

City of Farmington

Warner Mansion Feasibility Study

January 17, 2022

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Section One

Project Overview

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Project Overview

Project Background

The Warner Mansion and Gardens have been owned and maintained by the City of Farmington since 1980. The historic home of Michigan's 26th Governor holds significant historical value for the City, but is currently limited in its on-site programming and operations. This study, initiated by the City, seeks to answer the following question:

- **What initiatives, programs or improvements would attract additional usage and align with the desires of the Farmington community?**

This study considers the site's existing conditions and utilizes community engagement to develop a series of alternatives for consideration by the City of Farmington.



Project Overview

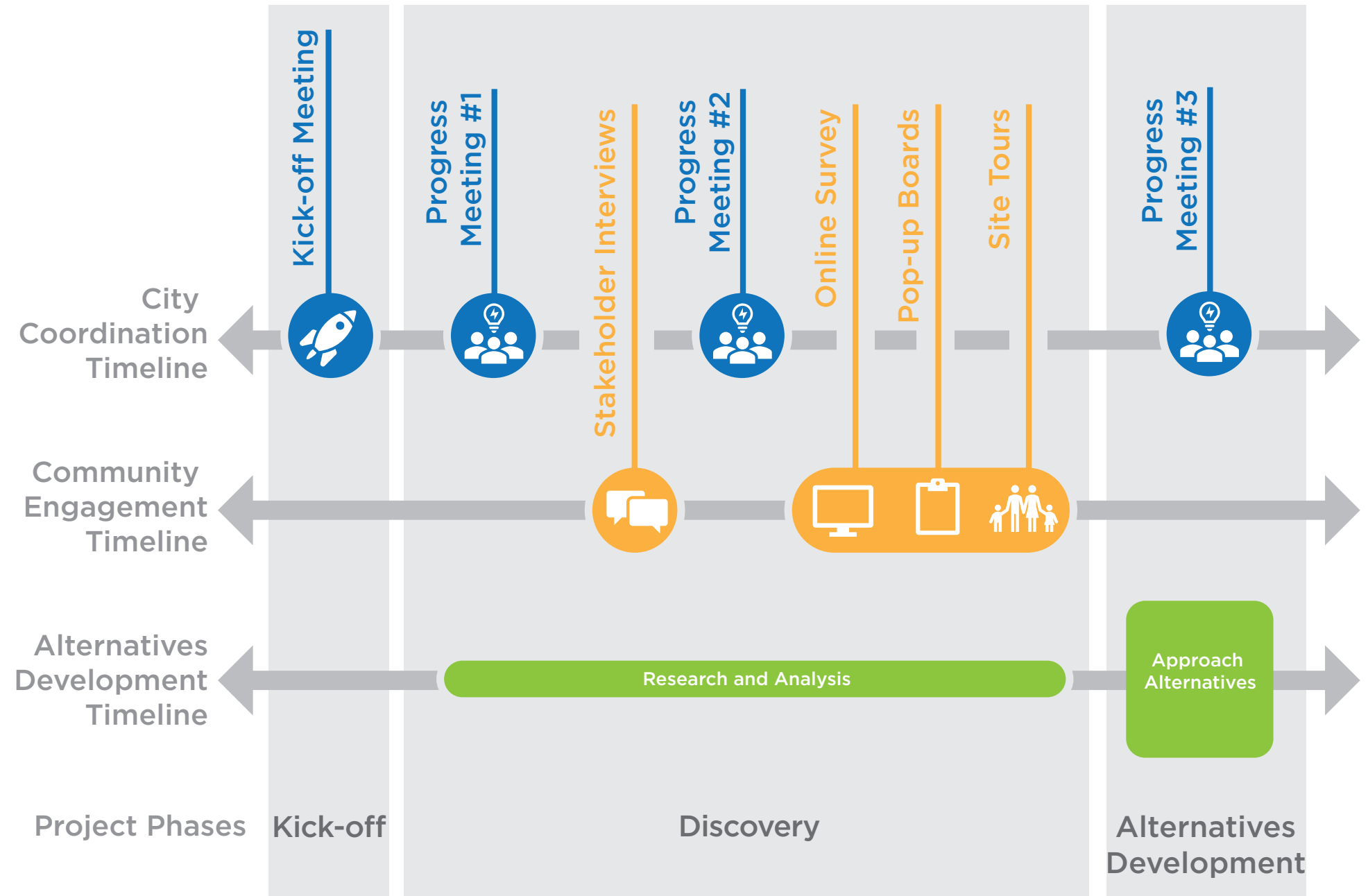
Project Process

The project followed a three phase process as described below:

Kick-off - This included sharing information and setting the course for project delivery

Discovery - Data and input from staff and residents was gathered and synthesized to inform development of potential strategies.

Approach Alternatives - Development of multiple alternatives with supporting costs and considerations. Alternatives were reviewed with the City, refined and compiled into a final deliverable.



Section Three

Community Engagement

Engagement Strategy

Engagement Results

Community Engagement

Engagement Strategy

Engagement sought to answer the following question:

- **What initiatives, programs or improvements would attract additional usage and align with the desires of the Farmington community?**

A multi-faceted engagement approach provided multiple avenues for residents to provide feedback. The image to the right illustrates tactics that were used to raise awareness about the study effort, along with tactics for residents to provide feedback.

Raising Project Awareness



Canvassing

Project outreach sought to engage the Farmington community and raise awareness through both online and physical postings.



On-Site Pop-up Board

An informational board was erected on-site to raise awareness about the study and solicit feedback.



Open House / Harvest Moon Festival Pop-up

A station was present during the Harvest Moon Festival to raise awareness and allow residents to provide feedback.



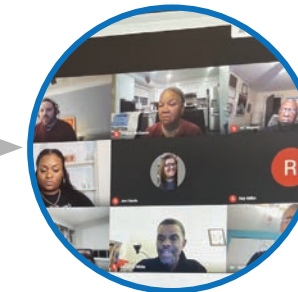
Additional Strategies

- Other strategies utilized:
- Updates provided at City Council meetings
 - Use of news media including the *Farmington Voice*
 - Survey distributed with water bill

Engagement Tactics



Online Survey



Focus Groups



On-Site Open House / Harvest Moon Pop-Up



Social Media and Email

Community Engagement

Engagement Results

The community survey received over 215 responses, with the average age of the respondent being over 56 years. It was available online and through hard copies at City Hall and at the multiple engagement opportunities.

The following list outlines the key takeaways from the survey.

- **Most respondents visit the Mansion yearly for a community event, tour, or to utilize the grounds**
- **Most respondents know that the Mansion offers events and tours but are less familiar with the option of private rental**
- **Terms that respondents associate with the museum include: historic, beautiful, community and Farmington**
- **The top favorite aspects of the Mansion are its appearance, history, grounds/gardens, gazebo, and the availability to the public. The least favorite include the lack of parking and the building's condition**

Q. What three words come to mind when you think about the Governor Warner Mansion and grounds?



Q. What events, programs, or activities would you like to see at the Governor Warner Mansion and grounds?



Community Engagement

Engagement Key Findings

Through the online survey, Harvest Moon Festival, and the Open House, residents shared a generally positive response regarding the Mansion. They appreciated the outreach and exploration for improvement and the high value placed on historic preservation. Those who did not know about the Mansion stated that they were excited to learn about it.

Below are the key takeaways from on-site engagement:

- In general, the Farmington community values the Mansion and views it as historic, beautiful and a community asset/point of pride
- The large majority of Farmington residents are in favor of the City continuing to annually support the Mansion
- Most would like to see the Mansion painted and repaired, improvements to parking and access, and for the grounds to be beautified
- Tours, community events and general information about the museum/mansion should be better advertised/promoted
- While many value the historic and preservation aspect of the Mansion and museum, most are interested in community events and public gathering spaces
- Many residents feel that the museum should be better utilized and have adequate staff to maintain operations



Section Two

Existing Conditions Inventory

History and Significance

Ordinance and Zoning Regulations

Site Access and Accessibility

Parking

Physical Conditions and Maintenance

Site and Landscape Current Uses

Financial Data

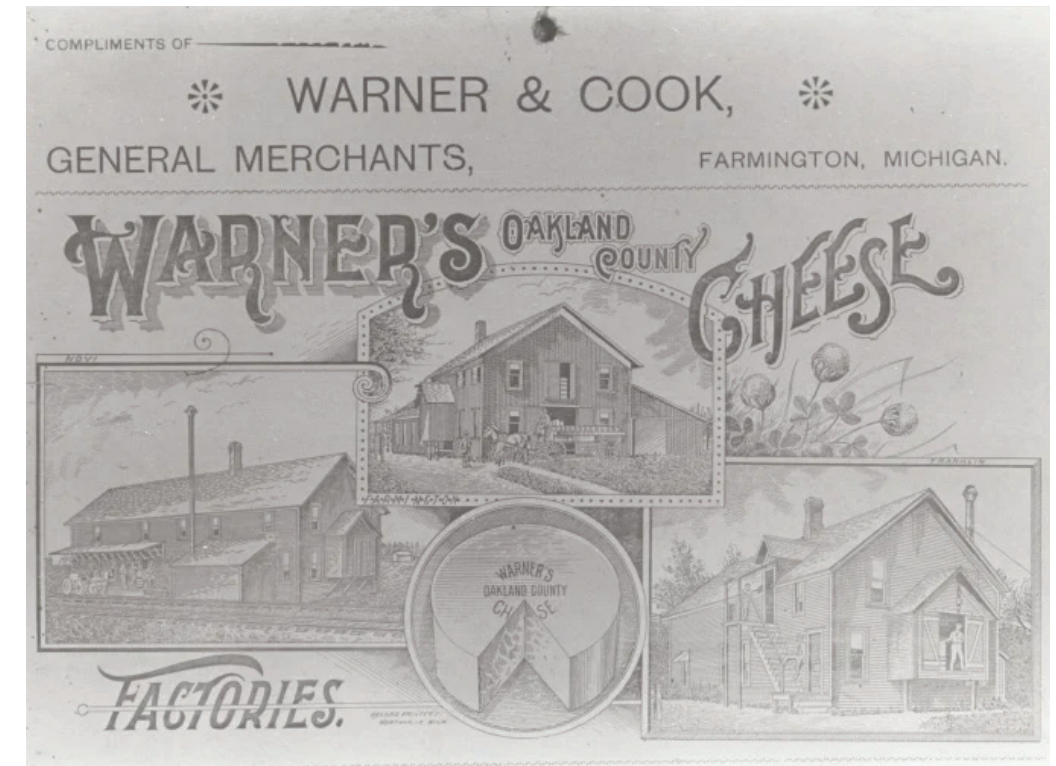
Existing Conditions Inventory

History and Significance | Governor Warner

33805 Grand River Ave, referred to as “The Warner Mansion Museum and Gardens”, was home to Michigan’s 26th Governor, Frederick Warner.

Warner spent most of his life in Farmington and found success as owner of the Fred M. Warner Cheese Company prior to his political career. At its height, the company had 13 factories and 110 distributors throughout Wayne, Oakland and Ingham counties, and cheese quickly became Farmington’s primary industry.

Warner served as state senator from 1895 to 1898, after which he served three terms as the state’s governor from 1905 to 1911. He was characterized by his Progressive Era policies, such as conservation, child labor laws, and women’s suffrage. He occasionally conducted business and entertained officials at the residence and the family often hosted parties and political rallies on the front lawn.



Left: An image of Fred M. Warner, Michigan's 26th Governor

Right: An advert for Warner's Cheese, early 1900s

Existing Conditions Inventory

History and Significance | The Warner Mansion

Constructed in 1867 by P. Dean Warner, the Governor's father, the mansion is an example of Victorian Italianate architecture from the Civil War era. The property is just under three acres in size.

In its original form, the structure included a smaller front porch and exposed red brick; however images after 1910 depict the addition of a wrap-around front porch and painting of the brick to a white facade.

The Governor's grandchildren, Susan Slocum Klingbeil and William Wanton Slocum, Jr., generously gifted the property to the City with the intention that it be used as a historical museum. Since the City accepted the property on December 23, 1980, the Mansion has been staffed by a team of volunteers and historical enthusiasts. The gardens were planted and are maintained by the Museum Garden auxiliary.



Top: Image shows the Mansion prior to 1910 with original porch and exposed red brick exterior walls.

Left: Image shows the Mansion after 1910 with expanded porch and painted white exterior walls.



Existing Conditions Inventory

Ordinance and Zoning Regulations

The Governor Warner Mansion is zoned Single-Family Residential (R1) and is located within the Farmington Historic District.

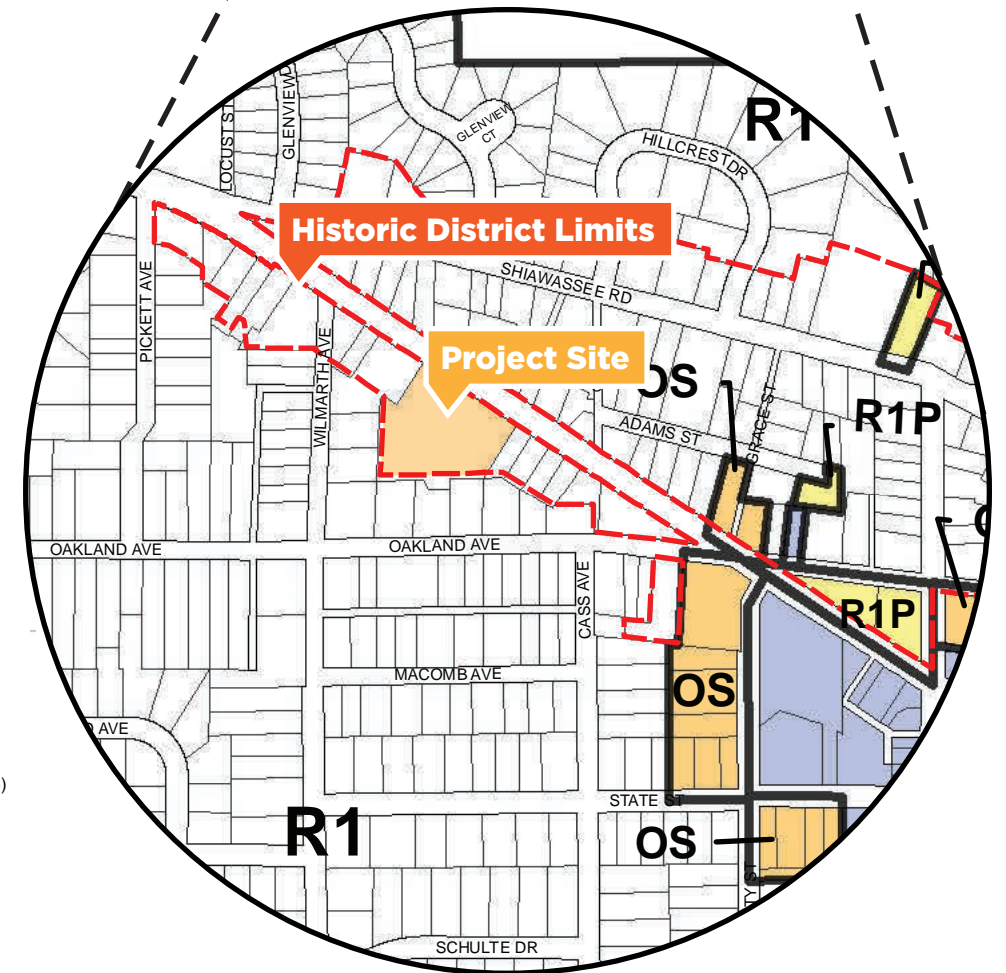
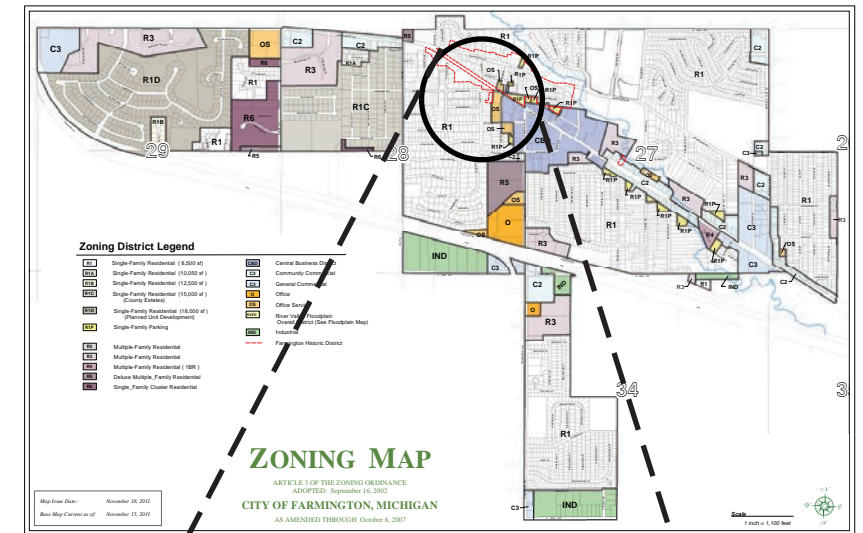
An application for a building permit to restore, alter, repair, remove, or demolish a structure within the Historic District must be forwarded to the Historical Commission for its review and comment. The commission may recommend changes or alterations to the plans to ensure that all exterior improvements are harmonious with the character of the Historic District. This review is required to take the following into consideration:

- The historical or architectural value and significance of the structure and its relationship to the historic value of the surrounding area
- The relationship of the structure to the rest of the structures and to the surrounding area
- The general compatibility of exterior design, arrangement, texture and materials proposed to be used
- To any other factor, including aesthetic, which it deems pertinent

Alcohol Permit Regulations

Per the State of Michigan statute, alcohol permits will not be granted for locations which are 500 feet from either a school or church. The Warner Mansion and Grounds are located closer than 500' to a church property, therefore prohibiting an alcohol license.

Said institutions are allowed to relinquish their control to allow for a permit to be granted. At this time, it is not anticipated that this would be the case.



Zoning District Legend

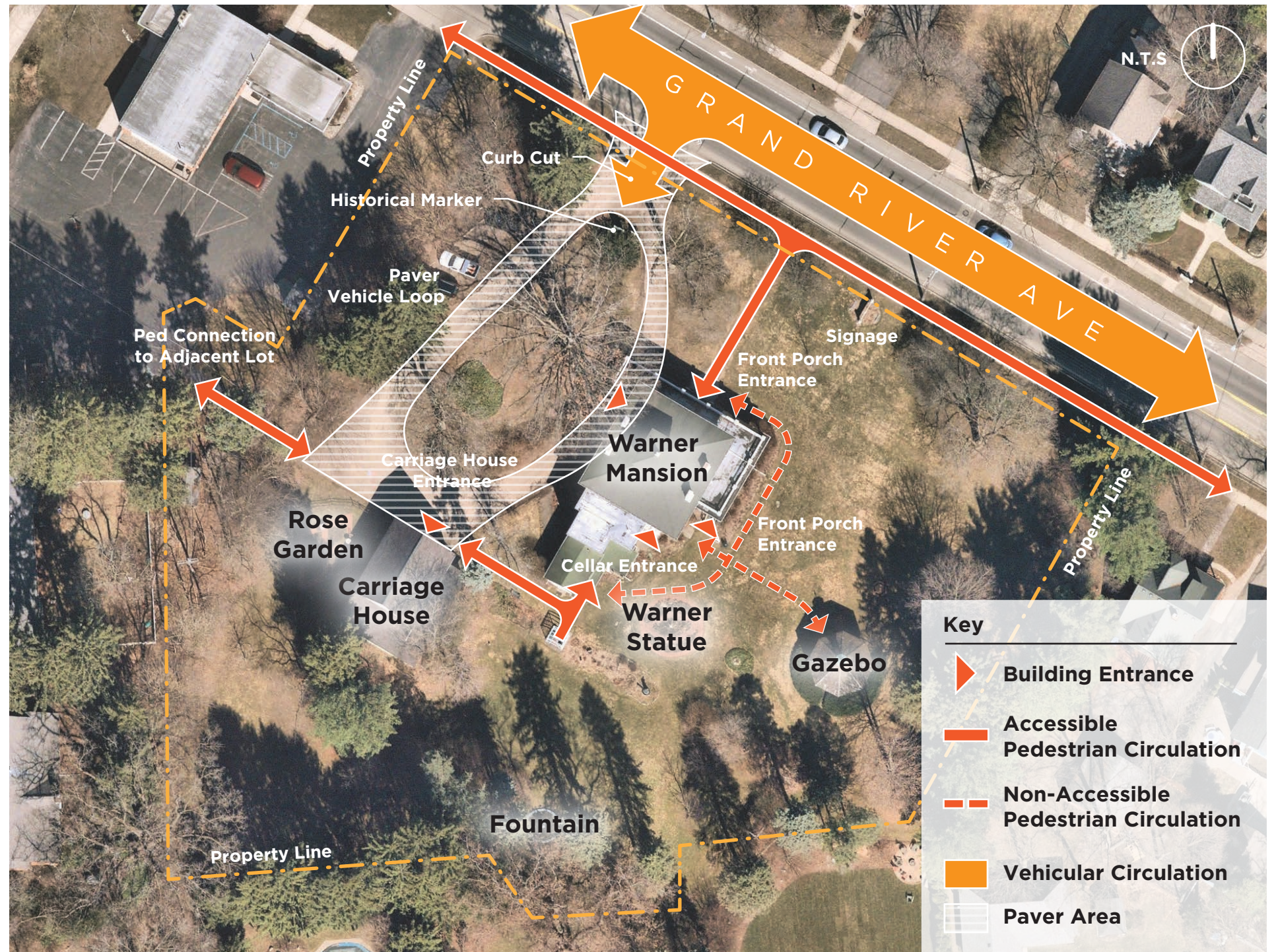
R1	Single-Family Residential (8,500 sf)	CBD	Central Business District
R1A	Single-Family Residential (10,050 sf)	C2	Community Commercial
R1B	Single-Family Residential (12,500 sf)	C3	General Commercial
R1C	Single-Family Residential (15,000 sf) (County Estates)	O	Office
R1D	Single-Family Residential (18,000 sf) (Planned Unit Development)	OS	Office Service
R1P	Single-Family Parking	RVFD	River Valley Floodplain Overall District (See Floodplain Map)
R2	Multiple-Family Residential	IND	Industrial
R3	Multiple-Family Residential	---	Farmington Historic District
R4	Multiple-Family Residential (1BR)		
R5	Deluxe Multiple_Family Residential		
R6	Single_Family Cluster Residential		

Existing Conditions Inventory

Site Access and Accessibility

The Warner Mansion covers a generous frontage on Grand River Ave which provides primary vehicular and pedestrian access. The pedestrian network is well connected to the surrounding neighborhood and is within walking distance of Farmington's downtown core.

In regard to ADA accessibility, on-site concrete and brick paver walks are in a condition which complies with ADA accessibility. The Mansion is elevated a few feet, thus requiring the use of steps and prohibiting ADA compliance. Additionally, site elements such as the gazebo and gardens are only accessible by crossing turf which is less conducive to accessibility.



Existing Conditions Inventory

Parking

The site contains a vehicular loop and port cochere, however contains little to no on-site parking. The City has an ongoing lease with the neighboring church property to accommodate event parking. While there may be adequate land on-site to install parking, it will impact the grounds and as such require further investigation.

The image to the right illustrates available City-owned or City-leased lots within 5- and 10-minute walking distances.

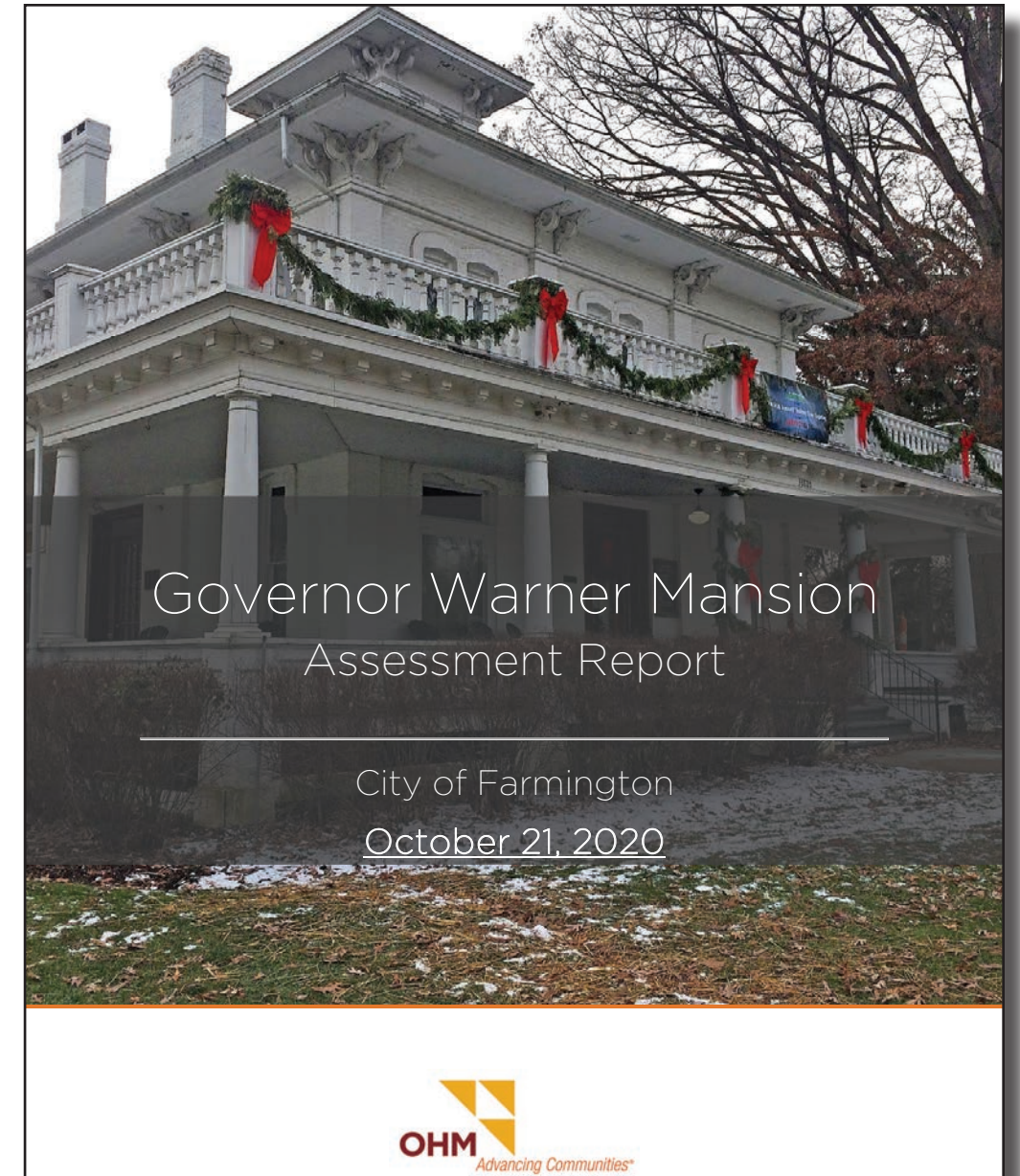


Existing Conditions Inventory

Physical Conditions and Maintenance

In October 2020, OHM Advisors completed an assessment report to identify associated costs to maintain the site and structure over the next 10-20 years. This study focused on protecting existing assets but did not contemplate changes to the building for programmatic and functional space design.

The analysis found that short, mid, and long-range projects were estimated to total \$649,600 when phased over 10 years. Included in the costs are improvements to the site, structure/building envelope, and mechanical, plumbing and electrical systems.

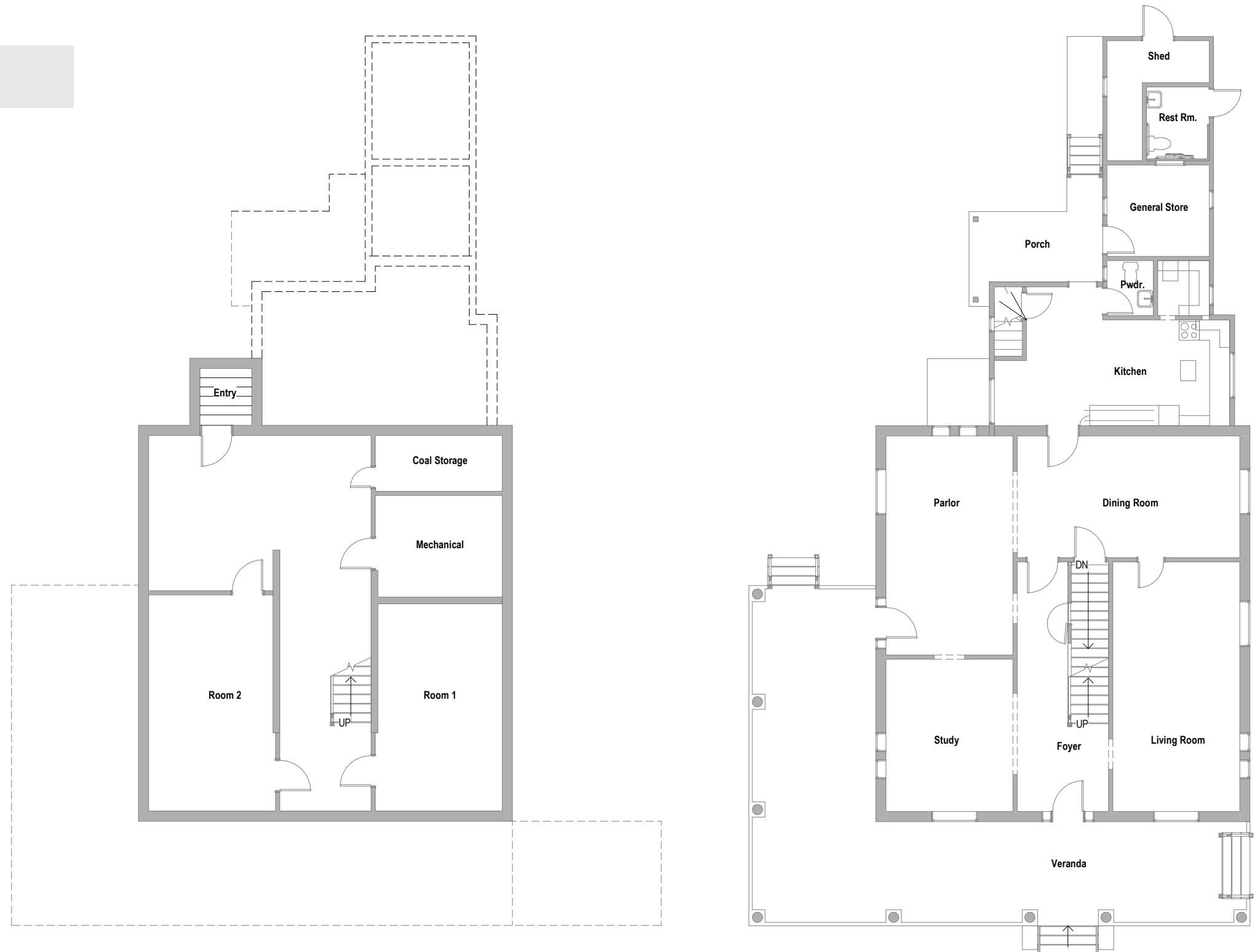


Phase	Construction Cost Estimate
Short Term Projects	\$187,000
Mid Term Projects	\$371,700
Long Term Projects	\$81,900
Total	\$649,600

Note that this estimate was completed in 2020. Availability of materials and labor pricing fluctuates and this estimate should be adjusted for inflation and market conditions.

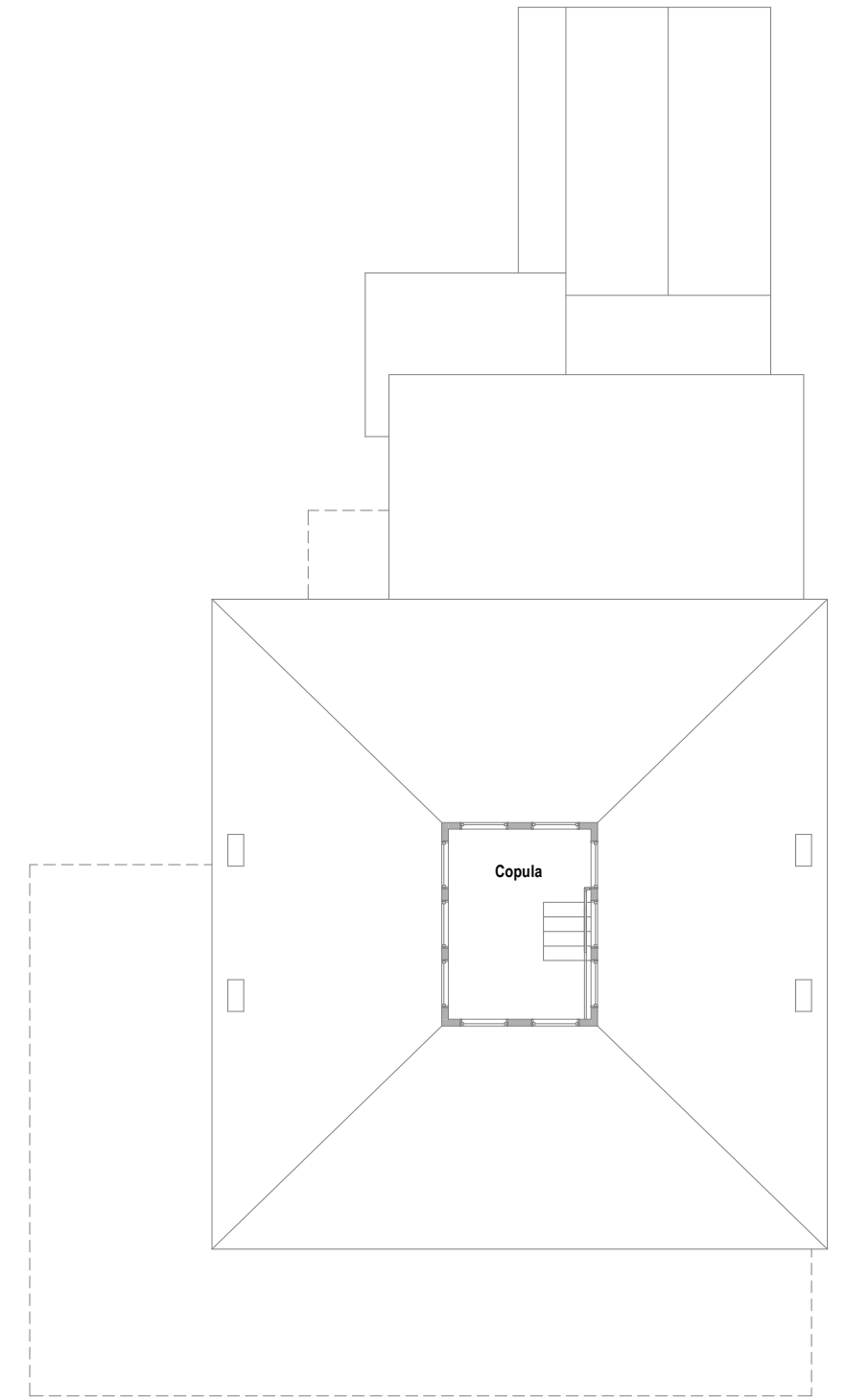
Existing Conditions Inventory

Basement and First Floor



Existing Conditions Inventory

Second and Third Floor



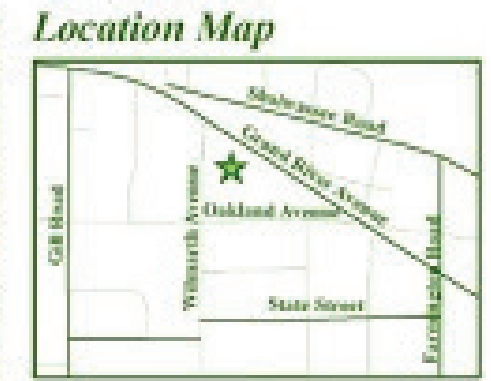
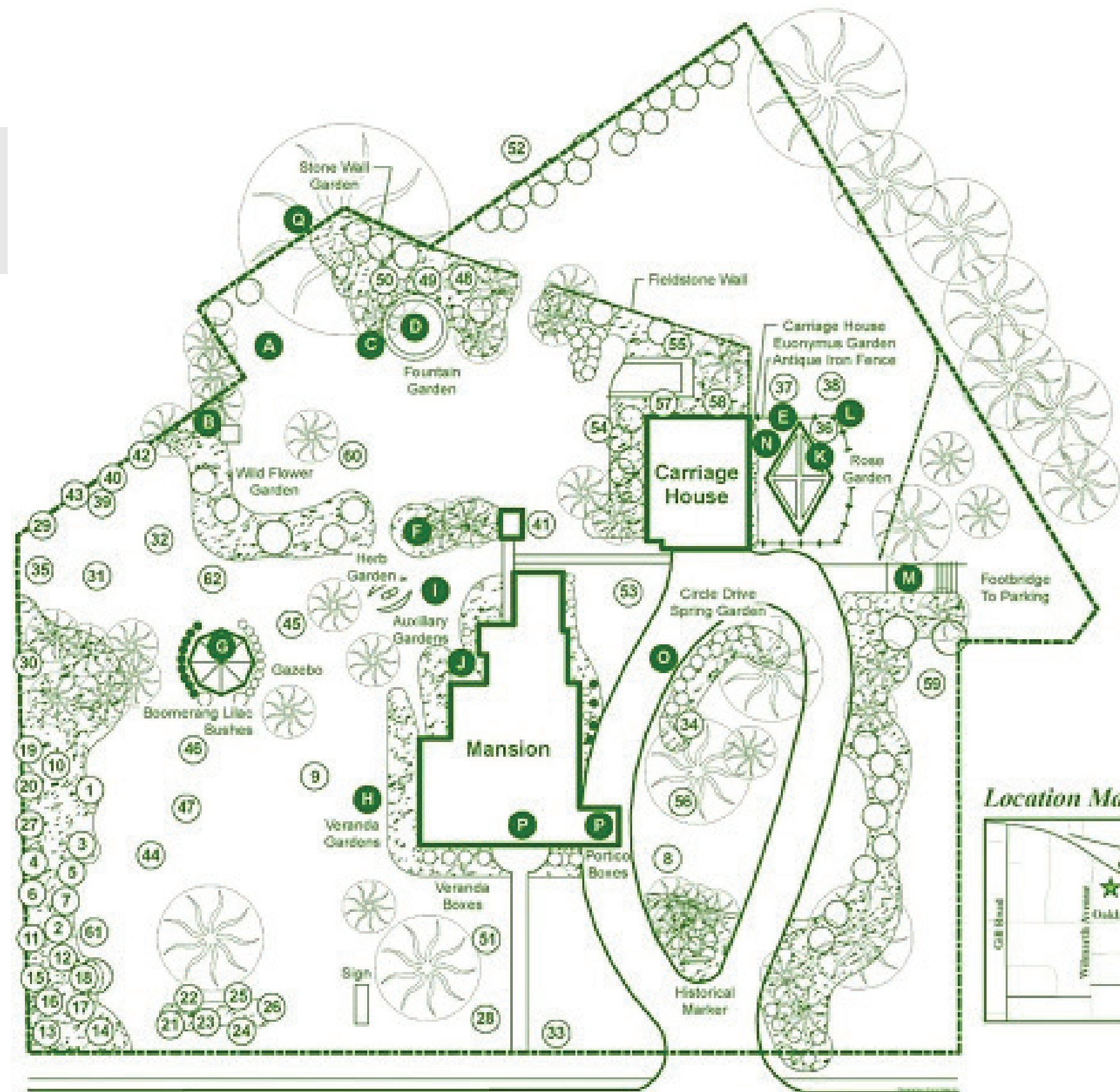
Existing Conditions Inventory

Site and Landscape

The plan included on this page identifies major site elements and structures, which have been maintained as era-appropriate additions to the property.

Gardens and Features

- (A) Peony Garden
- (B) Wild Flower Garden
- (C) Hazel Scheidenman Fountain Garden
- (D) Spicer Fountain
- (E) Birdhouse (temporarily removed due to repairs)
- (F) Martha & Edessa Warner Statue
- (G) Gazebo
- (H) Veranda Gardens
- (I) Edessa Warner Slocum Herb Garden
- (J) Antique Gardens
- (K) Betty Beausoleil Rose Garden
- (L) Antique Iron Fence
- (M) Foot Bridge Gardens
- (N) Spirea Little Princess Garden
- (O) Circle Drive Spring Garden
- (P) Portico
- (Q) Stone Wall



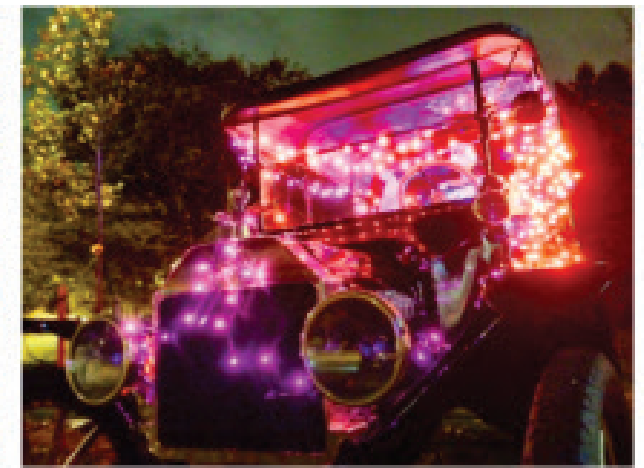
Existing Conditions Inventory

Current Uses

Today, the Warner Mansion and Gardens are home to many community and City events, and are available for rent. The Mansion continues to house the Museum, which is open the first Sunday of the month and every Wednesday from 1:00 - 5:00 pm.

Annual events include the Farmington Tree Lighting, Porch Parties, Tea Parties, Pages in the Parlor, and a flea market. The gazebo and grounds are also available for rent. Rental events include weddings, self-catered lunches, and photography sessions.

The fee for reserving the grounds/gazebo is \$300 for non-residents and \$250 for Farmington/Farmington Hills residents for a 2 ½ hour period, in addition to a \$50 deposit. Additional time (beyond the 2 ½ hour period) may be reserved per hour: residents - \$100, non-residents - \$125. Seating on the inner perimeter of the Gazebo accommodates up to 30 seats.



Top left: Image source <http://www.jessedavidgreen.com/blog/tag/Governor+Warner+Mansion>

All others: Image source. <https://warnermansionmusings.wordpress.com/>

Existing Conditions Inventory

Financial Data

Since 2017, the Mansion's annual maintenance and operations budget has averaged \pm \$42,700 each year for. This constitutes just under 0.5% of the overall City budget and is funded from the General Fund, or .12 mills.

When the annual operations and maintenance costs and findings of the Assessment Report are compared, the required capital expenditures are 15 times the annual maintenance and operations budget.

Section Four

Potential Improvement Approaches

Introduction to Approaches

Approaches

Comparison of Approaches

Next Steps

Potential Improvement Approaches

Introduction to Approaches

Overview

Since its gifting to the City of Farmington in 1980, the Warner Mansion and Grounds have represented a public amenity offering ties to Farmington's history and legacy. Groups of dedicated volunteers and staff from the City have been responsible for programming and operations, however all parties agree that the Mansion is not functioning to the greatest of its ability and there is additional value to be gained.

This study identifies several potential approaches for action by the City of Farmington in relation to the Governor Warner Mansion and Grounds. These approaches have been identified through conversations with City staff, project research, and input from the Farmington community. Because of the defined scope of this project, the study does not make formal recommendations for action, but identifies potential courses of action that will seek to further activate the Mansion and its associated grounds. Each approach has resulting impacts, and further review is required to determine which approach or approaches best align with the goals and objectives of the City of Farmington and its residents.

Within this report, specific considerations, anticipated cost and next steps are identified for each approach. Additionally, a table at the end of the section compares the effects of each approach.

Issues

Through conversations with City staff, residents and from project research, the issues below are identified as primary points for consideration. The table at the end of this section compares the ability for each approach to address these specific issues.

- **Preservation of Historic Character** | Does the approach maintain the historic architecture, narrative and programming which reflects the unique heritage of Farmington and the site?
- **Accessibility by Farmington Residents** | Does the approach continue to allow residents to access the property for recreation and enjoyment (prom / wedding pictures)?
- **Revenue Generation and Operations** | Does the approach increase the potential revenue generation? Does it provide potential improvements to the organizational operations of the Mansion and Grounds?
- **Maintenance** | Does the approach address identified maintenance needs?
- **Parking and Events Usage** | Does the approach improve the ability for the Mansion to host events and accommodate event parking?
- **Alcohol Permit** | Does the approach provide solutions that would allow the property to acquire an alcohol permit?

Approaches:

- 1 **Improve Facility to Address Specific Issues**
- 2 **Introduce Additional Uses to Mansion**
- 3 **Acquire the Adjacent Church Property**
- 4 **Relocate Mansion to More Suitable Location**
- 5 **Extend DDA Limits to Include Warner Mansion and Grounds**
- 6 **Engage in an Operations Agreement**
- 7 **Divest City from the Property**

Potential Improvement Approaches

1 | Improve Facility to Address Specific Issues

Approach Overview

OHM Advisors conducted an Assessment Report of the Warner Mansion and Grounds in 2020, finding that repair of the facility would require an investment of ±\$650,000 over the next ten years. During the engagement for this most recent study, additional needs and desires were identified by the public. One strategy to improve the functions of the Warner Mansion and Grounds would be to undertake improvement and rehabilitation projects which address specific needs and requests. These could include the following:

Rebuild Addition on Mansion's Rear

At some point in the Mansion's history, an addition was added to the rear of the building which included a kitchen, restrooms, bedroom, and storage space. This addition settled over time and the deterioration is visible and identified within the 2020 report. The City has since stabilized the foundation to reduce settling, however the result is visible deterioration and sloping floors. While the upstairs restroom is in good condition, the kitchen is well past its lifecycle and would benefit from complete rehabilitation.

This approach would include full removal and replacement of the rear addition. In its reconstruction, the kitchen could be upgraded to a modern standard capable of serving larger events, restrooms could be expanded to serve larger events, an ADA accessible elevator could be added to reach the upper floors (currently not accessible by ADA standards), and storage space could be expanded. Both the interior and exterior of the structure do not appear to possess the same level of historic value as the original structure; thus, the new addition could be constructed to meet the Secretary of the Interior's Standards for Treatment of Historic Properties.

- OR -

Expand Carriage House to Facilitate Other Functions on Site

The Carriage House is separated from the Mansion and includes restrooms, meeting space, and extensive storage space. Instead of replacing the Mansion addition, the restrooms could be expanded and a commercial kitchen added to the Carriage House. This may be a less costly option, however, it may reduce overall storage, and does not add accessibility to the upper floors of the Mansion.



Image of addition on rear of Mansion



Image of the Governor Warner Carriage House

Potential Improvement Approaches

1 | Improve Facility to Address Specific Issues

Construct Three Seasons Outdoor Structure

Because the interior event space is limited at the Mansion, larger events must be held outdoors and are subject to unpredictable weather conditions.

To expand larger event capacity, one approach may be to construct a dedicated outdoors event area which functions during both fair and poor weather. This could include an overhead rain structure which could be retracted or deconstructed when not required. Additionally, this could include dedicated water and power utilities, and incorporate heating to extend the event season.

Construct Parking Lot On-Site

As events increase, it may become advantageous to have more parking on the property. There is sufficient space to construct a parking lot, however, it may come at the expense of reducing lawn or landscaping areas.

Considerations

- + Addresses some of the programming and accessibility needs
- + Provides options to increase events and activate the Mansion beyond the museum
- + Reduces the footprint of the museum
- May not fully address programming and events capacity
- May not fully solve parking issue
- Does not address the issue of obtaining an alcohol permit
- Does not address funding issues

Estimated Cost

- \$ < \$ 500,000
- \$ \$ \$500,000 - \$1,000,000
- \$ \$ \$ \$1,000,000+

Next Steps

- Identify which of the improvement projects are top priority
- Engage a design and engineering professional to design improvements

Potential Improvement Approaches

2 | Introduce Additional Uses to Mansion

Approach Overview

One issue facing the Mansion is that the existing floorplan limits group gatherings to a maximum of 25-30 due to constrained conditions. The interior is utilized nearly exclusively as a museum. Introduction of additional uses may attract an increased number of patrons to the Mansion, and provide new sources of revenue. Activation would limit the museum to the upper floors and reorganize or modify the first floor to facilitate larger gatherings, and/or introduce additional uses.

One potential activation of the first floor could include a lease to a commercial tenet. This would create revenue for the property, provide a new entertainment opportunity for residents, and invite more people to the Mansion. This modification could potentially result in more patronage of the upper floor museum. Options could include:

- Café
- Coworking / Incubator Space
- Artist in Residence with Exhibition Space
- Cheese Shop (Ties to Governor Warner’s legacy as a Cheese Producer)

Accommodations for third party vendors may require improvements to the facility to adequately meet the needs of new uses, including but not limited to achieving ADA accessibility. This option should be considered in tandem with potential improvement projects.



Example of a cafe use in residential structure



Example of a exhibition use in residential structure

Considerations

- + Addresses some of the programming needs
- + Provides options to increase events and activate the Mansion beyond the museum
- + Offsets some of the costs to improve/maintain the Mansion
- Reduces the footprint of the museum
- May require additional improvements to accommodate a commercial vendor
- Does not address parking issue
- Does not address the issue of obtaining an alcohol permit

Estimated Cost

- \$ < \$ 500,000
- \$ \$ \$ 500,000 - \$1,000,000
- \$ \$ \$ \$1,000,000+

Next Steps

- Identify additional use/third party vendor
- Identify required improvements for accommodation
- Undertake building improvements.

Potential Improvement Approaches

3 | Acquire the Adjacent Church Property

Approach Overview

In discussion with the City and residents, there is a desire to hold events that include the sale of alcohol. This would expand the appeal of events and programs while creating options for new types of events not previously held at the Mansion. The process for acquiring an alcohol permit prohibits the cart blanch granting a permit within 500 feet from schools or churches. Because the Mansion is currently located adjacent a church property, it is not eligible for an alcohol permit without the church's consent.

City of Farmington and the neighboring church have an agreement for the Mansion to utilize the church's parking lot for events, totaling 33 spaces. However, during the study, it was shared that at times the parking can be in conflict with other uses, reducing the number of available parking spaces for Mansion events.

One option which would address both the acquisition of an alcohol permit and the parking issue would be for the City of Farmington to purchase the adjacent church property. This would remove the 500' radius prohibition for the alcohol permit, and the City would control access to the parking to ensure adequate space for Mansion events.

Additionally, this option would allow for the use of the church building for programming related to the Mansion. While it is not known what amenities exist within the church, it could or may be more cost effective to rehabilitate this structure to include elements such as meeting space, a commercial kitchen, and expanded restroom facilities.

City staff desires to conduct improvements to Farmington City Hall. One potential use scenario for the Mansion and the church is to temporarily relocate City Hall and its operations to the church property and Warner Mansion while improvements are being completed to the City Hall property in downtown Farmington. Following the completion of construction, operations could relocate back downtown and both structures could be modified for their following intended use.

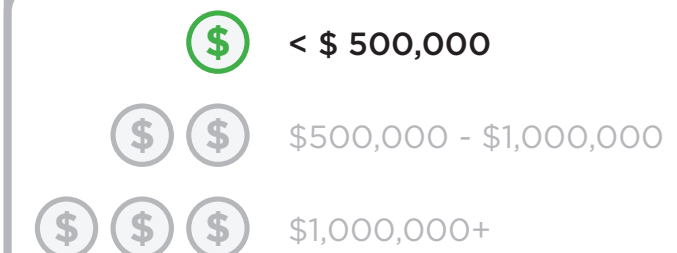


Image of the adjacent church property

Considerations

- + Church building could be rehabilitated for programming, kitchen space, and expanded restroom facilities
- + Eliminates issues with acquisition of an alcohol permit
- + Expands grounds and parking capacity of Mansion
- May not fully address programming and events capacity
- Does not increase the visibility of the Mansion to target populations (unlike a location within the DDA)
- Acquisition costs are unknown

Estimated Cost



Next Steps

- Engage with the neighboring church to negotiate purchase

Potential Improvement Approaches

4 | Relocate Mansion to More Suitable Location

Approach Overview

One of the challenges faced by the Governor Warner Mansion is its location outside of the core Farmington downtown area. Downtown Farmington has a lively business and community atmosphere that encourages foot traffic and acts as a regional destination. While the walk is only 5-10 minutes from downtown to the Mansion, this distance and lack of commercial connectivity does not facilitate the movement of foot traffic from which the Mansion would benefit.

Community input identified the desire to continue and expand programmed events, large and small, at the Warner Mansion. However, due to its proximity to the neighborhood, there is the potential that this may result in negative impacts such as:

- Increased number of events may result in more noise occurring more frequently
- Expanded on-site parking may be unattractive and visible from residents' backyards
- The desire for an alcohol permit is strongly protested by a neighboring institutional property

One potential solution would be to relocate the Governor Warner Mansion to a more suitable location

where increased events and entertainment usage may be more fitting. This would entail a careful process by a specialized contractor to lift the structure off the original foundation, physically move the structure to the desired location, and reset it on a newly constructed foundation.

One primary task for this approach to be feasible is to locate a property which is more suitable to house the Governor Warner Mansion. Downtown Farmington presents an attractive option for the following reasons:

- Downtown Farmington possesses the commercial vitality that would benefit the Mansion for increased access to events and the Museum
- Location within the downtown would provide increased opportunity to coordinate and pool maintenance and programming resources
- The character of the Warner Mansion would match the architecture of historic downtown structures

Potential City-owned properties which may be suitable are on the next page. Additional input and study are required to determine whether these properties are suitable to receive the Warner Mansion.

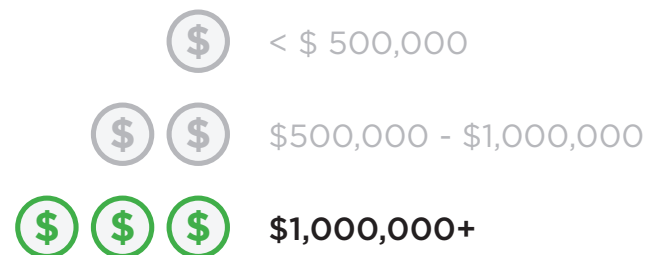
Considerations

- + Mansion would be better located to take advantage of downtown business environment
- + Nearby properties to the new Mansion location could share programming spaces with the Mansion (Ex. kitchen and restrooms, parking)
- + DDA may facilitate management and programming of the Mansion
- + Existing property becomes available for redevelopment, placing it back on the tax roll
- + New location may not encounter issues obtaining an alcohol permit
- Significant cost implications
- Major modification within the Historic District would require approval by the Historic District Commission

Next Steps

- Determine whether the Governor Warner Mansion is deed-restricted in a way that would not allow for the structure to be moved; determine if the accessory structures are required/should be moved as well
- Identify a qualified contractor to review the property and determine feasibility of moving structure
- Identify receiving property and coordinate as required

Estimated Cost



Potential Improvement Approaches

4 | Relocate Mansion to More Suitable Location



Key

1 - Women's Park

This property would keep the Mansion within a residential district, but located closer to Downtown Farmington. Given that Governor Warner supported Women's Suffrage, the park may be a suitable location.

2 - Memorial Park

This site is located adjacent the Elk Lodge, potentially allowing for sharing programming and facilities (restrooms, parking, kitchen). The historic nature of the park may create a suitable location.

3 - City Hall Site

This site is currently occupied by City Hall. This site may require the relocation or reconstruction of City Hall.

Potential Improvement Approaches

5 | Extend DDA Limits to Include Warner Mansion and Grounds

Approach Overview

As described in Approach 4, the Warner Mansion and Grounds would benefit from the energy and vitality of downtown Farmington and the Downtown Development Authority (DDA). As an alternative to moving the structure into the downtown, this approach considers extending the DDA to Wilmarth Ave, which would encompass the Warner Mansion and Grounds and other buildings fronting Grand River Avenue.

Currently downtown Farmington is nearly built-out with limited options to expand its commercial footprint. Thus, extending the DDA limits along Grand River Avenue would allow for the eventual adaptive re-use of the existing structures into live-work and/or comparable uses. This approach would also integrate the Mansion into the commercial foot traffic of downtown Farmington.



Example of live/work style uses currently existing within DDA along Grand River

Considerations

- + Extends commercial opportunities from downtown to include the Mansion
- + DDA may facilitate management and programming of the Mansion
- + DDA extension would capture additional Tax Increment Financing revenues
- + Commercial properties pay higher tax rates, thus increasing revenue capture
- Transition from residential to live/work uses may take several years to take hold and for the Mansion to feel incorporated into the DDA / Downtown
- By itself, this approach does not address some of the issues associated with programming, parking, and alcohol permit

Estimated Cost

\$	< \$ 500,000
\$ \$	\$500,000 - \$1,000,000
\$ \$ \$	\$1,000,000+

Next Steps

- Further investigate the steps required to extend the DDA
- Coordinate with DDA to explore approach feasibility

Potential Improvement Approaches

6 | Engage in an Operations Agreement

Approach Overview

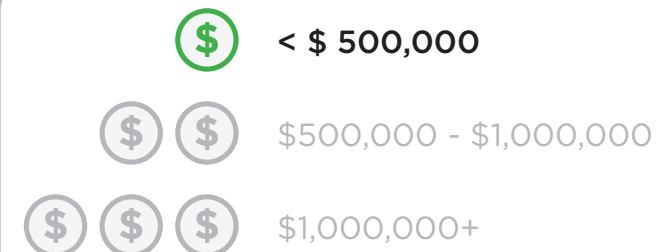
The Warner Mansion and Grounds were gifted to the City of Farmington in 1980 and have become a storied element of Farmington's heritage and history. To date, the Mansion and Grounds have not achieved revenue neutrality, thus requiring annual support from the City. Depending on the City's ability to perpetually support the Mansion and Grounds, it may be determined that the legacy and history are better preserved and messaged through the involvement of a third party.

During the community engagement, some residents voiced the idea of forming a conservatorship or operations agreement for the Mansion. This would allow the City to continue owning the property, however the third party would fund, maintain, and operate the Warner Mansion and Grounds. Some funds may still be required from the City. Depending on the nature of the operations agreement this may allow the City to continue to guide the programming and usage of the Mansion.

Considerations

- + City is not investing as much money for maintenance and operations; however, some level of investment may be necessary
- + City could maintain ability to control property and programming
- Immediate issues beyond finances are not addressed, including the alcohol permit, parking, event, and programming usage
- Requires identification of the right partner

Estimated Cost



Next Steps

- Identify a partner to engage in an operations agreement

Potential Improvement Approaches

7 | Divest City from the Property







Approach Overview

Should it be determined that it is disadvantageous for the City of Farmington to continue owning and managing the Warner Mansion and Grounds, one approach could be to completely divest from the property and sell it to a third party. This would result in no control over the Mansion and Grounds, and any stipulations to its usage would need to be agreed to in the form of a development agreement.

Considerations

- + City would not be investing funds for property maintenance and operations
- + Property would return to the tax rolls
- City loses or has restricted control over the usage and programming at the Mansion
- Immediate issues beyond finances are not addressed, including the alcohol permit, parking, event, and programming usage
- Sale of property is subject to market conditions and the development agreement may limit the number of interested parties

Estimated Cost

-  < \$ 500,000
-   \$500,000 - \$1,000,000
-    \$1,000,000+

Next Steps

- Proceed to Sale of Property

Potential Improvement Approaches

Comparison of Approaches

The table below summarizes each approach's ability to address the issues which are currently facing the Warner Mansion and Grounds. For additional considerations, review the 'Considerations' list included within each scheme in the prior pages.

Key			
	Addresses Issue		Does Not Address Issue
	Somewhat Addresses Issue		Negatively Addresses Issue

Approach	Issues							Cost
	Preservation of Historic Character	Accessibility by Farmington Residents	Revenue Generation and Operations	Maintenance	Parking and Event Usage	Alcohol Permit		
1 Improve Facility to Address Specific Issues	Some improvements may deviate from true historical character	Will maintain access by residents	Expanded event usage may offer increased revenue	Addresses specific maintenance items	Improvements would enhance parking and event usage	Does not address issue	Ⓢ / Ⓢ Ⓢ	
2 Introduce Additional Uses to Mansion	Active use of the first floor may limit accurate historic character	Will maintain access by residents	Revenue generated from agreement with third party vendor	Maintenance issues must be addressed to allow for third party vendor	Does not address issue	Does not address issue	Ⓢ / Ⓢ Ⓢ	
3 Acquire Adjacent Church Property	Protects structure and grounds	Will maintain access by residents	Expanded event usage may offer increased revenue	Does not address issue	Sole ownership of the existing parking lot would reduce scheduling conflicts	Relocation of church would eliminate permit prohibition	Ⓢ	
4 Relocate Mansion to More Suitable Location	Will alter character of grounds and structure from original configuration	May eliminate access to original grounds	Sale of existing grounds would add property back onto tax rolls	Some maintenance items would need to be addressed as part of moving process	Move will locate Mansion closer to existing parking	Proposed location should eliminate opposition to alcohol permit	Ⓢ Ⓢ Ⓢ	
5 Extend DDA Limits to Include Warner Mansion and Grounds	Protects structure and grounds	Will maintain access by residents	Rezoning of Residential Properties to Commercial will increase tax rate	Does not address issue	Does not address issue	Extension of DDA may make acquiring alcohol permit easier	Ⓢ	
6 Engage in a Operations Agreement	Protects structure and grounds	Will maintain access by residents	Conservatorship should reduce annual expense, but not guaranteed	Conservatorship should address maintenance items, but not guaranteed	Does not address issue	Does not address issue	Ⓢ	
7 Divest City from the Property	City resigns control to protect historic character outside of development agreement	May eliminate access by public	Sale of Mansion and grounds would add property back onto tax rolls	Does not address issue	Does not address issue	Does not address issue	Ⓢ	

Potential Improvement Approaches

Next Steps

Review and Privatization

This report identifies a number of potential approaches for how to address the issues identified during the study. The chosen approach must be rooted in the Farmington community's and City administration's shared understanding of values and priorities. Because each approach prioritizes a different set of values, it is important that residents and City administration carefully consider the course of action for the Warner Mansion and Grounds. Each approach includes recommendations for next steps should the City desire to choose said option.

Property Encumbrances

One primary task that should be completed regardless of approach is to carefully review the gift agreement of the property to understand if there are limitations encumbering any desired modifications to the property.

Additional Study

Should it be determined that additional study is warranted, the following are other resources that may be deemed useful in determining a preferred course of action:

Precedent Studies

A number of facilities similar to the Warner Mansion and Grounds exist throughout Southeast Michigan. Review and coordination with these facilities may ultimately support some approaches over others. Example facilities include:

- Spicer House and Longacre House | Farmington Hills
- Bergh Historical Park | Southfield
- Niles Barnard House | Troy
- Wisner House | Pontiac
- Whaley House | Flint

Financial Feasibility

Additional study could examine the financial impacts of each approach on long term funding, maintenance and operations.

Additional Community Engagement

Following review of the identified approaches, additional study could be completed to hone in on more specific aspects and outcomes of identified approaches.