

ENVISION PORT TOWNSEND GOLF COURSE + MT. VIEW COMMONS

City of Port Townsend, Washington
November 29, 2023



GROUNDSWELL
LANDSCAPE ARCHITECTURE | URBAN DESIGN | PLANNING

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I. Executive Summary + Introduction

EXECUTIVE SUMMARY

In early 2020, a community engagement process, following the development of the PROS Plan (Parks, Recreation and Open Space), showed that the Port Townsend community desired to explore different uses for the golf course property. Later that year, in November 2020, City Council unanimously directed staff to engage the community to explore the feasibility of alternate uses, including continued use for golf.

Given the proximity of Mountain View Commons and its complementary civic uses the city intends to explore complementary uses and plan for this site as well.

"We are very excited to hear the community's thoughts and vision about the future of the golf course. We are lucky to have valuable community assets and are eager to engage with the community to determine the best ways this asset can serve the community now and into the future." - Mayor David Faber

INTRODUCTION

The Port Townsend Golf Course has a rich and storied history. The Port Townsend Golf Club was initially formed in 1904 and became a 9-hole Municipal Golf Course in 1927. Originally designed and constructed as a tree-less, links-style golf course, it has matured significantly since its inception. The facility has all the necessary components of a public course: a 9-hole golf course, driving range, practice areas, maintenance and storage buildings, and a clubhouse with retail sales and a commercial kitchen for food and beverage services. The golf course, once privately owned and operated, was first administered by Jefferson County but is now owned and operated by the City of Port Townsend. The city currently leases the golf course to Gabriel Tonan Golf Shop Inc.

While most of the expenses associated with the management of the golf course

reside with the leaseholder, as a part of their business operations, the city still retains responsibility for all capital needs, building maintenance, irrigation repairs and water costs. Similarly, the city does not have a source of funding to pay for the current capital improvement needs nor is it financially sustainable for the city to continue to subsidize the golf course.

A recent NGF (National Golf Foundation) report, Appendix E, found that the City of Port Townsend, with its small population, may never be fully sufficient to sustain operations in order to meet the city's financial expectations. Furthermore, the NGF report suggested that income and rounds growth beyond the reported numbers in 2018 are highly unlikely unless significant steps are taken to improve conditions, management, and sales and marketing.



The Port Townsend Golf Course is approx. 58 acres and includes the Kah Tai Prairie and Hastings Pond. The Mountain View Commons property is 3.9 acres and houses the KPTZ radio station, the Food Bank, Red Cross, Working Image, Parks and Recreation office, IT, Police Station, YMCA, dog park, and pickleball courts.

Similarly, NGF found that the facility is challenged by its declining physical condition and somewhat remote location, which limits its potential market support. NGF estimated that it would cost \$935,000 - \$1.2M to bring it up to a higher quality of play necessary to attract more visits and become a financially sustainable golf course. Recommended upgrades included improvements to the irrigation system and pump house, tree and stump removal, purchase of appropriate maintenance equipment, clubhouse repair, and course repair.

NGF stated that the city can improve the operational condition and economic performance of the Port Townsend Golf Club through action on the following recommendations:

- Make a new investment in the PTGC facility, focusing on improving the condition of the golf course and clubhouse (estimated cost of \$1.2 million+).
- Change the operating structure by not renewing the operator lease and committing to a form of city self-operation (possibly with an F&B concession).
- Hire the appropriate senior staff to manage and maintain the facility, including a PGA (or LPGA) designation for operations oversight and a GCSAA designation for golf course maintenance oversight.
- Improve the marketing of PTGC, especially in technology, improved website, email program, and direct initiatives with Port Townsend lodging establishments.
- Commit to a new focus on attracting less-traditional segments into golf (women, kids, minorities, etc.) through enhanced player development programming.

The NGF study also showed that the course would need “considerable investment in improvements and modernization” for its continuance as a golf course into the future. Ultimately, City Council decided against implementing capital improvements, which has ushered in this community discussion to



The natural and civic character of the golf course and Mt. View Commons properties present a once-in-a-lifetime opportunity to think holistically about how these two properties service the Port Townsend Community.

explore a long-term vision for the golf course and adjacent Mt. View Commons property.

The city sought initial community feedback about the future of the golf course during the 2020 PROS plan update. Community feedback during that effort showed limited use of the Port Townsend Golf Course and lack of interest in golf in general. Most respondents did not have an opinion on the operation, investment, or use of the golf course. For those who did have an opinion, most did not want to make capital investments, set a cost recovery policy, or explore partnership options. Most respondents did not want the city to stop operating the golf course, but others were supportive of exploring alternative options. 76% of the respondents do not golf at the Port Townsend Municipal Golf Course.

When surveyed, the most important facilities to the Port Townsend community included:

- Trails
- Indoor Facilities
- Open Space
- Waterfront Facilities
- Family Spaces
- Outdoor Active Recreation
- Community Spaces

While alternative uses of the golf course were not directly sought, ideas and thoughts were nonetheless shared during the Vision and System Plan outreach events. Comments included:

- Continuing to operate the golf course for golf.
- Allowing multiple recreation uses on the property (e.g., frisbee golf, foot golf) or other active sports uses that could be accomplished while still having golf on certain days.
- Repurposing to more active sports and managing as a complex with Mountain View, especially if active sports are not feasible on other properties like 35th.
- Converting it to a nature park.
- Surplusing for nonpark uses.

This effort was guided in part by the 2020

PROS Plan. In it, the PROS Plan identified useful 'Level of Service' policies and initial community sentiment relative to the future of the golf course and Mountain View Commons. Below are several specific components from the PROS Plan that have guided our approach.

Carrying forward the city's Level of Service policy to provide 7.6 acres of parkland per 1,000 population, about 7 acres of developed parks would be needed by 2036. Consistent with the Comprehensive Plan, this measure excludes the golf course and wetland/water areas of Kah Tai Lagoon. If the golf course were broadly available for public use, the deficit of acres could be reversed.

Like the situation with Mountain View Pool and the YMCA proposal, the PROS Plan was not purposed with determining the future of the golf course, but rather to provide information about the city's other parks and recreation assets and operations so that more fully informed decisions could be made.

The city ultimately signed a lease for the operations of the course until December 2023. At the time the city decided to sign an operational lease through 2023, the city also identified a need to consider whether it should make additional investments in the golf course or identify alternative uses.

The specific areas being considered for alternate uses included the putting greens, practice greens, tees, fairways, parking lot, pathways/cart paths, trails, and driving range. A 1.4-acre area, within Port Townsend Golf Course, called the Kah Tai Prairie has been the focus of preservation and restoration by the Olympic Chapter of the Washington Native Plant Society since it was recognized as a unique botanical site in 1986. The city and community recognize the environmental value the prairie provides, and it is intended to remain. The city also recognizes the value the existing Mt. View tenants provide, and those structures and tenants will also remain unchanged. city Staff are working on the full

costs of these spaces and intend for the City Council to create policy around the subsidy. Lastly, the future Mt. View Pool Facility is being planned as a separate/parallel effort. The project is termed 'Healthier Together' and is not in the purview of this design effort. This discussion is about complementing those existing and planned uses.

This project is providing the Port Townsend community an opportunity to think holistically about the long-range vision and legacy for the future of the golf course property (be it a golf course, city park, or a hybrid solution) and how it relates to the city fabric now and into the future.

The community discussion took into consideration the long-term goals of all the city's Parks and Recreation assets, the proximity of the Mountain View Campus, the future Mountain View Pool, and the need for a long-term financial sustainable plan.

In addition to the financial implications, it is often best practice to explore the highest and best use of the land. It poses an opportunity cost if there are alternative uses that may better serve the wider community. If alternative uses are explored, the capital and operational costs of any alternate uses need to be considered as well.

The project's goal is to best serve the community with parks, recreation, and open space and to improve the quality of life for residents, families, and youth.



Neighborhood connections will be crucial while exploring alternative uses for the golf course and Mountain View Commons in order to improve connectivity, safety, and accessibility.



The Port Townsend Golf Course is located at 1948 Blaine Street and is a regulation-length 9-hole golf course with a driving range, putting green, and chipping area.

II. Site Analysis

SITE ANALYSIS

The design team conducted an extensive site analysis effort examining the history and existing conditions of the Port Townsend Golf Course and Mountain View Commons properties. Our analysis included detailed study of the site's ecological context, the Port Townsend parks system, affordable housing developments, downtown connections and adjacencies, transit and trails connections, existing built and natural features, slope analysis, site restrictions and zoning. Geographical Information Systems (GIS) data provided the basis of our studies given that a full site survey had not been completed.



The variety of uses at Mountain View Commons celebrates the true meaning of community and civic pride.

HISTORY OF THE PROJECT SITES

Both project sites have rich histories pre-dating to their current uses. Several notable time periods include:

1700s - Portage Trail from Bay to Beach

Prior to white settlement and the development of the project site, the land where the golf course currently resides was known as the qatáy Valley (roughly following present-day San Juan Avenue). Through the use of Kah Tai lagoon and a series of ponds, the S'Klallam tribe hauled canoes from the Strait of Juan de Fuca to Port Townsend Bay in order to avoid the dangerous rip tides around Point Wilson. These wetlands were a valuable resource for the S'Klallam, who frequently hunted waterfowl, gathered weaving materials, and harvested camas roots.

1852 - Hastings Land Claim

Loren B. Hastings, one of the three original settling families, arrived in Port Townsend and staked claim to land in "Happy Valley." The current site resides on the original Hastings Tract, which was cleared and cultivated for agriculture and homesteads.

1855 - Sentinel Rock

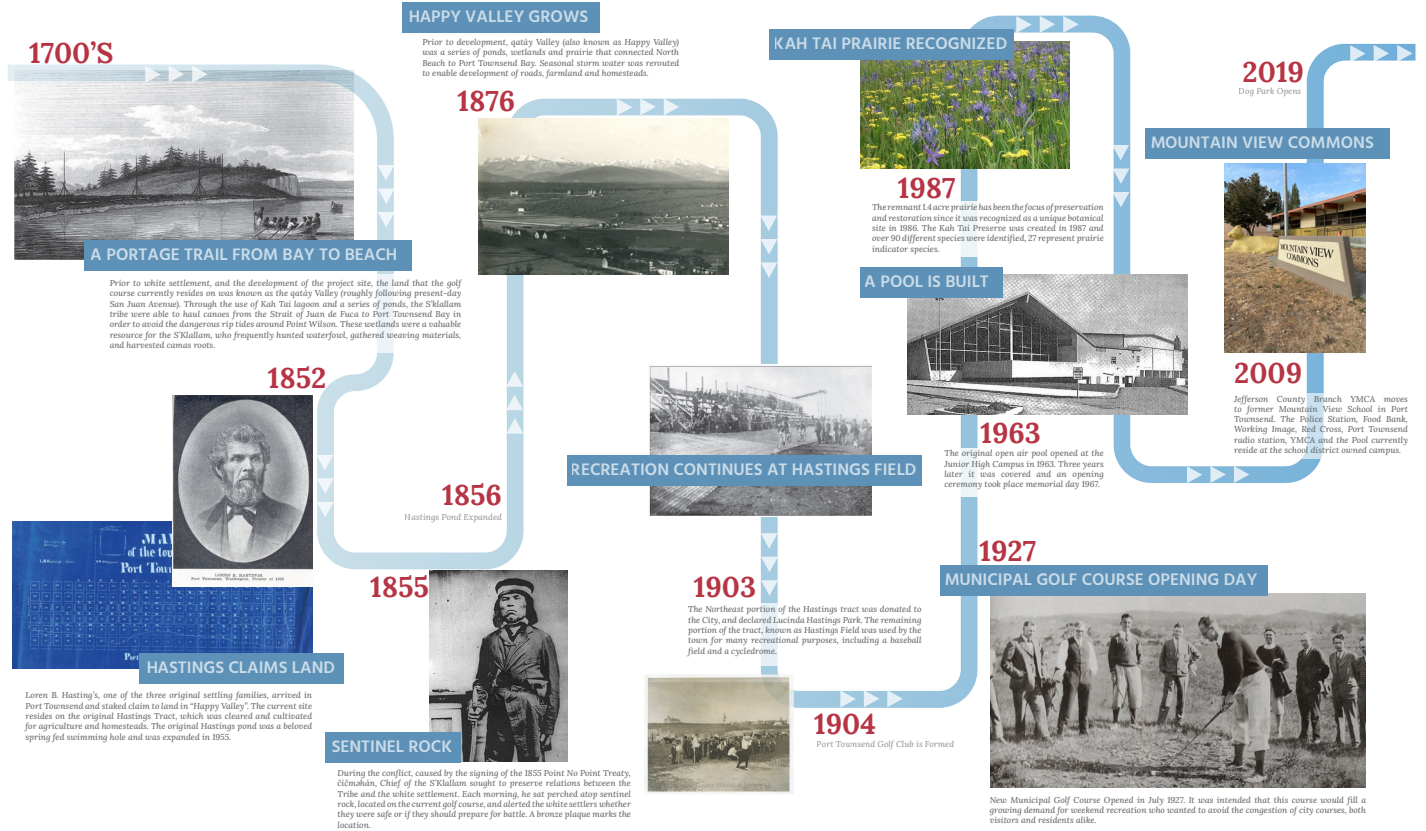
During the conflict caused by the signing of the 1855 Point No Point Treaty, Chief of the S'Klallam sought to preserve relations between the Tribe and the white settlement. Each morning, he sat perched atop Sentinel Rock, located on the current golf course, and alerted the white settlers whether they were safe or if they should prepare for battle. A bronze plaque marks the location.

1856 - Hastings Pond Expanded

1876 - Happy Valley Grows

Prior to development, qatáy Valley (also known as Happy Valley) was a series of ponds, wetlands, and prairie that connected North Beach to Port Townsend Bay. Seasonal storm water was rerouted to enable development of roads, farmland, and homesteads.

1903 - Recreation Continues at Hastings Field



The above diagram illustrates a timeline of the history of the Port Townsend Golf Course and Mountain View Commons properties dating back to the 1700s when a Portage Trail existed between Port Townsend Bay and North Beach.

The Northeast portion of the Hastings tract was donated to the city and declared Lucinda Hastings Park. The remaining portion of the tract, known as Hastings Field, was used by the town for many recreational purposes, including a baseball field and a cycle drome.

1904 - Port Townsend Golf Club formed

1927 - Municipal Golf Course Opening Day
Port Townsend Municipal Golf Course opens in July 1927. The original intent was for the course to fill a growing demand for weekend recreation for those who wanted to avoid the congestion of city courses.

1963 - A Pool Is Built

The original open-air pool opened at the Junior High Campus in 1963. Three years later it was covered, and an opening ceremony took place on memorial day 1967.

1987 - Kah Tai Prairie Recognized

The remnant 1.4-acre prairie has been the

focus of preservation and restoration since it was recognized as a unique botanical site in 1986. The Kah Tai Preserve was created in 1987 and over 90 different species were identified; 27 represent prairie indicator species.

2009 - Mountain View Commons

Jefferson County Branch YMCA moves to former Mountain View School in Port Townsend. The Police Station, Food Bank, Working Image, Red Cross, Port Townsend radio station, YMCA, and pool currently reside at the school district owned campus.

2019 - Dog Park Opens at Mt. View Commons

ENVIRONMENTALLY SENSITIVE AREAS

Two environmentally sensitive areas are located on the golf course site: a three-acre native prairie preserve, named the Kah Tai Prairie, and a four-acre (spring fed) freshwater pond with associated wetland and buffers, named Hastings Pond. As we consider the future of the golf course, we recognize the value these areas provide.

KAH TAI PRAIRIE

The Kah Tai Valley, between the Straits of Juan de Fuca and Port Townsend Bay, once consisted of open prairies and estuaries. Development quickly transformed this landscape; however, due to benign neglect of a small area within the Port Townsend Golf Course, a colorful relic of the last Ice Age remains. From the words of a native son of Port Townsend pioneers, James McCurdy, the valley once was a botanical delight: "Myriad wildflowers transformed the valley floor into a many-hued carpet."

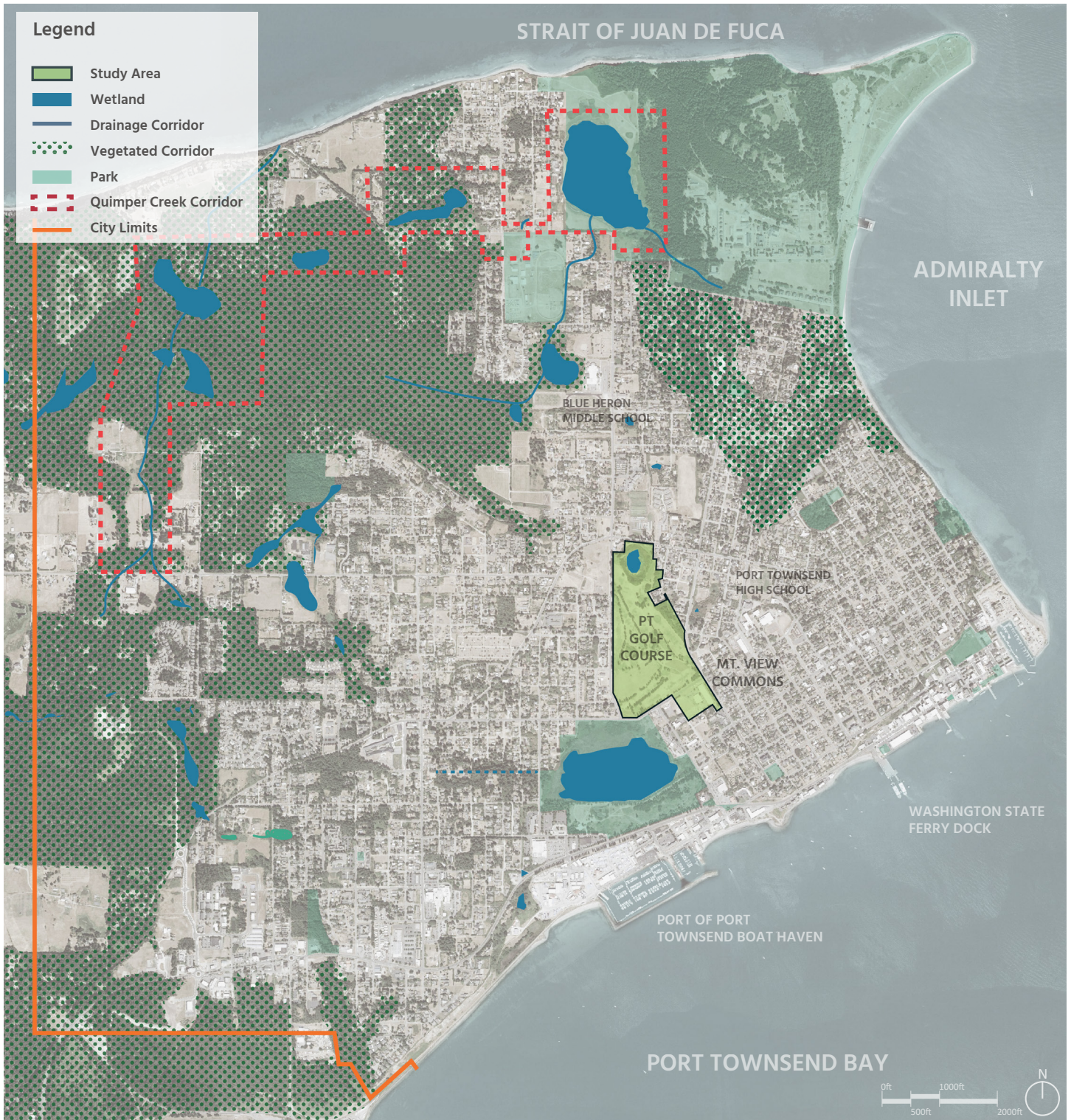
With years of work from dedicated volunteers, the prairie is a stunning sight in the spring, starting with the early blooming Douglas's grass-widows (*Olsynium douglasii*) progressing seasonally to the fields of brilliant blue camas (*Camassia quamash*). The blue palette of camas mixes with white, yellow, and pink from the buttercup (*Ranunculus occidentalis*), common lomatium (*Lomatium utriculatum*), old man's whiskers (*Geum triflorum*), and death camas (*Toxicoscordion venenosum*). The heat of summer brings out the dwarf goldenrod (*Solidago simplex*) and showy fleabane (*Erigeron speciosus*).

Regular work parties have focused on stabilizing prairie plant communities and diligently battling the ever-present weeds. Although the native rose and snowberry shrubs are thriving at the prairie, the goal is to promote herbaceous prairie species. To this end the prairie has been mowed regularly in the fall and selectively burned in 2000 and in 2008 with help from the Nature Conservancy, the City of Port Townsend, and the Port Townsend Fire Department. The following

growing season after burning has yielded the immediate reward of a spectacular bloom. Other prairie preservation projects include seed collecting from the site and growing plants in the nursery for re-introduction to disturbed areas of the prairie.

Research projects at the Kah Tai Prairie Preserve include the planting of Golden Paintbrush (*Castilleja levisecta*) in 2004. Seeds from this plant, which is on the federally endangered plant species list, were collected from the last 11 known sites. Kah Tai Prairie is the nearest location with a similar habitat to these remaining populations. The surviving Golden Paintbrush is monitored annually to determine the success rate with findings recorded in the database of Washington Natural Heritage Program: Rare Plants. The prairie was one site for a research project to determine the genetic distribution of camas by early people since camas were one of their main food sources. Many college groups and school groups have visited the prairie as part of restoration and educational programs.





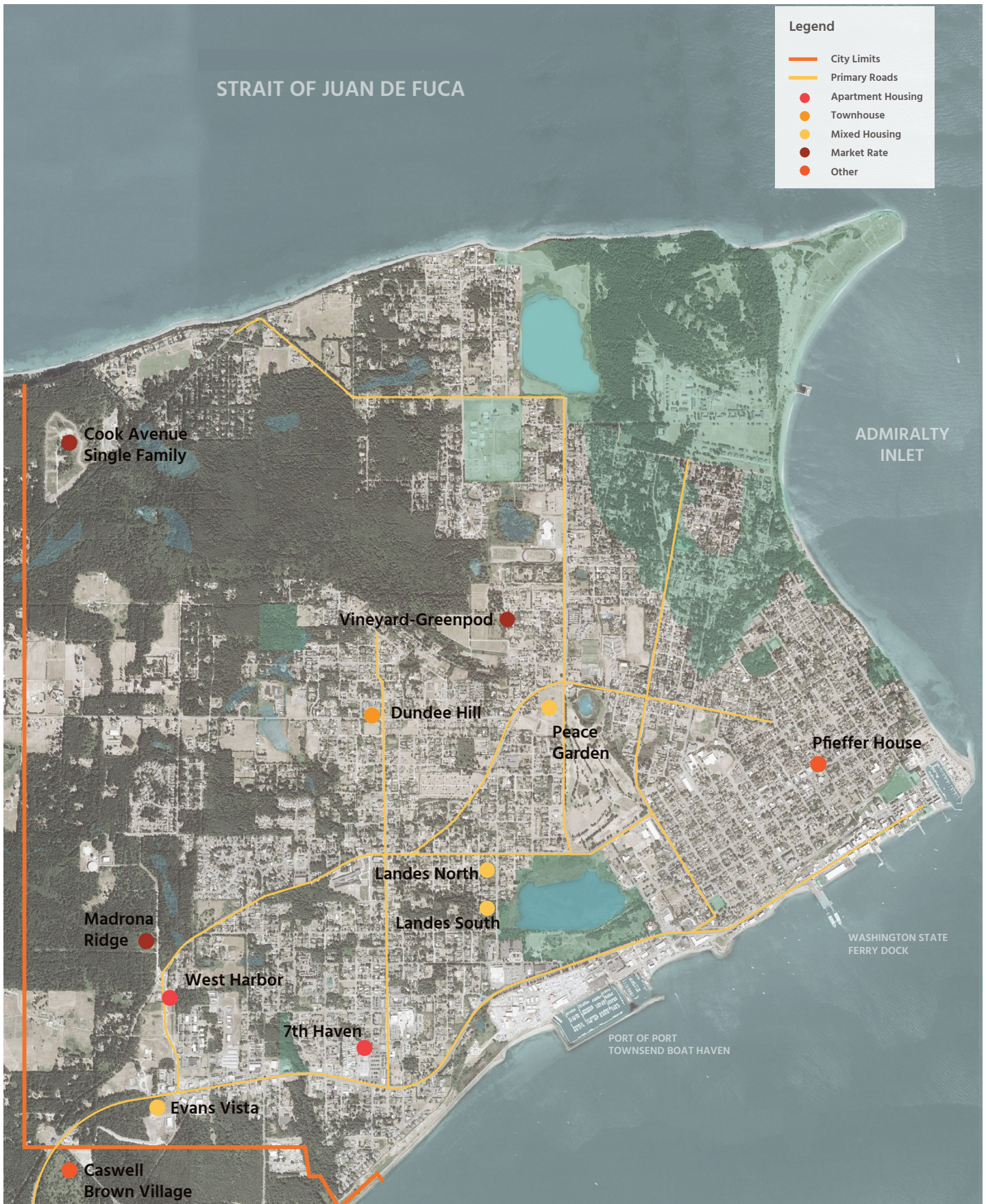
ECOLOGICAL CONTEXT

The above diagram illustrates the rich ecological context surrounding the Port Townsend Golf Course and Mountain View Commons properties. This diagram initiated a community conversation to consider how urbanization is a major barrier to wildlife and without proper planning can lead to fragmented habitats that constrain wildlife movement. Similarly, wildlife corridors and crossings link two or more habitat areas, enabling migration, (re)colonization, and breeding opportunities for flora and fauna.



PORT TOWNSEND PARKS SYSTEM

The above exhibit illustrates the Port Townsend Parks system and lists the amenities found at each site. This community discussion takes into consideration the long-term goals of all the city's Parks and Recreation assets, the proximity of the Mountain View Campus to the golf course, the future Mountain View Pool, and the need for a long-term financial sustainable plan. This diagram also prompted community members to consider whether there are additional park amenities needed not found at other parks.



PROPOSED + EXISTING AFFORDABLE HOUSING DEVELOPMENTS

The above diagram illustrates locations of current and future housing developments within the city of Port Townsend. Consideration for permanent affordable housing is a topic of discussion.



DOWNTOWN CONNECTIONS

As we plan for the future of these two unique civic sites, it is imperative we study the adjacency and walkability of this site to downtown, historical sites, schools, and parks. Research suggests a park should be within a ten-minute walk from every person in a community.



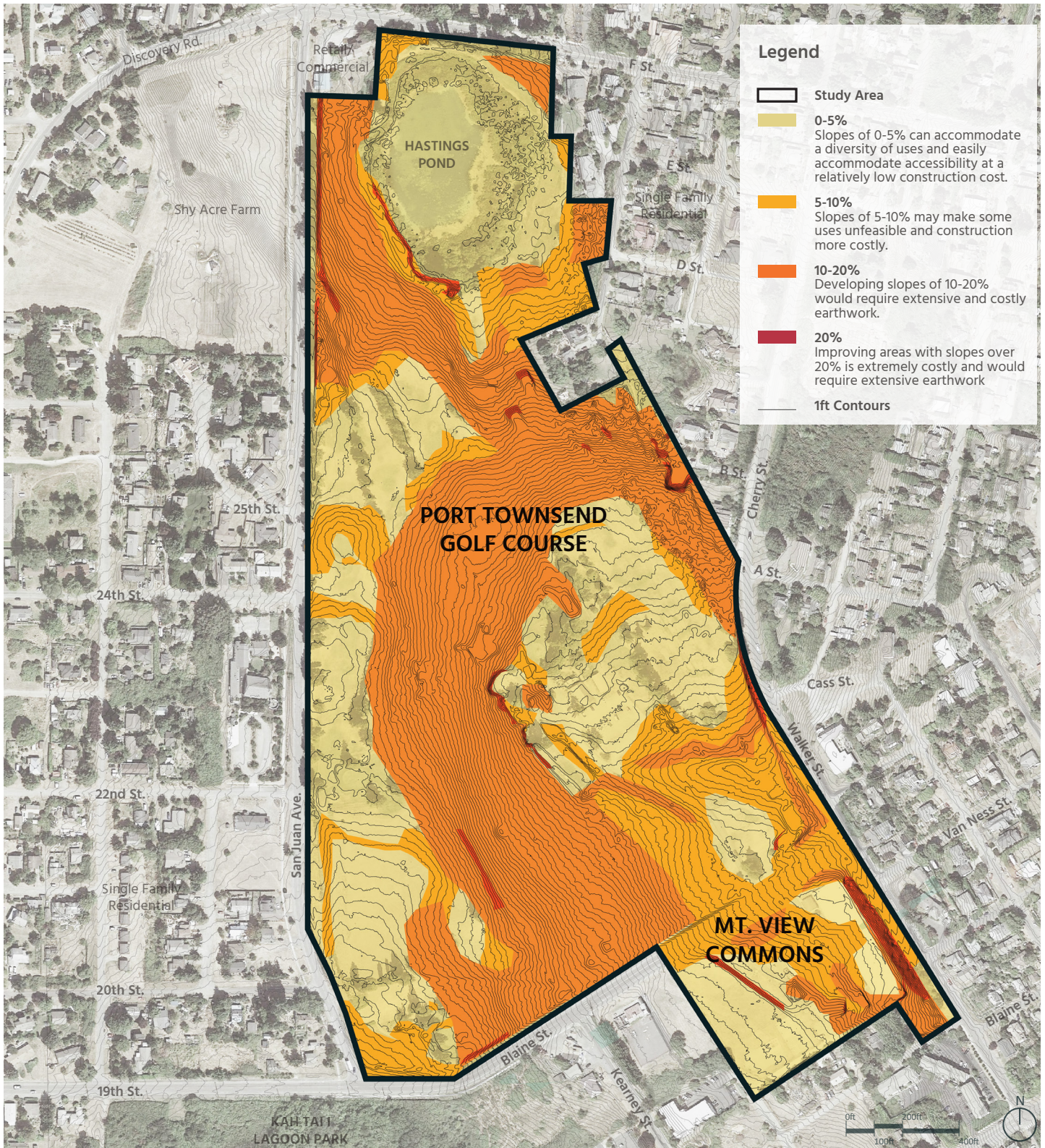
TRANSIT AND TRAIL CONNECTIONS

The above diagram illustrates the relationship of the project site to adjacent transit and trail connections. We recognize that increased connectivity improves walkability, accessibility, and the health and wellbeing of our communities.



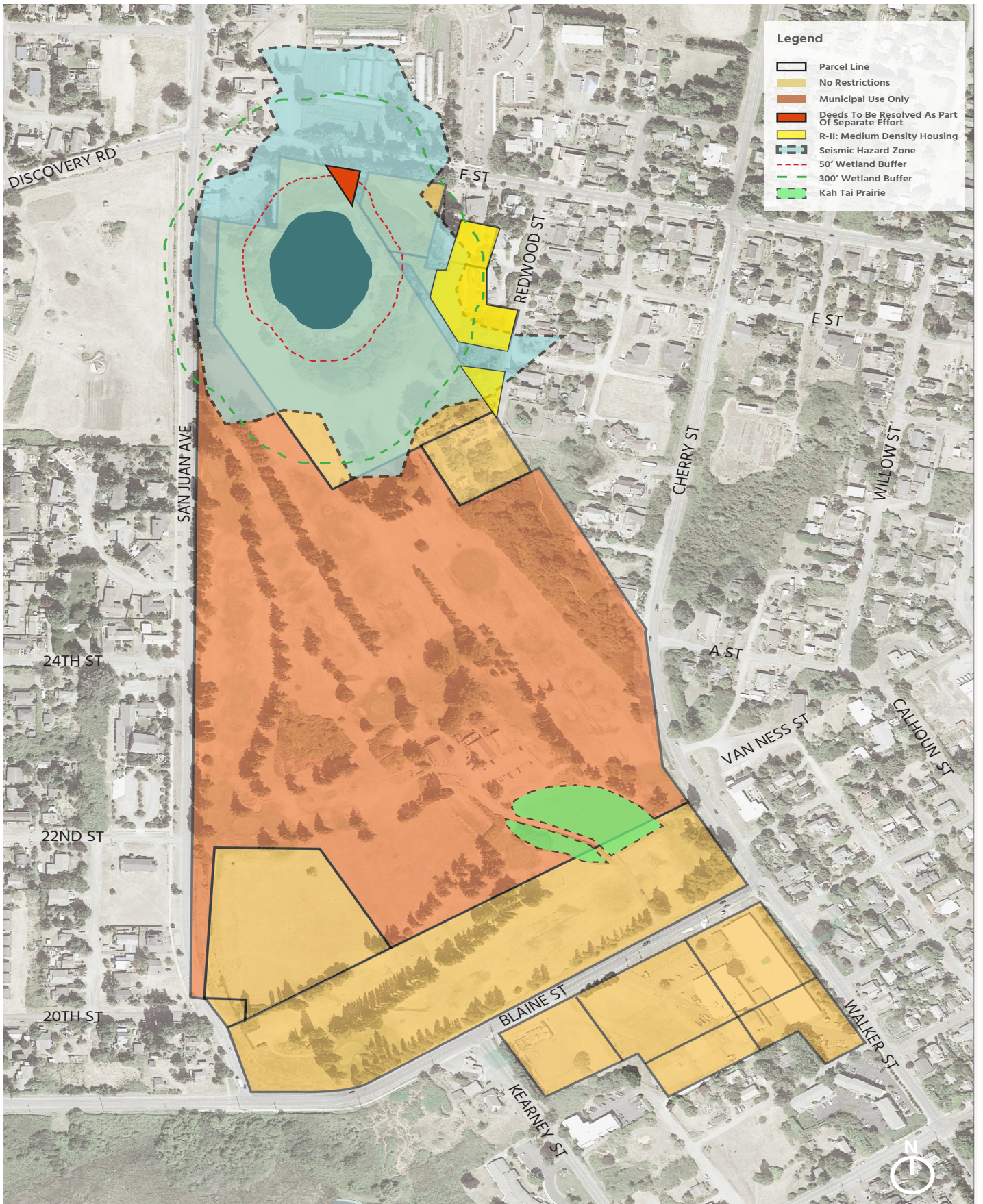
SITE ANALYSIS

The above illustrates additional existing conditions and organization of site elements of the Port Townsend Golf Course and Mountain View Commons Campus.



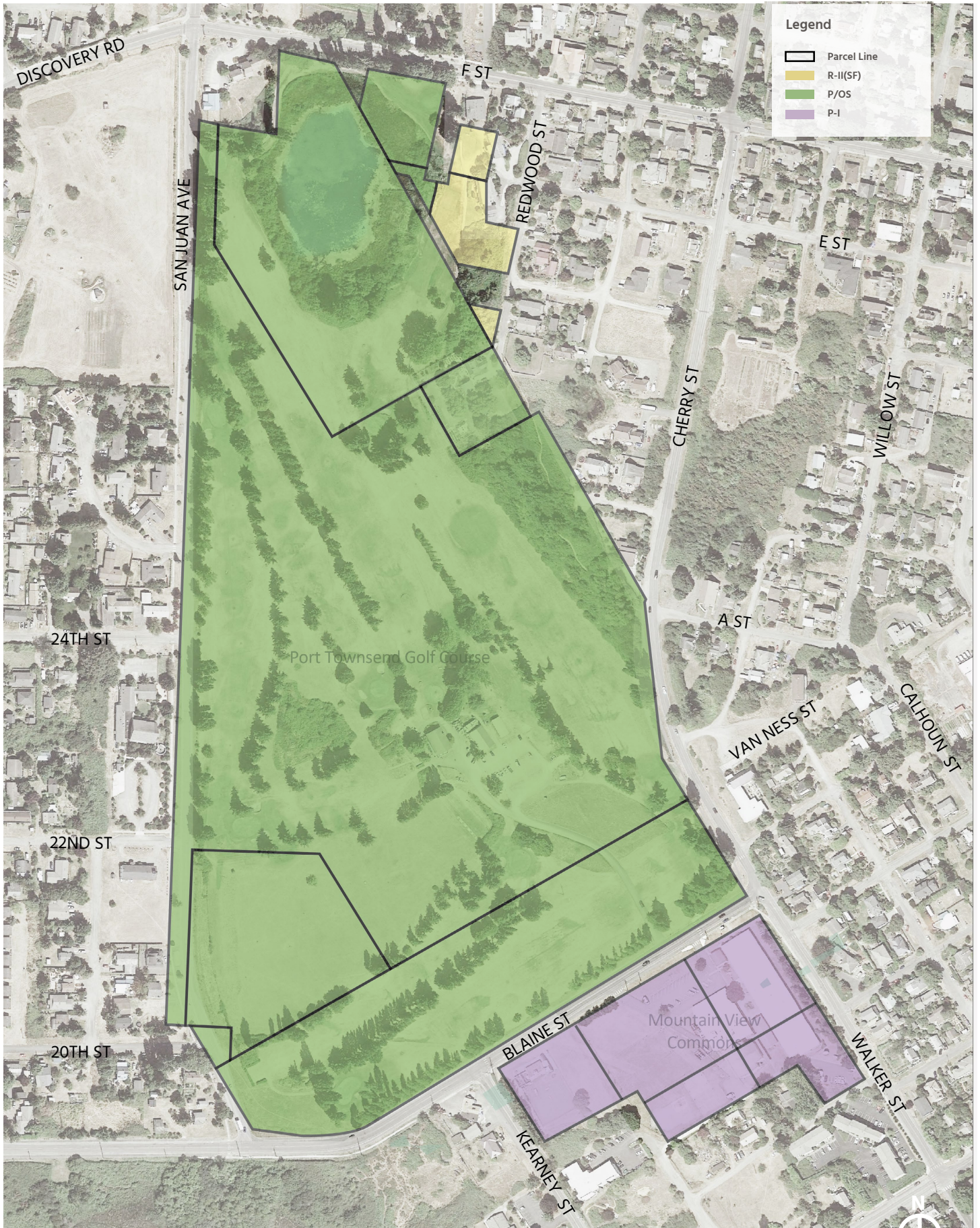
SLOPE ANALYSIS

Understanding the topography of the project site directly impacts how we consider the viability of other uses. Given that approximately 65% of the golf course site exceeds 5% slopes, and if the PT Community chooses to explore alternative uses, what are most compatible with the existing topography?



SITE RESTRICTIONS

The above map of the golf course and Mountain View Commons illustrates parcels, zoning, deed restrictions, land uses, and environmental limitations.



ZONING MAP

GOLF ANALYSIS

While the NGF report provided a detailed business analysis of the Port Townsend Golf Course, the community voiced concerns about the regional applicability of their assessment. As part of the "Envisioning the Port Townsend Golf Course" project, an updated evaluation was necessary to accurately assess and understand the status of the existing Port Townsend Golf Course. To conduct this effort, the design team engaged David Hein, a regional golf course professional with more than 40 years of golf course experience managing all aspects of golf development, maintenance, and operations.

David's research on this project was obtained through multiple course visits and meetings with the current lessee to discuss operations, history, and management challenges as well as discussions with golf course stakeholders, customers, and general Port Townsend community members. David's study included a thorough review of the existing conditions and factors that have impacted the financial performance of the golf course over the past 5 years under the current lessor/lessee agreement. His evaluation also addresses many of the points and recommendations made as part of the NGF report. While the NGF has tremendous golf knowledge and experience, there are instances where their expertise does not always transfer to a specific property's nuances including location, surrounding community, and factors like historical attributes of the subject property or operation.

David's complete report is attached as Appendix F, but can be summarized as follows:

KEY TAKEAWAYS:

- Aging infrastructure (course, clubhouse, irr., etc.)
- Demand may never be sufficient to sustain
- Lack of management/marketing to sustain operations
- Lack of financial reporting

NGF study - MERITS:

- Accurate depiction of the golf course conditions + challenges
- Sales and marketing recommendations

NGF study - SHORTCOMINGS:

- \$1M investment is not realistic
- Hiring a golf pro does not support financial goals

RECOMMENDATIONS:

- Implement sales and marketing strategy
- Increase green fees
- Expand food and beverage operation
- Extend lease duration
- Establish a long-term operational plan.
- Implement Capital Improvements:
 - Irrigation upgrades
 - Tree trimming and debris removal
 - Levelling and grading of tees/fairways
 - New and/or repaired maintenance equipment
 - Clubhouse improvements

SUMMARY

While the NGF Report recommended that the golf course would benefit from substantial enhancements to its maintenance infrastructure and that these enhancements would improve the course's competitiveness, such a level of spending is just not financially feasible. By phasing improvements and by utilizing lower cost alternatives, the course can improve well beyond the conditions today and not create a financial hardship to the city. While the NGF report had valid recommendations, those recommendations do not align with the character of PTGC or the desires of the current customer base and the city.

III. Initial Concepts

INITIAL CONCEPTS

The project team developed four initial concepts based on community feedback garnered from Open House #1, the Project Launch, stakeholder feedback, and comment cards. Each option had opportunities and constraints for the continued operation of the existing golf course. The four concepts presented at Open House #2 included:

Concept #1 - Restored Golf Course

Concept #1 suggested the Port Townsend Golf Course remain in its current configuration and city capital be invested to elevate the level of play and financial sustainability. Restoration included irrigation improvements, stump removal, new maintenance equipment, leveling and grading, improved cart paths, clubhouse improvements, and permanent affordable housing. Improvements at Mt. View Commons included a Civic Plaza and additional pickleball courts. Rebuilding of the Mt. View Pool is being studied as a separate project.

Concept #2 - Hybrid Golf Course

The Hybrid Golf Course concept relocated holes 5+6 and closed the current driving range to establish public open space and park amenities along Blaine St. A 9-hole golf course would continue to operate in a smaller footprint in this option. Park amenities included accessible trails, improved open space, a boardwalk, community garden, nature play and a relocated dog park. Improvements at Mt. View Commons included a Civic Plaza and additional pickleball courts. Rebuilding of the Mt. View Pool is being studied as a separate project.

Concept #2a - A Space for Nature

A Space for Nature suggested a third, and future phase to Concept 2. The Port Townsend Golf Course would close after 10 years in this option and transition to park space. Park amenities included accessible trails, restored habitat, passive open space, a boardwalk, community garden, nature play, and a relocated dog park. The former golf clubhouse is converted to public use.

Improvements at Mt. View Commons include a Civic Plaza and additional pickleball courts. Rebuilding of the Mt. View Pool is being studied as a separate project.

Concept #3 - Central Park

Concept #3 closed the Port Townsend Golf Course at the end of its current lease, turning it into a city park phased over a 20-year period. Park amenities included public walking and biking trails, improved open space habitat, picnic shelter, a boardwalk at Hastings Pond, family friendly lawn spaces, a central civic plaza and gathering space, nature play, a community garden, and a dog park. Improvements at Mt. View Commons included a Civic Plaza and additional pickleball courts. Rebuilding of the Mt. View Pool is being studied as a separate project.

The following graphics illustrate the configuration and phasing of the four initial concepts.



Open Houses 2+3 provided opportunities for the Port Townsend community to vote on and comment on the four concept alternatives.

CONCEPT 1: RESTORED GOLF COURSE



LEGEND

- A** IRRIGATION IMPROVEMENTS
- X** **B** STUMP REMOVAL
- C** NEW MAINTENANCE EQUIPMENT
- D** LEVELING AND GRADING
- E** IMPROVE CART PATHS
- F** CLUBHOUSE IMPROVEMENTS
- G** HOUSING (DEVELOPER RFP)
- H** CIVIC PLAZA, SPLASH PAD & PICKLEBALL

PHASE ONE: 1-5 years

- IMPROVE IRRIGATION
- NEW MAINTENANCE EQUIPMENT
- LEVELING AND GRADING
- REBUILD POOL

PHASE TWO: 6-10 years

- CLUBHOUSE UPGRADES
- IMPROVE CART PATHS
- STUMP REMOVAL
- HOUSING (DEVELOPER RFP)
- NATIVE PLANT NURSERY
- MINIATURE GOLF (DEVELOPER RFP)
- IMPROVE MT. VIEW COMMONS



GOLF COURSE & MT. VIEW COMMONS CONCEPT PLANNING

CITY OF PORT TOWNSEND



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CONCEPT 2: HYBRID GOLF COURSE



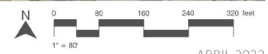
- LEGEND**
- A** RELOCATE HOLES 5&6
 - B** RELOCATED DOG PARK
 - C** BOARDWALK
 - D** HOUSING (DEVELOPER RFP)
 - E** COMMUNITY GARDEN
 - F** CIVIC PLAZA, SPLASH PAD & PICKLEBALL
 - G** MINIATURE GOLF (DEVELOPER RFP)
 - H** NATURE PLAY

- PHASE ONE: 1-5 years**
- RELOCATE HOLES 5&6
 - RELOCATE DOG PARK
 - PUBLIC TRAILS & CART PATHS
 - NATURE PLAY
 - REBUILD POOL
- PHASE TWO: 6-10 years**
- BOARDWALK
 - COMMUNITY GARDEN
 - IMPROVE MT. VIEW COMMONS
 - HOUSING (DEVELOPER RFP)
 - MINIATURE GOLF (DEVELOPER RFP)



GOLF COURSE & MT. VIEW COMMONS CONCEPT PLANNING

CITY OF PORT TOWNSEND



APRIL 2023



HYBRID GOLF COURSE - PROGRAM ELEMENTS

WALKING TRAILS



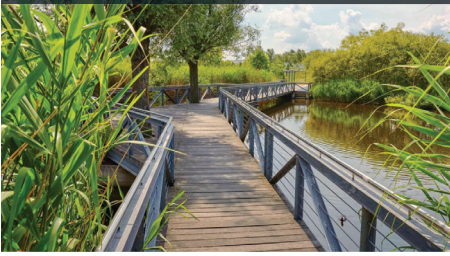
HABITAT RESTORATION



NATURE PLAY



WETLAND BOARDWALK



COMMUNITY GARDEN



AFFORDABLE HOUSING



PICNIC AREAS



GOLF + MINIATURE GOLF



SPLASH PAD



CONCEPT 2a: A SPACE FOR NATURE



LEGEND

- A** PUBLIC WALKING TRAILS
- B** BOARDWALK
- C** HOUSING (DEVELOPER RFP)
- D** OPEN SPACE WITH TRAILS
- E** RELOCATED DOG PARK
- F** COMMUNITY GARDEN
- G** NATURE PLAY
- H** CIVIC PLAZA, SPLASH PAD & PICKLEBALL

PHASE ONE: 10-15 years

- CONVERT CLUBHOUSE TO PUBLIC USE
- RESTORATION PLANTINGS

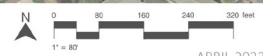
PHASE TWO: 15-20 years

- FLEXIBLE LAWN SPACE
- PARKING LOT AND ENTRY DRIVE
- DEVELOPER RFP: DISC GOLF, FUTSOL, MINIATURE GOLF



GOLF COURSE & MT. VIEW COMMONS CONCEPT PLANNING

CITY OF PORT TOWNSEND



APRIL 2023



LANDSCAPE ARCHITECTURE | URBAN DESIGN | PLANNING

SPACE FOR NATURE - PROGRAM ELEMENTS

WALKING TRAILS



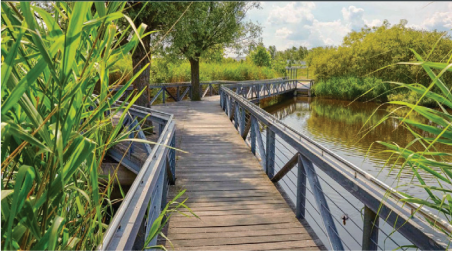
HABITAT RESTORATION



NATURE PLAY



WETLAND BOARDWALK



COMMUNITY GARDEN



AFFORDABLE HOUSING



COMMUNITY SPACE



MINIATURE GOLF



SPLASH PAD



CONCEPT 3: CENTRAL PARK



LEGEND

- A** PUBLIC WALKING TRAILS
- B** BOARDWALK
- C** HOUSING (DEVELOPER RFP)
- D** AMPHITHEATRE
- E** COMMUNITY GATHERING SPACE
- F** COMMUNITY GARDEN
- G** NATURE PLAY
- H** BIKE LOOP TRAILS
- I** CIVIC PLAZA, SPLASH PAD & PICKLEBALL

PHASE ONE: 1-10 years

- PEDESTRIAN TRAILS
- LOOP BIKE TRAIL
- DOG PARK
- COMMUNITY GARDEN
- IMPROVE MT. VIEW COMMONS
- REBUILD POOL

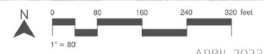
PHASE TWO: 10-20 years

- AMPHITHEATRE
- COMMUNITY SPACE RFP
- NATURE PLAY
- DISC GOLF | FUTSOL, MINIATURE GOLF (DEVELOPER RFP)
- HOUSING (DEVELOPER RFP)



GOLF COURSE & MT. VIEW COMMONS CONCEPT PLANNING

CITY OF PORT TOWNSEND



GROUNDWELL
LANDSCAPE ARCHITECTURE | URBAN DESIGN | PLANNING

CENTRAL PARK - PROGRAM ELEMENTS

WALKING TRAILS



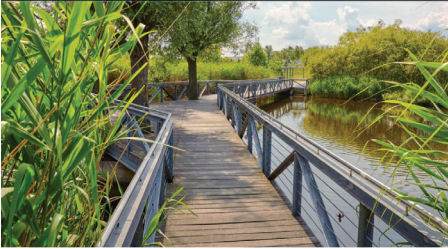
HABITAT RESTORATION



NATURE PLAY



WETLAND BOARDWALK



COMMUNITY GARDEN



AFFORDABLE HOUSING



COMMUNITY SPACE



MINIATURE GOLF



SPLASH PAD



IV. Community Dialogue

COMMUNITY DIALOGUE

The city and design team developed a public involvement framework to engage the Port Townsend community in exploring a long-term vision for the Port Townsend Golf Course and Mountain View Commons Properties. The plan was intentionally developed to create a robust and iterative dialogue with the community. A three-part series of open houses employed a variety of engagement methods to reach community members including in-person open houses, online open houses, online surveys, and leave-behind comment cards.

PROJECT STARTUP September - October 2022



- Contract with Landscape Architect
- Review of PROS Plan and community strategic plan
- Facilitate focus/interest groups to develop decision making criteria
- Develop public outreach process
- Develop site analysis/site opportunities and constraints
- Project Launch on Site

PROGRAM DEVELOPMENT November - January 2023



- Evaluate existing golf course from an operational and financial perspective
- Initiate the community visioning process
- Solicit community feedback
- Open House #1: Explore the feasibility of alternate uses, including continued use for golf
- Develop draft concept(s)
- Report out to City Council

CONCEPT ALTERNATIVES February - April 2023



- Open House #2: Community to review and discuss draft concept(s)
- Solicit community feedback
- Create a single preferred concept design based on community feedback
- Report out to City Council

PREFERRED CONCEPT May - June 2023



- Open House #3: Present preferred concept plan based on community feedback
- Gather feedback on preferred concept plan
- Finalize plan based on community feedback
- Develop cost estimate for preferred plan
- Develop phasing plan
- Take preferred plan to City Council for approval

The public involvement framework included a 10-month iterative process with the community which included an on-site project launch, three public open houses, three online open houses, and three online surveys.

STAKEHOLDERS

The City of Port Townsend organized a 23-person stakeholder committee to help guide the project team and process. The Stakeholder's role was to:

- Guide the project team (not decision making).
- Share ideas with the Project team and City.
- Present with the project team at meetings.
- Facilitate break-out groups.
- Lead intercept events.

Stakeholders included a variety of public interest groups, golfers, organizations, and community members who actively use the park, enabling the project team to gain specific knowledge of the two sites. A RACI Decision Making framework was used to manage the decision-making process.

The Project Objective, as defined by the city, was clearly established as:

- In early 2020 a community engagement process, following the development of the PROS plan, showed that the community desires to explore different uses for the golf course property owned by the City.
- In November 2020, City Council unanimously directed staff to engage the community to explore the feasibility of alternate uses, including continued use for golf.
- Given the proximity of the Mountain View Campus, it is in the city's interest to explore complementary uses and plans for this site as well.

RACI DECISION MAKING CRITERIA

- RESPONSIBLE - Parks | Design Team
The party responsible for performing the work, collaborating with others, building consensus, and completing the final document or product.
- APPROVE - City Council
The Approval Authority. In some cases there will be multiple approving authorities as products move through the process.
- CONSULT - Stakeholders | Community Stakeholders
Stakeholders who have an interest and who provide suggestions, comments, feedback, and recommendations.
- INFORM - Stakeholders | Community
Those parties who need to know and/or be aware of process, considerations, and decisions.

The Project Goal, as defined by the city, was described as, "To best serve the community with parks, recreation, and open space to improve the quality of life for residents, families, and youth."

Stakeholders developed decision making criteria to assist in guiding the project team. The initial 31 criteria was simplified to five criteria encapsulating the intent of the initial list.

PROJECT LAUNCH

The City of Port Townsend hosted a meet and greet to initiate the Port Townsend Golf Course and Mountain View Commons Concept Planning Effort on Tuesday, October 25 from 2:00 P.M - 4:00 P.M. City staff and the design team set up information booths at both sites to meet the community and answer questions about the upcoming planning effort.

OPEN HOUSE #1

On January 12, 2023, the City hosted Open House #1 to gather community feedback on the Port Townsend Golf Course and Mountain View Commons Concept Planning Effort at the Fort Worden Commons building. An online version of the open house was held the following day, Thursday, January 12 from 4:00 P.M. - 5:30 P.M. and an online survey was 'live' for two weeks following the in-person and virtual open houses.

Stakeholder Decision Making Criteria:

- *Inclusive and welcoming*
- *Prioritize Environmental Stewardship*
- *Benefit community health and wellbeing*
- *Celebrate Port Townsend Community and Culture*
- *Forward-Thinking*

At each open house, the project team provided information on the physical aspects of the sites through a variety of analysis diagrams. At the in-person open house, interactive boards allowed attendees to share their ideas on which potential program elements they desired on each site. Childcare and food was provided for all attendees.

The Port Townsend community prioritized the following potential uses for the golf course property:

1. Walking Biking Trails
2. Habitat Restoration
3. Nature Play

Public Open House #1 - Facts + Figures:

- 291 attendees (in person)
- 83 attendees (online)
- 1,091 responses to online survey



Community attendance at Open House #1 was phenomenal.

4. Wetland Boardwalk
5. Renovated Pool Facility
6. Golf Course
7. Community Garden
8. Event / Performance Space
9. Affordable Housing
10. Picnic Areas
11. Education Center
12. Miniature Golf/Putt Putt
13. Climbing Wall

The Port Townsend community prioritized the following potential uses for the Mountain View Commons Property:

1. Renovated Pool Facility
2. Education / Comm. Center
3. Renovated Playground
4. Plaza
5. Renovated Dog Park
6. Affordable Housing
7. Renovated Pickleball
8. Splash Pad
9. Art
10. Festival Street
11. Other

- 12. Water Feature
- 13. Farmer's Market

The city also polled a group of high school students who prioritized the following potential uses for the golf course property:

- 1. Affordable Housing
- 2. Miniature Golf
- 3. Walking/Biking Trails
- 4. Sport Fields
- 5. Boardwalk
- 6. Climbing Wall
- 7. Event Space
- 8. Community Garden
- 9. Habitat
- 10. Multi Use Lawn
- 11. Kah Tai Prairie
- 12. Disc Golf

High school students prioritized the following potential uses for the Mountain View Commons property:

- 1. Affordable Housing
- 2. Pool
- 3. Splash Pad
- 4. Plaza
- 5. Farmer's Market
- 6. Playground
- 7. Dog Park
- 8. Festival Street
- 9. Pickleball
- 10. Educational Center - (0 VOTES)
- 11. Art - (0 VOTES)

The online survey asked survey attendees, "Do you support exploring alternative uses for the Port Townsend Golf Course property? The community responded as follows:

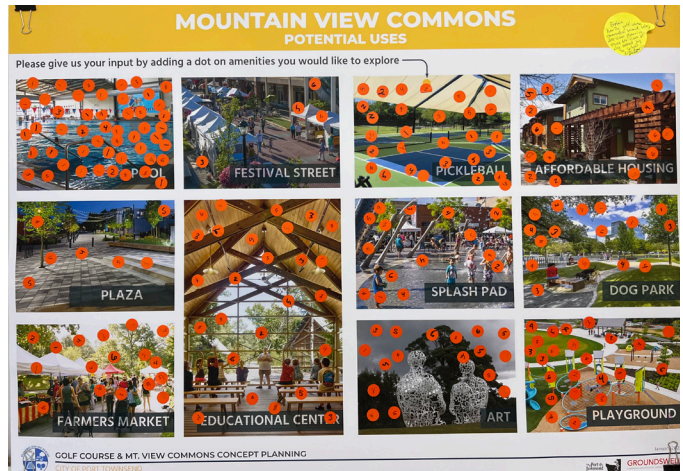
- Yes - 43% (470 votes)
- Hybrid - 31% (344 votes)
- No - 23% (251 votes)
- Undecided - 2% - 26 votes

OPEN HOUSE #2

On April 26, 2023, the city hosted Open House #2 at the Fort Worden Commons

building. Childcare and food was provided for all attendees. An online version of the open house was held on Monday, May 1, 2023, from 4:00 P.M. - 5:30 P.M. and an online survey was 'live' for two weeks following the In-Person and virtual open houses.

At each event, the project team shared feedback from Open House #1, four initial



The design team developed a variety of interactive boards for Open House #1 to solicit feedback from the Port Townsend community of potential uses for the two sites.

concepts, followed by a Q+A and an interactive exercise which allowed attendees to cast their preference for which concept they preferred.

The four concepts presented were:

- Concept #1 - Restored Golf Course
- Concept #2 - Hybrid Golf Course
- Concept #2a - A Space For Nature
- Concept #3 - Central Park

Public Open House #2 - Facts + Figures:

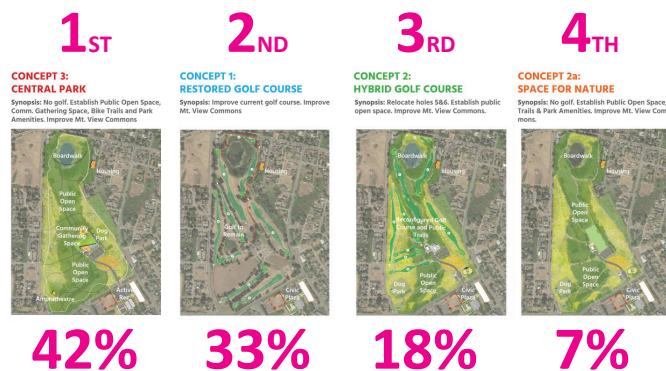
- 207 attendees (in person)
- 23 attendees (online)
- 1,359 responses to online survey

Community preference towards the four concepts was as follows:

1. Central Park - 42%
2. Restored Golf Course - 33%
3. Hybrid Golf Course - 18%
4. A Space For Nature - 7%

OPEN HOUSE #3

On June 22, 2023, the city hosted Open House #3 to gather community feedback on the Port Townsend Golf Course and Mountain View Commons Concept Planning Effort at the Fort Worden Commons building. Childcare and food was provided for all attendees. An online version of the open house was held the following day, Thursday, June 26 from 4:00 P.M. - 5:30 P.M., and an online survey was 'live' for two weeks following the in-person and virtual open houses.



Preference towards each option based on community feedback.

WE WANT TO HEAR FROM YOU!

Please give us your input by filling out a short survey found at the following URL or QR code.



<https://forms.office.com/r/VeeS2z1KV8>

HOW IT WORKS


 TURN ON CAMERA APP


 FRAME THE QR CODE


 CLICK THE POP UP

We want to hear from everyone!
Feel free to share this link with your friends and neighbors who were unable to attend tonight.


 GOLF COURSE & MT. VIEW COMMONS CONCEPT PLANNING
 CITY OF PORT TOWNSEND



Each Open House had an online questionnaire allowing community members who were unable to attend the in-person or online open houses an opportunity to cast their vote.

At Open House #3, the project team described the meeting purpose which constituted:

- Consensus Building - Come to consensus on a plan that serves the majority of Port Townsend residents.
- Arrive at a recommendation for City Council - A final plan recommendation for the future of the Port Townsend Golf Course and Mt. View Commons Properties will be presented to City Council for approval on July 17th.

The design team also shared feedback from Open House #2 and initiated a Consensus Building Conversation to discuss the two preferred alternatives.

The two preferred alternatives presented were Central Park and the Hybrid Golf Course Concepts. While the Restored Golf Course scored higher, the stakeholder group felt that after Open House #2 the Hybrid Golf Course was a win-win for most residents and the most viable means of arriving at a recommendation for City Council.

The community dialogue which followed was contentious with a vocal golfing community advocating against doing away with the golf course. Consensus on a preferred plan was not reached at Open House #3.

FOCUSED OUTREACH

The design team also conducted focused outreach with specific individuals, public interest groups, neighbors, adjacent developers, and landowners throughout the process. These meetings included the following groups:

1. City Council
2. Black Lives Matter, Jefferson County
3. Parks, Recreation, Tree, and Trails Advisory Board
4. Recovery Café
5. Jefferson County Parks and Trails Commission
6. Local sports groups
7. Maritime Center
8. Rotary Club
9. Chamber
10. Quimper Unitarian Universalist Fellowship
11. TransJefferson County
12. Kiwanis
13. Salish Coast elementary parents
14. Port Townsend Golf Club
15. Neighbors
16. Adjacent developers
17. 4th Graders
18. Pickleball Club
19. Dog Park
20. YMCA
21. Kah Tai Prairie
22. Economic Development Council
23. School District
24. Red Cross
25. Foodbank
26. ReCyclery
27. Land Trust and Chamber
28. Jamestown S'Klallam
29. High School Students
30. Quimper
31. Co-op
32. Golf Course
33. Mt. View Commons
34. PTA
35. Olympic Pride
36. Fort Warden PDA

37. Collinwood Farm

38. Shy Acre

COMMENT CARDS

There were 891 comment cards submitted over the course of the project. Each of the comments can be found in, *Appendix C: Public Comment Log*.

FORMATION OF THE PORT TOWNSEND COMMUNITY GOLF PARK

At the conclusion of this twelve-month public process, a new nonprofit ("Friends of the Port Townsend Golf Park" or 'Friends') formed with the intent to provide for the long-term operation of the golf course and to implement the features identified in this Master Plan.

The Friends group is a network of community leaders with technical experience and financial means supported by many individuals and groups volunteering their time. Their proposal included an initial two-year period of operation in which the Friends would take over managing the course, assess operations, collect data, implement the Master Plan recommendations, and develop a business model that ensures the golf park property will be self-sustaining over the long term (20-plus-year time frame).

Their business plan included a management and capital investment strategy for improvements to the course and ancillary facilities, along with details and a funding plan for meeting the specific milestones to be accomplished. During this two-year period, the Friends would also undertake public access initiatives, illustrated in Section V., Master Plan, that demonstrate their commitment to achieving long-term public access goals of the community.

The group's goal was to manage the 58-acres of public property and open space on a sustainable basis that nurtures the prairie, native areas, and wildlife that encompass this community resource. They aspired to create a gathering place for the community, provide public trails and a place to enjoy the passion of golf. Similarly, they aspired to be financially sustainable from user fees and be

successful in attracting capital investment so that minimal city financial support is required. Their goal was to be accountable to the city and the people they serve through accurate, regular reporting and transparency in their actions.

Their Guiding Principles included:

- Ensure the golf park will be self-sustaining and require minimal city direct financial support.
- Prioritize the ongoing protection and expansion of the camas prairie and other native plant areas.
- Transition the golf park maintenance to the use of recognized sustainable turf management methods.
- Explore and include new recreational and social uses that serve the broader community.
- Increase activities for youth, families, and non-golfers at the golf park property.
- Develop a variety of activities and uses at the golf park that are affordable and family friendly.
- Expand community access and maintain a pedestrian trail connector to and through the property.
- Implement technological enhancements such as electric vehicles, solar power, and solar lighting.
- Provide improvements and facilities that increase tourist and visitor use at the golf park.
- Incorporate education, heritage, cultural and wayfinding opportunities throughout the golf park.
- Redevelop the buildings as welcoming and serving as a community destination on their own.
- Work closely with the city to incorporate community uses within the property.

V. Master Plan

MASTER PLAN

The Port Townsend Golf Course and Mountain View Commons Master Plan was the direct result of a robust public process whereby citizens had significant input regarding the program and locations of elements. Input from three public open houses, online open houses, interaction with stakeholders, and direction from the City of Port Townsend helped shape the final plan.

Improvements are to be phased and include the following:

PHASE 1: 2024-2025

- Restore golf course. Improvements include:
 - Irrigation Improvements
 - Stump Removal
 - New Maintenance Equipment
 - Minor grading and leveling
 - Clubhouse improvements
- Provide community access + trails
- Explore relocation of recyclerly
- Renovate basement for community use
- Apply for RCO Grant to fund playground
- Commitment to sustainable practices (no pesticides. minimal irrigation)
- Provide disc + foot golf, seasonal concerts, mini golf and programmatic access

PHASE 2: 2025-2029

- Install playground
- Install additional public trails
- Continue programmatic access
- Install miniature golf course
- Renovate existing parking lot. Provide ADA access.
- Provide year-round event programming
- Provide temporary amphitheater for events at base of driving range

PHASE 3: 2030-2034

- Install restoration plantings site wide
- Construct bird blind
- Expand restaurant, food and beverage service.

PHASE 4: 2035-2045

- Construct permanent affordable housing
- Construct community garden to support permanent affordable housing
- Construct virtual driving range
- Relocate holes 5 + 6

PROPOSED IMPROVEMENTS - GOLF COURSE

The following examples describe the type and sizes of proposed improvements:



Decomposed granite surfacing

COMMUNITY TRAILS

Community trails should be composed of consistent surfacing material sitewide. Each segment of trail should meet and/or exceed ADA requirements. Paths should be a minimum of 6' wide and be constructed of 1/4" minus aggregate or decomposed granite. A binder should be used to minimize erosion and include an edger to maintain a clean edge that is maintainable and deters vegetation from growing within the walking surface.



Net climbers atop rubberized surfacing

PLAYGROUND | NATURE PLAY

The proposed playground shall be inclusive, wheelchair accessible and surfaced with poured-in-place rubberized surfacing or synthetic turf. Wood chips shall not be used. Play elements shall include, but are not limited to:

- Inclusive elements such as a merry-go-round that are flush with the ground with space for two wheelchairs.
- An area for balance bike use and practice.
- Areas for kids and adults to picnic such as picnic tables, which have wheelchair-accessible seating space.
- A slide that excludes the use of stairs. Instead, use a crescent-shaped concrete path that curves up to the slide. The slide should be extra wide so kids can go down with an adult.
- Net climbers close to the ground.
- A gravel pit with diggers, one being wheelchair accessible.
- A sensory garden with a maze of smooth wood poles and chimes that are fun to weave in and out of.
- A bank of swings which should include a classic seat, a "You and Me" two-person swing, and a big rope nest big enough to lay on or to share with



Sensory garden, maze and balance bike wave



Merry-go-round

others.

- Nature play components should be located adjacent to the improved play area and should provide imaginative opportunities for children to play in a natural setting to provide increased play value and developmental benefits.
- All ages play opportunities.



Synthetic turf miniature golf course

MINIATURE GOLF COURSE

The proposed miniature golf course shall be 9 or 18 holes and composed of high-quality synthetic turf. Bunkers should be beige-colored synthetic turf and all turf should be anti-microbial and antibacterial.



ADA improvements shall comply with local codes

RENOVATED PARKING LOT

This site will be used by more and more of the general public, and the parking lot needs to be updated to be: a) Safe and b) Accessible. The renovated parking lot needs to be upgraded to incorporate code-required ADA parking, an accessible route to the front door, and added lighting and sidewalks for safety and security.



RESTORED GOLF COURSE + CLUBHOUSE IMPROVEMENTS

Recommended upgrades include all key areas of basic infrastructure including irrigation and drainage, improved turf conditions (greens, tees, fairways, etc.), and addressing the aging tree cover and many rock outcroppings that impact the play of golf. PTGC has insufficient equipment to operate and maintain golf course playing areas and needs the following equipment:

- Greens mower
- Tee and trim mover
- Fairway / rough mower
- Utility cart
- Maintenance Vehicle



The current clubhouse needs cosmetic refreshing, evaluation of the food and beverage equipment, enhancements to entrance areas and assuring the facility supports ADA requirements for accommodating the mobility impaired.

A fire pit and outdoor community gathering space should be constructed on the west side of the building

PROPOSED IMPROVEMENTS - MOUNTAIN VIEW COMMONS

The following examples describe the type and sizes of proposed improvements:



CIVIC PLAZA

A new civic plaza, shade pavilion, and splash pad were strongly supported by the community. The design team primarily focused on the scale and siting of these elements, but also began to explore their potential character and ability to serve as an iconic gathering space. Potential uses include:

- Seating areas with static and movable furniture
- Games for all ages such as pétanque, bocce ball, table tennis, large scale chess, jenga, or connect four
- Passive and active spaces
- Smaller lawn areas for respite and larger lawn areas for active games such as badminton or frisbee



The civic plaza has been designed to be flexible and accommodate a variety of activities but will also be beautiful at quieter times. All paths are accessible, and lighting will be provided throughout. The park is also designed to be economically and environmentally sustainable. Multiple locations should provide stormwater treatment and careful consideration should be given to site conditions and amenities needed to support recreation and event use.



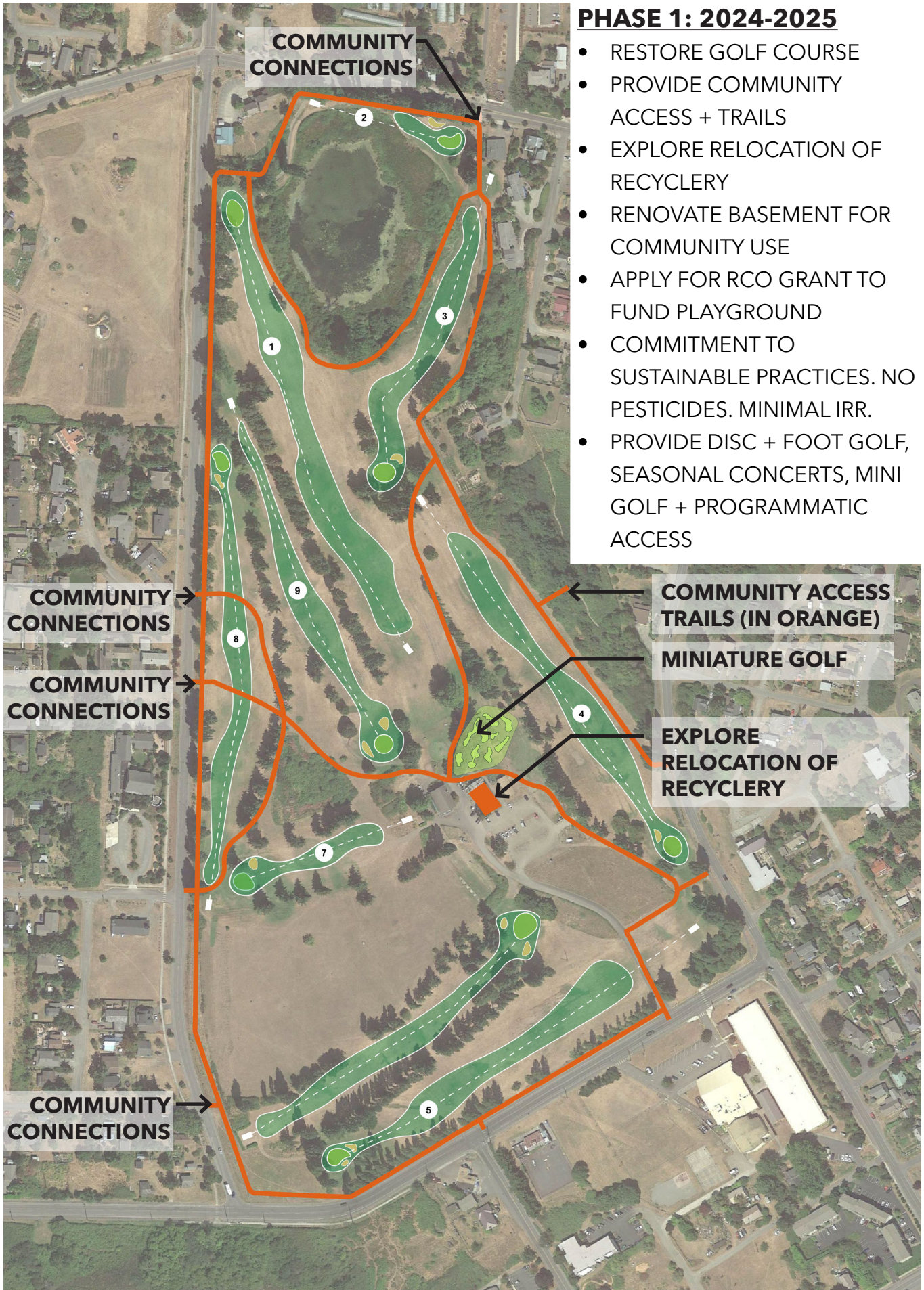


PICKLEBALL COURTS

Community interest supports the need for additional pickleball courts on the Mountain View Commons site. The proposed pickleball courts should measure 44-feet long and 20-feet wide, including the court's boundary lines. The USAPA Rule Book recommends a minimum total playing surface of 30 by 60 feet, though 34 by 64 feet is preferred. Anytime multiple courts are in proximity, fencing between the courts is important to protect players on other courts.

As with other sport courts, it is ideal to orient the court north-south to limit the sun from obstructing players' vision and the impact of shadows on the court surface.

Courts are normally built with a 1.5% percent slope for drainage. The process of surfacing a pickleball court varies and may include application of a resurfacing material and/or a cushioned material, in addition to paint for color and texture and line-stripping the court boundaries.



PHASE 2: 2025-2029

- INSTALL PLAYGROUND
- INSTALL ADDITIONAL PUBLIC TRAILS
- RENOVATE EXISTING PARKING LOT; PROVIDE ADA ACCESS.
- PROVIDE YEAR-ROUND EVENT PROGRAMMING
- PROVIDE TEMPORARY AMPHITHEATRE FOR EVENTS AT BASE OF DRIVING RANGE





PHASE 3: 2030 - 2034

- INSTALL RESTORATION PLANTINGS SITE WIDE
- CONSTRUCT BIRD BLIND
- EXPAND RESTAURANT, FOOD AND BEVERAGE SERVICE

BIRD BLIND

RESTORATION PLANTINGS (ORANGE HATCH)

CONSTRUCT OUTDOOR DINING SPACE TO THE WEST AND EXPAND FOOD AND BEVERAGE SERVICE

PHASE 4: 2035 - 2045

- CONSTRUCT PERMANENT AFFORDABLE HOUSING
- CONSTRUCT COMMUNITY GARDEN TO SUPPORT PERMANENT AFFORDABLE HOUSING
- INSTALL VIRTUAL DRIVING RANGE



VII. Appendix
