

M A N I S T E E



N o r t h C o r r i d o r



A P l a c e m a k i n g P r o j e c t



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Section One - Introduction



Purpose of the Project

Situated on Lake Michigan, the City of Manistee is a historic coastal community located 80 miles north of Muskegon, 60 miles south of Traverse City, and 50 miles west of Cadillac. Downtown Manistee is positioned on the Manistee River, which is an active shipping and recreational waterway connecting Lake Michigan with Lake Manistee.

The City of Manistee Downtown Development Authority (DDA) commissioned Beckett & Raeder, Inc. and its subconsultants, ArtServe, Cooper Design, Inc., and Carmody Consulting, to prepare an assessment and feasibility study related to the Northern Hotel property, located in the North Corridor area of town. The assessment and feasibility study for the Northern Hotel property was specifically for the potential adaptive re-use of the building as an artist incubator, with artist live-work units. Thus, the assessment and feasibility study included a market study of artists in the region to determine the need for such space. Additionally, the building itself was studied for its potential to be renovated into such a use.

While much of the focus of the study pertained to the Northern Hotel, the study also examined the North Corridor area including its physical condition and the potential for improvements in the public realm. This part of the study specifically looked at Washington Street from the bridge over the Manistee River north to 2nd Avenue/ Lincoln Street and Memorial Drive from Washington Street to US 31, including the properties that front those streets. As such, the public park, Memorial Park, located along the north shore of the Manistee River east of Washington Street and south of Memorial Drive was included, with consideration given to the existing amphitheater and performance space along the shoreline.

Lastly, the project included an assessment of the Manistee Farmers Market, which is currently located in the parking lot of Memorial Park. The intent of the study is to identify strategies to transform the Manistee Farmers Market into a local, regional and state destination while serving the needs of residents, area growers and others.

All of these unique, yet related, aspects of the project are discussed in much greater detail in subsequent sections of this report, with supporting graphics and data included. Each aspect of the project stands alone and has the potential to become a successful development for Manistee. But these initiatives, if realized collectively, will transform the North Corridor into an extremely vibrant and culturally significant destination for the community and region.



Section Two - Art & Artists Market Study



Assessment

In order to ascertain the potential need for an artist incubator in Manistee, the first comprehensive survey of artists, designers, food entrepreneurs, architects, and other creative practitioners for the region was conducted. Input and perspectives from artists and creative practitioners was sought through an online survey. The goal was to document artist presence, depth, characteristics, and needs in the City of Manistee and the surrounding region. It is clear that the community values the importance of the arts and culture as part of the community character, assets and opportunities for the future.

As work progressed, information was gathered through facilitated discussions to generate new ideas, and quantified potential priorities and needs that can be used in developing new strategies for engaging the arts and artists as part of ongoing community development initiatives.

While this project is located in Manistee, the research used a regional lens including the counties of Manistee, Benzie, Mason, Wexford, Leelanau, and Grand Traverse.



Section Two - Art & Artists Market Study



Research Findings

The work involved several layers of compiling data and information on the needs, challenges and opportunities facing artists in the community and included:

- Updated statewide and regional American Community Survey (ACS) data to document the presence, depth and characteristics of the artistic and cultural worker populations for the period 2006 thru 2010 using model information from Leveraging Investments in Creativity (LINC). Data relies on Public Use Microdata Areas (PUMAS). Because this census data comprises a 5% sample, they were combined in geographic units that contain at least 1000 artists to ensure reliability of the totals.

- Developed an online artist survey seeking input from artists and creative practitioners in Manistee and the region.

- The survey launched in June. Advanced promotion through local groups like the Manistee Art Institute and Arts and Cultural Alliance, as well as direct media outreach and e-blasts to advocacy networks took place throughout the survey period. Limited email lists made these promotions challenging, as did the dynamic that many artists are attracted to this area to “escape” and “work invisibly”.

- The goal was to secure 50 survey responses based on a 25% rate of the estimated 200 artists on available listings. With an extension of timing, and help from local groups and leaders, 38 survey responses were gathered. While this didn't meet the target, these responses can be used to confirm the data and information gained through the ACS update.

- In addition to these research activities, valuable insights and perspectives from local artists and arts and cultural leaders in one-on-one meetings and calls was gained.

- Three artist meetings – one in June (17 attendees) and two in July (total of 16 attendees) – to solicit additional feedback from area artists was conducted. As part of these meetings, and as an incentive, professional practice seminars were facilitated. Meetings were held at the Ramsdell Inn.



American Community Survey Results

The American Community Survey (ACS) is an ongoing statistical survey that samples a small percentage of the population every year -- giving communities the information they need to plan investments and services. While the 2010 Census shows the number of people who live in the U.S., the American Community Survey shows how people live. The Census Bureau collects American Community Survey data from a sample of the population in the United States and Puerto Rico--rather than from the whole population. All ACS data are survey estimates. American Community Survey 1-, 3-, and 5-year estimates are period estimates, which means they represent the characteristics of the population and housing over a specific data collection period. Data are combined to produce 12 months, 36 months or 60 months of data. These are called 1-year, 3-year and 5-year data. For this project the 5-year data for 2006-2010 was used.

As part of this work on this project, 11 data tables covering both basic demographic information and particular information related to housing and migration was produced. For the purposes of this report basic population density, artistic discipline/category, housing, migration, and income have been concentrated on for analysis.

Workforce

Employed artists and related cultural workers represent a total of 1,778 of combined total employed population of Manistee, Benzie, Grand Traverse, Leelanau, Mason, and Wexford Counties. There were 746 artists of all disciplines and 1,032 related cultural workers. As a percent of total employed, artists and related cultural workers make up a total 1.85% of the regions' workforce. The state average for employed artists and related cultural workers as percent of total employed is 1.4%. This seems to indicate the presence of a vibrant community of artists within the 6 counties.

<i>Employment Status by Discipline (Artists)</i>	
Writers & Authors	88
Performing Artists	122
Musicians & Composers	138
Visual Artists	413

Amongst the employed artists population, the visual arts have the highest population with 413, followed by musicians and composers. Given the feedback received from the community and the observations gained through participation in local events, these two artistic disciplines have the highest visibility within the region and show the most promise for cultivating within the context of the redevelopment efforts. For related cultural workers the highest population is designers with 436.

Section Two - Art & Artists Market Study

<i>Employment Status by Discipline (Related Cultural Workers)</i>	
Architects	263
Media Communication Workers	265
Designers	437

Housing Rates

As part of this feasibility study, documenting specifically the homeownership rates amongst employed artists in the 6 county area was of interest. The results were surprising. 92% of artists in the region own their own home compared to 86% of all employed for the region. From the period of time from which data was collected, it is likely that this number includes those who bought property during the bubble (and may be underwater on their mortgages now), as well as those that after the market bust were able to pick up property affordably. Compared to Michigan's overall average, 75% of employed artists owned their own home compared to 79% of all other employed. The national average is 65% for artists and 70% for all other employed. While the focal point of this feasibility study and the North Corridor redevelopment initiative is the Northern Hotel property, it is clearly a point of interest for future planning to consider ways of tying the ability for artists to buy their own home to growing the regions' sector and economic base.

By comparison the percent of employed artists renting in the region is 7%. The number for all employed in the region renting is 18%. When this number is compared to Michigan's overall average, 21% of employed are renters compared to 25% of all other employed. The national average is 34% for artists and 29% for all other employed.

There are limitations on housing data gathered from the ACS system, in that it does not provide housing information for the unemployed and underemployed. While these numbers are only for employed artists and the portion of the population that is also within the workforce, it is the best available data to document the way artists are making a living and a life in the region. For the purposes of the redevelopment of the Northern Hotel, this information provides a strong caution against committing to artist live/work spaces.

Income

For the redevelopment study it was also essential to understand income levels for artists in region to see if there was economic readiness within the artist population to buy or rent a live/work space or contribute in other ways to the region's economic vitality.

Toward that end, it was necessary to understand the population of artists that may be within thresholds for federal or other social assistance programs. Many federal, social and health assistance programs have requirements of 100 – 133% of Federal Poverty Limits, some will go up to 299% of FPL – 40% of artists (employed and unemployed) are at or below 299% FPL which may be a strong indicator of need in the region.



Benzie, Grand Traverse, Leelanau and Manistee, Mason,
Wexford Counties in Michigan

Family income as % of poverty line*	Artists (%)	All employed (%)	Artists (%)	All employed (%)
500% or more	15.1	30.3	38.5	33.7
400-499%	7.3	14.3	13.2	14.1
300-399%	37.9	16.5	16.5	17.0
200-299%	19.4	22.3	14.9	16.7
100-199%	20.3	12.4	11.3	12.6
Less than 100%	0.0	4.2	5.6	5.9
Totals	100.0	100.0	100.0	100.0

* poverty line varies by family size and number of children; data not available for individuals in group quarters.

^ Personal and household income for US uses "All US", not just "All employed"

Sources: American Community Survey Public Use Microdata Sample, 2006-2010 Average; Data Driven Detroit.

Benzie, Grand Traverse, Leelanau and Manistee, Mason,
Wexford Counties in Michigan

	Artists (\$)	All employed (\$)	Artists (\$)	All employed (\$)
Median personal income (\$)	22,000	30,000	30,000	32,000
Median family income (\$)	60,000	68,200	59,320	60,000
Median household income (\$)	60,000	63,800	64,200	68,000

Benzie, Grand Traverse, Leelanau and Manistee, Mason,
Wexford Counties in Michigan

Personal income by arts discipline		
Visual artists	12,200	25,000
Performing artists	30,600	35,000
Musicians & composers	22,000	20,000
Writers & authors	32,500	40,000

* poverty line varies by family size and number of children; data not available for individuals in group quarters.

^ Personal and household income for US uses "All US", not just "All employed"

Sources: American Community Survey Public Use Microdata Sample, 2006-2010 Average; Data Driven Detroit.

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Visual Artists are one of the largest concentrations of artists in the region and they also represent the lowest in terms of personal income. As a result should the community wish to pursue artists' live/work housing or affordable housing that may include artists within the mix then we suggest specifically targeting the visual arts community.

Migration

Benzie, Grand Traverse, Leelanau and Manistee, Mason,
Wexford Counties in Michigan

Migration status, 1 year ago	Artists (%)	All employed (%)	Artists (%)	All employed (%)
Lived in same house	91.3	86.5	84.6	86.7
Moved within state/region	8.7	13.0	13.5	12.6
Moved into state/region	0.0	0.6	1.9	0.7
Totals	100.0	100.0	100.0	100.0

Net migration for Michigan, total arts labor force*

In-migrants (lived elsewhere from 2006 - 2010)	382
Out-migrants (moved from region 2006 - 2010)	557
Migration ratio	0.69

New artists as % of total 102.7

* includes both employed and unemployed individuals

Sources: American Community Survey Public Use Microdata Sample, 2006-2010 Average; Data Driven Detroit.

A regional migration pattern amongst artists was also of interest. This information is crucial in terms of thinking about attracting and retaining talent in the region as well as understanding how transitory in nature the artist population may be. The table above shows that from 2006 – 2010 382 artists moved into the region while 557 left the region. The percent of new artists represented within that is 102% of total artists in the region. Currently the region is experiencing a negative migration pattern (losing more than gained).

Summary

The ACS data provided illuminating information and demographics as a benchmark. Key findings from the ACS data are that Visual Artists are in need of support economically and that as a whole the region shows a stable and high rate of homeownership amongst artists.



Creative Many Survey Results

The Creative Many Survey was offered online and as paper offline options. The survey was live from June 1 – September 12, 2012. 38 responses were received. This is a response rate of 19% based on a list of 200 artists. 20% is an acceptable response rate for surveys where there is no prior relationship between respondents and the surveying organization. There was a goal of a response rate of 25% for the survey.

This was a comprehensive survey of artists in the region. This report concentrates on survey analysis and summary that directly relates to the feasibility of developing live/work or other spaces for individual artists.

Creative Many Survey – At a Glance

- 80% of respondents have been practicing more than 10 years as a creative practitioner.

- 68% of respondents were 50 years or older Visual Arts (45%), Crafts (18%), and Music (13%) were the largest categories of respondents and supports the ACS findings.

- 76% of respondents reside in Manistee County, Mason was the next largest county represented in the survey with 11%.

- 41% of the artists surveyed earned less than \$5000 in an annual year for their creative work (this includes all sales, grants, workshop fees, speaker fees, etc., 36% earned more. Artists were asked to indicate up to \$100,000 and over in incremental steps. While artist respondents indicated income in all categories including \$100,000 and over the bulk of responses indicated that they would be beneficially impacted by even small amounts of money, grants, stipends, or awards.

- The hours artists spent per month on their creative practice shows a fairly even distribution between levels 10-39 (likely to be hobbyists or retirees) and 80 hours or more (professionals -including both full time and part time artists). 10-39 hours (29%); 40-79 (24%); 80-159 (18%); 160 or more (29%)

- Manistee, Benzie, Wexford, and Mason counties (92%) were by far the strongest regions where artist respondents were receiving opportunities. However, the survey does indicate a strong amount of activity by artists out of the region as well including some international which may indicate that this region is a good base for artists while still allowing them the ability to pursue economic and other opportunities further afield to progress their careers.

- 51% of respondents have lived in the region 10 or more years but were not born here. Again this is an important indicator in terms of talent attraction and retention.

- 82% of those surveyed indicated they were planning on staying in the region.

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When asked why they will stay overwhelmingly 77% indicated Quality of Life above Affordable Housing (23%) or Affordable Work-Studio Space (10%). Employment or other economic opportunity was the second largest attractor (26%). Values for Educational opportunity (3%); Quality of support for artists and other creative practitioners (19%); Other (16%) were also reported.

Facilities at a Glance

A number of questions designed to directly address the need for facilities amongst the artist population as well as to find out about their current usage was asked.

MAIN PLACE FOR CREATIVE WORK CURRENTLY	
Rented & Separate (10%)	10%
Rented & Combined (8%)	8%
Rented & Adj/Freestanding (0%)	0%
Rented & Cooperative (3%)	3%
Owned & Separate (5%)	5%
Owned & Combined (53%)	53%
Owned & Adj/Freestanding	5%
Owned & Cooperative (0%)	0%
N/A (16%)	16%

-53% of respondents indicated that they currently own a living space combined with their work/office/studio space.

-60% indicated that they did not need or want a studio/workspace.
24% indicated that they did.

OF THE 24% ANSWERING YES, DESIRED WORKSPACE*	
Rent a *separate* workplace (non-live-in) (34%)	34%
Rent a *combined* living and workplace (33%)	33%
Rent a *shared/cooperative space* (11%)	11%
Buy a *separate* workplace (non-live-in) (11%)	11%
Buy a *combined* living and workplace (11%)	11%
Buy a *shared/cooperative space* (0%)	0%

-Of the 24% that indicated that they did need or want studio or workspace – 34% wanted to rent a separate workspace and 33% wanted to rent a combined live/work space.

-When we asked whether the respondents were in need of some form of more flexible facility with shared resources 55% said no; 29% said yes and 16% were unsure or preferred not to answer.



-We also inquired about the current amount of square footage that they use as their primary workspace. 200 sq. ft. was the median and 467 sq. ft. was the average in terms of square footage. The largest response was 4500 sq. ft. and the smallest were 100 sq. ft.

Needs Assessment at a Glance

Artists were asked to indicate their level of satisfaction with a number of routine aspects of creative practice and producing their creative work. The purpose of this was to uncover additional supporting or infrastructural resources and opportunities that may help support the role of a live/work, residency or artist economic development incubator concept.

Please rate your satisfaction with the following areas of your creative practice.						
	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Not Applicable
Access to quality facilities (rehearsal, recording, performance venues, office/studio, shared technical, administrative fabrication)	8%	11%	26%	24%	5%	26%
Access to information (events, opportunities, legal/professional)	3%	23%	37%	21%	8%	8%
Access to ongoing professional training (new creative skills, knowledge, techniques as well as essential business knowledge)	3%	32%	18%	24%	13%	10%
Availability of grant funding	0%	8%	42%	18%	16%	21%
Opportunities for other income and revenue generation	0%	8%	37%	37%	8%	10%
Opportunities for creative development (residences, production/commissioning opportunities, master classes, creative retreats)	3%	10%	34%	24%	13%	16%
Opportunities to attend work by other creative practitioners	11%	32%	29%	13%	10%	5%
Opportunities to meet other creative practitioners	8%	37%	24%	21%	0%	10%
Opportunities for your work to be performed, published, presented, produced	5%	45%	8%	26%	5%	11%
Opportunities to promote your work	3%	21%	34%	26%	8%	8%
Opportunities for your work to be validated (awards, prizes, fellowships, etc.)	0%	24%	50%	26%	13%	8%

-In response to the satisfaction rating pertaining to quality of facilities, the majority of respondents indicated they were dissatisfied. While this may seem contradictory to the responses given, when asked directly about their need or want of facilities, this question was designed to uncover whether there is a need for quality facilities that if delivered artists would consider leaving their current workspace arrangements. Income generation and convening of artists' networks also were key discoveries that could inform and shape potential programs, resources and services for artists either as part of this effort or for the future.

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Please reate the importance of the following resources and skills to growing and enhancing your creative practice						
	Very Important	Important	Neutral	Unimportant	Very Unimportant	Not Applicable
Engaging with other established creative professionals (critics, agents/representatives, publishers, venue programmers/producers, etc.)	34%	34%	24%	3%	0%	5%
Participating in gatherings, dialogues, and critiques with other artists and creative practitioners	42%	37%	16%	3%	0%	2%
Developing a strategic approach and plan for your work	37%	26%	24%	8%	05	5%
Raising funds for your practice (individual, corporate, foundation, professional fees, sales/distribution, other forms of generating revenue)	34%	16%	37%	5%	3%	5%
Developing leadership and management skills for your work (proposal writing, making presentations, critical writing, budgeting, and financial planning/management)	24%	21%	37%	10%	0%	8%
Developing communications skills/expertise for your work (pr, marketing, audience/market development-traditional and online)	34%	29%	18%	11%	3%	5%
Developing essential knowledge about legal, copyright, tax, insurance, pensions/benefits, healthcare, and ethical issues related to your work	34%	32%	18%	8%	3%	5%

-The relatively low importance placed on leadership and management skills by respondents (when compared to other areas of importance) also provokes some caution. These skills and the desire to gain them are often good indicators of a DIY and engaged cohort of artists. In the absence of traditional organizations providing the capacity and leadership needed on the ground, artists in Michigan have been filling that gap and have launched amazing studio, fab labs, community centers and creative placemaking initiatives. There is some concern that the artists in the region while engaged, may still be looking for someone else to make things happen for them.

Summary

Based on the ACS data and the conversations and participant observations that have taken place, this survey, despite its response rate, is reflective of the current trends, needs, opportunities and concerns within the community.



Case Studies

Paducah's Artist Relocation Program



Artist Relocation, Paducah, KY

Paducah's Artist Relocation Program encourages artists from across the country to relocate to the Lower Town neighborhood of Paducah. The City provides incentives for artist relocation, including historic homes offered at affordable rates, and a local bank lends relocating artists funds to restore the houses. The Artist Relocation Program contributes to the revitalization of a blighted historic neighborhood, strengthens the creative economy of Paducah, and creates a renewed residential community in the downtown.

Paducah's Artist Relocation Program encourages artists from across the country to relocate to the Lower Town neighborhood of Paducah. The City offers a key resource to artists: permanent ownership of their living and working space. It provides financial incentives for artist relocation. Also the city offers free lots for new construction and because the area is in an enterprise zone, all construction materials are tax exempt.

Website: <http://www.paducahalliance.org/artist-relocation-program>

Worcester



Worcester, MA

Worcester, a post-industrial New England city, rezoned an area of the city along Main Street as an arts district to create a vibrant mixed community of artists, residents, cultural organizations, and businesses by fostering cultural economic revitalization. It is a good example of how a struggling city can innovatively draw together artists, cultural organizations, the city government, and the business community

Their plan and progress is available online at <http://www.artsworcester.org/>
<http://www.ci.worcester.ma.us/reports/ArtsDistrictMasterPlan.pdf>

Legal Art Miami

LegalArt's Artist Residency is a hybrid, multi-disciplinary program that attracts and sustains local and international artists and arts professionals. In an effort to create a new model of cultural exchange in a city popular for its beaches, night life, and art fairs, the residency program offers artists the first, formal live/work environment in Miami. The primary focus of the residency program is two-fold: 1) provide long-term, affordable live/work space for Miami artists and 2) offer national/international artists and arts professionals year-round opportunities to research and respond to issues at stake in South Florida.

Hosting approximately 17 residents per year, LegalArt complements the residency program with a broad menu of educational and professional development services for artists. Through organized programs such as LegalLink and SeminArt, artists participate in monthly workshops, presentations, and one-on-one consultations with attorneys, gallerists, and arts professionals, empowering them with the tools and knowledge to elevate their careers. In

Section Two - Art & Artists Market Study



Residency Studio, Miami, FLA

addition, residency artists receive technical and administrative support as needed from LegalArt staff.

Residency Studio - Housed in a former warehouse built in 1924, LegalArt is conveniently located in downtown Miami, Florida. Each live/work studio (measuring approximately 600 square feet) is outfitted with polished concrete floors, large warehouse windows providing ample natural light, modern amenities, and one dedicated parking space.

In addition to the seven residency studios, the third floor features communal kitchen, dining, and lounge areas designed as an open flex-space to facilitate organic movement, use, and interactions among users. The second floor is also designed with an open-floor plan and accommodates LegalArt's administrative offices, research library, and program space. LegalArt also utilizes the building's ground-floor lobby as a temporary project space activated by residency and guest artists.

Miami-based artists are eligible to apply for the Local Residency. This program is an incubator, designed to help artists reach a new level in their practice.

The Visiting Residency Program lasts for up to three months, per resident, and includes artists, writers, scholars, and curators based outside the Miami area.

<http://www.legalartmiami.org/2012/06/29/open-call-for-local-and-visiting-residency/>

Summary

What can be learned from the successful models of artist spaces in other communities? What factors and dynamics are necessary to ensure that these efforts have a solid foundation for success and sustainability?

First, there are clear benefits to both artists and communities in the development of artist spaces:

- Buildings designated specifically for artists give artists living and/or working space in those buildings, increased visibility, and credibility as artists.
- Projects that use public funding programs to create affordable housing for artists ensure longer-term affordability and allow artists to stay in the same neighborhood over time.
- Many completed projects have seen home-ownership stabilize, businesses enter, and residents feel safer in the neighborhood.
- Many of these projects create connections between the artists and the community, enriching neighborhood culture.
- Tax revenues to the city and county increase as properties stabilize.
- The projects often prove to be an effective organizing tool, galvanizing communities and generating enthusiasm and support for community revitalization.



What are the factors that are critical to ensuring success and sustainability?

- Successful artist space developments build an early connection with the surrounding community and with the targeted artist community – and focus on meeting needs of both community and artists. Partnerships also play a key role in many project success stories.

- Non-profits are useful as partners in development of artist space. They can access the public funding sources that can provide enough subsidy to create affordable units and work spaces. They can also provide the leadership to envision, plan, guide and manage the development and operations of these spaces.

- Most arts or artist organizations leverage relationships developed over a long period of time to obtain community input and to acquire funding. Partnerships are essential to bridge the ties necessary between the arts and development. Groups like CDCs, EDCs or DDAs are well connected with the surrounding community and familiar with a variety of financing options, but most rely on partnerships to connect to the arts community.

- Artist-space development projects can require many different types of funding from a variety of public and private sources. Many average six different funding sources per project. The administrative burden of managing so many different sources with different requirements and timetables is a major challenge to project completion. A number of organizations partner with outside consultants who could guide them through the process of acquiring and managing various financing mechanisms.

- Private funding, most commonly from foundation grants and program-related investment, is the dominant funding source for these projects, providing four times as much money as public funding sources. Non-profit organizations typically are uniquely situated to receive such funds.

Additional Resources

Pricing Live Work - Some Generalizations

* Source: *ArtsLink*

Rental studio space - Rental rates on artist space range from \$5/s.f./annum up to \$16/s.f. This is highly dependent on the location and quality of the space being offered. Most individual artists typically cannot afford more than \$12/s.f. Small creative businesses might be able to afford more, but there are not many of them to go around. It is deceptive to think in per square foot numbers however.

One needs to think about how much an artist might be able to pay total above his/her other monthly expenses. Most artists usually do not want to pay more than \$100-\$300 a month above other expenses.

Live/work - Most live work units will not sell for more than \$180-\$275/s.f. to artists. Certainly there is a range of what artists can afford- not all artists are poor. When considering developing a building, one might want to have some expensive units to balance out a few affordable units. This works well in a co-op model.

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Other spaces - Rehearsal spaces and galleries have varying amounts that they can charge artists to pay for rent. Small creative businesses also have various rents they can afford. In general, it is probably best to assume that none of these businesses can afford much more than \$20/s.f./ annum. It would be wise to assume less than that amount.

Final Thoughts

-The research has revealed information that provides both caution and support for the feasibility of designing the Northern Hotel as an artist live/work, retail gallery, or exhibition/performance space.

-There are indeed artists interested in opportunities that increase visibility to new audiences, help them promote and sell their work, and serve to convene artists as a "community".

-There is stability across the artistic population based on homeownership rates, length of residency, existing studio spaces, and yet there are some in need of affordable spaces to live and practice.

-There is also a rich array of arts and cultural activities in Manistee and across the region which provide an important framework for strategically positioning those assets as part of a strategic plan to more deeply engage the arts as a community and economic development tool.

-And yet, in spite of this high level of artistic energy in the community, there is a need for "that right" organizational champion who can lead artists and the community in defining and implementing a strategic cultural plan over time. An "organizational champion" is critical in providing a solid foundation for a successful artist space development.

-On a more practical level, there is a need for an appropriate organization to manage the day-to-day aspects of operating an artists' space or collaborative. With the resources here, that is arts leadership capacity that could be developed for the future.

-There are important dynamics in the downtown that cannot be overlooked as part of this strategy, such as the role that the Vogue Theater will ultimately play in further cultivating Manistee as a cultural hub. Or, the great storefronts that are available in the downtown which could provide that visibility and connection to customers that local artists are seeking.

-And, while a lot of attention has been focused on serving the needs of artists that are already here, there is opportunity for the future with the attraction of new artists to the area. That can be positioned for success, again with the right leadership, and engagement of both artists and community in defining a careful strategy to work toward that goal over time.

-The work that was done can also be used to open new possibilities for how the community might integrate artist opportunities into long-term community development strategies – meeting the needs of both artists and community.



Section Three - Northern Hotel Building

Preliminary Assessment of Existing Conditions

Designed in the 'Italianate' style, the Northern Hotel Building is a five-bay, two-story, brick masonry structure. Approximately 120' long by 65' deep, the building has five commercial storefronts facing Washington Street. Each storefront features two cast iron Corinthian columns flanking a center door with tall storefront windows on either side. Each entry is recessed and accessed by two risers.

In addition to the five storefronts, there is a single entry door, between the 4th and 5th bays, to a wide stair leading to the second floor. It is presumed that this was the entrance to upper floor rooms that were for rent when the building was a hotel. The same five bays are reflected on the second floor. A central hallway allows circulation from the access stair, but it ends abruptly at the south wall of the 2nd bay. The 1st and 2nd bays of the building were clearly built first as a stand-alone building. Bays 3, 4, and 5 were a later addition. Each of the five bays features three arched top, Italianate windows on the front and, at one time, the same layout of windows, symmetrically, at the back.

According to the historic district survey of the building, it began as a two bay, commercial storefront building (Bays 1 and 2) in 1880 at the corner of Washington and Lincoln streets. In 1884 it was expanded by three more storefronts resulting in the base of the present 5 bay building. In 1887 a second floor was added and the building re-opened as the Pacific House hotel. We do not agree that the second floor was added at one time. We believe that if the storefront were built first, in two stages, the second floors were added in the same way. The second floor former 'exterior' brick wall suggests the first two bays were two stories high before the last three bays.

It is almost impossible to determine the original arrangement of rooms at the second floor level. Every non-load bearing partition seems to have been removed and almost all the floors and ceilings have been removed as well.

It is our understanding that a large addition was constructed at the rear of the building in 1887 effectively doubling the size of the hotel. This addition is visible in one of the historic photographs along Lincoln Street. This explains several building oddities; the roof which slopes back from the rear wall to internal roof drains, from what should have been a gutter with downspouts, and the in-fill rear windows and unusual reconstructions of portions of the rear wall. The roof drainage of the two structures likely came together along the back wall and resulted in water and ice damage that necessitated repairs. There is very likely damage above the present ceiling, in the ceiling and roof framing all along the rear wall.



It is believed that the kitchen and dining room for the hotel was located in the rear addition. This likely allowed the five storefronts to support retail commercial uses at the same time the hotel was in operation. Toilet rooms and baths could also have been located in the rear addition since there is little evidence of such uses in the present building.

It is our understanding that the addition burned and was removed, leaving the present building. The fire probably also caused damage that required repair at the rear wall. It is possible that foundations from the addition are still present, below grade, in the 'back yard' area.

Building Shell

Exterior Masonry Walls



*Northern Hotel Existing Building
Exterior*

The exterior walls appear to be three width brick walls, typical of the period. The exterior brick perimeter walls show some signs of differential settlement. This is most notable at the front façade, between Bays 2 and 3 (between the original 2 bay building and the following 3 bay addition). There is significant cracking that would suggest differential settlement of the foundations here. There is significant diagonal cracking at the north window of Bay 3. Otherwise, the West, North, and South walls are in relatively good condition given their age.

The rear, east wall, on the other hand, has large sections of wall which have been rebuilt, repaired, and/or parged. Some of the repairs have been made with concrete block rather than brick. The majority of the problems appear to be due to water damage resulting from the present roof drainage system. There still appears to be significant damage in need of repair; particularly in the area of the rear shed roof and deck. Water is still damaging the wall.

The building brick has been painted. Peeling paint and spalling brick in select areas on the lower north wall and the upper south wall suggest moisture migration problems.

The exterior basement foundation walls are made of ashlar stone, most likely a local dolomitic limestone. The interior demising walls are all brick except for the former 'exterior' demising wall between bays 2 and 3, which is stone.

The front basement foundation wall had large double-hung windows (some still intact) that opened into window wells. They flanked each storefront entrance and likely allowed a considerable amount of light into the basement level. Many of these openings and windows still exist even though the window wells are gone and the windows are sided over on the exterior.

Section Three - Northern Hotel Building

The rear basement foundation wall had two small windows flanking a central exterior stair at each bay. Most of these openings (not all) have been closed in. Several windows have been boarded up (not in-filled with masonry) and one exterior stair remains at Bay 4.

The front and north exterior, upper walls feature decorative brick at the hooded, arched top windows and at the upper cornice. The upper cornice is a nicely detailed decorative brick cornice featuring triangular dentals and stepped banding.

Storefronts

The front façade storefronts are in relatively good condition. However, they have been modified over the years. A projecting shingled canopy has been added, the transom windows and the lower bulkhead wall have been sided over, and most of the original doors have been replaced.



Northern Hotel Existing Store Frontage

The good news is that most of these changes seem to be superficial. The original construction appears to generally be intact, behind the improvements. The present canopy obscures the upper storefront, the storefront cornice band, and the top of the decorative cast iron columns. All appear to be intact except possibly the storefront cornice (it may remain behind the present canopy). The upper storefront windows also appear to be intact behind the T-111 siding and may be relatively easy to expose again. Some of the lower bulkhead windows into the basement still exist, however the original window wells have been removed.

The entries to each storefront, and the hotel stair, are two steps up from the side walk level. They are, thus, not barrier-free accessible.

Roof

The roof generally pitches from the front, west wall to the rear, east wall. However, the pitch is 'kicked' back at the east wall to internal roof drains rather than to an exterior gutter.



Northern Hotel Existing Roof

The roof appears to be a relatively new single ply membrane roof. The southern three bays of the roof have been re-roofed more recently than the northern two bays. The two roof areas are divided by a low parapet wall between Bay 2 and Bay 3. Both roofs were installed over previous roofing. The entire roof appears to be well flashed at the roof edges, parapets, and vents. There are 5 turbine wind vents, one per bay, located toward the front of the building. These vent the attics above the second floor ceiling.



The principle problem with the roof is the internal roof drains along the east wall that diverts the water down through the building and out the back wall at various locations. There is evidence of leakage and water damage around all these drains. The day of our survey, there was a significant amount of standing water around the drains. There is no system to route the roof water into a storm drain system or to discharge it onto the site.

This drainage system was most likely installed when the rear addition was added to the building and has been retained since the addition was removed.

Building Interior

Interior Masonry Walls

The five interior bays are separated at the basement and first floor levels by brick masonry demising walls. The interior masonry bearing walls show little sign of differential settlement. The walls appear to be three width brick walls like the exterior.

Openings in various walls have been created over the years linking adjacent bays. In some locations, larger sections of wall have been removed and replaced with wood framing. Very large brick arches were installed between Bays 3 and 4. The structural integrity of these larger openings should be evaluated by a structural engineer.

The interior brick walls divide the bays and provide structural support for the floor and ceiling framing at both levels. The floor framing is perpendicular to the brick demising walls, bearing on them. Each bay is roughly 22'-23' wide.

The demising walls do not extend to the second floor except for the former 'exterior' demising wall, between Bays 2 and 3. This wall extends through to the roof where it forms a low parapet, as described previously. There are former window openings, newer door openings, and other ragged openings in this wall.

Interior Floor & Ceiling Framing

As noted, above, the first and second floor, floor framing spans between the demising walls. The framing is consistently 3 X 12 joists at 16" on center. This is fairly heavy framing, but the joists generally clear span the bay and, therefore, will not support a large load; 40-50 pounds/SF. This generally meets residential loading requirements, as opposed to commercial or assembly loading.



Northern Hotel Interior

Section Three - Northern Hotel Building

A timber beam and timber columns have been added at the center of Bay 3, in the basement, to increase the load capacity of the first floor. This was likely done to support the booth structures in the My Way Depot space. Some random wood framed floor support has been added at the basement of Bay 1.



Northern Hotel Interior

In general the floor framing has not been significantly altered or damaged. There are some areas in need of re-framing or repair, but less than generally found in most buildings of this age. The existing stair openings at the first floor, in bays 2 and 3, should be inspected. They are most likely improperly framed.

The second floor ceiling and the roof are supported by 2 X 6 wood stud wall framing at the second floor, bearing on the brick demising walls directly below. Like the floor joists, the ceiling and roof joists bear on these demising walls.

The roof framing slopes from the front, west wall to the rear, east wall; each stepping down at a uniform rate. The second floor ceiling is separately framed as a level ceiling, approximately 10'-0" high. A typical triangular attic is formed between the roof and the ceiling framing. This attic is periodically interrupted by the demising wall framing.

The majority of the second floor framing has been stripped of its finishes; plaster and trim is generally gone. Some new 2 X 4 wood framing has been added to create rooms that were never finished. In general, the second floor is an open shell, except for Bay 5 which is a contemporary finished, 3 bedroom apartment.

Interior Circulation – Means of Egress

There is no building wide internal circulation system. At the first floor, each bay has a front and rear door to the exterior. Bays 1 and 2 are connected together and Bays 3, 4 and 5 are connected together.

Bays 1 and 2 have internal stairs to the basement, neither of which appear to meet code or are enclosed or fire rated. Bays 4 and 5 access the basement via two original basement stairs (side by side, one into basement Bay 4 and one into basement Bay 5) that are especially narrow; approximately 24" wide. And, there is the previously mentioned exterior stair at the rear of Bay 4.

There are two stairs to the second floor; the original hotel entry stair from the original hotel front door, between Bays 4 and 5 and a rear internal stair, from Bay 5 at the first floor to Bay 4 at the second floor. Both stairs arrive at the second floor at approximately the same location, the center of the second floor, between Bays 4 and 5. They appear to have originally connected to a central hallway running north-south. Neither stair is properly enclosed nor fire rated as an acceptable means of egress.



Currently the original hotel stair is abandoned. The rear stair serves the second floor apartment which appears to be used seasonally. In addition, there is a fire escape on the north end of the building; a steel framed stair type escape from the second window opening from the rear. The window has been replaced with a door and there are steps up to the opening at the interior. This escape does not meet present building code requirements.

Building Use

All five of the first floor bays are currently vacant. All appear to have previously been commercial uses.

The first bay was formerly the Northside Bakery. However, there is no evidence inside the space of this use. Currently this space is used for storage of miscellaneous items; furniture, home goods, etc. Bay 2 appears to have been more recently renovated for an unknown commercial use; perhaps mattress sales, which is no longer active. Bays 3, 4, and 5 are the My Way Depot - Sundae & Candy Shoppe. Established in 2008, the business opens for the summer season, however, it did not open this year.

The basement is generally unused other than for utilities and equipment. It has a sandy dirt floor. A small part of the rear of Bay 2 has a concrete slab floor.

The second floor is an unfinished shell except for the residential apartment at Bay 5.

Building Systems

There are no central building systems. Each individual use space appears to have its own services and systems. Spaces not recently in use generally have no heating or cooling systems.

Heating and Cooling

Only select portions of the building are heated.

There is an old, large abandoned furnace in the basement of Bay 4 with a flue to an added chimney on the back wall of the building. It likely once heated the present My Way Depot space. In the same vicinity there are abandoned compressors that must have once served the bar above. It appears that this space is only being used in the summer season and is not heated in the winter.



Sundae & Candy Shoppe, currently vacant

Section Three - Northern Hotel Building

A residential forced air furnace is located in a closet at the back of Bay 5 that is ducted up to the second floor apartment. Duct distribution is below the floor which has been raised approximately 6" above the original floor.

The fairly recently renovated Bay 2, first floor space has relatively new electric baseboard heat

There is no evidence of any other operational heating in the building. None of the spaces in the building appear to have any cooling.

Electrical

There are several overhead electrical services to the building off Lincoln Street. It is difficult to determine which might be active (if any) and what areas they service.

The My Way Depot has a service at the rear of Bay 3 and panels and disconnects are located in a closet against the back wall. This service likely serves the second floor apartment as well.

The fairly recently renovated Bay 2 has a relatively new electrical service and panel coming from the NE corner of the building. The panel appears to service the first floor retail space lighting, receptacles, and baseboard heating. This electrical work appears to be new enough to be up to code.

Bay 1 does not appear to have had active service for some time. Conduits to bare sockets are visible at the rear ceiling. A commercial space heater sits on a shelf in the front room. This space has been unused for a long time.

Electrical service to the basement is minimal. Power is provided to the hot water heaters (which are electric) and to basic lighting.

Water & Sanitary

There is 1" +/- water service (with no meter) in Bay 5, in the SW corner of the basement. It appears to come off a main in Washington Street. There likely are additional water services, but they could not be found.

There are hot water heaters in the basement of Bay 3 and 5 serving the My Way Depot space; kitchen prep space and the toilet room. This hot water heater possibly also serves the second floor apartment and the first floor laundry. There is a hot water heater located at the rear of Bay 2 to service the first floor toilet room in that bay.



Existing Hotel Pavement



The sanitary plumbing is a hodgepodge of piping that has apparently been added to and adapted as various uses were developed in the building. It is likely that much of it does not meet code.

It appears that there are two sanitary services; one in Bay 3, off Washington Street, and one in Bay 1 off Lincoln Street. All visible sanitary piping seems to make its way to one of these two locations.

Other than to the apartment, there is not visible water or sanitary piping to the remainder of the second floor.

Natural Gas

There appear to be racks for 5 gas meters on the east wall of the building at Bay 3. There is only one meter installed presently. It most likely serves the second floor apartment furnace.

Gas piping is running to other areas of the building in the basement; however, it does not appear to be connected to any equipment.

Building Code Assessment

The building would most likely be redeveloped as a mixed-use development with retail commercial or restaurant/food services uses at the first floor and office or residential uses above.

The allowable height and area of an un-separated (no fire wall separations between uses), mixed use building is determined by the most restrictive use. In this case, the most restrictive potential use is most likely a restaurant (Assembly A-2). Based on this scenario, and the fact that the building is accessible to public rights-of-way on two sides, it would meet the building code height and area requirements.

A fire suppression system would not be required. However, we would highly recommend one in this situation given the type of construction, the size of the building, and the residential use.

Since there is no system of access to the basement or second floor levels, an egress system would have to be developed to provide both access to, and emergency egress from, these levels. This would likely involve 2 new fire rated stairs at opposite ends of the building with appropriate circulation between the two. Traditional fire escapes as a means of egress are rarely allowed under the present code.



Northern Hotel Existing Interior

Section Three - Northern Hotel Building

The present first floor loading capacity is 40lbs–50lbs/SF. To accommodate potential retail commercial (Mercantile) or restaurant/food service (Assembly) uses, the first floor would have to be reinforced to at least 100lbs/SF. This could be accomplished by either providing intermediate support for the floor at the basement level or by reinforcing the existing joists themselves.



The present second floor loading capacity is also 40lbs–50lbs/SF. This would be suitable for residential uses. However, it would not be suitable for office (Business), or other public uses, which require between 80lbs–100lbs/SF of loading capacity. The second floor could be reinforced for such uses, but this would be fairly difficult and expensive.



Northern Hotel Existing Interior

The building code requires a 1-hour fire separation between the first floor commercial or restaurant uses and any second floor residential uses. This separation is required whether a fire suppression system is installed in the building or not; this likely means adding non-combustible material, such as gypsum board, to the underside of the existing floor-ceiling assembly to increase the assembly rating. This, however, is difficult to do when there are existing historic ceilings that should remain, such as at Bay 5.

Public uses, like retail commercial, restaurant, and office also require restroom facilities; either common facilities or within each use. Toilet facilities have to be designed for both the business staff and the patrons. Separate facilities usually have to be provided for each sex (unisex restrooms are no longer common). Toilet facilities require a significant amount of space, are expensive to construct, and take careful planning.

In addition, suitable building services and systems would have to be installed to meet building uses and that meet present electrical, plumbing, and mechanical codes.

Barrier Free Accessibility

As mentioned previously, there are two steps up into each of the five storefront entrances of the building. Similarly, the existing rear entrances are also approximately two steps above grade.

The building has no elevator or lift. The rear entrance to the My Way Depot space is accessible via the rear deck and ramp which may meet the Michigan Barrier-Free Design Requirements.



The Michigan Barrier-Free Design Code requires that buildings be made accessible and that the disabled are not discriminated against in its implementation. Technically, this means that the disabled should be allowed the same access to a building afforded the non-disabled; i.e. they shouldn't be relegated to a side or rear entrance if the general public is using the front entrance.



Historic Photo of Northern Hotel

If more than four residential units are provided (Apartments, Type R-2) the level they are located on has to be barrier-free accessible by elevator or lift. All interiors of the units have to be accessible per the barrier-free design code requirements for Type 'B' units. This means they have to have doors accessible to the disabled and the disabled have to have accessible routes thru the unit. This is not as stringent as the requirement for Type 'A' units which are for occupancy by the disabled. Since less than 10 units are contemplated, a Type 'A' unit does not have to be provided.

All new public toilets in the building must be barrier-free accessible. The number of fixtures in each toilet depends on the use and number of occupants of the building.

Off street parking is not required in the C-3 Central Business District. If any parking is provided, a percentage of the parking must also be barrier-free accessible: one space is required for parking lots with less than 25 spaces.

Historic Preservation

The Northern Hotel building (141-143 Washington Street) is a 'Contributing' building in the Manistee Commercial Historic District. Work done on the building is subject to the Secretary of the Interior Standards for Historic Preservation and local Guidelines for the Historic District as administered by the local Historic District Commission.

Simply put, the historic district requirements call for the preservation of existing architectural detail and building fabric. They do not call for the restoration of already missing detail or fabric, although in some cases this is desirable. New work at the exterior of the building, whether it is new construction or maintenance work, must be done in accordance with the Secretary of Interior Standards and the local Guidelines.

If a major renovation or adaptive reuse of the building is undertaken, the work complies with the Secretary of Interior Standards, and the cost of the work exceeds the 'Basis' of the building, the project would be eligible for State and Federal investment tax credits. The work must be documented beforehand and a two part application process through the State Historic Preservation Office (SHPO) is required before approval.

Section Three - Northern Hotel Building

Given the fact that the storefront entrances are essentially intact, the Historic District Commission would be unlikely to require that they be made barrier-free accessible. They would most likely allow a secondary entrance as the barrier-free entrance. This may, or may not, have to be formalized with an official State of Michigan, Barrier-Free Design Board waiver. It is likely that the Board would grant such a waiver in this case, but not guaranteed.



Historic Photo of Northern Hotel

It would be fairly easy to remove present changes and restore the original appearance of the storefronts and the front facade. The only significant new construction that would be necessary would be the construction of a new storefront cornice (which could still exist behind the present shingled canopy) and work at the former basement windows. This would likely be viewed favorably by the local historic district and planning commission.

Parking- C-3 Central Business District

- Residential Dwellings: Multi-Family, 2 per dwelling unit
- Eating and Drinking Establishments: 1 space for every 3 seats of legal seating capacity
- Retail Establishments: 1 space for every 450 square feet of floor area plus 1 space for every employee in the largest shift.
- Office: 1 space for every 250 square feet of office space.



Proposed Redevelopment Concept

The Manistee North Corridor Study has concluded that there may not be a significant need in the community for artist live-work housing or artist housing, in general. Due to a relative abundance of reasonably priced housing stock in the area, artists appear to be satisfied with the housing choices that they have made.

Originally designed and built for ground floor retail commercial uses, spurred by the construction of a nearby railroad passenger station in the early 1880's, those commercial uses have varied over the years, but have been retained until recent years.

The Northern Hotel Building may best be redeveloped in response to the North Corridor neighborhood in which it is located. The development master plan for the area calls for the development of multi-family housing along Washington Street, both to strengthen the present residential neighborhood and to bring additional residents downtown, in closer proximity to the central business district and its amenities.

Building Use

Within the existing five bays, we recommend maintaining retail commercial & service uses at the first floor level. These uses might market primarily to the residents and workers in the neighborhood, rather than compete with downtown. Potential uses might include:

- Convenience Retail
- Bakery/Deli
- Coffee Shop
- Salon
- Insurance/travel
- Cellular/Utility Service Provider

The building may also be able to sustain a destination use such as a specialty restaurant if the right opportunity presented itself.

At the second floor level, the former hotel best lends itself to residential uses. Given the floor loading capacity and the existing structural bays, apartments would be the ideal choice.

Section Three - Northern Hotel Building

We have prepared two residential alternatives:

Alternate A: Develop five two bedroom loft apartments, one at each bay of the building. Entry would be off a new circulation system (rear porch) off the rear of the building, at the kitchen, and the living room would be on the opposite side, the front of the building. Each unit would be roughly 1,300-1,400SF.

Alternate B: Develop 10, efficiency loft apartments, two per bay accessed off a central hallway. This would create 5 apartments at the rear of the building and 5 at the front of the building. Each unit would take advantage of the tall second floor windows at the main living areas. The units would be roughly 500-700SF.

Circulation and Egress

The redevelopment proposal calls for the development of an upper and lower porch along the back wall of the building. Constructed at the same level as the first and second floor levels, the porch would connect the building to two new egress stairs and an elevator built outside the shell of the building.

This would provide access to both levels of the building, controlled access to the second floor apartments, and make both levels barrier-free accessible. It would also provide emergency egress from both levels which is currently lacking.

Two new egress stairs within the building would provide two means of egress from the basement level.

Building Shell Improvements

Based on the building's 'Contributing Structure' designation in the local historic district, any improvements to the exterior of the building require the preservation of existing building fabric. As noted in our existing condition evaluation, most of the original storefront elements are still in place. They have simply been covered by later construction.

Both to meet the Historic District requirements and to remain eligible for investment tax credits, the five storefronts should be restored to their original design. It may not be possible to reconstruct the original basement windows and window wells, and the front doors will have to meet barrier-free width requirements, instead of restoring the original narrow double doors, but the remainder of the storefront components are essentially intact.



Large areas of the rear wall of the building will have to be reconstructed, both to repair damaged masonry and to create new windows and doors off the porch to support the interior uses. This includes windows and doors into the first floor commercial uses and to apartments at the second floor.

At other walls, the small areas of masonry spalling and cracking should be repaired. Following masonry repairs, the building would need a new coat of paint. We would recommend a change in color scheme, one in keeping with the historic period of the building.

The roof should be modified to remove the internal drainage system and a new exterior gutter and downspout system instituted. The adjacent roof framing should be exposed and repaired as needed.

The existing double-hung wood windows are all in need of replacement to match existing.

Interior Improvements

The entire first floor needs to be reinforced to meet present floor loading requirements. This might best be done by installing a center beam in each bay of the basement to cut the span of the floor joists in half. This would likely yield suitable capacities.

The second floor framing may need to be repaired in select areas where inappropriately modified over the years. The present loading should be sufficient for the proposed residential use; however, the hallway may need to be reinforced.

The second floor apartments will need to be constructed. Services and HVAC will have to be accommodated within the construction. Most services would have to be brought up from the basement. Heating and cooling could be located within the units (gas forced air), with rooftop AC condensers.

Complete new electrical, water, sanitary, gas, and communications systems need to be installed.

A fire suppression, while not absolutely required, will reduce required fire rated construction, including the apartment corridor rating and utility shaft ratings. It will also reduce insurance costs and make for a safer building. It is, therefore, highly recommended.

With or without a fire suppression system, a one-hour fire separation will be required between the first floor uses and the second floor residential use. This will likely require the construction of new rated ceilings at the first floor. The removal and re-installation of the decorative pressed metal ceiling at Bay 5 is a possibility.

Section Three - Northern Hotel Building

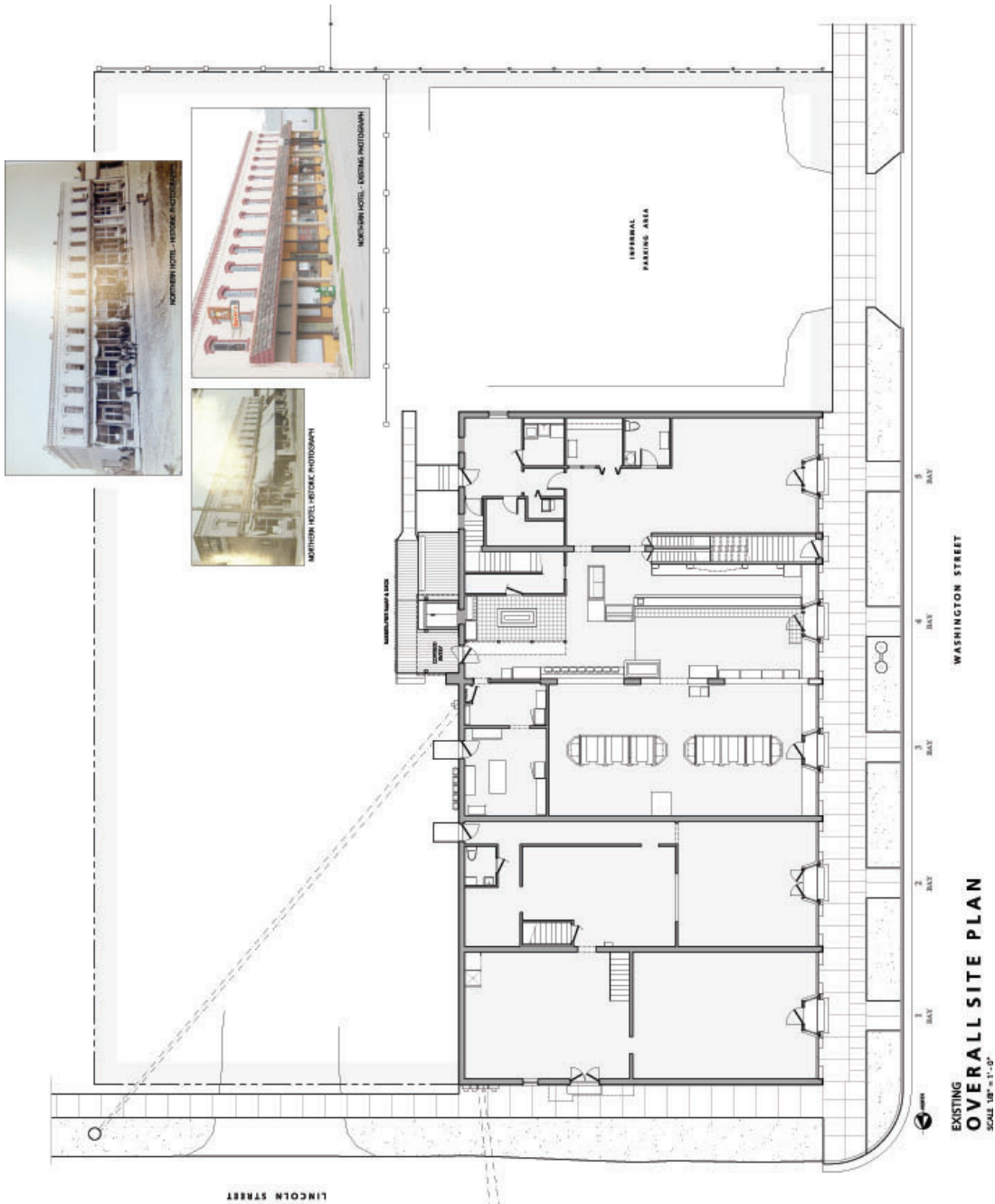
Site Improvements and Parking

While off-street parking is not required in the C-3 Central Business District, we believe that the redevelopment would benefit from some parking. We would recommend that spaces for at least one vehicle per apartment be provided on site and reserved for apartment use (5 or 10 spaces depending on the alternative selected).

In addition, parking for potential commercial uses would be a desirable convenience for their patrons and an attraction to potential tenants. It is not possible to provide all the parking required by ordinance if parking was required in the C-3 district on the site.

The drive through parking concept also would accommodate most commercial delivery and trash collection vehicles. An easily accessible refuse container enclosure is proposed at the rear of the site.

Site landscaping and screening is typically a site development requirement and a desirable amenity. We would recommend the installation of street trees, parking lot landscaping, and screening as illustrated. A parking lot screen wall and development sign is also recommended.



MANISTEE NORTH CORRIDOR
Art & Architecture - Farmers Market - Entertainment
Place Making Project

The NORTHERN HOTEL BUILDING
Corner of Washington and Lincoln Streets
Manistee, Michigan

BUILDING DATA	
First Floor Area	7,836 GSF
Second Floor Area	7,836 GSF
Total Floor Area	15,672 GSF
Individual Bays (110)	1,587 GSF (average area)



29 July 2012
COOPER DESIGN INC. - Beckett & Raeder, Inc.

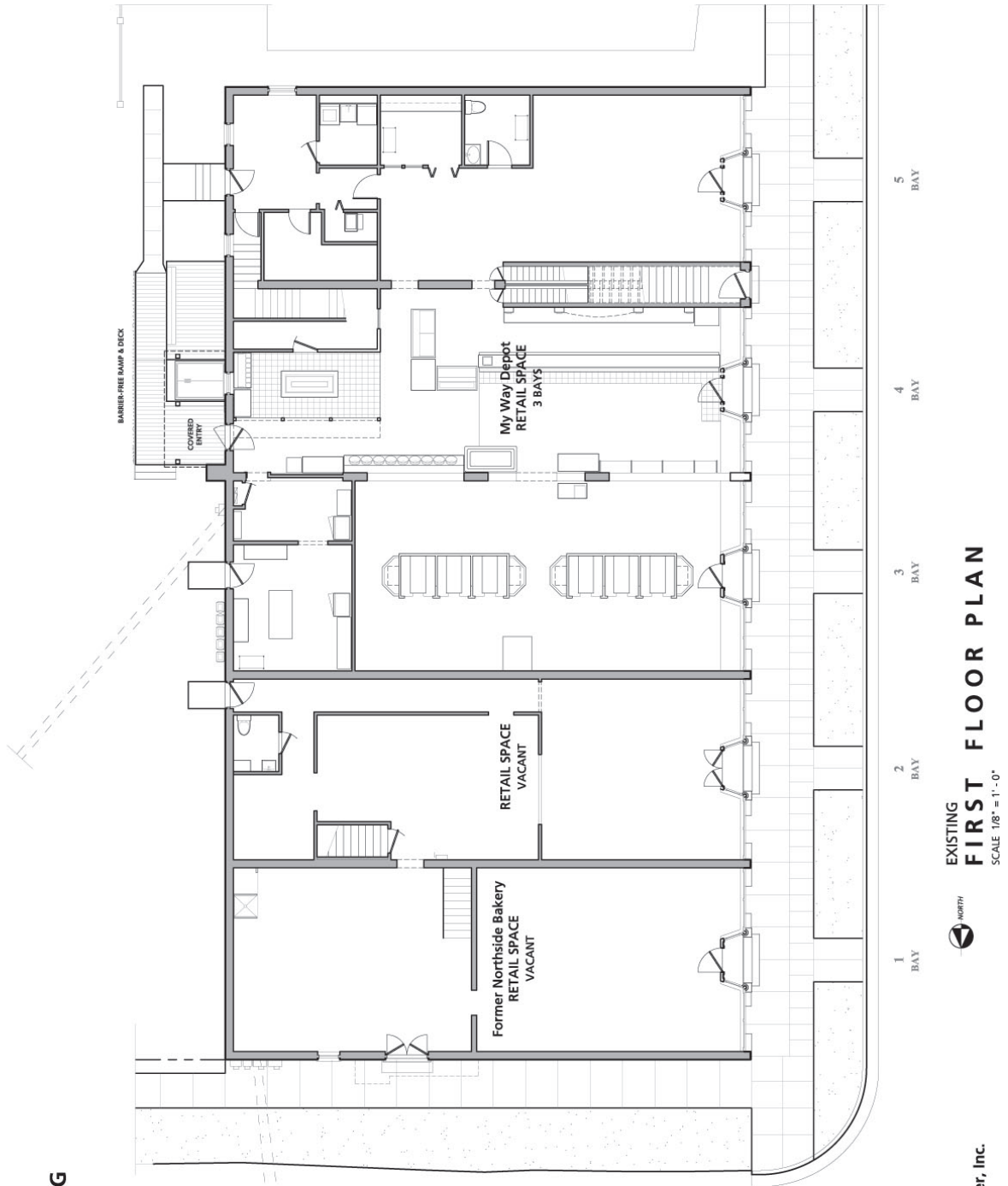
Section Three - Northern Hotel Building

MANISTEE NORTH CORRIDOR
Art & Artists - Farmers Market - Entertainment
Place Making Project

The NORTHERN HOTEL BUILDING
Corner of Washington and Lincoln Streets
Manistee, Michigan

BUILDING DATA

First Floor Area	7,836 GSF
Second Floor Area	7,836 GSF
Total Floor Area	15,672 GSF
Individual Bays (10)	1,567 GSF average area



22 August 2012
COOPER DESIGN INC. - Beckett & Raeder, Inc.

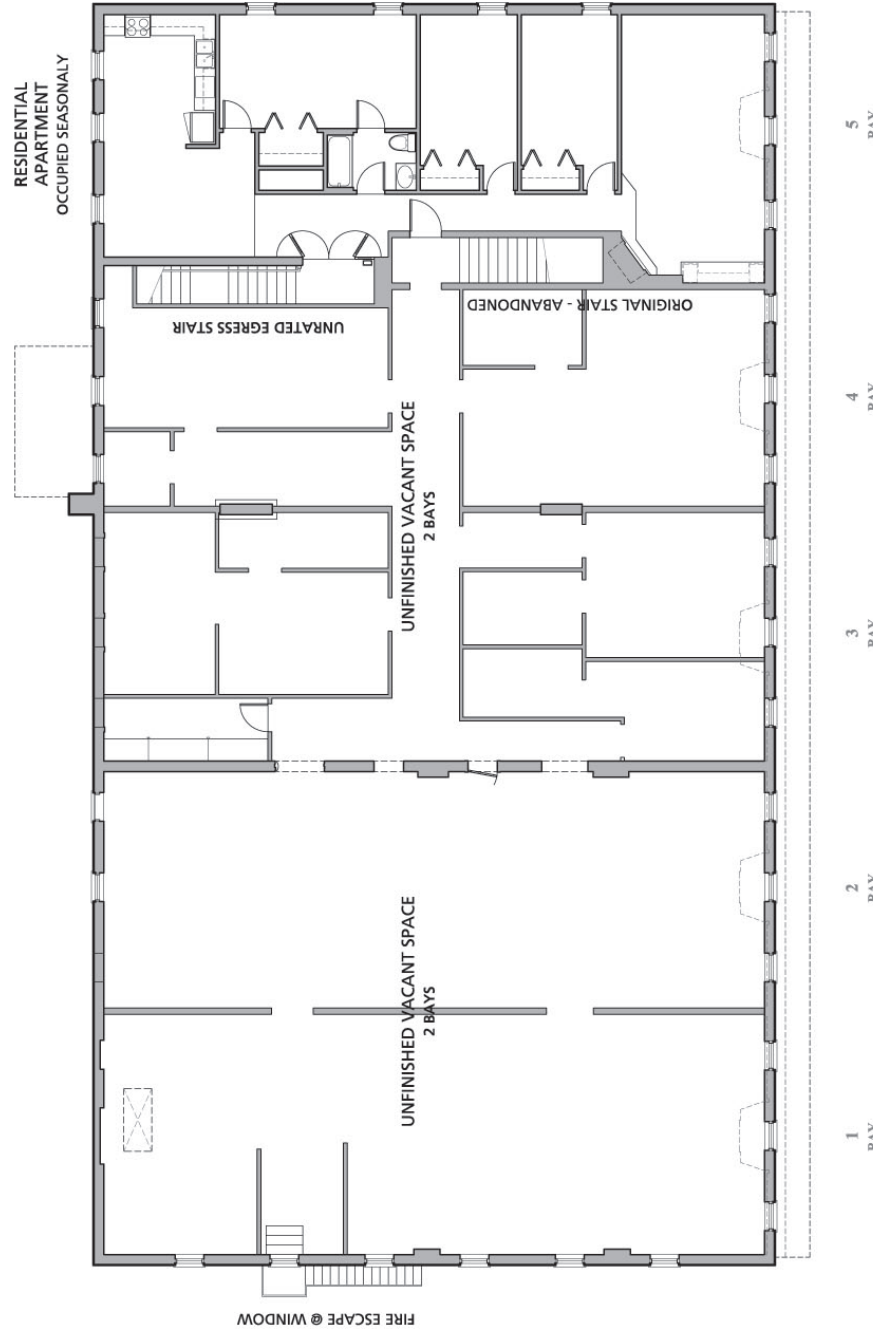


MANISTEE NORTH CORRIDOR
Art & Artists - Farmers Market - Entertainment
Place Making Project

The
NORTHERN HOTEL BUILDING
Corner of Washington and Lincoln Streets
Manistee, Michigan

BUILDING DATA

First Floor Area	7,836 GSF
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EXISTING
SECOND FLOOR PLAN
SCALE 1/8" = 1'-0"

22 August 2012
COOPER DESIGN INC. - Beckett & Raeder, Inc.

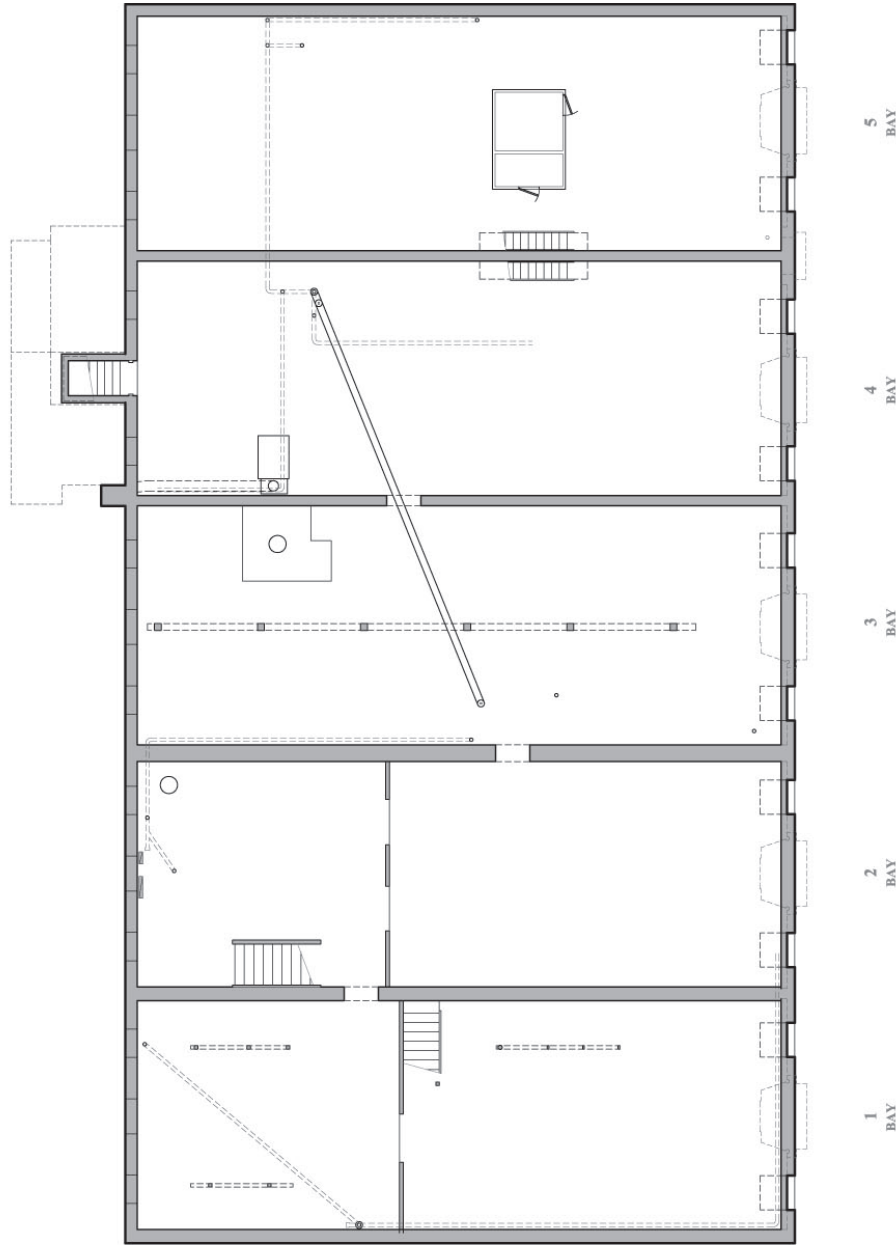
Section Three - Northern Hotel Building

MANISTEE NORTH CORRIDOR
Art & Artists - Farmers Market - Entertainment
Place Making Project

The NORTHERN HOTEL BUILDING
Corner of Washington and Lincoln Streets
Manistee, Michigan

BUILDING DATA

First Floor Area	7,836 GSF
Second Floor Area	7,836 GSF
Total Floor Area	15,672 GSF
Individual Bays (10)	1,567 GSF average area



EXISTING
BASEMENT FLOOR PLAN
SCALE 1/8" = 1'-0"



22 August 2012
COOPER DESIGN INC. - Beckett & Raeder, Inc.

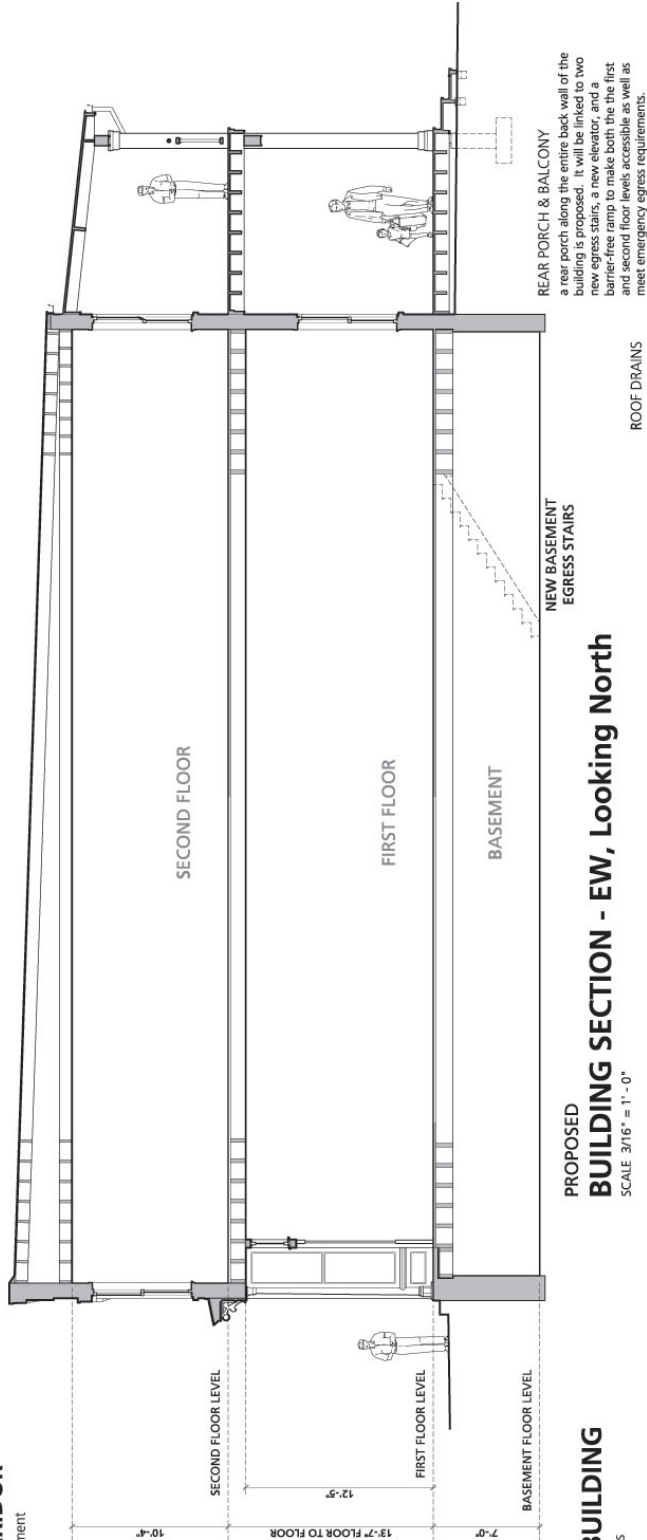


MANISTEE NORTH CORRIDOR
Art & Artists - Farmers Market - Entertainment
Place Making Project

RESTORED FRONT FACADE
Recreation of original storefront character;
new storefront cornice, restore original tall
windows, re-establish tall entry doors.

The
NORTHERN HOTEL BUILDING
Corner of Washington and Lincoln Streets
Manistee, Michigan

PROPOSED
BUILDING SECTION - EW, Looking North
SCALE 3/16" = 1' - 0"



EXISTING
BUILDING SECTION - EW, Looking North
SCALE 3/16" = 1' - 0"



22 August 2012
COOPER DESIGN INC. - Beckett & Raeder, Inc.

Section Three - Northern Hotel Building

MANISTEE NORTH CORRIDOR
Art & Artists - Farmers Market - Entertainment
Place Making Project

**The
NORTHERN HOTEL BUILDING**
Corner of Washington and Lincoln Streets
Manistee, Michigan



EXISTING FRONT FACADE

HISTORIC STOREFRONT



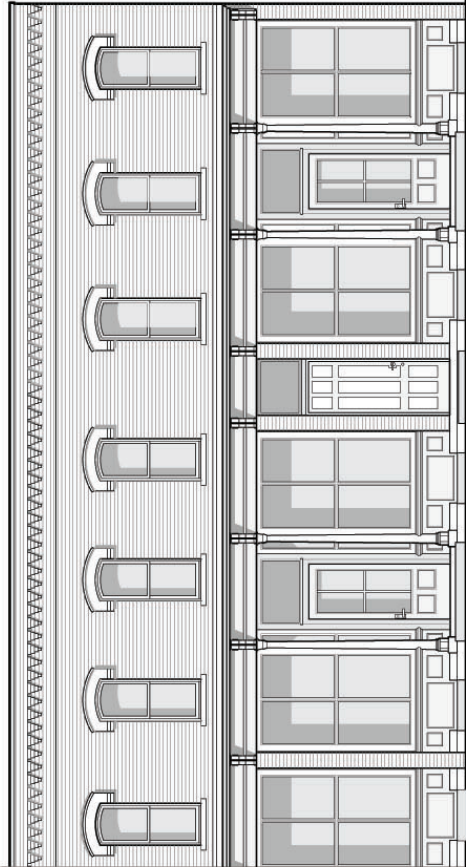
HISTORIC FRONT FACADE



EXISTING STOREFRONT

22 August 2012

COOPER DESIGN INC. - Beckett & Raeder, Inc.



REPLACE EXISTING
DOUBLE-HUNG WINDOWS

NEW RESTORED
STOREFRONT CORNICE

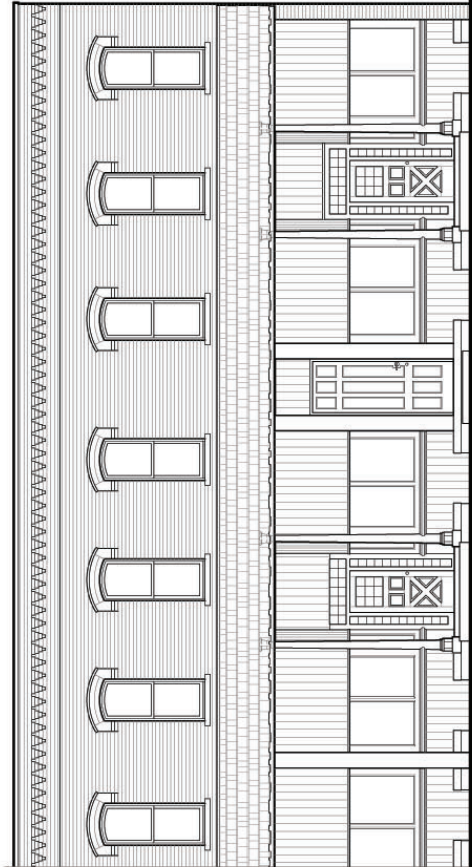
RESTORED FULL-HEIGHT
STOREFRONT WINDOWS

NEW TALL DOORS
TO MEET BARRIER-FREE WIDTH

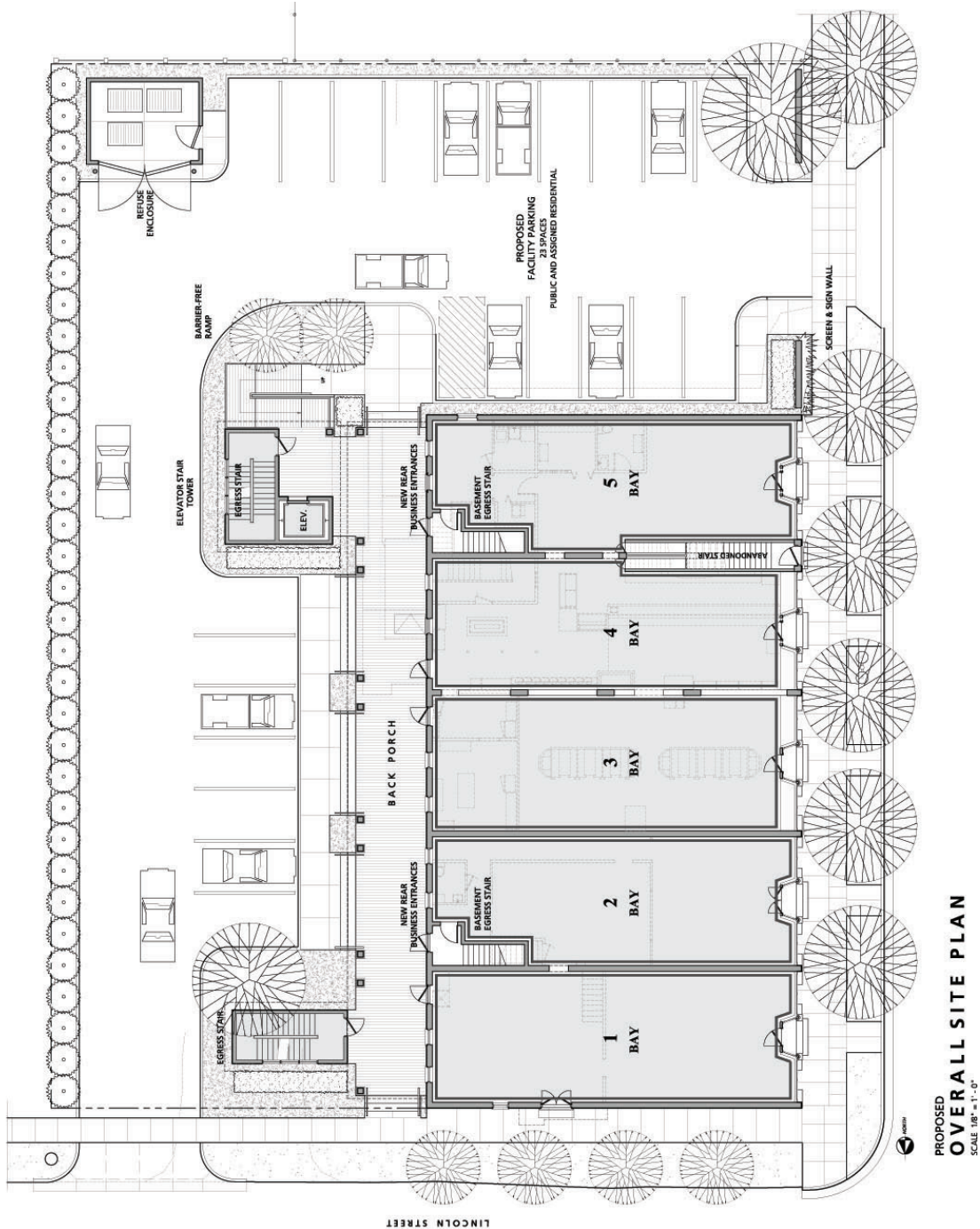
RECONSTRUCTED
LOWER BULKHEAD PANELS

**PROPOSED RESTORATION
FRONT FACADE ELEVATION, Partial**
SCALE 3/16" = 1' - 0"

Restored Front Facade



**EXISTING
FRONT FACADE ELEVATION, Partial**
SCALE 3/16" = 1' - 0"



PROPOSED
OVERALL SITE PLAN
SCALE 1/8" = 1'-0"

MANISTEE NORTH CORRIDOR
Art & Artists - Farmers Market - Entertainment
Place Making Project

The NORTHERN HOTEL BUILDING
Corner of Washington and Lincoln Streets
Manistee, Michigan

EXISTING BUILDING AREAS

First Floor Area	7,836 GSF
Second Floor Area	7,836 GSF
Total Floor Area	15,672 GSF
Individual Bays (10)	1,567 GSF (average area)

NEW BUILDING AREAS

New Back Porch	1,515 SF / per level
Egress Stair & Elevator	372 SF / per level
Second Egress Stair	186 SF / per level
New Floor Area	12,131 SF / per level
Total New Floor Area	4,263 SF



FIRST FLOOR COMMERCIAL AREAS

BAY 1	1,420 NSF
BAY 2	1,307 NSF
BAY 3	1,407 NSF
BAY 4	1,263 NSF
BAY 5	1,273 NSF
TOTAL Floor Area	6,763 NSF

3 September 2012

COOPER DESIGN INC. - Beckett & Raeder, Inc.

Section Three - Northern Hotel Building

MANISTEE NORTH CORRIDOR
Art & Artists - Farmers Market - Entertainment
Place Making Project

The
NORTHERN HOTEL BUILDING
Corner of Washington and Lincoln Streets
Manistee, Michigan

BUILDING DATA

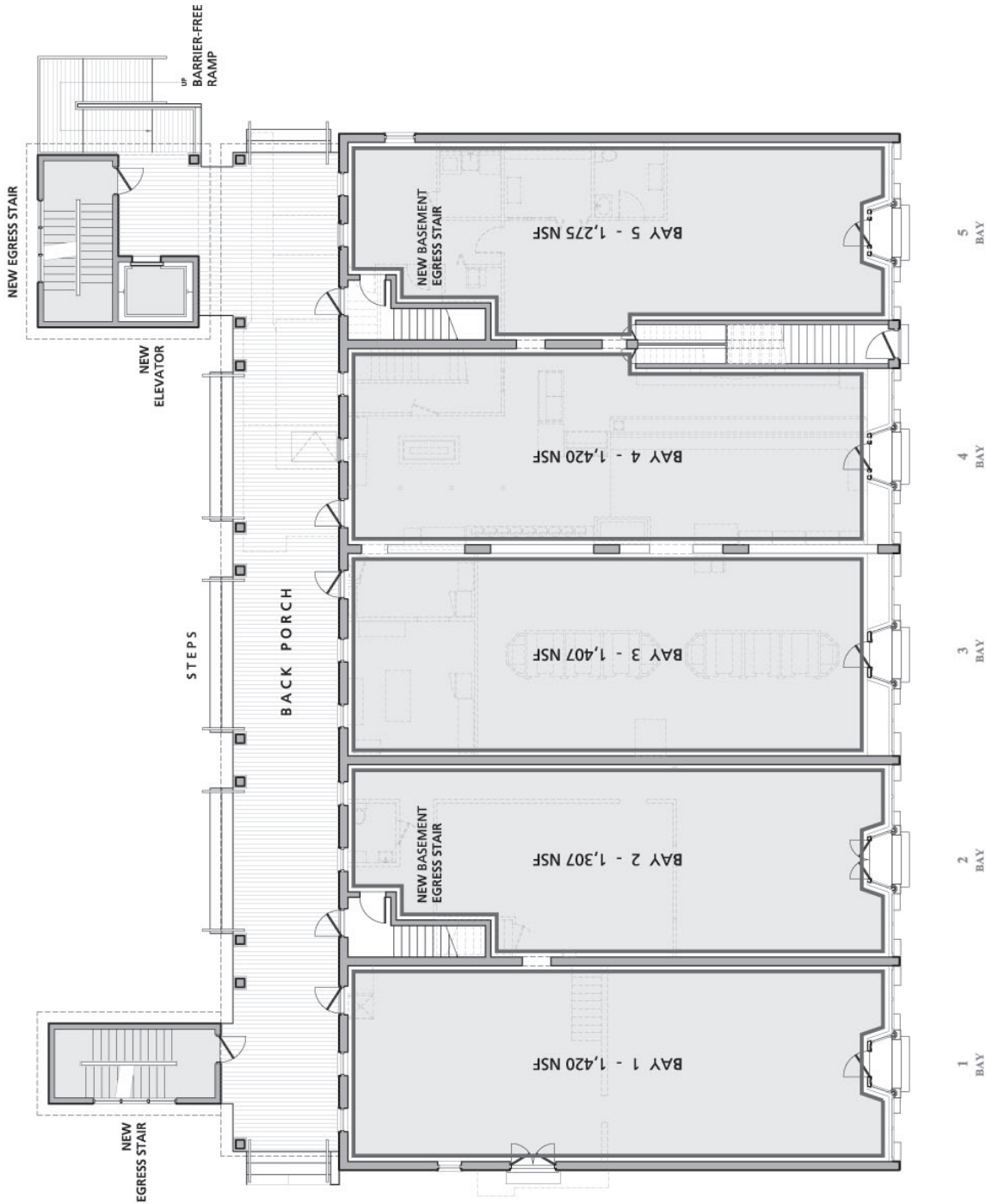
First Floor Area	7,836 GSF
Second Floor Area	7,836 GSF
Total Floor Area	15,672 GSF
Individual Bays (10)	1,567 GSF average area

NEW BUILDING AREAS

New Back Porch	1,513 SF / per level
Egress Stair & Elevator	372 SF / per level
Second Egress Stair	186 SF / per level
New Floor Area	12,131 SF / per level
Total New Floor Area	4,262 SF

FIRST FLOOR COMMERCIAL AREAS

BAY 1	1,420 NSF
BAY 2	1,307 NSF
BAY 3	1,407 NSF
BAY 4	1,353 NSF
BAY 5	1,275 NSF
TOTAL Floor Area	6,762 NSF



PROPOSED FIRST FLOOR PLAN
FIRST FLOOR PLAN
SCALE 1/8" = 1'-0"



22 August 2012
COOPER DESIGN INC. - Beckett & Raeder, Inc.



MANISTEE NORTH CORRIDOR
Art & Artists - Farmers Market - Entertainment
Place Making Project

The
NORTHERN HOTEL BUILDING
Corner of Washington and Lincoln Streets
Manistee, Michigan

BUILDING DATA

First Floor Area	7,836 GSF
Second Floor Area	7,836 GSF
Total Floor Area	15,672 GSF
Individual Bays (10)	1,567 GSF average area

NEW BUILDING AREAS

New Back Porch	1,513 SF / per level
Egress Stair & Elevator	372 SF / per level
Second Egress Stair	186 SF / per level
New Floor Area	12,131 SF / per level
Total New Floor Area	4,262 SF

FIRST FLOOR COMMERCIAL AREAS

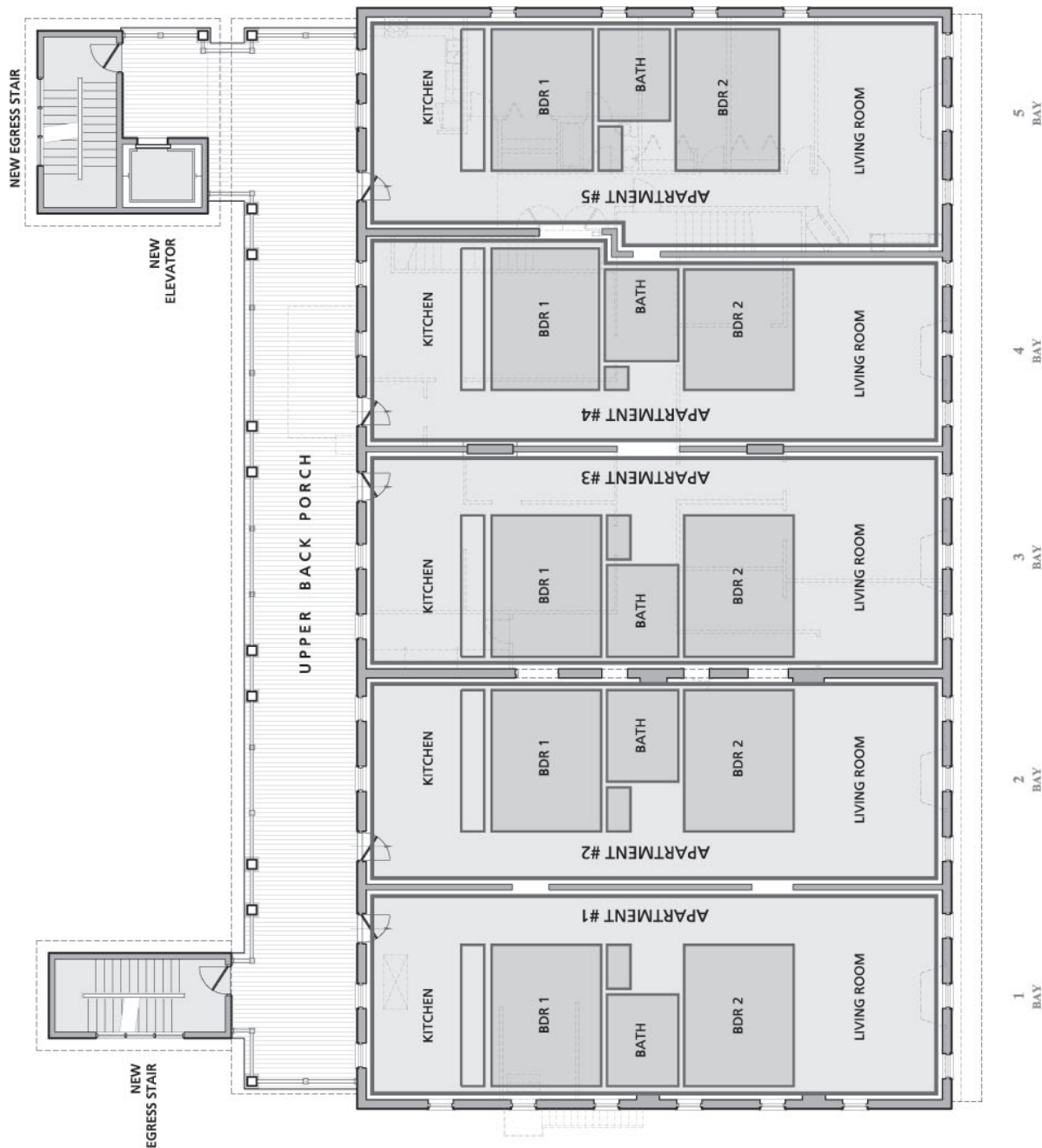
BAY 1	1,420 NSF
BAY 2	1,307 NSF
BAY 3	1,407 NSF
BAY 4	1,353 NSF
BAY 5	1,275 NSF
TOTAL Floor Area	6,762 NSF

SECOND FLOOR APARTMENT AREAS

Apartment 1	1,446 NSF
Apartment 2	1,423 NSF
Apartment 3	1,496 NSF
Apartment 4	1,371 NSF
Apartment 5	1,548 NSF
TOTAL Floor Area	7,284 NSF

22 August 2012

COOPER DESIGN INC. - Beckett & Raeder, Inc.



PROPOSED
SECOND FLOOR PLAN - ALTERNATE A
SCALE 1/8" = 1' - 0"



Section Three - Northern Hotel Building

MANISTEE NORTH CORRIDOR
Art & Artists - Farmers Market - Entertainment
Place Making Project

The NORTHERN HOTEL BUILDING
Corner of Washington and Lincoln Streets
Manistee, Michigan

BUILDING DATA

First Floor Area	7,836 GSF
Second Floor Area	7,836 GSF
Total Floor Area	15,672 GSF
Individual Bays (10)	1,567 GSF average area

NEW BUILDING AREAS

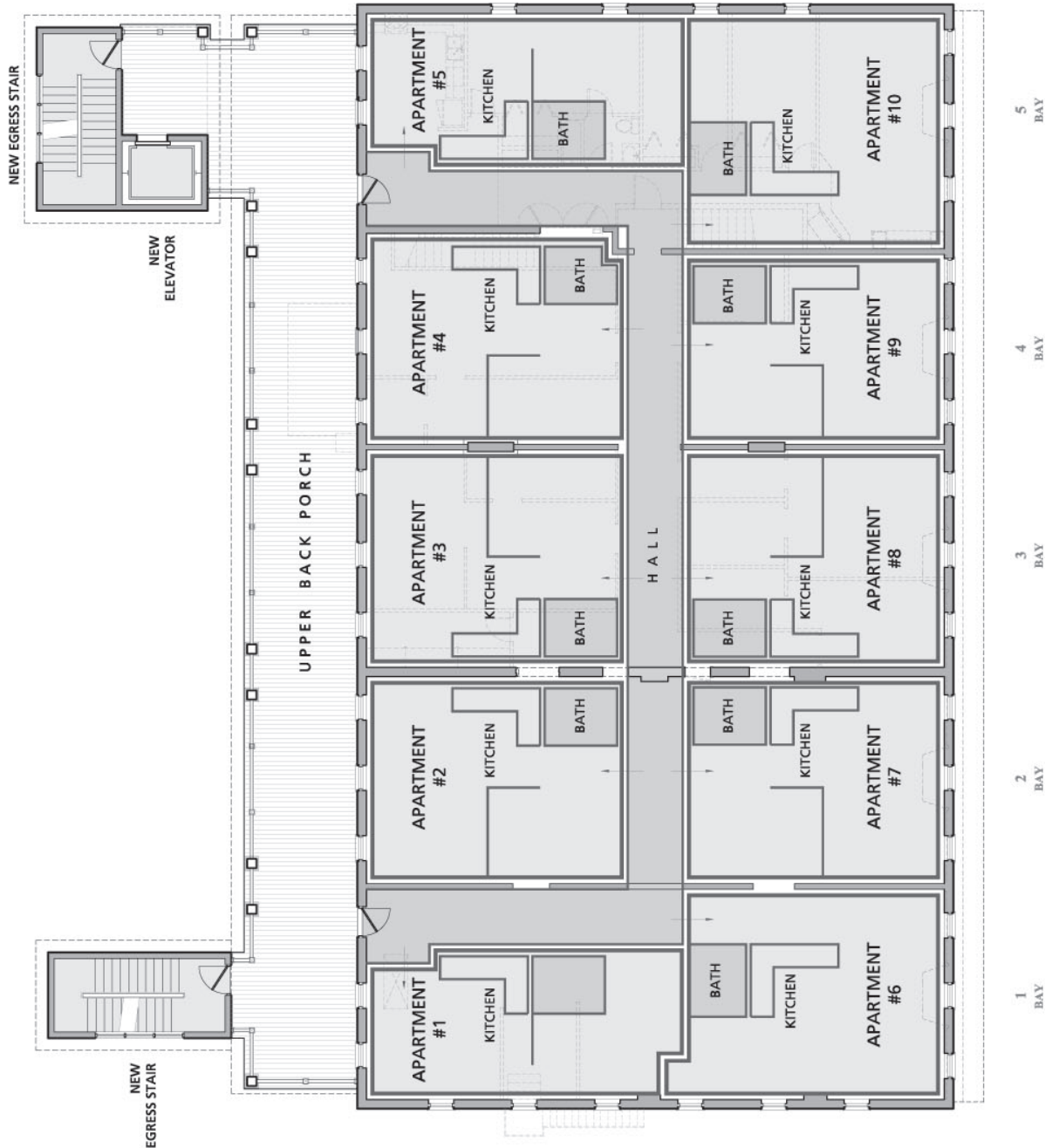
New Back Porch	1,513 SF / per level
Egress Stair & Elevator	372 SF / per level
Second Egress Stair	186 SF / per level
New Floor Area	12,131 SF / per level
Total New Floor Area	4,262 SF

FIRST FLOOR COMMERCIAL AREAS

BAY 1	1,420 NSF
BAY 2	1,307 NSF
BAY 3	1,407 NSF
BAY 4	1,353 NSF
BAY 5	1,275 NSF
TOTAL Floor Area	6,762 NSF

SECOND FLOOR APARTMENT AREAS

Apartment 1	504 NSF
Apartment 2	643 NSF
Apartment 3	677 NSF
Apartment 4	652 NSF
Apartment 5	589 NSF
Apartment 6	667 NSF
Apartment 7	643 NSF
Apartment 8	677 NSF
Apartment 9	590 NSF
Apartment 10	731 NSF
TOTAL Floor Area	6,373 NSF



PROPOSED
SECOND FLOOR PLAN - ALTERNATE B
SCALE 1/8" = 1' - 0"

22 August 2012

COOPER DESIGN INC. - Beckett & Raeder, Inc.



MANISTEE NORTH CORRIDOR
Art & Artists - Farmers Market - Entertainment
Place Making Project

The
NORTHERN HOTEL BUILDING
Corner of Washington and Lincoln Streets
Manistee, Michigan

BUILDING DATA

First Floor Area	7,836 GSF
Second Floor Area	7,836 GSF
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Individual Bays (10)	1,567 GSF average area

NEW BUILDING AREAS

New Back Porch	1,513 SF / per level
Egress Stair & Elevator	372 SF / per level
Second Egress Stair	186 SF / per level
New Floor Area	12,131 SF / per level
Total New Floor Area	4,262 SF

FIRST FLOOR COMMERCIAL AREAS

BAY 1	1,420 NSF
BAY 2	1,307 NSF
BAY 3	1,407 NSF
BAY 4	1,353 NSF
BAY 5	1,275 NSF
TOTAL Floor Area	6,762 NSF



PROPOSED
BASEMENT FLOOR PLAN
SCALE 1/8" = 1'-0"

22 August 2012

COOPER DESIGN INC. - Beckett & Raeder, Inc.

Section Four - Farmers Market Assessment



Existing Conditions

The Manistee Farmers Market currently operates from 8am - 12 noon from May 12 to October 13 in the parking lot at the southeast corner of Maple and Memorial Drive. It is an attractive site with the vendors arranged in one aisle along the south edge of the parking lot - a bluff that overlooks the Manistee River and downtown Manistee.

Current Site

The shade provided by trees along the bluff is a great site amenity. Other strong pluses are the proximity of Oleson's Food Store located just northeast of the market and the opportunity to use the market as a tool to leverage development of several properties adjacent to the parking lot on the west and northwest.

Incremental growth of the market can be accommodated on site by tighter configuration of the market itself and better use of on-street parking as the market expands and takes more parking lot spaces out of use for customer parking.

Drawbacks to the site are its distance from the downtown core and the lack of connection between the Farmers Market and adjacent retail businesses. Such clustering helps build traffic that supports both the market and retailers/restaurants.

Management

Current market management is provided by Manistee Community Kitchen and Seeds After School, a program of Eco Seeds. This management team provides good leverage between the Farmers Market and other local food system components.

The market management team's talent, enthusiasm and dedication to grow the market are significant assets to build upon.



Regional Competition



Farmers Market Visitors

Manistee is within a rich agricultural setting. The crop diversity of western Michigan provides Manistee with proximity to growers unavailable to most communities. Manistee Farmers Market's ability to attract diverse growers is limited by extensive regional competition. Regional competition includes:

Downtown Traverse City	Saturday, 7:30 - 12 Noon
Grand Traverse Commons	Mondays 2pm - 6pm
Luddington	Friday, 3 - 8 pm
Scottville	Saturday, 9am to 1pm
Frankfort	Saturday, 8am - 1pm
Interlochen	Sunday, 9am - 2pm
Cadillac	Friday, 8:30 - 4pm

Current Vendor Mix

The Manistee Farmers Market currently hosts 24 farm/food vendors and 8 craft vendors. The Market is sold out for the year and has a waiting list of craft vendors that would like to sell at the market.

Current Customer Count

The average market day attendance for ten market days during the mid-summer of 2012 was 930 patrons. The market attracts mostly affluent permanent residents and those vacationing in the area. Lower income residents are beginning to use the market to take advantage of the market's access to Double Up Food Bucks (DUFb) which is an incentive program sponsored by the Fair Food Network that provides Supplemental Nutrition Assistance Program (SNAP) participants with a dollar for dollar match up to \$20 that can only be used to purchase Michigan grown fruits and vegetables.

An average number of 15 people per week are using the DUFb program and that number will increase as word spreads about the program. More than \$2,000 in DUFb benefits were distributed from July through mid-September, 2012.

Market Programming

Currently Chef Al from the Manistee Community Kitchen provides weekly cooking demonstrations and musical performances are integrated into the market helping to make the market more compelling.

Section Four - Farmers Market Assessment

Short Term Recommendations



Farmers' Market Art and Entertainment

Grow the market incrementally at its current site

While three sites will be considered as long term sites for the Manistee Farmers Market, the current site can accommodate significant incremental growth and re-location of the Farmers Market only makes sense as part of a larger community project or if the market outgrows its current site.

Improve Vendor Mix

Reduce craft vendors and increase prepared foods by utilizing Manistee Community Kitchen participants and other area food entrepreneurs. The interest in making specialty food products is growing rapidly.

Working with the Manistee Community Kitchen program, the Starting Block Food Incubator in Hart and the West Shore Community College, Manistee Farmers Market should reduce the content of arts and crafts and increase the content of specialty foods including some ready-to-eat products. Focusing on regionally significant ethnic foods will help give the Market distinctive character to stand out among the many farmers markets in the region.

The market should extend its hours and run until at least 1pm to provide a greater opportunity to attract lunch customers to a wider array of prepared and ready-to-eat foods.

Craft vendors should be limited to only items made by local residents and the number of craft vendors should be reduced slightly to increase the quality of items sold at the market.

Establishing higher quality standards and instituting a tougher but highly transparent selection process will make the market more attractive to both craft makers and customers in the region who have many markets from which to choose.

Increasing the number of specialty food products also helps to build the distinctiveness of the market relative to regional competition. Proximity to one of the state's best food incubators in Hart is an asset that Manistee should mine for value added products.

The Manistee Community Kitchen also provides an opportunity to create entrepreneurs from the local community by leveraging that program's success in teaching people about healthy eating to earning income either as a group project of the Community Kitchen or as entrepreneurial program for its clients.



Farm to School Programs



Community Kitchens



Tighten Vendor Layout

Selling out this year's allocation of market spaces is an opportunity to increase rates for the 2013 season. While a steep increase of rates is not advocated, a slight increase of rental fees along with a reduction in the size of stall is advocated to provide space for more vendors and to give the market a tighter, more compact form.

Expand Programming

In addition to the Cooking Matters curriculum offered by Chef Al at the market, it is recommended to add the Shopping Matters curriculum that the Michigan Nutrition Network has developed. This food literacy component gives tips on how to buy healthy and affordable food and can be used jointly benefiting both the Manistee Farmers Market and the nearby Oleson's Food Store.

Shoppers would be led on tours at both the market and the grocery about how to buy different kinds of foods. This will help provide a platform from which to expand other collaborations with the grocery store.

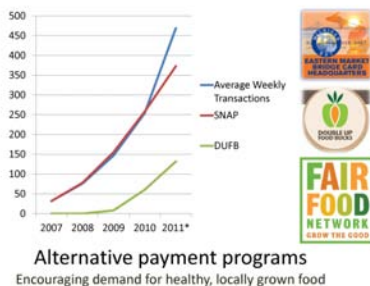
Other programming ideas would include recreational activities especially for children and seniors. School-yard games are making a comeback, a great volunteer activity would be to supervise kids school yard games - four square, hopscotch, and jump rope. Another way to engage seniors would be to host a rotating set of weekly competitions between bocce ball, croquet, horseshoes, dominos, and bag toss.

Guerilla Marketing

Two key audiences need marketing to expand their use of the market. First, the availability of SNAP and DUFB at the market make the market attractive to lower income residents of Manistee. Second, the improved market mix of fewer, higher quality crafts and more prepared and ready to eat foods will make the market more attractive to those taking their vacations in or near Manistee. Without a large marketing budget, the Manistee Farmers Market needs to rely upon grass-roots or guerilla marketing tactics.



Regional Food Systems



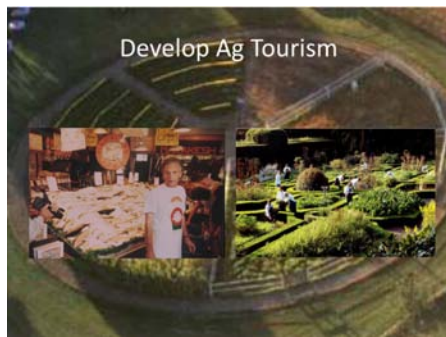
Alternate Payment Programs

Section Four - Farmers Market Assessment

Some examples include:



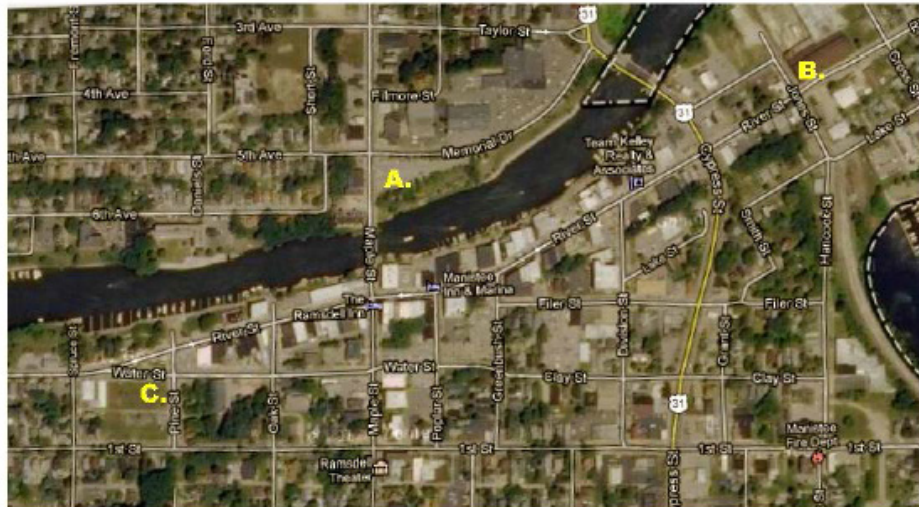
Example of a thriving Farmers' Market



Agricultural Tourism

- Door Hangers*
As the name implies 4.25 X 11 sheets hung from doorknobs in nearby neighborhoods, especially those with residents that will be attracted to the market by SNAP/DUFB programs. You can yield two hangers per sheet of paper and use minimum wage student-age interns or volunteers to distribute.
- Weekly Drawing*
At the bottom of the door hanger, an entry form into a weekly drawing for a bushel of goodness (fresh produce contributed by participating vendors) acts to draw people to the market and it also provides for the capture of email addresses or text message phone numbers. This data will help increase market patronage over the long haul by utilization of a variety of social media tools.
- Vacation Rental Gatekeepers*
Working with the vacation rental real estate community to find low cost ways to communicate with area vacation renters is critical to expanding the participation of this demographic in the market.

Using the welcome center and area rental offices to distribute information about the market is a start, but building relationships with those in this industry is key. Hosting a vacation rental appreciation day in the spring and providing a special discount for plants and flowers to spruce up rental properties is one way to strengthen this key set of relations.
- Focusing on large residential complexes like Harbor Village is also recommended because these facilities often have developed ways to communicate with their residents that make it easy to promote attractive market features.



Long Term Sites
Manistee Farmers' Market

Section Four - Farmers Market Assessment

Long Term Recommendations



Current Site near Oleson's and Family Dollar

The current market location can be expanded to include at least 40 vendors that would require the market to increase attendance significantly. At that size parking could begin to overwhelm the site at peak times.

With the richness of the agricultural region, Manistee can build a stronger market capable of becoming more of a regional destination; but to do so requires the project to become part of a larger development that has the capability of drawing more people than just the Farmers Market itself.

Three sites in the greater downtown seem to offer potential to build a regional center that could serve as an anchor for community development and significantly boost market attendance.

Sites to Consider

A. Current Site

The current site offers the chance to build a one-stop shop experience in which the park, the Farmers Market, and Oleson's Grocery Store are better connected to give shoppers a more diversified shopping experience.

Removing the Farmers Market from the park offers a great opportunity to build a better park at the handsome riverfront site.

Removing the Family Dollar store and constructing market sheds at that location will provide a more viable market and provide a community facility for community events when the market is not in session.

Parking can be accommodated in conjunction with Oleson's and by greater utilization of the street for parking. On street parking will also calm traffic and make the area safer for pedestrians. For larger events, a flexible approach should be developed wherein the street can be closed for limited periods of time.

Expanding the market at this site builds a retail food and nutrition engagement hub. Its success will be dependent upon Oleson's embracing the idea of a Farmers Market in its parking lot. Many national and regional grocers have developed partnerships with their local Farmers Market in this very manner. While produce sales may drop for a few weeks, the goodwill and community appreciation typically provides much greater benefit.



B. Foundry Hub Site

The former foundry site east of downtown is a unique opportunity to create a regional food hub. In conjunction with a variety of indoor and outdoor gardens at the site, the Farmers Market could be joined with other food hub projects to create a bona fide regional center for crop aggregation, specialty food processing, and storage of preserved crops.

This ambitious project could be an anchor for the local economy. In addition to the Farmers Market the site can accommodate a variety of food processing facilities, IQF technology to freeze specific crops and refrigerated space to extend crop seasons for others.

This project greatly increases Manistee's ability to attract vendors and customers from other cities in the region and benefits from recent work undertaken by the State of Michigan Department of Agriculture and Rural Development (MDARD) and MSU to develop a state-wide network of food hubs.

A new program provides funding for studying and implementing food hub development. While too late for the 2012 program year, a July 2013 planning study can help determine the feasibility of such a project.



Existing Foundry

Section Four - Farmers Market Assessment

C. Large Development Site



Existing Development Site

Another site to be considered for long term siting of the Farmers Market is the vacant land at Pine and Water Streets. Developing a Farmers Market at this site in conjunction with a much larger project can help build the entire downtown as a destination.

This project is likely to be more of a mixed-use residential and commercial project very different in style to the more food-related hub development at the foundry site.

The very different nature of these two projects indicates how flexible Farmers Markets can be, but also should provide caution that a significant increase in the size of the Manistee Farmers Market is dependent upon becoming part of something much larger in order to shift market share of vendors and customers in the region to Manistee.

This site differs from expanding the current site by integrating a Farmers Market into a mixed-use project instead of a park and an adjacent grocer. There clearly is not room for two Farmers Markets that are retail in nature.

It is possible to develop one of the two retail sites as a more robust Farmers Market and still execute more of a wholesale-oriented facility at the foundry site.



Section Five - North Corridor Streetscape Design



Existing Streetlights

Existing Conditions Assessment

The North Corridor, for the purposes of this study consists of the commercial district north of the Manistee River along Washington Street, as well as Memorial Drive from Washington Street east to U.S. 31. The North Corridor, unlike the retail-oriented River Street, provides more local or neighborhood commercial land uses, such as salons, insurance sales, small health clinics, and the like along Washington Street. Washington Street is also dotted with several single-family homes, an apartment complex, as well as upper story apartments in at least one building. The most significant building architecturally is the Northern Hotel, which is currently vacant and discussed in greater detail in Section Three of this report.

Along Memorial Drive, the County's Transportation Facility (Dial-a-Ride) is located near the corner of Washington Street, with the Family Dollar and Oleson's Grocery Store further east. Memorial Park is situated on the land between Memorial Drive and the River and houses a large parking lot, which services the County Transportation Building, as well as the Farmers Market on Saturdays. Memorial Park, as the name would imply, is the location of a Veterans Memorial as well as memorial street trees along Memorial Drive. Closer to the river's edge is a riverwalk, which can be accessed from Washington Street, that provides a walking path to the existing amphitheater. The amphitheater takes advantage of the natural topography of the site to form terraced seating overlooking an ornamental pavilion structure and the river itself. The amphitheater is used heavily in the summer time for musical performances and is a cherished by the local community.

Access to the North Corridor can be gained from the River Street area by crossing the Manistee River bridge and from the nearby neighborhood streets readily on the established grid system of vehicular ways. Those entering from outside of town would most likely be travelling on U.S. 31, with southbound visitors being able to turn onto Memorial Drive. However, northbound visitors are precluded from turning left into the North Corridor area until they reach Lincoln Street, which is a narrow residential street. The land uses and geometric design of Lincoln Street do not readily support significant traffic and, therefore, should not be burdened as such.



*View of the Park and Veterans
Memorial from across the river*

Streetscaping along Washington Street consists of walkable City sidewalks with decorative acorn-style street lights and a reasonable lawn terrace, though absent of street trees. The Washington Street corridor supports two lanes of traffic with on-street parking, making it a comfortable corridor for pedestrians, though added amenities would improve that comfort level greatly. Streetscaping along Memorial Drive, however, is not as hospitable given numerous and large drive approaches along the north side of the street. The roadway itself provides for two lanes of traffic, and informal on-street parking that is used primarily on event days, yielding the appearance of extra-wide traffic lanes on non-event days.

Section Five - North Corridor Streetscape Design

Proposed Improvements

Improvements to the North Corridor begin with the addition of a two-lane urban roundabout at the U.S. 31, Memorial Drive and Taylor Street intersection. The installation of a roundabout in this location would allow consolidated traffic flow into the North Corridor along Memorial Drive, whose geometric design and land uses more readily support the volumes associated with a collector street. The culture of Memorial Drive should change to become a complete street, as well, with formalized on-street parking, sidewalks and decorative street lights on both sides of the roadway, and bump-outs to protect the parked cars and facilitate a mid-block crossing to the Family Dollar / Oleson's property.



Image of Oleson's and Family Dollar and the park from across the river

The design plan proposes to expand the Oleson's property parking lot into the current site of the Family Dollar, and to relocate the Farmers Market, at least in the short term, to permanent sheds within the expanded parking area. Parking spaces adjacent to the sheds would be available to Oleson's and the County Transportation Building on non-market days and those spaces would be used by the vendors on market days to replenish their vendor tables along-side covered sidewalks beneath the shed structures. The mid-block bump-out would facilitate pedestrian connectivity between the Farmers Market and the park to encourage picnicking and other park use on market days. The Farmers Market proximity to Oleson's would encourage a mutually-beneficial synergy of food-oriented retail in this area that could be a catalyst for expansion of food-oriented redevelopment on a larger scale for Manistee as discussed in Section Four of this report.

With the relocation of parking to the proposed Farmers Market site, Memorial Park is allowed to develop and function more as a community park. The upper terrace would retain the Veterans Memorial and memorial trees, but an open lawn would replace the parking lot allowing for picnicking and passive recreational opportunities. The lawn area can be flooded for winter ice skating to encourage year-round use of the park. Along Washington Street, a focal point is proposed by relocating the decorative pavilion from the amphitheater to a more prominent location. The pavilion would serve as a beacon, inviting visitors from River Street to the more serene park setting. The pavilion would offer opportunities for group gatherings and reunions, and could even be a rented space if revenue generation were of interest. Significant gardens, perhaps designed and maintained by a local garden club, could provide a back-drop for even more significant pavilion events, such as weddings.

The amphitheater should remain at Memorial Park, though a formal bandshell should replace the pavilion structure to greatly improve the acoustics and visibility of the performers. Access to the amphitheater should be improved through maintenance and general upgrades to the riverwalk, especially as it relates to barrier-free accessibility.



Image looking towards the north corridor across the bridge

The culture of Washington Street should be transformed into a vibrant, active street. Redevelopment opportunities should be seized to allow mixed use in-fill. The redevelopment should be dense, yet modest in keeping with the surrounding neighborhoods, and an emphasis on quality building materials should be realized. Reinforcing the critical mass of the Washington Street corridor should be a priority with in-fill being focused at or near the right-of-way.

A neighborhood park should be considered at the corner of Third Avenue to serve as a gathering space for families. A quality play structure and site improvements such as ornamental fence, landscaping and seat walls should instill community pride and contribute to the vitality of Washington Street, while connecting to the surrounding neighborhood. An adaptive re-use of the Northern Hotel building, as discussed in Section Three of this report, should be pursued and set the stage for continued redevelopment of the North Corridor.

Streetscaping along Washington Street should support its transformation by supporting pedestrian activity on the street. Bump-outs at each intersection should be installed in order to formalize the on-street parking and facilitate pedestrian crossings. Zebra stripe cross-walks should also be utilized to increase the visibility of pedestrian crossings. Special pavers should be used at the bump-outs, again with a focus on quality building materials such as brick pavers. Along the mid-block, the existing City sidewalks and lawn terraces should remain as is, with the addition of street trees. Should a deli or bakery choose to locate into the Washington Street corridor, the lawn panel could be replaced with a paved area to facilitate bistro seating where space allows as on-street activity should be strongly encouraged.

Section Three- Northern Hotel Building





Section Five - North Corridor Streetscape Design



Conclusion

This study is a long-range redevelopment strategy for the North Corridor of the City of Manistee. Redevelopment of this scale and magnitude is not typically achieved in a short time frame, but instead is often spread over a twenty to thirty year duration due to the complicated nature of such sweeping changes. The improvements and strategies depicted in this report involve public sector agencies, private property owners and development entrepreneurs, as well as advocacy agencies such as, in this particular case, local arts and food councils. Bringing these groups together with a common goal through the establishment of a planning study is just the first step in realizing a community's full potential as it endeavors in "placemaking."

The Manistee community and champions for this project should be applauded for recognizing the unique nature of this corridor within the City. The benefits of the North Corridor redevelopment and long-term success will impart positive impact not only on the immediate properties in the study area, but also the surrounding neighborhood and the City as a whole. While many communities focus placemaking strategies on their retail-oriented downtowns, Manistee has identified the North Corridor as one that can continue to serve its neighborhood context, while also establish distinctive land uses that will be more creative-driven than retail-driven. Whether that creativity is focused on art or food or another unique, local resource, it establishes something that is not currently available in either Manistee or the surrounding region. As such, Manistee becomes a destination for a larger population to live, work and play in a community that offers broad based resources and amenities for an improved quality of life, the very definition of placemaking.





Northern Hotel Alternate Residential Apartment Layout

The accompanying concept sketch for a 6 unit layout, with each unit over 750SF, was prepared at the request of the Client. Certain grant funding requires that all residential units be a minimum of 750SF. This concept illustrates a 6 unit apartment layout at the second floor. Unfortunately, we have to work around the existing structural walls at this level. As you can see, it is difficult to have units 'cross' the structural demising walls. The units, thus, do not layout as well as the other schemes: Alternates A and B. Note that the units vary significantly in size and we could only get 6 units; one more than Alternate A.



COOPER DESIGN INC., G. Cooper, 09.20.12

MANISTEE NORTH CORRIDOR
Art & Artists - Farmers Market - Entertainment
Place Making Project

The
NORTHERN HOTEL BUILDING
Corner of Washington and Lincoln Streets
Manistee, Michigan

BUILDING DATA

First Floor Area	7,836 GSF
Second Floor Area	7,836 GSF
Second Floor Area	15,672 GSF
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NEW BUILDING AREAS

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FIRST FLOOR COMMERCIAL AREAS

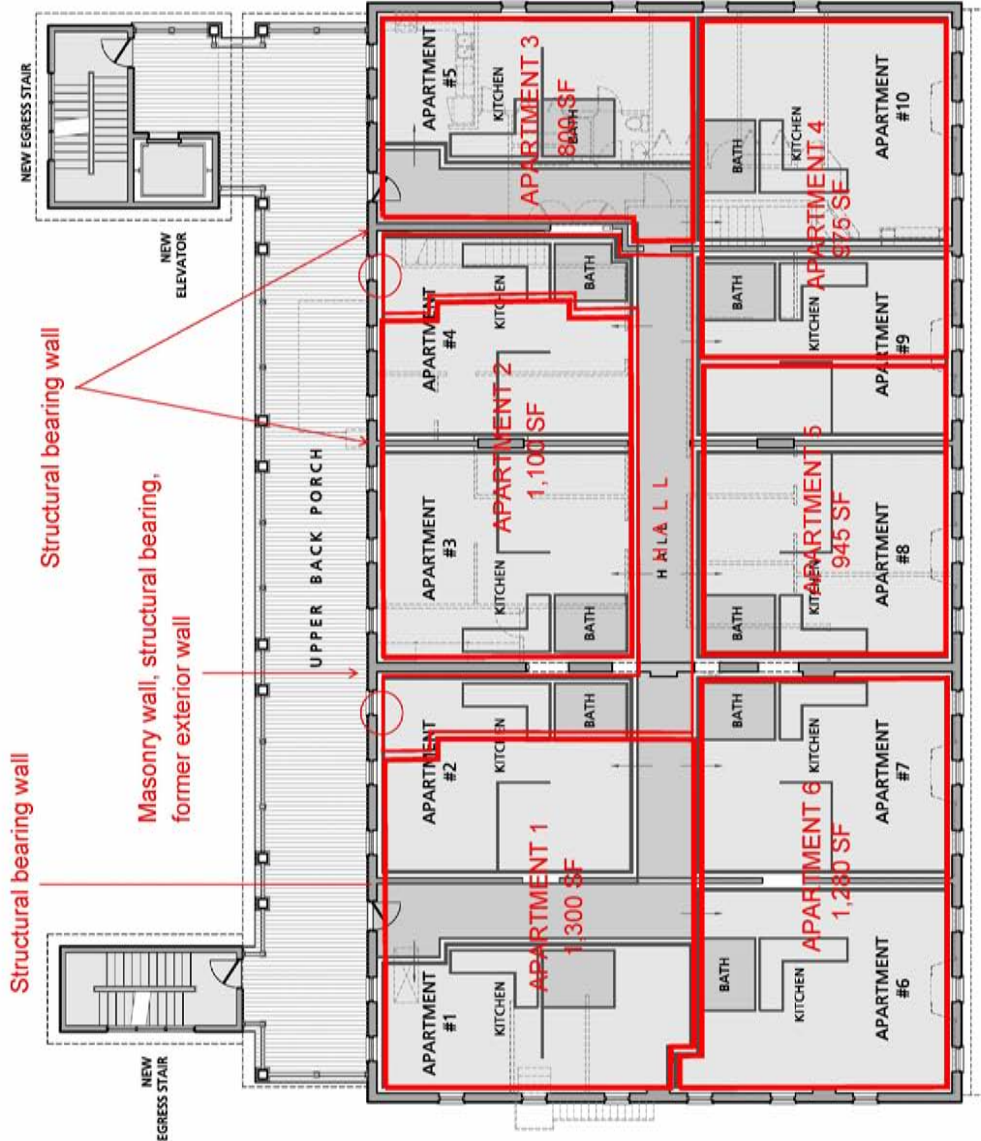
BAY 1	1,420 NSF
BAY 2	1,307 NSF
BAY 3	1,407 NSF
BAY 4	1,353 NSF
BAY 5	1,275 NSF
TOTAL Floor Area	6,762 NSF

SECOND FLOOR APARTMENT AREAS

Apartment 1	504 NSF
Apartment 2	643 NSF
Apartment 3	677 NSF
Apartment 4	652 NSF
Apartment 5	589 NSF
Apartment 6	667 NSF
Apartment 7	643 NSF
Apartment 8	677 NSF
Apartment 9	590 NSF
Apartment 10	731 NSF
TOTAL Floor Area	6,373 NSF

22 August 2012

COOPER DESIGN INC. - Beckett & Raeder, Inc.



1 BAY 2 BAY 3 BAY 4 BAY 5

REVISED ALTERNATE B - 6 APARTMENTS ABOVE 750 SF

PROPOSED

SECOND FLOOR PLAN - ALTERNATE B

SCALE 1/8" = 1'-0"

Apartment floor areas are approximate.

