

RECOMMENDATIONS FOR THE ADAPTIVE RE-USE
OF THE STEWART INDIAN SCHOOL

As to efforts towards self-support, these Indians have always supported themselves and have never received any help from the government outside of school facilities for the children.

C.H. Asbury
Special Indian Agent
Carson Indian School
1910

The value of adaptive re-use of historically important cultural resources has been a recognized fact both economically and aesthetically for over a decade now. Since the introduction of the Tax Reform Act of 1976 and its special provisions for the rehabilitation of historic structures for commercial purposes, 3,600 projects have been certified for \$1.675 billion in private sector investment. With the recent passage of the Economic Recovery Tax Act of 1981 the projected figures for project certification in 1982 are 2,000, a 25% increase over 1981. During a period of high interest rates and declining housing starts, these tax incentives for historic preservation have spelled success for many investors, not only in the retention of irreplaceable national, state and local landmarks

but in the conservation of material resources and energy.

Recently, Historic Environment Consultants from Sacramento completed a Cultural Resources Inventory of Carson City assisted by grants from the Nevada State Division of Historic Preservation and Archaeology and the Department of Housing and Urban Development which included the following passages regarding adaptive use:

Older buildings were designed and constructed to last a long time. However, as lifestyles change, building needs also change, and many structures outlive the purpose for which they were originally constructed. The problem of preserving significant but deteriorating buildings, particularly those of large size or specialized original use becomes acute when economic reinvestment returns are questionable. New and economically feasible uses must often be sought for such buildings in order to assure their continued life and their important contributions to community identity and design. The current terminology associated with finding a new and profitable use for a distinguished older buildings is "adaptive use" or "adaptive re-use".

Several elements are involved in determining a new adaptive use for an existing structure: the application of knowledge regarding land uses, zoning, historic and current architectural design, real estate financing, marketing, (including effective advertizing and image creation) and enough creative imagination to develop the viable use that will preserve it, and its architectural integrity, to the greatest degree possible.

Another often overlooked factor is the quality of work currently produced by contemporary architects. When allowed the opportunity, citizens often choose to retain older buildings of good design rather than allow the construction of an insensitively designed contemporary building on their street or in their city. So, throughout America and the preservation movement, adaptive use has become a part of the city planning process. As the New York Landmarks Preservation Commission stated in 1975:

"Creative adaption provides pride in our heritage, a link with the past, respect for the aesthetics and craftsmanship of another time, insights into our development, ample creative opportunity for architectural innovation and problem-solving, enhancement of the urban fabric, greater security, stability and beauty, while conserving basic materials and meeting modern needs."

Prominent early adaptive uses in Carson City include the conversion of the former U.S. Mint to the State Museum and the adaptation of the former U.S. Post Office to the State Library.

The report went on to discuss important historic features in Carson City which lend themselves to adaptive use, appear to be feasible investment opportunities and might otherwise be lost to vandalism or possibly demolition if viable alternatives for their retention can not be found. Such is the case with the Stewart Indian School, an exceptional candidate for rehabilitation and adaptive re-use.

Unlike most of the urban resources identified in the report cited, the Stewart Indian School is a self-contained complex of historically and architecturally significant buildings that have been determined eligible for inclusion in the National Register for Historic Places by both the state and federal governments. This qualifies the resource for initial certification under the Economic Recovery Tax Act of 1981. The historic district, as it is being designated is sited within easy access to the junction of highways 50 and 395 and is fully supported by its own and city utility systems.

Based upon existing studies of the physical plant, provisions of the Uniform Building Code relative to the treatment of certified historic resources, and recent research and application in seismic rehabilitation of historic buildings, it is believed that the Stewart Indian School should be adaptable to a series of, or a single contemporary use(s). The recommendations that follow are based upon a group of needs identified by the Inter-Tribal Council of Nevada, the Carson City Planning Department. The Northern Nevada Economic Development Authority, and the Report of the Governor's Commission on the Future of Nevada, of December, 1980.

In that document the governor, in an open letter to all Nevadans noted that, the residents of the state for generations have taken pride in the unique quality of Nevada and that in order to preserve the legacy of this heritage any venture into the future must be approached with foresight. He went on to define some general requirements for the state to meet its potential.

The future holds great promise for our state, but in order to protect its unique quality and promote its opportunities, Nevada must increase the efficiency, responsiveness and planning capabilities at all levels of government; ensure long term availability and the integrity of Nevada's natural resources and environment; provide a safe environment and the opportunity for full development of each individual's potential; provide for energy efficiency and develop native renewable energy resources; and diversify the state's economy to assure a high quality of life.

Specific needs identified by the Inter-Tribal Council of Nevada in planning for the adaptive use of the Stewart Indian School are job training in a marketable skill at the entry level for younger Nevada Indians in employment fields that are applicable to the northern Nevada area, or in job fields that can be introduced to the area to meet the state's need to diversify its economic base. Both the Carson City Planning Department and the Northern Nevada Economic Development Authority identified realistic job training, economic diversification, expansion of tourism, more available housing and to some extent the extension of health care as goals to ensure a healthier local economy in which to enjoy the quality of life described by the governor in his report on the future of the state. (See individual building listing at the end of this section for proposed uses and square footage.)

REALISTIC JOB TRAINING

In recent years, Nevada Indian Tribes have attempted to carry out and fulfill the spirit of Indian Self-Determination, with the realization that to instill these ideals within tribal life, the target sector of Indian society would be its young people. This tribal asset, occasionally overlooked sometimes ill-spent, represents the vehicle with which all Native Americans can ensure the fulfillment of goals common to all Americans.

Of primary interest to the Inter-Tribal Council of Nevada is the development at the Stewart Indian School of a

vocational institute and complimentary activities utilizing the school facility to re-establish its educational contribution to Nevada life, and also maximizing the economic potential of the resource at no additional tax burden to the community at large.

THE NEED

Given the fact that to date, no comprehensive vocational institute exists in Northern Nevada which effectively responds to the immediate needs of today's and tomorrow's working world, the following proposal will attempt to address a possible solution within the parameters of a mutually cooperative effort on the part of the private sector and Indian Tribes. Its intent is to directly aid the advancement of resident high technological industries, and those desirous of participating in Nevada's economy.

It is apparent that although vocational curriculum has been in existence for some time, its evolution and sophistication has hardly kept pace with the ascent of this country's industrial technological growth. Foreign industrial automation and corporate success provides perspective here. Symptoms of this vacuum have resulted in extensive competition among corporate high-tech interests to draw from a limited - both in skill and numbers - manpower resource pool to meet their expanding needs.

In-migration of high-tech businesses into Nevada offers one of the best potentials for diversification of the state's

limited economic base. One facet limiting in-migration is the availability of an existing technical labor force. The proposed technical institute could provide industry, through a cooperative venture, with the opportunity to influence curriculum and develop subject matter in order to address their immediate needs and anticipate those of the future.

This kind of cooperative effort has been proposed before, however it has never been realized due to a number of factors, most consistently, that of prohibitive capital outlays for facility construction. A focal point of the proposed voc-tech institute would be its flexibility to respond to advances in the technological fields especially as they apply to the industry in Nevada.

PROJECT REQUIREMENTS

The project as proposed will take full advantage of existing classroom facilities at the Stewart Indian School. As noted the major prohibitive factor in such an undertaking is the outlay for capital construction, operation and maintenance. These costs will be greatly offset by limiting initial costs to existing building rehabilitation and the up-grading of some systems already in place, to meet the mechanical needs of the institute. Exterior alteration to existing facilities will be limited by the historic character of the resource to some material replacement or repair and maintenance. In the case of Building # 17, which would be the proposed core of the voc-tech facility, roof drainage has

to be addressed. Rehabilitation of interior spaces would remain flexible and be basically centered around power or terminal extension outlets. Ornate classroom settings would be inappropriate and would not contribute on a cost benefit basis to instructional quality.

UTILITY REQUIREMENTS

Conventional energy requirements can be met on site and are immediately available. Although heating has been identified as an area for closer attention. Utility consumption for such use would appear to be within reason, and the option for alternate energy sources employed on site are excellent given the campus location and the 200+ solar days available annually. The appropriate technology to reduce or eliminate the facility's reliance on the conventional power grid exists. The most cost efficient method of employing alternate energy resources remains to be defined. A recommendation would be to explore the direct transfer of developed natural energy to the existing grid for credit.

DEVELOPMENT COSTS

Rehabilitation of facilities to be employed to meet the educational and mechanical requirements of the proposed voc-tech institute including equipment and resident hardware. Instructional and administrative staff. Operating and maintenance outlays. (Instruction would be accredited by the State

of Nevada to assure students the opportunity to pursue higher education with complete acceptance for transfer of courses completed at the voc-tech institute.)

Projections presented serve at this time as benchmark figures and require refinement though they are reasonable assumptions:

Instructional Costs	\$1,000,000
Support Staff (Admin/Maint)	100,000
Equipment/Instructional Supplies (Initial Year Only)	3,000,000
Facilities/Construction/Rehabilita- tion (Initial Stages of Development)	<u>1,500,000</u>
	\$5,500,000

FINANCING SOURCE

Tribal/Public Education/Private Sector co-financing. Private development partnerships. (Equipment and instructional costs will be shared through A.D.A. of student attendance and cooperating industries.)

PROGRAM

Based on identified need, some areas of instruction will include, but not be limited to:

- | | |
|--------------------------------|---------------------------|
| -Agribusiness | -Culinary Arts |
| -Alternate Energy | -Drafting |
| -Automotive | -Electronics |
| -Business/Business
machines | -Graphic Arts |
| -Computer Science | -Health Services |
| -Construction | -Machine Tool Operation |
| | -Welding/Metals Treatment |

GENERAL ECONOMIC FEASIBILITY

General feasibility for success of the project as outlined is good. Western Nevada is considered or classified as a high growth area. Business and industry are attracted because of a favorable tax structure, free-port laws, proximity to California markets, Nevada's natural environment and lifestyle, and a positive attitude towards business. The certification of the Stewart Indian School as a registered historic district also offers the investor an opportunity for some interesting long range capital gains through use of the Economic Recovery Tax Act of 1981.

BENEFITS

The following is a partial listing of specific and general benefits that would accrue from implementation of the voc-tech concept outlined above.

--Increased earning power through knowledge and skills developed by voc-tech training.

--On a national average the cost per student per year in a voc-tech training program is less than that of a regularly enrolled high school student who does not graduate with a marketable skill.

--This annual cost of \$1,600 is also a small amount when compared to the welfare and unemployment costs of supporting a basically unemployable group now exceeding 30% of our Native

American population. Fifty (50%) percent of which is directly attributable to a lack of education or job entry level skills.

-- One social impact of this unemployment is increased crime, resulting in state and federal per capita outlays of approximately \$1,000 annually.

--On a recent television interview with responsible agents of the Nevada Prison system, one problem identified with the institution was a lack of meaningful occupational training. A voc-tech institute located at the Stewart Indian School could help improve this situation with its geographic proximity to the medium security facility. It is possible that a small investment in education might prevent larger expenditures over time for the maintenance of repeat offenders.

--The example of industry sponsored instruction provides new cost saving models that can be duplicated elsewhere in the state. Not only are there savings in personnel, but in pension, benefits, and capitalization costs.

--Those elements of the physical plant employed function as income producers rather than consumers under the voc-tech model.

The concept of a vocational technological institute at the Stewart Indian School site would in part meet the majority of stated goals identified at the beginning of this section while specifically responding in a productive manner to the general requirements posed by the Governor's

Commission on the Future of Nevada for the state to meet its full potential.

COMPLIMENTARY COMPONENTS OF THE VOCATIONAL INSTITUTE
CONCEPT AT STEWART

ENGINEERING RESEARCH CENTER

Located at the Eastern base of the Sierras, the Stewart Complex offers the proper combination of physical and environmental resources required of creative minds to produce. Just a hands throw from the State Capital and an hour by air to the industrial/commercial center of Northern California or to the University of Nevada, the Stewart facility offers retreat with access.

Accommodations with the convenience of schools, shopping and entertainment offer incentive for family placement on sabbatical rather than the stress producing separation of scientist and families during periods of product development.

Food service and lecture halls can additionally accommodate large groups on short assignment. Again, the close proximity to a world famous resort (Lake Tahoe) and city (Reno) provides potential draw worldwide for companies in the "think tank" business.

Financing

Appropriate locations could be leased to groups to develop their own retreat site or run on a rental basis by the Inter-Trival Council. Cost efficiency would mandate initially leasing sites until the concept and actual reputation of the program is marketed. Lease options would include the costs operation and maintenance schedules, insurance coverage, and administrative revenues for ITCN.

ALTERNATE ENERGY/INDUSTRIAL EXPLORATION

Nevada has been identified as being in a most advantageous situation possessing excellent geophysical assets, lending themselves to exploration and development to meet, in part, present and future energy needs in the state. Industrial

experimentation within the fields of biomass, feedstock and other primary materials for cogeneration energy alternatives could form an important element of the engineering research facility as could research and investigation of arid land crops to address the potential of agricultural diversification. Here to the questions of gray water application and small packaged utility systems could be addressed.

HOUSING NEED

Housing in the Carson City area has been a major problem since the city adopted a managed growth policy in 1975 to address the realities of a limited water supply. The Washoe Tribe developed a housing plan to deal with the problem in the late 1970's which was projected into the early 80's. It noted in part,

As a result of population growth, associated demand for housing, and a relatively low supply of housing, land prices and construction costs are high. In fact, so high that many people - Indians and non-Indians alike - cannot afford housing. The U.S. Department of Agriculture, Farmers Home Administration Office that serves Douglas, Storey and South Washoe Counties, reported that housing prices have escalated 85 percent to 100 percent in the past two years. (1979) homes selling for \$25,000 to \$35,000 in 1976-77 are now selling for \$55,000 to \$65,000. Since the maximum that FHA can loan is \$40,000, loans cannot be made at the present time unless the applicant can make a down payment and usually, if an applicant has the resources to make a down payment of \$10,000 or \$15,000, the applicant cannot qualify for the loan because he or she can obtain a loan at a commercial bank or savings and loan association.

It went on to comment that solutions involving new construction would be affected by the same factors that were

influencing escalating building costs throughout the area at large.

One purpose of the Washoe housing plan and survey was to determine the degree of interest in off-reservation Indians in returning to the colony areas of Carson City, Dresslerville and Woodfords. A second concern was the determination and documentation of housing condition in the three colonies mentioned. Out of 380 off-reservation households surveyed only 15% responded representing about 211 individuals, or an average-size household of 3.7. Thirteen of the respondents indicated a desire to relocate in the Carson Indian Colony. A general perception of those surveyed was that inadequate housing and lack of employment opportunities were their principal barriers to making such a move.

Through the portion of the survey concerning housing conditions on-reservation it was determined that 26 units in Carson City were sub-standard or over-crowded. It was also determined that only 17 out of 54 households in Carson exceeded the low-moderate income level. The on-reservation survey included personal interviews with heads-of-household who responded without exception that more and better housing was needed by the Tribe. Two main areas of housing need were specifically identified. Apartment-type housing for young single and married couples, and senior housing with more convenient access to medical services. In this regard

the type of housing most desired included considerations of privacy, opportunity to associate with others of their own age, and close proximity to service support facilities.

The young adult needs included an opportunity to live economically and comfortably in the time period between leaving home and starting a family. Relatively short term residence in this instance suggested that new units, identified as duplex, triplex and fourplex, should be rented rather than owned by the residents. The report estimated a need in the Carson City area of 41 housing units in all to meet existing and projected requirements through 1981.

A specific goal of the report was to increase the number of standard housing units in order to eliminate sub-standard and overcrowded housing conditions of the on-reservation residents at the time, and to provide standard housing units to accommodate projected population increases.

Three potential obstacles were identified by the report in reaching its goals. The first was lack of sufficient funds. The second, a perception that the tribal organization capacity to effectively manage housing programs and respond to housing needs was lacking, and the third, that colony residents didn't think they would have a genuine opportunity in participating in the decisions affecting everyday living conditions. Since the reports publication some of the perceived obstacles have been removed.

The Washoe Housing Plan also said the following,

Housing problems cannot be solved unless problems in other areas - health, education, employment, economic development, law and justice - are identified and solved. Conversely, problems in these other areas are interlaced with housing problems, and without constructive efforts in the area of housing, solutions for other problems are limited.

Currently there are 20 residential units in place on the Stewart campus to help meet the identified housing needs of the Indian population of the Carson City area. For the most part these are architecturally significant stone buildings in a neighborhood cluster set in a parklike landscape. They range in size from one bedroom/one bath to fourplexes and quarters buildings that can accommodate up to 8 people. Typically, the units are in need of minor exterior repairs and up-grading of bathroom facilities and utility systems, with some floor replacement or repair in about 40% of the structures. The units are in close proximity to both service support facilities and the IHS clinic on the Stewart campus.

UTILITY REQUIREMENTS

The utility systems are in place at the Stewart Indian School. Up-grading of the existing system might be necessary or could be handled on a building by building basis. Given the potential of the site for solar energy application the cost of normal operation might be reduced over time through energy credits developed by a direct transfer system to the existing utility company grid. After the initial upgrading, costs would follow the normal area utility rates.

DEVELOPMENT COSTS

Compared with the cost outlays associated with land acquisition and new construction development costs for this portion of the project would be minimal. It would be possible as well to address one of the obstacles identified in the needs portion of this section, that of effective management of the resource. This could be accomplished by the development within the controlling agency of a Neighborhood Housing Services Program, based on the model described in detail in the Cultural Resources Inventory Project Report for Carson City 1980, under the section titled Local Programs. The concept has proven successful in Oakland, California and other areas of the United States. Homeownership is not recommended in this instance however, as the resource can function on a cyclic basis over time, meeting the needs of future generations as well as the present one, and because the historic nature of the district requires a more centralized control.

FINANCING SOURCES

Inter-Tribal Council of Nevada, Community Development Block Grants, local lending institutions.

PROGRAM

--Establish a neighborhood housing rehabilitation program within the controlling agency, professionally staffed to administer the daily activities of the program and to

establish a working partnership between the neighborhood residents, local government and private sector organizations. One professional would oversee general administration, real estate finance, and federal grants, and the other would be responsible for rehabilitation, construction, historic preservation and community action.

--Establish a revolving fund for neighborhood maintenance and repair, to include self-help educational programs.

--Establish design review program for the neighborhood based on the Secretary of the Interior's Standards and Guidelines for Rehabilitation.

GENERAL ECONOMIC FEASIBILITY

The program could be initiated for approximately \$250,000, the price identified in the Washoe Housing Plan of 1979 for conventional new homes, and at today's market value perhaps 2 or even 1. If this funding came from a revolving fund with a 3% to 5% return the program would make money over time. Capable management is the key to economic feasibility here. Rents keyed to income levels should offset the cost of operation.

BENEFITS

Based on the model of the needs enumerated in the Washoe Tribal Housing Plan of 1979 the program would meet virtually every goal identified. Remembering that the model represents only one Indian Tribe its expansion to the Indian population

in general in the Carson City area could benefit that community over an extended period of time. With the close proximity of essential services, including medical, travel time and energy consumption could be greatly reduced for users. Paired with job training and attendant employment the economic base of the Carson City area could be enhanced, and through neighborhood self-help programs there is a potential for crime reduction as well. It would seem if such a program was initiated benefits would accrue all around.

COMPLIMENTARY COMPONENT OF THE HOUSING CONCEPT AT STEWART

To increase the capacity for low and moderate housing at Stewart it is recommended that the area west of Center Drive containing Building # 79 be developed as a mobile home park employing Building # 79 as office/residential space for either the manager or concessionaire. It is further recommended that the mobile home park be comprised of energy efficient (active/passive) units employing appropriate solar technology for utility needs.

HEALTH CARE

NEED

As a result of recent studies through the process of tribal specific health planning it has been determined that health delivery to the Indians of Western Nevada is largely unavailable, inaccessible and unacceptable for their total health

care. Because most of the present Indian health services are concentrated at the Indian Health Service, (IHS) Schurz Hospital and Outpatient Department near Walker Lake its inaccessibility to the majority of its service population has caused under utilization of the resource. Many people postpone seeking services at Schurz until their health needs are extreme, the outcome of this practice is a lack of health maintenance and preventive health care, and the quality of care suffers overall.

Because of the relative isolation of the facility professional staff turnover is high, recruitment is difficult and the continuity of health care suffers. This results in the quality of care being held suspect by the service population further limiting utilization. This situation violates the federal obligation to provide good health care to all Indian people.

PROJECT REQUIREMENTS

Under the Western Nevada Health Delivery System the existing IHS clinic at the Stewart Indian School, (historically the oldest structure remaining on campus, and held in fee simple by the agency) would become an ambulatory care center, and a main component in the implementation of the health delivery master plan. It would provide primary medical outpatient care, specially clinics in Obstetrics/Gynecology, Internal Medicine and Pediatrics, dental care, field health services in health education, public health nursing, mental health,

social services, nutrition, and environmental health. It would also handle Tribal programs of alcoholism services and Tribal Outreach. Outpatient care will be handled on at least a 40 hour per week basis. The five structure complex directly across the street from the existing clinic at Stewart comprising buildings #21-25 would be ideally suited for rehabilitation and conversion to meet the needs of an ambulatory care center as described above.

UTILITY REQUIREMENTS

As the units described are already serviced by all utilities the only requirements identified would be the up-grading of systems to handle the medically oriented specialty equipment necessary to operate the proposed facility.

DEVELOPMENT COSTS

Optimum space exists in the Stewart structures identified to meet existing and some future needs for an ambulatory care center which would preclude the necessity for new construction. This saving could be passed on to the care delivery systems program. Both federal and Tribal funding sources have been identified for program implementation.

FINANCING SOURCES

Inter-Tribal Council of Nevada, federal government.

PROGRAM

Implementation of the activities identified in Project Requirements outlined above.

GENERAL ECONOMIC FEASIBILITY

Excellent, based upon the following legislation regarding Indian health care.

Public Law 93-638 (January 4, 1975), the Indian Self-Determination Act, provided for Tribal management and operations of programs and facilities currently operated by the Indian Health Services (IHS), the Bureau of Indian Affairs (BIA) and other federal entities.

Public Law 94-437 (September 30, 1976), the Indian Health Care Improvement Act, has seven Titles which seek to improve the health status of Indian people by increasing and improving health service delivery through the allotment of funds and through improving the access of Indians to resources of the general health system.

BENEFITS

--This program will facilitate the accessibility, acceptability and availability of basic health services to the Indian service population of western Nevada.

--By the use of existing facilities capital outlay for new construction can be reduced and the excess funds directed toward implementation of the health care program.

--The use of the Stewart Indian School for this health care system may have positive psychological returns based on the fact that many of the potential users, especially the elderly, boarded at the educational facility in their youth. This may tend to alleviate some of the negative perceptions of the service population identified in the Need portion of this section.

--The opportunity exists in concert with other proposed uses to employ the latest developments of high technology

at the facility, especially in the area of diagnostics.

TOURISM

NEED

Tourism has long been an active element in Nevada's basic economy. The gaming industry, the natural environment with its options for a wide variety of sports and recreation and the rich and visible cultural heritage of the state have worked in concert to draw people from all over the globe. However, with the advent of the world energy crisis, especially in the area of available petro-fuels, rising transportation costs and a declining national economy have, seen, over the last few years a reduction in this important income source for Nevada's economy. This decline has not only affected the gaming industry but almost all segments of the service support industries ancillary to it. In effect a general lowering in available revenues coming into the state.

PROJECT REQUIREMENTS

With its proximity to the junction of highways 50 and 395 the Stewart Indian School campus offers some interesting possibilities in the area of tourism. On a small scale it could be the initial site for a series of youth hostels along the north-south corridor of highway 395, known as "The Three Flags Highway" because of its linkage of Canada through the Pacific Coast states to Mexico. Building #3, the former superintendent's residence at the north end of the campus meets all the requirements for such a facility established by

the American Youth Hostel Association.

On a larger scale the campus proper could be developed as a conference center on the order of the extremely successful Asilomar complex in Pacific Grove, California. In its current configuration, including the use of some residential structures, the school could accommodate 500+ people in such a use. The existing auditorium, and two gymnasiums lend themselves, with minimal modification, to lecture and exhibition halls and the on-campus dining facility could be rehabilitated to handle the anticipated conferees adequately. Access is excellent and there is plenty of room for parking. The potential of such a facility in context with the voc-tech institute and/or an engineering research facility could also enhance Carson City's economic base. The buildings are in place for such a use and could be rehabilitated to meet the requirements of this type of activity for a moderate capital outlay.

UTILITY REQUIREMENTS

Under the small scale concept utility requirements would consist of the up-grading of a single residential unit which is currently occupied and in working order plus monthly power bills. Under the conference center concept the entire utility system should be repaired where necessary and up-graded. This would be the optimum time to incorporate both active and passive solar systems into the existing system. Once on line

the principal utility outlay will be for increased consumption.

DEVELOPMENT COSTS

Under the small scale concept costs would be minimal. There would be some refurbishing necessary including painting and additional furniture with the system's up-grade. Under the conference center concept initial costs might be moderate to high.

In some cases cost effective structural modifications will be required to comply with building and safety codes. This would have to be determined on a building by building basis. System's up-grading and the conversion to or addition of solar energy (refer to the earlier section on utility requirements under Realistic Job Training) might prove initially expensive but should be considered for return in terms of the useful life of the campus building complex. Basic utilities consumption cost would be higher or lower depending on the use of solar energy.

FINANCING SOURCES

Small Scale youth hostel project - Inter-Tribal Council and the American Youth Hostel Association.

Conference Complex - Inter-Tribal Council/private sector co-financing/possible federal share.

PROGRAM

In the small scale concept a single facility housing about 12

to 20 travelers would operate on a daily basis. The unit would function as a point of contact between the traveler and local activities and attractions. This is one of the lowest cost travel programs today in the United States and fast gaining attention throughout the west. It is believed that this will be the first youth hostel in western Nevada. Although new to America the system is standard in Europe and draws well on European audiences. Operational and maintenance costs are covered in the daily fee schedule for use. Under the Conference Center concept, the bulk of the facility in its parklike setting would offer a self-contained meeting complex for small groups. With the voc-tech institute and/or the engineering research center users might represent a variety of business, industrial academic, governmental and technological interests. As a single use, because of its proximity to Lake Tahoe, Carson City and Reno it should be a popular draw to any group. Meals would be served on site as requested in the existing dining facility, and the 3 hall meeting potential plus existing smaller meeting areas would probably facilitate high occupancy.

GENERAL ECONOMIC FEASIBILITY

Small scale youth hostel - excellent.

Large scale conference center - Based on the success of the Asilomar type of meeting facility in essentially the same environmental context, i.e., access to both nature and urban entertainment, and the proximity of good transport routes, general economic feasibility seems good. The initial cost

outlay to up-grade systems and structures would be offset by the long range capital gains and other benefits identified in the Economic Recovery Tax Act of 1981 for the rehabilitation of certified historic resources. Near term investment recovery would be reasonable on a lease basis, but slower if operated by the Inter-Tribal Council because of overhead of operation. Creative leasing arrangements could facilitate work-study opportunities for entry level job skills associated with some of the voc-tech programs. Initial outlay might be between 3-5 million dollars.

BENEFITS

--The small scale youth hostel project would create a model for other such units in the state, although the return in numbers is small, the advertising, especially in foreign markets, of a positive experience could pay off in the long run.

--The hostel offers accommodations at affordable prices, and its scale prohibits depressing the conventional hotel/motel market.

--The principal benefit of the large scale conference center is the development of a new and continuing consumer group for the Western Nevada area.

--It would create a needed adjunct to the existing public facilities in the area.

--It would continue to function in part as an educational

institution for the Indian community in a work/study or on-the-job way meeting some of the goals of realistic job training.

--It could become once again the showplace of western Nevada and a major tourist attraction, in the best possible sense of the word.

--This sector offers an excellent opportunity for the private Indian entrepreneur to vend crafts, art and literary works in the tradition of the Wa-Pai-Shone Craftsman Cooperative.

Additionally, fledgling dance and other performing groups could be contracted on a performance basis, not only creating and sustaining a market for the cultural arts, but adding as well to the marketability of the conference center/resort site concept.

CENTRALIZATION OF INDIAN ADMINISTRATION IN WESTERN NEVADA NEED

Centralization of Indian administration and some services seems a reasonable need for western Nevada. Based on the existing system, the Stewart Indian School would be the optimum location for this type of consolidation. The Bureau of Indian Affairs is already located on campus as is the Indian Health Agency Clinic. The cost in time, money and travel for any one group or individual is prohibitive when only one function can be accomplished in one location. Energy savings alone in the areas mentioned would probably cover many

of the costs of operation in such a concentration.

PROJECT REQUIREMENTS

Move the offices of the Inter-Tribal Council of Nevada to the Stewart Indian School.

UTILITY REQUIREMENTS

Existing utility systems may need up-grading. Installation of any additional utilities necessary for the proper functioning of the agency and normal operating costs.

DEVELOPMENT COSTS

Rehabilitation of the interior of building # 6. Exterior repair and maintenance, and any associated fees or rents.

FINANCING SOURCES

Inter-Tribal Council of Nevada.

PROGRAM

Centralize Indian administration and some services for western Nevada.

GENERAL ECONOMIC FEASIBILITY

It is federal policy through the Public Law 64-541, the Public Building Cooperative Act of 1976 that the General Services Administration acquire structures of historic or architectural significance for federal office buildings. Unless the choice is infeasible and imprudent, GSA will give preference in its

purchase and utilization of space to historic structures over other existing structures and over the alternative of new construction. The BIA is in place of Stewart and moving it in the name of cost effectiveness alone would not be feasible nor prudent given the current administration's economic prerogatives. The Indian Health Agency is also in place and preparing for expansion of its program.

It is believed that any initial outlay by the Inter-Tribal Council of Nevada in rehabilitating office space for use at the Stewart Indian School, will be more than returned in rental and operational savings from its current location.

BENEFITS

--The concentration of a group of Indian administrative and health functions at the Stewart Indian School will save time, energy and money for the Indian community of western Nevada.

--The federal government will be able to meet its obligation under PL 94-541 to house government activities in designated historic structures.

--The historic and architectural character of this exceptional cultural resource will both be protected and utilized in keeping with the preservation law and policy in the United States and the State of Nevada.

THE ADAPTIVE USE DEVELOPMENT PROCESS

The adaptive use development process is in many ways like the real estate development process. There are four basic steps, project initiation, feasibility, planning and financing and implementation, not each of which may be represented in a single transaction as every project of this nature is unique. In many instances there will be a uniting of the public/private sector in such projects because of mutual goals of protecting architecturally and historically significant structures and their environments. A principal difference from a standard real estate development is the requirement for a substantial front-end technical evaluation of the proposed project to assure that reasonable economic opportunities exist in a building's adaptive reuse. Another difference is the number of interested participants in the process. You may have an owner and developer looking to invest, a local preservation organization concerned with the protection of a cultural resource and a city government looking to increase its tax base or make public infrastructure improvements. A successful adaptive use project needs to satisfy to some degree the goals of all interested parties as the factor of active public support may be critical to its financial success or failure.

When the resource owner is a public agency, like the federal government, by policy the reuse project will pay close attention to public goals and objective to be served. In the

instance of the Stewart Indian School the goals are generally stated in the Historic Preservation Act of 1966, as amended in 1980, and Executive Order 11593. (See section on legislation affecting preservation.) The public agency may encourage adaptive use by giving preference in sales or leases to developers who will find an appropriate reuse for it. The same agency may also assist the project financially and take an active role in the development process.

THE DEVELOPMENT TEAM

Because of the unique problems and possibilities found in the recycling of older buildings it is wise to approach the project with an interdisciplinary team of specialists to determine the advisability of development. As noted above, not every specialist is represented in every project. A development team might consist of an architect, engineer, contractor, real estate economist, architectural historian and a tax lawyer.

A preliminary property analysis is conducted to determine what specific factors will affect project feasibility. If positive, a second and detailed evaluation is made in four key areas including a market support and economic evaluation; site and locational characteristics; structural analysis, (in the instance of the Stewart Indian School this would include seismic considerations) and architectural historical aspects.

At this point site and locational characteristics at Stewart suggest an in depth market support and economic evaluation, and completed architectural and historical research recommend a detailed engineering assessment of structural requirements, necessary to address any or all the uses recommended in this section.

STEWART INDIAN SCHOOL
TENTATIVE ADAPTIVE USE SCHEDULE

INTER-TRIBAL COUNCIL OF
NEVADA

<u>BUILDING NUMBER</u>	<u>ORIGINAL USE</u>	<u>PROPOSED USE</u>	<u>SQUARE FOOTAGE</u>
1	ADMIN. BLDG.	ITC ADMINISTRATION	5,002
2	POST OFFICE	INFORMATION CENTER	362
3	SUPERINTENDENT'S RESIDENCE	YOUTH HOSTEL	4,964
4	GUEST HOUSE	YOUTH HOSTEL	662
6	DORMITORY	ITC ADMINISTRATION	18,743
8	GARAGE	YOUTH HOSTEL	720
9	COTTAGE	DIRECTOR NV AGENCY RESIDENCE	1,269
11	SCHOOL PRINCIPAL'S RESIDENCE	DIRECTOR ITC RESIDENCE	1,182
12	DORMITORY	VOTEC CLASSROOMS/ CONF. CNTR. DORMS.	14,572
13	DORMITORY	VOTEC CLASSROOMS/ CONF. CNTR. DORMS.	14,572
14	WA-PAI-SHONE TRADING POST	STUDENT SERVICES	1,043
15	KITCHEN/ DINING HALL	CULINARY ARTS KITCHEN/DINING HALL	11,444
16	DORMITORY	VOTEC CLASSROOMS/ CONF. CNTR. ADMIN.	8,416
17	CLASSROOMS	VOTEC CLASSROOMS	41,826
18	GARAGE	BIA NEVADA AGENCY STORAGE	3,700

STEWART INDIAN SCHOOL
TENTATIVE ADAPTIVE USE SCHEDULE

INTER-TRIBAL COUNCIL OF
 NEVADA

<u>BUILDING NUMBER</u>	<u>ORIGINAL USE</u>	<u>PROPOSED USE</u>	<u>SQUARE FOOTAGE</u>
19	BAKERY	CULINARY ARTS OFF.	1,646
20	GYMNASIUM	AUDITORIUM/CONF. CNTR. MEETING FACILITY	8,824
21	DORMITORY	IHA MEDICAL/ HEALTH SERVICE CENTER	7,262
22	DORMITORY	MEDICAL SKILL CARE FACILITY	5,385
23	DORMITORY	MEDICAL SKILL CARE FACILITY	5,384
24	DORMITORY	MEDICAL SKILL CARE FACILITY	5,385
25	DORMITORY	MEDICAL SKILL CARE FACILITY	5,385
26	2 BEDROOM COTTAGE	SENIOR HOUSING	1,418
27	4 BEDROOM COTTAGE	SENIOR HOUSING	1,684
28	DUPLEX COTTAGE	SENIOR HOUSING	2,514
29	QUARTERS BUILDING	SENIOR HOUSING	2,527
30	QUARTERS BUILDING	SENIOR HOUSING	2,569
31	2 BEDROOM COTTAGE	SENIOR HOUSING	1,688

STEWART INDIAN SCHOOL
TENTATIVE ADAPTIVE USE SCHEDULE

INTER-TRIBAL COUNCIL OF
NEVADA

<u>BUILDING NUMBER</u>	<u>ORIGINAL USE</u>	<u>PROPOSED USE</u>	<u>SQUARE FOOTAGE</u>
32	2 BEDROOM COTTAGE	LOW-MOD. HOUSING/ CONF. CNTR. HOUSING	1,688
33	DUPLEX COTTAGE	LOW-MOD. HOUSING/ CONF. CNTR. HOUSING	2,490
34	DUPLEX COTTAGE	LOW-MOD. HOUSING/ CONF. CNTR. HOUSING	2,490
35	2 BEDROOM COTTAGE	LOW-MOD. HOUSING/ CONF. CNTR. HOUSING	1,229
36	2 BEDROOM COTTAGE	LOW-MOD. HOUSING/ CONF. CNTR. HOUSING	1,229
37	2 BEDROOM COTTAGE	LOW-MOD. HOUSING/ CONF. CNTR. HOUSING	1,433
44	1 BEDROOM COTTAGE	LOW-MOD. HOUSING/ CONF. CNTR. HOUSING	650
45	LAUNDRY	VOTEC STORAGE FACILITY	2,373
46	SEWING ROOM/ CRAFTS SHOP	VOTEC STORAGE FACILITY	1,773
47	GARAGE	VOTEC WAREHOUSE	2,088
48	COMMISSARY	VOTEC WAREHOUSE	
57	QUARTERS BUILDING	LOW-MOD. HOUSING/ CONF. CNTR. HOUSING	2,750
60	DUPLEX COTTAGE	CONF. CNTR. HOUSING	2,490
61	DUPLEX COTTAGE	CONF. CNTR. HOUSING	1,852

STEWART INDIAN SCHOOL
TENTATIVE ADAPTIVE USE SCHEDULE

INTER-TRIBAL COUNCIL OF
 NEVADA

<u>BUILDING NUMBER</u>	<u>ORIGINAL USE</u>	<u>PROPOSED USE</u>	<u>SQUARE FOOTAGE</u>
62	DUPLEX COTTAGE	CONF. CNTR. HOUSING	2,188
63	DUPLEX COTTAGE	CONF. CNTR. HOUSING	2,190
65	2 BEDROOM COTTAGE	CONF. CNTR. HOUSING	1,272
67	FOURPLEX COTTAGE	CONF. CNTR. HOUSING	4,862
68	INDUSTRIAL SHOPS	VOTEC INDUSTRIAL SHOPS	8,588
69	GARAGE	FACILITIES CORP. YARD OFF. AND SHOP	1,733
70	BLACKSMITH SHOP	CORP. YARD STORAGE	2,198
79	NURSE'S COTTAGE	RV PARK OFFICES AND LOUNGE AREA	2,720
84	COMMISSARY	FACILITIES SHOP BUILDING	5,239
87	WATER TANK	WATER TANK	50,000 GAL. CAP.
89	DORMITORY	BIA NEVADA AGENCY ADMIN.	17,545
90	AUDITORIUM	AUDITORIUM	5,168
92	CENTRAL HEAT- ING PLANT	CENTRAL HEATING PLANT	3,825
94	PUMP HOUSE	PUMP HOUSE	183

STEWART INDIAN SCHOOL
TENTATIVE ADAPTIVE USE SCHEDULE

INTER-TRIBAL COUNCIL OF
 NEVADA

<u>BUILDING NUMBER</u>	<u>ORIGINAL USE</u>	<u>PROPOSED USE</u>	<u>SQUARE FOOTAGE</u>
96	FILTER PLANT	FACILITIES STORAGE	2,017
107	DORMITORY	ENGINEERING RESEARCH FACILITY	32,832
108	GARAGE	STORAGE	638
110	2 BEDROOM COTTAGE	STAFF HOUSING	1,513
112	HORSE BARN	VOTEC INDUSTRIAL SHOP	2,522
114	DAIRY BARN	VOTEC INDUSTRIAL SHOP	3,139
116	3 BEDROOM COTTAGE	STAFF HOUSING	1,452
117	3 BEDROOM COTTAGE	STAFF HOUSING	1,264
118	3 BEDROOM COTTAGE	STAFF HOUSING	1,513
119	3 BEDROOM COTTAGE	STAFF HOUSING	1,264
129	PUMP HOUSE	PUMP HOUSE	100
160	GYMNASIUM	AUDITORIUM/CONF. CNTR. MEETING AND EXHIBITION FACILITY	37,150
161	WATER TREAT- MENT BUILDING	WATER TREATMENT BUILDING	638
	IHA CLINIC	CLINIC	8,754