



Greenmead Historical Park Master Plan

Abstract

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Introduction

The City of Livonia released a Request for Proposals on November 20, 2020 for the development of a *Master Plan for Greenmead Historical Park*. A consultant team comprised of Wade Trim (project manager/team leader with historic preservation and urban planning experience, additional planners, landscape architects, and surveyors), Tom Roberts Architects (historic architects), Sharon Carlson (collections), and Integrity Building Group (constructability review) was selected with a contract being signed in March 2021.

The city had requested proposals from teams that would include community analysis, technical assistance, and recommendations regarding a 20-year master plan for the future development and operations of Greenmead Historical Park. This effort was to engage with a variety of stakeholders in the development of this Plan.

Greenmead Historical Park is located on the site of the Simmons-Hill Farm on land that was first purchased in 1824. The Simmons family actually moved from New York state in 1826 to first settle the land. The farm complex retains most of the historic structures from the period of the farm operations including one of the earliest barns erected in Livonia Township, the North Barn in 1829. The site also includes the Livonia Historical Village that includes the buildings relocated from the Newburg Road/Ann Arbor Trail intersection and other historic buildings from Livonia that would have been lost to suburbanization. The overall site, which measures approximately 95 acres, also includes soccer fields, event parking, and a woodlands with a nature trail.

The City is desirous of a new implementable master plan to help guide the rehabilitation and future improvements and development of Greenmead. This plan was developed to be aspirational yet recognize the City's financial, staffing, and operational constraints. The plan scope and objectives of the master plan are to:

- 1) Conduct an Existing Conditions Analysis of the historical buildings and features of the site including the historical significance of each
- 2) Develop a Mission and Vision that achieves a unifying direction for development of the site
- 3) Formulate specific Goals and Actions that developed out of public engagement efforts that will be implemented during the Plan
- 4) Create a comprehensive Site Plan that stitches together the features of the site and illustrates where improvements will be made

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- 5) Develop a Facility Plan that lays out the timing for physical improvements and identifies facility and staffing issues/locations/constraints
- 6) Draft a new Interpretation Strategy that brings together the site's various historical narratives into a unified whole that tells the story of the settlement and development of America's Midwest
- 7) Adopt a Collections Plan that ensures that the site's important artifacts are properly stored and catalogued, items that are collected further the Park's Mission and Vision, and the deaccession of any materials that do not meet these goals
- 8) Formulate a phased Capital Improvements Plan that utilizes the results from the public engagement efforts and the Site and Facility Plan recommendations into a comprehensive plan with cost estimates and priorities
- 9) Complete a Constructability Analysis of the first phase of the Capital Improvement Plan that will kick-off this project and illustrate the broad goals of the Master Plan.

This plan received public input through surveys, focus groups, and engagement with the Greenmead Historical Park Steering Committee. The plan includes analysis of the site along with background materials, and all of the relevant information is included in the various sections of the Plan or in the Plan's Appendices.

The overarching goal of the Steering Committee in guiding the development of this Plan was the development of an implementable vision paired with concrete actions that would create a park with facilities and programs that will bring visitors to Greenmead Historical Park 365 days a year for unique experiences that cannot be achieved anywhere else in Metro Detroit.



Public Engagement

Multiple public engagement efforts were utilized to gain input from the general public and interested parties in the development of the Greenmead Master Plan. These activities included the formation of the Project's Steering Committee, the development of a promotional video, creation of a project website, deployment of multiple messages via the City's social media outlets, hosting an informational booth at a major Greenmead event, and the convening two focus groups.

The Steering Committee, representing a cross-section of City officials and staff, was convened to guide the project team throughout the Plan's development. City Council Member Jim Jolly served as the chair of the Steering Committee. The Steering Committee members were:

Jim Jolly	Livonia City Council
Scott Bahr	Livonia City Council
Paul Condon	Parks and Recreation Commission
Ted Davis	Superintendent – Livonia Parks and Recreation
Lindsey Hakala	Historical Commission
Kathy Johnson-Bartshe	Historic Preservation Commission
Cathy Kevra	Parks and Recreation Commission - alternate
Brandon McCullough	City Council
Mark Taormina	Planning & Development Department Director
Emily Tchorz-Fielder	Greenmead Program Supervisor

Throughout the planning process, the Steering Committee met to provide input to the consultant team and react to a variety of materials presented to them. This group met at key stages of the Plan's development including conducting an off-site visit to Northville's Mill Race Village.

At the beginning of the process, the Steering Committee guided the development of the project's logo and its slogan: Greenmead 365 Imagine • Discover • Explore. The committee wanted to focus the engagement efforts on making the Park more active every day where families will come for experiences that can't be replicated at other parks in Livonia or across Metro Detroit.

With the project occurring during the COVID-19 pandemic, public engagement included a specialized online engagement platform from Bang-the-Table. Their internet-based engagement tool is specifically designed to promote and support robust civic engagement and information sharing in a moderated supportive environment. A project website was created, <https://greenmead365.com> (since decommissioned) that provided a significant amount of information about the scope of the master planning effort and included specific pages about the project in general, public outreach efforts, site analysis, mission & vision and goals and objectives development, site planning and programming, collections planning, and the capital improvements plan. The website included polling functions, surveys, and mapping opportunities.

One of the most utilized portions of the website was a survey that asked respondents how they currently use and how they would use Greenmead Historical Park. It asked respondents:

- How often they visited the Park and for what type of event

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- What types of events would encourage them to return more often
- What success would look like at the Park in 20 years
- Would they attend special events at a new community space
- Would they be willing to pay for special programming.

These survey results in tabular and written form are included in the Public Engagement appendix.

A three-minute promotional aerial video was created to help drive interest in the Park and the Greenmead 365 planning efforts. Set to music, the video highlighted the existing historical features in a cinematographic way. The City promoted the video on its social media platforms and on cable TV as well.

To engage with Park users, a Greenmead 365 informational booth was strategically located between two main parts of the Touch-a-Truck event that was held on August 30, 2021. One half of the booth provided displays and information about the Greenmead 365 project while the other half included a display on historical ice cream making. To engage with families, kids could churn modern hand-crank ice cream makers. Once parents realized this was free and their child would receive a tasty treat, they would briefly engage with the Greenmead 365 staff. This provided the opportunity to interact with the parents about Greenmead, what they'd like to see, and what they're looking for on weekends to do with their families. A wrap-up report is included in the Public Engagement appendix.

To gain additional insight into people's desires for the Park, two focus groups were held on January 24 and 27, 2022. Attendees were selected from a number of volunteers with each group balanced by age, location of residence, interests and profession, and other characteristics.

The groups were led through facilitated discussion to generate interesting ideas about the future of the Park. Brainstorming discussions occurred about opportunities and options for Greenmead and five big questions that need to/should be addressed during the development of the Plan. At the end of each evening, the attendees were asked to rank prospective projects. The results of the Focus Group interactions is found in the Public Engagement appendix.

The results of these engagement efforts were shared with the consultant team and the Steering Committee, and this input was important in the Plan's overall development. The overwhelming comments were that the public would like the Park to be developed in a way that preserves the Park's historic components, but that ensures that the Park has events, facilities, and programming that made it a year-round destination.

One of the overwhelmingly public responses throughout all of the engagement was that many respondents would like to see the Park operate like Greenfield Village. The ability for the City of Livonia to develop and operate a living history museum with a historical village of only 12 buildings and a single farm is unlikely, and this type of facility would be extremely expensive to operate and would require significant capital and annual operating subsidies from the City. Instead, this Plan delineates numerous ways to leverage Greenmead's unique historic assets more effectively while adding complimentary facilities and activities that will enliven the Park year-round while creating opportunities for public-private partnerships that could be developed by non-City of Livonia entities.



Existing Conditions –

Architectural Site Inventory

Thomas Roberts Architects conducted a building assessment of the current conditions within Greenmead Historical Village and the two barns of the Farm complex.

These assessments are to provide a holistic view of the complex and its conditions at the time of the preparation of the Master Plan. They are also to provide a sense of the existing patterns of defects affecting the structures.

The physical conditions of building systems and components were assessed into three categories as outlined by state and federal preservation guidelines:

- Good: Indicates that minimum maintenance and simple repair is needed
- Fair: Indicates that minor maintenance or repair is needed
- Poor: Indicates that major repair or replacement is warranted.

The assessment also identified areas or components that required immediate attention and locations that should be monitored.

Detailed building assessments were completed for the Alexander Blue Office, Nankin Mills School, and the South Barn. These buildings are in the worst condition, and it is important to identify the repairs necessary for these three structures. General building assessments were completed for the remaining resources.

Preliminary estimates of probable costs were developed for site work, exterior, interior, building systems, and structural stabilization. These costs are based on 2022 construction estimates.

The full Building Assessment Final Report may be found in the Existing Conditions Appendix.

Building Descriptions and Historical Significance Statements

State of Michigan State Historic Preservation Office Architectural Properties Identification Forms for individual resources at Greenmead Historical Village have been completed.

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These survey forms provide information regarding location, property type, architectural information, eligibility determination for listing to the National Register of Historic Places, narrative descriptions, histories of the specific resources, and statements of significance.

Copies of these forms may be found within the Existing Conditions Appendix.

Greenmead Historic Village SITE CONTEXT MAP





Greenmead 365 Revitalization Plan

This section of the Greenmead Historical Park Master Plan outlines the specific components of the Master Plan including the Mission and Vision; Site Plan; Goals and Actions; Facility Plan; Interpretation Plan; Collections Plan; Capital Improvements Plan, and Specific Cost Estimates for the identified priority project.

This plan has been formulated with the goal of increasing the number of year-round visitors to Greenmead Historical Park and to create a cohesive interpretive message that leverages the unique qualities of the Park to a larger audience. The overarching goal of the Master Plan is to create facilities at the Park that will encourage more frequent visitors to the park while leveraging the City's constrained financial and staffing assets.

Mission and Vision

Through the extensive public engagement process and discussions with the Master Plan Steering Committee, the following Mission and Vision were developed:

- MISSION - To create a historical park that inspires visitors to learn about the developmental history of our region through Greenmead's uniquely assembled collection
- VISION - Greenmead will become a vibrant park that promotes repeated use where the Greenmead Farm and Village tell the story of Midwestern settlements with facilities and programs that inspire people to learn from these traditions to help shape a better future

This Mission and Vision have been developed to create a unified guide to propel the park forward, focusing on realigning the Park's interpretive message to weave the various existing stories associated at Greenmead Historical Park into a singular message. This expanded and interconnected story will enable more visitors to be able to connect with the message and learn how Greenmead uniquely illustrates the rapid growth of the Midwest in the 19th Century and the suburbanization of America in the 20th Century.



Site Plan

One key component of this Master Plan is the development of a Site Plan that illustrates the physical improvements envisioned by the Plan over the next twenty years. This plan has been developed with careful guidance from the City of Livonia and the Master Plan Steering Committee. The Site Plan graphically illustrates the physical steps that will support accomplishing the Plan's Mission and Vision while achieving the City's broad goals for the development of Greenmead Historical Park over the Master Plan's term.

This Plan recognizes that all of the Greenmead Farms National Register Historic District is an important historical asset, and every effort should be made to retain the site under single ownership. This plan has been developed to limit the permanent physical interventions closest to Greenmead Farm and the Historical Village while allowing for some newer public facility interventions further south within the Park. The proposed interventions at the north end of the Park are focused on adding facilities that will allow for expanding programming and activities year-round. Per the Secretary of the Interior's Standard's, these modern interventions could be removed in the future without lasting or irreversible impact on Greenmead Farm or the Historical Village. This Plan recognizes the heightened significance of the site in the core Farm building complex, within the Village, and visually adjacent areas to these spaces while allowing for the southern end of the site, which was always agricultural in use, to accept more intensive interventions. Rows of historical farm field tree lines exist between the proposed municipal infrastructure facilities and the historical core found in the northern part of the Park.

An important component of the proposed site plan is the diversion of the existing east-west vehicular traffic from the core of the historical site through the Village and along the current roadway south of the Alexander Blue House to a location further south. The southern cross-access road will improve the overall visitor experience by creating a pedestrian-focused realm for the visitor. Currently, this vehicular traffic is often traveling at high rates of speed and often just cutting through the site.

A core organizing principal of the Site Plan is the development of a central gathering feature that will serve as an organizing tool for the entire Park. Currently, the Park has disparate assets that are spread throughout site. This Site Plan creates a new plaza that is located between the two main historical features – Greenmead Farm and the Historical Village -- creating a major new visitor feature while establishing a centralizing organization to the Park.

The rehabilitated Nankin Mills School will front onto this plaza, and the facility will serve as an orientation point to the historical features at the Park. It will house interpretive exhibits that illustrate the settlement of the Midwest and how Greenmead Historical Park uniquely tells this nationally significant story. To further the plaza's centralizing role at the Park, a new multi-season pavilion will occupy the southern side of this feature. This pavilion will include a covered ice skating rink in the winter that can function as a covered event space in the summer along with a stage facing south onto a large open events lawn. The pavilion will be designed so that its appearance fits into this historic agrarian landscape.

A natural playground has been strategically located to act as a linkage between the petting zoo/farm, the Greenmead Farm complex, and the Village. This playground is to be constructed with a design intent that is based on telling the farming and rural development story. All of the play features will be

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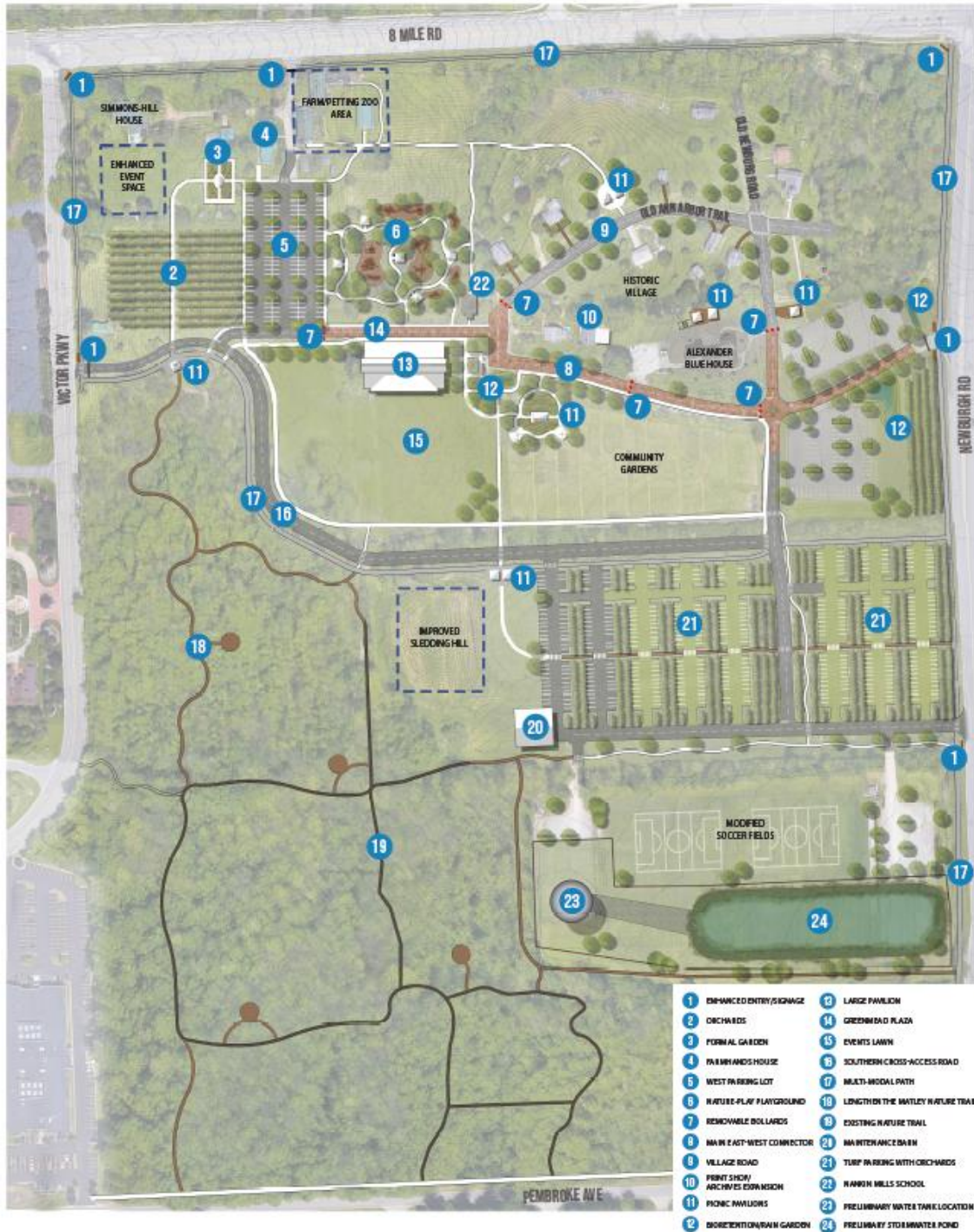
built using natural materials and designed to create an experience for the children about clearing a woodland and developing and operating a frontier farm. There are few natural playgrounds in Metro Detroit so this feature will be a draw to families across the region, and a tool to market the historical activities at the Park.

Recognizing the City's constraints, the Greenmead 365 Site Plan is designed to be implemented in four phases. These phases will be further discussed and expanded upon in the Facility Plan and the Park's Capital Improvements Plan.

See the Appendices for a full-size version of the Site Plan.

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Greenmead 365 Site Plan Features:

- Enhanced Entry/Signage – Improve the recognition of Greenmead Historical Park with new signage at key focal points on the Park's border. The two main entries and the historic entry to the Farm will be enhanced with gateways that mimic original historical features

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- Orchards – Re-introduce a historic land use with the installation of an orchard south of Greenmead Farm and along Newburg Road
- Formal Garden – Create a formal garden just west of the proposed west parking lot. This garden can work in conjunction to the event space at the Simmons-Hill House and the greenhouse to the north
- Farmhands House – Repurpose to include restrooms for the Farm/Petting Zoo at the South Barn, the North Barn and Nature-Play Playground
- West Parking Lot – Reconstruct and expand the existing parking lot to serve the Farm/Petting Zoo, Central Plaza, and Nature-Play Playground
- Nature-Play Playground – Major family attraction designed to integrate the Park’s history as a frontier farming site into the playground’s overall theme that encourages children to learn about the history of Greenmead through play
- Removable Bollards – Install these traffic control devices to limit vehicular traffic to certain areas either full time (in the case of the Village) or along the existing east-west road during special events and at other times
- Upgraded Roads –
 - Existing East-West Connector - Central Plaza to be constructed using pavers, which will signify the pedestrian-centric nature of the area while remainder of road will be completed with stamped concrete with a red brick pattern
 - Village Road - Village loop road to be constructed of exposed aggregate concrete to reduce maintenance
- Print Shop/Archives Expansion – Former print shop to be enlarged to create a single climate-controlled facility for storage of all the Greenmead paper and household collections, reducing the likelihood of materials being damaged or inappropriately stored in other locations that lack climate control
- Picnic Pavilions – Numerous new pavilions scattered throughout the Park to encourage families to come and enjoy meals and reunions in the Park
- Bioretention/Rain Gardens -Install green infrastructure (rain gardens and bioswales) throughout the Park, enhancing the site’s stormwater controls while improving the quality of stormwater produced onsite
- Greenmead Pavilion – Year-round events facility with winter ice-skating and covered three-season space with stage and large concert lawn. Public restrooms and a concession booth will also be included within the pavilion as well as a utility closet for the ice rink and other maintenance
- Greenmead Plaza – Centralizing pedestrian feature that can be used to host events, food trucks, or general park activities
- Events Lawn – Large centralized feature to host major City-wide events and concerts
- Southern Cross-Access Road – New cross-access road connecting the expanded western parking lot with the overflow parking near the soccer fields, allowing for the Blue House drive to be closed during major events
- Multi-Modal Path Network– Create an interior network that seamlessly connects all of the park’s features together that improve circulation and creates a recreational hub at the Park. This network of cement sidewalks will provide handicapped-accessible routes to all main visitor areas

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- Lengthen the Matley Nature Trail – Expand the existing trail by cutting new trails through the woods, installing outdoor “classrooms”, creating new linkages to the site from the east and south while inter-connecting the nature trail to the Park’s path network
- Maintenance Barn – New facility for the storage of Parks and Recreation Department equipment used at Greenmead, allowing all of the City equipment and equipment storage to be removed from the North and South Barns
- Turf Parking with Orchards – Reduce the aesthetic impact of the underutilized overflow parking lots by installing grass-paving mesh with rows of apple trees that will be an extension of the main orchard that allows for occasional large-event parking. The western-most portion of the lot is to be paved near the sledding hill
- Nankin Mills School Interpretive Center – School rehabilitated with new interpretive displays telling the unified Greenmead story. An addition will be constructed on the rear of the building for circulation and facilities with a small catering kitchen
- Petting Zoo/Display Farm – Concessionaire-run facility in the South Barn that interprets the history of farming at Greenmead and role of farming in the settlement of Livonia while the North Barn will be rehabilitated to house outside vendors that will support year-round programming
- Nonmotorized Pathways – Install new nonmotorized connections along Newburg and Eight Miles Roads and along Victor Parkway that creates safe and enjoyable access to the Park while supporting the development of the City’s nonmotorized network
- Blue House Intersection – Improve vehicular circulation and roadway aesthetics at the main entrance intersection with Old Newburg Road by adding a mini traffic circle, good signage, and distinctive hardscape
- Enlarged Sledding Hill – Enlarge the height of the existing hill to create a better sledding experience
- Enhanced Event Space - Add amenities to the south side of the Simmons-Hill House that will help facilitate small events such as weddings, parties, or small intimate concerts. These amenities may include improved electrical connections, built in AV and sound, small pavilion, seat walls, and plantings
- Formal Garden – Create a formal garden just west of the proposed West Parking Lot. This garden would work in conjunction to the event space to the west and the greenhouse to the north
- Improved Signage – Enhance the Park’s navigability by adding cohesive wayfinding signage for pedestrians and cars as well as educational signage at prominent site features
- Improve Four-Season Parking Lots – Utilize green parking lot design including tree islands and stormwater swales to make improvements to the east parking lot, and build a small four-season parking lot in the southern apple orchard overflow parking area
- Edge Treatments – Utilize traditional farm edge treatments to enhance the appearance of the Park’s north, east, and western frontages
- Increased Landscaping within the Village – Enhance visitor experience by installing an allée of street trees along the Village roads while installing historically appropriate low-maintenance landscaping within the Village

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- Rename Internal Roads & Install Street Sign in Village – Further the connection with the original location of the Newburg intersection by renaming the roads Old Newburg Road and Old Ann Arbor Trail within the Village and install traditional looking street sign at the intersection

Whenever possible, all improvements within the Park should be designed to Universal Design standards, which exceed the United States' American's with Disability Act standards. The goal is to ensure that all new facilities are built to be inclusive of accessibility, and when existing facilities are renovated that every effort be made to bring these facilities up to these Standards.

Due to the existing nature of many of the historic structures at the Park, it is reasonable to assume that not all of the public spaces would be able to be made accessible, but the City's goal should be to make the ground floors of all of the existing historic structures that are open to the public to be accessible through the addition of ramps on the side or rear elevations. All programming should be provided in accessible public spaces. Where special or unique features are only able to be viewed or experienced by able-bodied public and cannot be feasibly made fully accessible that alternatives be provided in those instances, including the use of virtual experiences.

The City's ADA Access Audit and Transition Plan, dated May 26, 2021, provides specific information and recommendations for accessibility improvements at Greenmead HP. This Transition Plan Summary recognizes over \$711,000 in proposed ADA improvements across the City's five phased Livonia Parks and Recreation Transition Plan Summary for Greenmead.



Goals and Actions

In order to assist in the implementation of the Master Plan, all of the concepts and features of this Plan have been divided into specific Goals and the Actions necessary to accomplish those Goals. The Goals are broken out into nine distinct categories and the Actions are listed within the most beneficial or appropriate order.

This breakdown is to separate the necessary projects and efforts into the areas best suited for certain individuals, groups, or entities. Certain steps will require action by the City Administration while others may be accomplished by volunteers or outside entities.

- | | |
|---------------|---|
| Goal 1 | Develop a foundation for the implementation of the Master Plan |
| Action 1 | Confirm municipal buy-in of the Plan including adoption of Greenmead Historical Park Master Plan by the City Council, Parks and Recreation Commission, Historical Commission, and Historic Preservation Commission |
| Action 2 | Include Greenmead Historical Park (HP) projects into City's Capital Improvement Plan |
| Action 3 | Develop sustainable funding plan for operations |
| Goal 2 | Preserve the historic integrity and significance of Greenmead |
| Action 1 | Develop building maintenance schedule for all historic buildings onsite |
| Action 2 | Utilize the Secretary of the Interior's Standards for Preservation for Greenmead Farm |
| Action 3 | Utilize the Secretary of the Interior's Standard for Rehabilitation for the properties within the Village |
| Goal 3 | Develop and deploy new comprehensive Interpretive Plan |
| Action 1 | Utilize a certified Interpretation Consultant to draft interpretive plan that pulls the separate stories of Greenmead together into a single narrative illustrating the settlement of the American Midwest |
| Action 2 | Rehabilitate Nankin Mills School into new interpretive center |
| Action 3 | Revamp onsite messaging to reflect expanded interpretive plan |
| Action 4 | Install new cutting-edge interpretive messaging inside and outside all facilities |
| Action 5 | Revise interpretive materials and docent training manuals to coincide with the new comprehensive interpretive plan |
| Goal 4 | Expand Greenmead HP Marketing Efforts |
| Action 1 | Implement a broadened web presence for Greenmead HP <ul style="list-style-type: none"> Deploy website designed specifically for marketing Greenmead to Metro Detroit and beyond Develop marketing strategy to highlight Greenmead as a regional historical attraction |
| Action 2 | Broaden Messaging <ul style="list-style-type: none"> Greenmead HP is a unique facility that offers a unique opportunity to learn about settlement history of Livonia/SE Michigan/Michigan/America's Midwest at one location |

Action 3 Install new environmental graphics
 “Effective environmental graphics combine form and function to transform spaces into something unique and memorable. They are a cost-effective marketing tool that **enhances brand perception and provides valuable information to employees and customers.**” **Thinking Big: The Importance of Environmental Graphics to Your Business** By Sally McKenzie | September 25, 2020

Goal 5 Improve Site Access and Visibility

- Action 1 Install traditional entry features at each of the main entrances to Greenmead and improve signage
- Action 2 Expand access of field trips for all Livonia elementary school students to have a one-day visit to the Newburg School through philanthropic support of a travel grant program
- Action 3 Build new nonmotorized pathways to Greenmead HP along Newburg and Eight Mile Roads
- Action 4 Install low-maintenance fencing or natural boundary around perimeter of the site to enhance traditional farm image

Goal 6 Improve Facilities

- Action 1 Follow recommendations of the Greenmead HP Master Plan Facility Plan for orderly investments in facility
 - Install New Roadway
 - Convert Nankin Mills School into interpretive center
 - Expand print shop/collections building
 - Install Natural Playground
 - Build new pavilion/skating rink
 - Build new park operations building
 - Restore Greenmead Farm’s historic barns and outbuildings
 - Convert underutilized parking lots into orchards with parking rows between trees
 - Develop an RFP to hire a company to operate a petting farm in the Greenmead South Barn
 - Expand nature walk
 - Improve sledding hill
 - Construct picnic pavilions
 - Install restroom near new playground
 - Build new maintenance building
- Action 2 Improve site maintenance with regular maintenance schedule for Simmons/Hill historic farm complex while utilizing newer more durable historically appropriate materials for buildings within the Village, where appropriate

Goal 7 Strengthen Collections

- Action 1 Adopt revised collections policy
- Action 2 Streamline/focus collections
- Action 3 Deaccession materials that do not meet collections policy

Action 4 Centralize all the collections into an expanded climate-controlled collections building in former print shop

Action 5 Ensure all materials are properly stored, provenance recorded, digital copies/images created and posted online, where appropriate

Goal 8 Improve Site Aesthetics

Action 1 Installation gateway improvements near Blue House intersection

Action 2 Develop partnership with Michigan State University to develop research opportunities related to heritage agriculture and orchards (pg 9 – 1998)

Action 3 Improve Village summer experience by increasing number of trees within the Village

Action 4 Create authentic time period landscaping for the structures in the Village

Action 5 Expand paint scheme of Village to include Queen Anne and Arts and Crafts and school, where appropriate (pg 10 – 1998)

Goal 9 Improve Visitor Experience

Action 1 Evaluate the operations of the store to ensure that the materials being sold are desired by the visitor as souvenirs and are period correct

Action 2 Develop and install wayfinding program to assist visitors to easily navigate the site

Action 3 Construct pedestrian friendly trail network that ensures universal accessibility wherever possible

Action 4 Identify potential public and private sector entities that could enter into partnership opportunities focused on visitor experience and educational opportunities

Facility Plan

To understand how the Park will function in the future and how the various new and improved features will interact with each other, a Facility Plan has been developed. This Facility Plan is laid out in several phases with individual projects that should be implemented together along with several projects that may be implemented at any time, based upon either available funding, staff capacity, or outside financial or volunteer support. The Facility Plan is geared to order the improvements in the Park based upon the events and activities envisioned by the Master Plan.

The first component of the Facility Plan breaks down the implementation steps into an ordered phasing approach that places more foundational projects at the beginning that will support later projects. One of the aims of the Facility Plan is to provide projects that will increase visitorship to the Park year round early into the Master Plan so that awareness of the Park is increased.

Facility Plan Phasing Schedule

Phase 1A – Central Plaza Development

- 1) Site infrastructure improvements
- 2) Ice skating/events/concert pavilion
- 3) Nankin Mills School Interpretive Center rehabilitation
- 4) Southern cross-access road
- 5) Construction of central events plaza
- 6) Western parking lot construction
- 7) Enhanced entries and signage
- 8) Construction of new maintenance building
- 9) Nature-Play Playground construction
- 10) Sledding hill improvements
- 11) Interpretive signage, displays, and collections

Phase 1B – Public-Private Partnership Improvements

- 1) Site infrastructure and landscaping improvements
- 2) North and South Barn rehabilitation
- 3) Construction of public restrooms in Farmhands House
- 4) Improvements to host Petting Zoo/Display Farm
- 5) Interpretive signage, displays, and collections

Phase 2 – Village Improvements

- 1) Site infrastructure improvements
- 2) Landscaping enhancements
- 3) Collections Building renovation and expansion
- 4) Village picnic pavilions
- 5) Blue Office Building restoration
- 6) Interpretive signage, displays, and collections

Phase 3 – Site Enhancements

- 1) Parking lot improvements – East
- 2) Edge landscaping/hardscaping treatments

- 3) Orchard overflow parking lot
- 4) Eastern orchard
- 5) Enhanced entries and signage

Phase 4 – Greenmead Farm Complex

- 1) Pathway and landscaping improvements
- 2) Construction of enhanced event space
- 3) Improvements to Simmons-Hill House
- 4) Improvements to signage and displays

Other projects –

- 1) Expansion of the nature trail
- 2) Construction of picnic pavilions – additional pavilions
- 3) Offsite Bikepath connections
- 4) Soccer field improvements and soccer parking lot upgrades

Insert David's rendering and image here

Facility Plan

Staffing

The second component of the Facility Plan delineates all of the activities and events that are and will be occurring at Greenmead Historical Park in the 2023 year and beyond. The listing is broken out by the time of year, its location within the Park, and the responsible staffing organization.

New events/activities that will occur at the Park due to the implementation of the Master Plan are in **blue**. Many of the **new** events won't start occurring until new facilities are constructed. Details about the timing of these improvements are included within the Capital Improvements Plan and Facility Plan's Phasing Schedule.

Time of Year	Location	Responsible staffing organization
January		
Drive the Cold Away Parlor Games	ABH	GHP
History Lecture Series	ABH	GHP
Game Night	ABH	GHP
Stories, Snacks, and Crafts	ABH	GHP/Volunteers
February		
The Snow Ball	ABH	GHP/Volunteers
History Lecture Series	ABH	GHP
Game Night	ABH	GHP
Stories, Snacks, and Crafts	ABH	GHP/Volunteers

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March

Quilting Class	ABH	GHP
St. Patrick's Party	ABH	GHP/Volunteers
Game Night	ABH	GHP
History Lecture Series	ABH	GHP

April

Stories, Snacks, and Crafts	ABH	GHP/Volunteers
Titanic Luncheon	ABH	GHP/Volunteer
Game Night	ABH	GHP
Earth Day	ABH/MH/Grounds	GHP/Volunteers/ Contractor
History Lecture Series	ABH	GHP
Jewelry Sale*	ABH	Historical Commission/ Volunteers/GHP

May

Children's Spring Tea	ABH	GHP/Volunteers
History Lecture Series	ABH	GHP
Game Night	ABH	GHP
Stories, Snacks, and Crafts	ABH	GHP/Volunteers
Plant Sharing*	Grounds	Livonia Garden Club

June

Summer Flea Market*	Grounds	GHP/Volunteers/Historical Commission
Motor City Irish Festival *	Grounds	Contractor
S'mores and Stories	Village	GHP/Volunteers
Livonia Garden Walk*	City/Hill	Friends of Greenmead
Sunday Tours*	Village	GHP/Volunteers

July

Murder Mystery Dinner	ABH	GHP/Volunteers
S'mores and Stories	Grounds	GHP/Volunteers
BIG Picnic	Grounds	GHP/Volunteers/Rec Staff
Sunday Tours*	Village	GHP/Volunteers

August

St. Andrew's Highland Games*	Grounds	Contractor
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S'mores and Stories
AMC Car Show*
Touch-A-Truck*
Sunday Tours*

Grounds
Grounds
Grounds
Village

GHP/Volunteers
Contractor
Rotary Interact Club/GHP
GHP/Volunteers

September

Fall Flea Market*

Grounds

GHP/Volunteers/
Historical Commission

Game Night
Guns n' Gowns*

ABH
Grounds

GHP
Contractor

October

Sunday Tours*
Metro Parks Program
Harvest Festival
Game Night
Halloween Walk*

Village
School
Grounds
ABH
Grounds

GHP/Volunteers
Contractor/GHP
GHP
GHP
GHP/Volunteers

November

Stories, Snacks, and Crafts
Highland Tea*

ABH
ABH

GHP/Volunteers
GHP/Volunteers

December

Santa Stroll*
Night of Lights*

Village
Grounds

GHP/Volunteers
GHP/Parks & Rec

Seasonal

Ice Skating – covered
Community Gardening
Virginia B. Matley Nature Trail
Sledding
Soccer
Concerts
Pavilion Stage
Simmons-Hill House Stage
Natural Playground
Picnicking
Petting Zoo
Interpretive Center
Bike Trail Network

Pavilion
Park
Park
Park
Park
Pavilion
Pavilion
Hill
Park
Park & Village
Farm
Village
Park

Parks & Rec
GHP
DPW
DPW
Parks & Rec & DPW
Parks & Rec
Parks & Rec
Parks & Rec
DPW
Parks & Rec
Contractor
GHP
DPW

On Request

Group Newburg Intersection Tours	Village	GHP/Volunteers
Newburg One-Room School field trips	Village	GHP/Volunteers
Research Appointments	Collections building	GHP
Weddings and Receptions	Newburg Church	GHP
Blue House Special Event Rental	ABH	GHP

Existing
[New](#)

* Long-running Greenmead Programs

- ABH Alexander Blue House
- MH Quaker Meeting House
- Hill Hill House
- GHP Greenmead Historical Park staff

One underutilized location is the Newburg School. At the time of the report’s writing, the school was receiving an average of only seven fieldtrips per year. This facility is a key learning opportunity for younger school-age children to spend an entire day-long fieldtrip immersed in history at the Newburg School. It has been reported that one limiting factor for class participation are the costs associated with the fieldtrip including travel expenses and fees. One effort of a new partnerships staff member would be to identify local philanthropic organizations that would support the underwriting of all travel and rental expenses associated with school-house rental. The program’s goal would be for every student within the City of Livonia to have the experience of attending the one-room schoolhouse during their elementary school career. A second component of the program would be to raise additional funds to support a traveling grant program for students from neighboring school districts to apply so they too could take advantage of Park’s living history learning experience. These living history experiences leave indelible marks on students, helping to bring history to life while exposing them viscerally to the power of local history. Those students who attend a one-room classroom experience will likely encourage their parents to take them to other events occurring at Greenmead.

**Facility Plan
 Staffing**

A third component of the Facility Plan assesses the staffing levels at Greenmead HP, identify where challenges exist, and make suggestions regarding reassignment of some activities to other groups within the parks system.

One of the major constraints at Greenmead Historical Park is staffing of the facility. Currently, there is one fulltime Greenmead Park manager, two programming staff, one administrative staff member, and seven part-time staff members. The existing Greenmead Historical Park staff is stretched extremely thin to accomplish the present and future event schedules. This assessment excludes the DPW staff that maintains the grounds and the buildings.

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A primary goal of this Master Plan is to ensure that the plan is developed in such a way that through significant effort and financial investment on the part of the City that the plan is achievable based upon the known and expected financial and staffing constraints of the City of Livonia. It is recognized that focused capital investments at the facility that develop long-term well-used visitor facilities will be more easily accomplished than significantly increasing year-round staffing at Greenmead. That is the rationale for the Nature-Play Playground, the pavilion/ice skating rink, the interpretive center, and the petting zoo/farm.

Though there was overwhelming public support for the development of a local Greenfield Village-like facility at Greenmead Historical Park with a living history museum with live interpreters, this goal isn't reasonably achievable. The City does not have enough specialty staffing necessary to operate the Village eight to nine months per year, fund-raise, and provide the specialty programming necessary to create a nearly year-round living history museum. Most all of America's living history museums are operated by non-profit entities, and they have a larger complex of historic buildings that allow for longer visits with more options for visitors to explore (see Listing of Historical Village document in Appendices).

One recommendation is to devote some staff effort on building additional partnerships with outside organizations to host events at the Park. This would include the Livonia Historical Commission, service clubs, schools, non-profits, garden clubs, educational organizations, for-profit businesses, and other organizations. This would help to expand the number of events occurring at the Park without added effort to the Greenmead Historical Park staff.

Many of the added events and activities associated with this plan would be implemented by regular Parks and Rec staff. These new events and activities would bring new visitors to Greenmead and increase the exposure of the existing events and activities to new audiences.

Another staffing recommendation is to have a single member of the City's public relations/marketing department to be assigned to work on promotional and marketing efforts on behalf of Greenmead. Many of the events being held at Greenmead are historical in nature and require specialized messaging that is different than the standardized municipal Parks and Rec events promotions. These events should be marketed to a wider audience than just the City of Livonia so it would be appropriate to have a staff member that learns about the Greenmead audience that is separate from the standard Livonia audience and develops language/messaging and media contacts that are more expansive than the City's normal operations that are mostly focused at the City's residents.

Another recommendation of the staffing plan is to review the annually recurring events at Greenmead to identify those activities that further the main goal of increasing visitor attendance to Greenmead HP while furthering the appreciation and understanding of the site's rich historical thematic story. All events supported by Greenmead Historical Park staff should be evaluated to determine if they're creating unique historically themed experiences for the attendees and to determine the number of attendees in relation to staff effort. Those events

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that do not meet the thematic or visitor goals should be eliminated or significantly overhauled, allowing for new events to be added to the schedule.

The public's interests change and expectations for types of events change over time, and if Greenmead's events are not being periodically refreshed or replaced, it is likely that both the visitor and staff are becoming "tired" with the event. Any of annual or seasonal events that do not meet the historical engagement goals of Greenmead HP should be reassigned to other staff within the City's Parks and Recreation Department to organize and host annually, allowing Greenmead Historical Park staff to focus on developing events and programming that further the Park's interpretive mission and to get the public to engage with and understand the Park's unique history.

To be successful at increasing visitorship to Greenmead HP year-round, careful and important investments in staff are necessary:

- 1) Expand Interpretive Experience
- 2) Broaden Educational Programming
- 3) Increase Events and Partnership Opportunities

Reinvigorating the docent program is another opportunity to expand the reach of City staff while expanding hours that the Village buildings are open. Attrition has depleted the available docents, and the lack of open hours was a major complaint that surfaced during the public engagement efforts. With the broadening of the interpretive themes at the Park, new volunteers may be interested in telling this unique story to first-time visitors, and a concerted effort to expand this program would be warranted.

Staff and volunteer enrichment is important and it is often overlooked. This beneficial activity allows frontline workers to be exposed to new trends in their respective or allied fields while professional journals and newsletters and conferences spark interest and build connections with other practitioners in their respective fields. Annually, funds for membership in appropriate professional organizations should be budgeted along with funds being set aside for periodic conference attendance as well. Organizations that would be appropriate for employee memberships and conference attendance include: Association for Living History, Farm, and Agricultural Museums; Association for State and Local History; National Association for Interpretation; Organization of American Historians; American Alliance of Museums – Historic Houses and Sites Network; Michigan Museums Association; and the National Council on Public History. Membership should be based upon staff interests, professional background, and current Park programming.

One opportunity to expand the capacity of Greenmead Historical Park staff is through the development of a variety of partnerships both with private businesses and public entities. The partnership programs may operate year-round or seasonally, and they offer the opportunity to expand the programming at the Park without the need for additional City staff.

The Plan envisions that an outside vendor be contracted to operate a petting zoo and living history farm in the rehabilitated South Barn and the open area to the east of the barns. This facility is located near



the central plaza, and it would return active farming to the site. This activity would be a great opportunity to provide teaching opportunities about current and traditional animal husbandry practices and traditional farming techniques that would have likely been used at Greenmead. Volunteer days could expose children and their families to the tasks that are required on a working farm including mucking out stalls, milking animals, collecting eggs, and other activities.

Rehabilitation of the North Barn would provide for a number of spaces that would be available for other public-private partnership opportunities as well. With the earthen ramp, programming could occur on the first and lower levels of the barn. Like the South Barn, the location is also well situated, close to the proposed petting zoo and the central plaza. The North Barn is the appropriate size and layout that would allow for a number of living history interpreters to be located there including blacksmith, weavers, coopers, and other small businesses that could provide living history demonstrations either seasonally or year-round.

Additional partnerships opportunities may also be formed with a number of educational institutions. These opportunities include partnerships with universities like Western Michigan University that offer library sciences and collections management degrees; Eastern Michigan University's Historic Preservation Program; and schools that provide heritage interpretation programs including Central Michigan, Michigan State, and Northern Michigan Universities, and the National Park Services. College and graduate work projects could be identified where students and/or classes are able to work on real-life projects for Greenmead HP while also offering semester or summer internship opportunities.

As the Livonia Parks and Recreation Department has taken over the day-to-day operation of Greenmead Historical Park, the site is being better incorporated into the City's standard parks and recreation offerings. As identified within the Facility Plan – Events section, certain new activities and events will be carried out by the City's regular Parks and Recreation staff as they're more closely associated with traditional parks and recreation operations while certain specialized activities related to the operations of the historical park will remain within the specialized Greenmead Historical Park group.

As illustrated in the Facility Plan's Events section, the Greenmead Historical Park staff is at capacity with the Park's existing events schedule without any excess bandwidth available to implement the additional projects and programs envisioned within the Plan. Strategic staffing hires are necessary to assist with the implementation of the Plan including an individual focused on developing specialized educational programming for history-themed events that is knowledgeable with cutting edge educational and interpretive technologies. As illustrated above, there are great opportunities for a new staff person focused on events and expanding partnerships to significantly expand programming at Greenmead HP without increasing the burden on existing staff.



Interpretive Plan

To expand the reach of Greenmead, raise its profile, and to unify the disparate parts of the Park's historical narratives into a cohesive whole, a unified interpretive message is proposed. This new narrative places Greenmead into the broader context of the settlement and development of the American Midwest, and it would be deployed across all aspects of the Park's storytelling efforts. Currently, the interpretive messaging is siloed, focusing on specific buildings and individuals without telling a unifying story about all of the Park's historic features within a wider interpretive context.

What is interpretation? The National Association for Interpretation describes it as "a purposeful approach to communication that facilitates meaning, relevant, and inclusive experiences that deepen understanding, broaden perspectives, and inspire engagement with the world around us."

Outdoor wayside signage, docents, written materials, videos, dioramas, interactive displays, static displays, maps, models, smartphone apps, and other means all use differing interpretive modes to convey information to the visitor. Successful interpretation tells stories in engaging and thought-provoking ways that encourages further interest and study while poor interpretation limits the ability of the message to be conveyed across the spectrum from the most casual to the utmost interested visitor. Quality interpretation is both an art and a science that must be developed by experienced and trained professionals. All interpretive programs at the Park should be prepared by individuals with National Association for Interpretation certifications.

As more Americans become less active and interested in local history and busy with other pursuits, facilities like Greenmead that focus on locally significant sites and individuals have been having difficulty building connections with new audiences in the 21st Century. Many local historical sites face stagnant numbers of often aging visitors.

This Plan recommends that Greenmead completely revamp its narrative story to focus more on how the sites' various pieces are able to tell the story about the settlement of Michigan and the Midwest and use the site's buildings and people to illustrate this larger story. Though the developmental history of Livonia is similar to most communities in the Midwest, Greenmead is unique in its connection to the early settlement of the Midwest, and what is truly exceptional to Greenmead is the Park having multiple components to this larger story located within a single historic site that dates back to the beginning of the period of incredible Midwestern growth.

The unique components of Greenmead Historical Park include the nearly intact Greenmead Farm, which dates from after the opening of the Erie Canal. Without the Erie Canal, the Midwest would not have grown so explosively in the 1830s and 1840s. Many historians point to the Erie Canal as the primary economic engine driving American growth until the advent of cross-country railroads. The canal brought settlers to the Midwest while opening Midwestern agricultural products to markets in the East. As the main transshipment point for the Erie Canal, Buffalo, New York became the country's tenth largest city in 1860 and staying in or near the top ten until 1910. This settlement of the former hinterlands of

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America's Northwestern Territories is further illustrated by the historic farms and the Quaker Meeting House that make up a portion of the story.

The second important piece of the Greenmead story is the role that small four-corners developments played in serving the rural farming communities. The Newburg intersection illustrates this part of the rural development story. Livonia's other four-corners communities and neighboring four-corners communities may also be told as a part of this story. These developments provided the area farmers with needed goods and services including rail connections to larger nearby cities. These communities included post offices, general stores, feed stores, and specialized stores.

The story of suburban development may also be told at Greenmead Historical Park including the rapid suburbanization of Livonia in the 1950s and 1960s that led to the need for several historic properties under threat of suburban development to be moved to Quaker Acres or Greenmead in the 1970s. Greenmead Historical Park is able to show the impacts of suburbanization on what had been Livonia's rural landscape.

This Greenmead story is nearly identical to most every other community in the lower Midwest, but no other location is so well suited to tell this story in a single location with so many of the pieces intact at such an attractive setting. This new approach to telling these national stories at Greenmead will create a larger and more prevalent place that will increase the interest in the Park.

This broader interpretive focus on the events taking place in America during the 19th and 20th Centuries will pull the currently isolated stories together into a unified theme that will increase the reach of Greenmead. Currently, the majority of the messaging is focused on the several members of the Simmons and Hill families, the Newburg intersection, and the other those individuals connected to the other buildings moved into the Park, but it does not tell the broader story that connects Greenmead to the same development that was taking place across much of the Midwest. Interest in very localized history is waning in America while stories that connect communities together and tell broader histories will build larger audiences. For Greenmead to succeed in building a base of interested and engaged visitors, the site's story must be expanded through a broader interpretive story.

Many potential Greenmead visitors live in communities that developed in the same pattern as Livonia, and Greenmead Historical Park is uniquely qualified to tell this omnipresent story to a broader audience. Visitors will be able to see the patterns of development that occurred in Livonia present in their own communities, which builds a strong and localized message for most potential visitors.

This approach will not impact the people and the stories that are present at Greenmead today. These existing stories and people associated with the buildings and history of Greenmead will be able to provide more depth, detail, and texture to this larger interpretive arc.

Interpretation Action Steps –

- 1) Development of the Broader Interpretive Context: To be able to tell this larger narrative, Greenmead will have to revamp its interpretation at the Park. An important key to telling a story is to ensure that it is compelling. Good interpretation requires both an artistic and

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scientific bent to ensure that compelling stories that connect with the visitor are told in captivating ways. To accomplish this, a consultant with National Association for Interpretation credentials specializing in interpretive development should be retained to further develop this broader story

- 2) **Development of New Interpretive Materials and Exhibits:** To be able to convey the broader story, new displays that tell this broader story will need to be developed. Due to the constraints of the City's operating budget, new interactive wayside kiosks will have to be created that can tell the stories of the Newburg Intersection and other Livonia four-corners communities when buildings can't be staffed and opened. Walking tour apps available via smartphone that illustrate the history of the site and how it fits into the larger developmental story of the Midwest. These materials will have to be drafted and new materials and exhibits will have to be created that tell this story.
- 3) **Rehabilitation of the Nankin Mills School:** A key component will be the rehabilitation of the Nankin Mills School into a new interpretive center. This facility should be designed in such a way that it can be open daily without having to have onsite staffing and filled with interactive displays that convey the new interpretive story. Having this structure located on the Park's main plaza will further centralize the visitor experience while physically connecting the Village with the Farm. Being open daily addresses a major visitor complaint that most of the historic buildings are not regularly open. The new interpretive plan would also include the development of new interpretive kiosks and wayside signs that would tell the sites story when the buildings aren't open.
- 4) **New Docent and Print Materials:** With the drafting of the expanded interpretive context, all of the Park's existing docent resources and training materials will have to be revamped. Once these materials are available, efforts to reinvigorate the docent program may begin.
- 5) **New Events and Programming:** New activities will have to be created that tie into this new interpretive story. Existing events may have to be revamped and new events and activities tried. Events should be regularly evaluated to determine if they are successful in bringing in visitors and may need to be altered or new events tried.



Collections

Reviewing the existing Greenmead collections and artifacts was a major component of the project. The project team's archivist and collections specialist completed several projects as a part of her analysis of the facility. A thorough review of all of the differing ephemera including written materials, clothing, farm implements, household wares, and other materials in the collection was conducted.

Analysis of Greenmead's collections plan, accession/deaccession plan and a curatorial review were also completed. A significant number of supplemental materials are included within the Collections appendix. The first step of the analysis of Greenmead's collections was to determine its extent and locations within the Park.

Collections Assessment

With limited resources, the City of Livonia and its staff have done a remarkable job of providing programming and access to the historical buildings and materials at Greenmead. Many of the buildings serve dual purposes, providing programming and programming space, as well as storage for collections. Collections are stored on various types of shelving throughout the Park. The variety of materials in the collections also presents additional challenges with the storage solutions differing for materials of various chemical compositions, i.e., leather shoes, cellulose film, photographs and photographic negatives, and cotton or silk garments. In the best-case scenario, an archive or museum will have multiple zones for the storage of different materials with each zone adjusted to the specialized storage needs. Few institutions can make this investment and must work with limited financial and staff resources.

The total linear footage of the measured collections includes 1,220 linear feet of shelving, 69 plastic storage bins, and 20 file cabinets. The primary locations for storing collections not permanently displayed – furniture, spinning wheels, and farm implements – are spread across the Cranson/Hinberg House, the Print Shop, the Newburg Church, the Newburg School, the Bungalow, and Kingsley House. See *Collections Inventory and Assessment* in the Collections Appendix.

Collections Plan

The existing Collections Policy of the Historical Commission of Livonia was a solidly crafted plan that clearly had input from archival and/or museum professionals. It needed some corrections and updates. The major revision to the policy reduced the collecting scope to focus on Livonia and even more specifically on the Newburg settlement. The previous plan referenced collecting materials documenting the Northwest Territory, a large area encompassing Michigan, Indiana, Illinois, Ohio, and Wisconsin. Fortunately, this ambitious goal was not implemented, nor is it suitable or sustainable for Greenmead. While some general source materials and archival materials telling the story of settlement in the Northwest Territory will facilitate telling the

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Greenmead story and provide background for expanded interpretation, there should be limited collecting of representative items that help tell the story of Native and later non-Native settlement in the Midwest. At this time, it is not envisioned that the Greenmead Historical Park and the City of Livonia will have the resources or capacity to accomplish this mission. The emphasis should focus on Livonia, the Newburg settlement, and some of the other rural, four-corner-settlements that existed in the nineteenth and early twentieth centuries within the vicinity.

The policy was also expanded to specifically indicate materials that are not being actively collected, identifying broad categories of artifacts that are not appropriate for selection or storage at Greenmead. These were spelled out specifically in a new section that identifies what is not collected or accepted:

- a. Items that have no connection to the people, industries, or history of Livonia
- b. Collectibles, including collections of decorative glassware, commemorative plates/souvenirs, dolls/figurines, or published commemorative editions
- c. Duplicates of items already held in the Museum and/or widely available at other cultural institutions in the region
- d. Materials that have limited educational or programmatic uses, and
- e. Oversized furnishings that have no relationship to Livonia, including pianos, organs, bed frames, and dressers.

The section on loans made by Greenmead was also revised to reflect the *Livonia Historical Commission Agreement for Outgoing Loan* document that was adopted in 2022. The section also references the limited scope of loans, i.e., loans are made to other cultural institutions, and those institutions must agree to store, exhibit, and use the artifacts according to best practices.

Like many museums, libraries, and archives, there is evidence of “collection creep”. Over time, many objects were collected because they were interesting or visually appealing, and many items were taken into the collection that did not meet the plan, despite having deaccession guidelines in the original plan. These deaccession guidelines continue to serve the organization’s mission and should be actively implemented.

Priority for deaccessioning should include items that are outside the scope of acquisition policy, damaged items, and items that have no foreseeable use. Lost items should also be verified and removed from active records. Some of the items/genres/materials that should be given first priority in deaccessioning include books with no connection to Livonia, Livonia yearbooks, and newspapers for areas outside of Livonia. The printing press equipment and associated materials should also be deaccessioned, freeing up space for additional storage collection. Several private collections (decorative glass, candlesticks, salt and peppershakers) should also be deaccessioned or given to other institutions where they would fit their collections policies.



Analysis indicates that up to 25% of the collection could be deaccessioned if active measures are taken. This would allow for approximately twenty years of future growth. The anticipated number of artifacts or collections of papers and photos that Greenmead can expect to collect in the coming years isn't voluminous. There are only a limited number of photos, papers, and artifacts associated directly with Greenmead. See *Revised Collections Policy of the Livonia Historical Commission* in the Collections Appendix.

Collections Storage and Curatorial Plan

Greenmead does not have a designated storage area for its collections. The collections are housed across several buildings, and storage decisions have been made for convenience not for optimal storage conditions. In some instances, items are stored because they are at the point of need for use in programming. In other instances, storage has been carved out of the best available space. The existing Print Shop was constructed in 2001 and has many characteristics that make it suitable for a permanent collections storage area. Currently, the structure is not large enough, and the Plan is recommended that this structure be expanded to centralize all of the collections into a single location. Having the collections spread across many locations results in many of the materials not being stored in proper climate conditions including limiting exposure to light, providing for non-fluctuating temperature, and maintaining a consistent level of humidity. Centralizing the collections would also increase the likelihood that the materials are stored in archival quality containers, which are necessary to preserve these items. Some of the existing shelving already in use at Greenmead could be reused but purpose-built library shelving would be more efficient and ensure proper storage.

The former print shop should be expanded to create a single climate-controlled facility to store the majority of the Greenmead collections. This will involve deaccessioning the printing equipment. There are hobby and special interest groups that may be interested in buying or acquiring this equipment. The print equipment takes up most of the Print Shop and has not been used in programming for years. None of the present staff at Greenmead know how to use the equipment and this type of programming is already available at Greenfield Village.

This Plan recommends that an investment be made in some library/museum/archival type shelving. Compact shelving on rails provides the most efficient use of space, but it would require a larger upfront investment. The collections assessment identified that approximately 1,300 lineal feet of shelving would be required. The cost of traditional library shelving ranges from just under \$30,000 to almost \$89,000 for compact storage units.

A centralized collections facility would also assist in both the Greenmead staff in servicing research requests and improve the conditions for researchers while ensuring the collections safety. Cases of theft at archives has been on the rise, and this arrangement would help to limit the likelihood of this occurring. The Plan recommends that a research room be created within



the collections building, which would allow for materials to be brought to a researcher while limiting access to the entire collection.

In addition to general guidelines for caring for the collections, there are additional steps that would assist staff in having greater physical and intellectual control of the collections. Finding aids should be prepared for some of the larger collections of family papers. An annotated example of a finding aid is included in this section's appendix. Consideration should be given to digitizing outdated audiovisual formats. See *Collections Storage and Curatorial Recommendations* and Spacesaver documents in the Collections appendix.

DRAFT



Capital Improvement Plan

A draft Capital Improvements Plan has been submitted with this plan. The final phased capital improvement plan will be developed with final input from the Greenmead Steering Committee and City administration. See attached materials

Constructability Report

Once the Capital Improvement Plan is finalized, the Nonkin Mills School will receive a constructability audit to create a more detailed cost estimate for this site.

Appendices

- Collections Materials
- Public Engagement Materials and Survey Results
- Video
- Precedent Boards and other design materials
- Listing of Historical Villages and Historical Farms in Michigan & Major Living History Museums in America