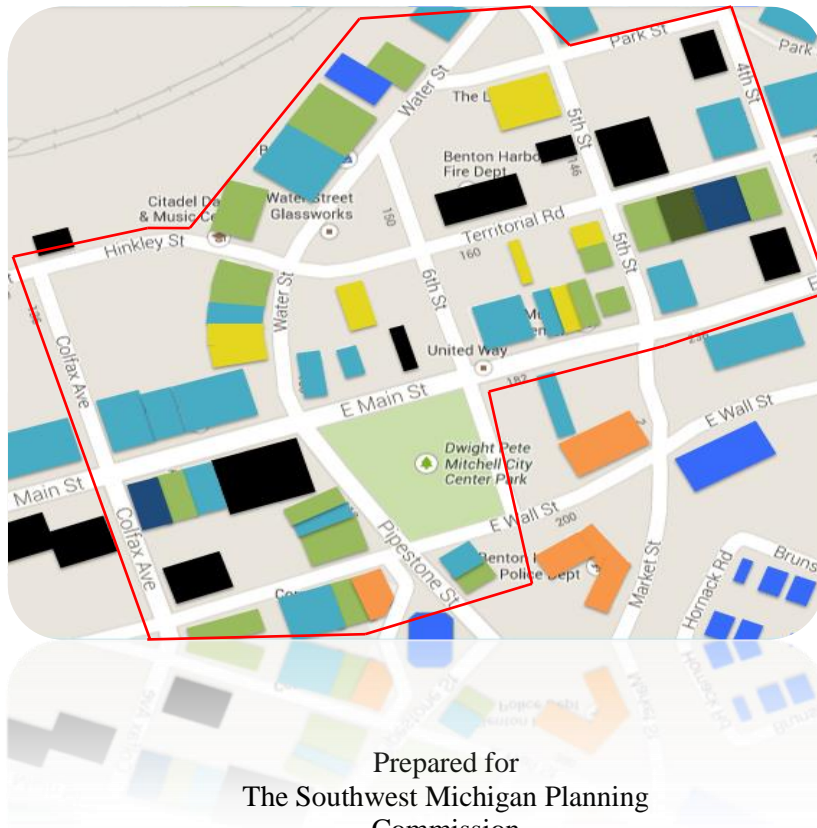


2014

ART INCUBATORS AND MAKERSPACES: An Application In Benton Harbor, Michigan



In association with
Michigan State University Urban
Planning Practicum

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i Preface

Planning Practicum is the capstone course for Michigan State University's Urban and Regional Planning program that both undergraduate and graduate students alike must complete prior to graduation. The course, which is a final crucible for students aspiring to work professionally in the field of planning, has been designed to test one's ability to apply the theoretical to the practical.

Prior to the commencement of this course, students were able to choose from a range of projects stemming from the needs of a variety of clients giving them the opportunity to work on something closely related to their interests in planning. Overseen by planning professors, student groups undertake the tasks required by their projects to produce reports consisting of research, analysis, and recommendations.

ii Acknowledgements

The Practicum Team would like to thank the following people for their assistance in this project:

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This project would not have been possible without the knowledge, guidance, and contributions of these persons and the financial support of Michigan State University. The research, conclusions, and recommendations within this report are solely those of the authors and may not reflect the views of all parties involved.

This project is supported in part pursuant to the receipt of financial assistance to the MSU Center for Community and Economic Development, Regional Economic Innovation (REI) University Center from the Michigan State Housing Development Authority (MSHDA) and the US Department of Commerce Economic Development Administration (EDA). The statements, findings, conclusions, and recommendations are solely those of the authors and do not necessarily reflect the views of any federal, state agency or Michigan State University.

iii Executive Summary

The MakeArt ShareSpace practicum team conducted a study with the intent of exploring art incubators and makerspaces. The practicum team researched these two types of facilities to better understand their purpose, functions and viability as an economic development tool for Benton Harbor, Michigan while working in conjunction with the Southwest Michigan Planning Commission (SWMPC). The recommendations from this report intend to stimulate both community involvement and the city's economy.

Purpose

The purpose of the project was to answer the following three questions. Is Benton Harbor in need of alternative economic development options? What elements and characteristics compose these types of creative spaces? How might an art incubator, makerspace, or hybrid make-art space be incorporated into Benton Harbor's Arts District?

The report consists of an extensive profile covering historical facts, the Arts District, and socioeconomic data of the city; research of established art incubators and makerspaces throughout the country to gather characteristics and business practices; a literature review, and an analysis of available sites within the city.

Findings

Benton Harbor is worse off economically than the surrounding Tri-County Region (Berrien, Cass and Van Buren Counties) and the State of Michigan. In comparison to the Tri-County Region and the State of Michigan, Benton Harbor has a less valuable housing stock, a population with low educational attainment, and a population with little access to amenities including private vehicles, internet, etc. The city is located on Lake Michigan, neighbors the City of St. Joseph, and has an established Arts District and arts culture despite its economic hardships.

After assessing Benton Harbor, the practicum team studied art incubators and makerspaces. Art incubators have been established with a focus on the development of artists. They provide tools individual artists may not be able to afford, space for creation, and guidance for independent establishment once artists leave the incubator. Makerspaces are facilities where community involvement and creative expression are nurtured and honed. Members of these facilities use technology, tools, and shared supplies while interacting and collaborating.

Recommendations

With consideration given to Benton Harbor itself, including its Arts District and socioeconomic realities, along with understanding the benefits of both art incubators and makerspaces, the Team concluded that the development of a space incorporating elements of both types of facilities would be the most useful allocation of resources. This space, henceforth referred to as the

MakeArt ShareSpace (MASS), will place great emphasis on community involvement, educational opportunities, and the development of new arts-related businesses.

The Team's research led to recommendations on proposed building space, financial costs, community involvement, and the formalization of the arts district. Recommendations of the report include formalizing the Arts District by defining it in Benton Harbors Master Plan. Determine the costs of MASS including fixed and variable, and acquire funding for those costs through the form of grants. Renovate and utilize the existing structure located at 200 Paw Paw in Benton Harbor. The team also recommends forming partnerships with a local arts association, college, and/or community anchor.

1 Introduction

1.1 Client Introduction

In 1968, Governor George Romney established Berrien, Cass, and Van Buren counties (Tri-County Region) as “Planning and Regional Development Region IV”. Then in 1973, the Southwest Michigan Planning Commission (SWMPC) was officially organized and by 1974 was fully staffed. SWMPC is one of fourteen regional planning and development organizations in Michigan and is dedicated to improving intergovernmental collaboration and organization within the Tri-County Region and adjacent regions. Their focus is on delivering data, information, maps, and technical assistance for planning and grant writing endeavors. SWMPC facilitates programs that include community planning, economic development, natural resource protection, and transportation. As stated on their website, the SWMPC mission “is to promote a sustainable, high quality of life through the facilitation of sound planning and decision-making”. They are currently located at 376 W. Main Street Suite 130 in Benton Harbor, Michigan. The main points of contact throughout the course of this project have been K. John Egelhaaf, Executive Director of SWMPC and Ryan Soucy, Associate Planner with SWMPC.

1.2 Project Introduction

This report consists of a study pertaining to the implementation of a creative space within Benton Harbor, Michigan.

The study consists of an assessment of Benton Harbor’s creative economy and the feasibility of establishing an art incubator, makerspace, or a hybrid of the two. Subsequent recommendations derived from the research aim to support and enhance the current economic development plans of Benton Harbor and the build-up of social capital by assessing the value and utility of an art incubator, a makerspace, or a hybrid of the two.

As per the scope of work agreed upon with SWMPC a definition of an art incubator, a makerspace, and a hybrid of the two hereafter referred to as the MakeArt ShareSpace (MASS), were established. Furthermore, the team recommended amenities, aspects, and financial realities accompanying this project. Officials from SWMPC and Benton Harbor identified potential locations suitable for future development.

In assessing the feasibility of an art incubator, makerspace, or MASS, the team:

- Researched cases and reviewed literature;
- Assessed primary users of the space via a socioeconomic profile, creative occupational data, and community outreach;
- Provided recommendations for how the space should develop over several phases based on agglomerated information.
- Developed a strategy to implement the space;
- Drafted a financial plan including possible funding sources;
- Delineated an organization to oversee the day-to-day activities of the space upon completion.

1.3 Project Methodology

In order for an art incubator, makerspace, or hybrid make-art space project to occur, three primary questions were asked: (1) is Benton Harbor in need of alternative economic development options, (2) what elements and characteristics compose these types of creative spaces, and (3) how might an art incubator, makerspace, or hybrid make-art space be incorporated into Benton Harbor's Arts District?

1. Is Benton Harbor in need of alternative economic development options?

Historical facts, social and economic data, public polling and studying the existing Arts District were all utilized in order to gain a comprehensive understanding of both the life of the citizens and the arts community in the city. A detailed profile of Benton Harbor was thereby developed. Environmental Systems Research Institute's Business Analyst Online (ESRI BAO) was used to collect data on Benton Harbor, the Tri-County Region (Berrien, Cass and Van Buren Counties), and the State of Michigan. By comparing these data at all three spatial scales, the state of Benton Harbor became clear and its needs became obvious. Along with ESRI BAO, internet resources, governmental databases and questionnaires were employed to gather data.

2. What elements and characteristics compose these types of creative spaces?

Case study research about art incubators and makerspaces from across the United States was employed in order to answer the second question. Websites and one-on-one conversations proved essential in conducting these case studies. Seven case studies were developed in total: five on art incubators and two on makerspaces. The primary selection method for choosing cases was through the identification of comparable features to Benton Harbor. For example, racial composition, economic indicators, project scale, potential for success, proximity to similar environmental features, community involvement, and the availability of information were all considered. ESRI BAO was utilized in this section to gather a limited amount of socioeconomic information on these cases in order to make comparisons with Benton Harbor.

3. How might an art incubator, makerspace, or hybrid make-art space be incorporated into Benton Harbor's Arts District?

Five art incubators, two makerspaces, and their immediate surroundings were mapped using a combination of digital map products¹ and graphics design software in order to answer the final question. The seven case study maps needed to be compared to Benton Harbor. In order to do that, spatial data from Benton Harbor was gathered directly from the arts community during the New Territory Arts Association's Art Hop event (March 14, 2014). Benton Harbor's actual and perceived development pattern was thereby mapped by the most knowledgeable source.

In this way, all the case studies' as well as Benton Harbor's economic, demographic, and cultural profiles were combined with their respective spatial arrangements. Potential locations for an art incubator, makerspace, or a hybrid make-art space in Benton Harbor were then obtained and considered in light of the case study data and the Benton Harbor data. By answering these three questions, conclusions were made, characteristic tables were derived, and recommendations were made based on fact and necessity

2 Benton Harbor Profile

This section will discuss the geographic location, history, and the social and economic aspects of Benton Harbor in relation to the Tri-County Region and the State of Michigan. The socioeconomic profile will highlight areas such as demographics, household information, and business statistics, etc.

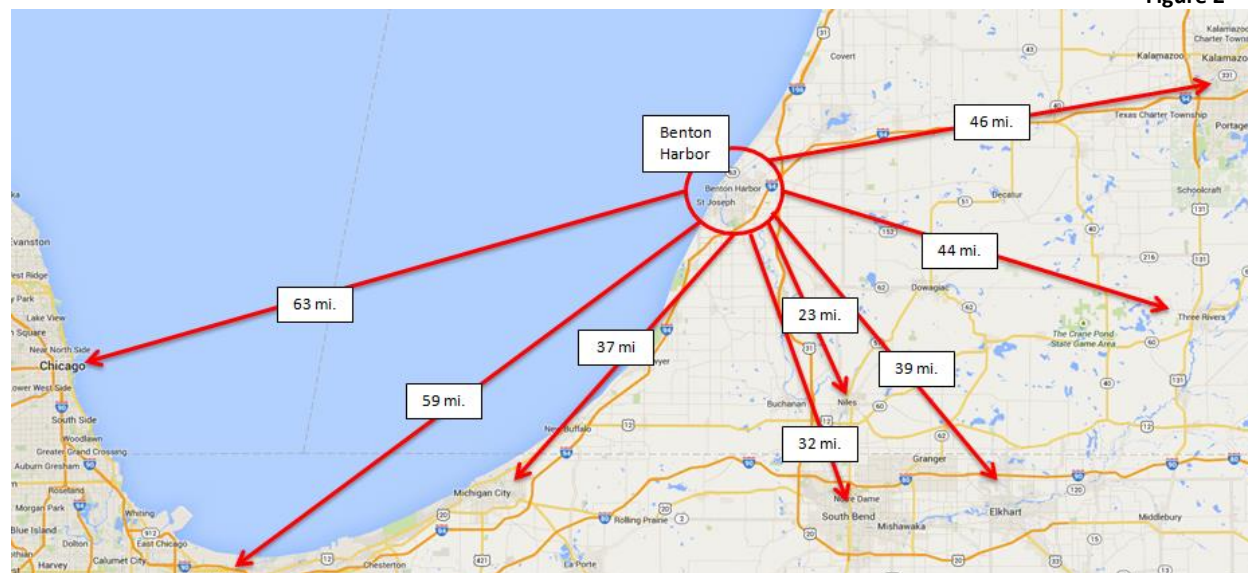
2.1 Location

Figure 1



Benton Harbor is located in southwest Michigan on the shore of Lake Michigan, approximately 100 miles northeast of Chicago, Illinois via Interstate 94, and 122 miles southwest of Michigan's capital city of Lansing. Benton Harbor is located in the northern portion of Berrien County, which borders the Counties of Cass and Van Buren – together the three counties make up the Tri-County Region. Berrien County spans 568 square miles and Benton Harbor has a total land area of 4.68 square miles.

Figure 2



Benton Harbor, along with St. Joseph, sits on Lake Michigan. Within 65 miles from Benton Harbor lie Chicago, IL, the larger municipalities in northern Indiana, and southwest Michigan. *Image source: Google Maps; Measured as the crow flies using Free Map Tools*

2.2 History

In 1836, a farmer named Eleazar Morton moved his family into a log cabin on his newly purchased 160 acres in Benton Township. Eleazar and his son, Henry, began planting orchards, which led to a prosperous living selling fruit. Henry, along with Sterner Brunson and Charles Hull, undertook the task of building a mile-long canal through the wetlands between the present day Benton Harbor and the Saint Joseph River in order to create a convenient market for the farmers east of the river. The canal opened in 1862 and by 1863, platted-fifty-foot lots were being sold.²

The prosperous new settlement was named Benton Harbor in 1865 and incorporated as a village in 1866. By the 1870s Benton Harbor had ships loading more than 300,000 packages of fruit annually. The town continued to grow with the establishment of sawmills and basket factories, a high school, a college, street railways, a nationally recognized bank, and an opera house leading to the village being incorporated as a city in 1891.³

Tourists began visiting Benton Harbor in order to enjoy the shores of Lake Michigan. In 1905, the Benton Harbor Development Company was founded to help attract new businesses and industry to the area and the city grew to more than 20,000 people.⁴ Numerous industries took advantage of the land grants and financial aid being offered. In the 1930's, the Benton Harbor Fruit Market was the largest cash-to-grower non-citrus fruit market in the world.⁵ However, like many other cities in America, Benton Harbor began to experience economic and population declines in the 1960's as suburbanization enabled the prosperous to move their families out of the city leading to an increase in poverty and crime rates. By 1980 the majority of the population of Benton Harbor was African American.⁶ From the 1980's to 2010, Benton Harbor had several factories either close or downsize, leaving many people in the city unemployed.

By 2010 Benton Harbor's unemployment rate was 33%. Seven years later in 2010 under Michigan Governor Rick Snyder, Joseph Harris was instated as Benton Harbor's emergency manager. Roughly three years later the Local Emergency Financial Assistance Load Board voted to end his contract. Tony Saunders II was sworn in as Benton Harbor's new emergency manager on January 31st of 2013.⁷

Today Benton Harbor has not fared much better than in the late 20th century. There are a few companies still located in the city, such as Whirlpool and Meijer. However the unemployment rate is around 10%. Further details of the economy and social environment of the city will be discussed later in section 2.4 Socioeconomic Profile.

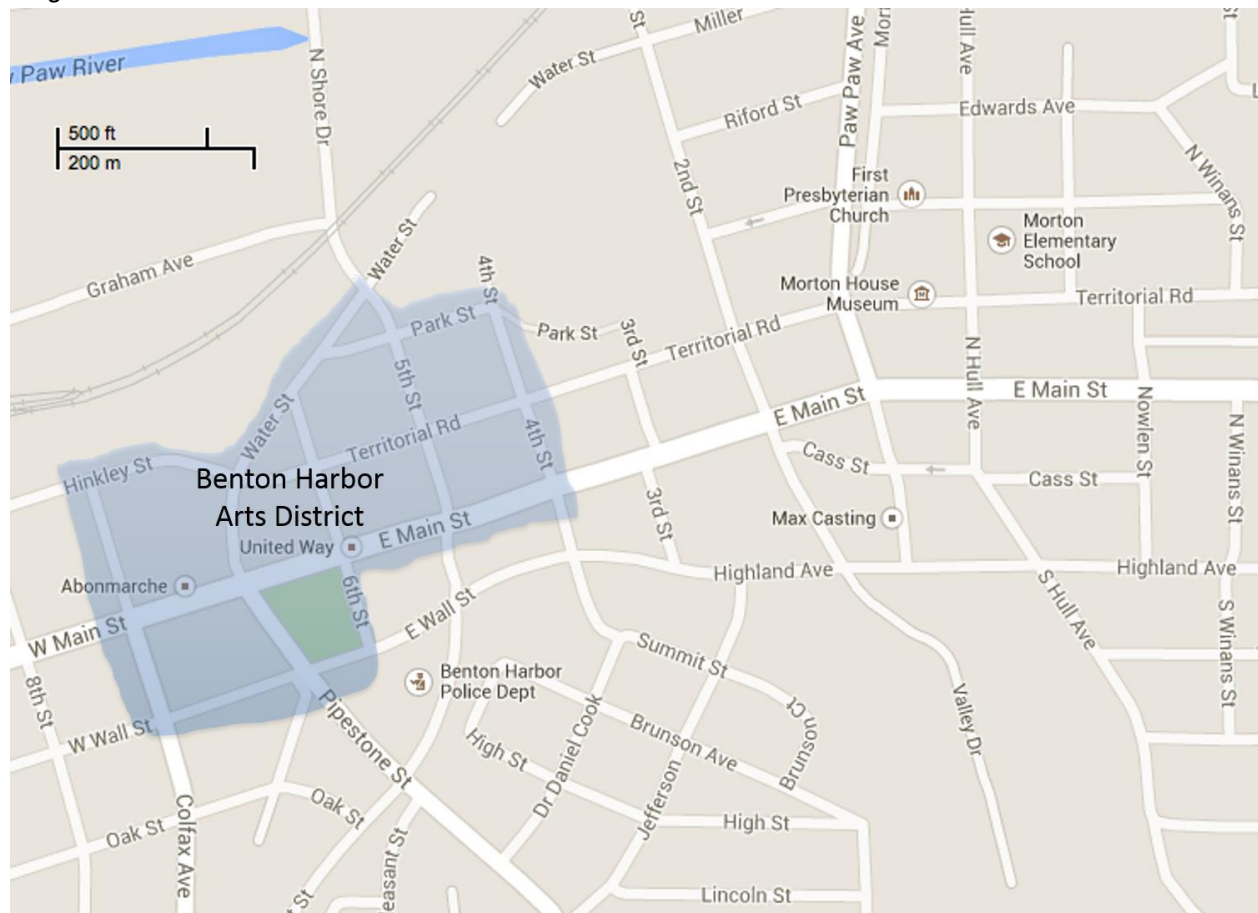
2.3 Arts Districts

An arts district can be defined by physical boundaries, specific characteristics, and/or cultural and arts-related business clusters. There is typically financial support and leadership involved in the long-term vision of developing an arts district. Arts districts are clusters of art related merchants and additional businesses to create a destination for consumers, which aids economic development. To foster economic development, arts districts facilitate artists and arts businesses, market their products, and attract ancillary merchants.⁸ These districts often use placemaking strategies such as public art, way finding, and plazas to exude a sense of place for community members and visitors alike.

2.3.1 Benton Harbor's Arts District

Location

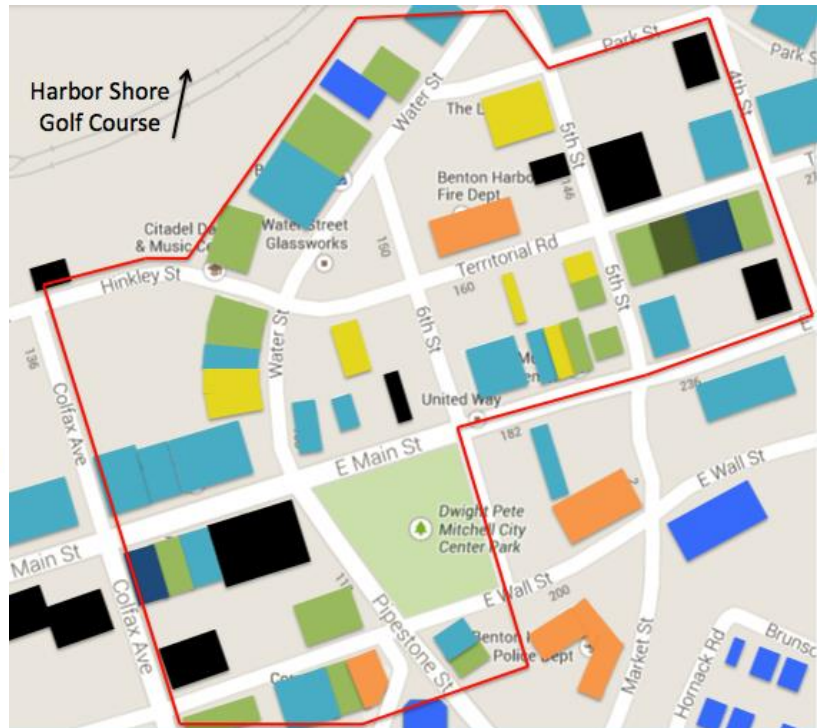
Figure 3



Benton Harbor's Arts District is situated in downtown Benton Harbor, just south of Harbor Shores Golf Course. Figure 3 shows the location of the district in relation to the city. Following Main St East on the map will lead to I-94 and following it West will lead to St. Joseph.

Figure 4 is more detailed look at the Arts District. The red line delineates the current Arts District. The boundaries for the Arts District were drawn using information gathered from business owners in the district.

Figure 4



History

In 1998, the New Territory Arts Association (NTAA) was founded with the intention of developing the Benton Harbor Arts District via community engagement and the encouragement of arts. The association operates as a 501(c)(3) nonprofit organization. The NTAA offers financial assistance acquired by grant writing and it provides scholarships for assorted art education programs and events for community youth. The association focuses on four main events throughout the course of the year. Art Hop is an event where business members in the Arts District open their doors and showcase local artists to the general public every three months for one night from 6:00pm - 9:00pm. The NTAA also puts on an event called 3rd Thursday Film Series, which brings independent films to the area. The group sponsors Artoberfest, which showcases local food, beer, wine, art, and music. Funds raised at Artoberfest allow the NTAA to support access to art education and program development. Another NTAA annual event, Benton Bizarro, showcases local cuisines and craft beers.⁹

One local business in the Arts District, Water Street Glassworks, offers classes with qualified instructors for those interested in fire arts. This includes learning how to blow and cast molten glass, metal welding and hammering, glass fusing, and glass stained and mosaic making, plus many other individualized opportunities. The classes are offered to those ages 12 and up. They also offer an after school program known as “Fired Up”. According to the Water Street Glassworks website, this program allows teens to “learn the art of glassblowing, fusing, bead making or stained glass in a two-hour class, once a week from mid-September through June...teens and their parents must make a two-year commitment to the program.” The program has had 200 participants since its inception in 2004.¹⁰

There are also multiple restaurants located within the arts district including Expressions Gallery and Café, The Phoenix, The Livery, Charlies’ Piggin’ N’ Grinnin. The Library, Euneek Bakery, The Ideal Place, and GelatoWorks. GelatoWorks opened in 2010 and was created to work in tandem with the Fired Up program offered at GlassWorks. The shop sells Italian Icecream (Gelato) and offers part time jobs only to students enrolled in the Fire Up program. These jobs provide students with practical work experience and all proceeds from the shop go directly back into the program. GelatoWorks also offers display space for students and faculty to showcase and sell their art.¹¹

Art Businesses

It is important to note the types of art related businesses that exist in the Benton Harbor Arts District. By doing so, it is easy to recognize the current opportunities that are being offered and supported in the arts district. Table 1 lists the various art related businesses that are currently active in the Benton Harbor Arts District. What each space offers is displayed, as well as what each of those components generally entail can be found below:

- Educational Opportunities:
 - Classes offered on creative cultures that are open to the public.
- Studio Space:
 - A room, or space, that is used by an artist(s) to work and create art in.
- Retail Component:
 - The opportunity for art to be purchased by the general public.
- Performances:
 - Offers concerts or shows open to the general public for viewing and entertainment purposes.
- Gallery:
 - A room or building that displays art available for purchase.

Table 1

Building	Educational Opportunities	Studio Space	Retail Component	Performances	Gallery
Water Street GlassWorks	X	X	X		X
Anna Russo Sieber Gallery	X	X	X		X
3 Pillars Gallery			X		X
Richard Hunt Studio Center		X			X
Revolution Design			X		
Wall Street Studios		X	X		X
Citadel Dance Center	X			X	
Citadel Music Center	X			X	
New Territory Arts Association	X	X	X		X
Kirian Photography Studio		X	X		X
Terrazo			X		X

Community Survey

This section is included to provide an overview of where the Benton Harbor community stands as far as knowledge and engagement in reference to the Benton Harbor Arts District. In order to gauge this community participation the team has used two major methods.

The first method was a face to face survey. The team attended a quarterly event on March 14th, 2014 with a survey for arts district stake holders in order to gauge the Benton Harbor community's knowledge of and participation in the emerging Arts District. The appendix contains an example of the survey.

The stakeholders surveyed were building and shop owners in the district ranging from art class mentors to building owners. These questions were geared to understand how these stakeholders have benefited from the Arts District and whether or not they believed the Benton Harbor community as well as their specific entity would benefit from an art incubator, makerspace, or the MakeArt ShareSpace hybrid. Below are the responses to selected questions from the survey.

- 100% of respondents answered “yes” to the question: “Would you say that Benton Harbor has an Arts District?”
- 50% of respondents answered either “strongly agree” or “agree” to the statement: “Community members not directly affiliated with the arts district are aware of the arts district.” The remaining 50% answered “disagree” or “strongly disagree.”
- 100% of respondents answered either “strongly agree” or “agree” to the statement: “In your opinion, your business would benefit from being associated with a MakeArt ShareSpace in the community.”

A strengths, weaknesses, opportunities, and threats analysis has been created from the survey responses in section 6.2. Appedix 1: Figure 1 contains a full draft of the survey.

The second method is an online survey using SurveyMonkey to residents of the community. This survey shows a list of resources that would be provided in an art incubator, a makerspace, and a MakeArt ShareSpace. This provides those surveyed with an introduction to the terms and allows them to make sound decisions on whether or not such a space would be beneficial. The survey has been sent to the client and the SWMPC are collecting the responses.

2.3.2 Strengths, Weaknesses, Opportunities, Threats Analysis

The following subsection will cover an analysis of the strengths, weaknesses, opportunities, and threats of the Benton Harbor Arts District. This will include how, if possible, a MASS would affect the previously stated characteristics.

The Benton Harbor Arts District is home to a multitude of wide ranging businesses. Some of these businesses have been in the district for over a decade and some for as little as a few weeks as of mid-March, 2014. The business owners are important stakeholders that are knowledgeable of the strengths, weaknesses, opportunities, and threats of the Benton Harbor Arts District.

As discussed in the “Community Outreach” section, these stakeholders were tapped for their knowledge of the district via a written survey. The four respondents were made up of managers or owners of art related businesses in the Arts District and one member of the Southwest Michigan Planning Commission. The questions regarding strengths, weaknesses, opportunities, and threats are qualitative, but this team has derived common responses from the stakeholders listed below.

Strengths of the Benton Harbor Arts District

Most of the respondents cited culture and vibrancy as a strength of the arts district. One response mentioned that the Arts District creates a pull factor for residents outside the city that downtown wouldn't normally provide. That respondent added that members of surrounding communities come to Benton Harbor specifically for the Arts District.

Weaknesses of the Benton Harbor Arts District

There are two common responses of on the weaknesses of the Arts District: Lack of business variety and lack of use by locals. As cited on Map 1, there are 8 vacant buildings in the Arts District. Also, there is a lack of knowledge within the community of the Arts District.

Opportunities for the Benton Harbor Arts District

Three of the four respondents believed that educational and youth programs inside the Arts District are strong opportunities. There are glass making classes and dance classes offered in the Arts District, three of four stakeholders agree that more could be offered.

Threats against the Benton Harbor Arts District

As far as roadblocks to achieving the opportunities, the responses were mixed. Two respondents named funding and financial difficulties as the main threats, one respondent cited a lack of space for an educational institution, and one respondent cited apprehension of the Benton Harbor community to come to a space perceived to be for outsiders.

Note: *All responses are paraphrased, not directly quoted.*

2.4 Socioeconomic Profile

This section is a compilation of age distribution pyramids that show the breakdown of ages, by male and female, over five-year intervals. The data is presented in percentage, as opposed to actual numbers, for the ease of comparison between Benton Harbor, the Tri-County Region and the State of Michigan.

2.4.1 Demographics

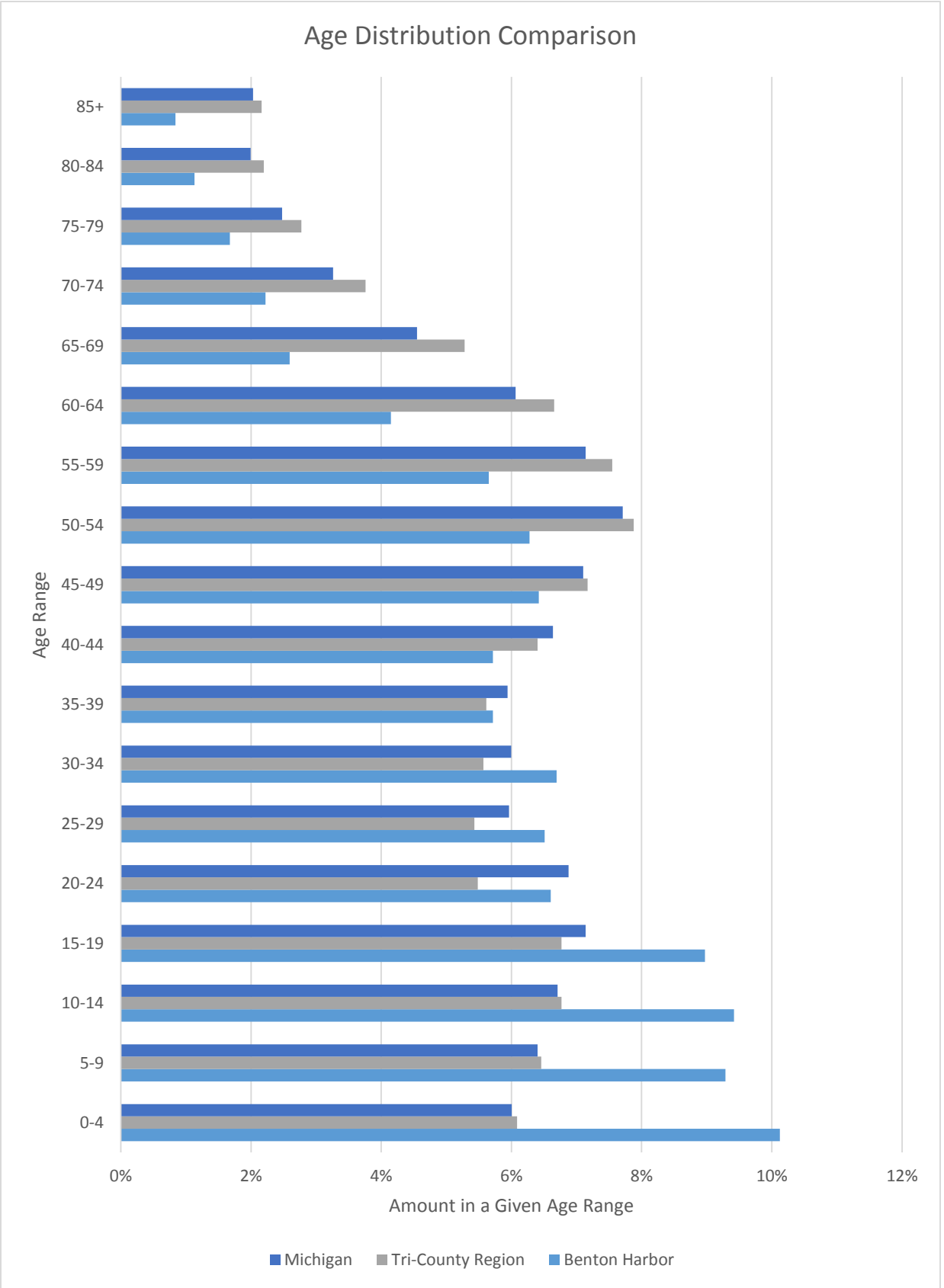
Table 2 shows general data pertaining to Benton Harbor, Michigan; the Tri-County Region, consisting of Berrien, Cass, and Van Buren Counties; and the entire State of Michigan. Between 2012 and 2017, Environmental Systems Research Institute's Business Analyst Online (ESRI BAO) projects the population of Benton Harbor to decrease at a rate just more than half that of the Tri-County Region in which it exists and just under four times the rate of the State of Michigan. Population across all three study areas is expected to decrease over the five year period. On average, Benton Harbor has larger family sizes than the two other areas being studied. Furthermore, the percentage of Benton Harbor's population under the age of eighteen is greater than both the Tri-County Region and the State of Michigan: 34% for Benton Harbor and 23% for the other two areas of study. Benton Harbor has a younger population as highlighted in section 2.4.1 Population and Age. The State of Michigan and the Tri-County Region have identical percentages of male and female populations at 49% male and 51% female, while Benton Harbor has a larger female population at 53% with 47% male.

Table 2

2012 Population Information	Benton Harbor	Tri-County Region	Michigan
Total Population	9904	285008	9887588
2012-2017 Population Growth Rate	-0.44%	-0.20%	-0.12%
Total Households	3475	112160	3860480
Average Family Size	3.42	3	3.05
Total Population 18+	0.66	0.77	0.77
Median Age	29	41	39
Male Population	47%	49%	49%
Female Population	53%	51%	51%

Source: ESRI BAO

Benton Harbor has a population distribution comprised of a younger population base compared to both the Tri-County Region and the State of Michigan. The city's largest population demographic falls between the ages of 0-19 which contains 41% of males and 34% of females. Comparatively, the Tri-County and the State of Michigan both see their largest population between the ages of 40 and 64. The following graphs show the representative age distributions for Benton Harbor (Figure 6), the Tri-County Region (Figure 7), and the State of Michigan (Figure 8) as well as a comparison graph of the three (Figure 5).



2012 Benton Harbor Population Distribution

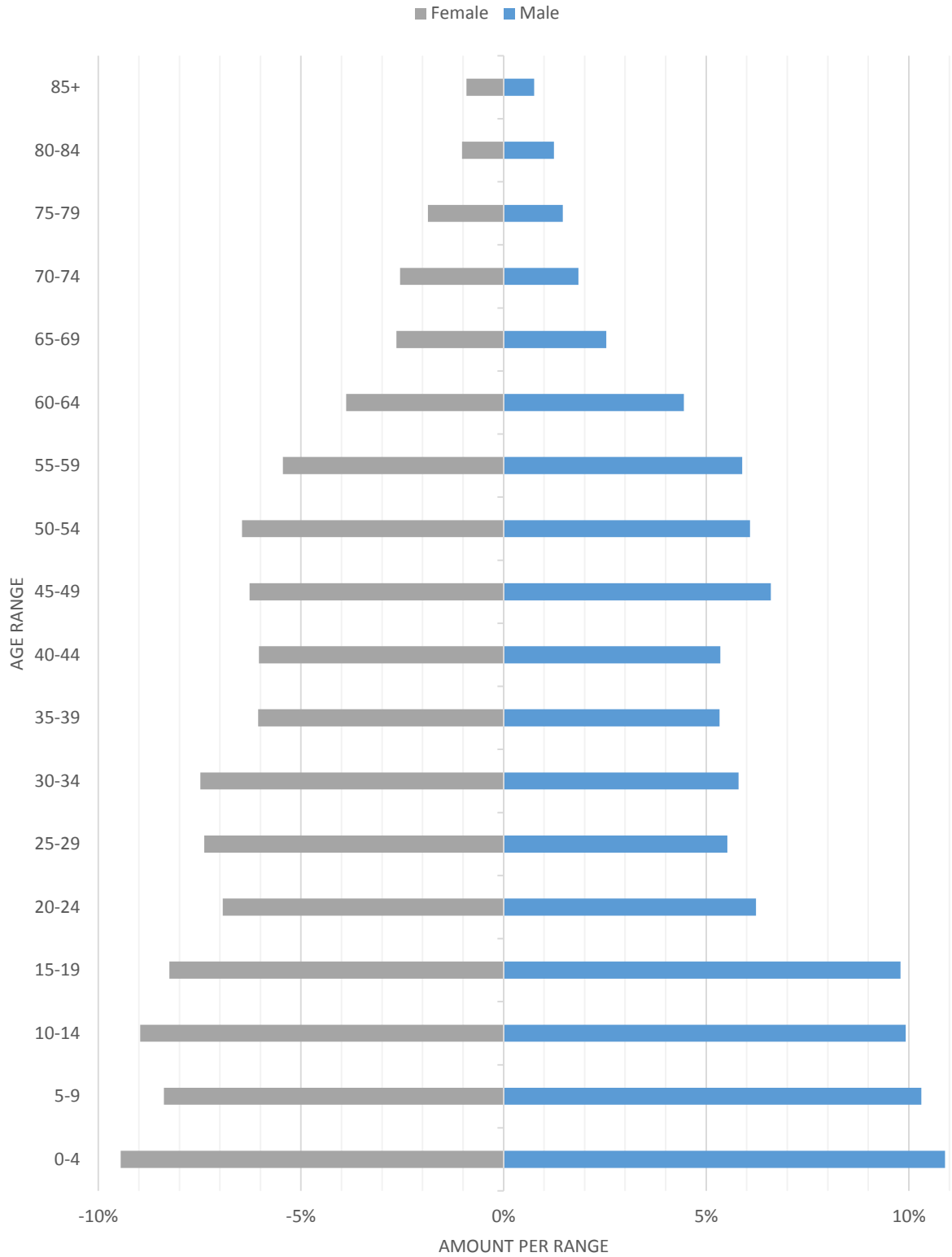
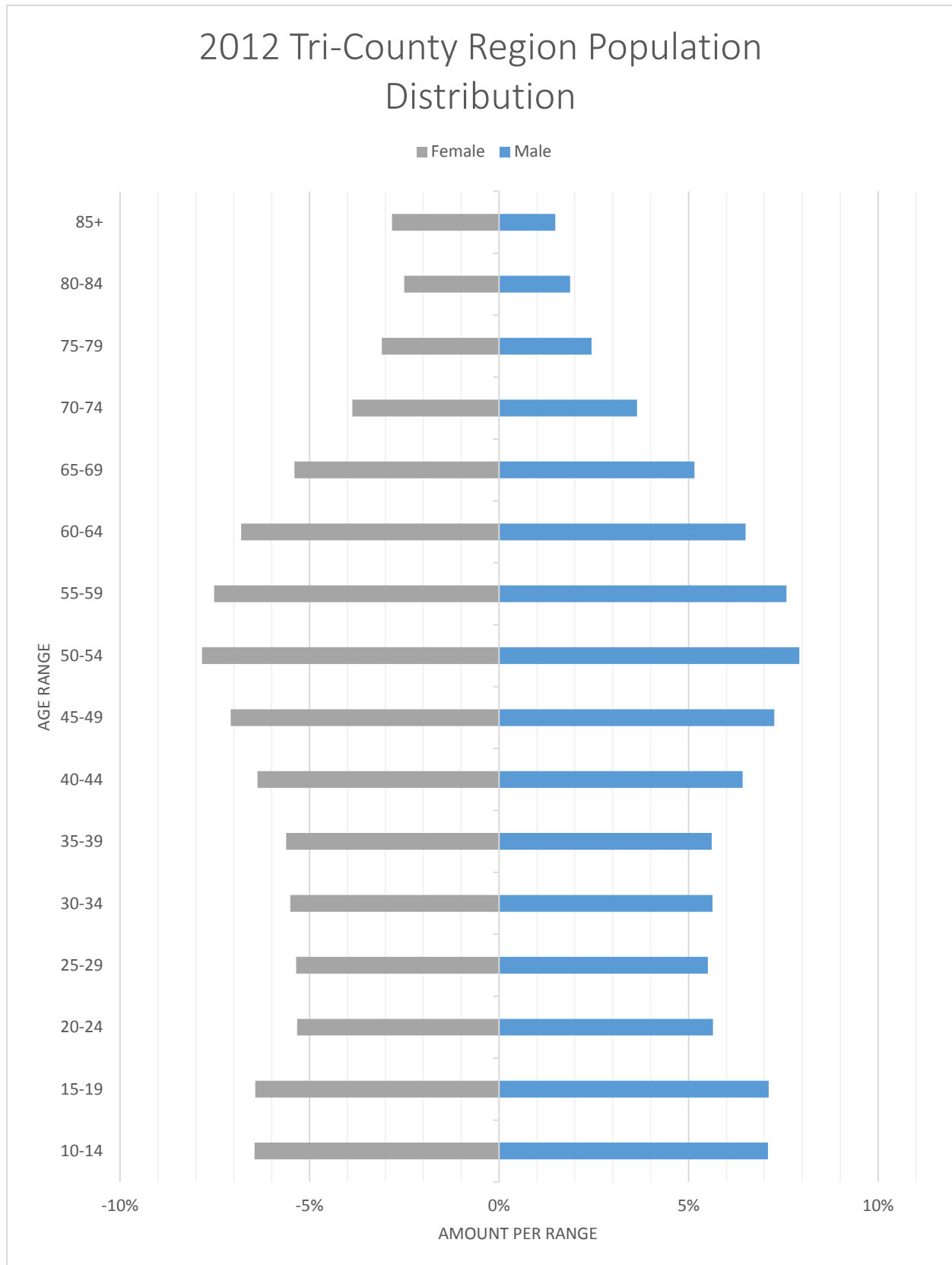
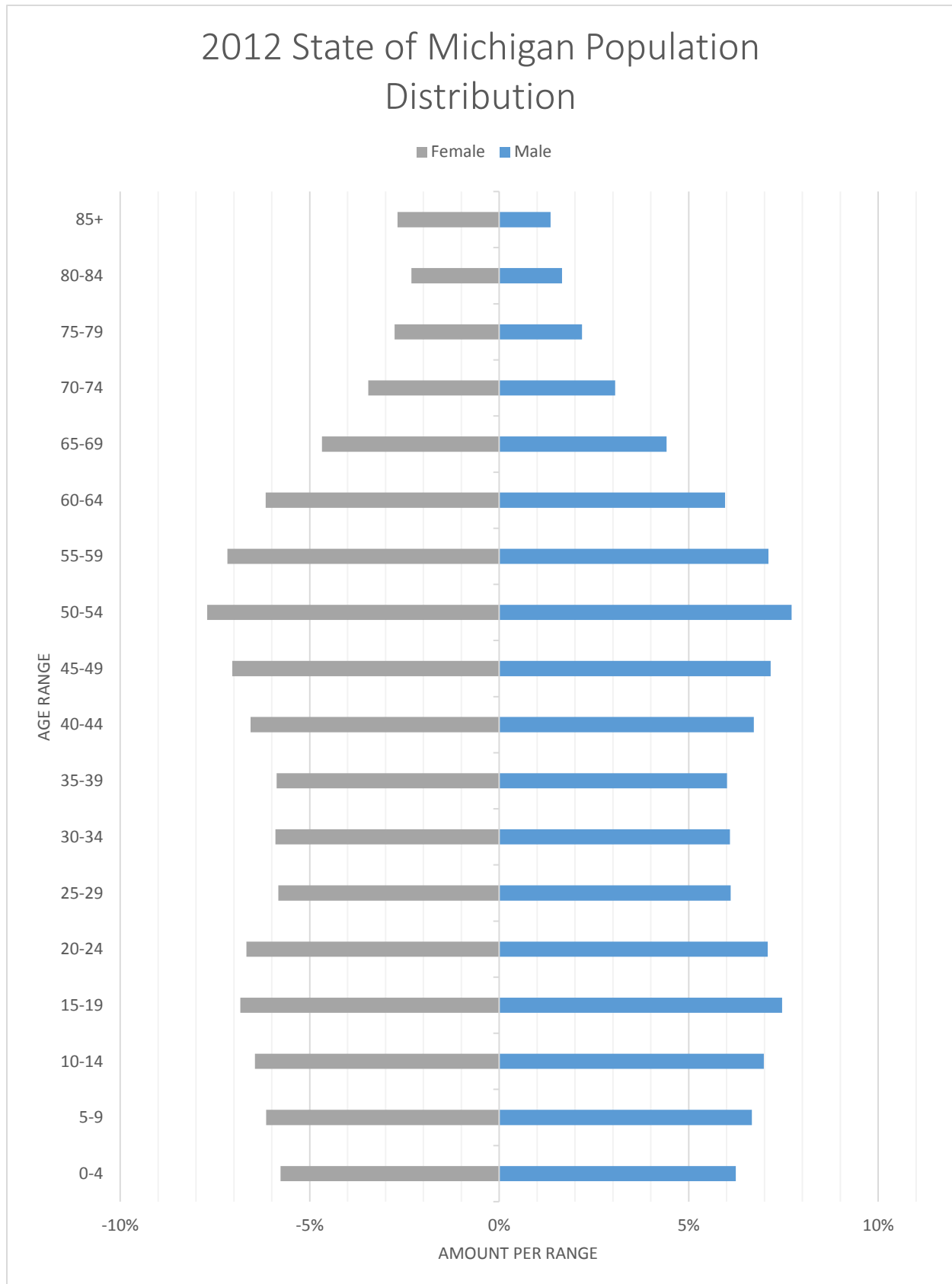


Figure 7



Source: ESRI BAO

Figure 8

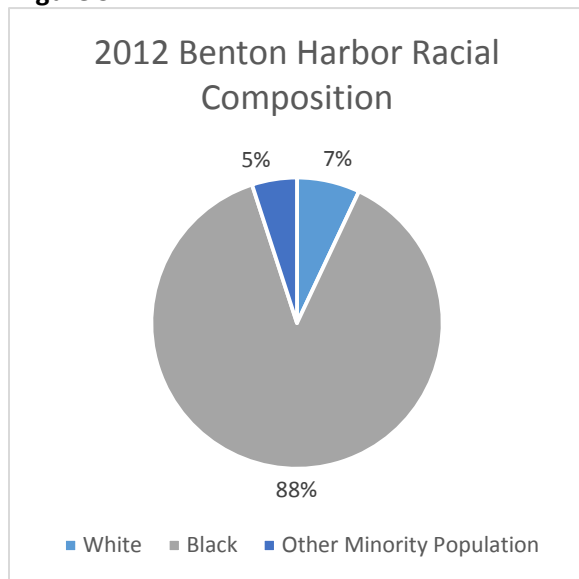


Source: ESRI BAO

2.4.2 Racial Distribution

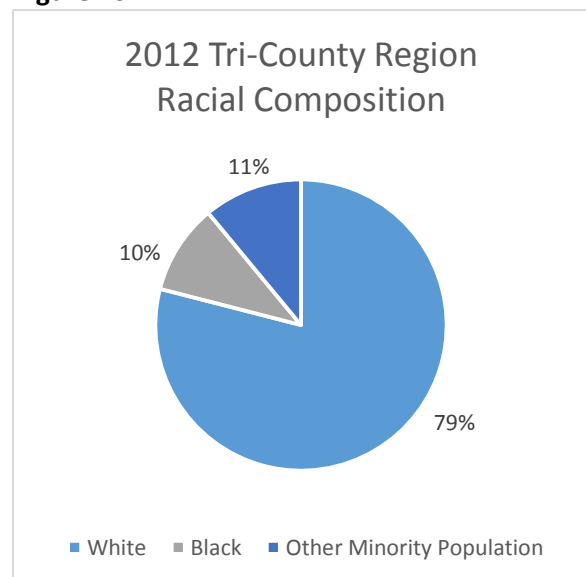
Figures 9, 10, and 11 show Benton Harbor has a population comprised of a less diverse population than both the Tri-County Region and the State of Michigan. Furthermore, Benton Harbor's population is almost entirely Black, this contrasts with the other two study areas whose populations are almost entirely White. When examining Benton Harbor compared to the Tri-County Region, one can see that Benton Harbor is unlike the rest of the Tri-County region in terms of racial composition.

Figure 9



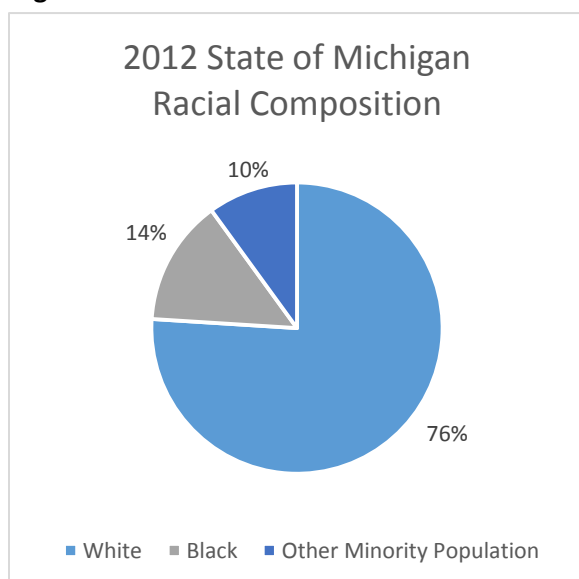
Source: ESRI BAO

Figure 10



Source: ESRI BAO

Figure 11

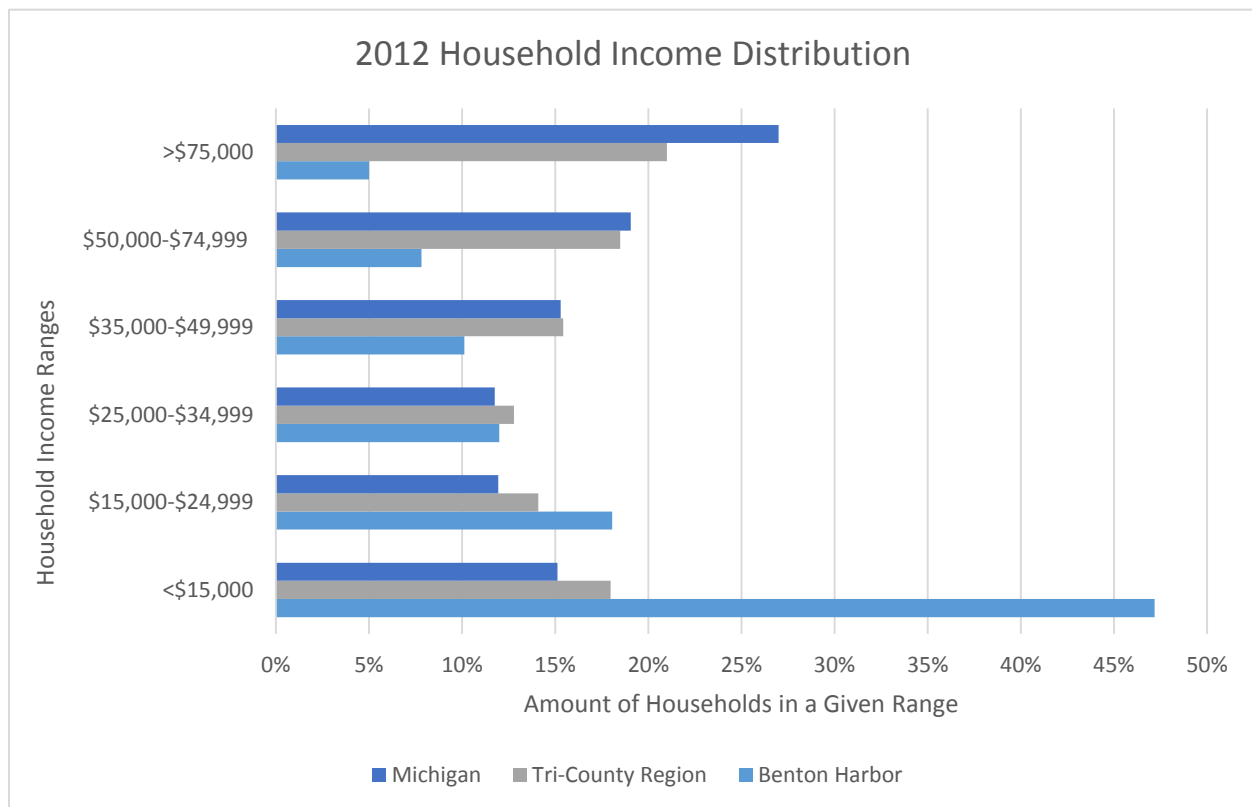


Source: ESRI BAO

2.4.3 Household Information

Figure 12 shows household income ranges across given intervals. Benton Harbor has 47% of its citizens living in households where income is less than \$15,000. Comparatively, the Tri-County Region and the State of Michigan see only 18% and 15% of its citizens falling in the lowest range, respectively. A negative linear trend exists as incomes increase. The State of Michigan and The Tri-County Region differ from Benton Harbor. They both have a parabolic relationship with high percentages of household incomes existing at the top and bottom ends of spectrum with a small middle class.

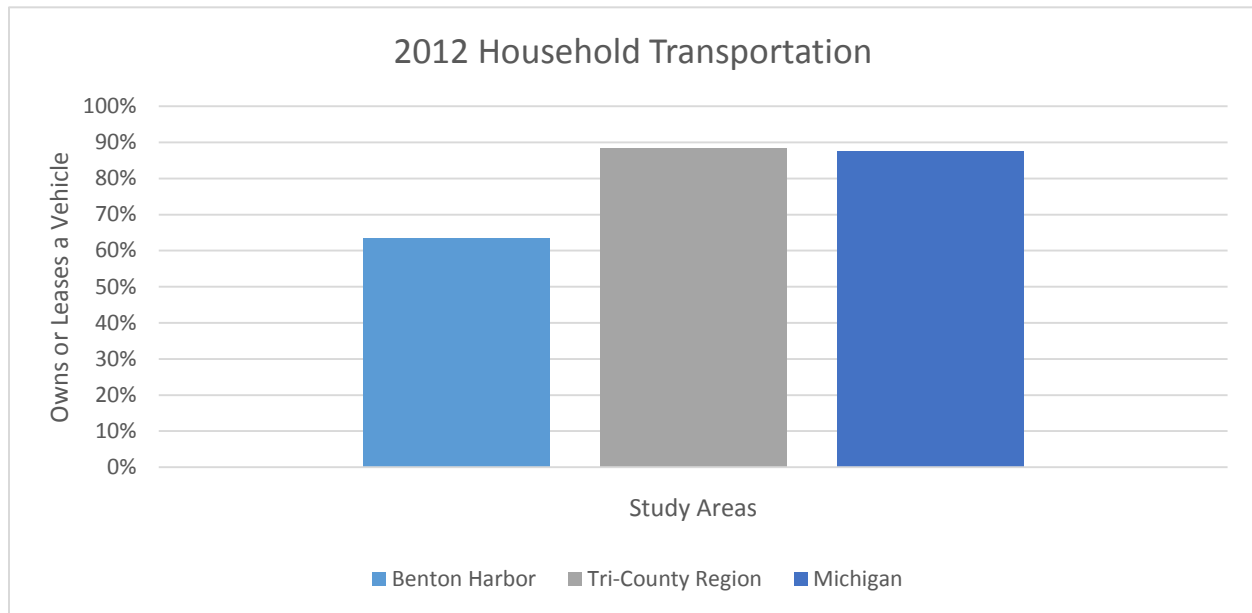
Figure 12



Source: ESRI BAO

Figure 13 simply shows the amount of households in the three study areas that own or lease any vehicle. 63% of Benton Harbor households own or lease any vehicle, compared to the Tri-County Region and the State of Michigan where 88% and 87% of households have access to personal-motorized transportation.

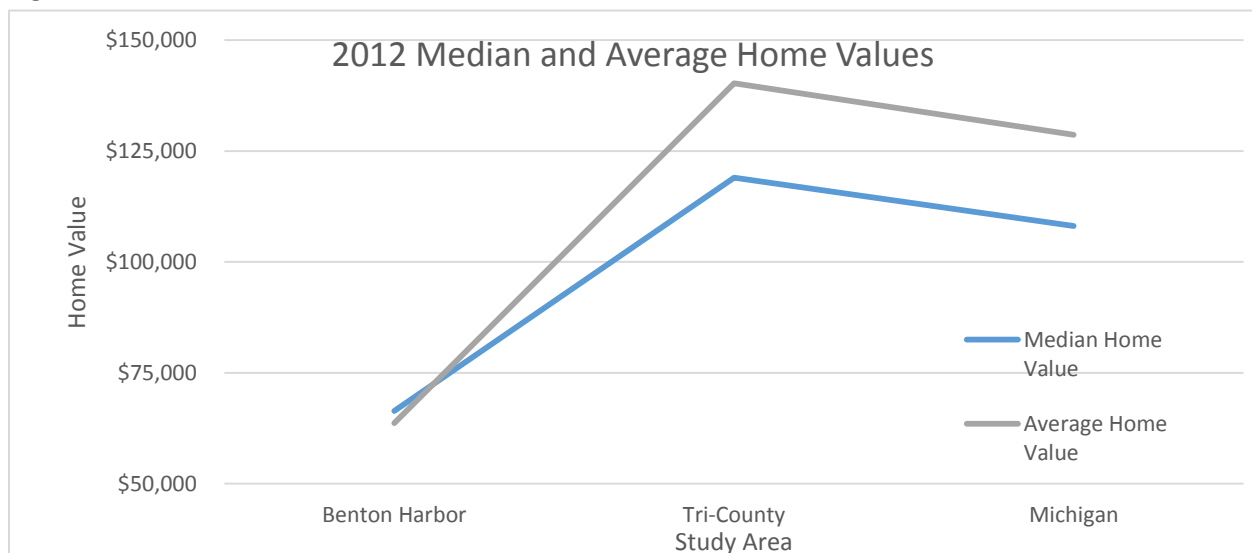
Figure 13



Source: ESRI BAO

Figure 14 shows the relationship between average home values and median home values across Benton Harbor, the Tri-County Region and the State of Michigan. The housing disparity in home value is less in Benton Harbor which indicates a limited range in housing values.

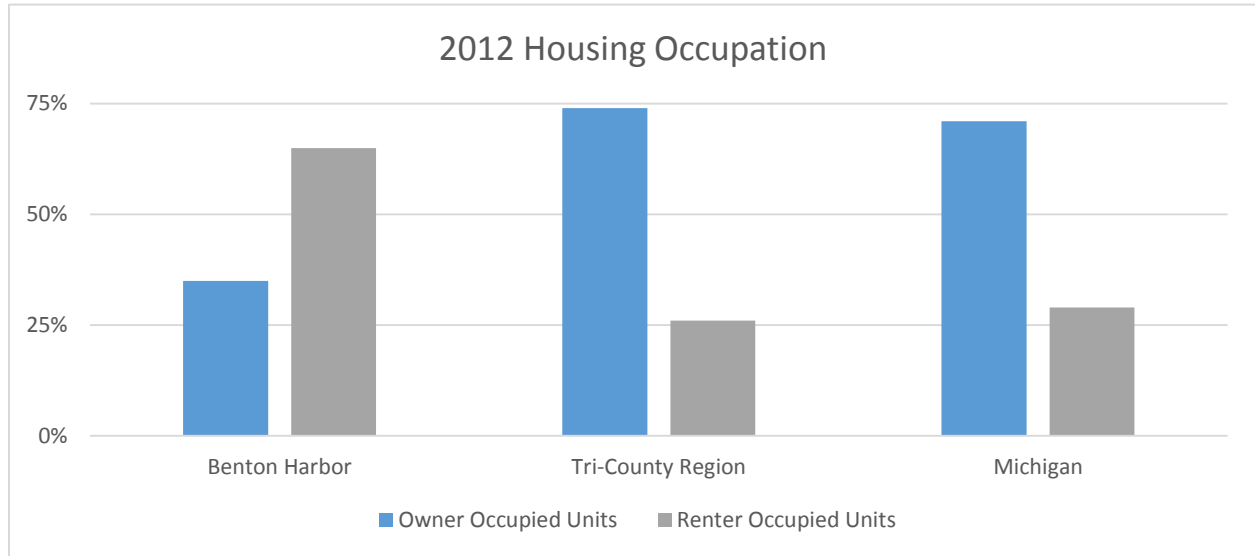
Figure 14



Source: ESRI BAO

Figure 15 shows the number of people in a given study area that rent versus own where they reside. The Tri-County Region and the State of Michigan have approximately 75% own their dwelling. In Benton Harbor, 65% of dwellings are rented compared to only 35% being owned.

Figure 15

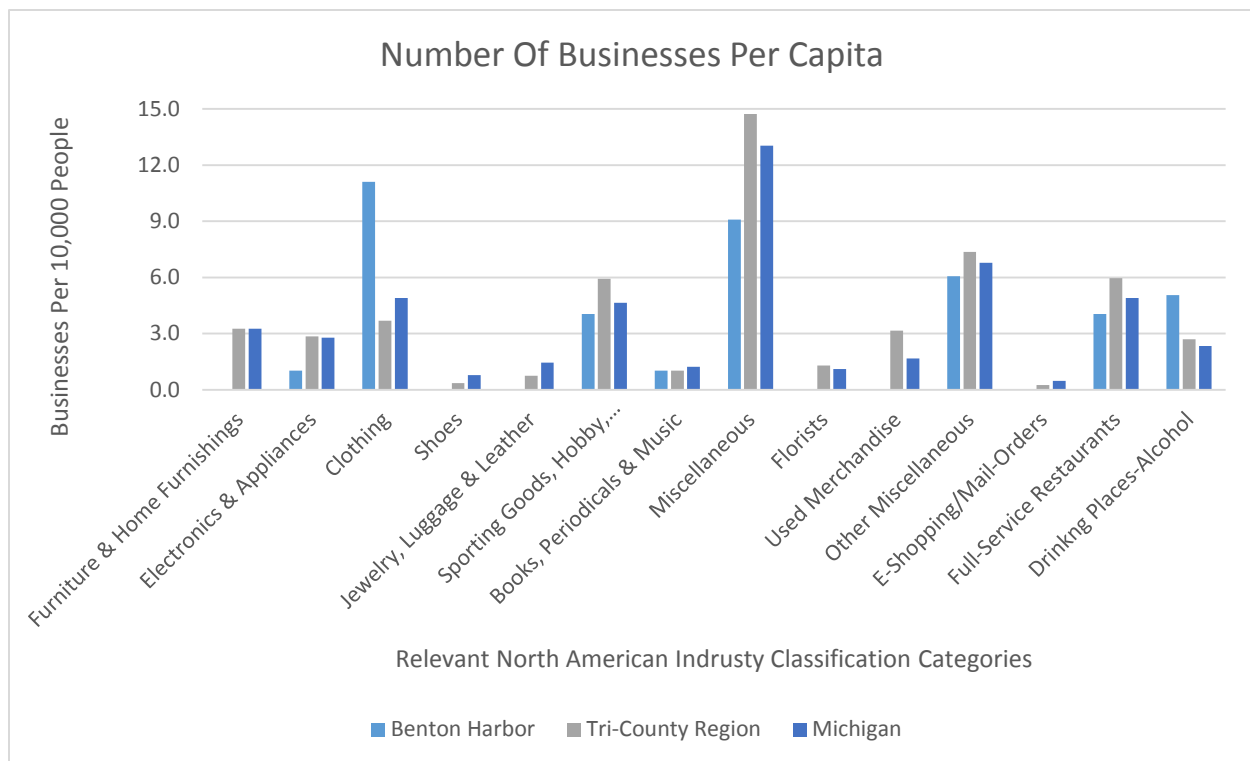


Source: ESRI BAO

2.4.4 Business Statistics

Figure 16 shows the number of businesses per 10,000 citizens. The figures are shown per capita so that all three study areas can be considered at the same time – the State of Michigan undoubtedly has more restaurants per capita than Benton Harbor. The North American Industry Classification System (NAICS) categories are used to determine arts-related businesses for the study. Benton Harbor, compared to the Tri-County Region and the State of Michigan, has several categories that were without any business, including “Furniture and Home Furnishings”, “Shoes”, “Jewelry, Luggage and Leather”, “Florists”, “Used Merchandise” and “E-Shopping/Mail-Orders” – the category “E-Shopping/Mail-Orders” was included because selling products produced at the MakeArt ShareSpace online could provide income for the artists. Benton Harbor has more “Clothing” and “Drinking Places – Alcohol” business per capita than the other two study areas. Benton Harbor has less businesses per capita than Tri-County Region and the State of Michigan in the other categories.

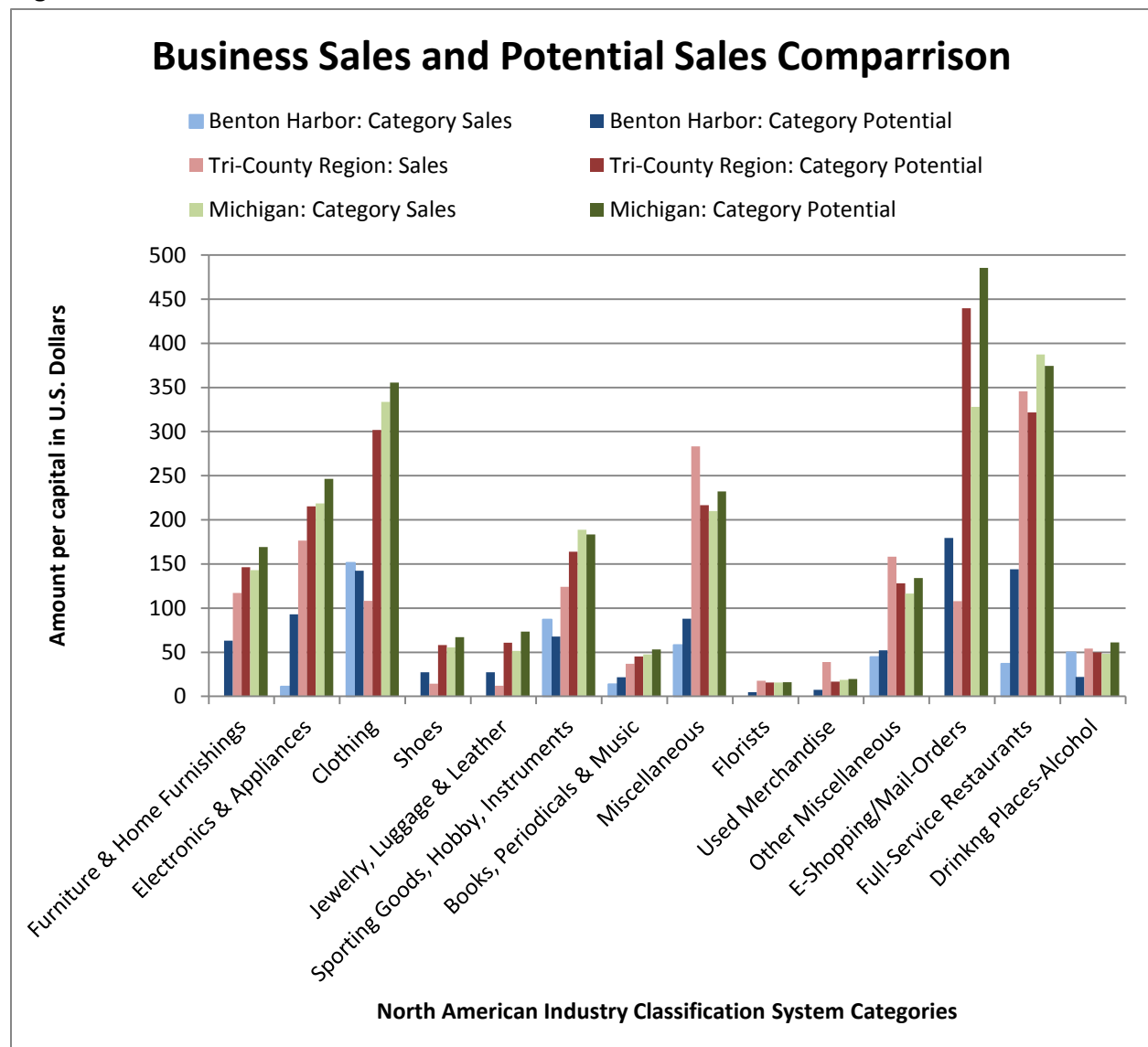
Figure 16



Source: ESRI BAO

Figure 17 shows a comparison between business sales and potential business sales across the same selection of NAICS categories included in Graph 16. In order to compare the two categories across the three study areas on one graph, the number of sales per category was divided by a given study area's population in order to show business sales and potential business sales per capita. The business sales are presented in a lighter shade and the potential business sales are presented in a darker shade of the same color per study area. Potential business sales represent growth that can occur in a given category in a market, according to ESRI Business Analyst Online. Benton Harbor reported no business sales in categories including "Furniture and Home Furnishings", "Shoes", "Jewelry, Luggage and Leather", "Florists", "Used Merchandise" and "E-Shopping/Mail-Orders". Although there were no sales in these categories, they all showed that there was a potential for business sales in Benton Harbor. In two categories – "Clothing" and "Drinking Places-Alcohol" - Benton Harbor saw sales that exceeded potential sales. With the exception of "Other Miscellaneous", the remaining categories all showed a potential for more business sales.

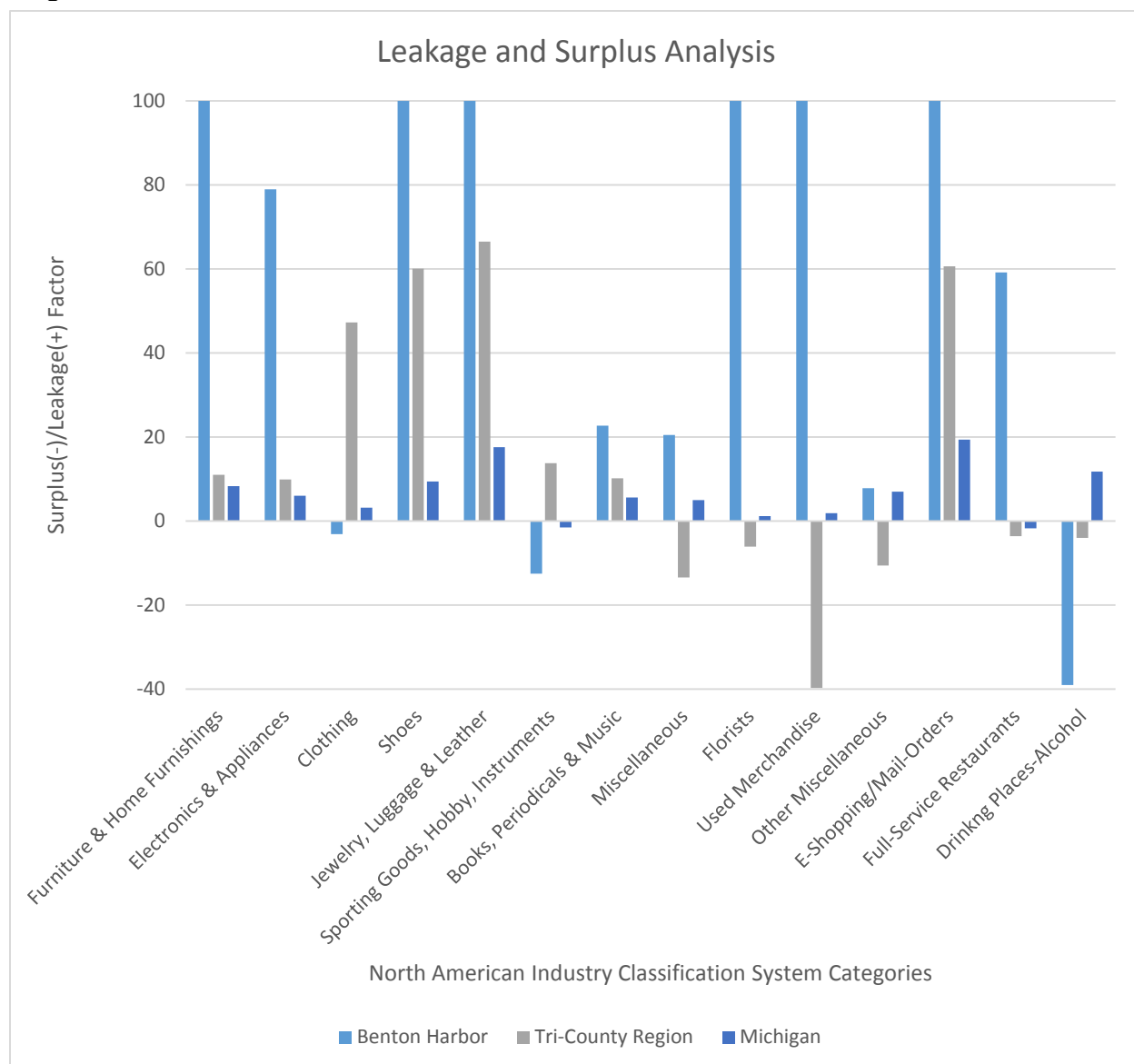
Figure 17



Source: ESRI BAO

Figure 18 compares whether a given NAICS category is experiencing a leakage or if there is a surplus in the given area being studied. Leakage is represented as a positive number and a surplus is represented as a negative number. A leakage means consumers who reside within the study area are spending money in the category outside of the study area. A surplus means money spent in the study area within a category is greater than when the market is in equilibrium. Categories with a leakage/surplus (L/S) factor of 100 means no businesses in the study area exist – in this case, Benton Harbor has six categories with an L/S factor of 100 including: “Furniture and Home Furnishings”, “Shoes”, “Jewelry, Luggage and Leather”, “Florists”, “Used Merchandise” and “E-Shopping/Mail-Orders”. Other categories with leakage are: “Electronics and Appliances”, “Book, Periodicals and Music”, “Miscellaneous”, “Other Miscellaneous”, and “Full-Service Restaurants” outside of Benton Harbor. The only categories in Benton Harbor experiencing a surplus are “Clothing”, “Sporting Goods, Hobby and Instruments”, and “Drinking Places-Alcohol”.

Figure 18



Source: ESRI BAO

2.4.5 Occupational Data

Figures 19 and 20 pertain to wages and jobs under the major group, Arts, Design, Entertainment, Sports, and Media (category 27-0000). This group includes jobs in design, fine art, dancing, sculpting, music, and photography but also includes those working in radio, sports, entertainers, news and public relations. The Bureau of Labor Statistics (BLS) did not have data for individual sub-categories for Niles-Benton Harbor – the only statistical region put forth by the BLS that includes Benton Harbor.

Figure 19

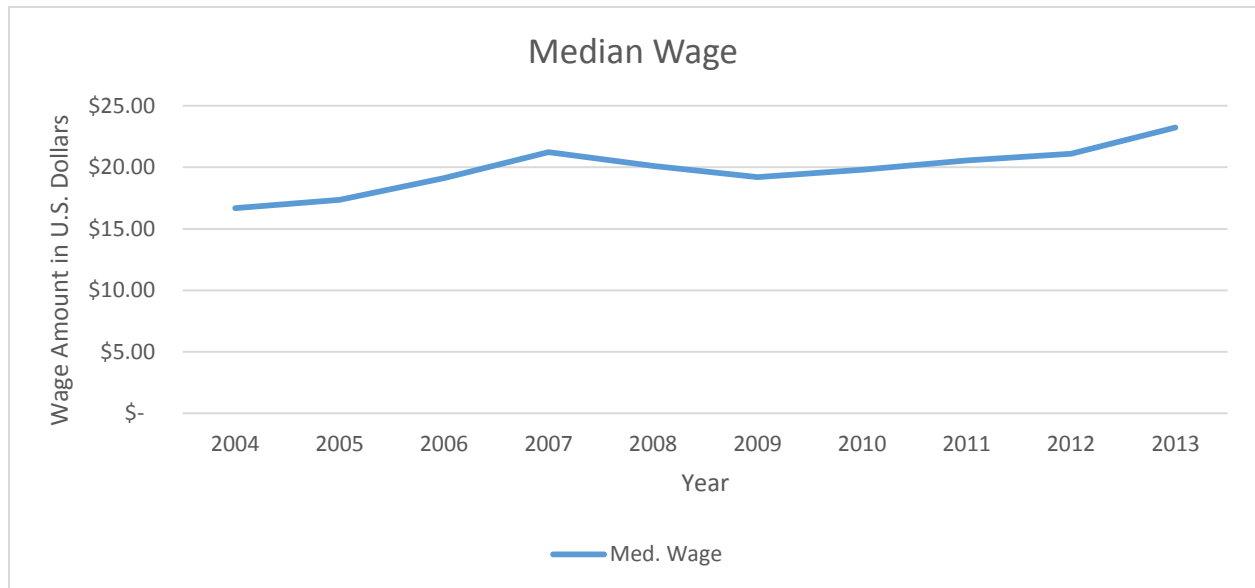
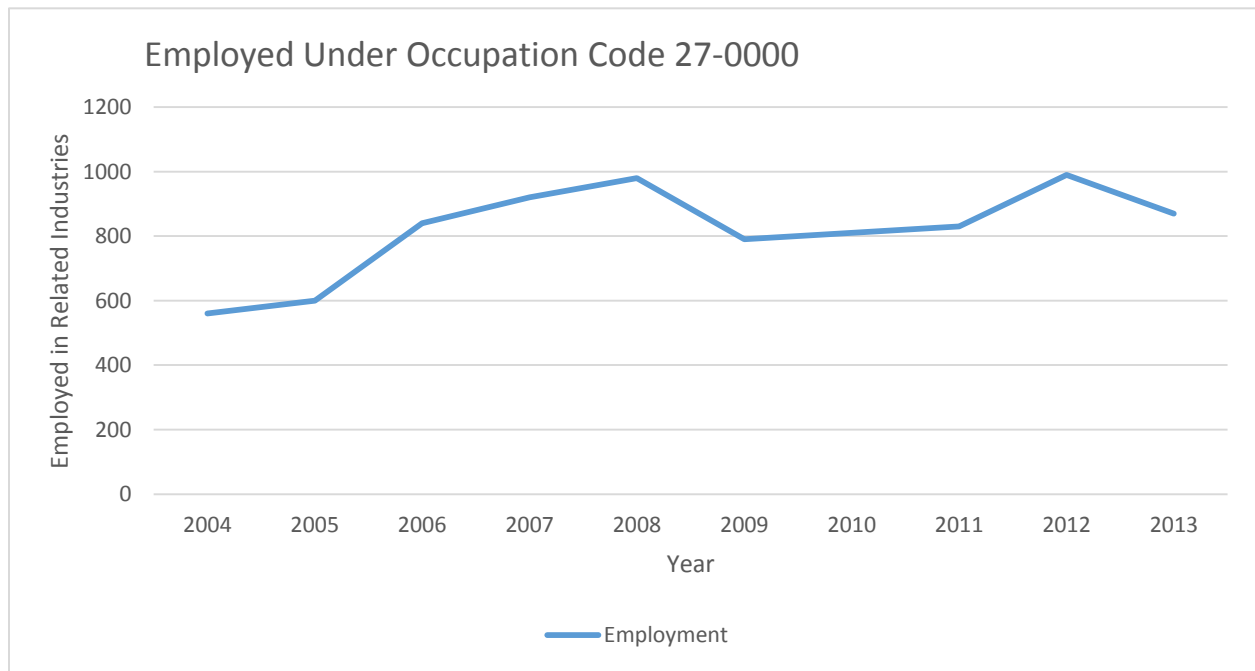


Figure 20



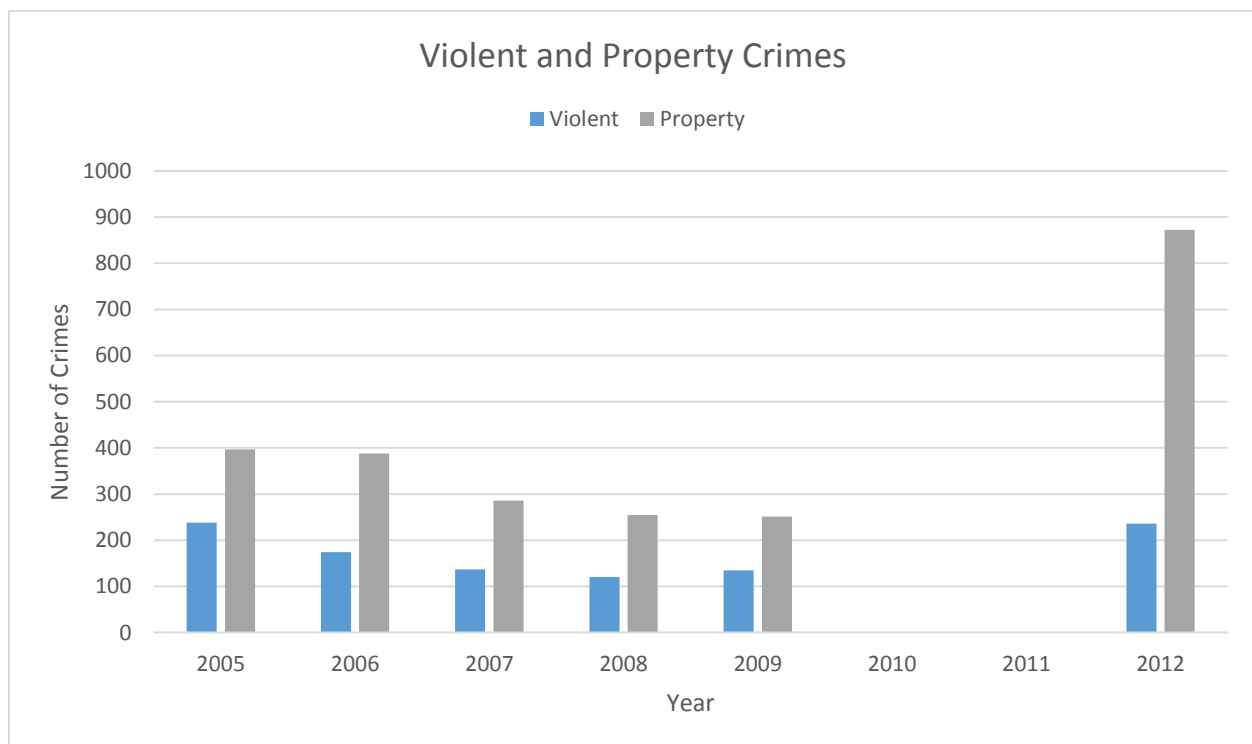
2.4.6 Accessibility

Twin Cities Dial-A-Ride offers public transportation to the city of Benton Harbor and the greater area. It provides two fixed routes as well as curb-to-curb service. Rates vary between \$1 and \$4 one-way, with discounts for seniors and the disabled. The two fixed routes have one stop located approximately three blocks from the Arts District. The red line runs every hour and the blue line runs twice every hour from 6:00am to 10:00pm Monday thru Friday and 8:00am to 10:00pm on Saturday. The curb-to-curb service is available Monday thru Friday 6:00am to 6:00pm and Saturday from 8:00am to 4:30pm.¹²

2.4.7 Crime

Figure 21 shows crime data trends from the years 2005 through 2009 and also for the year 2012 – there was no data available for years 2010 and 2011. Violent crimes include murder and non-negligent homicide, forcible rape, robbery and aggravated assault. Property crimes include burglary, larceny-theft, motor vehicle theft, and arson. Crime, both violent and property, decreased from 2005 to 2009. After 2009, both categories of crime saw incident rates at levels greater than at any point since 2005.¹³

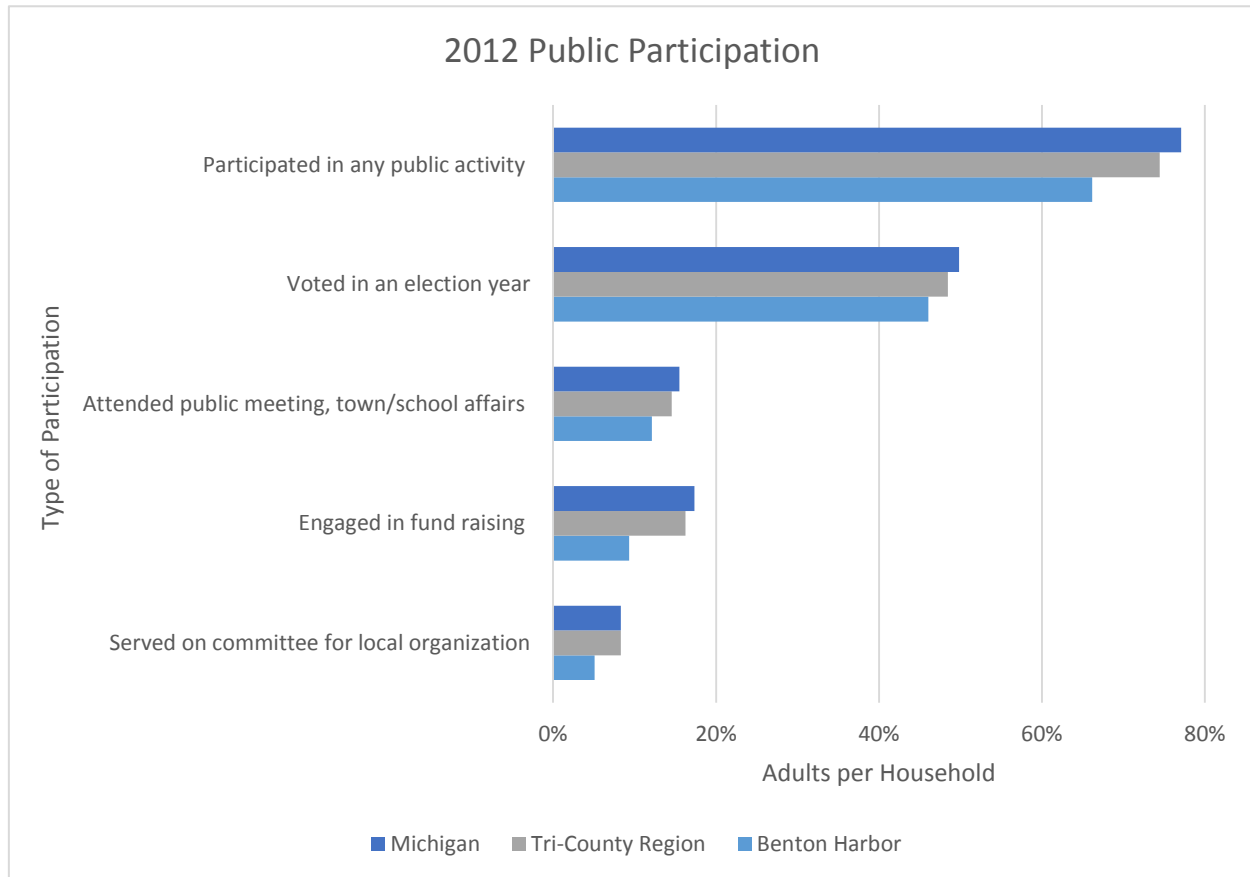
Figure 21



2.4.8 Community Participation

Figure 22 is a compilation of independent data pertaining to public participation and related events. Benton Harbor is less involved in all categories compared to both the Tri-County Region and the State of Michigan. The Tri-County Region more closely parallels the State of Michigan in all categories except “Served on committee for local organization” in which they are equal.

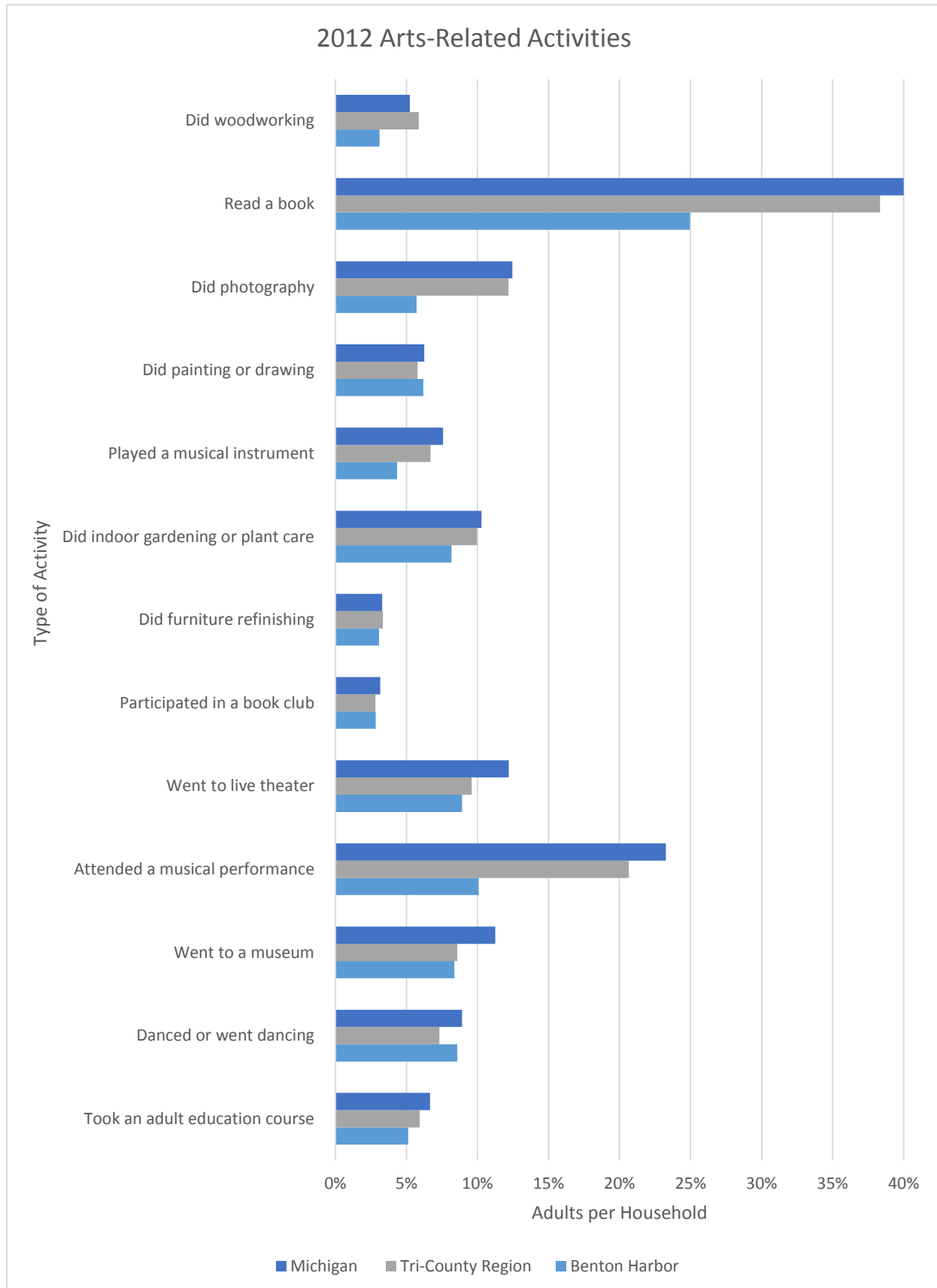
Figure 22



Source: ESRI BAO

Figure 23 shows a variety of arts-related activities as compiled by ESRI BAO. Benton Harbor had less citizens doing an activity than the State of Michigan in every category, with the exception of “Did painting or drawing”. Compared to the Tri-County Region, Benton Harbor was surpassed in every category except “Danced or went dancing”, “Participated in a book club”, and “Did painting or drawing”.

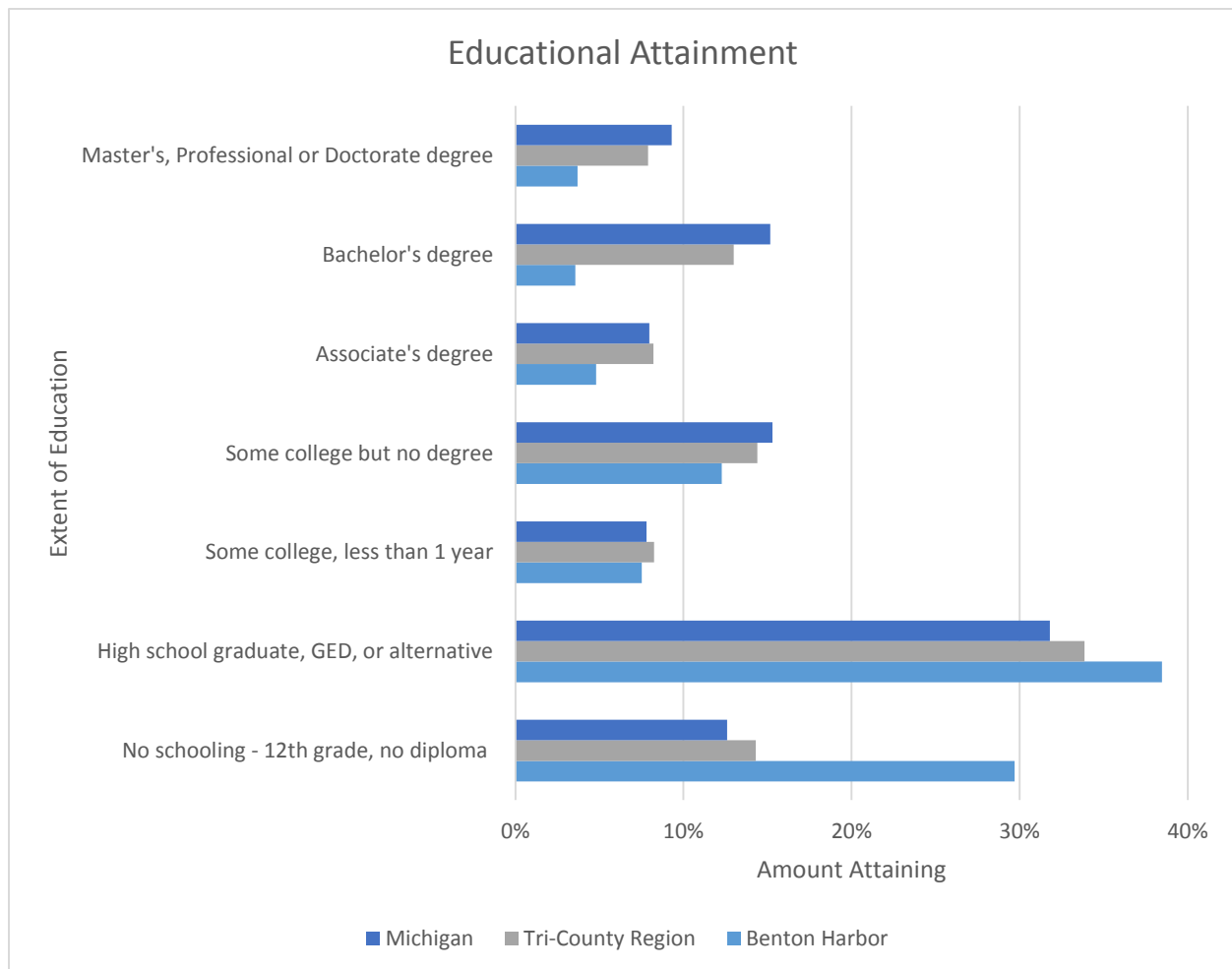
Figure 23



2.4.9 Education

Figure 24 shows educational data across the three study areas. Benton Harbor, compared to the Tri-County Region and the State of Michigan, is less educated. The “Extent of Education” label named “No schooling – 12th grade, no diploma” represents the amount of citizens residing in a given study area without as much as a high school diploma or GED. Benton Harbor’s population falling in this segment is double that of the Tri-County Region and more-than double that of the State of Michigan. Benton Harbor also sees the largest percentage of its citizens with at most a high school diploma, GED, or alternative. With nearly 70% of its population falling into the bottom two categories, Benton Harbor’s educational attainment is not comparable to that of the other two study areas. In every category from “Some college, less than 1 year” to “Master’s, Professional or Doctorate degree”, Benton Harbor registers a lower percentage than both the Tri-County Region and the State of Michigan.

Figure 24



2.4.10 Internet Access

Figure 25 shows the ownership rates of computers, use of a home personal computer by persons under the age of eighteen, and computer software ownership. Citizens of Benton Harbor, on average, own a personal computer 25% less than the Tri-County Region and 29% less than citizens across the State of Michigan and persons under the age of eighteen in Benton Harbor use personal computers at home less than the other two areas of study. Furthermore, Benton Harbor citizens own less of every software type for which ESRI BAO provided data. The State of Michigan has the highest percentage for every category, followed by the Tri-County Region, with Benton Harbor last.

Figure 25

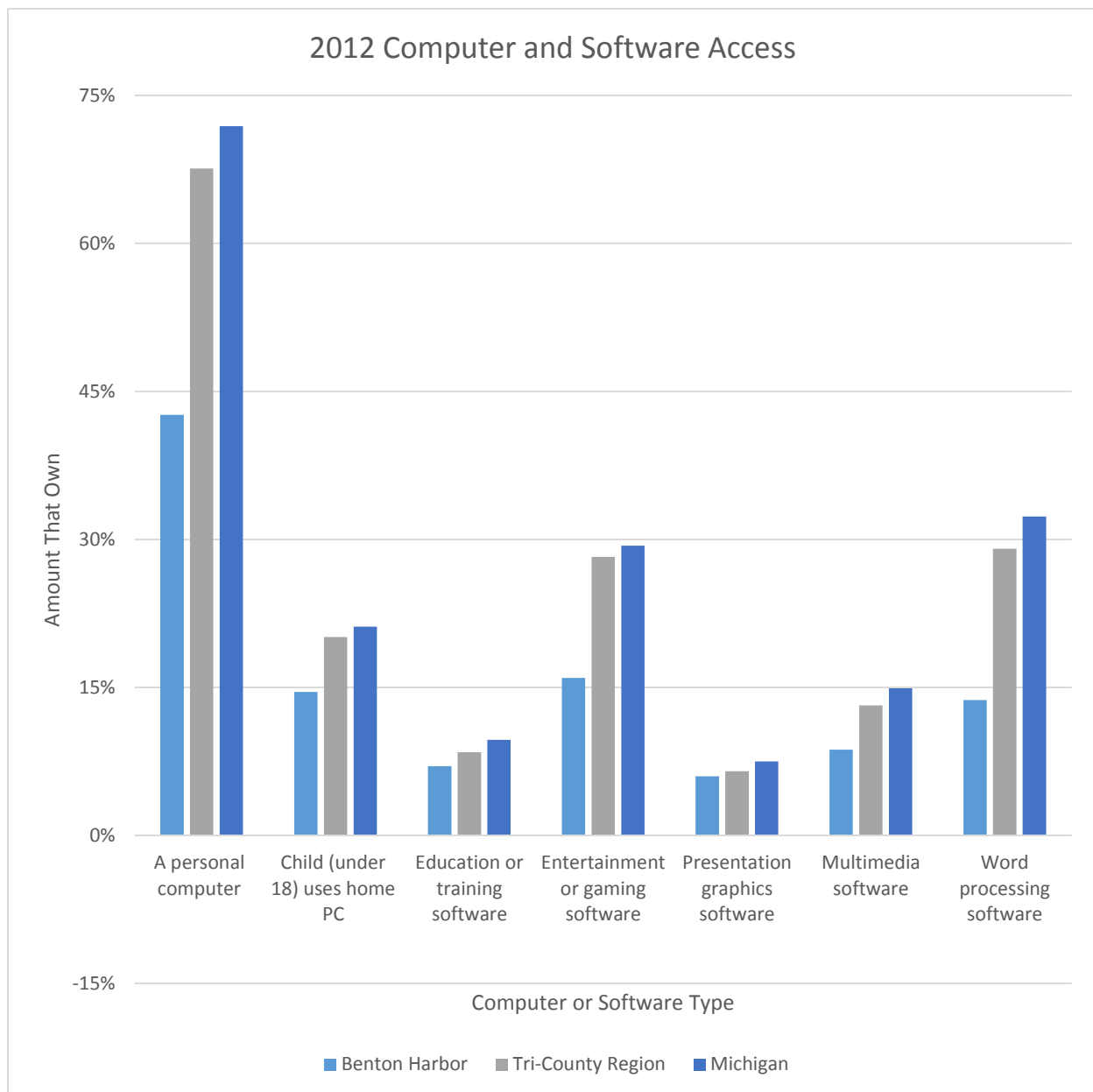
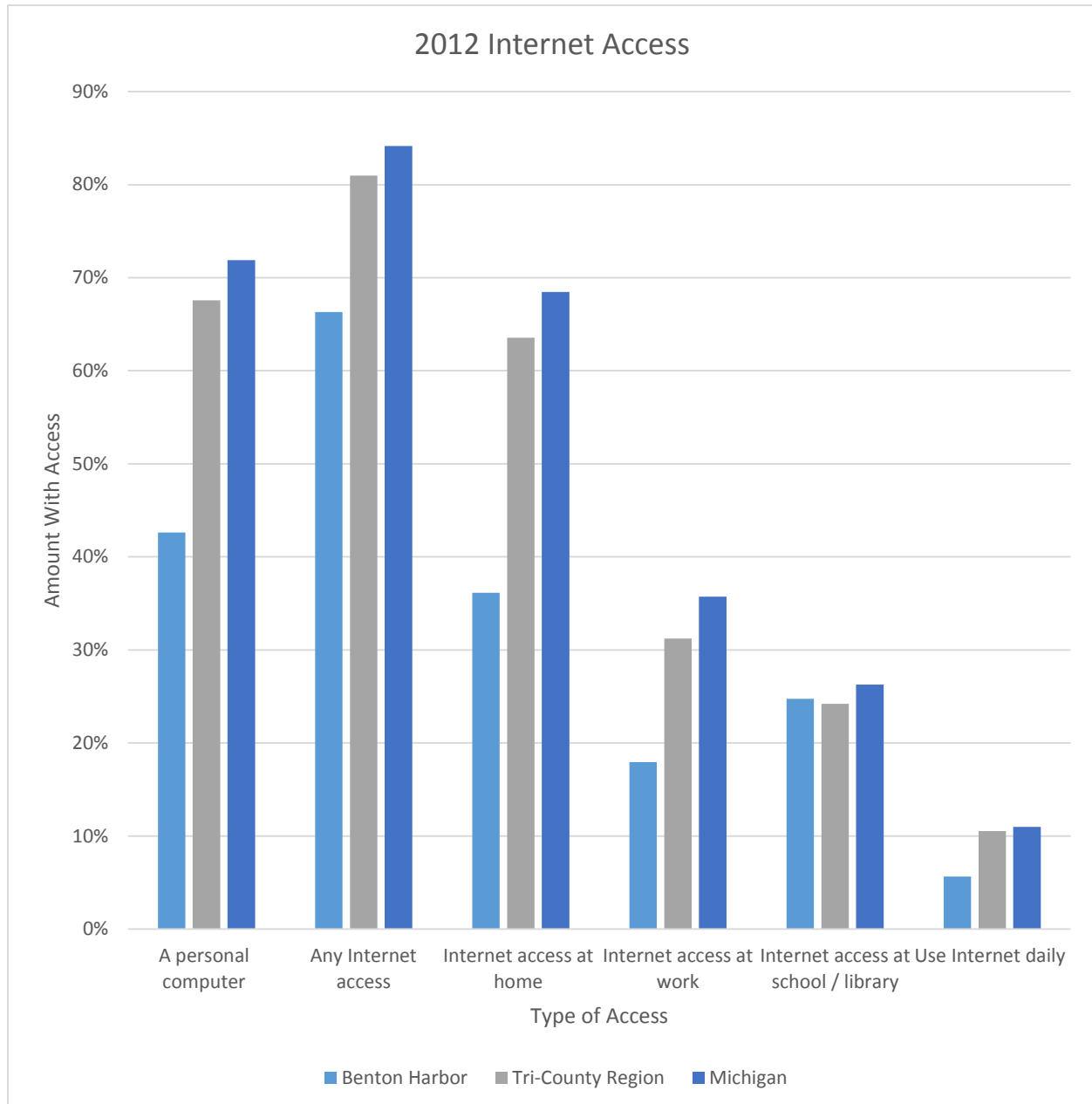


Figure 26 shows the amount of citizens with a personal computer, but also primarily focuses on citizens' access to the internet. Benton Harbor citizens own a personal computer at least 25% less when compared to the Tri-County Region and the State of Michigan. The only category where Benton Harbor has internet access at a comparative rate to the other study areas is in the category "at school / library". Only in this category does Benton Harbor surpass either of the two study areas.

Figure 26



Source: ESRI BAO

2.4.11 Summary

Benton Harbor's population is just under 10,000 and according to ESRI BAO, will continue to see its population decrease through 2017. With 34% of its population under 18 years of age – 11% more than both the Tri-County Region and State of Michigan – and a median age of 29 years old, this population decrease might be deterred as the youth enter adulthood and begin to procreate. Benton Harbor is not only predominately young, but it is also a community composed predominately of Black citizens and citizens with financial means much less than those living in the Tri-County Region and the State of Michigan. Furthermore, close to 70% of people living in Benton Harbor have at most attained a high school diploma, passed General Education Development tests, or a comparable alternative.

Continually, citizens of Benton Harbor, compared to the Tri-County Region and the State of Michigan, have less access to amenities including computer and internet access, have homes with low value, households with a lower vehicle ownership rate, rent their dwelling place more often than they own, participate less in public matters, do less arts-related activities, and have seen an increase in crime in their city since 2005. Logical thought leads one to see a relationship between these characteristics and the fact that Benton Harbor's citizens are bereft financially and less educated as a whole.

Business data, pertaining to relevant NAICS categories, was also accumulated for this section and the trends between Benton Harbor, the Tri-County Region and the State of Michigan remained. That is, Benton Harbor generally fares worse than the two areas it was compared to. For six of the fourteen NAICS categories that the practicum team deemed to be related to arts, Benton Harbor did not even have establishments within the city. Thus, no business sales were reported. However, ESRI BAO estimated potential business sales which exceeded reported business sales in every category but three – suggesting a demand not being supplied. Of the six categories without establishments in Benton Harbor, there is a leakage factor of 100, meaning all money spent in those categories is being spent outside of Benton Harbor. Though the amount of money to be made in these categories is not specified by the leakage/surplus factor, it does imply that there is a market ripe for the picking in each category.

3 Definitions

The focus of this section is primarily on two new terms in planning and economic development: art incubator and makerspace. Each term is complex and defined by aspects relative to where they are applied in order to meet varying needs and provide specialized outlets tailored to an individual community. Definitions and explanations pertaining to art incubators and makerspaces are discussed in order to provide clarity with regards to their meanings and their applicability to Benton Harbor, Michigan.

3.1 Arts Incubator

Linda Essig, director of Arizona State University's arts entrepreneurship program, Pave, borrowed this definition from the *Art_Inkubator*, a Polish incubation effort located in Lodz:

An arts incubator is an organization that supports future entrepreneurs, non-governmental organizations and artists by helping them to enter the creative industries sector by providing Arts incubators as a platform that empowers artists and organizations to implement their business and artistic ideas.¹⁴

She uses this explanation to show that with the help and guidance of an incubator, artists are offered new possibilities across new horizons, despite their financial constraints.

Riverbend Arts Incubator, located in Austin, Texas, states on the homepage of their website:

The art incubator will provide new and emerging artists with an environment that would support their start-up phase and increase their likelihood of success. The proposed Incubator includes facility space, flexible leases, shared use of common space and equipment, direct business assistance and guidance, mentoring, networking, and other technical resources. A network of existing resources in the community would be developed to support Incubator tenant need.¹⁵

The takeaways from this quote come at the beginning and the very end where they write, "The art incubator will... support their start-up phase and increase their likelihood of success...A network of existing resources in the community would be developed to support incubator tenant needs." Their belief is that early on is when success will either be had or fumbled. Furthermore, it cements their belief in supporting projects through human resourcing and network.

Intersection for the Arts in San Francisco, California provides a third art incubator definition:

The Intersection Incubator provides assistance to individual artists and organizations as they work to develop and sustain their artistic work. A full program of services and partnerships is available, including continuing education, networking opportunities, access to consultants, and resources for fundraising. Fiscal sponsorship encourages funding agencies and contributors to take risks in financially supporting new projects and emerging artists, ensuring that money is well-managed and spent according to guidelines.¹⁶

This explanation of an art incubator has similarities to the previously mentioned definitions. Its builds on them by saying they intend to help the artists' project grow and stating their desire to develop the artists and organizations to be more wholesome and capable.

Art incubators, based on the above information, must incorporate many things extending beyond the simple provision of paintbrushes, studios, and kilns. These incubators empower artists, teach artists how to grow in a business-oriented manner, seek to sustain their practices, and help them retain what they have learned in order to prosper outside the incubator.

3.2 Makerspace

In 2013 Maker Media produced the Makerspace Playbook, a guide for those desiring to start a makerspace, describing makerspaces as:

Learning environments rich with possibilities, makerspaces serve as gathering points where communities of new and experienced makers connect to work on real and personally meaningful projects, informed by helpful mentors and expertise, using new technologies and traditional tools.¹⁷

Primarily, this explanation discusses how collaboration must occur between those who know how to make things and those desiring to develop their skills in a particular way. Secondly, the definition expresses the importance of conducting “personally meaningful projects”. When people are more interested in their work they typically yield more profound productions. Lastly, the use of “new technologies and traditional tools” implies those interested in learning should be encouraged to learn how to diversify the new with the old. For example, learning skills that are both manual and digital. In Detroit, Michigan, the Mt. Elliot Makerspace:

is a village workshop where people make, tinker and learn together. We do this to strengthen ourselves and our communities so that we can create healthy, happy, meaningful lives.¹⁸

This definition reiterates the focus on creation, but more importantly pronounces a makerspace as a vehicle for strengthening individuals, communities, and lives. The simple acts of creation and collaboration are improving lives.

The last example of makerspaces comes from the New Jersey Makerspace Association:

Makerspaces help students and the community unleash their creative spirit and innovative ideas by providing access to physical facilities. Programs offered by the makerspace are tailored to aspiring learners, adding an essential product development and fabrication component with selected resources to learn and manufacture functional prototypes. Members share ideas and camaraderie in an effort to realize their inventions and designs.¹⁹

Most significant is the last sentence, which states, “Members share ideas and camaraderie in an effort to realize their inventions and designs.” This is a bold statement because it implies working alongside others is incendiary due to the perpetuation of ideas and possibly due to one’s desire to look good compared to peers while achieve success through collaboration.

Makerspaces and art incubators share many comparable traits and attributes leading one to assume they are synonymous. They are alike because they are facilities where creation takes place. Where they differ is due to the fact that art incubators aim to help artists profit from their productions, while makerspaces are simply a place for creation, collaboration, learning, and uplifting of some sort, whether it is individually or communally.

4 Literature Review

The peer-review literature discussing art incubators is not as voluminous as the literature describing other aspects of socioeconomic theory and practice. This is due to the fact that art incubators are a relatively new approach to economic development. However, the lack of information may also be ascribed to the fact that quantifying the impact of the arts upon an economy at various scales is not a straightforward process. In fact, literature investigating makerspaces is even thinner, at this time. Nevertheless, this review will show that the impact of art incubators and makerspaces is measurable and positive.

To begin, the first art incubators in the US appeared on the east coast and the Midwest in the early 1990s. These early examples were established inside the boundaries of large cities, Arlington, VA and Minneapolis, MN for instance. From the beginning, art incubators have always been established in close proximity to arts districts though, this is not to say that arts districts did not exist prior to their invention. Nor were the arts absent from American life prior to their appearance. Instead, the innovation that art incubators embody is that economic growth, culture, and innovation are mutually-reinforcing at multiple geographic scales. Hence, it did not take long before art incubators, and now makerspaces, were recognized as promising methods for local communities to plan growth.

Art incubators “provide new and emerging artists with an environment that would support their start-up phase and increase their likelihood of success, and includes facility space, flexible leases, shared use of common space and equipment, direct business assistance and guidance, mentoring, networking, and other technical resources.”²⁰

Art incubators can be for-profit or nonprofit and “the best ones offer similar services as business incubators, such as: space, tools, communications, and legal in addition to the collaborative benefits.” For instance, Entergy, in New Orleans, offers a health plan, hosts workshops, and provides experts.²¹

In the plains states, the Arts Incubator of the Rockies (AIR) started out by offering 2 classes on art marketing and subsequently formed a relationship with the Rocky Mountain Innosphere, a tech business incubator. RMI says it sees AIR's classes as "entrepreneur education" for their clients; to familiarize themselves with the basics of joining an incubator before they begin at RMI. AIR sees distance learning as their next growth step.²²

It is common for art incubators to take cues from business incubators that demystify business models, plans, and philosophy and “serve as a mediator for innovation, link production and consumption, embrace stakeholder expectations (16) [as well as] support strategic marketing of innovative processes, products and services. (page 11)”²³

Some art incubators “earn income from letting and hiring space, promoting events, and through ancillary activities such as restaurants, retail units, cafes and bars.” Other incubators “provide working studios for artists” but, both types of incubator aim to “earn a living from their activities [by] that they will be selling goods and services into a market place, whether local or global, as part of the ‘new economy’” and, possibly, engage with a small number of “‘anchor tenants’ such as an established design firm or perhaps an arts administration company.”²⁴

“Makerspaces are learning environments, serve as community gathering points for new and experienced makers to connect, to work on real and personally meaningful projects, with helpful mentors, using new technologies and traditional tools”²⁵

Kalil outlines the ways in which the United States federal government has begun to promote makerspaces as a proxy for Science, Technology, Engineering, and Mathematics (STEM) education in K-12 schools. President Obama created the Maker Education Initiative (MEI) and Project MENTOR will grant 1,000 high schools the ability to “design and build things such as robots and go-karts.” (page 14)²⁶

Quinn and Bell write that science, technology, engineering, and mathematics education in public schools is strengthened when the formal lessons are supplemented by the type of STEM activities that makerspaces are able to offer (page 21) and Zosh *et al.* write that maker activities “seek to transform attitudes about how children learn by demonstrating that play can foster important learning STEM skills as well as in literacy and in the arts” because makerspaces enhance education outcomes by providing an additional learning environment outside of school where school lessons can be rehashed in a less formal setting.

Economic Development: Community Revitalization

Benton Harbor is currently host to several art galleries. Research from Schuetz’ indicates that one path to arts-related economic development (page 31) is to retain and position such businesses as an attraction to both city residents and seasonal tourists.²⁷ Likewise, Artspace (based in Minneapolis, MN) states that artists stimulate local urban revitalization so it is necessary to preserve affordable living space for them or gentrification could push them out over time.²⁸ Yet, while “artists can help stabilize neighborhoods, revitalize business districts, and add life to formerly declining places [some] locations [that are experiencing] gentrification [also have] an enormous over-supply of buildings gentrification [making] displacement [making those concerns] less pressing. (pages 238-9)”²⁹

Economic Development: Job Creation

Dr. Perryman also generates original research data and states that “15.7% of permanent jobs (1.9 million) in Texas’ economy were supported by the cultural arts” (page 8) while, the ratio of arts dollars to state revenue is 1:9. Meanwhile, the ratio of arts dollars to total dollars in the state is 1:298, indicating that the cultural arts sector of the Texas economy make a vital contribution to the economic health of the state (page 9).³⁰ Grodach concurs, “artists add value to the products and services of a range of culture and knowledge-based industries. (page 84)”³¹

Economic Development: Talent Development and Retention

Richard Florida’s research into innovation, economic development, networking, and place flow together within the concept of “weak ties” and the capacity of strangers, rather than family and friends, to bring new information to creatives. Art incubators and makerspaces provide a platform for individuals who would otherwise be strangers come together and share new

information with other creative without pressure to form, or begin to form, a friendship. (page 121) Meanwhile, a milieu of weak ties sets the stage for a creative “scene” to develop where artsy people can come together with few inputs other than each other’s creativity and be productive. (page 122-3) Then, having found a place to be creative and collaborate with other creatives in innovative ways, community members are more likely to be happy and that reinforces creativity and the drive to stay innovative (page 158-9).³²

Florida continues, stating that qualitative research shows that mid-size cities like Everett, WA are failing to attract creatives because their economies are growing slower than nearby cities like Tacoma. (pages 178-9) Both Everett and Tacoma are near Seattle but Tacoma seems more attractive statistically, much like St. Joseph and Benton Harbor are equidistant from Chicago but, according to the Place and Happiness Survey, mobile creatives are choosing places like St. Joseph and Tacoma over places like Everett and Benton Harbor (page 182).³³

Public art is no panacea either. Jones argues that the formation of art incubators and makerspaces must occur alongside or in place of public art and, he advises his readers that the majority of local art production should face the “open competition” of the free market “because capitalism and competition are good for the arts.” Otherwise, the influence of “bureaucratic approval” could constrain the creative process necessary for authentic and unrestrained artistic production. (pages 231, 246, 248) Likewise, the idea that government grants may attempt to conserve or promote a cross-section of social norms is also seen as limiting to artistic freedom; ending up as a “lifeless charade.” (pages 232, 249) However, artistic integrity and creativity is also at risk if a majority of financial support for the arts is expected to originate from private business in the form of donations for, like governments, they are not themselves producers but “intermediaries” (page 235).³⁴

Conclusion

Finally, Grodach asserts that art spaces serve as regional hubs because they “create work-related advantages” by establishing social networks that “facilitate interaction through exhibitions, studio tours, lectures, guest-curated exhibitions, and workshops that bring artists, gallery owners, museum curators, art collectors, and others involved in the regional arts scene together (page 81)”.³⁵

5 Case Studies

The following cases provide facts about their respective art incubator or makerspace. These facts were used to develop tables containing both common and unique characteristics. This information was the foundation for the recommendations of a similar space in Benton Harbor.

5.1 Case Study Selection

Each case study was chosen on the basis of several factors including: the history of the business and location of the site, the socioeconomic profile of the city, the physical structure of the building, the operational structure, and outreach to the community. These factors were all assessed prior to choosing the case study. If the case study possessed components relevant to Benton Harbor, such as city size and demographics, the case study was chosen.

Each case study was assessed thoroughly and the team used websites, email, and/or telecommunication with those directly associated such as managers or directors as resources. Each team member assessed a case study according to the following structure:

- Relevance
- Why this case study was chosen, how it was selected
- Introduction - history, legal standpoint, governance, supervision
- Location - within the city, within the state, businesses around it, proximity to public transit, etc.
- Socioeconomic profile - ESRI data, sic data, etc.
- Space - square footage, open space, studios, galleries, and equipment
- Tenancy Characteristics – who inhabits the space, how long are artists allowed to stay, and is there rented gallery space
- Funding
- Outreach to community
- Summary Assessment
- Contact information

Each assessment includes maps, images, charts, discussion, and data on the appropriate city and art incubator.

The team has assessed seven total examples, five art incubators and two makerspaces. The art incubators are: Detroit Creative Corridor Center (DC3) in Detroit, Michigan; Art Space Everett Lofts in Everett, Washington; North Carolina Arts Incubator (NCAI) in Siler City, North Carolina; Art 634 in Jackson, Michigan; and Arlington Arts Center in Arlington, Virginia. The makerspaces are: Bucketworks in Milwaukee, Wisconsin, and Mt. Elliott Makerspace in Detroit, Michigan.

5.2 Art Incubators

The following section covers five individual case studies, all of which are art incubators. The five case studies are all located within the United States and vary in physical size and organizational structure. The following section covers why each case study was chosen, a description on the location, a socioeconomic profile on the city that it is located, information on the building it is housed in, characteristics of the tenants, how it is funded, and what it does to reach out to the community.

5.2.1 Detroit Creative Corridor Center, Detroit, Michigan

Figure 27



The Detroit Creative Corridor Center (DC3) is located in the Argonaut Building at 485 West Milwaukee Street. The largest case, the DC3 is a self-proclaimed economic development organization and its main purpose is to harness the droves of creative industry assets in Metro Detroit.

Relevance

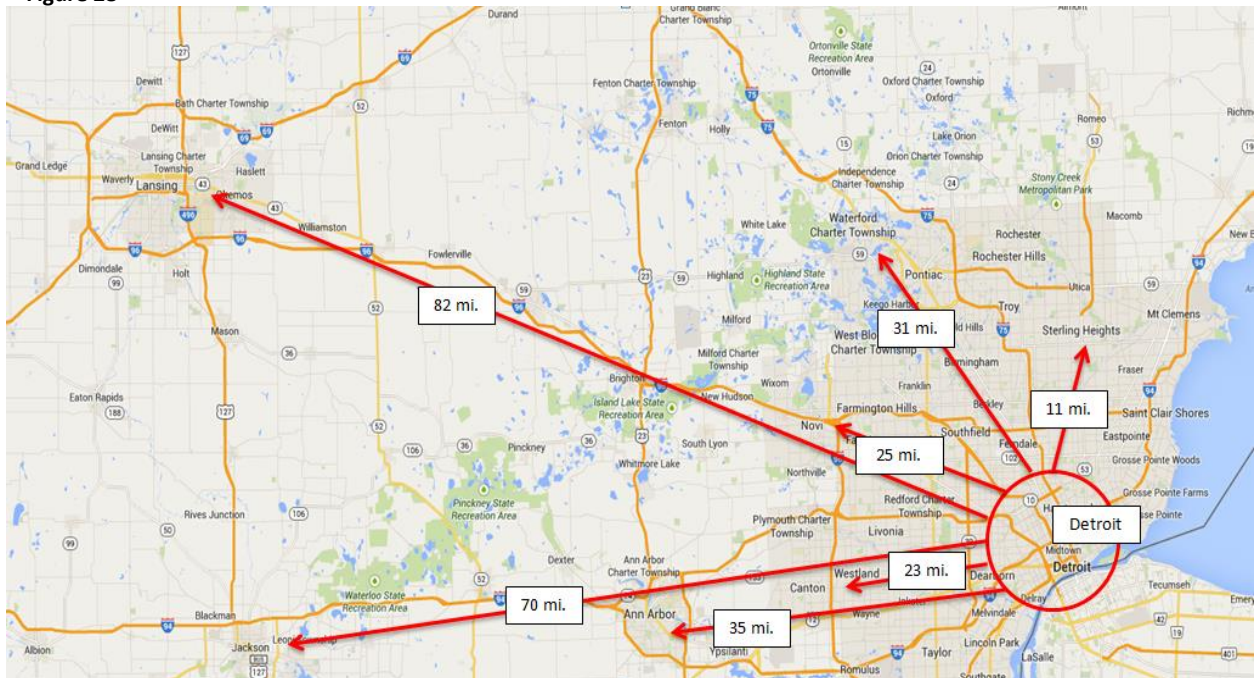
- **City Aspects**
 - Detroit and Benton Harbor have a few key demographic variables in common including race distribution, median income, and median age.
- **Art Incubator Aspects**
 - The space utilizes the types of ideas and entrepreneurial forward thinking Benton Harbor expressed as being important to the establishment of their art space. The DC3 is far beyond the scope of what Benton Harbor will hope to achieve within the near future.

Introduction

- **History**
 - The Detroit Creative Corridor Center (DC3) was launched in 2010 with funding from Michigan's New Economy Initiative (NEI) in two separate grants.
- **Legal Standpoint/Governance**
 - The DC3 is an ancillary of the College of Creative Studies in Detroit.
 - The DC3 is a non-profit organization
- **Supervision**
 - The DC3 consists of a management team of seven and is supported by Business Leaders for Michigan (BLM).
 - BLM market themselves as an organization dedicated to making Michigan a "Top Ten" state for jobs, personal income and a healthy economy through serving as the state's business roundtable.³⁶
 - In addition, an advisory board of 21 members meets quarterly to determine how to tailor the programs, outreach, resources and partners needed for the future by assessing the current situation in Detroit through the scope of the DC3.

Location

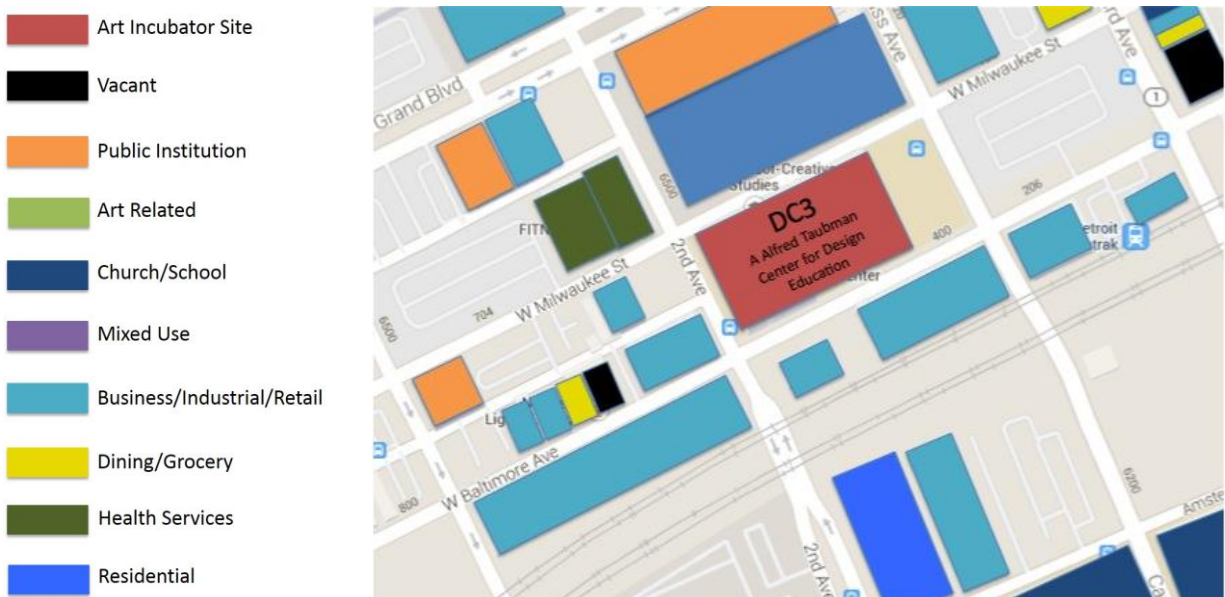
Figure 28



Metro Detroit is the most populated area in the state of Michigan with suburbs extending outward from downtown for up to 30 miles. . Image source: Google Maps; Measured as the crow flies using Free Map Tools

- **Site Location Within the City/Region**
 - The DC3 is located in the New Center one block from the College of Creative Studies near downtown Detroit.
 - The DC3 is part of the creative corridor in the Detroit area not far from Wayne State University and the Detroit Institute of Arts, both of which are locations of growth and opportunity for the city and aspiring creatives.
- **Within the Surrounding Area**
 - The Center is served by multiple bus routes, walking, biking, a newly built parking structure specifically designed for the DC3, and an Amtrak station less than a block away.
 - The building sits one block off Woodward Ave and is in a prime central location.

Figure 29



Socioeconomic Information

Table 3

2012 Demographic Profile	Benton Harbor City, MI	Detroit, MI
Total Population	9,904	693,697
Total Households	3,475	260,857
Owner Occupied Housing Units	35%	49%
Renter Occupied Housing Units	65%	51%
2010-2012 Growth Rt: Population	-0.6	-1.26
Median Age	29.3	35
Median Household Income	\$16,033	\$27,376
Average Household Income	\$25,152	\$39,364
Per Capita Income	\$9,459	\$15,414
High School Diploma	39%	34%
Bachelor's Degree or Higher	7%	12%
2017 Pop-1 Race: Black	88%	80%

Source: ESRI BAO

Detroit and Benton Harbor share similar demographic variables including median age, race distribution, and median income.

Space

The DC3 is housed in the renovated Argonaut building, which was previously the General Motors Research Laboratory.

- **Building Size**
 - The building is 760,000 square feet comprising 11 floors. However, the space is not completely occupied by the Creative Center.
 - In 2012, seven new companies joined the DC3 and absorbed approximately 100,000 square feet of space.

- **Equipment and Space Offered**

The DC3 has four main focus areas within the space including:

1. Accelerate Creative Industries:

“The Creative Ventures Program is our business accelerator for creative sector entrepreneurs in Detroit. Internationally recognized, rigorous and results-driven, the Creative Ventures Program focuses on first-client engagements, revenue generation and capacity building. Participants receive individual mentoring, project management support and coaching by professional leaders and experts.”

2. Attract Creative Industries:

“DC3 can help you locate your creative sector business or expand the operations of your creative sector business in Detroit. Working with local leadership, we develop specialized outreach programs that present compelling business cases for creative sector businesses interested in locating or expanding their commercial operations to the city or investing in its creative sector. We reinforce this activity through a series of engaging and high-profile events — such as, Detroit Design Festival and Drinks X Design — which showcase Detroit’s creative community and connects them to new opportunities for growth.”

3. Advance Creative Talent:

“The DC3 connects Detroit's creative talent to global markets, advocates for policies and programs that support the local design and manufacturing of consumer products, and promotes Detroit’s design and creative talent through a series of high-profile programs. Once a year, we globally showcase the work of Detroit’s creative community at the Detroit Design Festival (DDF). Through the program, the work of hundreds of designers and creative practitioners from the region are introduced to new markets and consumers. In addition, we produce online tools and open studios, workshops and discussions intended to advance the skills and reach of Detroit’s designers and creative practitioners throughout the year.”

4. Connect Businesses:

“Bedrock Brands approached DC3 to assist them in the launch of their consumer products brand, Shinola, whose mission is to design, develop and manufacture innovative and compelling lifestyle products in Detroit. During the engagement, DC3 assisted in identifying and engaging designers, manufacturers, marketers and distributors, both local and national, and partners to aid in Shinola’s mission. In addition to identifying production and retail housing for their operations, DC3 also participated in developing marketing and distribution strategies for their eventual launch. Shinola scheduled their product launch in the latter part of 2012.”

Each of these areas acts to serve a different aspect of the creative community. Each program has different criteria for how the space is used. For example, the Creative Ventures program is a 12-month program offering creatives education and consulting to start up their own enterprises. The term is limited, but the space is open to the creatives in full during that time. The program also offers postgraduate services to assist the business as it progresses.

Tenancy Characteristics

The center is set up in an open fashion to allow creative ideas to be bounced back and forth while facilitating the interconnectedness of the artists. Classes and workshops are offered to help artists market their ideas and fill in parts of entrepreneurship the artists may lack.

- **Who Inhabits the Space?**
 - The center was created to offer the creative sector in Detroit a place to meet and grow.
 - The space consists of some major businesses and individual artists who use the space. Information on Individual artists was unavailable
- **How Long Are the Members Allowed to Stay?**
 - Live/Work is not an option at the DC3.
 - Programs vary in duration from one day events to yearlong educational programs.

Funding

- The space is funded by two NEI grants. The two awards totaling \$550,000 generated startup funds for the Center.³⁷
- The DC3 also brings in rent revenue from businesses.

Outreach to community

Different programs and events are held by the DC3 which incorporate the community. Programs include Drinks x Design: a place where experts and novices, employers and employees, creatives and community members can come together in a casual environment to share in what the DC3 offers, the Detroit Design Festival, the Speakers Bureau: a collection of verbal accounts from creatives directly related to the DC3, CreativeMornings: a free, monthly breakfast lecture series for creative types. Lecture topics include popular topics in the creative community, contemporary art, and modern art, among others. These and other events held throughout the year help to connect the creative industry with the community it resides within; bettering both the artists and the city of Detroit.

Summary Assessment

The use of open spaces within the building, the mix of business venture with personal artistry, community engagement through programs and events, and the educational value of the institution all are tangible ideas to use towards the creation of an art space in the Benton Harbor community. The size itself is far too large for the current community of Benton Harbor to support, but the size offers an idea for how the art space in Benton Harbor would be able to grow and achieve greater success in the future.

Contact

<http://www.detroitcreativecorridorcenter.com/>

5.1.2 Art Space Everett Lofts, Everett, Washington

Figure 30



Art Space Everett Lofts in Everett, Washington is a live/work space consisting of a “community of creative individuals committed to building a place where they can express their passion in the place we live.”

Relevance

Art Space Everett Lofts is a live/work facility located in the city of Everett, Washington (State). It has been included here as a case study because of its mature Arts District, its proximity to water (the Puget Sound and the Pacific Ocean), the Providence Regional Medical Center, and Washington State’s largest population center, Seattle; a city of almost 635,000 people and two international airports.

- **City Aspects**
 - The City of Everett, WA is situated on the Pacific Ocean much like Benton Harbor is situated on Lake Michigan.
 - These cities thus attract similar cross-sections of tourists to one another.
 - Everett is 30 miles away from Seattle and Benton Harbor 100 miles from Chicago.
 - Chicago and Seattle, Everett and Benton Harbor are all coastal cities and their proximity to recreational waters and shipping lanes are important aspects of their economic and placemaking activities.
- **Art Incubator Aspects**
 - Everett has a mature Arts District. The District comprises 10 city blocks and measures approximately 2,500 feet North to South and 1000 feet East to West.
 - This study is useful to understand the benefits of an arts district.

- **Recreational Opportunity**

- The City of Everett features Howarth Park which offers recreational access to the Pacific Ocean via the Puget Sound. Similarly, Benton Harbor's Jean Klock Park offers access to Lake Michigan.

Introduction

- **History**

- Artspace Everett Lofts was a new-construction building (as opposed to a retrofit) and was completed in 2010.

- **Legal Standpoint/Governance**

- Artspace Projects, Inc. (API), a Minneapolis, MN-based holding company wholly owns the Lofts and currently operates over 30 such facilities in the United States of America.
- As with all API-owned facilities, the Lofts are funded in part by federal grants, in part by non-profits and private individuals, and in part by the artists in the form of rent payments.

API's model is to subsidize the artists' cost of living in order to retain and attract them to the nearest Arts District. API will not operate a facility unless an arts district exists or unless the City makes assurances a district is being planned. In this case "the City of Everett and the Arts Council of Snohomish County invited Artspace to develop [the] mixed-use project."

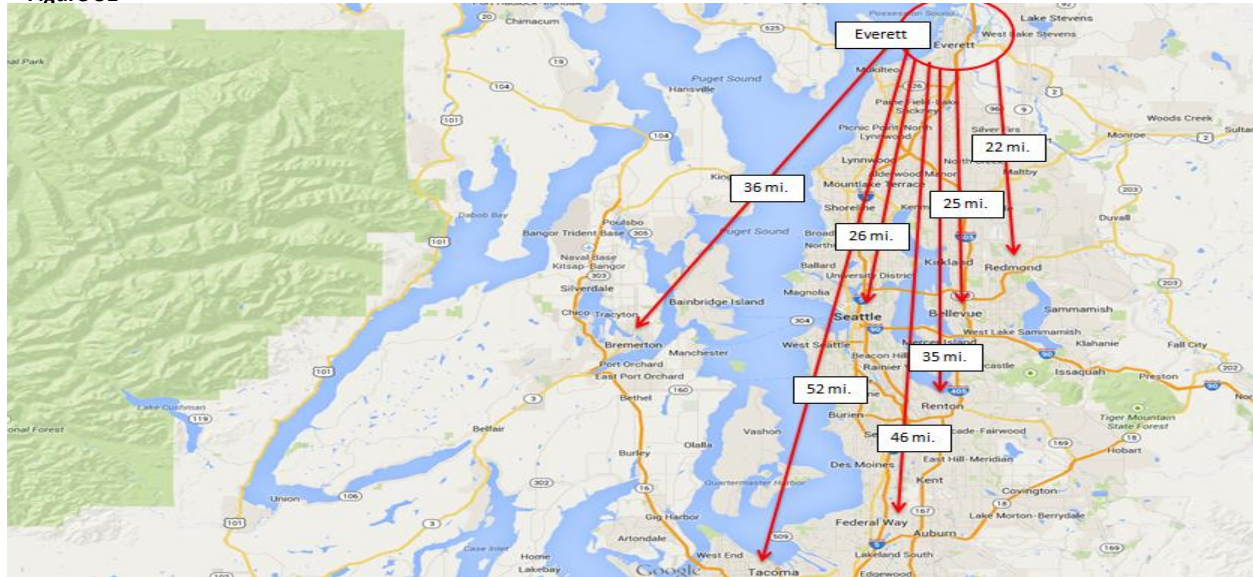
- **Supervision**

- Two local managers operate the Lofts on behalf of API.
- Admitted artists are approved for move-in only after passing a background check, housing application, and an interview process.
 - The background check and housing application are standard documents and conform to the Federal Fair Housing Act.
 - The interview process is confidential and includes a technical demonstration that augments a fairly standard question and answer format.

It is accurate to say that local supervision is accomplished with two building managers and a consensus-oriented group of residents who benefit from API's skill in securing local, state, and national funding sources.

Location

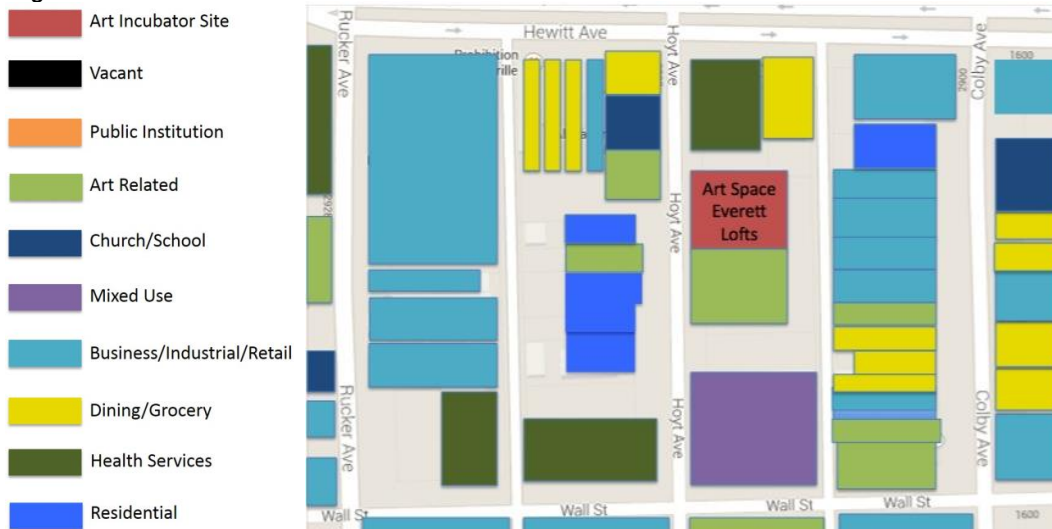
Figure 31



Everett is located North of the Seattle, WA metropolitan area. Everett is just 100 miles south of Vancouver, Canada. Image source: *Image source: Google Maps; Measured as the crowflies using Free Map Tools*

- **Within the City/State**
 - The Arts District follows Hoyt Avenue between Everett Avenue and Wall Street and covers 47.17 acres.
 - The Lofts are located south of the North-South centerline and on the east side of Hoyt Avenue.
 - The City of Everett is located 30 miles south of Seattle on Washington's west coast.
- **Within the Surrounding Area**
 - Howarth Park is located 2500 feet to the southwest and offers access to Puget Sound.
 - The Providence Regional Medical Center is located 1000 feet southwest of the Lofts.

Figure 32



Socioeconomic Information

Table 4

2012 Demographic Profile	Benton Harbor City, MI	Everett, WA
Total Population	9,904	30,813
Total Households	3,475	12,711
Owner Occupied Housing Units	35%	39%
Renter Occupied Housing Units	65%	60%
2010-2012 Growth Rt: Population	-0.6	0.5
Median Age	29.3	36.2
Median Household Income	\$16,033	\$36,386
Average Household Income	\$25,152	\$52,239
Per Capita Income	\$9,459	\$25,178
High School Diploma	39%	30%
Bachelor's Degree or Higher	7%	21%
2017 Pop-1 Race: Black	88%	5%

Source: ESRI BAO

- Everett differs from Benton Harbor in terms of population, total households, and race. Everett exceeds Benton Harbor in terms of median age, per capita income, average household income, educational attainment, and in terms of the 2017 Diversity Index.
- Benton Harbor and Everett's housing market is similar in that Renter-occupied and Owner-occupied are between 30-40% and 60-70% respectively.

Space

- **Building Size**
 - The building is 4 stories in height and occupies about 1/5 of a city block.
- **Equipment and Space Offered**
 - The Schack Art Center houses the Snohomish County Arts Council, a glass works (glassblowing, sandblasting, etc.), gift shop, and rents gallery and studio spaces.
 - The Artspace Everett Lofts are LEED-Silver certified by the US Green Building Council.

Tenancy Characteristics

- **Who Inhabits the Space?**
 - Artspace Everett Lofts is income restricted.
 - Half of the residents must earn less than 50% of Everett's median income and half must earn less than 60%.
- **How Long Are Members Allowed to Stay?**
 - Artists living at the Lofts stay as long as they like due to the Artspace Project Inc.'s belief that artists are needed in order to maintain and grow an Arts District on a local scale.
 - The residents are prohibited from conducting commercial activity (selling art, conducting classes for pay, etc.) within the residential common areas as well as in their rental units because "it could jeopardize the good standing of the project with respect to the tax credit compliance requirements."

Funding

- All API-owned facilities, including the Lofts, are funded in part by federal grants, in part by non-profits and private individuals, and in part by the artists in the form of rent payments.

Outreach to community

The Schack invites visitors, hosts school field trips, and conducts workshops and classes.

Summary Assessment

“The Artspace Lofts and Arts Education Center will revitalize an area of our downtown core and bring to the forefront Everett’s strong artists’ community.” - Ray Stephanson, Mayor of Everett

Everett capitalizes on the Arts for economic gain. This case can therefore be used to demonstrate an example the City of Benton Harbor may want to pursue should it decide to move forward with a plan to build an economic strategy upon its Arts District by siting an art space.

Contact

Heidi Heimark and Liam Cole (425-252-5935)
2917 Hoyt Ave, Everett, WA

5.1.3 North Carolina Arts Incubator, Siler City, North Carolina

Figure 33



The North Carolina Arts Incubator (NCAI) is located in downtown Siler City, North Carolina. The space was created in collaboration with Central Carolina Community College. This is an example of an incubator of located in a town with a population of less than 10,000. All information in this case study was retrieved from the NCAI website or through a personal interview with John Spoon.

Relevance

- **City Aspects**
 - Siler City, North Carolina and Benton Harbor are very similar in size. The difference in population of the two cities is just under 2,000.
 - Siler City and Benton Harbor have both recently experienced economic hardship.
- **Art Incubator Aspects**
 - Siler City has seen indications of a renewal due in part to the beginning and fostering of an arts community at the North Carolina Arts Incubator (NCAI).
 - A renewal that Benton Harbor could see from the MASS.

The NCAI shared information in very timely manner showing they are proud of their accomplishments, they believe in arts incubation as a means to uplift a previously downtrodden community and are open to helping others to achieve similar results.

Introduction

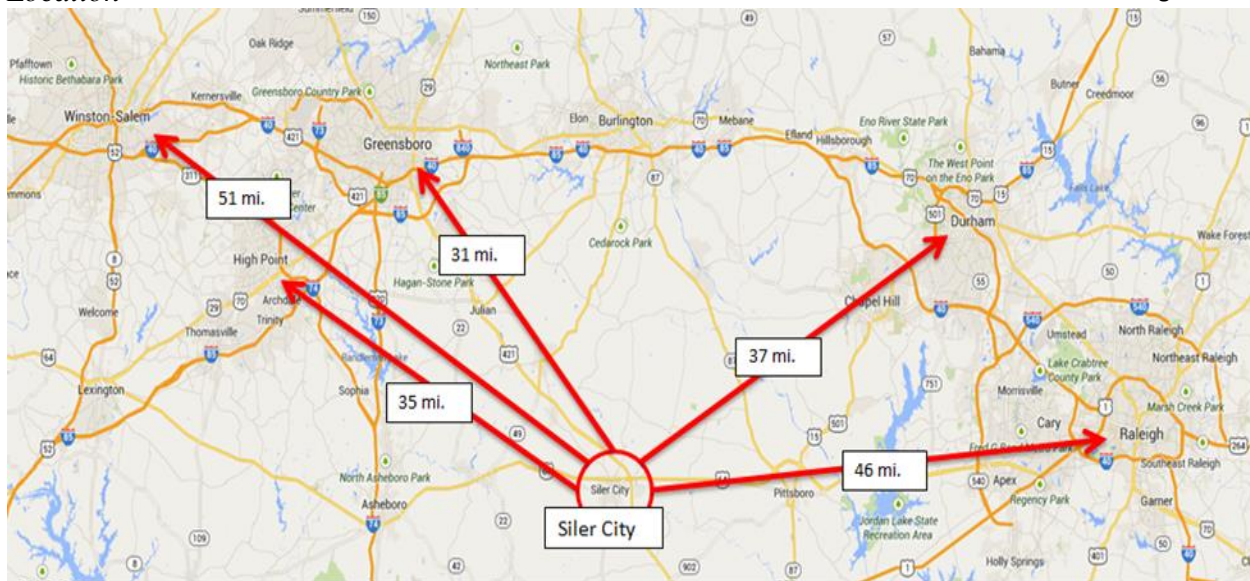
- **History**
 - The NCAI was implemented only a year after its conception in 2001 as a tool to help stimulate the struggling local economy.
- **Legal Standpoint/Governance**
 - The NCAI began as a joint venture between Central Carolina Community College (CCCC) and the NCAI.
 - The NCAI is a non-profit organization.

- **Supervision**

- The current Executive Director is Jon Spoon.
 - Jon is the sole person employed by the NCAI and manages all aspects of their arts-focused business incubator where artists make and sell their creations.
 - Jon Spoon was the primary provider of information for this case study.

Location

Figure 34



Siler City is centrally located amongst nearly every city in North Carolina with at least 100,000 people, with the exception of Charlotte and Fayetteville, which lie to the south, and Wilmington along the coast to the east. *Image source: Google Maps; Measured as the crow flies using Free Map Tools*

- **Site Location Within the City/Region**

- Siler City is located in the center of North Carolina.
- According to measurements taken using freemaptools.com, within 60 miles of driving one can travel to seven of nine North Carolinian cities with populations exceeding 100,000 (per US Census Bureau estimates for 2012).
 - These metropolitan areas include: Durham (not including its neighboring city, Chapel Hill), Winston-Salem, Raleigh, Greensboro, Fayetteville, Cary and High Point.
 - By driving just over 100 miles from Siler City, one can reach Charlotte; driving just over 180 miles, one would reach the coastal town of Wilmington.
- Short driving distances to major urban areas in North Carolina provides the potential to allure those looking for a short weekend trip.

- **Within the Surrounding Area**

- Along with the NCAI, there is Person 2 Person, Studio 227, Against His Will: Gallery and Studio, Walden's Sound and Music, and Salon de Belleza.
- The space has proven to be a source of stimulation in the community, Spoon stated when asked whether or not the incubator is a focal point, "We have an outdoor stage and courtyard that hosts all the towns' major events as well as being the location for the area's farmer's market."

- The North Carolina Arts Incubator is situated in the burgeoning arts district in Siler City. Within the four blocks adjacent to the intersection of N. Chatham Avenue and W. 2nd Street there is a noticeable influence of arts-related businesses.

Figure 35



Socioeconomic Information

Table 5

2012Demographic Profile	Benton Harbor City, MI	Siler City, NC
Total Population	9,904	8,092
Total Households	3,475	2,649
Owner Occupied Housing Units	35%	58%
Renter Occupied Housing Units	65%	43%
2010-2012 Growth Rt: Population	-0.6	1.15
Median Age	29.3	32.4
Median Household Income	\$16,033	\$30,910
Average Household Income	\$25,152	\$42,292
Per Capita Income	\$9,459	\$14,845
High School Diploma	39%	28%
Bachelor's Degree or Higher	7%	9%
2017 Pop-1 Race: Black	88%	18%

Source: ESRI BAO

When asked to classify the health of the local economy Jon Spoon responded by stating,

“Below average, but at the beginning of a significant upswing. The complex of cities to the north and west of the area are overflowing their bounds and the quaint natural beauty of our area and proximity to the cities has spurred a great deal of new development and investment.”

Space

- **Building Size**
 - The NCAI itself spans two buildings, is two stories tall, and in total is comprised of 15,000 square feet
- **Equipment and Space Offered:**
 - The facility is capable of providing space for up to 25 artists.
 - The NCAI has the PAF Gallery for special exhibitions, a retail gallery, the Courtyard Coffee and Soda Café, a performance stage, and a rain garden implemented by students at North Carolina State University.
 - The NCAI allows for live music performances as well as hosts literature groups.

When asked to describe, generally, the spaces in which the artists produce their work, Jon Spoon said they are “messy but reasonable, they [the different artists] are all pretty good about respecting public space and confining their work to their space at the end of the day.” He went on to discuss whether or not studios are open to other artists, stating, “Mostly yes, some have doors with locks, but no one ever uses them.” Further, when asked if this helped promote collaboration, Spoon remarked:

“Absolutely... Some will see someone making something and want to try the same project, some will elicit advice from other artists on how to finish a project and most importantly, people share trick and techniques freely. It’s a fertile atmosphere to learn in, but you can always go sit in your space and work alone.”

Tenancy Characteristics

- **Who Inhabits the Space?**
 - The incubator houses artists working on a range of projects including ceramics, painting, weaving, blacksmithing, making electric guitars, pottery, and fused glass.
 - At the North Carolina Arts Incubator artists can rent studio space at affordable rates. On the NCAI website (ncartsincubator.org), they currently have studios that are available for rent listed at anywhere from \$100 to \$400 per month.
 - The types of spaces available vary, allowing for artists with different interests to have opportunities.
- **How Long Are Members Allowed to Stay?**
 - Artists can rent studio space at affordable rates. Currently studios are available for rent listed at anywhere from \$100 to \$400 per month.
 - The length of time an artist can stay is negotiable.

Funding

- Previously, the retail gallery -where NCAI artists and other independent artists sell products- was operated by the non-profit organization but recently it transitioned to the care of the lessee of the Courtyard Coffee and Soda Café.
- The NCAI receives money for leasing the space. To help the artists promote their products, Spoon said, “We plan to invest heavily in developing a top-of-the-line website as well as setting up an umbrella Etsy account for non-technologically inclined artists.”

- Etsy, as stated on their website, “Is a marketplace where people around the world connect to buy and sell unique goods. Our mission is to re-imagine commerce in ways that build a more fulfilling and lasting world” (www.etsy.com).

Outreach to community

According to Jon Spoon, 20% of those who visit the NCAI come from out of town and 80% of patrons reside locally. On average, Spoon estimated that the NCAI sees 50 visitors a day, not including group tours. As mentioned previously, the NCAI also hosts musical performances, exhibitions, the major town events, and the farmer’s market. Spoon said that on these days, the NCAI will see “hundreds at times for events”.

Summary Assessment

The North Carolina Arts Incubator has several notable practices. First was the NCAI’s ability to facilitate the needs of a variety of artists. Second is that the incubator is not simply a place where pottery and painting classes happen but rather a forum and workspace for a multitude of artists working under one roof in a perpetual state of collaboration. Third, techniques and ideas are exchanged, a sense of community within the incubator exists and it permeates throughout Siler City, engaging citizens and providing them a source of pride and inspiration. The fact that the NCAI is also the spot where most local events are held speaks to its utility as well as its versatility. It forces people into the arts district for whatever the occasion, allowing community members to window shop, see the creativity and development, as well as support artists, performers, different groups, farmers, and others utilizing the unique space.

Contact

North Carolina Arts Incubator
223 N Chatham Avenue
Siler City, North Carolina 27344
(919) 663-1335
www.ncartsincubator.org

5.1.4 ART 634, Jackson, Michigan

Figure 36



Art 634 in Jackson, Michigan is an art incubator with 15 tenants. Each tenant is an individual entity and the space is not live/work. This is an example of an incubator with established businesses as well as educational opportunities.

Relevance

- **City Aspects**
 - The city of Jackson has a poverty level of 32.9%. Meaning approximately 11,000 people in Jackson are below the poverty line.
 - This is not as high as Benton Harbor's poverty level, where nearly 5,000 residents live in poverty, however it is still a significant portion of a city's population.
 - Art 634 is located approximately 115 miles northeast of Benton Harbor, and 35 miles west of Ann Arbor.
 - Ann Arbor's art community and arts support is similar to the city of Saugatuck, which is located roughly 45 miles north from Benton Harbor.
 - Jackson and Benton Harbor both have to compete for artists and those interested in the arts from these places.
- **Art Incubator Aspects**
 - Art 634 has seen tenants start up there and move out as a developed business into new locations in the city, making room for new tenants to do the same.
 - It has no restrictions on the type of creativity practiced in the building. This means it did not narrow down the types aspiring artists who can utilize the space through application requirements.
 - It engages anyone interested in art and has a reason for people of all ages to visit the space and engage themselves in the arts as well.

Introduction

• History

- In 1998 Amy and Steve Sayles founded ART634 as an art studio in the Armory Court building due to their passion for art and community involvement. The building was once part of Michigan's first state prison located in Jackson, Michigan.³⁸
- Amy and Steve invited other artists to open studios in the space, and expanded their idea in 2001 by buying a vacant ACME building located right next door to Armory Court.
- Sayles began transforming the ACME building into the current ART634 space, located at 634 North Mechanic Street in Jackson, Michigan.
- In 2006 Randy Baker and Bob Ford, along with Mark and Maggie Riggle, bought the building and continued the transformation.

• Legal Standpoint/Governance

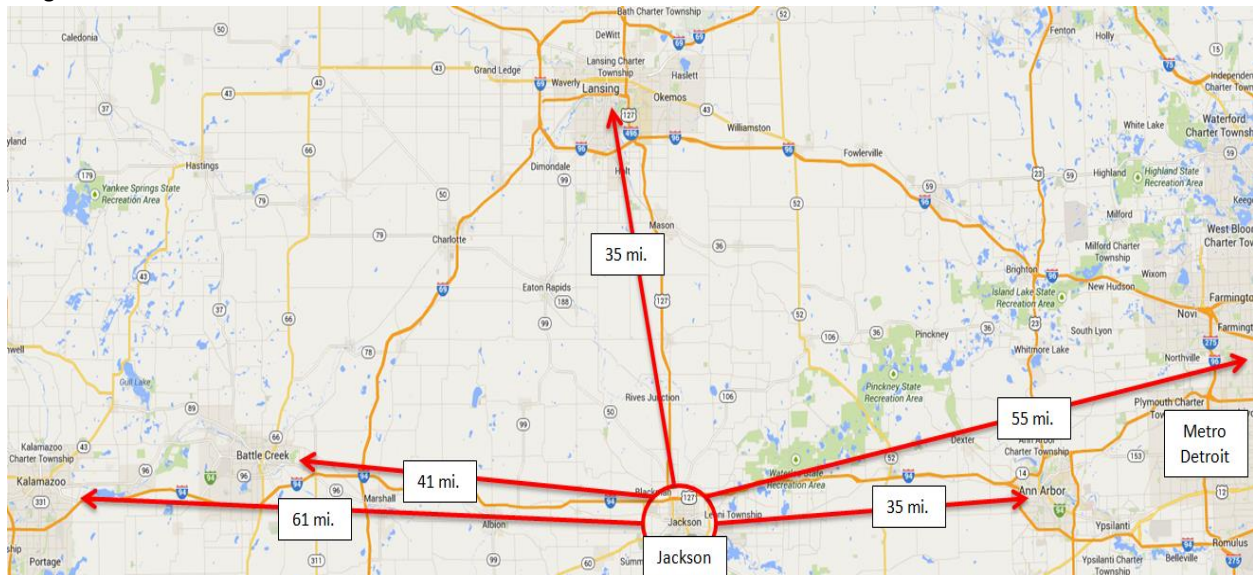
- No information was available for this topic

• Supervision

- There is a general manager who oversees day-to-day operations.
- The Art 634 owners, Mark and Maggie Riggle, Randy Baker, and Bob Ford set no restrictions on what types of creativity are practiced in the building

Location

Figure 37



Situated centrally in the southern portion of the Michigan's Lower Peninsula, Jackson is within 60 miles of several of the state's largest municipalities. *Image source: Google Maps; Measured as the crow flies using Free Map Tools*

- **Site Location Within the City/State**
 - There is no designated arts district in the city of Jackson.
 - Art 634 is located roughly three quarters of a mile north of downtown Jackson.
- **Within the Surrounding Area**
 - Downtown is home to a variety of restaurants and bars, a district library, coffee houses, churches, an Amtrak station, and businesses such as Consumers Energy and the local television station, Jackson Television (JTV).
 - There is one city bus stop located directly across the street from Art 634, where a bus arrives every thirty minutes starting at 6:35am and running until 6:05pm, directly linking the downtown to Art 634.
 - Art 634's major neighbours include the original Art 634 building that is now known as the Armory Arts Village, which offers subsidized housing, a private middle school, a dollar store, a Goodwill Mechanic Store, numerous parks, the Jackson County Fairgrounds, and Great Lakes Caring, which is a home health, hospice, and home medical equipment facility.

Figure 38



Socioeconomic Information

Table 6

2012 Demographic Profile	Benton Harbor City, MI	Jackson City, MI
Total Population	9,904	33,659
Total Households	3,475	13,272
Owner Occupied HUs	35%	52%
Renter Occupied HUs	65%	48%
2010-2012 Grwth Rt: Population	-0.6	0.17
Median Age	29.3	32.6
Median Household Income	\$16,033	\$29,516
Average Household Income	\$25,152	\$38,412
Per Capita Income	\$9,459	\$15,807
High School Diploma	39%	34%
Bachelor's Degree or Higher	7%	13%
2017 Pop-1 Race: Black	88%	21%

Source: ESRI BAO

Space

- **Building Size**
 - Art 634 is approximately thirty-two thousand square feet and is split up evenly between two stories.
- **Equipment and Space Offered**
 - The first and second stories are both occupied by multiple tenants.
 - Other than the physical structure of the building, Art 634 does not provide their tenants with equipment.
 - Roughly half of the second story is unoccupied due to the recent move of the coffee shop Cuppa to a new downtown location in December of 2013.
 - Eleven of the fifteen tenants have an online presence through their own website.
 - A classroom known as 'Art 634 Classroom' can be rented by the hour. The rental includes the space itself and tables, with chairs on request.
 - There are two galleries: 'Gallery 634' and 'Art 634 Back Gallery'.

Tenancy Characteristics

- **Who Inhabits the Space?**
 - There are a total of 15 tenants that currently occupy the building.
 - It is currently not at full capacity.
 - Tenants include the Arts and Cultural Alliance of Jackson County, two photographers, a massage therapist, a hair studio, two studios for dance, an interior design studio, a yoga studio, two studios that offer painting and/or drawing classes, a visual art and jewelry gift store, an ensemble theatre group, guitar lessons, and a painting gallery.

- **How Long Are Members Allowed to Stay?**

- When a rent agreement is signed between the building owners and a lessee, there is no set time period for how long or how short of a time period the tenant stays.
 - This means that tenants may come and go, as long as rent is paid for while the space is inhabited.

Funding

- Day-to-day funding is covered by the classroom and space rental, while initial costs to renovate the building were provided by current owners.

Outreach to community

Many of Art 634's tenants offer classes that are open to the public. These classes include open studio, art workshops, painting, life drawing, several forms of yoga, as well as mediation. These classes do require fees, however there are often free yoga classes and other activities offered from time to time to reach out to the public. They host "2nd Sundays" every month. These events typically showcase an Art 634 tenants work, free yoga, and occasionally an outside artist showcase.

Summary Assessment

This case study's structure has components applicable to Benton Harbor. For instance, not setting restrictions on the type of creativity practiced in the space would be beneficial in a community where the poverty level is significant. This would allow for all types of creativity, regardless of the types of equipment or means it takes to express. Offering classes and outreach to people of all ages is a way to help engage a community. Art 634 is also easily accessible from public transportation making it easy for those without a car to get there. This would be something of importance for the city of Benton Harbor, given the low amount of disposable income in the city.

Contact Information

634 N. Mechanic St

Jackson, MI 49202

(517) 795-2591

<http://art634.com/art634contact.html>³⁹

5.1.5 Arlington Arts Center, Arlington, Virginia

Figure 39



Arlington Arts is a live/work example of an art incubator. This case is very educational intensive and there are numerous opportunities for youth to participate. Arlington Arts is located in a former elementary school and is designated as a historic site.

Relevance

- **City Aspects**
 - Arlington County supports the development of arts and encourages community involvement.⁴⁰
 - Arlington County is located across the Potomac River Washington DC, the nation's capital.
- **Arts Incubator Aspects**
 - Arlington has a well-organized art association with a large involvement in the community.⁴¹
 - Arlington Arts Center (AAC) is a live-work studio.
 - AAC offers educational programs.

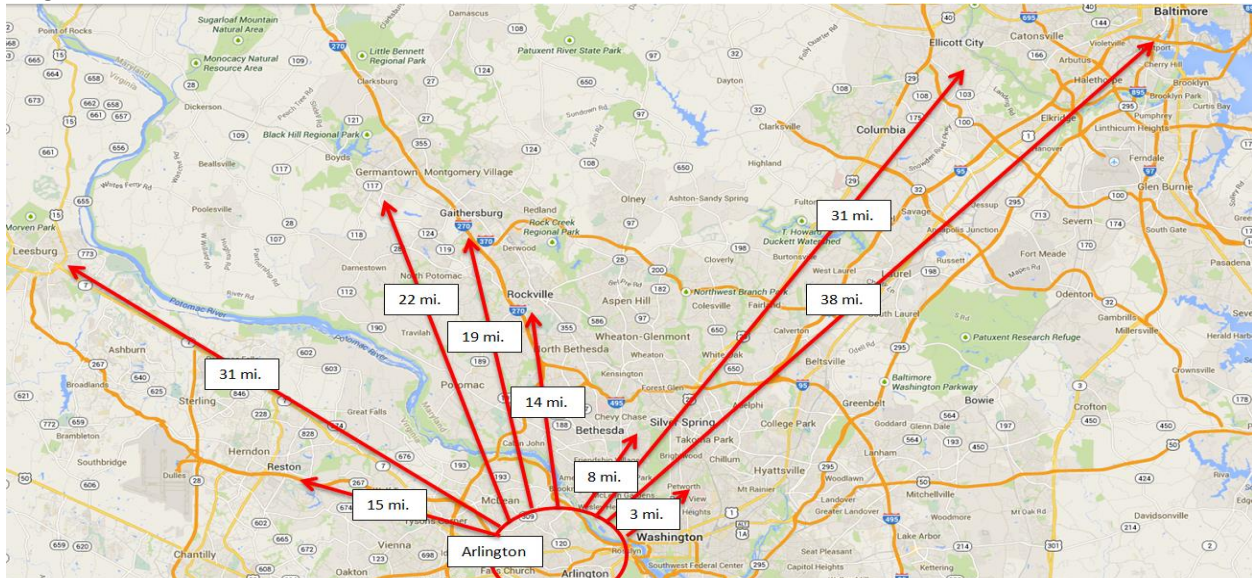
Introduction

- **History**
 - The AAC was established in 1974 and is housed in the historic Maury School in Arlington, VA.
 - The Maury School closed in 1975 and was designated as an Arlington County Landmark. It is listed in the national register of Historic Places.
- **Legal Standpoint/Governance**
 - The AAC is a private nonprofit organization.
- **Supervision**

- No information was available on supervision of the site

Location

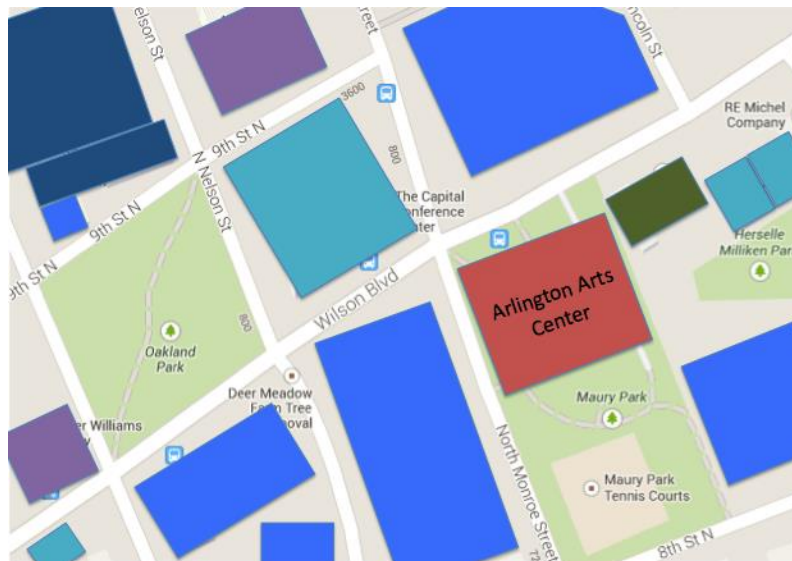
Figure 40



- **Site Location Within the City/Region**

- The AAC is a 7 minute drive from the Potomac River, which is the border between Arlington and Washington D.C.
- Several cities are located within 30 miles of Arlington as the crow flies.

Figure 41



- **Within the Surrounding Area**

- Six public transit stops including the public bus and Metro.
- Multiple parks and recreation facilities
- No art district therefore few art-related businesses
- George Mason University - Arlington campus is within half a mile.

Socioeconomic Profile

- Arlington County's education level is the highest of all case studies presented.

Table 7

2012 Demographic Profile	Benton Harbor City, MI	Arlington County, VA
Total Population	9,904	215,286
Total Households	3,475	101,146
Owner Occupied Hus	35%	40%
Renter Occupied Hus	65%	60%
2010-2012 Grwth Rt: Population	-0.6	1.62
Median Age	29.3	33.6
Median Household Income	\$16,033	\$90,423
Average Household Income	\$25,152	\$117,342
Per Capita Income	\$9,459	\$55,546
High School Diploma	39%	10%
Bachelor's Degree or Higher	7%	69%
2017 Pop-1 Race: Black	88%	10%

Source: ESRI BAO

Space

- **Building Size**
 - The Maury School where AAC is located is 17,000 square feet.
- **Equipment and Space Offered**
 - 2 classrooms, 9 exhibitions galleries, 13 live/work studios; 1 studio is reserved for visiting artists⁴²
 - "Studios range from 300 square feet for a solo studio, to 600 square feet for a shared, 4 - artist space. All have excellent sunlight, work sinks, and high ceilings with 365 day, 24-hour access."
 - Common facilities for artists; kitchen, bathroom, lounge.
 - The 9 galleries can be rented either by the artists living in the studios or by the public.
 - Most of the galleries can be rented hourly:
 - Monday & Tuesday: whole day
 - Wednesday through Friday: after 7pm
 - Saturday & Sunday: after 5pm⁴³

Table 8

Gallery	Square Footage	Location	Notes
Truland/Experimental Gallery	14,875 (A: 7,450; B: 7,425)	Upper Level	Conjoined; separable (A;B)
Wyatt Resident Artists Gallery	5,220	Main Floor	
Eugene and Agnes E. Meyer Gallery	5,870 (A: 2,440; B: 3,430)	Main Floor	Separable (A;B)
Charles E. Smith Corridor Gallery	2,700	Main Floor	
Chairmen's Gallery	2,516	Main Floor	
Tiffany Gallery (including rear patio)	9,450	Main Floor	
Jenkins Community Gallery	2,516	Lower Level	

Tenancy Characteristics

- **Who Inhabits the Space?**
 - Since this is a live-work space, most inhabitants are professional artists from Washington D.C.
 - There are chances and space for visiting artists as well.
 - Visiting artists often offer workshops for adults or children during the course of their stay.
- **How Long Are Members Allowed to Stay?**
 - The AAC offers a Studio Residency Program.
 - The professional artists from Washington D.C. are eligible to apply for a two-year residency in their subsidized studios.
 - The studios may only be renewed twice and residency is capped at 6 years.

Funding

- The day-to-day expenses are covered through rent. The rental rates are counted by hourly from 200 to 470 dollars based on the choices.
- AAC has received grant funding from the County as recommended by The Arlington Commission for the Arts.

Outreach to community

AAC offers classes for adults, teens, and children all year round. The classes are small and normally occur in the evenings or during the weekend. There are classes for home-schooled children and some bilingual classes for students who want to learn a new language. AAC focus on different aspects of art to fit the students' needs. AAC also provides spaces for varying community events including: fundraisers, birthday parties, retirements, etc.

Four exhibitions were displayed in AAC last year from January to June. Nine exhibitions were held in AAC in 2012, and the exhibitions ran throughout the whole year. Three exhibitions opened in June 2012. In addition, the stained-glass panels in the Tiffany Gallery are part of the Arlington Country's Public Art Collection.

Summary Assesment

The art space in Benton Harbor will service both the city and Berrien County. Hopefully including the Tri-County region in the future. The ACC also serves the county and can provide Benton Harbor with an insight into how to accomplish a larger sphere of influence.

Aspects of the AAC that are applicable to Benton Harbor include:

- Public transit and parking for personal transportation
- An example of a live/work location
- Located in a retrofitted building
- Community programs

“In the case of Arlington County, support from the local government, a public commitment to growing the arts, including Public Art, and a recognition that the community has a rich landscape of heritage organizations are all necessary”

-Susan Soroko - Acting Director, Cultural Development in Arlington County Cultural Affairs Division.

The government of Benton Harbor and the NTAA would be beneficial partners for the MakeArt ShareSpace. They would help to better the environment for the local developing arts industry.

Contact

Susan Soroko - Ssoroko@arlingtonva.us
Acting Director, Cultural Development
Arlington County Cultural Affairs Division
Arlington Economic Development

5.1.6 Art Incubator Case Study Summary

The following characteristics are unique to art incubators. The case studies were judged against these characteristics as well as characteristics of both art incubators and makerspaces. Table 12 shows how each case study compares.

- Part of Existing Arts District
 - Space is located within an area designated as a city's current Arts District. For example, the North Carolina Arts Incubator is located within the designated arts district according to physical boundaries set by the city in the master plan.
- Flexible Leases
 - Willing to accommodate tenants on length of lease and price paid for space.
- E - Sales
 - Web sales refer to the incubator's offering of a venue through which artists can sell their works. This is a launch point for the artist to begin his or her own web presence.
- Outdoor Multipurpose Space
 - An outdoor multipurpose space can be used as both a collaborative space for artists to communicate as well as venue space for galleries or music events. The North Carolina Arts Incubator has an outdoor multipurpose space on site.
- Common Gallery Space
 - A common gallery space is a crucial aspect of an art incubator. Gallery space is useful for artists marketing and selling their works. Since an incubator is a launch pad for artists to becoming independent, it's important that gallery space is provided for artists to showcase their work as individuals.

Table 12

Characteristic	Arlington Arts	Art Space Everett Lofts	Art 634	DC3	NCAI
Common Work Space	X	X	X	X	X
Individual Work Space	X	X	X	X	X
Common Equipment	X	X		X	X
Mentoring	X		X	X	X
Educational Opportunities: Free	X	X	X	X	X
Educational Opportunities: Not Free	X	X	X	X	X
Part of Existing Arts District		X		X	X
Flexible Leases		X	X		X
Wi-Fi Internet Access	X				
Wired Internet Access		X			
Common Gallery Space	X	X	X		X
Web Presence	X	X	X	X	X
E-Sales		X	X		X
Outdoor Multipurpose Space	X	X	X		X

5.2 Makerspaces

The following section covers two separate makerspace case studies. One is located in Milwaukee, Wisconsin and the other is in Detroit, Michigan. Each cover why the makerspace was chosen, a description on the location, a socioeconomic profile of the city in which it is located, information on the building in which it is housed, characteristics of the tenants, how it is funded, and what it does to reach out to the community.

5.2.1 Bucketworks, Milwaukee, Wisconsin

Figure 42



Bucketworks is a makerspace located in the Plankinton Building in downtown Milwaukee, Wisconsin. While the space is new, the organization is over a decade old. The space is focused on collaboration, but ample amounts of individual rentals are available. This is not live/work.⁴⁴

Relevance

- **City Aspects**
 - Milwaukee is considerably larger than Benton Harbor, but age, median income, and rate of owner occupancy are proportionally similar.
- **Makerspace Aspects**
 - Bucketworks' core mission aligns well with the definitions of makerspaces and art incubators discussed earlier.
 -

Introduction

- **History**
 - James Carlson and a group of peers founded Bucketworks in May 2002.
 - The space was funded based on an initial investment from the group for a space with in-kind donations for equipment.

- **Legal Standpoint/Governance**

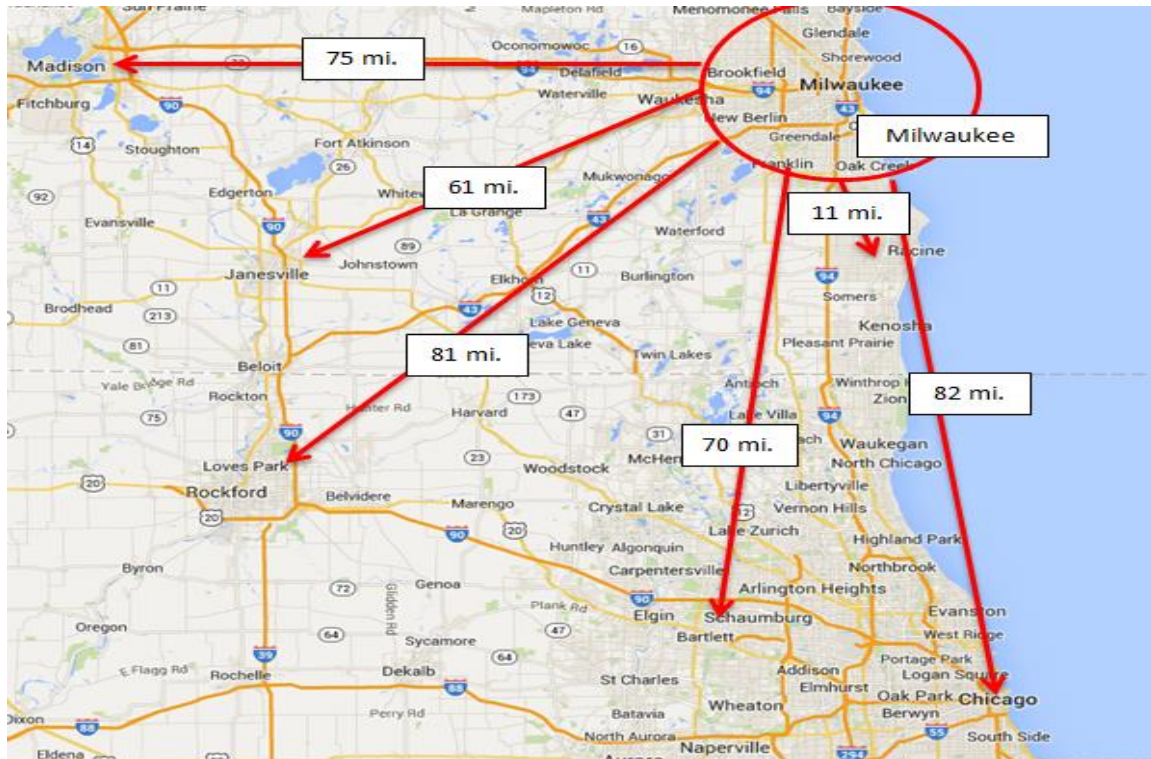
- The groups' main source of revenue is now membership fees. A table in the *Tenancy Characteristics* section found below shows situations that warrant certain benefits from the makerspace.

- **Supervision**

- Bucketworks is supervised by James Carlson

Location

Figure 43



Milwaukee, which sits on the western shore of Lake Michigan, within 80 miles of metropolitan Chicago as well as Madison, WI. Image source: Image source: Google Maps; Measured as the crow flies using Free Map Tools

Originally in May 2002, Bucketworks was located at 1319 W MLK Drive. The group has had to move 3 times since then for financial reasons and natural causes. In 2013, Bucketworks moved to their current location at 161 W Wisconsin Avenue. The space is home to 15 small businesses that range from tech start-ups to photography.⁴⁵

- **Site Location Within the City/Region**

- 161 W Wisconsin Avenue is a block away from the Milwaukee River and just over half a mile west of Lake Michigan.
 - The City of Milwaukee is 80 miles east of Madison, Wisconsin, 92 miles north of Chicago, Illinois, and 120 miles south of Green Bay, Wisconsin as the crow flies.

- **Within the Surrounding Area**

- Within ¼ mile of the current location are a total of 832 businesses that employ 14,441 people.
 - Less than 0.1% of the 14,441 jobs are in the furniture and home furnishings NAICS category per ESRI BAO, 0.7% are in the clothing and clothing accessory category, and 3.0% are in the arts, recreation, and entertainment category.
 - The categories listed above have been deemed useful to the MakeArt ShareSpace project through dialogue between this team and SWMPC.

Figure 44



Socioeconomic Information

Table 9 compares Benton Harbor with Milwaukee in key demographic and economic variables. Data is represented proportionally, either in a percentage or per capita form. Percent of owner occupied housing units and per capita income are both similar between the two cities.

Table 9

2012 Demographic Profile	Benton Harbor City, MI	Milwaukee, WI
Total Population	9,904	594,865
Total Households	3,475	230,196
Owner Occupied Hus	35%	42%
Renter Occupied HUs	65%	58%
2010-2012 Grwth Rt: Population	-0.60%	0%
Median Age	29	31
Median Household Income	\$16,033	\$34,325
Average Household Income	\$25,152	\$45,822
Per Capita Income	\$9,459	\$18,403
2017 Pop-1 Race: Black	88%	38%

Source: ESRI BAO

Space

The current Bucketworks location is designed to create an open, collaborative environment while also providing for individual space for the members.

“At the core of Bucketworks is a collaborative community made up of members. This community strives to create an open environment so trust and authenticity are critical. Members are asked to always keep their dual roles as individuals and nodes in a larger network in mind.”

The above quote taken from Bucketworks’ official website exemplifies the goal of the space, which, based on the makerspace definitions provided earlier in the report as well as the goals of the MakeArt ShareSpace project, falls under the desired type of space this team is looking for in Benton Harbor.

- **Building Size**
 - Bucketworks is located in the Plankinton Building, which is roughly 90,000 square feet.
- **Types of Equipment and Space Offered**
 - Table 10 visually shows potential users of rates that fit best. As one can see, the agreements are relatively flexible and dependent on what type of person or organization plans to move in. There is also a \$25 registration fee for all members.⁴⁶
 - The space provides access to individual and communal space, technology, and tools aimed at achieving Bucketworks’ core goals of creating a “project economy”, and fostering “peer-to-peer learning” and “wellness integration.”

Table 10

	Student w/ ID	Hotdesk	Weekly Meetup	Resident	Org
24/7 Access	X	X		X	X
Coffee/Tea	X	X		X	X
Draft Printing	X	X		X	X
Use of A/V equipment	X	X	X	X	X
5 hr/wk of conference time	X				
10 hr/wk of conference time		X		X	X
Dedicated desk space				X	X
2 hr/wk of conference time (up to 20 people)			X		

Membership term	monthly	monthly	monthly	quarterly	bi-annually
Price	\$40/mo	\$80/mo	\$80/mo	\$185/mo	\$350/mo

Tenancy Characteristics

- **Who Inhabits the Space?**
 - There are 15 small businesses in Bucketworks. Most of them are tech start-ups.
 - Temporary space is available for students and independent organizations.
- **How Long Are Members Allowed to Stay?**
 - Members stay as long as their lease lasts.
 - The longest lease is 2 years and the shortest are monthly.

Funding

- As discussed earlier, the membership fee system delineated in the table is the space's main source of revenue.

Outreach to Community

Two of Bucketworks' main areas of concentration are community and education. Under these two concentrations are two projects: DreamMKE for community and EdMKE for education.

1. DreamMKE:

“Dream MKE is a social enterprise that builds forward-thinking initiatives that fundamentally change the digital space by developing, connecting, and increasing the number of successful minority entrepreneurs.”

With Benton Harbor's extremely high African American concentration, the focus on minority entrepreneurs that DreamMKE shows becomes pertinent.

2. EdMKE:

This project, which was launched in summer of 2013, brings about the goal of supporting education innovation in Milwaukee. Specifically, the project is composed of a small group of “adopters” who work throughout the school year to launch projects aimed at education.

Summary Assessment

Bucketworks focuses on main projects that continue from day to day. These projects involve its members in the focus areas of health, community, education, and economic and skill development. What has been laid out in discussions between this team and SWMPC runs along these areas of focus that help to provide a framework for the overall goal of the MakeArt ShareSpace project in Benton Harbor.

Contact

Bucketworks Website: www.Bucketworks.org

5.2.2 Mt. Elliott, Detroit, Michigan

Figure 45



Mt. Elliott Makerspace on Detroit's east side is an example of a makerspace that uses a prominent community center, the Church of the Messiah, as a locale. This is beneficial for the space's marketing and popularity. Mt. Elliott has an open membership policy with educational opportunities and a collaborative space by nature. This space is more focused on skill development rather than business development at this point.⁴⁷

Relevance

Like Benton Harbor, Detroit has gone through the post-industrial decline of many rustbelt cities. The economic decline and job loss in both of these cities create a need for an innovative, community-based program to get people working and creating. What has sprung up out of Detroit's east side is such a program called the Mt. Elliot Makerspace. The Mt. Elliott Makerspace's goals aligns well with the definitions delineated earlier in this report and has the potential to form a useful framework for the MakeArt ShareSpace project in Benton Harbor

- **City Aspects**
 - Detroit is larger than Benton Harbor, but is similar to Benton Harbor in proportional demographic variables. These variables include race, age, and median income.
- **Makerspace Aspects**
 - The Mt. Elliott Makerspace shares an existing building with the Church of the Messiah for a location.
 - It is open ended and not specified in terms of what members can create.

Introduction

- **History**

- In 2010, the Capuchin Franciscans began the Mt. Elliott Makerspace in the basement of the Church of the Messiah on Grand Boulevard in Detroit's East side.
- The Franciscans began this pilot project with help from the Kresge Foundation's grant of \$204,525 from the Detroit Project portion of the foundation.⁴⁸

- **Legal Standpoint/Governance**

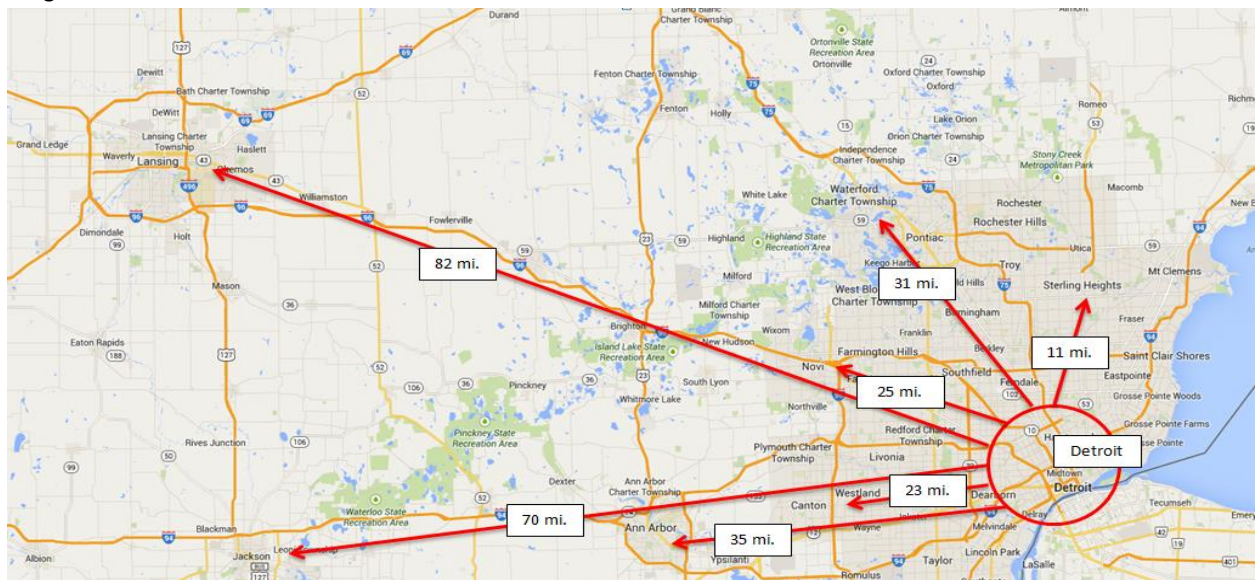
- Mt. Elliott Makerspace is a nonprofit organization.

- **Supervision**

- There is a level of hierarchy within the staff of the space but not in the traditional sense.
- The space is managed by the "Conductor," who acts as executive director.
- Mt. Elliott emphasizes that members as well as staff have equal importance in the group.⁴⁹

Location

Figure 46



Metro Detroit is the most populated area in the state of Michigan with suburbs extending outward from downtown for up to 30 miles. Image source: Image source: Google Maps; Measured as the crow flies using Free Map Tools

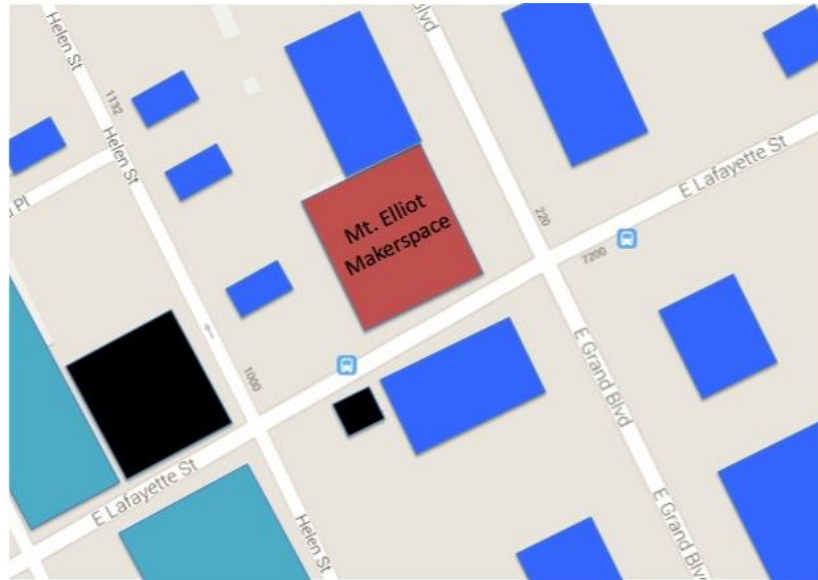
- **Site Location Within the City/Region**

- Mt. Elliot Makerspace is located in the basement of the Church of the Messiah on 231 E Grand Blvd in Detroit's East Side.
 - The Church of the Messiah is a community anchor for Detroit's East side and owns 123 of the neighborhoods vacant properties.⁵⁰
- The City of Detroit is located 43 miles east of Ann Arbor, Michigan, 90 miles south east of Lansing, Michigan, and 77 miles east of Jackson, Michigan as the crow flies.

- **Within the Surrounding Area**

- In the surrounding ¼ mile radius of Church of the Messiah there are 53 businesses that employ 225 people.
 - Of these 225 employees, just 0.8% are in the NAICS categories of ‘furniture and home furnishing’, ‘clothing and clothing accessory stores’, and ‘arts, recreation, and entertainment’.
 - With a population of over 1,500 within this radius, the employment to population ratio is 0.15.

Figure 47



Socioeconomic Profile

Table 11

2012 Demographic Profile	Benton Harbor City, MI	Detroit, MI
Total Population	9,904	693,697
Total Households	3,475	260,857
Owner Occupied Hus	35%	49%
Renter Occupied Hus	65%	51%
2010-2012 Grwth Rt: Population	-0.60%	-12.60%
Median Age	29.3	35
Median Household Income	\$16,033	\$27,376
Average Household Income	\$25,152	\$39,364
Per Capita Income	\$9,459	\$15,414
2017 Pop-1 Race: Black	88%	80%

Source: ESRI BAO

Table 11 shows similarities in per capita income and the percent black columns between Detroit and Benton Harbor. These are key factors that shape the community and affect what the MakeArt ShareSpace should provide and look like.

Space

- **Building Size**
 - Mt. Elliott Makerspace is located in the basement of the Church of the Messiah which is roughly 13,000 Square feet via free map tools.
- **Equipment Offered**
 - The space itself is primarily open and offers residents of the neighborhood a bicycle workshop, a recording studio, a computer lab, as well as an overall “tinkering” space where the residents can learn about machinery by taking apart and putting back together different objects.

Tenancy Characteristics

- **Who Inhabits the Space:**
 - Any community members interested in tinkering, hacking, and making are welcome to spend time in the space.
- **How Long Are Members Allowed to Stay?**
 - Since there is no official membership process at Mt. Elliott, members of Detroit’s East Side are welcome to come and go as they please for as long a duration as they please.
- **What Types of Spaces Are Available?**
 - The framework of the Mt. Elliott Makerspace is based around the theme of learning and education. The spaces time is defined by three workshops:
 - **AwesomeShop**
 - AwesomeShop refers to a series of project-based learning workshops that go on for eight to ten weeks about three times a year. The AwesomeShop workshops meet two hours per week.
 - **SprintShop**
 - SprintShop is a workshop for one to three hours per week that runs year-round.
 - **OpenShop**
 - OpenShop is where community members can “tinker” with materials and equipment to put the knowledge gained from AwesomeShop as well as the skills obtained in SprintShop to use.

Funding

- Initial funding was received through the Kresge Foundation grant. Mt. Elliott is currently receiving funding from this grant in phases.⁵¹⁵²

Outreach to Community

Mt. Elliott’s openness and location make the site an agent of community outreach by nature. The Church of the Messiah, as noted earlier, owns 123 vacant parcels in Southeast Detroit, some of which are used for urban gardens. As a renowned community location, the Church of the Messiah serves the Mt. Elliott Makerspace well both as an agent for advertising as well as a prominent location in which the makerspace can operate. The location factor partnered with an open membership policy expands the makerspace’s influence on the community.

Summary Assessment

The Mt. Elliott Makerspace utilizes community oriented programs to offer tools and assistance to community residents. Much like Bucketworks in Milwaukee, Mt. Elliot focuses on a few main concentrations including: transportation, electronics, digital tools, wearables, design and fabrication, food, and music and arts. Within these concentrations, Mt. Elliot expands on a few important goals of the space that can be replicated in the MakeArt ShareSpace in Benton Harbor.

Unique features of the Mt. Elliott Makerspace are its open membership and its location. The use of an already prominent location, the Church of the Messiah, seems to expand the spaces reach to the community and the openness of the membership structure allows more folks to be impacted by the space.

Contact

Mt. Elliott Website: www.mtelliottmakerspace.com

5.2.3 Makerspace Case Study Summary

The following characteristics are unique to makerspaces. The case studies were judged against these characteristics and Table 13 shows how each case study compares.

- Functional Prototypes
 - Functional prototypes are models that look, feel, and act like the product being developed by the members of the makerspace. The Mt. Elliott Makerspace in Detroit provides community members with computers and other tools to take apart and put back together in order to understand the schematics of tools.
- Product Development
 - Product development is a resource offered by some makerspaces that provides professional assistance to members in order to assist members in developing useable and marketable products out of the member's skillset using the physical resources of the makerspace.

Table 13

Characteristic	Bucketworks	Mt. Elliott
Common Work Space	X	X
Individual Work Space	X	
Common Equipment	X	X
Mentoring	X	X
Educational Opportunities - Free	X	X
Educational Opportunities - Not Free	X	
Functional Prototypes	X	X
Product Development	X	
Wi-Fi Internet Access		
Wired Internet Access		
Web Presence	X	X
Common Meeting Space	X	X

5.3 Shared Characteristics

The characteristics in the makerspace and art incubator tables (Tables 12 and 13) have been identified from the original definitions of art incubators and makerspaces that we have cited in the assessment of cases presented. The tables show which characteristics each case study offers. The characteristics are listed below with a brief description defining the terms and an example from one of the case studies and the corresponding table follows each section.

- *Common Work Space*
 - An area shared by all members in the incubator or makerspace such as a reception area or meeting space. This can be space to congregate for food or drink, such as the Courtyard Coffee and Soda Café as a part of the North Carolina Arts Incubator, or meeting locations that can be rented by organizations within the space such as in Bucketworks.
- *Individual Work Space*
 - Individual workspace is crucial for both makerspaces and incubators, however generally more important for incubators. The workspace can also be living space, as in the case of Everett Lofts in Washington, or space rented out by incubator or makerspace members for use during the space's business hours. What's offered in the space should be determined by the demand in the space's community.
- *Common Equipment*
 - Equipment available for use by all tenants/participants. These are especially present in a makerspace, such as in the case of OpenShop in the Mt. Elliott Makerspace or 3-D printers, vinyl cutters, and laser cutters in the Chattanooga Library space referenced in section 8.1. Common equipment is not unique to makerspaces however. The North Carolina Art Incubator has both a kiln and pottery wheel available to its members.
- *Mentoring*
 - The guidance from a more experienced artist to a less experienced artist in any field. This act can happen naturally without structure from makerspace or incubator supervisors, however, it is encouraged to structure this. For example, the DC3 has postgraduate business mentoring services available to creatives who have gone through the program.
- *Educational Opportunities*
 - Classes offered by tenants within the art incubator or makerspace on creative culture that are open to other tenants and members of the public. For example, ART 634 offers art, such as painting and drawing, as well as dance classes that are all taught by current tenants and are open to the public.

- Web Access
 - Web access is necessary. Can be wired or wireless, free or charged.
- Web Presence
 - Web presence refers mostly, but not exclusively to, a makerspace or incubator's website. This website should show the members and explain what each member contributes.

Table 14

Characteristic	Bucketworks	Mt. Elliott	Arlington Arts	Art Space Everett Lofts	Art 634	DC3	NCAI
Common Work Space	X	X	X	X	X	X	X
Individual Work Space	X		X	X	X	X	X
Common Equipment	X	X	X	X	X	X	X
Mentoring	X	X	X		X	X	X
Educational Opportunities: Free	X	X	X	X	X	X	X
Educational Opportunities: Not Free	X	X	X	X	X	X	X
Wi-Fi Internet Access			X				
Wired Internet Access				X			
Web Presence	X	X	X	X	X	X	X

6 Discussion

6.1 Possible Site Locations

The following subsection will discuss possible site locations in Benton Harbor, Michigan for a MASS. This will include three separate locations, all of which are currently owned by the city. The locations were chosen by SWMPC, then reviewed and toured by the team. The history of the building and details on the structure's current state will be covered. Discussion will include aspects that would make the space viable for a MASS.

Figure 48



6.1.1 Bobo Brazil Community Center

Figure 49



Front View

Figure 50



Rear View

History

The Bobo Brazil building is city owned and is located on the south side of Main Street two blocks east of the arts district.⁵³ The building had been utilized as a community center but has since been shut down.

Aspects

The building has been used for weddings, houses a full basketball court, a gymnasium, a boxing ring, a conference room, and several smaller rooms on the second floor and in the basement. A large room with an oversized garage door is located in the basement. The building has been out of use for several years and is in need of renovation of the interior and the grounds. The infrastructure is sound, however there are some leaky pipes.

6.1.2 Benton Harbor Public Library

Figure 51



Front view (Google maps: August 2012)

History

The Benton Harbor Public Library (BHPL) was established in 1899 and the first building was open to the public in 1903. The Carnegie Foundation funded the first building. The current building is located on 213 E Wall Street in downtown Benton Harbor and opened in 1968 for use by both city residents and residents of the neighboring jurisdiction of Benton Charter Township. These two jurisdictions are comprised of over 20,000 residents.⁵⁴

Aspects

In recent months, BHPL began the planning process for the renovation of the current building. Library officials have maintained that the internal electrical fixtures as well as the plumbing have reached their lifespan. Electrical system updates are especially important due to the increased use of technology that the library sees today. Updating the internal infrastructure of the building as well as more efficiently utilizing the physical space will allow for the library offer more resources for the community.⁵⁵

The BHPL renovation project is in the fund raising stage and the construction documents have been completed.⁵⁶ Designating a space in the library for a collaborative makerspace is one option for the location of the MakeArt ShareSpace, but it's important to note that given the nature of a library, the location would have to be tailored to be much more makerspace oriented rather than oriented toward a makerspace, but aspects of a hybrid of the two may still be plausible.

6.1.3 200 Paw Paw Avenue

Figure 52



Front entrance

Figure 53



Rear loading dock

History

200 Paw Paw Avenue is located one block north of Main Street and approximately 3 blocks east of the arts district. The Palisades Nuclear Generating Station used it as a training site for its employees. After Palisades left, it was purchased by the city and used as the Carl L. Brown Business Growth Center (BGC). The BGC was a business incubator site that allowed for affordable leases to business start-ups.

Aspects

Given the nature of the training rooms that Palisades built, it was a useful spot for business incubation. The building itself is an industrial building with a large surrounding parking lot and a loading dock. The front of the building has a reception desk room, four offices, a conference room, men's and women's bathrooms, drinking fountains, and a door connecting the front of the building to the back training rooms.

The front of the building is carpeted with a drop down ceiling. The back of the building contains the loading docks as well as the former Palisades training rooms. There are seven individual rooms in this section. One room has a bathroom as well as a separated large workroom. This room could be considered a live/work option. The second room is a very large space with a sink space. This room is about twice as large as the first room and makes sense for conferences and large events in the space. The next five rooms are single rooms with high ceilings and windows and are roughly half the size of the conference room. Finally, just west of the conference room are double doors that lead to the loading docks. The loading dock contains three large garage doors that are elevated to service use by semi-trucks.

7 Recommendations

The following subsections will provide recommendations for Benton Harbor, Michigan in regards to the implementation of a MASS. This will include recommendations on a building proposal, financial aspects, operations, and community involvement.

7.1 Building Proposal

The following subsection will cover recommendations regarding the sites previously discussed to house a MASS. This will cover a former training facility at 200 Paw Paw Avenue, a former community center called The Bobo Brazil Community Center, and the Benton Harbor Public Library. The recommendations will be based on a scoring system derived from the characteristics in table 15. The scoring will be out of a score of 7. There is one point given for each characteristic. The building's condition was also assessed and given a score of "good", "Average", or "poor" All buildings are owned by the city of Benton Harbor.

Table 15

Building	Individual Work Space	Common Work Space	Common Event Space	Office Space	Loading dock	Internet Access	Live/Work Space	Score
Bobo Brazil	x	x	x		x			4
BHPL		x		x		x		3
200 Paw Paw	x	x	x	x	x	x	x	7

7.1.1 Bobo Brazil Community Center

Assessment

The former community center at the Bobo Brazil building is in poor condition and requires costly and time consuming renovations. The space itself is unnecessarily large due to its past uses and future infill of this large space is not feasible. The building does contain individual workspace, common workspace, common event space, and a freight dock. The building lacks office space, a live/work option, and internet access.

Recommendation

The Bobo Brazil Community Center is not ideal for the MakeArt ShareSpace and should not be implemented as the location of the space.

Score: 4/7

Building Condition: Poor

7.1.2 Benton Harbor Public Library

Assessment

The Benton Harbor Public Library is located one block north of the northern boundary of Benton Harbor's Arts District. The Library lacks individual workspace, common event space, a freight dock, and an option for live/work space. The building is the only option that is currently in use and for that reason the building is in good condition. The building does have internet access as well as an option for common workspace and office space.

Recommendation

Due to the lack of four of the seven characteristics necessary for a MakeArt ShareSpace the Library is not an ideal option for the MakeArt ShareSpace location. The space is in good condition, has internet access, and an option for common workspace. For that reason, the Library is a viable option for use of a pilot program space. This pilot program would be a single common space open to the public for limited technology use (i.e. computers, 3-D printer) and classes.

Score: 3/7

Building Condition: Good

7.1.3 Facility at 200 Paw Paw Avenue

Assessment

The facility at 200 Paw Paw Avenue contains six of the seven necessary characteristics useful for the MakeArt ShareSpace and the building is in average condition. With individual spaces, an option for a live/work space, an option for a large collaborative space, common workspace, office space, and a freight dock, 200 Paw Paw Avenue is a viable choice. The infrastructure with loading docks, sinks, and high ceilings make it a versatile space for art or technology creation. Furthermore, the building is owned by the City of Benton Harbor, which makes marketing the building for the use as a MakeArt ShareSpace easier. Finally, the building contains the necessary office space in the front of the building for administration. All of these characteristics makes the building at 200 Paw Paw Avenue the most feasible option for use as a MakeArt ShareSpace. The space currently lacks internet access, but has the wired infrastructure to support internet.

Recommendation

The facility at 200 Paw Paw Avenue meets the criteria for the MakeArt ShareSpace location and should be implemented as the space's location. Figure 55 shows a floor plan with a conceptualized use of the space. The floor plan is not to scale.

Floor Plan

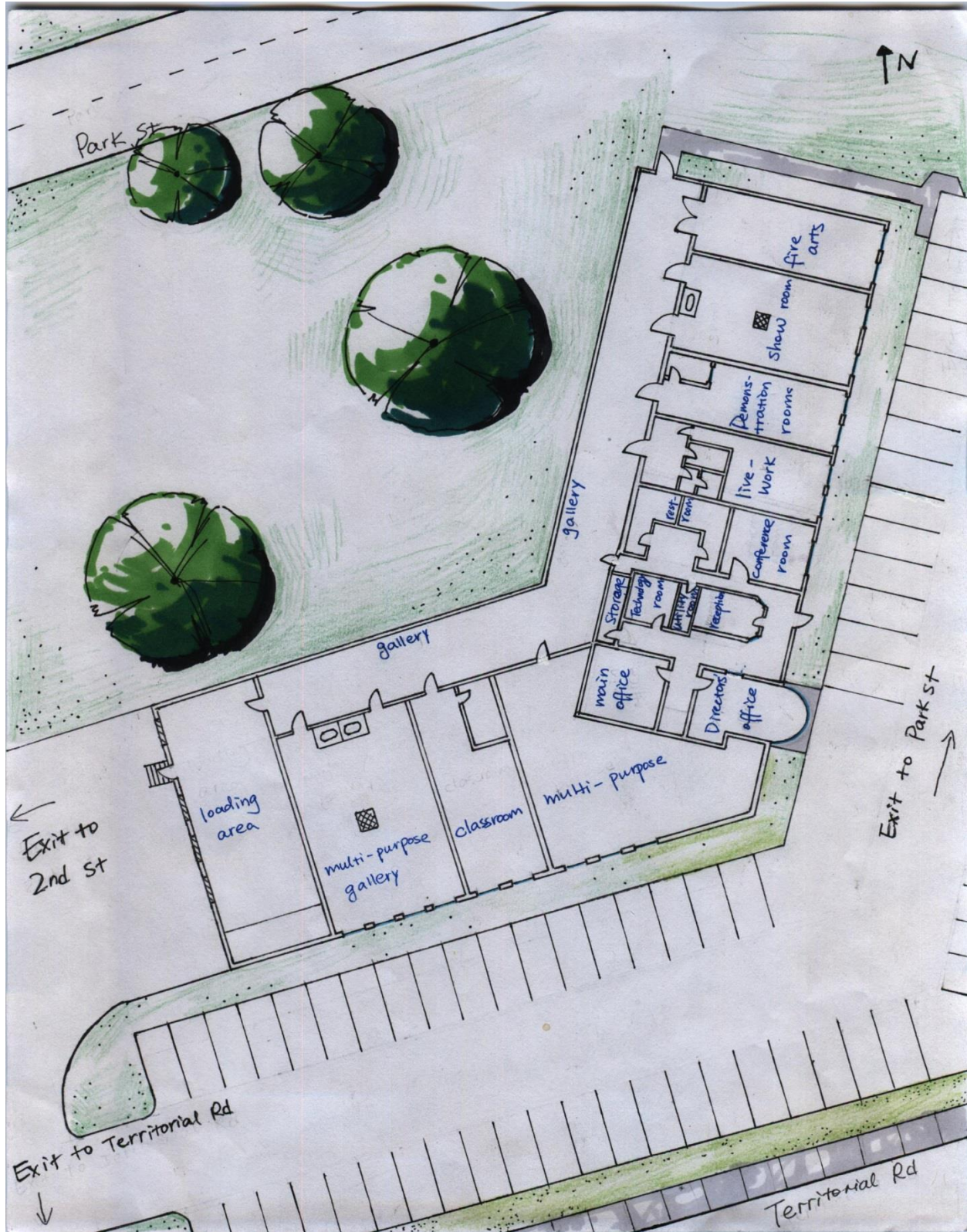


Figure 54

Based on the different functional rooms that 200 Paw Paw offers, the MASS team designed this basic floor plan to show how each room can be reused upon implementation of the MASS. Table 16 gives a brief explanation of the conceptual uses of each room.

Table 16

Name	Reason/Use
Loading area	Facilitates art mobility
Multi-purpose gallery	Community events, classroom, extra gallery, etc.
Classroom	Hold classes; contains a small lockable storage room
Office	Administrative
Technology room	Technical machines or computers
Conference room	Conferences
Live-work	Has its own restroom; generate revenue
Demonstration room	Observation room for visitors to watch artists performing work
Show room	Holding events or using for gallery
Fire arts	All concrete; existing fire arts industry in Benton Harbor
Gallery (hallway)	Long aisle for displaying larger works; decorating with artists own works
Utility room	Contains electrical wiring and other appliances.

Score: 7/7

Building Condition: Average

7.2 Financial

The following subsection will include recommendations regarding the financial aspects of a MASS. This will include fixed and variable costs, funding opportunities such as grants and membership programs, as well as partnerships.

7.2.1 Cost

Numerous financial factors affect the creation and maintenance of any business. The following subsections will outline the associated costs of starting an art space as well as the costs of maintaining the space.

Fixed Costs

All of the following fixed costs need to be considered when determining the funding needed for an art space. Based on the case studies, as well as what SWMPC would like to see, the following list has been composed in regards to fixed costs. Prices shown were collected from a general internet search unless stated otherwise and prices are approximate and can fluctuate daily.

- Acquire the building
- Renovation Costs
- Monthly payments on the mortgage or lease (200 Paw Paw \$3.35/sq ft; triple net lease)
- Employee salaries
 - Building manager and/or director
- Insurance
- Web domain name (\$10-20/year; GoDaddy)
- Monthly bills such as phone and internet (business phone/internet bundle \$90/month; Comcast)
- Property Taxes
- Depreciation
- Direct materials and production supplies, may include:
 - Visual Arts:
 - Easel (\$200), tripod (\$25), etc.
 - Structural Arts:
 - Kiln (\$500), pottery wheel (\$300), dry press (\$200), glass blowing (grabber \$40, rod holder \$30, tweezers \$7-16, hemostat \$5-30), wire (\$3-8), etc.
 - Industrial Arts:
 - Soldering equipment (station \$50), silk screening (station \$350), gas welder (\$400), woodworking equipment, table saw (\$250), chisel (\$20), heat gun (\$50), claw hammer (\$20), mallet (\$10), screw driver (\$10), etc.
 - Technology:
 - Personal computer (\$500), internet access, design software (Indesign, Photoshop, etc. (\$50/month))
 - Miscellaneous:
 - Desks, sinks, hot glue gun (\$20), whiteboard (\$40), etc.

Variable Costs

All of the following variable costs need to be considered in determining the funding needed for an art space. After assessing each case study and discussing costs with the SWMPC, the following list of variable costs was composed. It is also important to consider other items that are not listed below, but may come up throughout the course of long term maintenance.

- Direct materials and production supplies:
 - Watercolors, pastels, oils, acrylics, pencils, charcoals, paint, brushes
- Staff wages:
 - Janitorial staff, secretary, etc.
- Monthly bills:
 - Gas, electricity, water

7.2.2 Benefits

Benefits

In order for a MASS to be implemented, the foreseen benefits of the space need to be justified as to whether they are plausible.

Recommendation: After estimating the costs that will go into the one time and ongoing costs of MASS, take into consideration the benefits that the space will offer. Below is a list of benefits that might be considered.

- *Economic:* Through the implementation of MASS individuals in the community will have the opportunity to utilize the space to support themselves financially more than they have prior to utilizing the space.
- *Social:* Community involvement through MASS will create opportunities for those without means to create art and learn new skills. MASS will offer a trusted space for those in the community to engage in the arts.
- *Environment:* Use of underutilized building.

7.2.3 Funding

Grants

Recommendation: Acquire funding in the form of grants. Grants can be a useful tool to use to create a space such as MASS. Have leadership in place prior to the application for grants. It is crucial that when applying for grants there is someone ready to take on the requirements held by the terms of the grant. Below are a few grants that MASS could be funded by:

- Michigan's New Economy Initiative (NEI)⁵⁷
 - The DC3 received two separate grants from NEI start up
 - The NEI provides grants related to ideas, places, and talent
- Art Place America
 - Grants range from \$50,000 to \$500,000, and last for 18-months in length
 - http://www.artplaceamerica.org/wp-content/uploads/2013/10/2014_ArtPlaceAmerica_LOIguidelines.pdf
- National Science Foundation(NSF) Grants⁵⁸
 - Part of the NSF's mission is "broadening opportunities and expanding participation of groups, institutions, and geographic regions that are underrepresented in science, technology, engineering and mathematics (STEM) disciplines" http://www.nsf.gov/pubs/policydocs/pappguide/nsf13001/gpg_2.jsp
- Community Development Block Grants(CDBG)⁵⁹
 - CDBG's are federal grants distributed by the states to municipalities for the purpose of community development.
- Kresge Foundation
 - Provides grants towards arts and culture through 18 different awards.
 - Mt. Elliott, Detroit, Michigan: The Franciscans received startup costs from a Kresge Foundation's grant of \$204,525 in the Detroit Project portion of the foundation.
 - www.Kresge.org/grants-social-investments

Sponsorships

Recommendation: Set up sponsorship opportunities for the general public and local businesses. Have a variety of sponsorship opportunities available.

- One time sponsorships
 - One-time sponsorships are an opportunity to involve community members who are not willing or able to commit to an ongoing sponsorship. These sponsorships can include the donations of equipment and supplies that are used directly towards classes or are given to the artists in the space.
- Ongoing sponsorships
 - Ongoing sponsorships help create and secure funding.

Revenue

Recommendation: Allow the community and those outside the community in to the art space to see what is being accomplished inside the walls of the building. It is possible that the more the community knows about what is happening inside, the more likely they are to support it.

- Open Studios
 - The idea of an open studio is very similar to that of an open house for someone who has accomplished something great in life i.e. graduation. Graduation open houses generally consist of similar items. These typically include the graduate, guests coming to celebrate the graduate's accomplishments and admire their work, gifts for graduate to help them succeed at their next steps in life, food, and refreshments. An open studio would follow the similar structure; the public would be invited in to see artists' accomplishments. Food and drinks could be provided as an extra incentive to attend the event, and monetary donations could be accepted to help the artists to continue to succeed with their work, or to help the art space continue its normal operations.

Recommendation: Hold classes that are open to the public that are put on by the artists inhabiting the space. This can either be a requirement of each artist in his or her rental agreement, it can be a volunteer option, or it can act as a rent deduction for each class taught. Allowing the public to get hands on and learn more about the event will create a place for any community member trying to learn more about art or learn something new.

- Classes
 - Classes can be structured in numerous ways. To name a few, they can be catered to certain age groups, towards groups or couples, or certain experience levels.
 - Classes can require different amounts of time, such as a month long project or one that take as little as 15 minutes. This would be up to the artist in charge of running the class and based off of what they are trying to teach or provide.
 - The amount of materials needed for each class would need to be assessed on a class-by-class basis.
 - Based on the items above, class prices can be set based on number of participants allowed, the time to complete the class, and the amount of materials needed.

Recommendation: Offer fee paying memberships to MASS that offer benefits and incentives to sign up.

- Memberships
 - Bucketworks, Milwaukee, Wisconsin: \$25 registration fee for all members, it is their main source of revenue.

7.2.4 Partnerships

In order to help secure funds for long term, the team recommends reaching out to local agencies, foundations, and businesses. Aside from financial partnerships, resource partnerships can be crucial as well. Based on our case studies, and the beneficial partnerships that they are a part of, the team recommends partnering with an arts association, a college, or a community anchor.

- Berrien Community Foundation
 - “..non-profit organization that manages charitable funds donated to improve the quality of life for residents of Berrien County”
 - <http://www.berriencommunity.org/about.html>
- Cornerstone Alliance
 - “..a non-profit, investor-governed, economic development organization primarily focused on increasing employment opportunities, private sector capital investments and the local tax base in Michigan’s Great Southwest; and offers specialized business services in economically distressed areas.”
 - <http://www.cstonealliance.org/>
- Lake Michigan College
 - A regional two year college located in Benton Harbor that currently offers community education classes that are non-credit and can be taken on the campus or at an off campus community building. More specifically and pertaining to the arts, The Mendel Center is a performing arts auditorium that is run and owned by the college.
 - <http://www.lakemichigancollege.edu/ce>
- GlassWorks
 - Established art educational business in the community. They have multiple experienced and reputable fire artists.
 - <http://68.171.214.105/wsgw/>
- Benton Harbor Public Library
 - Established, trusted presence in the Benton Harbor community that offers numerous educational opportunities.
 - <http://www.bentonharborlibrary.com/>

7.3 Operations

In order to ensure a successful space upon implementation, it is important that the day to day and administrative operations are structured and planned for. This recommendation is designed to provide an option for the MakeArt ShareSpace in the focus of operations.

7.3.1 Day to Day Operations

By day to day operations, the authors of this report refer to administration, rental and leasing policy, and overall business development plans for the members of the proposed space. The team recommends forming an advisory board that meets on a regular basis, such as the DC3. The team also recommends hiring a building manager or art director to run the day to day operations, similar to that of Art 634 or the NCAI. Business development is an important factor because the role of a makerspace or art incubator is to help community members harness unique skills into a lucrative trade. It is understood that the specifics of this business development plan will depend largely on the types of trades that are attracted to the space. The team recommends developing an E-sales presence with its members. The NCAI has helped its members gain online sales presence through the online market place known as Etsy.

7.3.2 Tax Status

It is recommended that this space apply for Internal Revenue Service tax status of 501(c)(3): non-profit. The end goal of the space is a better life for its members and graduates, not profits.

7.4 Community Involvement

In order to assist the community, the MakeArt ShareSpace needs to develop a program to educate the community on the benefits of a space such as the MASS. Outreach needs to be tailored to the public on becoming active in the space in order to create a successful MASS.

Examples of Outreach Tactics

The case studies shown earlier provide useful examples of outreach tactics used by incubators and makerspaces that educate the citizenry surrounding the space.

- **DC3:** Due to its size, the DC3 hosts several events tailored around showcasing the works of their artists rather than community outreach and recruitment.
- **Art Space Everett Lofts:** The Shack invites visitors, hosts school field trips, and conducts workshops and classes.
- **North Carolina Arts Incubator:** NCAI membership is made up of 80% Siler City residents. This number suggests that the incubator does a sufficient job with outreach in the community. The incubator hosts major community events such as the farmers market and sees about 50 visitors per day.
- **Art 634:** Tenants of Art 634 host classes open to the public for a nominal fee. There are free events open to the public in the “2nd Sunday” program.
- **Arlington Arts:** On top of offering events such as retirement gatherings, AAC provides classes to teens and children year round. Much of the AAC’s outreach campaign is focused around after school programs for children.
- **Bucketworks:** Bucketworks has two areas of concentration devoted to outreach; education and community. “EdMKE” is a program specific to education in which community youth come to the space to learn about innovative technologies.
- **Mt. Elliott Makerspace:** Mt. Elliott’s main outreach tool is the partnership with the Church of the Messiah. Mt. Elliott uses this prominent community center to draw in community members. The church along with the space’s main policy of openness allows for community members to come and go as they please to use the space.

Outreach Recommendations

There are numerous outreach tools used by the cases that are useful for MASS implementation. They are listed below:

- **Host Major Community Events:** Every community has events that draw community members, it is important that the proposed space harnesses these events for the focus of outreach. NCAI’s hosting of the farmers market is a prime example.

- **Focus on Youth:** Outreach focused on the community's youth is important since the community's schools and after school programs are already a prominent use of community members' time.
- **Concentrations in Outreach:** Outreach and education should be in the space's strategic plan as a core concentration. This is shown in the case of Bucketworks.
- **Major Community Partnerships:** Creating a working relationship with community anchors, such as churches or public institutions, is a useful tool for making connections with the community.

7.5 Arts District

7.5.1 Art District Boundaries

Figure 4 on Page 14 shows the boundaries of the Benton Harbor Arts District as defined by the MASS Team. The Team defined these boundaries by surveying various business owners in the Arts District as well as promotional fliers produced by the New Territory Arts Association. While the Arts District is mentioned in Benton Harbor's comprehensive plan, the boundaries that encompass the Arts District are undefined. Officially defining the boundaries of the Arts District by maps as well as delineating which streets and structures define these boundaries would be beneficial to the City of Benton Harbor and the SWMPC. Furthermore, the City of Benton Harbor in conjunction with the SWMPC should look into the benefits of providing an overlay zone for the Arts District.

7.5.2 Creative Class Statistics

Upon officially defining the Arts District, it is recommended that the City of Benton Harbor obtain data regarding the creative class both within the Arts District as well as around the City of Benton Harbor. This data will be useful for future policies in regards to arts related economic development. While creating an arts culture is an important goal of the Benton Harbor Arts District, it is not the goal of the MakeArt ShareSpace project. The MASS project has the overarching goal of assisting members of the Benton Harbor community to foster skills and increase knowledge in order to better themselves through the creative industry.

8 Conclusion

In conclusion, this team has assessed art incubators, makerspaces, and explored an option that is a hybrid of the two, dubbed a MakeArt ShareSpace. Instead of providing a positive or negative recommendation of whether or not such a space is feasible for implementation in Benton Harbor, this team has provided SWMPC with a series of necessary components of the space based on the above analysis. The decision of whether or not move forward with such a project is up to city officials, SWMPC, possible regional partners (listed in Section 7.2.4) and the community as a whole.

In this report is an extensive socioeconomic profile of Benton Harbor, delineation of accepted definitions of art incubators, makerspaces, and arts districts, and analysis of 7 cases, 5 art incubators and 2 makerspaces. These aspects have assisted this team to make recommendations to the client for implementation of a MakeArt ShareSpace. Furthermore, this team has conducted two surveys in order to gauge community sentiment towards Benton Harbors Arts District as well as the possible implementation of the proposed space. This analysis has allowed us to produce a strengths, weaknesses, opportunities, and threats analysis of the Benton Harbor Arts District as well as find what the community wants in the proposed space. These two important factors have also been intricate in this teams recommendations to the client.

The team would like to give gratitude to K. John Egelhaaf, Ryan Soucy, and Jill Plescher for the opportunity to work with the Southwest Michigan Planning Commission.

9 Appendices

Appendix 1:

Table 1

NAICS Supply and Demand	Benton Harbor	Tri-County Region	Michigan
Total Retail Sales	\$35,069,486	\$2,205,489,021	\$88,311,642,968
Total Retail Sales Pot	\$37,243,325	\$2,510,522,295	\$96,508,179,179
Total Retail: L/S	3	6.5	4.4
Total Retail: Bus	67	2336	75963
Retail Trade: Sales	\$33,556,410	\$1,965,415,173	\$79,149,424,462
Retail Trade: Sales Pot	\$33,733,508	\$2,284,120,423	\$87,377,855,931
Retail Trade: L/S	0.3	7.5	4.9
Retail Trade: Bus	55	1891	62934
Furn/Home Furnishings: Sales	\$0	\$33,423,945	\$1,415,659,470
Furn/Home Furnishings: Sales Pot	\$624,073	\$41,700,949	\$1,671,607,924
Furn/Home Furnishings: L/S	100	11	8.3
Furn/Home Furnishings: Bus	0	93	3222
Furniture Stores: Sales	\$0	\$22,162,708	\$833,439,033
Furniture Stores: Sales Pot	\$409,545	\$26,295,657	\$1,051,710,285
Furniture Stores: L/S	100	8.5	11.6
Furniture Stores: Bus	0	27	1091
Home Furnishings: Sales	\$0	\$11,261,237	\$582,220,437
Home Furnishings: Sales Pot	\$214,528	\$15,405,292	\$619,897,639
Home Furnishings: L/S	100	15.5	3.1
Home Furnishings: Bus	0	66	2131
Food and Bev Stores: Sales	\$7,034,496	\$293,742,478	\$12,721,716,403
Food and Bev Stores: Sales Pot	\$4,875,868	\$314,639,526	\$12,066,019,931
Food and Bev Stores: L/S	-18.1	3.4	-2.6
Food and Bev Stores: Bus	19	247	8122
Clothing/Acc Stores: Sales	\$1,497,699	\$38,402,520	\$4,356,703,775
Clothing/Acc Stores: Sales Pot	\$1,947,534	\$119,885,349	\$4,903,361,702
Clothing/Acc Stores: L/S	13.1	51.5	5.9
Clothing/Acc Stores: Bus	11	136	7041
Clothing Stores: Sales	\$1,497,699	\$30,802,925	\$3,299,183,527
Clothing Stores: Sales Pot	\$1,408,701	\$86,023,508	\$3,514,303,382
Clothing Stores: L/S	-3.1	47.3	3.2
Clothing Stores: Bus	11	105	4850
Shoe Stores: Sales	\$0	\$4,117,814	\$547,844,340
Shoe Stores: Sales Pot	\$268,974	\$16,531,854	\$662,050,907
Shoe Stores: L/S	\$100	\$60	\$9
Shoe Stores: Bus	0	10	767
Jwlr/Lugg/Lthr Stores: Sales	\$0	\$3,481,781	\$509,675,908
Jwlr/Lugg/Lthr Stores: Sales Pot	\$269,859	\$17,329,987	\$727,007,413

Jwlr/Lugg/Lthr Stores: L/S	100	66.5	17.6
Jwlr/Lugg/Lthr Stores: Bus	0	21	1424
Sprt/Hbby/Bk/Music Stores:Sales	\$995,082	\$45,908,913	\$2,336,461,510
Sprt/Hbby/Bk/Music Stores:Sales Pot	\$883,100	\$59,640,377	\$2,337,482,770
Sprt/Hbby/Bk/Music Stores:L/S	-6	13	0
Sprt/Hbby/Bk/Music Stores:Bus	5	198	5801
Sports/Hobby/Music Instr: Sales	\$860,549	\$35,387,092	\$1,866,639,920
Sports/Hobby/Music Instr: Sales Pot	\$669,642	\$46,724,905	\$1,812,343,816
Sports/Hobby/Music Instr: L/S	-12.5	13.8	-1.5
Sports/Hobby/Music Instr: Bus	4	169	4598
Bk/Periodical/Music: Sales	\$134,533	\$10,521,821	\$469,821,590
Bk/Periodical/Music: Sales Pot	\$213,458	\$12,915,472	\$525,138,954
Bk/Periodical/Music: L/S	22.7	10.2	5.6
Bk/Periodical/Music: Bus	1	29	1203
Other Gen Merch Stores: Sales	\$0	\$149,935,705	\$12,997,185,380
Other Gen Merch Stores: Sales Pot	\$5,621,098	\$366,155,660	\$13,935,538,445
Other Gen Merch Stores: L/S	100	41.9	3.5
Other Gen Merch Stores: Bus	0	32	966
Misc Store Retailers: Sales	\$575,859	\$80,738,413	\$2,075,332,675
Misc Store Retailers: Sales Pot	\$872,214	\$61,706,982	\$2,295,329,983
Misc Store Retailers: L/S	20.5	-13.4	5
Misc Store Retailers: Bus	9	420	12890
Florists: Sales	\$0	\$5,025,822	\$154,324,437
Florists: Sales Pot	\$48,108	\$4,448,661	\$157,943,597
Florists: L/S	100	-6.1	1.2
Florists: Bus	0	37	1085
Other Misc Store Ret: Sales	\$441,277	\$45,075,226	\$1,152,082,216
Other Misc Store Ret: Sales Pot	\$515,633	\$36,467,293	\$1,324,684,249
Other Misc Store Ret: L/S	7.8	-10.6	7
Other Misc Store Ret: Bus	6	210	6710
E-Shopping/Mail-Order: Sales	\$0	\$30,706,199	\$3,241,760,776
E-Shopping/Mail-Order: Sales Pot	\$1,777,693	\$125,282,899	\$4,801,062,980
E-Shopping/Mail-Order: L/S	100	60.6	19.4
E-Shopping/Mail-Order: Bus	0	7	458
Food Serv/Drink Places: Sales	\$1,513,076	\$240,073,848	\$9,162,218,506
Food Serv/Drink Places: Sales Pot	\$3,509,817	\$226,401,872	\$9,130,323,248
Food Serv/Drink Places: L/S	39.8	-2.9	-0.2
Food Serv/Drink Places: Bus	12	445	13029
Full-Serve Restaurants: Sales	\$365,606	\$98,535,373	\$3,828,818,077

Full-Serve Restaurants: Sales Pot	\$1,425,423	\$91,720,831	\$3,700,546,242
Full-Serve Restaurants: L/S	59.2	-3.6	-1.7
Full-Serve Restaurants: Bus	4	170	4835
Lmt-Serv Eating Places: Sales	\$395,300	\$117,708,872	\$4,467,122,426
Lmt-Serv Eating Places: Sales Pot	\$1,703,913	\$109,777,077	\$4,395,700,539
Lmt-Serv Eating Places: L/S	62.3	-3.5	-0.8
Lmt-Serv Eating Places: Bus	2	167	5075
Drnkng Places-Alcohol: Sales	\$493,351	\$15,422,273	\$476,953,773
Drnkng Places-Alcohol: Sales Pot	\$216,370	\$14,241,461	\$604,402,115
Drnkng Places-Alcohol: L/S	-39	-4	11.8
Drnkng Places-Alcohol: Bus	5	77	2314

Figure 1

Questionnaire for Art District Businesses

Michigan State University Student Practicum – Spring Semester 2014

Hello! We are urban planning students here from MSU working on our practicum project in conjunction with the Southwest Michigan Planning Commission. We are here to help the Commission evaluate the current state of Benton Harbor's art culture and help determine if a new collaborative art space would benefit the arts community and Benton Harbor as a whole.

Business:

Address:

Person interviewed:

-Would you say that Benton Harbor has an arts district?

Yes / No

-Would you consider your business to be located within the arts district?

Yes / No

-How long have you been at this location? Why did you locate here?

-Do you intend to stay here over the next five years?

Yes / No

-What would you say strengths of the arts district are?

- What about weaknesses?

-What could be done to help further develop the arts culture in Benton Harbor?

-What would be potential road blocks for getting there?

-Community members not directly affiliated with the arts district are aware of the arts district.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

-Your business benefits from being in the arts district.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

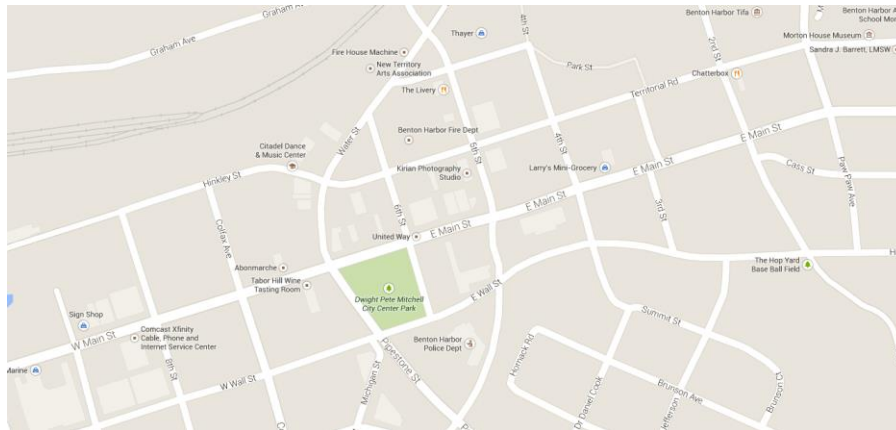
An art incubator is where upstart artists can lease space that is affordable, use tools that they might not have been able to have access independently, and collaborate with other creative individuals in an effort to start an arts-related business.

-In your opinion, your business would benefit from being associated with an art incubator in the community.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree

-In your opinion, the arts district as a whole would benefit from an art incubator.

Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree



Literature Review Resources

Such growth occurs at every jurisdictional scale. Nationally, Americans for the Arts (AFTA) performs research into the national impact of the arts as well as state level impacts on creative industries.

(www.americansforthearts.org/by-program/reports-and-data/research-studies-publications/arts-economic-prosperity-iv/national, www.americansforthearts.org/by-program/reports-and-data/research-studies-publications/creative-industries)

Also at the national scale, the NEA funds research into how the arts figures into placemaking, a term of art meaning to enhance an area's economy, environment, and social equity by accentuating what that place's residents enjoy about it.

(www.arts.gov/sites/default/files/creativeplacemaking-paper.pdf)

At the state level, Michigan performs its own research into economic development

(www.michigan.gov/documents/hal/glachpsurveyreport091307-211765_7.pdf, www.michiganbusiness.org/community/council-arts-cultural-affairs/) and offers:

- Grant assistance workshops
- Operational support grants
- Project support grants
- Capital improvement program (non-profit arts and cultural organizations)
- Arts in education residency program
- Retention and engagement grant program
- Regional regranting program (www.kalamzooarts.org)
- Minigrant program

(www.michiganbusiness.org/cm/mcaca/2012_documents/history-arts-and-cultural-travel-industry-in-mi-for-2011.pdf)

At the county level, Community Development Block Organizations use the arts to revitalize neighborhoods. "CBDOs encourage community members to share in the self-esteem that occurs as a neighborhood that others have abandoned takes on a new life.

10 References

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- ³ See endnote 2
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