PDA. First, donations made by individuals and organizations to the foundation can be tax deductible—a significant fund raising advantage. Second, foundations are not subject to various public meeting and procurement regulations, while PDAs are. This enables a foundation to act more quickly and nimbly to accommodate tenant needs, capitalize on opportunities, and take other actions. (A PDA may have some advantages and continues to be a supporting entity for TwispWorks. For example, there are some state grants that are only awarded to municipalities or municipalities.)

**Funders and Volunteers (2007-Present).** Investors, donors, and volunteers from the community have played a critical role in funding TwispWorks and donating time to improving the campus. In addition to the initial \$1 million angel investment for property acquisition, major philanthropic investors have contributed an additional approximately \$4 million.

## TwispWorks Today

Today, TwispWorks is home to over thirty tenants, including artisans, nonprofits, two schools, a local radio station, a local newspaper, a native plant nursery, an interpretive center, a microbrewery, and an event space. A 14,000 square foot plaza serves as a community gathering place, with a food truck, picnic tables, and performing arts pavilion.

The campus became self-sustaining through rental and earned income in 2019, 10 years after the launch of the project.





## Challenges

The primary challenge for campus development was the need to work within a limited budget. Though the campus master plan created in 2009 anticipated \$14.7 million in capital costs, the amount available for restoring campus buildings totaled \$5.75 million. For this reason, renovation spanned many years and made use of



community and professional volunteers, including architects, carpenters, and graphic designers, who provided design, construction, and marketing assistance.

Building age was also a factor that provided some challenges. Some of the original TwispWorks buildings dated from the 1930s, while others were added in the 1960s and 1970s. Some spaces were originally used as warehouses or storage space and lacked insulation. Some of these spaces took extra work to make them fit for occupancy, while in other cases, TwispWorks has just let tenants know that they should be expecting industrial quality space rather than office quality space.

Initially, spaces at the campus rented for below-market rates since tenants did not pay their fair share of utilities/operations costs. Once appropriate rent rates were determined through a comparable property analysis, market-rate rents were phased in. (Currently rents average about \$12 per square foot per year, with tenants making utility payments on top of this base. Rents vary depending on the quality and condition of the space.) Even at market rate rents, there was concern from other commercial building landlords within the community that TwispWorks is a source of unfair competition, since the foundation operates tax free and received significant community support to acquire the property.

As noted above, TwispWorks employs a staff of seven. About half of the staff (3.5 FTE or full time equivalent employees) manage the facility, with the other half conducting general economic development activities that take place both on the campus and in the surrounding community. For example, TwispWorks manages investments into local businesses that are not located on site. About half of TwispWorks' revenues are generated by tenants' rent and utility payments; the other half is generated by grants, philanthropic contributions, and earned income from the group's on-site store. The TwispWorks executive director indicated that it is important to have staff who can write grant proposals and consistently win grant funding. TwispWorks shows that the time and effort necessary to operate, tenant, and maintain facilities should not be underestimated.

Figure 7. AmeriCorps volunteers help with campus renovations.



## Successes and Lessons Learned

Buy-in from the community was essential to the project's success. A very large proportion of capital improvement and maintenance costs come from donations. An anonymous angel investor contributed over \$4 million to the campus. Other foundations donated about \$1 million, and the community contributed an additional \$750,000. Moreover, a number of individuals donated professional services. It is likely that these supportive relationships contributed to a greater sense of community ownership.

The staff of TwispWorks Foundation contributed greatly to the success of the project as well through creative and continual improvements to the campus, even when funding was limited. Staff contributed not only their knowledge and expertise, but also labor, skills, and craftsmanship to renovate historic buildings.

### Additional information:

<https://twispworks.org/>

<https://twispworks.org/wp-content/uploads/TwispWorks-Partner-Brochure.pdf>

<http://www.methowarts.org/arts-partners/twisp-works/>





## Kenmore Hangar at Town Square

### Beginnings: How it started

Kenmore's downtown revitalization has been guided by an intentional "vision of downtown Kenmore as a walkable place with a public square where Kenmore-area residents and workers can meet their daily needs and see one another face-to-face." The city's efforts began following its incorporation in 1998, when the city acquired 9.6 acres of property at the northwest corner of 68th Avenue NE and NE 181st Street—a former park and ride lot and shopping center. A 2003 downtown plan called for a new city hall, a new library, and a new community center.

The City built a new City Hall in 2010, and a new library in 2011, attractive, modern buildings that serve as civic anchors. Since the mid-2010s, Kenmore worked with private developers to build out a series of residential and mixed-use projects on formerly City-owned property. This includes the Spencer, LINQ, and Flyway projects; and new ground floor tenants such as Evergreen Health. These projects put people and "eyes" on the street.

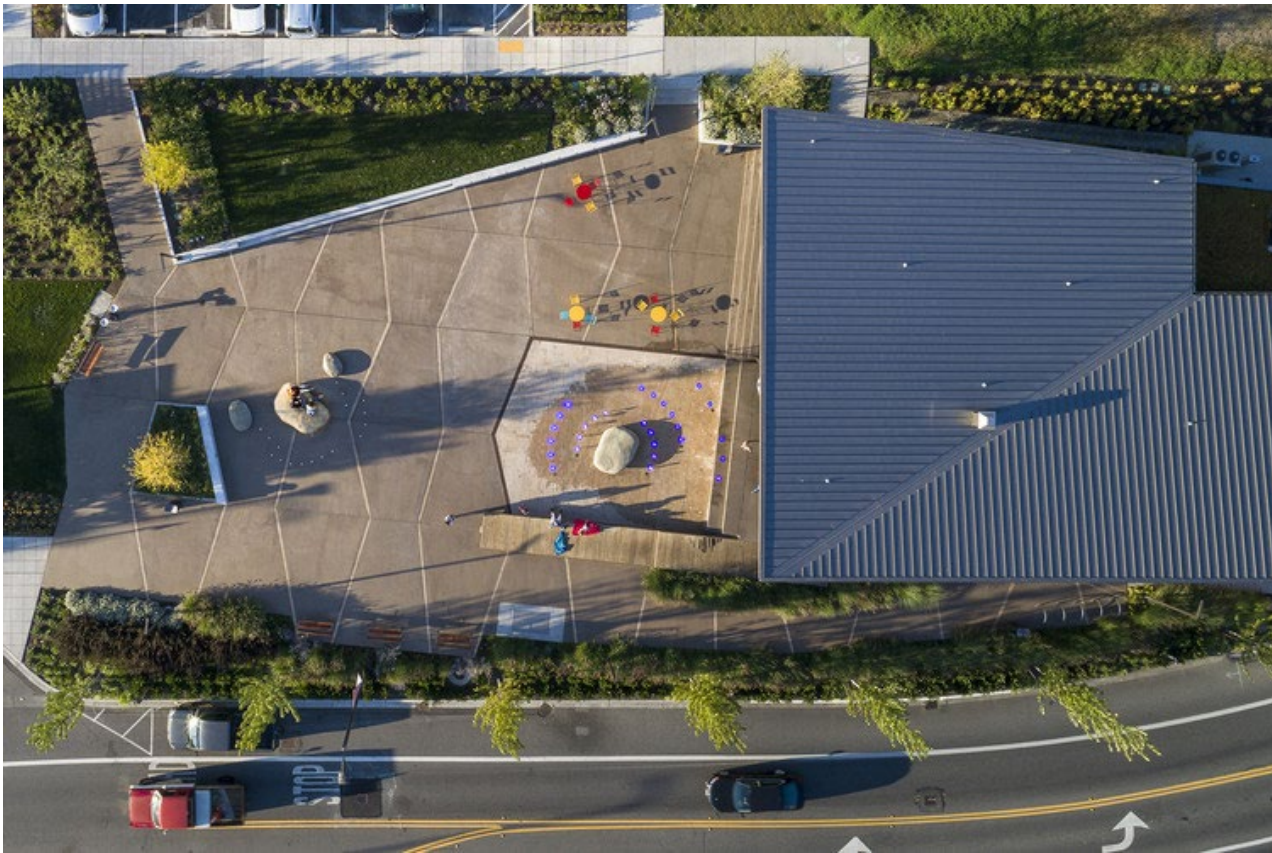
In 2015, construction began on the new community center, named the "Town Square Project." This project consisted of two main components:

- A 4,600 building called "the Hangar" that features a coffee shop, rentable event space, and public seating.
- A 14,000 square foot outdoor plaza featuring a fountain, gathering space, landscaping, and bike maintenance station, called "the Town Square."

Construction of the Hangar and Town Square was completed in 2017. The same year, construction began on the adjacent privately-owned parcel to the west, which the City sold to private developers Street for the purpose of creating a restaurant and office space. In 2018, the Seaplane Kitchen + Bar was completed, adding an additional amenity that opened onto the Town Square.

According to Kenmore Mayor David Baker, “you can’t force things to happen. But what you can do is plan, and you can put the policy framework into place to allow it to happen. That’s what we have been trying to do for the last 19 years.”<sup>1</sup>

**Figure 8. Aerial view of the Town Square (left) and Hangar (right)**



## The Hangar Today

The Town Square and Hangar opened in 2017. The 4,600 square foot building is home to Diva Espresso, a 1,000 foot coffee shop, a public seating area, the Otter, a 760 square foot reservable event space, and the Beaver, a 290 square foot reservable event space. The two reservable spaces are Reservable spaces are available free of charge to both Kenmore and non-Kenmore residences.

Diva Espresso has occupied the space since its opening in 2017, and serves coffee, beer, and wine, as well as baked goods, sandwiches, and ice cream. The shop is one of seven Diva Espresso locations in the Seattle area, and pays market-rate rent for the space (\$23 per square foot plus \$6 NNN expenses), generating about \$30,000 in revenue for the city annually.

The common area space inside of the building includes table seating, a two-sided fireplace, art, wi-fi, floor outlets, a projector, and a sound system. Diva Espresso informally keeps an eye on common areas, while custodial staff visit from City Hall multiple times a day to maintain the space. When weather permits, a garage-style door can be

---

<sup>1</sup> <https://seattletransitblog.com/2018/03/15/kenmore-casting-off-industrial-past/>



raised to open the interior of the building to the Town Square. The building is open from 6 am to 5 pm Mondays through Saturdays, and from 7 am to 5 pm on Sundays.

The Town Square features outdoor seating, landscaping, a bike maintenance station, and a water fountain, which is more often used as a splash pad. On the opposite side of the Town Square from the Hangar, a restaurant space developed by Main Street Property Group intentionally uses similar architecture and also opens onto the plaza, creating a bookend effect. The original tenant of this space, Seaplane Restaurant and Bar, ceased operations during Covid, but a Seattle-area brewery, Stoup Brewing, reoccupied the space beginning in March 2021.

The annual cost of maintaining the Hangar and Town Square was budgeted at about \$384,000 in 2019/2020.

**Figure 9. Interior view showing garage-style door opening onto the Town Square**



## Who? Key Organizations

**The City of Kenmore.** The City of Kenmore assembled 10 acres of land at a key intersection from 1999 to 2005 and selected a developer and design team to implement the downtown plan in 2006. This initial effort was seriously compromised by the 2007-2009 recession and the original development agreement was terminated in 2012. The City then subdivided the site, retaining some parcels for civic development while selling others to private developers for the purpose of creating adjacent housing, office, and retail space. The City managed the Hangar and Town Square development process and today manages the facility.

**Developers.** Though not directly involved in the development of the Town Square and the Hangar, private development firm Main Street Property Group worked closely with the City to develop multiple adjacent properties. Proceeds from land sales to Main Street Property Group covered most of the \$4.5 million capital costs

associated with developing the Town Square and the Hangar. These costs do not include sidewalk and right of way (street) improvements, which were completed prior to the project.



## Challenges

While the initial large-scale downtown development project was hindered by the recession, the process of developing the Hangar and Town Square was largely free of delays or controversy. Although the project was considered somewhat “out of the box,” there was little pushback or criticism from the community. There were minor issues with design elements (for example, heating elements in the heated rocks failed soon after installation), but overall, the space functions as a successful public gathering space.





## Successes and Lessons Learned

The Town Square and Hangar were an essential part of an overall “town center” creation strategy that successfully transformed strip mall commercial properties into a mixed-use district incorporating civic, restaurant, and residential spaces at Kenmore’s most visible intersection. Prior to the Covid pandemic, the amount of activity at the Town Square and Hangar was growing, proving that the space was meeting a community need. The two free rental spaces within the Hangar were booked far in advance and hosted a number of events.

One lesson learned was that the water feature, a fountain, has been used much more as an active “splash pad” space than as a fountain, which necessitated slight changes to the design and additional chlorine for sanitary reasons.

The only major design limitation identified following the completion of the project was that the Hangar’s exterior wall facing 68<sup>th</sup> Street NE lacked large windows or any other design element to engage the building more with the sidewalk on that façade. If redesigned, more attention would be given to increasing the interplay between the building and public spaces on all four sides.

### Additional Information:

<https://www.kenmorehangar.com/>

<http://grahambabaarchitects.com/the-kenmore-hangar>

<https://www.kenmorewa.gov/our-city/current-projects/downtown-kenmore-redevelopment-project>

## Other Notable Projects

### Sammamish YMCA

**Similarities with Osborn property:** Recreation/play and community space/gathering themes; new City recreation center; location in “town center;” City-led visioning process.

The City of Sammamish incorporated in 1999 and by 2011, creating community space was a high priority. The planning process for a community center began that year and explored several options and sites. The site that was chosen is located adjacent to City Hall, library, and a park. Goals for the space included creating an iconic community building with an interesting roofscape, while preserving views of the Bellevue and Seattle skylines and the Olympic range.



In 2012, the City entered into a partnership with the YMCA to build the Sammamish Community and Aquatic Center. The YMCA contributed \$5 million to the overall \$33 million project cost (about \$478 per square foot); the remaining \$28 million was funded by the City's financial reserves and City Parks CIP funds. The YMCA also furnished and equipped the facility and will be responsible for all operating expenses, ongoing maintenance, and capital replacement costs.

The 69,000 square foot facility includes a variety of public-use areas, with a fitness area on the upper level, all with views to the park. The remaining fee spaces are located on the lower level with a single control point. Facility parking is in a structured garage built into the hill, with extra parking provided for existing city amenities. The upper level extends the existing plaza space to the front door of the new center. Construction began in 2014 and the building opened in 2016.





**Additional information:**

<https://www.seattlemca.org/locations/sammamish-community-ymca>

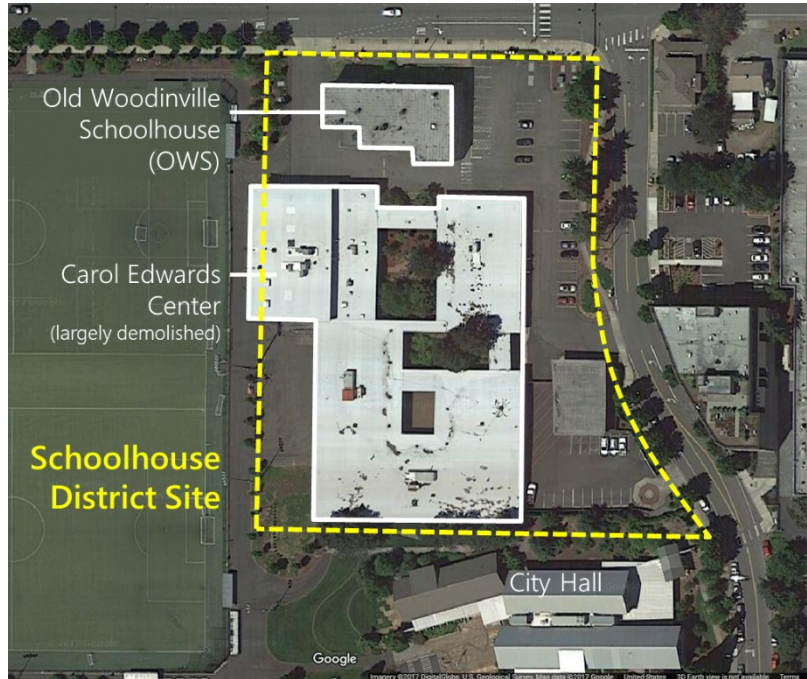
<https://www.sammamish.us/parks-recreation-facilities/completed-park-improvement-projects/community-aquatic-center/>

## Schoolhouse District / Civic Campus Site, Woodinville

**Similarities with Osborn property:** Old school building; mix of new construction and adaptive reuse; recreation component (YMCA); open space components; Public-private partnership with key City planning role.

The City of Woodinville has owned the Old Woodinville Schoolhouse property (approximately four acres) for several decades and sought to plan and reuse the property as far back as 2001 via the Civic Center Master Plan. The site is just north of Woodinville's City Hall, east of the City's central parks and ball fields, and fronts onto the City's main downtown thoroughfare—NE 175<sup>th</sup> Avenue Street. The original brick schoolhouse building was constructed in 1909, but most of the current structure dates from the 1930s and 1940s. At various times in the past two decades, the City sought to plan, reuse, or redevelop the property but—because of a lack of consensus about how the property should be reused and the high costs of redevelopment—the City was not able to move forward with any of the options identified.

In 2017, the City initiated another effort to reuse the site. The goals of the project included creating gathering places for the community, retaining, and restoring the Old Woodinville Schoolhouse, renovating and expanding the city's recreation center, partnering with private developers to make the project financially feasible, and limiting risk for the city. In late 2017, the City of Woodinville issued a Request for Qualifications (RFQ) to seek submittals from developers able to deliver on the City's vision. The RFQ represented a shift of approach, from a redevelopment that would be primarily City-led, to one that would be a public-private partnership or developer-led.





In 2018, City Council approved a memorandum of understanding with the selected development firm, Main Street Property Group, for development of a \$107 million Schoolhouse District that included the following features:

- Renovation of the schoolhouse building, including adding retail to the first and second floors.
- Renovation of 8,000 square feet of the existing YMCA as well as the addition of 8,500 square feet of childcare space, accommodating up to 120 children.
- Development of 20,000 square feet of retail, restaurant, and commercial space.
- Addition of 260 to 275 new multifamily residential units.
- Creation of 30,000 square feet of public open space for City events and public use.
- Parking to support the development.

The project broke ground in 2019 and will celebrate a grand opening in 2021.

**Additional information:**

<https://www.theschoolhousedistrict.com/>

[https://www.ci.woodinville.wa.us/information/current/news/schoolhouse district ground breaking](https://www.ci.woodinville.wa.us/information/current/news/schoolhouse%20district%20ground%20breaking)





### Additional Projects that may be relevant to the Osborn property:

- **Mighty Tieton, Tieton, Washington.** "Incubator for artisan businesses located in Central Washington." Served as model for TwispWorks. <https://www.mightytieton.com/>
- **Pybus Market, Wenatchee, Washington.** A public market project led by the Port of Chelan County and other community stakeholders. Adaptive reuse of a historic industrial building, that is now occupied by numerous tenants with a food and culture focus. Event space. Now managed by a non-profit foundation. <https://pybuspublicmarket.org/>
- **Fort Worden, Port Townsend, Washington.** Former US Army fort whose historic buildings have been reused and managed since 2012 by the Fort Worden Public Development Authority. <https://fortworden.org/>
- **Santa Fe Railyards, Santa Fe, New Mexico.** Community led adaptive reuse project of former industrial and railyards buildings. Today, a very active and vibrant mixed use campus that hosts a range of retail/commercial, employment space, cultural facilities, and events. Now managed by a non-profit foundation. <https://sfrailyardcc.org/>



## Osborn Property Reuse Concepts

LCG was provided with a three different conceptual, potential reuse concepts for the Osborn property. The table below shows how each of these concepts would use the old Osborn school building, and therefore, LCG's assessment of which of the above projects is most comparable.

Concept #	Osborn school building	Most Comparable Project(s)
1	New construction, multi-story recreation center	Sammamish YMCA
2	Adaptive reuse	TwispWorks; Possibly Kenmore Hangar and Town Square
3	Demolished, only restrooms remain; replaced with open space	TBD

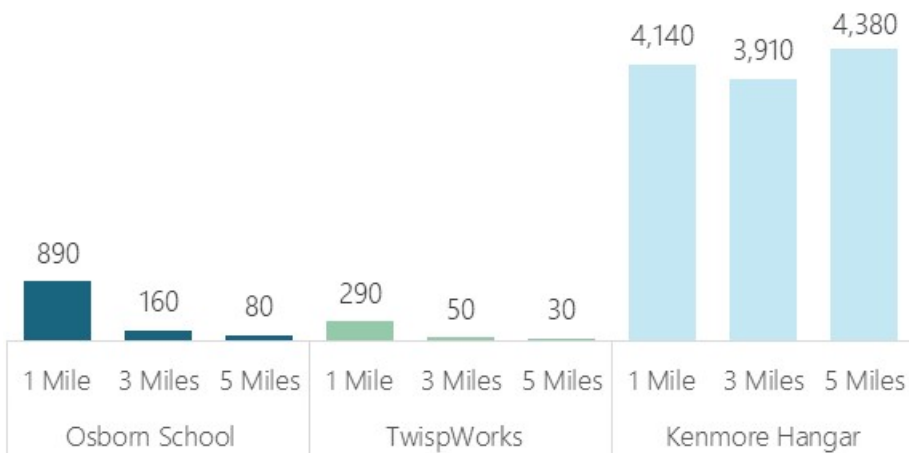
## Appendices/Additional Information

Figure 10. Median Household Income (2020)



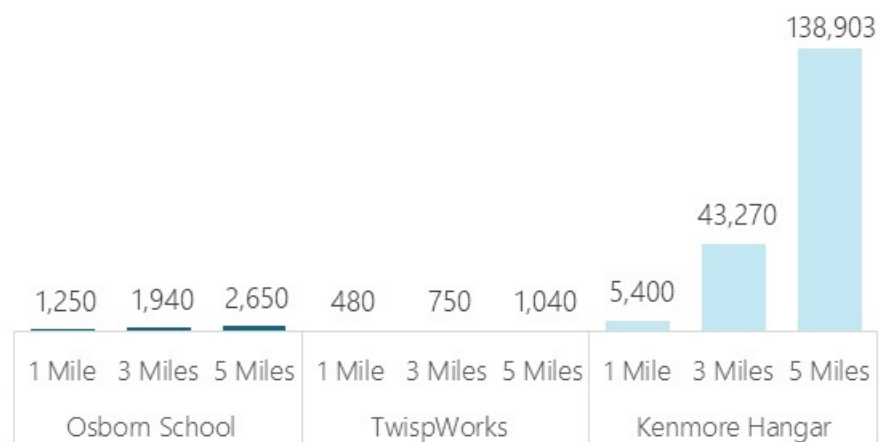
Source: ESRI, 2021

Figure 11. Residents per Square Mile (2020)



Source: ESRI, 2021

**Figure 12. Households within 1, 3, and 5 miles (2020)**



Source: ESRI, 2021

**Figure 13. 2020 Median Housing Value**



Source: ESRI, 2021