



# Grand Traverse Pavilions

## COTTAGES FACILITY MASTER PLAN

Evergreen, Hawthorn & Willow Cottages

February 2025



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## EXECUTIVE SUMMARY

The Grand Traverse Pavilions Campus sits on ~28 acres and is comprised of the Grand Traverse Medical Care (built in 1959; former home for the aged in) building and a trio of 19th century buildings, the Cottages: Evergreen, Hawthorne, and Willow. The Cottages were originally built between 1858 and 1915 and were added to the National Register of Historic Places in 1978.

The Grand Traverse Pavilions is owned by Grand Traverse County and operated by the Grand Traverse County Department of Health and Human Services Board. Additionally, the Grand Traverse Pavilions Foundation, established in 1997, provides oversight of the development and fundraising efforts for the Pavilions.

Today, the Grand Traverse Pavilions embraces the Eden Alternative philosophy and is committed to enhancing the quality of life for aging adults and caregivers in Grand Traverse County.

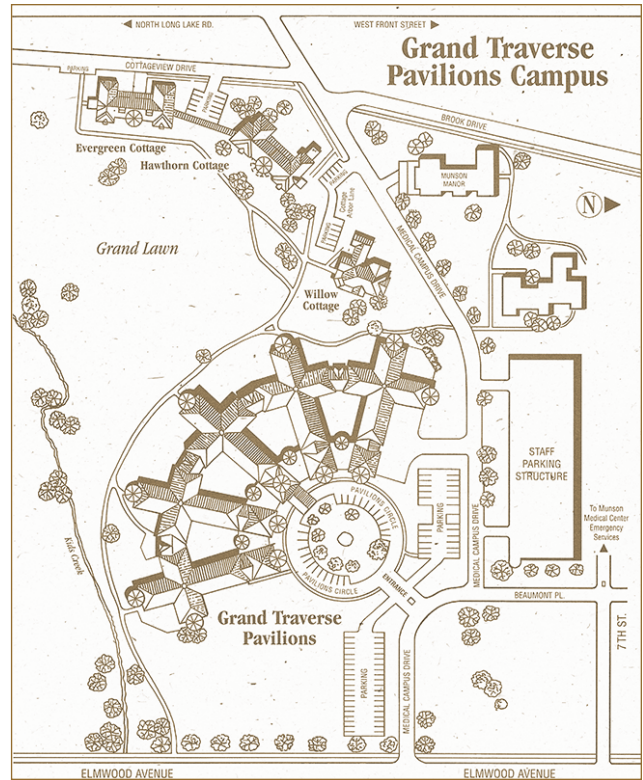
### 2025 Facility Master Planning

In July of 2024, the Grand Traverse Pavilions Foundation (Foundation) solicited proposals for evaluating the Cottages with the goal of developing a Facilities Master Plan to guide the renovation of these National Historic Registered Cottages. The resulting Master Plan was developed to identify opportunities for the Foundation to address the following goals:

- Improve the aesthetics of the Cottages to reclaim their historic beauty;
- Upgrade existing mechanical systems and structures;
- Maintain existing bed count; and
- Ensure the Cottages are functionally and visually competitive in the senior living market, especially with regards to newly developed assisted and independent living facilities in the Grand Traverse area.

With these objectives in mind, the Eckert Wordell team met with the Foundation regarding their goals and concerns and conducted physical evaluations of the three Cottages. The result of the master planning effort resulted in a detailed historic preservation report, building systems (MEP engineering) report, and recommendations for revitalizing the Cottages (architectural and interior finish updates).

A brief summary of findings and recommendations for each Cottage can be found on the ensuing pages.



### NEXT STEPS:

- Foundation and County to determine if projects are to be funded through philanthropy or County funding with bonds or millage. Additional funding opportunities may be available through the State of Michigan State Historic Preservation Office.
- Determine approach to renovating the Cottages: individually (on separate timelines) or all three at once.
  - Fiscally, renovating all three at once would be the best option.
  - Smaller, individual projects (i.e., roof replacement, façade painting, etc.) at each Cottage may also be completed on a separate timeline as funds permit.
- Contract with key team members (i.e., architecture, engineering, interior design, construction manager, etc.) to advance the design options for the desired renovations and begin the construction process.

### PROJECT TEAM

- Eckert Wordell | Architecture, Interiors, MEP Engineering
- Architecture+Design | Historic Preservation
- Spence Brothers | Cost Estimating

### KEY EVALUATION ACTIVITIES (COMPLETED IN 2024)

- Historic preservation study (8/19–23)
- Matterport (3D scan) of the buildings (8/26–28 & 9/16–18)
- MEP evaluation (9/17)
- Architecture and interiors evaluation (10/30)



## COTTAGE SUMMARIES

The following historic preservation evaluation criteria were used:

- General assessment of the building, its structure and its relationship to the Secretary of the Interior's Standards for Rehabilitation of Historic Properties in order to maintain its National Register standing.
- Review specific areas where moisture penetration is occurring or has occurred.
- Review issues of the structure and make recommendations concerning its preservation.
- Identify character defining elements that affect the historic significance of the building.
- Establish a priority list of issues that need to be addressed.

General recommendations:

- Create a checklist of tasks to be done seasonally and monthly in order to keep up on maintenance items, including:
  - A physical roof review to assure that drains are clear and minor cuts, tears, open joints and abrasions are addressed;
  - Chimneys, terrace level walls and masonry are checked for cracks, open joints and leaks;
  - Windows are checked for missing sealant, flaking paint, and proper operation; and
  - Monitor and touch-up paint at rust on handrail bases.
- Establish a follow-up process for project closeout after projects are accomplished by contractors or volunteers to assure tasks are fully accomplished, warranties are signed and drawings are filed in paper and digital form.

*Additional information about each building, including enlarged architectural plans, can be found in the Appendix.*



# EVERGREEN COTTAGE

BUILT 1901 | RENOVATED 1969 & 2000 | ASSISTED LIVING  
23,175 SF | 3-STORY + UNFINISHED ATTIC SPACE  
TRAVERSE CITY STATE HOSPITAL NATIONAL REGISTER HISTORIC DISTRICT (1978)  
521 COTTAGE ARBOR LANE, TRAVERSE CITY, MICHIGAN 49684

## ASSESSMENT OVERVIEW

### ARCHITECTURE:

#### Critical Issues

- Repair holes in facias and soffits to stop bats, insects, and rodents from entering.
- Have a structural engineer review the crack in the center and south end of the west porch slab as well as the rusted column bases on both porches; these will most likely need to be replaced.
- Check all chimneys, replace spalled bricks, repoint open mortar joints, and repaint.
- A hollow metal frame is rusted and needs replacing at the south end of the west porch at the exit door.
- Address major leaks and repairs in the north walls of units 005 and 006 as well as exterior drainage issues with downspout and existing drywell. Recommend consulting with civil & structural engineers.
- Remove vegetation that is attached to walls, holding moisture, and covering window sills.
- Replace spalled bricks wherever they occur and repoint masonry cracks that are larger than 1/32" and deeper than 1/2."
- Take historic mortar samples and have them analyzed to obtain the appropriate historic mix to use for resetting and re-pointing masonry.

#### Serious Issues

- Scrape, prime, and repaint flaking paint on windows and masonry walls.

#### Long-Term Issues

- Replace roofs.
- Refinish wood floors on the 2nd floor.

#### Floor Plan Recommendations

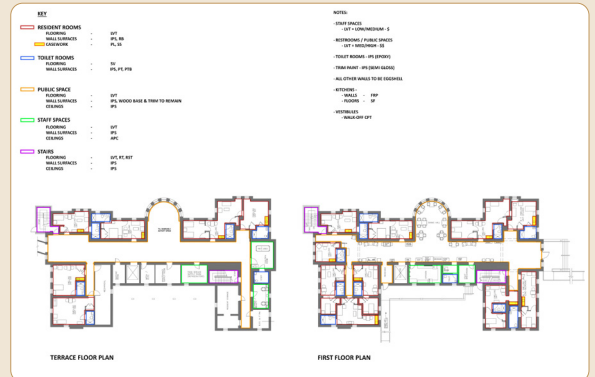
##### Terrace

- Convert obsolete tub/spa room into a staff breakroom.
- Convert beauty salon into new laundry room.
- Renovate rooms with water damage.
- Provide water proofing solution to prevent water infiltration.

##### First Floor

- Expand and renovate existing kitchen.
- New casework serving counter for dining room.
- Convert existing staff break room into toilet rooms.

Second Floor—No changes



#### Notes:

- **Critical issues** should be addressed within one (1) year.
- **Serious issues** do not present an imminent threat at this time but will lead to a threat if not addressed in three (3) years.
- **Long-term issues** do not present an imminent threat at this time but should be addressed on an ongoing basis as funds become available; best completed with five (5) years.

*See Appendix for detailed evaluations, enlarged floor plans, interior inspiration boards, and cost estimates.*



**INTERIOR:**

The main common spaces of the cottages feature early 19<sup>th</sup> century detailing and aesthetics. The goal is to provide residents with cozy living spaces with historic charm, elegant dining areas, and updated resident rooms to feel more like home. Recommendations for the terrace, first, and second floors include:

- All the common spaces, residents rooms, and support spaces will be planned to have upgraded interior finishes.
- Luxury vinyl tile is suggested for clean-ability, infection control, and to avoid tripping hazards.
- All the interior walls and hard ceilings will be painted.
- Support spaces with drop ceilings will get new acoustical tile and grid.
- The historic wall base and door casing will be maintained, sanded, and painted.
- Areas that need new trim will be patched in similar profiles and widths.
- Walk-off carpet will be used at all entrances to prevent dirt, rain, and snow getting into the facility.
- New millwork to be installed in resident rooms, common spaces, and kitchen.
- Light and plumbing fixtures will be replaced throughout.
- Fiber reinforced panels will be used in support spaces to protect the walls from damage by carts and goods.

**MECHANICAL/ELECTRICAL/PLUMBING:**

- Plumbing systems, mechanical systems, fire suppression systems, electrical service, electrical lighting, electrical panels, electrical lighting and fire alarm were reviewed and evaluated.
- Gas, electrical and water service appear to be adequate for proposed renovations.
- The building is fully sprinkled.
- The existing lighting is a combination of incandescent and LED.

**Recommendations**

- Replace Raypak boilers.
- Replace non-operational valves as well as adding additional valves to allow the heating and cooling loops to be isolated as well as maintained.
- Replace outdoor chiller and indoor evaporator barrel.
- Replace inline pumps for boiler and chiller.
- Recommend that the 2-pipe system (both chilled water supply/return and hot water supply/return in same piping system) should be replaced with a 4-pipe system with individual cooling supply/return and heating supply/return loops.
- Replace system pumps for 4-pipe system.
- Replace blower coil units/air handling units with new units which include both cooling coil and heating coil.
- Replace all electrical panels within the next ten years. The life span on this equipment is typically 25–30 years, also replacement/new parts may become difficult to acquire.
- Replace incandescent or fluorescent lighting. This will save on future building energy consumption.

**SITE:**

- Part of a 28-acre campus and the building is part of the Traverse City State Hospital National Register Historic District.
- Sidewalks and parking lot are in adequate condition.

**Recommendations**

- Recommend allocating capital dollars over next 10 years to replace sidewalks (as required) and resurface the parking lot.
- With each building renovation, plan to allocate budget to trim existing shrubs and supplement existing with new plantings, mulch, and stone.

**CONSTRUCTION COST ESTIMATES:**

*Spence Brothers Construction prepared a cost estimate based on preliminary concept plans, design narratives, and site visit.*

Total Project Cost .....	\$5,174,491
Construction and Contingency Cost.....	\$4,940,340
Renovation Cost .....	\$190.95/SF

**Includes:**

- IT systems, radio systems, nurse call systems, door security systems, and CCTV systems.
- Phasing the project and staying operational during the renovation.

**Excludes:**

- Design services (i.e., architecture, interior design, MEP engineering, civil engineering, structural engineering, etc.), asbestos, furniture, artwork, signage, and elevator modernization.

*See Appendix for a detailed cost estimate.*



# HAWTHORNE COTTAGE

BUILT 1901 | RENOVATED 1969, 2001 & 2012 | ASSISTED & INDEPENDENT LIVING  
27,946 SF | 3-STORY WITH A TERRACE & ATTIC  
TRAVERSE CITY STATE HOSPITAL NATIONAL REGISTER HISTORIC DISTRICT (1978)  
523 COTTAGE ARBOR LANE, TRAVERSE CITY, MICHIGAN 49684

## ASSESSMENT OVERVIEW

### ARCHITECTURE:

#### Critical Issues

- Repair holes in facias and soffits to stop bats, insects, and rodents from entering; especially below the end of the shorter gutter where the projected wall meets the main roof on the northeast façade where a squirrel was seen entering.
- Replace the rusted handrails and cracked concrete steps as well as the wood ramp at the northeast entry. Recommend having a structural engineer review this area to see if they might be salvaged.
- The right column, when facing the northeast entry door, is rusted at the base and should be replaced.
- Check all chimneys, replace spalled bricks, repoint open mortar joints, and repaint.
- Two (2) hollow metal doors and frames are rusted and need replacing between the northwest wings, as well as the door and frame at the north end of the tunnel at the northwest façade.
- Replace the missing downspout at the southeast façade, upper roof, left of the curved wall at the corner of the projected wall
- Check and repair shingles where they have come loose at the conical roof (series of vertical joints).
- Remove vegetation that is attached to walls and covering window sills.
- Replace spalled bricks wherever they occur and repoint masonry cracks that are larger than 1/32" and deeper than 1/2."
- Take historic mortar samples and have them analyzed to obtain the appropriate historic mix to use for re-setting and re-pointing masonry.
- Replace the wood window sill at the terrace level far left location when facing northeast at the southwest end wall.

#### Serious Issues

- Scrape, prime, and repaint flaking paint on windows and masonry walls.

#### Long-Term Issues

- Replace roofs.
- Refinish wood floors on the 2nd floor.

#### Floor Plan Recommendations

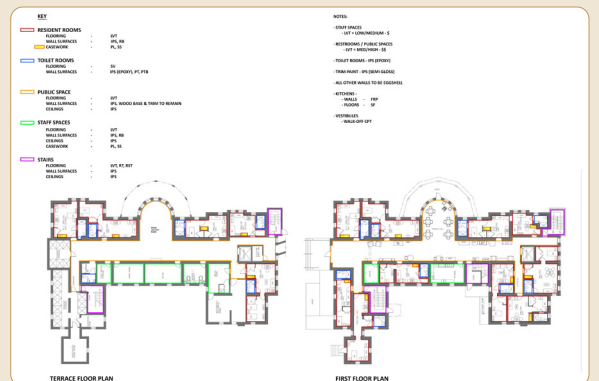
##### Terrace

- Renovate beauty/barber shop.
- Renovate staff break room.

##### First Floor

- Renovate warming kitchen.
- New casework serving counter for dining room.
- Renovate exterior stairs, ramps, and decks.

##### Second Floor—No Change



#### Notes:

- **Critical issues** should be addressed within one (1) year.
- **Serious issues** do not present an imminent threat at this time but will lead to a threat if not addressed in three (3) years.
- **Long-term issues** do not present an imminent threat at this time but should be addressed on an ongoing basis as funds become available; best completed with five (5) years.

*See Appendix for detailed evaluations, enlarged floor plans, interior inspiration boards, and cost estimates.*



**INTERIOR:**

The main common spaces of the cottages feature early 19th century detailing and aesthetics. The goal is to provide residents with cozy living spaces with historic charm, elegant dining areas, and updated resident rooms to feel more like home. Recommendations for the terrace, first, and second floors include:

- All the common spaces, resident rooms, and support spaces will be planned to have upgraded interior finishes.
- Luxury vinyl tile is suggested for clean-ability, infection control, and to avoid tripping hazards.
- All the interior walls and hard ceilings will be painted.
- Support spaces with drop ceilings will get new acoustical tile and grid.
- The historic wall base and door casing will be maintained, sanded, and painted.
- Areas that need new trim will be patched in similar profiles and widths.
- Walk-off carpet will be used at all entrances to prevent dirt, rain, and snow getting into the facility.
- New millwork to be installed in resident rooms, common spaces, and kitchen.
- Light and plumbing fixtures will be replaced throughout.
- Fiber reinforced panels will be used in support spaces to protect the walls from damage by carts and goods.

**MECHANICAL/ELECTRICAL/PLUMBING:**

- Plumbing systems, mechanical systems, fire suppression systems, electrical service, electrical lighting, electrical panels, electrical lighting, and fire alarm were evaluated.
- Gas, electrical, and water service appears to be adequate for proposed renovations.
- The building is fully sprinkled.
- The existing lighting is a combination of incandescent and LED.

**Recommendations**

- Replace Raypak boilers.
- Replace non-operational valves as well as adding additional valves to allow the heating and cooling loops to be isolated as well as maintained.
- Replace outdoor chiller and indoor remote evaporator barrel.
- Replace inline pumps for boiler and chiller.
- Recommend that the 2-pipe system (both chilled water supply/return and hot water supply/return in same piping system) should be replaced with a 4-pipe system with individual cooling supply/return and heating supply/return loops.
- Replace system pumps for 4-pipe system.
- Replace blower coil units/air handling units with new units which include both cooling coil and heating coil.
- Replace all electrical panels besides new panel 'AT-2' within the next ten years. The life span on this equipment is typically 25–30 years, also replacement/new parts may become difficult to acquire.
- Replace incandescent or fluorescent lighting. This will save on future building energy consumptions.

**SITE:**

- Part of a 28-acre campus and the building is part of the Traverse City State Hospital National Register Historic District.
- Sidewalks and parking lot are in adequate condition.

**Recommendations**

- Plan to allocate capital dollars over next 10 years to replace sidewalks (as required) and resurface the parking lot.
- With each building renovation, plan to allocate budget to trim existing shrubs and supplement existing with new plantings, mulch, and stone.

**CONSTRUCTION COST ESTIMATES:**

*Spence Brothers Construction prepared a cost estimate based on preliminary concept plans, design narratives, and site visit.*

<b>Total Project Cost .....</b>	<b>\$4,822,401</b>
<b>Construction and Contingency Cost.....</b>	<b>\$4,569,489</b>
<b>Renovation Cost .....</b>	<b>\$163.51/SF</b>

**Includes:**

- IT systems, radio systems, nurse call systems, door security systems, and CCTV systems.
- Phasing the project and staying operational during the renovation.

**Excludes:**

- Design services (i.e., architecture, interior design, MEP engineering, civil engineering, structural engineering, etc.), asbestos, furniture, artwork, signage, and elevator modernization.

*See Appendix for a detailed cost estimate.*



# WILLOW COTTAGE

525 COTTAGE ARBOR LANE, TRAVERSE CITY, MICHIGAN 49684  
BUILT 1892 | RENOVATED 1969, 1970-78, 2001 | ASSISTED LIVING & MEMORY CARE  
TRAVERSE CITY STATE HOSPITAL NATIONAL REGISTER HISTORIC DISTRICT (1978)  
19,752 SF | 3-STORY WITH A TERRACE & ATTIC

## ASSESSMENT OVERVIEW

### ARCHITECTURE:

#### Critical Issues

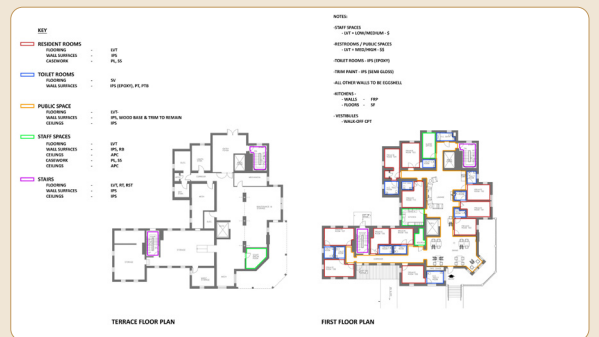
- Repair holes in facias and soffits to stop bats, insects, and rodents from entering.
- Replace the rotted wood handrail supports at the entry to the southeast corner porch.
- There are three (3) columns on the north wall that are rusted at the bases. Rust should be removed and they should be primed and painted with an iron oxide paint. Recommend consulting with a structural engineer.
- Check all chimneys, replace spalled bricks, repoint open mortar joints, and repaint.
- Two (2) single hollow metal doors and frames are rusted and need replacing. One at the northeast corner at the basement and one at the exit stair centered in the north wall of the west wing. The same applies to the pair of doors centered at the northern most wall at the basement.
- The downspout at the northeast corner needs reconfiguring so it is continuous and isn't buried in the ground at its termination. The one at the northern section of the west façade has a good connection but it terminates into the ground as well. Recommend splash blocks below downspout terminations.
- Check and repair shingles where they have come loose at the dormer roof over the southeast porch.
- Remove vegetation that is attached to walls and covering windows, repair/replace window wells and windows as needed.
- Replace spalled bricks wherever they occur and repoint masonry cracks that are larger than 1/32" and deeper than 1/2."
- Take historic mortar samples and have them analyzed to obtain the appropriate historic mix to use for resetting and re-pointing masonry.
- Scrape, prime, and paint where flaking is present; 50% of window trim at this point.
- Repair window frame and cracked concrete sill at the basement window on the east wall just north of the corner porch.

#### Serious Issues

- Scrape, prime, and repaint flaking paint on windows and masonry walls continued from critical list.
- If the engineering study confirms that the columns on the north wall should be replaced, that should be done.

#### Long-Term Issues

- Replace roofs when needed.
- Clean or replace carpet if the stains can't be removed in the 2nd floor lounge.



#### Notes:

- **Critical issues** should be addressed within one (1) year.
- **Serious issues** do not present an imminent threat at this time but will lead to a threat if not addressed in three (3) years.
- **Long-term issues** do not present an imminent threat at this time but should be addressed on an ongoing basis as funds become available; best completed with five (5) years.

*See Appendix for detailed evaluations, enlarged floor plans, interior inspiration boards, and detailed cost estimates.*



Floor Plan Recommendations

Terrace

- Renovate existing staff break room into a laundry room.
- Renovate existing maintenance room into a new staff break room with a window and an additional, functional maintenance area.

First Floor

- Renovate shower room.
- Renovate nurse office.
- Renovate and expand kitchen; delete room 110.
- Expand lounge space; delete room 100.
- Flip function of dining room and lounge spaces.
- Renovate existing stairs, ramps, and decks.

Second Floor

- Renovate shower room.
- Laundry moves to Terrace Level.

INTERIOR:

The main common spaces of the cottages feature early 19th century detailing and aesthetics. The goal is to provide residents with cozy living spaces with historic charm, elegant dining areas, and updated resident rooms to feel more like home. Recommendations for the terrace, first, and second floors include:

- All the common spaces, resident rooms, and support spaces will be planned to have upgraded interior finishes.
- Luxury vinyl tile is suggested for clean-ability, infection control, and to avoid tripping hazards.
- All the interior walls and hard ceilings will be painted.
- Support spaces with drop ceilings will get new acoustical tile and grid.
- The historic wall base and door casing will be maintained, sanded, and painted.
- Areas that need new trim will be patched in similar profiles and widths.
- Walk-off carpet will be used at all entrances to prevent dirt, rain, and snow getting into the facility.
- New millwork to be installed in resident rooms, common spaces, and kitchen.
- Light and plumbing fixtures will be replaced throughout.
- Fiber reinforced panels will be used in support spaces to protect the walls from damage by carts and goods.

MECHANICAL/ELECTRICAL/PLUMBING:

- Plumbing Systems, mechanical systems, fire suppression systems, electrical service, electrical lighting, electrical panels, electrical lighting, and fire alarm were evaluated.
- Gas, electrical, and water service appear to be adequate for proposed renovations.
- The building is fully sprinkled.
- The existing lighting is a combination of incandescent and LED.

Recommendations

- Replace Raypak boilers.
- Replace non-operational valves as well as adding additional

valves to allow the heating and cooling loops to be isolated as well as maintained.

- Replace outdoor chiller and indoor evaporator barrel.
- Replace inline pumps for boiler and chiller.
- Recommend that the 2-pipe system (both chilled water supply/return and hot water supply/return in same piping system) should be replaced with a 4-pipe system with individual cooling supply/return and heating supply/return loops.
- Replace system pumps for 4-pipe system.
- Replace blower coil units/air handling units with new units which include both cooling coil and heating coil.
- Replace all electrical panels within the next ten years. The life span on this equipment is typically 25–30 years, also replacement/new parts may become difficult to acquire.
- Replace incandescent or fluorescent lighting. This will save on future building energy consumptions.

SITE:

- Part of a 28-acre campus and the building is part of the Traverse City State Hospital National Register Historic District.
- Sidewalks and parking lot are in adequate condition.

Recommendations

- Plan to allocate capital dollars over next 10 years to replace sidewalks (as required) and resurface the parking lot.
- With each building renovation, plan to allocate budget to trim existing shrubs and supplement existing with new plantings, mulch, and stone.

CONSTRUCTION COST ESTIMATES:

Spence Brothers Construction prepared a cost estimate based on preliminary concept plans, design narratives, and a site visit.

Total Project Cost .....	\$3,781,807
Construction and Contingency Cost.....	\$3,563,576
Renovation Cost .....	\$180.42/SF

Includes:

- IT systems, radio systems, nurse call systems, door security systems, and CCTV systems.
- Phasing the project and staying operational during the renovation.

Excludes:

- Design services (i.e., architecture, interior design, MEP engineering, civil engineering, structural engineering, etc.), asbestos, furniture, artwork, signage, and elevator modernization.

See Appendix for a detailed cost estimate.



## APPENDICES

FLOOR PLANS

INTERIOR CONCEPT BOARD

PRELIMINARY CONSTRUCTION COST ESTIMATES

HISTORICAL PRESERVATION REPORT

BUILDING SYSTEMS REPORT