

Historic
Suyematsu Farmstead
Planning Study
Summary Report & Implementation Plan

for Friends of the Farms and City of Bainbridge Island

October 2017

ko projects
arts | culture | heritage | planning

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Study Team

KO Projects

KO Projects is a consulting firm working with arts and culture organizations, cities, creative entrepreneurs, and thought leaders to expand the value that arts, culture, and heritage bring to our communities. We are focused on sustainable development for arts, culture, and heritage using data-driven analysis and rigorous research to move towards new approaches to creating and sustaining long-term cultural and civic value. www.ko-projects.com

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Photos & images in this report are by Katie Oman unless otherwise noted.

Executive Summary

Study Background

The Historic Suyematsu Farmstead is a 5-acre historic district within the city-owned Suyematsu-Bentryn Family Farms on Day Road, which is managed by nonprofit Friends of the Farms. The historic district, so designated in 2016 following nomination by the Bainbridge Island Historic Preservation Commission, contains thousands of artifacts and more than a dozen historic structures, many of which are in significant disrepair.

However, the site's rich history extends far beyond these public assets. The Suyematsu family farmed the site from the late 1920s until Akio Suyematsu's death in 2012 at age 90. These decades saw vast changes in society, politics, and farm technology, among other things, and also spanned the period of Japanese-American internment during World War II, a topic of immense social and historical importance.

Today, Suyematsu-Bentryn Family farms is actively cultivated by a number of different farm businesses, under contract with Friends of the Farms. Parts of the historic district are used for active farming, other areas are more suitable for public use. Understanding the need for capital upgrades to the buildings in the historic district, the City of Bainbridge engaged Friends of the Farms with Bainbridge Island Historical Museum and consultants KO Projects to create a holistic plan that supports agriculture, heritage, and community use of the site, and creates public value for decades to come.

Methodology

A Project Leadership team made up of six community leaders was established to work with the consulting team. Consultants reviewed background documentation and interviewed more than 40 stakeholders including farmers, historians, community leaders, educators, and philanthropists. We also researched comparative sites, projects, and programs to provide insights on everything from affordable farm housing to interpretive signage to the cost of historic barn upgrades. Bainbridge Island Historical Museum (BIHM) completed a comprehensive inventory of the site's historical artifacts and made recommendations for their interpretation and display (Appendices J & K).

Stakeholders were asked "How will we know if improvements at Historic Suyematsu Farmstead have been successful?" Responses consistently coalesced around these key points:

- Active, **healthy farm businesses** on site
- Year-round **visitation**, by locals and non-locals
- Vibrant **educational programming** around heritage, agriculture, and community for youth and adults
- A **strong identity** and awareness in the community about the site
- **Repaired buildings** and well-maintained grounds
- Well-managed site with **balanced finances** between revenue and mission.



Preliminary findings and project plans were presented at both a Neighborhood Open House and a morning of Public Farm Tours hosted at the site by the Project Leadership Team. Feedback was generally positive, and supported a shared idea of project success.

Key Themes

Through this work, it became clear that the success and long-term viability of the Historic Suyematsu Farmstead lies at the intersection of three themes: Agriculture, Heritage, and Community. Each of these themes has implications for activity and investment at the site, but none of them alone could sustain the Farmstead's vitality, community relevance, and public value in the long term. When all three are considered holistically, the site has the potential to become one of Bainbridge Island's most important places.

The Japanese aesthetic concept of *wabi-sabi* also became a useful guideline for proposed restoration at the site. Many shared a fear that 'restoring' the Farmstead might eradicate the evidence of repair and renewal that makes the Farmstead's buildings unique and touches on the legacy of the Suyematsu family's ingenuity, resilience,

and do-it-yourself philosophy. Wabi-sabi cherishes what is worn and repaired as a kind of weathered beauty. This aesthetic guideline will help keep the Farmstead from being ‘over-restored’ and losing its cultural and historical authenticity.

Needs & Priorities

To plan for possible improvements at Historic Suyematsu Farmstead, it was important to understand functional needs for agriculture, heritage, and community alike. Many of these are common to more than one category; the project recommendations in this plan attempt to address the site’s needs and priorities holistically.

Agriculture Needs

- Farm intern and new farmer housing
- Sustain the ‘working’ aspect of the site
- Clear separation between public areas and active farming areas
- Honor personal connections and legacies
- Ecological stewardship

Heritage Needs

- Protect, enhance, preserve, and steward buildings, landscape, and artifacts
- Tell the story of the site and family to honor their history and legacies
- Accommodate educational programming on-site for youth and adults, locals and visitors
- Ensure new improvements are consistent with the farmstead’s historic character

Community Needs

- Clarify site access
- Make the site more welcoming
- Support active farming on Bainbridge



A Vision for Historic Suyematsu Farmstead

Based on these findings, this report outlines a plan for achieving a shared vision for Historic Suyematsu Farmstead:

Historic Suyematsu Farmstead will be a Bainbridge Island landmark where active farming sustains land, businesses, and people.

The Farmstead will be active with educational programming for youth and adults alike, and with community events and gatherings throughout the year.

It will be a place where locals and visitors are welcome to explore the rich history of the Suyematsu Family, the Japanese-American experience on Bainbridge Island, and the development of farming through the 20th Century and beyond.

Achieving this vision will require the implementation of the twelve capital projects that follow, in addition to new partnerships, public and private support, and the energy and dedication of community leaders, nonprofit leaders, and policymakers alike. We have recommended a phased project plan, beginning with urgent and smaller-scale projects in the near term, and ultimately creating new housing for farm interns and an important heritage destination within the next 5 years. The plan also creates three zones within the historic district to distinguish public areas from those to be used for agriculture and housing. Detailed project descriptions and a 5-year implementation timeline are included in this report.

Proposed Projects

Soon - next 18 months

1. Landscape Updates and Wayfinding
2. Interpretive Signage
3. Farmhouse Stabilization
4. Historic Equipment “Lineup”
5. Site Improvements
6. Picker Cabin Restoration

Next: 18 months - 3 years

7. Barn Stabilization / Restoration
8. Workshop Restoration
9. Berry Shed Relocation and Upgrades
10. Outbuildings Restoration

Then: 3 to 5 years

11. Farm Housing: Tiny House Village
12. Historic Suyematsu Farmhouse

Roles & Responsibilities

Historic Suyematsu Farmstead is a complex site, and the vision for its future outlined in this report will require collaboration amongst a number of different players. The framework below is intended to serve as a guide for roles and responsibilities as projects move ahead.

	City of B.I.	Friends of the Farms	Program Partners
Role	preserve & sustain	manage & enhance	teach & activate
Responsibility	Long-term ownership Periodic oversight Major maintenance Capital reserves Insurance Historic preservation	Site operations Capital project management Enable collaboration and partnerships Invest in public value Invest in change	Display/interpret history Connect site to community Deliver programs Expand visitation Collaboration
Primary Funding	Public Funding	Grants Individual gifts Management fees National/state/local historic preservation funds Earned revenue	Grants Earned income Individual gifts

Economic Factors

Achieving these projects and operating an upgraded, more active site will incur new capital and operating costs, as well as present opportunities for new earned and contributed revenues.

Based on input from comparative projects and conversations with local contractors and other service providers, we have developed range-of-magnitude cost estimates for each project, detailed in this report. Anticipated capital costs by phase are:

Soon	projects 1-6	\$124k - \$204k
Next	projects 7-10	\$165k - \$205k
Then	projects 11-12	\$815k allowance

We anticipate that the increased management responsibility and fundraising effort that will be required of Friends of the Farms during project implementation will range between about \$28k and \$157k per year, in addition to project costs. This investment in nonprofit capacity could leverage public funds to access private contributions for the good of the entire community. Once all projects have been implemented, annual operating costs would drop to about \$84k annually, as project management and capital campaign would come to a close.

Possible earned revenue sources should be examined and detailed as projects progress. Balancing earned revenue with municipal support and private fundraising capacity will be one of the primary drivers of long-term operational success. Possible earned revenue sources include:

- Rent
- Space use fees
- Program fees
- and off-season use of farm intern dwellings

Next Steps

Looking ahead, there are a number of immediate next steps that should be considered by Friends of the Farms, the City of Bainbridge Island, and program partners in parallel with early work on “Soon” projects:

- City Council review and endorsement of project plans
- Affirmation of near-term funding sources
- Coordination with Affordable Housing Task Force
- Suyematsu-Bentryn Family Farms site master planning
- Private property removal and loan agreements for historic artifacts
- Plan for capacity building among nonprofit organizations involved in Historic Suyematsu Farmstead.

KO Projects is deeply grateful for the opportunity to help create this plan for an extraordinary agricultural, historical, and community asset. We believe the Historic Suyematsu Farmstead represents a unique opportunity for public/private partnerships to create and sustain community value on Bainbridge.

These projects will help preserve Bainbridge Island’s authentic landscapes and histories and welcome the public, while helping make public farmland a long-term home for sustainable farm businesses. We look forward to watching these projects develop, and to the possibility of visiting a vibrant site with fascinating public programs, restored buildings, and active farming that’s known as a destination around Puget Sound and beyond.

Study Background & Findings

Introduction

The Historic Suyematsu Farmstead is a 5-acre portion of the 26-acre Suyematsu/Bentryn Family Farms parcel owned by the City of Bainbridge Island and managed on its behalf by Friends of the Farms, a 501(c)3 nonprofit organization. The 5 acres at the north end of the parcel, adjacent to Day Road, were designated as a Historic District after being nominated by the Bainbridge Island Historic Preservation Commission in 2016.

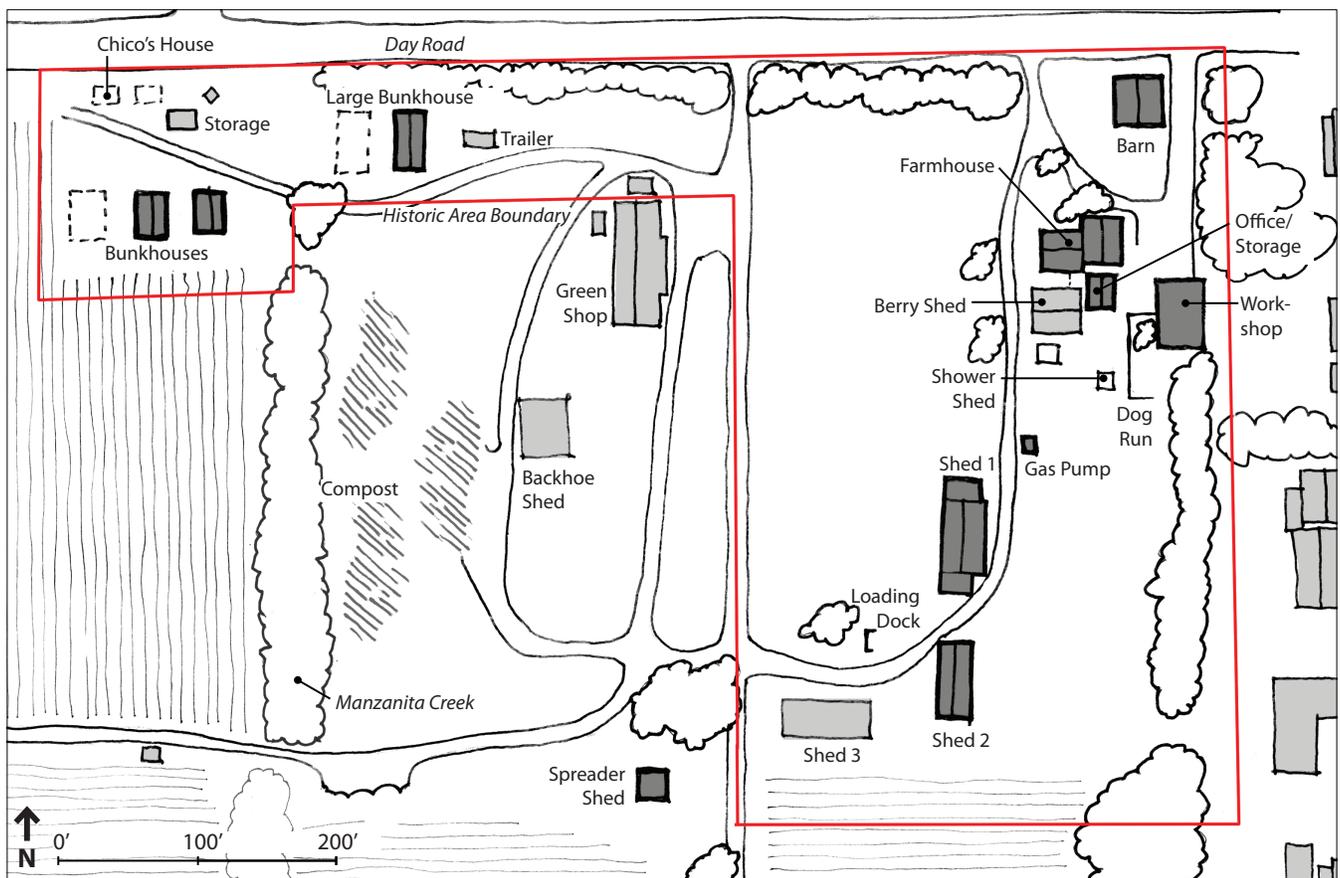
The City of Bainbridge Island acknowledged the need for capital improvements to the buildings and landscapes within the Historic District, as well as a desire for the site to provide more public value. They appointed Friends of the Farms to lead a multi-phase process to plan and identify how improvements might be achieved. Consulting firm KO Projects was engaged to study needs and opportunities in the historic district, and to create an Implementation Plan that outlines proposed capital projects, site operations, costs, and next steps.

The objectives of this effort include:

- Preservation and interpretation of historic farm structures, landscapes, and histories
- Repair and improvement of the properties to accommodate preservation, interpretation, and agricultural use, as well as needed support functions
- Securing significant artifacts from the site and cataloguing them for future analysis, interpretation, or display
- Exploring the possibility of on-site housing for farm interns and new farmers, and
- Sustaining public value, vibrant activity, historic interpretation, and agricultural output at the farm for decades to come.

Reference Site Plan

historic district boundary shown in red



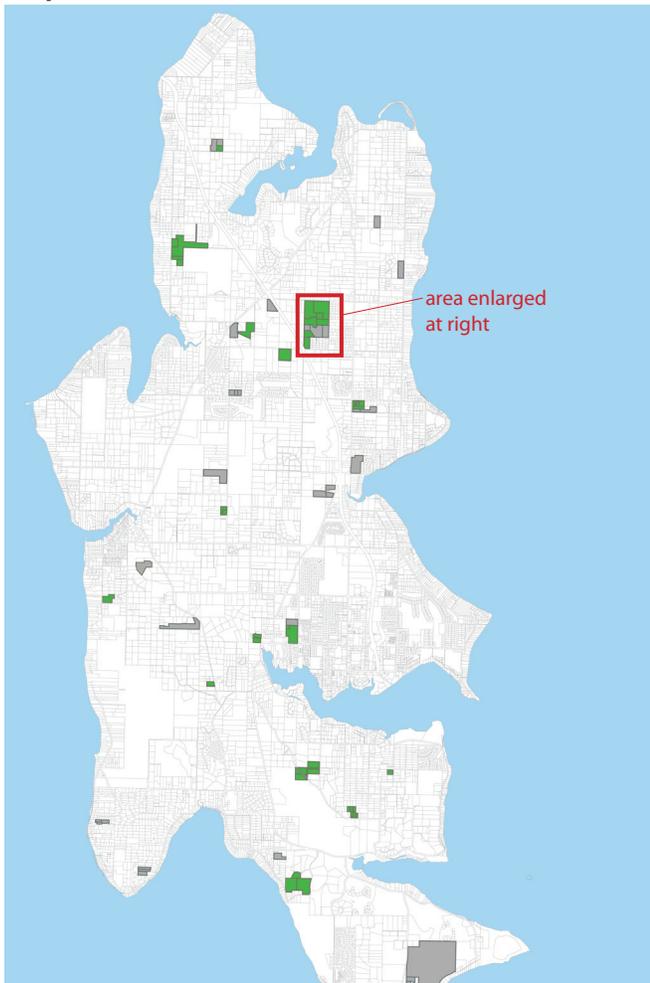
Site History & Background¹

In 1928, Yasuji and Mitsuo Suyematsu purchased 40 acres near Day Road in then-8-year-old Akio Suyematsu's name, as Japanese-born immigrants were not permitted to own property at the time. Over the next 15 years, they established a strawberry farm, and built a barn, farmhouse, and several outbuildings. Like many Japanese-American farming families, they employed Filipino and First Nations people as farm workers.

The family was interned at Manzanar and then Minidoka following Executive Order 9066 during World War II, and the farm was fallow between 1942 and 1946. After the war, the Suyematsus returned and began to rebuild. Over the following decades, the Suyematsus restored the farm, building necessary structures and facilities and diversifying the crops as economics changed. In the 1970s, as technology changed, an addition to the farmhouse and other outbuildings were added.

¹ For an extensive discussion of site & family history see Resources G & H.

Existing and Potential Bainbridge Island Crop and Pastureland



Map: Kitsap Conservation District Map via Friends of the Farms

Over time the property was divided; of the original 40 acres, today Gerard and JoAnn Bentrin own 11 acres, and Betsy Wittick owns 2.5 acres. Akio Suyematsu sold 26 acres to the City in 2001 (CoBI used Open Space funds for the acquisition) with the restriction that it must be used for agricultural purposes or open space in perpetuity. He continued to farm the land until his death in 2012 at age 90, when the parcel transferred to the City. The real estate agreement envisions the City would construct, maintain, and restore buildings on-site, and also to provide low-income housing in conjunction with the property's agricultural use.²

Friends of the Farms manages the 26 acres on behalf of CoBI, working with a number of farmers who grow crops ranging from raspberries to pumpkins. The site's management is guided by a series of Goals, Policies, and Practices outlined in Friends of the Farms' Master Lease.³

² Real Estate Contract between Akio Suyematsu and CoBI. 22 Oct 2001.

³ Appendix M: CoBI and FotF, Master Lease and Management Agreement, 2011. Exhibit B Excerpt: Goals, Policies, and Procedures for Day Road Farm.

Day Road Farms Map

Including Historic Suyematsu Farmstead (NE corner)



Map: Friends of the Farms

This farmstead is the centerpiece of the City's public farmlands, and is one of the oldest, largest working farms in Kitsap County. It was identified by the City of Bainbridge Island Open Space Commission as central to fulfilling the community's goals of preserving agriculture on Bainbridge Island.

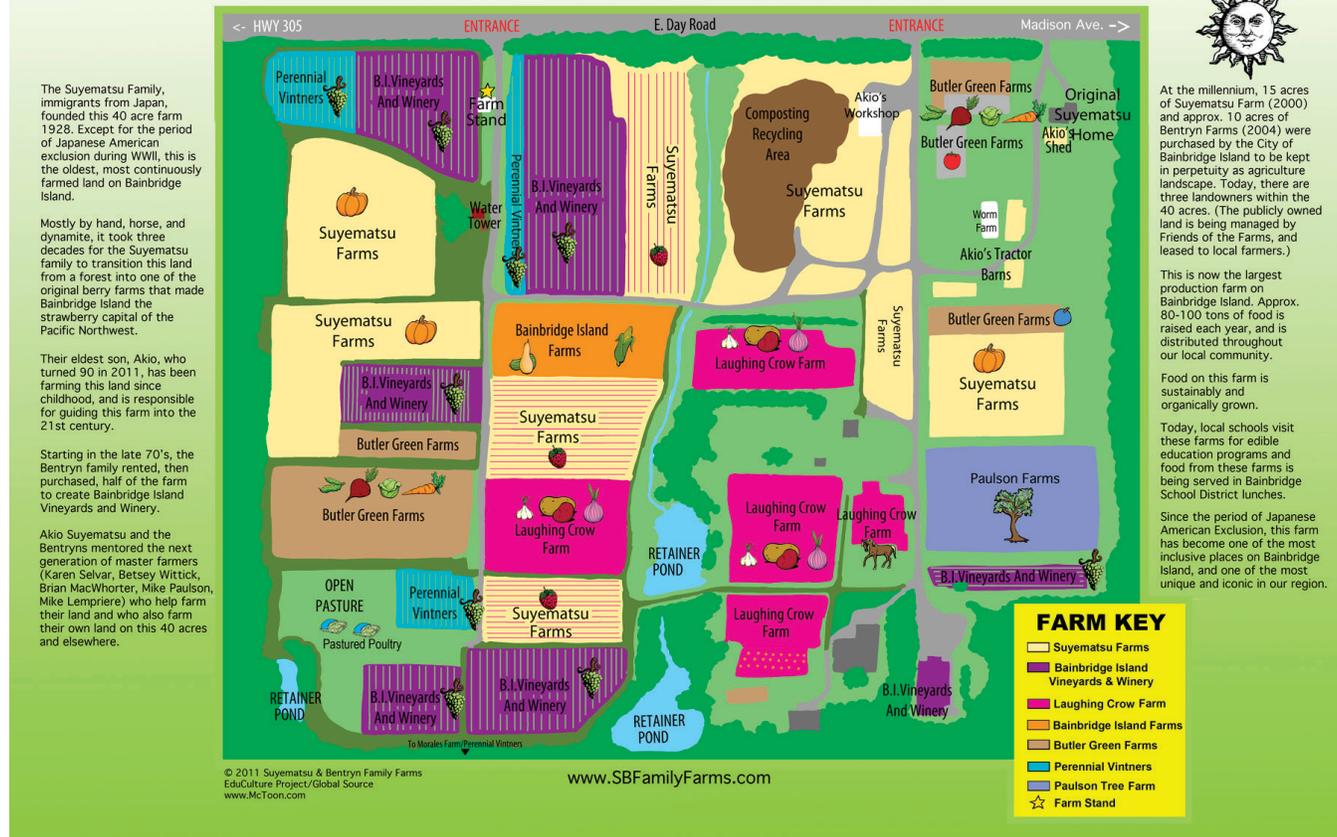
With its designation as a Bainbridge Island historic district in 2016, the site's heritage value has also been affirmed. The site bears witness to WWII Japanese American Exclusion, is the oldest continuously farmed land in Kitsap County, and reflects the development of agriculture and society over almost 100 years of Bainbridge Island history. Projects within the 5-acre historic district would be reviewed by the Historic Preservation Commission and developed using its Design Guidelines (Appendix I.)

The City's use of Open Space funds to acquire the property, numerous studies over the years, and the recent Historic Designation underscore CoBI's long-term commitment to the site and its value.



SUYEMATSU & BENTRYN FAMILY FARMS

EST. 1928



map: EduCulture and Suyematsu & Bentryn Family Farmers Guild

Information Gathering

Background Review

To begin work, the consulting team reviewed more than 700 pages of previous studies and other documentation, including:

- Historic property inventories and analyses
- Real estate agreements
- Management contracts
- Farmland guidelines and best practices
- and City documentation from Historic Preservation Commission, Planning Commission, City staff, and others.

These resources provided invaluable background information and context for the planning tasks ahead. See Appendix A for a partial list of documents reviewed; several key resources are also attached to this report.

Project Leadership Team

A Project Leadership Team (PLT) was established to collaborate with consultants throughout the study. The PLT's responsibilities included:

- Reviewing project background material and attending 3 project worksessions
- Identifying community members for inclusion in interviews/small group meetings
- Acting as advocates for the study and proposed projects in the community
- Building credibility, clarity, and consensus regarding project goals and decisions
- Helping distill community feedback to guide project decisions
- Providing input to consultants on the development of an Implementation Plan.

Project Leadership Team

Heather Burger, Chair

Executive Director, Friends of the Farms

Bart Berg

Bart Berg Landscape, LLC

Hank Helm

Executive Director, B. I. Historical Museum

Darlene Kordonowy

Past Mayor, Bainbridge Island, and President, B. I. Japanese American Exclusion Memorial Association

Clarence Moriwaki

President, B.I. Japanese American Community

Dave Williams

B.I. Historic Preservation Commission

Stakeholder Feedback

Based on recommendations from the PLT, consultants interviewed more than 40 community leaders, educators, historians, farmers, agency managers, and philanthropists. These interviews served to solicit input, identify opportunities, evaluate capital project needs, and understand community sentiment about the farm, its histories, and possible improvements.

During these conversations, we heard a lot of consistency in what people felt would make the historic 5 acres of the Suyematsu Farmstead successful. Vibrancy and activity at the site was a goal shared among many interviewees, and many people underscored the importance of the site's identity and reputation both within and beyond the Bainbridge Island community. People envisioned a thriving farmstead that will be one of the top places to visit on Bainbridge. All interviewees shared a desire to steward the historic buildings and grounds, and to manage the site responsibly over time.

How will we know if improvements at Historic Suyematsu Farmstead have been successful?

- Active, **healthy farm businesses** on site
- Year-round **visitation**, by locals and non-locals
- Vibrant **educational programming** around heritage, agriculture, and community for youth and adults
- A **strong identity** and awareness in the community about the site
- **Repaired buildings** and well-maintained grounds
- Well-managed site with **balanced finances** between revenue and mission.

Two meetings were held to share preliminary findings and project ideas with the public, and to hear their feedback. More than 200 Islanders living in the vicinity of the Farmstead were invited to a meeting at the Bainbridge Island Grange Hall and all Islanders were invited to walk the site with the Project Leadership team and hear about projects under consideration.

These meetings provided useful feedback about public perspectives and priorities around the site and possible improvements. Questions included maintaining views from neighboring properties and how neighborhood traffic might be impacted. Attendees expressed interest in safe and clear site access, historic preservation and interpretation, and supporting the ability of farm businesses to thrive on site.

Learning from Others

To supplement the findings from our context review and community conversations, we looked around the region for other sites, projects, and programs with relevance to the Historic Suyematsu Farmstead. These examples helped provide common reference points and planning inspiration. They included current approaches to affordable farm housing, effective community agriculture/education partnerships, and successful historic restoration projects on farm properties.

This research also provided data and best practices for the effective operation of publicly owned historic farm properties. Understanding peer sites' activity and use profiles, management and governance structures, and operating revenues and expenses informed the development of project and management plans.

Greenbank Farm

Greenbank, WA (Whidbey Is.)

Publicly-owned farm with variety of retail shops, trails, public gardens, etc. Recent transfer of management from Greenbank Farm Management Group back to Port of Coupeville was controversial and instructive.

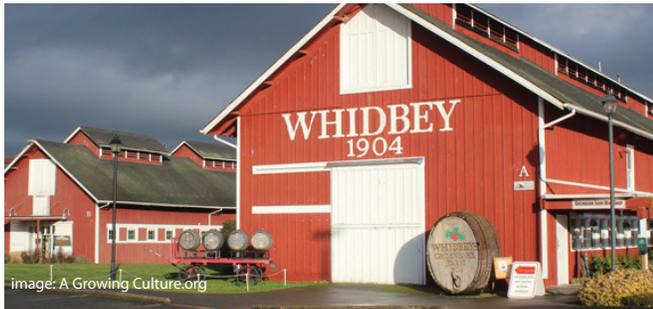


image: A Growing Culture.org

Howe Farm Park

Port Orchard, WA

Recent refurbishment of 2 barn structures within larger Kitsap County parkland. Capital improvement information is public, and helped establish expected costs for Suyematsu building upgrades.

Summer, 1915

Re-construction in Progress (April 12, 2016).



image: Kitsap County



Mary Olson Farm

Auburn, WA

Historic 1880s-era farmstead owned by the City of Auburn, restored piecemeal over the last 30 years and operated by White River Valley Museum. The site is open seasonally for general visitation, field trips, and events.



image: 4Culture

Mukai Farm

Vashon Island, WA

Control of Mukai Farmstead - including home, gardens, and fruit barreling plant - was awarded in 2016 to Friends of Mukai after a protracted legal battle. The site contains a barreling plant that was used during the heyday of Japanese-American berry farming. Friends of Mukai is in the early stages of site planning and could be a good partner site.



image: 4Culture

Stonecrest Farm

Lopez Island, WA

46-acre farmstead on Lopez, still occupied by its longtime owners/operators who have entered an agreement with Lopez Community Land Trust. LCLT operates affordable housing programs with an emphasis on sustainable agriculture, has developed 'tiny house' communities, and has an internship program. LCLT has recently issued an RFP for an operator for the farm site.



image: Lopez Community Land Trust

Key Themes

The success and long-term viability of the Historic Suyematsu Farmstead lies at the intersection of three themes: Agriculture, Heritage, and Community. Each of these themes has implications for activity and investment at the site, but none of them alone could sustain the Farmstead's vitality, community relevance, and public value in the long term. When all three are considered in holistically, the site has the potential to become one of Bainbridge Island's most important places.



Agriculture

The site's use for agriculture is well-known and non-negotiable. Not only is continued active farming a condition of the City's ownership of the larger parcel, but maintaining Bainbridge Island's rural character through farmland preservation is integral to the Island's Comprehensive Plan. The farmers that cultivate the site use buildings and equipment within the Historic District, and their activities will continue to be a major component of the site's vitality and value.

Affordable housing for farmers and interns has long been contemplated for this site, and has become an ever more urgent issue as real estate costs and rents have risen. What's more, agricultural education programs have been successful in engaging children and adults in learning about foodways, ecology, history, and culture in ways that would not be possible if this were not a working farm.

Heritage

The rich history of the Historic Suyematsu Farmstead extends far beyond the buildings and artifacts that led to its designation as a Historic District. The Suyematsu's family story is emblematic of the Japanese-American immigrant experience in Puget Sound during the 20th century.

From the initial purchase of the property under the limitations of the Washington State Alien Land Law and World War II internment through the evolution in farming practices and economics in the second half of the century, the site bears the evidence of a huge variety of time periods and histories. Present-day connections to the site's history, particularly through the Bainbridge Island Japanese American Community (BIJAC) and Japanese American Exclusion Memorial Association (BIJAEMA) underscore the importance of the site's heritage.

The historic value and interest of the buildings and landscapes has been well-documented in previous studies and remains one of the primary motivations for capital investment.

Community

Finally, and perhaps most importantly, the theme of community figured prominently in our research and findings. As a publicly-owned property, it's important that the site play a part in building public value on Bainbridge. Many people noted the desire for better public access to the site, with clearer wayfinding and access points. Educational programs, active use of the Farmstead's buildings, and the possibility of community activities on-site can all help build appreciation and identity in the community.



Wabi-Sabi

Past studies and project stakeholders all underscored the importance of the Suyematsu Farmstead's aesthetic and historic character. Its buildings show evidence of years of adaptation and repair, often with mismatched materials or weathered finishes. The landscape bears the marks of changes in farm technology and activity through the decades, and even the historic farm equipment has clever repairs that speak to Akio Suyematsu's ingenuity and do-it-yourself approach to farming.

Many shared a fear that 'restoring' the Farmstead might eradicate this evidence of repair and renewal - turning the farmstead in to a pastiche of a "charming" early 20th century farm. We were at a loss as to how to describe the imperative of restoring buildings for safe use and interpretation while still cherishing their multifaceted histories.

A Japanese-American community leader suggested that the Japanese concept of "wabi-sabi" could be a good reference point for restorations and improvements at the site. The wabi-sabi aesthetic, described at right, cherishes the beauty of repaired things, of the passage of time, of patches and cracks and rust. We felt this perfectly encapsulated what should be preserved at the Historic Suyematsu Farmstead and recommend it be used as part of the design guidelines for any implemented improvements.

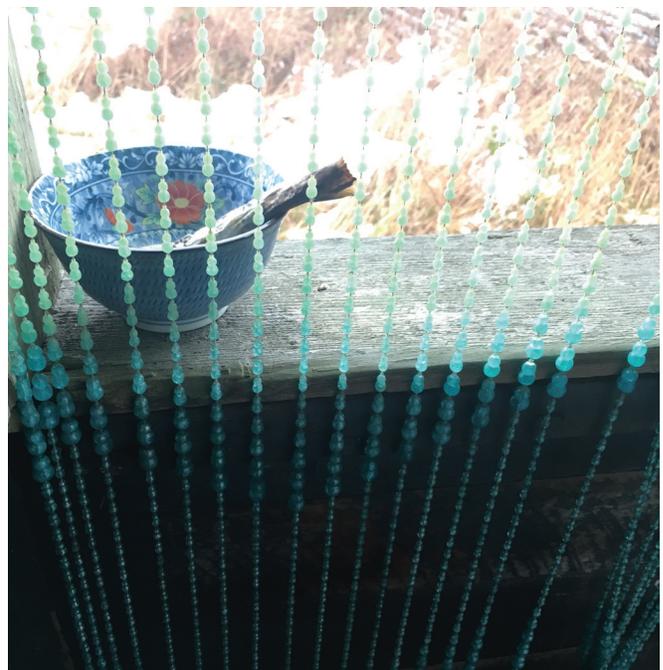


"Wabi and sabi are two of the key Japanese aesthetic concepts. Their definitions are not exact, but one can get a sense of them from a short discussion of them. Over time, the two have been combined to form a new word, wabi-sabi, meaning an aesthetic sensibility which includes these two related ideas.

Wabi means things that are fresh and simple. It denotes simplicity and quietude, and also incorporates rustic beauty. It includes both that which is made by nature, and that which is made by man. It also can mean an accidental or happenstance element (or perhaps even a small flaw) which gives elegance and uniqueness to the whole, such as the pattern made by a flowing glaze on a ceramic object.

Sabi means things whose beauty stems from age. It refers to the patina of age, and the concept that changes due to use may make an object more beautiful and valuable. This also incorporates an appreciation of the cycles of life, as well as careful, artful mending of damage."

-J. Noel Chiappa. "Wabi and Sabi". <http://mercury.lcs.mit.edu/~jnc/nontech/wabisabi.html>. Accessed 22 Sept 2017.



Needs and Priorities

To plan for possible improvements at Historic Suyematsu Farmstead, it was important to document functional needs for agriculture, heritage, and community alike. Many of these are common to more than one category; the project recommendations in this plan attempt to address the site's needs and priorities holistically.

Agriculture Needs

- **Farm intern and new farmer housing**

Affordable housing for farm interns and new farmers was identified as the highest priority need for the Bainbridge Island agricultural community. The cost of housing on Bainbridge has increased greatly in recent years, and threatens the viability of farm businesses on the island. Housing intended for farm interns and new farmers has long been considered for the Historic Suyematsu Farmstead site - there is not support for more general affordable housing for non-farmers.

- **Sustain the 'working' aspect of site**

There is widespread consensus both within and outside the agricultural community that making investments to help sustain active, working agricultural businesses on-site is a key priority. Farming is a low-margin industry and having adequate facilities, grounds, and equipment to undertake this labor-intensive work is critical to the sustainability of farm businesses.

- **Clear separation between public areas and active farming areas**

Many farmers expressed the importance of clear differentiation of the various areas of the site, to separate areas that are active with farm activities and equipment from those areas that are publicly accessible without supervision. This is first and foremost a safety issue - particularly for children - but is also important to maintain and improve the site's function for farming.

- **Honor personal connections & histories**

Akio Suyematsu had long-standing personal and professional relationships with many of the farmers still working on-site. He was a mentor that helped many of them start their own farm businesses. Today, these farmers are themselves acting as mentors to a new generation. Providing opportunities for new farmers and supporting entrepreneurship is one of the ways Akio Suyematsu's legacy can be honored.

- **Ecological stewardship**

The health of the soil, the presence of key pollinators, and the sustainability of the site's landscapes are fundamental to the success of agriculture on site.



photo: Joel Sackett



image: BI Historical Museum

Heritage Needs

- **Protect, enhance, preserve, and steward buildings, landscape, and artifacts**

Preserving and stewarding the Farmstead's physical heritage is one of the driving forces behind this study and the proposed projects. The site's designation as a Historic District underscores this imperative.

- **Tell the story of the site and family to honor their history and legacies**

The Suyematsu family's exemplary personal history spans the rapid changes in American society, farming, and politics during the 20th Century. Many of the issues they encountered still resonate in today's political and social climate. Interpreting these histories for a modern audience helps sustain the site's value.

- **Accommodate educational programming on-site for youth and adults, locals and visitors**

Educational programming has been successful on-site, but its scale and frequency is limited by lack of accommodations including bathrooms, parking, covered gathering areas, etc. To share the site's heritage with others, ability to host public programming is needed.

- **Ensure new improvements are consistent with farmstead's historic character**

As projects and improvements are contemplated, there was consensus among stakeholders that new construction must be respectful of the site's historic context. The Historic Preservation Commission has issued design guidelines for the site to help ensure the Farmstead retains its character.



image: The Suyematsu Family

Community Needs

- **Clarify site access**

Community members shared the feeling that accessing the site should be more intuitive, with better wayfinding and entry points. Increased clarity about public and historic areas vs. active farm areas was seen as a way to help the site become a safe and valued community asset.

- **Make the site more welcoming**

Similarly, many felt that there was a need for site improvements that make the Historic District an attractive public destination. This could include interpretive signage, restored buildings to visit, or other amenities.

- **Support active farming on Bainbridge**

The Bainbridge Island Comprehensive Plan, which outlines community goals and aspirations in terms of community development, clearly states the desire to maintain the Island's rural character. Preserving agricultural open space and supporting active farming help achieve this goal.



image: Google Maps

Note: The idea of a new community gathering hall at Suyematsu Farmstead was brought up early-on in project planning, and has been considered in the past. The idea of a large facility with a commercial kitchen that could host community gatherings like weddings, dinners, and farmer's market events, as well as potentially provide support space for value-added farm products like jams and jellies, packaged foods, etc. In a general sense, this could be an attractive addition to the site that could support both agriculture and community goals.

However, it would be a costly capital investment, and the recent opening of the Bainbridge Artisan Resource Network (BARN) building will impact demand for this kind of space, since BARN includes both gathering space and a well-equipped commercial kitchen. For this reason, a large event hall is not included in the recommended projects in this report, but demand should be re-assessed in a few years once BARN is up and running, to understand if additional community gathering space is needed on Bainbridge Island.

A Vision for Historic Suyematsu Farmstead

Based on the findings described above, this report outlines a plan for achieving a shared vision for Historic Suyematsu Farmstead. This vision blends the needs of agriculture, heritage, and community to create sustained public value on Bainbridge Island and beyond. Achieving it will require the implementation of twelve capital projects ranging from simple low-cost interventions

to substantial investments in site infrastructure and amenities. Success will require support from the City, increased capacity and effort by nonprofit organizations, and interest and engagement among farmers, citizens, educators, and philanthropists. A framework for implementing this vision is described in the pages that follow.

Historic Suyematsu Farmstead will be a Bainbridge Island landmark where active farming sustains land, businesses, and people.

The Farmstead will be active with educational programming for youth and adults alike, and with community events and gatherings throughout the year.

It will be a place where locals and visitors are welcome to explore the rich history of the Suyematsu Family, the Japanese-American experience on Bainbridge Island, and the development of farming through the 20th Century and beyond.



image: EduCulture

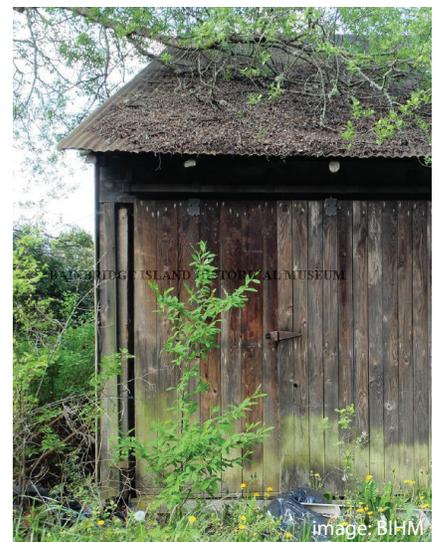
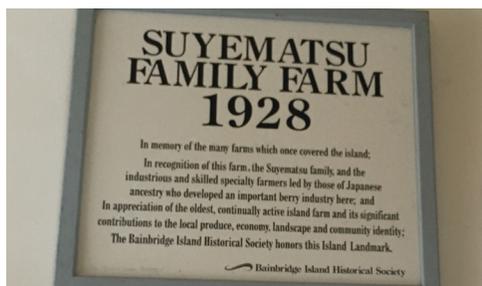


image: BIHM

Proposed Projects Summary

see pages 21 - 27 for project descriptions.

Project	Capital Cost Allowance	Implementation Responsibility
SOON - next 18 months		
1. Landscape Updates & Wayfinding <i>clear & prune, site access signage</i>	\$5,000	<i>Friends of the Farms (FotF), volunteers, with input from farmers & EduCulture.</i>
2. Interpretive Signage <i>5 outdoor interpretive signs - 'then & now' theme</i>	\$8,500	<i>FotF with interpretive text by B.I. Historical Museum (BIHM), coordinate with BIJAEMA/NPS project. Panel design & fabrication by professional firms.</i>
3. Farmhouse Stabilization <i>electrical, structural, & building envelope repair</i>	\$80,000 - \$160,000	<i>FotF & City of Bainbridge Island (COBI) with general contractor & other specialists as needed.</i>
4. Historic Equipment "Lineup" <i>sort & arrange historic farm equipment in Shed 1</i>	\$2,500	<i>FotF, volunteers, with input from farmers. BIHM to assist with interpretive signage.</i>
5. Site Improvements <i>parking, dropoff, and bathrooms for programs on site</i>	\$8,000	<i>FotF with general contractor, with input from BIHM, EduCulture, BIJAC, other program partners.</i>
6. Picker Cabin Restoration <i>restore at least 1 cabin for viewing as historical exhibit</i>	\$20,000	<i>FotF with restoration architect and general contractor. BIHM to lead interpretation with input from farmers and B.I. Filipino / Indipino community.</i>
NEXT - 18 months to 3 years		
7. Barn Stabilization / Restoration <i>repair to stabilize barn for historical exhibit (option 1) or for public use (option 2 - preferred)</i>	1) \$15,000 - \$30,000 or 2) \$100,000 - \$125,000	<i>FotF with structural engineer, restoration architect, general contractor. BIHM to lead interpretation.</i>
8. Workshop Restoration <i>restore for use as classroom, display farm tools & machines</i>	\$25,000 - \$40,000	<i>FotF with structural engineer, restoration architect, general contractor. BIHM to lead interpretation with input from farmers.</i>
9. Berry Shed Relocation & Upgrades <i>relocate berry shed to active ag. zones, increase agricultural amenities</i>	\$30,000	<i>FotF with structural engineer, moving contractor, input from farmers.</i>
10. Outbuilding Restoration <i>restore other site outbuildings</i>	\$10,000	
THEN - 3 to 5 years		
11. Farm Housing: Tiny House Village <i>establish 6 tiny houses with central kitchen/gathering place to serve farm interns, new farmers</i>	study: \$10k - \$20k construction: \$560,000 soft costs: \$170,000 total: \$750,000	<i>FotF to implement study with agricultural housing expert. Architect, engineers, general contractor to be selected during project planning. Capital campaign planning assistance may be needed. Management responsibility TBD.</i>
12. Historic Suyematsu Farmhouse <i>update farmhouse to serve as heritage destination, including interpretive space in 1920s farmhouse, gathering & admin space in addition</i>	interpretation \$50,000 space & site updates: \$15,000 total: \$65,000	<i>Friends of the Farms in partnership with B.I. Historical Museum, the Bainbridge Island Japanese American Community (BIJAC) and the Bainbridge Island Japanese American Memorial Association (BIJAEMA).</i>

Note: Cost estimates listed here have been developed based on the input of local general contractors, findings from comparative projects, and national cost escalation data. Estimates include allowances for project-specific soft costs such as design and interpretive planning, but not management and fundraising costs, which are listed elsewhere. All estimates above should be considered preliminary and used for planning purposes only until more detailed estimates can be developed by experts. Similarly, project phasing and responsibility for implementation may be reassigned if circumstances change. Note that the method of procurement (public vs. private) will substantially impact costs. All values are in 2017 dollars.

Phasing

Implementing these improvements to Historic Suyematsu Farmstead will take time and money, require the coordination of a diverse collection of stakeholders, and will need the energy and focus of both nonprofit and City leadership. Undertaking these projects and managing a more vibrant, active site will require increased capacity both for Friends of the Farms and program partners like B.I. Historical Museum and EduCulture. Grants will need to be written, staff time added, board leadership recruited, and philanthropists engaged. Coordination with the City and with contractors, consultants, and partners will be needed throughout project implementation.

As such, we have recommended implementing proposed projects in a series of phases. Initial phases address urgent needs and smaller, lower-cost projects that can be achieved in a short time to show progress. As capacity to fundraise and manage projects builds and (hopefully) public interest and support intensifies, more ambitious projects can be undertaken.

Finally, once capacity is developed for undertaking a project of this scale, and allowing lead time for project definition and fundraising, an ambitious housing project can be implemented, freeing up Suyematsu Farmhouse for use as a heritage destination to share the site’s cultural richness with locals and visitors alike.

SOON	<i>next 18 months</i>	<p>Objectives:</p> <ul style="list-style-type: none"> • Complete urgent farmhouse upgrades to sustain intern housing • Tidy public zones and clarify areas where public is welcome vs. active agricultural areas • Build community interest and credibility by achieving small and medium sized preservation and interpretation projects • Grow capacity to implement larger projects & refine housing approach <p>Projects:</p> <table border="0"> <tr> <td>1. Landscape Updates & Wayfinding</td> <td>5. Site Improvements</td> </tr> <tr> <td>2. Interpretive Signage</td> <td>6. Picker Cabin Restoration</td> </tr> <tr> <td>3. Farmhouse Stabilization</td> <td>7. Study housing needs, siting, etc.</td> </tr> <tr> <td>4. Historic Equipment “Lineup”</td> <td></td> </tr> </table>	1. Landscape Updates & Wayfinding	5. Site Improvements	2. Interpretive Signage	6. Picker Cabin Restoration	3. Farmhouse Stabilization	7. Study housing needs, siting, etc.	4. Historic Equipment “Lineup”	
1. Landscape Updates & Wayfinding	5. Site Improvements									
2. Interpretive Signage	6. Picker Cabin Restoration									
3. Farmhouse Stabilization	7. Study housing needs, siting, etc.									
4. Historic Equipment “Lineup”										
NEXT	<i>18 months - 3 years</i>	<p>Objectives:</p> <ul style="list-style-type: none"> • Build momentum by completing restorations of barn and other historic structures • Support agricultural activities by moving Berry Shed to active agricultural area • Begin early planning and fundraising for farm intern / new farmer housing <p>Projects:</p> <ol style="list-style-type: none"> 7. Barn Stabilization / Restoration 8. Workshop Restoration 9. Berry Shed Relocation and Upgrades 10. Outbuilding Restoration 								
THEN	<i>3 to 5 years</i>	<p>Objectives:</p> <ul style="list-style-type: none"> • Implement project to address demand for affordable farm intern and new farmer housing on Bainbridge Island • Preserve Historic Suyematsu Farmhouse as a heritage destination to honor Bainbridge Islands Japanese-American and agricultural heritage <p>Projects:</p> <ol style="list-style-type: none"> 11. Farm Housing: Tiny House Village 12. Historic Suyematsu Farmhouse 								

Site Zones

Clarifying site zoning was one of the highest-priority needs for both agricultural use and community use of the site. Today, it is not clear what parts of the site are active (and therefore possibly dangerous), and what parts are accessible for visitors, program participants, joggers, etc. This clarification can be achieved through a combination of site cleanup, new signage, and limited landscaping interventions. *(Note: these site zones are a different subject from municipal zoning which applies to the whole parcel and is not detailed here, but will guide detailed planning for possible housing)*

The map below identifies three zones to guide development in the Historic Suyematsu Farmstead (bounded by the red line). The northernmost part of the 5-acre area, adjacent to Day Road, is most accessible by the public and contains the greatest density of historic buildings. This area is already used for public programs, though access is difficult. The Green Shed is very active with agricultural equipment, and is accessed from the North, so care must be taken to clarify pathways and access in this area especially. Similarly, Sheds 2 and 3 near the south end of the historic district would be used

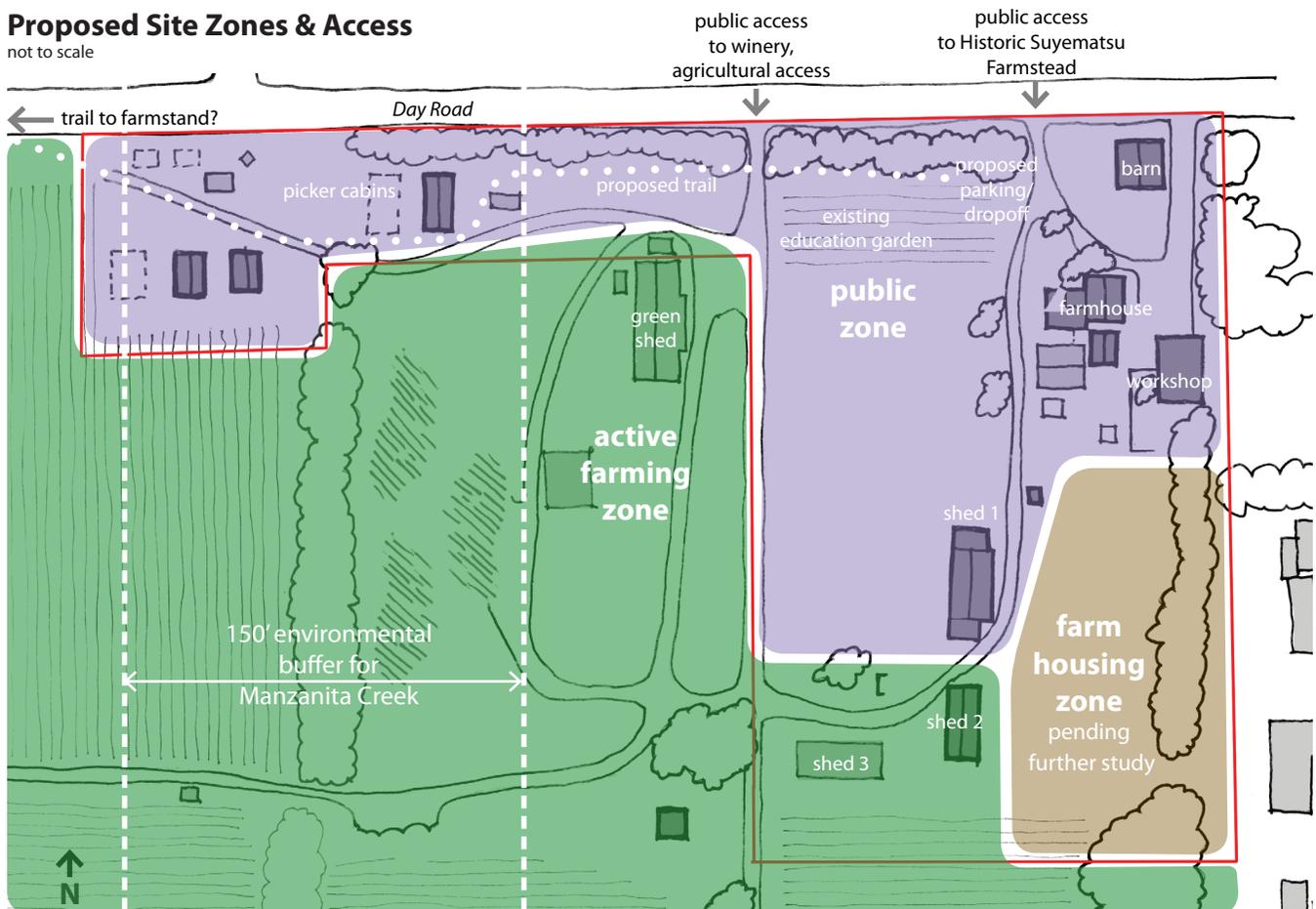
for active farm equipment storage in this plan, and the adjacent loading dock would remain in use.

The picker cabins area could be accessed by a trail from the 'main' public zone near the barn, farmhouse, and workshop. Connecting this trail to the farmstand down Day Road to the east is a possibility that should be explored by Friends of the Farms as part of site master planning. Note that there is a 150' environmental buffer in the picker cabin area because Manzanita Creek has been identified as a fish-bearing stream by the City of Bainbridge Island.

A proposed area for farm intern and new farmer housing has been identified at the southeast corner of the historic district. This area is adjacent to agricultural zones but still close enough to the developed areas of the site to potentially have access to utility lines already in place. The siting of proposed housing should be studied in detail in collaboration with an architect or landscape architect.

Proposed Site Zones & Access

not to scale



Roles and Responsibilities

Historic Suyematsu Farmstead is a complex site, and the vision for its future outlined in this report will require collaboration amongst a number of different players. Clearly establishing the roles of various entities early-on will help facilitate smooth project implementation.

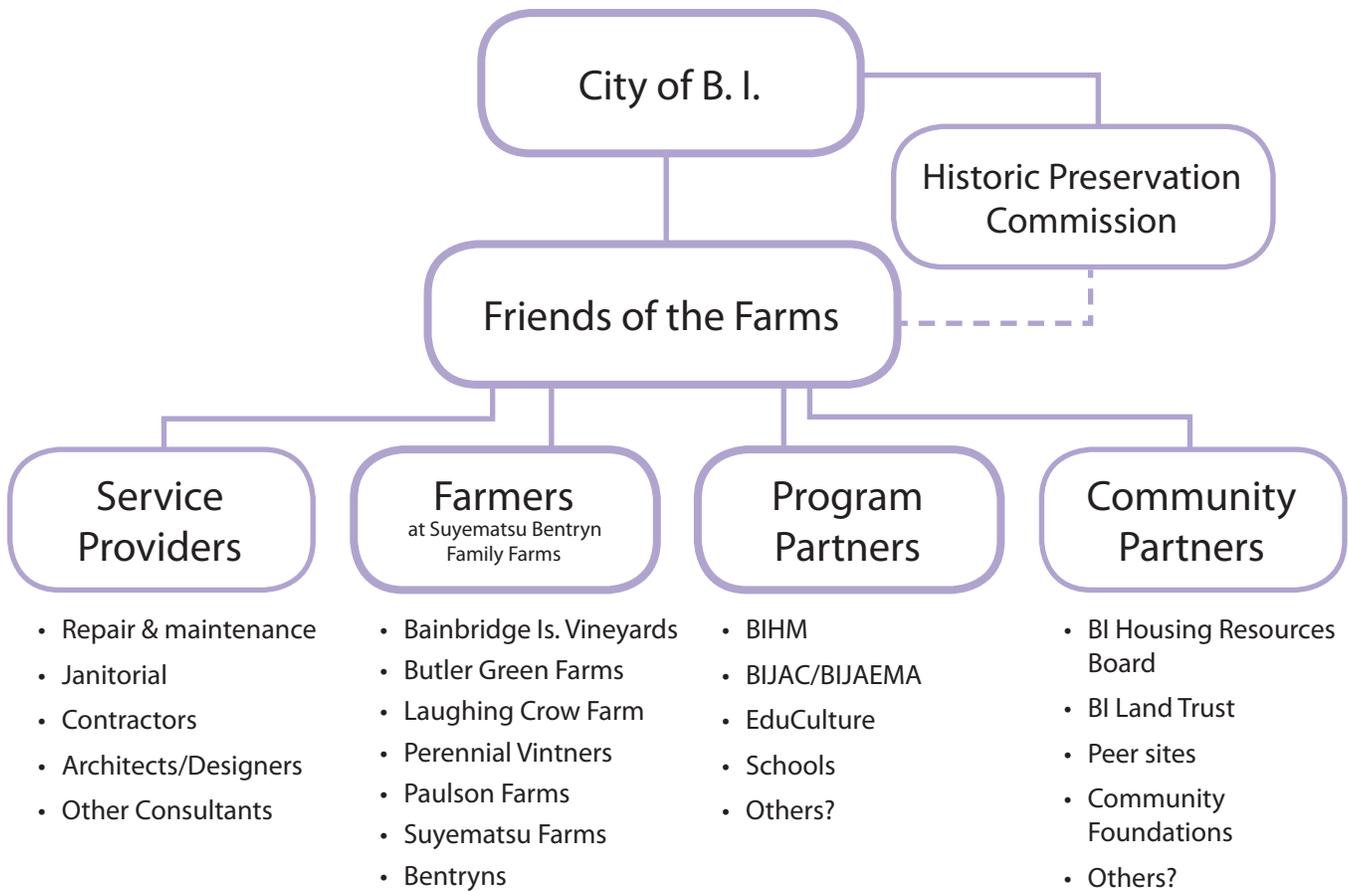
Today, the City-owned site is managed by Friends of the Farms (FotF), with City oversight and annual reporting. The Historic Preservation Commission provides guidance and sets direction regarding the preservation of buildings and assets within the historic district. FotF coordinates with farm businesses that use the property, both within and outside the historic district, and facilitates farm intern housing. Program partners such as EduCulture coordinate with FotF and farmers to access the site and provide public programming.

In the future, the City will continue in its role as Owner, with the responsibility to steward, preserve, and sustain the place itself and its physical assets. Friends of the

Farms would continue in its management role, with the added responsibility of marshaling community support, managing restoration projects, and leading the proposed enhancements to the site and its capabilities. Coordinating with stakeholders, peer sites, and other allied groups would be a part of this lead role. Program partners would create programming to activate the site and help sustain its value to the Bainbridge Island community over time.

The framework below is intended to serve as a guide for roles and responsibilities as projects move ahead. The chart on page 17 shows the breadth of coordination required with different partners. There will no doubt be some overlap and gray areas between these roles, depending on the project, and all should maintain an open mind and respond together to achieve the shared vision.

	City of B.I.	Friends of the Farms	Program Partners
	preserve & sustain	manage & enhance	teach & activate
Role	<i>Support and facilitate long-term stewardship of land, historic structures, other assets</i>	<i>Enable farming, manage site operations and improvements, support program delivery</i>	<i>Draw visitors, tell the site's stories, engage community, transmit knowledge</i>
Responsibility	Long-term ownership Periodic oversight Major maintenance Capital reserves Insurance Historic preservation	Site operations Capital project management Enable collaboration and partnerships Invest in public value Invest in change	Display/interpret history Connect site to community Deliver programs Expand visitation Collaboration
Primary Funding Sources	Public Funding	Grants Individual gifts Management fees National/state/local historic preservation funds Earned Revenue	Grants Earned income Individual gifts



Economic Factors

Cost of Operations

To achieve these projects and manage the more active site, there will be new operational costs in addition to the capital costs associated with each project. The majority of these expenses will be incurred by Friends of the Farms. During project implementation in the next 5 years, the level of effort for fundraising and project management will increase and will require additional personnel. In the chart on page 18, we have estimated annual *new* expenses for:

- Management - FotF executive and board leadership will have expanded responsibilities and will need to build their capacity to undertake these projects.
- Fundraising support - initially part-time grantwriting support expanding to a larger role as private fundraising for housing and restoration projects expands.
- Project/site management - when capital restoration projects begin in earnest, particularly complex work such as the barn restoration and housing construction, a dedicated project manager will likely be needed. This role could transition to that of a site manager dedicated to Suyematsu Farmstead once work is complete (2023 and beyond).

- Admin support - an allocation for increased cost of overhead and administrative support has been added to reflect the increased scale of FotF operations.
- Fundraising/Planning Costs - an allowance for the cost of capital campaign events, mailings, consultants and other support required to build organizational capacity, achieve substantial capital campaign contributions, and implement projects.

All these costs should be reviewed and updated as the projects progress. Project-specific soft costs such as consulting or design related to one of the 12 projects, are included in capital cost estimates listed.

This plan assumes that the City of Bainbridge Island will continue to have responsibility for routine and major capital maintenance on all Historic District structures. If maintenance responsibility changes, we recommend annual contributions to a maintenance reserve to fund depreciation.

Costs related to new or expanded programming have not been detailed here, as they will be developed by program partners as the site's improvement progresses.

Earned Revenue Sources

Earned revenue resulting from the proposed improvements is likely to be limited. We anticipate that the approximately \$85,000 in new annual expenses projected when projects are complete would be covered by a combination of increased public support for site preservation, interpretation, and public value as well as by increased philanthropic contributions.

Accessing additional private philanthropic support will hinge on Friends of the Farms' capacity to substantially increase their contributed revenue. However, early conversations about the impact of these projects - particularly improvements to intern housing - on Friends of the Farms agricultural mission suggests that there is likely untapped operating support available.

A few new sources of earned income should be examined as additional ways to help offset ongoing costs and reduce the fundraising burden:

- Rent - while net rental revenue from farm intern and new farmer housing is likely to be low, it nevertheless offsets some expenses associated with housing. Keeping rents affordable while balancing the cost of making this space available should be studied in detail at the outset of the farm housing project. If spaces within the Farmhouse are made available for administrative use, some rent could be collected there as well.
- Space use fees - if the Farmhouse, the Barn, and the Workshop are upgraded to be suitable for small public gatherings, they could be made available to the community for a small fee.
- Program fees - Current on-site programs are offered for free to school children, and thus do not pay a fee to use the site. Program partners have identified significant demand for educational activities that could pay a fee for education programs, tours, farm visits, etc. In these cases, a small program fee would return to FotF.
- Off-season Tiny House use - if occupancy of the dwellings used by farm interns is to be seasonal, these units could house visiting program participants or agri-tourists in the off season. This should be studied weighing the potential for earned revenue with the mission-driven mandate of the site's operations.

Multi-Year Cost Summary

Based on proposed project phasing, and anticipating the need to invest early-on in building the administrative and fundraising capacity to access substantial contributed revenue for larger projects, **Table 1** outlines projected operating costs over and above those associated directly with each capital project. These should be considered as a guideline and adjusted as projects progress.

- Management & Administration: allocation for additional executive and administrative effort required to manage and implement projects and their associated fundraising campaigns.
- Fundraising Support: allowance for a new position to write grants, manage fundraising events, and collaborate in developing contributed revenue for planned capital projects.

- Project/Site Manager: allowance for a new position to manage capital project implementation (coordinate designers, contractors, schedule, budget, etc.), and then transition into day-to-day site management when projects are complete.
- Fundraising/Planning costs: allowance for other costs associated with implementing the Farmstead vision including, but not limited to: additional analyses (e.g. housing analysis), fundraising events and campaign costs, and costs associated with ‘opening.’

Capital Project costs (as listed on p.14) are allocated over the next 5 years in **Table 2**, according to the project phasing described on p.15. Again, this is preliminary and should be updated based on availability of project funding, and detailed estimates of project duration.

1. FotF New Operating Costs	Estimate	2018	2019	2020	2021	2022	2023+
Management & Administration	allowance	\$6,000	\$7,000	\$9,000	\$11,500	\$12,500	\$14,500
Fundraising Support (PT then FT)	\$25/hr	\$12,000	\$12,000	\$57,000	\$57,500	\$28,800	\$28,800
Project/Site Manager (PT then FT)	\$25/hr	\$-	\$-	\$28,800	\$57,500	\$57,500	\$40,300
Fundraising/Planning Costs	allowance	\$10,000	\$20,000	\$20,000	\$30,000	\$40,000	\$0
TOTAL NEW OPERATING COST		\$28,000	\$39,000	\$114,800	\$156,500	\$138,800	\$83,600

2. Capital Project Costs	Estimate	2018	2019	2020	2021	2022	2023+
1. Landscape Updates & Wayfinding	\$5,000	\$5,000					
2. Interpretive Signage	\$8,500	\$8,500					
3. Farmhouse Stabilization	\$80k- \$160k		\$60,000	\$60,000			
4. Historic Equipment “Lineup”	\$2,500	\$2,500					
5. Site Improvements	\$8,000	\$8,000					
6. Picker Cabin Restoration	\$20k	\$20,000					
7. Barn Restoration	\$100k-\$125k		\$25,000	\$87,500			
8. Workshop Restoration	\$25k-\$40k			\$32,500			
9. Berry Shed Relocation & Upgrades	\$30,000		\$15,000	\$15,000			
10. Outbuilding Restoration	\$10,000		\$1,000				
11. Farm Housing: Tiny House Village	\$750,000		\$10,000	\$40,000	\$700,000		
12. Historic Suyematsu Farmhouse	\$65,000					\$65,000	
TOTAL CAPITAL COST		\$44,000	\$111,000	\$235,000	\$700,000	\$65,000	\$-
GRAND TOTAL CAPITAL + OPERATIONS		\$72,000	\$150,000	\$349,800	\$856,500	\$203,800	\$83,600

Proposed Project Descriptions Soon Phase 1

1. Landscape Updates & Wayfinding

Prior to implementing substantial improvements to the site's buildings, some outdoor cleanup is needed in the areas of the site intended for public access. This would include clearing of overgrown areas and brambles, pruning and maintenance of existing plant material, and maintenance for roads, trails, and pathways to make the site welcoming for program participants and the public.

This work would also include gathering any unused historic farm equipment across the site and setting it aside for Project 4, described below. New landscape plantings (if any) must be planned with consideration for historic authenticity, ecological sustainability, and respect for the viewsheds of site neighbors, particularly those immediately to the east.

To improve clarity of site access and safety, some simple wayfinding signage should be installed to identify the Historic Suyematsu Farmstead, entry and exit points, and parking for visitors, residents, and workers, as well as clearly marking public zones and areas that are used for active farming and thus not appropriate for the public.

Estimated cost: <\$5,000 (allowance)

Implementation: Friends of the Farms volunteers, with input from farmers and program partners



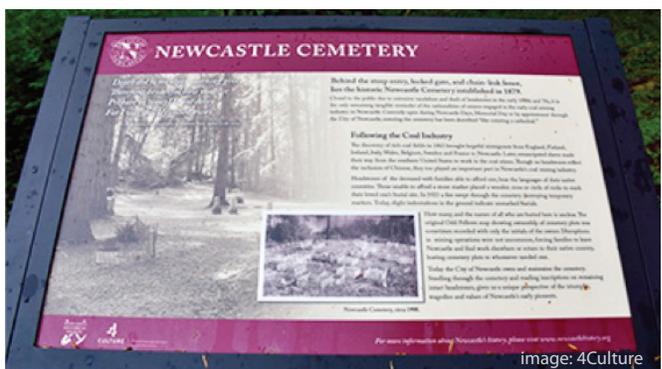
2. Interpretive Signage

One low-cost, relatively easy-to-implement way to celebrate the site's rich history is to install a number of interpretive panels in the public areas of the site. These could include information on the buildings, the Suyematsu family, farming heritage, and other topics. These signs could also be a part of site wayfinding. BIJAEMA has already been working with the National Park Service on island-wide signage and wayfinding, which should be coordinated with this project.

There is an archive of historic photography from the site, featuring the Suyematsu family as well as the buildings and landscape features that are still visible today. A series of 'then and now' signs, with historic photos juxtaposed against the real remaining buildings pictured within them, could be an engaging way to link past and present.

Estimated cost: \$1,700 per sign, including design, allow 5 robust full-color panels on ground-mounted steel frames

Implementation: Friends of the Farms with interpretive text by B.I. Historical Museum/EduCulture; coordinate with BIJAEMA sign project. Panel design and fabrication by professional firms.



Soon Phase 1

3. Farmhouse Stabilization

In order to continue to safely house the farm interns that use the house during the farming season, a number of stabilization and remediation projects must be undertaken at the Farmhouse. These include installing a vapor barrier in the crawl space, updating the electrical system, and substantial work on the building envelope including roof, windows, and siding. Building inspector Cris Ugles has prepared a detailed review of the structure, with recommendations for needed improvements. See Resource L for detail.

Note that the Farmhouse is needed for farm intern housing until such time as new housing is available (Project 11). This stabilization work will also be a step towards implementing the future Historic Suyematsu Farmhouse (Project 12), described below.

Estimated cost: \$80,000 - \$160,000 depending on procurement method, extent of remediation needed, code thresholds, etc. Recommend engaging general contractor ASAP to plan phased remediation.

Implementation: Friends of the Farms and CoBI with general contractor and other specialists as needed



4. Historic Equipment “Lineup”

The Historic Suyematsu Farmstead is home to a wide variety of farm equipment ranging from modern tractors to horse-drawn ploughs. Much of this equipment is still in active use, and should be moved to the ‘active farming’ areas of the site and stored in Sheds 2 or 3, or elsewhere.

The remaining historic equipment forms its own unique heritage collection and describes the evolution of farm technology from the early 20th century. These tractors and other vehicles should be cleaned and stabilized, and moved to Shed 1, lined up chronologically. This produces an instant open-air museum of farm equipment which will be a wonderful destination for youth and adult visitors alike. Signage explaining equipment uses and the evolution of technology would add immeasurably to the value of this collection.

Estimated cost: \$2,500 (allowance)

Implementation: Friends of the Farms volunteers, with input from farmers. B.I. Historical Museum to assist with interpretive signage.



Soon Phase 1

5. Site Improvements

In order to serve the public programs that already occur on site, as well as pave the way for their possible future expansion, some site amenities are needed. In the near term, portable toilets should be supplied during the peak education program season. This inexpensive amenity was cited as an important part of making the site usable by the public. In addition, a small gravel parking area should be created to facilitate student dropoff, which could also be used for other site visitors and avoid crowding site residents' and farmers' vehicles.

In the longer term, more permanent support facilities could be considered for public programs, but this should be evaluated once expanded programs have been validated and Farmhouse improvements are complete.

Estimated cost: Allow \$4,000 - \$6,000 for 6-space parking area. Allow \$3,000 for 6 months of 3 portable toilet units.

Implementation: Friends of the Farms with general contractor.



image: EduCulture

6. Picker Cabin Restoration

The Picker Cabins (Bunkhouses) housed farm laborers who helped the Suyematsu family during harvest time. First Nations, Filipino, and Indipino workers were housed here, and this area of the site provides a unique opportunity to tell the story of farm workers in this era.

At least one of these buildings should be repaired and stabilized, with interpretive signage to explain the buildings' history and the realities of farm work in the 20th century. The cabins are in very poor repair, and so it may be necessary to use material from other cabins in order to restore one of them. It is unlikely that any of the cabins could be restored for public access, but one could be set up as a historic 'diorama' with interior furnishings to show what life was like. Work in this area is constrained because the location is near the headwaters of Manzanita Creek, which has been identified as fish-bearing by the City and requires a 150-foot buffer within which the cabins are located.

Estimated cost: Allow \$20,000

Implementation: Friends of the Farms with restoration architect and general contractor. B.I. Historical Museum to lead interpretation with input from farmers and B.I. Filipino / Indipino community.



Next Phase 2

7. Barn Stabilization/Restoration

The Barn is the oldest structure on the site. It is on the Washington State Historic Barn Register, and is eligible for special funding directed at barn restoration. Today, some parts of the structure are deteriorating and external buttresses have been added for temporary stabilization. Though it is easily accessible from Day Road and is located near the Farmhouse, it is not currently suitable for public use.

Two options exist for the barn's future: 1) stabilize the structure so that external buttresses are not needed, and the foundation is sound - essentially replacing rotting members in-kind. This would allow the barn to be used as a historic diorama, but it could not be entered by the public. 2) Invest in a more modern foundation and selective structural improvements to both preserve the barn's historic character, and make it usable as a much-needed gathering space for visitors. It could also include interpretive signage, and/or be used for small community gatherings (about 50 people).

Estimated cost: Option 1: allow \$15,000 - \$30,000 to stabilize structure. Option 2: allow \$100,000 to \$125,000 for full structural restoration

Implementation: Friends of the Farms with structural engineer, restoration architect, general contractor. B.I. Historical Museum to lead interpretation

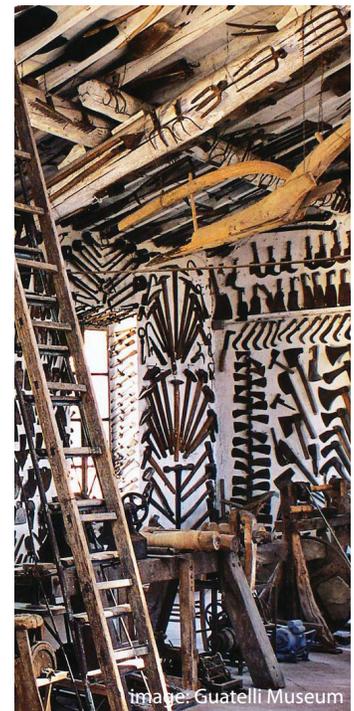
8. Workshop Restoration

The Workshop, located near the Barn and Farmhouse, has been used to store farm artifacts, tools, fasteners, and a diversity of the 'stuff' of decades of farm life. B.I. Historical Museum has completed a comprehensive inventory of this material (as well as the Picker Sheds and Office¹). Because of the workshop's size and location, as well as its history as a 'maker space' and an area for resourcefulness and innovation, many stakeholders imagined that this space might once again become a space for repair and teaching - the kind of 'shop' space that many schools now lack. If the building was restored, it could be used as a classroom and gathering space, as well as a 'cabinet of curiosities' displaying historic tools.

Estimated cost: Allow \$20,000 to \$30,000 for restoration, \$5,000 - \$10,000 for display and interpretation

Implementation: Friends of the Farms with structural engineer, restoration architect, general contractor. B.I. Historical Museum to lead interpretation.

¹ See Resources J & K for BIHM's inventory and recommendations.



Next Phase 2

9. Berry Shed Relocation & Upgrades

The Berry Shed is the only structure in the public zone which has been designated as ‘non-contributing’ to the historic character of the Historic Suyematsu Farmstead. It was built in 1975 and is used for storage and packing activities. It also contains the only commercial-scale refrigeration available to farmers on-site.

Because of its use for active farming activities and its proximity to the highest-density area of historic structures, we recommend this building be moved to an area of the site which is separated from public access and actively used for farming. Not only will this improve historic viewsapes within the historic district, but it will allow more efficient use of this structure for day-to-day agricultural activities. In consultation with the site’s farmers, upgrades should be made to the shed’s agricultural amenities - this could consist of new refrigeration, prep tables, sinks, or other items that support agricultural production

Historians have noted that moving the Berry Shed may also open up the possibility of re-constructing and interpreting the *furo* or Japanese family bathhouse that once existed in this area of the site.

Estimated cost: Allow \$15,000 to stabilize and relocate structure; allow \$15,000 for equipment upgrades

Implementation: Friends of the Farms with structural engineer, moving contractor. *Furo* re-construction and interpretation could be undertaken collaboratively at a future date, once projects listed here are complete.



10. Outbuilding Restoration

The other outbuildings in the public zone are smaller structures - the Shower Shed and the Office, another small storage shed. These buildings should be stabilized and repaired enough to be safe, considering public access to adjacent areas. They could continue to be used for storage and utility, or could be turned into interpretive exhibits in the future.

Estimated cost: Allow \$10,000 to stabilize, repair, and secure outbuildings.

Implementation: Friends of the Farms with general contractor.



Then Phase 3

11. Farm Housing: Tiny House Village

Affordable housing for farm interns and new farmers has been identified as the most pressing issue for keeping active farm businesses on Bainbridge Island. While the Farmhouse currently houses up to four farm interns, it is not sufficient to meet overall demand for farm interns, nor is the space well-suited to this use in the long term (see Project 12 below).

The idea of using 'tiny houses' - individual dwellings under 250sf - to help address this need has long been considered for the Suyematsu site. Pending the outcome of a housing study and in conjunction with FotF's pending Master Plan, we recommend establishing a small tiny house 'village', made up of a number of single dwellings and shared spaces in a larger unit. Shared spaces, which reduce construction cost and site impact, could include a kitchen and dining area, a living room/gathering space, laundry, and possibly bath facilities depending on the feasibility of including plumbing to the tiny house units. Preliminary estimates suggest that 10-20 individual interns need to be accommodated to work with existing farm businesses. Providing a significant portion of these at Historic Suyematsu Farmstead would go a long way towards addressing this urgent need.

The site's municipal residential zone designation has been an issue in the past, but CoBI planners have suggested during this study that tiny houses without kitchens would be categorized as 'detached bedrooms,' making it more feasible to accommodate the needed number of individuals on site. Each dwelling could have a small counter/sink, a small refrigerator, and a toilet in addition to sleeping area and living space. The dwellings could be simple construction, possibly built with the assistance of volunteers and the interns themselves. They would need to be built on dedicated foundations, as rolling tiny house trailers are not permitted on Bainbridge Island today. The location and capacity of a septic field will likely be principal the limiting factor in accommodating individuals on site.

Estimated capital cost:

Housing study: \$10,000 - \$20,000

6 Individual units: \$290,000 (\$175/sf)

Shared facilities with 2 units above: \$270,000

Soft costs including fundraising, design, engineering, permitting, etc: \$170,000 (allow 30%)

total: \$750,000

Implementation: Friends of the Farms to implement study with agricultural housing expert (e.g. Office of Rural and Farm Worker Housing). Architect, engineers, general contractor to be selected during project planning and fundraising. Capital campaign planning assistance may be needed.



Note: these recommendations are based on our preliminary assessment of needs, and limited conversations with stakeholders associated with the Suyematsu property. A more in-depth study, focused exclusively on affordable farm housing, should be undertaken by experts. This study should:

1. Affirm quantity and type of housing units needed for interns across all publicly-owned farmlands.
 - How many people total?
 - Singles or families or both?
 - Year-round or seasonal?
2. Research regional and nationwide exemplars for housing new farmers and incubating new farm businesses.
 - How many new farmers/farm families could be housed?
 - For what duration?
 - What other means of support for new farmers could help establish and sustain healthy farm businesses?
3. Identify sources of outside funding that could be used to support construction or operations of affordable housing. Some sources are listed in Appendix D, but a more complete field scan by housing experts is needed.
4. Confirm appropriate siting, refine construction cost estimates and phasing, and outline project implementation process including design team selection, fundraising, construction, and occupancy details.
5. Recommend a management structure or partnership arrangement to implement and manage affordable housing for farm interns and new farmers on-site. Is a management partnership with an organization like B.I. Housing Resources Board feasible?

Then Phase 3

12. Historic Suyematsu Farmhouse

The final recommended project in this plan is to establish the Farmhouse as a historic destination. The entire Historic Suyematsu Farmstead site is too rich with heritage stories and materials to be without dedicated spaces in which to tell these stories, welcome the community, and contemplate the site's history in the context of present-day Bainbridge Island. The establishment of a heritage site on the Farmstead is, in our view, the most impactful way for the site to express its public value.

The part of the farmhouse built in the 1920s should be restored and interpreted to tell the story of the Suyematsu family. While it needn't become a strict 'house museum' where every detail is restored authentically to a certain date, the house's rooms give the possibility of explaining farm life from a variety of perspectives: life in the kitchen, children's' roles, the impact of internment, Japanese cultural influences, etc. Each room could showcase historic artifacts and include interpretive signage. The historic part of the house would be 'self-guided' and would not require paid staff except on the busiest days. Volunteer docents could add to the impact of the destination if such a program were established.

The 1970s addition to the house, could be used as gathering space on the first floor and as administrative space for Friends of the Farms or program partners at the basement level.

The Farmhouse - even after it is stabilized and repaired as part of Project 1 described above - will bear the marks of years of hard farm life, economic changes, repairs and additions. This is part of the site's heritage, and indeed a part of the story of Japanese-American farming on Bainbridge. The repairs and patches and mismatched components are part of the house's wabi-sabi aesthetic, and must be preserved.

Estimated cost:

Interpretive plan, historic room interpretation and display: \$50,000

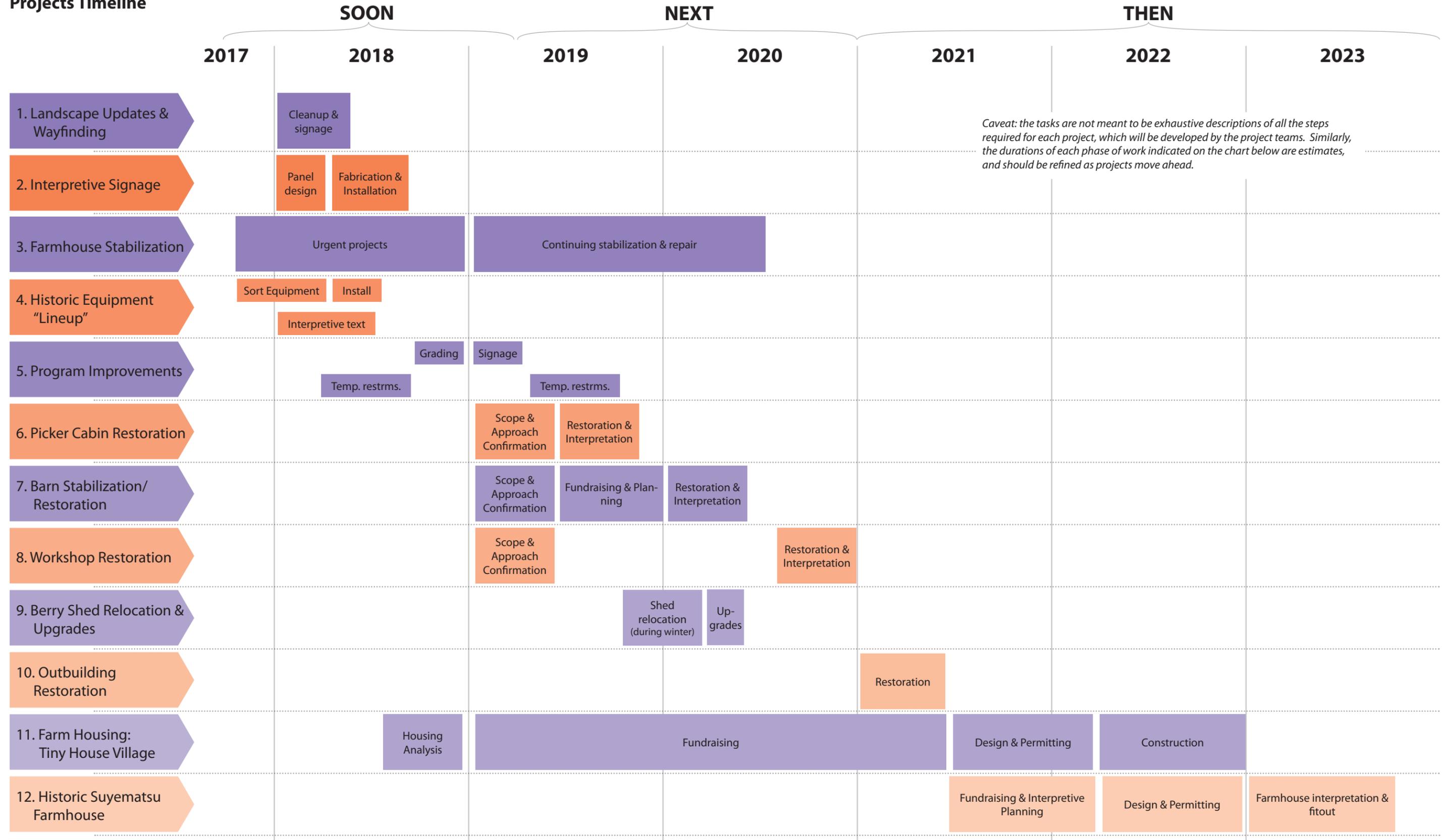
Administrative and gathering space update: \$10,000

Landscaping, signage, driveway, etc.: \$5,000

Implementation: *Friends of the Farms in partnership with B.I. Historical Museum, the Bainbridge Island Japanese American Community (BIJAC) and the Bainbridge Island Japanese American Memorial Association (BIJAEMA).*



Projects Timeline



Next Steps

As indicated in the timeline on the preceding pages, implementing these twelve projects will be a complex, multi-step process involving a variety of players. Of course, the immediate focus will be on moving ahead with projects 1-6 which make up the “Soon” category - targeted to be complete by spring of 2019. However, as these projects begin, several immediate next steps should be completed:

- **City Council Review**

As owner of the site, the City Council must review this plan and its projects, and affirm their support not only for implementing restoration and improvement projects, but for the vision of Historic Suyematsu Farmstead going forward. Achieving this vision will require support from the city both in terms of funding and technical support, and Council’s affirmation of the proposed direction is essential for project success.

- **Affirmation of near-term funding sources**

Reviewing and affirming sources of funding for near-term projects and capacity-building will be key to achieving the long-term vision. This funding would likely come from a blend of public and private sources.

- **Coordination with Affordable Housing Task Force**

Affordable housing for farm interns and new farmers has been identified as a high-priority need as part of this holistic project vision. Project leadership should work to coordinate this plan’s recommendations with a larger Bainbridge Island-wide affordable housing strategy.

- **Site Master Planning**

Friends of the Farms has already begun master planning efforts for the entire 26-acre Suyematsu-Bentryn Family Farms. This work should be completed as soon as possible, and should integrate the vision for this Historic District. The master plan should address issues including:

- trails and wayfinding throughout the site
- public and private access from the road
- parking
- safety and security for public and farmers alike

- **Private Property Removal/Agreements**

Much of the actively-used farm equipment, and some of the historic equipment and artifacts currently located within Historic Suyematsu Farmstead is privately owned by site farmers. Actively used,

privately owned equipment should be identified and relocated to somewhere in the agricultural zone. Loan agreements should be established for privately owned historic equipment that could be displayed as part of the heritage site.

- **Capacity Building**

Perhaps most importantly, Friends of the Farms should embark as soon as possible on a plan to build capacity to manage and implement the projects described in this report. Program partners must also maintain and develop the capacity to create and deliver programs to generate public value. Capacity building includes economic readiness, board cultivation and recruitment, leadership and partnerships, among other things. Capacity building grants are available from local community foundations, as are workshops and training programs directed at nonprofits that wish to grow.

Acknowledgements

The consulting team would like to acknowledge a number of people who made extraordinary contributions to this study, and to envisioning Historic Suyematsu Farmstead. We are grateful for your time, expertise, advice, and wisdom - thank you!

Morgan Smith, Deputy City Manager, City of Bainbridge Island

Heather Wright, Acting Planning Manager, City of Bainbridge Island

Mimi Sheridan, Sheridan Consulting Group

Jim McNett and Marcia Montgomery, Rittergrup LLC

Dayle Houck, structural engineer

Tad Fairbank, Fairbank Construction Company

We want to especially thank the Project Leadership Team who contributed hours of time, read reams of documents, and will shepherd this plan into the future:

Heather Burger, Chair

Bart Berg

Hank Helm

Darlene Kordonowy

Clarence Moriwaki

Dave Williams

Appendix A: Documents Reviewed

Historic District Studies, & Materials

- Anatomy of a Barn: Your Guide to PNW Types Styles & Character Defining Features, M. Houser, WA State Arch'l Historian, 2016.
- Heritage Barn Rehabilitation Grant Program: Protocol for Reimbursement, WA State Heritage Barn Register
- Historic Property Inventory of Japanese, Filipino and Indipino Agricultural Properties on Bainbridge Island, Washington, Rittergrup, LLC, 2014.
- Historic Suyematsu Farmstead Presentation, B.I. Historic Preservation Commission, 2016.
- Historic Suyematsu Farmstead Register of Historic Places Nomination Form, B.I. Historic Preservation Commission, 2016.
- Letter of Support for Historic Preservation Commission Designation, Friends of the Farms, 2016.
- Suyematsu Farm Historic Structure Report & Feasibility Study, Sheridan Consulting Group, 2015.
- Suyematsu Farms Design Guidelines, B.I. Historic Preservation Commission, 2016.
- WA State Historic Barn Register: Round 18 Presentation, M. Houser, WA State Arch'l Historian, 2016.

Site-Specific Studies & Inventories

- Akio Suyematsu Estate: Exit Scope of Work from the Suyematsu/Bentryn Day Rd Farm, unknown date.
- Estate of Akio Suyematsu Appraisal, James G. Murphy Inc., 2012.
- Final Status: Akio's Day Rd Operation (ownership of certain items), 2015.
- Inventory of Suyematsu Homestead - Historic Items, 2014.
- Suyematsu Estate Equipment Request for Purchase, 2013.
- Suyematsu Farmhouse inspection report, Cris Ugles Building Inspection Services, 2017.
- Suyematsu Farmstead Artifacts Inventory, B.I. Historical Museum, 2017.
- Suyematsu Farmstead Recommendations, B.I. Historical Museum, 2017.
- What Makes Suyematu & Bentryn Family Farms a Vital Community Asset?, EduCulture, 2012.

City of Bainbridge Island Materials

- Council Study Session Agenda, City of Bainbridge Island, June 16 2016
- Master Lease, Friends of the Farms / CoBI.
- Mayor's 90 Day Farmland Committee: Initial Recommendation, City of Bainbridge Island, 2008.
- Memo re: Changes to a Property on the Local Register, CoBI Planning & Community Development, 2015.
- Press Release: City to Complete Study of Historical Structures and Buildings on Suyematsu Farm, City of Bainbridge Island, 2014.
- Real Estate Contract: Akio Suyematsu / City of Bainbridge Island, 2001.
- Addendum to Real Estate Contract: Akio Suyematsu / City of Bainbridge Island, 2004.
- Addendum to Real Estate Contract: Akio Suyematsu / City of Bainbridge Island, 2010.

Friends of the Farms & Agriculture Materials

- An Assessment and Recommendations for Preservation and Management of City-owned Agricultural Land, American Farmland Trust, 2006.
- Farm Site Review: Day Road Farms, Friends of the Farms, 2017
- Farm Site Review: Johnson Farm, Friends of the Farms, 2017
- Farm Site Review: Morales Farm, Friends of the Farms, 2017
- Internships in Sustainable Farming: A Handbook for Farmers, Doug Jones, 1999.
- Land Use Master Plan Presentation, Friends of the Farms, 2016.
- Strategic Plan, Friends of the Farms, 2017.

Appendix B: Interviewees

Sheryl Belt	B.I. School District	Ryan Montella	Lone Pine Farm & Studio
Gerard & JoAnn Bentryn	Bentryn Family Farms	Marcia Montgomery	Rittergrup, LLC
Bart Berg	Friends of the Farms, Bart Berg Landscape, LLC	Chris Moore	WA Trust for Historic Preservation
Sandy Bishop	Lopez Community Land Trust	Clarence Moriwaki	BIJAC, BIJAEMA
Rick Chandler	B.I. Historical Museum	Jana Morris	Hyla Middle School
Patricia Cosgrove	Mary Olson Farm / White River Valley Museum	Vern Nakata	Town & Country Markets
Katy Curtis	B.I. Historical Museum & EduCulture	Felix Narte	B.I. Filipino community
Tom Dean	Vashon Land Trust	Mike Paulson	Paulson Farms
Kate Dean	Jefferson County, Finn River Cidery	Dana Phelan	4Culture
Jerry Elfendahl	Island historian, author	Steve Romein	Heyday Farms
Phedra Elliot	B.I. Housing Resources Board	Karen Selvar	Suyematsu Farms
Judy Feldman	Organic Farm School / past Greenbank Farm Mgt Group	Mimi Sheridan	Sheridan Consulting Group
Jon Garfunkel	EduCulture	Morgan Smith	City of Bainbridge Island
Sabrina Green	Sun & Bee Farm	Brian Stahl	Kitsap Conservation District / B.I. Grange
Corina Grigoras	WA Housing Trust Fund	Deb Twersky	4Culture
Becca Hanson	Friends of the Farms, Studio Hanson Roberts	Jo Vander Stoep	Sakai Intermediate School (ret.)
Hank Helm	B.I. Historical Museum	Nick Vann	WA Department of Archaeology & Historic Preservation
Darlene Kordonowy	BIJAEMA, Past B.I. Mayor	Connie Waddington	B.I. Land Trust
Brian MacWhorter	Butler Green Farms	Jeff Wait	Pub Restaurant
Sallie Maron	BARN	Dave Williams	B.I. Historic Preservation Commission
Jim McNett	Rittergrup, LLC	Betsey Wittick	Laughing Crow Farm
Marty Miller	Office of Rural & Farm Worker Housing	Heather Wright	B.I. Planning Department

Appendix C: Possible Funding Sources

Name	Mission / Purpose	Range	Website	Contact
Private Foundations				
T.E.W. Foundation Seattle	Giving primarily for education.	\$5k - \$75k	none	
Sustainable Path Foundation	Sustainable Path Foundation promotes sustainability and health in our region through collaborative approaches informed by scientific understanding and systems thinking.	\$10k ea	sustainablepath.org	
Peach Foundation Seattle	History, Environment, Arts, Community	\$250 - \$100k	none	
1772 Foundation	Grants to preserve and enhance American historical entities with particular interest in farming, industrial development, transportation and unusual historical buildings	\$15k - \$50k	1772foundation.org/	
Federal Home Loan Bank of Des Moines	Competitive Affordable Housing Program/Rental - grants for low-income housing, special farm worker program	max \$700k, \$40k/unit typical: \$500k	flhbdm.com	Tony Montgomery
Public Programs				
WA State Dept of Ag			agr.wa.gov	Lisa Schumacher
WA State Housing Trust Fund	Loans for multi-family rental units; farm workers are a priority. Highly competitive process.	up to \$3m	commerce.wa.gov	Corina Grigoras
USDA/National Resource Conservation Service (Bremerton Service Center)	NRCS offers voluntary programs to eligible landowners and agricultural producers to provide financial and technical assistance to help manage natural resources in a sustainable manner. Focused on ecological sustainability		nrcs.usda.gov/wps/portal/nrcs/site/wa/home/kitsapcd.org/	Frank Curtin
Kitsap County Conservation District				
USDA Rural Development Agency	Grants and loans for farm worker housing. Per, Office of Rural and Farmworker Housing; RD can be an arduous, bureaucratic process, with lots of management oversight.		www.rd.usda.gov/wa	
WA Department of Archaeology & Historic Preservation	No direct grants, but website lists a variety of granting sources for historic buildings		dahp.wa.gov/grants	Nick Vann
WA Heritage Capital Projects Fund (WA State Historical Society)	Supports heritage organizations that undertake capital projects with the goal of interpreting and preserving Washington's history and heritage.	Matching grants \$20k - \$750k	washingtonhistory.org/support	
Other				
Puget Sound Energy Fdn	Support for programmatic and capital requests that provide opportunities to promote safety and emergency preparedness.	\$1.5k - \$30k	psefoundation.org	
Habitat for Humanity	Doesn't provide funding but can help with volunteers. Habitat has been working with BI Housing Authority to get affordable housing levy on the County ballot.	n/a	kitsaphabitat.org	Ginny Duff
Low-Income Housing Tax Credits	Dollar-for-dollar tax credit in the United States for affordable housing investments. Highly complex but offers access to private capital. Seasonal occupancy units would not be eligible.	4-9% of development cost		
WA Housing Finance Commission	WAHFC manages the low income housing tax credit program. They also have a beginning farmers/ranchers program - its intent is to be capital for new farmers who want to get established in the industry.			
WA Office of Rural & Farm Worker Housing	Technical assistance and consulting for farm housing		orfh.org	Marty Miller

Appendix D: Building Area Summary

PUBLIC ZONE

Space/Use	Area	Notes
Farmhouse		
Interpretive Space - 1st floor	784	family stories, farm life
Interpretive Space - 2nd floor	392	family stories, farm life
Classroom/gathering - addition	432	FotF, Program Partners
Office/storage - addition basement	432	FotF, Program Partners
Office/storage - upstairs	392	FotF, Program Partners
subtotal	2,432	
Barn		
Classroom/gathering <or display>	720	3-season with interpretive elements
subtotal	720	
Workshop		
Covered area	600	gathering/display
Workshop	720	Educational space
subtotal	1,320	
Shed 1		
Farm equip. display	1,745	plus adjacent outdoor space
subtotal	1,745	
Office/Storage Outbuilding		
Usage TBD	320	
subtotal	320	
Shower Shed Outbuilding		
Usage TBD	80	
subtotal	80	
1 Small Picker Cabin - restore		
Interpretive space	384	Farm workers/Indipino/First Nations connections
subtotal	384	
Picker Cabins - salvage materials, mark footprints?		
Large bunkhouse	576	
Small bunkhouse	384	
subtotal	384	
Trailer		
TravelEze trailer	160	privately owned - move offsite
subtotal	160	
TOTAL	7,545	

PUBLIC ZONE cont'd

Outdoor Space - New Amenities

Education Garden	at existing location
Gateway/threshold/entrance	off Day Rd
Interpetive 'snapshots'	throughout public zone
Farm equipment display	within/adjacent to Shed 1
Historic Gas pump	meeting place, site curiosity
Domestic gardens	restore near farmhouse
Program parking & bus dropoff	allow 6 cars

subtotal n/a

HOUSING ZONE

Tiny Houses - New Construction

4 Small Tiny Houses - 1p ea.	770	175 net sf ea + 10% grossing factor
2 Tiny Houses - 2ppl ea	880	400 net sf ea + 10% grossing factor

subtotal 1,650

Residence & Shared Spaces - New Construction

2 bedrooms	440	150sf ea + 10% grossing factor
Shared kitchen/dining/storage/laundry	1,100	allowance

subtotal 1,540

Outdoor Space - New Amenities

parking - 6 spaces	allowance
bike storage	
outdoor gathering area	patio/fire pit?

TOTAL	3,190
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AGRICULTURE ZONE

Green Shop

Equipment workshop, storage, etc.	2,352
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subtotal 2,352

Sheds

Berry Shed - relocated from public zone	720	storage, refrigeration, packing
Backhoe Shed	1,120	equipment & storage
Shed 2	960	equipment & storage
Shed 3	1,200	equipment & storage
Spreader Shed	196	equipment & storage

subtotal 4,196

Outdoor Areas

Loading Dock & adjacent	
Manzanita Creek area	ecological stewardship
Compost area	discuss future of compost areas

TOTAL	4,196
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Appendix E: Proposed Projects Overview

This overview and map was used as a reference during public site tours on September 9th, 2017.

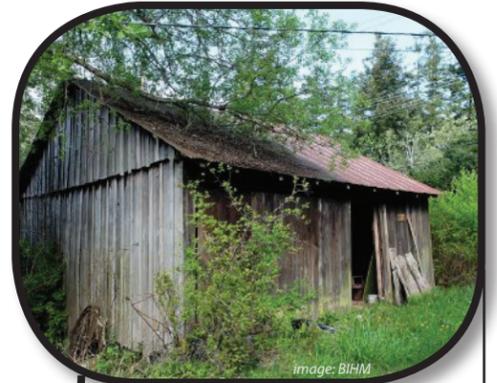
Repair/restore one or more cabins, add interpretive signage, and display artifacts.



Improve site access for groups and field trips, provide restrooms and gathering places.

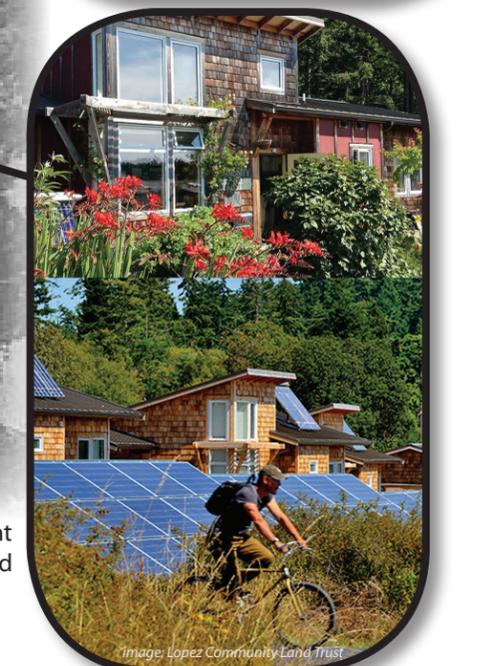


Stabilize farmhouse for use as intern housing. Later, improve 1920s farmhouse to relate history of Suyematsu family, and Japanese American farming in general. Use other spaces for administrative support.



Repair/stabilize barn for artifact display and interpretive signage. Or, invest in structural stabilization so barn can be used as outdoor classroom/gathering space.

Restore workshop to 'working' condition, display multitude of tools and other artifacts. Consider as location for workshops, learning, gathering.



Establish a small collection of 'tiny' dwellings to meet the urgent demand for sustainable, affordable housing for farm interns and new farmers. A shared kitchen/gathering 'house' surrounded by 'detached bedrooms' could house 10+ that would not find housing elsewhere on Bainbridge.

Gather historic farm equipment no longer in use and arrange in a 'tractor timeline.' Add interpretive signage to educate visitors about changes in farming practices, and honor Akio Suyematsu's interest in farm machinery.

