

Hub building

Sedro-Woolley Innovation for Tomorrow

SWIFT CENTER

The Hub Building Renovation Project

SWIFT CENTER

A Port of Skagit Property

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EXECUTIVE SUMMARY

This report outlines the results of a study to consider the feasibility of renovating and re-purposing the Hub Building at the SWIFT Center in Sedro-Woolley, Washington. The Hub Building Renovation Project (Project) will include a capital campaign to partially fund the Project through community donations. The viability of this prospective capital campaign is also considered in this report.

The SWIFT Center campus was the former Northern State Hospital, built in 1912 as a mental health treatment facility. Designed by the Olmsted Brothers, the campus exhibits a collection of historic buildings with distinctive Spanish colonial architecture in a pastoral landscape. The Hub Building is central to the historic core of the campus and was built as a gathering place for residents, family, and staff when the hospital was operational.

The property was acquired by the Port of Skagit (Port) in 2018 with the primary goal of revitalizing the campus to a new future that benefits the community economically, socially, and environmentally. Prior to acquisition the Port and its partners (Skagit County, City of Sedro-Woolley, and the State of Washington), defined 5 goals for the future:

A. Encourage the private sector to create and sustain jobs.

B. Continue and promote public access.

C. Protect environmentally sensitive areas, in particular Hansen Creek.

D. Acknowledge and protect historic significance of SWIFT Center.

E. Acknowledge and respect Upper Skagit Indian Tribal Nation's interests.

This project will restore the Hub Building in its intended use as a community gathering space and is a significant step toward fulfillment of the partner's goals for this property.

EXECUTIVE SUMMARY

ABOUT

The SWIFT Center, former Northern State Hospital campus, is rich with history dating back to the hospital's opening in 1912. Many Skagit County residents have a connection to the campus. For some, it's having a family member who lived or worked on campus; for others, they've observed the hospital's historical, economic and social contributions to the local community; while others have simply enjoyed the picturesque nature of the beautiful campus.

The Port of Skagit is preparing to renovate the Hub building at the SWIFT Center into a vibrant event and conference center that will serve as a regional gathering space and economic development driver. To support this effort, Collective Impact Consulting proposes a comprehensive capital campaign consulting partnership, guiding the project through planning and public campaign efforts with the goal of raising $3 million in community contributions toward an $8.3 million renovation.This includes working closely with the Port of Skagit to identify and secure government funding and grants to support the total project.



THE TEAM

Port of Skagit

The Port of Skagit brings proven economic development leadership to the SWIFT Center. The Port owns and operates five major facilities including Skagit Regional Airport, La Conner Marina, and multiple business parks hosting 100+ businesses, employing 1,800+ workers. With a track record of successful public-private partnerships, the Port provides the institutional stability and community accountability that complex adaptive reuse projects require.

SWIFT CENTER

SWIFT is a historic campus ready for its new purpose.

The SWIFT Center was the site of the former Northern State Hospital, a mental health institution that was a self-sufficient community until the early 1970s. Since then, the historic campus was in cold closure, with the State of Washington using the site and some of its buildings for storage and other purposes.

The community near SWIFT wanted something more from the beautiful site, and so a partnership led by the Port of Skagit was formed to reclaim the site.

JOSEPH R. POIRÉ

JRP Integrated Solutions connects clients and communities with resources and guidance to plan and develop a vast range of projects focused on supporting our local communities. With over 30 years of experience in the industry, JRP Integrated Solutions provides an in-depth approach to navigating and understanding the needs of the community and proposed projects, working to create a lasting impact through thoughtful and intentional development projects throughout Washington State.

Our key focus areas include community planning, property development and feasibility studies, municipal open access broadband infrastructure network planning, heavy commercial and industrial development, planning and economic development, and waterfront planning and development.

Collective IMPACT CONSULTING

Collective Impact specializes in driving increased funds through strategic Capital and Annual Fundraising, grant acquisition, and expert event management

With over 35 years of combined experience in fundraising and nonprofit leadership, Renata Maybruck and Jen Pitner form a dynamic team dedicated to elevating your nonprofit. They specialize in driving increased funds through strategic donations, grant acquisition, and expert event management.

Services include feasibility studies, capital campaign management, grant writing, strategic annual fundraising support, bond and levy campaigns, marketing, strategic planning, and board development and retreats.

baylii

Baylii is a small, results-focused team of creative and strategic brand consultants located in the heart of Western Washington. Our expertise lies in the art and science of sparking the remarkable: creating exceptionally impactful brand strategies, identities, websites, and marketing initiatives that help you achieve your organization's goals.

When you want to stand out from the crowd, you can't do what everyone else is doing. That's why at Baylii, we don't have a template or a formula for marketing. Our deep expertise in marketing best practices provides a framework for truly strategic, creative work that elevates your brand, grounded in efficiency.

OVERVIEW

RMC PROJECT DESCRIPTION

The Assembly Hall (or Hub Building) was constructed in 1918 and is approximately 12,100 square feet in area. The building was the primary meeting and event space on the Northern State Hospital campus, and used by patients, families, and staff for viewing plays, movies, lectures, and other similar uses. The building remains largely intact with very little modification to its historic character-defining features.

The upper level consists of the auditorium space, stages, a projection booth, and a toilet room. This level is raised a story above the ground, and access to the upper level is from two stairways at the east and west sides of the building. Two small interior stairways connect the north stage at the auditorium to the lower level of the building. The lower level of the building is at grade and is divided into a number of rooms which are primarily used for storage. Previously, this level housed shop space for the hospital. The lower level is constructed largely in concrete, with interior walls of hollow clay tile and plaster. The exterior walls, columns, and ceiling deck are all concrete construction. Above this level, the auditorium has a wood floor on sleepers over the concrete deck, and the exterior walls are a combination of concrete columns and hollow clay tile. The concrete columns support wood trusses above, which in turn support a robust tongue-and-groove wood roof deck. The roof material is primarily terra cotta tiles, with a flat built-up roof at the highest plane. The exterior walls at both levels are all stucco-clad. Wood rafter tails, copper flashings, gutters, downspouts, and glazed terra cotta blocks provide accents at the exterior of this Spanish Colonial revival building.

The building is heated by steam-fed radiators at both levels, and no cooling is present. An underground tunnel located east of the building houses the steam piping, condensate return, and control wiring, and connects back to the Powerhouse building. Electrical service size is unknown, and various panels are located at the lower level of the building. A wet sprinkler system is located at the lower level of the building only.

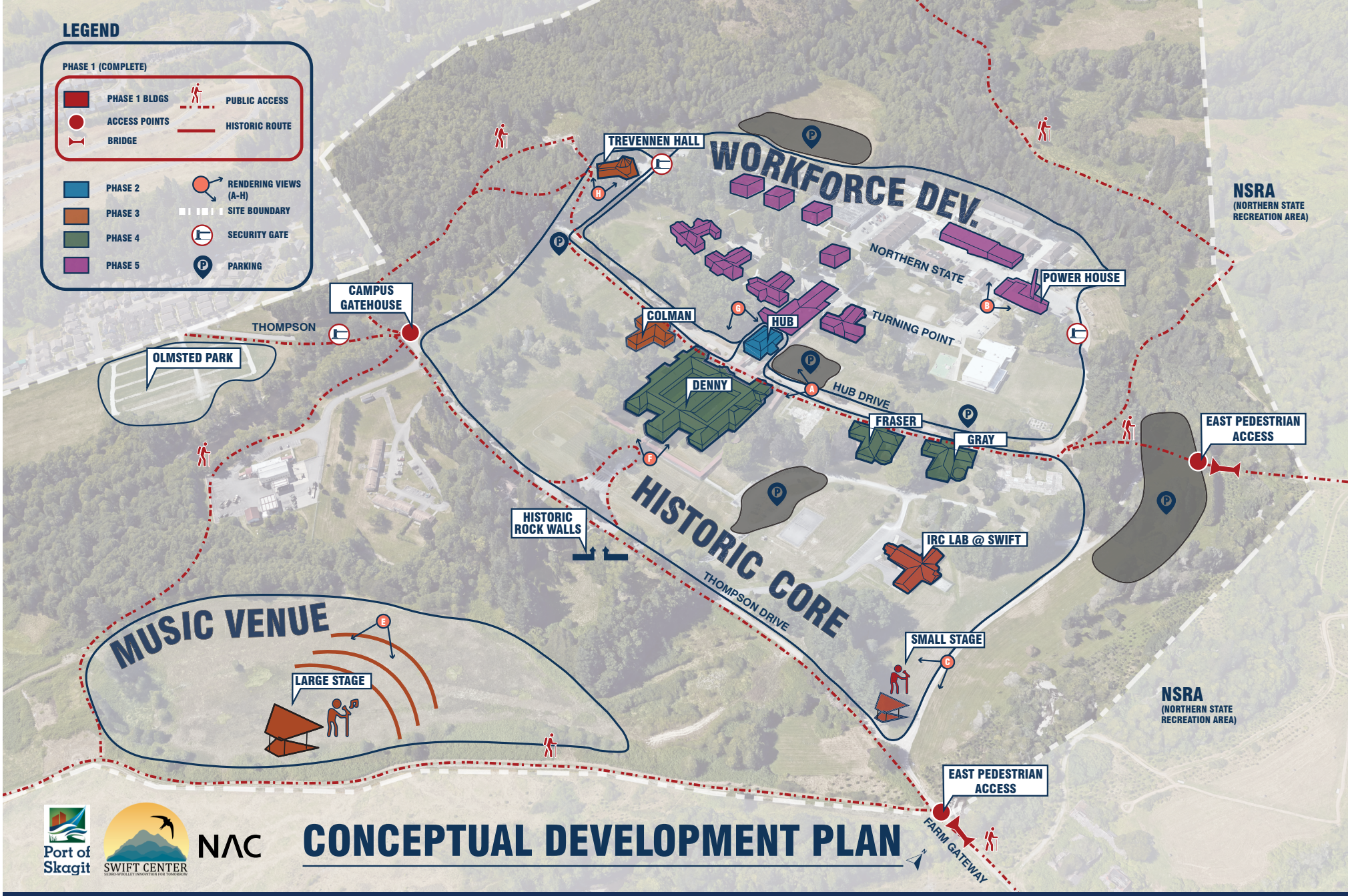
Overview and Goals of the SWIFT Center



Vision

The community vision for the SWIFT Center is to develop a destination mixed-use campus accommodating education, research and development, manufacturing, hospitality, and commercial venues, all within the historic character and great public spaces of the Center.

1. Encourage sustainable job creation through private sector engagement
2. Promote public access and recreational use of the campus
3. Protect environmentally sensitive areas, particularly Hansen Creek
4. Honor the historical significance of the site at local, regional, and state levels
5. Respect and acknowledge the interests of the Upper Skagit Indian Tribal Nation



SITE DEVELOPMENT.

Historic Core. Workforce Development. Campground. Music Venue.

The Hub Building's Historical Significance

At the heart of the campus stands the Hub building. Like many of the campus buildings, it was designed by architect Heath Gove. This multi-purpose building served as the essential community gathering space for the Northern State Hospital campus, making it the perfect centerpiece and catalyst for the SWIFT Center's revitalization.



History of Northern State

1912 — Northern State Hospital's 1,086 acre campus opens

1916 — The Hub is built

1973 — Northern State Hospital closes

2010 — 276.5 acres of Northern State Hospital are added to the National Register of Historic Places as a Historic District, including all 56 buildings

2018 — Port of Skagit acquires 225 acres of the central campus after decades of limited use

Northern State Hospital served as one of Washington's most significant mental health facilities. Its outstanding grounds were designed by the legendary Olmsteds (creators of New York's Central Park and numerous other landmark public spaces including the U.S. Capitol Grounds and Woodland Park in Seattle).

An Unparalleled Location

The SWIFT Center offers 210 acres in Skagit County ready for development.

Just over an hour's drive to Seattle in the south and Vancouver, BC in the north, the SWIFT Center sits where two great metropolitan markets meet the magnificent North Cascades. Seated at the gateway to this pristine wilderness, SWIFT Center offers what neither city can: authentic small-town character with a backdrop of spectacular natural beauty.



Evolution of the SWIFT Center Partnership

The transformation from abandoned hospital campus to innovative development has required The Port of Skagit to work with outstanding partners, including the City of Sedro-Wolley and Skagit County. Together, they have methodically preserved and reimagine the unique property in alignment with the community's vision for revitalization.



INVEST. INNOVATE. IGNITE.

The HUB Economic Catalyst Project



The SWIFT Center Vision

The vision for the SWIFT Center, arrived at through extensive community engagement, is to develop a destination mixed-use campus accommodating education, research and development, manufacturing, hospitality, and commercial venues, capitalizing and building on its historic character and great public spaces.

Progress to Date

Since taking ownership in 2018, the Port of Skagit has delivered on several key accomplishments:

- Restored public access to designated outdoor areas of the campus
- Established a Historic Route with signage to guide visitors
- Partnered with the City of Sedro-Woolley on development of a new city park
- Conducted cleanup efforts to address legacy contamination
- Invested $3 million in deferred maintenance

A VIEW TOWARDS DENNY BLDG & HUB

NAC

THE SWIFT CENTER VISION

Historic Preservation. Partnership. Education.



THE SWIFT CENTER GOALS

Sustainability. Access. Honor. Protection. Respect.

The Campus

Is also home to the Northwest Innovation Resource Center (developing The Lab SWIFT for entrepreneurs and startups) and Cascades Job Corps Center (serving 300 students with educational and career training programs).



Evolution of the SWIFT Center Partnership

The transformation from abandoned hospital campus to innovative development has required The Port of Skagit continues to work with outstanding partners, including the City of Sedro-Woolley and Skagit County, to revitalize the campus according to the community vision have methodically worked to preserve and reimagine this unique property.

1912
Northern State Hospital's 1,086 acre campus opens

1973
Northern State Hospital closes

2018
Port of Skagit acquires 225 acres of the central campus after decades of limited use

B STREET VIEW OF POWER HOUSE

NAC

THE SWIFT CENTER PARTNERSHIP

Transformation. Innovation. Reimagination.



SKAGIT COUNTY ECONOMIC CATALYST

Community Involvement. Entrepreneurship. Destination. Viability.



COMMUNITY CORNERSTONE

Meets Community Needs. Creates Opportunities. Makes Connections.

Community Impact

Funding this first major renovation of a historic building will provide the foundation and incentive for private investment to take on renovation of the other buildings. This initial success will spark continued redevelopment of the SWIFT Center while preserving the beauty and history of the campus. With your support, we will help realize the vision of transforming the property into a mixed-use campus supporting education, research, manufacturing, hospitality, and commercial activities, while preserving its historic character and public spaces.

F

VIEW TOWARDS DENNY ON SOUTH ENTRY



SKAGIT COUNTY COMMUNITY IMPACT

Build a Foundation. Spark Future Growth. Support Education, Research & More.



G

VIEW TOWARDS HUB & DENNY



HUB BUILDING HISTORIC SIGNIFICANCE

Bringing Community Together.



H

STREET VIEW OF TREVENNEN HALL



THE SWIFT CAMPUS

Campus Revitalization. Honors the Upper Skagit Indian Tribal Nation's Story.



PUBLIC INVOLVEMENT

The SWIFT Center represents economic opportunity rooted in place, where natural beauty, recreational proximity, historic tax credits and community vision converge to create exceptional economic development opportunities, recreational access, cultural programming, and community gathering spaces that benefit all of Skagit County and Northwest Washington.

Through strategic adaptive reuse of the nationally significant Olmsted Brothers-designed campus, we created a model for heritage-based economic development that delivers measurable benefit to all stakeholders.

Heritage assets create unmatched market opportunities when community partnership drives strategic development. The Port of Skagit is preparing to renovate the Hub building at the SWIFT Center into a vibrant event and conference center that will serve as a regional gathering space and economic development driver. To support this effort, Collective Impact Consulting proposes a comprehensive capital campaign consulting partnership, guiding the project through planning, quiet phase, and public campaign efforts with the goal of raising $3 million in community contributions toward a $8.3 million renovation.This includes working closely with the Port of Skagit to identify and secure government funding and grants to support the total project.

THE QUESTIONS

Strategic Questions to Address

- What is the long-term vision for the entire SWIFT Center?
- How can the Hub support the long-term goals and be a community and economic catalyst?
- How can the Port increase SWIFT Center brand awareness?
- What is the business model for operations and sustainability?
- What amenities will be included in this phase of the capital campaign?
- Will a nonprofit 501(c)(3) need to be established for the campaign or future operational support?

THE STRATEGY

Use of the Hub and Event Center Strategy

There was consensus that the Hub can be a catalyst for broader campus revitalization — if positioned clearly within the larger vision.

Recommendation

Strengthen the case statement and campaign messaging to emphasize:

- How does the Hub align with the history and future potential of the campus
- Demonstrate the community need for indoor event and gathering space.
- Opportunities for economic development through tourism, events, and local business support
- Amenities to consider:
    - » A commercial kitchen
    - » State-of-the-art AV equipment
    - » Quality acoustics
    - » Campgrounds
    - » Amphitheater

THE PARTNER

Identify the Right Operational Partner

To ensure long-term success, the Hub must be operated by a dedicated entity with relevant experience and vision alignment. Stakeholders emphasized the importance of strong leadership, community trust, and programmatic innovation.

Recommendation

Begin the process of identifying or establishing a nonprofit or public-private partnership to manage operations. Consider creating an advisory committee to determine the right partner. The partner should have:

- Deep understanding of community development
- Capacity to manage a large, mixed-use site
- A track record of successful events, fundraising, and community programming

THE CAMPAIGN

The Time to Launch a Campaign Is Now

There is clear community enthusiasm and momentum — but also a sense of urgency. Community members are eager to see visible progress, celebrate milestones, and be part of the journey. Delaying the campaign risks losing momentum and trust.

Recommendation

Initiate a capital campaign with the Hub project as the anchor — while weaving in the long-term vision of the full campus. Begin with:

- Identifying a fiscal sponsor and consider creating a 501(c)(3)
- Determine what elements will be included project and create a total budget
- Identify all funding sources and start cultivating donors, foundations, and other funders
- Enhance brand awareness and create full SWIFT Center vision while in the silent phase of the campaign.

“Let’s just get it done—don’t be afraid to make a mistake. The Port should be so proud.”

HUB EVENT CENTER OPERATIONS

There is no clear consensus on a single ideal operator, but respondents agree the Port should retain ownership and oversight while partnering with an entity equipped for day-to-day operations. Most reject the idea of the Port operating it directly due to bandwidth and expertise limitations, while opinions diverge on whether a nonprofit, private business, or public entity is best suited to manage it.

- Port of Skagit – Ownership & Oversight Role
- Widely seen as the logical owner and visionary leader.
- Should set the mission, maintain property standards, and retain final oversight to keep the rental costs affordable.
- Operating the center directly is viewed by many as outside the Port's core competency or capacity.

NONPROFIT OPERATOR

- Many favor a mission-aligned nonprofit (e.g. "Friends of the SWIFT Center") to run daily operations.
- Seen as able to build community trust, pursue grants, ensure affordability, and prioritize public benefit.
- Cautions include concerns about lack of business acumen, operational challenges, and sustainability without a strong revenue stream.
- Could be especially effective with Port oversight and an advisory board.
- Private Business Operator – Some support, some concern
- Some advocate for a private operator (event management firm, hospitality company) to ensure efficiency, quality service, and profitability.
- Others are wary: a private business might prioritize revenue over accessibility and community needs.
- Tribe involvement (due to experience with hotels/conference centers) was raised as a strong potential partner.

CITY OR PUBLIC ENTITY – LIMITED BUT NOTED

- A few suggest the City of Sedro-Woolley or a Public Facilities District could operate it due to experience with facility rentals.
- Funding concerns and jurisdictional alignment raised as potential challenges.

ADVISORY COMMITTEE – COMMON RECOMMENDATION

- Many suggested model include public-private partnerships or a three-pronged model (Port owns, private manages, nonprofit supports).
- Several responses suggest an advisory committee to create a RFQ to select an experienced operator (nonprofit or private).
- Clear contractual expectations (event types, community access, revenue reinvestment) are key to aligning operations with vision.

SUMMARY

- Ownership: Port should maintain ownership for continuity, affordability, and vision.
- Operations: Outsource to an experienced nonprofit or private entity with clear contract terms.
- Structure: Many support a hybrid model – Port ownership, private/nonprofit operator, community oversight.

SEE APPENDIX I FOR ADDITIONAL PUBLIC INVOLVMENT DOCUMENTATION.

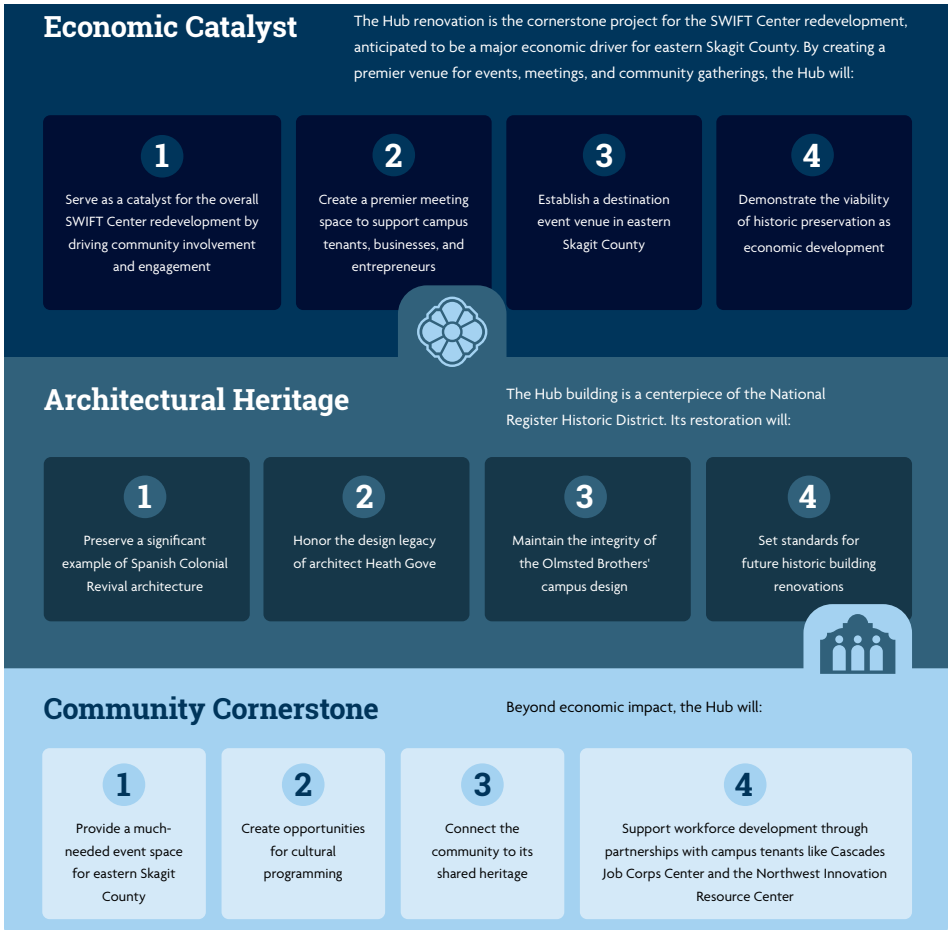
COST ESTIMATE

The Port of Skagit is preparing to renovate the Hub building at the SWIFT Center into a vibrant event and conference center that will serve as a regional gathering space and economic development driver. To support this effort, Collective Impact Consulting proposes a comprehensive capital campaign consulting partnership, guiding the project through planning, quiet phase, and public campaign efforts with the goal of raising $3 million in community contributions toward a $8.3 million renovation.This includes working closely with the Port of Skagit to identify and secure government funding and grants to support the total project.

Campaign Goals

- Finalize scope of the project and financial model
- Establish a compelling case for support and campaign strategy
- Engage key stakeholders through structured donor cultivation
- Collaborate with the Port of Skagit to identify and secure government funding and grants
- Secure lead gifts and major donors during a strong quiet phase
- Launch a high-visibility public campaign to achieve the $3 million goal
- Lay the groundwork for long-term sustainability of the Hub

The Hub restoration presents a transformative opportunity for Skagit County through it's unique triple-impact potential as an economic catalyst driving regional growth, as a preservation effort honoring irreplaceable architectural heritage, and as a community cornerstone that reconnects residents with their shared history and creates new gathering spaces for future generations.



COMMUNITY IMPACT

Funding this first major renovation of a historic building will provide the foundation and incentive for private investment to take on renovation of the other buildings. This initial success will spark continued redevelopment of the SWIFT Center while preserving the beauty and history of the campus.

With your support, we will help realize the vision of transforming the property into a mixed-use campus supporting education, research, maufacturing, hospitality, and commercial activities, while preserving its historic character and public spaces.

Evolution of the SWIFT Center Partnership

The transformation of the former hospital campus into an innovative development has required the Port of Skagit to work closely with outstanding partners, including the City of Sedro-Woolley and Skagit County. Together, they have methodically preserved and reimagined the unique property in alignment with the community's vision for revitalization.

1918

Northern State Hospital's 1,086 acre campus opens

1973

Northern State Hospital closes

2018

Port of Skagit aquires 225 acres of the central campus after decades of limited use

The Hub Building's Historical Influence

At the heart of the campus stands the Hub building. Like many of the campus buildings, it was designed by architect Heath Gove. This multi-purpose facility served as the essential community gathering space for the Northern State Hospital campus, making it the perfect centerpiece and catalyst for the SWIFT Center's revitalization.

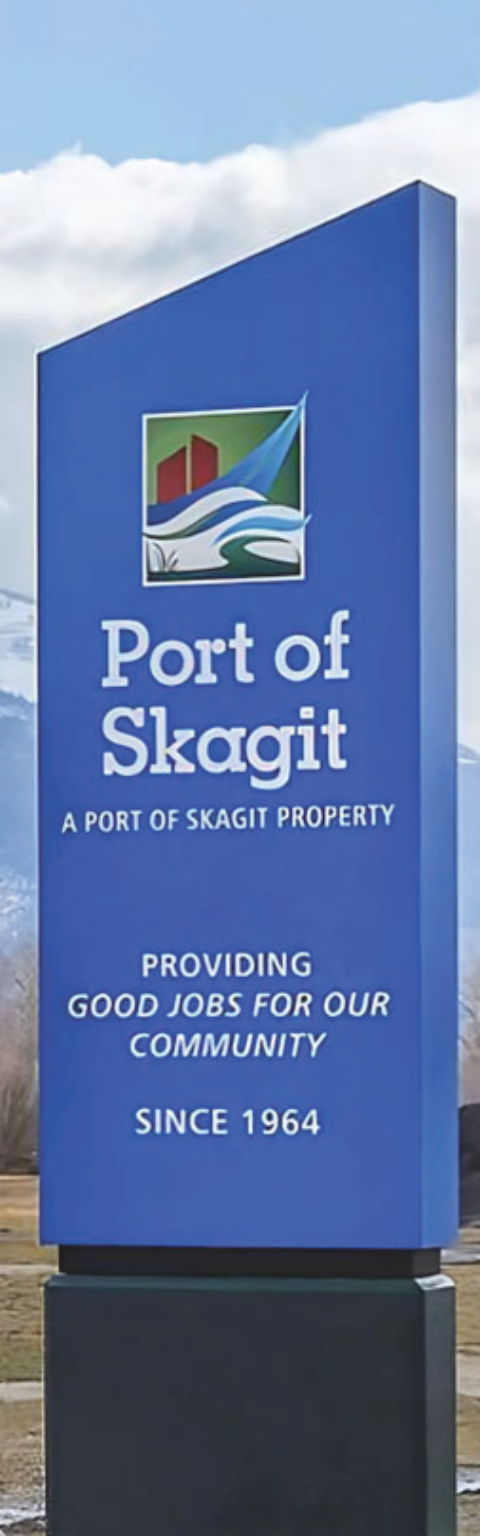


ITEM	DESCRIPTION	CURRENT QUANTITY	UNIT		DIVISION TOTALS
DIVISION 2 - DEMOLITION & REMOVAL		--	--		151,234
	EXTERIOR DEMOLITION - REMOVE VEGITATION	1.00	LS		
	CONCRETE WALLS	56.00	LF		
	CONCRETE SIDEWALKS	560.00	SF		
	CONCRETE CANOPY FOOTINGS	8.00	EA		
	CONCRETE STAIRS - WEST STAIR	200.00	CF		
	METAL CANOPY	635.00	SF		
	CUT STEEL AT CANOPIES & PATCH ROOF	8.00	EA		
	MISC. MECHANICAL SYSTEMS @ OPENINGS	3.00	EA		
024160	DOORS & FRAMES	5.00	LVS		
024170	FRAMED PARTITIONS	245.00	SF		
	REMOVE - TERRA COTA CAPITALS	8.00	EA		
	PARAPET CAP FLASHING	200.00	LF		
	COPPER GUTTERS	375.00	LF		
	COPPER DOWNSPOUTS	800.00	LF		
	DEMOLITION - STUCCO (50% OF FRCM/FRP AREA)	4,350.00	SF		
	TEMPORARY WINDOW PROTECTION	16.00	EA		
	CONCRETE DISPOSAL	30.00	LCY		
	DEBRIS DISPOSAL	52.00	LCY		
024160	INTERIOR DEMOLITION - DOORS & FRAMES	10.00	LVS		
024170	FRAMED PARTITIONS (LATH & PLASTER)	2,560.00	SF		
	CEILING DEMOLITION	1.00	ALLW		NIC
	ELEVATOR SHAFT SOFT DEMOLITION (UPPER FLOOR)	1.00	ALLW		
	EXTERIOR WALL APPERTENANCES	2,902.00	SF		
024184	FLOORING - TILE	544.00	SF		
	DEMOLITION DETAILING (MEP & MISC.)	1.00	ALLW		
024125	CONCRETE DEMOLITION - SLAB ON GRADE	9.00	CY		
	ELEVATED SLABS	3.00	CY		
	SHORING	1.00	ALLW		
	SAWCUTTING	2,592.00	IN-FT		
	MISC. REMOVE & REPLACE - DOORS & FRAMES	4.00	EA		
	CONCRETE DISPOSAL	15.00	LCY		
	DEBRIS DISPOSAL	107.00	LCY		
	ELEVATOR PENTRATION DETAILING	1.00	ALLW		
026100	CONTAMINATED SOILS REMOVAL & DISPOSAL	NIC			NIC
028000	HAZARDOUS MATERIALS ABATEMENT - FLOOR MASTIC	2,000.00	SF		
	LEAD PAINT	1.00	ALLW		
	SPOT ABATEMENT	1.00	ALLW		

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Image Credit: Port of Skagit Website



ITEM	DESCRIPTION	CURRENT QUANTITY	UNIT		DIVISION TOTALS
DIVISION 3 - CONCRETE		--	--		22,061
033000	PLACING - WALLS	2.00	CY		
	SLAB ON GRADE	10.00	CY		
031100	FORMING - WALLS	197.00	SFCA		
033500	FINISHING - WALLS	192.00	SF		
	SLAB ON GRADE	236.00	SF		
031300	FINE GRADE & SCREED - SLAB ON GRADE	236.00	SF		
031500	CONCRETE ACCESSORIES	11.00	CY		
031514	FOUNDATION INSULATION	NIC			NIC
031516	SLAB SEALER (SPECIALTY COATING)	NIC			NIC
032100	REINFORCING	0.50	TN		
033700	CONCRETE HANDLING	12.00	CY		
033700	UNDER SLAB/FOOTING MATERIAL	4.00	CY		
036300	DRILL & EPOXY	48.00	EA		
	CORE DRILLING	NIC			NIC
DIVISION 4 - MASONRY		--	--		7,500
041000	STRUCTURAL BRICK PATCH	750.00	SF		
DIVISION 5 - METALS		--	--		31,056
054000	STRUCTURAL METAL FRAMING (ELEVATOR SHAFT)	1,312.00	LF		
055200	METAL RAILINGS - EXTERIOR	16.00	LF		
055200	METAL RAILINGS - INTERIOR (ADA RAMP)	40.00	LF		
055300	METAL GRATING	NIC			NIC
055000	ELEVATOR SUPPORT STEEL - COLUMNS	8.00	EA		
	BEAMS	8.00	EA		
DIVISION 6 - WOOD & PLASTICS		--	--		214,949
060600	FASTENERS & CONNECTORS	11,492.00	SF		
	ROUGH CARPENTRY	1,695.00	BF		
	SHEATHING	192.00	SF		
	NEW LARGE STAIRCASE	1.00	ALLW		

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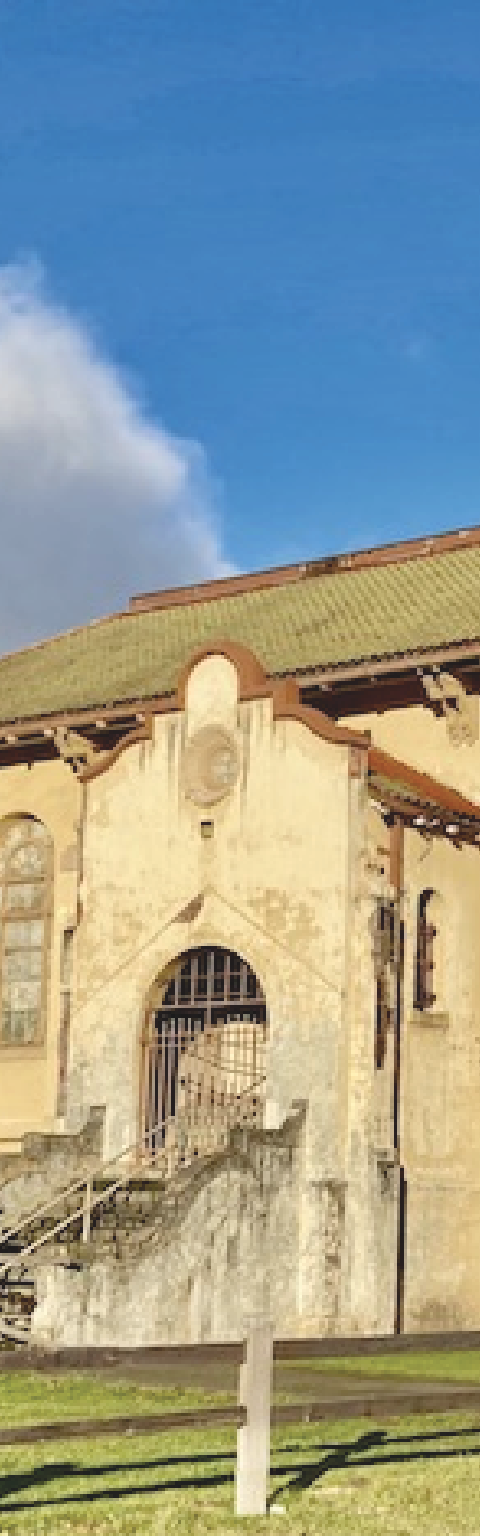
Image Credit: Port of Skagit Website

ITEM	DESCRIPTION	CURRENT QUANTITY	UNIT		DIVISION TOTALS
DIVISION 7 - WEATHER PROTECTION		--	--		814,237
071001	WATERPROOFING - ELEVATOR PIT	184.00	SF		
071900	WATER REPELLANTS	NIC			NIC
072100	INSULATION - BATT	NIC			NIC
	SOUND	2,960.00	SF		
	RIGID INSULATION	NIC			NIC
072500	FIRE STOPPING	SEE MEPF			SEE MEPF
072600	VAPOR RETARDERS	NIC			NIC
074200	EXTERIOR PLASTER - CLEAN & PATCH EXISTING	15,360.00	SF		
	FRP STUCCO SYSTEM	15,360.00	SF		
	SCAFFOLDING	12,000.00	SF		
	EAGLE SCAFFOLDING COVER	NIC			NIC
	SILL REPAIR ALLOWANCE	37.00	EA		
	CLAY TILE ROOF - SALAVAGE AND REINSTALL	4,700.00	SF		
	UNDERLAYMENT	4,700.00	SF		
075000	MEMBRANE ROOFING SYSTEM	1,800.00	SF		
	UNDERLAYMENT	6,500.00	SF		
076200	COPPER GUTTER	375.00	LF		
	COPPER DOWNSPOUTS	500.00	LF		
	COPPER PARAPET CAP FLASHING & WRB	200.00	LF		
079000	JOINT SEALANTS	1.00	ALLW		
079202	FLOOR CAULKING	NIC			NIC
DIVISION 8 - OPENINGS		--	--		138,516
081213	HOLLOW METAL FRAMES	14.00	EA		
	HOLLOW METAL RELITES	1.00	ALLW		
	HOLLOW METAL DOORS	2.00	EA		
081400	WOOD DOORS	12.00	LVS		
083100	ACCESS PANELS	7.00	EA		
085000	WINDOWS - REFURBISH LARGE ROSE WINDOWS	2.00	EA		
	REFURBISH SMALL ROSE WINDOWS	2.00	EA		
	REFURBISH LARGE UPPER WINDOWS	12.00	EA		
087000	DOOR HARDWARE - NEW DOORS	14.00	LVS		
	EXISTING DOORS	9.00	LVS		

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Image Credit: Port of Skagit Website



ITEM	DESCRIPTION	CURRENT QUANTITY	UNIT		DIVISION TOTALS
DIVISION 9 - FINISHES		--	--		446,892
092216	NON-STRUCTURAL METAL FRAMING	4,648.00	LF		
092900	GWB (HANG & TAPE)	10,872.00	SF		
	EXISTING WALL PATCHING	8,092.00	SF		
	EXISTING CEILING PATCHING	5,546.00	SF		
093100	TILE - FLOOR & WALL	959.00	SF		
095100	ACOUSTICAL CEILINGS	4,798.00	SF		
095113	ACOUSTICAL PANELS - CEILING 3x5 (ASSEMBLY)	96.00	EA		
096001	FLOOR PREP	5,134.00	SF		
096003	FLOOR PROTECTION	5,134.00	SF		
	WARMING KITCHEN FINISHES	1.00	ALLW		
096400	WOOD FLOOR - REFINISHING	4,986.00	SF		
	FILLER	4,986.00	SF		
	WATER DAMAGE REPLACEMENT	100.00	SF		
	UNDERLAYMENT	161.00	SF		
096500	RESILIENT FLOORING - VCT	150.00	SY		
096513	RESILIENT BASE & ACCESSORIES	NIC			NIC
096800	CARPETING	386.00	SY		
099123	PAINTING - INTERIOR NEW WALLS	11,754.00	SF		
	EXISTING WALLS	2,902.00	SF		
	EXISTING CEILING	6,582.00	SF		
099113	PAINTING - EXTERIOR PLASTER	15,500.00	SF		
	EXTERIOR CONCRETE	NIC			NIC
DIVISION 10 - SPECIALTIES		--	--		23,433
	VISUAL DISPLAY SURFACES	7.00	EA		
10400	SIGNAGE	1.00	ALLW		
	TOILET COMPARTMENTS	5.00	EA		
	CORNER GUARDS	8.00	EA		
	TOILET & BATH ACCESSORIES	38.00	EA		
	FIRE EXTINGUISHERS AND CABINETS	6.00	EA		
DIVISION 11 - EQUIPMENT		--	--		63,860
115213	PROJECTION SCREEN - LARGE - ELECTRIC	1.00	EA		
	WARMING KITCHEN EQUIPMENT	1.00	ALLW		
DIVISION 12 - FURNISHINGS		--	--		6,501
120000	ROOM FURNISHINGS	NIC			NIC
122100	WINDOW BLINDS	13.00	EA		
124800	ENTRANCE MATTS	NIC			NIC

Continued on next page

Image Credit: Meyer Sign Website

ITEM	DESCRIPTION	CURRENT QUANTITY	UNIT		DIVISION TOTALS
DIVISION 13 - SPECIAL CONSTRUCTION		NIC	--		NIC
DIVISION 14 - CONVEYANCE SYSTEMS			--		145,000
	ELEVATOR - 2 STOPS	1.00	EA		
DIVISION - MECHANICAL			--		852,022
210000	SPRINKLER - RECONFIGURE EXISTING - GROUND FLOOR	6,272.00	SF		
	NEW SPRINKLER - UPPER FLOOR	NIC			NIC
220000	PLUMBING - BATHROOMS	1.00	LS		
	RADIATOR UPGRADES	1.00	ALLW		
240000	HVAC - GROUND FLOOR	6,272.00	SF		
	UPPER FLOOR (VENTILATION ONLY)	5,250.00	SF		
	UPPER FLOOR HEATING & COOLING	5,250.00	SF		
	INFASTRUCTURE FOR FUTURE BOILER	1.00	ALLW		
DIVISION - ELECTRICAL & SPECIAL SYSTEMS			--		762,204
26000	ENEVELOPE ELECTRICAL - DISCONNECT & RECONNECT	1.00	ALLW		
	NEW SERVICE ENTRANCE	1.00	EA		
	TRANSFORMER (INDCLUDING PATHWAY)	1.00	ALLW		
26000	GROUND FLOOR ELECTRICAL - TI	6,272.00	SF		
26000	UPPER FLOOR ELECTRICAL - DISTRIBUTION UPGRADE	5,250.00	SF		
	PENDENT LIGHT REHABILITATION	6.00	EA		
	SUPPLEMENTAL LIGHTING	20.00	EA		
	FIRE ALARM SYSTEM	1.00	ALLW		
	A/V SYSTEM	1.00	ALLW		
DIVISION 31 - EARTHWORK		NIC	--		
DIVISION 32 - EXTERIOR IMPROVEMENTS		NIC	--		182,880
	SITE CONCRETE - SIDEWALKS	120.00	SF		
	CONCRETE STAIRS ON GRADE - WEST STAIR	176.00	LF		
	STAIR MODIFICATIONS - EAST STAIR	1.00	ALLW		
	PARKING LOT REPAIR & RESURFACING	1.00	ALLW		
	LAWN REPLACEMENT	1.00	ALLW		
	LANDSCAPING & IRRIGATION ALLOWANCE	1.00	ALLW		

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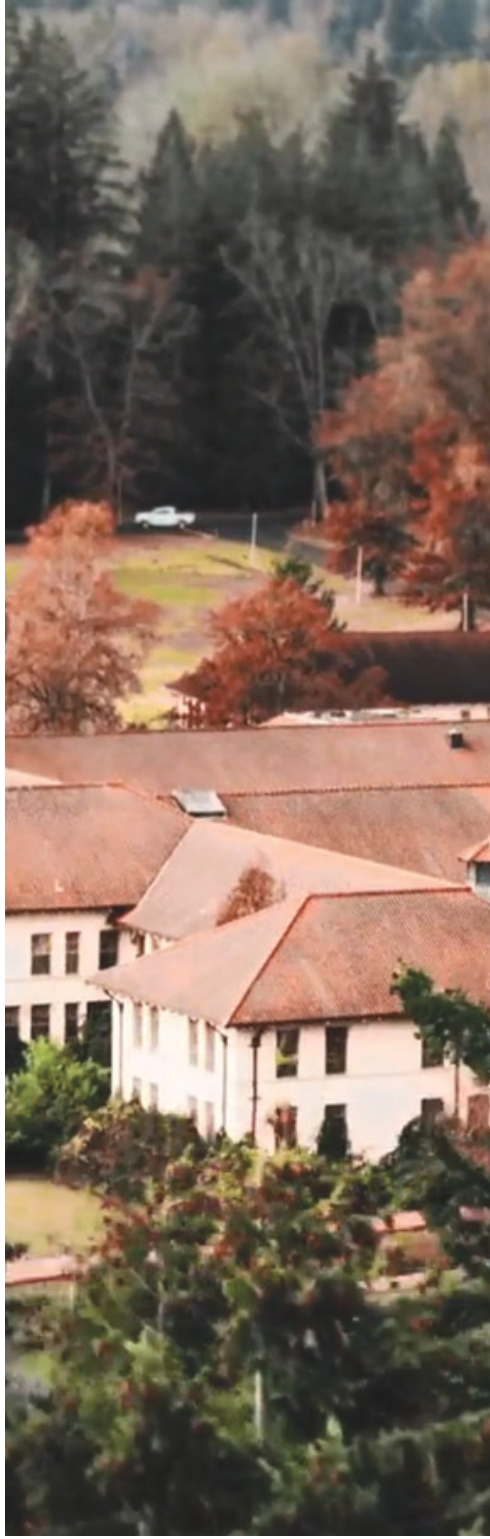


Image Credit: Port of Skagit Website



ITEM	DESCRIPTION	CURRENT QUANTITY	UNIT		DIVISION TOTALS
GENERAL REQUIREMENTS		--	--		181,078
01.71.23.13	SITE SURVEY / LAYOUT	NIC			
	UTILITY HOOK-UP FEES	NIC			
01.51.13.10	CONSTRUCTION POWER	12.00	MON		
01.51.36.20	TEMPORARY WATER	NIC			NIC
01.51.29.30	TEMPORARY NATURAL-GAS	NIC			NIC
01.51.26.35	TEMPORARY LIGHTING	4.00	MON		
01.51.23.20	TEMPORARY HEATING	4.00	MON		
01.52.19.15	TEMPORARY SANITARY FACILITIES (2 EA)	10.00	MON		
01.56.26.15	TEMPORARY CONSTRUCTION FENCING	600.00	LF		
	TEMPORARY STORM WATER POLLUTION CONTROL	NIC			NIC
01.74.13.10	GENERAL CLEAN	12.00	MON		
01.74.19.20	GARBAGE DUMP	12.00	MON		
01.58.13.10	TEMPORARY SIGNAGE	1.00	ALLW		
	MATERIAL & EQUIPMENT HANDLING	12.00	MON		
	TRUCK - 1-TON FLATBED - JOB VEHICLE	4.00	MON		
01.74.23.20	FINAL CLEAN - BUILDING	15,500.00	SF		
	ENVELOPE AND SITE	11,500.00	SF		
	EQUIP - FORKLIFT	12.00	MON		
01.54.19.20	CRANE	NIC			NIC
	MAN-LIFTS	2.00	MON		
	EQUIPMENT - FUEL & MAINTENANCE	12.00	MON		
	CONSUMABLES	1.00	LS		
GENERAL CONDITIONS			--		653,520
	PLAN REPRODUCTION	1.00	LS		
01.78.33.20	BOND	5,200,000.00	DLR		
01.78.32.10	INS - LIABILITY	5,200,000.00	DLR		
01.78.32.20	INS - BLDRS RISK	5,200,000.00	DLR		
	TAX - STATE BUSINESS	NIC			NIC
	TAX - WA STATE SALES TAX	NIC			NIC
	PERMITS	NIC			NIC
01.45.23.10	TESTING LABORATORY SERVICES	NIC			
01.02.10.10	PROJECT MANAGER (12 MO x 80 MH/MO)	960.00	MH		
	PROJECT ENGINEER (12 MO X 80/MO)	960.00	MH		
01.03.30.10	SUPERINTENDENT (12 MO x 174 MH/MO)	2,088.00	MH		
01.02.40.10	PROJECT ADMINISTRATOR (12 MO x 60 MH/MO)	720.00	MH		

Continued on next page

Image Credit: Port of Skagit Website

ITEM	DESCRIPTION	CURRENT QUANTITY	UNIT		DIVISION TOTALS
01.04.88.10	YARD LABOR	220.00	MH		
01.07.48.10	TEMP IT/COMMUNICATION	12.00	MON		
01.52.13.15	TEMPORARY OFFICE	12.00	MON		
01.52.13.78	TEMPORARY OFFICE UTILITIES	12.00	MON		
01.07.55.55	OFFICE SETUP & CONSUMABLES	1.00	EA		
01.07.40.10	PICKUP TRUCK	12.00	MON		
01.04.49.10	SAFETY TOOLS & EQUIPMENT (FALL PROTECTION)	12.00	MON		
	POSTAGE & U.P.S.	12.00	MON		
01.77.01.10	CLOSEOUT PROCEDURES	1.00	LS		
	TOTAL				4,696,943
	OH&P - 10%				469,694
	CONSTRUCTION TOTAL				5,166,637
	CONTINGENCY 10%				516,664
	ESCALATION 4% PER YEAR (2 YEARS)				413,331
	TOTAL				6,096,632
	SF COST				530

RMC PORT OF SKAGIT - SWIFT - ASSEMBLY HALL 2025 BUDGET REV 1

SEE APPENDIX II FOR ADDITIONAL ECONOMIC DOCUMENTATION.



Image Credit: Port of Skagit Website

Funding Sources



The $8 million renovation budget will be funded through a combination of:

- Washington Department of Commerce Building Communities Fund
- CERB (Community Economic Revitalization Board) loan/grant package
- Skagit County 0.09 Funds
- Historic tax credits
- Federal and state appropriations
- Port of Skagit contribution
- Community funding through this capital campaign (endowments, community grants, private contributions)

The Port has already secured a planning grant from CERB for $48,000 with a $12,000 local match to develop a public-private partnership model for the renovation and operation of the Hub building.

The Hub Restoration Project Timeline

If we can reach our $8 million goal by Fall 2027, we expect to celebrate the Grand Opening of the restored Hub in early 2028, marking a new chapter for this historic treasure.





Image Credit: Port of Skagit Website

Historic District Status Delivers Financial Advantage

The SWIFT Center's National Register listing unlocks powerful incentives that transform preservation requirements into competitive advantages. As your partner, the Port of Skagit brings demonstrated success in securing and stacking incentives that optimize project economics. Our team has secured substantial development incentives across Port properties, including the recent $1.25 million in state and federal funding for SWIFT Center planning and design. We'll work directly with you to identify, apply for, and secure the optimal funding stack for your specific project.

- **20% Federal Historic Tax Credit** on qualified rehabilitation expenses for income-producing properties
- **CERB (Community Economic Revitalization Board) Grants and Low-Cost Loans**
- **County Program | Skagit County .09 Funds**
- **Special Tax Valuation** reduces property taxes for 10 years on improvements exceeding 25% of assessed value
- **Accelerated depreciation** schedules available for certified historic structures

For developers experienced in historic rehabilitation, these incentives can reduce project costs by 30-40% when properly structured. For those new to historic projects, the Port provides guidance and connections to experienced consultants who navigate these programs daily.

ABUNDANCE



STEWARDSHIP

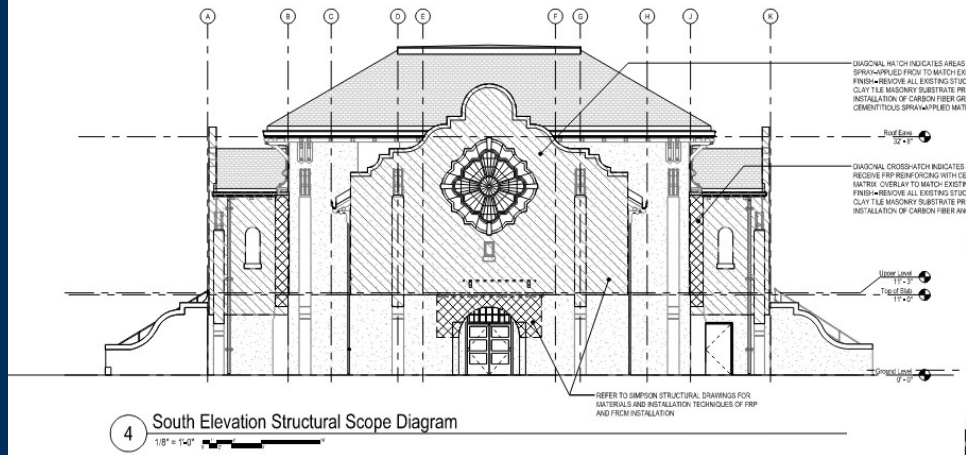


VITALITY

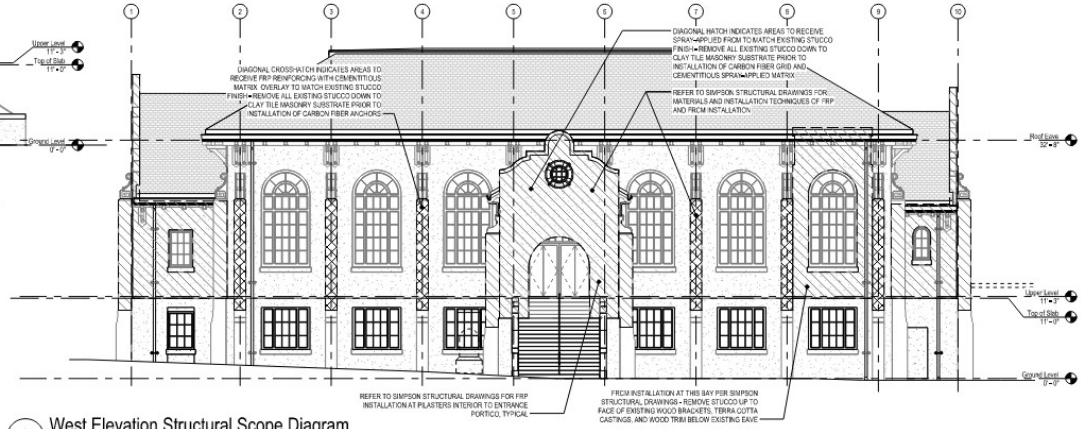


VISION

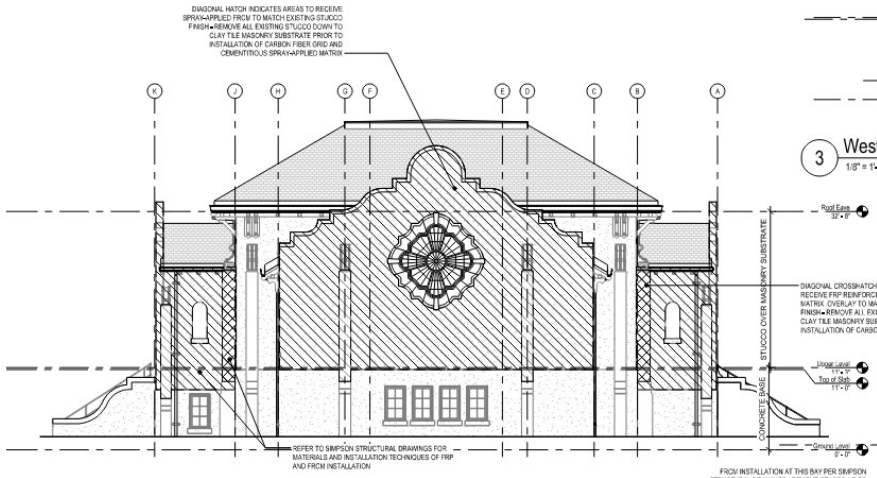




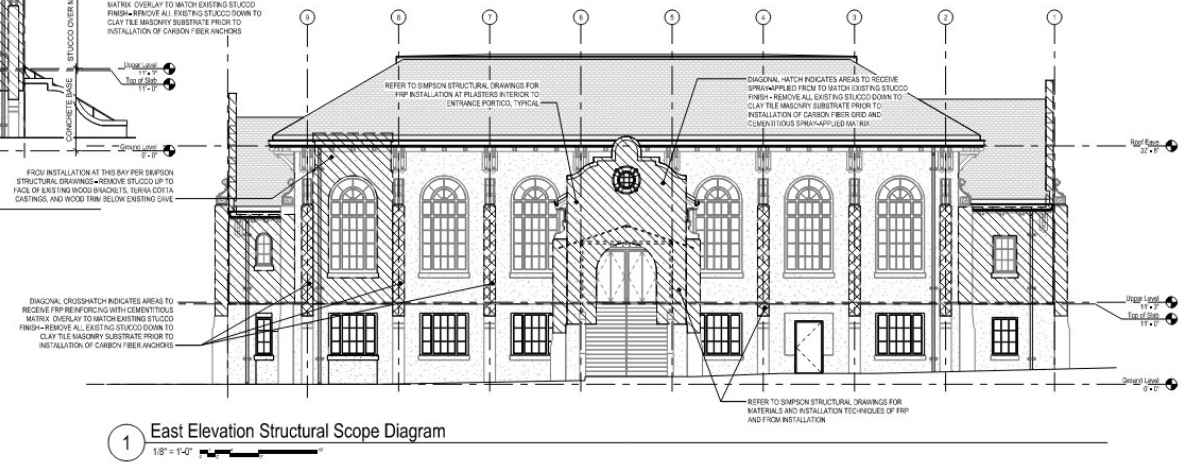
4 South Elevation Structural Scope Diagram
1/8" = 1'-0"



3 West Elevation Structural Scope Diagram
1/8" = 1'-0"



2 North Elevation Structural Scope Diagram
1/8" = 1'-0"



1 East Elevation Structural Scope Diagram
1/8" = 1'-0"

Image Credit & Overview: RMC Architects

ASSEMBLY HALL (AKA HUB BUILDING)

The Assembly Hall is arguably the crown jewel of the entire SWIFT Center campus and the source of a great deal of community interest. It was constructed in 1916 and used for all manner of gatherings from church services, to recreation activities and movie watching. Although the building exterior has fallen into some disrepair, the interior of the main gathering space on the upper level is remarkably intact and could easily function again as a community focal point and meeting venue.

SCOPE OF WORK

The task in the preservation of historical buildings include two principle concerns: secure the building envelope against water intrusion (which can quickly degrade a building) and protect the building from lateral forces due to a seismic event. Fortunately, the Assembly Hall roof has been well maintained, protecting the building from any significant damage. In contrast, there have been no seismic improvements to the building. Introducing a lateral restraint system into the building is made more difficult due to the large open volume on the upper floor which does not accommodate the typical steel brace frames associated with seismic retrofits. Instead, a carbon fiber exoskeleton will be installed on the building exterior under a skim coat of plaster to provide a rigid shell over the unreinforced clay block structure. In addition, the clay tile roof will be removed, restored and replaced along with refurbishment of all exterior surfaces including the entry stairs.

Interior improvements on the lower level include reconstructed toilet facilities, addition of an elevator connecting the two levels of the building, and construction of several meeting rooms of various sizes. Renovation of the upper level includes refurbishment of wood finishes (floor and trim), addition of acoustic treatment on the ceiling, as well as upgrades to the ventilation system, new lighting, electrical, and AV systems so the space can function comfortably as a modern meeting facility.

DESIGN REVIEW

The proposed renovation of the Assembly Hall is intended to conform with the Design Guidelines for the Center of Innovation and Technology as adopted in 2015. An architectural historian has received these documents on behalf of the Port of Skagit and has found the design to meet or exceed the design guidelines.

SECTIONS A-N

SECTION A – Market Analysis

A market analysis was completed to consider the economics and market demand for a community gathering space with capacity for up to 300 people. To make this assessment, the Port worked with an economist from the University of Idaho.

As of July 2024, Sedro-Woolley's resident base has grown to about 12,936 people, marking a 17 percent increase over the last decade. Situated within Skagit County—whose visitor economy generated an estimated $369 million in 2024—the city already draws significant traffic from regional attractions such as the Skagit Valley Tulip Festival, which alone brings more than 350,000 visitors every spring. This steady inflow of discretionary spending, coupled with the city's strategic location between Seattle and Vancouver, bolsters the feasibility of a flexible 300-seat event center.

Comparable Northwest venues of similar scale average 120–150 bookings annually at 68 percent utilization. Using a conservative 65 percent occupancy assumption, the facility is forecast to host around 110 bookable days by Year 3, translating to $1.6 million in gross operating revenue and an estimated $3.8 million in total local economic impact.

The concept for the Hub building is a flexible, 300-person multipurpose hall. The 12,500 sq ft footprint on the two floors of the building can be utilized for meetings and venues of many sizes. Uses may include community events, corporate retreats, association board meetings, weddings, and ticketed cultural programming.

Sedro-Woolley benefits from proximity to three distinct but complementary county economies:

•Whatcom County, with a population of 234,561 in 2025, median household income of $80,989, and GDP ≈ $15 B. Its economic anchors include Western Washington University, cross border retail, and a growing clean energy cluster.

•Skagit County, with a population of 131,607 in 2025, median household income of $85,474, and GDP ≈ $7 B. Its economic anchors include advanced composites manufacturing, agriculture, and gateway tourism to the San Juan ferry system.

•Snohomish County with a population of 864,113 in 2024, median household income of $106,269, and GDP ≈ $57 B. Its economy is dominated by Boeing's Everett assembly plant, aerospace suppliers, and high tech spillover from Seattle.

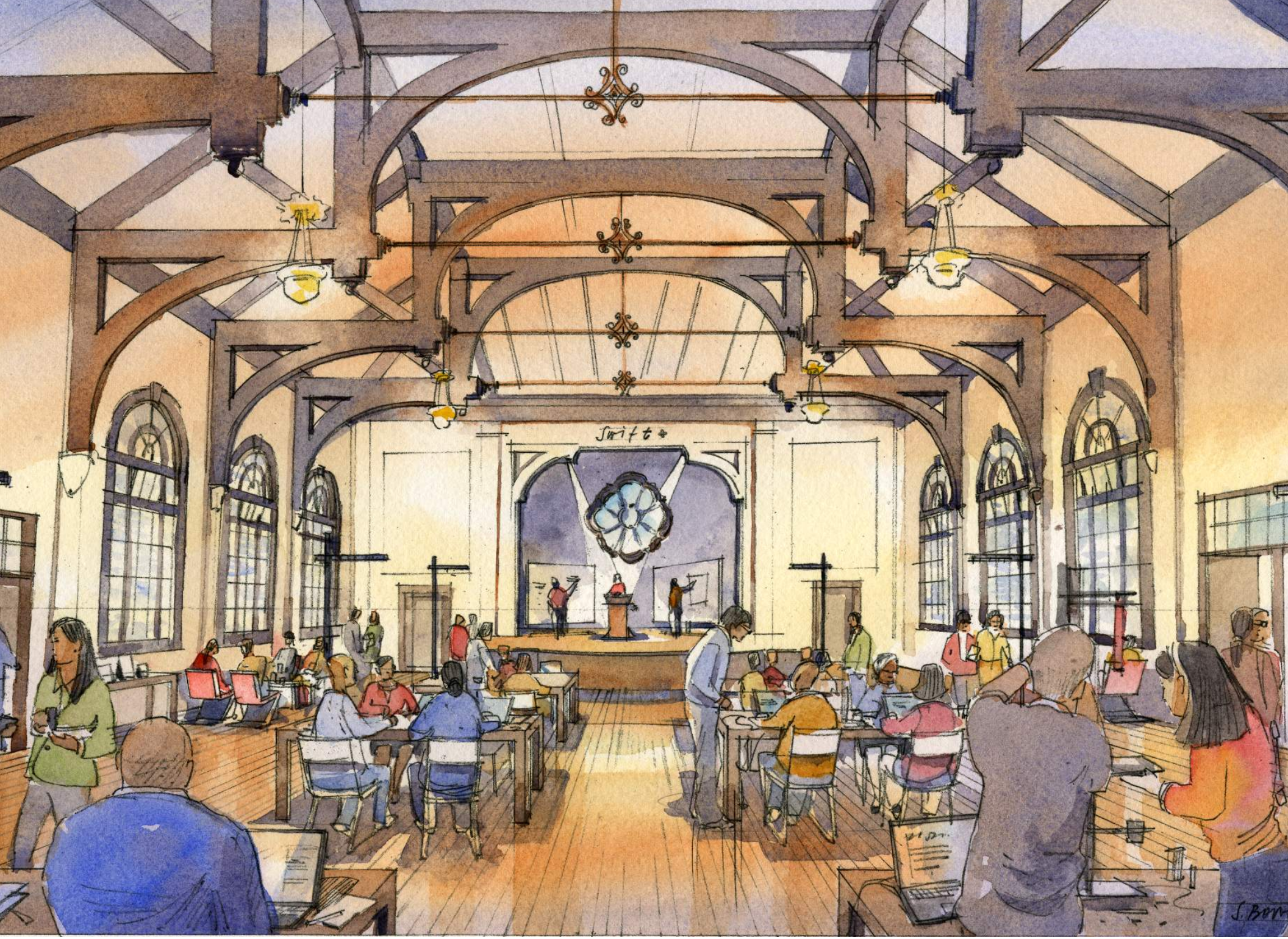
The combined labor shed exceeds 550,000 workers; April 2025 unemployment averaged 4.2 %, indicating a robust consumer base.

The larger event centers in the region post their logged event days. This data is being used in this study to help demonstrate where capacity is available for expanded event venues.

Corporate meetings & training = 35 % of event days; association conferences =20 %; social/lifecycle events including weddings = 18 %; ticketed entertainment & sports =15 %; and community/nonprofit gatherings = 12 %.

An example, the Four Points Bellingham logged 247 event days in 2024, with 27 % of business coming from Skagit County, The Edward D. Hansen Conference Center turned away several proposals in 2024 due to date conflicts, and Local barns and wineries reached 71 % weekend utilization in 2024 per Skagit Tourism BID data.

Image Credit: RMC Architects



LAIRMONT MANOR

A Historic Estate Venue

Lairmont Manor, a historic Italian Renaissance–style estate built in 1914 near Fairhaven in Bellingham, offers an elegant and timeless setting for weddings, corporate retreats, and special events. Once the private home of the Larrabee family, the manor features arched windows, vaulted ceilings, ornate woodwork, and award-winning gardens that provide both intimacy and grandeur. Its reception hall accommodates up to 125 guests indoors, while an outdoor marquee tent expands capacity to 200 during warmer months, with a dedicated ceremony pavilion overlooking the gardens.

The venue includes full-day exclusive use, staff support, a catering kitchen, guest amenities, and an on-site coordinator, combining historical charm with modern convenience. This balance of beauty and practicality makes Lairmont Manor a sought-after destination for both romantic celebrations and professional gatherings.







All Image Credits: Lairmont Manor Website & Social Media

CASE STUDY 01

Lairmont Manor
1914

405 FIELDSTON ROAD | BELLINGHAM, WASHINGTON

HISTORY

THE LARRABEE FAMILY

Lairmont Manor was originally the home of the Larrabee family. It was the dream of Charles X. Larrabee, the co-founder of Fairhaven. Charles and his wife Frances Frazier Payne Larrabee (AKA Fannie), commissioned notable Seattle architects, Bebb & Gould, to design the 25-room Italian Renaissance style home and sprawling estate.

Charles passed away before the completion of the project and so the illustrious and talented Frances Payne Larrabee, worked with Gould to finish the home. Frances raised four children and thrived as an active and influential club woman in Whatcom County. She dedicated her energy and status to civic improvement, social issues, philanthropy, and education. The Larrabee house was the center of many social, political, literary, business, and musical events during Frances's life.

WEBSITE

Wedding Wire

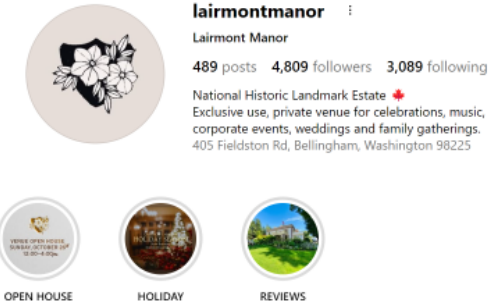
An Evergreen Wedding

The Knot

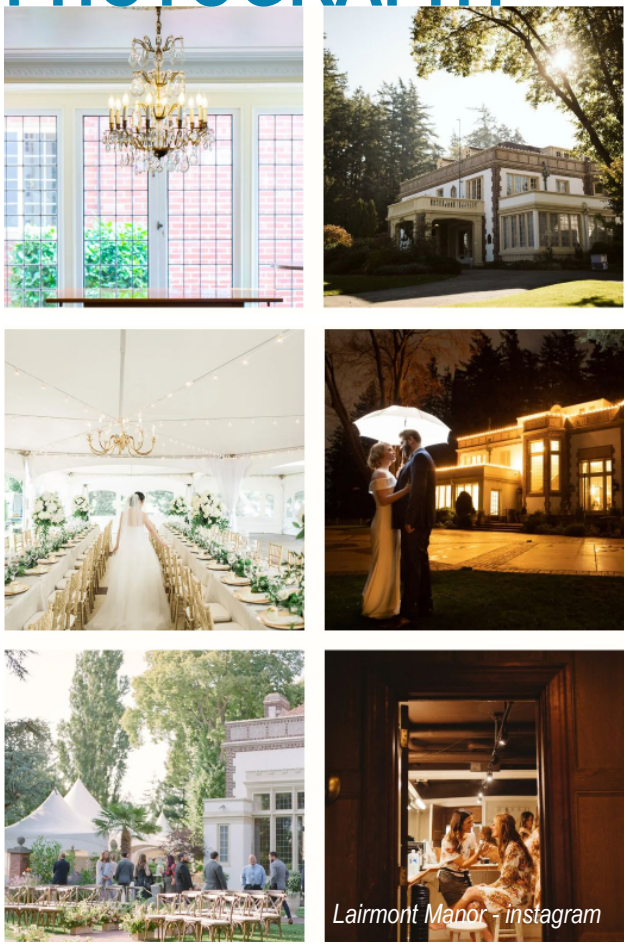
Washington Wedding Day

Skagit Valley Wedding Rentals

SOCIAL MEDIA

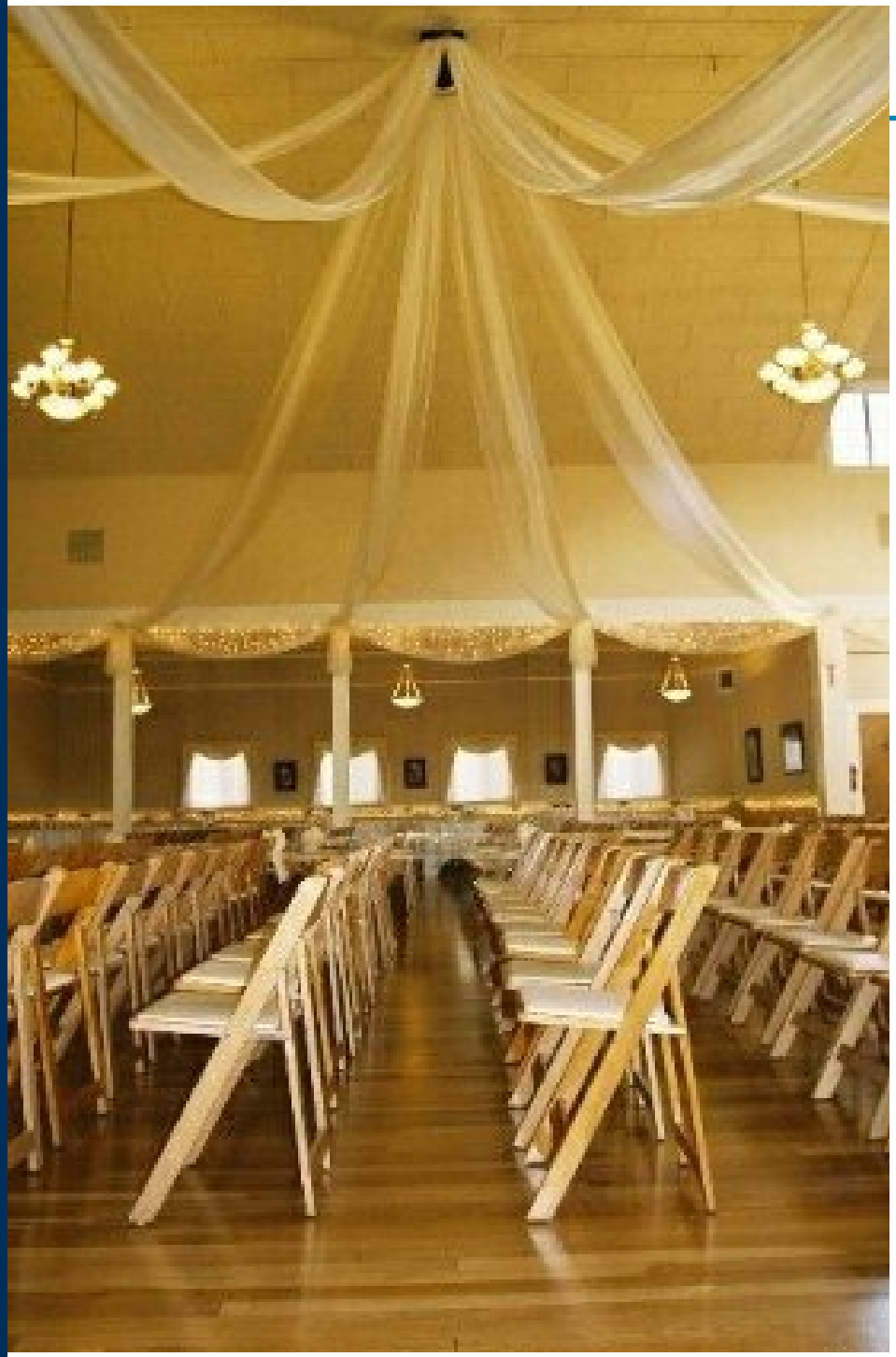


PHOTOGRAPHY



AMENITIES

- On-site parking for up to 90 vehicles
- Preparation Space
- Four individual guest restrooms
- Use of commercial kitchen for your catering team
- Tables: Round, banquet and pub-style
- Folding Chairs: Black or white
- Individual white umbrellas for rain or shine
- Standing bars
- Dance Floor | 15' x 17'
- Use of Lairmont basic china and flatware
- AV equipment for indoor use: Screen, speakers, cordless and corded microphones
- Grand Marquee summer tent
- Standing propane tent heaters
- Use of Steinway Grand B Piano



THE MAJESTIC BALLROOM

A timeless Downtown Landmark

1027 NORTH FOREST, BELLINGHAM, WA, 98225

The Majestic Ballroom, built in 1916 in downtown Bellingham, is a historic urban venue that combines grandeur with versatility to host weddings, banquets, performances, and community events. Its spacious 4,400–4,500-square-foot main hall with soaring ceilings, oak floors, and preserved detailing accommodates up to 350 banquet guests or 450 in theater style, while the 2,000-square-foot lower level offers a stage and open floor plan for entertainment or breakout activities. Private rooms, including a remodeled bridal suite, add comfort, while the rental package includes essentials like tables, chairs, sound equipment, and a Steinway piano, with flexibility for outside catering supported by a full kitchen.

The venue offers optional setup support and appeals to both large celebrations and cultural events. Its downtown location provides convenience, and its ongoing role as a community hub underscores its identity as a distinctive, affordable, and character-rich choice for gatherings.



All Image Credits & Narrative: The Majestic Ballroom Website & Social Media

CASE STUDY 02

PHOTOS









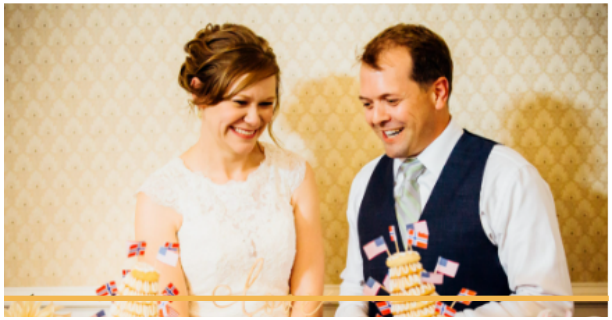


Image Credit: The Majestic Ballroom - instagram

WEBSITE

Pacific Coast Weddings

Wedding Spot

cvent

Reception Halls

Wedding Wire

SOCIAL MEDIA




themajesticballroom

The Majestic Ballroom

27 posts 260 followers 167 following

Performance & Event Venue

Downtown Bellingham, WA venue for weddings and events

AMENITIES

- 200 Chairs
- 42 Round Tables
- 17 Banquet Tables
- Podium
- Bose Sound System
- Microphone
- Projection Screen
- Steinway Grand Piano
- Full use of kitchen for caterer of your choice
- Private rooms to get ready including a dedicated bride's room

THE INN AT LYNDEN

A Historic Downtown Boutique Hotel & Event Venue

The Inn at Lynden, located in the Waples Mercantile Building in downtown Lynden, Washington, is a boutique hotel and event destination that blends preserved architectural character with modern comfort. Restored after a 2008 fire, the century-old landmark offers 35 thoughtfully designed rooms, intimate meeting spaces for 10–40 guests, and atrium areas for larger gatherings, with options to collaborate with nearby venues for expanded capacity.

Exposed brick, timber beams, and contemporary furnishings create a warm ambiance, while on-site amenities such as a brewery, coffeehouse, bike shop, and specialty retailers provide a lively, self-contained experience. With concierge-style event support, lodging coordination, and the option for full or partial buyouts, the Inn combines authenticity, convenience, and boutique hospitality, making it an ideal choice for weddings, corporate retreats, and travelers seeking a distinctive connection to Lynden's charm.



COMPARATIVE PERSPECTIVE

Together, Lairmont Manor and the Majestic Ballroom highlight two different yet complementary facets of Bellingham's boutique event landscape. Lairmont Manor offers exclusivity, romance, and the intimate beauty of a historic estate surrounded by gardens, appealing especially to couples and groups who want privacy and atmosphere. The Majestic Ballroom, on the other hand, delivers scale, versatility, and accessibility in the city's core, making it ideal for larger gatherings, community celebrations, or performances that require both space and presence. Both demonstrate how historic venues can be successfully adapted for modern events, each providing distinct value to planners and participants alike.



All Image Credits & Narrative: The Inn at Lynden Website & Social Media

CASE STUDY 03

SOCIAL MEDIA

The INN AT LYNDEN









HISTORY

The Inn at Lynden makes its home in the historic Waples Mercantile Building, formerly the Lynden Department Store. For nearly a century, The Lynden Department Store was the market place of Lynden's farming community and a destination where the locals gathered.

The store was owned and built in 1914 by Billy Waples, one of the original founding fathers of Lynden. Mr. Waples owned the Lynden Mill & Light Company, which operated a lumber mill in town. He was responsible for bringing electric lighting to the city's streets and was a driving force in establishing Lynden's first railroad. He was also instrumental in establishing the Northwest Washington Fairgrounds and the Lynden Fair in what has since become an annual tradition and statewide draw for the town of Lynden.

As a result of his contributions to the history of Lynden and the significance of his iconic building, the National Park Service deemed the Waples Mercantile Building worthy of inclusion onto the National Registry of Historic Places. We're proud that it now shares this honor with similar landmark structures across the United States.

PHOTOS



VENUE COMPARISON

Lairmont Manor, The Majestic Ballroom & The Inn at Lynden

Table 1

FEATURE	LAIRMONT MANOR	THE MAJESTIC BALLROOM	THE INN AT LYNDEN
STYLE & SETTING	Italian renaissance estate, gardens	Downtown historic ballroom, classic architecture	Historic mercantile building, downtown boutique hotel
INDOOR CAPACITY	Up to 125 seated	Up to 350 seated, (450 theatre)	Meeting rooms for 10-40, atrium gatherings
OUTDOOR CAPACITY	Up to 200 with marquee	Indoor only	Not applicable (indoor focused)
UNIQUE AMBIANCE	Romantic, intimate, storybook charm	Grand, nostalgic, urban elegance	Blend of preserved history and modern boutique design
SERVICES INCLUDED	Full-day use, setup, kitchen, staff	Tables, chairs, AV, piano, kitchen	Meeting rooms, lodging, Concierge-style event support
PRICING	Premium (approximately $8,000 - $9,000 peak)	Affordable ($1,600 - $2,200 base)	Moderate boutique pricing, customizable based on group needs
IDEAL FOR	Romantic weddings, retreats, boutique events	Large receptions, performances, community events	Small weddings, executive retreats, boutique social events

HUB PROGRAM STRATEGIES

The Port's vision for the Hub Building Event Center is to establish it as a flexible, community-oriented gathering place operated by a dedicated nonprofit partner. Rather than functioning as a commercial business, the Center will be guided by a mission to serve residents, local organizations, and regional partners through inclusive programming and accessible event space.

The nonprofit operator will work with community stakeholders, such as schools, cultural organizations, local governments, and regional festivals to build a reliable calendar of events that reflects the values and character of Sedro-Woolley and the surrounding region. The emphasis will be on creating a welcoming venue for weddings, community celebrations, educational programs, cultural festivals, and civic gatherings, while remaining flexible enough to host conferences, performances, and other regional events.

To support long-term sustainability, the operating model will include a balanced funding plan. This will combine modest rental fees, community partnerships, and outside grants or sponsorships to ensure the facility remains financially viable without compromising its accessibility. Seasonal scheduling, volunteer support, and careful planning of capital improvements will help keep costs manageable while preserving quality.

Ultimately, the Hub Building Event Center will not be managed as a profit-driven enterprise, but as a civic asset—designed to strengthen community connections, support local traditions, and provide a dependable space where residents and organizations can come together year-round. The next table highlights potential events that could address community needs.

EVENT CATEGORIES	NEEDS ADDRESSED	TYPES OF EVENTS
Outdoor recreation & "Gateway to Cascades" businesses including guides, gear retailers, adventure-tour operators, land managers	Sedro-Woolley is the SR-20 service Hub into North Cascades NP. Firms need year-round indoor space for trainings and product demos.	• Pre-season guide/ranger trainings • Gear-launch showcases • Conservation NGO conferences
Clean-tech & advanced-manufacturing tenants at SWIFT Center	Campus filling with composites, bio-energy and med-device startups that require investor demos and supplier summits near their labs.	• Investor pitch days • Supplier QA workshops • STEM outreach fairs
Aerospace & defense supply chain (Snohomish & Skagit)	Boeing Everett plus 900+ suppliers—many in Skagit—	• Supplier-development forums • Engineering off-sites • AS-9100 courses
Agriculture & ag-tech / value-added food	Skagit's $300 M farm sector hosts seed and tasting events that outgrow barns.	• Tulip grower conferences • Seed-potato expos • Chef product showcases
Craft beverage & culinary tourism (breweries, cideries, distillers)	30+ craft producers within 30 mi; indoor winter festivals boost shoulder season.	• Beer/cider festivals • Seafood pairing dinners • Judging competitions
Timber, wood-products & mass-timber construction	Legacy logging plus emerging CLT firms host trainings and symposia.	• Mass-timber research colloquia • Logger safety certifications • Forestry job fairs
Marine trades & Port of Bellingham boat building	Boat builders and charter operators need inland venues closer than Seattle.	• Supplier symposiums • Charter owners' meetings • Coast-Guard prep courses
Healthcare & life-sciences	Regional hospitals and nursing schools require CME & hybrid tele-medicine events.	• CME conferences • Tele-health summits • Device launch trainings
Tribal enterprises & hospitality (Swinomish, Upper Skagit, Tulalip)	Neutral civic venue for inter-tribal business forums and cultural events.	• Tribal business symposiums • Cultural festivals • Youth leadership conferences
Public-sector & infrastructure agencies	USFS, WSDOT, Clean Air Agency need central coordination space.	• Incident command drills • Contractor pre-bid meetings • Wildfire briefings
Education & workforce groups (SVC, WWU, K-12)	Colleges lack >350-seat halls; venue hosts commencements and competitions.	• Graduations • Robotics/esports regionals • Teacher in-service days
Esports & digital-media producers	NW collegiate and amateur sports scene needs mid-size LAN capacity.	• 300-player LANs • Streaming-studio rentals • Indie-game festivals
Non-profit & environmental NGOs	Bellingham/Anacortes NGOs need cost-effective annual conference space.	• Salish Sea conferences • Fund-raising galas • Volunteer recognition events

Table 2

SECTION B

SECTION B – Market Strategy

To bring activity to the renovated Hub Building, the Port will develop programming and marketing of the event space for public use. This work may be accomplished through a non-profit entity formed to support historic restoration and preservation on the campus, through an LLC formed to manage the campus, or directly by the Port. If a non-profit entity, the non-profit board will report to the Port Director and will be selected to support the Port and Community goals for the property.

The Port has contracted with a brand strategist to develop strategies for the SWIFT Center that will align the Center with the Port's overall work in the community and with partner efforts on the adjoining properties. This brand development work will also position marketing efforts. Once open, the Hub Building will be marketed using various mediums with the goal of generating year-round content for the public and making the space available for rent.



SECTION C – Target Industries

SECTION C

Target industries include:
•Outdoor Recreation & Tourism
Thousands of vehicles travel through Sedro-Woolley on the North Cascades Highway (SR-20) annually. This “gateway to the Cascades” leads to federal wilderness areas and recreation lands in the North Cascades National Park and Mount Baker Snoqualmie National Forest.

The Cascades recreation economy already channels tens of thousands of motivated visitors past Sedro-Woolley each year. For this reason the Hub Building can be utilized to serve as a go-to gathering place for outdoor themed events.

Ski to Sea Multi-sport Relay	**Mount Baker to Bellingham, Memorial Day Weekend**	**3,609 racers; ~20,000 spectators; 500-team cap sold out in Feb 2025**	**Seven-leg relay (ski, bike, paddle, run, etc.); strong demand for staging space and hospitality**	**cascadiadaily.com**
Legendary Banked Slalom	**Mount Baker Ski Area, early February**	**~400 snowboard competitors; global media coverage**	**36th edition in 2025; 2024 canceled due to lack of snow; overflow lodging in Sedro-Woolley**	**cascadiadaily.com**
Cascade Crest 100 Endurance Run	**Snoqualmie Pass / Easton, mid-July**	**100-mile course; ~23,000 ft elevation gain; ~32 miles on PCT**	**Starts/ends at Easton Fire Station; runs through Wenatchee & Snoqualmie-Mt. Baker National Forests**	**cascadecrest100.com, ultrasignup.com**
Chuckanut 50K Trail Ultra	**Bellingham, mid-March**	**~585 finishers (2024)**	**Technical ridge race in Chuckanut Mountains; pre-race sponsor expo**	**chuckanut50krace.com, ultrarunning.com**
NWAC Workshops & Forecast Debriefs	**Various I-5 corridor sites, Nov–Apr**	**Dozens of 1-day workshops; 90-min Avalanche Awareness Classes**	**Educational programs for snow safety; often limited by venue capacity**	**nwac.us**
North Cascades Institute Retreats	**Diablo Lake, May–September**	**Retreats, workshops, family camps**	**Learning Center hosts programs year-round; demand for off-site venues in shoulder season**	**ncascades.org**
North Cascades Outdoor Economy Summit	**Proposed for Event Center grand opening**	**Regional stakeholders in recreation, conservation, gear manufacturing**	**Policy panels, demo days, vendor marketplace; designed to seed repeat business**	**proposed event**

Table 3

AEROSPACE & ADVANCED MANUFACTURING

Boeing, Janicki, and PACCAR have supplier bases within a 40-minute radius. These industries are all in the area already and could use HUB facility during the weekdays and in the off season.

Table 4

EVENT	LOCATION / TIMING	KEY STATS	NOTES	SOURCE
PNAA ADVANCE 2025	Lynnwood Event Center, Lynnwood, WA Feb 3–5, 2025	Hundreds of aerospace professionals from 350+ companies	Flagship regional aerospace conference hosted by Pacific Northwest Aerospace Alliance	aerospacemanufacturinganddesign.com
Pacific Northwest AIAA Symposium	Museum of Flight, Seattle Apr 19, 2025	One-day technical symposium with NASA, Boeing keynotes	Focus on aeronautics and astronautics; hosted by AIAA PNW Section	pnwaiaa.org
PNAA Women in Aerospace 2026	Location TBD May 14, 2026	Networking and leadership development	Event promoting gender inclusion in aerospace sector	business.pnaa.net
PNAA ADVANCE 2026	Location TBD Feb 2026	Continuing PNAA's flagship event series	Brings aerospace suppliers, OEMs, and innovators together	aerospacemanufacturinganddesign.com
PNDC & PNAA Aerospace & Defense Conference	Federal Way Performing Arts & Event Center Aug 28, 2024	Joint conference for aerospace, defense, and government stakeholders	Regional collaboration between PNAA and Pacific Northwest Defense Coalition	pndc.us
Northwest Aviation Conference & Trade Show	Washington State Fair Events Center, Puyallup, WA Feb 21–22, 2026	8,000+ attendees; 65 hours of seminars; 122,000 sq ft display space	Premier aviation trade show hosted by Washington Aviation Association	washingtonaviation.org

CLEAN TECH & ENERGY TRANSITION

Table 5

EVENT	LOCATION / TIMING	KEY STATS	NOTES	SOURCE
CleanTech Innovation Showcase 2025	Seattle (Hyatt at Olive 8) – Nov 5, 2025	12th annual edition; keynotes, demos, accelerator pavilion	Brings together innovators, corporations, investors, policymakers	cleantechalliance.org
PNAA Women in Aerospace 2026	Location TBD May 14, 2026	Longest-running PNW hydrogen conference; policy, projects, networking Networking and leadership development	Regional leadership in hydrogen transition	cleanenergyexcellence.org, webuildgreencities.com
Green Transportation Summit & Expo (GTSE)	Tacoma – Aug 26–28, 2025	15th year; 135+ speakers; 730+ attendees; Ride & Drive expo	Focused on fleet decarbonization, EV infrastructure, and policy	aerospacemanufacturinganddesign.com
Clean & Affordable Energy Conference	Portland State University – Dec 3, 2025	NW Energy Coalition regional gathering	Explores reliable, equitable, decarbonized energy systems	nwenergy.org
Interfaces for Energy & Environment Conference (IEEC)	Richland (PNNL) – May 19–23, 2025	Interdisciplinary conference on mineral-aqueous interfaces	Targets energy & environmental science researchers & innovators	pnnl.gov
PNWER Annual Summit 2025	Bellevue – July 20–24, 2025	Covers energy transition, economic development, cross-border collaboration	Platform for policy dialogue across PNW region	pnwh2.com
Clean Tech Manufacturing & Renewables	Seattle – June 2, 2025	Focus on clean tech, manufacturing, renewables	Organized by Washington State Department of Commerce	eventbrite.com

RURAL HEALTHCARE & LIFE SCIENCES

Table 6

EVENT	LOCATION / TIMING	KEY STATS	NOTES	SOURCE
Northwest Rural Health Conference	Spokane, WA – March 24–26, 2025	Annual gathering of rural healthcare professionals; ~544 attendees	Focus on innovation in rural health; organized by WA State Office of Rural Health, AHEC, WRHA, and RHCAWa	nwruralhealth.com, nursing.wsu.edu, boisestate.edu
Life Science Innovation Northwest (LSINW)	Seattle Convention Center – April 23–24, 2025	PNW's largest life science conference; 1.5-day event; keynotes, panels, fast pitch, poster sessions	Attracts CEOs, investors, research institutions, startups; includes networking and opportunity showcases	lifesciencewa.org, collaborativedrug.com, biospace.com
LinuxFest Northwest (LFNW)	Bellingham Technical College – April 25–27, 2025	Free, community-driven open-source tech event (25th anniversary)	Workshops and presentations on Linux, InfoSec, privacy; appeals to tech and healthcare IT audiences	lpi.org, sessionize.com, windowsforum.com
Clean Tech Manufacturing & Renewables	Seattle – June 2, 2025	Focus on clean tech, manufacturing, renewables	Organized by Washington State Department of Commerce	eventbrite.com

SOCIAL AND LIFE EVENTS

The Hub Building at the SWIFT Center in Sedro-Woolley combines historic character with modern functionality. It offers a versatile and photogenic setting for weddings, reunions, anniversaries, and other social celebrations. Surrounded by park-like grounds and scenic backdrops, it accommodates both intimate gatherings and larger receptions with indoor and outdoor options, from formal dinners to casual lawn or patio events. Conveniently located near I-5 with access to local lodging and amenities, the Hub provides an authentic regional alternative to conventional banquet halls while supporting the revitalization of a historic campus. It is a uniquely memorable venue that blends ambiance, accessibility, and community pride.

Community Impact

Funding this first major renovation of a historic building will provide the foundation and incentive for private investment to take on renovation of the other buildings. This initial success will spark continued redevelopment of the SWIFT Center while preserving the beauty and history of the campus.

With your support, we will help realize the vision of transforming the property into a mixed-use campus supporting education, research, manufacturing, hospitality, and commercial activities, while preserving its historic character and public spaces.

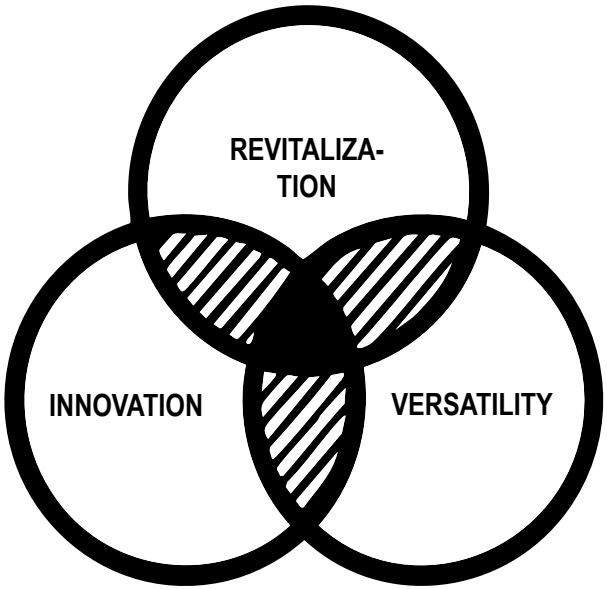


SECTION D – Operating Entity

The Port of Skagit will operate the Hub Building and manage community programming at the SWIFT Center directly with Port staff, through a new non-profit entity, or through an LLC formed to operate aspects of the SWIFT Center campus. This approach ensures that the facility is managed with a mission-driven focus on public benefit rather than commercial return, while still maintaining professional standards of accountability and any potential new entity oversight from the Port to ensure the Hub and the entire campus remains rooted in community priorities while ensuring fiduciary and operational accountability.

Financial sustainability will be achieved through a diversified funding plan that balances modest rental fees, grants, sponsorships, and Port support. To ensure access for all, a portion of event hours will be set aside at reduced or no cost for community groups and public events. Transparent financial reporting, annual audits, and a publicly available Community Impact Scorecard will ensure accountability to both the Port and the community.

The Port has a long-term investment in the Hub Building as a civic asset—one that will host weddings, cultural programs, educational gatherings, and more.



SECTION D

SECTION E

SECTION E – Site Suitability

The SWIFT Center was annexed into the City of Sedro-Woolley in 2015. Adaptive reuse and redevelopment of the SWIFT Center campus, including the Hub Building, has been planned and evaluated through a Subarea Plan and Planned Action Environmental Impact Statement both completed by the City of Sedro-Woolley in 2015.

Reuse of the Hub Building as a community event space is consistent with the current zoning and subarea plan designation. The zoning for the property is Public (P). Under the Subarea Plan, the Hub Building is located in the Core Area where appropriate uses include: education, office, research and development, hospitality, specialty residential uses, tourism, commercial and public uses. Rehabilitation of existing historically contributing buildings in the Core Area for adaptive reuse is encouraged in the Subarea Plan.

It is anticipated the Hub Building redevelopment will be permitted through the City of Sedro-Woolley as a Planned Action. The Planned Action Environmental Impact Statement (EIS) for the SWIFT Center evaluated potential impacts of redevelopment of the entire SWIFT Center campus and mitigation measures. Projects that meet the development thresholds and required mitigation in the Planned Action Ordinance, as determined by the City Planning Director, are considered Planned Actions which do not require a SEPA Threshold Determination or preparation of an environmental impact statement.

Public utilities connected to and serving the Hub Building include potable water from PUD No.1 and sanitary sewer from City of Sedro-Woolley.

Large portions of the SWIFT Center are listed as a District on the National Register of Historic Places with the Hub Building listed as a contributing element to the District. Hub Building renovation will adhere to the Design Guidelines Manual adopted for the property which complies with the Secretary of Interior Standards for Treatment of Historic Properties.

Redevelopment of the Hub Building is anticipated to generate additional regional peak evening trips. A traffic impact analysis was completed as part of the EIS to evaluate traffic impacts of redeveloping SWIFT Center under existing, moderate, and high intensity alternatives. The study found that 7 intersections are projected to fall below level of service standards by 2035 based on projected regional growth with or without redevelopment of the SWIFT Center.

Mitigation for traffic impacts identified in the Planned Action includes: (1) payment of transportation mitigation fees, with credit allowed for current site uses that are generating trips, approximately 75 evening trips, when they are replaced with different uses. Redevelopment of unoccupied buildings should not be liable for impact fee credits; (2) improvement to Fruitdale Road; and (3) improvements to SWIFT entry. See Draft EIS page 97-102. While the Hub Building has been unoccupied, a former tenant, Pioneer Human Services, terminated its lease at the property and the building it occupied is slated for demolition.

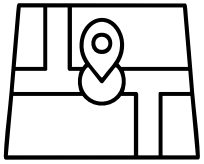
The Port will explore the option to use impact credits from that previous operation to apply to the Hub Building project. Improvements to Fruitdale Road and the SWIFT entry were completed by the City of Sedro-Woolley in 2018.

The Hub renovation project will be limited to the existing building envelope and previously disturbed areas directly adjacent to the building. No impact to critical areas or increase of impervious surfaces is anticipated with the project.

A hazardous materials survey completed in 2019 found asbestos containing materials and lead-containing components inside the building. On the exterior, there is known lead contamination in shallow soils localized around the base of historic buildings at SWIFT Center including the Hub Building, likely a result of lead paint sloughing over many decades. Consistent with the EIS and Planned Action Ordinance, abatement of hazardous materials inside the building and remediation of contaminated soil is planned as part of the renovation.

SECTION F – Alternate Site Analysis

The purpose of the Project is to further the community goals of repurposing the former Northern State Hospital Campus for public benefit. As such, alternate sites are not feasible and would not be pursued by the Port.



On-Campus Access

SWIFT Center Trail Network – Miles of walking and biking trails wind through the 225-acre campus, offering immediate access to outdoor activity during breaks, meetings, or after work. The preserved Olmsted landscape design creates a park-like setting where nature becomes part of daily experience rather than a weekend destination.

Northern State Recreation Area – Adjacent to the SWIFT Center campus, this 700-acre multi-use recreation area offers mountain biking, horseback riding, hiking, and cross-country skiing. Your location provides direct trail connections to one of Washington's premier recreation areas—no drive time required.



SECTION F

SECTION G

SECTION G – Funding Plan

The Project will be funded through a combination of Port funding, grant funding, legislative appropriations, and a community capital campaign. All funding necessary should be collected by June 2027 to break ground on the project. The Port anticipates contributing $1 million to the Project.



The Capital Campaign began in the Fall of 2025.

The funding timeline is sequenced so that state appropriations, private pledges, and grant awards are secured before the Port executes the construction contract, ensuring a fully financed project at notice-to-proceed.

As part of this feasibility study, in-depth interviews with 60 stakeholders representing government, tribal leadership, business leaders, and nonprofit organizations were completed to evaluate community support for the Hub project. The results reveal a strong and broad base of enthusiasm across sectors, positioning the project as both timely and widely endorsed.

When asked whether the Hub project represents a community priority, 83 percent of respondents agreed, underscoring a clear alignment with local needs and aspirations. Even more striking, 94 percent supported converting the Hub into an event center, reflecting a near-unanimous belief that this adaptive reuse is the right strategy for the campus.

Stakeholders were also asked to weigh in on the feasibility of a $2 million philanthropic goal. A solid majority expressed confidence that this target is attainable, with over half indicating a willingness to give personally or to help connect the campaign with other potential donors. In fact, 21 interviewees said they would contribute themselves, and another 19 pledged to introduce the project to their networks. Several individuals also volunteered to serve on committees, reinforcing a sense of shared ownership in the project's success.

Taken together, the interviews highlight not just passive support but active commitment. Stakeholders see the Hub project as a catalytic investment in community life, and they are ready to play a role in making it a reality—whether by giving, connecting, or leading. This collective enthusiasm provides a strong foundation for launching the campaign and signals a promising path forward.

A list of grants identified to support the Project can be found on pages 55 and 56.

With overlapping revenue streams, strong legislative engagement, and documented community backing, the Port of Skagit County is positioned to deliver a financially sound, community-driven event center that anchors the broader SWIFT Campus vision.

Available Grant Funding Opportunites			
Type	**Program**	**Funding Request**	**Timeline / Deadlines**
Corporate philanthropy	Lowe's Hometowns	$100,000	Jan 2026 Application Open
Corporate philanthropy	Puget Sound Energy Foundation – Community Resiliency Grants	$15,000	April 2026 Est. open
Corporate philanthropy	KeyBank Foundation Community Grants	$25,000	Invitation only; rolling; Submit LOI
Foundation / nonprofit funds	Johanna Favrot Fund	$15,000	Jan 2026 Est. open. Annual deadline
Foundation / nonprofit funds	Cynthia Woods Mitchell Fund (interiors)	$15,000	Jan 2026 Est. open. Annual deadline
Foundation / nonprofit funds	Valerie Sivinski Fund – Washington Trust for Historic Preservation	$3,000	Aug 2026 Est. open.
Foundation / nonprofit funds	Washington Trust – Historic Theater Grants	$75,000	Dec 21 2025 for 2025-2027 Biennium
Foundation / nonprofit funds	M. J. Murdock Charitable Trust	$500,000	LOI Rolling LOI; 12/26/25 & 4/30/25; review 8-10 mos
Foundation / nonprofit funds	Skagit Community Foundation – Annual Grants	$15,000	Nov 1 2025 – Feb 1 2026 Application window
Foundation / nonprofit funds	National Trust Preservation Funds	$5,000	Feb, June, Oct Application deadlines
Skagit County .09	Skagit County Economic Development Funds	$750,000	April 2026 Est. open
Washington capital grants	Heritage Capital Projects (Washington State Historical Society)	$750,000	Jan/Feb 2026 Est. open
Washington capital grants	Building for the Arts (Dept. of Commerce)	$250,000	Spring 2026 est open. 2025-2027 round closed.
Washington capital grants	Washington State Building Communities Fund	$1,656,760	Spring 2026 est open. 2025-2027 round closed.
Washington State Capital Budget	Capital Budget Request for Desgin	$250,000	October 2025
Washington State Captial Budget	Capital Budget Request for Construction	$1,000,000	October 2026
Port Funding	Port IDD	$1,000,000	
	Total	**$6,424,760**	

Other Potential Tools Future Projects			
Type	**Program**	**Grant Size**	**Timeline / Deadlines**
Foundation / nonprofit funds	1772 Foundation – Historic Properties Redevelopment Program	Up to $250,000 (typical $50–75k	LOI Oct 2025 for 2026 cycle
Tax-credit equity	Federal Historic Tax Credit	20% of qualified rehab costs	
Other federal tools	Community Development Block Grant (HUD via cities/counties)		
Other federal tools	EPA Brownfields	Up to $5M for assessment/cleanup	
Corporate philanthropy	American Express + National Trust 'Backing Historic Small Restaurants'	$50,000	2025 closed Jun 2 2025; next Feb–Apr 2026
Financing mechanisms	C-PACE (state/local enabling legislation)	100% of eligible energy/resilience improvements, repaid via property-tax assessment	

Other Potential Tools For Other Project Partners			
Federal HPF grants	Paul Bruhn Historic Revitalization (NPS)	$750k–$1 M to umbrella grantees; 1:1 match	

Considered And Dismissed			
Foundation / nonprofit funds	National Fund for Sacred Places	$50,000 – $500,000	2025 program open (LOI spring)
Foundation / nonprofit funds	Getty "Keeping It Modern"	Planning grants $75k–$200k	No longer offering grants for individual projects

Key Notes
Up to $100,000. Community spaces incl. preservation
$5,000-$15,000. Non profit applicant. Capital/resiliency projects in Skagit County. 2026 program focus unknown. 2025 Program targetted Emergency & Disaster Relief specifically preparedness and response
$10,000 - $25,000. Non Profit Applicant. Neighborhood prosperity focus
$2,500 - $15,000. Public or Nonprofit Applicant. Revitalize livability of historic places. Same Portal os NTPF
$2,500-$15,000. Public or Nonprofit Applicant. Interior preservation projects. Same Portal as NTPF
Up to $3,000. Physical work or planning
$15,000 - $75,000. State bond-funded capital. Must be operated as a theatre. Construction must begin within one (1) year of the award date. Project work must be completed by June 30, 2027. Info sessions 10/28/25 @ 4pm and 11/5/25 at 5:30pm
$100,000 -$500,000. Non profit applicant. Capital if project delivers ongoing community/education benefit. The Trust does not generally fund capital projects with government sources contributing 70 percent or more of the required funding. Recently $400k to rehab 1910 landmark
$2,000 - $15,000. Non profit applicant. Match source for design fees or code upgrades
$2.500 - $5,000. Public or Nonprofit Applicant. Planning "seed" grant (3 rounds/yr)
Port Application max amount $750,000 construction costs. Must show economic impact / jobs
Up to 33⅓% of total cost; typical $50k–$750k awards in $10 M biennial pool. Funds acquisition, construction, or major rehab of public heritage facilities—perfect when repurposing an older building as a museum, cultural center, etc. Supports facilities providing public access to history.
Port & Collective Set Up Call with Commerce. $2M max (33% state share). Biennial Cycle. Nonprofit Applicant. Facility must focus on arts-related activities. Supports adaptive reuse of theaters, museums, or cultural centers classified as major renovation
Port & Collective Set Up Call with Commerce. Nonprofit applicant. Up to 25% eligible construction costs. No state funds as match. Must establish eligiblity for how project benefits economic distress area and or serve substantial # of low-income or disadvantaged ppl etc. LEED exemption will be required.
Port Legislative Ask
Port Legislative Ask
Port contribution

Key Notes
Up to $250,000 (typical $50–75k). Match required; revolving fund focus. Creates low interest loan pools for small to mid size rehab projects
Port work with Nelson&Nelson. 20% of qualified rehab costs. Major subsidy for income-producing rehabs; promotes adaptive reuse over demolition
Port Set Meeting with CDBG. Locally set; no federal match. Local governments can steer CDBG dollars into historic-building conversions that meet low/mod-income or community-facility goals
Up to $5M for assessment/cleanup. Makes contaminated historic sites finance-ready
$50,000. Independently owned eateries in historic buildings
100% of eligible energy/resilience improvements, repaid via property-tax assessment. Adds long-term, low-cost debt for HVAC, envelope, or solar without cash-out refi

$750k - $1M to umbrella grantees; 1:1 match. Creates regional sub-grant pools targeting Main-Street-scale commercial rehabs in rural areas. Prime grantee cannot use funds

$50,000 – $500,000. Faith-owned historic properties
$75k-$200k. Targets 20th-century modernist icons; many awards focus on adaptive-reuse strategies integrating modern technology into old buildings

Project Budget		
Construction Cost Estimate	$	6,627,038.98
Design and Permitting	$	879,973.00
Total	$	7,507,011.98

Funding Sources		
Grants		$6,424,760
Capital Campaign	$	1,082,252.23
Total		$7,507,012

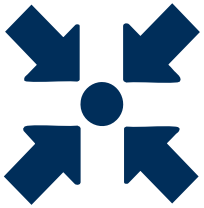
SECTION H – Analysis of how the project will assist local economic diversification efforts



The Hub facility will accomplish several important economic goals, each contributing to a broader and more resilient local economy. By establishing a large-scale event venue, the facility will expand and diversify the recreation and hospitality industry within Skagit County. The presence of this type of space addresses a current gap in available venues, opening new opportunities for conferences, family gatherings, community events, and corporate functions.

The facility will not only stimulate direct spending within the county but will also strengthen the region's attractiveness for both residents and visitors. Local businesses in retail, dining, hospitality, and recreation stand to benefit from increased foot traffic. This spending will circulate through the economy, producing multiplier effects that support job creation and infrastructure development. Additionally, the Hub will enhance stakeholder engagement with Port of Skagit projects and encourage broader community support for future infrastructure investments.

Expanding Recreation and Hospitality



Currently, Skagit County lacks a venue capable of hosting mid- to large-scale gatherings, forcing organizations and residents to seek facilities outside the county. The Hub will change this dynamic by offering a modern, flexible event space designed to accommodate conferences, cultural performances, family gatherings, and corporate functions. By filling this void, the Hub broadens the recreation and hospitality sector, complementing existing attractions while creating opportunities for growth in lodging, dining, retail, and related services.

SECTION H

Retaining and Growing Local Spending

One of the clearest benefits of the Hub lies in its ability to reduce economic "leakage." Each year, a significant share of local residents and organizations book venues outside of Skagit County, directing spending elsewhere. With the Hub in place, this activity will be retained locally. Projections show the facility hosting more than 100 events annually, drawing approximately 42,900 visitors. Importantly, nearly half of these visitors—over 21,000 people—represent new or "import substitution" spending: either nonresidents visiting Skagit or locals who would otherwise take their events out of the county. This shift translates into millions of dollars in additional local expenditures on hotels, restaurants, fuel, and recreation.



Building Economic Resilience

By establishing a steady pipeline of events and visitor traffic, the Hub diversifies the regional economy and reduces reliance on a limited number of industries. The facility's ability to attract both residents and visitors for a wide range of activities—conferences, cultural performances, and recreational events—ensures that economic benefits are spread across sectors and seasons. This broadening of the economic base makes Skagit County less vulnerable to downturns in traditional industries, contributing to long-term resilience and stability.



Creating Jobs and Workforce Opportunities

The Hub will also serve as a driver of workforce development and job creation. At full capacity, the facility is expected to sustain 41 full-time equivalent jobs across sectors including hospitality, food service, recreation, retail, and facility management. These jobs range from entry-level positions to specialized technical and operations roles, providing opportunities for a diverse local workforce. In addition, the $4.84 million renovation project will create 26 temporary FTE construction jobs, contributing immediate employment and wages during the build phase. Beyond direct employment, multiplier effects will support dozens more indirect and induced jobs in industries serving Hub visitors.



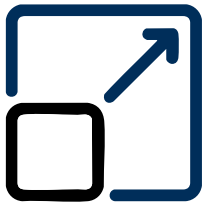
Strengthening Community Engagement and Support

Finally, the Hub will become a community focal point. Beyond its economic contributions, the facility offers a gathering place that enhances quality of life and builds civic pride. Its role as a community anchor will deepen local support for the Port of Skagit's development initiatives and other public infrastructure investments. The facility's visibility and popularity are expected to foster greater stakeholder engagement, ensuring that the community sees tangible benefits from broader economic development strategies.



SECTION I – Indicate the specific issues to be addressed.

Lack of a Large-Scale Event Venue



Currently, Skagit County does not have a venue of the scale and flexibility envisioned for the Hub. As a result, residents, businesses, and organizations are forced to book facilities outside the county, leading to inconvenience and lost economic activity. Public outreach indicated significant community interest in a large-scale event venue, and local businesses such as Janicki have already expressed strong intent to utilize the facility. The Hub directly addresses this unmet demand by providing a modern, centrally located facility that can accommodate a wide range of events.

Lodging Capacity for Visitors



Events at the Hub will also bring in nonresidents. While Skagit County has existing hotel and motel accommodations, large or concurrent events may strain this supply. To address this issue:

- Partnerships should be pursued with local hotels, motels, and short-term rentals to ensure block booking availability.
- Seasonal lodging demand analysis should guide collaboration with hospitality businesses to align peak occupancy planning.

SECTION I

Transportation and Shuttle Services

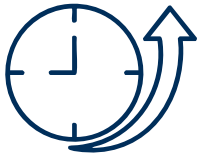
Visitor access is another critical factor in ensuring the Hub's success. While the facility benefits from Skagit County's central location and roadway access, transportation coordination is essential.
- Shuttle services should be developed between the Hub, nearby lodging, and transit hubs.
- Event-day traffic management strategies should be established, including designated drop-off zones and parking coordination.
- Partnerships with regional transit providers could expand service coverage during peak events.



Fiscal Impacts and Sustainability

While the Hub is projected to generate significant tax revenue, stakeholders must address ongoing operational sustainability. This includes ensuring that:

- Operating costs remain within budget forecasts.
- Revenue streams (rentals, concessions, sponsorships) are diversified to maintain financial health.
- Capital reserves are established for long-term facility upkeep.



Community Concerns (Noise, Traffic, and Neighborhood Impacts)

Large venues often raise concerns around traffic congestion, parking overflow, and noise. These issues need to be proactively managed through:
- Traffic impact studies and parking capacity planning.
- Noise mitigation measures (acoustic design, event-hour restrictions).
- Engagement with nearby residents to ensure transparent communication and responsive management.



Workforce and Staffing Needs

Workforce readiness is a key consideration. Strategies should address:

- Recruiting and training workers in hospitality, events management, and technical services.
- Partnering with local colleges and workforce boards to build a pipeline of qualified employees.



SECTION J – List one or more economic outcomes that you expect from the proposed CERB project.

SECTION J

Table 1 illustrates the assumptions made about direct spending. We estimate that 100% of the nonresident attendees will purchase eating and drinking in the county in addition to spending at the Hub facility. About 30% will stay in a motel, averaging $250 per night. About 50% will spend money on shipping or fuel at $75 per person. About 50% will spend money on other recreation activities or other services at $75 per person. For the calculation of the spending, we assumed a group size of one.

TABLE 1: DIRECT SPENDING ASSUMPTIONS, HUB FACILITY

SPENDING CATEGORY	NON-RESIDENTS*	%ATTENDEES	TOTAL ATTENDEES	PER NIGHT	TOTAL
Motels	21,450	30%	6,435	$250	$1,608,750
Retail	21,450	50%	10,725	$75	$804,375
Recreation Other Services	21,450	50%	10,725	$50	$536,250
Eating and Drinking	21,450	100%	10,725	$75	$1,608,750
Total Direct					$4,558,125

**Includes import substitution type visitors*

Total local spending is estimated at $4.56 million. A Skagit County economic input-output model was created through IMPLANi, the most widely used economic modeling software for measuring economic impacts and contributions.

SECTION K

SECTION K – Describe the specific quantifiable measures of the outcome(s) that will indicate success. Describe in measurable terms what you expect to be able to show are progress toward the outcome for each year before the outcome is achieved.

At full capacity, the Hub facility is expected to create 41 FTE jobs, $5.48 million in output, $3.64 million in gross regional product, and $677.4 thousand in wages, salaries, and benefits (Table 2).

TABLE 2: ECONOMIC IMPACTS OF THE HUB FACILITY

SPENDING TYPE	JOBS	TOTAL COMPENSATION	GROSS REGIONAL PRODUCT	OUTPUT
Motels	12	$498,785	$1,415,104	$1,968,626
Retail	2	$79,073	$338,274	$1,968,626
Recreation Other Services	8	$229,319	$453,357	$718,069
Eating and Drinking	16	$677,384	$1,266,577	$2,048,127
Operations	3	$85,527	$169,084	$267,811
Total	41	$1,570,089	$3,642,396	$5,481,169

In addition to the economic impacts of the Hub facility, the facility will generate fiscal effects in the form of property taxes ($303,096) and state taxes ($578,657), totaling $881,753 (Table 3).

TABLE 3: TAX IMPACTS OF THE HUB FACILITY

Taxes	$
Property	$303,096
State	$578,657
Total	$881,753

The construction estimated for renovation of the Hub facility is estimated lower than the actual renovation costs anticipated. This is because of economic leakages out of the region during construction in an urban area. Estimating the cost of construction at market value would represent true economic impact of the project.

The renovation of the Hub facility ($4,840,000 project) will also generate economic impacts, including an output of $4.9 million, a gross regional product of $3.2 million, total compensation of $2.1 million, and 26 FTE jobs for one year (Table 4). Total state and local taxes will be $198,300 (Table 5).

TABLE 4: TEMPORARY (ONE-YEAR) ECONOMIC IMPACTS OF THE RENOVATION OF THE HUB FACILITY

Spending Type	Jobs	Total Compensation	Gross Regional Product	Output
Construction	26	$2,047,334	$3,198,222	$4,929,795

TABLE 5: TAX IMPACTS OF THE HUB FACILITY (CONSTRUCTION) WILL GENERATE $198,300.

Taxes	$64,633
Property	$133,667
State	$133,667
Total	$198,300

1 IMPLAN Group LLC. (2023). IMPLAN data (U.S. national and regional input-output accounts) [Data set]. IMPLAN. https://implan.com

Section L – Describe what data you will collect and describe whether the outcome is being achieved.

SECTION L

The Port will track and report key outcomes of the project, focusing on three core measures: the number of events held, the number of attendees, and the financial health of the organization. The Port will review these results regularly to ensure the Hub Building remains active, accessible, and financially sustainable.

To ensure the Hub Building fulfills its role as a community gathering place, the nonprofit operator will provide regular reporting to the Port of Skagit. Oversight will focus on clear, easy-to-track measures that demonstrate activity, accessibility, and financial sustainability:

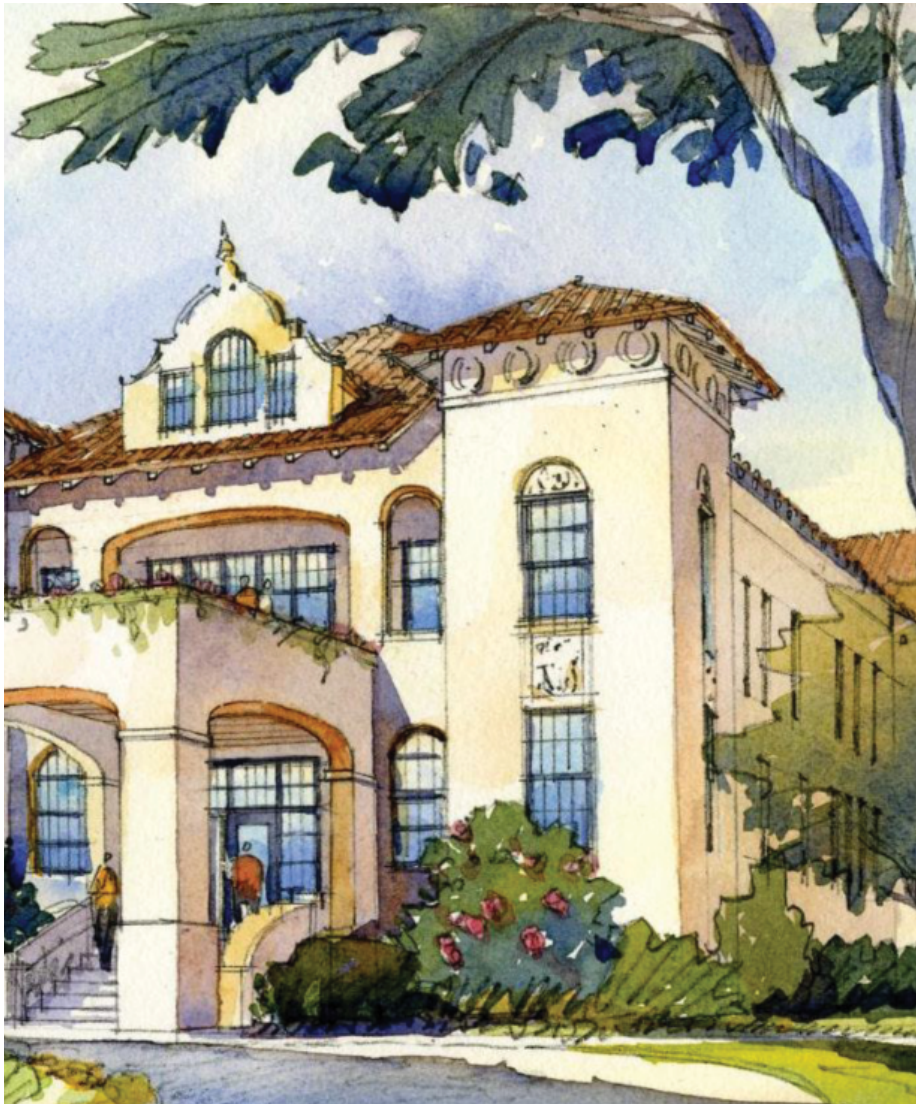
- **Event Activity** – The total number of events hosted, by category. These categories could include community, cultural, civic, social, and educational, for example.
- **Community Participation** – Estimated attendance at each event, and aggregated across all events, reflecting the level of public engagement.
- **Financial Health** – Revenues, expenses, and reserve balances will be tracked to confirm the nonprofit is operating on a sustainable basis.

These metrics will be compiled monthly by the nonprofit operator and reviewed quarterly by the Port. This streamlined system provides accountability without creating unnecessary administrative burden, while ensuring that the Hub continues to serve community needs and remains financially viable over the long term.

SECTION M

SECTION M – Describe the data collection procedure including when data will be collected from whom and by whom.

The Port of Skagit County will maintain ownership of the Hub building and will be the primary entity collecting data for the performance of the event center. Key performance targets and milestones will be built into the operator's agreement with the non profit. The Port will monitor this performance of the organization and financial statements monthly.



SECTION N



SECTION N – The estimate median hourly wage of the jobs created when development occurs.

Including the multiplier effects, the annual and hourly wage, including benefits:

$ 38,068.00 annual wage

$18.30 hourly wage

1 IMPLAN Group LLC. (2023). IMPLAN data (U.S. national and regional input-output accounts) [Data set]. IMPLAN. https://implan.com

APPENDIX I
PUBLIC INVOLVEMENT

SUMMARY

The feasibility study for the SWIFT Center Hub Project included interviews with 60 community members, local leaders, elected officials, and Port partners to evaluate the potential for renovating the existing Hub building into a vibrant event and conference center. The study assessed the community's readiness to support a $2 million capital campaign and addressed key CERB (Community Economic Revitalization Board) criteria to determine project alignment, community benefit, and appropriate use of the site.

CERB STUDY RESULTS

Community Priority for SWIFT Center Revitalization

Most interviewees believe the SWIFT Center project is a clear community priority—particularly for Sedro-Woolley and East County—due to its strong economic potential, deep historical significance, and emotional connection for many residents. Those familiar with the site's economic impact see it as a catalyst for growth and opportunity. The property's legacy and community ties further strengthen the belief that investing in its future is both meaningful and necessary.

- **Identified Challenges and Opportunities**
  A key challenge in promoting the SWIFT Center as a priority is low brand recognition—many people know "Northern State," but the "SWIFT Center" name lacks the same familiarity. There is also a need for a clear, unified vision for the entire campus to help the community understand its full potential. Some interviewers questioned if the project would take priority over urgent needs like housing and food in this time of economic uncertainty. A stronger brand, compelling vision, and clear community alignment will be essential to building support.

The Hub As An Event Center

Most respondents strongly support repurposing the Hub as an event center, calling it an ideal use that aligns with the building's history and meets a critical need for accessible gathering space in East Skagit County. They see

it as a way to activate the SWIFT Center, attract visitors, and support cultural, social, and economic activity—especially if it remains affordable and inclusive. Stakeholders also noted the potential for the Hub to serve as a gateway to the broader campus, with added interest in features like a commercial kitchen to support events and small business growth.

- **Identified Challenges**
  A few respondents cautioned that event centers can be financially risky and often struggle to sustain operations without consistent use and strong marketing. Others pointed to the Hub's remote location as a potential barrier unless there are additional attractions or amenities on campus. A handful expressed concerns about competition from other regional event venues and emphasized the importance of a larger, integrated vision for the entire campus to ensure the Hub's success and relevance.

Hub Event Center Operations

There is no clear consensus on a single ideal operator, but respondents agree the Port should retain ownership and oversight while partnering with an entity equipped for day-to-day operations. Most reject the idea of the Port operating it directly due to bandwidth and expertise limitations, while opinions diverge on whether a nonprofit, private business, or public entity is best suited to manage it.

Port of Skagit – Ownership & Oversight Role

- Widely seen as the logical owner and visionary leader.
- Should set the mission, maintain property standards, and retain final oversight to keep the rental costs affordable.
- Direct operation of the center is viewed by many as outside the Port's core competency or capacity.

Nonprofit Operator

- Many favor a mission-aligned nonprofit (e.g. "Friends of the SWIFT Center") to run daily operations.
- Seen as able to build community trust, pursue grants, ensure affordability, and prioritize public benefit.
- Cautions include concerns about lack of business acumen, operational challenges, and sustainability without a strong revenue stream.
- Could be especially effective with Port oversight and an advisory board.

Private Business Operator – Some Support, Some Concern

- Some advocate for a **private operator** (event management firm, hospitality company) to ensure efficiency, quality service, and profitability.
- Others are wary: a private business might prioritize revenue over accessibility and community needs.
- Tribe involvement (due to experience with hotels/conference centers) was raised as a strong potential partner.

City or Public Entity – Limited but Noted

- A few suggest the City of Sedro-Woolley or a Public Facilities District could operate it due to experience with facility rentals.
- Funding concerns and jurisdictional alignment raised as potential challenges.

Advisory Committee – Common Recommendation

- Many suggested model include public-private partnerships or a three-pronged model (Port owns, private manages, nonprofit supports).
- Several responses suggest an advisory committee to create a Request For Qualifications to select an experienced operator (nonprofit or private).
- Clear contractual expectations (event types, community access, revenue reinvestment) are key to aligning operations with vision.

Summary

- **Ownership:** Port should maintain ownership for continuity, affordability, and vision.
- **Operations:** Outsource to an experienced nonprofit or private entity with clear contract terms.
- **Structure:** Many support a hybrid model – Port ownership, private/ nonprofit operator, community oversight.
- **Caution:** Avoid relying solely on nonprofits without operational capacity or on private entities that may prioritize profit over community.

CAMPAIGN FEASIBILITY STUDY RESULTS

Attainability of a $2M Community Capital Campaign

The consensus among stakeholders is that a $2 million community capital campaign for the SWIFT Center Event Hub is **widely seen as attainable within the given 2 year timeline**. Many respondents emphasized strong emotional and historical ties to the Northern State property.

Identified Challenges

Some respondents questioned whether $2 million would be sufficient for the project and suggested increasing the contingency. Others acknowledged they were unfamiliar with fundraising strategies but felt the campaign could be successful with experienced guidance and a clear plan.

Contributions to the Campaign

An overwhelming majority of respondents indicated they would be willing to contribute financially or offer support to the SWIFT Center Hub capital campaign, citing personal belief in the project's mission, ties to Sedro-Woolley, and the potential regional impact.

- **Other Factors & Contributions**
  Several respondents noted that their support would depend on factors such as the clarity of the vision, who is managing the campaign, alignment with their values (e.g., conservation or education), or availability of discretionary funds. Others were open to in-kind contributions or offering advocacy and expertise instead of financial donations.
- **Unable to Contribute**
  A few respondents indicated they would not contribute, either due to lack of personal connection, competing financial priorities, or limited capacity.

Connecting the Port to Prospect Donors

The vast majority of respondents expressed a strong willingness to support the campaign by connecting the Port of Skagit with qualified donor prospects. Many indicated they could make direct introductions, share campaign materials within their networks, or act as an ambassador by spreading awareness and building enthusiasm in the community.

- **Other Considerations**
  A few respondents noted limitations — such as ethical concerns due to their roles, lack of connections, or the need for more project clarity before endorsing it publicly. Even among those hesitant, most still expressed a general interest in helping through indirect means like marketing, advocacy, or state-level connections.

Interest in Serving on a Committee

Many interviewees expressed interest in joining a committee to support the SWIFT Center Hub project, with many open to participating depending on time, clarity of expectations, and alignment with their expertise. Several individuals explicitly said "yes" or "absolutely," while others indicated conditional interest based on the level of commitment, role clarity, or scheduling flexibility.

- **Other Support**
  Some respondents offered to serve in informal, advisory, or ad hoc roles, particularly those with technical expertise or connections to tourism and hospitality.

ADDITIONAL QUESTIONS

Two additional questions were added throughout the feasibility study interview process, not all interviewees were asked these questions.

SWIFT Center Branding

The SWIFT Center brand resonates strongly with individuals who have been directly involved with the site's evolution or who understand the symbolism behind the name. Those familiar with the story of the Vaux's swifts, the historic chimney, or the origin of the acronym (Skagit-Watershed-Innovation-Future-Technology) appreciate the thoughtful connection between the name and the site's vision.

- **Lack of Brand Recognition**
  For a sizable portion of the public, the SWIFT Center brand is either unfamiliar or confusing. Many still refer to the location as "Northern State" or "the old hospital," especially older generations. Some don't understand the name or acronym, and a few admitted to forgetting it altogether. Others voiced concern that the brand lacks broader recognition and would require intentional marketing to build public understanding and support.

Camping and Amphitheater

Most respondents expressed strong enthusiasm and support. Many saw it as a powerful way to reclaim public access and create a sense of renewed community ownership. Several described the addition as "beautiful," "hugely popular," and a "catharsis" for the community, envisioning it as a natural draw for tourism, cultural events, and local pride.

Some respondents also saw strategic value in the additions—suggesting that an amphitheater could become a regional attraction akin to The Gorge, potentially spurring economic growth through concerts, camping, dining, and hotel stays. Others mentioned its potential for outdoor movies and noted existing local models like Riverfront Park's amphitheater, encouraging thoughtful differentiation.

- **Challenges**
  A few shared practical concerns about operational costs, impacts on other tenants and neighbors, and whether a campground is viable long-term, especially with funding cuts to State Parks. Overall, the idea sparked excitement and was widely viewed as a meaningful way to activate the property and draw visitors.

Conclusion

The feasibility study indicates that the proposed renovation and revitalization of the SWIFT Center Hub is broadly supported and viewed as a valuable and timely project for the region. While some questions remain regarding fundraising capacity, the strength of the campaign will ultimately depend on clear vision, strategic leadership, and ongoing community engagement. There is strong interest in contributing, collaborating, and even joining committees — especially if the project reflects local values and creates a tangible, inclusive community benefit. With thoughtful planning, professional fundraising guidance, and a compelling case for support, the SWIFT Center campaign is not only feasible but full of potential.

Data Tallies - Interviewed 56 people (4 more pending interviews)

SWIFT Center Community Priority
- 48 yes, it's a top priority for our community
- 7 unsure
- 1 no, it's not a priority

Hub Building as an Event Center
- 54 yes, it's the best use of the building
- 2 unsure

Project Attainability
- 47 yes, $2M is attainable in our community
- 9 unsure

Individual Commitment
- 50 are willing to connect the port with qualified prospective donors.
- 46 would make a personal contribution and/or advocate for public funds.
- 32 would like to serve on a Campaign committee.
- 12 additional individuals would consider serving.

APPENDIX II
ECONOMICS | COST ESTIMATE

PROJECT DESCRIPTION

The Assembly Hall (or Hub Building) was constructed in 1918 and is approximately 12,100 square feet in area. The building was the primary meeting and event space on the Northern State Hospital campus, and used by patients, families, and staff for viewing plays, movies, lectures, and other similar uses. The building remains largely intact with very little modification to its historic character-defining features.

The upper level consists of the auditorium space, stages, a projection booth, and a toilet room. This level is raised a story above the ground, and access to the upper level is from two stairways at the east and west sides of the building. Two small interior stairways connect the north stage at the auditorium to the lower level of the building. The lower level of the building is at grade and is divided into a number of rooms which are primarily used for storage. Previously, this level housed shop space for the hospital. The lower level is constructed largely in concrete, with interior walls of hollow clay tile and plaster. The exterior walls, columns, and ceiling deck are all concrete construction. Above this level, the auditorium has a wood floor on sleepers over the concrete deck, and the exterior walls are a combination of concrete columns and hollow clay tile. The concrete columns support wood trusses above, which in turn support a robust tongue-and-groove wood roof deck. The roof material is primarily terra cotta tiles, with a flat built-up roof at the highest plane. The exterior walls at both levels are all stucco-clad. Wood rafter tails, copper flashings, gutters, downspouts, and glazed terra cotta blocks provide accents at the exterior of this Spanish Colonial revival building.

The building is heated by steam-fed radiators at both levels, and no cooling is present. An underground tunnel located east of the building houses the steam piping, condensate return, and control wiring, and connects back to the Powerhouse building. Electrical service size is unknown, and various panels are located at the lower level of the building. A wet sprinkler system is located at the lower level of the building only. Locations and sizes of domestic water service and sewer piping are unknown.

In 2018, RMC provided design services for a project that had the goal of improving the seismic performance of the building, improving accessibility, removing and replacing non-historic windows, and other cosmetic improvements at the exterior of the building. The building seismic performance was going to be improved via a cutting-edge system of carbon fiber reinforcement and fiber-reinforced cementitious material (FRCM) that would replace the existing exterior stucco at the same thickness. Accessibility was going to be improved by adding a limited use, limited access (LULA) elevator, and reconfiguring the lower level toilet rooms. Non-historic steel windows at the lower level and other modifications were slated to be removed and replaced with newly constructed wood windows to match the original historic intent. Miscellaneous other improvements included removal and replacement of the terra cotta roof tiles and the addition of rigid insulation at the roof level, reconstruction of the west entry stair, and reconstruction of the historic wood rose windows at the north and south ends of the building.

The scope of work that the design team will be looking at now includes all of the above and some new additions and modifications to the previously proposed work. The following scope definition is provided for reference, and is the basis for generating consultant fees. The project will entail schematic design through construction documents, permitting, bid support, construction administration and closeout services. A rough outline of the project schedule is provided later in this document.

SCOPE OF WORK

Exterior:

- Provide structural support / detailing as needed for reinforcement of the existing structure to safely utilize the building as an Assembly (IBC occupancy group A-3) occupancy. Refer to previous Simpson Strong-Tie engineering drawings for design, and update accordingly to current building code requirements.

- Review structural deficiencies including building settlement and visible cracks, and provide recommendations for treatment / mitigation.

- Remove non-historic elements including exterior hollow metal doors, louvers, and non-conforming steel sash windows from lower level. Replace windows at lower level with new wood windows to match original designs. Refer to previous RMC drawings for notes regarding following Secretary of the Interior standards for the Treatment of Historic Properties, and proposed restoration scope for exterior roofing, metal flashings, wood trim, terracotta ornament, etc.

- Coordinate with Port's hazardous materials consultant for removal of lead-contaminated soil and provide landscape demolition and new planting plans in spirit with the original Olmstead landscape design.

- Existing parking lot at east side of building should be investigated for pavement repair and/or replacement. If repair or overlay is allowed, consider landscape islands and parking lot lighting, respecting the campus design standards developed by the Port and its historic consultant. Provide stormwater assessment and design for detention / treatment as required by Ecology standards. Assess occupant loads and required parking stalls for alignment of ADA parking requirements. RMC suggests parking lot paving improvements be considered as a bid Alternate.

- Coordinate new utility connections as needed to facilitate interior modifications listed in that section. Work may involve new electrical service, sewer connections, grease interceptor, and upsizing of the existing fire line. The existing perimeter drainage system at the building foundation may also need to be assessed and replaced.

- The Port would like the team to consider the installation of electric vehicle charging and future infrastructure at the parking area. RMC suggests electric charging stations be considered as a bid Alternate.

- Consider a garbage and recycling enclosure at the east parking area to accommodate event uses and the catering kitchen.

- Provide landscaping to shield new mechanical and electrical equipment as needed (exterior condensing units for air conditioning / heat exchange and pad-mounted transformer).

Interior:

- Provide LULA or full-size elevator cab to connect lower and upper floor levels.
- Provide stair connection between lower and upper floor levels.
- Demo and reconfigure existing lower level toilet rooms and provide fixture numbers to support design occupant load.
- Design a catering kitchen (equipment to be determined) to support catering for events at auditorium and conference level. Per discussion with Port, kitchen will have warming only, so a Type I hood will not be required. RMC is thinking the space occupied by rooms B12, B13, and B17 may be ideal for this use. Exhaust (if needed) can be directed to the north or the east. Scullery can also be accommodated in this vicinity.
- Provide air conditioning at lower and upper floor levels. RMC's assumption is that an electrically-fired heat pump system will operate as a stand-alone system. Design team will verify with Port how controls may be interconnected with steam heating system.
- Provide indoor mechanical space as needed to support added cooling (assume ducted through floor-ceiling assembly above into auditorium space). Additionally, plan for potential of local electric boiler or heat pump system if building were to be disconnected from central steam system in future. Note that no space has been allocated for this at the present.
- Review existing building electrical system, capacity, and design new electric service to work with proposed space planning. Provide dedicated building room to meet standards for egress according to code.
- Evaluate existing auditorium lighting, and develop strategy for retrofit and / or
- supplemental lighting to accommodate a range of uses / scenes, including theatrical lighting at stage areas. Provide control system for scene management. Theatrical lighting rigs and control system may be considered Alternate scope.
- Analyze capacity of existing wet sprinkler system at the lower level and explore the viability of extending coverage to the upper floor auditorium and stage areas.
- Evaluate acoustic strategy at auditorium, and potential for acoustic panels or baffles.
- Repaint windows and plaster and refinish existing wood flooring.
- Provide cost estimating to support the design efforts.

SOURCES

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IN PARTNERSHIP WITH COLLABORATOR CARA MCNAB OF RPC:

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SOURCES

