



City of Kenmore - 18120 68th Avenue NE - P.O. Box 82607 - Kenmore, WA 98028
Phone: 425-398-8900 - Fax: 425-481-3236 - E-mail: cityhall@kenmorewa.gov

City of Kenmore
City Council Regular Meeting Agenda

7:00 p.m., Monday, June 15, 2015

Kenmore City Hall, Council Chambers
18120 68th Ave. NE, Kenmore, WA 98028

If you have any questions or to confirm agenda items prior to the meeting, or if you require special accommodations, please call the City Clerk at 425-398-8900. You may also stop by City Hall at 18120 68th Avenue NE, Kenmore. Council agendas are also available on our website at www.kenmorewa.gov.

I. CALL MEETING TO ORDER

II. ROLL CALL

III. FLAG SALUTE

IV. AGENDA APPROVAL

V. PRESENTATION

- A. Honoring Dr. Daniel Church, Outgoing President of Bastyr University
[Attachment](#)
- B. Sound Transit 3 Presentation - Sound Transit
[PowerPoint Presentation](#)

VI. CITIZEN COMMENTS

- A. This is an opportunity to express your views on issues that are important to you and to the community. Please limit your comments to three (3) minutes.

VII. CONSENT AGENDA

- A. Adopt Minutes for the June 1, 2015 Joint City Council & Planning Commission Special Meeting
[DRAFT 06 01 2015 Minutes](#)
- B. Approve Contract No. 15-C1420 with Road Construction NW for 2015 Sidewalk Gaps Project Construction
[Agenda Bill & Attachment](#)

VIII. BUSINESS AGENDA

- A. Threshold Decision Approving Further Review of a Development Agreement with Bastyr University - Debbie Bent, Community Development Director
[Agenda Bill & Attachments](#)
- B. March 2015 Financial Report for the City of Kenmore, Washington - Joanne Gregory, Finance and Administration Director
[Agenda Bill & Attachment](#)
- C. Discussion of Parks & Transportation Funding Evaluation by Berk & Associates - Kris Overleese, Public Works Director/City Engineer
[Agenda Bill & Attachments](#)
[Options for Parks Funding Memo](#)
[Options for Multimodal Safety Funding Memo](#)
[PowerPoint Presentation](#)

IX. STAFF REPORT

X. COUNCILMEMBER REPORTS & COMMENTS

XI. COUNCILMEMBER INITIATIVES

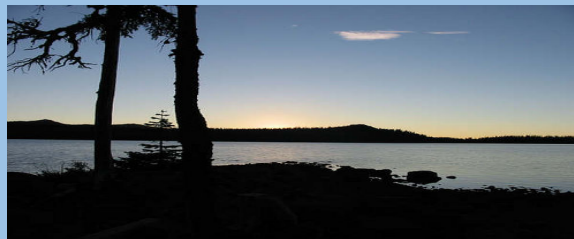
XII. ADJOURNMENT

Upcoming Meetings:

Tues., June 16, 2015 Planning Commission Regular Meeting - CANCELED
Mon., June 22, 2015 7:00 p.m. City Council Regular Meeting
Tues., July 7, 2015 7:00 p.m. Planning Commission Regular Meeting
Mon., July 13, 2015 7:00 p.m. City Council Regular Meeting

Kenmore City Council
will honor
Dr. Daniel K. Church, President
of Bastyr University
At their regularly scheduled City Council meeting
Monday, June 15, 2015
7:00 p.m.

All are welcome to attend.





Sound Transit

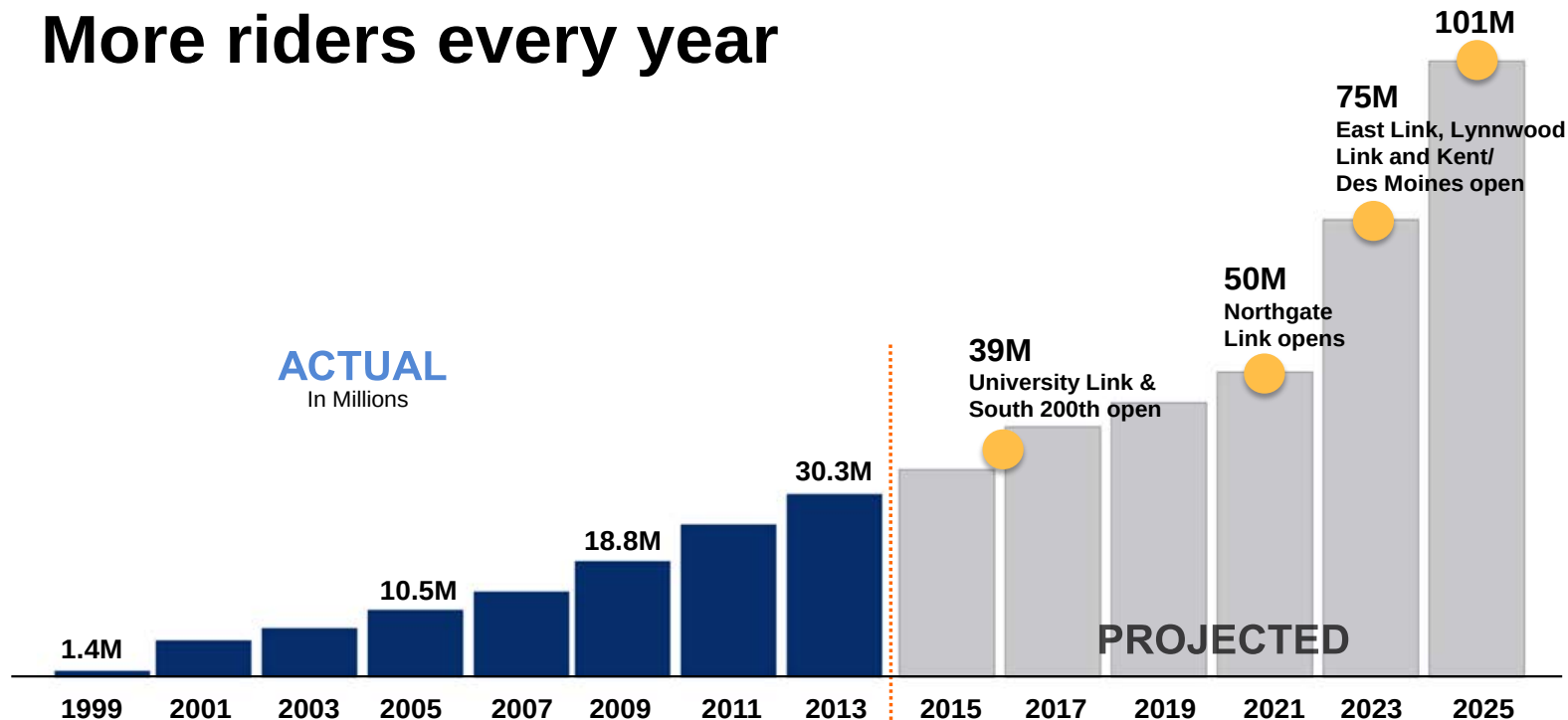
Kenmore City Council
June 15, 2015

 **SOUNDTRANSIT**

Sound Transit District

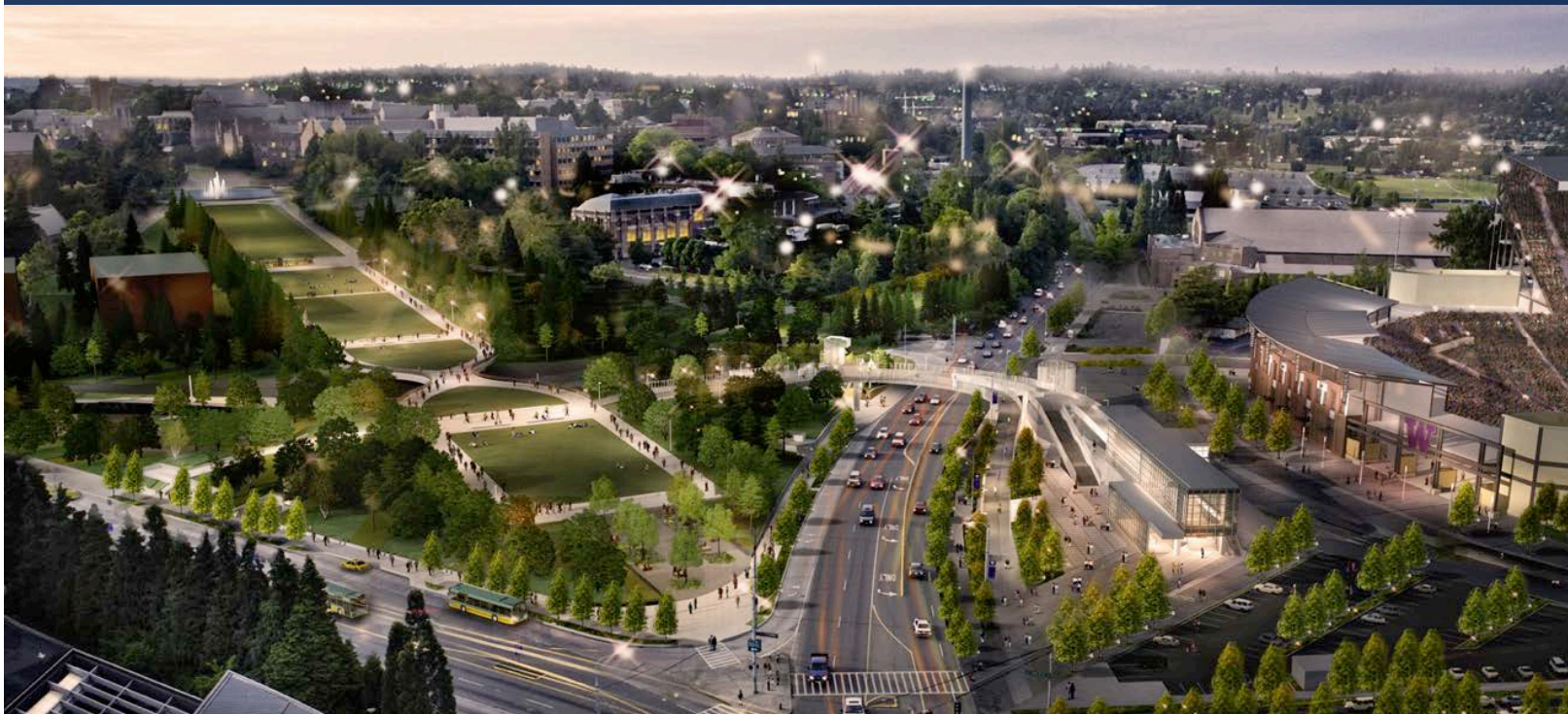


More riders every year



Source: Sound Transit ridership reports, service implementation plan and financial plan.

University Link light rail



Northgate Link



Lynnwood Link



East Link

10 stations

Will serve Seattle, Mercer Island,
Bellevue, Bel-Red and Overlake



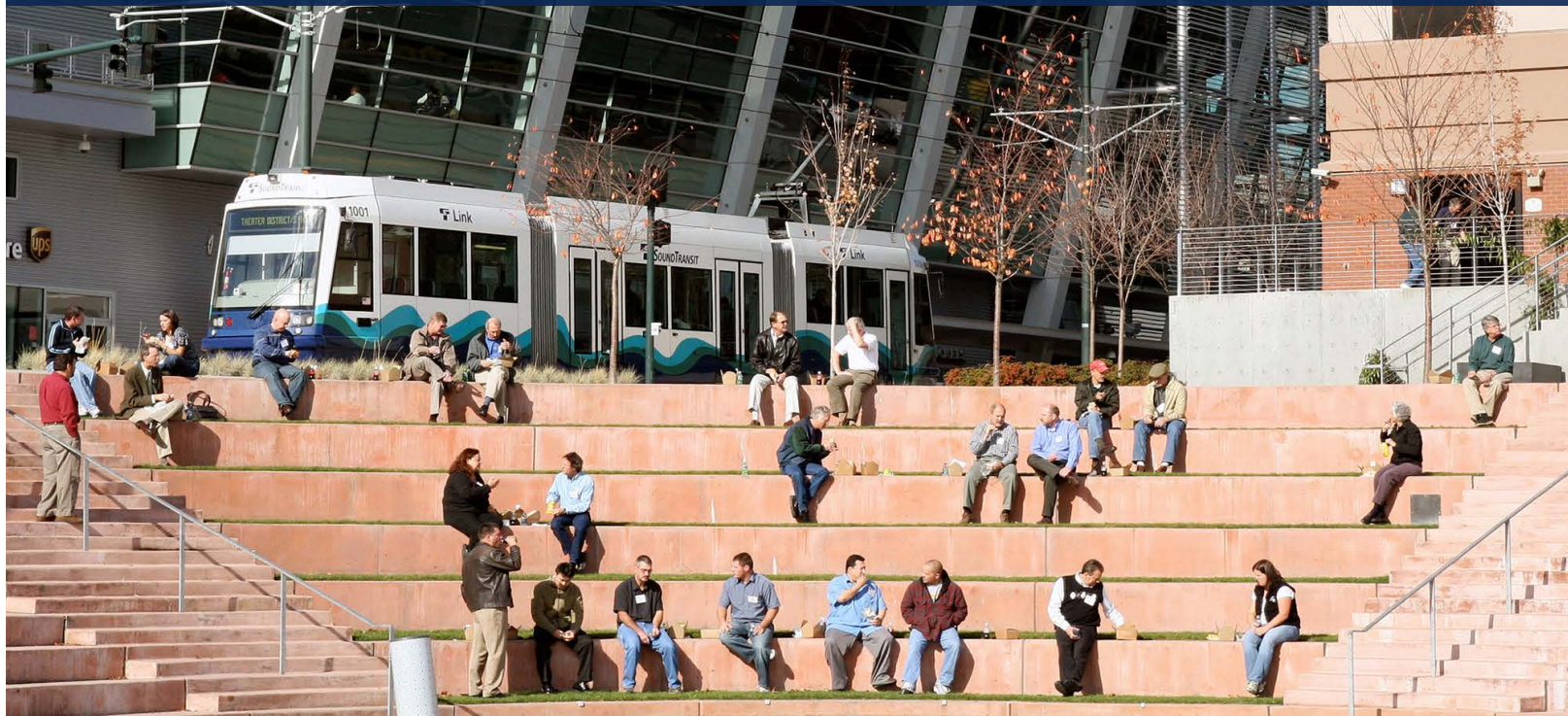
South 200th Link



Federal Way Link Extension



Tacoma Link



System Plan (ST3) Timeline:

2015



2016



Draft Priority Projects List Development

- Drawn from hundreds of projects/corridors included in the 2014 Long-Range Plan, deferred capital projects, and ST2 HCT Corridor Studies
- Responding to Chair's direction
- Sets the **beginning** for developing a financially constrained System Plan and potential ballot measure
- Includes representative projects and corridors
 - Specific alignments, station locations, access improvements, and other design decisions occur later during project development/ full environmental review process
- Templates will be completed for each project with forecasted ridership range, conceptual cost ranges and other criteria based on the Core Priorities once final list is advanced

Draft Priority Projects List Categories

- **Deferred Projects**
 - Capital projects that were voter-approved in Sound Move and ST2 but were deferred due to funding limitations. These projects, depending on schedules, could be prioritized by the Board and funded out of existing tax levels.
- **Enhancements Supporting the Existing System**
 - Projects that can provide opportunities for improved or additional service along the existing ST HCT system
- **Corridors from ST2 High-Capacity Transit Studies:**
 - Both the LRT Spine and additional corridors
- **System-wide programs and studies from the 2014 Long-Range Plan (LRP)**
 - Programs to fund system-wide enhancements and 2014 LRP listed studies
- **Supporting System Expansion**
 - Facilities and services to support the ST HCT system as it expands

Draft Priority Projects of Interest to Kenmore

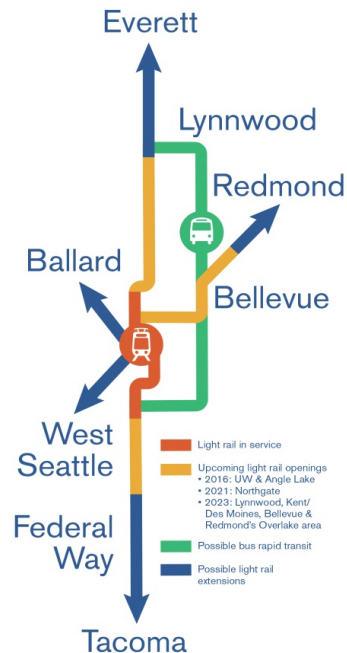
- Northern Lake Washington HCT Crossing Study
- HCT Study to examine access and connection on NE 145th from State Route 522 to Link Light Rail
- Infill light rail stations at 130th and 220th Streets
- Express bus service (e.g. route 522)
- Kirkland—Bellevue—Issaquah Light Rail
- I-405 Bus Rapid Transit

Public Involvement

- June 4–July 8: Outreach campaign
- Online survey at soundtransit3.org
- June 16-25: Public meetings
- July 23: All input presented to ST Board
- August 27: Update Priority Projects List based on input
- Fall/Winter: Evaluate projects and create templates

WHERE WILL SOUND TRANSIT TAKE YOU TOMORROW?

SOUND TRANSIT 3



RELIEF FROM GRIDLOCK

Which mass transit projects should be studied as candidates for a public vote as soon as November 2016? Projects being considered so far include but are not limited to extending Link light rail to Everett, Tacoma, Redmond, Ballard and West Seattle, as well as adding bus rapid transit along I-405 and other rail and bus improvements. In the future, light rail stations can serve as transit hubs where local buses seamlessly connect riders from across the region to congestion-free service.



KEEPING OUR GROWING REGION MOVING

Between 2010 and 2014 congestion delays on I-5 nearly doubled, and the region's population is growing. Within 25 years 74% more people are expected to call Everett home. Tacoma's population is expected to grow by 60%, Bellevue's by 33% and Seattle's by 28%. How will we get around our region with nearly a million new neighbors?

Mass transit offers major relief for our most congested corridors, helping riders and drivers alike. A light rail line can move up to 12,000 people per hour in each direction, compared to 700 cars per hour in a congested freeway lane.

Source: Puget Sound Regional Council



Public meetings

- **Seattle (Evening)** —5:30-7:30 p.m. June 16 at Union Station*
- **Everett**— 5:30-7:30 p.m. June 18 at Everett Station
- **Redmond**—5:30-7:30 p.m. June 23 at Redmond Marriot*
- **Tacoma**—5:30-7:30 p.m. June 24 at Greater Tacoma Convention & Trade Center
- **Seattle (Daytime)** —11:30 a.m.-1:30 p.m. June 25 at Union Station*
- **Federal Way** –5:30-7:30 p.m. June 25 at King County Aquatic Center*

*Co-located with King County Metro Transit Long-Range Plan public meetings





Draft Priority Projects List

- **Deferred Projects**

- Capital projects that were voter-approved but were deferred due to funding limitations. These projects, depending on schedules, could be prioritized by the Board and funded out of existing tax levels.

Project Number	Corridor or Representative Project
RA-1	Renton HOV Direct Access/N 8 th
RA-2	South Sounder Train Platforms (to 8 Car)
RA-3	Auburn Sounder Station access improvements
RA-4	Kent Sounder Station access improvements
RA-5	Edmonds Permanent Station
RA-6	Light Rail Extension from Kent/Des Moines to Redondo/Star Lake (272 nd)

Draft Priority Projects List

- Enhancements Supporting the Existing System**

- Projects that can provide opportunities for improved or additional service along the existing ST HCT system (Sound Move and ST2)

Project Number	Corridor or Representative Project
ES-1	Infill Light Rail Station: Boeing Access Rd.
ES-2	Infill Light Rail Station: Graham St.
ES-3	Infill Sounder Station: Boeing Access Rd.
ES-4	Infill Light Rail Station: 130 th (Lynnwood Link)
ES-5	Infill Light Rail Station: 220 th (Lynnwood Link)
ES-6	ST Express interim supporting bus service, including capital and operating elements
ES-7	Light Rail station and platform expansion to accommodate higher passenger volumes (example- Westlake Station)
ES-8	Examine options and improvements within Transit Tunnel (International District to Northgate) to increase service frequency
ES-9	Additional South Sounder service
ES-10	Additional South Sounder platform extensions (Beyond 8-car extension included in RA-2)
ES-11	Placeholder for other projects necessary to keep system in a state of good repair and enhance system performance and ridership could also be included. Project list is under development and review by Sound Transit staff.

Draft Priority Projects List

- **Corridors from ST2 High-Capacity Transit Studies:**
 - LRT Spine (from Everett to Tacoma and to Downtown Redmond)

Project Number	Corridor or Representative Project
SP-1	Light Rail extension from Everett Station to North Everett
SP-2a	Light Rail extension from Lynnwood Transit Center to Everett Station via Southwest Everett Industrial Center (Paine Field)
SP-2b	Light Rail extension from Lynnwood Transit Center to Everett Station via I-5 and SR 99/Evergreen Way
SP-2c	Light Rail extension from Lynnwood Transit Center to Everett Station via I-5
SP-3	Light Rail extension from Overlake Transit Center to SE Redmond to Downtown Redmond (Per the Record of Decision)
SP-4	Light Rail extension from Redondo/Star Lake Light Rail station to Federal Way Transit Center per the environmental process under way
SP-5a	Light Rail extension from Federal Way Transit Center to Tacoma Dome station via I-5
SP-5b	Light Rail extension from Federal Way Transit Center to Tacoma Dome station via 99
SP-6	Light Rail extension from Tacoma Dome station to Tacoma Mall

Draft Priority Projects List

- **Corridors from ST2 High-Capacity Transit Studies:**
 - Additional Corridors

Project Number	Corridor or Representative Project
AC-1a	Light Rail from Downtown Seattle to the Market Street vicinity in Ballard, primarily at-grade along Elliott and 15th Avenue
AC-1b	Light Rail from Downtown Seattle to the Market Street vicinity in Ballard, primarily elevated along Elliott and 15th Avenue with tunnel options into Downtown Seattle
AC-1c	Light Rail from Downtown Seattle to the Market Street vicinity in Ballard, primarily elevated/tunnel options
AC-1d	Light Rail from Downtown Seattle to Market Street in Ballard, primarily at-grade along Westlake
AC-2a	Light Rail from Downtown Seattle to the Alaska Junction vicinity in West Seattle, primarily elevated
AC-2b	Light Rail from Downtown Seattle to the Alaska Junction vicinity in West Seattle, primarily at-grade
AC-2c	Light Rail from Downtown Seattle on Central Link to Delridge/White Center
AC-3a	New Downtown Seattle Light Rail Tunnel Connection
AC-3b	New Downtown Seattle Light Rail Surface Connection: At-grade
AC-4	Light Rail from Ballard to University District
AC-5	I-405: Bus Rapid Transit from Lynnwood to SeaTac in HOV/managed lanes where available
AC-6	Light Rail from Totem Lake to Issaquah via Bellevue
AC-7	Madison St. Bus Rapid Transit
AC-8	Tacoma Link extension to Tacoma Community College

Draft Priority Projects List

- **System-wide programs and studies from the 2014 Long-Range Plan**

Project Number	Corridor or Representative Project
PR-1	System Access Program: Program to fund research, analysis and implementation of facilities for one or more modes, including pedestrians, bicyclists, transit and private vehicles, to improve access to the HCT system.
PR-2	Innovation & Technology Program: Program to fund research, analysis and implementation of innovative best practices, partnerships, and technologies to increase ridership, improve service and enhance regional mobility outside of new investments in large capital projects.
PR-3	TOD Program: Program to fund planning and due diligence of transit-supportive land use activities
PR-4	Issaquah Highlands to Overlake via Sammamish, Redmond HCT Study
PR-5	HCT Study to examine access and connection on NE 145th from State Route 522 to Link Light Rail
PR-6	Northern Lake Washington HCT Crossing Study
PR-7	Agency wide capital and operating costs for insurance, reserves, and agency administration

Draft Priority Projects List

- **Supporting System Expansion**
 - Facilities and services to support the ST HCT system as it expands

Project Number	Corridor or Representative Project
SE-1	Vehicle purchases to support system expansion
SE-2	Maintenance and storage facilities for Bus, Light Rail, and Sounder services as needed to support system expansion
SE-3	ST4 Planning

**City of Kenmore, Washington
Joint City Council & Planning Commission Special Meeting
Minutes
June 1, 2015**

CALL TO ORDER – The special joint meeting of the Kenmore City Council and Planning Commission was called to order by Mayor David Baker at 7:00 p.m.

Councilmembers present: Mayor David Baker, Deputy Mayor Allan Van Ness and Councilmembers Laurie Sperry, Milton Curtis, Nigel Herbig and Stacey Denuski

Councilmembers excused: Councilmember Brent Smith

Staff present: Rob Karlinsey, City Manager; Nancy Ousley, Assistant City Manager; Debbie Bent, Community Development Director; Lauri Anderson, Senior Planner; Rod Kaseguma, City Attorney; and Patty Safrin, City Clerk

Planning Commissioners Present: Chairperson Doug Nugent, Vice Chairperson Angela Kugler, and Commissioners Mike Mulcare, Mark Ohrenschall, Debra Srebnik and Mike Vanderlinde

Planning Commissioners excused: Commissioner Carol Baker

BUSINESS AGENDA

Presentation and Discussion of Final Recommendations on the 2015 Comprehensive Plan Update – Debbie Bent, Community Development Director, and Lauri Anderson, Senior Planner, were present to give a brief report. They were also available to answer any questions. Senior Planner Anderson gave a brief review of the Comprehensive Plan update process so far and next steps. She stated that the focus of this update has been on the Housing, Public Service and Utilities Elements, as well as the Vision Statement and a series of policies related to healthy, active living, sustainability, and regional transportation. Planning Commission Vice Chairperson Kugler briefly reviewed the Commission's deliberations and recommendations since they last met with the City Council. The Planning Commissioners were also available to answer any questions.

STAFF REPORT

City Manager Karlinsey stated that he needs the City Council's help with Sound Transit 3, the system plans that Sound Transit wants to put on the ballot in November of 2016 for funding. He stated that there are scheduled public meetings coming up soon at which Kenmore needs to be represented, and we also need to reach out to individual Sound Transit members and get citizens and citizen groups to step up and speak out. He also asked for Council direction at next week's meeting regarding asking for structured parking for Kenmore as part of ST3.

CITY COUNCILMEMBER REPORTS & COMMENTS

Councilmember Denuski noted that she has been working for the Street Fair, kids “drive-in” movie, and waterfront races coming up on June 27th.

Councilmember Sperry asked if the library had been asked to do a booth at the Street Fair, and was told that they had been asked.

Mayor Baker asked for Council feedback regarding participating in a national program in October encouraging residents to display a purple porch light to highlight awareness of domestic violence.

ADJOURNMENT

Mayor Baker adjourned the regular meeting at 7:35 p.m.

David Baker, Mayor

ATTEST:

Patty Safrin, City Clerk



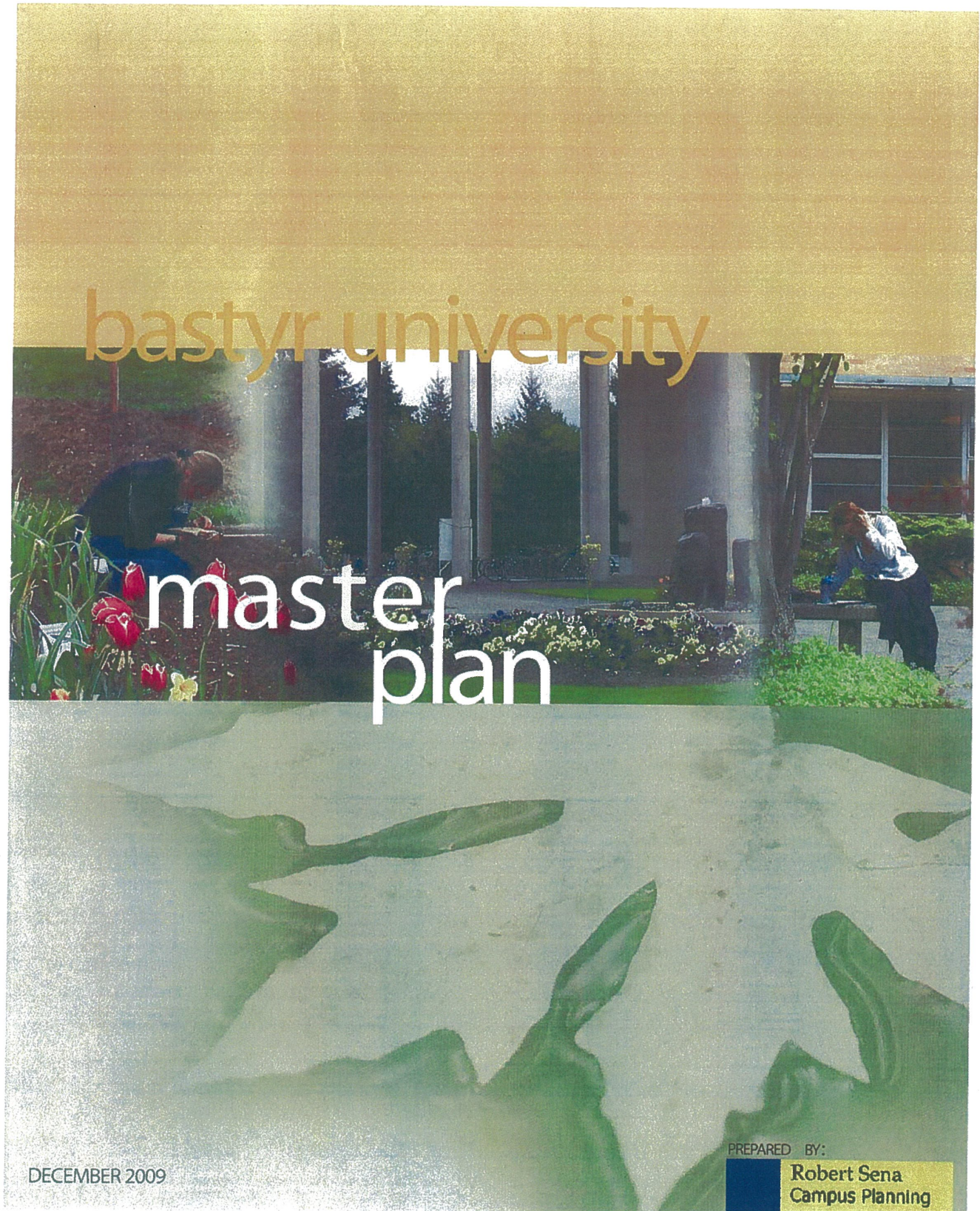
**City Council Business Agenda Item
City of Kenmore, WA**

Subject/Topic: Contract No. 15-C1420 for construction of the 2015 Sidewalk Gaps Project	For Council Meeting Agenda of: June 15, 2015 Department: Public Works Prepared by: Zack Richardson, Capital Projects Manager										
Proposed Council Action/Motion: Authorize City Manager to Enter into a contract with <i>Road Construction Northwest, Inc</i> for construction of the 2015 Sidewalk Gaps Project not to exceeds \$116,600	<table style="width: 100%;"> <tr> <td style="width: 70%;"></td> <td style="width: 30%; text-align: center;"><u>Initial & Date</u></td> </tr> <tr> <td>Approved by Department Head:</td> <td style="text-align: center;">RMO 6/4/15</td> </tr> <tr> <td>Approved by City Attorney:</td> <td style="text-align: center;">N/A</td> </tr> <tr> <td>Approved by Finance Director:</td> <td style="text-align: center;">PK K Am JG</td> </tr> <tr> <td>Approved by City Manager:</td> <td style="text-align: center;">DOK</td> </tr> </table> Exhibits/Attachments: Project Coversheet / Vicinity Map		<u>Initial & Date</u>	Approved by Department Head:	RMO 6/4/15	Approved by City Attorney:	N/A	Approved by Finance Director:	PK K Am JG	Approved by City Manager:	DOK
	<u>Initial & Date</u>										
Approved by Department Head:	RMO 6/4/15										
Approved by City Attorney:	N/A										
Approved by Finance Director:	PK K Am JG										
Approved by City Manager:	DOK										
Expenditure Required \$ 116,600	Amount Budgeted \$155,000	Appropriation Required \$ 0									
<u>INFORMATION/BACKGROUND:</u> The 2015 Sidewalk Gaps Project proposes to construct sidewalks at the following locations (see attached vicinity map): - West side of 68th Ave NE, between the existing end of sidewalk and the south limits of the state-owned boat ramp access road - West side of 72nd Ave NE, between the existing end of sidewalk and existing curb return ramp at Simonds Road. - South side of NE 155th Ave, between the existing end of sidewalk and existing curb return at Simonds Road. These are all small sections of sidewalk which will connect existing pedestrian facilities. The project was partially designed in 2014 and money was set aside in the 2015 budget for construction of the improvements. Staff has gone through the public bidding procedures to select the lowest responsible bidder. A total of 3 bids were received and the lowest responsible bidder was <i>Road Construction Northwest, Inc</i> with a bid of \$97,164. Staff request council approval to enter into a contract with <i>Road Construction Northwest, Inc</i> to construct the improvements. The contract maximum value of \$116,600 represents the low bid value plus 20% for construction contingencies.											
<u>FISCAL CONSIDERATION:</u> The funds for this project have been reserved within the Sidewalk Program budget and the low bid amount is below the budgeted amount of \$155,000.											
<u>COUNCIL GOAL/BUDGET OBJECTIVE BEING ADDRESSED:</u> 1. To focus on and emphasize multimodal transportation safety in the City of Kenmore with a specific focus on pedestrian, bicycle, and other means of travel. 9. To accelerate implementation of the Sidewalk Plan and pursue various funding options.											



**City Council Business Agenda Item
City of Kenmore, WA**

Subject/Topic: Threshold decision approving further review of a potential Development Agreement with Bastyr University Proposed Council Action/Motion: Motion approving further review of a potential development agreement with Bastyr University	For Council Meeting Agenda of: 06/15/15 Department: <u>City Manager</u> Prepared by: Debbie Bent, Community Development Director Initial & Date Approved by Department Head: <u>[Signature]</u> Approved by City Attorney: <u>[Signature]</u> Approved by Finance Director: <u>[Signature]</u> 6/10/15 Approved by City Manager: <u>[Signature]</u> Exhibits/Attachments: 1. Copy of the adopted Bastyr University Master Plan 2. Copy of the Lease Agreement for Active Recreation Facilities (Contract 09-C824)
Expenditure Required \$ See Amount Budgeted: N/A Appropriation Required \$ 0 fiscal note below.	
INFORMATION/BACKGROUND: At the 6/15/15 Council meeting Staff is recommending that Council pass a motion to allow review of a development agreement with Bastyr University. The Development Agreement process requires that a majority of the Council make a “threshold decision” to proceed with further review of a development agreement application. The development agreement process also requires a Public Hearing and Council super majority approval (vote of a majority plus one) of the agreement. 6/29/15 is tentatively identified as the date for a Public Hearing and Council consideration of an Ordinance authorizing approval of a development agreement. The Council approved the Bastyr University Master Plan, December 2009 (Ordinance 09-0304). A copy of the Final Master Plan is attached (Exhibit 1). The master plan is currently in effect through December 2019. Bastyr would like to extend the master plan timeframe by five years, through December 2025. A minor amendment to a master plan does not substantially change the nature or level of use or require new environmental review. A minor amendment may be approved through the development agreement process. Extending the term of the master plan, can be considered a minor amendment to the master plan as Bastyr is not proposing any other changes. The City and Bastyr University executed a lease agreement December 2009 outlining terms for joint use of the athletic fields on the Bastyr campus (Exhibit 2). The lease agreement expires December 31, 2020 unless extended. The City would like to extend the lease term through December 2025. Extending the lease term could also be addressed in the Development Agreement.	
FISCAL CONSIDERATION: \$200 threshold review fee, \$5000 development agreement review fee and attorney review fees. The City may consider waiving these fees as part of consideration in the development agreement.	
COUNCIL GOAL/BUDGET OBJECTIVE BEING ADDRESSED: Council goal: To continue to implement the Economic Development Plan, including support existing businesses. Vision Statement: Support and encourage education and quality schools; and supports recreation and health through well-maintained parks, trails, and open spaces	



Prologue: A Journey Through Bastyr

As soon as you turn from Juanita Drive into the campus, you are enveloped by peace. The car slows to be absorbed into the deciduous canopy above; your eye is drawn into the forest never ending, curving to the entry. Bastyr University is a special place. A place of healing that teaches healing in a healing environment. If you are a student, a teacher, a staff member, or a visitor to Bastyr, you are part of that environment and it leaves its indelible mark.

How do we build a university given these parameters? How do we develop a world-class institution, a destination campus, and still maintain the integrity of the forest? We listen to the land and study its tendencies, its strengths, and its sensitivities before even touching pencil to paper. We develop a set of principles and parameters that guide what can be designed, that establish boundaries of development, and that set the requirements for a healing environment. Such is the University's dedication to the environment that the institution has committed to the gardens as the focus, to green and nature as the carpet with cars hidden and buildings integrated into that natural fabric.



Dr. John Bastyr's hands. Photo by Mark Frey

VISION

As the world's leading academic center for advancing and integrating knowledge in the natural health arts and sciences, Bastyr University will transform the health and well-being of the human community.

MISSION

We educate future leaders in the natural health arts and sciences. Respecting the healing power of nature and recognizing that body, mind and spirit are intrinsically inseparable, we model an integrated approach to education, research and clinical service.



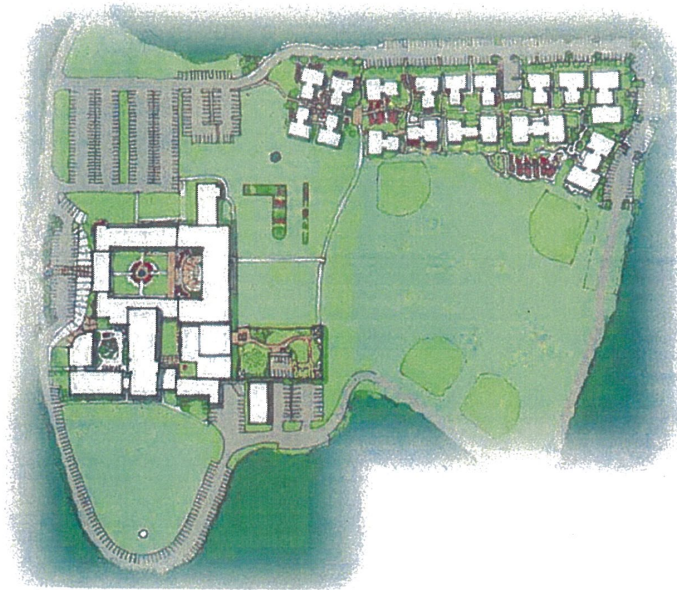
The Bastyr Gardens are a living laboratory, a place to experiment with the soil and its issue, a place to learn and to seek. The gardens are a living book of plants that can be used for healing and for eating. The exterior gardens transition to the interior gardens at building entries/atriums, lush with the healing and medicinal plants of climates warmer than those of the Northwest. You enter into the moisture and smells of these gardens, which, in turn, lead to the halls of study, exploration, and service.

The Bastyr Gardens are jewels on a pedestrian string. Gardens for teaching, research and production of traditional Chinese medicine, western medicine, herbs, flowers, and organic food each have their own focus, students, and gardeners. Yet, they are all in such proximity that all participants can learn from their gardening neighbors. The path that connects them allows students, faculty, staff, and visitors to observe each garden's plants and the people who till and study them, who harvest their bounty and who then craft the meals and medicines that we need.



The spaces that separate gardens and buildings are a living fabric of grass and plants that separates yet ties academics to residences. It is a transition from work to living and allows the student, faculty member or staff person to reconnect to nature and the reasons she/he is at Bastyr. The building in which Bastyr University started is the old Saint Thomas Seminary, a massive, 180,000 square foot monolith that welcomes you through a three-story tall colonnade of pillars on the west and overwhelms you with a five-story brick façade on the east. A series of freestanding structures and wings that are shorter in height than the main building, attempting to mitigate its mass and create a "village" surrounding the "castle." It is as if the main building is reaching out to the gardens and is embraced by them. Each new wing opens on to courtyards, and the new freestanding buildings, separated from one another by gardens and patios, radiate out from the old and reach for the gardens, meadow, and forest beyond.

The current Master Plan illustrates what Phase I of this development might look like. We invite you to take your own journey through the future of Bastyr University. As you read the plan and enjoy the sketches anticipating campus growth and development, may you better understand our vision for Bastyr.



BASTYR UNIVERSITY MASTER PLAN
December 2009

PREPARED FOR:
BASTYR UNIVERSITY

PREPARED BY:
ROBERT SENA CAMPUS PLANNING & DESIGN
SAN ANSELMO, CALIFORNIA

WITH THE ASSISTANCE OF:
HEFFRON TRANSPORTATION, INC.
SEATTLE, WASHINGTON

KPFF
SEATTLE, WASHINGTON

SHANNON AND WILSON, INC.
SEATTLE, WASHINGTON

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chapter one

introduction



Introduction

In the spring of 2002, Bastyr University initiated a Campus Master Plan process to guide the development of future programs and facilities. Since that time, Bastyr students, faculty, and staff have participated in a Master Plan process to develop a program of facilities and designs for the campus that support the university's vision for the next 10 years.

When the Board of Trustees adopted the Bastyr University 2004 Master Plan (not approved by the City), its members thoroughly discussed the values they wanted the document to express and the strategic directions the University should follow. Since these topics were already vetted and enthusiastically supported, the 2009 Master Plan makes no changes to these values. Rather, the plan is intended to support and help realize the values defined during the earlier planning process.

The challenge of the Master Plan is to plan for long term facilities growth that meets the institution's academic needs while preserving the natural environment, open space, and recreation opportunities on campus. To meet this challenge and shape future decisions, the university created several guidelines to direct the campus planning process. Bastyr University will:

- develop as a small university with slow and steady growth over a long period of time,
- provide a mix of academic buildings and onsite housing,
- develop plans and designs to mitigate traffic, parking, and environmental impacts,
- provide beneficial health and wellness resources to the campus and adjacent communities, and
- preserve and enhance the natural environment to the extent practicable.



1. INTRODUCTION

WHAT IS A MASTER PLAN?

A campus master plan is a comprehensive development plan that addresses future land use, transportation, facilities, infrastructure, and open space to guide the growth and development of a campus. Through analysis of building and facility needs, existing conditions and alternative development patterns, it tests the site and provides recommendations, policies, and guidelines for the physical form of the campus. The master plan is a tool to guide Bastyr in the development of future programs and facilities in a way that fulfills the vision and mission of the university.

The campus Master Plan is a commitment to a particular development pattern that will be Phase I of development of the campus. It does not constitute a commitment to specific projects, a construction schedule, or funding priorities. It is, however, a chosen physical form for the first 10-year phase of growth of the campus based on a comprehensive planning process and establishes guidelines and recommendations for achieving this form.



1.2 BASTYR UNIVERSITY MASTER PLAN

PURPOSE OF THE MASTER PLAN

In 1994, Bastyr University found its facilities were insufficient to meet its student population needs and also provide for expansion of its academic programs. The Master Plan establishes a development pattern for the campus and its systems, including a land use plan, a circulation framework, and a campus design concept. It integrates Bastyr's plans with neighboring communities' plans and projects. It addresses the university's needs to grow while preserving the environment and unique natural setting of the site. Finally, the Master Plan links strategic drivers and positioning elements with the physical design of the campus to fulfill the university's vision and mission.

The Master Plan is more than a blueprint for future campus development. It incorporates important strategic elements in its understanding that how the university creates its campus will have a significant long-term impact on its ability to attract students and to attract and retain high quality faculty and staff.

Bastyr's long-term viability as an independent small university of natural health sciences is dependent on its ability to create what is experienced as an exceptional learning, research and healing environment - a place where people from all over the country and all of the world want to be. The master plan is fundamentally based on this premise.



NEED FOR THE MASTER PLAN

In recent years, Bastyr University has been faced with a growing student population without sufficient facilities to support them. In addition, the university wanted to continue to expand its academic programs. As it considered expansion both in academic and residential

I. INTRODUCTION



facilities, the university also faced the challenge of developing on a 51-acre site, of which only half is developable due to steep slopes and wetlands. In order to meet these challenges, Bastyr University embarked on the Campus Master Plan.

In 1999, the university began discussions with the Catholic Archdiocese of Seattle concerning the possibility of entering into a long-term lease/purchase agreement for its current campus site. These discussions culminated in the execution of a 20-year lease with a purchase option. The purchase option identified July 1, 2006 as the most advantageous date for acquisition of the property from the Archdiocese.

As part of the initial analysis of the site the university held initial discussions with the newly formed City of Kenmore regarding its perspectives on future Bastyr development. The City was in the early stages of development of its Comprehensive Growth Management Plan, as required by state law.

During the planning process the City indicated an intention to rezone the property for institutional purposes and to remove its underlying residential zoning. As a result of discussions between the City of Kenmore, Bastyr, and the Catholic Archdiocese, it was agreed to designate the St. Thomas site as a Master Planning Subarea of the Comprehensive Plan. Bastyr agreed to enter into a cooperative process with the City of Kenmore to create a long-term master plan for campus development. This plan would be reviewed by the city, and once approved would establish the basis for future specific facility improvements.

To initiate this process, the university began a national search for campus planning expertise to assist in the development of a comprehensive master plan. This process involved a careful survey of firms specializing in the area of campus planning. As a result of this

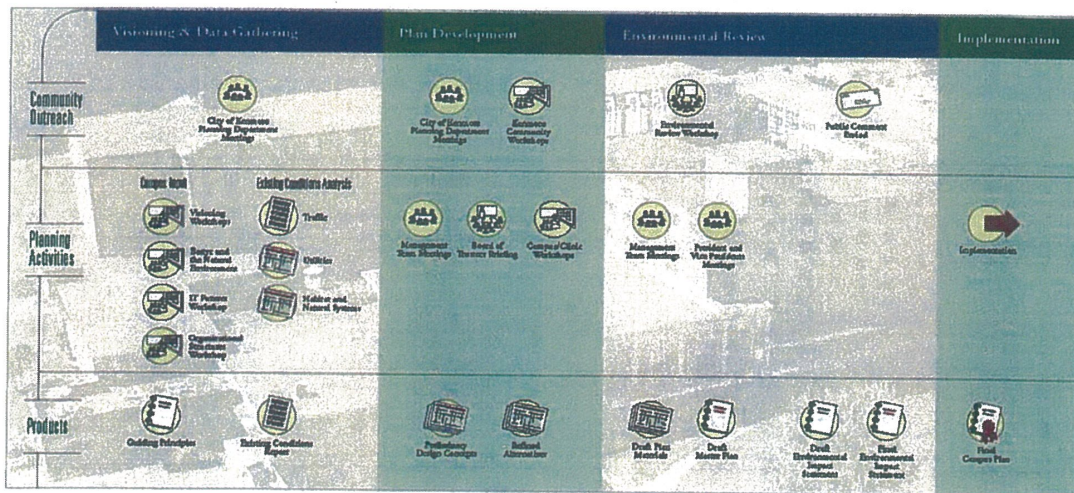
1. INTRODUCTION

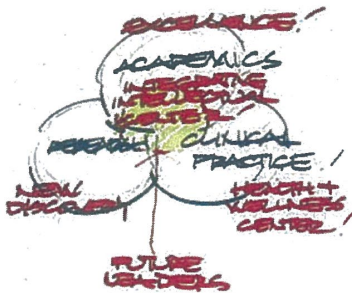
process 17 firms were invited to present a statement of qualifications. Three firms were selected as finalists, and Moore Iacofano Goltsman Inc. of Berkeley, California was selected in spring of 2002 to work with the university.

THE PLANNING PROCESS

The planning process was a collaborative effort between Bastyr University officials and representatives; students, faculty, and staff; community members and City of Kenmore representatives; and an interdisciplinary team of consultants. Preliminary data collection began in Spring 2002 and formed the foundation for the project. The work has generally followed a four-step process, as discussed in the following paragraphs.

The process graphic below illustrates the steps in the planning process.



1. INTRODUCTION


STEP 1: Visioning and Data Gathering

In May and June of 2002, the university held a series of visioning workshops with members of the Bastyr community to foster discussion, solicit ideas and obtain feedback for development of a Campus Master Plan. Participants at these workshops included invited students, staff, faculty, administrators and officers. Visioning workshops covered such wide-ranging topics as the relationship of Bastyr University to the natural environment, the idealized organizational structure for the university, and the future of information technology at Bastyr. Each of these workshops helped to form the vision, drivers, and guiding principles that shaped the development of the master plan.

The university community continued to provide input throughout the process through meetings and workshops. An informational display located in one of the main campus hallways also provided updates on project status and offered another opportunity for people to comment on the plan.

At the same time as the initial visioning workshops, members of the consultant team were gathering data and information to develop an understanding of the physical, academic, and institutional environment. The purpose of this effort was to document and evaluate existing



campus conditions, including the university's and site's unique histories, the natural environment, existing land uses and facilities, transportation and traffic conditions, and campus infrastructure. Through interviews with key individuals from the university, the team documented program needs and goals. The analysis of existing university conditions formed the foundation for developing alternative development plans in the second phase.



STEP 2: Developing the 2004 Master Plan (not approved by the City)

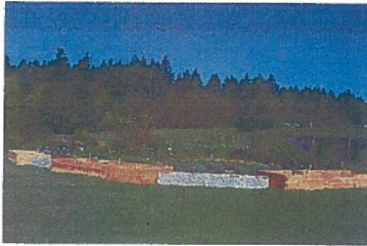
In order to discover what type of development plan would satisfy the university's needs and goals, Bastyr University began an analysis of alternative future scenarios. To begin this analysis, Bastyr considered critical issues, including the desired density of academic and residential development on campus, how much parking to accommodate and how to minimize the impact of parking and traffic, and to what degree community-based facilities should be part of the campus.



The university evaluated four alternatives and chose a preferred program and design alternative from this review. This alternative was then refined through meetings with campus stakeholders. Based on the preferred alternative, an illustrative plan and other supporting system plans were developed to compose the master plan.

STEP 3: Environmental Review

The 2009 Master Plan and its recommendations fall within, and rely upon, the conditions established in the Environmental Impact Statement approved by the City of Kenmore in 2004. The 2004 Master Plan (not approved by the City) included an analysis of existing physical and environmental conditions. The Environmental Review evaluated the entire Bastyr site, as it is a habitat integral with Saint Edward State Park that surrounds it. The analysis identified potential environmental impacts that had to be considered during the creation of the preferred development pattern.

1. INTRODUCTION


and has influenced the form of the plan. This analysis also laid the foundation for an Environmental Impact Statement (EIS).

The 2004 Master Plan (not approved by the City) underwent an environmental review process, resulting in an approved EIS. This document is required to ensure that the university's plans do not have a significant negative impact on the environment. The EIS examines alternatives for campus development and identifies a preferred alternative. Public meetings throughout the process help focus the analysis on issues of community concern.

The Master Plan itself was approved by the Bastyr University Board of Trustees but was not approved by the City of Kenmore due to unresolved conflicts with potential traffic to be generated and the desire of the City to maintain all or part of the existing Little League fields on the site. In 2008, Bastyr undertook a new Master Plan process to refine the concept for the first 10 years of on-campus development.

STEP 4: Updating and Implementing the Plan

With input from the City of Kenmore, an approved EIS and the support of the University's Board of Trustees, Bastyr University is able to refine the preferred development pattern. The plan will guide campus development actions for the next 10 years and provide recommendations for successful phasing and implementation of the plan.

REPORT ORGANIZATION

This report is organized into the following sections:

The **Prologue** introduces the vision for Bastyr University and provides a glance into the illustrative plan.

Chapter 1: Introduction provides general background information on the master plan and planning process.

Chapter 2: Planning Context describes the historical, institutional, physical, and political context within which the Master Plan is being developed.

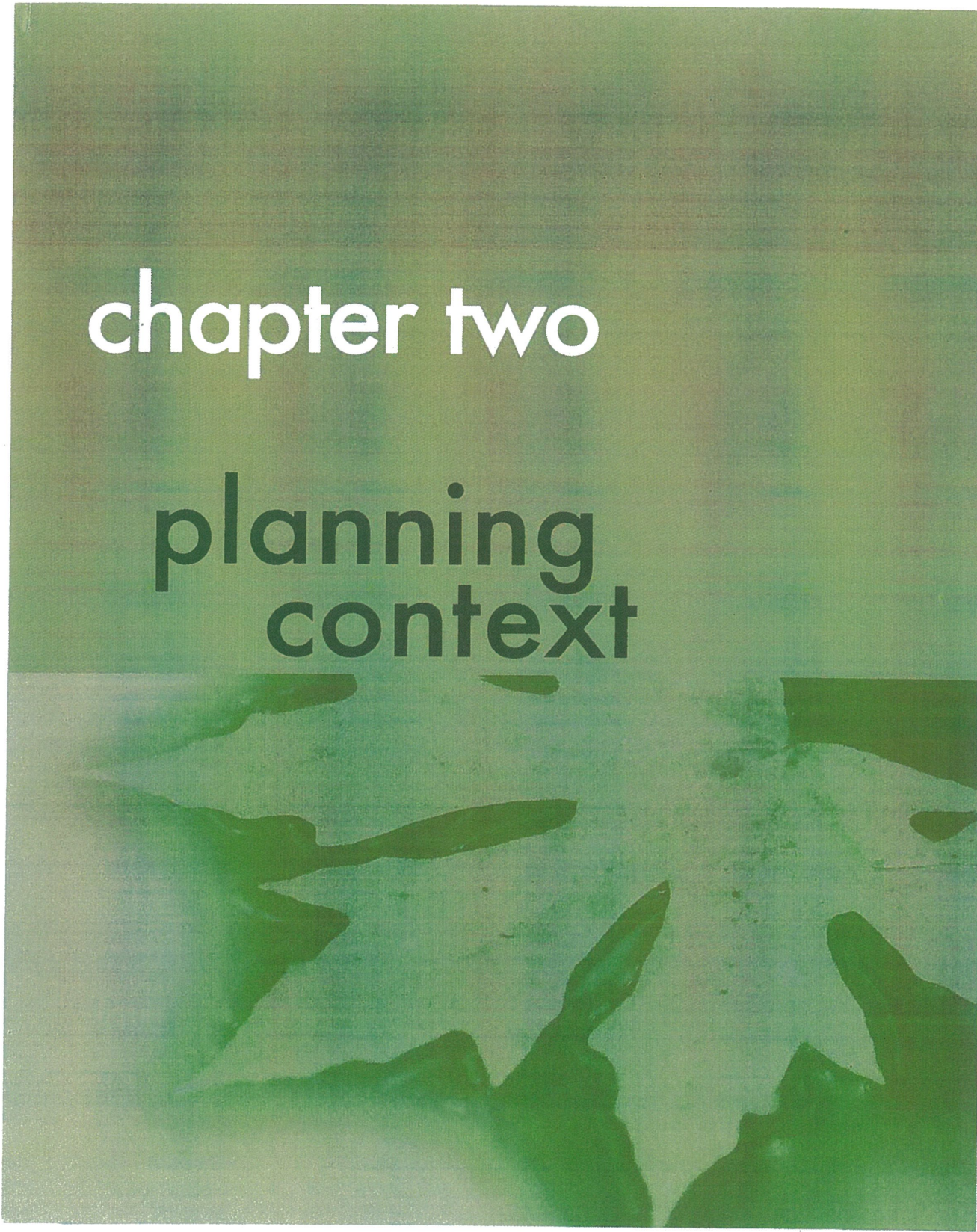
Chapter 3: Strategic Positioning identifies the drivers that shaped the Master Plan.

Chapter 4: Plan Program defines the program of building and site facility needs based on anticipated future enrollment and academic direction.

Chapter 5: Development Plan presents the master plan for the campus, including the land use plan, transportation and circulation plan, landscape and open space plan, campus design plan, and illustrative plan.

Chapter 6: The Garden Plan presents a detailed plan for the Bastyr gardens, in addition to a discussion on background, visions, and program needs.

Chapter 7: Implementation recommends strategies for phasing and implementing the Master Plan.



chapter two

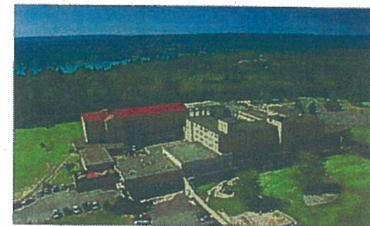
planning context



Planning Context

The master plan process has occurred in the context of the institutional, physical, and regulatory environment of the region and adjacent community. This chapter presents the master plan context and discusses existing conditions, with an emphasis on constraints and opportunities, that helped shape key decisions and directions during the planning process. The chapter is organized into the following sections:

- Historical Perspective,
- Regional Location,
- Campus Vicinity,
- Academic Organization,
- Existing Physical Conditions,
- Facilities and Uses,
- Access, Parking, and Transportation,
- Public and Private Utilities,
- Development Process, and
- Site Opportunities and Constraints.



HISTORICAL PERSPECTIVE

In the 1920's, the Archdiocese of Seattle donated land that includes the current Bastyr University site to the Sulpician Order of Catholic Priests. Subsequently, St. Edward Seminary was built on one portion of the land in 1931. The St. Thomas Seminary, the main campus building on the Bastyr University site, was constructed to the southeast of St.

2. PLANNING CONTEXT



Edward Seminary in 1958. In 1977, the Archdiocese sold 316 acres of the property to the State of Washington for use as a state park, leaving fifty-one acres of land surrounding the St. Thomas Seminary, which was retained by the Archdiocese. The Washington State Parks District currently operates the St. Edward facility.

From 1958 to 1974, the St. Thomas Center, the current Bastyr site, was operated as an accredited college. Since 1974, the seminary has functioned as a mixed-use facility. It has housed educational programs, a conference center, and a residential drug abuse treatment facility. Bastyr University first leased the building and property in 1995 then purchased the campus in 2005; the building houses the university's academic, administrative, student, and research facilities.



2. PLANNING CONTEXT

REGIONAL LOCATION

Bastyr University is located in the City of Kenmore, Washington. Kenmore is located in the northern portion of King County, approximately 15 miles northeast of Seattle. Lake Washington, the largest surface water body in the Kenmore area, forms the western boundary of St. Edward State Park. At the time of its incorporation in 1998, the city's population was 16,874 with 6,496 housing units. By 2000, the city had grown to a population of 18,678 with 7,562 housing units.



2. PLANNING CONTEXT



CAMPUS VICINITY

Bastyr University's main campus resides on 51 acres adjoining St. Edward State Park in the southern portion of the City of Kenmore, Washington. The campus is bounded by Juanita Drive on the east, N.E. 145th Street on the north, and a private road to the west. St. Edward State Park surrounds the Bastyr site beyond these roads on three sides. The campus includes a 186,000 square-foot building, recreation fields, forested areas, and hiking trails.



ACADEMIC ORGANIZATION

Bastyr is currently organized under three program areas: acupuncture and oriental medicine (AOM), naturopathic medicine (NM) and natural health sciences (NHS). These programs will reflect the university's major academic areas. Within the three areas, the academic degrees are currently as follows:

Naturopathic Medicine

Bastyr's naturopathic medicine program offers a rigorous medical school education and training to primary care physicians in holistic principles and natural therapies. Students receive academic preparation in the medical sciences and formal clinical training in the university's teaching clinic, Bastyr Center for Natural Health, and additional community locations.

2. PLANNING CONTEXT

Acupuncture and Oriental Medicine

The AOM program provides doctoral and master level training in contemporary Acupuncture and Oriental medicine practices. An internship option provides for intensive study in China at one of two sister universities teaching traditional Chinese medicine.

**Nutrition**

The graduate and undergraduate programs in nutrition provide a "whole foods" approach, balanced with the rigorous study of human biochemistry and nutrient metabolism, a unique approach not found at other institutions. Students learn natural foods preparation and cooking techniques in the teaching kitchen and help maintain Bastyr's culinary and medicinal herb garden.

**Exercise Science and Wellness**

The bachelor's curriculum provides studies in exercise and fitness with a strong nutrition component. Students learn how to assist others in maximizing athletic performance while preventing disease and promoting physical well-being. There is a summer massage intensive that is also open to those in the acupuncture, naturopathic and nutrition programs.

**Herbal Sciences**

Bastyr University has launched an herbal sciences program that draws on Bastyr's decades of experience teaching botanical medicine. In a non-clinical curriculum, students study herbs and their applications and consider herbal product manufacturing and quality assurance issues.

2. PLANNING CONTEXT


Psychology With a Health Concentration

The Bastyr psychology program combines a solid foundation in traditional psychology course work with Bastyr's distinctive wellness orientation, integrating a focus on mind, body and spirit.

Bastyr University Research Institute

The Institute has been investigating the effectiveness of natural medicine treatments since 1983. The early work of the Healing AIDS Research Project brought the university the Blackmore International Award for Research and a presentation before the British Parliament. A grant from the National Institutes of Health (NIH) provided Bastyr the needed support to create the first national center for complementary and alternative medicine (CAM) treatments for HIV/AIDS.

Since 2000, the university has operated the Thomas T. and Elizabeth C. Tierney Basic Sciences Research Laboratory, the first research lab to be established at a naturopathic institution. The institute's current research includes a number of private sector and NIH-funded projects. New faculty seed grants support pilot research projects by Bastyr's teaching faculty.

EXISTING PHYSICAL CONDITIONS

Topography

Bastyr University is situated on a flat plateau at an elevation of 400 feet, and is surrounded on three sides by steep slopes, as shown in the map on page 2.9. To the southwest, the slopes fall very steeply to Lake Washington. To the west, the ground slopes (30 to 60 percent) down about 50 feet to a broad swale. To the west of this swale is another relatively level plateau on which St. Edward Seminary is located. To the south and southeast, the ground surface slopes very steeply (60 to 70 percent) to precipitously (80 to 100 percent) down to a ravine, which drains to the west into Lake Washington. To the north and northeast, the upland plateau continues to rise at about 10 to 20 percent.

The steep slopes surrounding the plateau are classified and regulated as steep slope hazard areas by the City of Kenmore, being steeper than 40 percent and higher than 10 vertical feet. As such, no development is allowed on these slopes and 50-foot setbacks are mandated from the top and toe of the steep slope. The setback distance can be reduced to 10 feet, if a special geotechnical study is undertaken and the results indicate that the reduction will not result in the harm of the slope or the proposed development.



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Geology, Soil, And Seismicity

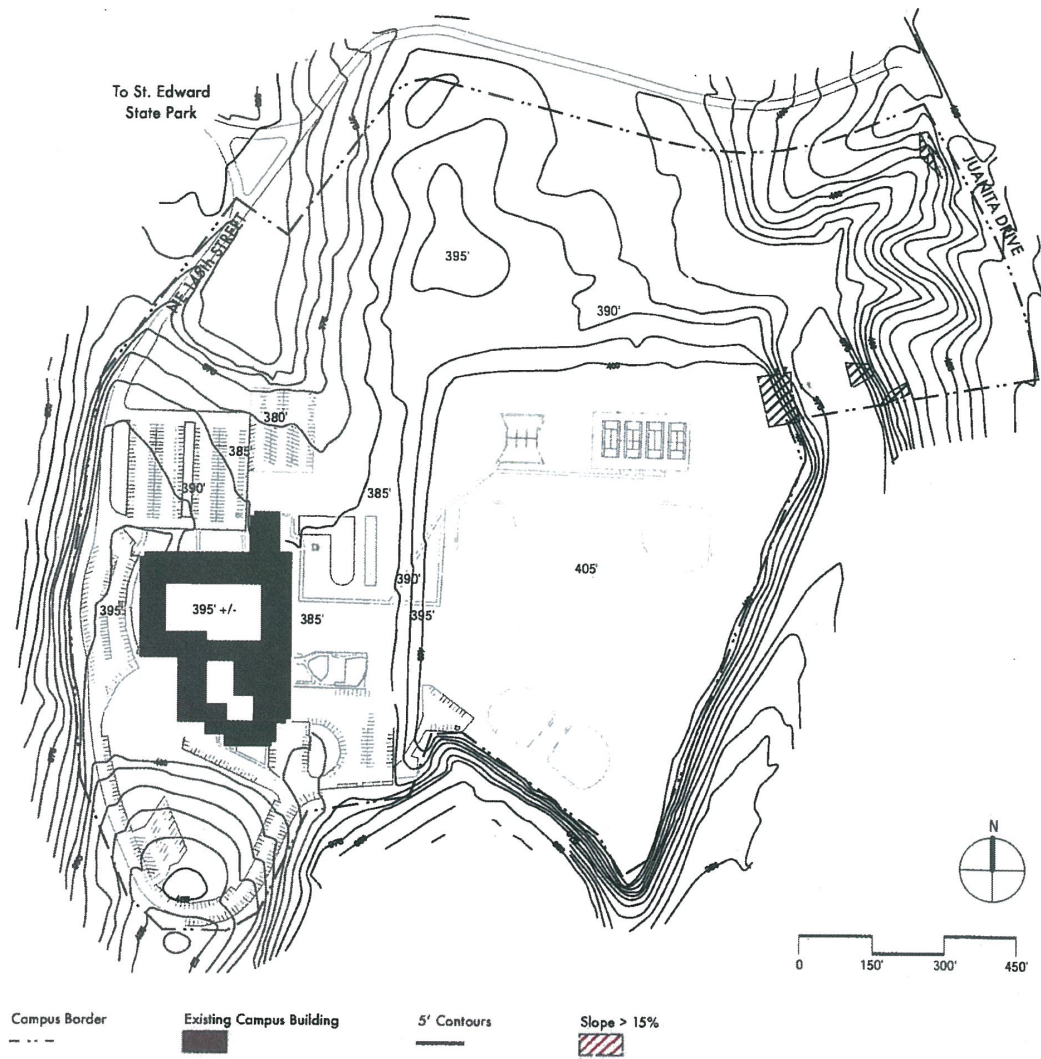
The Bastyr site and surrounding area is underlain by Pleistocene glacial and nonglacial soils. The plateau is underlain by Alderwood (AgC) soil series, described as gravelly, sandy loam, with slopes ranging from 6 to 15 percent. These soils are moderately well drained and weakly consolidated to a depth of 20 to 40 inches, below which they are strongly consolidated and very slow draining.

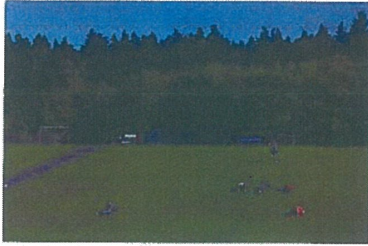
The soil survey shows that the eastern and southern sloping portions of the Bastyr site are underlain by Kitsap silt loam (KpD) on slopes of 15 to 30 percent. Kitsap soils are moderately well drained in the upper 18 to 40 inches and then become very slow draining below that depth. To the south of the plateau, the slope is underlain by Alderwood and Kitsap (AkF) soils on very steep slopes. The City of Kenmore lists areas underlain by AkF and KpD soils as erosion hazard areas. Development in erosion hazard areas requires special clearing permits, a temporary erosion control plan, and other site-specific information.

Although not accurately depicted, the City of Kenmore Geologic Hazards map indicates that the slopes to the west, south and east of the plateau are landslide hazards. This is based on slopes that are (1) steeper than 15 percent, (2) have a combination of impermeable soils with overlying permeable soils, and (3) contain springs or groundwater seepage. There is also evidence of landsliding on some of these slopes over the past 10,000 years.

There are no seismic hazards on this site. Because very dense Vashon Till underlies the ground surface on the plateau at shallow depth, it is not subject to liquefaction. However, in the wooded area to the north and in the bottoms of the swales to the east and west of the plateau, the loose colluvial and wetland soils are subject to settlement during seismic shaking. There are no known faults in the vicinity of this site.

Figure 2.1: Campus Topography



2. PLANNING CONTEXT


Open Space

Bastyr University enjoys a significant amount of open and natural space, as shown in the map on the following page. Forests cover nearly half of the site, creating a natural border around the campus. The forested area is a mature second growth forest. Within the protected campus border are a variety of formal and informal landscapes. A large open space meadow, home to the university's existing recreation fields, lies to the east of the building and is bordered on the north, east, and south by forest.

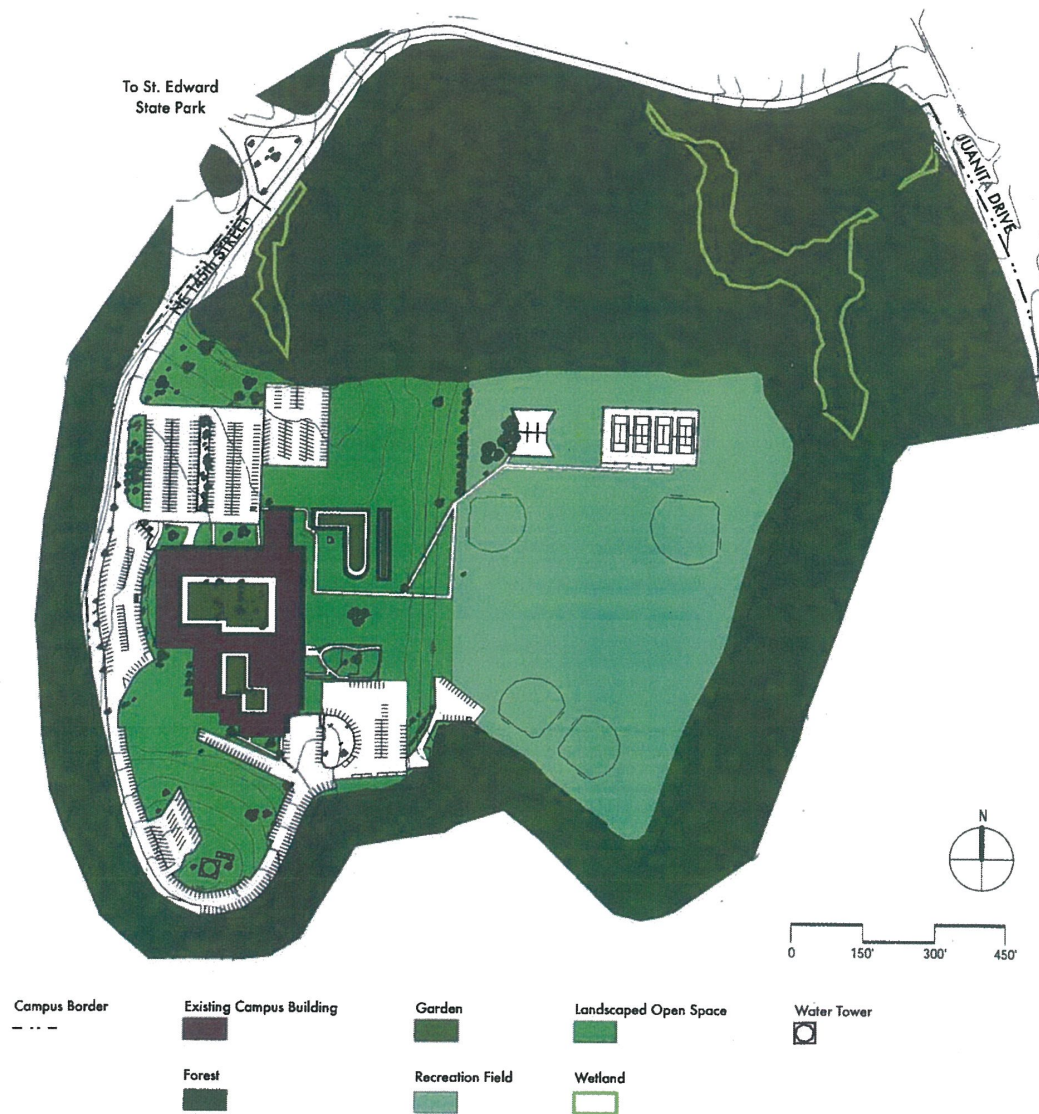
Gardens are a dominant open space feature in the Bastyr landscape. The University Garden is located to the northeast of the building and contains a wide variety of medicinal herbs and plants, as well as vegetables and grains. Smaller gardens are nestled throughout the campus, predominantly in the two large courtyards. For example, the southernmost courtyard is planted with various roses.

General landscaping in the form of grassy lawns, small groupings of trees, and flower plantings cover the remainder of the site.



2. PLANNING CONTEXT

Figure 2.2: Existing Open Space



2. PLANNING CONTEXT


Ecology, Flora, And Fauna

The northern forest, which accounts for approximately forty-five percent of the campus, includes Douglas fir, red alder, western red cedar, and dense shrub cover dominated by salal. The herb layer, where present, is predominantly sword fern.

Based on the Washington State Department of Fish and Wildlife priority habitats and species database, the adjoining St. Edward State Park and the forested portions of the Bastyr University campus are mapped as priority habitat. According to the database, a bald eagle nest was documented in 2000 on the St. Edward Park, approximately 0.5 mile northwest of the Bastyr University campus. The Bastyr University campus and St. Edward Park are mapped on the Kenmore Special District Overlays Map as having "significant trees."

Air Quality

King County was designated as a nonattainment area in 1989. This designation resulted in maintenance measures outlined in the State Implementation Plan (SIP) to return the area to attainment status. Population growth and the continued reliance on the automobile provide the greatest continuing threats to air quality in the region.

DRAINAGE AND HYDROLOGY

Rivers And Streams

No rivers or streams are located on the Bastyr property. Wetlands A and B on the Bastyr site are headwater wetlands to streams in St. Edward State Park. Based on topography, these streams may connect farther north of the site, eventually draining to Lake Washington. Based on information in *Washington Streams and Salmon Utilization*, one stream that is likely downstream of these watercourses is mapped as

having a cascade feature near Lake Washington that is impassible to fish. Therefore, it is unlikely that salmon use the streams above the fish barriers. Because the streams are ephemeral and are not used by salmonids, they are most likely regulated as Class 3 streams. Class 3 streams are required to have 50-foot buffers under existing Kenmore City Code; however, 100-foot wetland buffers encompass both stream buffers.

Wetlands

Two wetlands, identified as Wetlands A and B (B-1 and B-2) are located on the Bastyr University Campus.

Wetland A is located on the northwest portion of the Bastyr site. It is approximately 0.27 acre in size and is dominated by red alder, Sitka willow, salmonberry, skunk cabbage, stinging nettle, and mannagrass. Because Wetland A is forested, is greater than 2,500 square feet, and does not have open water or rare, threatened and/or endangered species, it should be regulated as a Class 2 wetland.

Wetland B-1 is located on the northeast portion of the campus. This wetland is approximately 1.5 acres in size and is dominated by Pacific willow, Sitka willow, skunk cabbage, water parsley, and stinging nettle. Based on site reconnaissance in September 2002, the wetland does not meet the criteria for a Class 1 wetland because it dries up in the late summer. Because Wetland B-1 is forested, is greater than 2,500 square feet, and does not have open water or rare, threatened and/or endangered species, Wetland B-1 should be regulated as a Class 2 wetland.

2. PLANNING CONTEXT

Wetland B-2 is located on the northeast portion of the site, east of Wetland B-1. Wetland B-2 is a small scrub-shrub wetland dominated by salmonberry. Because Wetland B-2 is not forested and has two or fewer classes of vegetation, is smaller than 2,500 square feet, and does not have open water or rare, threatened and/or endangered species, Wetland B-2 should be regulated as a Class 2 wetland.

TABLE 2.1: SUMMARY OF SITE WETLANDS

Wetland	Category	Wetland Buffer (feet)
Wetland A	Class 2	100
Wetland B-1	Class 2	100
Wetland B-2 (also known as Wetland C in 2004 Campus Master Plan EIS)	Class 3	60

The map on the following page provides detail on drainage and hydrology on the Bastyr site.

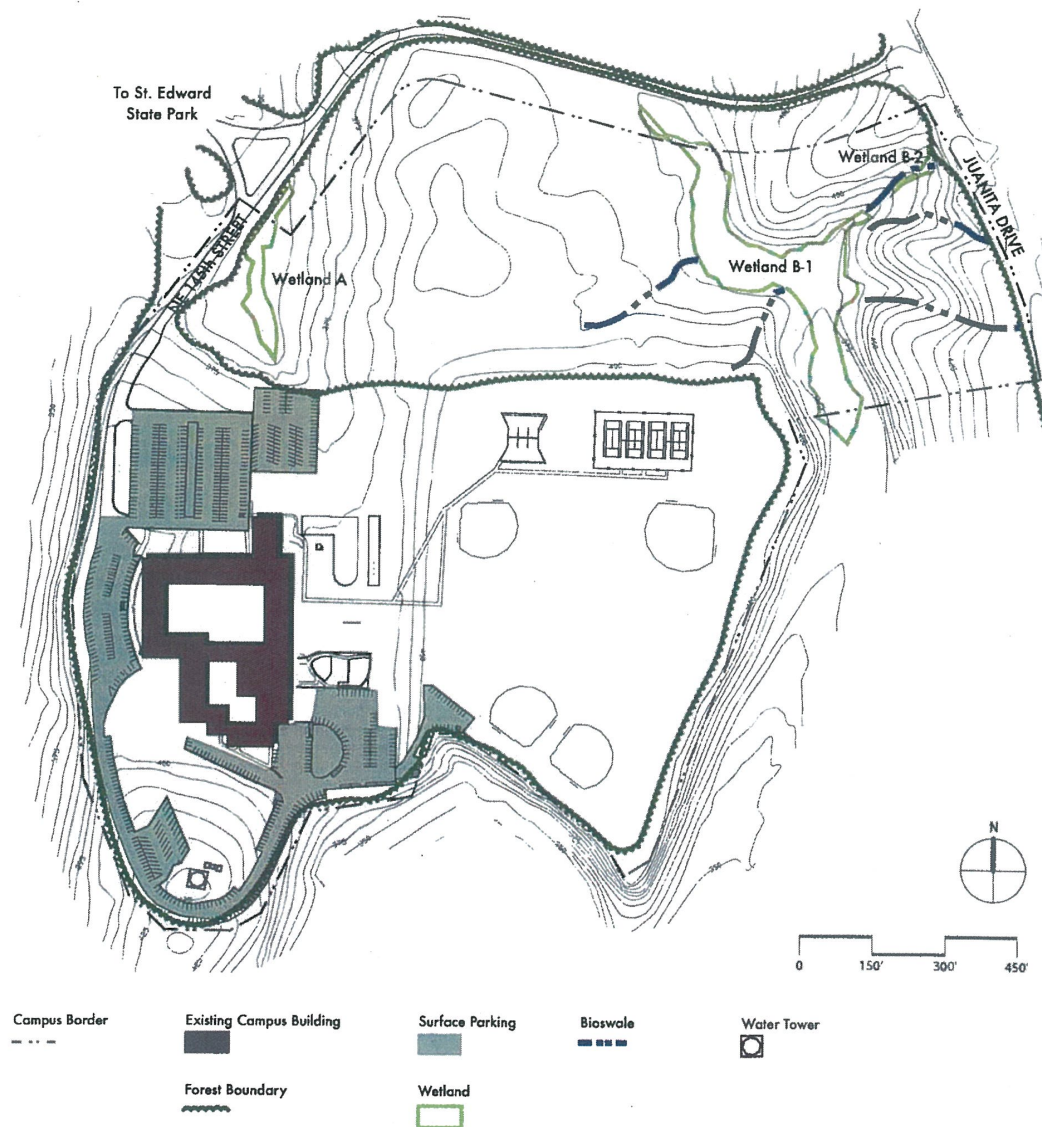
Aquifers

Non potable water used for site irrigation of the Bastyr campus is obtained from an aquifer on the St. Edward State Park site.

Flooding and Floodplains

Areas on the campus potentially prone to flooding during times of peak rainfall include a large collection area on the northeast portion of the site and a smaller area on the far northwest portion of the campus. Flooding in and around the smaller collection area has the potential to affect the existing structures of Bastyr University.

Figure 2.3: Wetlands and Drainage



2. PLANNING CONTEXT

Hazards

The primary natural hazards located on, or adjacent to, the Bastyr University campus are the steep slopes located east and southeast of the ball diamonds.

Potentially Contaminated Areas

Potential sources of contamination on site include two underground storage tanks (USTs) and one aboveground storage tank (AST); fuel and various chemicals that are stored in approved flammable storage cabinets and a sump in the boiler room. Other potential sources of site contamination include nearby properties that have historically stored hazardous materials and are listed on state environmental databases.

The two site USTs include a former gasoline UST and a heating oil UST. The former gasoline UST is reportedly cleaned and was closed in place in 1991. The AST is located adjacent to the existing building complex. No spills, leaks, or stains were observed in the AST vicinity.

Based on an asbestos materials inspection report by Websters' Inc. for the site buildings in 1989, ACBM is present on the site. An ACBM operations and maintenance plan is used at the site. Contaminated soils associated with fill materials may be present.

FACILITIES AND USES

Academics and Research

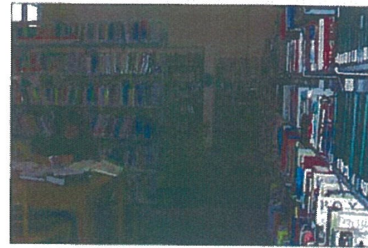
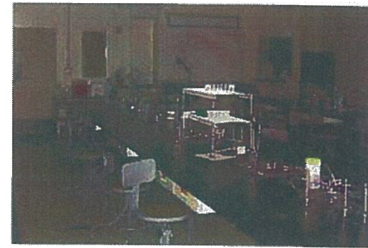
Primary academic facilities at Bastyr University include classrooms, labs, a campus library, a research institute, and an herb garden. Approximately 28,000 square feet, or 23.6 percent, of total area square footage is dedicated to classroom and lab space. The majority of classrooms are located on the first and second floors. The ground floor houses laboratories and classrooms.

The university library is located on the first and second floors. The library is open to students, staff, faculty, and the general public. It houses 22,000 volumes on a broad range of naturopathic and alternative medicine topics. It also includes a collection of over 6,000 audiotapes, journals, videotapes, CD-ROM textbooks and specialized medical databases.

The first and second floors also house classrooms, faculty and administrative offices, a library, and a career and student resource center.

The Bastyr University Research Institute is located on the fourth floor of the building. The institute is dedicated to the evaluation of natural medicine practices, development and testing of new treatments, and the continued development of faculty research skills and student training in research methods.

Finally, the University Garden, a medical herb and culinary garden plot on the campus grounds, provides students with a forum for learning about growing and cultivating herbs, sustainable agriculture, and organic gardening.



2. PLANNING CONTEXT



Administration

Administrative services include the offices of the President and Office of the Vice President for Student Services. A large portion of the second floor is dedicated to administration, including Human Resources, Development, and the Vice President for Finance and Administration. Administration occupies approximately 7,600 square feet, or 6.4 percent, of the total area square footage.



Student Services

Student services at Bastyr University include food, health, academic, and administrative services. Food is provided in a vegetarian cafeteria located on the main floor of Bastyr University. The cafeteria serves breakfast, lunch, and dinner Monday through Friday during the academic year. Brunch and dinner are provided on the weekends.

Student health services are provided through the Bastyr Center for Natural Health, located in Seattle. Additionally, the Counseling and Wellness Center provides individual and couples counseling, wellness consultation, and other services.

2. PLANNING CONTEXT

The university bookstore on the main floor houses over 3,200 books on alternative medicine in addition to acupuncture and medical supplies, clothing, gifts, and natural foods. Additional student services include Admissions, Registrar, and Financial Aid. Finally, a tutoring center offers tutors in basic science courses, open labs, and study sessions.

Housing

Bastyr University provides a limited number of on-campus rooms available on a first-come, first-served basis. Forty five rooms occupying approximately 12,000 square feet are located on the fifth floor of the university. Approximately 50 percent of current residents return the following year.

Activities and Recreation

Multiple activities and recreational opportunities exist at Bastyr, including student organizations, dances, parties, lectures, conferences, and concerts. There are no intercollegiate or organized intramural athletics offered, but the campus includes tennis courts, a volleyball court, baseball diamonds, and play fields. The campus movement room provides another opportunity for recreation, including yoga, Pilates, and Aikido classes, and weight training. Finally, hiking trails in St. Edward State Park are easily accessed from the campus. The park also provides a county-run swimming pool, tennis courts, play fields, biking trails, and a gymnasium.

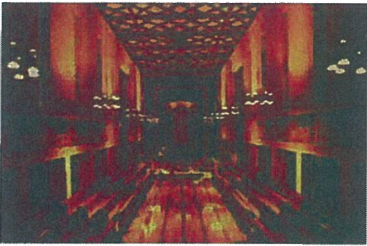


2. PLANNING CONTEXT


Additional University Facilities

The Bastyr University Chapel is a reminder of the facility's past as a Catholic Seminary. The 9,656 square-foot chapel is used for student functions as well as for concerts, audio recordings, and weddings.

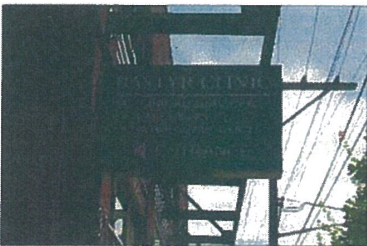
Bastyr University provides a conference center for meetings, retreats, conferences, and weddings. Several rooms on the first and second floors are available for conferences including the chapel and an auditorium. The auditorium is also used for school functions such as lectures and campus events.



Off-Campus Facilities

In 2006 The Bastyr Center for Natural Health was re-located to a newly renovated, LEED Certified facility in Seattle's Wallingford district. The 25,000 square-foot outpatient facility provides patient clinical services and student training. The center includes a natural medicine dispensary; naturopathic, nutrition, acupuncture, and Chinese herbal medicine patient care rooms; a Chinese herbal medicine dispensary; and administrative offices.

Additional clinical training for students is provided at several external sites in the region, including the 45th St. Community Clinic, Covenant Shores residential retirement facility, and the Rainier Park Medical Center, among others.



ACCESS, PARKING, AND TRANSPORTATION

Street Network

Bastyr University is located within a suburban area made up mostly of residences. The street network outside of Bastyr is a combination of minor and collector arterials¹, providing local access and circulation through and to the various neighborhoods to the south and east. North of Bastyr, the area and street system quickly become urban as the system connects to SR 522, a primary link between Kenmore and its neighboring communities. A brief description of the streets serving Bastyr is provided below.

NE 145th Street is a two-lane local access street providing access to Bastyr University and Saint Edward State Park.

145th Street is owned and maintained by the Washington State Parks System and is classified as a state highway by the State of Washington. The City of Kenmore classifies the street as a local street. An agreement between the State and the Archdiocese stipulated that the State will build a new access road should it "extinguish the present access easement" in the future. If the new road is constructed, it must extend from Juanita Drive to the current road on the Archdiocese property and be of equal quality to the existing access route. A portion of the existing road passes through wetland buffer zones; any future upgrade on campus property would likely be located in a manner that avoids negative effects to existing wetlands.

Juanita Drive is classified by the City of Kenmore as a minor arterial. North of the site, Juanita Drive widens to four lanes to serve as access to SR 522. The City of Kenmore Integrated Comprehensive Plan and Environmental Impact Statement - Transportation Element identified Juanita Drive as experiencing traffic problems that impact the regional transportation system.

¹ The City of Kenmore uses the following classifications for roads: collector, minor arterial, and principal arterial



2. PLANNING CONTEXT

SR 522 (NE Bothell Way) is a six to seven lane state route facility. In areas near Bastyr, there are transit-only lanes in both directions. SR522 connects Lake Forest Park, Kenmore, Bothell and Woodinville in the east, to Seattle.

Major Highways

There are no major highways near the Bastyr University Campus. However, SR-522 (NE Bothell Way) connects the City of Kenmore to I-405, State Route 9, and 202 on the east, and I-5 and State Routes 523 and 104 on the west. Bothell Way intersects Juanita Drive approximately two miles north of the university.

Access And Circulation

Bastyr University is served by one point of access, by way of NE 145th Street at Juanita Drive, as shown on the map on page 2.27. West of Juanita Drive, NE 145th Street splits into two roads. One branch provides access to the State Park, the other serves Bastyr University.

On the university grounds, NE 145th Street is a local access road internal to the campus. On-street parking is allowed along the majority of the internal roadway.



Bastyr Traffic Characteristics

Traffic associated with the university was observed in 2000 by Robert Bernstein, and documented in a report dated May 19, 2000. The study documented average hourly traffic volumes at Bastyr on a typical weekday when school is in session. Following the EIS, representatives from the City of Kenmore requested updated traffic information to document 2008 conditions. Heffron Transportation Inc. commissioned a new, three-day machine count on Bastyr's main access driveway from Tuesday, June 3 through Thursday, June 5, 2008. The machine counter was placed on NE 145th Street south of the St. Edward State Park

driveway and north of the on-street parking near Bastyr to capture all vehicles traveling to and from Bastyr's campus

The following table summarizes 2008 traffic volumes in comparison to documented 2003 and 2000 conditions.

TABLE 2.2: EXISTING TRIP GENERATION

	2000	2003	2008
Daily Trips	2,610	2,840	2,330
AM Peak Hour Trips	220	310	233
PM Peak Hour Trips	320	270	217

The University generated more trips in 2000 and 2003 than it does in 2008 because its campus population was higher than current conditions.

Current Mitigation Efforts

Present trip reduction can also be attributed to: improving the university shuttle system; increasing the rate of car pool participation; and increasing the rate of pedestrian and bicycle traffic.

Traffic Operations

All Bastyr traffic uses the intersection of NE 145th Street/Juanita Drive. This intersection is currently stop-controlled on NE 145th Street. The 2004 Campus Master Plan Environmental Impact Statement (EIS) reported a 2004 level of service (LOS) of D at the intersection of NE 145th Street/Juanita Drive. With or without additional growth at the Campus, the 2004 EIS indicated that a signal was needed in the future at the intersection which was projected to result in LOS B.

Recent 2008 traffic volumes are similar to those observed in 2003, and LOS results remain D. However, the peak hour factor can vary, particularly if there are events, such as a large class letting out all at once.¹

LOS review indicates that the City of Kenmore's LOS standard would be exceeded some time during the life of the master plan without placement of a traffic signal. See Chapter 5 for traffic mitigation strategies.

¹Meaning long eastbound queues (exiting Bastyr University) can form for short intervals of time during the peak hour.

2. PLANNING CONTEXT



Parking

Parking for Bastyr University is currently provided through a total of eight parking lots and/or areas, with a total of 671 stalls provided. Of the 671 stalls, approximately 65 stalls are reserved for faculty or other designated uses. The following table summarizes the existing parking supply.

TABLE 2.3: EXISTING PARKING SUPPLY

Lot Location	Stalls
Gravel Lot (adj to North Lot)	84
North Lot	216
Front Lot	96
Watertower Lot	27
Along Watertower Road	123
LIOS, Kitchen, & Chapel Lot	34
South Lot (paved)	71
South Lot (unpaved)	20
TOTAL	671

As part of Heffron's traffic study, peak-parking demand on Bastyr University's campus was calculated using the three-day machine counts performed in June 2008. The peak demand was very similar for all three days, and is estimated to be 522 spaces. Bastyr University has 671 parking spaces on its campus; therefore, it currently has a peak parking utilization of about 82% ($522 / 671 = 0.82$). For comparison, Bastyr's peak parking demand was 595 vehicles, and its peak parking utilization was about 89% ($595 / 671 = 0.89$) in October 2003.

A comparison of the parking demand to the actual supply suggests that Bastyr has enough parking to meet their current demand. However, while the raw supply is counted as 671 stalls, it is important to calculate the effective supply. Effective supply takes into account the inefficiency of parking turnover and the difficulty of finding a vacant

2. PLANNING CONTEXT

stall under peak conditions when the supply is spread out over several acres. Thus, on peak attendance days, the current demand likely exceeds the effective supply. This assessment is fairly consistent with Bastyr's description of current parking conditions on a busy weekday.

Transit

Bastyr is currently served by the King County Metro Route 935. Route 935 provides service between transit centers in Kenmore and Kingsgate, including the Kenmore and Kingsgate Park and Ride facilities and the Kingsgate Freeway Stop on I-405. These centers provide riders with an opportunity to transfer to other regional routes.

Route 935 typically runs every 30 minutes on weekdays, between the hours of 5 a.m. and 8 p.m. It also serves as a Dial-a-Ride Transit (DART) route, which provides both variable routing and scheduled pick-up times.

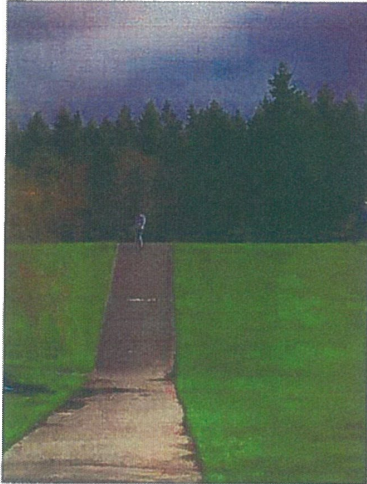
In 2007 the University introduced a shuttle service that operates between the Bastyr Center for Natural Health in Wallingford and the Kenmore Campus. The shuttle is operated by two professional drivers and seats 14 passengers. The shuttle operates nine hours daily with a minimum of 10 trips per day, and on weekends it is used for community events. During fall quarter 2008, the shuttle removed 462 car trips per month.

Non-Motorized Transportation

Within the Bastyr campus, there are no designated walkways along perimeter roads to provide access between parking areas and the primary campus. However, informal trails exist at the edges of the campus providing access to and sometimes through the adjacent green spaces. A pedestrian trail also exists along NE 145th Street from Bastyr to Juanita Drive. Bastyr pays St. Edward State Park to illuminate this trail with time clock control.



2. PLANNING CONTEXT



Juanita Drive provides paved shoulders for pedestrian or bicycle use. It is designated as a bike route by King County, however no pavement markings exist that would formally designate the shoulder space for bicycle use. There are currently no bicycle trails within the Bastyr University campus.

Access for Persons with Disabilities

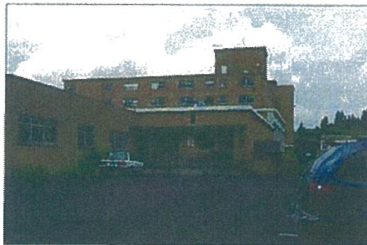
Accessible parking stalls are provided in three parking lots, with a total of eight stalls. Additional ADA capacity will be added in Phase IA - student housing. ADA accessible ramps are located near the stalls and at primary building entrance points to provide access for persons with disabilities.

Emergency Access

Emergency vehicles enter and exit by way of NE 145th Street, as shown on the current site layout.

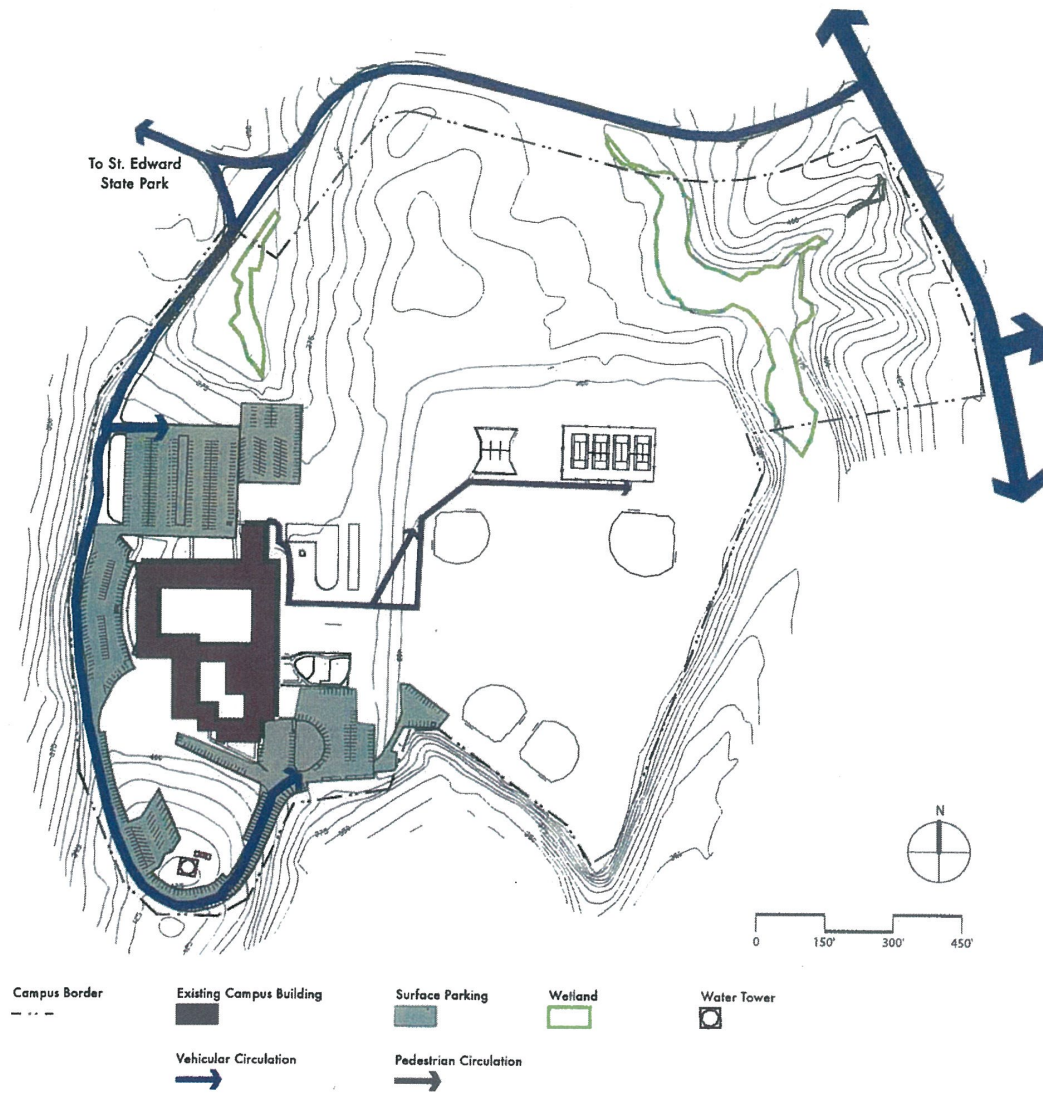
Service Access

Loading bays for kitchen deliveries and other goods are provided in the south lot and the kitchen lot. All deliveries and service trucks enter by way of NE 145th Street, the only point of access.



2. PLANNING CONTEXT

Figure 2.4: Existing Circulation



2. PLANNING CONTEXT

PUBLIC AND PRIVATE UTILITIES

Water Service



Water service to the Bastyr University site consists of two separate networks. The primary network was constructed in 1986 and is operated by the Northshore Utility District (NUD). NUD holds a 10-foot easement for the portion of the main lines within the Bastyr University property boundary. The easement grants NUD access to the site as necessary to install, maintain, or repair the water mains.

Water is supplied to NUD from Seattle Public Utility (SPU). Due to the fact that its contract with SPU will expire in 2011, the District is considering alternate sources of water supply that would allow it to meet the demand for potable water anticipated by projected population growth estimates within its service area.

The second water network serving the Bastyr site is a "private" looped system constructed in or prior to 1959. Water mains within this system link the pump house, located about midway along the south hillside and within park property, to the Bastyr University water storage tank. This network was originally fed by a local stream also located on the hillside to the south of the Bastyr University campus.

Sewer Service

Bastyr University maintains a privately owned, onsite sewer network that lies in part on the St. Edward Park property subject to a retained easement to enter the property for the purposes of constructing, repairing or modifying the line. Any upgrades to the existing network over the 2009 through 2020 time period of the Master Plan will be dictated by current inspection and appropriate engineering requirements.

Stormwater

Surface water and stormwater flows within St. Edward Park and surrounding incorporated areas of the City of Kenmore are managed by the City of Kenmore, with maintenance services currently provided under contract either by the City of Lake Forest Park or the Stormwater Services Section of the King County Water and Land Resources (WLR) Division depending on the type of stormwater facility. The existing drainage network within the City of Kenmore is very limited, consisting mostly of separate systems for storm sewers, detention, water quality, and sedimentation facilities.

Bastyr University and the St. Edward Complex are located within the City of Kenmore-defined South Lake Washington drainage basin. The South Lake Washington basin drains directly into Lake Washington, south of the mouth of the Sammamish River.

Typical contaminants found in local runoff consist of heavy metals, petroleum products, fecal coliform bacteria, and chemicals from pesticides and fertilizers. However, because of Bastyr University's environmental philosophy the campus site is a posted pesticide free zone.

The City of Kenmore has adopted a Surface Water Management Plan, designed to manage the discharge of these pollutants into local water bodies. The plan delineates the Bastyr University site and the St. Edward Complex to be within sub-basin SLW2. In 1958, a storm drain infrastructure was installed to drain the ball field area, the parking lots and the roof drains. The City will be adopting a new Stormwater Drainage Manual by February 16, 2010 which will apply to the campus in the future. The forthcoming manual promotes low impact development. Additionally, the Public and Semi-Public zone proposed for application to the Bastyr University property states "Accessory buildings and other structures shall be clustered together to the greatest extent feasible in order to reduce lengthy buildings and impervious surfaces. Measures to reduce impervious surfaces and to promote low impact development shall be employed where feasible, consistent with adopted Kenmore stormwater management standards." (KMC 18.28B.050.B)

Of concern for Bastyr University is the potential for urban runoff south and west of the campus. Unmanaged runoff produced by the watershed flows into the low-lying tributaries before entering Lake Washington.

2. PLANNING CONTEXT

It is estimated that approximately 10% of the 51-acre Bastyr University property is currently paved. The planned redevelopment will create new impervious surfaces in the form of rooftops and exposed parking areas. It is anticipated that runoff produced from these surfaces will be managed according to the drainage requirements for new construction as enumerated in the 1998 King County Surface Water Design Manual (KCSWDM) and supplemented by the City of Kenmore Surface Water Management Plan.

Electric Power

Puget Sound Energy (PSE) is the electrical power service provider to the campus and the City of Kenmore. The existing onsite electrical distribution network was constructed in 1959. The electrical network operating at the St. Edward Complex is completely separate from the Bastyr University network. In preliminary conversations, PSE noted that the existing offsite electrical service lines have sufficient capacity to support redevelopment of the magnitude contemplated for Bastyr University.

Natural Gas Service

Puget Sound Energy (PSE) provides natural gas utility service to the university. PSE has determined that the existing gas service, comprised mostly of 4-inch main lines, may be sufficient to support redevelopment twice the size of improvements on the Bastyr University campus.

Communications

Verizon is the telecommunications service provider to the Bastyr University campus.

DEVELOPMENT PROCESS

Comprehensive Land Use Plan

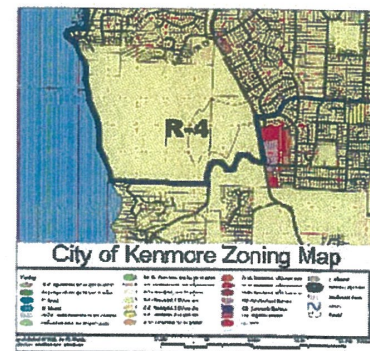
The St. Thomas Center operated as an accredited college from 1957-1974. Since 1974, it served as a mixed-use facility, housing educational programs, a conference center, and two residential drug treatment centers. Prior to Kenmore's incorporation in 1998, King County was the land use and zoning authority for the area that includes the Bastyr University site. The underlying zoning for the property is residential. The site operated under a conditional use permit after 1984. Bastyr was permitted to take over the site in 1995 with a continuation of uses under King County Code 21A.

The City of Kenmore was incorporated in 1998 and completed its Comprehensive Land Use Plan in March 2001. The site is currently designated a Special Study Subarea with expectation that a complete master plan will guide future development of the former St. Thomas property. The plan states that the property will retain its underlying residential designation for comprehensive planning purposes, and its R-4 zoning designation during the development of the master plan.

The property is currently prevented from being developed for residential purposes during the development of the master plan. Upon completion of the master planning process, the parties anticipate that the city will adopt a comprehensive planning designation, zoning classification, and planned action ordinance consistent with the approved master plan.

Zoning And Development Standards

Development standards for an R-4 zone currently apply to the site; the proposed zone requested is Public and Semi-Public. A preliminary list of possible permits for site specific development activities that may occur as a result of the implementation of this Master Plan follows.



2. PLANNING CONTEXT

TABLE 2.4 : PRELIMINARY LIST OF REQUIRED PERMITS AND APPROVALS

Requirement	Agency
SEPA compliance: EIS Addendum preparation	City of Kenmore
Planned Action Ordinance (voluntary, not required)	City of Kenmore
Critical Areas review and compliance	City of Kenmore
Section 404 (Nationwide or Individual Permit possible if wetland fill is proposed).	U.S. Army Corps of Engineers
Section 401 Water Quality Certification (possible if a Section 404 permit is required, depending on the level of impact)	Washington Dept of Ecology
Biological Evaluation (If any proposed activity triggers a Section 404 permit, the project will require Endangered Species Act compliance through federal agency concurrence with a Biological Evaluation to be prepared by a consultant to Bastyr University)	U.S. Fish & Wildlife Service, and National Oceanic & Atmospheric Administration (NOAA) - Fisheries
Coastal Zone Management Certification (typically required if the project requires a Section 404 permit).	Washington Dept of Ecology
Hydraulic Project Approval (required if the project will use, divert or change the natural flow or bed of state waters; required for any work in a stream below the Ordinary High Water Mark)	Washington Dept of Fish & Wildlife
Drainage Review	City of Kenmore
Clearing and Grading Permit(s)	City of Kenmore
Demolition Permits (possible if existing structures are to be removed and replaced)	City of Kenmore
Building Permits	City of Kenmore
Fire Protection System Permit(s)	North Shore Fire Department
Utility Connection Permits	City of Kenmore, North Shore Water & Sewer District, Puget Sound Energy
Design approval and coordination re: onsite road improvements and intersection improvements at Juanita Drive NE	Washington State Department of Parks & Recreation, City of Kenmore
Commercial Site Development Permit	City of Kenmore

SITE OPPORTUNITIES AND CONSTRAINTS

Despite having only one major permanent structure on its site, Bastyr University is somewhat land poor. A combination of factors limit potential development on-site, challenging designers to creatively find opportunities for the campus to grow.

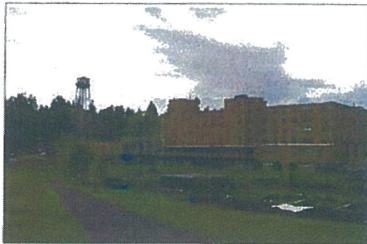
Please also refer to the Opportunities and Constraints map as a supplement to this discussion.

Saint Edward State Park – Sharing a border with Saint Edward State Park enhances the university's connection to the natural environment and provides convenient recreational opportunities. Proximity to the park, however, constrains university development in some ways, and the planning and development processes must be sensitive to this. The two sites are linked, and growth and change in either location will affect the other. Bastyr shares an access road with the park as well as its forest ecosystem.



Wetlands – A large wetland takes up much of the northeastern section of campus; this not only limits development on and around the wetland, but also requires sensitivity to run-off from any newly developed impervious surfaces. A second, slightly smaller wetland is located on the western edge of campus and places similar constraints on development.

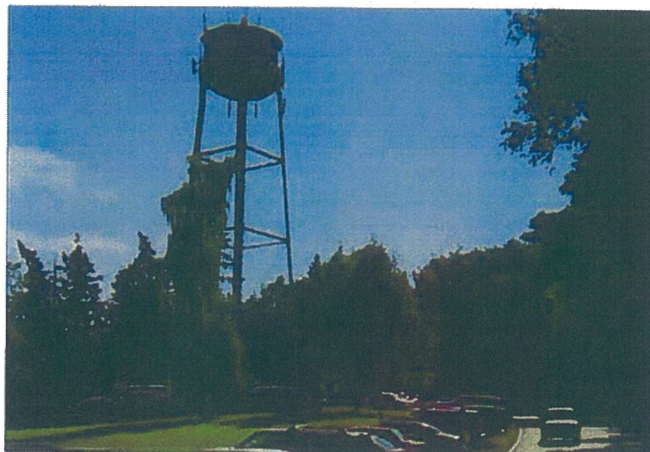
Steep Slopes – Although most of the campus is on a plateau or gently sloped, slopes that are too severe to support construction surround the university. Not only do these slopes prohibit expansion beyond the existing property boundaries, but they also constrain building locations on campus; the City of Kenmore mandates 50-foot setbacks from the top of the slopes. The topography also likely prohibits the construction of new roads south and east of the university property line.

2. PLANNING CONTEXT


Campus Development Sites – Housing opportunities exist on campus along the periphery of the site. Since Bastyr is not a very large campus, housing can be developed outside the developed academic core and still be a close walk to all necessary classrooms and services.

Pedestrian Connections – There are only a few formal pedestrian connections throughout campus, mainly because much of the campus is undeveloped. If classroom and housing facilities spread further across the site, Bastyr has the opportunity to develop a new network of pedestrian trails that link structures, open spaces and off-campus destinations.

Campus Landmarks – Despite not having many structures on site, there are a number of important features at Bastyr that should be preserved. A portion of the original campus garden along the eastern edge of the existing building should be kept to maintain a connection to the university's history. The decorative archway that is the main entrance to the existing building should be incorporated into new designs as a recognizable symbol of the University, as should the iconic water tower at the southern edge of campus.



chapter three

strategic positioning



Strategic Positioning

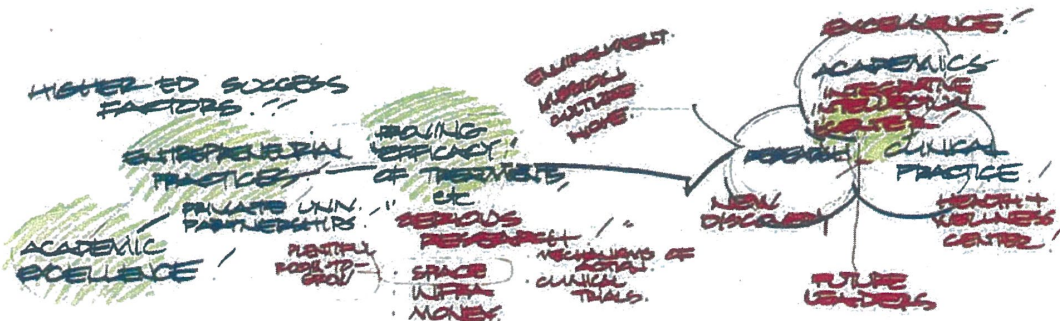
Strategic positioning lays the foundation for the Campus Master Plan. A plan developed in a vacuum will never successfully achieve its goals nor see its recommendations implemented. Therefore, the university identified a series of drivers that formed the framework for developing the master plan. The purpose of these drivers was not to limit opportunities but instead to shape the direction of the plan in a way that is consistent with the university's goals and needs.



As presented in the following pages, the drivers include:

- the university's vision,
- the university's mission,
- trends and assumptions,
- strategic positioning elements, and
- planning and design principles.

The handwritten illustrations in this chapter are taken from real-time graphic recordings of participants' comments at campus workshops.



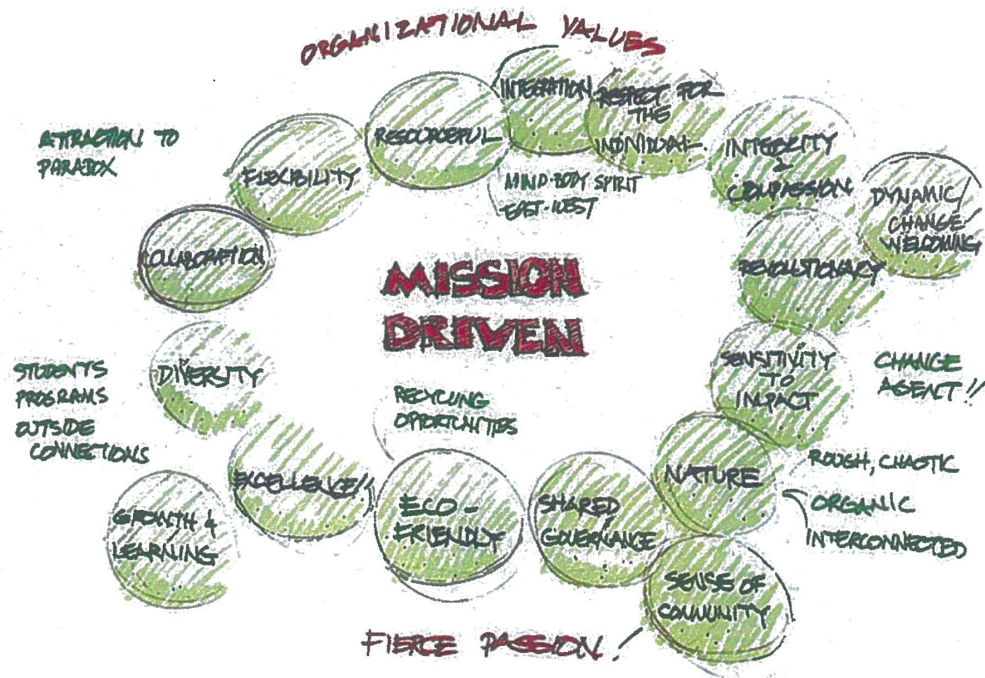
3. STRATEGIC POSITIONING

VISION

As the world's leading academic center for advancing and integrating knowledge in the natural health arts and sciences, Bastyr University will transform the health and well-being of the human community.

MISSION

We educate future leaders in the natural health arts and sciences. Respecting the healing power of nature and recognizing that body, mind and spirit are intrinsically inseparable, we model an integrated approach to education, research and clinical service.

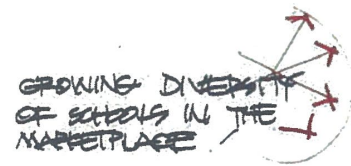


3. STRATEGIC POSITIONING

TRENDS AND ASSUMPTIONS

This section presents a summary of the strategic issues facing Bastyr University. These issues arose out of workshops and meetings with the campus community.

Increased Competition for Enrollments – Prospective students will have an increasing number of options to receive training in natural health sciences, including schools of acupuncture and oriental medicine and traditional medical schools providing natural modalities in integrated approaches.



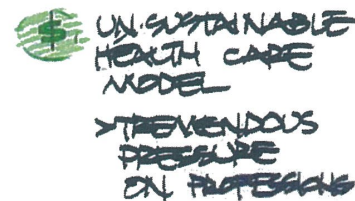
Increased Emphasis on Evidence Based Medicine – As health care costs continue to escalate increased emphasis will be placed on documenting the efficacy of given treatment modalities. This will be driven by both government and large payer community.

Impact of the Internet on Health Care – People are increasingly turning to the Internet to get information about personal health choices and treatment options.



Market Size/Licensure – The number of states licensing natural health professions (especially naturopathic medicine) is growing, but slowly. Naturopathic licensing passed in California is now a licensed state. Though this passage has not produced a dramatic increase in demand to this date, demand for naturopathic training may still increase and also likely generate new competitors for Bastyr's program.

Unsustainable Healthcare Funding Model – The current health care funding model is unsustainable: private businesses and the government will not be able to pay increasing costs. Government programs subsidizing health care are shrinking to focus on "safety net" programs. There is an increasing focus on efficacy of results, including the potential to link funding to results.



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Integration of Selective Natural Medicine Modalities into Mainstream Practice – Allopathic medicine as a result of ongoing research efforts will integrate certain natural health modalities into mainstream practice.

Long-Term Demand for Undergraduate Education – Washington State and the nation project substantial shortages in availability of undergraduate education programs and facilities for the foreseeable future. This will put pressure on Bastyr to expand undergraduate education.

INTEGRATING THE ART AND SCIENCE OF NATURAL HEALTH

The current trends on the previous pages were addressed to determine how best to maintain the university's uniqueness while ensuring its sustainability amidst increasing competition in the field of complementary and alternative medicine (CAM). These discussions focused on innovative marketing approaches, physical design improvements, enhancing intellectual opportunities and strengthening relationships within the campus environment and beyond.

Integrating the Heart and Science of Natural Health – We will maintain both aspects of our unique approach to natural medicine: the spiritual and holistic dimensions of traditional natural medicine and the science and evidence-based approach. While we will continue to pioneer a collaborative model of medicine this must not come at the expense of the core values and characteristics that attract our primary market for students or patients.

Providing Diverse Learning Opportunities – To demonstrate its unique approach to learning and to emphasize flexibility for its students, Bastyr must provide a variety of educational forums to ensure maximum access for a diverse student population. New and



3. STRATEGIC POSITIONING

resourceful learning opportunities may include weekend courses, outdoor programs and clinic internship opportunities.

Integrating Academics, Research and Practice – A clinic is a perfect example of how "theory meets practice" and can be a major asset for leveraging Bastyr's success. Clinics provide a way of demonstrating the university's inventive learning techniques and research capabilities while directly serving and helping patients. Serving the community has value independent of the clinic's role of serving as a teaching venue and clinics also help to attract clinicians and spur innovation. Even though there will not be a clinic on Bastyr's Kenmore site, their Seattle clinic provides opportunities for students to take part of their academic program there.

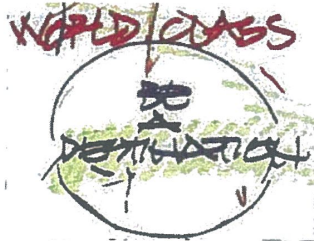


Resource/Revenue Diversification – We can explore four traditional approaches universities pursue to ensure success and financial stability: (1) academic excellence (2) research, (3) fundraising and development, and (4) residential development. These factors would help Bastyr align itself to the traditional university model, and not limit itself by being aligned exclusively to the natural health educational and training industry.

Developing Organizational/Academic Program Fluidity – Bastyr needs to be able to continuously scan the market place and develop and adopt changes rapidly. It must be able to modify existing programs or implement new programs quickly to respond to new opportunities or changing market interest.

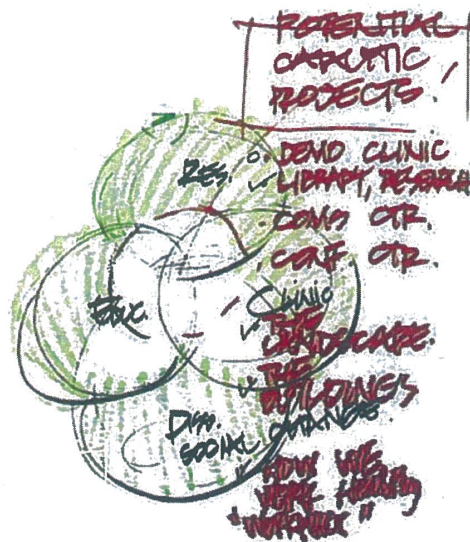


3. STRATEGIC POSITIONING



Being a World Class Destination – To compete in the increasingly competitive market, Bastyr needs to create a campus that attracts top scholars and students from all over the world. The campus itself must express Bastyr's unique and compelling way of delivering natural health education. It must reflect an inspiring balance of commitment to rigorous research and education with a deep connection to the heart of nature. The site should have facilities that themselves draw people to the university, such as a natural health library and research and clinical facilities. One aspect of creating a world-class destination is identifying "catalytic projects", for example:

- Demonstration clinic
- Research Library
- Research Facility
- The landscape
- The buildings
- The way we work (a "comprehensively different way to doing business").



PLANNING AND DESIGN PRINCIPLES

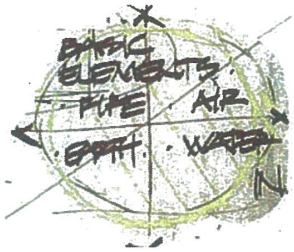
The following section identifies planning and design principles to guide the development of a flexible and evolutionary growth path and approach for Bastyr. Several guiding design concepts resulted from discussions with students, staff, faculty, administrators and officers regarding current physical design features and qualities, Bastyr's future roles and relationships, and design options. These concepts shaped the creation of a preferred development pattern to ensure that Bastyr will be positioned in the CAM environment and beyond according to its institutional vision and mission. These design concepts are organized around five core guiding principles:

- Grow a Living System
- Foster the Spirit of Our Place
- Embrace the Context of Bastyr's Setting
- Create a Deeply Restorative Environment
- Build a Community of Learning

Each of Bastyr's core guiding principles is briefly described in the next few pages. Following each principle, associated planning and design concepts are presented. Innovative design ideas in campus plans will communicate the university's mission, the environment's healing powers, and the cutting-edge opportunities afforded to its students, staff, faculty and community members.

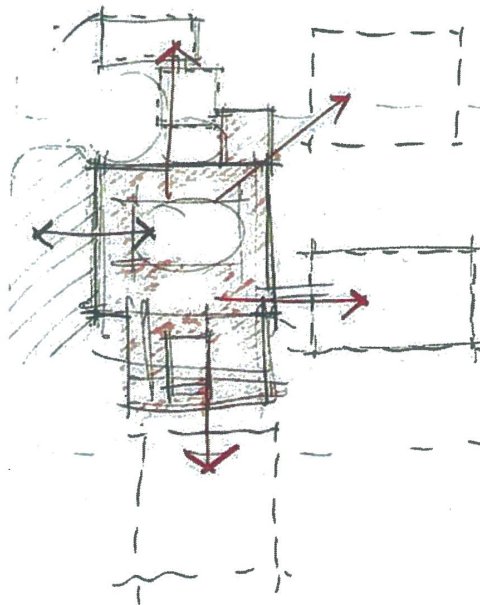


3. STRATEGIC POSITIONING



Grow A Living System – Key to fulfilling Bastyr's mission of integrating natural health sciences with mind, body, spirit and nature is the recognition of the university and its components as a living system. Ecosystems sustain and fulfill human life, maintain biodiversity and the production of ecosystem goods, and provide life-support functions, such as cleansing, recycling, and renewal. Driven by an array of complex natural cycles, ecosystems must adapt, change and evolve over time.

As Bastyr also grows and matures, it must be flexible in its solutions. Encouraging active participation, providing visible connections to nature, and recognizing ecological accountability in decision-making will allow Bastyr to foster balance between the university's needs and the environment. A clear commitment to preserving the natural world promotes sensitivity and respect for the life cycles that sustain us.



A strength of natural systems that can be integrated into designs for Bastyr University is their ability to be self-reliant and self-regulatory. Nature can provide opportunities for light, water, energy, heating and cooling, and cleansing and renewal; Bastyr University should incorporate natural, restorative cycles where feasible to avoid reliance on nonrenewable sources.

- **Renewable Systems** – Employ renewable systems, including solar, wind, small-scale hydro, and biomass systems to the extent possible to supply energy and resources. Encourage restorative materials cycles in which one process' waste becomes another's food (e.g., fertilize gardens using composted waste and green manure, collect rainwater to water plants and gardens during dry spells).

- **A Place for Expansion** – Develop spaces with the understanding that as Bastyr University grows and changes, so too must its buildings and facilities.

3. STRATEGIC POSITIONING

- **Flexible Facilities** – Create gathering spaces that can be permeable, changeable and either formal or informal to provide a variety of social, learning and meeting opportunities. Enhance teaching and learning effectiveness in these spaces by incorporating innovative and appropriate audio/visual technologies.

Foster the Spirit of Our Place – The spirit of place is the quality that evokes feelings of contentment, happiness, exhilaration, inquisitiveness, and awe. It cannot be measured in acres, degree programs, or enrollment. It is the essence that permeates each person's experience and creates opportunities for person-to-person and person-to-place connections.

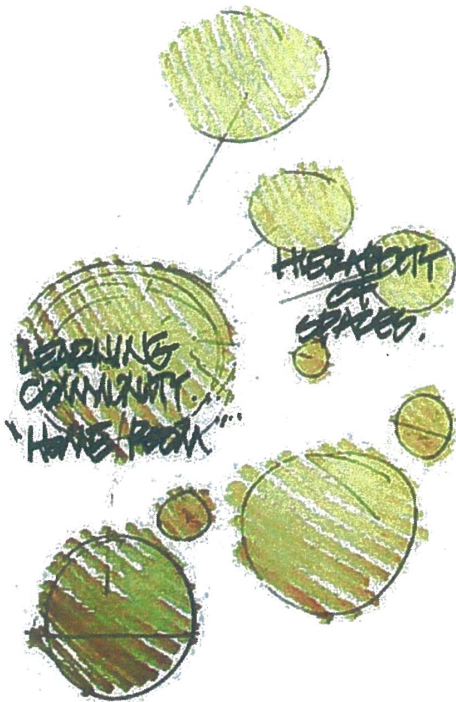
The spirit of place is not restricted to places within the natural environment; the spirit can be found in the people who dwell in the place, in built environments, and in areas that blend the built and natural world. A place can be both comforting and exciting; familiar paths, views, and landscapes provide a sense of serenity while new discoveries inspire the wanderer. Designing for the spirit of place recognizes that buildings, gardens, pathways, and open space are dynamic, stimulating environments; designs that maximize efficiency at the expense of aesthetics undermine the role of "place" in human experience.



- **Complexity of Activities** – Create mixed-use, complex environments that integrate academics, recreation, student services, open spaces, and housing. Multiple layers of activities in time create multiple meanings and fulfill different needs. Foster active participation in campus life by blending academic and social activity centers.
- **Diversity of Settings** – Provide spaces on campus that meet the social, spiritual, educational and professional needs of the university's students, staff, and faculty by creating distinct private and common spaces in both the built and outdoor environments.



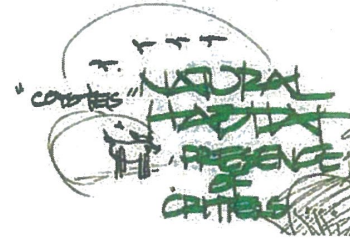
3. STRATEGIC POSITIONING



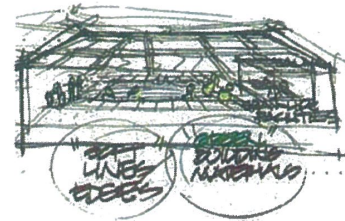
- **Pedestrian-Oriented** – Promote an auto-free, pedestrian-oriented environment. Ensure a five to ten minute walking distance within the campus core. Provide clear, safe, direct access to all campus activities and facilities through pedestrian pathways.
- **Indoor and Outdoor Connections** – Construct permeable boundaries between built and natural environments to enhance our connection with nature. Create a sense of transparency between the two environments.
- **Sacred Spaces** – Create spaces on campus that support a variety of healing opportunities including meditation and rituals. Sacred spaces evoke important meanings and connections. Ensure these spaces promote relaxation and provide solitude for students, faculty, staff and visitors.
- **A Well-Lighted Place** – Design buildings and spaces to bring natural light to the campus (e.g. transform the gray/overcast environment to a warm and brightly lit environment). Include solariums, sunrooms, light wells, and skylights in building design plans.
- **Views and Vistas** – Create opportunities for views and vistas from both indoor and outdoor locations. Provide views of significant landmarks, sacred spaces, and natural landscapes.
- **Sequence of Movement** – Provide a three-dimensional experience for pedestrians as they walk from one place to another. The sequence of movement should travel through different entries, views, and activity points leading to important landmarks. The sequence ultimately brings the traveler to the central core, flowing from open space to the center of healing.
- **Hierarchy of Spaces** – Arrange outdoor spaces as activity centers that perform different functions. Functional spaces include entries and gateways, small gathering spaces for informal and chance encounters, and community spaces for gatherings and ceremonies. The hierarchy should lead to the sacred center.

3. STRATEGIC POSITIONING

Embrace the Context of Bastyr's Setting – In order to be truly integrated with nature, the physical design of the campus must take into account both the surrounding natural and cultural environment. Guiding principles cannot be applied universally in a cookie-cutter manner. Bastyr University exists in a unique environment with its own set of opportunities, constraints, and needs. Design concepts that apply to a site in the Arizona desert would not apply to a location in the New England mountains; neither applies directly to Bastyr. Plans and designs must take into account the bioregion, including vegetation, climate, soils, and topography, within which Bastyr operates. In doing so, they will be able to recognize the assets and limitations of the sun, wind, water, and earth in order to maximize harmonious integration with nature. For example, the use of local, sustainable materials supports the local economy while employing materials that are appropriate to the area and do not contribute to the detriment of the environment.

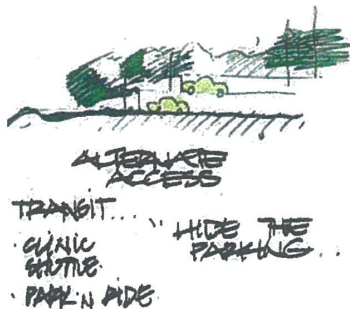


Design must also consider the local culture and history of the university and surrounding community. Bastyr University has a history grounded in the spiritual and natural world. Continuing to grow these connections through design will create a link from the site's rich history to the future of the university. Local knowledge will strengthen the connection to the environment and establish a common respect for the site. Bastyr University can play a key role in encouraging involvement in the community among its students, faculty and staff, while also providing opportunities for participation in campus life and programs by Bastyr's neighbors.



- **Integration with the Natural Environment** – Integrate the built and natural environment through a holistic design that provides a seamless transition between nature and work. Spaces that draw people outside and connect the campus to the local and regional environment promote learning and personal growth through experiences in nature.

3. STRATEGIC POSITIONING



- **Cultural and Historical Integration** – Incorporate local culture and history into the Bastyr campus (e.g., through art, architecture, and activities) to promote respect for the regional community and encourage local interest and support of the university.
- **Local, Sustainably Harvested Materials** – Employ local, sustainably harvested materials in building projects to support the local economy and environment.
- **Native Plants** – Use native plants in landscaping to maintain biodiversity and to promote the campus' integration with the natural environment.

Create a Deeply Restorative Environment – Nature continually heals, cleanses, and renews itself through an array of cycles. In recognition that Bastyr is a living system integrated with the natural environment, design should embrace these cycles. Instead of working against and controlling nature, designs should instead grow from the natural features and characteristics of the environment to create a campus that heals and restores itself.

- **Resource Conservation and Protection** – Balance the built environment with substantial untouched nature to maintain open space for wildlife preservation and educational opportunities. Position the university as a model of sustainability by incorporating natural system design concepts (e.g., energy and water flows), closing resource loops and utilizing renewable and natural building materials.
- **Organic Agriculture** – Minimize the use of chemical fertilizers, pesticides, and stimulants in gardens and landscape installations. Create opportunities for hands-on participation in sustainable agricultural activities.
- **Inclusivity** – Strive to make Bastyr open to diverse sectors of the community by enhancing access for people with disabilities and providing activities for children and youth on campus.
- **Traffic and Parking Solutions** – Improve access to campus and integrate multiple modes of transportation to enhance the natural experience provided by Bastyr for its students, staff, faculty and visitors. Find creative ways to address traffic and parking by working with the appropriate transit agencies and incorporating green design ideas.

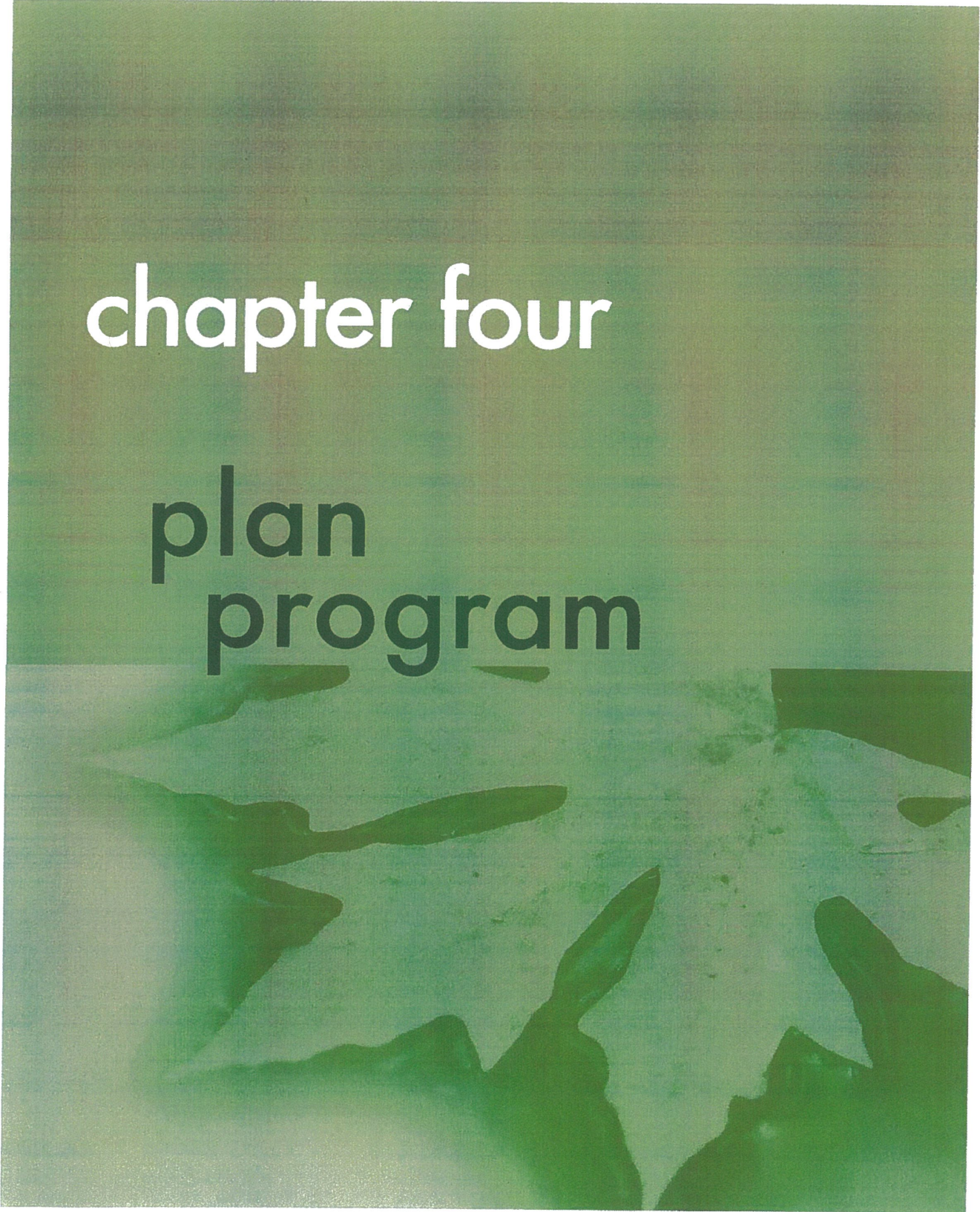
3. STRATEGIC POSITIONING

Build a Community of Learning – Above all, Bastyr University is an academic institution dedicated to advancing knowledge in the natural health sciences. As such, it develops programs, curricula, facilities, spaces, and organizational structures in the most appropriate manner to strengthen learning and active participation. A commitment to discussion and debate creates an empowered community that takes an active role in the educational experience.



- **A Design Expressing Bastyr's Vision** – Communicate Bastyr's unique commitment to natural medicine that integrates the mind, body and spirit. Combined with the growth and articulation of our core competencies, Bastyr's design informs our students, visitors and community about natural medicine and demonstrates a balance between the natural and built environment.
- **Innovative Pedagogy** – Develop curriculum in line with Bastyr's philosophy while supporting multiple learning styles. Incorporate cutting-edge teaching and training models and technologies to illustrate Bastyr's emphasis on innovation throughout all aspects of educational processes.
- **Spaces for Social Interaction and Play** – Construct recreational amenities, health facilities and spaces for sharing art and poetry to support artistic expression and physical fitness in the Bastyr community. Incorporate interpretive spaces to demonstrate the healing power of social interaction and play.
- **Community Links** – Develop facilities and programs both on and off campus to integrate the university and the community. Provide needed services and educational resources to the community through strong partnerships, shared spaces, demonstrations, and outreach.
- **Organizational Integration** – Interconnect research, teaching and learning opportunities by creating facilities and spatial relationships that promote frequent interactions. Promote collaborative projects, shared classes/coursework, multi-disciplinary teams, and clinical positions for students and faculty. Strategically organize departments and classes on campus to promote an integrated educational environment where "all the pieces fit together" and experiences can be shared in common and flexible meeting spaces.





chapter four

plan program



Plan Program

The master plan program provides an overview of the physical spaces and facilities that are needed to fulfill the academic needs of the university.

This chapter presents the development program and is organized into four sections:

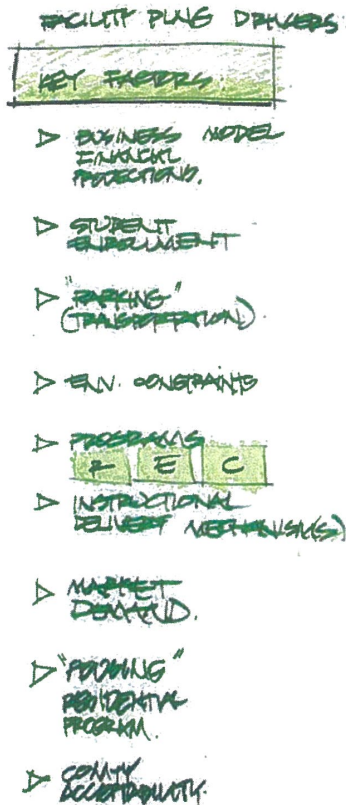
- Purpose of the Plan Program,
- Process for Developing the Program,
- Projected Campus Population, and
- Master Plan Program.



PURPOSE OF THE PLAN PROGRAM

A master plan program is an inventory of space types and quantities that are required to implement a university's academic direction. The purpose of Bastyr's master plan program is to define the types and quantities of facilities needed to support the target student enrollment of 1,554 students, of which 1,254 students are expected to be on campus at any given time. The remainder are expected to take classes at the university's teaching clinic in Seattle. Student enrollment, faculty and staff positions, research funding, and annual clinic visitations are key determinants of space needs. These determinants, however, are influenced by the university's growth plan and site constraints.

4. PLAN PROGRAM



PROCESS FOR DEVELOPING THE PROGRAM

Bastyr University developed the master plan program through a series of iterative discussions on projected growth, site constraints, and the university's strategic drivers. These discussions involved Bastyr's officers, academic leaders, and a broad cross-section of the campus community.

The process for developing the program involved several steps. It began with a review and evaluation of the strategic framework presented in Chapter 3. Bastyr's strategic positioning elements identify the fundamental factors influencing the university's development and the university's response to these factors, while the guiding principles define a physical vision for how the site is to be developed as the university grows.

The strategic framework helped guide Bastyr in the identification of instructional, research, clinical, and other growth assumptions. Department and program directors provided input on potential growth in their respective areas.

The next step was to translate the growth projections into a list of desired space types, such as academic spaces, common spaces, and recreational spaces, and to quantify needs for each space type. Using the growth projections as a base, the university was able to identify a certain level of development to achieve its goals while respecting the development capacity of the site. Disaggregated into academic and support elements, the projections were then used to forecast future space needs for specific space types, using accepted standards and guidelines, and adjusted to the specific needs of Bastyr University.

4. PLAN PROGRAM

The quantity of each space type required to implement the academic direction was based on the following program determinants:

- student enrollment,
- full-time equivalent faculty and staff positions,
- research funding, and
- annual visits to the clinic.



Appropriate factors were then applied to projected determinants to establish the square footage amount for that space type. The result of this process was a master plan program of space needs, including academic, administration, service, housing, parking, and site needs to be implemented by 2020. This program is an outgrowth of the university's strategic framework, helping the university to achieve its vision and target on-campus enrollment while respecting the constraints of the site.

PROJECTED CAMPUS POPULATION

The campus population, including students, faculty, and staff, is expected to grow slowly over the next 10 years. Bastyr has chosen to limit its enrollment growth at the St. Thomas campus to a number that can be supported by the site. This slower pace of growth and a lower campus enrollment will minimize the negative impact on the community and the environment while allowing Bastyr to be a leader in natural health science education. The university will focus other growth possibilities on other sites, such as downtown Kenmore, adjacent to its teaching clinics, or in remote locations. It will also increasingly seek ways to extend its educational offerings to distance learners.

At a slower rate of growth of about 3% per year, the enrollment for Bastyr's main campus will be 1,554 students by 2020. However, by relocating the third and fourth year naturopathic medicine, and

4. PLAN PROGRAM

acupuncture and oriental medicine students off-site for their coursework, the anticipated campus enrollment will drop to 1,254. Table 4.1 summarizes the projected student, staff, and faculty population growth through 2020.

TABLE 4.1: ACTUAL AND PROJECTED POPULATION, 2008-2020

Year	Students	Faculty & Staff	Total
2008	944	186	1,130
2012	1,261	195	1,456
2016	1,381	201	1,582
2020	1,554	199	1,753

Note: 300 students will relocate to off-campus instructional spaces, reducing the on-campus population while the University's total enrollment increases.



MASTER PLAN PROGRAM

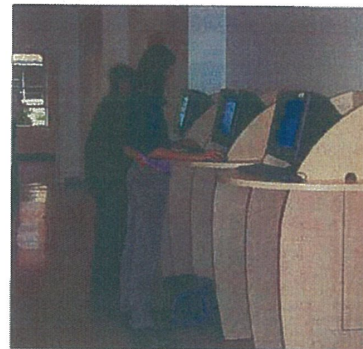
Space Types

Bastyr University will maintain its variety of academic programs as it grows but will not further break these programs into schools or other divisions. The intention is to remain a cohesive educational institution with programs sharing a common pool of spaces such as general lecture and lab rooms, the cafeteria, library, and conference rooms, while specialized labs and research space, faculty and staff offices, and student lounges will be dedicated to the academic unit(s) using the specialized facilities.



As the campus population continues to grow, so too must campus facilities and infrastructure. The Campus Master Plan addresses building, facility, and site needs for the following components:

- Core programs (includes academics [instructional, lab, office space], support services, library, and research)
- Common spaces (includes the bookstore, cafeteria, recreation, lounges, student union, and clinic)
- Gardens (includes teaching, research, medicinal, and nutritional gardens)
- Open space/recreational space
- Housing
- Parking
- University enterprise space (space for entrepreneurial and partnership activities)
- Physical plant and information technology.



The space types mentioned above are the first step in determining the needs for the university. The following sections describe the university's academic, administration, service, housing, parking, and site needs based on the target on-campus enrollment, growth projections, and site constraints.

See Table 5.1 on page 5.7.1

Academic, Administration, and Service Needs

Academic, administration, and service needs comprise the facilities that support daily campus life. To indicate the required net square footage for these needs, assignable square feet (ASF), the space available for institutional uses, will be distinguished from gross square feet (GSF), or the total area of a building.

¹ GSF² also includes circulation areas, structural areas, mechanical area, utility shafts, custodial closets, restrooms, covered walks (50%), overhangs (50%), and boiler rooms.

4. PLAN PROGRAM



Bastyr University is currently located in a single structure containing 180,000 GSF. After accounting for remodeling efficiency losses, the existing building will contain 156,632 GSF, or 101,811 ASF. To accommodate a total Phase I campus population of 1,554 students, and 199 faculty and staff in 2020, an additional 40,000 GSF or 26,000 ASF of academic, administrative, and support space is needed. The total space needs are estimated to be 196,632 GSF or 127,811 ASF in 2020. Table 4.2 summarizes the distribution of the total space needs.

TABLE 4.2: TOTAL SPACE NEEDS, 2020

Space	ASF	GSF
Core Programs	80,067	123,181
Common Spaces	24,701	38,002
University Enterprise Space	12,938	19,904
Physical Plant/IT	10,105	15,545
Total	127,811	196,632

Housing and Parking Needs

Space is also needed to support campus housing and parking. Bastyr University anticipates 266 new units of housing on campus in 2020, which is achieved through constructing Phases IA and IB residences northeast of the current building.

A total of 910 spaces will be provided for parking on campus by 2020 through a combination of surface lots and structures. The need for 910 spaces was determined based on existing parking accumulation rates at Bastyr. It may be possible to reduce the total number of parking spaces by implementing transportation mitigation strategies. Some of these strategies are currently in process.

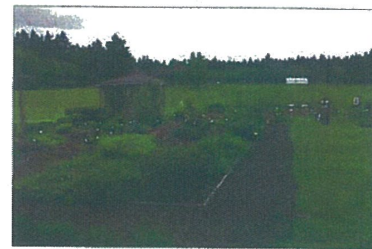
Site Needs

The master plan also identifies site needs to satisfy educational, social, and recreational purposes. These needs include elements such as plazas and courtyards for gathering, formal and informal landscaped open spaces for relaxation and recreation, and gardens for teaching, reflection, research, and nutrition.

Flexibility in outdoor spaces will allow a single space to be used for multiple purposes, such as classes, group study, social interaction, exercise, and meditation. The recognition of formal and informal outdoor spaces in the master plan program reinforces the connection between academics and the natural environment. The program also identifies the need to protect the unique natural setting, including the forest surrounding the campus. The program does not determine a specific square footage for recreational and open space but recommends maximizing these site elements while preserving the forest surrounding the campus.

Gardens will be a major site component on the Bastyr site in the future. The plan allows for flexibility in the amount of garden space that is developed depending on the needs of the university. The projected build-out of gardens in 2020 is approximately 35,000 GSF. Chapter 6 provides additional details on the garden program.

The current gardens will be maintained at least through the end of Phase I. During Phase I, gardens will be improved and established in the locations shown on the Plan. If the campus should expand past Phase I, gardens would continue to be integrated with academic and residential buildings.



chapter five

development plan



Development Plan

The Master Plan guides the future growth and development of the university. Based on an analysis of existing campus conditions, an in-depth review of factors that influence the university's growth, and a comprehensive visioning process, the plan provides a series of recommendations to achieve the university's goals for a future campus.

The challenge of the Campus Master Plan is to plan for long term growth that meets the institution's academic needs while conserving the natural environment, and maintaining and improving the open space and recreation opportunities existing on campus. To meet this challenge and shape future decisions, Bastyr University created several guidelines to direct the planning process. Bastyr University will:

- develop as a small university with slow and steady growth over a long period of time,
- provide a mix of academic buildings and onsite housing,
- develop plans and designs to mitigate traffic, parking, and environmental impacts,
- provide beneficial health and wellness resources to the campus and adjacent communities, and
- preserve and enhance the natural environment to the extent practicable.



5. DEVELOPMENT PLAN

This chapter presents the Campus Master Plan and is organized into five sections:

- Fulfilling Bastyr's Vision,
- The Building and Land Use Plan,
- The Transportation and Circulation Plan,
- The Landscape and Open Space Plan, and
- The Campus Design Concept.

FULFILLING BASTYR'S VISION

The form and use of Bastyr University's main campus will be a clear expression of the values and principles at the heart of natural healing. The campus itself also forms part of an integrated strategic approach to developing the institution as an international resource for the appropriate growth of the natural health sciences. The plan creates a framework so as to support the campus's development to embody the core concepts of Bastyr's guiding principles (see Chapter 3). This section synthesizes the main concepts from the guiding principles and describes how the plan fulfills the vision.



A Guiding Vision

Dynamic integration is a central principle of the university's guiding vision, the flexible balancing of connection and diversity. The vision speaks of integrating the art and science of natural health, the interrelation of diverse healing traditions: spiritual, holistic, traditional, scientific and empirical. The integration of connection and diversity also guides a vision of combining academic study, research, and practice. A flexible, dynamic integration also includes the university's vision of the linkages between interior and exterior, university and community, human-made and natural. The principle of integration that Bastyr seeks is ultimately expressed by the dynamic and organic connection of all aspects of natural systems, including the seamless link between the human and the natural that is at the core of the university's vision.



A second major theme of Bastyr's guiding vision is **sustained attention to organizational success**. The ideals of natural medicine are secured by attending to pragmatic concerns. Resource diversification combines academics, research, giving, and housing to create a broad foundation for success. Organizational fluidity – responding to emerging needs with agility – means Bastyr is adaptive in contributing to the development of natural healing. The identities of the academic units bring focus and belonging, while providing a welcoming environment for Bastyr's current and potential students.



Finally, the campus will be a **warm, nurturing and restorative place**. Diverse learning opportunities respond to the complex modes of learning, and reach out to the needs of the community. The campus is a place of activity, laughter, and fun, while supporting the contemplative and spiritual dimension of life.

Taken together, these elements position the campus as a world center and destination. The campus will communicate the spirit and wisdom of natural healing and support a vibrant community working together to cultivate the promise of Bastyr's vision.

5. DEVELOPMENT PLAN



Expressing the Vision

An interaction of elements works in synergy to realize this guiding vision. **The gardens are the heart of the plan**, and most clearly express the vision's sense of fluid and flexible integration. The gardens integrate the campus with nature and link the spiritual and evidence-based elements of healing by including medicinal plants from throughout the world. They serve as an ongoing invitation to faculty, staff, students, and visitors to experience the cycles and rhythms of nature. The gardens are unique for demonstrating the full power of natural healing, for visitors walking through the campus, for students sharing meals using garden-grown foods, for flowers in offices, and for patients being restored to health.

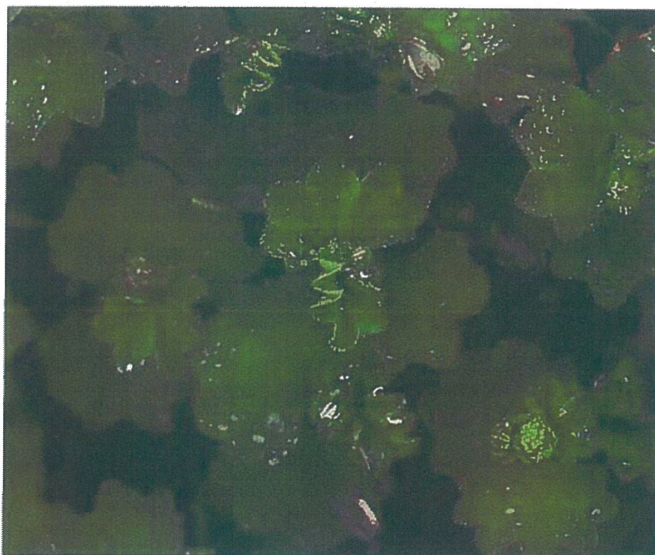
The Phase I academic buildings are the beginning of a potential fanning out from the current building, creating and shaping a diversity of spaces for play, meditation, learning, and celebration. Atriums bring light and nature into offices, classrooms, and community spaces, giving the sense of being in nature. The Entry Columns, the main access to the University, **create a sense of identity** for the academic endeavor, while proximity and physical and visual connections support frequent interaction and collaboration among the academic disciplines. The intent is to have future growth of the Academic Core harmonize with the original structure, while introducing a softer edge that blends with the forest.

The larger open spaces create **hearts of green** and connectors between core buildings. A series of open spaces of varied sizes connect academic buildings to each other and to housing. These are places for both play and ceremony that provide a welcoming place for the community. The current central courtyard reveals the open space through a garden creating a diversity of settings connected by a line of sight into the academic core, and out to the green expanse.

The **diversity of activities**, housing, research, learning, healing, creates a sense of community. The campus is active and supports a range of facilities to support these activities.

The central experience is of **being in nature**. Courtyards, windows, and entrances soften the building and create a sense of moving through a natural setting. With cars limited to the periphery of the campus, people can walk without worry and feel the presence of the gardens, the openness, and the forest. Clear paths of travel link the campus from south to north and east to west-transitions from the natural and built environment are seamless.

Together the qualities of the place create **experiences found nowhere else**. Each person - students, staff, faculty, visitors - finds their own sense of the campus, whether sacred, playful, or nurturing. But all gain new awareness of the potential of natural healing, and the unique contributions of Bastyr.



5. DEVELOPMENT PLAN

BUILDING AND LAND USE PLAN



The plan recommends that Bastyr be organized around a central campus core. Organizational integration through joint projects and classes, multidisciplinary teams, and shared facilities connect the university's programs. Departments are never more than a short walk from each other. Students from different disciplines share their learning environments with one another, interacting with and learning from each other.

Most of the campus services, including classrooms, laboratories, administrative offices and dining facilities are clustered on the west side of the core. The existing building is expanded upon to house this complex mix of uses; it also features meeting facilities and garden courtyards. The buildings immediately surrounding the main structure are equally as diverse, blending teaching, research and service uses with courtyards and gardens to help create a dynamic mix of uses at the heart of Bastyr's learning environment. The mix of flexible facilities featured in buildings within the campus core allows the different academic disciplines at Bastyr to study in a common space, sharing resources and materials.

Throughout Bastyr, students, faculty and staff enjoy a diversity of settings. Different kinds of spaces and facilities meet campus needs; for example, academic and housing buildings feature common areas and private study rooms. Outdoors, a variety of gardens at different scales create spaces that can be contemplative and solitary, or social and active. The academic cluster forms indoor and outdoor connections while retaining an organic edge, providing interior built space that is elegant and respectful of the surroundings.

Even though growth in student enrollment is currently slow, the University may need to expand at some point in time. The 10-year

5. DEVELOPMENT PLAN

development plan makes use of a small portion of the available land on campus, with enough flexibility to allow room for expansion, if necessary.

The land use and building use plan is composed of five major elements:

- the academic facilities, administration and student services that form the campus core,
- the gardens that unify the campus and showcase the university's programs,
- the housing that meets the needs of an expanding campus population,
- a variety of meeting facilities on campus, combining learning and restoration in an on-campus setting, and
- the landscaping that helps shape the built environment.



5. DEVELOPMENT PLAN

The Bastyr University Master Plan establishes the following allowed uses in Table 5.1. Uses shall be defined based on KMC 18.20, except where noted. Uses shall be subject to required permits per KMC 19.25. Future activities shall meet applicable Kenmore zoning and development standards, and shall be consistent with the approved Master Plan.

If proposed uses are not listed in Table 5.1, they may be permitted only if they are considered accessory uses per KMC 18.28B.030, consistent with the purpose of the zone in KMC 18.28B.010, consistent with the Master Plan guidelines on pages 1.1 to 1.2, and not otherwise prohibited by KMC 18.28.B.020. To establish uses not anticipated in the Master Plan, and not otherwise considered accessory uses, a master plan amendment shall be required per KMC 19.23.050.

Table 5.1. Bastyr University Use Allowances

Permitted	Conditionally Permitted
Arboretum and/or gardens ¹ Caretaker Residence, Accessory Colleges/Universities ² Conference Center, accessory Cultural Facilities, accessory Dormitories, accessory Enterprise space, accessory ³ Indoor Recreational Facilities, accessory: Excluding Sports Clubs ⁴ Maintenance Yards or Facilities, Accessory Open Space ⁵ Outdoor Classroom, accessory ⁶ Outdoor Recreational Facilities ⁷ Parking, accessory Private Stormwater Management Facility ⁸ Trails ⁵ Utility Facility	Communication Facility, Major and Minor: Only When on Building; Prohibit Standalone Outdoor Performance Center

¹ Consistent with Figures 5.3, 5.4 and Chapter 6.

² Uses include academics [instructional, lab, office space], support services, library, and research and uses consistent with Standard Industrial Classification codes 8221 and 8222.

³ For the purposes of this master plan, enterprise space means business ventures that provide an economic return but that are related to or support the core mission of the university or that provide community access, including, but not limited to: bookstore, cafeteria, recreation, lounges, student union, clinic to treat student patients, academic partnerships, public/private partnerships, conferences, and similar ancillary activities.

⁴ Refers to indoor recreation including, but not limited to the campus movement room providing exercise and fitness opportunities.

⁵ Consistent with Figures 5.3 and 5.4 and Chapter 5.

⁶ Consistent with Page 5.23, this references an amphitheater: "A north-south wall currently divides the main courtyard. This wall will be removed to develop amphitheater seating in the eastern portion of the courtyard. Seats will face east toward the open space. The amphitheater will provide a small gathering place for informal conversations, club meetings, speakers, and classes."

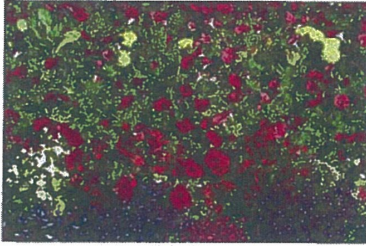
⁷ Consistent with Figures 5.3 and 5.4. Uses include, but are not limited to, a volleyball court, baseball diamonds, and play fields.

⁸ Consistent with adopted Kenmore stormwater management standards, and KMC 18.28B.050.B.

Table 5.2. Bastyr University Development Standards

Standard	Requirement
Maximum Height	Academic and Accessory Buildings: No greater than maximum height of Saint Thomas building, approximately five stories or 52 feet, measured consistent with KMC 18.30.050. This excludes the rooftop structures and equipment per KMC 18.30.180. Phase 1A approved student housing: Three stories, up to 35 feet in height. Phase 1B, future student housing: three to four stories, and no greater than 52 feet.
Other Development Standards	The Master Plan identifies the approximate location of buildings and access ways. Such development shall be consistent with KMC Title 18, including, but not limited to KMC 18.28B.040 and 050.

5. DEVELOPMENT PLAN

**Academics, Administration and Student Services**

The original building remains the central focus of Bastyr's academic core. The large structure is expanded in Phase I by the addition of a new wing at the southwest corner of the building. The academic space is divided between instructional spaces and laboratories. The main building also houses administrative offices and student services facilities.



Internal courtyards and atriums break up the main building, bringing natural light and gardens into the indoor learning environment. The courtyards also serve as teaching gardens, giving students the opportunity to leave an academic building but remain in an academic environment.

The Gardens

The existing Bastyr University Garden was created in 1997 with 65 species of herbs and medicinal plants; it now includes over 250 species. If the university does expand beyond Phase I, gardens will continue to be interwoven into the fabric of the buildings and spaces.

Housing

A cluster of low to medium-density housing is located northeast of the existing structure. The housing units stretch out to the east and the medium density units are parked on grade behind (north) of the development. The higher density units to the east end of the Phase I community are parked atop podium-style parking and are further enhanced by small courtyards and plazas. The housing is a short walk from every academic facility on campus, facilitating pedestrian connections throughout Bastyr.

The illustration below shows Phase IB medium to high density housing with woods behind and gardens facing south.



5. DEVELOPMENT PLAN
**Seattle Clinic**

The Bastyr Center for Natural Health is located in downtown Seattle and serves all of the Bastyr community in addition to the public. It is a valuable community asset in that it provides naturopathic diagnostic services and clinical treatment. It is also a student resource in providing patient services and a space to meet residency requirements.

Conference and Wellness Facilities

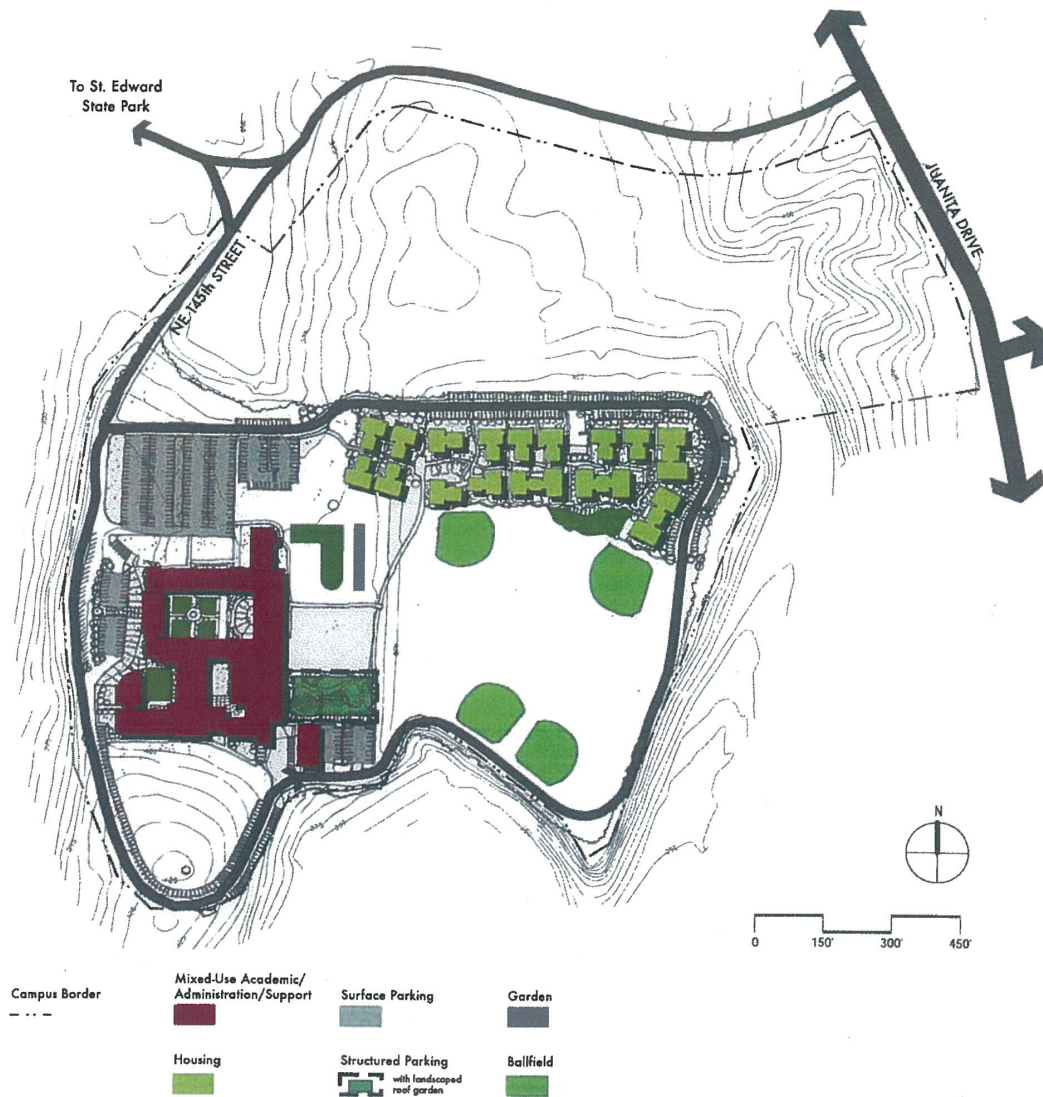
The existing conference facilities, currently in the historic chapel and auditorium, will be available for on- and off-campus organizations. The space blends community needs with campus space requirements, allowing Bastyr to create a partnership with Kenmore while providing for its students.

**Landscaping**

Bastyr is developed in a concentrated core, allowing space needs to be satisfied while leaving intact the existing forest. The development pattern arrays the academic and housing units that define the central open space of the campus. Open space extends through the campus in the form of plazas, courtyards and gardens. The entire network of landscaped and open spaces is discussed in greater detail in the Open Space section of the plan.

5. DEVELOPMENT PLAN

Figure 5.1: Proposed Building Use



5. DEVELOPMENT PLAN

TRANSPORTATION AND CIRCULATION PLAN

The proposed transportation and circulation plan benefits from the compact arrangement of buildings on the campus. Transportation and parking solutions to limit the impact of cars on the site include restricting vehicular access to the periphery of campus and hiding parking structures underneath academic and residential structures. These two elements allow Bastyr to promote an auto-free pedestrian-oriented environment.

The transportation and circulation plan is composed of five elements:

- Vehicular circulation and parking,
- Transportation mitigation strategies,
- Service access,
- Pedestrian and bicycle connections, and
- Universal access.

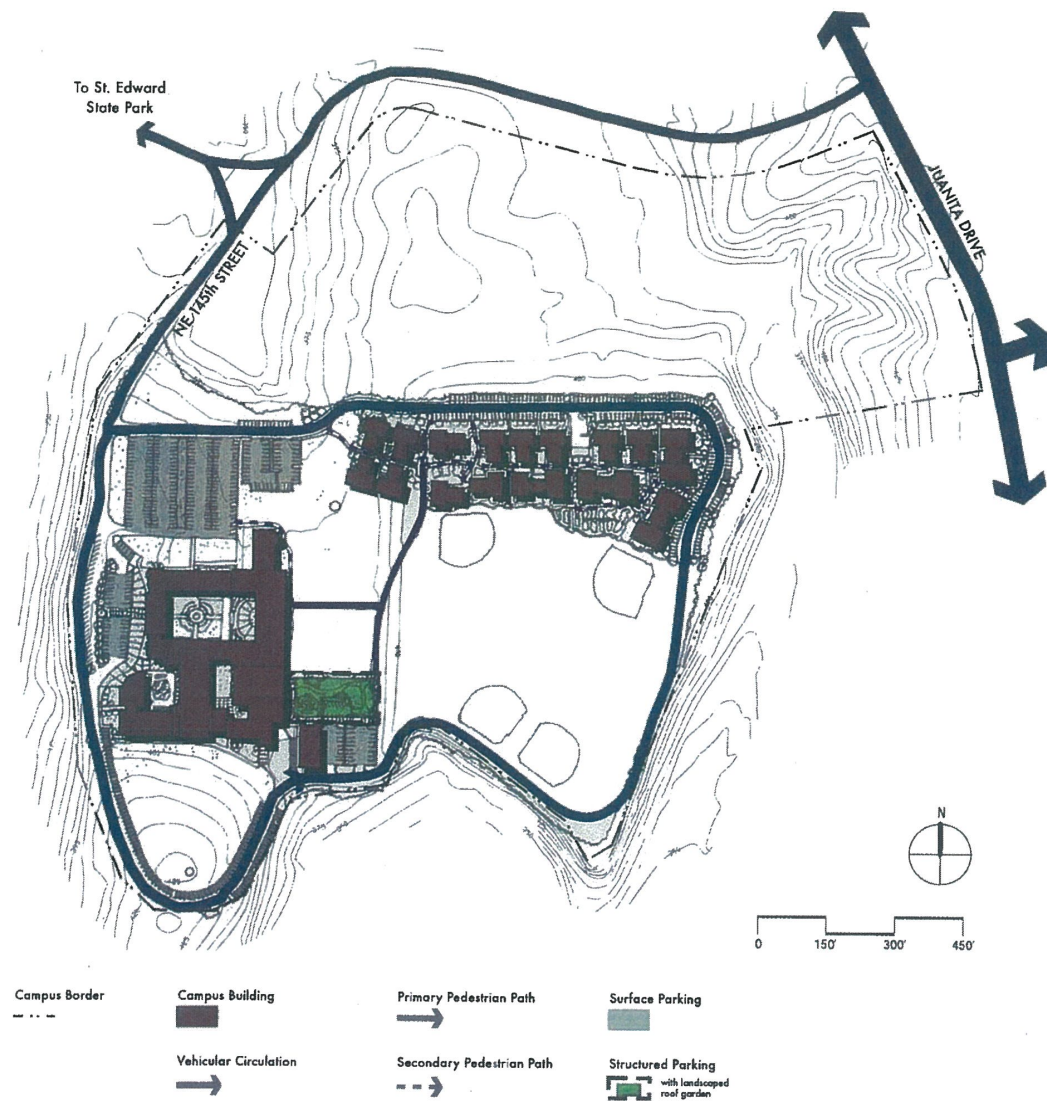
Vehicular Circulation and Parking

The Master Plan adds an on-campus student housing facility with 132 beds (Phase IA) and a surface parking lot with 76 spaces. Phase IB adds 134 beds and associated parking for 95 cars both on the surface and under the podium on which Phase IB is built. Vehicular access to the student housing project would be provided from Bastyr's main driveway through the existing Bastyr north parking area and the existing north parking lot, and a ring road will continue from the eastern edge of the housing area back to the southern terminus of the existing road.

According to Bastyr University staff, slight increases in campus population are expected for the 2008-09 school year. Furthermore, with the introduction of on-campus housing, projections show a reduction in the number of commuters to and from Bastyr. Because trip rates are lower for on-campus students, the proposed student



Figure 5.2: Proposed Circulation



5. DEVELOPMENT PLAN



housing project is expected to reduce the number of daily and peak hour vehicle trips generated by Bastyr University. Therefore, no impacts to any roadways or intersections are anticipated with the implementation of the Phase IA student housing.

Parking demand could increase with the Master Plan. Students that currently bike or ride transit as a commuter may have a vehicle that would be parked on campus. Currently, there are 42 students that live on campus. According to Bastyr University staff, there are 30 vehicles associated with those students, for a peak-parking rate of 0.71 vehicles per on-campus student. Commuting students/staff/faculty currently have a peak parking demand rate of 0.50 vehicles per commuting student/staff/faculty. In the future, there are expected to be 308 on-campus students and 1,145 commuting students/staff/faculty. Using the peak parking rates described above, the peak parking demand with the project would be 792 vehicles (219 vehicles for on-campus students and 573 vehicles for commuting students/staff/faculty. This results in an increase in peak parking demand of 197 vehicles compared to the current peak parking of 593 vehicles.

To meet this demand, the Plan proposes paving one of the two existing gravel parking lots and removing the other. The gravel parking lot designated for improvement is located north of the existing Bastyr buildings, and is currently used by students. The lot will be improved to City of Kenmore standards with paving, drainage, lighting and landscaping. Access to this north parking lot would occur from the existing paved parking lot to the west. The existing gravel parking lot designated for removal is located south of the existing Bastyr buildings, west of the existing water tower.

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Finally, the University will add a parking structure immediately east of the existing campus buildings that is served by the existing road on the southern edge of campus. In addition to providing convenient access to the core of campus, the structure will feature a landscaped “green roof” that will help reduce stormwater runoff and mitigate the visual impact of the structure.

The University plans to provide 910 parking spaces on the campus in 2020. As described previously, the peak parking demand would be 792 vehicles with the implementation of the Master Plan. This translates to a peak parking utilization of 87 percent, which is a reasonable parking utilization for a college campus to provide sufficient parking while reducing extra parking in order to support trip reduction measures.



Transportation Mitigation Strategies

Bastyr University proposes to enhance its transportation mitigation strategies with the following measures:

- Extending its shuttle schedule to include the clinic evening shift beginning in July 2008. This would serve both the clinic and dorm students.
- Offering each employee a Metro Flexpass, which would allow Flexpass holders to use Metro or Sound Transit buses for an entire year, beginning in autumn quarter 2008.
- Working to provide a Flexpass program for students in the future.
- Offering students and staff access to Metro van pooling in the 2008-09 academic year. This is a program in which riders would pay for fuel costs only.
- Continuing to provide free bus tickets.

Transportation mitigation strategies may change over time.

Transportation mitigation strategies have reduced vehicle trips generated by Bastyr University students and staff.

- Traffic and Parking Standards: Traffic and parking will be required to meet adopted City standards including, but not limited to: KMC 12.80 Intersection Standards; KMC 18.100 Impact Fees; and KMC 18.45 Development Standards – Parking and Circulation.
- Settlement Agreement: Bastyr University shall comply with a City Council approved settlement agreement regarding past growth.¹
- Traffic Improvements. To ensure that the intersection LOS D standard is met for the Master Plan, a traffic signal shall be installed at the intersection of NE 145th Street and Juanita Drive. Funding of the installation shall be as described in the July 27, 2009 agreement between the City of Kenmore and Bastyr University as authorized by the City Council. The City will complete design and installation of the signal by 2012.
- Transportation Demand Management. Bastyr University shall prepare a commute trip reduction (CTR) plan and shall submit it for approval by the City Manager or his/her designee no later than April 30, 2010. The CTR plan shall be consistent with the State of Washington model commute trip reduction ordinance. The CTR plan shall also demonstrate compatibility with the commute trip reduction plans prepared by the Puget Sound Regional Council, and King County, and the City of Kenmore Transportation Element Demand Management Strategies. The Master Plan shall not take effect until such time as Bastyr University has submitted and the City Manager has authorized the CTR program. The City shall not issue building or construction permits to implement the Master Plan until the CTR program is authorized by the City Manager. Bastyr University shall implement the approved CTR plan and provide an annual report on the CTR programs, activities, and expenditures. The annual report on progress shall be provided to the City Manager or his/her designee by December 31st of each year.²

¹ That agreement was approved by the City Council on July 27, 2009.

² That letter of understanding was authorized by the City Council on July 27, 2009.

Fire and Emergency Access

Installation of a monitoring system was not required as a condition of permit approval by the Fire Marshall for the student housing project currently under construction (Phase 1A housing shown on the Master Plan). Installation of a monitoring system will be required for the next phase of campus development, whether the next phase of student housing (Phase 1B) or the planned academic buildings, the “Master Plan projects”. Based on a September 9, 2009 letter the Fire Marshall finds acceptable a monitoring system including specialized cameras and associated computer software providing a means to monitor NE 145th Street 24 hours a day to ensure that emergency access is maintained in case of tree fall or other issue. The Fire Marshall indicated that the North-shore Fire Department will not require a secondary access or road widening of the existing road (NE 145th Street). The Memorandum of Agreement between Bastyr University and Washington State Parks reflects the parameters of the monitoring system and the terms for its installation and operation.

The Master Plan shall not take effect until such time as the Memorandum of Agreement title “Saint Edward State Park Memorandum of Agreement 0987000BAS1” is executed by the University and State Parks. The City shall not issue building or construction permits for the Master Plan projects until the MOA is executed. The MOA outlines the parameters of a monitoring system providing a means to monitor NE 145th Street 24 hours a day to ensure that emergency access is maintained in case of tree fall or other issue. This agreement outlines the terms for installation of the monitoring system and schedules for monitoring the system.

At the time of permit application to implement the Master Plan projects, the University shall submit plan specifications for installation of the monitoring system including specialized cameras and associated computer software along with an operational plan for monitoring consistent with the terms of the executed MOA. Such plans shall be reviewed and approved by the Fire Marshall and City of Kenmore prior to issuance of the first permit for a Master Plan project to implement the Master Plan. Prior to issuance of a Certificate of Occupancy for the first master plan project, the Fire Marshall shall require implementation of the measures identified in the executed MOA and in accordance with approved plans. The installation, monitoring, operation and maintenance of the monitoring system, and the terms and measures of the MOA and the approved plans for the monitoring system (including any conditions of such plans), shall be enforced, at Kenmore’s option, as a condition of land use approval pursuant to Chapter 18.110 KMC, as existing or amended, or as a Fire Code requirement pursuant to the International Fire Code portion of Kenmore’s Building Code (Title 15 KMC), as existing or amended.

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Service Access

Delivery and service trucks will enter the university via NE 145th Street and proceed south along the existing road. Service vehicles will continue along the ring road and access the cafeteria facilities through a small access lot at the southeast corner of the building.

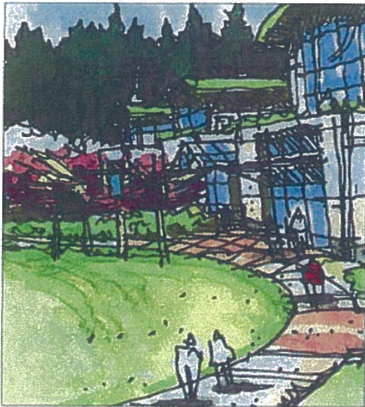
Pedestrian and Bicycle Connections

To promote an auto-free, pedestrian-oriented environment Bastyr's core academic and administrative functions will continue to be housed within a five-minute walking-radius of each other. Automobile circulation and parking is relegated to the outskirts of campus, leaving the central campus, housing, and academic space free for pedestrians to stroll across without negotiating traffic.

In addition, Bastyr will provide clear, safe and direct access to all campus activities and facilities through pedestrian pathways.

Universal Access

ADA Accessibility Guidelines (ADAAG) will be met or exceeded in all instances.



LANDSCAPE AND OPEN SPACE PLAN

The proposed landscape and open space plan builds on the existing system of courtyards, paths, and spaces, and provides the primary structure for the campus development pattern. It creates a unifying element for the campus and establishes spaces for distinct activities and destinations.

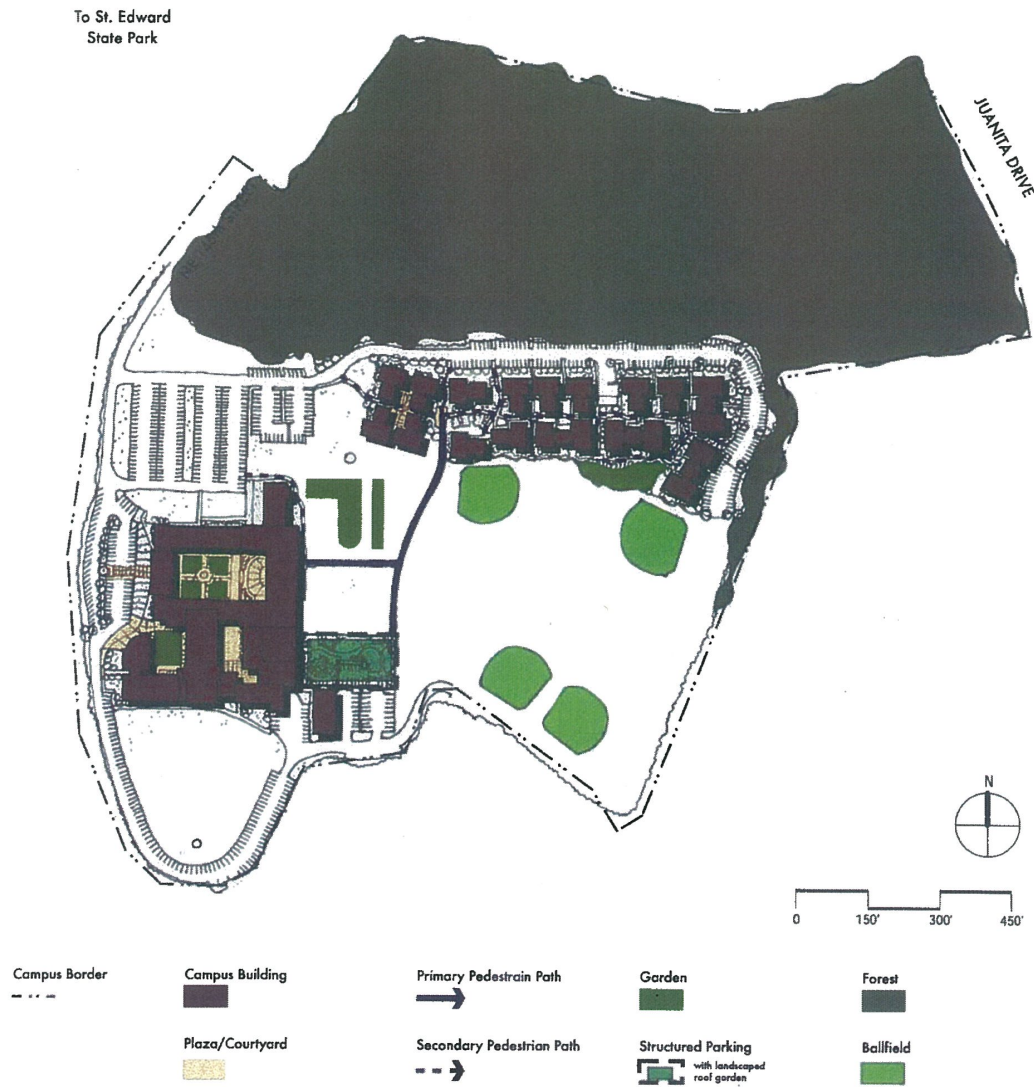
The landscape and open space plan is composed of six elements:

- the forest that surrounds the campus,
- the gateway that welcomes the members of the campus community and visitors,
- the series of large spaces that create a spine on which campus buildings are connected,
- the gardens that provide a connecting string of learning and demonstration places,
- the courtyards and plazas that create protected exterior spaces and opportunities for social interaction, and
- the atriums that bring the natural environment into the buildings.



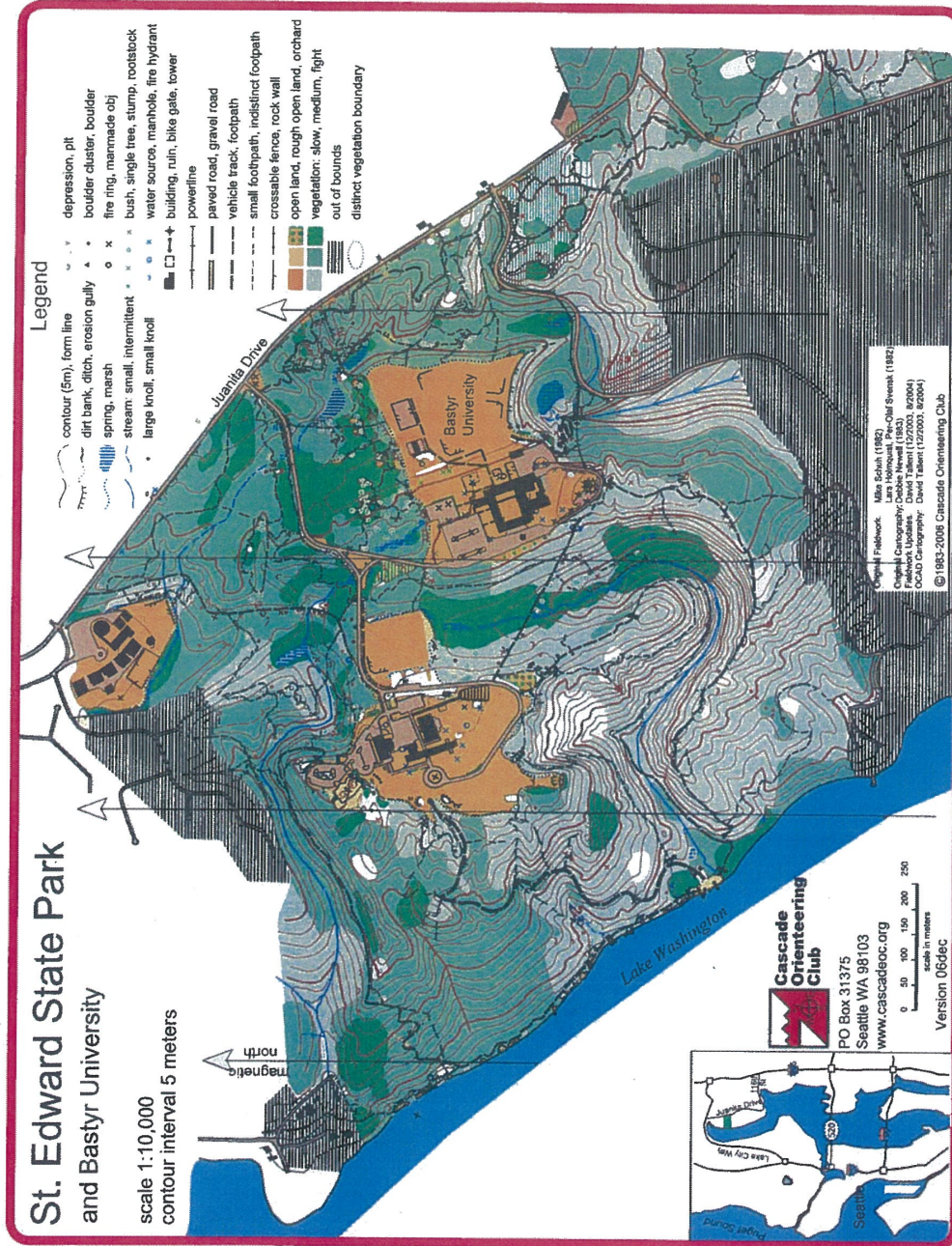
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Figure 5.3: Proposed Landscape Framework¹



¹ Reconfiguration of the ballfields may occur in accordance with facility improvements and terms of the lease agreement executed December 15, 2009 between the City of Kenmore and Bastyr University for active recreation facilities(Contract 09-C824)

Figure 5.3.1
St. Edward Parks and Bastyr University trails map - biking and walking



The Forest

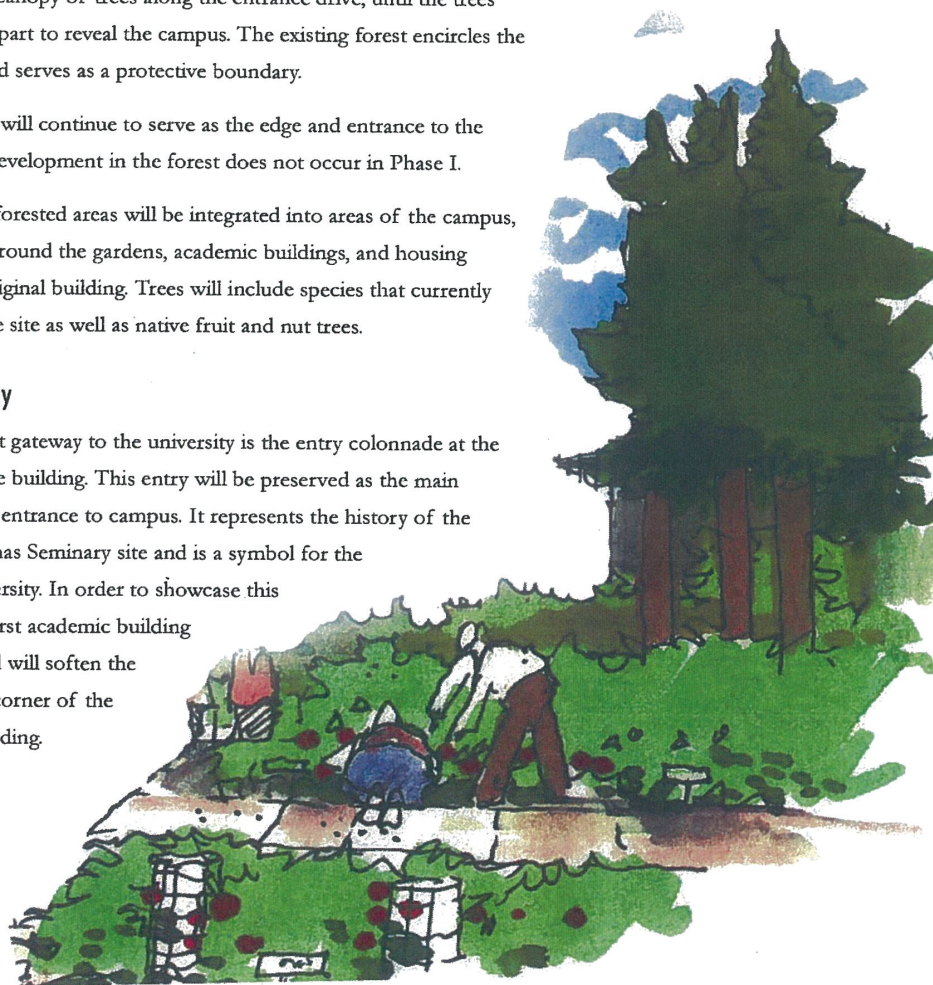
Bastyr University is situated in a unique natural setting. Located within Saint Edward State Park, the campus is surrounded on four sides by a forested mix of Douglas Fir and deciduous trees. As visitors and prospective students approach the campus, they first notice the sheltering canopy of trees along the entrance drive, until the trees eventually part to reveal the campus. The existing forest encircles the campus and serves as a protective boundary.

The forest will continue to serve as the edge and entrance to the campus. Development in the forest does not occur in Phase I.

Trees and forested areas will be integrated into areas of the campus, including around the gardens, academic buildings, and housing near the original building. Trees will include species that currently exist on the site as well as native fruit and nut trees.

The Gateway

The current gateway to the university is the entry colonnade at the front of the building. This entry will be preserved as the main ceremonial entrance to campus. It represents the history of the Saint Thomas Seminary site and is a symbol for the entire university. In order to showcase this entry, the first academic building constructed will soften the southwest corner of the current building.



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Visitors, students, faculty, and staff can also be dropped off at the Arches to be able to enter the Academic Core directly. Other features can be integrated into this entry area such as a water feature that can double as a detention pond and demonstrates Bastyr's commitment to resource conservation and protection.

The Open Space Framework

Consistent with Figure 5.4 the University encourages our community and other visitors to share in the beauty of the gardens, walk the reflexology path, hike or bike the forest trails, and enjoy the library, cafeteria, bookstore or similar amenities provided: 1. Public access is consistent with campus hours of operation and 2. Public access does not conflict with academic uses of these facilities or any other agreement such as conference room rental or rental of athletic fields. The University shall continue to publish public access hours of use and rules on its website and on-campus signage consistent with the University's intent to provide its facilities to the wider community while continuing its mission as an academic university.

The built areas are seen as a semi-formal collection of buildings tied together by "Connector" open spaces and pathways of different widths. The pedestrian circulation system proposed is a hierarchy with the major spine, or Mall, through each cluster of buildings being sufficient in width to hold class change crowds (25' or so in width), the secondary path, or Walks, can be a major spine through a narrow space

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or can connect from a Mall to major destinations. The third path in the hierarchy (paths, about 8' to 10' wide) directly serve a building entry or a special destination from a Walk.

These pedestrian ways can wander through one of these linear spaces and are surrounded by campus landscape and plantings appropriate to the location and surrounding habitat.

These Connector spaces are broken at appropriate locations by wider, large open spaces. The spaces can simply be a way to let in more sun and to permit different growing conditions for the gardens, they can support the idea of campus as arboretum, or they can be a visual break between buildings; can serve as space for student/faculty/staff recreation and quiet contemplation. They can even act as a wayfinding device, announcing through design a special campus feature, a "you are here" feature, or point the way to how to switch directions to reach a variety of campus destinations.

This variety of spacial experiences available on campus will showcase the university's integration with the natural environment. Within the major open spaces, a complexity of activities will connect and integrate academics, recreation, relaxation, and social interaction.

Framed by the teaching, production, and sanctuary gardens, the campus open spaces will provide open space for recreation, informal gatherings, and quiet study. As the heart of campus activity, the open spaces will encourage social interaction and play. Connections that people make with each other and the environment will help to create a healthier, happier Bastyr community. The university recognizes that learning and personal growth occurs not only during class time, but in play, artistic expression, conversation, recreation, and meditation. These spaces will also provide sanctuary from the stresses of daily life. Sacred spaces, in the form of secluded gardens, benches tucked within



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the trees, and quiet corners of open space will allow people to form a stronger connection with the environment and a deeper understanding of themselves.

The campus open spaces and gardens will be places that visitors can learn about naturopathic medicine, take a relaxing walk through the gardens, or find solitude after a stressful day. Classes and workshops will help to strengthen important community links through mutual learning and appreciation.

The Gardens

The Bastyr Gardens are, first and foremost, for academic purposes, allowing students to work hands-on with the materials that form the basis for Bastyr's naturopathic programs. The gardens, however, will also add a unique beauty to the campus. Framing the Connector Spaces and larger spaces and being integrated into building courtyards; gardens will be integrated through the campus. The gardens will become another image for the university. Visitors will come to the campus just to see the gardens and prospective students will often remember the gardens from their campus tour. For members of the Bastyr community, the gardens will create a colorful backdrop to picnics in campus open space or a quiet hideaway for reading and meditating.



Courtyards and Plazas

Two courtyards currently provide enclosed outdoor space in the existing seminary building. These areas include flower gardens, walkways, fountains, and green lawns. The courtyards are of a much more formal nature than the University Garden east of the building.

The main courtyard will continue to provide a formal gathering space within the original building. The existing flower gardens in the main



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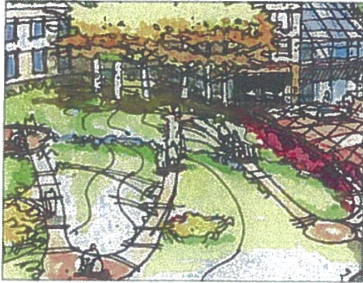
courtyard primarily include decorative annuals and perennials. These will be replanted over time with medicinal herbs, flowers, and native plants that are more representative of Bastyr and the surrounding region. The rose garden courtyard on the southern portion of the building will remain planted with roses, but will also incorporate medicinal plants.

A north-south wall currently divides the main courtyard. This wall will be removed to develop amphitheater seating in the eastern portion of the courtyard. Seats will face east toward the open space. The amphitheater will provide a small gathering place for informal conversations, club meetings, speakers, and classes.

As the campus expands beyond Phase I, consideration will be given to new plazas and courtyards to the north and east of the existing building that will create additional links to the natural environment.

New buildings and their related courtyards will provide opportunities for additional garden features, including raised beds, planter boxes, and a greenhouse. These gardens are very flexible in nature, changing based

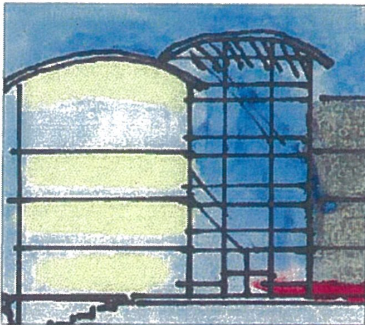


5. DEVELOPMENT PLAN


on the season or the academic need. Planter boxes provide individual student space for projects or might showcase native plants with medicinal purposes. A greenhouse located in the northern courtyard will serve as a working greenhouse for the Bastyr Gardens and as a teaching facility for classes and labs.

Atriums

Atriums are a new addition to the campus. As Bastyr University strives to reinforce its integration with the natural environment both in its programs and facilities, atriums will provide a key link between the buildings and outdoor space. Atriums will serve as the bridges between outdoor and indoor space and will signify the major entrances to the buildings. From within the buildings, atriums will create a well-lighted place and act as portals to the gardens, courtyards, and open space.



The atriums themselves will create another connection to the natural environment through display of herbs, plants, and flowers that form the foundation for Bastyr's naturopathic programs. The atriums will allow an opportunity to showcase plants that would not typically grow in the Northwest. There is also an opportunity to create miniature ecosystems with medicinal plant life found in various locations throughout the world. One atrium might be dedicated to the plants of the rainforest while another would be dedicated to the tundra.

CAMPUS DESIGN CONCEPT

The design concept puts the elements of the campus described above into a meaningful relationship with one another. The design concept is described below through a listing of basic design strategies and a "walking tour" of the illustrative plan, a designer's image of what the principles and parameters of the plan would look like when implemented.

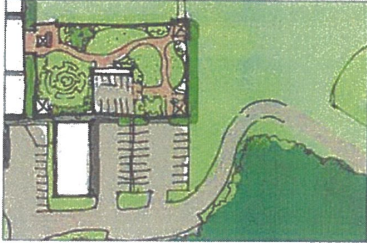
The overall design goal is to create a dynamic academic core with the image of the leading natural health university in the country. To do this, the design concept must support the mission of the university and must respect the environment in which the institution is located. The strategies on the following page summarize the elements of this design concept.

Campus Design Strategies

Bastyr University developed planning and design concepts organized under the guiding principles (covered earlier starting with page 3.7) that are the basis for the master plan. The concepts within these principles include:

- Create cluster communities of residential units separate from the academic core.
- Preserve spaces integrated within building clusters for social interaction, teaching and learning, recreation, and reflection.
- Top the roofs and parking structures with gardens and green areas.
- Integrate gardens throughout the campus in dedicated garden space, planters, greenhouses, and private student space.
- Create courtyards between buildings.
- Consider allowing buildings to step down to open spaces to create a more human scale.



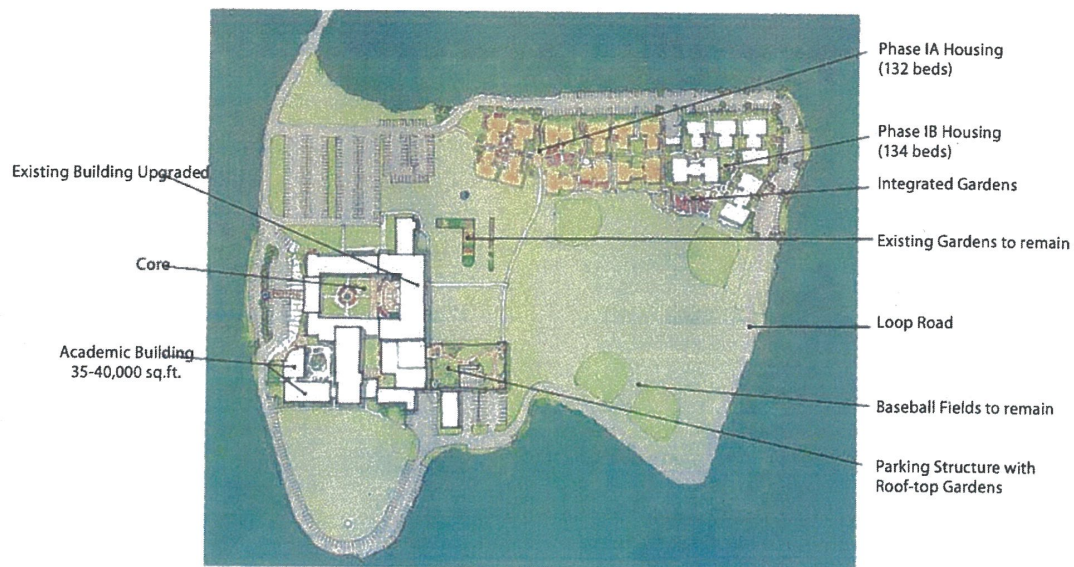
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- Hide the parking to the extent possible, and if parking structures are above grade, efforts shall be made to preserve views.
- Keep vehicular circulation around the periphery of the campus; create pedestrian and bicycle paths throughout campus.
- Bring the indoors out and the outdoors in through atriums, skylights, greenhouses, and patios.
- Preserve the views of the woods.
- Preserve the canopy of trees along the entrance drive.
- Preserve existing campus landmarks, including the arches, the Chapel, the water tower, and campus gardens.

Illustrative Plan: A "Walking Tour"

An illustrative plan is a "designer's rendition" of the principles, land use and circulation plans, and design strategies for the campus. It shows a way of developing the site, given the above parameters, but is not the actual design of the site. The illustrative plan sets relationships between plan elements: buildings, open spaces, roads, paths, gardens (see page 5.27). For instance, the combination of the master plan and the illustrative plan tells us that there will be new academic buildings to the southwest of the current building and a new linear housing development at the north edge of campus. However, it does not size the gardens within those communities nor does it name what each garden will grow. The following paragraphs take the reader on a walk through the campus based on this illustrative plan. The text describes the rationale behind the design recommendations and attempts to give the reader the flavor of the place.

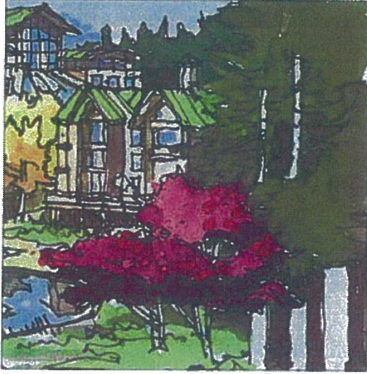
Figure 5.4: Illustrative Plan



If you arrive at Bastyr University by car, the entry signifies that you have arrived at a special place. The tree canopy, a tunnel of trunks and branches, covers the road. Generally, roads cutting into the site are minimized, with the single campus entry becoming a small-scale road ringing the campus starting with the west ring leading to the current main entrance to the existing main building. All development occurs on the inside of this ring with the forest protecting the outside.

The first intersection you reach after entering the campus is a fork, with the right fork leading to Saint Edward State Park. To the left, an extension of NE 145th Street leads to the campus Loop Road, the road serving Phase I housing and leading directly to the campus main entry and the Academic Core. Along its length, the Loop Road will provide two travel lanes, one in each direction.

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Phase IA housing is a cluster of 11 pods, each with 12 single bed dwelling units in three stories (132 units/beds). The pods are connected at the corners to allow all sides of each building to have views out and natural light. Phase IB housing (134 units/beds) will be a higher density housing community at three to four stories and located around pedestrian courts. The ratio of building footprints to open space will increase over Phase IA because part of the housing will be built on podiums over parking.

The Ring Road passes behind (north) of the residential clusters so as to remain separated and hidden from the main campus. It also provides access to on-grade parking at the west end of the community and podium parking at the eastern, denser end of the community.

If the university is to best utilize its site, it should not be by relying on surface parking. Thus, to minimize impervious surfaces on campus and to be able to accommodate future needs, the eastern housing is on a podium over parking.

On the south side of the residences and integrated within them are a variety of gardens, small open spaces and courtyards.



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Continuing on the NE 145th Street extension, past the left turn to Phase I housing, the road opens upon the main entry to the university and your first view of the academic heart of the campus. The entry to the Academic Core is framed by the historic Saint Thomas columns (sometimes referred to as arches). One immediately sees a garden courtyard and a variety of entrances to the main academic structure from the gardens.



Just past the columns and its related Entry Court, are the Phase I Academic facilities at the southwest corner of the current building. The current center of Bastyr's academic activity is the old Saint Thomas Seminary, a massive 180,000 square foot monolith that welcomes visitors through a three-story colonnade of pillars. The existing building will be upgraded in Phase I and new academic space constructed (see Figure 5.4: Illustrative Plan on page 5.27). One of the intentions of the design of the new academic core is to lessen the overpowering presence of this building. By building a series of freestanding structures and wings that are shorter in height than the main building, the plan attempts to mitigate its mass and create a "village" surrounding the "castle."



The Bastyr Gardens (described in Chapter 6) are intended to eventually be a collection of independent, yet connected planted spaces used for study, research, and production of medicines and production of food to supply the cafeteria. Each garden is large enough to contain the goals and purpose of that particular garden. The Connector Spaces and pedestrian hierarchy of paths will connect all of the gardens for ease of access and harvesting and also so visitors can easily navigate between them. The gardens, because they are so visible and beautiful, as well as serving a profound purpose at the university, can become a central symbol of Bastyr University.

chapter six

the garden plan



The Garden Plan

The Bastyr Gardens are a defining feature in the university's academic programs and integrated into the physical and spiritual beauty of the site. With this recognition, the Master Plan improves on the existing gardens and adds additional gardens where possible in the existing structure and new facilities.

This chapter is organized into the following sections:

- Background and Context,
- Visions for the Gardens,
- Garden Program,
- Garden Plan, and
- Implementation.



6. THE GARDEN PLAN

BACKGROUND AND CONTEXT



The existing Bastyr University Garden was created in 1997 with 65 species of herbs. Student-maintained, it now includes over 250 species of herbs and crops. Initial contributions for the 25' x 50' garden plot came from alumni, the Student Council, and university departments. Students and faculty began the process of transplanting western and oriental herbs, and culinary plants from the previous campus garden to the present garden. Through much hard work, on-going dedication to the garden, and the connection formed between the garden and its gardeners, the University Garden has become part of the academic, social, and spiritual fabric of the university.

The garden serves as a hands-on learning tool for students, teachers, and visitors. It includes common western and traditional Chinese medicinal plants, culinary herbs, vegetables, grains, flowers, a gazebo, and pond. Students study the growing plants, learn how to harvest them and make tinctures, and use them for cooking in the whole foods kitchen-laboratory. Community members are welcome to visit the garden, and private or group tours are also provided.

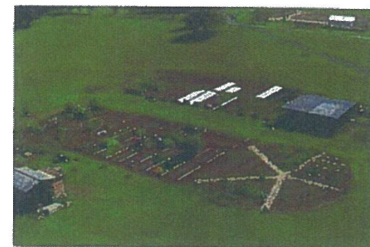


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The garden also serves as a living laboratory and an example of Bastyr's commitment to environmental sustainability. Food waste from the vegetarian kitchen is composted and then applied to the garden to enrich the soil for next year's growth.

The university garden is currently divided into seven sections:

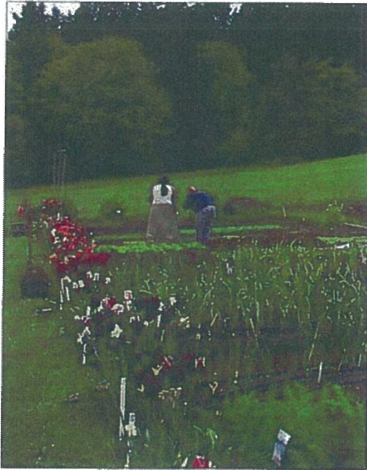
- Western herb beds include herbs that are commonly used by Native Americans, western herbalists, and naturopathic physicians.
- Traditional Chinese medicine (TCM) herb beds contain Chinese herbs that help to harmonize the vital life energy within the patient and between the patient and the surrounding world.
- Physiological systems beds support and are organized by organ systems of the human body.
- The culinary round bed includes herbs used to season meals in both the whole foods cooking classes and the Bastyr cafeteria.
- Herbs and seasonal vegetables, located in the "pie" beds, are used by the naturopathic, acupuncture and oriental medicine, and nutrition departments.
- Nutrition beds display the year-round cultivation of seasonal vegetables, grains, and culinary herbs grown in the region.
- The shadehouse contains plants that grow naturally in the shaded undergrowth of deciduous and conifer forests.



But the garden is more than a series of beds, more than a number of plant species, more than a classroom resource. It is a place for gathering, for relaxing, for meditating, and for reflecting. It serves as a peaceful, beautiful, and healing environment, a retreat from everyday life. These are qualities to be fostered and nurtured in the future gardens.

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VISIONS FOR THE GARDENS



The University Garden is the key link between traditional classroom study and the hands-on connection to the natural environment. As Bastyr University evolves, the garden also has the opportunity to increase its role in the curriculum, as well as to continue to enhance the beauty of the site.

The university has identified a series of visions for the gardens as they grow and change with the campus. These are grouped under several categories and are presented on the following pages:

Resources/Production Facilities

- There will be an abundance of herbs in a particular location for harvesting. Harvested plants are used for cooking in the nutrition department, classes, and the cafeteria.
- There will also be a place for starting plants in the winter, especially the herbs, vegetables, and grains that are used in the nutrition classes and the cafeteria.
- The food production garden will have the capacity for supplying the kitchen with salad greens and root vegetables, culinary herbs, and a limited amount of grains. It will also supply resources for the whole foods cooking classes.



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- Some farm machinery will aid in food production.
- Facilities will exist for the composting of garden and kitchen waste.
- There will be space for orchards and flower/cutting gardens.
- The greenhouse will contain the garden supervisor's office, a library, and other staff offices.
- There will be a shade house and space for mushroom cultivation.
- Drying space for herbs during the harvest season will be used for other needs throughout the year. The room will include wall-to-wall jars and drying space overhead.
- An herbarium will house dried pressed plants with labels to identify the species.
- A tool collection will be provided near individual gardens with a larger tool shed to house machinery. These areas will be secure.



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Teaching

- The gardens will provide enough space to serve one class at a time, as well as community classes in the future. There will be dedicated teaching spaces for the different programs to alleviate competition for resources.
- The gardens will include as many herbs and medicinal plants in the curriculum as possible for hands-on teaching purposes. This is especially important for the western and Chinese medicinal beds.
- A teaching greenhouse and a laboratory will be used to enhance students' understanding of caring for plants as well as learning new techniques for growing.
- The forest will continue to be a teaching location. The university will also consider reforestation activities.
- A hillside terraced amphitheater will provide space for teaching and presentations.
- Teaching will be able to occur in a variety of other areas as well, including grassy open spaces, spaces under trees protected from rain, and spaces within and around gardens.
- There will be space for instruction on food gardening.

Community

- The gardens and greenhouse will provide spaces for community activities and classes.
- There will be children's spaces/gardens and opportunities for participation by local schools.
- Economic development opportunities include food and seed sales, self-guided tours, videotaped courses, and CDs of the garden's plants.

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Healing/Sanctuary

- A sanctuary garden will provide a quiet, reflective space for students, faculty, staff, and visitors.
- Features such as a labyrinth may be used for meditation and instruction.
- There may be a meditative place near the dorms.
- Sacred and meditative spaces will be sheltered from the rain.
- Each major garden will have a sanctuary.
- Gardens will be open to creative expression.



6. THE GARDEN PLAN



GARDEN PROGRAM

The existing garden takes up a relatively small area on the campus, though it has grown significantly since its beginning. As Bastyr envisioned its future, it quickly became apparent that the gardens should be a cornerstone of campus development.

Visioning sessions with the University Garden staff resulted in an initial program for garden space and facilities. The actual amount of space included in the garden program will be determined as the campus develops.

TABLE 6.1 GARDEN PROGRAM

Garden Types
Flower/herb/vegetable garden
Production/teaching garden for nutrition program
Western medicine harvest garden
Western medicine teaching garden
Traditional Chinese medicine garden
Kitchen garden

The garden program also includes a teaching greenhouse in one of the new courtyards in the academic core. Additional facilities, including a production greenhouse, maintenance/tool shed, composting area, sanctuary/healing gardens, and community/children's garden can be easily located in unprogrammed space. Orchards and flower gardens will also be integrated throughout the campus in general landscaped areas. Timing for installation of these programs is funding-dependent.

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GARDEN PLAN

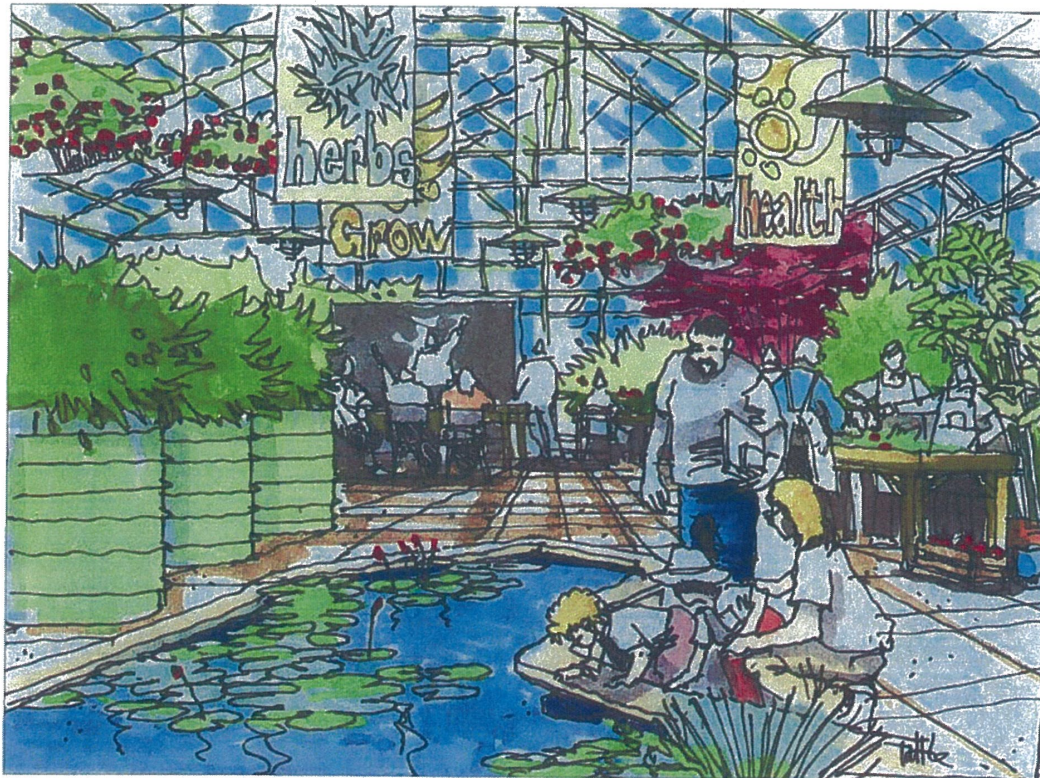
The garden plan was developed in concert with the Master Plan, resulting in concepts that are inextricably connected. With the intertwinement of these plans, the gardens will become a constant feature in the physical, academic, and social realms at Bastyr.



6. THE GARDEN PLAN

IMPLEMENTATION

Those who tend the garden say that there is a magic that permeates it – a feeling of energy – that has grown from the dedication of people who created it. Each year when the new plants break through the ground toward the sunlight, the energy of the garden grows stronger. The plans for the gardens must respect this and recognize that no level of detailed planning can ever take the place of a garden that has grown strong from the commitment of its tenders.



chapter seven

implementation



Implementation

This chapter presents the University's preferred sequence of Phase I development. The reality of the University's ability to achieve its desired sequencing of projects will largely be dependent on the availability of funds. Key goals of the phasing plan are to bring to life the vision of the Master Plan as early as possible, and to effectively manage the impacts of campus development. As allowed in KMC 19.23.060, construction sequencing shall be consistent with the master plan as described below. The sequence of the projects may be altered from the sequence listed below without an amendment to the Master Plan, provided that all city requirements and permits are met for each individual project.

CAMPUS DEVELOPMENT

Residential Project IA is already underway and becomes an obvious first project in the implementation sequence.

Bringing the current building up to date and adding needed academic space is of next highest priority for the university. Assignable square footage will be lost in the current building during this update as current codes and standards for science facilities have been upgraded since construction of the original facilities.

The new academic space at the southwest corner of the current building will help to fill the need for the space lost in renovation and will provide space for the newest technologies.

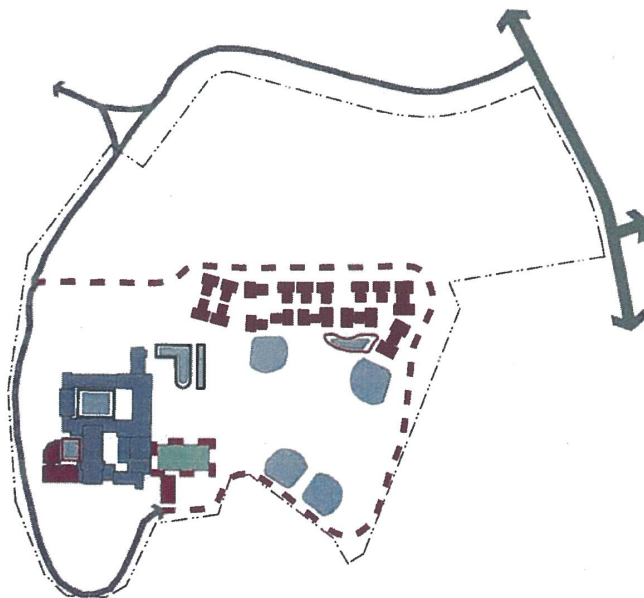
As close in time as possible to the renovation and construction of academic facilities, the new parking structure at the southeast corner of the current building (south end of the swale to the east of the building) will be constructed to provide additional parking for faculty, staff and students close to the core of academic facilities.

7. IMPLEMENTATION

Finally, Phase IB housing, east of Phase IA, will be constructed along with its associated parking.

As facilities are built, the landscape around them will be improved and gardens will be installed. In addition, with each building phase, the two-way campus loop road will be completed.¹ Figure 2.4 identifies existing circulation; Figure 5.2 identifies the proposed circulation. Each future development application shall identify the segment of the loop road to be completed, with the full loop road to be available no later than the last building phase identified above.

PHASE I 2009-2020



¹ Bastyr University indicates that the intent for the "loop road" is to be two lanes/two directions. Phasing of the loop road anticipates completion by 2020. The road is currently planned for phasing as development occurs.

EFFECTIVE PERIOD AND REPORTING

The master plan shall remain in effect until December 31, 2020. The property owner shall be responsible for the following reports:

1. Submittal of biennial status reports to the community development director during the term of the master plan no later than December 31st of each biennial period;
2. Submittal of interim reports to the community development director regarding any proposed changes or revisions to the master plan implementation schedule no later than December 31st of each biennial period.

VESTING

The Bastyr University Master Plan shall be vested to the Kenmore Municipal Code regulations in effect at the time of Master Plan approval. Development applications submitted in the future on the site shall be consistent with the City regulations in effect at the time of Master Plan approval (December 24, 2009) and shall not be subject to regulations that may be adopted by the City after December 24, 2009; except that during the life of the master plan:

1. The Kenmore stormwater and drainage regulations as adopted by the City Council by February 16, 2010 to ensure compliance with the Department of Ecology NPDES Phase II permit shall apply;
2. The commute trip reduction requirements as adopted by the City Council that are in effect at the time of development application shall apply;
3. Chapter 18.110 KMC, Enforcement, as existing or amended shall apply; and
4. Title 15, Building and Construction Code, as existing or amended shall apply.

Such vesting measures shall not preclude the city from taking such actions as shall be necessary to protect the public health and safety.

Acknowledgements

Many individuals and groups have supported Bastyr University in the preparation of both the 2004 Campus Master Plan (not approved by the City) and this 2009 Master Plan. We cannot hope to include all of them here and would no doubt miss people that made vital contributions to the success of this report. Bastyr University would like to acknowledge:

2009 MASTER PLAN CONSULTANT TEAM

Robert Sena Campus Planning & Design

Robert Sena, Ph.D., AICP, Principal in Charge

D. Paul Tuttle, AICP, Senior Urban Designer and Planner

Eric Phillips, Senior Campus Planner

Mariel Forman, Assistant

THE CITY OF KENMORE

CITIZENS AND STAKEHOLDERS

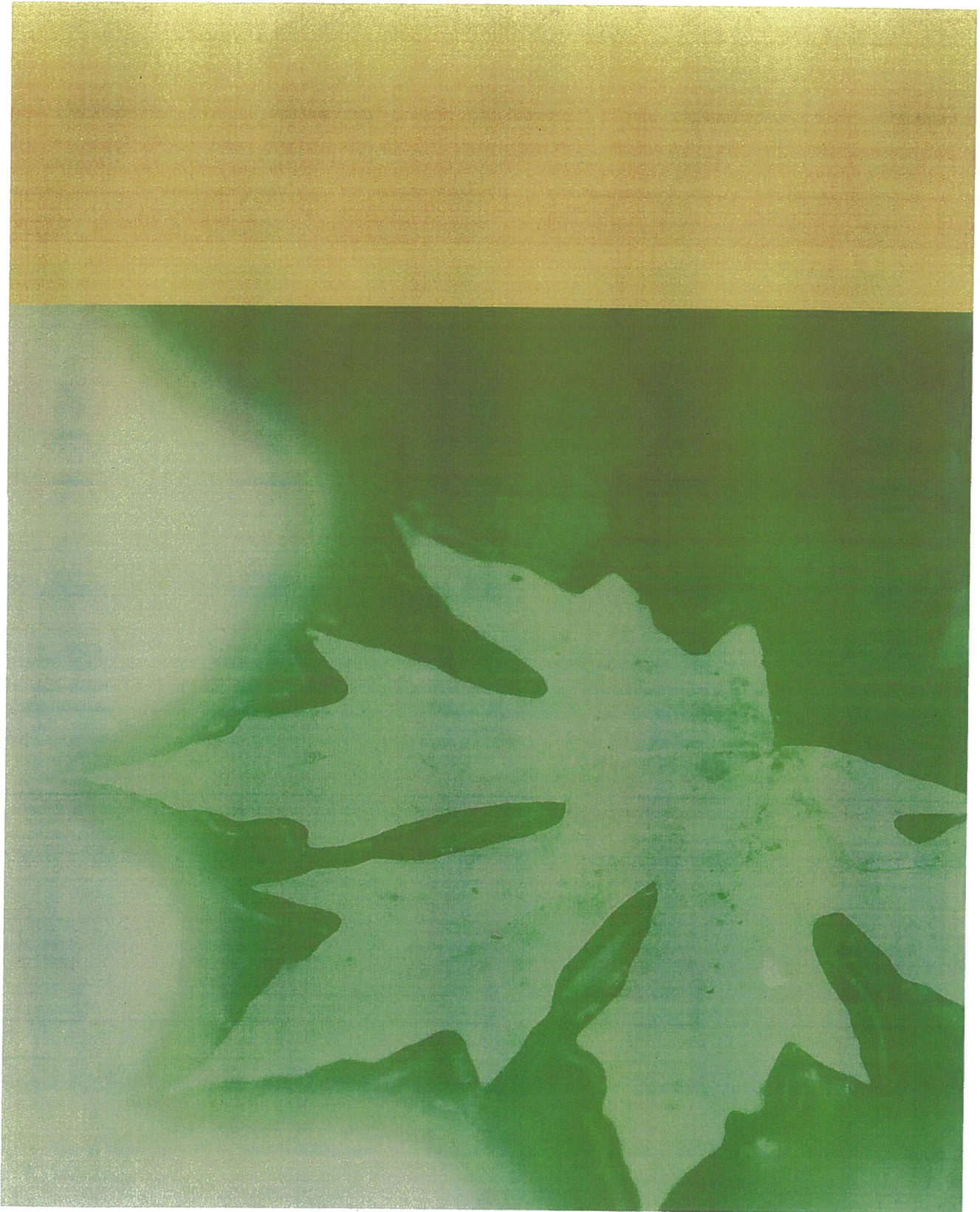
THE MASTER PLAN CONSULTANTS

and

BASTYR UNIVERSITY TRUSTEES, FACULTY, STAFF AND STUDENTS

Fig. 5.3.1 Map Source:
Cascade Orienteering Club,
Seattle, WA
©1983-2005

Final document editing:
Seth McOmber, Marketing Coordinator
Bastyr Center for Natural Health



Attachment 2



Contract No. 09-C824
Kenmore Original

**CITY OF KENMORE LEASE AGREEMENT
BASTYR UNIVERSITY ACTIVE RECREATION FACILITIES**

THIS LEASE AGREEMENT (this "Lease") is entered into by and between **BASTYR UNIVERSITY**, a Washington non-profit corporation ("Landlord") and the **CITY OF KENMORE, WASHINGTON**, a municipal corporation ("Tenant").

1. **PURPOSE:** The parties recognize the mutual benefits which may be derived from a joint and cooperative use of those certain athletic fields and track located on the Bastyr University Campus, 14500 Kenmore Drive N.E., Kenmore, Washington, as more fully described in **Exhibit "A"** and depicted in **Exhibit "B,"** both of which are attached hereto (the "Facilities"). Accordingly, the purpose of this Lease is to allow Tenant access to and use of such Facilities for the uses and purposes permitted in this Lease.

2. **TERM:** Landlord hereby leases to Tenant and Tenant hereby leases from Landlord the Facilities, subject to the terms and conditions set forth in this Lease. This Lease shall commence as of January 1, 2010 (the "Commencement Date") and, unless earlier terminated in accordance with the provisions set forth in Sections 7 and 13 below, shall continue for a period of eleven (11) years thereafter and terminate on December 31, 2020 (the "Term").

2.1 If Tenant desires to extend the Term for a period of five (5) years, it shall give Landlord written notice on or before September 1, 2019 of its request to extend the Term (the "Extension Request"). Landlord shall have a period of thirty (30) days following its receipt of the Extension Request in which to determine whether Landlord agrees to grant such extension. Landlord's determination to grant such extension shall be in Landlord's sole and absolute discretion and shall be given in writing. In the event Landlord fails to respond to the Extension Request within such 30-day period, then the Extension Request shall be deemed to be denied. If Landlord agrees to grant the Extension Request, then such extension of this Lease shall be on the same terms, covenants and conditions as provided for in this Lease with the exception of Rent, which Rent amount shall be determined pursuant to Section 2.2 below, provided, however, the annual Rent amount during the extended Term shall not be less than the annual Rent amount payable during calendar year 2020.

2.2 If Landlord grants the Extension Request, Landlord shall provide Tenant with Landlord's determination of the fair market Rent for the extended Term, including periodic increases as dictated by the current market, in Landlord's written approval of the Extension Request ("Landlord's Determination of Rent for Extended Term"). Tenant shall provide notice to Landlord within thirty (30) days after receipt of such notice from Landlord as to whether Tenant accepts Landlord's Determination of Rent for Extended Term. In the event Tenant does not agree to Landlord's Determination of Rent for Extended Term, Landlord and Tenant shall attempt to agree upon Rent for the Facilities for the extended Term. If the parties are unable to agree upon the Rent for the extended Term by January 1, 2020, then either party

shall have the right to revoke the Extension Request or approval thereof, as applicable, and the Lease shall terminate on the original termination date provided for in Section 2 above.

3. **USE OF FACILITIES:** Tenant and the general public shall have the right to use the Facilities, as presently constructed or as improved in the future, (1) for games and practices involving the field sports of baseball, lacrosse and soccer, (2) for games and practices involving other field sports that have impacts on the Facilities that are similar to the field sports listed above, and (3) for uses that are approved by the Joint Management Committee, as established in Section 9 below (the "Approved Uses"). The uses permitted under this Section 3 shall be permitted seven (7) days a week, twelve (12) months a year, during the hours between dawn and dusk ("Hours of Operation"). Tenant's use of the Facilities shall not conflict with Landlord Scheduled Uses and Tenant's Scheduled Uses, as set forth in Section 4 below. Landlord agrees to permit reasonable use of the existing parking and restroom facilities located on the Bastyr University campus during the Hours of Operation in connection with the uses permitted in this Section 3, subject to the rules and regulations adopted by Landlord that are consistent with this Lease.

4. **SCHEDULED USES.** Tenant anticipates that both it and the general public will use the Facilities for special and organized athletic and recreational events, activities, sports leagues, and tournaments that are associated with the Approved Uses and that are scheduled generally or specifically in advance (collectively, "Tenant Scheduled Uses"); provided, that such Tenant Scheduled Uses shall not commence until final completion of the Improvements, defined more fully below. Landlord expressly consents to such Tenant Scheduled Uses and agrees to assume responsibility for scheduling and coordinating such Tenant Scheduled Uses, consistent with this Section 4. Except as expressly provided for in this Section 4, Landlord shall not lease the Facilities or otherwise permit any use of the Facilities during Hours of Operation which would interfere with Tenant's or the public's use of the Facilities for the purposes described in this Lease. The Tenant Scheduled Uses for the Facilities shall be during the hours of 3:00 p.m. to 8:00 p.m., Monday through Friday, 9:00 a.m. to 8:00 p.m. on Saturday, and 12:00 noon to 6:00 p.m. on Sunday, subject to the dawn to dusk restrictions of the Hours of Operation (i.e., Landlord has no obligation to provide lighting for the Facilities, and the Facilities shall not be available for Tenant Scheduled Uses after dusk).

Landlord anticipates that it will from time to time use the Facilities for its own university-sponsored events ("Landlord Scheduled Uses"), and Tenant expressly consents to such Landlord Scheduled Uses that are consistent with the scheduling system adopted by Landlord pursuant to this Section 4; provided, that Landlord shall not schedule so many events during Landlord Scheduled Uses as to unreasonably interfere with the intent and purposes of this Lease and Tenant's rights hereunder.

Landlord shall adopt a scheduling system for Landlord Scheduled Uses and Tenant Scheduled Uses, both of which shall be reasonably satisfactory to Tenant. Landlord's scheduling system shall include a procedure by which Kenmore residents and Kenmore-based organizations (defined as those entities and organizations located and doing business within the

jurisdictional boundaries of the City of Kenmore) are given the opportunity to "pre-schedule" the Facilities at least two weeks before scheduling is opened up to other individuals and organizations. Landlord shall have no authority to "bump" any Tenant Scheduled Uses which are properly scheduled and reserved in accordance with Landlord's scheduling system.

On or before October 1, Landlord shall prepare and present to Tenant an annual fee schedule for Tenant Scheduled Uses of the Facilities for the following year. The fees charged by Landlord shall be comparable to those charged for similar public facilities located within the Seattle/Lake Forest Park/Kenmore/Bothell area, with the understanding that the fee shall be higher for Tenant Scheduled Uses by non-Kenmore residents or non-Kenmore-based organizations. On or before December 1, Tenant shall approve fees for Kenmore residents and Kenmore-based organizations. If Tenant fails to approve such fees by the deadline, the fees proposed by Landlord shall be applicable for the following year. The parties agree to work together in good faith to resolve any concerns that Tenant may have with respect to any proposed fee schedule. Landlord shall be solely responsible for collecting and reporting all fees collected.

Landlord shall use reasonable efforts to advertise the Facilities in the Seattle/Lake Forest Park/Kenmore/Bothell area; provided, that Tenant shall assist Landlord in this endeavor by (i) including information about the Facilities in Tenant's Newsletters; (ii) including information about the Facilities in its Annual Report; and (iii) posting information and scheduling opportunities for the Facilities on Tenant's Webpage, all as Tenant deems appropriate. Tenant hereby acknowledges and agrees that Landlord has not made any representations or warranties as to the potential fee revenue that may be generated in connection with the Tenant Scheduled Uses, and Landlord shall have no obligation to attempt to maximize such fee revenue.

5. **RENT:** Tenant shall pay to Landlord at the notice address set forth in Section 17.2, or to such other party or at such place as Landlord may hereafter designate, the following amounts as "Rent" for the Facilities:

5.1 As base Rent for the calendar year 2010, Tenant shall pay to Landlord Rent in the amount of \$35,000.00 within ten (10) days following mutual execution of the Lease.

5.2 As additional Rent in consideration of Landlord's agreement to construct the Improvements (as defined below), Tenant shall pay:

5.2.1 \$150,000.00 in Rent upon the City of Kenmore's permitting approval for construction of the Improvements. Landlord acknowledges and agrees that Tenant has made no promises or guarantees regarding such permitting approval, and that Tenant's application shall be processed in accordance with Tenant's standard policies and procedures.

5.2.2 \$135,000.00 in Rent upon completion of the Improvements.

5.3 Commencing in the year 2011 and on an annual basis thereafter, Tenant shall pay Rent in the amount of \$50,000.00 per year, which Rent shall be due and owing on January 1 of each year.

In the event the Improvements are not approved and/or constructed, Tenant shall have no obligation to pay the additional Rent amounts set forth in Section 5.2, but, if Tenant elects not to terminate this Lease as provided in Section 13, then the Rent amounts set forth in Sections 5.1 and 5.3 shall continue to be paid during the Term.

This Lease constitutes a "gross lease." The Rent payments set forth herein include all maintenance and operation costs for the Facilities, and are also intended to fully compensate Landlord for any and all services to be provided by Landlord pursuant to this Lease. Landlord shall not charge Tenant any additional services performed by Landlord hereunder.

6. **SCHEDULED USES PROCEEDS.** Landlord shall keep an accounting of all fees collected by it in connection with the Tenant Scheduled Uses. For calendar years 2011 through 2020, inclusive, Landlord shall remit on a quarterly basis to Tenant payment (the "Proceeds Payment") in an amount equal to fifty percent (50%) of all fees paid for use of the Facilities during Tenant Scheduled Uses. The Proceeds Payment shall be due and payable to Tenant no later than sixty (60) days following the end of each calendar quarter.

7. **FACILITIES IMPROVEMENTS.** Landlord has represented to Tenant that it intends to improve the Facilities as depicted in **Exhibit "B"** and described in **Exhibit "C,"** attached hereto, and in accordance with those general plans which Landlord has provided to Tenant (the "Improvements"), and such representations constitute a material inducement to Tenant's execution of this Lease. Subject to the approval and permitting of the Improvements by the City of Kenmore, Landlord covenants and represents that it shall diligently pursue such Improvements to completion. Barring any unforeseen act of God, work stoppage, delay in the permitting and approval process, and depending upon weather conditions during construction of the Improvements as well as the seeding and mature growth of the grass on the playing areas, Landlord estimates that, if the Improvements have been approved and permitted by the City of Kenmore by June 1, 2010, then such Improvements shall be substantially completed by September 1, 2010 and that the Facilities will be available for Scheduled Uses commencing on or about April 15, 2011. If the Improvements are not completed by December 31, 2010 (the "Outside Completion Date"), Tenant may immediately terminate this Lease by written notice to Landlord, any portion of the Rent paid by Tenant pursuant to Section 5.2 shall be returned to Tenant, and the cure period set forth in Section 13 shall not apply; provided, however, that, if the City of Kenmore has not denied approval of the Improvements prior to June 1, 2010, then the Outside Completion Date shall be extended on a day-for-day basis for each day of delay beyond June 1, 2010 that the approvals and permits for the Improvements have not been issued by the City of Kenmore. As an alternative to such termination, Tenant may notify Landlord in writing that it nonetheless wishes to continue the Lease, in which case Tenant shall only be obligated to pay the Rent amounts set forth in Sections 5.1 and 5.3 and Landlord shall refund to Tenant any Rent paid under Section 5.2, or at Tenant's option, Tenant may apply

such Rent paid under Section 5.2 to Rent owing under Section 5.3; provided, that if the Improvements are subsequently approved and permitted at any time during the first five (5) years of the Lease, then Tenant shall at such time be obligated to pay the Rent amounts set forth in Section 5.2; provided, further, that Landlord shall have no obligation to pursue the approval and permitting of the Improvements if the City of Kenmore has previously denied such approval. Tenant's general use of the Facilities shall not interfere with or otherwise impede construction of the Improvements. Landlord shall have the right to exclude Tenant and the public from any area of the Facilities which is under construction or otherwise deemed to be a potential safety hazard during construction.

All Improvements shall be at Landlord's sole cost and expense and in Landlord's sole discretion, consistent with this Section 7.

8. **MAINTENANCE/OPERATIONS.** Landlord shall be solely responsible for any and all maintenance of the Facilities, including the to-be-constructed Improvements. Landlord shall further be solely responsible for operating the Facilities, subject to Tenant's rights pursuant to this Lease. The Rent set forth above is intended to fully and finally compensate Landlord for all maintenance and operational costs, foreseen or unforeseen, which may be incurred by Landlord during the term of this Lease.

9. **JOINT MANAGEMENT COMMITTEE.** Landlord and Tenant shall each designate up to three appropriate staff representatives to serve on a "joint management committee," which shall approve use of the Facilities as set forth in Section 3 above, and shall review use of the Facilities, related maintenance needs, costs and revenues, scheduling questions and any other matters which may arise concerning the Facilities from time to time. The members of the joint management committee shall met in March and September of each year, and shall cooperate in good faith in discussing and recommending resolutions to any issues which may arise under this Lease.

10. **INDEMNITY.** Tenant shall hold harmless and indemnify Landlord, its officers, employees, successors and assigns against any and all damages and/or losses arising out of Tenant's use of the Facilities including those arising as a result of the Tenant Scheduled Uses or other Tenant sponsored events or activities; provided, that Tenant's indemnification obligations herein shall not extend to any damage or liability caused by or attributable to Landlord's gross negligence or intentional misconduct.

Landlord shall hold harmless and indemnify Tenant, its officers, employees, successors and assigns against any and all damages and/or losses arising out of Landlord's use of the Facilities, including those arising as a result of the Landlord Scheduled Uses or other Landlord sponsored events or activities; provided, that Landlord's indemnification obligations herein shall not extend to any damage or liability caused by or attributable to Tenant's gross negligence or intentional misconduct.

The provisions of this Section 10 shall survive expiration or termination of this Lease.

11. **INSURANCE.** Both Landlord and Tenant shall each secure and maintain at all times during the Lease term, as such term may be extended, appropriate insurance coverage for their respective uses and activities.

12. **HAZARDOUS MATERIALS.** Landlord represents and warrants to Tenant that, to the best of Landlord's knowledge, the Facilities are currently in compliance with all laws and that no Hazardous Materials are present in, under, on or upon the Facilities. Landlord shall indemnify and hold Tenant harmless from any and all claims, judgments, damages, penalties, fines, costs, liabilities or losses stemming, resulting or arising from the presence of Hazardous Materials on the Facilities; provided, that Landlord's indemnification obligations herein shall not extend to any damage or liability caused by or attributable to Tenant's negligence or intentional misconduct. These indemnifications include, without limitation, costs incurred in connection with any investigation of site conditions or any clean-up, remedial, removal or restoration work, whether or not required by any federal, state or local governmental agency or political subdivision, because of Hazardous Material present in the Facilities, or in soil or ground water on or under the Facilities.

As used herein, the term "Hazardous Material" means any hazardous, dangerous, toxic or harmful substance, material or waste including biomedical waste which is or becomes regulated by any local governmental authority, the State of Washington or the United States Government due to its potential harm to the health, safety or welfare of humans or the environment. The provisions of this Section 12 shall survive expiration or termination of this Lease.

13. **TERMINATION.** This Lease shall terminate at the end of the Term, unless such Term is either (a) extended by the mutual agreement of the parties, or (b) terminated early pursuant to Sections 7 or 13 of this Lease or upon written consent of both Tenant and Landlord, as applicable.

Landlord shall have the right to terminate this Lease upon Tenant's material breach, including but not limited to Tenant's failure to pay Rent; provided, that Landlord shall first give Tenant written notice of the breach and an opportunity to cure. If Tenant fails to cure the breach within thirty (30) days following Tenant's receipt of Landlord's written notice, Landlord may thereafter immediately terminate this Lease upon written notice to Tenant; provided, that if such breach cannot be reasonably cured within said 30 day period, and Tenant commences to cure such breach within the cure period and thereafter diligently pursues such cure to completion, Landlord shall not terminate this Lease.

Tenant shall have the right to terminate this Lease upon Landlord's material breach, including Landlord's failure to complete the Improvements as set forth in Section 7; provided, that (except for a material breach pursuant to Section 7) Tenant shall first give Landlord written notice of breach and an opportunity to cure. If Landlord fails to cure the breach within thirty (30) days following Landlord's receipt of Tenant's written notice, Tenant may thereafter immediately terminate this Lease upon written notice; provided, that if such breach cannot be reasonably cured within said 30 day period, and Landlord commences to cure

such breach within the cure period and thereafter diligently pursues such cure to completion, Tenant shall not terminate this Lease. If Tenant terminates this Lease due to Landlord's material breach prior to final completion of the Improvements, Tenant shall be entitled to a refund of all Rents paid by it; provided, that if the termination occurs after September 15, 2010, Tenant shall not be entitled to a refund of the Rent paid under Section 5.1. If Tenant terminates this Lease due to Landlord's material breach following final completion of the Improvements, Tenant shall be entitled to a prorated refund of Rent, based upon the amount of Rent payable for the calendar year in which such termination occurs and the number of days elapsed in such calendar year. Tenant's right to any Proceeds Payment collected prior to the termination date shall survive termination of the Lease. For purposes of calculating such proration, the Rents paid pursuant to Section 5.2 shall be deemed to be Rent for the calendar year in which the construction of the Improvements is completed.

14. **ASSIGNMENT.** Tenant shall not sublease or assign its interest in this Lease without Landlord's prior written consent, which consent shall be in Landlord's sole and absolute discretion.

15. **DAMAGE OR DESTRUCTION.** If any portion of the Facilities is partially damaged but not rendered untenable, by fire or other insured casualty, then Landlord shall diligently restore the Facilities and this Lease shall not terminate; provided, however, that Tenant may terminate this Lease if Landlord is unable to restore the Facilities within six (6) months of the casualty event. The Facilities shall not be deemed untenable, unless a material portion of the Facilities is damaged or destroyed such that the Facilities cannot be practically or safely used for the Approved Uses. Notwithstanding the foregoing, Landlord shall have no obligation to restore the Facilities if insurance proceeds are not available to pay the entire cost of such restoration. If any available insurance proceeds are not sufficient to pay the entire cost of restoration, then Landlord may elect to terminate this Lease and keep the insurance proceeds, by notifying Tenant within sixty (60) days of the date of such casualty. In such case, Tenant shall be entitled to a proration of any Rent paid by it for the calendar year in which such casualty occurs, based upon the date of the casualty event.

If the Facilities are entirely destroyed, or partially damaged and rendered untenable, by fire or other casualty, Landlord may, at its option: (i) terminate this Lease or (ii) restore the Facilities to its previous condition; provided, however, if such casualty event occurs during the last six months of the Term, then either Tenant or Landlord may elect to terminate this Lease. If, within 30 days after receipt by Landlord from Tenant of written notice that Tenant deems the Facilities untenable, Landlord fails to notify Tenant of its election to restore the Facilities, or if Landlord is unable to restore the Facilities within six (6) months of the date of the casualty event, then Tenant may elect to terminate this Lease.

If Landlord elects to restore the Facilities pursuant to this Section 15, Landlord shall proceed with reasonable diligence to complete the work, and the Rent shall be abated for the period of time that the Facilities are unavailable for the Approved Uses; provided, that there shall be a rent abatement only if the damage or destruction of the Facilities did not result from, or was not contributed to directly or indirectly by the act, fault or neglect of Tenant, or

Tenant's officers, contractors, licensees, subtenants, agents, servants, guests, employees, invitees or visitors. Provided Landlord complies with its obligations under this Section, no damages, compensation or claim shall be payable by Landlord for inconvenience, loss of business or annoyance directly, incidentally or consequentially arising from any repair or restoration of any portion of the Facilities.

16. **CONDEMNATION.** If any portion of the Facilities is taken in eminent domain, or conveyed under a threat of condemnation, this Lease shall automatically terminate as of the earlier of the date title vests in the condemning authority or the condemning authority first has possession of the portion of the Facilities and all Rent shall be prorated as of that date. Further, Landlord and Tenant hereby agree that the valuation of the property taken in any such condemnation shall be determined without regard to this Lease (i.e., the property shall be valued as if this Lease does not exist). Landlord shall be entitled to the entire award from the condemning authority attributable to the value of the Facilities and Tenant shall make no claim for the value of its leasehold. Tenant shall be permitted to make a separate claim for relocation benefits only against the condemning authority.

17. **MISCELLANEOUS.**

17.1 **No Waiver.** No waiver or delay of demanding any condition or agreement in this Lease by either Landlord or Tenant shall imply or constitute a waiver of either party to demanding compliance with such condition or agreement at any time.

17.2 **Notice.** All notices required or permitted to be sent under the provisions of this Lease to Landlord and Tenant by one another shall be in writing and (i) personally delivered; (ii) sent by postage prepaid U.S. Mail, certified or registered, return receipt requested, or (iii) sent via nationally recognized overnight courier service to the following addresses:

LANDLORD:	TENANT:
Bastyr University	City of Kenmore
Attn: Office of the President	Attn: City Manager
14500 Kenmore Drive N.E.	7330 NE Bothell Way
Kenmore, WA 98028	P.O. Box 82607
	Kenmore, WA 98028

The parties may change such addresses by providing written notice to the other. Notice shall be deemed received on the third business day after mailed, or on the first business day after being sent via courier service.

17.3 **Attorneys Fees.** If either Landlord or Tenant institute any action or proceeding alleging a breach or violation of this Lease, or any of its terms and conditions; or for the non-payment of rent by Tenant; or for an interpretation of this Lease; the prevailing party in such action or proceeding shall be entitled, in addition to any other relief requested or received, to reasonable attorneys fees and costs as adjudged by a court of competent

jurisdiction, either in that said action or proceeding, or in a separate action or proceeding brought for that purpose.

17.4 Entire Agreement. This Lease contains all of the covenants and agreements between Landlord and Tenant relating to the Facilities. No prior or contemporaneous agreements or understandings pertaining to this Lease shall be valid or of any force or effect and the covenants and agreements of this Lease shall not be altered, modified or added to except in writing signed by Landlord and Tenant.

17.5 Review. The parties hereto represent and warrant that each has read this Lease in its entirety and that the counsel for the respective parties have had the opportunity to review the same.

17.6 Time of the Essence. Time is of the essence in each and every provision of this Lease.

17.7 Governing Law/Forum. This Agreement, and its terms, condition and performance, shall be subject to and construed under the Laws of the State of Washington. Venue for any dispute arising hereunder shall be King County, Washington.

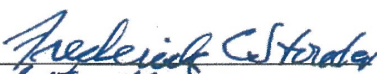
17.8 Severability. Any provision of this Lease which shall prove to be invalid, void or illegal shall in no way affect, impair or invalidate any other provision of this Lease.

IN WITNESS WHEREOF, the parties have executed this Lease on the date noted.

LANDLORD:
Bastyr University, a Washington non-profit
corporation

TENANT:
City of Kenmore, Washington a municipal
corporation

By: 
Its: President
Dated: 12/16/09

By: 
Its: City Manager
Dated: December 15, 2009

STATE OF WASHINGTON)
) ss
 COUNTY OF _____)

I certify that I know or have satisfactory evidence that _____ is the person who appeared before me, and said person acknowledged that s/he signed this instrument, and acknowledged it as the _____ of Bastyr University to be the free and voluntary act of such entity for the uses and purposes mentioned in the instrument.

DATED: _____

NAME: _____

(Print Name)

Notary Public in and for the State of Washington

Commission Expires: _____

STATE OF WASHINGTON)
) ss
 COUNTY OF King)

I certify that I know or have satisfactory evidence that Frederick Stauder is the person who appeared before me, and said person acknowledged that he signed this instrument, on oath stated that he was authorized to execute the instrument, and acknowledged it as the City manager of City of Kenmore, Washington to be the free and voluntary act of such entity for the uses and purposes mentioned in the instrument.



DATED: 12/15/09

Lynn Batchelor

NAME: Lynn Batchelor

(Print Name)

Notary Public in and for the State of Washington

Commission Expires: 3/13/13

Exhibit A

The athletic fields are a portion of the Bastyr campus of approximately 4.5 acres in size, as depicted in Exhibit B following; the entire campus property being legally described as follows:

That portion of the N.E. ¼ of Sec. 23 and the N.W. ¼ of Sec. 24, all in Twp. 26N, R 4E., W.M., King County, Washington, described as follows:

Beginning at the N.W. corner of said Sec. 24, thence S89°24'05"E along the N. line thereof a distance of 933.83 ft. to the southwesterly margin of Juanita Drive N.E. (Kenmore-Juanita Road No. 2602); thence S29°19'28"E along said southwesterly margin a dist. of 76.37' to a point designated as point "A" for the purposes of this description; thence continuing S29°19'28"E along said southwesterly margin a dist. of 100.38 ft. to the True Point of Beginning of the herein described tract; thence continuing S29°19'28"E along said southwesterly margin a dist. of 285.35 ft. to a point of curve; thence southeasterly continuing along said southwesterly margin along the arc of a curve to the right said curve having a radius of 925.37 ft. through a central angle of 18°00'00" a distance of 290.71 ft.; thence S11°19'28"E continuing along said southwesterly margin a distance of 55.60 ft.; thence S78°40'32"W a distance of 524.10 ft.; thence S21°28'40"E a distance of 98.71 ft.; thence S19°27'10"W a distance of 898.00 ft.; thence S56°20'10"W a distance of 61.00 ft.; thence N31°16'50"W a distance of 101.00 ft.; thence N53°36'40"W a distance of 350.00 ft.; thence S85°22'30"W a distance of 62.00 ft.; thence S16°50'30"W a distance of 139.00 ft.; thence S79°47'00"W a distance of 208.00 ft.; thence S23°20'20"W a distance of 234.00 ft.; thence W. a distance of 130.00 ft.; thence N46°52'20"W a distance of 103.00 ft.; thence N22°36'00"W a distance of 265.00 ft.; thence N5°14'40"W a distance of 382.00 ft.; thence N6°23'40"E a distance of 470.00 ft.; thence N34°18'40"E a distance of 467.32 ft.; thence S55°41'20"E a distance of 130.00 ft.; thence N34°18'40"E a distance of 360.00 ft. to a point of curve, thence northerly and easterly along the arc of a curve to the right said curve having a radius of 90.00 ft. through a central angle of 69°41'20" a distance of 109.47 ft.; thence S76°00'00" a distance of 492.15 ft. to a point of curve; thence easterly along the arc of a curve to the left said curve having a radius of 580.00 ft. through a central angle of 38°21'30" a distance of 388.30 ft.; thence N65°38'30"E a distance of 149.32 ft. to the True Point of Beginning. (Tract contains 50.00 acres.)

The parties agree that upon the completion of a survey of the actual location of the fields, such a legal description may be substituted for this Exhibit.



Exhibit B

Exhibit C
Description of Improvements

Subject to the terms and conditions set forth in Section 7 of the Lease, Landlord intends to improve the property described in Exhibit A of the Lease with two (2) youth baseball fields (the first field to have a 200 foot grass outfield and skinned infield and the second field to have a 300 foot grass outfield and skinned infield) and with one grass soccer field that is 330 feet by 215 feet, all consistent with the depiction of such fields in Exhibit B of the Lease.

Subject to the requirements of the permits and approvals obtained for the construction of the baseball, lacrosse and soccer fields, Landlord intends to: regrade the field area for a consistent even grade; prepare skinned infields using import infield soil; install automatic irrigation of the fields using an on-site non-potable water source; plant seed to turf type rye grass/bluegrass blend; and relocate two existing hooded backstops.



City Council Business Agenda Item
City of Kenmore, WA

Subject/Topic: March 2015 Financial Report Presentation Proposed Council Action/Motion: Receive and File March 2015 Financial Report for the City of Kenmore, Washington	For Council Meeting Agenda of: June 15, 2015 Department: Finance and Administration Prepared by: Joanne Gregory Initial & Date Approved by Department Head: <u>mgf 6-11-15</u> Approved by City Attorney: _____ Approved by Finance Director: <u>mgf 6-11-15</u> Approved by City Manager: <u>pk</u> Exhibits/Attachments: March 2015 Financial Report for the City of Kenmore, Washington.									
<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Expenditure Required N/A</td> <td style="width: 33%;">Amount Budgeted</td> <td style="width: 33%;">Appropriation Required N/A</td> </tr> <tr> <td></td> <td>\$52,089,453 Revenues</td> <td></td> </tr> <tr> <td></td> <td>\$59,750,318 Expenditures</td> <td></td> </tr> </table>		Expenditure Required N/A	Amount Budgeted	Appropriation Required N/A		\$52,089,453 Revenues			\$59,750,318 Expenditures	
Expenditure Required N/A	Amount Budgeted	Appropriation Required N/A								
	\$52,089,453 Revenues									
	\$59,750,318 Expenditures									
<u>INFORMATION/BACKGROUND:</u> The March 2015 monthly financial report is presented for Council review. This provides the opportunity for the City Council and the community to receive information on the City of Kenmore's biennium to date revenues and expenditures in comparison to the City's 2015-2016 adopted biennial budget. The budget was adopted on December 8, 2014. It also provides an opportunity to identify any potential variances or fluctuations from the budget.										
<u>FISCAL CONSIDERATION:</u> March is the third month of the 24 month 2015-2016 biennium. The monthly schedules attached include the Transportation Benefit District Fund for informational purposes although it is a separate entity. The national unemployment rate was unchanged at 5.5% and the Dow Jones closed 356 points lower than February at 17,776.										
<u>COUNCIL GOAL/BUDGET OBJECTIVE BEING ADDRESSED:</u> Kenmore Budget Policy 9a: A revenue/expenditure report will be produced monthly so that it can be directly compared to the actual results of the fiscal year to date. Kenmore Budget Policy 9b: All budget amendments, both revenues and expenditures, will be noted in the monthly report.										



The City of Kenmore

PO Box 82607
KENMORE, WASHINGTON 98028

MEMORANDUM

TO: Rob Karlinsey, City Manager
FROM: Joanne Gregory, Finance Director
DATE: June 9, 2015
RE: March 2015 Financial Reports for the City of Kenmore, Washington

March 2015 financial information is presented for your review and delivery to the City Council. Attached you will find the following reports:

- General Fund Summary
- General Fund Revenue Graphs
- General Fund Expenditure Graphs
- Street Fund Summary
- Other Funds Monthly Activity
- Schedule of Investments
- Sales Tax Receipts by Business Type
- Retail Sales and Use Tax Distribution
- Real Estate Excise Tax Report
- Monthly Report for Kenmore Village
- Report for Transportation Benefit District

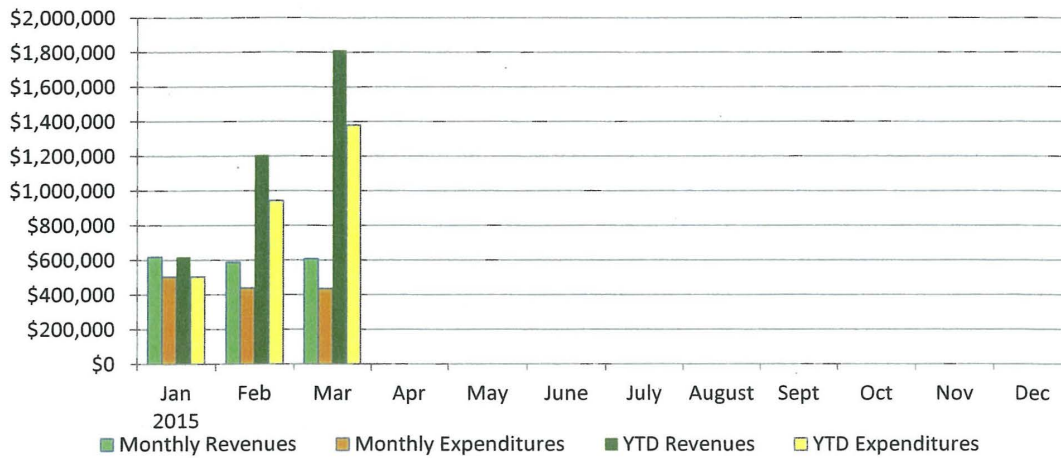
If you would like additional information or have any questions regarding the financial reports, please feel free to contact me.

GENERAL FUND

The first section of the monthly financial report is a review of the General Fund. This fund accounts for operational activities and includes all financial resources except those required or elected to be accounted for in another fund. Revenues include various taxes, per capita distributions from the State, fines and forfeitures, permits and licenses, and fees for service. In the context of the biennial budget, March is the third month (12%) of the 2015-2016 biennial budget period. For the month of March, revenues exceeded expenditures in the General Fund by \$171,002. Biennium revenues exceed expenditures by \$434,722.

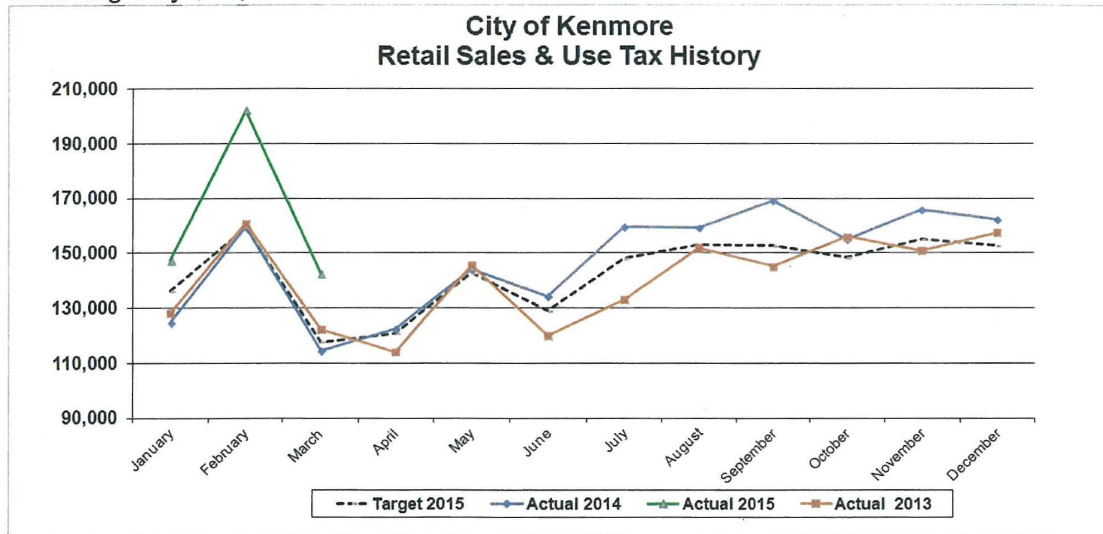
The following chart illustrates the monthly revenue and expenditure activity in the General Fund through March 2015.

City of Kenmore, Washington
Monthly Financial Report
March 2015



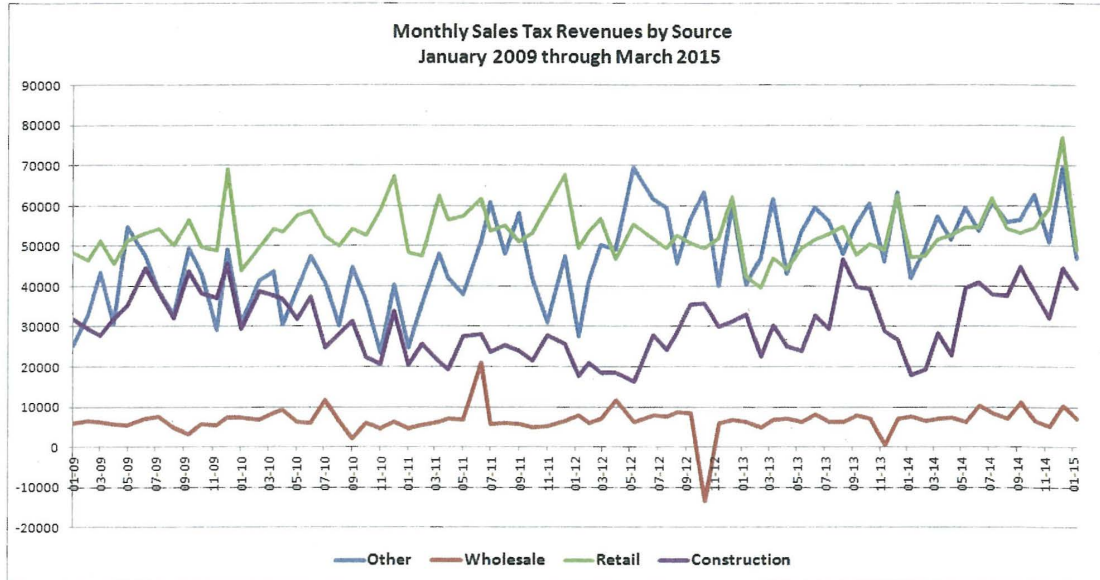
Total **revenues** for the month were **\$607,654**. Biennium to date revenues are \$1,814,021, which is 9% of the budgeted revenues of \$20,553,270. Primary sources of revenue for the month included property taxes in the amount of \$158,315, development fees & permits in the amount of \$86,747, retail sales and use taxes in the amount of \$142,567, and utility taxes in the amount of \$123,224.

A summary of sales tax revenues received in March is attached. These receipts are based on January sales activity. The chart below gives a historical perspective of monthly sales tax receipts over the last several years. The black dotted Target 2015 line is a monthly average of actual receipts during 2012, 2013, and 2014. The green line (triangle) represents 2015 actual receipts, which are \$93,232 above 2014, and ahead of 2015 target by \$79,022.

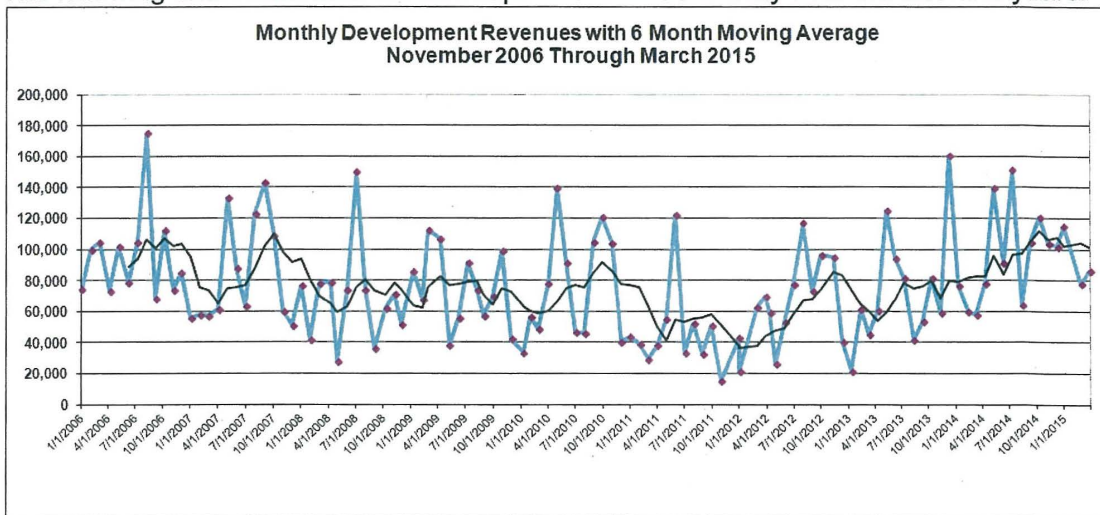


The following chart illustrates the historical trends of sales tax receipts from the major segments: construction, retail, wholesale, other (agriculture, services, manufacturing, transportation and utilities) from January 2009 through March 2015.

City of Kenmore, Washington
Monthly Financial Report
March 2015



The following chart illustrates the development revenue activity over the last nine years.



March 2015 expenditures were \$436,642. Biennium to date expenditures are \$1,379,299, which is 6.7% of the biennial budget expenditures of \$20,538,934.

The March cash activity for all funds is presented on the attached All Funds Cash Summary. Total City cash (\$9,944,613) and long term investments (\$11,064,893), at the end of March, totaled \$21,009,506. The Other Funds Monthly Activity graphs compare biennium to date revenues and expenditures to the 2015-2016 biennial budget.

Total non-General Fund revenues were \$1,396,472 and total non-General Fund expenditures were \$361,095.

I:\Admin & Finance\Monthly Reports\2015\Mar.docx

City of Kenmore, Washington
Monthly Financial Report
March 2015

In the **Street Fund** revenue from gas tax distributions was \$33,768. \$59,586 was expended for maintenance and operations and \$3,369 for capital expenditures during the month.

In the **Transportation Capital Fund** expenditures were \$141,786 for SR 522 West A design, purchasing ROW & easements in the construction area.

The **Park Impact Fee** fund received \$22,833 in revenues during the month of March.

There was \$75,906 in revenues for the **Transportation Impact Fee** fund during the month of March.

The **Real Estate Excise Tax** Fund received \$111,337 of real estate excise taxes (REET) in March from sales activity that occurred in February. 32 transactions were reported this month. Biennial to date revenue exceeds the 2015-16 target by \$105,095.

The **Kenmore Village** fund received \$901,302 from the sale of the retail portion of Kenmore Village.

The **Transportation Benefit District** Fund received \$25,225 in vehicle license fees during the month.

The **Surface Water Capital Fund** received \$157,000 in grant reimbursements for the Tributary 0057 box culvert project.

SUMMARY

This concludes the financial report for the City of Kenmore as of **March 31, 2015**. I appreciate your feedback and encourage you to contact me if you have any questions prior to the City Council meeting.

City of Kenmore, Washington
General Fund Summary Report
March 31, 2015



	CURRENT PERIOD 2015-2016				PRIOR PERIOD 2013-2014			
	MONTH	BIENNIUM TO DATE	% of	BIENNIUM BUDGET	MONTH	BIENNIUM TO DATE	% of	BIENNIUM BUDGET
	March 2015	2015-2016	BUDGET	2015-2016	March 2013	2013-2014	BUDGET	2013-2014
REVENUES								
Beginning Fund Balance		4,221,475		2,682,689				4,941,884
Property Taxes	158,315	216,020	2.4%	8,948,766	186,636	220,879	2.6%	8,542,053
Sales and Use Taxes	182,034	626,312	14.2%	4,400,532	156,132	527,785	13.3%	3,960,331
Utility Taxes	123,224	351,937	12.7%	2,763,390	136,372	417,703	14.2%	2,942,395
Other Taxes	0	13,441	11.9%	112,720	0	11,870	19.4%	61,300
Development Fees & Permits	86,747	280,112	15.9%	1,756,432	45,528	128,247	8.8%	1,465,185
Franchise Fees	0	215,597	15.2%	1,422,160	0	75,656	7.6%	992,405
Intergovernmental and Grants	52,826	80,261	11.3%	707,370	70,898	113,326	17.7%	639,866
Investment Interest	1,906	14,034	27.7%	50,700	960	69,585	119.2%	58,400
Fines and Forfeitures	-438	-877	0.0%	0	0	50	n/a	0
Transfers and Other Revenues	3,040	17,185	4.4%	391,200	1,237	8,452	1.5%	572,536
Total Revenues	607,654	1,814,021	8.8%	20,553,270	597,762	1,573,552	8.2%	19,234,471
Total Revenues & Beginning Fund Balance		6,035,496		23,235,959	597,762	1,573,552		24,176,355

	CURRENT PERIOD 2015-2016				PRIOR PERIOD 2013-2014			
	MONTH	BIENNIUM TO DATE	% of	BUDGET	MONTH	BIENNIUM TO DATE	% of	BIENNIUM BUDGET
	March	2015-2016	BUDGET	2015-2016	March 2013	2013-2014	BUDGET	2011-2012
EXPENDITURES								
Cost Center								
City Council	9,397	55,354	16.9%	328,435	7,400	24,746	11.4%	217,644
City Manager	99,576	255,138	8.2%	3,108,222	99,741	285,244	15.9%	1,796,600
City Clerk	10,833	35,272	12.7%	277,683	8,332	22,437	4.2%	536,261
Finance	35,161	291,704	21.7%	1,342,155	29,600	77,837	12.2%	639,213
Legal	9,771	11,466	2.6%	440,000	58,025	62,981	12.7%	494,285
Non-Departmental *	0	0	0.0%	0	36,695	277,232	18.1%	1,532,818
Interfund Transfers	0	0	0.0%	1,033,885	0	0	0.0%	1,564,000
Public Safety	70,447	136,946	1.7%	8,076,115	52,112	87,710	1.2%	7,179,563
Engineering & Environmental Services	53,464	146,498	9.6%	1,527,950	49,568	141,604	13.5%	1,045,741
Community Development	33,680	94,305	11.4%	830,030	38,019	94,369	13.2%	712,632
Developmental Services	55,168	180,184	11.1%	1,620,050	47,522	137,049	9.1%	1,501,147
Parks & Facility Maintenance	59,144	172,433	8.8%	1,954,409	69,028	156,047	9.2%	1,695,042
Total Expenditures	436,642	1,379,299	6.7%	20,538,934	496,042	1,367,258	7.2%	18,914,946
Ending Fund Balance		4,656,197		2,697,025			0.0%	5,261,409
Total Expenditures and Ending Fund Balance		6,035,496		23,235,959		1,367,258		24,176,355

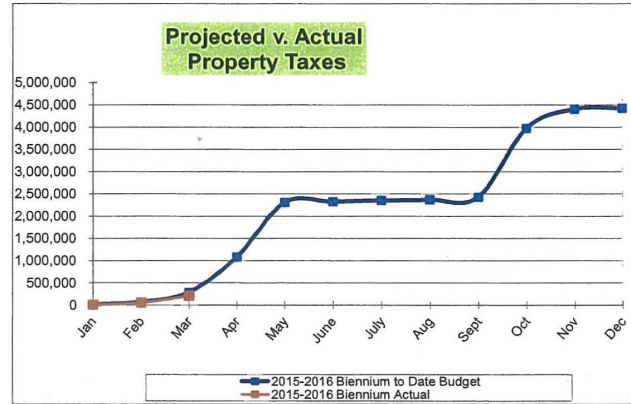
*Non-Departmental expenditures have been moved to other General Fund Cost Centers

**City of Kenmore, Washington
General Fund Revenue Graphs
March 31, 2015**

PROPERTY TAXES

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	17,139	12,908
Feb	74,507	57,705
Mar	290,770	216,020
Apr	1,086,108	
May	2,309,669	
June	2,326,027	
July	2,352,486	
Aug	2,370,314	
Sept	2,431,283	
Oct	3,974,382	
Nov	4,406,741	
Dec	4,427,247	

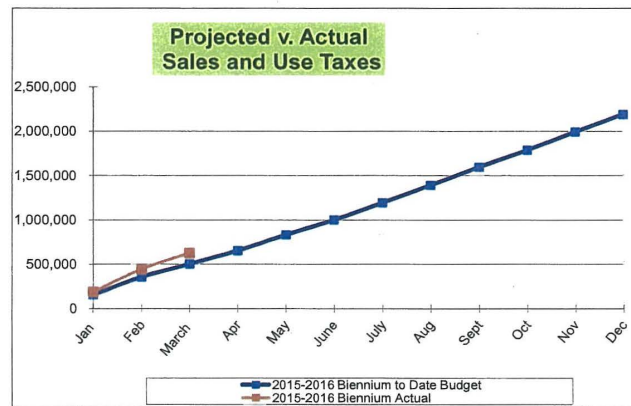
Year To Date
Actual v. Projected 74%



SALES, USE, CRIM JUSTICE TAXES

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	157,906	188,575
Feb	359,267	444,278
March	504,776	626,312
Apr	656,687	
May	834,808	
June	1,002,181	
July	1,195,463	
Aug	1,392,737	
Sept	1,597,816	
Oct	1,789,295	
Nov	1,993,635	
Dec	2,191,685	

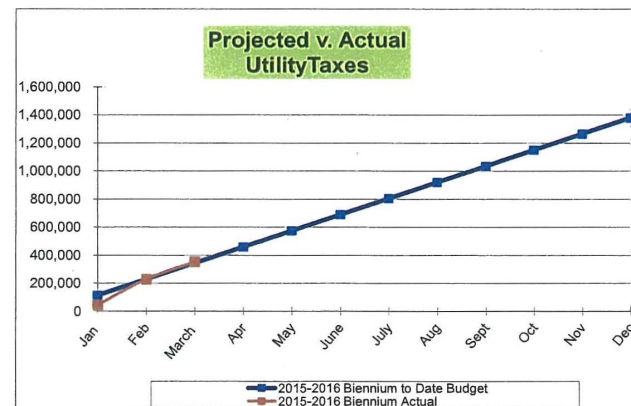
Year To Date
Actual v. Projected 124%



UTILITY TAXES

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	115,141	43,746
Feb	230,283	228,713
March	345,424	351,937
Apr	460,565	
May	575,706	
June	690,848	
July	805,989	
Aug	921,130	
Sept	1,036,271	
Oct	1,151,413	
Nov	1,266,554	
Dec	1,381,695	

Year To Date
Actual v. Projected 102%

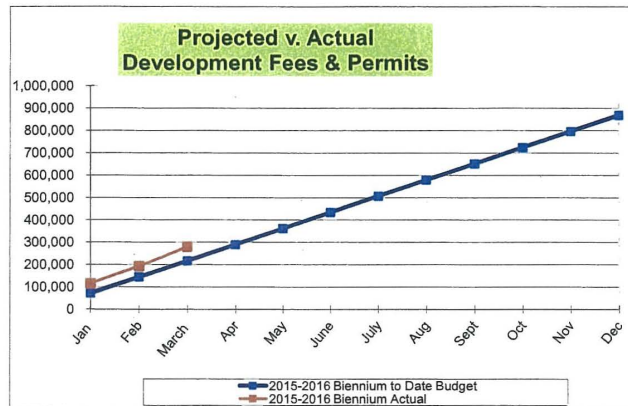


**City of Kenmore, Washington
General Fund Revenue Graphs
March 31, 2015**

DEVELOPMENT FEES & PERMITS

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	72,467	115,397
Feb	144,934	193,365
March	217,402	280,112
Apr	289,869	
May	362,336	
June	434,803	
July	507,270	
Aug	579,737	
Sept	652,205	
Oct	724,672	
Nov	797,139	
Dec	869,606	

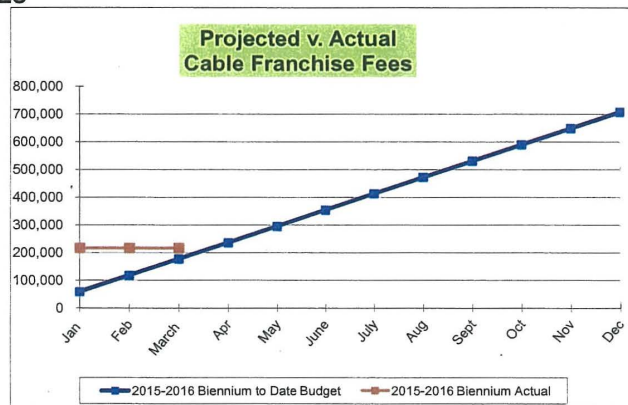
Year To Date
Actual v. Projected 129%



CABLE/WATER/SEWER FRANCHISE FEES

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	59,000	215,597
Feb	118,000	215,597
March	177,000	215,597
Apr	236,000	
May	295,000	
June	354,000	
July	413,000	
Aug	472,000	
Sept	531,000	
Oct	590,000	
Nov	649,000	
Dec	708,000	

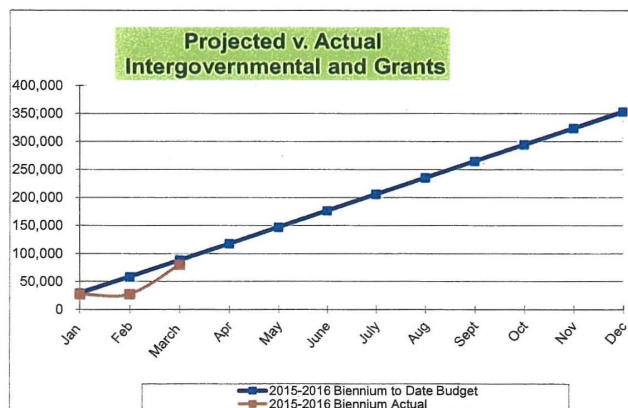
Year To Date
Actual v. Projected 122%



INTERGOVERNMENTAL & GRANTS

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	29,474	27,218
Feb	58,948	27,436
March	88,421	80,261
Apr	117,895	
May	147,369	
June	176,843	
July	206,316	
Aug	235,790	
Sept	265,264	
Oct	294,738	
Nov	324,211	
Dec	353,685	

Year To Date
Actual v. Projected 91%

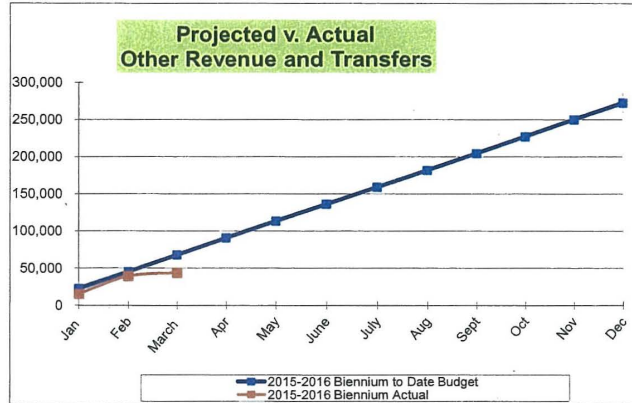


**City of Kenmore, Washington
General Fund Revenue Graphs
March 31, 2015**

OTHER REVENUES AND TRANSFERS

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	22,734	15,307
Feb	45,468	39,274
March	68,203	43,782
Apr	90,937	
May	113,671	
June	136,405	
July	159,139	
Aug	181,873	
Sept	204,608	
Oct	227,342	
Nov	250,076	
Dec	272,810	

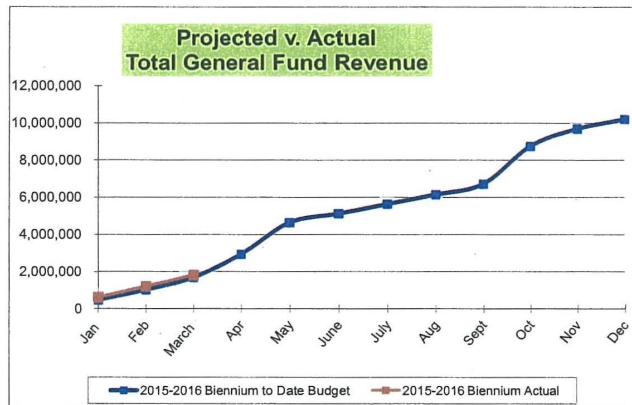
Year To Date
Actual v. Projected 64%



TOTAL GENERAL FUND REVENUE

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	473,861	618,747
Feb	1,031,406	1,206,368
March	1,691,995	1,814,021
Apr	2,938,060	
May	4,638,558	
June	5,121,106	
July	5,639,663	
Aug	6,153,582	
Sept	6,718,446	
Oct	8,751,840	
Nov	9,687,356	
Dec	10,204,728	

Year To Date
Actual v. Projected 107%

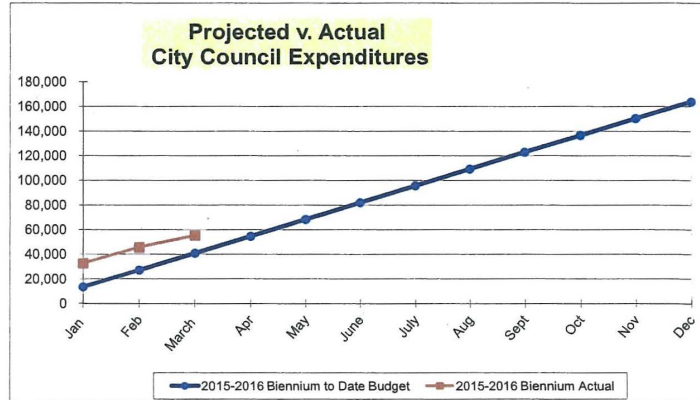


**City of Kenmore, Washington
General Fund Expenditure Graphs
March 31, 2015**

CITY COUNCIL

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	13,666	32,767
Feb	27,332	45,956
March	40,997	55,354
Apr	54,663	
May	68,329	
June	81,995	
July	95,660	
Aug	109,326	
Sept	122,992	
Oct	136,658	
Nov	150,323	
Dec	163,989	

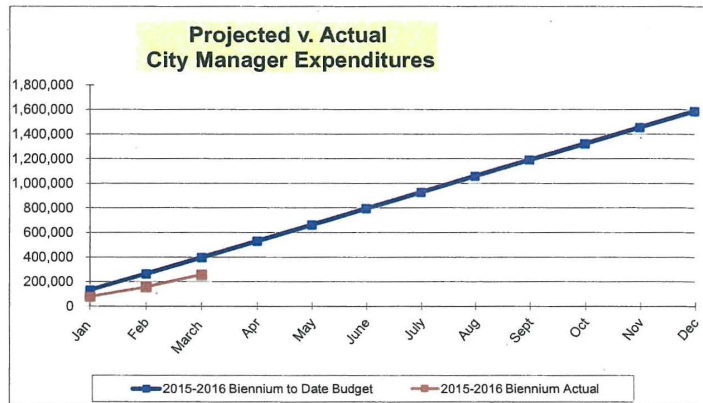
Year To Date
Actual v. Projected 135%



CITY MANAGER

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	132,317	76,658
Feb	264,635	155,562
March	396,952	255,138
Apr	529,269	
May	661,587	
June	793,904	
July	926,221	
Aug	1,058,539	
Sept	1,190,856	
Oct	1,323,173	
Nov	1,455,491	
Dec	1,587,808	

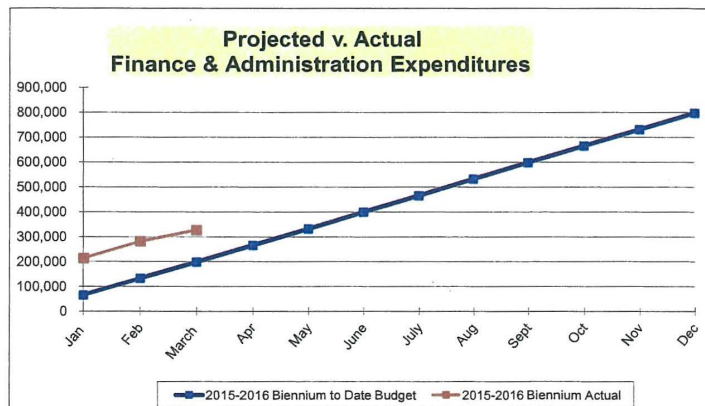
Year To Date
Actual v. Projected 64%



FINANCE & ADMINISTRATION

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	66,530	213,423
Feb	133,061	280,981
March	199,591	326,976
Apr	266,121	
May	332,651	
June	399,182	
July	465,712	
Aug	532,242	
Sept	598,772	
Oct	665,303	
Nov	731,833	
Dec	798,363	

Year To Date
Actual v. Projected 164%



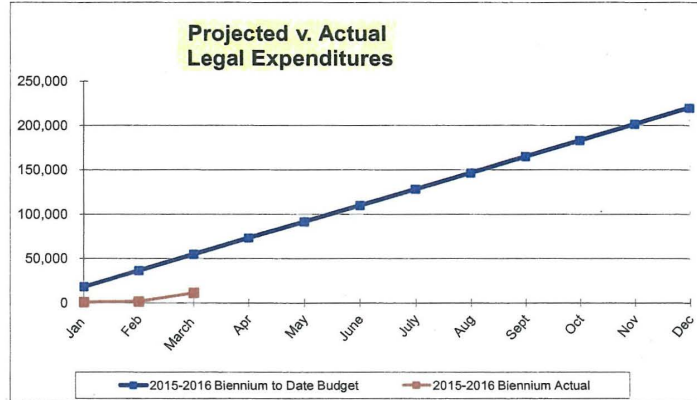
**City of Kenmore, Washington
General Fund Expenditure Graphs
March 31, 2015**

LEGAL

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	18,333	1,163
Feb	36,667	1,695
March	55,000	11,466
Apr	73,333	
May	91,667	
June	110,000	
July	128,333	
Aug	146,667	
Sept	165,000	
Oct	183,333	
Nov	201,667	
Dec	220,000	

Year To Date
Actual v. Projected

21%

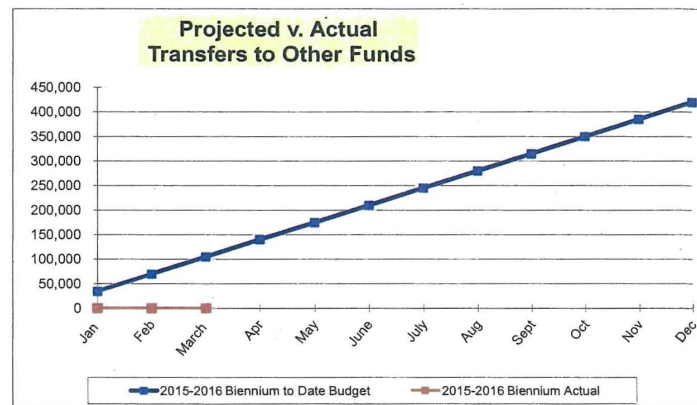


TRANSFERS TO OTHER FUNDS

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	35,000	0
Feb	70,000	0
March	105,000	0
Apr	140,000	
May	175,000	
June	210,000	
July	245,000	
Aug	280,000	
Sept	315,000	
Oct	350,000	
Nov	385,000	
Dec	420,000	

Year To Date
Actual v. Projected

0%

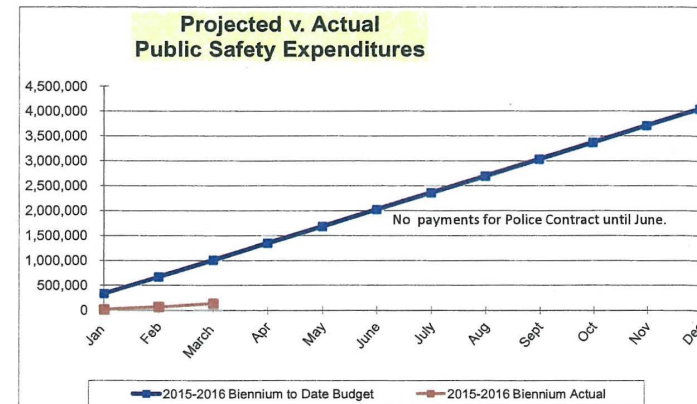


PUBLIC SAFETY

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	337,598	14,009
Feb	675,196	66,499
March	1,012,794	136,946
Apr	1,350,392	
May	1,687,990	
June	2,025,589	
July	2,363,187	
Aug	2,700,785	
Sept	3,038,383	
Oct	3,375,981	
Nov	3,713,579	
Dec	4,051,177	

Year To Date
Actual v. Projected

14%

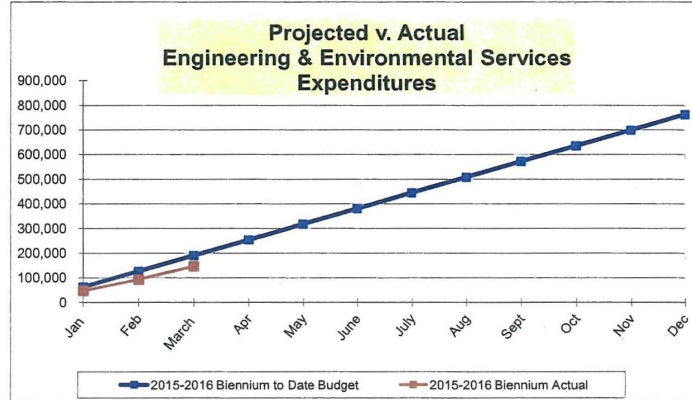


**City of Kenmore, Washington
General Fund Expenditure Graphs
March 31, 2015**

ENGINEERING & ENVIRONMENTAL SERVICES

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	63,594	47,876
Feb	127,188	93,035
March	190,782	146,498
Apr	254,376	
May	317,970	
June	381,565	
July	445,159	
Aug	508,753	
Sept	572,347	
Oct	635,941	
Nov	699,535	
Dec	763,129	

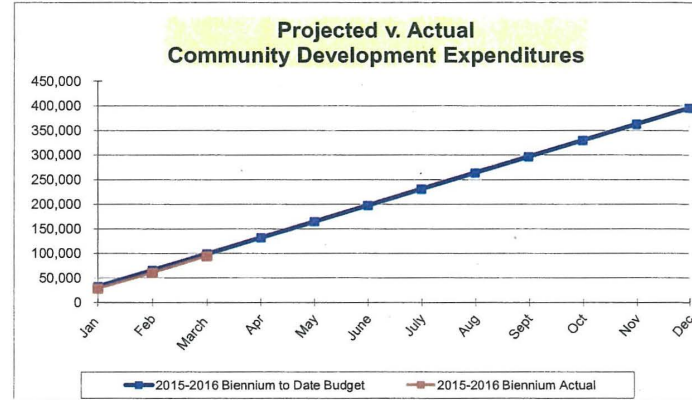
Year To Date
Actual v. Projected 77%



COMMUNITY DEVELOPMENT

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	32,986	28,737
Feb	65,972	60,625
March	98,959	94,305
Apr	131,945	
May	164,931	
June	197,917	
July	230,903	
Aug	263,889	
Sept	296,876	
Oct	329,862	
Nov	362,848	
Dec	395,834	

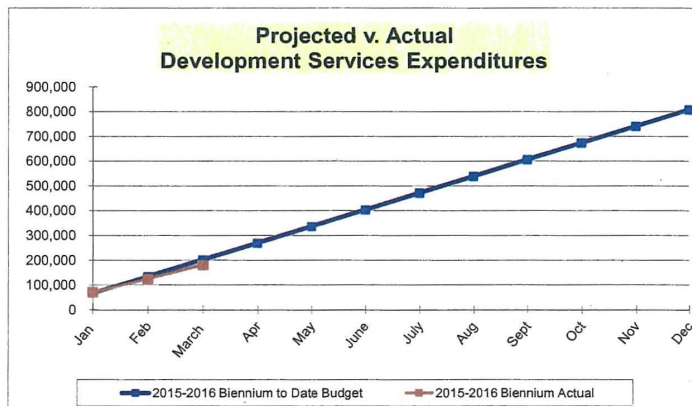
Year To Date
Actual v. Projected 95%



DEVELOPMENT SERVICES

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	67,375	70,605
Feb	134,749	125,016
March	202,124	180,184
Apr	269,499	
May	336,873	
June	404,248	
July	471,623	
Aug	538,997	
Sept	606,372	
Oct	673,747	
Nov	741,121	
Dec	808,496	

Year To Date
Actual v. Projected 89%



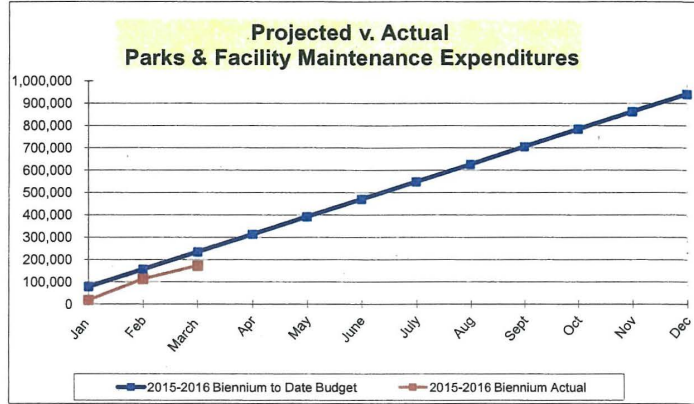
**City of Kenmore, Washington
General Fund Expenditure Graphs
March 31, 2015**

PARKS & FACILITY MAINTENANCE

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	78,452	18,648
Feb	156,905	113,289
March	235,357	172,433
Apr	313,809	
May	392,261	
June	470,714	
July	549,166	
Aug	627,618	
Sept	706,070	
Oct	784,523	
Nov	862,975	
Dec	941,427	

Year To Date
Actual v. Projected

73%

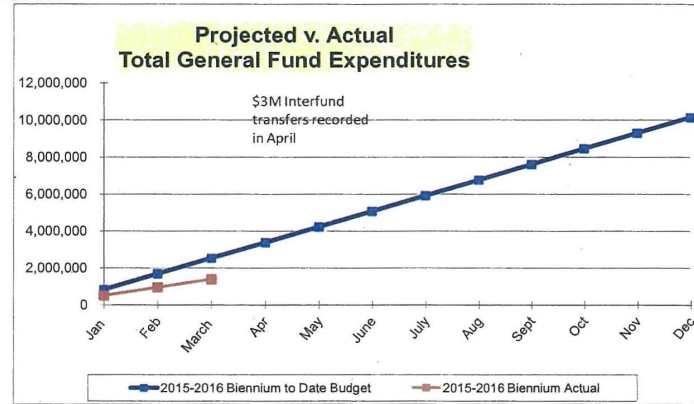


TOTAL GENERAL FUND EXPENDITURES

	2015-2016 Biennium to Date Budget	2015-2016 Biennium Actual
Jan	845,852	503,885
Feb	1,691,704	942,657
March	2,537,556	1,379,299
Apr	3,383,408	
May	4,229,260	
June	5,075,112	
July	5,920,963	
Aug	6,766,815	
Sept	7,612,667	
Oct	8,458,519	
Nov	9,304,371	
Dec	10,150,223	

Year To Date
Actual v. Projected

54%



**City of Kenmore, Washington
Street Fund Summary Report
March 31, 2015**



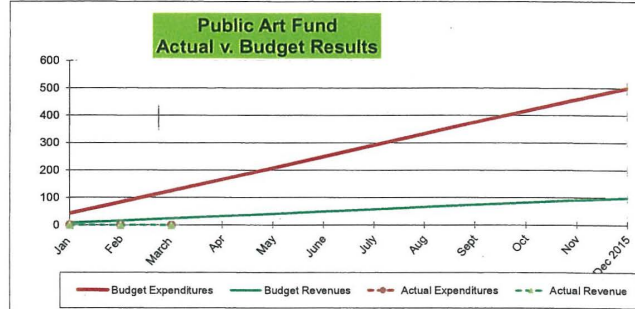
	Month	BIENNIUM TO DATE	% of	BUDGET
	<u>March 2015</u>	<u>2015-2016</u>	<u>BUDGET</u>	<u>2015-2016</u>
<u>REVENUES</u>				
Beginning Fund Balance		901,073		
Fuel Tax	33,768	103,837	11.9%	871,531
Miscellaneous	0	916	-	0
ROW Permit Fees	0	0	0.0%	180,000
Transfer from General Fund	0	0	0.0%	833,000
Transfer from TBD	0	0	0.0%	475,000
Total Revenues	33,768	104,753	4.4%	2,359,531
Total Revenues & Beginning Fund Balance		1,005,826		2,359,531

	Month	BIENNIUM TO DATE	% of	BUDGET
	<u>March 2015</u>	<u>2015-2016</u>	<u>BUDGET</u>	<u>2015-2016</u>
<u>EXPENDITURES</u>				
Salary and Benefits	15,131	46,504	8.0%	577,783
Maintenance & Operations	59,586	125,621	7.1%	1,760,494
Overlay		0	0.0%	0
Capital	3,369	3,369	10.2%	33,000
Total Expenditures	78,086	175,494	7.4%	2,371,277
Ending Fund Balance		830,333		881,987
Total Expenditures and Ending Fund Balance		1,005,826		3,253,264

**City of Kenmore, Washington
Other Funds Monthly Activity
March 31, 2015**

PUBLIC ART FUND

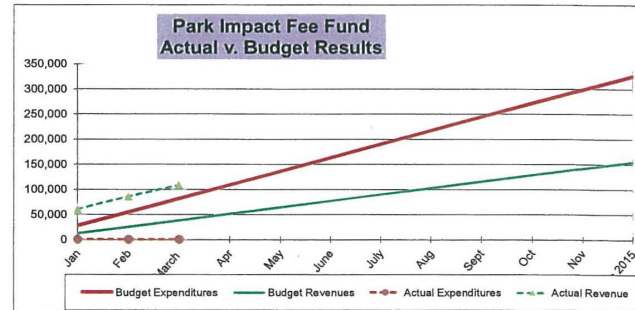
	2015-2016 Budget Expenditures	2015-2016 Actual Expenditures	2015-2016 Budget Revenue	2015-2016 Actual Revenue
Jan	42	0	8	0
Feb	83	0	17	0
March	125	0	25	0
Apr	167		33	
May	208		42	
June	250		50	
July	292		58	
Aug	333		67	
Sept	375		75	
Oct	417		83	
Nov	458		92	
Dec 2015	500		100	
2015-16	1,000		200	
Total Actual to Date vs Total Budget		0%		0%



This fund accounts for public art authorized by Ordinance 01-0115. One percent (1%) of public project construction contracts is contributed to this fund to provide for public art displays or performing arts events as authorized by the City Council.

PARK IMPACT FEE FUND

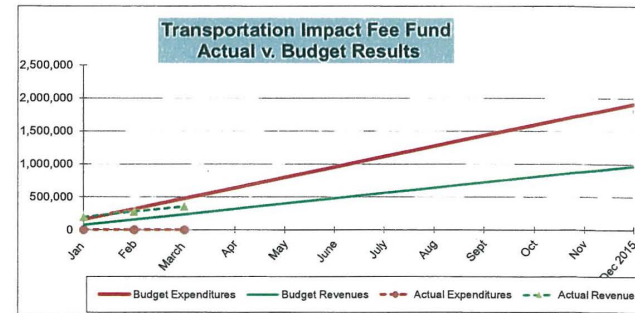
	2015-2016 Budget Expenditures	2015-2016 Actual Expenditures	2015-2016 Budget Revenue	2015-2016 Actual Revenue
Jan	27,083	0	12,907	60,986
Feb	54,167	0	25,813	86,356
March	81,250	0	38,720	109,189
Apr	108,333		51,626	
May	135,417		64,533	
June	162,500		77,439	
July	189,583		90,346	
Aug	216,667		103,252	
Sept	243,750		116,159	
Oct	270,833		129,065	
Nov	297,917		141,972	
Dec 2015	325,000		154,878	
2015-16	490,000		234,063	
Total Actual to Date vs Total Budget		0%		47%



This fund accounts for City imposed park impact fees on new development. Expenditures are for public park acquisitions and improvements.

TRANSPORTATION IMPACT FEE FUND

	2015-2016 Budget Expenditures	2015-2016 Actual Expenditures	2015-2016 Budget Revenue	2015-2016 Actual Revenue
Jan	158,732	0	81,271	201,539
Feb	317,463	0	162,543	285,880
March	476,195	0	243,814	361,786
Apr	634,927		325,086	
May	793,658		406,357	
June	952,390		487,629	
July	1,111,122		568,900	
Aug	1,269,853		650,171	
Sept	1,428,585		731,443	
Oct	1,587,317		812,714	
Nov	1,746,048		893,986	
Dec 2015	1,904,780		975,257	
2015-16	2,760,000		1,397,257	
Total Actual to Date vs Total Budget		0%		26%

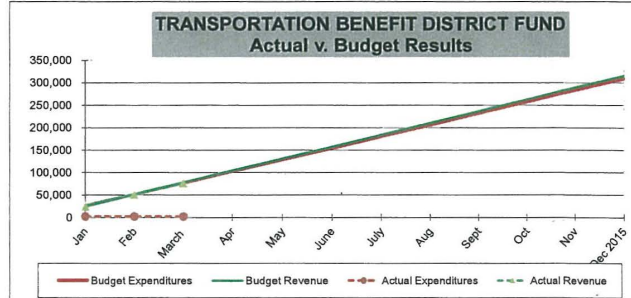


This fund accounts for City imposed transportation impact fees on new development. Expenditures are for public transportation improvements.

**City of Kenmore, Washington
Other Funds Monthly Activity
March 31, 2015**

TRANSPORTATION BENEFIT DISTRICT FUND

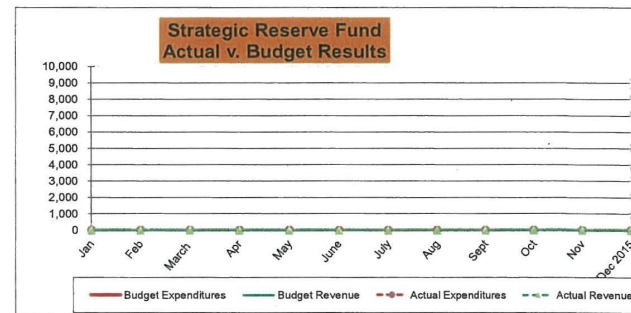
	2015-2016 Budget Expenditures	2015-2016 Actual Expenditures	2015-2016 Budget Revenue	2015-2016 Actual Revenue
Jan	25,792	2,500	26,258	25,166
Feb	51,583	2,500	52,517	51,440
March	77,375	2,500	78,775	76,666
Apr	103,167		105,033	
May	128,958		131,292	
June	154,750		157,550	
July	180,542		183,808	
Aug	206,333		210,067	
Sept	232,125		236,325	
Oct	257,917		262,583	
Nov	283,708		288,842	
Dec 2015	309,500		315,100	
2015-16	630,000		630,200	
Total Actual to Date vs Total Budget		0%		12%



The Transportation Benefit District fund accounts for the \$20 vehicle license tab fees levied on vehicles located in the Kenmore city limits. The revenue generated will be used in maintaining the City's transportation system.

STRATEGIC RESERVE FUND

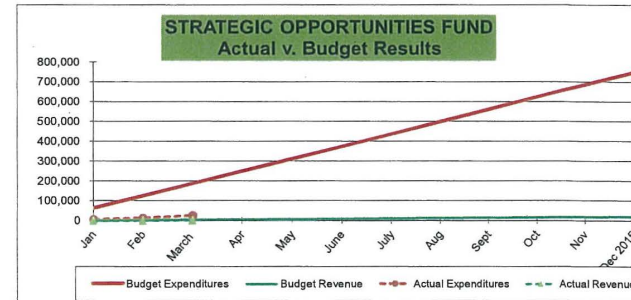
	2015-2016 Budget Expenditures	2015-2016 Actual Expenditures	2015-2016 Budget Revenue	2015-2016 Actual Revenue
2015	0	0	0	0
Jan	0	0	0	0
Feb	0	0	0	0
March	0	0	0	0
Apr	0	0	0	0
May	0	0	0	0
June	0	0	0	0
July	0	0	0	0
Aug	0	0	0	0
Sept	0	0	0	0
Oct	0	0	0	0
Nov	0	0	0	0
Dec 2015	0	0	0	0
2015-16	0	0	0	0
Total Actual to Date vs Total Budget		0%		0%



This fund was created to serve as the City's emergency reserve fund. Per State Statute, the fund cannot exceed \$.375 per \$1,000 of the City's assessed value and is fully funded at \$1,264,464 for 2011. No expenditures are anticipated or have been budgeted at this time.

STRATEGIC OPPORTUNITIES FUND

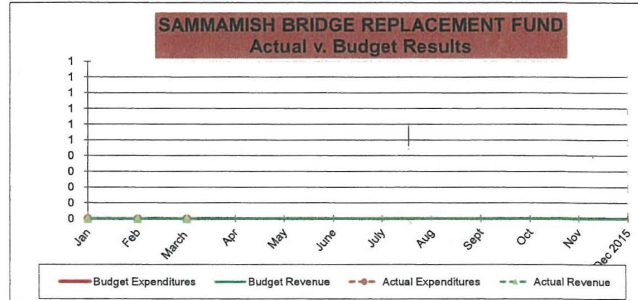
	2015-2016 Budget Expenditures	2015-2016 Actual Expenditures	2015-2016 Budget Revenue	2015-2016 Actual Revenue
Jan	62,183	4,565	1,745	780
Feb	124,367	12,302	3,491	1,380
March	186,550	24,857	5,236	2,880
Apr	248,733		6,981	
May	310,917		8,726	
June	373,100		10,472	
July	435,283		12,217	
Aug	497,467		13,962	
Sept	559,650		15,707	
Oct	621,833		17,453	
Nov	684,017		19,198	
Dec 2015	746,200		20,943	
2015-16	911,200		37,160	
Total Actual to Date vs Total Budget		3%		8%



The purpose of the Strategic Opportunities Fund is to have funds available for the City to make key investments or take advantage of strategic opportunities as they present themselves. For 2015-16, the Business Incubator expenditures are budgeted in this fund.

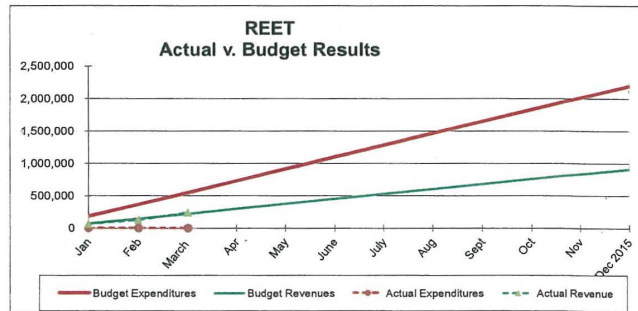
**City of Kenmore, Washington
Other Funds Monthly Activity
March 31, 2015**

SAMMAMISH BRIDGE REPLACEMENT FUND				
	2015-2016 Budget Expenditures	2015-2016 Actual Expenditures	2015-2016 Budget Revenue	2015-2016 Actual Revenue
Jan	0	0	0	0
Feb	0	0	0	0
March	0	0	0	0
Apr	0		0	
May	0		0	
June	0		0	
July	0		0	
Aug	0		0	
Sept	0		0	
Oct	0		0	
Nov	0		0	
Dec 2015	0		0	
2015-16			0	
Total Actual to Date vs Total Budget		0%		0%



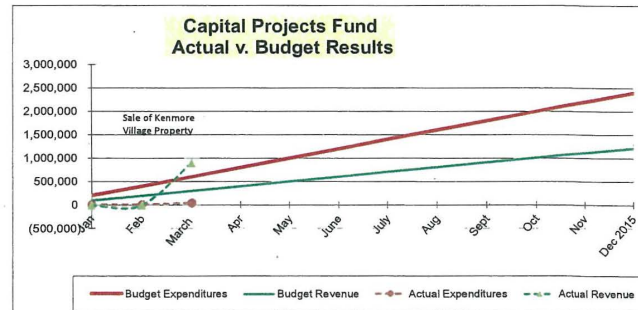
The Sammamish Bridge Replacement fund is a fund used to put money aside for the replacement of the West Sammamish bridge.

REAL ESTATE EXCISE TAX FUND				
	2015-2016 Budget Expenditures	2015-2016 Actual Expenditures	2015-2016 Budget Revenue	2015-2016 Actual Revenue
Jan	182,604	0	76,167	74,259
Feb	365,208	0	152,333	135,329
March	547,813	0	228,500	246,665
Apr	730,417		304,667	
May	913,021		380,833	
June	1,095,625		457,000	
July	1,278,229		533,167	
Aug	1,460,833		609,333	
Sept	1,643,438		685,500	
Oct	1,826,042		761,667	
Nov	2,008,646		837,833	
Dec 2015	2,191,250		914,000	
2015-16	3,528,719		1,827,000	
Total Actual to Date vs Total Budget		0%		14%



The Real Estate Excise Tax Fund accounts for the 1/2% real estate excise taxes levied by the City which are restricted to capital projects and improvements. Expenditures include transfers to the Park Capital Fund for park improvements and Transportation Capital Fund for transportation improvements.

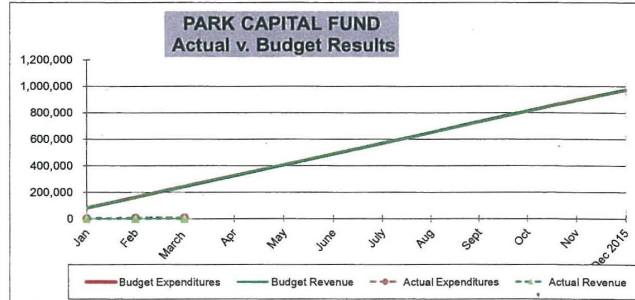
KENMORE VILLAGE FUND				
	2015-2016 Budget Expenditures	2015-2016 Actual Expenditures	2015-2016 Budget Revenue	2015-2016 Actual Revenue
Jan	199,125	8,042	101,600	0
Feb	398,250	8,042	203,200	0
March	597,375	43,717	304,800	901,302
Apr	796,500		406,400	
May	995,625		508,000	
June	1,194,750		609,600	
July	1,393,875		711,200	
Aug	1,593,000		812,800	
Sept	1,792,125		914,400	
Oct	1,991,250		1,016,000	
Nov	2,190,375		1,117,600	
Dec 2015	2,389,500		1,219,200	
2015-16	3,365,000		1,054,500	
Total Actual to Date vs Total Budget		1%		85%



The Kenmore Village Fund accounts for leasing activity and property transactions within Kenmore Village

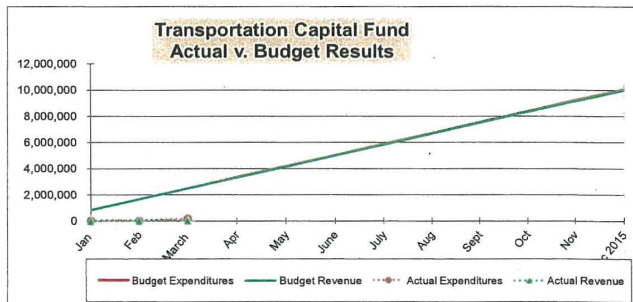
**City of Kenmore, Washington
Other Funds Monthly Activity
March 31, 2015**

PARK CAPITAL FUND				
	2015-2016 Budget Expenditures	2015-2016 Actual Expenditures	2015-2016 Budget Revenue	2015-2016 Actual Revenue
Jan	81,167	2,087	81,267	2,161
Feb	162,333	7,298	162,533	2,161
March	243,500	8,971	243,800	2,161
Apr	324,667		325,067	
May	405,833		406,333	
June	487,000		487,600	
July	568,167		568,867	
Aug	649,333		650,133	
Sept	730,500		731,400	
Oct	811,667		812,667	
Nov	892,833		893,933	
Dec 2015	974,000		975,200	
2015-16	1,238,000		1,240,400	
Total Actual to Date vs Total Budget		1%		0%



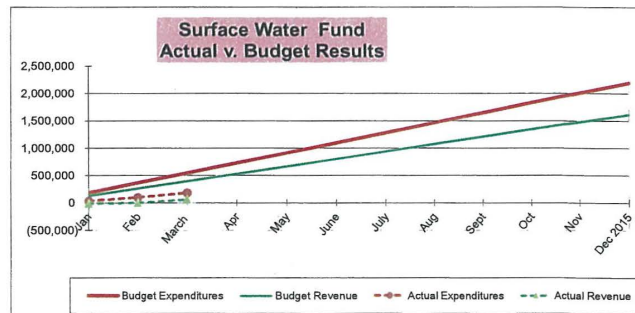
The Park Capital fund will account for Park Capital Projects formerly included in the Municipal Capital fund. In addition, distributions from the King County Proposition 2 Parks Expansion Levy will be receipted into this fund

TRANSPORTATION CAPITAL FUND				
	2015-2016 Budget Expenditures	2015-2016 Actual Expenditures	2015-2016 Budget Revenue	2015-2016 Actual Revenue
Jan	836,651	61	832,443	42,708
Feb	1,673,302	18,952	1,664,885	73,426
March	2,509,953	161,877	2,497,328	73,426
Apr	3,346,603		3,329,770	
May	4,183,254		4,162,213	
June	5,019,905		4,994,655	
July	5,856,556		5,827,098	
Aug	6,693,207		6,659,540	
Sept	7,529,858		7,491,983	
Oct	8,366,508		8,324,425	
Nov	9,203,159		9,156,868	
Dec 2015	10,039,810		9,989,310	
2015-16	17,308,172		17,208,172	
Total Actual to Date vs Total Budget		1%		0%



The Transportation Capital Fund accounts for capital improvements to the City's streets and SR 522, funded by various grants plus City resources from real estate excise tax and transportation impact fees. All phases of improvements to SR 522 are now accounted for in this fund. There is a time lag between project expenditures and reimbursements from grants; this accounts for the lower revenues compared to the expenditures.

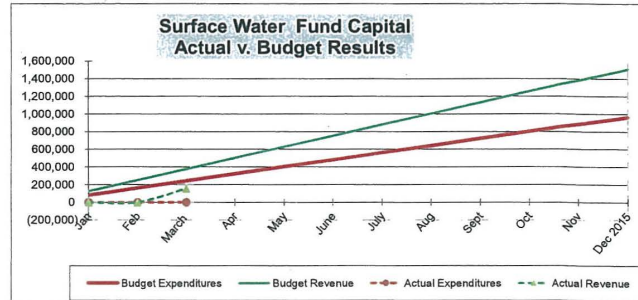
SURFACE WATER MANAGEMENT FUND				
	2015-2016 Budget Expenditures	2015-2016 Actual Expenditures	2015-2016 Budget Revenue	2015-2016 Actual Revenue
Jan	182,359	33,733	135,000	(5,221)
Feb	364,718	99,852	270,000	10,469
March	547,077	183,817	405,000	69,011
Apr	729,436		540,000	
May	911,795		675,000	
June	1,094,154		810,000	
July	1,276,513		945,000	
Aug	1,458,872		1,080,000	
Sept	1,641,231		1,215,000	
Oct	1,823,590		1,350,000	
Nov	2,005,949		1,485,000	
Dec 2015	2,188,308		1,620,000	
2015-16	4,652,276		3,540,000	
Total Actual to Date vs Total Budget		4%		2%



This fund accounts for receipts from surface water assessments. The assessments are collected through the property tax billings; the majority of the receipts are collected in May and November. Expenditures are for surface water maintenance activities such as sweeping and drainage as well as capital improvements.

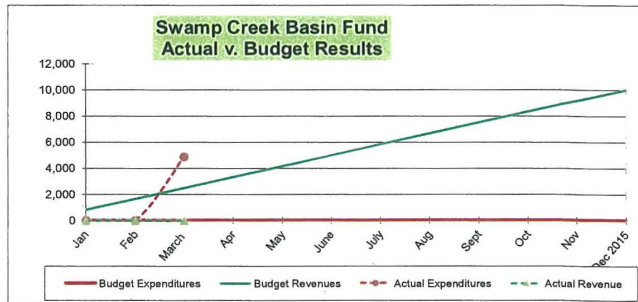
City of Kenmore, Washington
Other Funds Monthly Activity
March 31, 2015

SURFACE WATER CAPITAL FUND				
	2015-2016 Budget Expenditures	2015-2016 Actual Expenditures	2015-2016 Budget Revenue	2015-2016 Actual Revenue
Jan	80,051	0	125,522	0
Feb	160,102	0	251,044	0
March	240,153	0	376,567	157,000
Apr	320,204		502,089	
May	400,255		627,611	
June	480,306		753,133	
July	560,356		878,655	
Aug	640,407		1,004,177	
Sept	720,458		1,129,700	
Oct	800,509		1,255,222	
Nov	880,560		1,380,744	
Dec 2015	960,611		1,506,266	
2015-16	2,209,500		2,139,500	
Total Actual to Date vs Total Budget		0%		7%



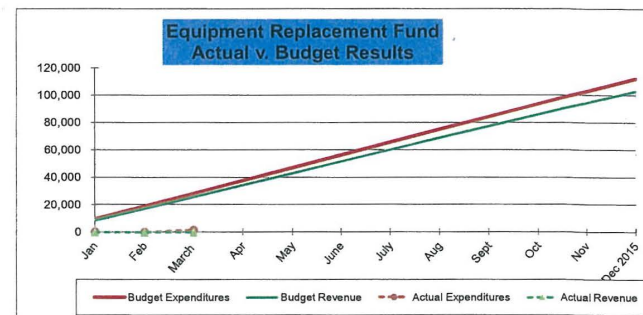
This fund accounts for the expenditures for Surface Water Capital Improvements. Revenue sources for this fund include a variety of federal, state, or local grants, surface water management fees transferred from the Surface Water Management Fund and real estate excise taxes.

SWAMP CREEK BASIN FUND				
	2015-2016 Budget Expenditures	2015-2016 Actual Expenditures	2015-2016 Budget Revenue	2015-2016 Actual Revenue
Jan	0	0	833	0
Feb	0	0	1,667	0
March	0	4,868	2,500	0
Apr	0		3,333	
May	0		4,167	
June	0		5,000	
July	0		5,833	
Aug	0		6,667	
Sept	0		7,500	
Oct	0		8,333	
Nov	0		9,167	
Dec 2015	0		10,000	
2015-16	0		20,000	
Total Actual to Date vs Total Budget		486803000%		0%



This fund accounts for the Memorandum of Agreement with King County which provided funds reserved for surface water projects, improvements, and maintenance within the Swamp Creek Basin.

EQUIPMENT REPLACEMENT FUND				
	2015-2016 Budget Expenditures	2015-2016 Actual Expenditures	2015-2016 Budget Revenue	2015-2016 Actual Revenue
Jan	9,333	0	8,583	0
Feb	18,667	0	17,167	0
March	28,000	1,347	25,750	0
Apr	37,333		34,333	
May	46,667		42,917	
June	56,000		51,500	
July	65,333		60,083	
Aug	74,667		68,667	
Sept	84,000		77,250	
Oct	93,333		85,833	
Nov	102,667		94,417	
Dec 2015	112,000		103,000	
2015-16	224,000		206,000	
Total Actual to Date vs Total Budget		1%		0%



This fund is used to maintain a reserve for future replacement of equipment, including, but not limited to furniture, computers and vehicles. Payments are received from various operating departments and funds that benefit from or use the assets.

City of Kenmore, Washington
Schedule of Investments
March 31, 2015



Report by Security	Investment #	Type	Average Yield to Maturity-Securities				Possible Call Date	Overall Average Yield Principal or Balance	0.59% Yield Equivalents
			Maturity Date	Purchase Date	Rate	Yield			
<u>Piper Jaffray</u>									
	31771J4M9	FICO	9/26/2017	8/14/2012	1.13%	1.13%	non callable	894,731.88	10,137.31
Total Piper Jaffrey Purchases								894,731.88	10,137.31
<u>Time Value Investments</u>									
	31359MEL3	FNMA	4/22/2017	10/22/2012	0.86%	0.86%	no call	999,468.08	8,595.43
	3136G1BT5	FNMA	8/7/2017	7/2/2013	1.30%	1.30%	8/7/2013	982,099.00	12,767.29
	31771EAL5	FICO	2/8/2018	1/13/2015	1.15%	1.15%	no call	999,114.48	11,489.82
	3134G43V8	FHLB	5/15/2018	7/23/2014	1.36%	1.36%	8/15/2014	988,450.00	13,462.69
	3135G0XK4	FNMA	5/25/2018	11/25/2013	1.38%	1.38%	2/25/2014	985,750.00	13,583.64
	3135G0XK4	FNMA	5/25/2018	2/27/2014	1.30%	1.30%	2/25/2014	989,691.00	12,865.98
	3133EA5T1	FFCB	1/23/2019	7/23/2014	1.59%	1.59%	7/28/2014	984,270.00	15,689.26
Total TVI Purchases								6,928,842.56	88,454.10
<u>Banner Bank CD's</u>									
	5740005425	CD	2/6/2016	2/6/2014	0.32%	0.32%		1,000,000.00	3,200.00
Total Banner Bank CD's								1,000,000.00	3,200.00
<u>Sound Community Bank CD's</u>									
	18299229	CD	2/11/2016	2/14/2014	0.80%	0.80%		1,000,000.00	8,000.00
Total Sound Community Bank CD's								1,000,000.00	8,000.00
<u>Opus Bank CD's</u>									
	280140042	CD	3/16/2015	3/15/2011	1.15%	1.15%		249,194.49	2,865.74
	11495975	CD	8/10/2015	2/10/2014	0.35%	0.35%		1,000,000.00	3,500.00
Total Cascade Bank CD's								1,249,194.49	6,365.74
TOTAL ALL SECURITIES								\$ 11,072,768.93	\$ 116,157.15
Banner Checking and Savings						0.07% Banner		4,196,333.35	2,937.43
Cash								1,005.00	-
Local Government Investment Pool						0.09% LGIP		5,747,274.32	5,419.68
Total Accounts								\$ 21,017,381.60	124,514.26

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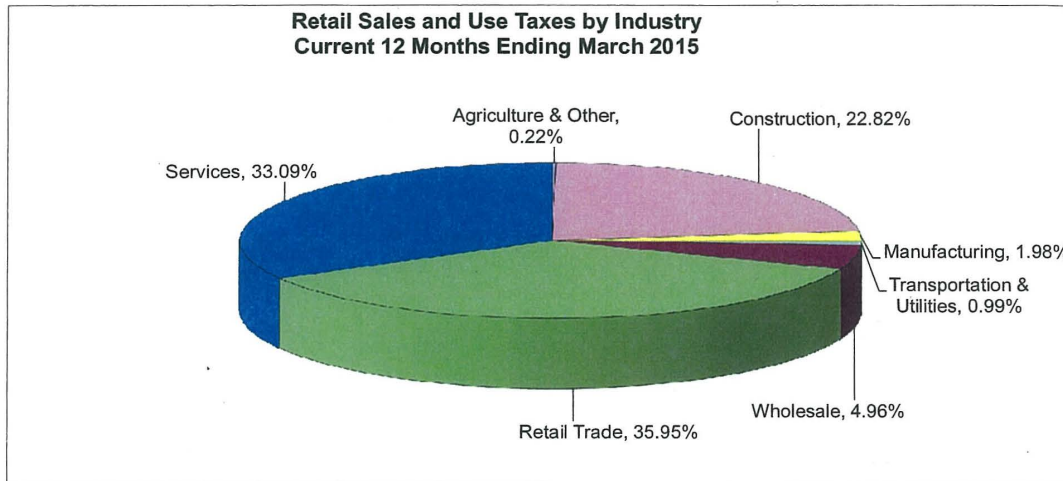
City of Kenmore, Washington
SALES TAX RECEIPTS BY BUSINESS TYPE
 March 2015

	SALES TAX	USE TAX	TOTAL	PERCENT
AGRICULTURE & OTHER	34.05	0.00	34.05	0.0%
CONSTRUCTION	38,605.16	920.06	39,525.22	27.7%
MANUFACTURING	4,215.62	5.02	4,220.64	3.0%
TRANSPORTATION & UTILITIES	485.10	246.78	731.88	0.5%
WHOLESALE	6,761.85	334.13	7,095.98	5.0%
RETAIL TRADE	48,949.87	121.09	49,070.97	34.4%
SERVICES	31,653.25	467.99	32,121.24	22.5%
INFORMATION	7,650.93	51.53	7,702.46	5.4%
PUBLIC SERVICES	4.19	2,060.00	2,064.19	1.4%
	<u>138,360.02</u>	<u>4,206.61</u>	<u>142,566.63</u>	<u>100.0%</u>

City of Kenmore, Washington
Retail Sales and Use Tax Distribution
March 31, 2015

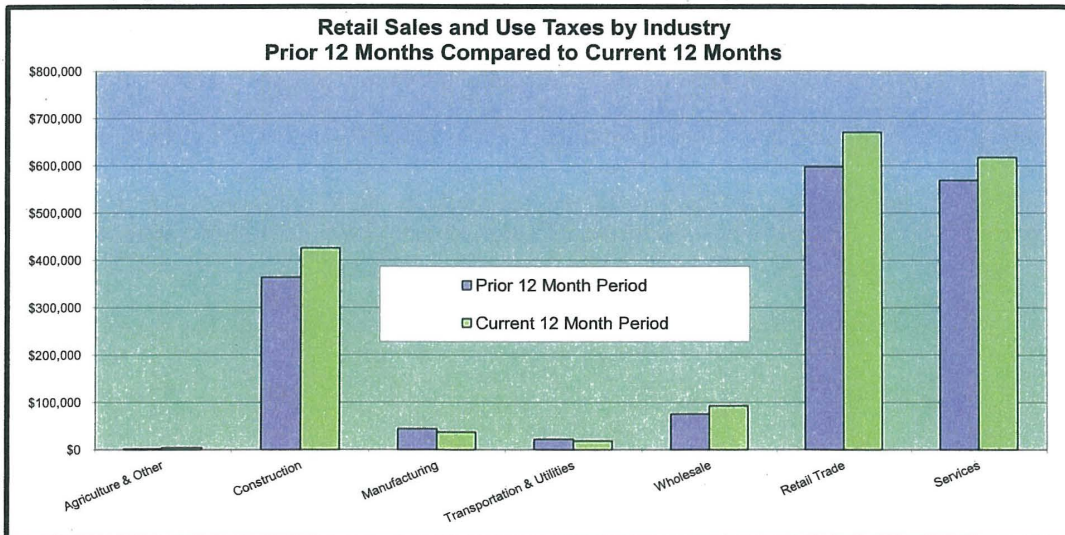


Industry	Prior 12 Months ending March 2014	Current 12 Months ending March 2015	% Increase/ (Decrease)	% of Total
Agriculture & Other (Landscaping, Animal Hospitals)	\$1,750	\$4,021	129.75%	0.22%
Construction	363,564	425,615 *	17.07%	22.82%
Manufacturing (Printing, Publishing, Other Manuf.)	44,010	36,872	-16.22%	1.98%
Transp/Comm/Utilities (Telecomm., Air Transport.)	22,304	18,393	-17.53%	0.99%
Wholesale (Lumber, Other Wholesale)	75,322	92,481	22.78%	4.96%
Retail Trade (Eating, Merchandise, Food Stores)	596,940	670,315	12.29%	35.95%
Services (Auction, Recreation, Auto Repair, Financial)	568,972	617,059	8.45%	33.09%
Totals	\$1,672,864	\$1,864,756	11.47%	100%
Increase/(Decrease)		\$191,893	11.47%	



NOTE: Due to the City's Confidentiality Agreement with the Department of Revenue, specific business information cannot be disclosed.

There is a sixty-day lag between sales taxes collected and when they are remitted to the City



City of Kenmore, Washington
Real Estate Excise Tax Report
March 31, 2015

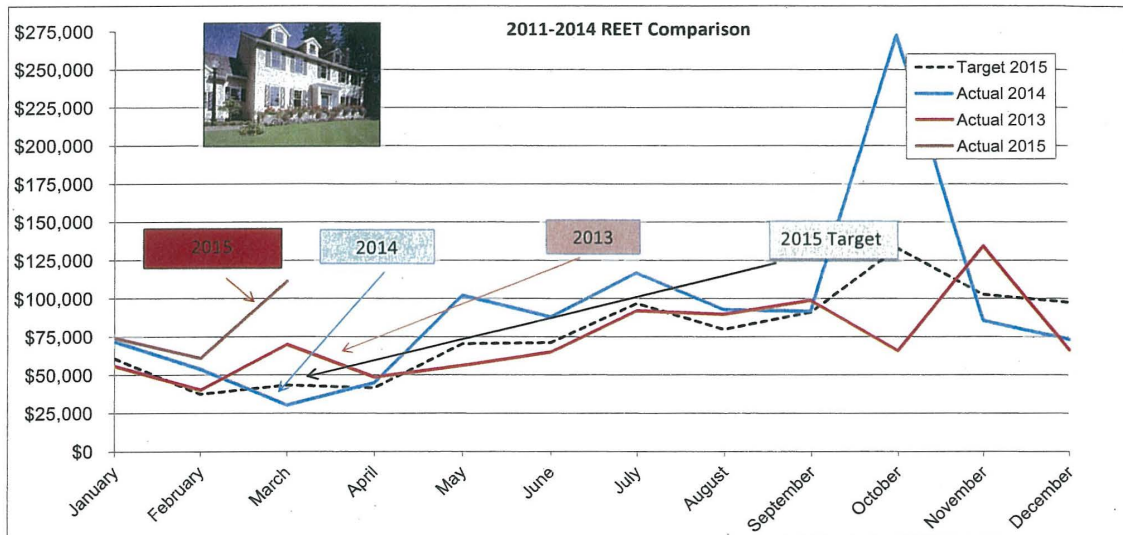


Real Estate Excise Taxes (REET) 2012 - 2015 Monthly Receipts					
	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Target 2015
January	54,359	55,801	72,106	74,259	60,756
February	18,064	40,281	54,038	61,070	37,461
March	29,691	69,946	30,426	111,337	43,354
April	30,662	48,671	45,118		41,484
May	52,575	56,178	102,257		70,337
June	60,408	64,938	88,070		71,139
July	81,316	91,779	116,858		96,651
August	56,626	89,496	92,932		79,685
September	82,785	98,573	91,812		91,057
October	60,265	65,596	272,842		132,901
November	88,057	134,286	85,748		102,697
December	152,262	66,342	73,582		97,395
	\$767,070	\$881,886	\$1,125,790	\$246,666	\$924,916

For 2015, REET is \$90,095 more than the same period last year and more than the 2015 target by \$105,095

* NOTE THE 2015 target is computed on a 3 year average (2012-2014) of actual receipts

Real Estate Excise Taxes (REET) 2012 - 2015 Property Sales > \$500,000								
The sales actually occur in the prior month; there is a 30 day lag between sales and when the City receives the revenue								
	Taxes from > \$500,000 Sale Amounts							
	2012	2013	2014	2015	2012	2013	2014	2015
January	5,515,283	3,380,165	4,699,850	7,418,000	27,301	16,732	23,264	36,719
February	1,152,000	3,417,500	3,930,920	6,607,900	5,702	16,917	19,458	32,709
March	750,000	3,514,000	2,175,430	7,874,934	3,713	17,394	10,768	38,981
April	870,000	1,570,450	4,266,725		4,307	7,774	21,120	0
May	2,796,250	3,634,210	12,347,730		13,841	17,989	61,121	0
June	1,215,000	2,761,500	7,353,999		6,014	13,669	36,402	0
July	4,196,500	8,478,706	15,071,601		20,773	41,970	74,604	0
August	1,756,200	6,131,455	5,882,306		8,693	30,351	29,117	0
September	4,859,500	10,911,500	8,437,700		24,055	54,012	41,767	0
October	3,087,500	5,568,400	44,456,605		15,283	27,564	220,060	0
November	8,334,960	18,620,230	8,922,100		41,258	92,170	44,164	0
December	23,033,200	4,606,450	7,142,900		114,014	22,802	35,357	0
	\$57,566,393	\$72,594,566	\$124,687,866	\$21,900,834	284,954	359,344	617,202	108,409



City of Kenmore, Washington
Monthly Report for Kenmore Village Fund
March 31, 2015



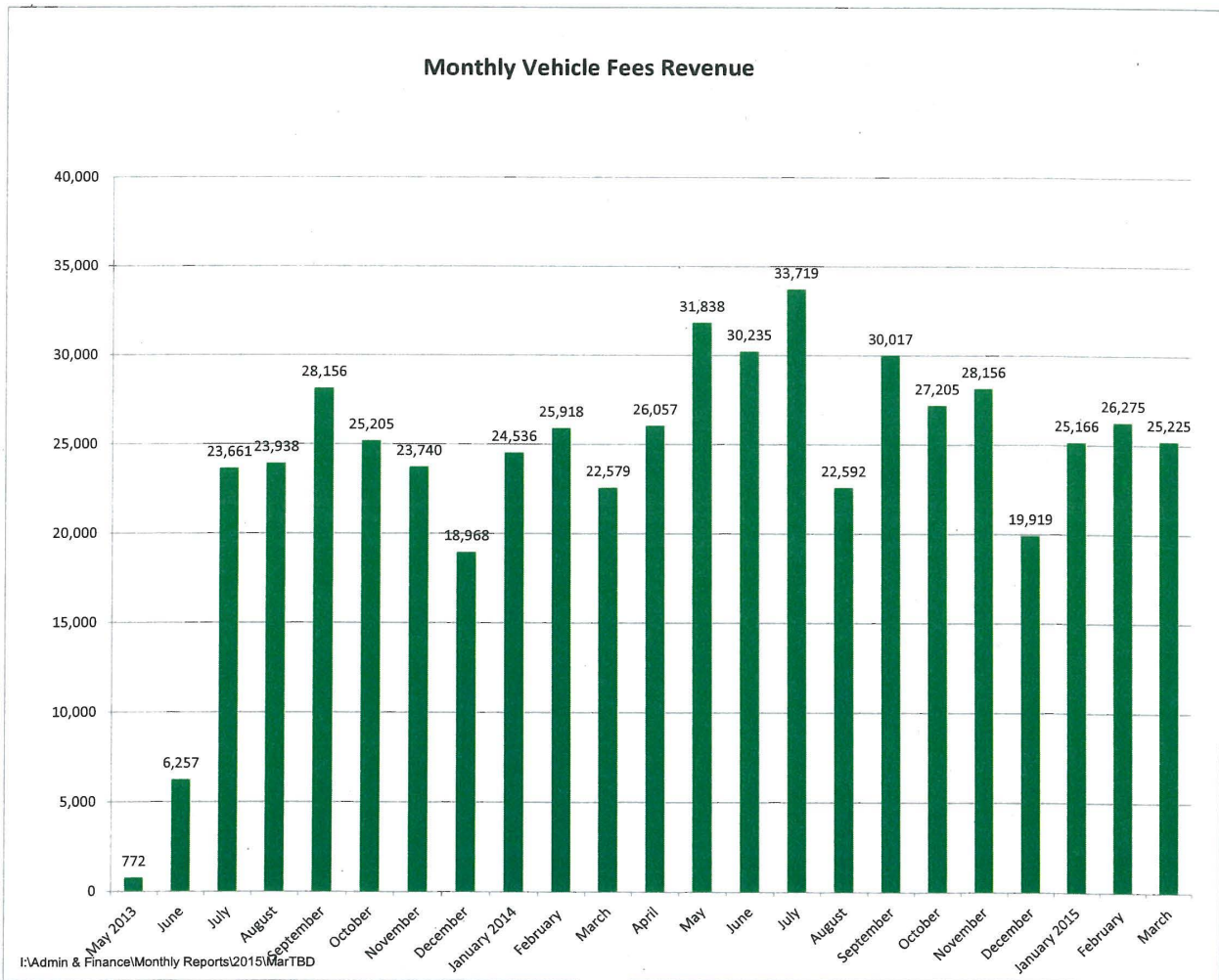
<u>Revenues</u>	<u>March</u>	<u>Biennium-to-</u>	<u>Biennium Budget</u>
	<u>2015</u>	<u>Date</u>	
Lease Income (USPS & Kenmore Village)	0	0	67,000
Return of Security Deposit	0	0	0
Other Rent Income	0	0	0
Landlord Expense (CAM*) Reimbursement	0	0	0
Investment Interest	0	0	23,000
Sale of Property	901,302	901,302	903,000
Event Sponsorship	0	0	1,500
Grant for Public Square	0	0	270,000
Transfer From General Fund	0	0	60,000
Leasehold Excise Returned	0	0	2,400
Total Revenues	901,302	901,302	1,326,900
<u>Expenditures</u>			
6700 Building Improvements	0	0	0
Downtown Plan Services	35,406	36,051	0
Property Management	0	0	19,000
Utilities and Insurance - Kenmore Village	0	2,349	0
Repairs, Maintenance, Other Services	270	5,317	133,240
Kenmore Village Public Square	0	0	3,365,000
Transfers to Other Funds	0	0	0
Total Expenditures	35,675	43,717	3,517,240
 Net Income (Loss)	 865,626	 857,584	 -2,190,340

NOTE: This schedule only reflects activity occurring on the City books and does not include the lease revenue and expenditures accounted for by the property management firm.

Kenmore Transportation Benefit District
Monthly Report
March 31, 2015



<u>Revenues</u>	<u>March 2015</u>	<u>Biennium-to-Date</u>	<u>Biennium Budget</u>
Vehicle Fees	25,225	76,665	630,200
Total Revenues	<u>\$25,225</u>	<u>\$76,665</u>	<u>\$630,200</u>
<u>Expenditures</u>			
WCIA Insurance		2,500	5,000
Reimbursement to Street Fund Overlay		0	475,000
		0	150,000
Total Expenditures	<u>0</u>	<u>2,500</u>	<u>630,000</u>
Net Income (Loss)	\$25,225	\$74,165	\$200





**City Council Business Agenda Item
City of Kenmore, WA**

Subject/Topic: Parks & Transportation
Community Conversation

For Council Meeting Agenda of: June 15, 2015

Department: City Managers Office

Prepared by: Rob Karlinsey, Debbie Bent, Joanne Gregory
& Kris Overleese

To Be Presented By: Rob Karlinsey, Debbie Bent, Joanne
Gregory, & Kris Overleese

Proposed Council Action/Motion:

No Council action is requested at this time.

Approved by Department Head:

Approved by City Attorney:

Approved by Finance Director:

Approved by City Manager:

Initial & Date

KHO 6/2/15

NA

Rob Karlinsey

Exhibits/Attachments:

Attachment A: Berk Memo – Voter Approved Ballot Measure
Timeframes

Attachment B: MRSC Article “What Makes a Successful Ballot
Measure? A Look at the Data”

Expenditure Required NA

Amount Budgeted \$250,000

Appropriation Required NA

INFORMATION/BACKGROUND:

During the creation of the 2015/2016 budget, Council and staff discussed having a conversation with the community to gauge the community’s desire to fund and construct parks and multimodal transportation projects beyond what existing City resources can bear. To that end, the existing budget includes \$250,000 to fund a formal community conversation about parks and transportation projects (the Project). Should the community desire a way to finance projects beyond what our existing budget can support, formal funding mechanisms must be evaluated to meet the identified need.

To assist with this Project, staff led a formal consultant selection process and chose the diverse team led by Berk. Staff believes the services needed for the community conversation includes: community engagement specialists, engineers and cost estimators, landscape architects, opinion survey specialists, financial guidance and legal assistance. Staff opted to create a small contract with Berk for the June 15 Council meeting conversation and creation of the actual community conversation strategy.

See Attachment A for a memo from Berk that outlines voter approved ballot measure background history and community conversation timeframes. Attachment B is an article written by the Municipal Resource Services Center (MRSC) that discusses successful historical ballot measure data. Staff will utilize these memos as background to discuss the Project strategy with Council. Staff will return to Council at a later date to request authorization of the resources for the implementation component of the Project. The discussion and guidance provided by Council on June 15, will shape the makeup of the consultant team and the level of effort needed by its members.

Conversation topics for the June 15 meeting:

- Feedback on the Project’s draft community conversation process (Attachment A – 3 Draft Ballot Measure Timing

Scenarios)

- What role in the process does Council wish to have?
- Should the community desire to establish additional resources for City parks and/or transportation projects, what should that schedule look like. In other words, what election should we aim for (Attachment A)?
- Any additional Council guidance?

SCHEDULE:

Berk is currently under contract for the June 15 Council meeting and to document (through a memorandum) what the community conversation strategy/process will be for the project. Staff anticipates returning to Council in July to authorize the resources for Berk to implement the strategy.

Council feedback on June 15 will help define the project activities and schedule.

FISCAL CONSIDERATION:

The City's adopted 2015-2016 Biennium Budget included \$250,000 for this project of which \$6,200 has been obligated for Berk's early work.

COUNCIL GOAL/BUDGET OBJECTIVE BEING ADDRESSED:

This project has the potential to support many Council goals including:

1. To focus on and emphasize multimodal transportation safety in the City of Kenmore with a specific focus on pedestrian, bicycle, and other means of travel
4. Create a vibrant, walkable downtown
6. Advance the City's connection to the waterfront
8. To accelerate implementation of the Sidewalk Plan and pursue various funding options.
12. To continue to implement a Parks Improvement and Financial Plan.

CITY OF KENMORE TRANSPORTATION AND PARKS IMPROVEMENTS: VOTER-APPROVED BALLOT MEASURE TIMEFRAMES

May 21, 2015

KEY FINDINGS

The following key points should be considered when evaluating possible ballot measure timeframes:

- There are four elections held in Washington State per calendar year: a general election, a primary election, and two special elections.
- Multiple-year levy lid lifts cannot be included on special election ballots.
- 2016 is a presidential election year, which generally has the highest voter turnout.
- Ballot measures tend to be more successful when no more than one measure subject matter (*e.g.*, parks or transportation) is included on a single ballot.
- Examining election results for revenue-generating measures by time of election (*i.e.*, February, April, August, or November) shows no clear best time to include such measures on a ballot.
- It is typical to allow anywhere between 10 to 12 months between the start of the process and public vote.

Based on the above points and the analysis below (including regarding project timing requirements), the August and November 2016 ballots look most promising for putting forward parks and/or transportation measures.

RESEARCH

Potential Funding Options Requiring Voter Approval

Measure Type	Eligibility for Vote by Election Type	Votes Required for Passage
Bond Measures (Parks and Transportation)	General, Primary, & Special	60% supermajority and, if not general election, at least 40% of general election voters must vote
Levy Lid Lift, Multi-Year	General & Primary only (see RCW 84.55.050)	Simple majority (50% + 1)
Formation of Metropolitan Parks District (MPD) ¹	General, Primary, & Special	Simple majority (50% + 1)

¹ City is currently part of the Northshore Parks and Recreation Service Area —to pursue this option, need to determine if the City would need to withdraw from this District and what steps are required to do so.

CITY OF KENMORE TRANSPORTATION AND PARKS IMPROVEMENTS
VOTER-APPROVED BALLOT MEASURE TIMEFRAMES

Guiding Principles Related to Ballot Measure Positioning²

According to analysis by the Municipal Research and Services Center (MRSC), the following elements contribute to the success of ballot measures:

1. Ballot measures should be clearly written to address specific, identified needs (they tend to be less successful when they fund general operations and maintenance or replenish general fund reserves).
2. Ballot measures tend to be less successful when they are put forward for more than one area, such as parks and transportation, on the same ballot.
3. Ballot measures should be developed through a community engagement process and put forward by a trusted agent.
4. Vehicle License Fees (VLF) are the least favored form of funding by voters.

Upcoming Washington State Election Dates³ and Minimum Recommended Timing Required for Project Activities

Election Date	Deadline for Resolution Adoption / Presentation to King County ⁴	Time from June 2015 to Resolution / King County Deadline	Election Type
August 4, 2015	May 8, 2015	-	Primary Election
November 3, 2015	August 4, 2015	1½ Months	General Election
February 9, 2016	December 11, 2015	6 Months	Special Election
April 26, 2016	February 26, 2016	8 Months	Special Election
August 2, 2016	May 13, 2016	11 Months	Primary Election
November 8, 2016	August 2, 2016	13½ Months	General Election

MRSC estimates that the minimum required time between project kickoff and resolution adoption by the City Council is eight months.

There are only one-and-one-half months between the November 2015 election filing deadline of August 4, 2015 and only six months between the February 9, 2016 time to city resolution adoption (as shown above); therefore, these two election dates will not be considered in the timeframe analysis below.

² MRSC findings retrieved from <http://mrsc.org/Home/Stay-Informed/MRSC-Insight/September-2014/What-Makes-A-Successful-Ballot-Measure-A-Look-at-t.aspx>

³ Washington Secretary of State Elections 2015 & 2016 Calendars and King County Elections information, retrieved from https://www.sos.wa.gov/elections/calendar_list.aspx?y=2015, http://www.sos.wa.gov/elections/calendar_list.aspx?y=2016, and <http://www.kingcounty.gov/elections/jurisdictions.aspx>

⁴ The deadline for presentation to King County is listed for the general and primary elections. The deadline for resolution adoption by the City is listed for special elections because it precedes the county deadline for the formation of Metropolitan Park Districts (this is not the case for other types of elections).

May 21, 2015

CITY OF KENMORE TRANSPORTATION AND PARKS IMPROVEMENTS
VOTER-APPROVED BALLOT MEASURE TIMEFRAMES

Anticipated Revenue-Generating Ballot Measures for Kenmore Voters 2015-2016⁵

No Washington State or King County Election deadlines have yet been reached, so there is relatively little information on other likely revenue-generating measures on the ballot over the next year.

Taxing Authority	Measure
Washington State	Nov. 2015: Initiative Funding Amendment to State Constitution (requires initiatives include proposals to find themselves)
King County	Nov. 2015: Best Starts Levy (six-year levy to fund early childhood programs; \$0.14 increase per \$1,000 of assessed property value);
King County Transportation Benefit District	None at this time
Northshore School District	None at this time
Northshore Park & Recreation Service Area	None at this time
City of Kenmore	None at this time
Kenmore Transportation Benefit District	None at this time

Additional Election Ballot Information

- County, port, some judicial, city, school, and special purpose district offices appear on the general election ballot in odd numbered years and will be on the November 2015 ballot.
- Federal, state, legislative, and some judicial offices appear on the general election ballot in even numbered years and will be on the November 2016 ballot.
- November 2016 is presidential election.

⁵ Local measures' assessment based on current property tax measure expiration dates, from King County Budget & Fiscal Management Committee analysis, retrieved from <http://your.kingcounty.gov/mkcc/agendas/BFM/20150121-BFM-packet.pdf>. State assessment based on information at http://ballotpedia.org/Washington_2015_ballot_measures. Best Starts Levy information retrieved from <http://www.kingcounty.gov/elected/executive/constantine/News/release/2015/April/27-state-of-the-county.aspx>

May 21, 2015

CITY OF KENMORE TRANSPORTATION AND PARKS IMPROVEMENTS
VOTER-APPROVED BALLOT MEASURE TIMEFRAMES

Ballot Measure Passage Trends (Nov. 2011 to April 2015)

Since 2011, MRSC has collected data on the results of all ballot measures placed on the ballot by cities, counties, and the special districts. Based on our analysis, this data does not conclusively show that specific election months create higher likelihood of passage for either property tax ballot measures or bond ballot measures for parks or transportation.

Property Tax Measures. Property tax measures appear to do relatively well across all election months, as shown below.

**Exhibit 1: Washington State Property Tax Ballot Measures:
Parks and Transportation**

	February Special		April Special		August Primary		November General	
Parks								
Failed	1	13%		0%	5	25%	17	24%
Passed	7	88%	9	100%	15	75%	52	74%
Total	8		9		20		70	
Transportation								
Failed	1	33%	1	100%	1	14%	5	19%
Passed	2	67%		0%	6	86%	22	81%
Total	3		1		7		27	

Source: <http://mrsc.org/elections.aspx>

According to available data, parks and transportation bond measures tend to do somewhat better in special elections. However, very few bond measures were available for this analysis (since 2011: 2 of 2 passed in February, 1 of 1 passed in April, 1 of 3 passed in August, and 3 of 6 passed in November).

In King and Snohomish Counties, the majority of property tax ballot measures are placed on general election ballots.

Bond Measures. Very little data is available for bond ballot measures in King and Snohomish County:

- Three bond measures were included on general election ballots: Issaquah's parks bond measure passed and Bothell's and Mukilteo's did not.
- Only the Auburn Transportation Benefit District has placed a transportation bond measure on the ballot in an election other than a general one—it did so for an April special election and this measure failed.

May 21, 2015

CITY OF KENMORE TRANSPORTATION AND PARKS IMPROVEMENTS
VOTER-APPROVED BALLOT MEASURE TIMEFRAMES

Multiple Revenue-Generating Ballot Measure Timing

As can be seen below, among cities and counties that have placed multiple revenue-generating ballot measures on ballots, the majority have done so in a staggered fashion—rather than placing multiple measures on a single ballot.

Exhibit 2: Multiple Revenue-Generating Ballot Measures

Taxing Authority Name	Election Year	Election Month	Measure Type	Subject Issue	Passed	Failed	Total
King County	2012	August	Levy Lid Lift	Human Services	1		1
	2012	November	Levy Lid Lift	Criminal Justice	1		1
	2013	August	Levy Lid Lift	Parks and Recreation	1		1
	2013	November	EMS Levy	EMS	1		1
	2015	April	Levy Lid Lift	Other	1		1
King County Total					5		5
Port Townsend	2011	November	Levy Lid Lift	Fire	1		1
	2013	August	Bond	Library		1	1
	2015	February	Bond	Other	1		1
Port Townsend Total					2	1	3
San Juan County	2011	November	Conservation Area REET	Other	1		1
	2011	November	M&O Excess Levy	Other		1	1
	2012	August	Public Safety Sales Tax	Criminal Justice	1		1
	2014	November	Levy Lid Lift	Other	1		1
San Juan County Total					3	1	4
Seattle	2011	November	Levy Lid Lift	Human Services	1		1
	2012	August	Levy Lid Lift	Library	1		1
	2012	November	Bond	Other	1		1
	2014	November	Levy Lid Lift	Other	1		1
Seattle Total					4		4
Spokane	2013	February	Levy Lid Lift	Library	1		1
	2014	November	Bond	Parks and Recreation	1		1
	2014	November	Levy Lid Lift	Transportation	1		1
Spokane Total					3		3
Grand Total					17	2	19

May 21, 2015

BALLOT MEASURE TIMING SCENARIOS

Option 1 - April 2016 Special Election

Activity	2015							2016										
	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.
Develop & Administer Survey; Analyze Results																		
Develop Outreach Plan and Materials for Public Meetings																		
Outreach / Hold Public Meetings																		
Select Projects & Programs and Assess Methods to Obtain Funding Needed																		
Develop & Administer Voter Poll; Analyze Results																		
Develop Ballot Measures for Methods Selected to Obtain Funding																		
Provide Information to Public on Ballot Measures and What They Would Fund																		
Adopt Resolution / Ordinance Authorizing Tax & Present Measure to King Cnty. Elections											Feb. 26							
Hold Election												April 26						

Notes: Multi-year levy lid lift measures cannot be placed on a special election ballot and could not be included in this election.

CITY OF KENMORE TRANSPORTATION AND PARKS IMPROVEMENTS
VOTER-APPROVED BALLOT MEASURE TIMEFRAMES

Option 2 - August 2016 Primary Election

Activity	2015							2016										
	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.
Develop & Administer Survey; Analyze Results																		
Develop Outreach Plan and Materials for Public Meetings																		
Outreach / Hold Public Meetings																		
Select Projects & Programs and Assess Methods to Obtain Funding Needed																		
Develop & Administer Voter Poll; Analyze Results																		
Develop Ballot Measures for Methods Selected to Obtain Funding																		
Provide Information to Public on Ballot Measures and What They Would Fund																		
Adopt Resolution / Ordinance Authorizing Tax & Present Measure to King Cnty. Elections																		
Hold Election																		

Notes: Some or all ballot measures could be included on this primary election ballot.

CITY OF KENMORE TRANSPORTATION AND PARKS IMPROVEMENTS
VOTER-APPROVED BALLOT MEASURE TIMEFRAMES

Option 3 - November 2016 General Election

Activity	2015							2016										
	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.
Develop & Administer Survey; Analyze Results																		
Develop Outreach Plan and Materials for Public Meetings																		
Outreach / Hold Public Meetings																		
Select Projects & Programs and Assess Methods to Obtain Funding Needed																		
Develop & Administer Voter Poll; Analyze Results																		
Develop Ballot Measures for Methods Selected to Obtain Funding																		
Provide Information to Public on Ballot Measures and What They Would Fund																		
Adopt Resolution / Ordinance Authorizing Tax & Present Measure to King Cnty. Elections															Aug. 2			
Hold Election																	Nov. 8	

What Makes A Successful Ballot Measure? A Look at the Data

September 25, 2014 by Tracy Burrows, MRSC

Category: Elections

Web Link: <http://mrsc.org/Home/Stay-Informed/MRSC-Insight/September-2014/What-Makes-A-Successful-Ballot-Measure-A-Look-at-t.aspx>

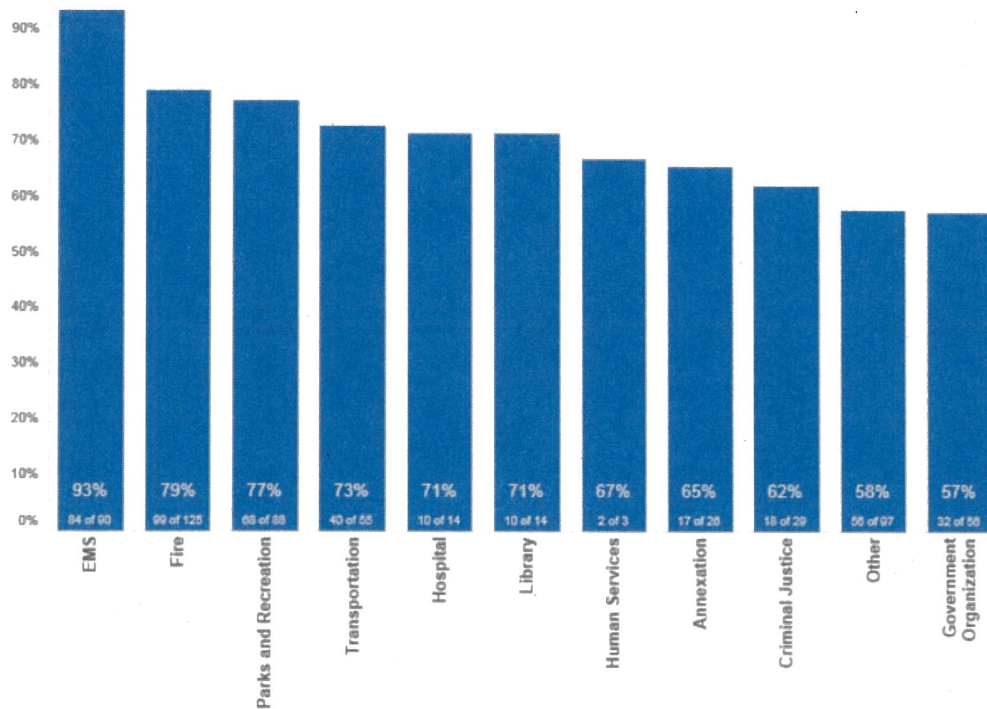
Since 2011, MRSC has collected data on the results of all ballot measures placed on the ballot by cities, counties, and the special districts we serve. A review of the results of over 600 measures in our searchable ballot measure database shows some very interesting trends. 73% of all ballot measures succeed, but that only tells part of the story.

Elements of Success

Bob O'Neill, the Executive Director of the International City/County Management Association (ICMA), has noted that most successful ballot measures are: (1) clearly written to address specific, identified needs; (2) developed through a community engagement process; and (3) put forward by a trusted agent. If your measure has all three of these elements, you are likely on your way to success.

Data from Washington State shows that measures that address certain needs are more likely to pass than others. Of all issues that had 10 or more measures since 2011, those that addressed Emergency Medical Services (EMS) and Fire had the highest likelihood of passage. Over 90% of EMS measures passed during this time period. That's really no surprise, since voters consistently place the highest priority on life safety issues. The least likely (57%) measures to pass are those that address changes to government organization, including charter changes, or changes to or from a strong mayor or city manager form of government. Absent a crisis or scandal, voters are reluctant to change their form of government.

Attachment B



Challenges

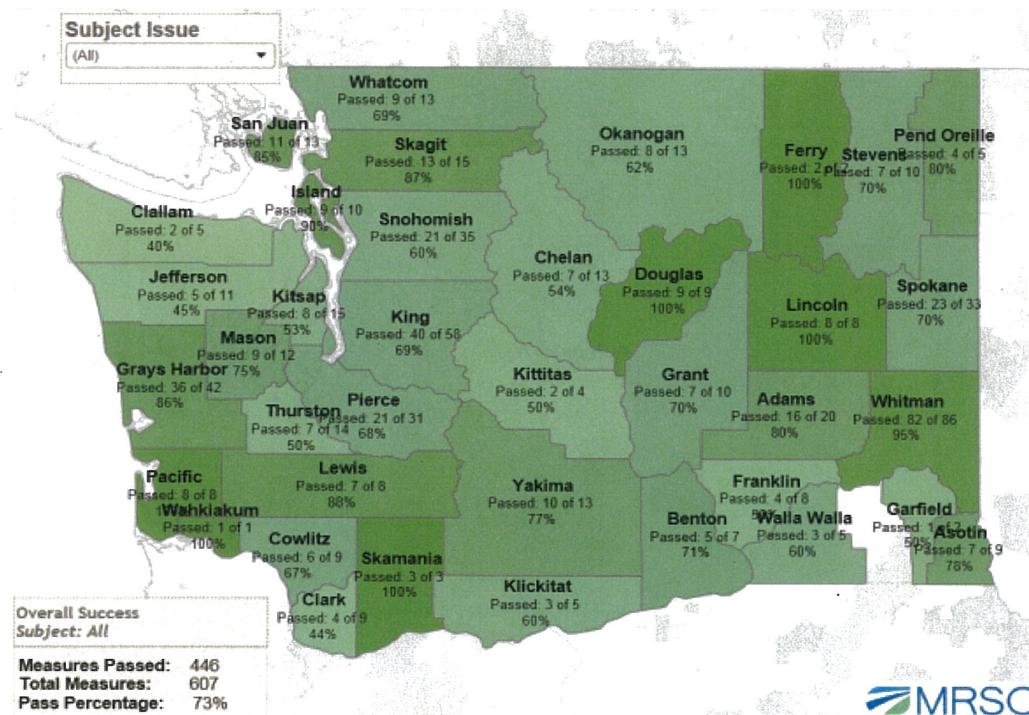
The data also show that measures that are very specific about what is funded fare far better than a more general funding request. Measures that simply fund general operations and maintenance or that replenish general fund reserves rarely succeed. Measures that mix and match, such as parks and transportation on the same ballot, do not do as well as individual measures for each topic. And Vehicle License Fees (VLF) appear to be the least favored form of funding by the voters. No measure has passed with the VLF as a funding source, but that may change this November when Seattle voters weigh in on a transit package funded in part by the VLF.

Rural Counties and Cities – Government that is Closer to the People?

It's interesting that all of the counties that had a 95%+ passage rate are more rural counties, including Ferry, Whitman, Douglas, Lincoln, Skamania, and Pacific. These numbers include county-wide elections and individual city or special district votes within the county. Urban counties tended to have lower passage rates, including Clark (44%*), Snohomish (60%), Pierce (68%), King (69%), and Spokane (70%).

Some of this variation reflects the fact that urban counties and cities tend to place funding measures that are more likely to be perceived by voters as level of service enhancements rather than basic needs. For example, voters rejected publicly financed council elections in Seattle and the funding of a regional animal shelter in Spokane County. However, rural counties and cities

appear to have an advantage in that they tend to be the “trusted agents” that Bob O’Neill referred to as one of the important components of success. When small cities and counties identify a community need, they are better able to communicate that need to their residents and gain consensus around it. For example, in August Whitman County passed a modest property tax levy for general fund expenses and services – something that would be virtually impossible in more urban cities and counties.



We’ll be continuing to update the ballot measure database and will report on new trends in types of ballot measures. In the meantime, check out the database and give us feedback on how well it works. You can search the database by jurisdiction, by funding mechanism, by topic, and keyword to hone in on the results you are seeking. You can also download an Excel spreadsheet of the results that will give you more information on the amount and duration of the funding measure.

**The Clark County total excludes a measure from the City of Woodland, which is located in both Clark and Cowlitz counties.*



City Of Kenmore, Washington

Memorandum

Date: May 23, 2014
To: Mayor & City Council
From: Rob Karlinsey, City Manager 
Regarding: Parks Funding Options

At the City Council's retreat in January, you directed us to explore and report on potential parks funding options. Surveys conducted over the years, including last year's parks survey, show Kenmore residents wanting more active and waterfront park opportunities. In addition, the Parks Recreation and Open Space (PROS) Plan you adopted last year calls for significantly more parks improvements and acquisitions in the coming years. Although the adopted Parks Capital Improvement Plan (CIP) identifies and funds some parks improvements, the resources in the CIP may not be sufficient to fund what the community and the PROS Plan calls for.

Examples of parks projects not fully funded in the CIP include:

- Further development of Log Boom Park, including a new beach and wind/wave fence.
- Development of the newly acquired land from Brightwater, also known as the future Twin Springs Park.
- Further development of Rhododendron Park, including a boardwalk connecting the play field to the river and construction of a boat house.
- Squires Landing Park development of passive uses, including wildlife viewing points and improved trails.
- Waterfront park property acquisitions for the purpose of developing the Water Walk as identified in the PROS Plan.
- Acquisition and development of additional park land for active uses such as ball fields.
- Dog Park

This memorandum is divided into three parts: 1) Current funding options under existing "Councilmanic" authority (i.e. City Council authority to impose taxes and fees), 2) Voter Approved Funding Options, and 3) my recommended funding options

Part I Councilmanic Funding Options

When it comes to transportation funding options, the City currently has the following main revenue sources available under the City Council's authority (note that the following is not

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inclusive of all revenue sources at the City's disposal. For example, a local option Business & Occupation Tax is not discussed in this memo, nor is an admissions tax):

Property Tax: The One Percent Limit and Banked Capacity

The City's 2014 property tax levy rate is \$1.5642 per \$1,000 of assessed valuation. At this property tax rate, the City is projected to collect \$4.32 million in property taxes this year. Under state law, the City Council may increase the total amount of property tax collected over the prior year by one percent, plus new property taxes from new construction. A one percent increase amounts to about \$43,000. The City Council chose to increase property tax revenue by 1% for 2014 and therefore will see a \$43,000 increase in property tax revenue (plus property tax from new construction) this year.

Notwithstanding the one percent increase limit just described, the City has the ability to access what is known as "banked capacity," which is property tax increases that were allowed under State Law in prior years but not taken by the City in those prior years. For example, for nine consecutive years, the Kenmore City Council elected not to increase property tax revenues by the one percent State law limit. These unused increases were "banked" and can be accessed by a majority vote of the City Council at any time. The King County Assessor's Office has informed us that the City currently has \$554,906 in banked capacity. In other words, the City Council has the ability to utilize previously foregone property tax increases by increasing property tax by up to \$554,906 in 2014. The King County Assessor's Office has also informed us that the City imposing this increase would not affect junior taxing districts such as the Northshore Fire District.

If the City Council were to utilize this full increase from banked capacity, the property tax rate would go up by about 20 cents per \$1,000 of assessed valuation, from \$1.5642 to \$1.7650 per \$1,000 in 2014. The exact amount for 2015 is unknown but within about one percent of the 2014 numbers.

A 20 cent property tax rate increase using banked capacity would bring the City's share of property taxes paid on a \$400,000 home from \$625.68 per year to \$706.00 per year, which is an increase of \$80.32 per year or \$6.69 per month. This \$80.32 per year increase represents a 12.8 percent increase in the City share of property taxes paid or about 1.5 percent of the \$5,380 in total property taxes (all jurisdictions; \$13.45 total rate) currently paid on a \$400,000 home in Kenmore.

Utility Taxes and Utility Franchise Fees

Under State Law, cities are allowed to impose utility taxes on electricity, natural gas, telephone, cell phone, cable TV, water, sewer, and garbage. Cities may not impose utility taxes on water and sewer when another municipality is providing the service, as is the case with Kenmore (Northshore Utility District provides water and sewer services for the City of Kenmore). Kenmore's current utility tax rates and the limits on those rates under state law are shown in the following table:

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City of Kenmore Utility Taxes

	2014 Rate	Max Rate Allowed Under State Law
Electric	4%	6%
Natural Gas	4%	6%
Telephone	6%	6%
Cell Phone	6%	6%
Cable TV	0%	6%
Garbage	0%	No limit

Cities may exceed the 6% utility tax limit with voter approval.

If the City Council were to increase its utility taxes to the maximum amount allowed under state law, the following table shows the additional utility tax revenue that could be generated:

Utility	Existing Rates	Maximum Rate Allowed	2014 Revenue Under Existing Rates	Potential Annual Revenue Under Max Rate Allowed	Difference
Electric	4%	6%	538,637	807,956	269,319
Natural Gas	4%	6%	293,500	440,250	146,750
Phone/Cell Phone	6%	6%	651,869	651,869	0
Cable TV	0%	6%	0	346,744	346,744
Garbage	0%	No limit	0	TBD	TBD
Total:			1,484,006	2,246,819	762,813

“TBD” in the table above: I have recently requested revenue figures from our solid waste services provider and should be receiving the data soon.

In addition to utility taxes, cities may impose a franchise fee on cable TV, water, sewer, and garbage utilities, but only when there is a franchise agreement in place between the City and the utility. The City of Kenmore does not have a franchise agreement with its solid waste service provider, Republic Services (Republic is instead regulated at the State level). Therefore, there is no garbage franchise fee in the City of Kenmore. The franchise agreements with Frontier and Comcast include a 5% franchise fee for cable TV.

Earlier this year the City negotiated a new franchise agreement with Northshore Utility District (NUD) for water and sewer services. This agreement includes a 5% franchise fee with the ability to increase the fee up to 10% during the term of the franchise. The following table summarizes franchise fees in Kenmore:

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City of Kenmore Franchise Fees

	2014 Rate	Max Rate Allowed
Cable TV	5%	5%
Garbage	0%	N/A
Water	5%	10%
Sewer	5%	10%

If the City Council were to increase its franchise fees to the maximum amount within the confines of State law and the existing (or in the case of garbage, non-existent) franchise agreements, the following table shows the additional franchise fee revenue that could be generated:

Utility	Current Franchise Fee	Maximum Franchise Fee Allowed	2014 Revenue Under Current Rate	Potential Annual Revenue Under Max Rate Allowed	Difference
Cable TV	5%	5%	288,953	288,953	0
Garbage	0%	N/A	N/A	N/A	N/A
Water/Sewer	5%	10%	395,000	790,000	395,000
Total:			683,953	1,078,953	395,000

Sales Tax

The City imposes the full 1% local option sales tax allowed under State law (the County gets 0.15% of it), and the revenue generated from sales tax goes into the City's General Fund for general government purposes (public safety, parks, roads, land use planning, administration, etc.). The local 1% sales tax option is the maximum sales tax rate for cities allowed under State law.

Real Estate Excise Tax (REET)

The City of Kenmore imposes a 0.5% tax on real estate transactions within the City. This 0.5% REET rate is the most the City can impose under state law. Until recently (mid 2011), REET revenue could only be spent on capital projects—not in maintenance and operations (O&M). Use of REET 1 (the first 0.25%) is now allowed for operations and maintenance of existing capital projects under certain circumstances and up to defined amounts, but the enabling legislation sunsets in 2016. Kenmore has not utilized any REET for (O&M). The City's REET anticipated revenue for the next six years is currently allocated and programmed into the City's adopted Six-Year Capital Improvement Plan.

Park Impact Fees

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State law allows cities to impose park impact fees on new commercial and residential developments. The City's park impact fee is \$2,537 for newly constructed single family residential units. This revenue can only be spent on parks projects that improve and expand capacity. The City's projected traffic impact fee revenue for the next six years is currently allocated and programmed into the City's adopted Six-Year Capital Improvement Plan.

With revenue from all of the above "Councilmanic" sources, the City Council could choose to use the funds on a "pay as you go" basis for ongoing M&O and capital projects, or the City could use the funds to issue long-term debt for larger capital projects. Given that the City currently has no general obligation debt, the City has ample statutory debt capacity to issue debt under City Council authority.

Part II Voter Approved Revenue Sources

In addition to or instead of the above "Councilmanic" ways to generate revenue for parks, the City Council may choose to go to the ballot and ask voters whether they want to increase their taxes for parks improvements. The following is a discussion of voter-approved funding options.

Property Tax Increase: Voter Approved Bond Measure

The City could put a bond measure on the ballot to issue long-term debt that would fund public park improvements and acquisitions. Bond-measures require a 60% plus 1 majority of the electorate for approval. Based on the City's current property tax collections, every 10 cent increase in property tax (per \$1,000 assessed valuation) would cost a homeowner of a \$400,000 home \$40 per year. Total City-wide revenue from a 10 cent property increase would yield \$275,500 in annual revenue to the City.

In today's interest rates, a 10 cent increase in property tax and the resulting \$275,500 annual revenue to the City would leverage approximately \$3,000,000 in debt to fund park improvements (assuming a 20-year bond).

Property Tax Increase: Voter Approved Levy Lid Lift

A voter approved "levy lid lift" allows property tax to increase above the 1% growth limit as long as the total property tax collected stays under the City's statutory limit of \$2.10 per assessed valuation. The City's current property tax rate is \$1.5642 per \$1,000 of assessed valuation, collecting \$4,323,000 in 2014. The difference between the statutory limit of \$2.10 and the City's 2014 rate is \$0.5358 per \$1,000 of assessed valuation.

As stated above in the Bond Measure discussion, every 10 cent increase in property tax brings an additional \$275,500 in revenue. If so stated in the ballot measure, a levy lid lift could be made permanent and then grow by the 1% thereafter.

Revenue from a levy lid lift can be used for any municipal purpose and requires a simple majority vote of the electorate. We have checked with the County Assessor's Office, and they

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have confirmed that increasing the City's property tax would not hinder or take away from a junior taxing district's ability to levy property tax. Attached is RCW 84.55.050 authorizing lid lifts, and also a *Levy Lid Lifts* article by MRSC research consultant Judith Cox. This article discusses two types of levy lid lifts.

Metropolitan Park District Formation

By a simple majority vote of the people, the City could form a new Metropolitan Park District (MPD) that would be contiguous to the City's boundaries with the City Council serving as the District Board. A Metropolitan Park district would create the ability to levy property tax up to 50 cents (plus 25 cents under certain conditions) per thousand dollars of assessed valuation.

Revenue generated by a MPD can be used for maintenance, operation, and development (capital) of parks and recreation programs. The City could continue to own its park assets and would not be required to turn over its park properties over to the MPD. However, further research would need to be done given that the City is currently included as part of the Northshore Parks and Recreation district—the City may need to come out of the Northshore District before the City could form its own MPD.

Property tax revenue generated for every 10 cent increase in the property tax rate is discussed earlier in this memo.

Part III Recommended Funding Options

While going to the voters for a capital parks bond is doable, we still need to consider the new costs of operating and maintaining the new and improved parks to be funded by the bond. A Bond measure does not provide O&M revenue to support the ongoing costs after the improvements are constructed.

Therefore, if the City were to go to the voters for a parks measure, I would recommend either a levy lid lift or formation of a MPD because a levy lid lift and a MPD can provide both the ongoing M&O resources as well as the funds for capital projects.

This report provides no specific proposal that would include projects to be funded and identify the proposed revenue source. Before arriving at specifics, I recommend the following steps:

1. Conduct a survey asking Kenmore Residents to identify their priorities for parks and their willingness to pay for these improvements and services.
2. Based on the results of the survey, state your intention to put a tax measure or measures on the ballot at a certain election (general or special).

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3. Hold a series of public meetings, further asking citizens what they would specifically like to see in parks improvements and service levels.
4. Based on the survey and the public meetings, develop a list of projects and programs that would be funded via a voter-approved ballot measure.
5. Develop a ballot measure title and question and formally vote to set the date for the election.
6. Provide unbiased facts about the ballot measure and what it would fund if approved.

Conclusion

There are a variety of ways to fund capital improvements and programs for parks in Kenmore, both under City Council authority and voter approved measures. If there is Council interest in pursuing this further, I recommend that we begin taking the steps outlined above. We will, however, need to discuss how doing so would be completed given our current priorities, staffing, and workloads.

Thanks,

Rob

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Revised October 2010

Levy Lid Lifts¹

By Judith Cox, MRSC Public Finance Consultant

The passage of Initiative 747 in 2001 limited taxing jurisdictions with a population of less than 10,000 to an increase of one percent in their levy, plus taxes on new construction and increases in state-assessed utility valuation. Levy increases for municipalities with a population of 10,000 or more are limited to the lesser of one percent or the increase in the July implicit price deflator for personal consumption expenditures as published in the September issue of the *Survey of Current Business*.

One exception to the one percent rule is the levy lid lift. *RCW 84.55.050*. Taxing jurisdictions with a tax rate that is less than their statutory maximum rate may ask the voters to "lift" the levy lid by increasing the tax rate to some amount equal to or less than their statutory maximum rate. The proposed tax rate must be stated in the ballot title. *RCW 84.55.050(1) and (2)(a)*. (If you do not know your statutory maximum rate, ask your county assessor.) A simple majority vote is required.

How much revenue can you raise from a levy lid lift?

Start by calculating the difference between your current tax rate and the maximum guaranteed statutory rate..

Maximum Statutory Tax Rate: **Cities** are senior taxing districts and their maximum tax rates differ, depending on whether they have a firemen's pension fund or whether they are annexed to a fire district and/or a library district.

The maximum regular property tax levy for most cities is \$3.375 per thousand dollars assessed valuation (AV). *RCW 84.52.043(1)(d)*. Some cities have a firemen's pension fund. (If you do not know whether you have one, you probably do not.) Those cities can levy an additional \$0.225 per thousand dollars assessed valuation, resulting in a maximum levy of \$3.60 per thousand dollars AV. *RCW 41.16.060*. For cities that belong to a fire district and/or a library district, the rules are a little more complicated. Nominally they have a maximum rate of \$3.60 per thousand dollars AV. But, they can never collect that much because the levy of the special districts must be subtracted from that amount. *RCW 27.12.390 and RCW 52.04.081*. The library district levy has a maximum rate of \$0.50 per thousand

¹A slightly different version of this article appeared in *Budget Suggestions for 2009*, Information Bulletin No. 531, August 2008 and *Municipal Research News*, Fall 2008.

\$47,500 is the maximum amount of **extra** revenue the city could get in its first year after doing a levy lid lift. Its total levy, if the vote on the lid lift is successful, would be \$337,500 compared to \$290,000 without the lift. If the council is not be interested in that big an increase in the rate, multiply whatever rate increase they have in mind times your assessed valuation divided by 1000.

If you think you want to explore the idea of a levy lid lift further, what are your options?

There are two different approaches to, or options for, a levy lid lift, with each having different provisions and advantages.

Option 1: "Original flavor" lid lift (or "single-year" lift or "one-year" lift or "basic" lift)

In 2003, when the legislation (2ESSB 5659, Ch. 24, 1st spec. sess., Laws of 2003) establishing the multi-year lid lift was passed, MRSC nicknamed the "old" version the "original flavor" lid lift. Others used the term "basic" lift. Recently, we have seen the terms "single-year" and "one-year" lift used. We have discovered, however, that some people think this means that the lift ends or goes away after one year. As we discuss below, the lift generally lasts for a number of years, perhaps permanently. A better way to describe it may be to call it the "one-bump" lid lift compared to the multi-year lift, which "bumps up" for up to six years. In our discussion, we will continue to refer to it as the "original flavor" lift.

1. Purpose. It may be done for any purpose, and the purpose may be included in the ballot title, but need not be. *RCW 84.55.050(4)(c)*. You could say it would be for hiring more firefighters or for additional money for general government purposes, or you could say nothing at all. In the latter case, by default, it would be for general government purposes. Stating a particular purpose may improve your chances of getting the voters to approve it.

2. Length of time of lid lift. It can be for any amount of time, unless the proceeds will be used for debt service on bonds, in which case the maximum time period is nine years. *RCW 84.55.050(4)(b) and (b)*. Setting a specific time period may make the ballot measure more attractive to the voters. But, making it permanent means you can use the funds for ongoing operating expenditures without having to be concerned that you will have to go back to the voters for another lid lift. To make the lift permanent requires language in the ballot title expressly stating it is permanent or that future levies will increase as allowed by chapter 84.55 RCW. *RCW 84.55.050(4)(a)*.

If the lift is not made permanent, the base for future levies will, at the end of the time period specified in the ballot title, revert to what the dollar amount of the levy would have been if no lift had ever been done. *RCW 84.55.050(5)*. Note that the assessor will assume that the governing body would have increased its levy by the

3. Subsequent levies. After the initial "lift" in the first year, the jurisdiction's levy in future years is subject to the 101 percent lid in chapter 84.55.RCW. This is the maximum amount it can increase without returning to the voters for another lid lift.

4. Election date. The election may take place on any election date listed in RCW 29A.04.321.

Option 2: Multiple/multi-year lid lift

1. Purpose. It may be done for any purpose, but the purpose(s) must be stated in the title of the ballot measure. *RCW 84.55.050(2)(a)*. New funds raised may not supplant existing funds used for that purpose for any lid lift approved by the voters before July 27, 2009. Existing funds mean the actual operating expenditures for the calendar year in which the ballot measure is approved by voters. Actual operating expenditures excludes lost federal funds, lost or expired state grants or loans, extraordinary events not likely to reoccur, changes in contract provisions beyond the control of the taxing district receiving the services, and major nonrecurring capital expenditures. *RCW 84.55.050(2)(b)*.

The supplanting restrictions have been repealed for lid lifts approved by the voters starting July 27, 2009. They will be reimposed, however, for lid lifts passed in King County beginning January 1, 2012.

2. Length of time of lid lift. The lid may be "bumped up" each year for up to six years. *RCW 84.55.050(2)(a)*. At the end of the specified period, the levy in the final period may be designated as the base amount for the calculation of all future levy increases (made permanent) if expressly stated in the ballot title. The levy in future years will then be subject to the 101 percent lid in chapter 84.55 RCW. *RCW 84.55.050(4)(a)*.

If the lift is not made permanent, at the end of the time period specified in the ballot title, the base for future levies will revert to what the dollar amount of the levy would have been if no lift had ever been done. Note that the assessor will assume that the governing body would have increased its levy by the maximum amount allowed each year if there had been no lid lift. *RCW 84.55.050(5)*.

3. Subsequent levies. The lift for the first year must state the new tax rate for that year. *RCW 84.55.050(2)(a)*. For the ensuing years, the lift may be a dollar amount, a percentage increase amount tied to an index such as the CPI, or a percentage amount set by some other method. The amounts do not need to be the same for each year. However the ballot title may only have 75 words, so one does not have much space to get too fancy or creative.

(Note that one cannot specify that the lift be to a specific tax rate for each year. A tax rate **must** be specified for the first year, like "increase the rate to \$3.10." For

August 2011.

What election date should you choose?

If you are doing a multi-year lid lift, you are limited to either the August primary or the November general election. For the "original flavor" (single-year) increase you may also choose one of the special election dates listed in RCW 29A.04.321.

There are a number of considerations here. Your election date will determine (assuming the ballot measure is passed) when you will get your first tax receipts. Taxes levied in November are first due on April 30 of the following year. Therefore, to receive taxes next year from a levy you are discussing during the current year, your election can be no later than November. We know some councils first begin thinking of a levy lid lift in September or October, during budget discussions for coming year. By that time it was too late to get any measure on the November ballot. Your county auditor must receive your ordinance or resolution 45 days before a special election and 84 days before the primary or general election. *RCW 29A.04.321 It pays to plan ahead.*

Councils and commissions should ask around to find out what other elections will be coming up during the coming year. You may not want to go head-to-head with a school levy election or a voted bond issue.



City Of Kenmore, Washington

Memorandum

Date: May 22, 2014

To: Mayor & City Council

From: Rob Karlinsey, City Manager

Regarding: Funding Options for Improving Multi-Modal Safety

At the City Council's retreat in January, you directed us to explore and report on sidewalk funding options and parks improvement and acquisition funding options. As for the sidewalks funding option, we believe the question has evolved into a larger discussion about pedestrian and bicycle safety, not just sidewalks, and it is my understanding that you wish to revise this Council goal accordingly.

Toward the goal of improving multimodal safety in Kenmore, we have produced this memorandum to explore funding options to get us there. This report is divided into three parts: 1) Current funding options under existing "Councilmanic" authority (i.e. City Council authority to impose taxes and fees), 2) Voter Approved Funding Options, and 3) My recommended funding options

Part I Councilmanic Funding Options

When it comes to transportation funding options, the City currently has the following main revenue sources available under the City Council's authority: (Note that the following report is not inclusive of all revenue sources at the City's disposal. For example, a local option business & occupation tax is not discussed in this memo, nor is an admissions tax)

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If the City Council were to utilize this full increase from banked capacity, the property tax rate would go up by about 20 cents per \$1,000 of assessed valuation, from \$1.5642 to \$1.7650 per \$1,000 in 2014. The exact amount for 2015 is unknown but within about one percent of the 2014 numbers.

A 20 cent property tax rate increase using banked capacity would bring the City’s share of property taxes paid on a \$400,000 home from \$625.68 per year to \$706.00 per year, which is an increase of \$80.32 per year or \$6.69 per month. This \$80.32 per year increase represents a 12.8 percent increase in the City share of property taxes paid or about 1.5 percent of the \$5,380 in total property taxes (all jurisdictions; \$13.45 total rate) currently paid on a \$400,000 home in Kenmore.

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Cities may exceed the 6% utility tax limit with voter approval.

If the City Council were to increase its utility taxes to the maximum amount allowed under state law, the following table shows the additional utility tax revenue that could be generated:

Utility	Existing Rates	Maximum Rate Allowed	2014 Revenue Under Existing Rates	Potential Annual Revenue Under Max Rate Allowed	Difference
Electric	4%	6%	538,637	807,956	269,319
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Total:			1,484,006	2,246,819	762,813

“TBD” in the table above: I have recently requested revenue figures from our solid waste services provider and should be receiving the data soon.

In addition to utility taxes, cities may impose a franchise fee on cable TV, water, sewer, and garbage utilities, but only when there is a franchise agreement in place between the City and the utility. The City of Kenmore does not have a franchise agreement with its solid waste service provider, Republic Services (Republic is instead regulated at the State level). Therefore, there is no garbage franchise fee in the City of Kenmore. The franchise agreements with Frontier and Comcast include a 5% franchise fee for cable TV.

Earlier this year the City negotiated a new franchise agreement with Northshore Utility District (NUD) for water and sewer services. This agreement includes a 5% franchise fee with the ability to increase the fee up to 10% during the term of the franchise. The following table summarizes franchise fees in Kenmore:

City of Kenmore Franchise Fees

	2014 Rate	Max Rate Allowed
Cable TV	5%	5%
Garbage	0%	N/A
Water	5%	10%
Sewer	5%	10%

If the City Council were to increase its franchise fees to the maximum amount within the confines of state law and the existing (or in the case of garbage, non-existent) franchise agreements, the following table shows the additional franchise fee revenue that could be generated:

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Utility	Current Franchise Fee	Maximum Franchise Fee Allowed	2014 Revenue Under Current Rate	Potential Annual Revenue Under Max Rate Allowed	Difference
Cable TV	5%	5%	288,953	288,953	0
Garbage	0%	N/A	N/A	N/A	N/A
Water/Sewer	5%	10%	395,000	790,000	395,000
Total:			683,953	1,078,953	395,000

Sales Tax

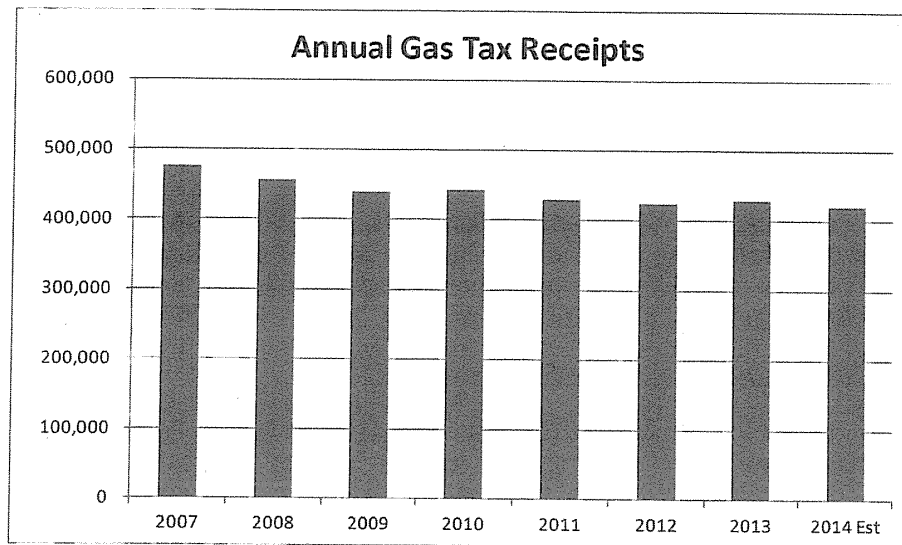
The City currently imposes the full 1% local option sales tax allowed under state law (the County gets 0.15% of it), and the revenue generated from sales tax goes into the City's General Fund for general government purposes (public safety, parks, roads, land use planning, administration, etc.). The local 1% sales tax option is the maximum sales tax rate for cities allowed under state law, although a Transportation Benefit District (TBD) may increase the locally collected sales tax rate with voter approval, as will be discussed later in this memorandum.

Real Estate Excise Tax (REET)

The City of Kenmore imposes a 0.5% tax on real estate transactions within the City. This 0.5% REET rate is the most the City can impose under state law. Until recently (mid 2011), REET revenue could only be spent on capital projects—not in maintenance and operations (O&M). Use of REET 1 (the first 0.25%) is now allowed for operations and maintenance of existing capital projects under certain circumstances and up to defined amounts, but the enabling legislation sunsets in 2016. Kenmore has not utilized any REET for (O&M). The City's REET anticipated revenue for the next six years is currently allocated and programmed into the City's adopted Six-Year Capital Improvement Plan.

Gas Tax

Gas tax is imposed by the State and distributed to local governments on a per capita basis. Since 2005, the City's gas tax revenue from the State is down about \$50,000 per year, as shown on the following graph:



Meanwhile, inflation and costs for repairing our roads and keeping them maintained have continued to go up in that same time frame. All of the City's gas tax is allocated to the Street Fund for road maintenance and improvement purposes. The City does not have the ability to raise gas taxes.

Transportation Impact Fees

State law allows cities to impose transportation impact fees on new commercial and residential developments. The City's transportation impact fee is \$8,434 for construction of a new single family residence and is relatively high compared to other cities in the region and the State. This revenue can only be spent on growth-related transportation projects that improve and expand capacity. The City's projected traffic impact fee revenue for the next six years is currently allocated and programmed into the City's adopted Six-Year Capital Improvement Plan.

Transportation Benefit District

In 2013, the Kenmore City Council formed a Transportation Benefit District (TBD) that is contiguous to the City's boundaries. The members of the Kenmore City Council serve as the TBD board members. State law allows TBDs to impose up to \$20 per year per vehicle registered in the City, and the TBD installed the \$20 vehicle fee in 2013. The fee may go up to \$100 per vehicle per year with voter approval. The TBD may also impose a sales tax of up to 0.2%, but only with voter approval. Revenue generated by a TBD may only be spent on transportation improvements and road maintenance.

With revenue from all of the above "Councilmanic" sources, the City Council could choose to use the funds on a "pay as you go" basis for ongoing M&O and capital projects, or the City could use the funds to issue long-term debt for larger capital projects. Given that the City currently

has no general obligation debt, the City has ample statutory debt capacity to issue debt under City Council authority.

Part II Voter Approved Revenue Sources

In addition to or instead of the above “Councilmanic” ways to generate revenue for multimodal safety, the City Council may choose to go to the ballot and ask voters whether they want to increase their taxes for multimodal safety improvements. The following is a discussion of voter-approved funding options.

Property Tax Increase: Voter Approved Bond Measure

The City could put a bond measure on the ballot to issue long-term debt that would fund public infrastructure improvements. Bond measures require a 60% plus 1 majority of the electorate for approval. Based on the City’s current property tax collections, every 10 cent increase in property tax (per \$1,000 assessed valuation) would cost a homeowner of a \$400,000 home \$40 per year. Total City-wide revenue from a 10 cent property increase would yield \$275,500 in annual revenue to the City.

In today’s interest rates, a 10 cent increase in property tax and the resulting \$275,500 revenue to the City would leverage approximately \$3,000,000 in debt to fund infrastructure improvements (assuming a 20-year bond).

At \$500-\$600 per lineal foot of sidewalk, \$3,000,000 would build about a mile of sidewalk. (Please note that sidewalk costs vary depending on right-of-way to acquire, topography, utility conflicts, etc.)

In addition to sidewalks, traffic calming devices are an important contributor to pedestrian and bicycle safety. Depending on topography, available right-of-way, utilities, and other factors, a traffic calming device such as a modern arterial roundabout would cost \$500,000 to \$1 million. Therefore, \$3,000,000 could probably build at least three arterial roundabouts.

Property Tax Increase: Voter Approved Levy Lid Lift

A voter approved “levy lid lift” allows property tax to increase above the 1% growth limit as long as the total property tax collected stays under the City’s statutory limit of \$2.10 per assessed valuation. The City’s current property tax rate is \$1.5642 per \$1,000 of assessed valuation, collecting \$4,323,000 in 2014. The difference between the statutory limit of \$2.10 and the City’s 2014 rate is \$0.5358 per \$1,000 of assessed valuation.

As stated above in the Bond Measure discussion, every 10 cent increase in property tax brings an additional \$275,500 in revenue. If so stated in the ballot measure, a levy lid lift could be made permanent and then grow by the 1% thereafter.

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Revenue from a levy lid lift can be used for any municipal purpose and requires a simple majority vote of the electorate. We have checked with the County Assessor's Office, and they have confirmed that increasing the City's property tax would not hinder or take away from a junior taxing district's ability to levy property tax. Attached is RCW 84.55.050 authorizing lid lifts, and also a *Levy Lid Lifts* article by MRSC research consultant Judith Cox. This article discusses two types of levy lid lifts—refer to the article learn the difference between them.

Transportation Benefit District: Voter Approved Increase in the Annual Vehicle Fee

The City Council, acting as the TBD Board, has imposed a \$20 per year per vehicle fee for transportation purposes. The TBD Board may go to the voters to raise the fee beyond \$20, up to a maximum of \$100. A simple majority vote is required for passage of the ballot measure. Every \$20 in vehicle fee yields approximately \$280,000 per year in revenue.

Transportation Benefit District: Voter Approved Sales Tax

As stated previously, the TBD Board can take a ballot question to the voters asking for a sales tax increase of up to 0.2% (simple majority). Based on the City's current sales tax collections, every additional one tenth of a percent of sales tax would produce about \$198,000 per year.

Part III Recommended Funding Options

When it comes to multimodal safety in the City of Kenmore, we see two resource needs: Operational and Capital.

Operational Needs

On the operational side, we see a need to dedicate more day-to-day resources toward addressing arterial and neighborhood safety concerns and being more data driven and proactive with that data. Jennifer Gordon, our Public Works Operations Manager, manages safety complaints and right-of-way issues as a portion of her overall job, which includes managing the maintenance and operations of the City's entire streets, parks, surface and stormwater systems, as well as the City's facilities and fleet. Jarrett Smith, the City's Right-of-Way Inspector, also assists with addressing safety concerns, but handling safety complaints is a portion of his overall job which also includes right-of-way permits, inspections, and complaints; and locating surface water lines and facilities. Traffic safety and right-of-way management should be a full-time job given the City's size and traffic safety needs.

Our Public Works Operations Manager and our Right-of-Way Inspector respond to 100-200 multimodal traffic safety and right-of-way concerns per year—these are a portion of the 1,000 or so citizen action requests per year. Dedicating more staffing resources to the multimodal traffic safety and right-of-way concerns will allow us to provide more responsive and proactive services to our residents and businesses.

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In addition to staffing, more resources could be used towards actual physical improvements, including neighborhood traffic calming devices such as chicanes and traffic circles. With additional resources, I would propose the following new resources to be added:

- One senior level traffic/project engineer position responsible for the following:
 - Multimodal traffic data analysis, performance measurement, and proactive planning
 - Right of Way Management
 - Multi-modal safety complaints/concerns
 - Traffic counts, speed studies, etc.
 - Neighborhood Plans for multi-modal safety
 - Management of pavement preservation projects
 - Management of new sidewalk and neighborhood traffic calming physical improvement projects.
- One full time administrative assistant to provide support for the above functions and general office support for Engineering. Currently, Engineering and Public Works Operations share one administrative assistant, which is significantly lower than what I have seen in other cities.
- Funding for physical traffic calming devices and other tools for improving multi-modal safety in neighborhoods.

The above functions would reside in the Engineering Department. The budget for these additional resources would be as follows:

Additional Staffing—fully loaded costs: \$220,000 per year
 Neighborhood Traffic Calming Devices and Sidewalks: \$200,000-250,000 per year.*
 Total: \$420,000-\$470,000 per year.

*Could serve as match to leverage grants.

To fund these additional resources, I would propose bringing to the voters a permanent, simple majority property tax levy lid lift of 18 cents per thousand. This would generate about \$490,000 per year and would accommodate the amount needed in the proposal plus some room for inflation. An additional 18 cents per thousand would cost a homeowner of a \$400,000 home \$72 per year or \$6 per month.

Capital Needs

Although the proposal just described includes some capital improvements for neighborhood streets, I see an even larger need for major capital improvements on our arterial roads. Arterial sidewalks and traffic calming devices, including modern roundabouts, are needed to effectively and noticeably make a difference in pedestrian and bicycle safety.

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A 27 cent bond issue would generate \$750,000 in annual debt service for \$10 million of arterial sidewalk and traffic calming improvements (assuming a 20-year bond at today's tax exempt interest rates).

This amount would fund the design and construction of up to 20,000 feet of sidewalk. Or assuming we constructed several new roundabouts for \$2.5 million (total, not each), \$7.5 million would remain for sidewalks which would build up to 15,000 feet or just under three miles of new sidewalks. Built into these costs is the additional staffing needed to construct manage these projects from design through construction.

A capital bond at 27 cents per thousand dollars of assessed value would cost the owner of a \$400,000 home \$108 per year or \$9 per month.

Next Steps

I would recommend that we consider bringing both a 27 cent capital bond and an 18 cent operational levy lid lift, for purposes and programs described above, to the voters. They would be two separate measures and could go on the same or different elections.

Why not just go to the voters for a 45 cent levy lid lift? The law says that if you are going to issue debt and service the debt with levy lid lift money, the lid lift will only last for 9 years. The needs in the levy lid lift are ongoing and operational and therefore would need to go beyond 9 years.

Why not just go to the voters for a 45 cent bond issue? Bond issues are finite in duration and are only for capital projects, not operational, ongoing needs. Going to the voters for both a bond issue and a levy lid lift would cover both our capital and operational needs.

To get a question or questions on the ballot to voters, we should consider taking the next steps:

1. Conduct a survey asking Kenmore Residents about what they would like to see in neighborhood and arterial safety improvements and their willingness to pay for these services.
2. Depending on the results of the survey, state your intention to put a tax measure or measures on the ballot at a certain election (general or special).
3. Hold a series of public meetings, further asking citizens what they would like to see in improvements and improved service levels and programs for neighborhood and arterial safety.
4. Based on the survey and the public meetings, develop a list of projects and programs that would be funded via a voter-approved ballot measure.
5. Develop a ballot measure title and question and formally vote to set the date for the election.

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6. Provide unbiased facts about the ballot measure and what it would fund if approved.

Conclusion

There are a variety of ways to fund capital improvements and programs for multimodal safety in Kenmore, both under City Council authority and voter approved measures. I recommend that we take both an operational and capital approach to funding better and safer ways for our walkers and cyclists to get around. If you as a City Council would like to move forward with the next steps (or any variation thereof), let's further discuss given our current priorities, staffing, and workloads.

Thanks,

Rob

Revised October 2010

Levy Lid Lifts¹

By Judith Cox, MRSC Public Finance Consultant

The passage of Initiative 747 in 2001 limited taxing jurisdictions with a population of less than 10,000 to an increase of one percent in their levy, plus taxes on new construction and increases in state-assessed utility valuation. Levy increases for municipalities with a population of 10,000 or more are limited to the lesser of one percent or the increase in the July implicit price deflator for personal consumption expenditures as published in the September issue of the *Survey of Current Business*.

One exception to the one percent rule is the levy lid lift. *RCW 84.55.050*. Taxing jurisdictions with a tax rate that is less than their statutory maximum rate may ask the voters to "lift" the levy lid by increasing the tax rate to some amount equal to or less than their statutory maximum rate. The proposed tax rate must be stated in the ballot title. *RCW 84.55.050(1) and (2)(a)*. (If you do not know your statutory maximum rate, ask your county assessor.) A simple majority vote is required.

How much revenue can you raise from a levy lid lift?

Start by calculating the difference between your current tax rate and the maximum guaranteed statutory rate..

Maximum Statutory Tax Rate: **Cities** are senior taxing districts and their maximum tax rates differ, depending on whether they have a firemen's pension fund or whether they are annexed to a fire district and/or a library district.

The maximum regular property tax levy for most cities is \$3.375 per thousand dollars assessed valuation (AV). *RCW 84.52.043(1)(d)*. Some cities have a firemen's pension fund. (If you do not know whether you have one, you probably do not.) Those cities can levy an additional \$0.225 per thousand dollars assessed valuation, resulting in a maximum levy of \$3.60 per thousand dollars AV. *RCW 41.16.060*. For cities that belong to a fire district and/or a library district, the rules are a little more complicated. Nominally they have a maximum rate of \$3.60 per thousand dollars AV. But, they can never collect that much because the levy of the special districts must be subtracted from that amount. *RCW 27.12.390 and RCW 52.04.081*. The library district levy has a maximum rate of \$0.50 per thousand

¹A slightly different version of this article appeared in *Budget Suggestions for 2009*, Information Bulletin No. 531, August 2008 and *Municipal Research News*, Fall 2008.

\$47,500 is the maximum amount of **extra** revenue the city could get in its first year after doing a levy lid lift. Its total levy, if the vote on the lid lift is successful, would be \$337,500 compared to \$290,000 without the lift. If the council is not be interested in that big an increase in the rate, multiply whatever rate increase they have in mind times your assessed valuation divided by 1000.

If you think you want to explore the idea of a levy lid lift further, what are your options?

There are two different approaches to, or options for, a levy lid lift, with each having different provisions and advantages.

Option 1: "Original flavor" lid lift (or "single-year" lift or "one-year" lift or "basic" lift)

In 2003, when the legislation (2ESSB 5659, Ch. 24, 1st spec. sess., Laws of 2003) establishing the multi-year lid lift was passed, MRSC nicknamed the "old" version the "original flavor" lid lift. Others used the term "basic" lift. Recently, we have seen the terms "single-year" and "one-year" lift used. We have discovered, however, that some people think this means that the lift ends or goes away after one year. As we discuss below, the lift generally lasts for a number of years, perhaps permanently. A better way to describe it may be to call it the "one-bump" lid lift compared to the multi-year lift, which "bumps up" for up to six years. In our discussion, we will continue to refer to it as the "original flavor" lift.

1. Purpose. It may be done for any purpose, and the purpose may be included in the ballot title, but need not be. *RCW 84.55.050(4)(c)*. You could say it would be for hiring more firefighters or for additional money for general government purposes, or you could say nothing at all. In the latter case, by default, it would be for general government purposes. Stating a particular purpose may improve your chances of getting the voters to approve it.

2. Length of time of lid lift. It can be for any amount of time, unless the proceeds will be used for debt service on bonds, in which case the maximum time period is nine years. *RCW 84.55.050(4)(b) and (b)*. Setting a specific time period may make the ballot measure more attractive to the voters. But, making it permanent means you can use the funds for ongoing operating expenditures without having to be concerned that you will have to go back to the voters for another lid lift. To make the lift permanent requires language in the ballot title expressly stating it is permanent or that future levies will increase as allowed by chapter 84.55 RCW. *RCW 84.55.050(4)(a)*.

If the lift is not made permanent, the base for future levies will, at the end of the time period specified in the ballot title, revert to what the dollar amount of the levy would have been if no lift had ever been done. *RCW 84.55.050(5)*. Note that the assessor will assume that the governing body would have increased its levy by the

3. Subsequent levies. After the initial "lift" in the first year, the jurisdiction's levy in future years is subject to the 101 percent lid in chapter 84.55.RCW. This is the maximum amount it can increase without returning to the voters for another lid lift.

4. Election date. The election may take place on any election date listed in RCW 29A.04.321.

Option 2: Multiple/multi-year lid lift

1. Purpose. It may be done for any purpose, but the purpose(s) must be stated in the title of the ballot measure. *RCW 84.55.050(2)(a)*. New funds raised may not supplant existing funds used for that purpose for any lid lift approved by the voters before July 27, 2009. Existing funds mean the actual operating expenditures for the calendar year in which the ballot measure is approved by voters. Actual operating expenditures excludes lost federal funds, lost or expired state grants or loans, extraordinary events not likely to reoccur, changes in contract provisions beyond the control of the taxing district receiving the services, and major nonrecurring capital expenditures. *RCW 84.55.050(2)(b)*.

The supplanting restrictions have been repealed for lid lifts approved by the voters starting July 27, 2009. They will be reimposed, however, for lid lifts passed in King County beginning January 1, 2012.

2. Length of time of lid lift. The lid may be "bumped up" each year for up to six years. *RCW 84.55.050(2)(a)*. At the end of the specified period, the levy in the final period may be designated as the base amount for the calculation of all future levy increases (made permanent) if expressly stated in the ballot title. The levy in future years will then be subject to the 101 percent lid in chapter 84.55 RCW. *RCW 84.55.050(4)(a)*.

If the lift is not made permanent, at the end of the time period specified in the ballot title, the base for future levies will revert to what the dollar amount of the levy would have been if no lift had ever been done. Note that the assessor will assume that the governing body would have increased its levy by the maximum amount allowed each year if there had been no lid lift. *RCW 84.55.050(5)*.

3. Subsequent levies. The lift for the first year must state the new tax rate for that year. *RCW 84.55.050(2)(a)*. For the ensuing years, the lift may be a dollar amount, a percentage increase amount tied to an index such as the CPI, or a percentage amount set by some other method. The amounts do not need to be the same for each year. However the ballot title may only have 75 words, so one does not have much space to get too fancy or creative.

(Note that one cannot specify that the lift be to a specific tax rate for each year. A tax rate **must** be specified for the first year, like "increase the rate to \$3.10." For

August 2011.

What election date should you choose?

If you are doing a multi-year lid lift, you are limited to either the August primary or the November general election. For the "original flavor" (single-year) increase you may also choose one of the special election dates listed in RCW 29A.04.321.

There are a number of considerations here. Your election date will determine (assuming the ballot measure is passed) when you will get your first tax receipts. Taxes levied in November are first due on April 30 of the following year. Therefore, to receive taxes next year from a levy you are discussing during the current year, your election can be no later than November. We know some councils first begin thinking of a levy lid lift in September or October, during budget discussions for coming year. By that time it was too late to get any measure on the November ballot. Your county auditor must receive your ordinance or resolution 45 days before a special election and 84 days before the primary or general election. *RCW 29A.04.321 It pays to plan ahead.*

Councils and commissions should ask around to find out what other elections will be coming up during the coming year. You may not want to go head-to-head with a school levy election or a voted bond issue.

Parks and Transportation Improvements

CITY OF KENMORE



Introduction

- ❑ Community desire to improve transportation and parks
 - Community parks survey
 - Recent Comprehensive Plan Transportation Element & Pedestrian Safety Committee
- ❑ \$250,000 in existing budget to fund a process to obtain public input about parks and transportation and understand additional funding needs
- ❑ Retained BERK team to help with the process
- ❑ Looking for direction from the Council on timing, desired process components, and role

Project Objectives

- ❑ **Engage the community in conversation** about wanted improvements – generate community “wish list” (not limited to projects in the Comprehensive Plan or Capital Improvement Plan)
- ❑ With the public’s help, narrow the wish list down to **specific parks and/or transportation projects, with cost estimates**
- ❑ Determine **funding options** and community appetite for financing mechanisms outside current budget

Potential Project Elements

- ☐ Community Engagement
- ☐ Focus Groups
- ☐ Funding Options Development
- ☐ Cost Estimating
- ☐ Public Surveys and Polling (at one or two project junctures)

DESIGN CREATIVE WAYS TO ENGAGE COMMUNITY

- ❖ Poll pads
- ❖ Fun activities at community meetings
- ❖ Surveys
- ❖ Website
- ❖ Social media
- ❖ Conversation events – over coffee or refreshments

Timeframe

- ❑ While we may decide not to go out for public vote, the **election schedule is a good way to bracket the timeframe**
- ❑ Typical to allow between **10 to 12 months** between the start of the process and public vote
- ❑ **Four elections** per calendar year: a general election (November), a primary election (August), and two special elections (February and April).
 - Multiple-year levy lid lifts cannot be included on special election ballots
- ❑ It matters what **other measures** are on the ballot
- ❑ **No clear best time** to include revenue generating measures on a ballot

BEST OPTIONS

- ❖ **August 2016**
(primary)
- ❖ **November 2016**
(general) – *also a presidential election, which has highest voter turnout*

Potential Schedule 1

APRIL 2016 SPECIAL ELECTION

Activity	2015							2016										
	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.
Develop & Administer Survey; Analyze Results																		
Develop Outreach Plan and Materials for Public Meetings																		
Outreach / Hold Public Meetings																		
Select Projects & Programs and Assess Methods to Obtain Funding Needed																		
Develop & Administer Voter Poll; Analyze Results																		
Develop Ballot Measures for Methods Selected to Obtain Funding																		
Provide Information to Public on Ballot Measures and What They Would Fund																		
Adopt Resolution / Ordinance Authorizing Tax & Present Measure to King Cnty. Elections																		
Hold Election																		

Note: Multi-year levy lid lift measures cannot be placed on a special election ballot.

Potential Schedule 2

AUGUST 2016 PRIMARY ELECTION

Activity	2015							2016										
	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.
Develop & Administer Survey; Analyze Results																		
Develop Outreach Plan and Materials for Public Meetings																		
Outreach / Hold Public Meetings																		
Select Projects & Programs and Assess Methods to Obtain Funding Needed																		
Develop & Administer Voter Poll; Analyze Results																		
Develop Ballot Measures for Methods Selected to Obtain Funding																		
Provide Information to Public on Ballot Measures and What They Would Fund																		
Adopt Resolution / Ordinance Authorizing Tax & Present Measure to King Cnty. Elections																		
Hold Election																		

Potential Schedule 3

NOVEMBER 2016 GENERAL ELECTION

Activity	2015							2016										
	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.
Develop & Administer Survey; Analyze Results																		
Develop Outreach Plan and Materials for Public Meetings																		
Outreach / Hold Public Meetings																		
Select Projects & Programs and Assess Methods to Obtain Funding Needed																		
Develop & Administer Voter Poll; Analyze Results																		
Develop Ballot Measures for Methods Selected to Obtain Funding																		
Provide Information to Public on Ballot Measures and What They Would Fund																		
Adopt Resolution / Ordinance Authorizing Tax & Present Measure to King Cnty. Elections																		
Hold Election																		

Council Questions

- ☐ What timeframe makes sense for Kenmore?
- ☐ Which project elements must be included from your standpoint?
- ☐ What role in the process do you wish to have?
- ☐ Do you have any additional guidance for this project/process?

Guiding Principles for Ballot Measures

According to MRSC:

- ❑ Ballot measures should be **clearly written to address specific, identified needs** (they tend to be less successful when they fund general operations and maintenance or replenish general fund reserves).
- ❑ Ballot measures tend to be less successful when they are put forward for more than one area, such as parks and transportation, on the same ballot.
- ❑ Ballot measures should be developed through a community engagement process and put forward by a trusted agent.
- ❑ Vehicle License Fees (VLF) are the least favored form of funding by voters.