

A photograph of a grassy sports field with children playing, overlaid with a teal gradient and large white text. In the background, there are several tall stadium light poles and a chain-link fence. A small yellow building is visible on the right side of the field. A young girl in a white dress is running on the left, and a group of children are playing in the center.

HAMTRAMCK RECREATION DISTRICT PLAN

*A DESIGN FRAMEWORK AND
IMPLEMENTATION ROAD-MAP*



Community Conversation - Mural Event in October, 2019 [photo by design team]

HAMTRAMCK RECREATION DISTRICT PLAN

January 2020

Prepared by:

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Prepared for:

City of Hamtramck and Hamtramck School District,
with support from The Ralph Wilson Foundation

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Michigan Department of Natural Resources
Detroit Riverfront Conservancy
Hamtramck Public Library
Community Foundation of SE Michigan
University of Michigan Athletics

City of Ann Arbor Parks Department
Huron-Clinton Metroparks
Chandler Park Conservancy
Richwood Field
League Park



Detroit City FC soccer game [photo by design team]

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The background image shows a baseball field under a bright blue sky with scattered white clouds. A teal-colored overlay covers the entire image. In the foreground, there is a grassy area and a gravel path. In the middle ground, there is a yellow building and a chain-link fence. In the background, there are residential houses and utility poles.

1.0

EXECUTIVE SUMMARY

1.0 EXECUTIVE SUMMARY

INTRODUCTION

A collective vision.

This design framework plan is a collaborative effort between designers, financial experts, the city, and the community to create an innovative design and implementation roadmap for the currently underutilized 26-acre Recreation District in Hamtramck, a dense and diverse city nested within the city of Detroit. The City of Hamtramck and Hamtramck Public Schools—as shared owners of the site—have partnered with key stakeholders, the Detroit City Football Club (DCFC) and Friends of Historic Hamtramck Stadium, to develop a plan for the Hamtramck Recreational District. The district includes Keyworth Stadium, where the DCFC soccer team now plays, the Historic Hamtramck Stadium, which was once home to the Negro National League Detroit Stars and is one of five remaining Negro League stadiums in the nation, and Veteran's Memorial Park. The potential for the future of the Recreation District is deeply rooted in the site's rich history as a place for equity and justice, sport and leisure. Through careful consideration of historic context, long-term financial planning, and direct engagement with the local community, a visionary and sustainable local treasure and destination looks to the future while celebrating the past.

সাইটের যৌথ মালিক হিসাবে হ্যামট্রামিক সিটি এবং হ্যামট্রামিক পাব্লিক স্কুলস যৌথভাবে রিক্রিয়েশন্যাল ডিস্ট্রিক্ট এর উন্নয়নে একটি ফ্রেইম ওয়ার্ক পরিকল্পনা প্রণয়নের উদ্যোগ নিয়েছে। ভ্যাটার্স ম্যামোরিয়াল পার্ক, কিওয়াথ স্টেডিয়াম যেখানে বর্তমান ডেট্রয়েট সিটি ফুটবল ক্লাবের DCFC সকার টিম খেলে থাকে, এবং ঐতিহাসিক হ্যামট্রামিক স্টেডিয়াম যেটি একসময় নিগ্রো ন্যাশনাল লীগ ডেট্রয়েট তারকাদের নিজস্ব স্টেডিয়াম ছিল এবং "ফ্রেন্ডস অব হিস্টরিক হ্যামট্রামিক স্টেডিয়াম" সংগঠনটি তাদের প্রচেষ্টার জন্য বিশেষ ধন্যবাদ পাওয়ার যোগ্য। ভবিষ্যৎ ভাবনা ও অতীত উদযাপনে স্থানীয় কমিউনিটির সাথে প্রত্যক্ষ সম্পৃক্ততা, ঐতিহাসিক প্রেক্ষাপট এবং দীর্ঘমেয়াদী অর্থনৈতিক পরিকল্পনার মাধ্যমে ডিজাইন টিম একটি স্বপ্নদর্শী ও টেকসই স্থানীয় সম্পদ সৃষ্টি করবে।



1.0 EXECUTIVE SUMMARY

PROCESS AND OBJECTIVES

PROCESS AND METHODOLOGY

Working with the Michigan Municipal League (MML) as the fiduciary, the City of Hamtramck, the Hamtramck Public Schools, the Detroit City Football Club (DCFC), and the Friends of Historic Hamtramck Stadium partnered to obtain a planning grant from the Ralph C. Wilson Jr. Foundation to develop an innovative design framework and business plan for the Recreation District. This partnership evolved into the coordinating entity for the development of this Plan, referred to as the Advisory Group.

The plan development process consisted of a multi-specialized design team, the stakeholder Advisory Group, as well as extensive engagement with the community. The design team consisted of the Huron River Group, financial planning experts, Quinn Evans, architectural heritage specialists, and TEN x TEN as the landscape and planning design lead.

The design team worked with Global Detroit to coordinate engagement events and community conversations, with guidance from the Advisory group every step of the way. Collaboratively, this team approached three important aspects of the plan: overall vision and design, financial feasibility and sustainability, and historic preservation, in an effective and integrated way.

THE SITE

The city of Hamtramck is situated 6 miles north of the Detroit River and is surrounded by the city of Detroit, except for a small portion of the western border that touches the city of Highland Park. This diverse and active community is by far the most densely-populated municipality in the State of Michigan. The city has drastically transformed over the last two centuries. Its independence from Detroit has created significant set-backs to public services and the city is one of the poorest in the state of Michigan.

The Recreational District is the city's largest green space and public asset. The site itself hosts some of Hamtramck's most valuable cultural resources, including Veterans Memorial Park, Historic

Hamtramck Stadium, and Keyworth Stadium, as well as a series of green spaces, playgrounds, and athletic fields. Today, these historic features and recreational facilities are arranged across the landscape in opportunistic fashion and do not hold together as a holistic park. The District is bound by a series of densely populated residential streets to the north (Goodson and Jacob Streets), a vibrant commercial corridor to the west (Joseph Campau Street), a steep and inaccessible slope down to the east (Conant Street), and the regularly trafficked Canadian National railroad tracks to the south.

OBJECTIVES

The objectives for the plan, developed by the Advisory Group and community stakeholders, include the following elements:

- Potential physical and capital improvements, with an eye toward phasing those improvements in over time through strategic catalyst projects that provide the framework and momentum for growth over time;
- Rehabilitation of Historic Hamtramck Stadium, building upon the recommendations of the Historic Structures Report prepared by SmithGroup JJR;
- Recreational activities and programming recommendations that maximize use by a diverse and international community;
- Communications that inform partners, the community at large and the funders on progress and deadlines;
- Recommendations for the management and governance of the district to maximize the contributions of the current stakeholders as well as filling any voids identified;
- A financial plan including creative funding strategies that will support implementation of the elements of the plan and sustain the District into the future.

COMMUNITY ENGAGEMENT

Given the complex nature of this site, the plan was heavily informed by the community outreach process, drawing from the spirit of the Hamtramck community, revealing histories, and leveraging the innovative momentum of this communities' diversity.

The community outreach plan was led by local non-profit, Global Detroit, in collaboration with the design team. The engagement plan was designed to solicit feedback and guidance from a wide range of perspectives – from people of different ages, with different interests and values. Bundling engagement activities with existing community events provided access to a broad audience and diversified the voices providing feedback.

Engagement techniques ranged from formal presentations to interactive collaging; group mural painting to a "Taste of Hamtramck" community dinner; door-to-door surveying to focus groups, and one-on-one interviews. Activities were mindful of the unique cultural fabric of the community and local non-profit Global Detroit built on their solid connections with the international community of the Detroit-area to connect in meaningful ways with Bangladeshi, Yemeni, Polish, Ukrainian, and African American residents of Hamtramck and neighboring communities.

A PLAN FOR THE FUTURE

The Recreation District Plan offers a vision and a guiding framework for how the District may be improved and developed over time. At the same time, it is intended to be dynamic and flexible, capable of being adapted to changing needs and desires. The Plan is designed to be implemented flexibly in realistic phases, depending upon the availability of funding and priorities set by the owners or future governing entity.

As a guiding vision, the District Plan provides a bold yet practical framework for future investment, creating not just a city-wide amenity, but a regional destination of exceptional distinction, that heralds a new era where visionary parks are central to the creation of a wholesome, just, and rich quality of urban life.

This plan seeks to ask 'what if?' for the future of the district and envisions the ways in which the site can better serve the community into the future. Financial feasibility and park governance solutions were integrated throughout the design process to ensure that the plan serves as an implementation road-map to realizing a collective vision for the future.

1.0 EXECUTIVE SUMMARY

THE DISTRICT PLAN

THE VISION

This plan radically transforms 26-acres of underutilized open space, recreation fields, and disconnected historic sites into a community-invested, inclusive, and world-class park. The Plan considers the future Hamtramck Recreation District as the heart of the city, a destination that serves both the Hamtramck community as well as visitors to the area. With an emphasis on recognition of local traditions and vibrant use by the community, the design infuses cohesion and clarity while revealing historical significance and cultural pride.

The Advisory Group created a vision for the future of the District that was informed by iterative community and stakeholder feedback, and evolved over the course of the planing process:

*The future of the Recreation District envisions a **safe** and **accessible** park, an activated and **peaceful** place that welcomes all of Hamtramck's residents and visitors from Detroit and beyond. The park will be a place to **engage history**, celebrate diverse **cultures** and **traditions**, and adapt to a broad range of uses **throughout the seasons** and for years to come.*

FIVE TRANSFORMATIVE STRATEGIES

The District Plan proposes five transformative ideas that organize the program, circulation, and function of the park. The five transformative ideas are to:

- make a GREEN ALLEY AND TRAIL LOOPS*
- create LIVING ROOMS*
- plant GARDENS*
- define NEIGHBORHOODS*
- plan A SMART PHASE 1*

PARK NEIGHBORHOODS

The park is organized around four distinct neighborhoods with shared program and values. These four spaces bleed into one another and are not defined by fences or observable boundaries, but their identities shine through the ways they are used and celebrated.

- **THE GATEWAY** Acting as the primary entrance to the park along Joseph Campau Street—the primary commercial avenue of the city—the Gateway is a critical node with a diverse range of programs and services. The Green Alley provides a strong pedestrian connection to the rest of Hamtramck, and pulls the community in to the Veterans Memorial, Imagination Playground, the Community Center and Pavilion beyond. Family gatherings and intimate seating, safe play for children big and small, leisure walking paths and connective bike trails are all supported at the Gateway to the park.
- **THE HISTORIC STADIUM** This neighborhood is focused around the historic Hamtramck Stadium, a 20th century Negro League baseball stadium on the National Register of Historic Places, stewarded by the Friends of Historic Hamtramck Stadium. Baseball games and lawn picnics, contemplative space to memorialize the Negro League's history, formal events and impromptu little league games convene in the Historic Stadium neighborhood.
- **THE GATHERING PLACE** The Gathering Place sits at the heart of the park and encompasses a diverse range of programming from car and pedestrian circulation, to play, seating, and events. The Gathering Place is an activated threshold that connects the Gateway and Historic Stadium to the south with Keyworth Stadium and the athletic fields to the north. Weekend farmers markets and parking lot cricket, Eid festival and Bangla Mela events, large DCFC celebratory marches and individuals using the BMX course all converge at the Gathering Place.
- **THE ARENA** The Arena hosts the majority of the park's athletic fields, creating a space that is wholly devoted to athleticism, physical activity, and adventure. This neighborhood includes Keyworth Stadium, the Detroit City FC soccer league's home stadium, where roughly 7,000 fans convene for soccer games in the fall. DCFC soccer matches, high school soccer tournaments, rock climbers, mothers walking children, futsal and basketball are all celebrated in the Arena.



THE GATEWAY



THE GATHERING PLACE



THE HISTORIC STADIUM



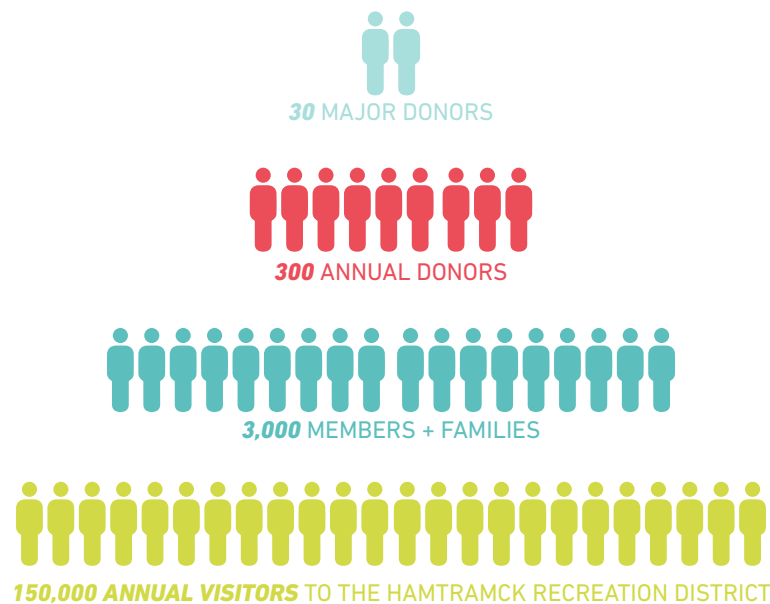
THE ARENA

1.0 EXECUTIVE SUMMARY

THE BUSINESS PLAN

A park like this is possible.

This Recreation District plan envisions not only a future design framework, but also a governance, funding, implementation, programming, and phasing plan that is practical and financially sustainable long term.



Operating Revenue Diagram, illustrating conservancy membership structure and operating revenue

GOVERNANCE PLAN

The District Plan begins with a governance strategy, creating a non-profit (501c3) organization – Hamtramck Park Conservancy (HPC). This organization will lead to better fundraising capability, improved accountability and greater overall quality for the Hamtramck Recreation District.

FINANCIAL PLAN

To ensure long-term financial sustainability, the District Plan recommends a balanced revenue stream that is a combination of public support, contributed revenue (annual gifts, memberships, major gifts and foundation grants), earned revenue (parking fees, rental fees, programming, and retail revenue), and investment income. A coordinated strategy will maximize the HPC's overall financial health and ensure its long-term operation. Revenue comes from three foundational components: a centralized paid parking installation, a membership program to drive donations, and a millage (or an ongoing portion of the existing recreation millage).

PHASING PLAN

The District Plan is implemented in three phases. One of five Transformative Strategies for the District is "A Smart Phase 1," which introduces several key capital improvements to draw visitors and funders to the park: initial rehabilitation of the Historic Hamtramck Stadium, a new Green Alley trail with adjacent gardens, playgrounds, and amenities, a new plaza and pavilion, and a revived parking lot to support new visitorship. Phases 2 and 3 build off of the initial improvements of Phase 1, adding more playgrounds, a plaza, public facilities, and gardens.

"DETROIT CUBS-1935"

2.0

CONTEXT



2.0 CONTEXT

REGIONAL SCALE

The most densely-populated and internationally diverse city in Michigan.

The city of Hamtramck is situated 6 miles north of the Detroit River and is surrounded by the city of Detroit, except for a small portion of the western border that touches the city of Highland Park. Hamtramck welcomes an incredible mix of cultures into its small, 2-square-mile footprint.

This diverse and active community is by far the most densely-populated municipality in the State of Michigan. Hamtramck was originally settled by German farmers, but Polish immigrants moved into the area when the Dodge Brothers plant opened in 1914. Being surrounded by Detroit, car manufacturing was Hamtramck's lifeblood for decades. Known in the 20th century as a vibrant center of Polish-American life and culture (at its peak, nearly 75% of the city's residents were Polish), Hamtramck has continued to attract immigrants, especially Yemenis and Bangladeshis. In 2015, its city council became the first Muslim-majority city council in the history of the United States.

This is a city unlike any other - where hip-hop meets a call to prayer, cricket meets paczki, and respect outweighs fear. A Catholic church sits across the street from a mosque, a Polish pastry shop sits across from a Yemeni restaurant serving fragrant lamb and discs of flatbread, and adjacent to a Bengali clothing shop. One of Hamtramck's greatest strengths is its diversity and the community's unwillingness to let differences divide.

31

Total park acres

2%

Total percent of land devoted to parks

1

Park acres per 1,000 people

67%

Percent of households where English is not the primary language spoken

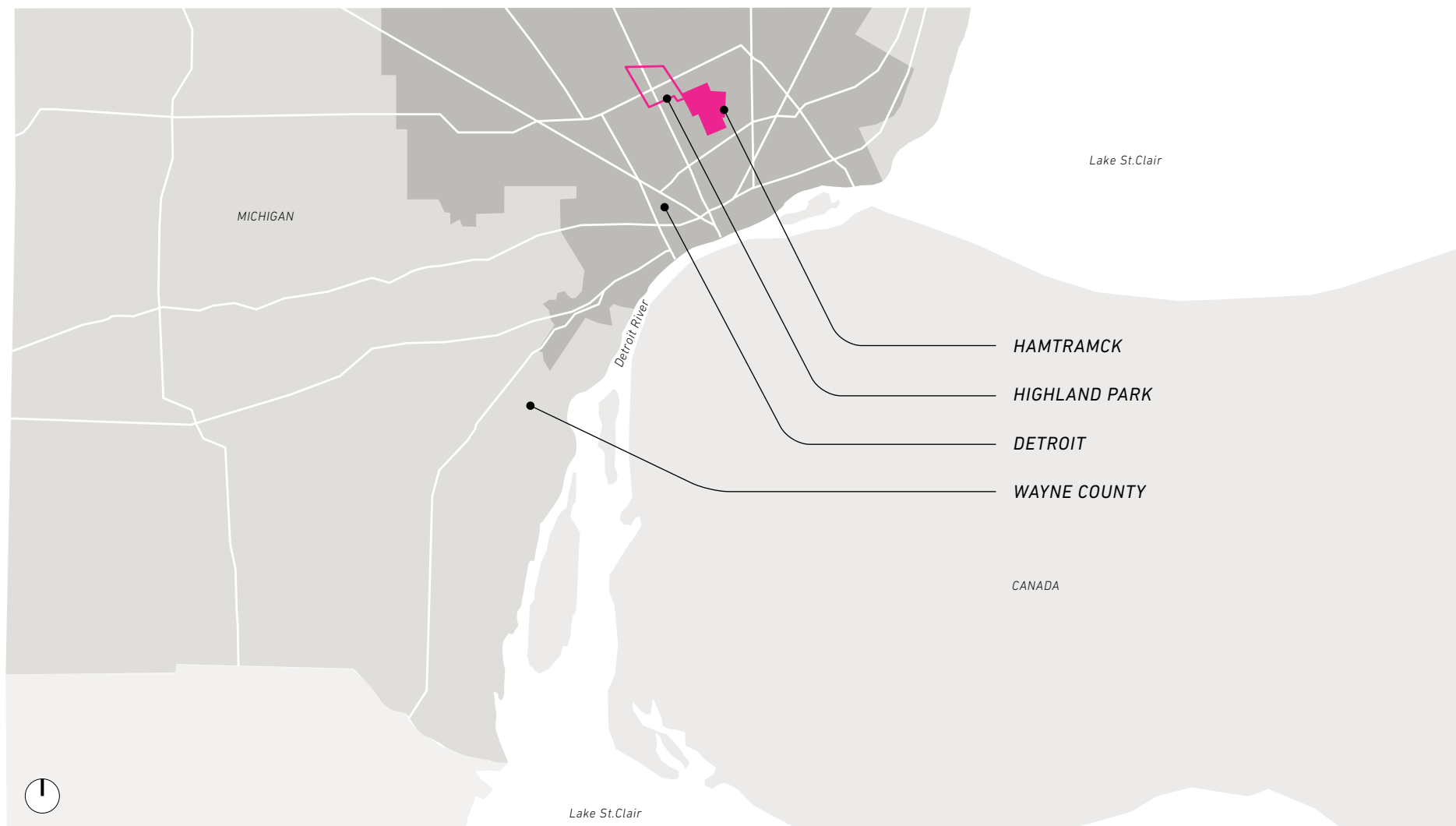
41%

Total percent of first generation residents

\$26,000

Median household income

Hamtramck demographics [Source: 2010-2018 US Census Bureau]



Wayne County Context

2.0 CONTEXT

CITY SCALE

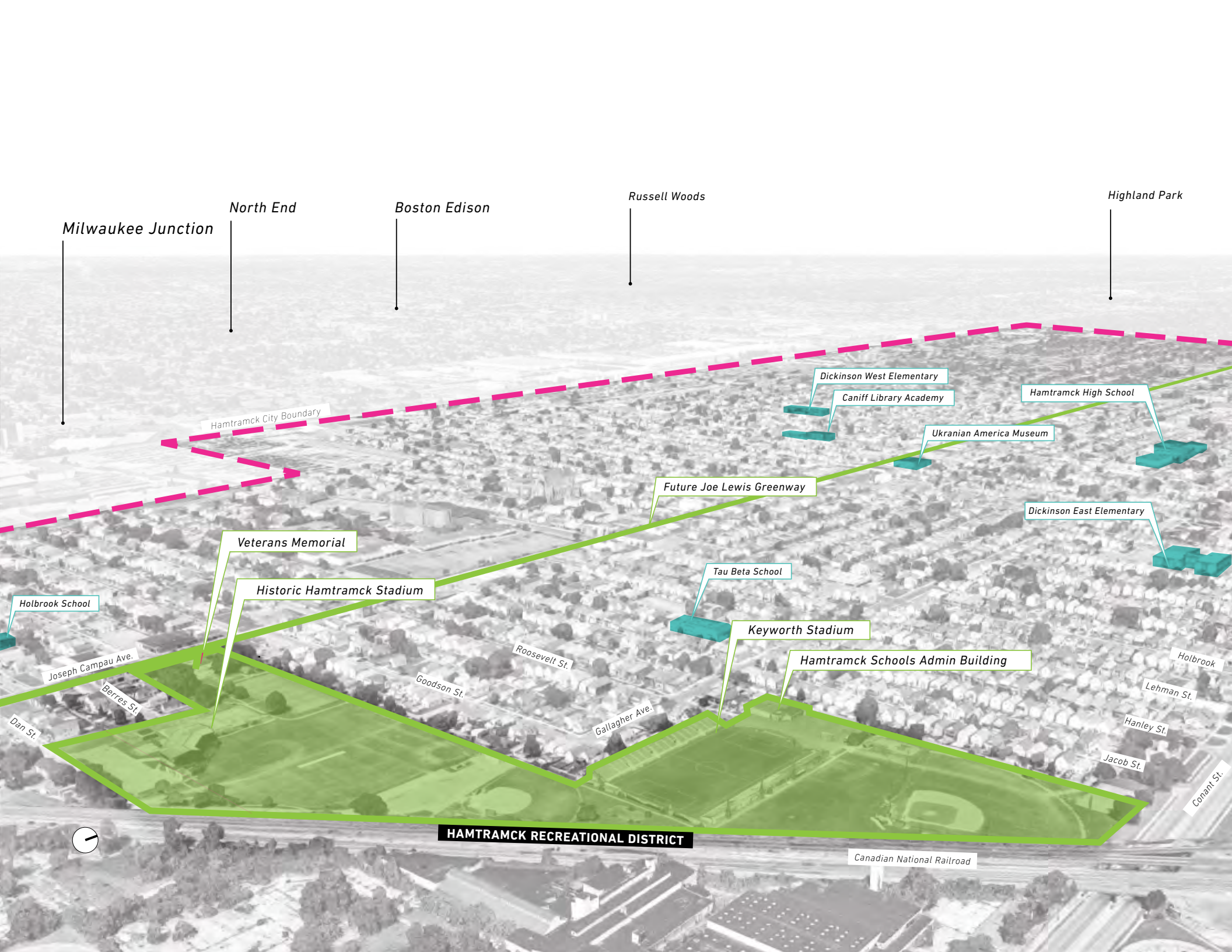
The heart of the city.

The Hamtramck Recreational District is the city of Hamtramck's largest green space and public asset. It includes Veterans Memorial Park, Historic Hamtramck Stadium, and Keyworth Stadium, as well as a series of green spaces, playgrounds, and athletic fields. Today, these significant historic features and recreational facilities are arranged across the landscape in opportunistic fashion and do not hold together as a holistic park. The district is bound by a series of densely populated residential streets to the north (Goodson and Jacob Streets), a vibrant commercial corridor to the west (Joseph Campau Street), a steep and inaccessible slope down to the east (Conant Street), and the regularly trafficked Canadian National railroad tracks to the south.

This district, deeply rooted in rich history as a place for equity, justice, sport and leisure, has the potential to serve this community in new ways. New amenities, revitalized recreation facilities and expanded programmatic offerings are grounded by the surrounding culture and environment through extensive community and stakeholder engagement to celebrate the authentic identity of this place.



Children playing on the Historic Hamtramck Stadium lawn (photo courtesy of the design team)



Milwaukee Junction

North End

Boston Edison

Russell Woods

Highland Park

Hamtramck City Boundary

Dickinson West Elementary

Caniff Library Academy

Hamtramck High School

Ukrainian America Museum

Future Joe Lewis Greenway

Dickinson East Elementary

Veterans Memorial

Historic Hamtramck Stadium

Holbrook School

Tau Beta School

Keyworth Stadium

Hamtramck Schools Admin Building

Joseph Campau Ave.

Berres St.

Goodson St.

Roosevelt St.

Gallagher Ave.

Holbrook

Lehman St.

Hanley St.

Jacob St.

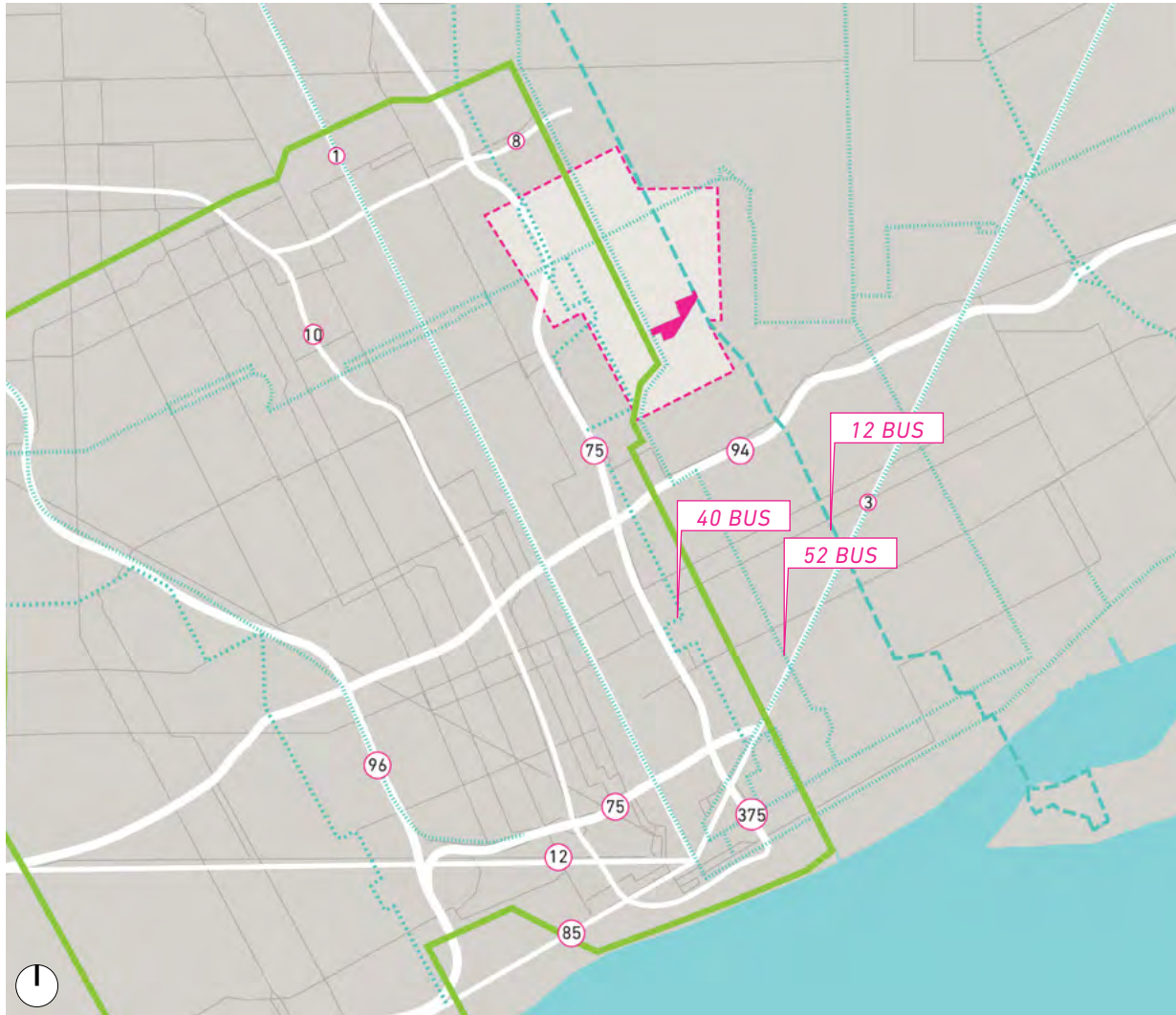
Conant St.

HAMTRAMCK RECREATIONAL DISTRICT

Canadian National Railroad

2.0 CONTEXT

CITY SCALE



- Bus Routes through Hamtramck
- Bus Routes
- Joe Louis Greenway
- 1 Highways
- Recreation District
- Hamtramck City Limits

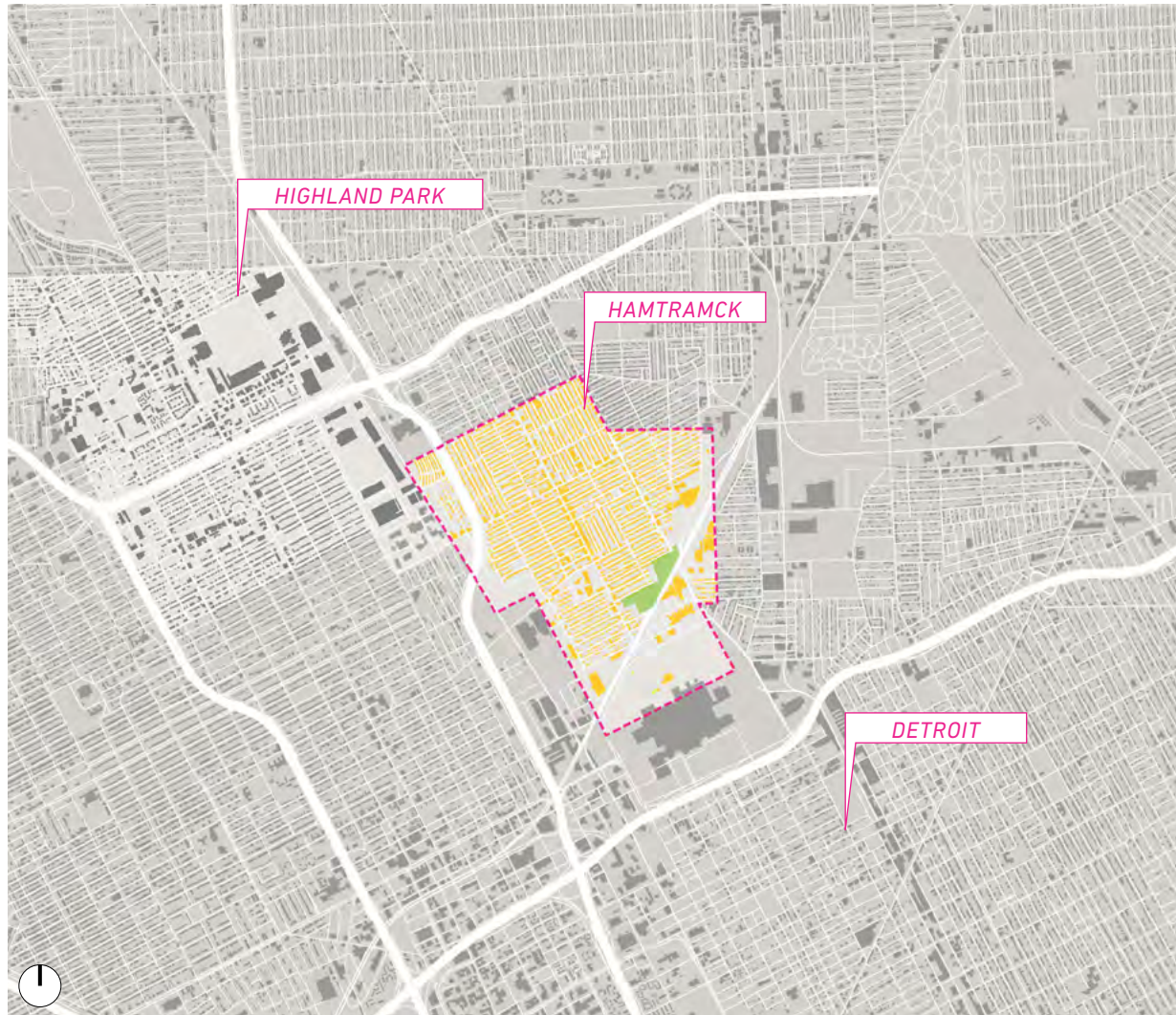
CONNECTION TO DETROIT

Public transportation within Hamtramck, as well as between Detroit, Highland Park and Hamtramck, is limited. Most day-to-day visitors walk, bike or drive to the site.

DCFC soccer games at Keyworth Stadium bring large crowds of up to 6,000 people to the site and the majority of soccer fans come by car or ride share services.

The Canadian National Railroad runs along the entire south side of the recreation district. The General Motors plant consumes much of the real estate south of the rail tracks, so pedestrian and vehicular access from the south is extremely limited.

The future Joe Louis Greenway, a planned biking and walking trail, will run along Joseph Campeau Avenue, connecting the Detroit Riverfront to Highland Park, and Dearborn through the heart of Hamtramck.



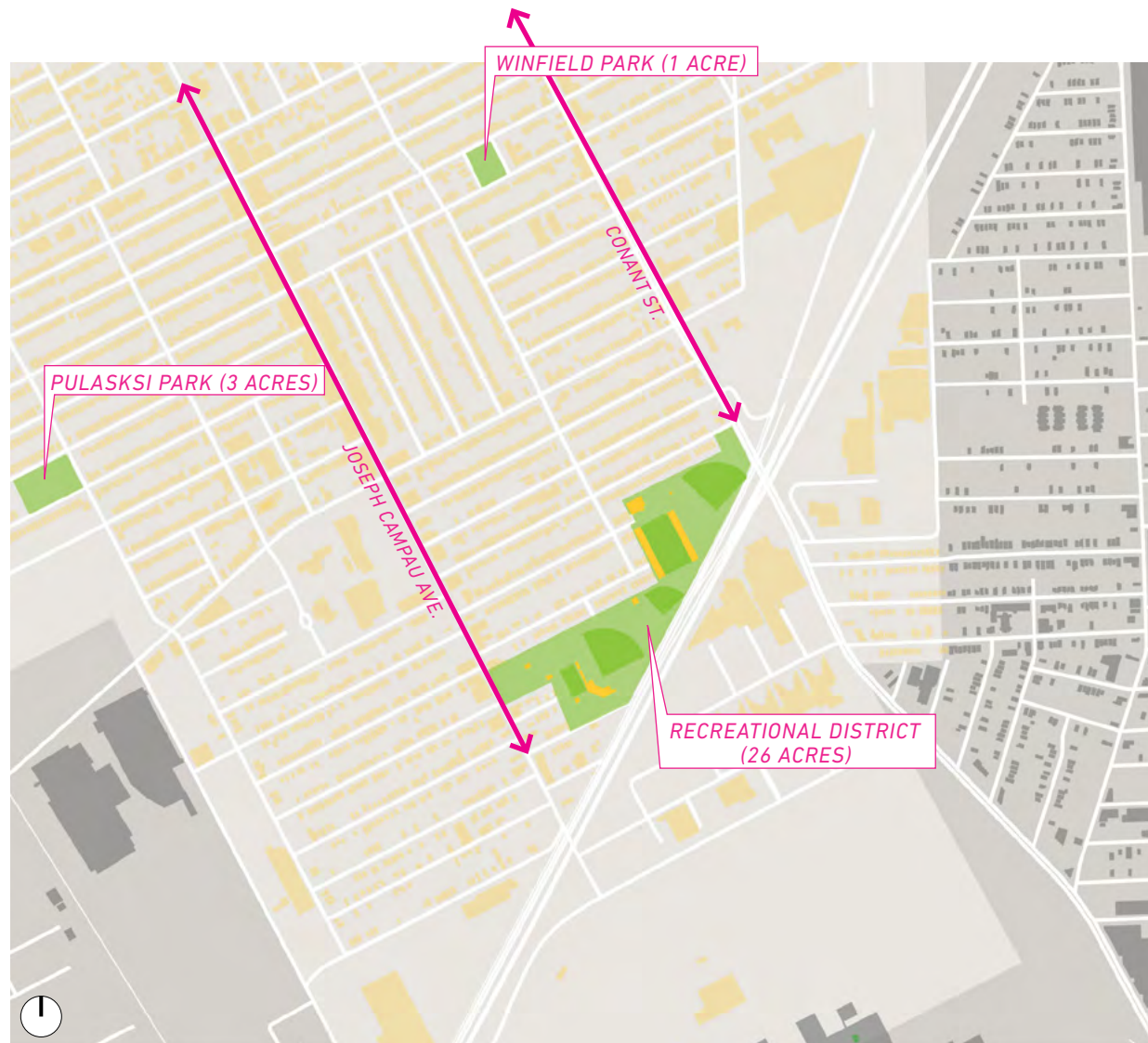
- Buildings and Houses / Hamtramck
- Buildings and Houses / Detroit
- Recreation District
- Hamtramck City Limits

HIGH DENSITY

As a city surrounded by Detroit, Hamtramck's boundaries are fixed, forcing the city to grow inward and densify as it develops. Compared to Detroit, where vacancy and open lots are prevalent, Hamtramck is the most densely-populated municipality in the state of Michigan.

2.0 CONTEXT

CITY SCALE



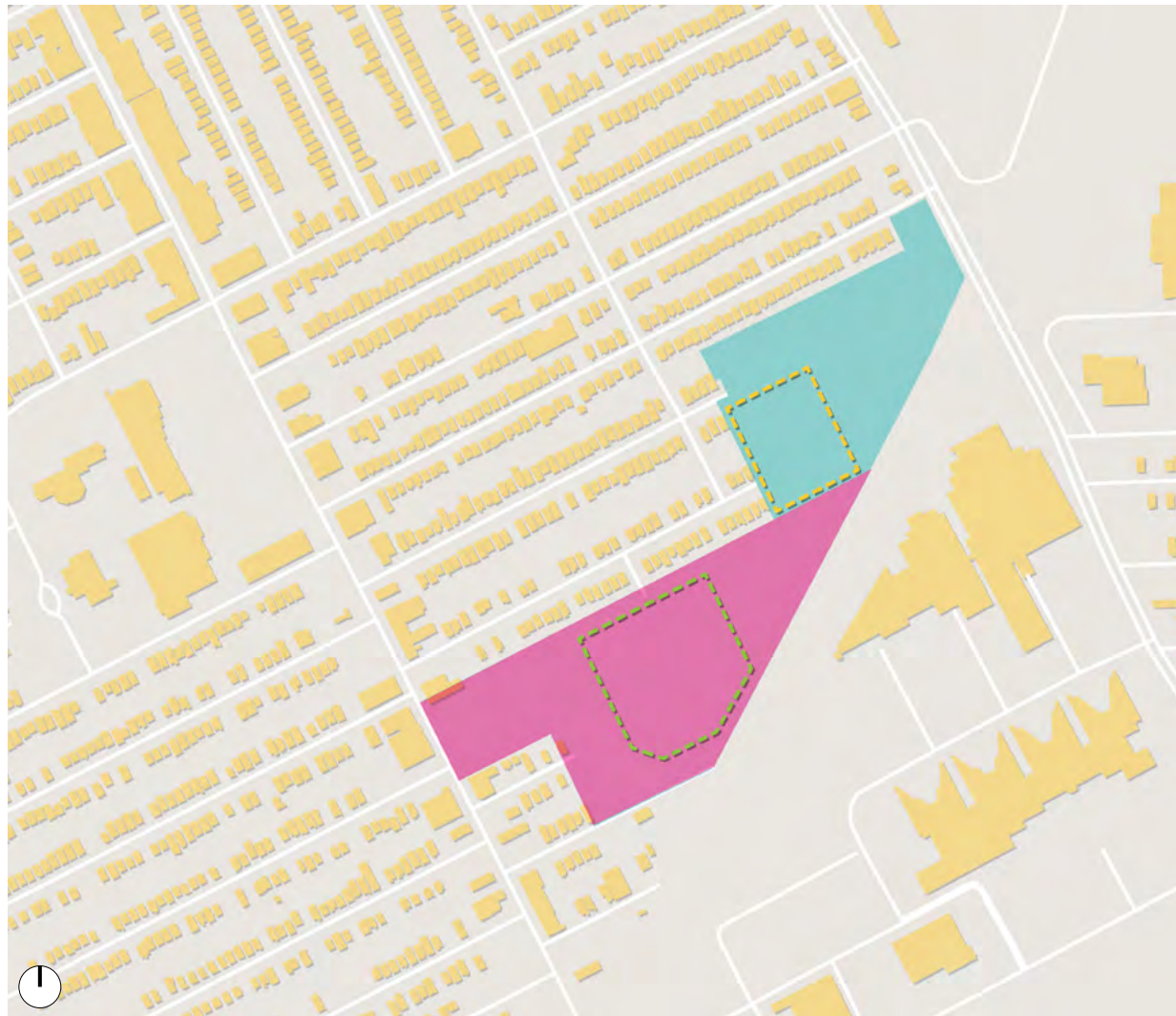
HAMTRAMCK'S LARGEST GREEN SPACE

The Recreation District is Hamtramck's largest public green space, comprising 86% of the city's total public parkland. The district is centrally located between two primary retail corridors, Joseph Campau Avenue and Conant Street.

Building upon Detroit's initiative to create more walkable communities in targeted nodes, the Detroit Economic Growth Corporation (DEGC) in partnership with Streetsense outlined thirteen target neighborhoods and the Conant Street corridor between Hamtramck and Bangaltown was delineated as a priority corridor.

Many of the businesses along this corridor, as well as Joseph Campau Avenue, are owned and run by immigrant families. In an effort to capitalize on the influx of new residents, the area is embarking on a branding effort to capture the unique identity of these corridors and attract visitors from across Detroit.

The Recreation District is uniquely positioned to help anchor and support these two retail corridors with an activated and revitalized public park amenity.



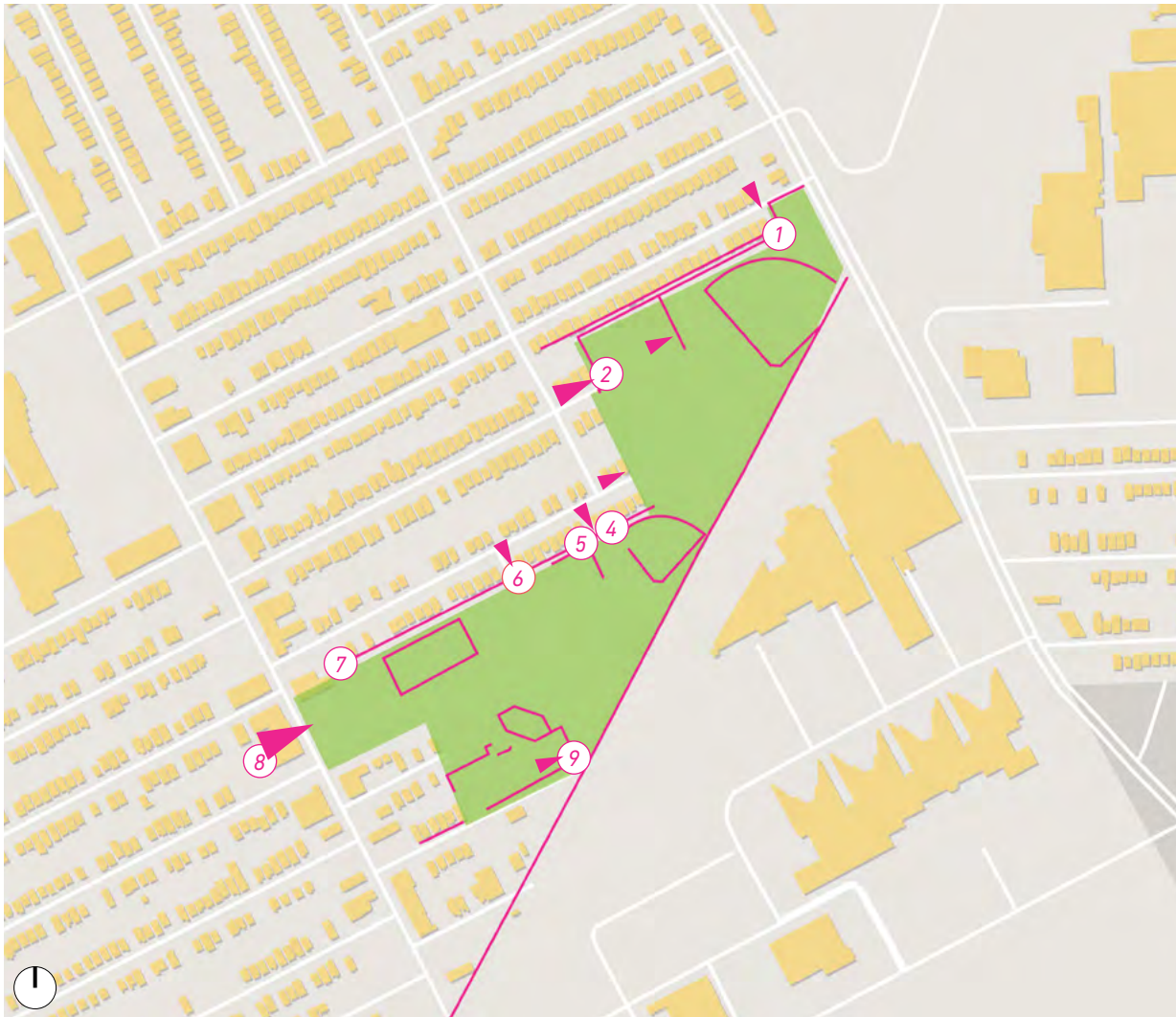
- Hamtramck School District
- City Of Hamtramck
- Keyworth Stadium [Operated by Detroit City FC]
- Historic Hamtramck Stadium [National Register District Boundary / FHHS]

SHARED OWNERSHIP

The Recreation District is owned by two public entities. The northern portion is owned by the Hamtramck Public Schools, with a long-term lease of the Keyworth Stadium held by Detroit City FC, and the southern portion is owned by the City of Hamtramck, with the Historic Hamtramck Stadium protected under the National Register of Historic Places and stewarded by the Friends of Historic Hamtramck Stadium.

2.0 CONTEXT

DISTRICT SCALE



- ▶ Entries
- Fencing

ENTRANCES AND BARRIERS

Currently the majority of the site is wrapped in chain-link fencing, with small apertures for access. The District comprises two triangular areas of land that are bounded on the south by the Canadian National Railroad. The site is flanked by alleys on the north edges and fencing is being used to delineate these primary edges.

The extent of fencing around the District presents itself as unwelcoming and makes it difficult to enter. There is limited signage announcing arrival to the various assets in the District (Veterans Park, Historic Hamtramck Stadium and Keyworth Stadium).

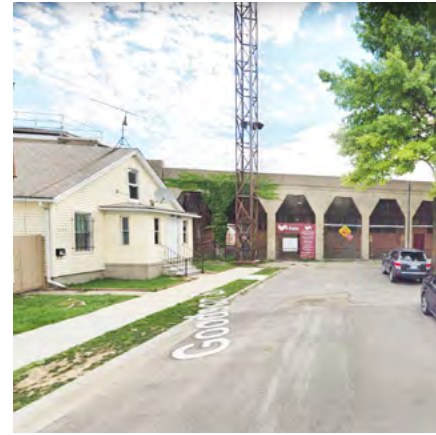
Visual barriers prevent connectivity between the south side of the park (Veterans Park and Hamtramck Stadium) and the north side (Keyworth Stadium), and the community is generally unaware that these spaces are connected. Providing access is key to equity and several aspects of the proposed plan address the issues described above.



1. Jacob St.



2. Roosevelt St.



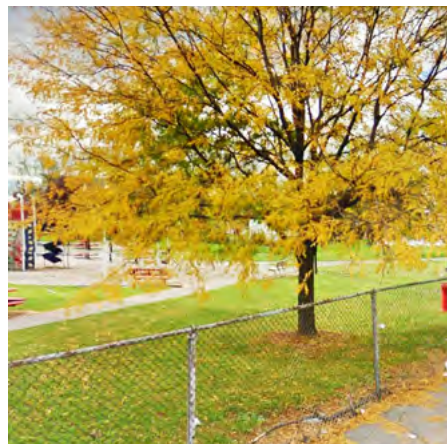
3. Goodson St.



4. Alleyway



5. Alleyway



6. Yemen Cafe



7. Joseph Campau St.



8. Dan St.

2.0 CONTEXT
DISTRICT SCALE



EXISTING FEATURES AND AMENITIES

- 1. VETERANS MEMORIAL**
A historic memorial to General Hamtramck.
- 2. VETERANS MEMORIAL PLAYGROUND**
A popular playground where parents can easily sit nearby and observe. Several small pavilions with benches and picnic tables are well used.
- 3. YEMEN CAFE**
An adjacent restaurant and local landmark.
- 4. TENNIS COURTS**
A remnant of the parks previous uses, the tennis courts have been re-painted for futsal.
- 5. ARENA SOCCER**
A grant-funded arena soccer court was built upon the foundation of an underutilized ice rink. The edge of the arena sits 9' from the Historic Hamtramck Stadium buildings 4 and 5, limiting access and potential use of those historic facilities in the future.
- 6. HISTORIC HAMTRAMCK STADIUM**
The former home of the Detroit Stars and one of the few remaining Negro League ballparks in America.
- 7. HAMTRAMCK FIELD**
The historic field is slated for restoration for baseball and soccer games.
- 8. PARKING LOT**
This parking lot is underutilized except during DCFC soccer games. The lot is centrally located to serve the may amenities of the park in the future.
- 9. KEYWORTH STADIUM**
A 7,933 seater multi-purpose stadium currently managed and operated by Detroit City FC.
- 10. HAMTRAMCK PUBLIC SCHOOLS ADMINISTRATIVE OFFICES**
Primary administrative offices for the Hamtramck Public Schools. The adjacent parking lot is typically nearly full during week day typical work hours.
- 11. KARPINSKI PLAYGROUND**
A popular and well-used playground. There is limited seating around the playground.
- 12. RAILROAD TRACKS**
Canadian National Railroad tracks are active and frequently carry long freight trains.
- 13. BASEBALL FIELD**
Fully lit High School-sized field and dugouts.

2.0 CONTEXT

DISTRICT SCALE

EXISTING SITE OBSERVATIONS



Alley identity is vacant and entries are limited.



Hardscapes are expansive and in need of repair.



Historic Hamtramck Stadium is in need of rehabilitation.



Play and workout equipment is well used and in need of repair.



Shade trees, flowers and gardens are limited or non-existent.



Park edges wrapped by chain-link fencing is unwelcoming.



Boys ride bikes around the Historic Stadium lawn at dusk (photo courtesy of the design team)

2.0 CONTEXT

HISTORIC CONTEXT

This section provides the historical context of the Hamtramck Recreational District. It introduces its location amidst nearby historic sites and districts, summarizes the physical evolution of the site, and analyzes the existing landscape to discern what remains from the past.

The master plan investigated the historic integrity of the park in order to align the site recommendations with the preservation of important resources and the rehabilitation of the property overall. The planning process has been informed by the US Secretary of the Interior's Standards for the Treatment of Historic Properties for historic landscapes and buildings.

PART 1: HISTORIC RESOURCE ANALYSIS

The Hamtramck Recreation District can be divided into three areas according to primary park amenities: historic resource area, notable resource area, and non-historic area.

The historic resource area contains properties that are listed or eligible for inclusion on the NRHP including the Historic Hamtramck Stadium (listed), Keyworth Stadium, and the Colonel Hamtramck Gravesite and Veterans Memorial. This area retains the majority of the key features added to the park during the primary era of development between 1930 and 1962.

PART 2: HRD HISTORIC SETTING

The Hamtramck Recreation District contains and is near to properties eligible and listed on the National Register of Historic Places (NRHP) as well as Michigan State Historic Markers. The site includes one property listed on the NRHP, Hamtramck Stadium (est. 1930; NRHP 2012), and two potentially eligible properties, Keyworth Stadium (est. 1936) and the Veterans Memorial (est. 1962) that includes the Colonel Jean-François Hamtramck grave and veterans monument. State Historic Markers are located near the entrance of the park on Joseph Campau Avenue and include Hamtramck Stadium, Colonel John Frances Hamtramck, and The Dodge Brothers.

Nearby historic places include the residential properties of the St. Florian Historic District (1984) and the commercial properties of the Joseph Campau Historic District (NRHP 2012). State Historic Markers near the Hamtramck Recreation District include the Saint Francis Hospital, Saint Florian Church, and Tau Beta Community House.

HAMTRAMCK HISTORIC PROPERTIES AND MAKERS



2.0 CONTEXT

HISTORIC RESOURCE ANALYSIS





Properties listed are eligible for inclusion in the National Register of Historic Places.

NATIONAL REGISTER LISTED RESOURCES

1. Hamtramck Stadium grandstand and viewshed (1930)
2. Maintenance and storage room building (1930)
3. Comfort station and locker room building (1955)
4. Skating rink storage and service building (1955)
5. Left field flag pole (1930)
6. Baseball diamond (1930)



1 2 3



1 6



1 3 4 5 6



8



8



8



7

OTHER RESOURCES

7. Veterans Memorial (1962)
8. Keyworth Stadium (1936)

2.0 CONTEXT

HISTORIC RESOURCE ANALYSIS



Park amenities date to the peak of park development in the early 1960s.

KEY FEATURES

- 1. Walk to tennis court (1940s)
- 2. Siberian elm (*Ulmus pumila*) near park pavilion (1940s)
- 3. Tennis courts (1942)
- 4. Ice skating rink (1955)
- 5. Concession building south of rink (1956)
- 6. Handball court (1940s)
- 7. Practice field (1936)
- 8. Northeast baseball field (1956)



7



2



6



5



1 3 4



1



4 5 6



8



Most park features within this are post-date the peak of park development in the early 1960s

KEY FEATURES

1. Concession building east of Hamtramck Stadium (1961)
2. Concrete steps at Jacob/Conant Streets (1940s)



1



2

2.0 CONTEXT

HISTORIC RESOURCE ANALYSIS



HAMTRAMCK STADIUM

National Register of Historic Places 2012

CONTRIBUTING RESOURCES:

1. Hamtramck Stadium grandstand (1930)
2. Maintenance and storage building (1930),
3. Building #2
4. Comfort station and locker room building (1955), HSR Building #4
5. Skating rink storage and service building (1955), HSR Building #5
6. Baseball diamond (part of site, 1930)
7. Left field flag pole (part of site, 1930)

OTHER FEATURES:

8. Cricket Pitch (2013)
9. Little League Field (1940s/1953)
10. Parking Lot (1981)



1. Grandstand



2. HSR Building #2



3. HSR Building #4



4. HSR Building #5



5. Baseball diamond



6. Flag pole



7. Cricket pitch



8. Little League Field

2.0 CONTEXT

HISTORIC RESOURCE ANALYSIS



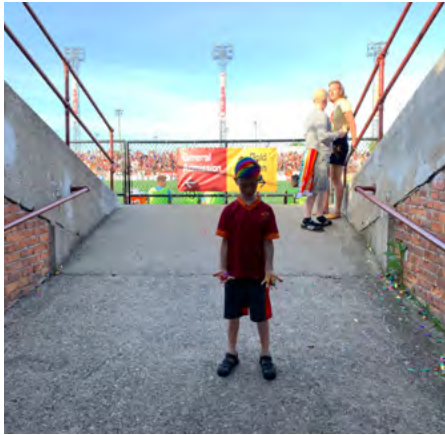
KEYWORD STADIUM

KEY HISTORIC FEATURES

1. West concrete bleachers and ramps with press box
2. West corridor, comfort station, and concession rooms (1936)
3. East concrete bleachers (1936)
4. East corridor with storage rooms (1936)
5. South brick wall with affixed KEYWORD letters (1936)
6. Playing field (1936/2019)

OTHER FEATURE:

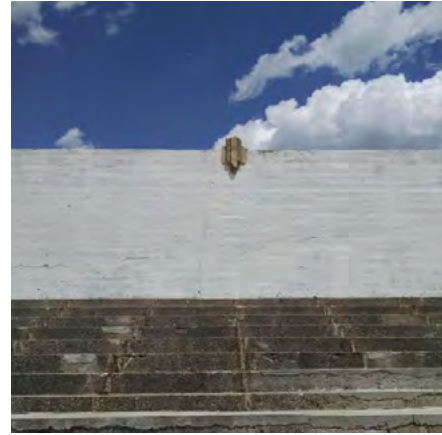
7. Concession and Box Seating Facilities (2019)



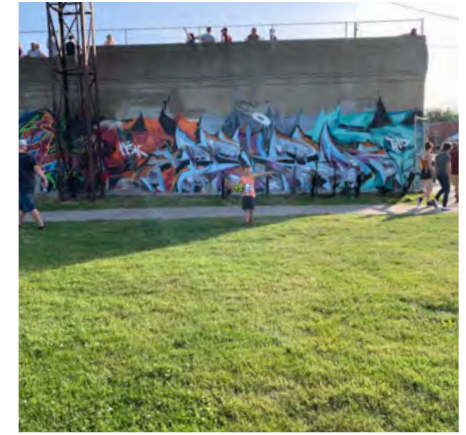
1. West bleachers



2. West corridor



3. East bleachers



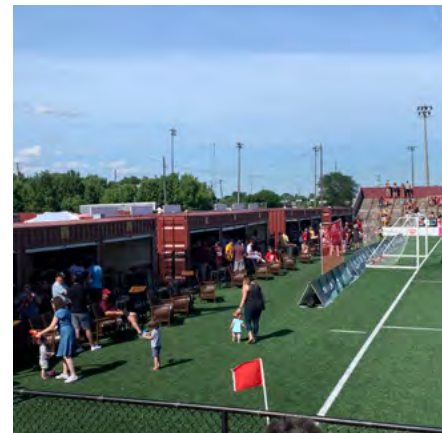
4. East corridor



5. "Keyworth" South Wall



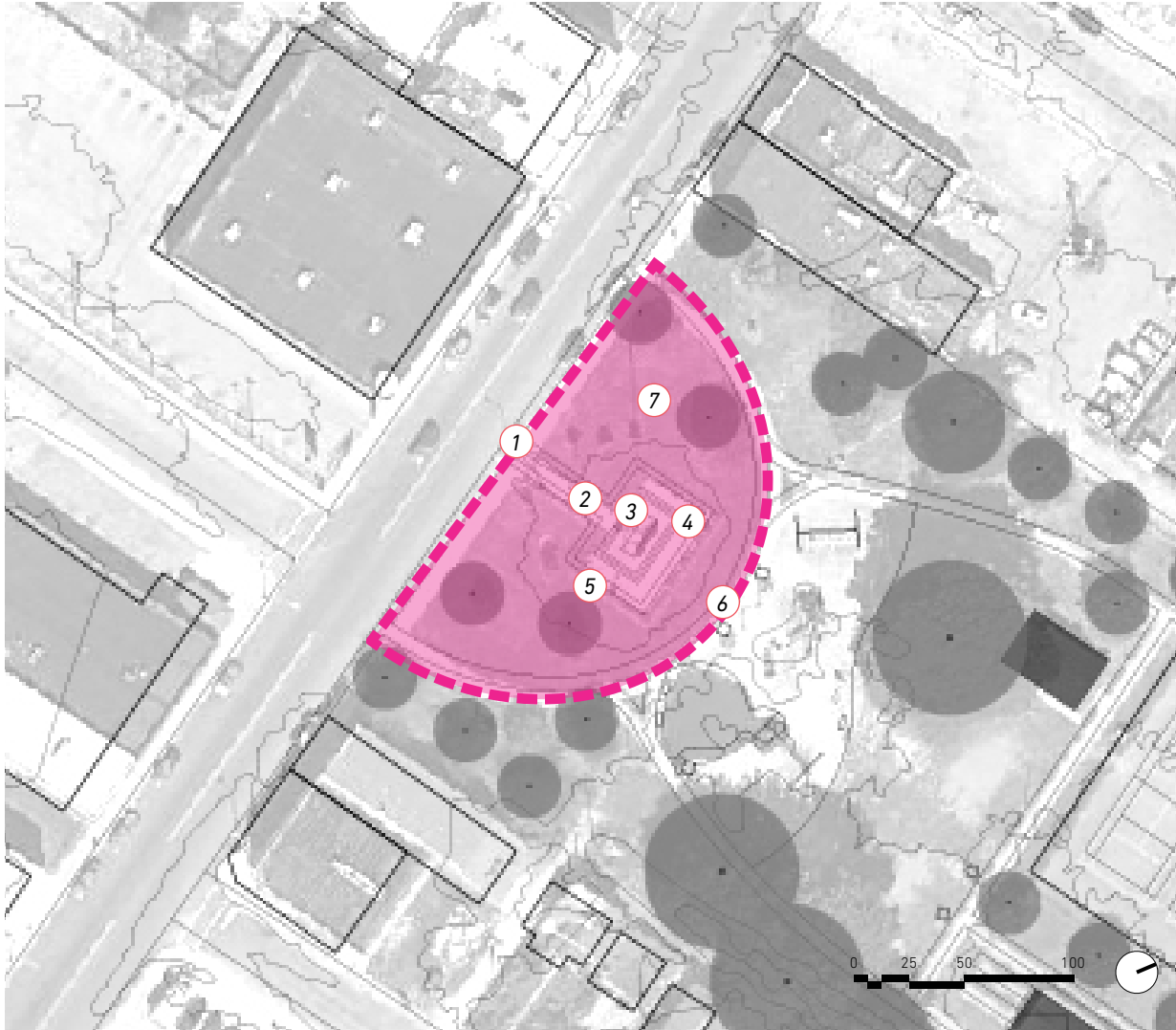
6. Playing Field



7. Concession Facilities

2.0 CONTEXT

HISTORIC RESOURCE ANALYSIS



VETERANS MEMORIAL

KEY HISTORIC FEATURES

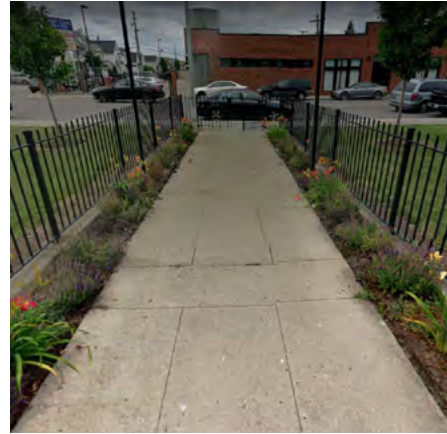
1. Memorial fence and gate (1962)
2. Memorial walk (1962)
3. Col. Jean-Francois Hamtramck grave and marker (1803/1962)
4. Veterans memorial monument and plaza (1952/1962)
5. Memorial planting bed (vegetation not historic) (1962)
6. Park entry walks (1940s)

OTHER FEATURE

7. Flag pole (1976)



1. Memorial fence and gate



2. Memorial walk



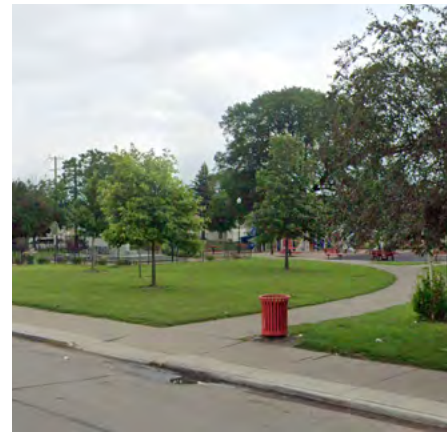
3. Grave and marker



4. Monument and plaza



5. Planting bed



6. Park entry walks



7. Flag pole

2.0 CONTEXT

HISTORIC SETTING

HAMTRAMCK RECREATION DISTRICT CHRONOLOGY

The Hamtramck Recreation District has a rich heritage that echoes the development of the City of Hamtramck. Changes to the site have occurred as demographics and recreational preferences shifted over time. Recreation use of this area originated with the fields associated with Playfair Elementary School in 1921 (now the location of the Schools Administration Building) and continue to the present. Today, the Hamtramck Recreation District reflects the major era of development that occurred between 1930 and 1962.

The history of the Hamtramck Recreation District is divided into four broad periods of landscape change:

- 1901-1929 – Urban Patterns and the Establishment of Recreation
- 1930-1962 – Hamtramck Stadium, Keyworth Stadium, and Veterans Memorial Park
- 1963-2015 – Continuity and Decline in Recreation
- 2016-Present – Recreational Resurgence

The following timeline presents pertinent events with illustrations. Research results were compiled from analysis of aerial photographs (1930 to 2019), other primary sources such as the Hamtramck Heritage Collection of the Hamtramck Public Library and Sanborn Fire Insurance Maps, and secondary sources such as the Hamtramck Stadium National Register Nomination (2012) and Historic Structures Report (2018).

1901-1929 - URBAN PATTERNS AND THE ESTABLISHMENT OF RECREATION

1901 The Village of Hamtramck was established from a much larger township of the same name. The farming community had a population of 500.¹ The Township of Hamtramck (est. 1798) was named for Colonel Jean-Francois Hamtramck (1756-1803). Hamtramck, a French-Canadian immigrant of Belgian and French descent, became a US military leader in the Revolutionary and Northwest Indian Wars. He wrested control of Detroit from the British in 1796 and resided within the future Hamtramck Township lines near Belle Isle.² Col. Hamtramck's grave was repatriated to the City of Hamtramck and placed at the entrance to the HRD in 1962.

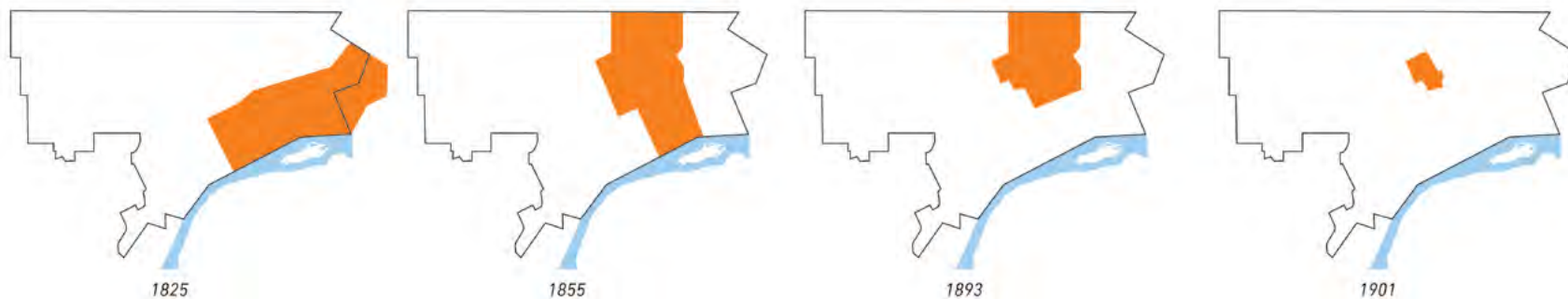
A burgeoning multicultural community of immigrants existed in and around the future HRD during Col. Hamtramck's command. Of the 2,600 Detroit area residents, two-thirds were French and one-third had British, Dutch, German, and African origins. Importantly, not all were new Americans.³ Preexisting and emergent settlements around Detroit in the 1790s included Wyandot, Potawatomi, and Ottawa people as well as French Canadians and people with blended indigenous and European heritage. The landscape of the future HRD consisted of wet prairies and hardwood swamps that would have provided natural resources to sustain the inhabitants.⁴

1 Hamtramck Stadium Historic Structure Report (HSR), Section 2.1 (PDF page 9).

2 Greg Kowalski, *Hamtramck: The Driven City*, p.9.

3 "Early American Detroit (1787-1820)," Detroit Historical Society, Online 9/9/2019: <https://detroithistorical.org/learn/timeline-detroit/early-american-detroit-1787-1820>.

4 Mark David Spence, *Native Ground, Middle Ground, Battle Ground: The River*



EVOLUTION OF HAMTRAMCK EXTENTS
shrinking city and loss of water access



1922 PRESENT HAMTRAMCK EXTENTS

2.0 CONTEXT

HISTORIC SETTING

1905 The site and much of Hamtramck was platted into residential-sized lots in anticipation of urban development along the Grand Trunk Railroad line north of the center of Detroit.¹ The railroad, installed ca.1860s, created a definitive diagonal line that crossed the orthogonal street grid and established part of the spatial form of the site. While lots were established across the site, few were built on and the area became dedicated to light industrial and manufacturing.² The site consisted of the J.C. Cristy Planing Mill and Lumber Yard in the south, J. Calvert's Son's Fuel & Builders Supply Yard between Joseph Campau Avenue and the railroad, and former farm fields in the northeast.³

1910 The Dodge Brothers Motor Car Company broke ground for an automotive plant across the Grand Trunk Railroad south of what would become the HRD. Opening of the "Dodge Main" in 1914, resulted in a rapid influx of primarily Polish immigrants which contributed to the diverse cultural heritage that continues to define the city.⁴

1915 J. Calvert's Sons Fuel & Builders Supply Yard occupied the northwest perimeter of the site and had open frontage adjacent to a post office along Joseph Campau Avenue. The Detroit Lumber Company and a coal yard occupied the southern part of the site along the railroad. A fuel and building supply yard occupied the north part of the site. Residential properties formed the northern perimeter of the site.⁵

1 Map of the Village of Hamtramck, Wayne County, Michigan Atlas, W.C. Sauer, 1905.

2 USGS, topographic map, 1905, HistoricAerials.com.

3 Sanborn Fire Insurance Map Co., Detroit, Wayne Co., vol.7 (1910-1950), 1910, ProQuest.

4 Hamtramck Stadium HSR Section 2.1.1 (PDF page 16).

5 Sanborn Fire Insurance Map Co., Detroit, Wayne Co., vol.7 (1910-1950), 1915,

1921 Playfair Elementary School was built on a field formerly owned by the Stocker family east of the lumber and supply yards. Fields to the south and east were used for recreation in the location of the future Keyworth Stadium. At this time, the Hamtramck School Code (1920) explicitly emphasized the importance of recreation and health for students in addition to ethics, civics, and vocational training.⁶

1922 Hamtramck incorporated into a city to avoid annexation from the City of Detroit. Peter C. Jezewski becomes the first mayor.⁷

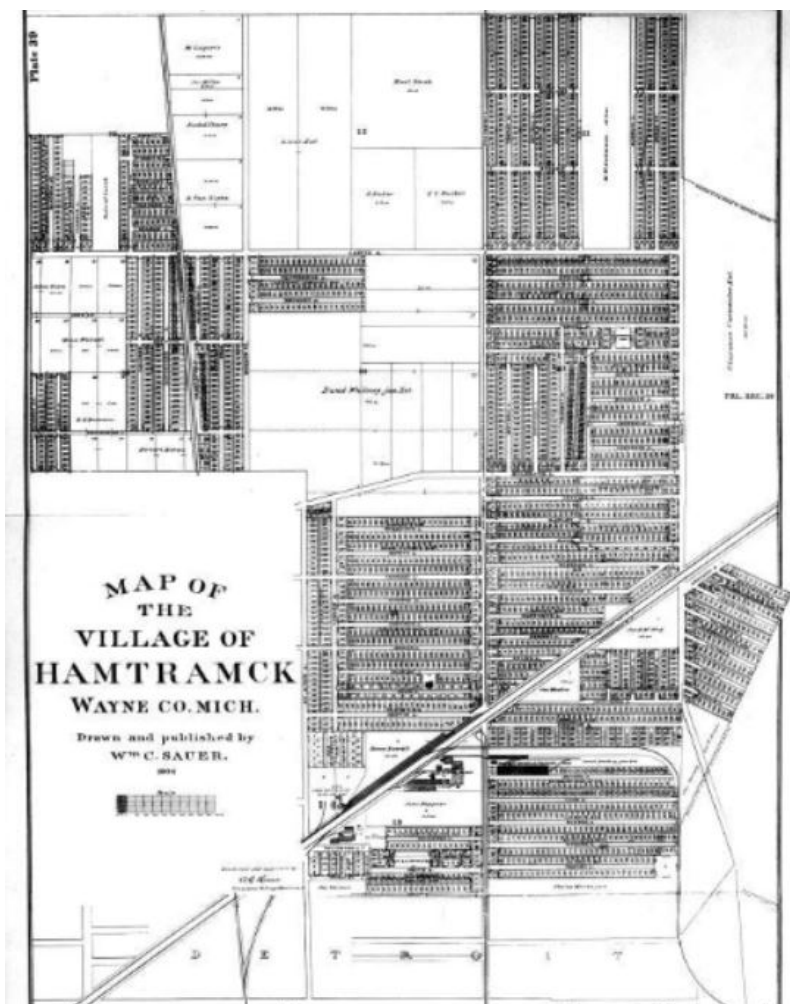
1923 The school board appoints progressive educator Maurice Reed Keyworth (1884-1935) as superintendent. Keyworth, namesake of the future football stadium, instilled democratic values in immigrant parents and children through innovative methods and bilingual programs. He stressed full care for the bodies and minds of students and their families.⁸

ProQuest.

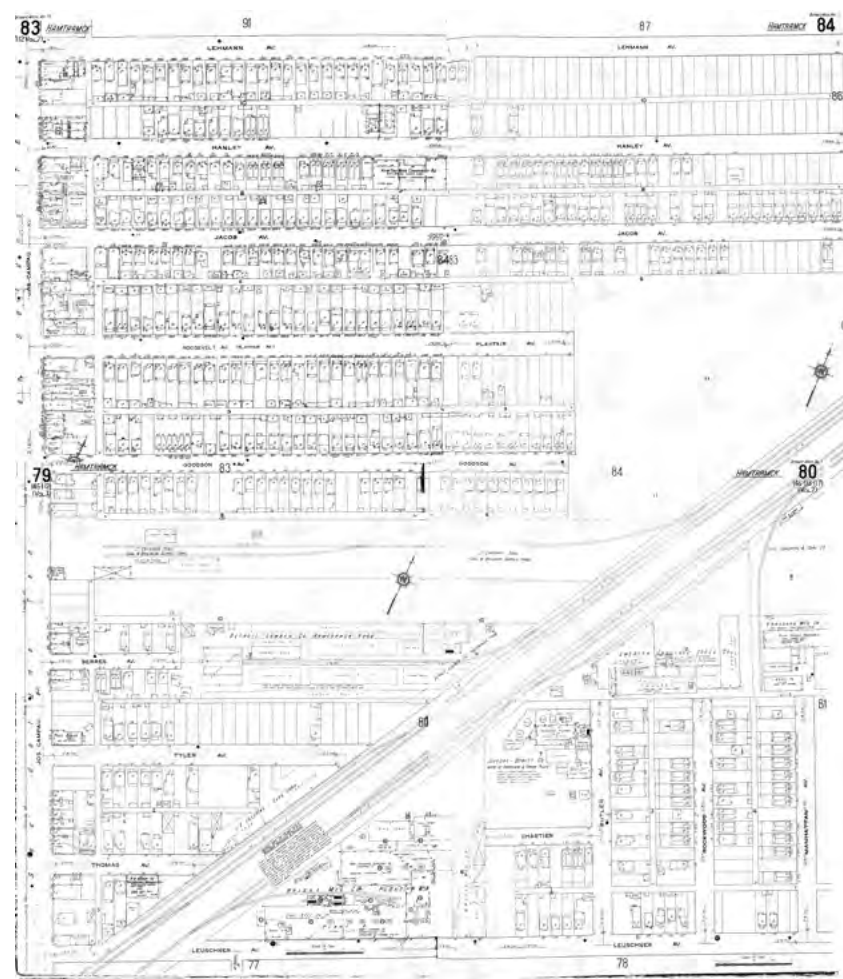
6 Greg Kowalski, *Hamtramck: The Driven City*, pp. 45, 96.

7 Hamtramck Stadium HSR Development and Use Timeline (PDF page 16-17).

8 Greg Kowalski, *Hamtramck: The Driven City*, pp. 44-47.



1905 Map of the Village of Hamtramck, Wayne County, Michigan Atlas, HistoricMapWorks.



1910-1915 Sanborn Insurance Maps, ProQuest.

2.0 CONTEXT

HISTORIC SETTING

1925 The Hamtramck Recreation Department was established by the Hamtramck Common Council and consolidated with the Board of Education. Both winter and summer programs were instated during the 1920s, offering weekly activities such as concerts, swimming, baseball, softball, horseshoe tournaments, a circus, and track and field meets.¹ It is likely that some of these events occurred in the fields around Playfair School.

1928 Tau Beta Community House was constructed one block from the site. The facility served needs of the immigrant community in the vicinity of the HRD and provided medical care, an auditorium, and a production kitchen.²

1929 The Department of Public Works establish a supply yard along the railroad in part of the field southeast of Playfair Elementary School.³

1 NRHP, Hamtramck Stadium, 2012, p.13.

2 Tau Beta Community House, Michigan Historic Marker, L2311.

3 Hamtramck Stadium HSR Development and Use Timeline (PDF page 16-17); 1949-1967Aerials, Netroline/historicaerials.com; 1949 Sanborn Map.

1930-1962 – HAMTRAMCK STADIUM, KEYWORTH STADIUM, AND VETERANS MEMORIAL PARK

1930 Construction of the Hamtramck Stadium (Roesink Stadium) began on leased land from the Detroit Lumber Company in January. Detroit businessman and baseball promoter, John Roesink, arranged for the placement of the stadium in Hamtramck in order to provide a home for the Detroit Stars, a legendary Negro National League team that he owned. A convenient location with proximity to transportation, low expenses, a friendship with Mayor Rudy Tenerowicz, and amicable alliances between Polish and African American residents likely led Roesink to locate the team in the Hamtramck site.⁴

Hamtramck Stadium seated about 8,000 spectators in the grand stand and 1,000 in bleachers down the right-field line. The stadium of the 1930s included unusual features including a short distance to the left field fence line, a very large center field, and a deep right field. In addition, a twelve-foot high corrugated steel fence lined the outfield.⁵

The first game at the stadium was played on May 11, 1930, and by June, the Detroit Stars played Michigan's first night game at the illuminated field.⁶ The team played at the field from 1930-1933 and in 1937. Several legendary members of the Detroit Stars were elected into the Baseball Hall of Fame including Norman "Turkey" Stearnes, Ray Dandridge, Andy Cooper, Pete Hill, and Cristobal Torriente, Satchel Paige, Josh Gibson, and others. Several other teams and other groups played at the stadium including the Detroit Cubs.⁷

4 NRHP, Hamtramck Stadium, 2012, p.9.

5 NRHP, Hamtramck Stadium, 2012, p.11.

6 Hamtramck Stadium HSR Section 2.1.1 (PDF page 14)

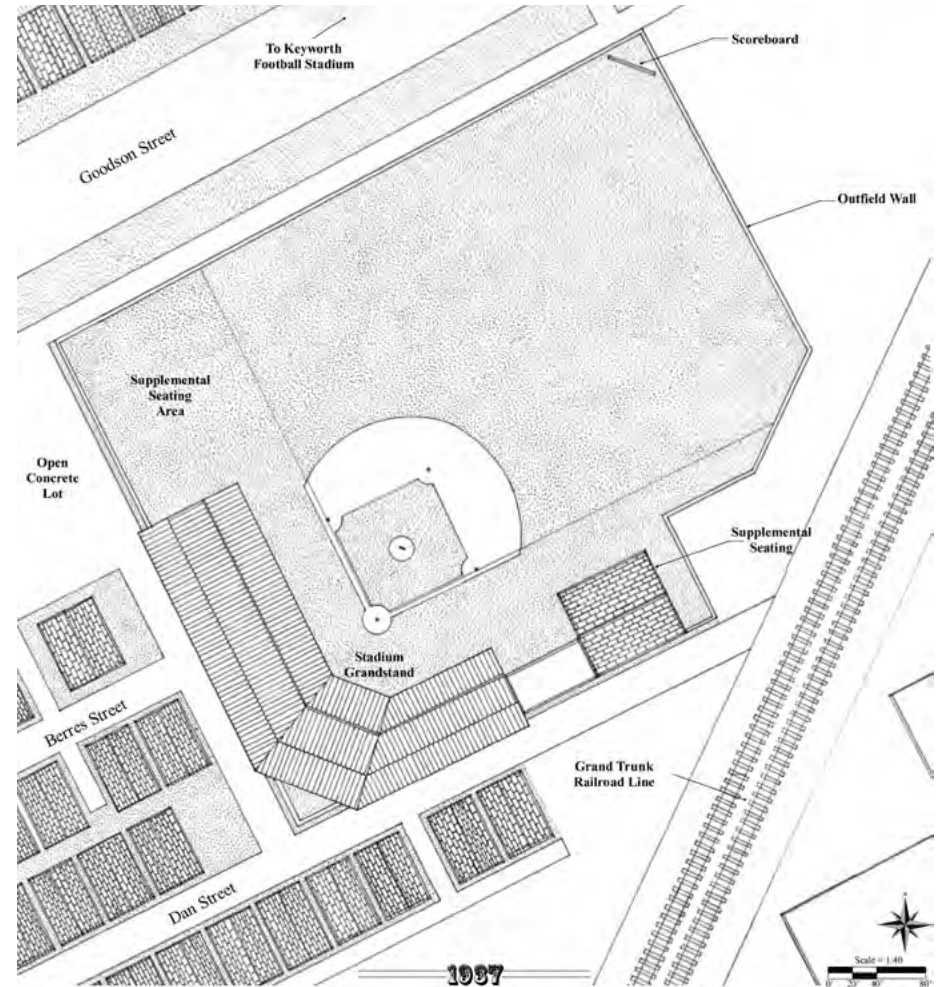
7 NRHP, Hamtramck Stadium, 2012, p.10-11.



1935 Detroit Cubs, possibly at Hamtramck Stadium, BL-4216-86, National Baseball Hall of Fame.



1936 Aerial of Hamtramck Stadium and the future HRD behind the Dodge Brothers Motor Car Company Plant, HAER MICH,82-HAMT, Library of Congress.



1937 Stadium Plan, Sheet 2, HALS MI-4, Hamtramck Stadium/Veterans Park.

2.0 CONTEXT

HISTORIC SETTING

1935 The school district renamed Playfair Elementary School as “Marshal Pilsudski School” in honor of Jozef Pilsudski, a Polish statesman and military leader during World War I who passed away on May 12, 1935.¹

1936 An aerial photograph commissioned for the Dodge Main factory captured the initial appearance of the HRD.² A Historic American Landscapes Survey drawing made use of the photograph to document the early stadium around this point in time.³ Hamtramck Stadium continued to have an outfield wall to the north. The roofs of residential and commercial buildings fill many of the lots between the stadium and Joseph Campau Avenue. Disturbed ground of playing fields appeared south of Playfair Elementary School prior to construction of Keyworth Stadium. To the east, an open field remained persisted as testimony of the areas agrarian past.

1936 Keyworth Stadium was built south of Playfair Elementary School as one of the first Work Progress Administration projects in Michigan. President Franklin Roosevelt dedicated the stadium on October 15 saying, “This stadium is one of the things that will last for many years.” A plaque was installed to commemorate the event.

The field was named in honor of Maurice Keyworth, the former school

1 Greg Kowalski, *Hamtramck: The Driven City*. Page 70; *Hamtramck: Soul of a City*. Page 27

2 Photocopy of photograph, 1936 (Chrysler) Aerial View, Historic American Engineering Record, Dodge Brothers Motor Car Company Plant, Between Joseph Campau & Conant Avenues, Hamtramck, Wayne County, MI, 1968, Library of Congress.

3 1937 Stadium Plan, Sheet 2, HALS MI-4, Hamtramck Stadium/Veterans Park, 2011.

superintendent, who died in 1935. It was designed by Lawrence B. Jameson and built through contractors G.A. Buckeridge and S.J. Stachowiak.⁴ The stadium featured concrete bleachers and a long brick wall with scoreboard to screen the field from the railroad. As a multipurpose facility, an oval running track surrounded the field for use by the adjacent elementary school.⁵

Keyworth Stadium served as the home field of Hamtramck High School, Wayne University (through 1956), and Wayne State University. Prior to construction, football was played elsewhere including at Hamtramck Stadium.⁶

1937 The Detroit All Stars disbanded and a Garbage Disposal Transfer Station was constructed east of Hamtramck Stadium.⁷

1938 Reclamation of land for a recreational park began and continued into the 1940s. The former lumber and coal yards adjacent to Hamtramck Stadium were purchased and developed into baseball and softball diamonds. Additional land was acquired in 1946 to create a total of 14 acres of new parkland.⁸ The name “Recreation Park” began to be used for the HRD between 1938 and 1949.⁹

4 “Keyworth Stadium – Hamtramck,” The Living New Deal, online: 10/10/2019, <https://livingnewdeal.org/projects/keyworth-stadium-hamtramck-mi/>.

5 Undated photograph, Plate 12, Michigan Architect and Engineer, 1947, in Historical Detroit Area Architecture, posted by Benjamin Gravel.

6 NRHP, Hamtramck Stadium, 2012, p.11.

7 Hamtramck Stadium HSR Section 2.1.1 (PDF page 17)

8 NRHP, Hamtramck Stadium, 2012, p.13.

9 “Recreation Park & Stadium” on Sanborn Fire Insurance Map Co., Detroit, Wayne Co., vol.7 (1910 - July 1951), Dec. 1949, ProQuest.

1940 The Works Progress Administration (WPA) under the New Deal approved funds for renovations to Hamtramck Stadium and the surrounding, recently acquired parkland. Jointly sponsored by the city and the Wayne County Road Commission, the project began the following year.¹⁰ The metal outfield fence was removed and concession facilities and an equipment garage were added beneath the west and east wings of the grandstand, respectively.¹¹

Early recreational amenities included tennis courts. Photographs from the early 1940s show legendary coach Jean Hoxie (1898-1970) at the courts with Congressman Rudolph Tenerowicz and student athletes.¹² A playground with see-saws, slides, and swings was added between the tennis court and Hamtramck Stadium by this time. Also, a walled training court west of the stadium was likely constructed at this time, aligning to Hoxie's signature wall training techniques.¹³

Hoxie, a Hamtramck resident of Polish decent, trained more than 200 national and international champions with 15 state titles for Hamtramck teams from 1949-1964.¹⁴ She cofounded the first US tennis camp, formed clinics around the world, and coached over 300 U.S. National tennis champions including Jane Bartkowicz, who won the women's singles at Wimbledon in 1964.¹⁵ Due to her efforts among the poorer youth and the use of tennis as tool to fight

10 NRHP, Hamtramck Stadium, 2012, p.12.

11 HALS MI-4, Hamtramck Stadium/Veterans Park, 2011, p.3.

12 1944 Photograph from The Citizen; Hamtramck Heritage Collection

13 Training walls appear on Aerial photograph, 1949, DTE Aerial Photo Collection, Wayne State University.

14 "Michigan's Finest: Profiles of previous inductees: Jean Raymond Hoxie," The Detroit News, February 6, 2008 (Wikipedia).

15 Jean Hoxie, Obituary, Victoria Advocate, May 7, 1970 (Wikipedia).

delinquency in Hamtramck, she was known as the "Robin Hood of tennis."¹⁶

1948 Flood lights were installed by Stegz & Sons at Keyworth Stadium and commemorated with a plaque.

1949 A planimetric aerial of Hamtramck reveals the outcome of recreational developments in the "Recreation Park & Stadium" following the WPA funding of 1940.¹⁷ By 1949, the city purchased lots off Joseph Campau Avenue and established the main park entrance with arced concrete walkways and plantings or a fence along the street frontage. Tennis courts and bleachers appear west of Hamtramck Stadium. Smaller ball fields may have been developed in the west and north parts of the stadium outfield at this time. The City Receiving and Store Room was present southwest of the Hamtramck Stadium. Also by 1949, a defined athletic field was established out of the old field directly east of Keyworth Stadium.

1950 Recreational development continued to unfold despite the closing of Pilsudski (Playfair) School due to declining enrollment and the need for repairs.¹⁸ The school building was repurposed as municipal offices and Keyworth Stadium continued to be used by students. While the city's population had been in decline since a peak of 48,838 in 1940, the vibrant community continued to refine the HRD.

16 Greg Kowalski, *Prohibition in Hamtramck: Gangsters, Gunfights and Getaway*, Charleston: American Palate, 2015; Jean Pitrone, Jean Hoxie: The Robin Hood of Tennis, Hamtramck: Avenue Pub. Co., 1985.

17 Aerial photograph, 1949, DTE Aerial Photo Collection, Wayne State University; "Recreation Park & Stadium" on Sanborn Fire Insurance Map Co., Detroit, Wayne Co., vol.7 (1910 - July 1951), Dec. 1949, ProQuest.

18 Greg Kowalski, Hamtramck: The Driven City, p. 96.

2.0 CONTEXT

HISTORIC SETTING



1927 Superintendent Maurice Keyworth (right), HHC 167, Hamtramck Public Library.



1940 Hamtramck Stadium renovations, in Kowalski, Hamtramck: Soul of a City.



1942 Coach Jean Hoxie at the courts (right), HHC 141, Hamtramck Public Library.



1940s-1950s Playground between tennis and stadium, HHC 298, Hamtramck Public Library.



KEYWORTH STADIUM, HAMTRAMCK, MICH
LAWRENCE B. JAMESON, ARCHITECT, DETROIT, MICH

1940s Aerial photograph of Keyworth Stadium, Playfair Elementary School, and the adjacent field, Plate 12, Michigan Architect and Engineer, 1947.



1949 Early planimetric aerial photograph of the HRD with the recreation park and stadiums between Joseph Campau Avenue and Conant Street, DTE Aerial Photo Collection, Wayne State University.

2.0 CONTEXT

HISTORIC SETTING

1952 The City of Hamtramck made plans to erect a “stately, gray, stone monument” with names of Hamtramck casualties of the Second World War.¹ In the following year, the Veterans Memorial was established at the west end of the larger Recreation Park.² The first recreational millage also passed in 1953 and contributed to another layer of development in the HRD. An arc of large canopy trees was planted along the inside of the curved entry walks. Framed by a wide shrub bed, the stone monument was installed between two light posts east of the apex of the arced walkway. A drinking fountain was originally located in front of the memorial in line with the arc of trees on the west side of the sidewalk.³ Rows of trees also were planted along the north and south perimeter and along a walkway adjacent to the tennis courts. In the 1950s, a nativity scene was erected for Christmas between the entry walks and inside of the fence and shrub row lining the sidewalk along Joseph Campau Avenue.

1953 The Little League program began in Hamtramck. Games were played at an established field in the outfield of Hamtramck Stadium. Pee wee baseball, local school competitions, and a variety of recreational league games were played at Hamtramck Stadium beginning in the 1940s.⁴ By 1956, another ball field was established in the field east of Keyworth Stadium.⁵ A parking area was established north of the practice field between the Playfair building and the new ball field. Aside

1 Greg Kowalski, *Hamtramck: The Driven City*, page 97; Photograph from Hamtramck Historical Collection (No Date).

2 Hamtramck Stadium HSR Section 2.1.1. (PDF page 17)

3 Greg Kowalski, *Hamtramck: The Driven City*, page 97; Photograph from Hamtramck Historical Collection (No Date).

4 NRHP, Hamtramck Stadium, 2012, p.12.

5 Aerial photograph, 1951, HistoricAerials; aerial photograph, 1956, DTE Aerial Photo Collection, Wayne State University.

from Keyworth Stadium, placement of the ballfield marked the first major development of the former farmland in the northeast portion of the HRD.

1955 On January 30, the ice rink that replaced a playground west of the Hamtramck Stadium was dedicated. Concession and Maintenance Buildings were constructed along the third-base line this year.⁶ Ice rink often is used as a playground during off seasons.

1962 In May 1962, the remains of Col. Hamtramck were disinterred from Mt. Elliott Cemetery and ceremonially reburied in a new setting between the arced entry walks of the west entrance the park.⁷ The former tombstone (restored in 1928) was placed on top of the grave and surrounded by a low metal fence adjacent to the relocated veterans monument. At this time, additional granite wing panels were added to include names of the fallen Hamtramck veterans of the Korean and Vietnam Wars.

The grave and monument formed the center of an elevated, rectangular plaza formed by three stepped courses of dark gray granite stone that contrasted with the lighter granite of the monument. A concrete apron and walkway connected the memorial to the sidewalk along Joseph Campau Avenue. A narrow planting bed and ornate, metal fence created an outer frame to the memorial space. Initially bare, the planting spaces were filled with varying patterns and species over time including different conifer shrub arrangements between the 1970s and 1990s and perennial herbaceous plants and roses up to the present.

6 Hamtramck Stadium HSR Section 2.1.1 (PDF page 17)

7 Greg Kowalski, *Hamtramck: The Driven City*, page 15-16



1953 ca Veterans Memorial monument with lamps and fountain east of the entry walk, HHC 093, Hamtramck Public Library.



1950s Nativity scene inside the wester perimeter fence along Joseph Campau Avenue, HHC 096, Hamtramck Public Library.



1955 Ice rink construction adjacent to Hamtramck Stadium, HHC 094, Hamtramck Public Library.



1962 Reinterment ceremony for Col. Hamtramck at the redesigned Veterans Memorial, Michael Hojnacki, FindaGrave.



1962 The enlarged monument and grave of Col. Hamtramck at the Veterans Memorial, HHC 134, Hamtramck Public Library.



1963 School children run relays on the track around Keyworth Stadium, HHC 214, Hamtramck Public Library.

2.0 CONTEXT

HISTORIC SETTING

1963-2015 - RECREATIONAL CONTINUITY AND CHANGE

1967 By this time, most large deciduous trees near the west entrance to the HRD along Joseph Campau Avenue were removed. Also, the City of Hamtramck Department of Public Supply Yard located south of Keyworth Stadium was demolished and replaced with a fenced ball field.¹

1970 The Playfair Elementary School building was demolished and replaced with a smaller building as the headquarters of the Hamtramck Board of Education. The remainder of the site became a parking lot. Changes in use occur at Keyworth Stadium and the running track is converted to turf.²

1973 Unneeded municipal facilities continue to be removed and relocated. The City Receiving and Store Room located southwest of Hamtramck Stadium and the Hamtramck Garbage Disposal Plant southeast of the stadium were demolished and the area covered with turf. In the far northeast edge of the site, a formerly residential building was demolished at the corner of Conant Street and Jacob Streets by 1973.³ Major renovations of the Hamtramck Stadium grandstand began. The grandstand extensions along the first and third baselines were removed. Work on the remaining grandstand include improvements to the roof, seating, and ramps.⁴

1 Aerial photograph, 1967, HistoricAerials; aerial photograph, 1973, HistoricAerials.

2 Aerial photograph, 1967, HistoricAerials; aerial photograph, 1973, HistoricAerials.

3 Aerial photograph, 1973, HistoricAerials.com.

4 Hamtramck Stadium HSR Section 2.1.1 (PDF page 14 and 17); aerial photograph, 1973, HistoricAerials; aerial photograph, 1981, DTE Aerial Photo Collection, Wayne State University.

1976 In celebration of the United States Bicentennial, the Colonel John Francis Hamtramck Historic Marker was placed near the gravesite and veterans monument in the HRD gateway. A flagpole was likely erected northwest of the gravesite around this time.⁵

Colonel John Francis Hamtramck: John Francis Hamtramck was a native of Canada who dedicated his life to the new American nation. Born in 1756, Hamtramck fought in the American Revolution. He distinguished himself during and after the war fighting both Indian and British forces. In 1787 he was made commander of Post Vincennes in the Illinois Territory. There Major Hamtramck was instrumental in negotiating a peace treaty with area Indians.

Colonel John Francis Hamtramck: In 1793 Hamtramck was named lieutenant colonel in the forces led by General Anthony Wayne. The next year Hamtramck was cited for bravery in Wayne's decisive victory at the Battle of Fallen Timbers. In 1796 Hamtramck, a newly appointed colonel, was further honored when he was given command of the fort at Detroit, which had previously been in British hands. Except for two years, he remained there until his death in 1803. In 1798 one of the four townships in Wayne County was named for this military hero.

1980 Dodge Brothers Motor Company Main Plant ceases operations.⁶ The closure contributed to the ongoing decline in population; however, it also created opportunities for new immigrant communities to find housing. As a result, the city's population began to rebound with the

5 Michigan Historical Markers, Michigan Department of Natural Resources, online 7/6/2019: www2.dnr.state.mi.us/HistoricalMarkers/; aerial photograph, 1981, DTE Aerial Photo Collection, Wayne State University.

6 Hamtramck Stadium HSR Section 2.1.1 (PDF page 17).

immigration of families primarily from Yemen, Bangladesh, Pakistan, Eastern European countries, and many others places of origin. Hamtramck has become the most ethnically diverse and densely-populated municipality in the state of Michigan.⁷

1981 By 1981, the ball fields were well maintained and new pedestrian and vehicular circulation patterns were established.⁸ Asphalt parking lots were added to the HRD southwest of the Hamtramck Stadium entrance and east of the stadium in the location of the former Public Supply Yard area. Both were connected to Dan Street. Sidewalks were built around Hamtramck Stadium to connect the existing pathways of the west entrance to new parking lots, Hamtramck Stadium, and Keyworth Stadium.

1983 A memorial marker was placed within the fence line behind the Veterans Memorial by the Blue Star-Gold Star Mothers, civil organization of women who support veterans and their families.

The plaque states: "Erected in Recognition of their efforts in behalf of this City's veterans and their families to / The Blue Star-Gold Star Mothers Chapter 95 / City of Hamtramck / and in loving memory of their president of 40 years Josephine Skopowski / Hamtramck Allied Veterans Council, Inc." Josephine Skopowski (b.1899) passed away in January 1983.⁹

7 "Demographics," Hamtramck, online: 5/6/2019: https://en.wikipedia.org/wiki/Hamtramck,_Michigan.

8 Aerial photograph, 1981, DTE Aerial Photo Collection, Wayne State University.

9 Chapter 95 may no longer exist but associated groups of The Blue Star

1999 The additional ball field along the third baseline of Hamtramck Stadium is removed and replaced with turf.¹⁰

2002 Astro-play artificial turf replaced the former natural turf field of Keyworth Stadium between 1999 and 2002.¹¹ Tennis courts also were resurfaced and painted and a large pavilion was constructed south of the courts. A paved rectangular area existed near the intersection of Conant and Jacob Streets from this time until 2005.

2005 The city continues to sponsor recreational enhancements in the HRD. The Little League field in the outfield of the Hamtramck Stadium and the ball fields south and east of Keyworth Stadium remained in good condition; however, the ball diamonds of Hamtramck Stadium abandoned.¹²

A large play space with equipment was constructed west of the skating rink. It underwent a reduction of play structures around 2008 and only a small northern portion of the original space remained as a playground by 2012.¹³

A sand volleyball pit was built between Keyworth Stadium and the railroad. The pit gradually declines until it is completely obscured by vegetation in 2014.¹⁴

Mothers of America, Inc. have representation in Detroit.

10 Aerial photograph, 1999, HistoricAerials.

11 Aerial photograph, 3/24/2002, GoogleEarth; aerial photograph, 2/28/2005, GoogleEarth.

12 Aerial photograph, 2/28/2005.

13 Aerial photograph, 2/28/2005, GoogleEarth; aerial photograph, 2009, HistoricAerials, aerial photograph, 2012, HistoricAerials.

14 Aerial photograph, 2/28/2005, GoogleEarth; aerial photograph, 2012, HistoricAerials, aerial photograph, 2014, HistoricAerials.

2.0 CONTEXT

HISTORIC SETTING

2006 Two basketball courts were added in the northeast corner of the HRD near the intersection of Conant and Jacob Streets.¹

2007 The Karpinski Playscape was installed directly east of the parking lot of the Board of Education Office. The playground was dedicated the following year in the memory of Mark. C. Karpinski, a Board of Education member. In 2009, the playground is expanded and a small shade structure with picnic tables is constructed.²

Dodge Brothers Historical Marker erected in the park near the Veterans Memorial.³

The Dodge Brothers: John (1864-1920) and Horace (1868-1920) Dodge grew up in Niles, Michigan. During the late nineteenth century they worked as machinists at the Murphy Boiler Works in Detroit and at the Dominion Typograph Company in Windsor, Ontario. The brothers built the Evans and Dodge bicycle in Windsor, then founded their own shop in Detroit in 1900. There they built transmissions and engines for Ransom Olds in 1901-1902. The Dodges were Henry Ford's leading parts supplier from 1903 to 1914. That year they built the first Dodge Brothers car. Dodge production ranked fourth among the 108 American car companies of the late 1910s. The brothers caught influenza at the New York Auto Show in 1920. Both died from the pandemic disease that year: John on January 14, and Horace on December 10.

Dodge Main: After operating two factories in Detroit's Greektown

1 Aerial photograph, 8/3/2006, GoogleEarth.

2 Aerial photograph, 6/5/2007, GoogleEarth; aerial photograph, 2009, HistoricAerials.

3 Michigan Historical Markers, Michigan Department of Natural Resources, online 7/6/2019: www2.dnr.state.mi.us/HistoricalMarkers/.

between 1900 and 1910, John and Horace Dodge bought a thirty-acre parcel on the east side of Joseph Campau Avenue, one-half mile south of here. In 1910 they opened a factory on the site to make parts for the Ford Motor Company. The Dodges began to make their own cars in 1914, and by 1920 employed some 17,000 people. By 1925 the sprawling plant was called "Dodge Main." When Walter Chrysler acquired Dodge in 1928, Dodge Main had 30,000 workers who made 230,000 cars annually. During the 1950s Dodge Main became exclusively an assembly plant with a smaller work force that turned out 600,000 cars a year. Fewer than 5,000 people worked at Dodge Main when the Chrysler Corporation closed it in 1980.

2008 Longstanding concern over the possible demolition of the Hamtramck Stadium resulted in the beginning of documentation and preservation efforts spearheaded by Gary Gillette of the Detroit Chapter of the Society for American Baseball and later founder of the Friends of Historic Hamtramck.⁴

2010 In November, the City of Hamtramck filed for bankruptcy which the State of Michigan did not authorize.⁵ The conditions of the HRD continued to decline due to the reduction of public maintenance services. Staff of the Hamtramck Public Schools began to provide basic mowing and other basic upkeep on some City-owned parts of the HRD including the field of Hamtramck Stadium.

2011 A Historic American Landscape Survey (HALS) and National

4 Christine Ferretti, "Historic Hamtramck Stadium's Off-Season May Finally End," The Detroit News, Dec. 29, 2016.

5 Sarah Hulett, "Hamtramck asks state to file for bankruptcy," Michigan Public Radio, Nov. 17, 2010; Monica Davey, "Michigan Town Is Left Pleating for Bankruptcy," The New York Times, Dec. 27, 2010.

Register Nomination were prepared for Hamtramck Stadium.⁶ The stadium is added as a historic district in the National Register of Historic Places the following year.

2013 A concrete cricket pitch was installed in middle of the Hamtramck Stadium field as a recreational amenity for Bangladeshi and Yemeni immigrant communities.⁷ Around this time, a swing set was installed as a trial play area between the Veterans Memorial and the tennis courts.⁸

2014 The Hamtramck Stadium Historic Marker was erected near the Veterans Memorial.⁹

Hamtramck Stadium: When the Negro National League was founded in 1920, one of its eight charter teams was the Detroit Stars, who played at Mack Park on Detroit's East Side. A 1929 fire damaged Mack Park, so owner John Roesink built Hamtramck Stadium in 1930 on land leased from the Detroit Lumber Company. The new stadium had a twelve-foot-high metal outfield fence, box seating, and bleachers down the right field line. In May 1930, some 9,000 fans attended the grand opening, where former Detroit Tiger Ty Cobb threw out the first pitch. In June 1930, Michigan's first night baseball game was played here; the Stars played the Kansas City Monarchs under a portable lighting system.

6 HALS MI-4, Hamtramck Stadium/Veterans Park, 2011; NRHP, Hamtramck Stadium, 2012.

7 Ian Perrotta, "The Year in Review: The second half of 2013 ...," The Review, Jan. 3, 2014.

8 Aerial photograph, 2014, HistoricAerials.

9 Michigan Historical Markers, Michigan Department of Natural Resources, online 7/6/2019: www2.dnr.state.mi.us/HistoricalMarkers/.

In 2012, Hamtramck Stadium was listed in the National Register of Historic Places.

Hamtramck Stadium: After the Civil War, black and white baseball players could play on the same teams. But by 1900, black players were excluded from white professional leagues. More than 4,000 African Americans and Latinos played baseball in U.S. professional Negro leagues while baseball was segregated. The Detroit Stars and Detroit Wolves represented the city in four major Negro leagues. National Baseball Hall of Fame members who called Hamtramck Stadium home included Norman "Turkey" Stearnes, "Cool Papa" Bell and "Smokey Joe" Williams. Satchel Paige and Josh Gibson played on visiting teams here. In the 1930s, in addition to Negro league games, the stadium hosted community and scholastic baseball and football, midget car races and boxing matches.

2.0 CONTEXT

HISTORIC SETTING

2016 - PRESENT - RECREATIONAL RESURGENCE

2016 Initiatives for the preservation of Hamtramck Stadium and reuse of Keyworth Stadium began to bear fruit. The Friends of Historic Hamtramck Stadium planned to launch a fundraising campaign to stabilize and rehabilitate the stadium.¹ Also in 2016, Keyworth Stadium became the home arena of the Detroit City Football Club (DCFC), a professional soccer club founded in 2012 and currently in the National Independent Soccer Association (NISA). DCFC and its supporters raised funds to gradually renovate the stadium and move from their prior their prior Cass Technical High School in downtown Detroit. The stadium was rededicated and a plaque installed on the bleacher wall.

In the western part of the HRD, the small play area between the Veterans Memorial and the tennis courts was greatly expanded and filled the space between north and south entry walkways.² Red benches and tables matching the play equipment were dispersed throughout the west side of the HRD at this time. The new playground retained light poles in the original locations of the lamps flanking the 1952 veteran's monument on the east side of the curved entry walk. A large pavilion was constructed between the play area and the tennis courts at this time.

2017 The Navin Field Grounds Crew, which maintained the old Tiger Stadium site, partnered with Hamtramck to mow Hamtramck Stadium.³

1 Christine Ferretti, "Historic Hamtramck Stadium's Off-Season May Finally End," The Detroit News, Dec. 29, 2016.

2 Aerial photograph, 4/13/2016, GoogleEarth.

3 Christine Ferretti, "Historic Hamtramck Stadium's Off-Season May Finally

2019 Improvements at Keyworth Stadium include a new artificial turf and the addition of shipping containers converted into concession stands and premium seating areas. The renovations truncated the north end of the historic oval field shape related to the former running track.⁴

On July 12, a charity baseball game was played at Hamtramck Stadium to benefit the rehabilitation efforts of The Friends of Hamtramck Stadium.⁵ Detroit-born musician and baseball aficionado and advocate Jack White promoted the event and played as part of the Warstic Woodmen.

The City of Hamtramck and Hamtramck Public Schools, with funding from the Ralph C. Wilson, Jr. Foundation, commissioned this Hamtramck Recreation District Plan to guide the future of the 26-acre site.

End," The Detroit News, Dec. 29, 2016.

4 Brian McCollum, "Jack White and Friends to Play in Charity Baseball Game in Hamtramck on Thursday," Detroit Free Press, July 10, 2019; Warstic, "Detroit Hamtramck Hustle," blog, online 1/14/2020: <https://warstic.com/blogs/news/hamtramck-hustle-the-warstic-woodmen-vs-the-motor-city-all-stars>.

5 Aerial photograph, 4/23/2019, GoogleEarth.



3.0

APPROACH

3.0 APPROACH

PROCESS AND METHODOLOGY

Create a plan that provides a bold yet practical framework for future investment.

PROCESS AND METHODOLOGY

Working with the Michigan Municipal League (MML) as the fiduciary, the City of Hamtramck, the Hamtramck Public Schools, the Detroit City Football Club (DCFC), and the Friends of Historic Hamtramck Stadium partnered to obtain a planning grant from the Ralph C. Wilson Jr. Foundation to develop an innovative design framework and business plan for the Recreation District. This partnership evolved into the coordinating entity for the development of this Plan, referred to as the Advisory Group.

The plan development process consisted of a multi-specialized design team, a stakeholder Advisory Group, as well as continued engagement with the community. The design team consisted of the Huron River Group, financial planning experts, Quinn Evans, cultural landscape and historic preservation specialists, and TEN x TEN as the landscape and planning design lead. Collaboratively, this team approached three important aspects of the plan: overall vision and design, financial feasibility and sustainability, and historic preservation, in an effective and integrated way.

The design team worked with Global Detroit to coordinate engagement events and community conversations, with guidance from the Advisory group every step of the way. The Advisory Group met monthly with the design team to discuss updates to the plan and overall vision. The Michigan Municipal League, Friends of Historic Hamtramck Stadium, Global Detroit, Hamtramck Public Schools, and Detroit City Football Club were all represented within the group.

A PLAN FOR THE FUTURE

The Recreation District Plan offers a vision and a guiding framework for how the District may be improved and developed over time. At the same time, it is intended to be dynamic and flexible, capable of being adapted to changing needs and desires. The Plan is designed to be implemented flexibly in realistic phases, depending upon the availability of funding and priorities set by the owners or future governing entity.

As a guiding vision, the District Plan provides a bold yet practical framework for future investment, creating not just a city-wide amenity, but a regional destination of exceptional distinction, that heralds a new era where visionary parks are central to the creation of a wholesome, just, and rich quality of urban life.

The planning process brought together stakeholders and individuals that represent a wide range of interests and priorities from Hamtramck and the neighboring communities. The design approach was grounded by feedback received through Advisory Group meetings and the community engagement process, and builds upon the amenities, characteristics, and uses that are already well utilized and loved in the District. The team actively listened to community interests and honored what was heard by proposing specific, tangible design features and amenities in the plan.

This plan seeks to ask 'what if?' for the future of the district and envisions the ways in which the site can serve the community into the future. Financial feasibility and park governance solutions were integrated throughout the design process to ensure that the plan serves as an implementation road-map to realizing a collective vision for the future.



Advisory Group Brainstorming the Vision and Goals of the Hamtramck Recreation District

- + unfragmented space for all community events
- + more events happen there (firehorns)
- + more families + kids
- + more freedom - "kids running wild."

PURPOSE —

- * Recreational activities for all ages.
- * Space for meeting diverse groups of people.
- * Having community events.

PURPOSE



Advisory Group Brainstorming Exercise

3.0 APPROACH

VISION AND GOALS

Community stakeholders came together to draft a vision and a set of guiding principles for the planning process.

THE VISION

This plan radically transforms 26-acres of underutilized open space, recreation fields, and disconnected historic sites into a community-invested, inclusive, and world-class park. The Plan considers the future Hamtramck Recreation District as the heart of the city, a destination that serves both the Hamtramck community as well as visitors to the area. With an emphasis on recognition of local traditions and vibrant use by the community, the design infuses cohesion and clarity while revealing historical significance and cultural pride.

*“The future of the Recreation District envisions a **safe** and **accessible** park, an activated and **peaceful** place that welcomes all of Hamtramck’s residents and visitors from Detroit and beyond. The park will be a place to **engage history**, celebrate diverse **cultures** and **traditions**, and adapt to a broad range of uses **throughout the seasons** and for years to come.”*

BANGLA TRANSLATION IN PROCESS!

9 GOALS:

1. CREATE A DESTINATION

Attract residents near and far by creating an active and family-friendly park.

2. BUILD COMMUNITY

Serve a diverse community and bring people together in inclusive ways.

3. STRENGTHEN IDENTITY

Create a visible, memorable, and vibrant identity for the park.

4. ESTABLISH FINANCIAL SUSTAINABILITY

Generate revenue and establish a funding model that is realistic and sustainable.

5. EXPAND PHYSICAL ACTIVITY

Expand uses and increase opportunities for physical activity.

6. HISTORY

Celebrate history and preserve historic resources.

7. LONGEVITY

Implementable in the short and long term.

8. ACCESSIBILITY

An accessible park with easy and visible entries.

9. OWNERSHIP

Build community pride and increase ownership as the plan is implemented.

3.0 APPROACH

DESIGN APPROACH

By framing the District Plan around five transformative strategies, an otherwise complex series of site design initiatives can be more simply understood:

- 1. make a GREEN ALLEY AND TRAIL LOOPS**
- 2. create LIVING ROOMS**
- 3. plant GARDENS**
- 4. define NEIGHBORHOODS**
- 5. plan A SMART PHASE 1**

Together, these five transformative strategies will help to steer and form the basis around which the future District takes shape. New entrances, a primary green alley promenade, trail loops, plantings and facilities will shape a more defined and beautiful identity for the Recreation District as a whole. Each strategy supports particular uses that emerged from community conversations, while allowing a strong 'sense-of-place' for the many varied user groups set within the larger District.



Historic resources with a story to tell [photo by design team]



Plentiful green space [photo by design team]



A diverse and engaged community [photo by design team]



4.0

COMMUNITY ENGAGEMENT

DESIGN FOR EVERYONE!

প্রত্যেকের জন্য ডিজাইন!

تصميم للجميع

PROJEKT DLA KAŻDEGO!

04 COMMUNITY ENGAGEMENT

A COMMUNITY-DRIVEN APPROACH

This plan was inspired and guided by the community of Hamtramck.

Given the complex nature of this site, the plan was heavily informed by the community outreach process—drawing from the spirit of the Hamtramck community—revealing histories and leveraging the innovative momentum of this community's diversity.

The community outreach plan was led by local non-profit, Global Detroit, in collaboration with the design team. The engagement plan was designed to solicit feedback and guidance from a wide range of perspectives—from people of different ages, interests, backgrounds, and values. Bundling engagement activities with existing community events provided access to a broad audience and diversified the voices providing feedback.

Engagement techniques ranged from formal presentations to interactive collaging; group mural painting to a “Taste of Hamtramck” community dinner; door-to-door surveying to focus groups and one-on-one interviews. Activities were mindful of the unique cultural fabric of the community, and local Global Detroit built on their established connections with the international community of the Hamtramck to connect in meaningful ways with Bangladeshi, Yemeni, Polish, Ukrainian, and African American residents of Hamtramck and neighboring communities.

COMMUNITY CONVERSATIONS

Five “Community Conversations” offered opportunities to provide feedback in different settings and formats to make people feel comfortable in sharing their thoughts and hopes for the future of this place. The engagement process was an iterative one—interested community members that participated in an event were added to a master list and invited to join future events to track plan developments and provide input.





COMMUNITY CONVERSATION #1

BANGLA MELA / DIVERSITY FESTIVAL

This engagement took place at the annual Bangla Mela / Diversity Festival street—a large street-fair style event on Conant Street in Hamtramck. Visitors to the Hamtramck Recreation District tent were invited to create an ‘idea board’ collage by selecting 6 of their favorite images from over 100 small pictures showing a range of activities, types of spaces, and amenities. The idea board template also provided space for people to add words or draw pictures of their own.

Total Engagement: Approximately 250



COMMUNITY CONVERSATION #2

FOCUS GROUPS

This community conversation took place in two parts: a teen's focus group and a women's focus group. These conversations were intended to be smaller and more intimate gatherings with two particular audiences that frequent the park. The teen's focus group was held at the Hamtramck Public Library and the women's focus group was held at the home of a Global Detroit team member and Hamtramck resident.

*Total Engagement: 32
(16 Teens, 14 Women)*



COMMUNITY CONVERSATION #3

HAMTRAMCK NEIGHBORHOOD ARTS
FESTIVAL HANDPRINT MURAL

This event aimed to generate excitement for the future of the District by actively co-creating a short-term improvement project in the park itself as part of the annual Neighborhood Arts Festival. The Hamtramck Handprint Wall is a community-made mural using handprints and selected words people chose to celebrate what they love about their community. Translators were available, and a local artist, Philip Simpson, helped paint words on the wall in the predominant languages of the city: Arabic, Bangla, Bosnian, Polish, and English.

Total Engagement: Approximately 100

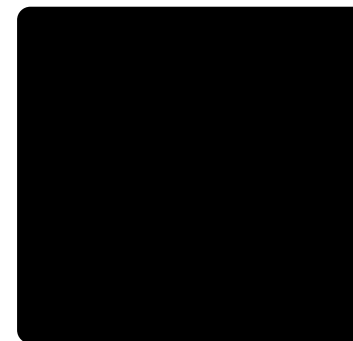


COMMUNITY CONVERSATION #4

DOOR-TO-DOOR SURVEY OF PARK NEIGHBORS

A door-to-door survey of neighbors living adjacent to the Recreation District was carried out by Global Detroit. The goal was to collect information from residents that likely interact with the District most frequently to better understand how the park is being used on a day-to-day basis and how often people living in close proximity use the park.

Total Engagement: 54 households



COMMUNITY CONVERSATION #5

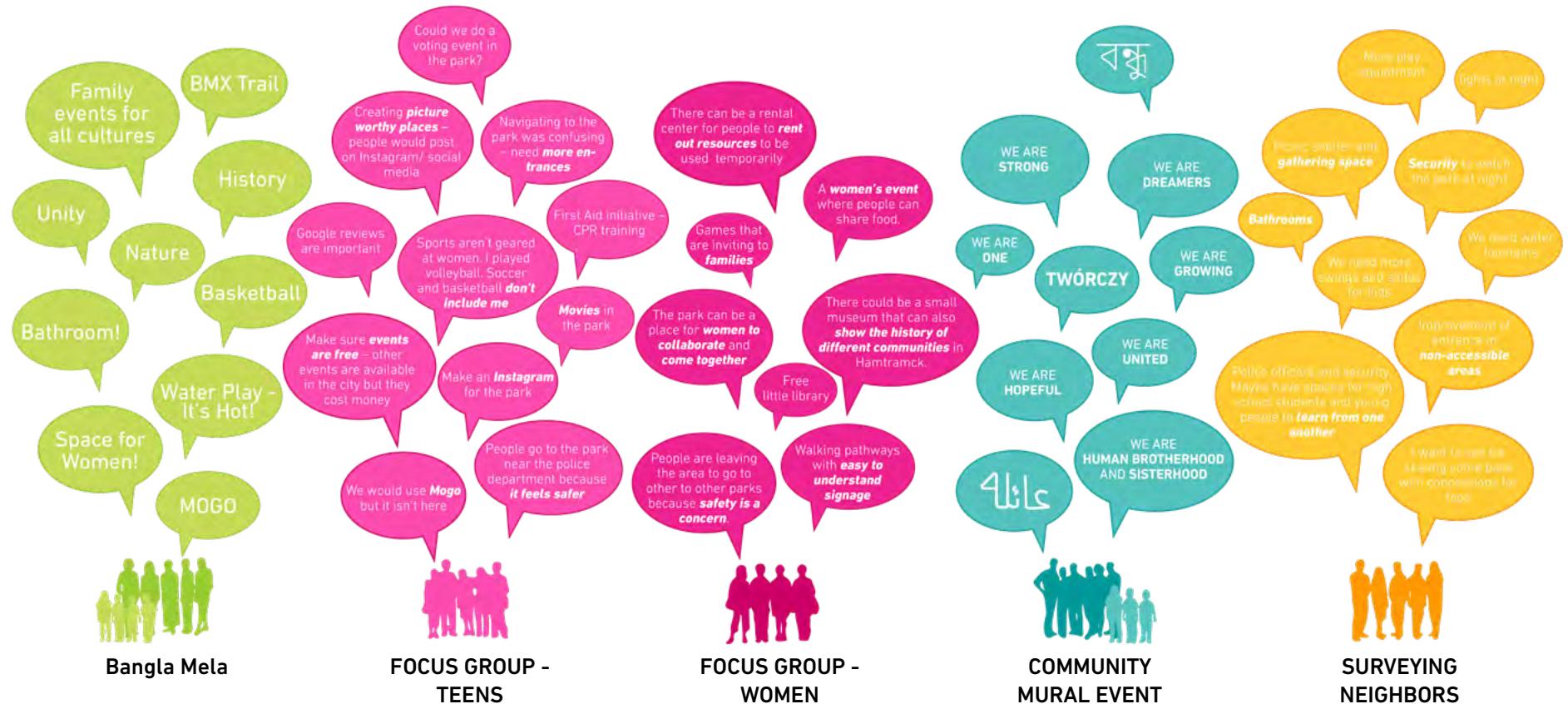
TASTE OF HAMTRAMCK COMMUNITY
DINNER

TO BE UPDATED

Total Engagement: tbd

04 COMMUNITY ENGAGEMENT

A COMMUNITY-DRIVEN APPROACH



Key Input from the Community Conversations

- ● ● ● ● **CARE + attention for the park**
- ● ● ● ● **SAFETY throughout the park**
- ● ● ● **SPACE + programs for women**
- ● ● ● **VISIBILITY, branding, + signage**
- ● ● **CELEBRATE all cultures with events**

Key Engagement Themes

04 COMMUNITY ENGAGEMENT

COMMUNITY CONVERSATIONS

COMMUNITY CONVERSATION #1: BANGLA MELA / DIVERSITY FESTIVAL

The first engagement event was tied to the two-day Bangla Mela/ Diversity Festival in July, 2019. The festival included musicians from around the world playing traditional music that captured the spirit of the community, activities for children, booths for local vendors and food from locally-owned restaurants.

The Hamtramck Recreation District had a tent where visitors were invited to create an 'Idea Board' collage about what activities they would each like to see take place in the District. There were over 250 visitors to the tent and the team collected around 200 idea boards over the course of the two-day festival. Visitors to the tent ranged in age from as young as three years old to adults and elders.

Idea board collages were displayed in the tent to showcase the ideation, dreaming, and visioning the community was providing. Children were particularly drawn to this activity and brought their families back to the tent to proudly share their collage and encourage them to make their own.

OUTCOMES

Following the event, the idea boards were inventoried and synthesized. Each image was tallied to get a sense for which activities and images were the most frequently selected. The outcomes are summarized in a word cloud (see the upper right image on this page) that calibrated most popular activities across a gradient of text sizes. The largest and red-colored words were most popular and the smallest and yellow-colored words were the least popular. Among the most popular selections for new amenities were restrooms, imagination-oriented play spaces, splash pads, and bicycling.



Bangla Mela Outcomes: Word Cloud of dominant themes from the Idea Boards



Sample Idea Board, Aged 13 [photo by design team]

The Hamtramck Recreation District Plan

COMMUNITY CONVERSATION #1:
Bangla Mela [Conant Street Fair]
Saturday July 27 + Sunday July 28, 4-8 PM
(come find our tent between Commer + Casmere!)

কমিউনিটি সংলাপ # ১
বাংলা মেলা (কোনান্ট স্ট্রিট ফেয়ার)
জুলাই ২৭ এবং ২৮ শনি এবং রবিবার বিকাল ৪টা থেকে ৮টা
(কমর এবং কাস্মীর স্ট্রিটের মাঝখানে আমাদের টেন্ট থাকবে)

ভ্যাটেরাস পার্ক আপনার সাহায্য চায়।
হ্যামট্রামক সিটি এবং হ্যামট্রামক
পাবলিক স্কুলস যৌথ ভাবে ভ্যাটেরাস
মেমোরিয়াল পার্কের ২৬ একর এলাকায়
একটি উন্নয়ন পরিকল্পনা তৈরি করছে।
এই প্রকল্পের আওতায় রয়েছে কীওর্থ
স্টেডিয়াম, যেখানে ডেট্রয়েট সিটি
ফুটবল ক্লাব (DCFC) সকার টিম
খেলে থাকে। আরও রয়েছে ঐতিহাসিক
হ্যামট্রামক স্টেডিয়াম, একসময় যেটি
নিগ্রো ন্যাশনাল লীগ ডেট্রয়েট তারকাদের
নিজস্ব স্টেডিয়াম ছিল। আমরা জানতে
চাই এই পার্কের কোন জিনিষটি আপনার
ভালো লাগে এবং কিভাবে এটার উন্নয়ন
করা যায়। আমরা ভ্যাটেরাস পার্ক
ব্যবহারকারীদের নিয়ে তিনটি কমিউনিটি
সংলাপের আয়োজন করবো এবং তাদের
মতামত সংগ্রহ করবো। আমাদেরকে
বলুন কিভাবে এই পার্ক আপনাকে এবং
আপনার কমিউনিটিকে আরো বেশি সেবা
দিতে পারে।

Veterans Park needs your help! **The City of Hamtramck and Hamtramck Public Schools** are partnering to develop a plan for the 26-acre **Veterans Memorial Park** area. This District includes **Keyworth Stadium**, where the Detroit City Football Club (DCFC) soccer team now plays, and the **Historic Hamtramck Stadium**, which was once home to the Negro National League Detroit Stars. We want to know what you love about the park and how you think it can improve. **We will be hosting three community conversations to meet the users of Veterans park and to gather your input. Tell us how this park can better serve you and your community!**

For more information visit our website:
mmlfoundation.org/hamtramck

Questions? Contact: **Rezaul Chowdhury**
rezaul@globaldetroit.com / (313) 603-6789

অধিক এবং চেকাপ গ্রুপের মাধ্যমে চানার
কমিউনিটি সংলাপগুলো পরিচালিত হবে।
এই ডিসেম্বর শুরুর মত চাইল কোমোরা
হবে: রোবটিক স্ট্রিক-১৬০০৬৭৮৩৮
rezaul@globaldetroit.com
বিবর্তিত তথ্যের জন্য ভিজিট স্বপ্ন
mmlfoundation.org/hamtramck

Design Team: Ten x Ten, Quinn Evans Architects, EMD Consulting, Global Detroit
Advisory Group: Michigan Municipal League Foundation (MMLF), MML, City of Hamtramck, Hamtramck Public Schools, Detroit City FC, Friends of Historic Hamtramck Stadium

Flyer for Bangla Mela / Diversity Festival



Idea Board Collages [photo by design team]



Image Selection Process [photo by design team]

04 COMMUNITY ENGAGEMENT

COMMUNITY CONVERSATIONS

COMMUNITY CONVERSATION #2: FOCUS GROUPS

Drawn from Global Detroit's neighborhood networks and the Bangla Mela / Diversity Festival visitor list, community members were invited to participate in one of two focus groups. The goal of the focus groups was to converse with teens and women in a more intimate setting to listen to and learn about a broad set of interests and concerns related to public, recreational, and family spaces.

TEEN FOCUS GROUP QUESTIONS AND OUTCOMES

1. *How frequently do you use the park? Are you there every day? Once a week? Once a month?*
2. *How much time do you generally spend when you're there?*
3. *What is your favorite event of the year at the park?*
4. *Are there times of the year or times of day that you do not use the park?*
5. *Where in the park do you feel most comfortable?*
6. *Are there places in the park that you feel unsafe?*
7. *What sports or games do you play in the park? Where do you play them?*
8. *Tell us your favorite memory from the park! Where in the park?*
9. *If you bike to the park, is it easy for you to find a space to lock your bike?*

The teen focus group, made up of 16 teens from the community, discussed issues ranging from general awareness of the park to how it could become a more activated and meaningful public space. Suggestions for improving the park included: branding the park with signage and art to expand public knowledge of its existence as a public space, providing athletic opportunities geared towards a broader range of ages and towards women in particular, providing space and calisthenics equipment for exercise, and adding more play spaces for teens to bring younger siblings to play.

Care and beauty were also key topics of conversation, specifically creating picture-worthy places and creating a presence for the Hamtramck Recreation District on-line and on social media. The teens compared the park to Belle Isle and observed that there were not as many trees, beautiful plantings, and picnic shelters in the District, likely contributing to why families were not using it often. The group noted that the District doesn't have a name that is widely-recognized and that it is difficult to navigate. There are areas that feel unsafe because they are unseen and hidden, which encourages negative activities. The group noted the lack of maintenance and repairs to broken amenities as an impediment to using some areas.

Teens also suggested that the park could be an opportunity to provide services for the community, such as hair cuts and CPR training. They expressed interest in a community center with bathrooms and space where people could gather for free.

WOMEN'S FOCUS GROUP QUESTIONS AND OUTCOMES

1. *How frequently do you use the park? Are you there every day? Once a week? Once a month?*
2. *How much time do you generally spend when you're there?*
3. *How do you get to the park?*
4. *What is your favorite event of the year at the park?*
5. *Are there times of the year or times of day that you do not use the park? Where in the park do you feel most comfortable?*
6. *Are there places in the park that you feel unsafe?*
7. *Do you feel comfortable sending your children/grandchildren to the park alone?*
8. *What do you do in the park when you are there? Do you go with other people? Go to meet with others?*
9. *What services or spaces do you wish the park had?*
10. *Tell us your favorite memory while in the park! Where in the park?*
11. *If you drive or bike to the park, is it easy for you to find a space to park your car or bike?*

The women's focus group consisted of 14 women of all ages. There were a handful of recurring themes that resonated with most of the women present: safety, privacy, gathering, sharing with each other, and women-only places. The group discussed language barriers in the community as a difficult challenge in getting to know one another and engaging with each other, but they all expressed an interest in wanting more opportunities - or a place - where they could come together and discuss community topics such as schools, children's programs, and community amenities.

The women shared ideas for more women-focused programs such as yoga, art, language classes, crafts, gardening, cooking and health, more enclosed play spaces for their children, more culturally-authentic amenities such as murals, public art, and interpretation. They also

suggested places to gather that are semi-private but have views to their kids playing. The women had entrepreneurial ideas for a library reading room or another public place to sell locally-made crafts in a future community center in the District. The group wanted to know how the park could create employment opportunities for young people and be made to feel more welcoming overall.

***“THE PARK CAN BE A PLACE FOR
WOMEN TO COLLABORATE AND COME
TOGETHER.”*** ***-WOMEN'S FOCUS GROUP***



Participants of the Women's Focus Group [photo courtesy of Global Detroit]

04 COMMUNITY ENGAGEMENT

COMMUNITY CONVERSATIONS

COMMUNITY CONVERSATION #3: HAMTRAMCK NEIGHBORHOOD ARTS FESTIVAL HANDPRINT WALL

This weekend event aimed to generate excitement for the future of the Recreation District by actively co-creating a short-term improvement project in the park itself as part of the annual, city-wide Hamtramck Neighborhood Arts Festival. Holding an engagement event in the park helped community members focus on the place and talk about the space more constructively. The design team and Advisory Group identified several possible sites for the mural within or close to the District. Considerations for siting the mural included ownership, access, and existing conditions. The location needed to be highly visible and relatively centralized within the District. A city-owned storage building north of the main parking lot, in the center of the site just off Goodson Street, was selected as the best site for the mural. The City of Hamtramck prepped the grounds around the building and local mural artist, Philip Simpson primed and painted the wall in advance of the event.

The mural wraps three sides of the small storage building and the statement “WE ARE HAMTRAMCK...” is painted in large letters along the top of two of the walls. On the day of the Festival, community members were invited answer the question “Who is Hamtramck?” by selecting one word that captures the spirit and character of what they love best about their community. Hundreds of pre-cut chipboard letters were ready to go and translators (Arabic, Bangla, Bosnian and Polish) were available to help individuals find the right word in English or their native language to express their answers.

Philip Simpson helped paint non-English words on the wall while the rest of the team helped layout English words on the wall in a grid-like pattern. People were invited to choose a color, dip their hands in paint and use their handprints to paint over the letters. The result was a mosaic of community-selected words that celebrate who they are.

OUTCOMES

The phrase “WE ARE HAMTRAMCK, WE ARE _____” was intentionally selected both to encourage people feel ownership over the mural itself as well as to spark conversations about values and identity. The question and activity allowed the team to gain a deeper understanding of how this community defines themselves and how they see this landscape participating in their lives in more meaningful ways long term.

This particular event captured people of all ages and generated interest across ethnic groups, the arts community and local business owners. Being in the park allowed for informal one-on-one conversations with individuals in a relaxed atmosphere and the process of co-creating something together gave people more time to consider their answers and ask follow-up questions. Words like sisterhood, united, diverse, creative and alleys provided insights into how people wanted to engage with one another, what activities in the park now bring diverse groups together and what types of spaces they are particularly proud of.

COMMUNITY CONVERSATION #4: DOOR-TO-DOOR SURVEY

Neighbor surveying took place over the course of the planning process and was carried out by Global Detroit. In total, 54 homes adjacent to the Recreation District were surveyed about their ideas and thoughts for the current conditions and future uses for the District.

OUTCOMES

Primary themes included concerns over the safety and the lack of lighting of the park. Residents noted the need for better maintenance and more women’s programming across the District.



Hamtramck Handprint Wall [photos by design team]

04 COMMUNITY ENGAGEMENT

OUTCOMES

OVERALL OUTCOMES

The need for meaningful and engaging community participation and guidance was a consistent thread throughout the planning process. Ideas, concerns, and themes shared were carefully synthesized and incorporated into the plan. Feedback was enlightened and entrepreneurial, and it pushed the plan to consider how the Recreation District can be better activated as a recreational asset but also act as a cultural/ecological asset and economic generator.

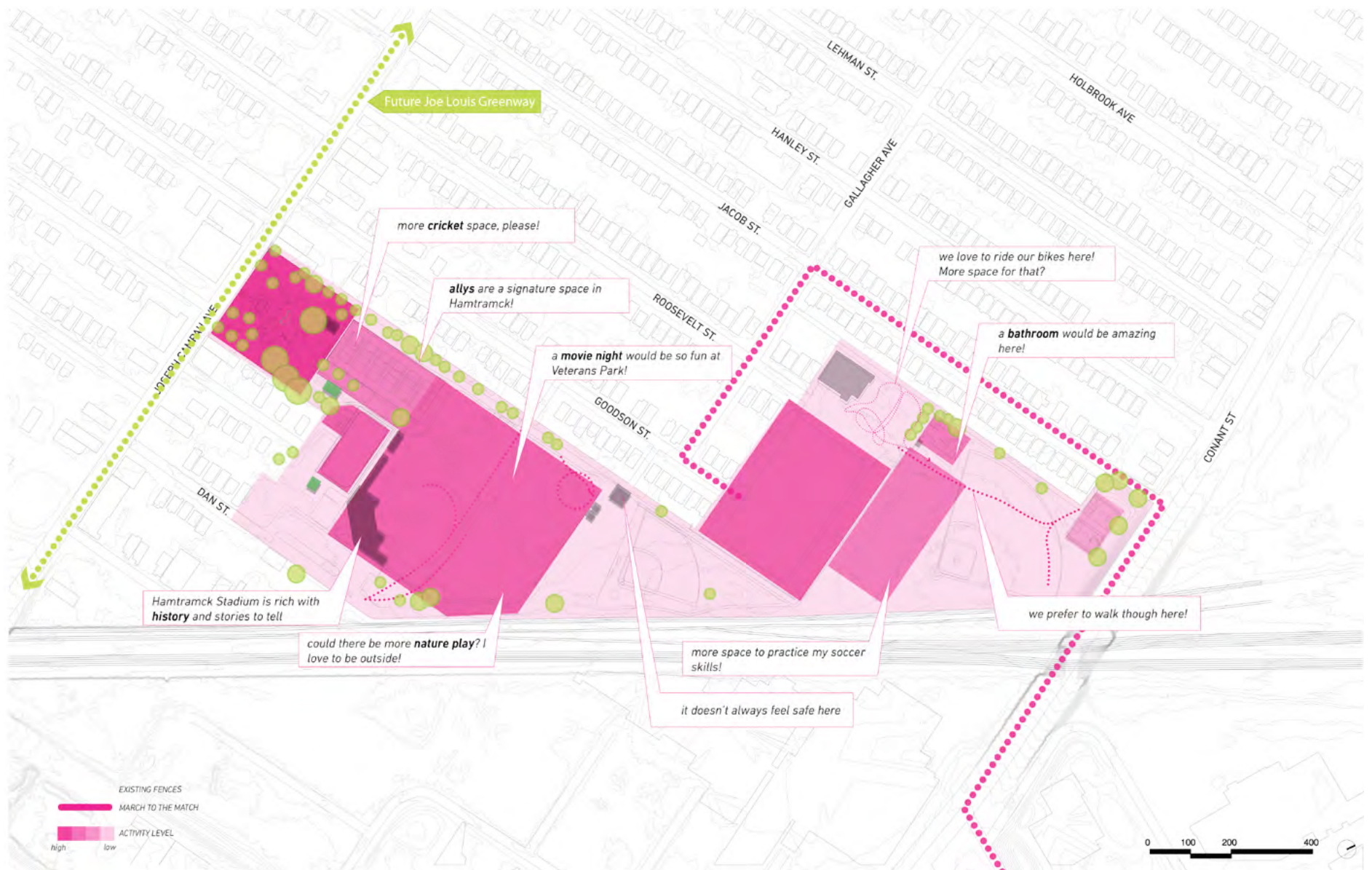
Guidance from the community directly impacted the plan in the following ways:

- Create a variety of spaces for different groups to gather in different ways;
- Create more play opportunities to serve a wider range of age groups;
- Re-focus the typical recreation approach and extensive layout of fields. Hybridize uses to serve more constituents and accommodate an increased variety sport types, while taking up less real estate;
- Create a stronger identity for this landscape that celebrates all its unique elements in a holistic and intuitively connected way;
- Design improvements should help connect the disparate pieces of the park wayfinding were all concerns h the community and folded into the plan.

All together, approximately 436 community members were engaged over the course of the seven-month planning process. As a plan and framework for the future, this document provides a flexible plan that reflects the conversations held to date. As pieces of this plan move forward towards implementation, the community will continue to be at the table to assess and refine the design development.

**Celebrate community
and the individuals'
stories that make
this place unique.**

BANGLA TRANSLATION IN PROCESS!



Community Feedback Map

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5.0

THE DISTRICT PLAN

5.0 THE DISTRICT PLAN

OVERALL PLAN

This plan radically transforms 26-acres of underutilized open space, recreation fields, and disconnected historic sites into a community-invested, inclusive, and world-class park. The master plan considers the future Hamtramck Recreation District as the heart of the city, a recreation destination that serves both the Hamtramck community and visitors to the area.



5.0 THE DISTRICT PLAN

FIVE TRANSFORMATIVE STRATEGIES

Neighborhoods, alleys, gardens, and living rooms are familiar in scale and typology to the residents of Hamtramck.

These strategies are modeled after spaces recognizable to the community of Hamtramck, and translated into tactics that represent comfort and safety for all users. When applied to the scale of the District, these recognizable places each become their own strategy to help organize the District in an intuitive and functional way. Because these spatial typologies are familiar to everyone, they bring clarity to how these places can be used and create a sense of comfort.

GREEN ALLEY + TRAIL LOOPS

The green alley acts as the primary spine through the District, creating a pedestrian thoroughfare that connects the currently disparate parts of the site. The alley is a twelve foot wide promenade with communal spaces and necessary services directly adjacent to the path, emulating the vibrant culture of alleys in the city. Two larger, continuous trail loops—one encircling the Gateway and Historic Stadium neighborhoods and one encircling the Arena neighborhood—offer a variety of opportunities for cyclists, runners, and walkers to exercise within the park. Smaller play loops encircle the Imagination playground, BMX mounds, and Adventure playground, containing play within the boundaries of the loop and giving children the opportunity to play freely and safely.

NEIGHBORHOODS

The District is organized around four distinct neighborhoods with shared programs and values. These four spaces bleed into one another and are not defined by fences or distinct boundaries, but their identities shine through the ways they are used and celebrated.

LIVING ROOMS

A diversity of more intimate spaces offer opportunities for gathering at a variety of scales. Small living rooms—intimate alcove-like seating surrounded by planting—embedded along the Green Alley provide enclosure paired with visibility. These spaces are intended to make the women of Hamtramck feel safe and welcome in the District. Living Room scale spaces are also offered in the form of open pavilions in three sizes—4-8 person small pavilions, 10-20 person medium pavilions for larger family gatherings, and a 7,000 square foot pavilion and plaza for larger public events.

GARDENS

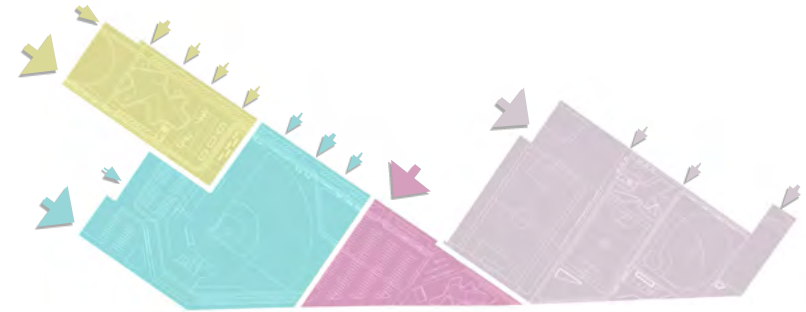
In addition to supporting recreational activities, the new District proposes a series of lush, green spaces that can support regional wildlife and provide shade and respite to the community. The plant species proposed recognize the historic plant communities of Michigan prior to the development of Detroit.

A SMART PHASE ONE

An essential fifth strategy that transforms the former Veterans Memorial Park into the Hamtramck Recreational District is the formation of a smart phasing strategy. Phase One of the District Plan introduces sustainable revenue generation in the form of parking and district membership, as well as several key new attractions—the Green Alley, renewed playgrounds, living rooms, and pavilions—that transform the park into a destination.



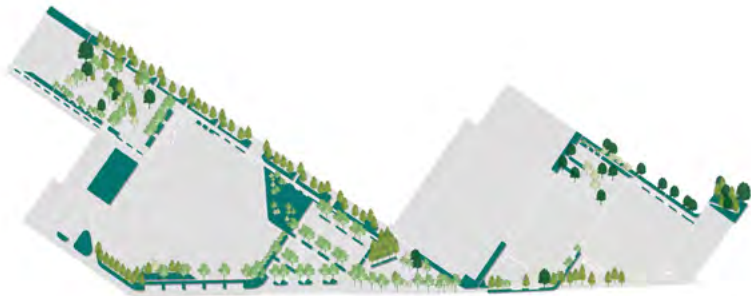
make a GREEN ALLEY AND TRAIL LOOPS



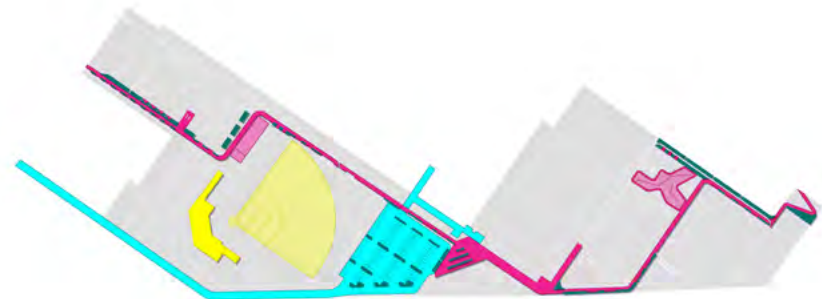
define NEIGHBORHOODS



create LIVING ROOMS



plant GARDENS



plan A SMART PHASE 1

5.0 THE DISTRICT PLAN

FIVE TRANSFORMATIVE STRATEGIES

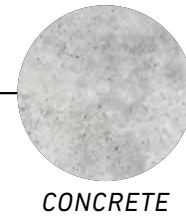
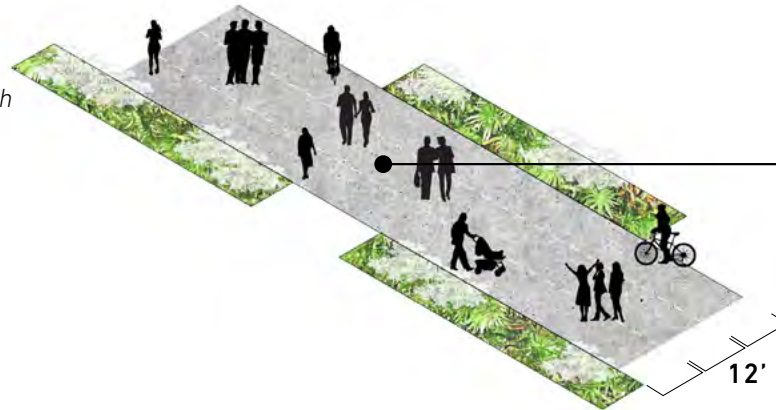


1. maximize access to the park
2. connect to neighborhoods
3. activate the entire park

make A GREEN ALLEY + TRAIL LOOPS

GREEN ALLEY

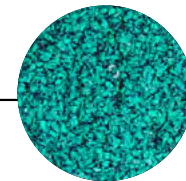
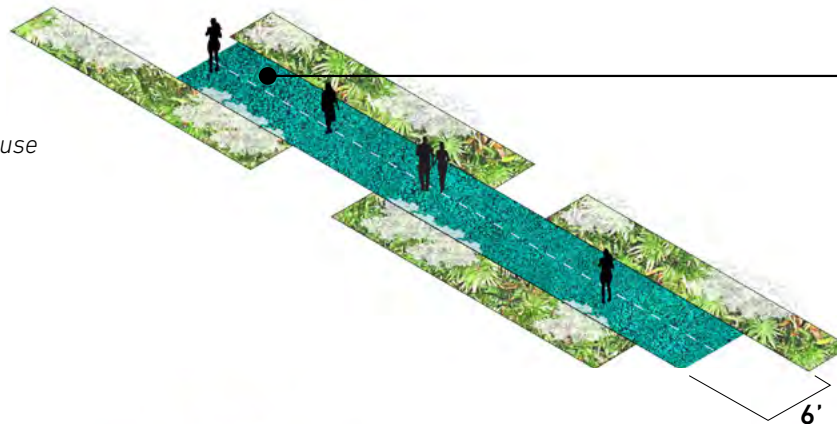
A formal 12' wide path spans the length of the park and connects the four neighborhoods



CONCRETE

TRAIL LOOPS

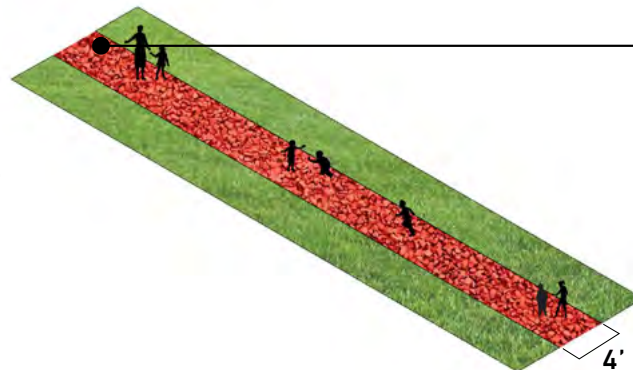
Two 6' wide athletic loops for active use anchor the two sides of the site



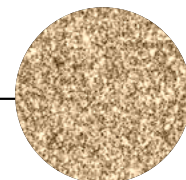
RUBBERIZED
TRACK

PLAY LOOPS

Three smaller rubberized track or aggregate loops encircle + contain play areas



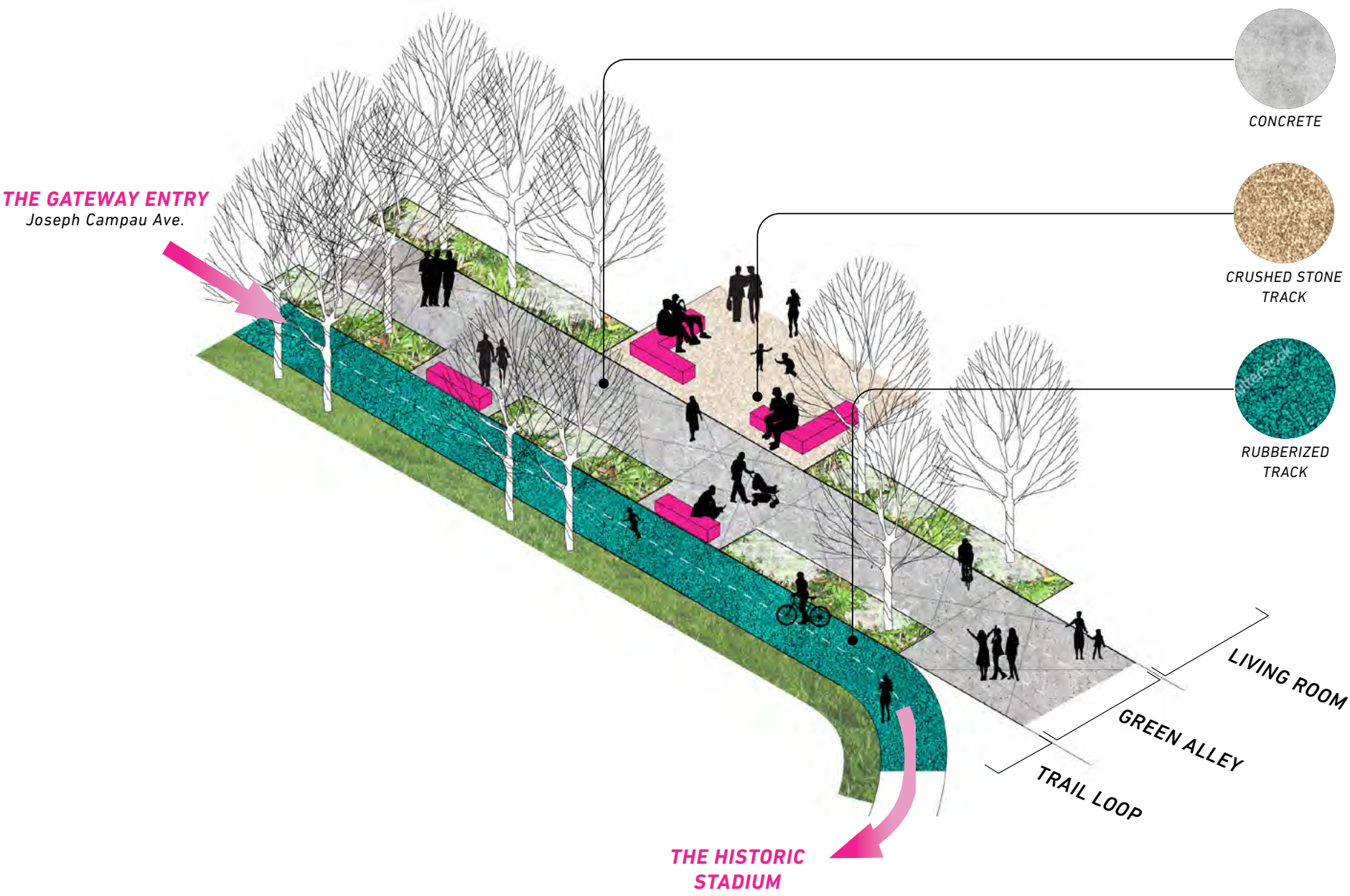
RUBBERIZED
TRACK



CRUSHED STONE
TRACK

5.0 THE DISTRICT PLAN

FIVE TRANSFORMATIVE STRATEGIES





PATH PROMENADE



GREEN ALLEY



TRAIL LOOPS



PLAY LOOPS

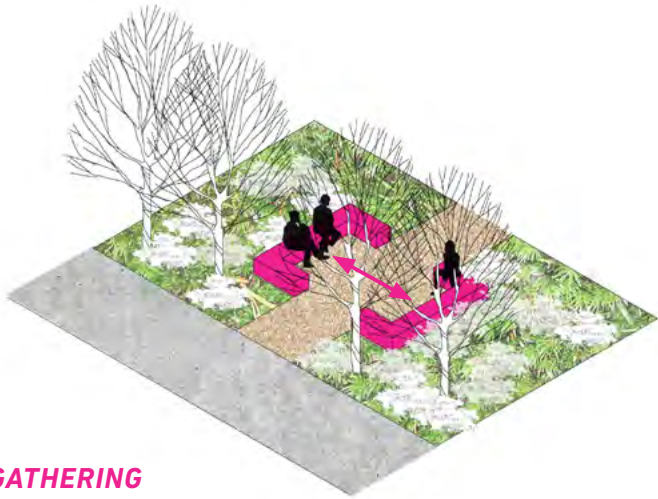
5.0 THE DISTRICT PLAN

FIVE TRANSFORMATIVE STRATEGIES

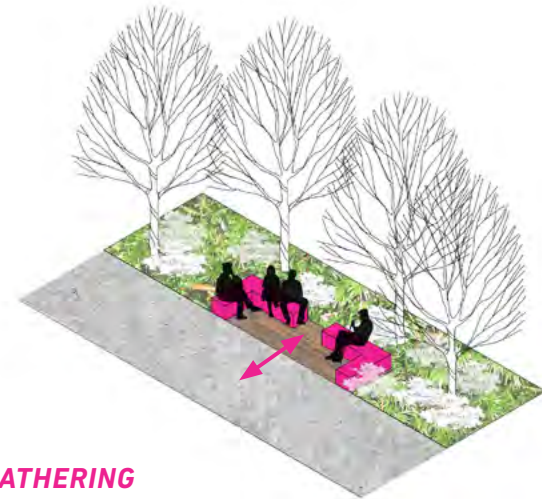


1. introduce diverse plant communities
2. create shade and respite
3. give the community a sense of ownership

***create* LIVING ROOMS**



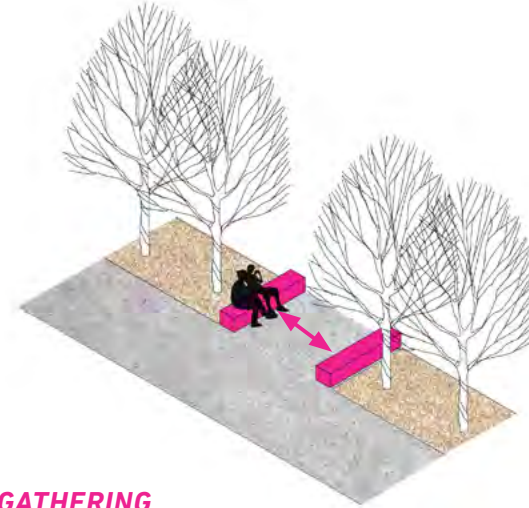
COMMUNAL GATHERING
(SEATING FOR 10-12 PEOPLE)



SOCIAL GATHERING
(SEATING FOR 2-8 PEOPLE)



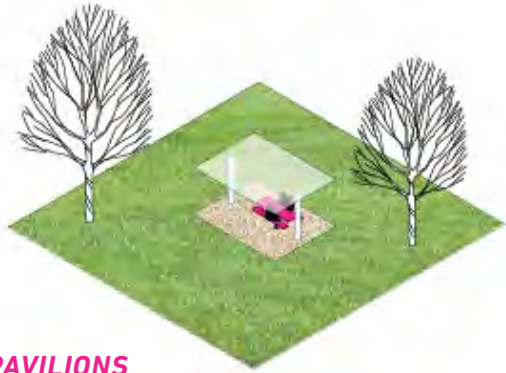
INDIVIDUAL GATHERING
(SEATING FOR 1-2)



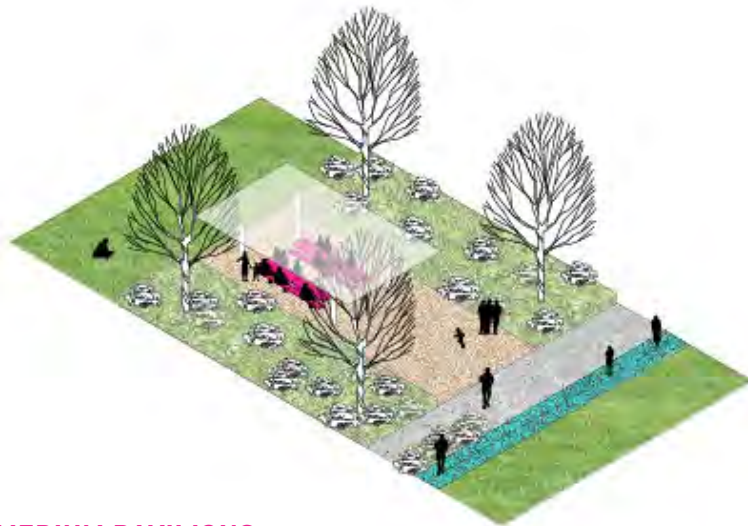
INTIMATE GATHERING
(SEATING FOR 2-4)

5.0 THE DISTRICT PLAN

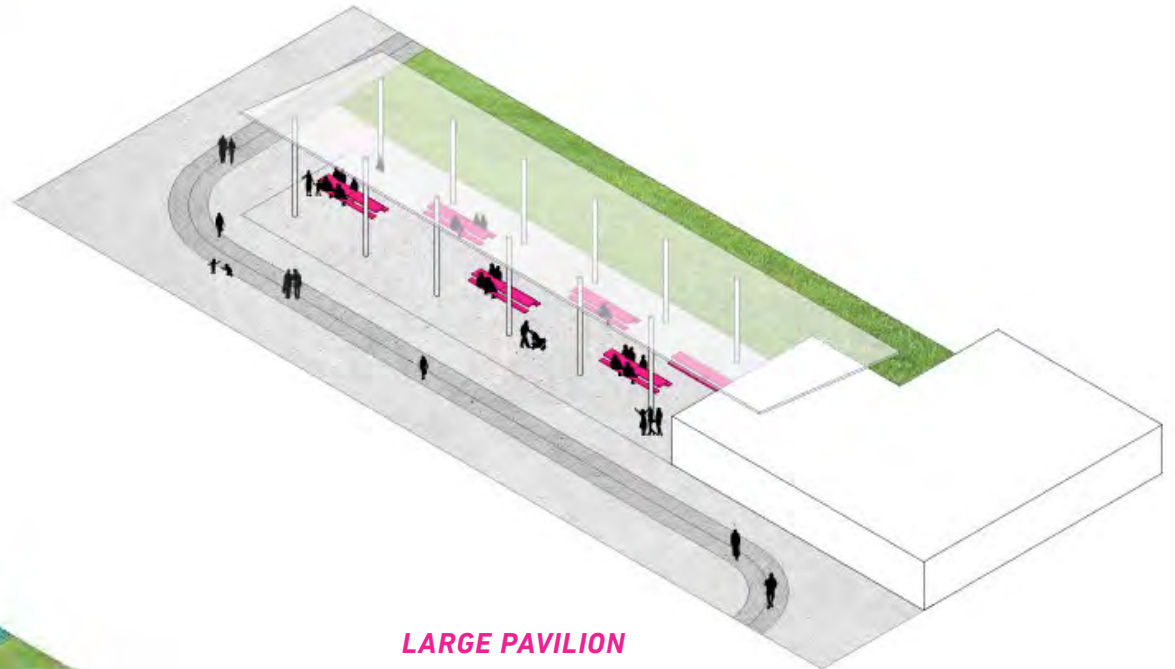
FIVE TRANSFORMATIVE STRATEGIES



SMALL PAVILIONS
(GATHERING FOR 4-8)



MEDIUM PAVILIONS
(GATHERING FOR 12-18)



LARGE PAVILION
(GATHERING FOR 50-125)



LARGE COMMUNITY PAVILION



SMALL/MEDIUM PAVILION



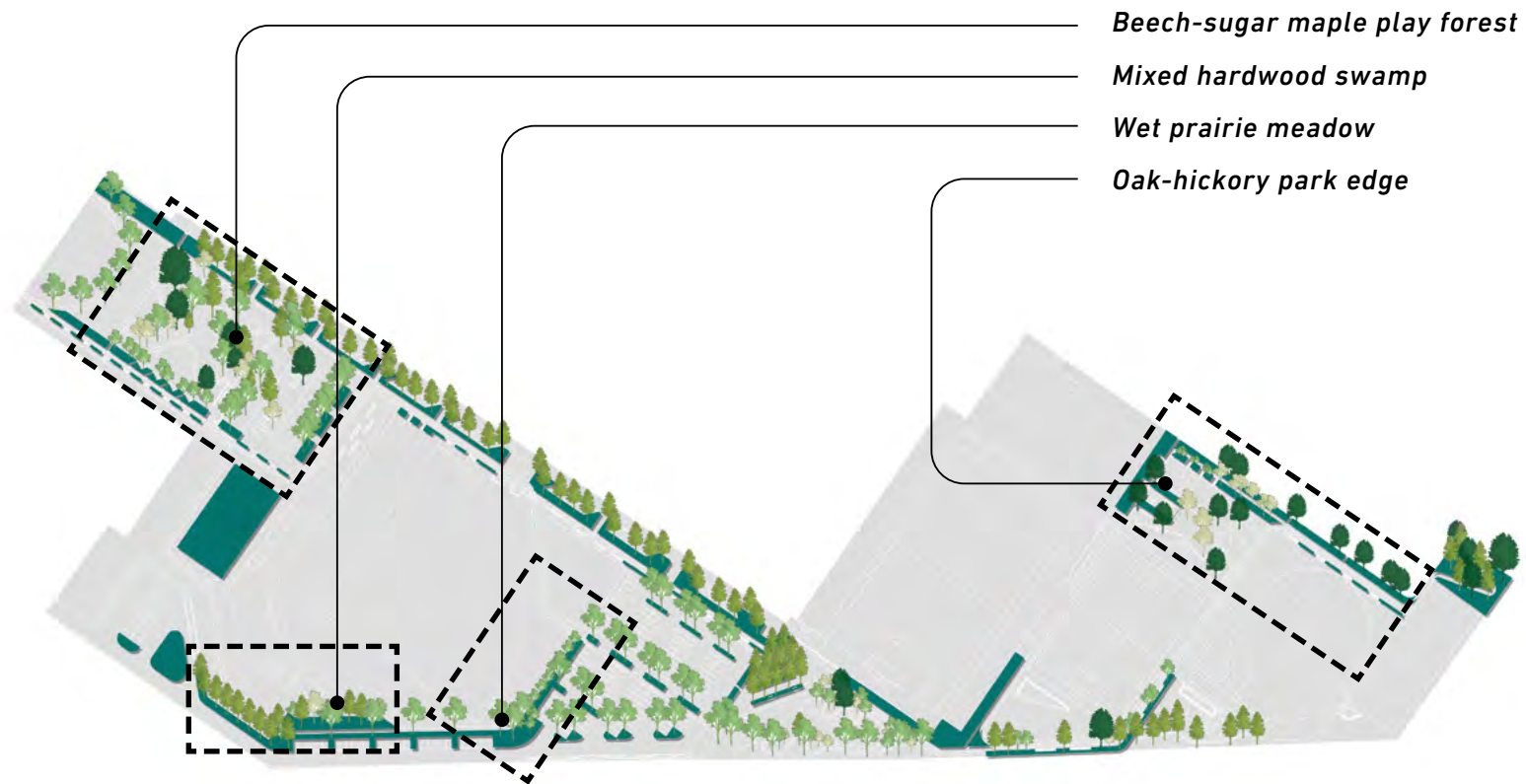
SOCIAL LIVING ROOM



INTIMATE LIVING ROOM

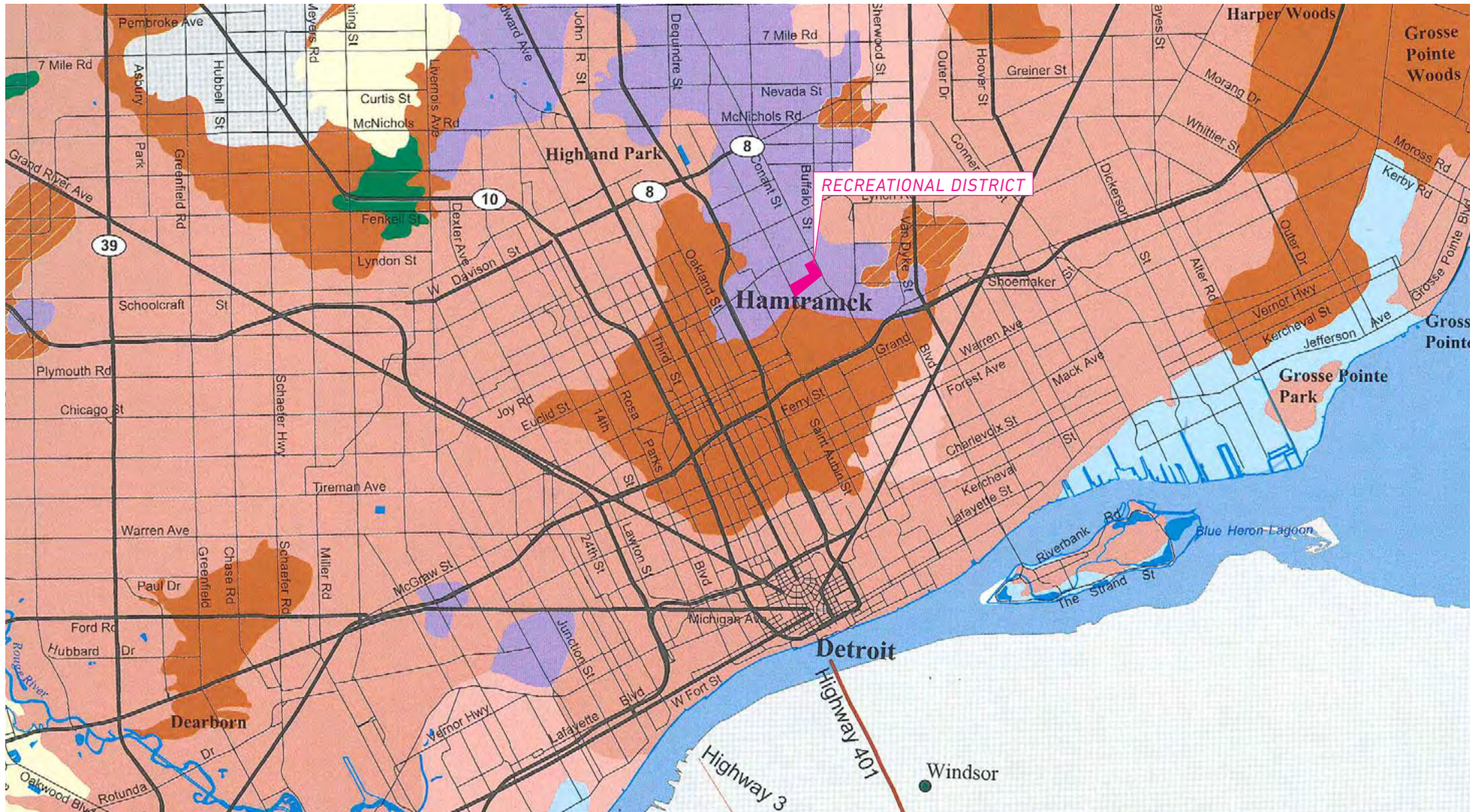
5.0 THE DISTRICT PLAN

FIVE TRANSFORMATIVE STRATEGIES



1. introduce diverse plant communities
2. create shade and respite
3. give the community a sense of ownership

plant GARDENS



- Beech-sugar maple play forest**
- Mixed hardwood swamp**
- Wet prairie meadow**
- Oak-hickory park edge**

Pre-settlement Ecology: from the Atlas Of Early Michigan's Forests, Grasslands, And Wetlands: An Interpretation Of The 1816-1856 General Land Office Surveys

5.0 THE DISTRICT PLAN

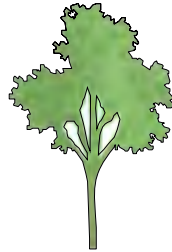
FIVE TRANSFORMATIVE STRATEGIES

SUGGESTED TREE SIZING



EXTRA SMALL

10-15 foot ht.



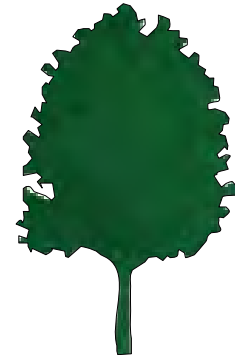
SMALL

15-20 foot ht.



MEDIUM

20-30 foot ht.



LARGE

30-45 foot ht.

SUGGESTED SPECIES LIST

WET PRAIRIE MEADOW

Blue-joint grass, *Calamagrostis canadensis*
Prairie cordgrass, *Spartina pectinata*
Big bluestem, *Andropogon gerardii*
Tall Coreopsis, *Coreopsis tripteris*
Ironweed, *Veronia spp.*
Prairie dock, *Silphium terebinthinaceum*
Ohio goldenrod, *Solidago ohioensis*

MIXED HARDWOOD SWAMP

Red maple, *Acer rubrum*
Yellow birch, *Betula alleghaniensis*
American elm, *Ulmus americana*
Silver maple, *Acer saccharinum*
Blue-beech, *Carpinus caroliniana*
Alternate-leaf dogwood, *Cornus alternifolia*

BEECH-SUGAR MAPLE FOREST

Beech, *Fagus grandifolia*
Sugar maple, *Acer Saccharum*
Red oak, *Quercus rubra*
Basswood, *Tilia americana*
Black walnut, *Juglans nigra*
Tuliptree, *Liriodendron tulipifera*
Bitternut hickory, *Carya cordiformis*
Shagbark hickory, *Carya ovata*
Slippery elm, *Ulmus rubra*
Rock elm, *Ulmus thomasii*
Alternate-leaf dogwood, *Cornus alternifolia*
Serviceberry, *Amelanchier arborea*

OAK-HICKORY PARK EDGE

White Oak, *Quercus alba*
Black Oak, *Quercus velutina*
Red oak, *Quercus rubra*
Pignut hickory, *Carya glabra*
Shagbark hickory, *Carya ovata*
Black cherry, *Prunus serotina*
Hop-hornbeam, *Ostrya virginia*
Witch-hazel, *Hamamelis virginiana*
Serviceberry, *Amelanchier arborea*
Flowering dogwood, *Cornus florida*

Pre-settlement Ecology: from the Atlas Of Early Michigan's Forests, Grasslands, And Wetlands: An Interpretation Of The 1816-1856 General Land Office Surveys



FORESTED PLAY



INTEGRATED GARDENS



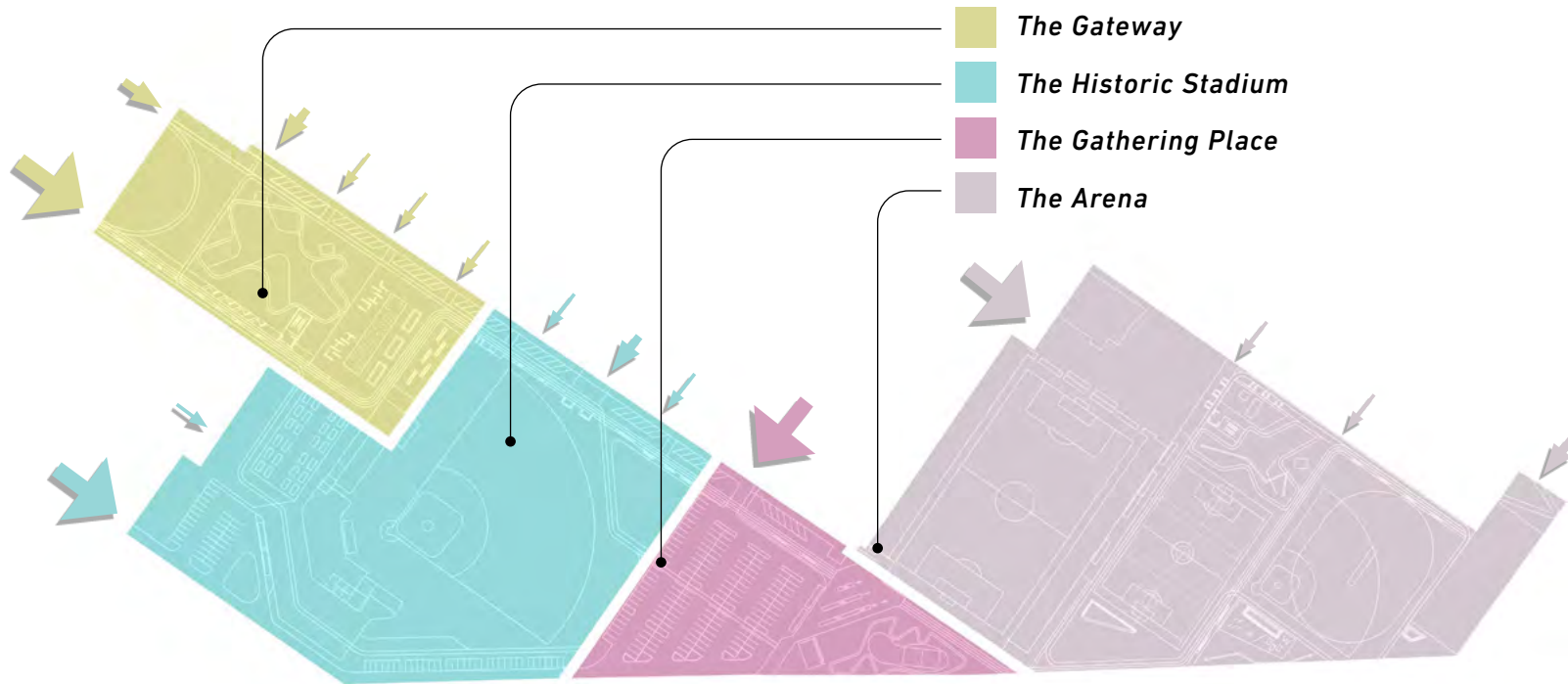
INTIMATE GARDENS



IMMERSIVE GARDENS

5.0 THE DISTRICT PLAN

FIVE TRANSFORMATIVE STRATEGIES



1. create strong identities in the District
2. brand neighborhoods to orient visitors
3. define key entries at all four neighborhoods

***define* NEIGHBORHOODS**



NEIGHBORHOOD IDENTITY



CULTURAL IDENTITY



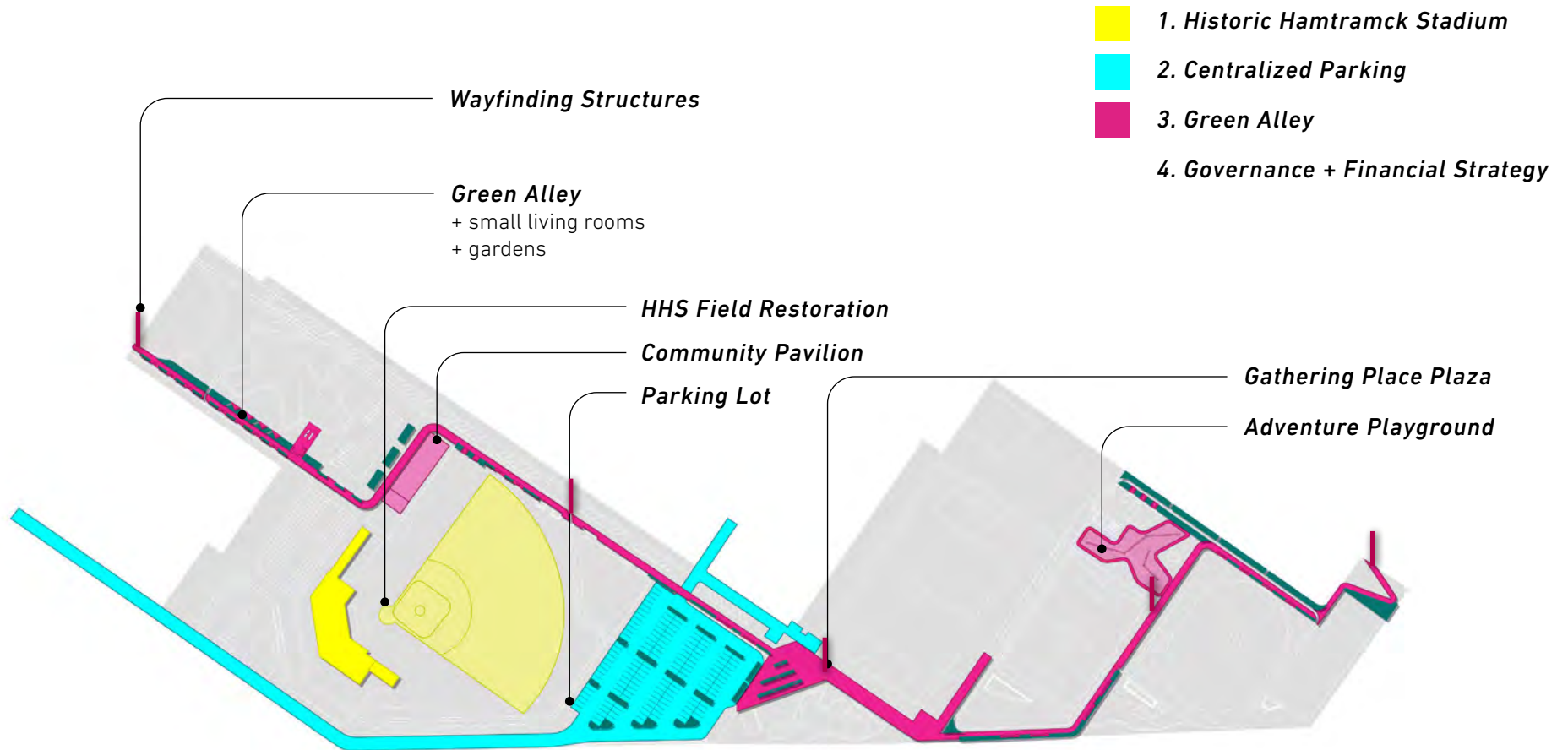
DISTRICT BRANDING



DISTRICT SIGNAGE

5.0 THE DISTRICT PLAN

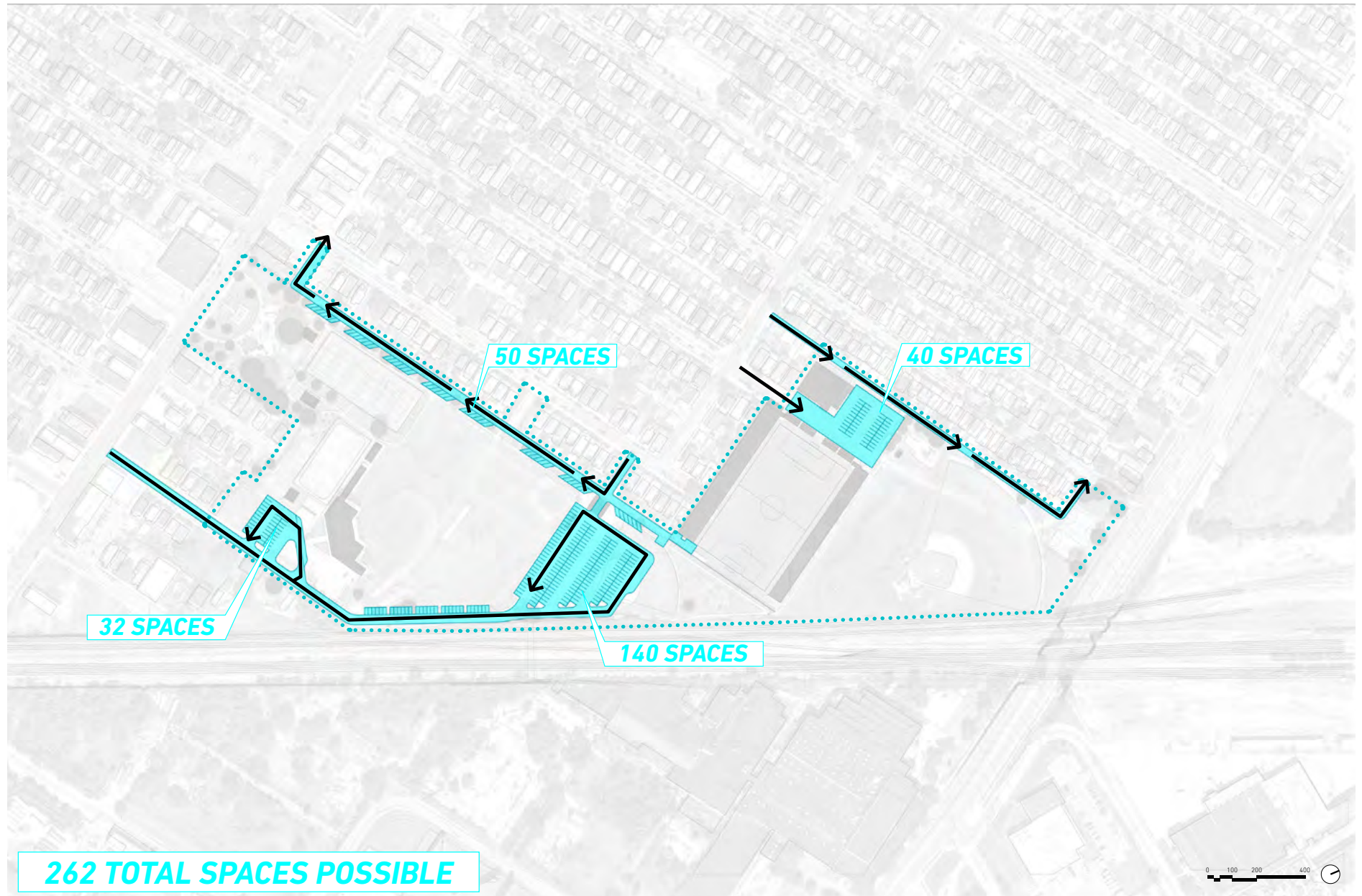
FIVE TRANSFORMATIVE STRATEGIES



1. generate revenue for long-term sustainability
2. introduce exciting + inviting program in phase 1
3. create a phasing strategy that is financially feasible

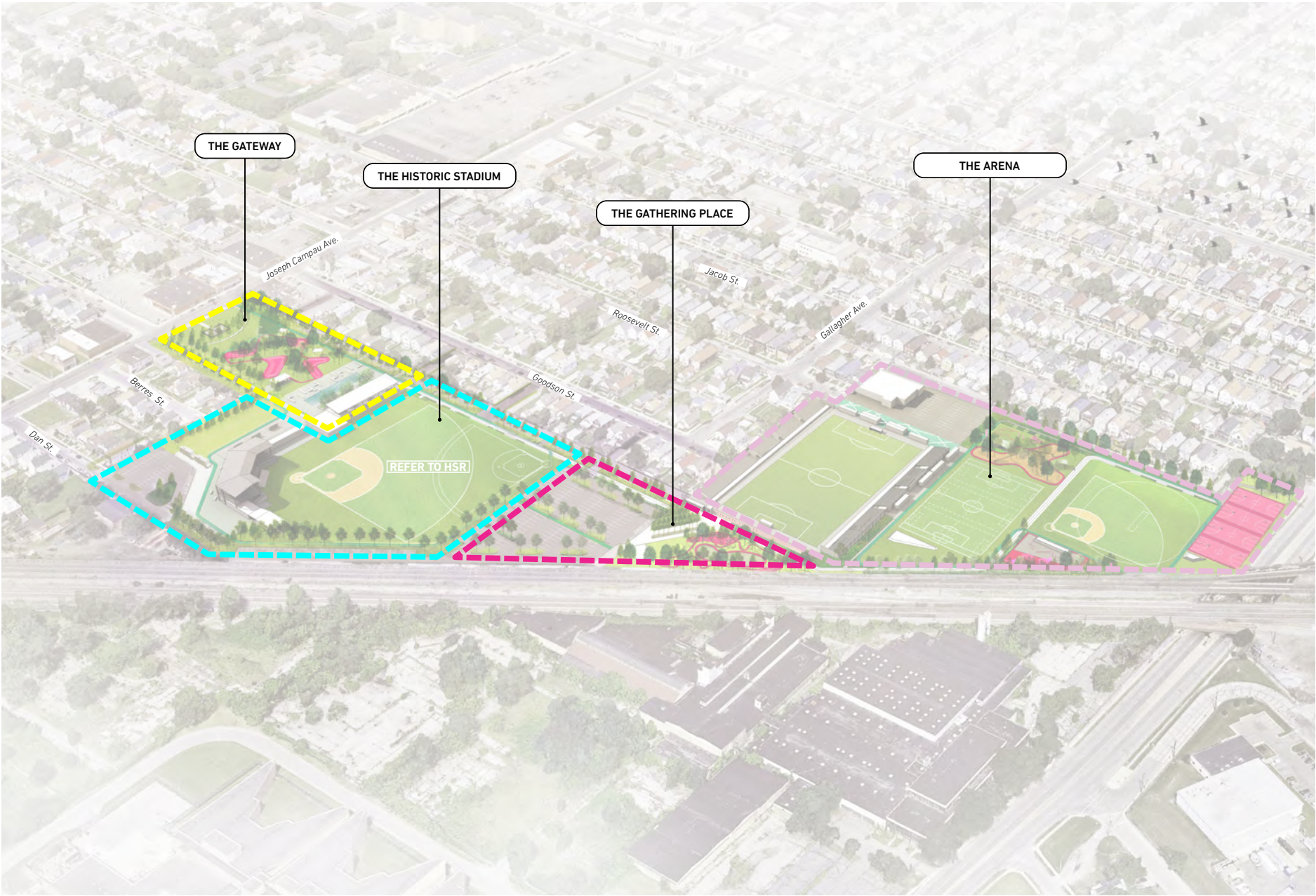
plan A SMART PHASE ONE

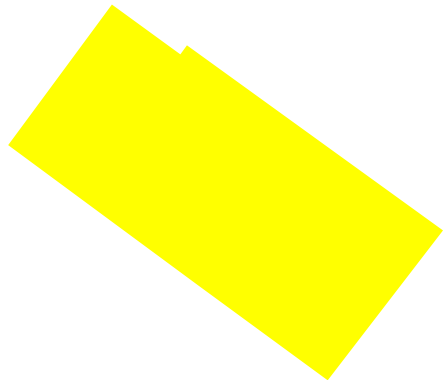
VEHICULAR CIRCULATION + PARKING OPPORTUNITIES



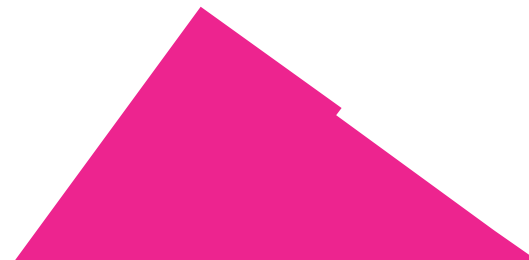
5.0 THE DISTRICT PLAN

PARK NEIGHBORHOODS





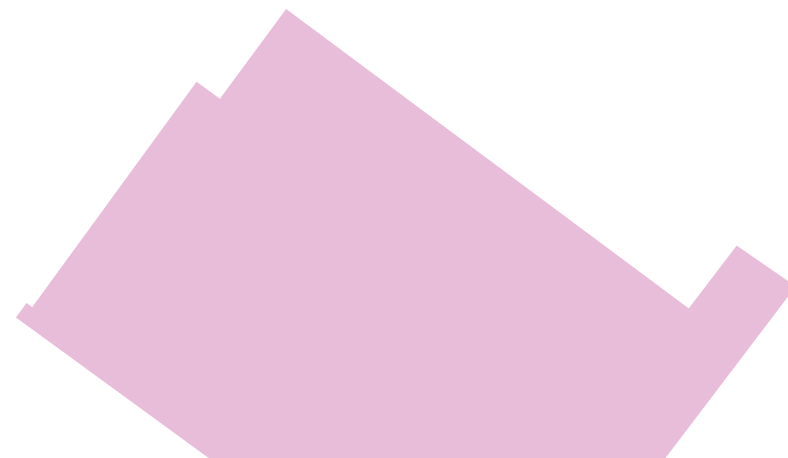
THE GATEWAY
4 acres



THE GATHERING PLACE
3 acres



THE HISTORIC STADIUM
8 acres



THE ARENA
10 acres

5.0 THE DISTRICT PLAN

THE GATEWAY

The Gateway is the District's front door and Hamtramck's backyard.

Acting as the primary entrance to the park along Joseph Campau Avenue — the primary commercial corridor through the city — the Gateway is a critical entry node. The intersection of the Green Alley and Joseph Campau Avenue (where the future Joe Louis Greenway will also connect), provides a highly visible pedestrian entry point that can welcome the community in to the Veterans Memorial Park, Imagination Playground, and the community pavilion beyond.

The Imagination Playground and Community Pavilion, beyond the Colonel Hamtramck Memorial, are the signature activity zones and amenities within the Gateway. The Imagination Playground expands the existing traditional play area to provide simply shaped structures that promote collaborative and imaginative play, and encourage social interaction. The playground is wrapped by a play loop trail and new fence to provide a legible, safe, and contained environment for young children. The playground is also shaded by a new Beech-Sugar Maple Play Forest, creating a unique opportunity to play amongst trees in a dense urban environment.

Small Living Rooms are nested along the Green Alley facing the playground, creating spaces for parents to engage with each other while being oriented to easily keep track of their children. These spaces are uniquely designed to respond to the desires of women in the community to have intimate spaces that simultaneously provide a sense of enclosure, safety, and visibility.

Beyond the playground, the Play Forest opens to the large community pavilion, plaza and splash pad, and indoor community center. These spaces are adaptable to the many needs of the community, from

summer picnics and winter festivals, to community fundraisers, exercise classes, private and public celebrations, birthday barbecues, and Historic Hamtramck Stadium events. Mixed seating serves various sized groups of people, from the individual to the large extended family.

REVENUE GENERATION

The smaller family-sized pavilions and large community-sized pavilion are all rental opportunities to generate revenue from outdoor parties and gatherings. Connected to the large outdoor pavilion is an enclosed community center, including restrooms, that can be rented for parties and larger cultural events. Simple amenities, such as restrooms, were frequently requested by the community and ensure that people will be more likely to come to the District and stay.

CULTURAL LANDSCAPE RECOMMENDATIONS

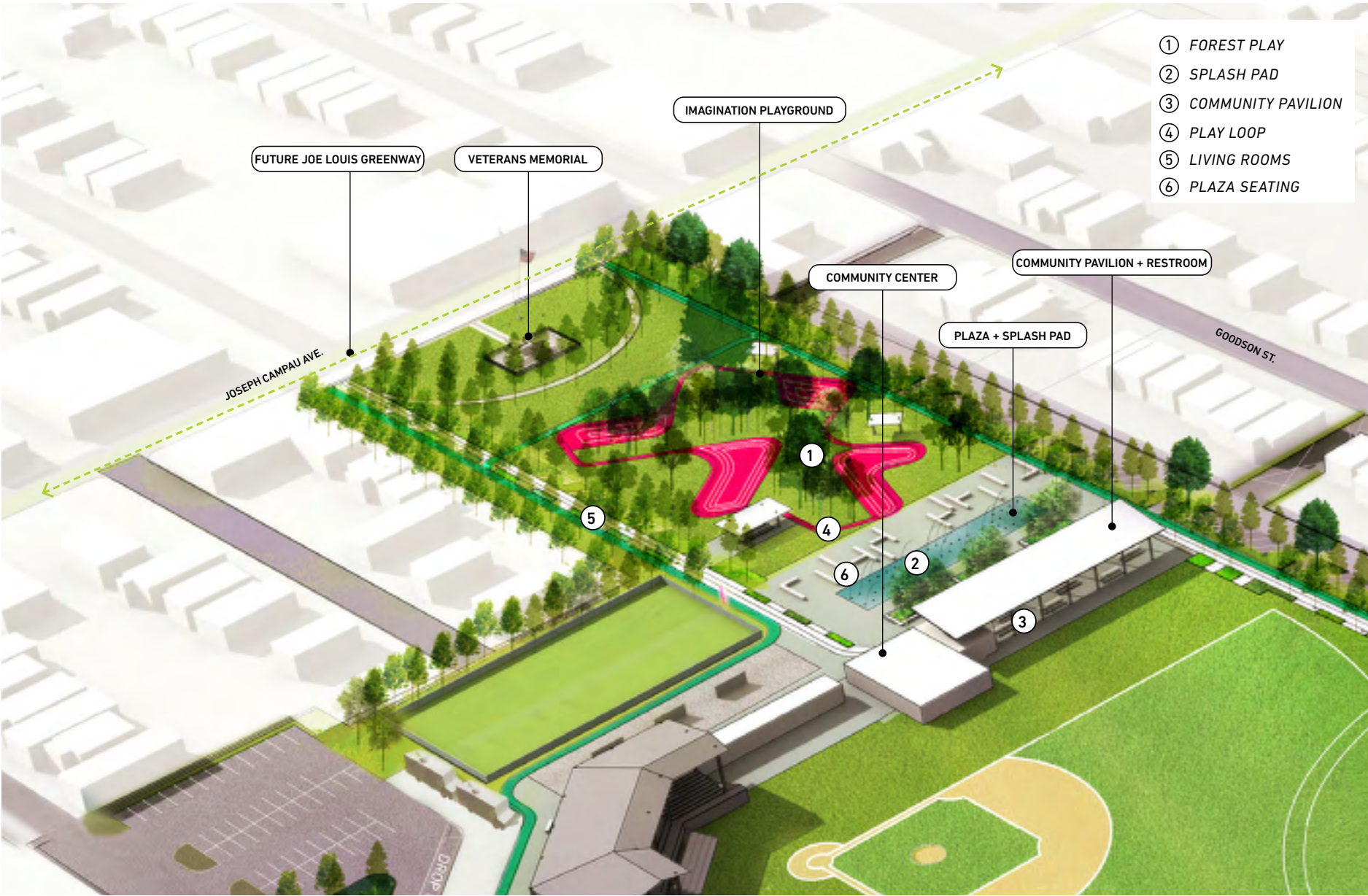
For the Gateway, the goal is to cultivate a welcoming threshold for the historic entrance in a way that dignifies the setting for the grave of Colonel Jean-François Hamtramck and the monument to the city's veterans (1962). Drawing on historic precedent, adjustments to vegetation and circulation reinforce the setting of the Veterans Memorial.

The intervening fence from the sidewalk up to the memorial is removed for visual permeability and movement, while other original features of the gated Memorial are preserved. Recently added trees and historic markers that are disruptive to the Memorial are relocated nearby and closer to park walks. Active play areas remain west of Hamtramck Stadium but are shifted slightly farther away from the Memorial to foster a landscape that honors the legacy of Col. Hamtramck and celebrates the ongoing relevance of the park to the city.



5.0 THE DISTRICT PLAN

THE GATEWAY





1. FORESTED PLAY



2. SPLASH PAD



3. COMMUNITY PAVILION



4. PLAY LOOP



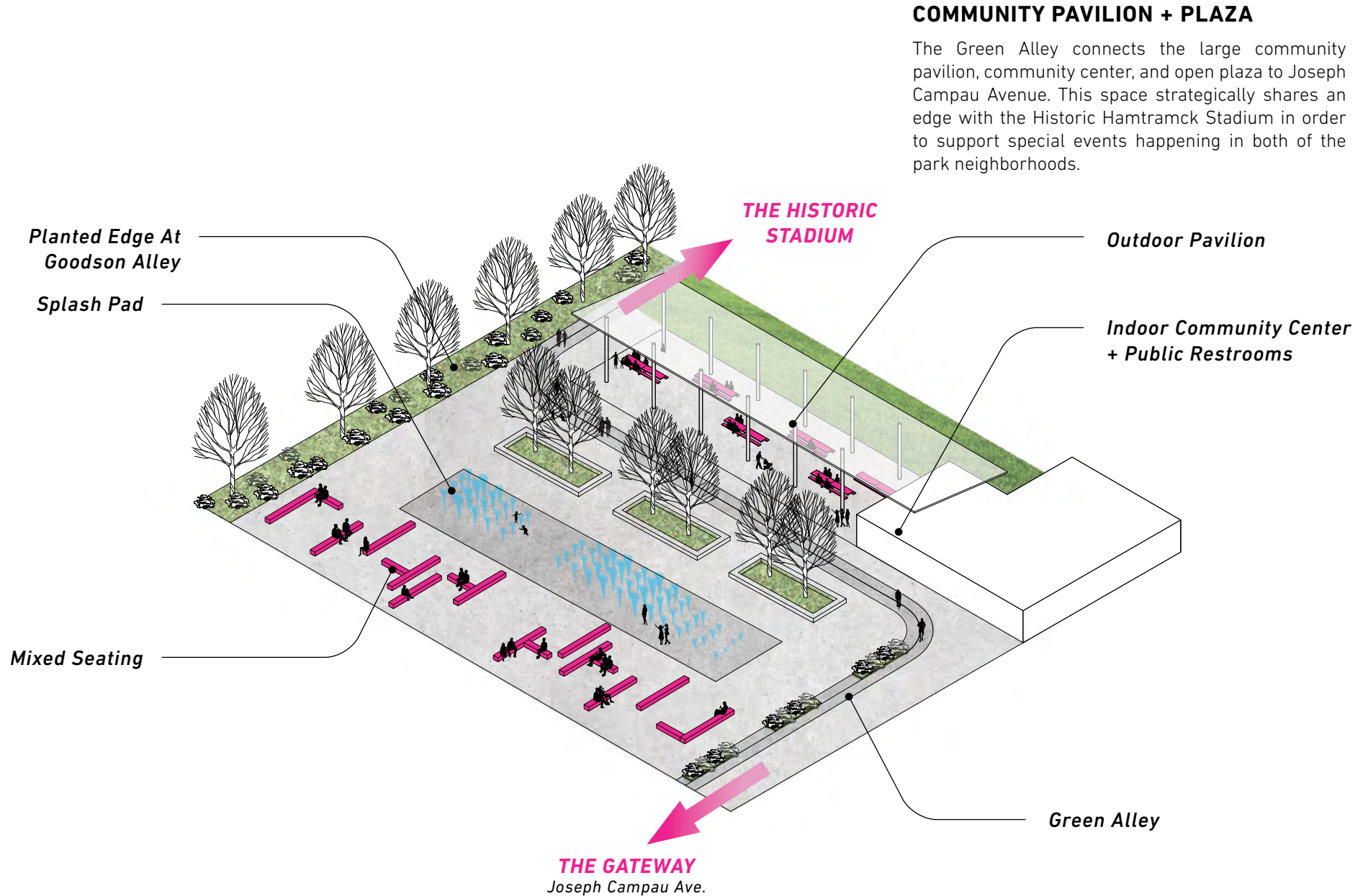
5. LIVING ROOMS



6. PLAZA SEATING

5.0 THE DISTRICT PLAN

THE GATEWAY





GOODSON ST. ALLEY EXIT

**VETERANS MEMORIAL AND
COLONEL HAMTRAMCK GRAVE**

IMAGINATION PLAYGROUND

SMALL PAVILION

THE TRAIL LOOP

MEDIUM PAVILION

THE GREEN ALLEY

COMMUNITY PAVILION + PLAZA
(see axon on adjacent page)

5.0 THE DISTRICT PLAN

THE HISTORIC STADIUM

The Historic Stadium is the cultural center of the District and the communal hub for stories.

This neighborhood is focused around the Historic Hamtramck Stadium (HHS), a 20th century Negro League baseball stadium (1930) on the National Register of Historic Places, stewarded by the Friends of Historic Hamtramck Stadium (FHHS). Once restored, the historic wooden grandstand, baseball field, and associated structures will anchor the neighborhood, with the ability to host games, events and other community programs.

When the historic field is not in use for baseball, little league games, or large organized events, it can be used for informal play and family picnics. Festivals with heavy traffic, such as the Eid Festival, can be better supported at the Gathering Place. Wrapping the grandstand on the west and south edges is proposed a new entry plaza with integrated interpretive features that will engage the community and visitors alike to learn about the Negro League's history.

All recommendations within this Plan for the Historic Stadium neighborhood shall be reviewed in tandem with the HHS Historic Structures Report and with guidance from the Friends of Historic Hamtramck Stadium.

REVENUE GENERATION

The restored Historic Stadium is a primary attraction and essential asset to the District. Rehabilitating the grandstand and fields, creating space for food vendors, developing interpretive displays recording the history of the site, and expanding parking will make the neighborhood attractive to visit and help support the increased number of people drawn to the District. Parking and membership, baseball game ticket sales, concerts, and food vending are all opportunities for revenue generation.

CULTURAL LANDSCAPE RECOMMENDATIONS

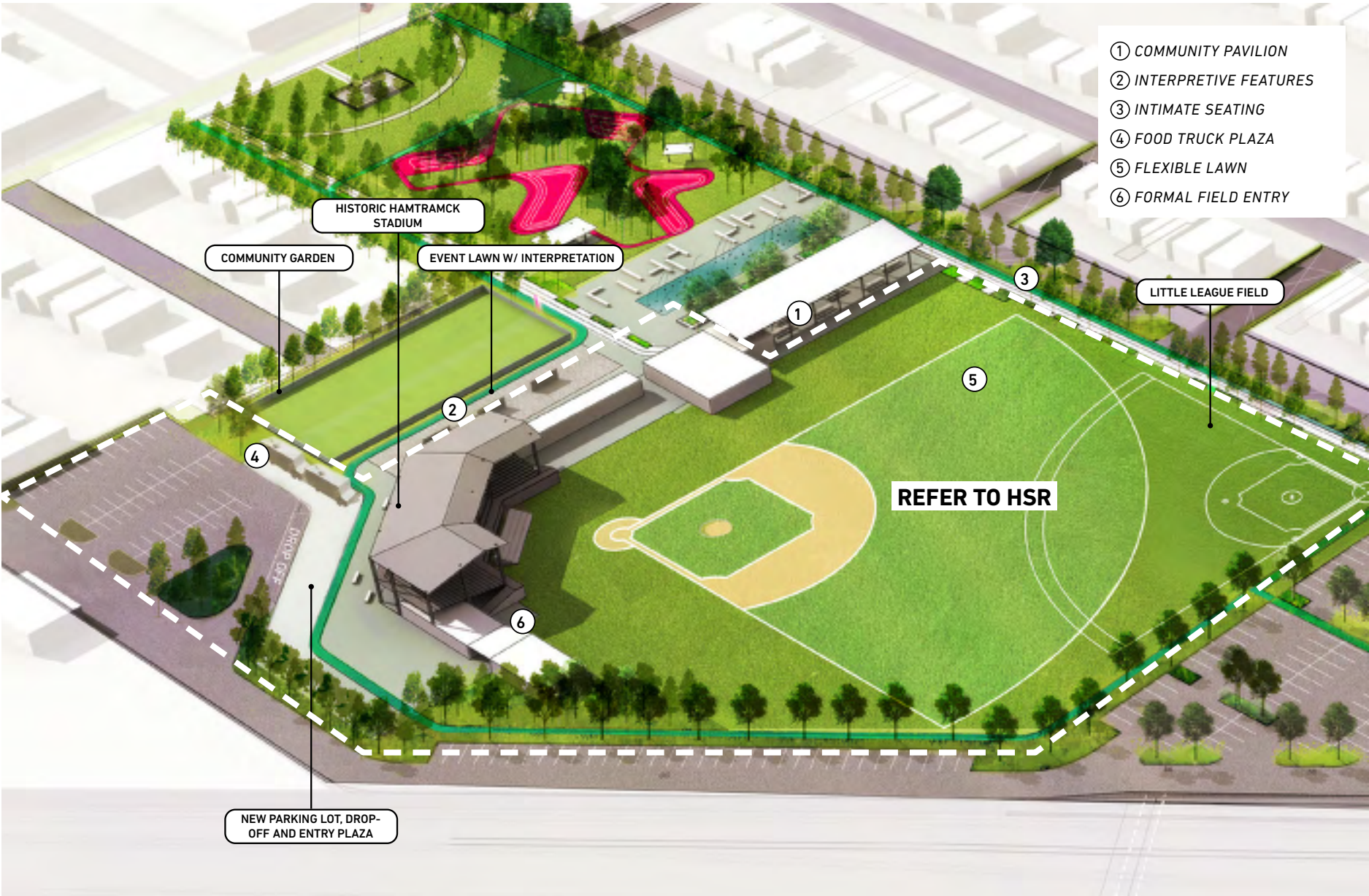
With a need for ongoing relevancy and vibrancy, recommendations for the entire HRD are attuned to the relationship between heritage and the need for new uses. The heritage resources of the park are recognized as the key assets in the strategy for renewal of the park. Goals for the Historic Stadium are to rehabilitate the structure and fields for recreational uses while preserving significant resources according to the Secretary of the Interior's (SOI) Standards for the Treatment of Historic Properties.

The Hamtramck Stadium National Register Nomination and Historic Structure Report document historic resources that are recognized for protection throughout this master plan. For the areas adjacent to the Hamtramck Stadium Historic District, recommendations are to enhance the landscape through compatible development that will support the retention of historic character of Hamtramck Stadium.



5.0 THE DISTRICT PLAN

THE HISTORIC STADIUM





1. COMMUNITY PAVILION



2. INTERPRETIVE FEATURES



3. LIVING ROOMS / INTIMATE SEATING



4. FOOD TRUCK PLAZA



5. HISTORIC FIELD / FLEXIBLE LAWN



6. FORMAL FIELD ENTRY

5.0 THE DISTRICT PLAN

THE HISTORIC STADIUM

HISTORIC STRUCTURES REPORT RECOMMENDATIONS

GRANDSTAND

REHABILITATE ACCORDING TO SOI STANDARDS WITH ADDITIONS UNDER GRANDSTAND

1. Expansion reuse opportunities:
 - Ticketing + entry gateway

BUILDING 2

REHABILITATE ACCORDING TO SOI STANDARDS AND ADD AN EXPANSION TO THE NE

1. Expansion reuse opportunities:
 - admin offices

BUILDING 4

REHABILITATE ACCORDING TO SOI STANDARDS

1. Build an addition above the existing building
2. Expansion reuse opportunities:
 - media + press facilities

BUILDING 5

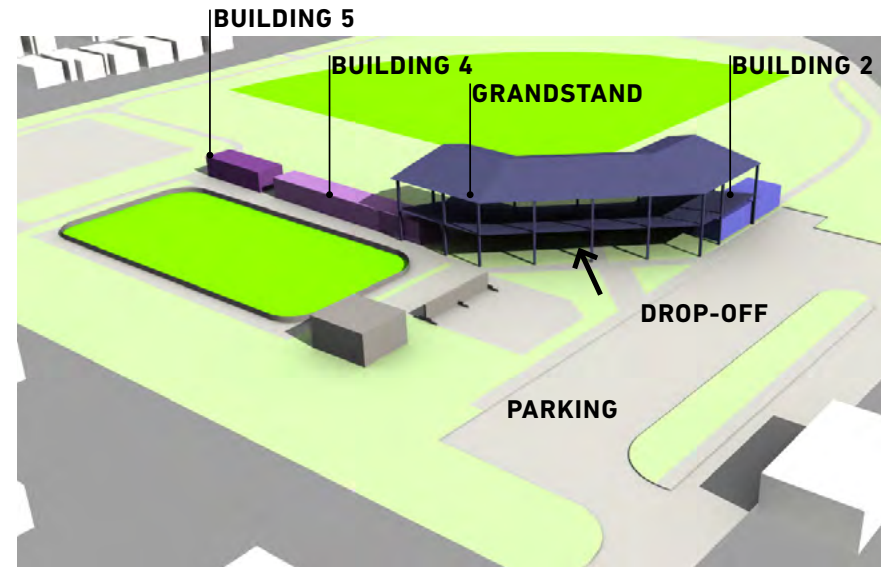
REHABILITATE ACCORDING TO SOI STANDARDS

1. Build an addition above the existing building
2. Expansion reuse opportunities:
 - restrooms, storage, mechanical
 - community pavilion

LANDSCAPE

REHABILITATE ACCORDING TO SOI STANDARDS AND EXPAND GATHERING SPACES

1. Opportunities:
 - baseball, softball, soccer, cricket
 - arrival, circulation, parking
 - gathering area / patio / multi-purpose plaza
 - interpretive areas
 - dugouts or bleachers
 - restrooms
 - batting cages and warm-up bull pens
 - new infill seating
 - scoreboard
 - team community sports pavilion





REFER TO HSR

NEGRO LEAGUE COMMEMORATIVE SPACE

DROP-OFF AND FOOD TRUCK PARKING

HAMTRAMCK HISTORIC STADIUM GRANDSTAND













LITTLE LEAGUE BASEBALL FIELD

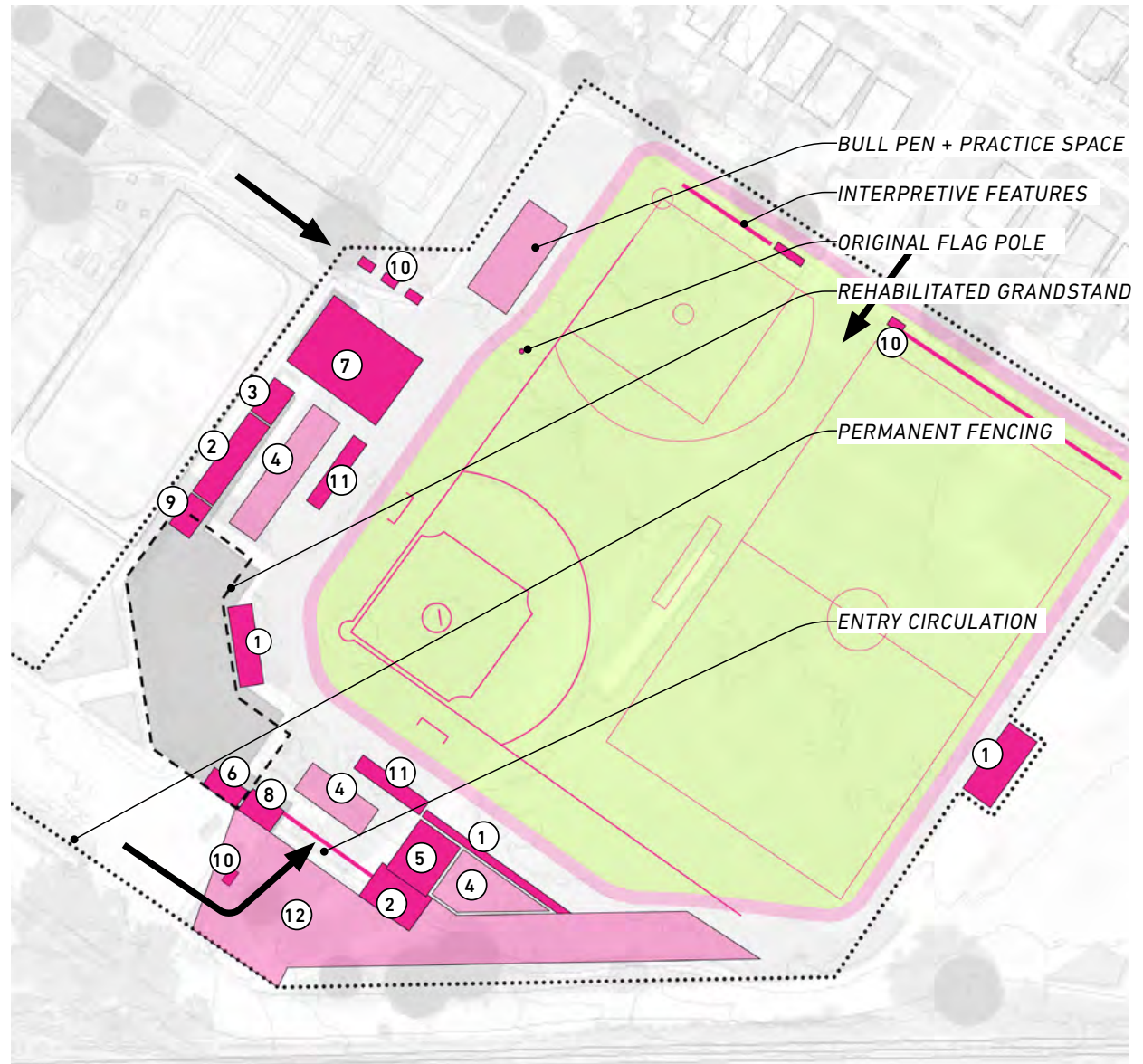
REGULATION SIZED BASEBALL FIELD (as per HSR)

5.0 THE DISTRICT PLAN














THE HISTORIC STADIUM

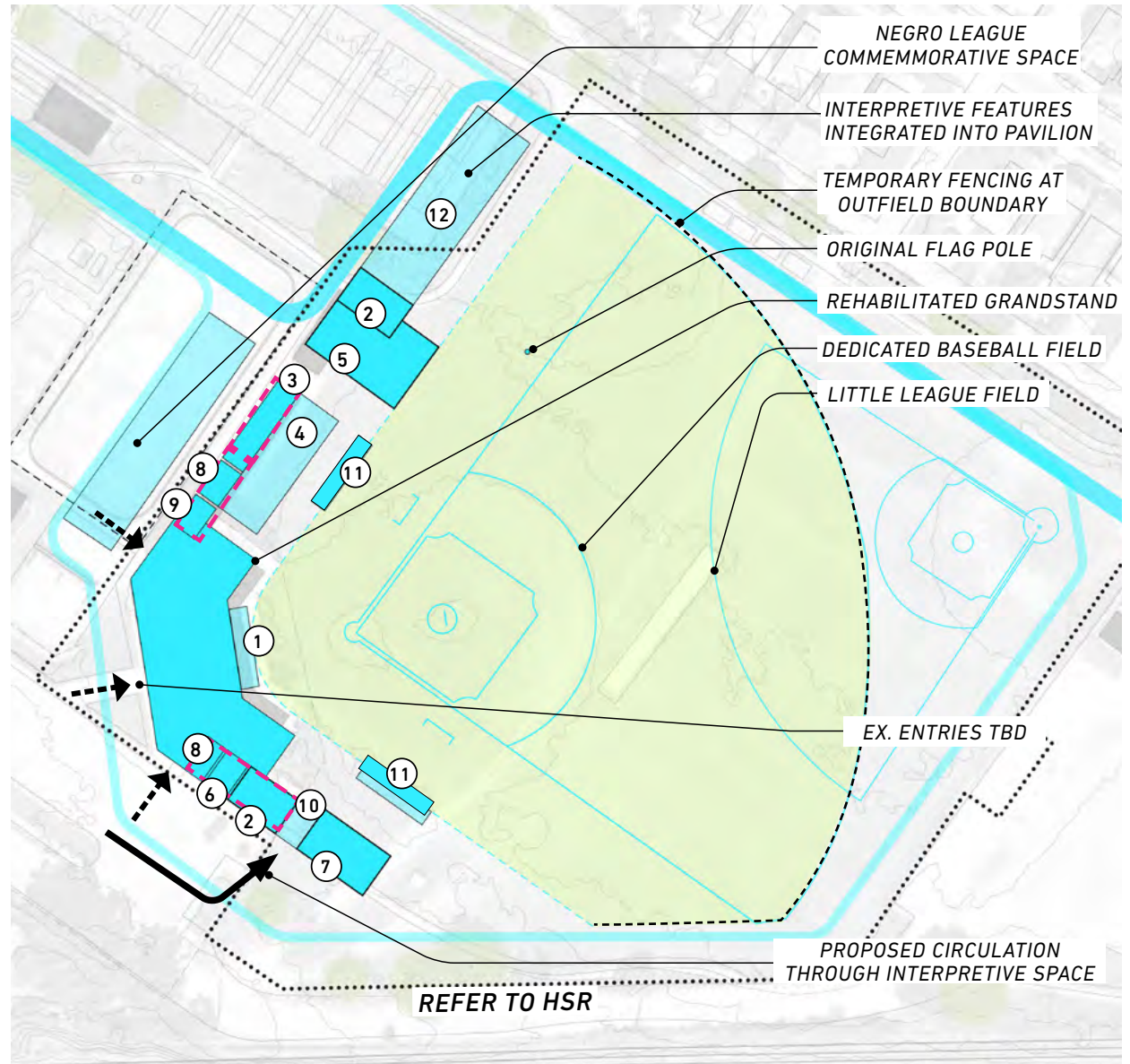
HSR RECOMMENDED PROGRAM

-  ① **NEW SEATS**
50' X 30' / 1,500 SF / 294 PPL
-  ② **RESTROOMS (2)**
25' X 38' / 45' X 25'
950 SF / 1125 SF
-  ③ **SALE + VENDING**
16' X 60' / 950 SF
-  ④ **OUTDOOR PLAZA**
30' X 100' / 3045 SF
-  ⑤ **ENCLOSED COMMUNITY SPACE**
30' X 45' / 1,515 SF / 75 PPL
-  ⑥ **SECURITY/FIRST AID**
13' X 25' / 325 SF
-  ⑦ **LOCKER ROOMS**
50' X 68' / 3400 SF
-  ⑧ **MAINTENANCE + STORAGE (2)**
25' X 16' / 800 SF TOTAL
-  ⑨ **MECHANICAL/ELECTRICAL**
16' X 25' / 400 SF
-  ⑩ **TICKETING + ENTRY**
10' X 6' / 180 SF TOTAL
-  ⑪ **DUGOUTS (2)**
10' X 50' / 1000 SF TOTAL
-  ⑫ **OUTDOOR PLAZA**
10' X 50' / 1000 SF TOTAL



HRD PROPOSED PROGRAM

-  ① **NEW SEATS**
50' X 30' / 1,500 SF / 294 PPL
-  ② **RESTROOMS (2)**
25' X 38' / 45' X 25'
950 SF / 1125 SF
-  ③ **SALE + VENDING**
16' X 60' / 950 SF
-  ④ **OUTDOOR PLAZA**
30' X 100' / 3045 SF
-  ⑤ **ENCLOSED COMMUNITY SPACE**
30' X 45' / 1,515 SF / 75 PPL
-  ⑥ **SECURITY/FIRST AID**
13' X 25' / 325 SF
-  ⑦ **LOCKER ROOMS**
50' X 30' / 1500 SF
-  ⑧ **MAINTENANCE + STORAGE (2)**
25' X 16' / 800 SF TOTAL
-  ⑨ **MECHANICAL/ELECTRICAL**
25' X 16' / 400 SF
-  ⑩ **INTERPRETATION ENTRY**
25' X 16' / 400 SF
-  ⑪ **DUGOUTS (2)**
10' X 50' / 1000 SF TOTAL
-  ⑫ **LARGE COMMUNITY PAVILION**
45' X 145' / 6075 SF / 150+ PPL
-  **EXISTING BUILDINGS 2, 4 & 5**



5.0 THE DISTRICT PLAN

THE HISTORIC STADIUM

RECOMMENDED DEVIATIONS FROM THE HSR AND SUMMARY OF FHHS GUIDANCE

①

PROPOSED OUTFIELD LINE

The District Plan provides more detailed information than the HSR by recommending that the distance from homeplate to outfield fencing be 325' at the foul line and more than 400' at center field, in accordance with MLB recommendations.

②

INCREASE PUBLIC ACCESS

The District Plan deviates from the HSR by proposing to remove or relocate the existing arena soccer rink that is located just to the west of the stadium, widening this walkway from 9' wide to 20' wide to provide sufficient access to buildings 4 and 5 to accommodate future uses.

③

FOUL ZONE

The District Plan provides more detailed information than the HSR by recommending a 60' wide foul zone in accordance with MLB recommendations.

④

LITTLE LEAGUE FIELD

The District Plan deviates from the HSR by proposing a little league field opposite the historic field and relocating the proposed cricket and soccer fields to the Arena.

⑤

COMMUNITY CENTER AND RESTROOMS

The District Plan deviates from the HSR by proposing to relocate the Community Center closer to the heart of the Park, near the large pavilion and Adventure Playground, and in the footprint of HSR proposed locker rooms. This allows the Community Center to be shared between HHS and the Park. All entrances to the Community Center shall face away from the field for safety reasons.

⑥

COMMUNITY PAVILION

The District Plan deviates from the HSR by proposing a large open community pavilion along the west edge of the historic field. While the pavilion is 200+ feet west of home plate, additional protection during games, such as a screen, fence, or netting may be required to ensure that users of adjacent spaces are safe from foul balls during games.

⑦

ENTRY PLAZA

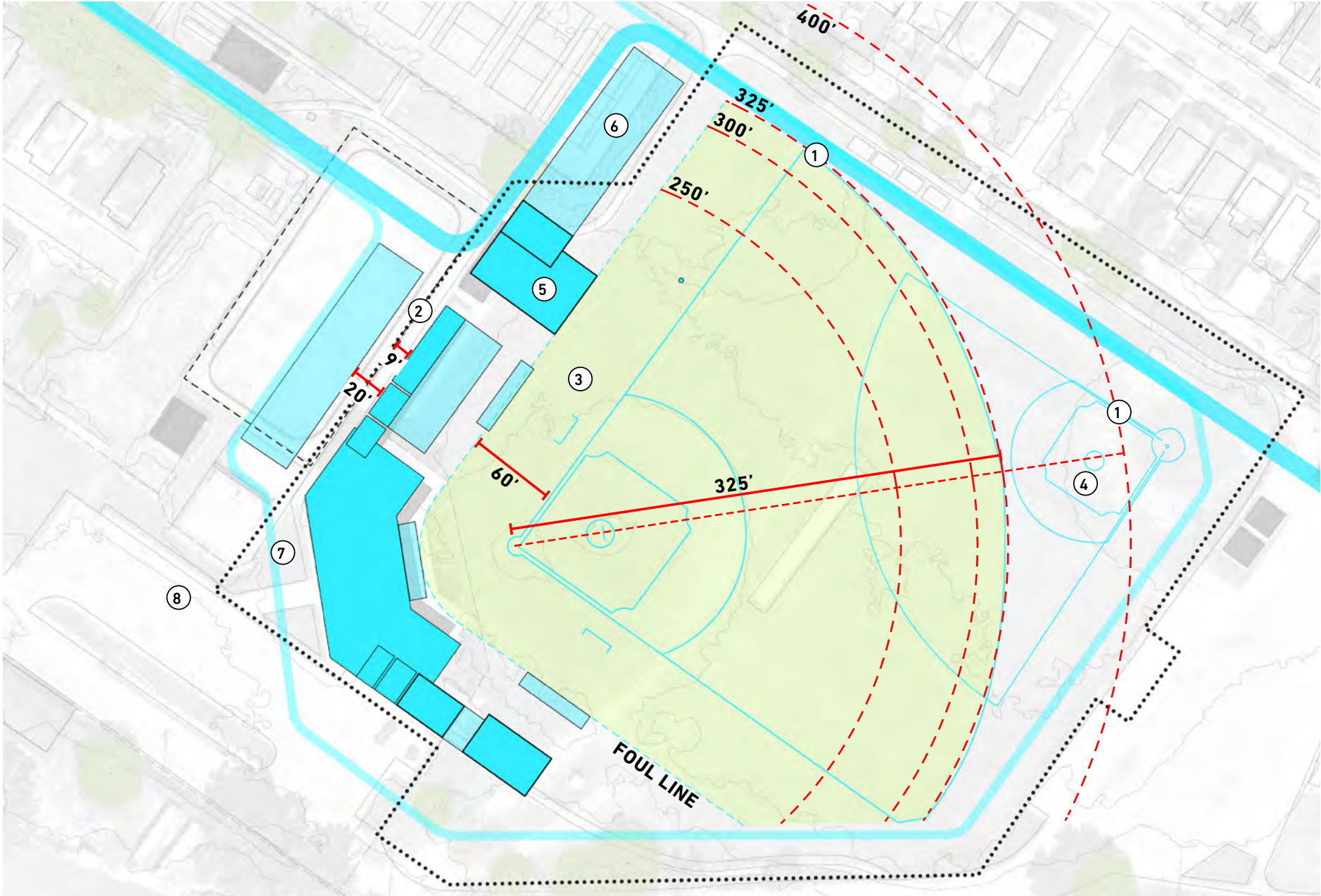
The District Plan deviates from the HSR by proposing an expanded and slightly re-aligned entry plaza and vehicular drop-off area to the south and west of the Grandstand. The re-alignment respects the geometry of the grandstand in order to provide a more generous entry experience that defers to the historic architecture. This area shall be developed in tandem with the HSR recommendations and with guidance from FHHS.

⑧

DROP-OFF AREA AND PARKING

The District Plan deviates from the HSR by proposing a different parking layout and drop-off sequence at the main entry. The proposed alignment provides an area for food trucks to access the plaza, bus circulation, and increased flexibility for accessible parking proximate to the Stadium.

DIMENSIONS AND RECOMMENDATIONS



5.0 THE DISTRICT PLAN

THE GATHERING PLACE

The Gathering Place is at the heart of the district and is the place for circulation and connection.

The Gathering Place sits at the center of the District, encompassing a variety of programming from car and pedestrian circulation, to play, seating, and events. Currently a marginal, dead-end space sandwiched between Keyworth stadium and the railroad tracks, the Gathering Place envisions an activated threshold that connects the Gateway and Historic Stadium to the south with Keyworth Stadium and the athletic fields to the north. Weekend farmers markets and parking lot cricket, Eid festival and Bangla Mela events, large Detroit City FC (DCFC) celebratory marches and individuals using the BMX course all converge at the Gathering Place.

The stadium for DCFC matches (Keyworth) currently turns its back to Veterans Park, with the stadium's wall and a series of chain link fences creating a visual barrier in the middle of the park that appears to physically divide the park in half. The District Plan proposes two key alterations to the stadium's brick wall: shortening the wall to give more egress between the stadium and train tracks, and puncturing the wall to allow a southern entrance. These two openings radically transform the Gathering Place from a marginal edge to the District's center.

Along the Keyworth Stadium wall, the Green Alley expands from a 12 foot wide path into a thickened promenade and plaza, with gardens, seating, and the additional entrance into the stadium. This south entrance plaza gives space to fans, ticketing, and celebratory marches on game days. On days without games, the plaza is open to cultural events, concerts, and markets, that can expand out into the adjacent parking lot.

REVENUE GENERATION

The long term success of the District is largely dependent on its capacity to generate revenue. Parking within the Gathering Place makes up a significant percentage of the park's income. Additionally, the parking plaza is rentable space for farmers markets, festivals, and events.

CULTURAL LANDSCAPE RECOMMENDATIONS

For the Gathering Place, recommendations are to refine visitor circulation and add new recreational uses in ways that harmonize with adjacent historic resources. This interstitial zone possesses few historic features yet abuts the Little League field at the edge of the historic baseball field to the west and the south wall of Keyworth Stadium to the east. Historic character of both stadiums is vital to their individual identities, functions, and cultural legacies. Alterations to the southern wall of Keyworth Stadium respect and maintain the integrity of the structure and its contributing historical character, while transforming the accessibility and usability of this area as a whole.



5.0 THE DISTRICT PLAN

THE GATHERING PLACE

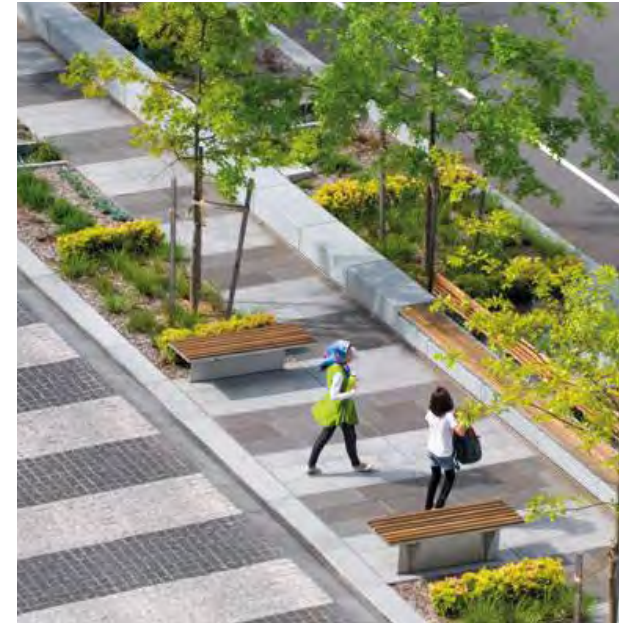




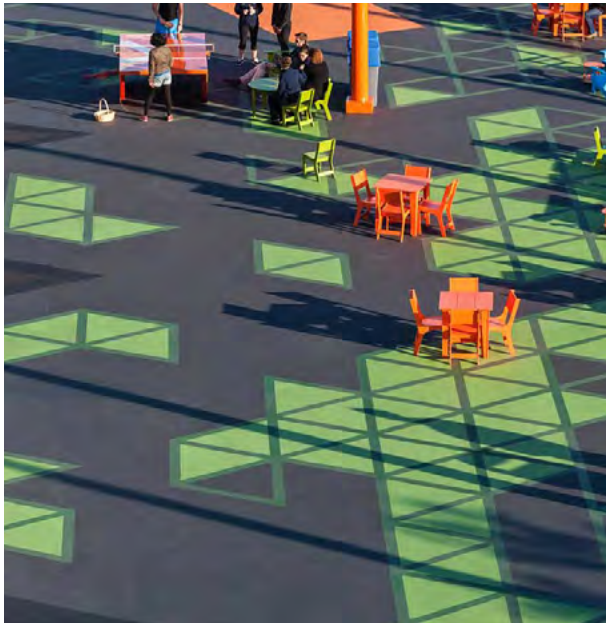
1. MIXED PLAY SURFACE



2. BMX MOUNDS



3. GREEN ALLEY PROMENADE



4. PLAYFUL PARKING



5. OUTDOOR EVENTS SPACE

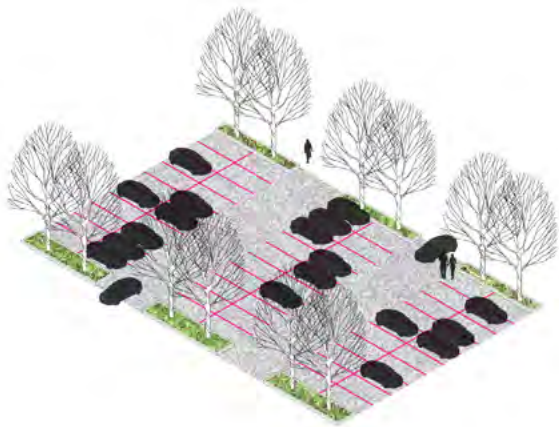


6. PLAZA ALLEE

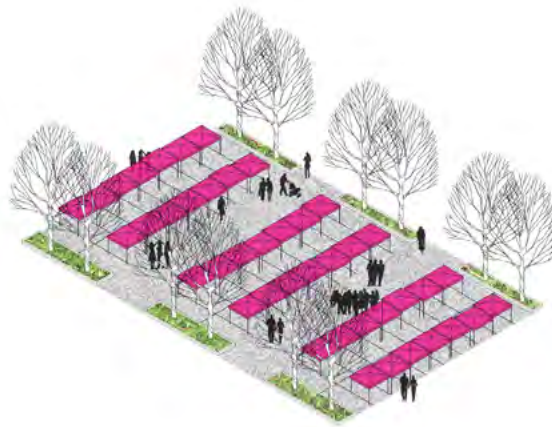
5.0 THE DISTRICT PLAN

THE GATHERING PLACE

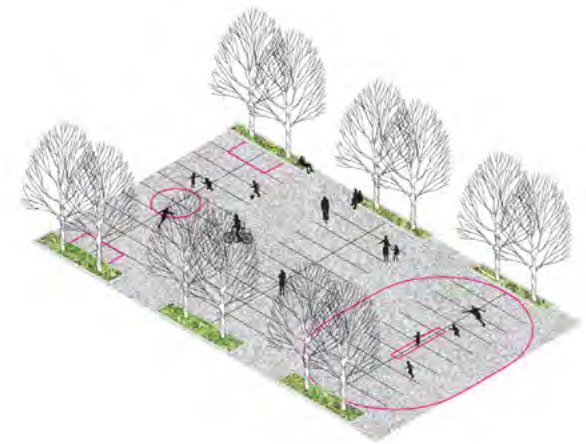
FLEXIBLE-USE PARKING STUDIES



GAME-DAY PARKING



FARMERS MARKET / FESTIVAL



CRICKET / ROLLER DERBY / SOCCER



**GOODSON ST. ALLEY ENTRANCE
+ ALLEY PARKING**

**PARKING LOT STUDY
(see adjacent page)**

KEYWORTH STADIUM PLAZA

SMALL PERFORMANCE STAGE

BMX TRACK MOUNDS

MIXED PLAY SURFACE

GREEN ALLEY PROMENADE

5.0 THE DISTRICT PLAN

THE ARENA

The Arena connects the community through a shared love of a diverse range of sports and activities.

The Arena hosts the majority of the park's athletic fields, creating a space that is wholly devoted to athleticism, physical activity, and adventure. This neighborhood includes Keyworth Stadium, the Detroit City FC (DCFC) soccer league's home stadium, where roughly 7,000 fans convene for soccer games in the fall. DCFC soccer matches and high school soccer tournaments, rock climbing and mothers walking children, futsal and basketball are all celebrated in the Arena.

The Arena supports a diverse range of team sports including soccer, cricket, softball, basketball, and futsal. Less competitive activities are also offered in the arena such as rock climbing, calisthenics, zip-lining and kids climbing in the Adventure Playground, and a trail loop encircling the neighborhood for pedestrians and cyclists. This wide range of programs respond to the community's expressed desire for more choices in athletic programming that are inviting to all ages, genders, cultures, and interests.

The Adventure Playground updates the existing Karpinski Playground to have a range of climbing structures, zip-lines, and play mounds to appeal to older children. This type of play is proposed in response to consistent feedback from focus groups that the current park does not provide adequate play for all ages.

REVENUE GENERATION

Athletic field rental is the predominant form of revenue generation in the Arena neighborhood. Regulation-size soccer, cricket, and softball fields as well as futsal and basketball courts are available to rent to provide revenue for the District. The U-12 size soccer field also fits two U-8 fields, allowing for larger tournaments as well.

CULTURAL LANDSCAPE RECOMMENDATIONS

For the Arena, the goal is to rehabilitate key features of Keyworth Stadium (1936) to continue the successful reuse of the stadium, evoke historic character, and to integrate an array of expanded park uses that are accommodated in adjacent areas. Enhancement of park-side access to the stadium responds to contextual changes within the neighborhood setting and brings attention to original features of the stadium. Repositioning and augmenting recreation zones in the eastern part of the Arena draws on historic patterns of practice ball fields and courts by updating recreational options to correspond to current, local interests and needs. For neighbors to the east, a nearly forgotten park entrance is enlivened and made accessible for all.



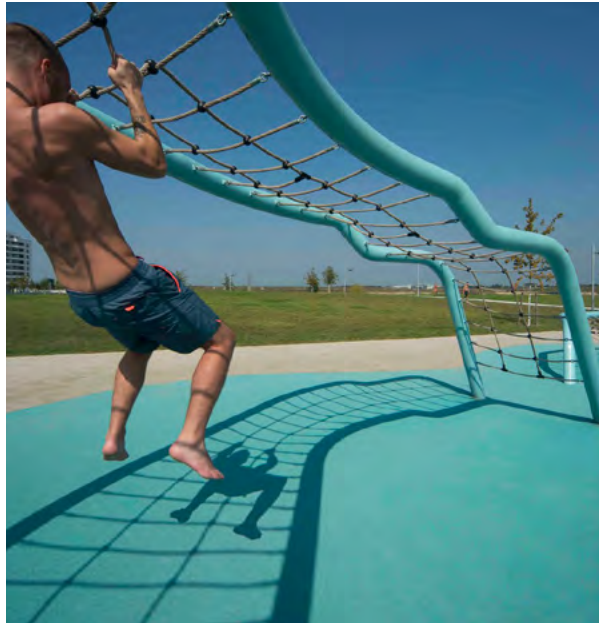
5.0 THE DISTRICT PLAN

THE ARENA





1. TRAIL LOOP ATHLETIC TRACK



2. ADVENTURE PLAYGROUND



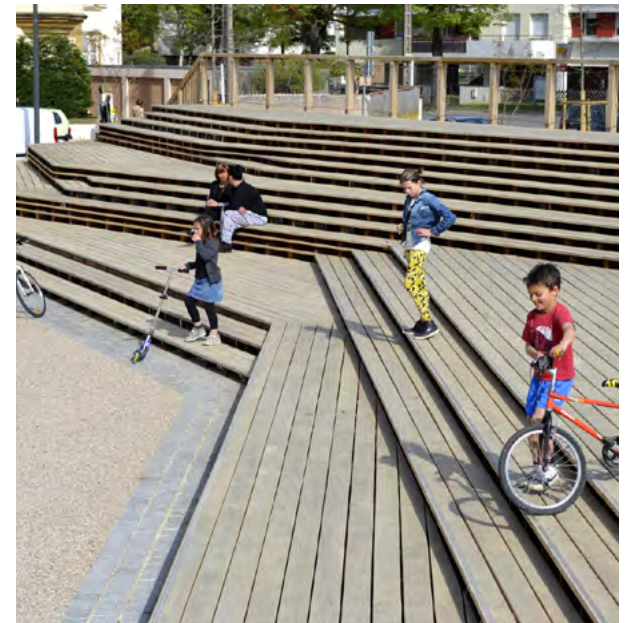
3. CALISTHENICS SPACE



4. PLAY ALONG TRAIL



5. U-8 + U-12 YOUTH SOCCER FIELDS



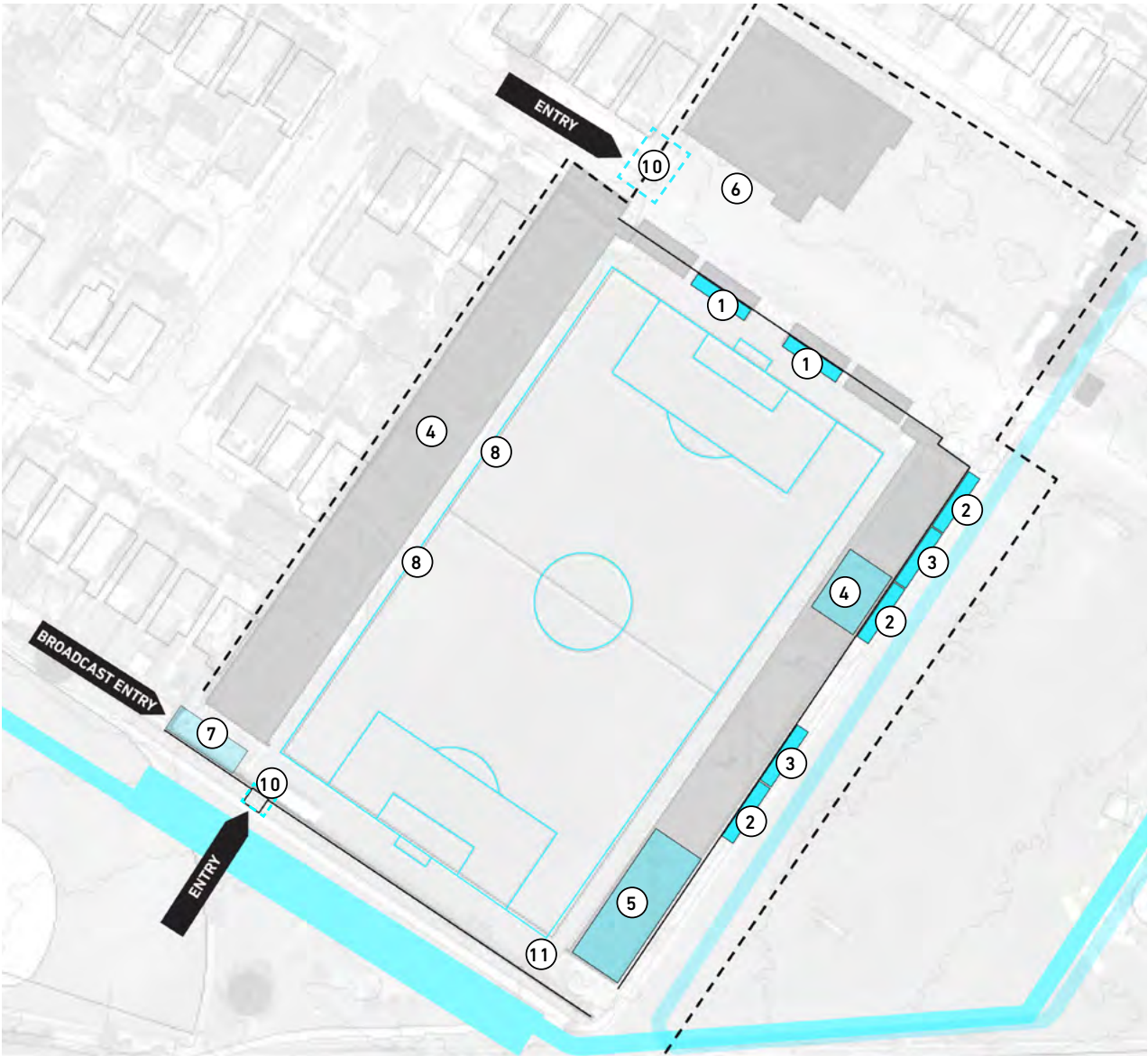
6. PLAYFUL BLEACHERS

5.0 THE DISTRICT PLAN

THE ARENA

- ① SUITES
XX' X XX' / XX SF / XX PPL
- ② BAR
25' X 38' / 45' X 25'
950 SF / 1125 SF
- ③ SALE + VENDING
16' X 60' / 950 SF
- ④ RESTROOMS
30' x 100' / 3045 SF
- ⑤ LOCKER ROOMS
30' X 45' / 1,515 SF / 75 PPL
- ⑥ SECURITY/FIRST AID
13' X 25' / 325 SF
- ⑦ BROADCAST
50' X 68' / 3400 SF
- ⑧ PLAYER BENCES
25' X 16' / 800 SF TOTAL
- ⑨ VIP SEATING
16' X 25' / 400 SF
- ⑩ TICKETING + ENTRY
10' X 6' / 180 SF TOTAL
- ⑪ ADA SEATING
10' X 6' / 180 SF TOTAL

KEYWORTH STADIUM PROPOSED GAME-DAY OPERATIONS





KEYWORTH STADIUM
(plan study on adjacent page)

MEDIUM PAVILION

PLAY LOOP

GREEN ALLEY

U-8 + U-12 YOUTH SOCCER FIELDS

SOFTBALL + CRICKET FIELDS

CALISTHENICS + ROCK CLIMBING

FUTSAL + BASKETBALL COURTS

THIS PAGE IS INTENTIONALLY BLANK.

A photograph of a crowded outdoor market at dusk. The scene is filled with people walking through aisles lined with market stalls. Some stalls have white awnings. In the background, there are buildings, including one with a yellow facade and a sign that says 'Green'. A bright light source, possibly the setting sun, creates a strong lens flare in the center of the image. The sky is a deep blue with some clouds. A teal-colored rectangular overlay is positioned on the left side of the image, containing the text '6.0' in large white font and 'IMPLEMENTATION' in a smaller white font below it.

6.0

IMPLEMENTATION

6.0 IMPLEMENTATION

INTRODUCTION

Working with the Michigan Municipal League (MML) as the fiduciary, the City of Hamtramck and the Hamtramck Public Schools - as shared owners of the district - partnered with the Detroit City Football Club (DCFC) and the Friends of Historic Hamtramck Stadium to obtain a planning grant from the Ralph C. Wilson Jr. Foundation to develop the Recreation District Plan for the 26-acre Hamtramck Recreation District. This partnership evolved into the coordinating entity for the development of this Plan, referred to as the Advisory Group.

This District includes Veterans Memorial Park, featuring the Historic Hamtramck Stadium where the Negro National League Detroit Stars once played, and Playfair, featuring Keyworth Stadium where the Detroit City Football Club (DCFC) now plays.

The Recreation District Plan development process consisted of a multi-specialized design team, the stakeholder Advisory Group, as well as extensive engagement with the community. The design team consisted of the Huron River Group, financial planning experts, Quinn Evans, architectural heritage specialists, and TEN x TEN as the landscape and planning design lead.

The design team worked with Global Detroit to coordinate engagement events and community conversations, with guidance from the Advisory group every step of the way. Collaboratively, this team approached three important aspects of the Recreation District Plan: overall vision and design, financial feasibility and sustainability, and historic preservation, in an effective and integrated way.

The objectives for the plan, developed by the Advisory Group and community stakeholders, include the following elements:

- Potential physical and capital improvements, with an eye toward phasing those improvements in over time through strategic catalyst projects that provide the framework and momentum for growth over time;
- Rehabilitation of Historic Hamtramck Stadium, building upon the recommendations of the Historic Structures Report prepared by Smith Group JJR;
- Recreational activities and programming recommendations that maximize use by a diverse and international community;
- Communications that inform partners, the community at large and the funders on progress and deadlines;
- Recommendations for the management and governance of the district to maximize the contributions of the current stakeholders as well as filling any voids identified;
- A financial plan including creative funding strategies that will support implementation of the elements of the Recreation District Plan and sustain the District into the future.



Hamtramck Handprint Mural [photo by design team]

6.0 IMPLEMENTATION

INTRODUCTION

METHODOLOGY

This section provides the methodology for the background research used to complete the management, governance, and financial planning portion of the study. This work included:

1. Interviews with:

- Current park owners and operators – City, District and Detroit City Football Club (DCFC)
- Potential operating partners – Wayne County Parks, Metroparks, and Detroit Riverfront Conservancy
- Connectors – Invest Detroit, Detroit Economic Growth Coalition and Michigan Municipal League
- Potential Funders – Michigan Department of Natural Resources, Ralph Wilson Foundation, Southeast Michigan Community Foundation, Friends of Historic Hamtramck Stadium, and Wayne County Redevelopment Agency

2. Document review:

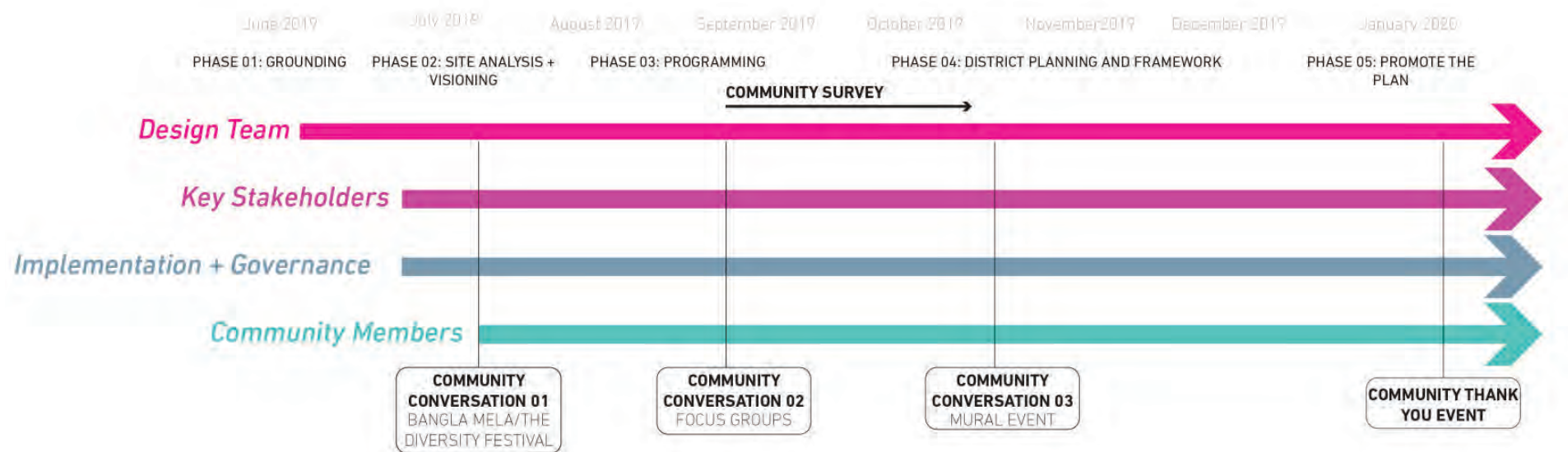
- Michigan’s Recreational Authorities Act (Act 321 of 2000) - provides for the establishment of recreational authorities
- Hamtramck Stadium Historic Structure Report by SmithGroupJJR
- 2017 City of Detroit Parks and Recreation Improvement Plan
- Detroit Economic Growth Corporation Neighborhood Retail Study
- Joe Louis Greenway public engagement information
- Financial information for the School District and the City
- National Park Service and the Trust for Public Land park-related research data

- Grant eligibility requirements for these funding sources:

- Michigan Natural Resources Trust Fund
- Ralph C. Wilson Foundation
- Southeast Michigan Community Foundation and all its subsidiary funds
- SEMCOG/MDOT Transportation Alternative Funds
- Kresge Foundation
- Kellogg Foundation
- Ford Foundation
- Skillman Foundation
- National Fish & Wildlife
- Tax incentives including New Markets Tax Credits and Historic Tax Credits

3. Benchmarking for:

- Governance structure and operating sources and uses for the Chandler Park Conservancy, Detroit Riverfront Conservancy, Memphis River Parks Partnership, and Rickworth Stadium (historic Negro League stadium in Birmingham)
- Operating revenue and expenses for the cities of Ann Arbor (MI), Pittsburg (CA), Pleasanton (CA), Detroit (MI), and Warren (MI)
- Rates for nearby competing facilities (playing fields, pavilions, parking and summer camps) – MetroParks, Wayne County Parks, City of Detroit Parks, local conservancies parks, City of Ann Arbor as well as the University of Michigan Athletics Department.



Governance and Financial Planning was Embedded into the Overall Design and Phasing of the Recreation District Plan.

6.0 IMPLEMENTATION

INTRODUCTION

BACKGROUND

The parks and facilities included in the Veteran's Park District fall under the jurisdiction of both the City and the School District. The Hamtramck School District (District) owns and operates the Keyworth Stadium and Playfair, adjacent to the stadium. The City of Hamtramck (City) owns and maintains on a more limited basis the Hamtramck Stadium and the remaining portions of Veteran's Park. (In this report, we refer to the park as a whole as Hamtramck Recreation District or HRD.) The 26-acre site runs alongside the Conrail railroad track, a freight carrier. Its main entrance is at Joseph Campau Street, with a lesser-used entrance on the opposite end of the park.

The District currently receives approximately \$800,000 annually from a Recreation Millage that it uses to fund recreation programs in Hamtramck as well as some maintenance of the Hamtramck High School pool and community center that are available to the public and Playfield Park including Keyworth Stadium. There are 16 part-time staff working in the Community Center and the Hamtramck pool. There are three full-time staff managing recreation programming including a Recreation Director. In addition, there are School District Maintenance staff that are partially funded by the millage.

The City does not have dedicated staff to maintain the City parks. Rather, they use maintenance staff and contractors that have other responsibilities in addition to park maintenance to provide some maintenance of Veteran's Park. Their maintenance activities include mowing, trash pick-up, snow removal and graffiti removal. The City obtained grant funding to install a children's play area with bench seating at the main entrance at Joseph Campau Street, and to improve the small playing field next to the Historic Hamtramck Stadium (HHS), and obtained MDOT Transportation Alternative Funds to build a section of the Joe Louis Greenway that will pass directly by the main entrance of the park.

STRENGTHS, CHALLENGES, OPPORTUNITIES, THREATS

As described in the chart on the opposite page, there are several strengths, challenges, opportunities and threats that the City and District face to redevelop Hamtramck Recreation District (HRD). This report identifies strategies that leverage the strengths and opportunities and address the challenges and threats.

STRENGTHS

Beautiful stadiums of historic significance
Full support from the Advisory Group, City, and School Board
Successful, community-minded business operating at Keyworth: Detroit City Football Club
Active Friends organization for HHS
Historic designation for HHS
Joe Louis Greenway
Active and Supportive local residents

OPPORTUNITIES

Atmosphere of hope + optimism
Potential for participation from individuals, government entities, private foundations, + businesses
Initial transformative support from Ralph Wilson
Availability of HHS for highest + best purpose
Possible acquisition of vacant land – contiguous + across the railroad tracks
Density creates demand for parking
Exciting Recreation District Plan with phasing

CHALLENGES

Wayne County Jail closure
Transformation of HRD requires City and School District to make hard decisions and give up control

THREATS

High poverty/low median income community
Nestled within a city that is also challenged
City + School District facing other urgent priorities
City and School District are resource challenged
Lack of start-up funds
Lack of current capacity
Site bounded by railroad

OPPORTUNITIES + CHALLENGES

6.0 IMPLEMENTATION

GOVERNANCE PLAN

INTRODUCTION

One of the charges for the consulting team was to recommend an efficient and effective governance structure to oversee Hamtramck Recreation District. At present, Hamtramck Recreation District is not managed as an integrated whole. Instead, as previously noted, the organizational structure is fragmented between the City of Hamtramck and the Hamtramck School District leading to uneven programming and maintenance. Further, it will be challenging to implement the Recreation District Plan due to a limited ability to garner sufficient resources (such as fundraising) and provide consistent financial reporting or comprehensive programming of the facilities.

Governance is the first tactic in the implementation category because an efficient and effective organizational structure is needed to implement the recommendations in the plan. To address these issues, in consultation with several stakeholders, the team considered the following four governance structure alternatives:

1. Status Quo

- Maintain the same governance and management of parks, stadiums and facilities in HRD

2. A Public Recreation Authority – Self-managed

- Governing board includes
- Two representatives from the District Board
- Two representatives from the City Council
- At least seven members that represent diverse interests
- City and District transfer land and facilities to the

3. A Recreation Authority

- Independent governmental entity
- Manage the park, stadiums and facilities operations

- as well as the Recreation District Plan implementation
- Contract with an existing 501c3 to receive donations and provide fiscal agent services
- Create a Recreation Authority - Partner Agency Manager
- Same governing board composition as Option #2
- City and District transfer land and facilities to the Recreation Authority
- Contract with an existing government agency
- Manage the park, stadiums and facilities operations as well as the Recreation District Plan implementation
- Utilize partner agency's existing 501c3 partner for fundraising and fiscal agent services

4. A non-profit (501c3) organization – Hamtramck Park Conservancy

- Same governing board composition as Option #2
- The City and District would enter into long-term (30 years or more) leases for the Hamtramck Recreation District park property (including the stadiums) with the Conservancy
- Manage all aspects of Hamtramck Recreation District including financial management and fundraising

Under alternatives 2, 3 and 4, the City and District would commit to providing a minimum amount of funding and services annually to reduce the amount of fundraising and fees charged for park uses required to cover operating expenses.

The following assessment reviews the four alternatives using three overarching broad criteria, each with several sub-categories as shown in the scoring table on page 119.

Based on stakeholder input and Huron River Group's experience (the

financial/operational consultant), a scoring methodology emerged that reflects the importance of these criteria, with cost and quality of service being more important than feasibility.

This analysis leads to the recommended option, the creation of a non-profit (501c3) organization – Hamtramck Park Conservancy (HPC), which will lead to better fundraising capability, improved accountability and greater overall quality for Hamtramck Recreation District.

Why establish a new governance structure?

Staff from the City and District as well as observations from various stakeholders indicated that the divided ownership and therefore divided governance of HRD land and facilities has created uneven programming and maintenance. In addition, potential funders stated that they want Hamtramck to have a separate governance structure for Veteran's Park that (1) maintains separate auditable financial records and accounts, (2) includes diverse interests on the governing board, (3) has a 501c3 fiscal agent or is a 501c3 organization to fundraise and receive certain foundation grant funds, and (4) has explicit responsibility to construct the Recreation District Plan improvements, maintain those improvements over time, and programs the park and stadiums for league and other recreational uses. As a result, one of the primary objectives of this project is to identify governance options for Veteran's Park.

Do we have the legal right to create a new parks authority?

The review of Michigan's Recreational Authorities Act determined that a separate public entity could be created to govern HRD. Michigan's Recreational Authorities Act (Act 321 of 2000) authorizes creation of Recreation Authorities by two or more municipalities or districts. Recreation Authorities can: (1) own property, (2) receive grants and other funds, (3) place millages on the ballot, (4) hire staff, (5) place bonds on the ballot and issue bonds, and (6) issue contracts. Board

Membership is whatever the articles of incorporation stipulate but must be odd numbered. Board members can be appointed or elected. Recreation Authorities acquire, construct, operate, maintain and/or improve public recreational facilities including parks.

Are any local parks departments willing to provide operating support?

Huron River Group spoke with representatives of three area park systems to determine whether any nearby entity has capacity and willingness to assume operational responsibility for Veterans Memorial Park: the Huron Clinton MetroParks, Wayne County Parks (WCP) and Detroit City Parks. The MetroParks and Detroit City Parks do not have a goal of expanding their footprints and would not be candidates for operating HRD. The MetroParks would be willing to offer programming within HRD at no cost, a service they currently provide to many area parks. Wayne County Parks has a strategic goal of expanding its parks footprint. WCP is therefore willing to consider becoming the operator of the Hamtramck Recreation District (HRD), as long as WCP receives full funding for the operation of HRD. WCP estimates that its cost for maintaining the park would be less than a new, separate park entity's cost because of economies of scale. Because WCP is potentially willing to operate HRD, this analysis includes Hamtramck Parks Authority – Third Party Operator as a governance option.

Is there a precedent for a nonprofit parks operator?

Based on interviews with two local nonprofit parks conservancies and several parks conservancies in other parts of the country, there is a range of options for 501c3 support, ranging from the 501c3 serving a fundraising role only (Chandler Park Conservancy) to the 501c3 performing all functions from fundraising to operations with little City support (Detroit Riverfront Conservancy), with others falling in between. Rickworth Stadium, a historic Negro League stadium in Birmingham, has a 501c3 operator that coordinates fundraising,

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GOVERNANCE PLAN

earned revenue activities and maintenance/operations, while receiving 50% of its direct support from the City of Birmingham. Memphis River Parks Partnership is a 501c3 that assumes full responsibility for implementing the Memphis Riverfront Concept, including fundraising for visionary capital improvements and operating five miles of riverfront parks in Memphis. Its board includes representation from the City of Memphis, downtown development district representatives and local leaders. The Memphis Riverfront Conservancy receives public support in the form of increased sales tax revenues derived from its activities.

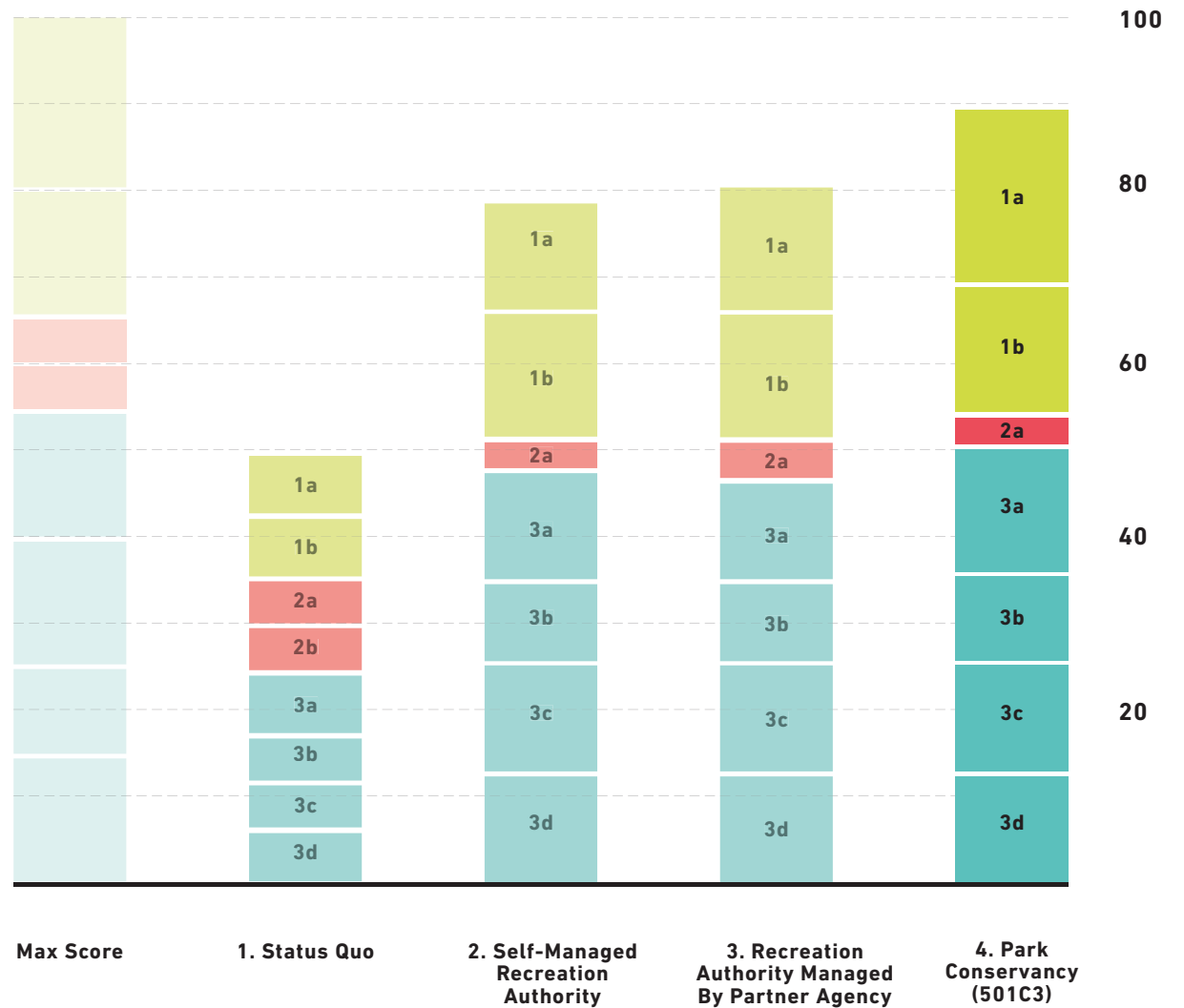
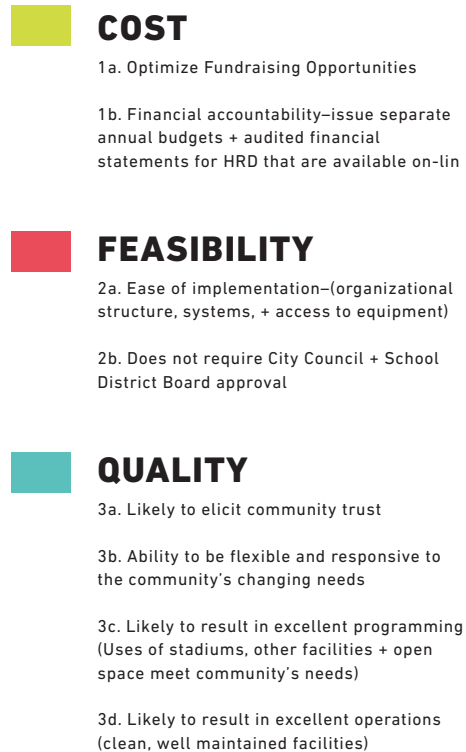
Does the governance structure impact funding options?

After interviewing a number of potential funders there is an even larger list of potential funding sources for visionary capital improvement projects in the Hamtramck Recreation District. Additionally, there is a correlation between governance structure, administration of the park and fundability:

- Funders must feel confident that grant money will be used in a timely manner, consistent with what was put forward in the grant application. Fragmentation of parks operations (i.e., having two or more operators in contiguous spaces) undermines funders' willingness to award a grant. Recent fiscal challenges in the Hamtramck City and School District further diminish funders' confidence.
- Site control is an essential prerequisite for capital grant funding, and assuring site control with two separate operators is very difficult.
- Most funders require a demonstrated and approved strategic, recreational and/or master plan in order to provide funding. The DNR Trust Fund in particular requires an approved 5-year recreation plan approved by the applicant entity.

- Some funding sources are available only to nonprofits and others are available only to government entities, which means that irrespective of the final decision on governance structure, the new entity (whether public or private nonprofit) will need to have a culture of collaboration in order to maximize its funding options.

With these findings and models in mind, the governance options are rated and described in the following chart and narrative.



GOVERNANCE OPTIONS

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SCORING

The previous page summarizes the scores of the four alternatives that were considered as part of this analysis. The 501c3 Hamtramck Park Conservancy alternative scored the highest primarily because of its fundraising advantage as well as its ability to secure community trust.

In summary, based on this assessment methodology, the recommendation is Alternative 4: Park Conservancy (501c3), with all of the action steps involved in doing so. This includes establishing the 501c3, creating and approving Memoranda of Understanding to establish minimum levels of support and clarifying responsibilities, undertaking ground leases or easements, etc

In this report, the new entity is referred to as the Hamtramck Park Conservancy (HPC), which would have a governing board of seven or more members, comprised of:

- Two representatives from the District Board;
- Two representatives from the City Council;
- At least three members that represent diverse interests in the park, such as;
- Youth and community league soccer, baseball and/or cricket team owners, coaches or managers,
 - Entities that can provide funding or other support to the HPC,
 - Business entities in Hamtramck and/or Detroit,
 - Community representatives such as parents,
 - Persons with the capacity to raise or contribute private funds, and
 - Significant lessee(s) in the park with operational responsibilities.

Given the current active engagement by these entities, Huron River

Group recommends that a representative of Detroit City Football Club (DCFC) and of the Friends of Historic Hamtramck Stadium (FHHS) be initial appointees to the board.

The Conservancy would manage all aspects of HRD/Playfair, including financial management, fundraising, hiring and managing staff, implementing improvements envisioned in the Recreation District Plan, and operating the park, stadiums and facilities. The City and School District would enter into long-term (30 years or more) leases for the Hamtramck Recreation District park property (including the stadiums) with the Conservancy. The City and District would commit through a Memorandum of Understanding (MOU) to provide a minimum amount of funding and services annually to reduce the amount of fundraising and fees charged for park uses required by the Park Conservancy to cover operating expenses. At a minimum, in the near term, administrative services and office space should be provided by the City, the District or a combination of the two. The District and the City would commit to providing the same level of operational and financial support to the HPC as it currently provides to Hamtramck Recreation District and Playfair. In the long term, as the HPC becomes stronger financially, these terms could be renegotiated.

OTHER CONSIDERATIONS

In future, the City and District should consider including all of the City parks and District recreational facilities under the Park Conservancy, at which time all of District's current Recreation millage would help fund the Park Conservancy's operating expenses.

Further, the Park Conservancy, with assistance from the City and District, should enter into an agreement with the Friends of Historic Hamtramck Stadium (FHHS) that authorizes the FHHS to do 'friendraising' activities and educational efforts (such as docent tours) for the Hamtramck Stadium and clarifies that they should not compete with the new organization by seeking earned revenue.

THE FINANCIAL PLAN

This financial and operating plan provides a strategy for building a sustainable organization (“Operating Plan”) and for executing the exciting physical space improvements laid out in the Recreation District Plan (“Capital”). The biggest challenge for the Hamtramck Parks Conservancy (HPC) will be to build ongoing operating revenue, especially in the context of a distressed community. This section begins with the operating plan, because an operational entity needs a plan in order to execute capital projects and manage the physical space.

OPERATING PLAN OVERALL STRATEGY

The recommended strategy includes balanced revenue streams consisting of a combination of public support, contributed revenue (such as annual gifts, memberships, major gifts and foundation grants), earned revenue (parking fees, rental fees, programming, and retail revenue), and investment income. A coordinated strategy will maximize the HPC’s overall financial health and ensure its long-term operation. The recommended strategy consists of recommending three foundational components: a centralized paid parking installation, a membership program to drive donations, and a millage (or an ongoing portion of the existing recreation millage).

TIMELINE

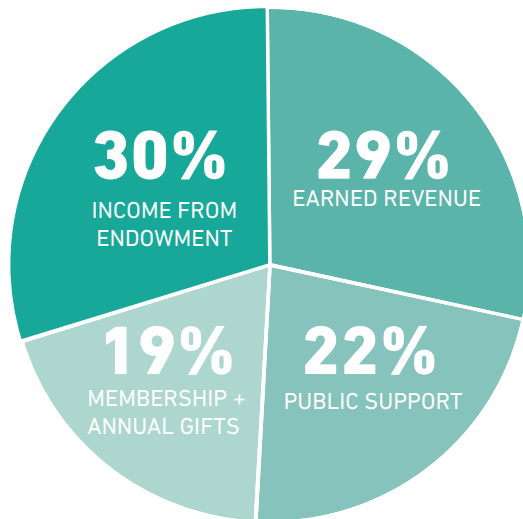
The sequencing of activities described in the plan are summarized in table 1.

Table 1: Timeline to Bring Hamtramck Parks Conservancy to Full Operations

ACTIVITY	2020	2021	2022	2023-2027
START UP				
OBTAIN IMPLEMENTATION GRANT				
ESTABLISH CONSERVANCY				
HIRE STAFF				
DEVELOP STRATEGIC PLAN				
PARKING				
ESTABLISH PARKING SYSTEMS				
IMPLEMENT PARKING LOT IMPROVEMENTS				
FUNDRAISING				
CREATE MEMBERSHIP PROGRAM				
PURSUE GRANTS				
IMPLEMENT ANNUAL APPEAL				
IMPLEMENT CAPITAL CAMPAIGN				
HAMTRAMCK STADIUM				
IDENTIFY HIGHEST + BEST SUSTAINABLE USE				
INTEGRATE INTO CAPITAL CAMPAIGN				
SPORTS				
PILOT SPORTS SUMMER CAMP				
IMPLEMENT NORTH PLAYING FIELD IMPROVEMENTS				
FULLY IMPLEMENT SPORTS CAMP + LESSONS				
IMPLEMENT FIELD RENTALS				
GATHERING PLACES				
BUILD PAVILIONS + OTHER AMENITIES				
PAVILION RENTAL PROGRAM				

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OPERATING BUDGET

A recommended target for annual operating budget is \$1 million. This proposed budget does not reflect revenues from the DCFC, and similarly, the proposed budget excludes the operation of any independent business operating within HHS in the future (such as a minor league baseball team).

The revenue and expense goals are based on sources and uses from several entities including Ann Arbor Parks Department, Detroit Riverfront Conservancy, Matthaei Botanical Gardens & Nichols Arboretum, City of Pleasanton, Rickworth Stadium, University of Michigan Athletics Department and others, combined with capacity and fee estimates based on the Recreation District Plan. A discussion of the strategy for each revenue line follows.

CITY AND DISTRICT SUPPORT

Financial support from the community – that is, the City and School District – is vital to demonstrating its value to potential funders. There is a very strong case for increased public support for the Hamtramck Park Conservancy. The Hamtramck Parks District Advisory Group

recognizes that parks and green spaces are true public goods, offering significant benefit to the community as whole; recognition of this fact is a driver for this planning project. According to the National Recreation and Park Association (NRPA), parks are an essential public amenity with these benefits:

Economic:

- Quality parks and recreation are cited as one of the top three reasons that businesses cite in relocation decisions in a number of studies.
- Parks improve the local tax base and increase property values. (Texas A&M study)
- Trees in cities save \$400 billion in storm water retention facility costs nationwide.
- Parks and recreation programs provide significant indirect revenues to local and regional economies from sports tournaments and special events such as arts, music, and holiday festivals.

Health and Environmental Benefits :

- Creating, improving and promoting places to be physically active can improve individual and community health. (Centers for Disease Control studies)
- Reductions in stress, lowered blood pressure, and perceived physical health correlate to the length of stay in visits to parks. (Penn State University study)
- Parks and protected public lands improve water quality, protect groundwater, prevent flooding, improve the quality of the air we breathe, provide vegetative buffers to development, produce habitat for wildlife.

Table 2: Example Operating Revenue for Hamtramck Parks Conservancy

	YEAR ONE	YEAR TWO	YEAR THREE	OUT YEARS
REVENUE				
PUBLIC SUPPORT				
MILLAGE (DISTRICT)	\$40,000	\$40,000	\$40,000	\$200,000
IN-KIND (GARBAGE PICK-UP, LAWN MAINTENANCE CONTRACTUAL SERVICES + ADMINISTRATIVE SUPPORT)	\$30,000	\$30,000	\$30,000	\$30,000
ANNUAL ALLOCATION (CITY)	\$10,000	\$10,000	\$10,000	\$10,000
SUBTOTAL PUBLIC SUPPORT	\$80,000	\$80,000	\$80,000	\$240,000
EARNED REVENUE				
PARKING	\$36,075	\$72,150	\$144,300	\$180,375
PROGRAMMING (DAY CAMPS, CLASSES)	\$15,444	\$30,888	\$61,776	\$84,942
RENTALS (FIELDS, PAVILIONS)	\$5,000	\$10,000	\$20,000	\$35,000
SPONSORSHIPS + EVENTS	\$5,000	\$5,000	\$10,000	\$25,000
OTHER (RETAIL SALES, LESSONS, ETC)	\$4,000	\$8,000	\$13,000	\$15,000
SUBTOTAL EARNED REVENUE	\$65,519	\$126,038	\$249,076	\$340,317
CONTRIBUTIONS				
START-UP GRANT	\$153,000	\$98,000	-	-
MEMBERSHIP (DRIVEN BY PARKING)	\$10,000	\$30,000	\$100,000	\$120,000
TRIBUTES	\$15,000	\$25,000	\$100,000	\$5,000
ANNUAL APPEAL	\$10,000	\$10,000	\$10,000	\$10,000
SUBTOTAL CONTRIBUTED REVENUE	\$188,000	\$163,000	\$210,000	\$135,000
INCOME FROM ENDOWMENT				\$300,000
TOTAL OPERATING REVENUE GOAL	\$333,519	\$369,038	\$539,076	\$1,015,317

Table 3: Example Operating Expenses for Hamtramck Parks Conservancy

	YEAR ONE	YEAR TWO	YEAR THREE	OUT YEARS
STAFF				
EXECUTIVE DIRECTOR	\$90,000	\$93,000	\$96,000	\$100,000
DEVELOPMENT DIRECTOR	\$40,000	\$42,000	\$55,000	\$75,000
PROGRAM MANAGER	\$45,000	\$47,000	\$50,000	\$55,000
MAINTENANCE MANAGER				\$55,000
INTERN + VOLUNTEER COORDINATOR			\$55,000	\$55,000
HOURLY EMPLOYEES + INTERNS		\$5,000	\$25,000	\$125,000
NON-LABOR				
IN-KIND DISTRICT/CITY				
MAINTENANCE/ADMIN				
SUPPORT	\$30,000	\$30,000	\$30,000	\$30,000
MATERIALS + SUPPLIES	\$10,000	\$15,000	\$20,000	\$25,000
EQUIPMENT	\$15,000	\$5,000	\$20,000	\$55,000
INSURANCE	\$10,000	\$10,000	\$12,000	\$25,000
MERCHANDISE FOR RESALE	\$2,000	\$4,000	\$6,000	\$10,000
OTHER	\$15,000	\$25,000	\$64,000	\$130,000
CAPITAL IMPROVEMENT FUND				\$100,000
FACILITIES MAINTENANCE			\$10,000	\$100,000
LANDSCAPE MAINTENANCE			\$25,000	\$75,000
TOTAL OPERATING EXPENSE GOAL	\$257,000	\$276,000	\$468,000	\$1,015,000

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Social Importance:

- Parks provide identity for citizens and are a major factor in the perception of quality of life in a given community. Parks and recreation services are one of the most important factors in surveys of how livable communities are. (NRPA)
- Parks provide gathering places for families and social groups, as well as for individuals of all ages, abilities, ethnicity, and economic status, regardless of their ability to pay for access.
- Community involvement in neighborhood parks is associated with lower levels of crime, juvenile delinquency and vandalism. (Project on Human Development in Chicago Neighborhoods)
- Parks have a value to communities that transcend the amount of dollars invested or the revenues gained from fees. Parks provide a sense of public pride and cohesion to every community. (NRPA)

Despite Hamtramck Recreation District's recognition of these benefits, Hamtramck provides less support for parks per capita than any of the cities included in the Trust for Public Land's 2017 City Park Facts report. Part of the difficulty for Hamtramck is the City's extreme economic distress. The Hamtramck Parks District is located in a "Highly Distressed" area: 64.7% of its residents live in poverty; the unemployment rate is 18.2%; and the median household income is less than 60% of the statewide median income. Nevertheless, even highly distressed areas can provide some level of support for parks. In Cleveland, Ohio, residents spend an average annually of \$97 per person on parks; in Detroit, the per capita average annually is \$30. By comparison, Hamtramck residents spend only an average annually of \$18 per person for parks – and that is a generous estimate based on an assumption that half the Recreation millage, or \$400 thousand per year, supports the parks.

Table 4: Spending per Capital for Parks Sorted by Median Household Income

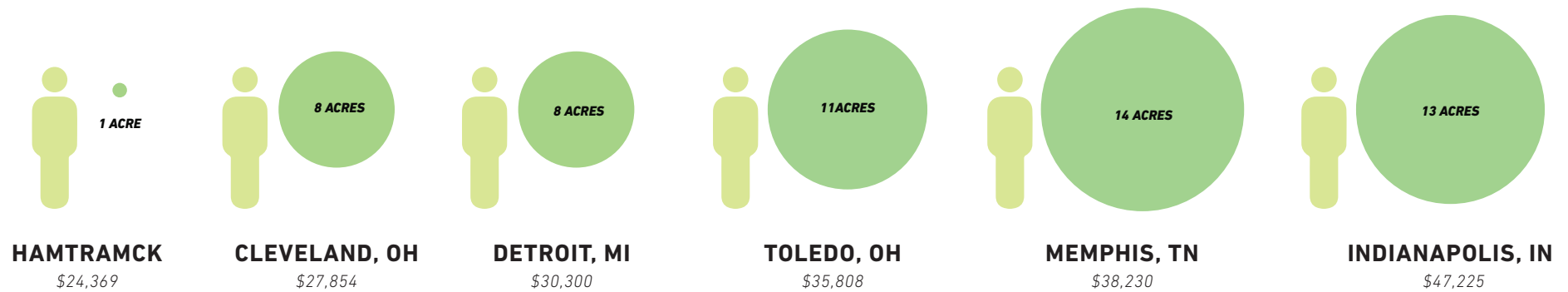
CITY	PARKS SPENDING PER RESIDENT	MEDIAN HOUSEHOLD INCOME
HAMTRAMCK	\$18	\$24,369
CLEVELAND, OH	\$97	\$27,854
DETROIT, MI	\$30	\$30,300
TOLEDO, OH	\$41	\$35,808
MEMPHIS, TN	\$52	\$38,230
INDIANAPOLIS, IN	\$50	\$47,225

Table 5: Acres of Parkland per 1,000 Population Sorted by Median Household Income

CITY	PARK ACRES	CITY ACRES	% LAND DEVOTED TO PARKS	PARK ACRES PER 1K POP
HAMTRAMCK	31	1,344	2%	1
CLEVELAND, OH	3,002	49,726	6%	8
DETROIT, MI	5,543	88,800	6%	8
TOLEDO, OH	3,128	51,643	6%	11
MEMPHIS, TN	9,145	201,635	5%	14
INDIANAPOLIS, IN	11,464	231,317	5%	13

BANGLA TRANSLATION IN PROCESS!

Bangla Translation of “Hamtramck has an urgent need for parks!”



Hamtramck has an urgent need for parks: at present there is only one acre of parkland per 1,000 population, compared with Detroit and Cleveland's eight acres per 1,000. Twenty-six or 84% of Hamtramck's 31 acres of parkland is within the Hamtramck Recreation District (Veterans and Playfair).

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PUBLIC REVENUE

A relatively painless way for the City and the District to provide support for the Hamtramck Parks Conservancy is to commit via an MOU with the HPC to ongoing support for HPC at least at current levels (estimated value of \$80K annually for both entities including in-kind services), and second, give the HPC authority to control the park through a ground lease or perpetual public easement. These commitments will ensure that the park is maintained at least at its current level, while demonstrating to the community and potential donors that the City and District stand behind the new entity.

Another critical form of support for the HPC is for the City to implement a paid and residential parking operation for the City as a whole. This will be critical to the success of HPC; the City must agree to creating such a system despite the potential for paid and residential permit parking to be unpopular initially. On the plus side, a paid parking operation with residential permit parking will become a revenue source for the City as well as the HPC, with the added benefit that it brings new revenues into the City coffers from non-residents. This is discussed in more detail later.

It is also recommended that the City or the School District provide office space for the three staff members of the HPC and that the City and/or District provide administrative services for the HPC at least during the first three years. The School District should provide indoor classroom space for the HPC summer camps at least during the first three years. This in-kind space contribution should be detailed in the MOU.

MILLAGE

A recreation millage was approved by the voters in 2016 and will be in effect until 2026. Hamtramck is unusual in that the recreation millage accrues to the School District, not the City. The current millage,

at ~4.4 mills, generates approximately \$800 thousand in annual revenue, which the District uses to support recreational activities in its recreation center, swimming pool, as well as programming and some maintenance activities in Playfair and Veterans Park (or HRD).

A Recreation District was jointly created by the School District and the City in 1947: "In accordance with the authority conferred by the provisions of Public Act 156 of 1947 ... with the cooperation and consent of the Board of Education of the city, a Recreation Commission is hereby created, which shall consist of seven members. The City Council shall appoint three members, the Board of Education of the school district of the city shall appoint three members and the majority of the members so appointed shall appoint one member." This Recreation Commission was charged in part with making joint decisions on the use of any recreation revenues. However, the Recreation Commission is effectively defunct, and the School District alone has made all decisions pertaining to the use of the current recreation millage.

The new Hamtramck Parks Conservancy (HPC) Board creates an opportunity to reinvigorate or replace the Recreation Commission, creating a mechanism to engage a broader group in deciding how to spend the millage. Allocating 25% of the millage to the HPC would provide a stable financial base for that entity moving forward, demonstrating a deep public commitment that will be compelling to donors and grant-makers. There has been no analysis of the School District's current use of the millage however, so this recommendation may be difficult to implement in the short term. Therefore, the proposed operating budget includes 25% or \$200,000 of the millage in out-years to allow the District to evaluate its recreational programming priorities. In the near-term, it is recommended that the School District allocate an amount at least equivalent to the parking revenues to the Conservancy.



Veterans Park on a Summer Evening [photo by design team]

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In this way, the School District can demonstrate a commitment equal to the City of Hamtramck. An estimate of parking revenue begins at a modest \$35K per year and tops out at \$180K in out-years, which provides the School District a phased approach to allocating these funds.

Increasing the millage is another option to provide an ongoing source of public funds, and this option would not require reallocating the current School District millage revenues. Voters are significantly more likely to approve millage renewals than new millages. An ongoing study by the Trust for Public Land shows that over the past decade, voter approval rates for bond measures to acquire parks and conserve open space exceeds 75%. The majority of the public views parks as an essential priority for government spending. Increasing funding for parks is challenging in a highly distressed area like Hamtramck, but based on support in other highly distressed areas, we believe there is capacity for modest public financial support. However, there are statutory limitations on local millages. Whether or not the recreation millage can be increased in 2026 depends on the outcome of future millage approvals. Therefore, it is recommended that the School District consider increasing the recreation millage in 2026, particularly if it has not been able to allocate a portion of the existing millage to HPC. In short, Huron River Group recommends that the District commit to allocating revenues from the millage to the HPC as part of the MOU with the Conservancy.

EARNED REVENUE

Parking

The centrally located parking lot in the Recreation District Plan

creates an exciting opportunity for Hamtramck to be at the forefront of creative, synthesized revenue enhancements for urban park districts. Arts and culture organizations, such as botanical gardens, zoos and art museums, build their fundraising programs around membership using free admission as a member driver. Parks, with their porous entries and tradition of openness and free public use, do not have this important membership-building tool. Many public and university botanical gardens and arboreta who are in the same quandary have begun to use paid parking as both a revenue source and a member driver. The parking revenue recommendation is that the City implement a seamless pay-station parking operation identical to Detroit's system, as described in the following paragraphs. This parking operation will also benefit the City of Hamtramck by providing a fee-based revenue stream to support General Fund programs.

In theory, contracting with the City of Detroit to manage the pay-station parking operation would be very efficient. However, City of Hamtramck staff report that City of Detroit's fees for providing this service would exceed projected revenues.

In order for the paid parking operation to be successful, there should be no competing free parking in the neighborhood. Therefore, it is recommended that the City of Hamtramck implement a residential parking permit system to complement the metered pay station system. Residential permit parking also ensures that visitors rather than residents pay parking fees, thereby bringing external revenue to the City.

The parking system would entail acquiring parking pay stations both for the parking lots envisioned in the Recreation District Plan as well in the

adjoining neighborhoods. Each pay station costs approximately \$25,000 to purchase and install plus approximately \$100 per parking space for signage if signs are needed. (Some systems, including Detroit's, do not use numbered spaces, instead having parkers enter their license plate number.) The pay stations can be programmed to have different rates by time of day and for special events and they accept credit cards in addition to cash. This allows the City and HRD to set rates to match expected demand. (If cash handling is a problem, the City can elect to have a credit-only system.) Each parking lot in HPC would have one pay station and the City could install one or two pay stations on each side of a City block in the adjoining parking spaces. The neighborhoods would have residential permit parking to force visitors to use the paid spots. The estimate of revenue for the HPC would be approximately \$36,000 in year one from parking income growing to \$180,370 in the out years as the site gets further developed and attracts more visitors.

The City communicated that they have begun working to set up their own independent parking system. They should fold HPC into that effort. In addition, the City should consider contracting with the City of Detroit to manage its pay stations which should result in less operating expenses as well as access to a larger organization with expertise in managing parking. If Detroit's cost for that is unreasonably high, City of Hamtramck will need to create its own internal infrastructure to manage parking.

The DCFC relies on parking revenues for its 20 games as part of its overall financial and "friendraising" strategy. The MOU about sharing parking revenues should be shaped to ensure DCFC receives the same level of revenues from parking that it currently receives.

Historic Hamtramck Stadium

The largest new opportunity for Hamtramck Parks Conservancy is to refurbish the Historic Hamtramck Stadium (HHS). There has been some discussion of refurbishing HHS to invite a minor league baseball team to play in the stadium, similar to DCFC's use of Keyworth Stadium.

The Friends of the Historic Hamtramck Stadium is an active group that has done much to preserve the HHS. Most historic Negro League stadiums in the United States have been demolished, and the Friends organization formed in part to prevent this fate for HHS. An early major accomplishment was to have HHS placed on the National Registry of Historic Places, which ensures that it will not be torn down. More recently, the Friends arranged a benefit concert featuring Detroit rock star Jack White.

A recent crowdfunding campaign by the Friends organization for the purpose of refurbishing the field exceeded its \$50 thousand goal and these funds will soon be spent making the field usable for play. Certainly the restored field will be usable and rentable, similar to the other playing fields on site, but refurbishing the buildings will add significant value to the site.

The Friends success in saving the stadium is a huge accomplishment for the HRD, building a community of supporters and raising funds to begin the important restoration of the site. However, once the Hamtramck Parks Conservancy is up and running, it is critically important that these two non-profits not compete for earned and contributed revenue. Because the HPC will have professional fundraising staff, it is recommended that the Friends define its mission as providing advocacy and education about the HHS. Their efforts to build a community of

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friends and supporters can and should continue, in service of the fundraising activities of the HPC. The HPC should agree to make the Hamtramck Stadium a major focus of its fundraising efforts, particular its capital campaign. The agreement should be formalized in an MOU, and a member of the Friends should be appointed to serve on the HPC board to ensure that the historic stadium's interests are top of mind for the HPC.

Discussion of Uses and Models in Other Historic Negro League Stadiums

Historic Hamtramck Stadium is one of only five Negro League stadiums still in existence. To get an understanding of how these stadiums might bring value to their local communities, we contacted Rickwood Field of Birmingham, Alabama, and League Park of Cleveland, Ohio. Hinchcliffe Stadium of Paterson, NJ, has had a tumultuous few years as supporters struggle to find funding to restore the stadium, and it currently has no operational model and little utility. The J.P. Small Memorial Stadium, formerly Red Cap Field in Jacksonville, FL, has had continued governmental support for almost 40 years. This level of establishment is not as relevant to the efforts with the Historic Hamtramck Stadium, which is why Rickwood Field and League Park were selected as the primary focus of study.

Revenues and Community Uses

Both Rickwood and League Park rely on community and corporate rentals for a significant percentage of their respective operating budgets. For events that are organized by outside parties, the stadium could be made available for rent. Rental rates for the League Park Historic Negro League stadium are:

- League Park Field - \$300 per four hours plus \$37.50 per half hour overtime

- League Park Visitor Center - \$340 per four hours plus \$42.50 per half hour overtime

Rickwood has a relationship with the Southern Negro League Baseball Conference, which rents the field and conference room for presentations. Established to promote the study of black Americans in baseball all over the country, the Jerry Malloy Negro League Conference extends to all parts of the United States. There is potential to build a rapport through that organization, as such a relationship would provide both funding opportunities for HHS as well as enrich the HHS's connection with other such facilities across the nation. As Executive Director of the Friends of Rickwood Field, Clarence Watkins, said in an informational interview, "People will pay to play on that field."

There is power in history and a feeling of connection to times past, which HHS has great potential to provide. Additionally, Rickwood capitalizes on the 10+ books that have been written about the Black Barons, as well as a small museum compiled from artifacts donated by community members and fans. Mills College, a local undergraduate institution, plays their home games on the field. While there may be no need for a collegiate-level facility, there are certainly high schools and community or corporate teams who could contractually play on the historic stadium, adding a level of interest to their events that would be missing without HHS. Both the League Park and Rickwood stadiums are used for concerts, weddings, prom pictures, and baby showers/gender reveals.

Staffing

Staffing levels at both benchmark entities are relatively low. League Park is one small branch on the tree of the Cleveland Parks Department, and much of their operational support comes from employees who have responsibilities at other facilities as well. They have one part-time groundskeeper whose hours vary from week to week, working

as needed depending on field use and seasonal needs. Climate-wise, Cleveland is more similar to Hamtramck than Birmingham. While Rickwood has a more regular hourly position for field upkeep, both facilities employ one groundskeeper who is primarily responsible for the care of the field.

The managerial responsibilities are handled very differently between the two. League Park's manager is an employee of the city who expends 10-15% of his effort on the baseball facility. The rest of that individual's time is spent with other parks facilities. In Rickwood's case, Mr. Watkins himself handles the rentals, and his position as Executive Director is designed for someone who is able to accommodate less pay and no benefits. There will be a need for field upkeep at HHS, less in the cooler months but increasing as field use increases. This employee's 5-10 hours of labor includes managing rentals, scheduled maintenance, and general managerial responsibilities. For HHS, these needs could be filled by HPC, or by a private business operating HHS as a separate undertaking.

In general, the Friends of Rickwood rely on crowdfunding, donations, and revenue from rentals and merchandise sales to provide the salary for their two maintenance employees. Each makes \$17 per hour and with no benefits. The full-time employee is scheduled at 40 hours per week year-round, and the part-time employee works close to full-time during the busy season (May, June, and July), reduced to during the off-season; as Rickwood is in Alabama, their field use is more consistent year-round and inherently requires more maintenance because it is not turf. The Friends Board are all volunteers. While League Park does not provide security or staffing for rental events, Rickwood relies on 10 or so volunteers from the board or the community who are enlisted when help is needed. Personnel costs for the League Park manager position are ~\$6,250-\$15,000, though these wages are also built into the City's wage expense account; that individual is salaried at \$50-60k

per year. The maintenance position is hourly, scheduled at 25 hours per week (though this number decreases as field use decreases). That position is paid \$15/hour.

Upkeep and Maintenance

Deferred maintenance and upkeep costs are handled quite differently between the two entities as well. In Rickwood's case, perhaps the less "official" of the two, much of their maintenance costs are covered through donations (often in-kind) from community members, building off existing connections between members of the board and local vendors and service workers. While this is impossible to budget for, their system is evidence of the potential investment from the community. There is the possibility of donated materials, time, or endowment funds from households or corporate sponsors, especially because of the demonstrable fondness for HHS in the hearts of Hamtramck residents. Rickwood Field does not have turf, and as such they are more susceptible to weather-related expenses. Just this year, the city pledged \$500,000 to repair extensive water damage to the field.

A more quantifiable model is that of League Park, whose budget for maintenance comes from the City, rental revenue, and merchandise sales/donations. About 50% of their yearly operations budget comes from the Parks department, designed to match funds generated through the stadiums use. Additionally, they have designed the stadium to be experienced as it would have been in the heyday of the Negro League: no light, no electronic scoreboard, and no high-tech PA system. Not only does this add to the marketability and charm of the stadium experience, but it also reduces overall costs and eliminates the inevitable planned obsolescence that comes with more technology. When it was initially renovated, League Park cost about \$6.3 million to rebuild. This included the ticket office, museum, visitor's center,

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and synthetic turf field. Their operating budget is built into the City's Park funding, and they rely primarily on warranties for any large-scale maintenance needs for the building facilities.

Minor League Baseball

Using HHS for minor league baseball is one suggested use of the stadium. Minor league teams run as independent businesses, most under the Commissioner of Baseball via Minor League Baseball (MiLB), although some operate independently.

There are six levels of minor league baseball, ranging from Triple A to Rookie Advanced. Michigan currently has three minor league teams: the Lansing Lugnuts (affiliate: Toronto Blue Jays), the West Michigan Whitecaps near Grand Rapids (affiliate: Detroit Tigers) and the Great Lakes Loons in Midland (affiliate: Los Angeles Dodgers). The closest minor league team to Detroit is the Toledo Mud Hens (affiliate: Detroit Tigers). At present, there are eight pro baseball teams that lack Class A Short Season minor league teams, and 14 teams that lack Rookie Advanced teams. These are the two lowest levels. Every major league team currently has a minor league team at each of the four highest levels.

Most cities with major league baseball teams also to have minor league teams. Chicago, New York, Philadelphia, Dallas, and Los Angeles for example, all have major and minor league teams in the metropolitan area. Of the 25 Major League teams, only 7 of those metropolitan statistical areas aren't also host to at least one minor league team; including Detroit. Charts 1 and 2 on the following pages indicate the amount of minor league teams per Metropolitan Statistical Areas (MSA) as it relates to household income and population statistics.



Image: A Summer Evening in Veterans Park [photo by design team]



Image: Veterans Park on a Summer Evening [photo by design team]

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Chart 1: Number of Minor League Teams and Median Income

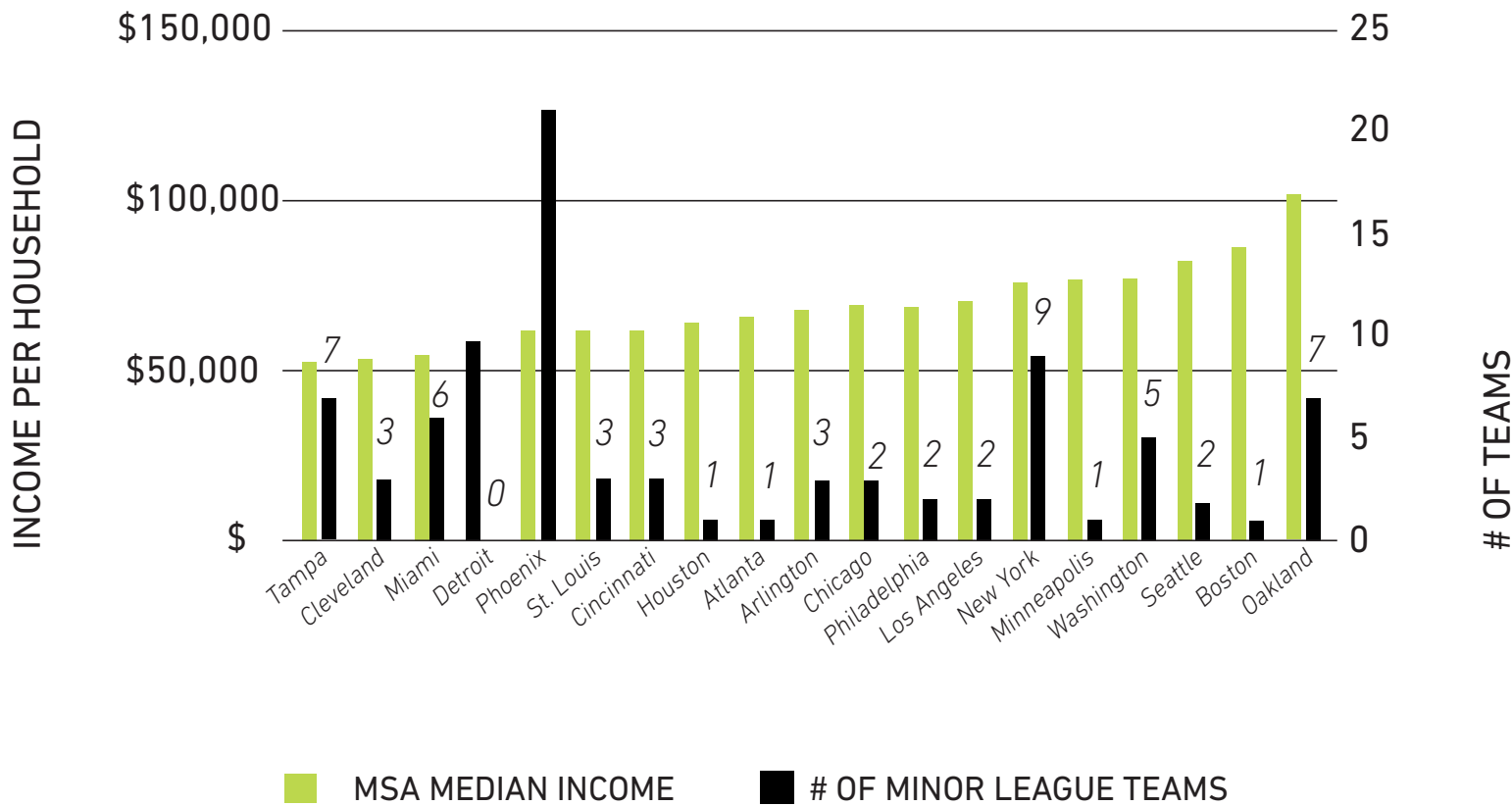
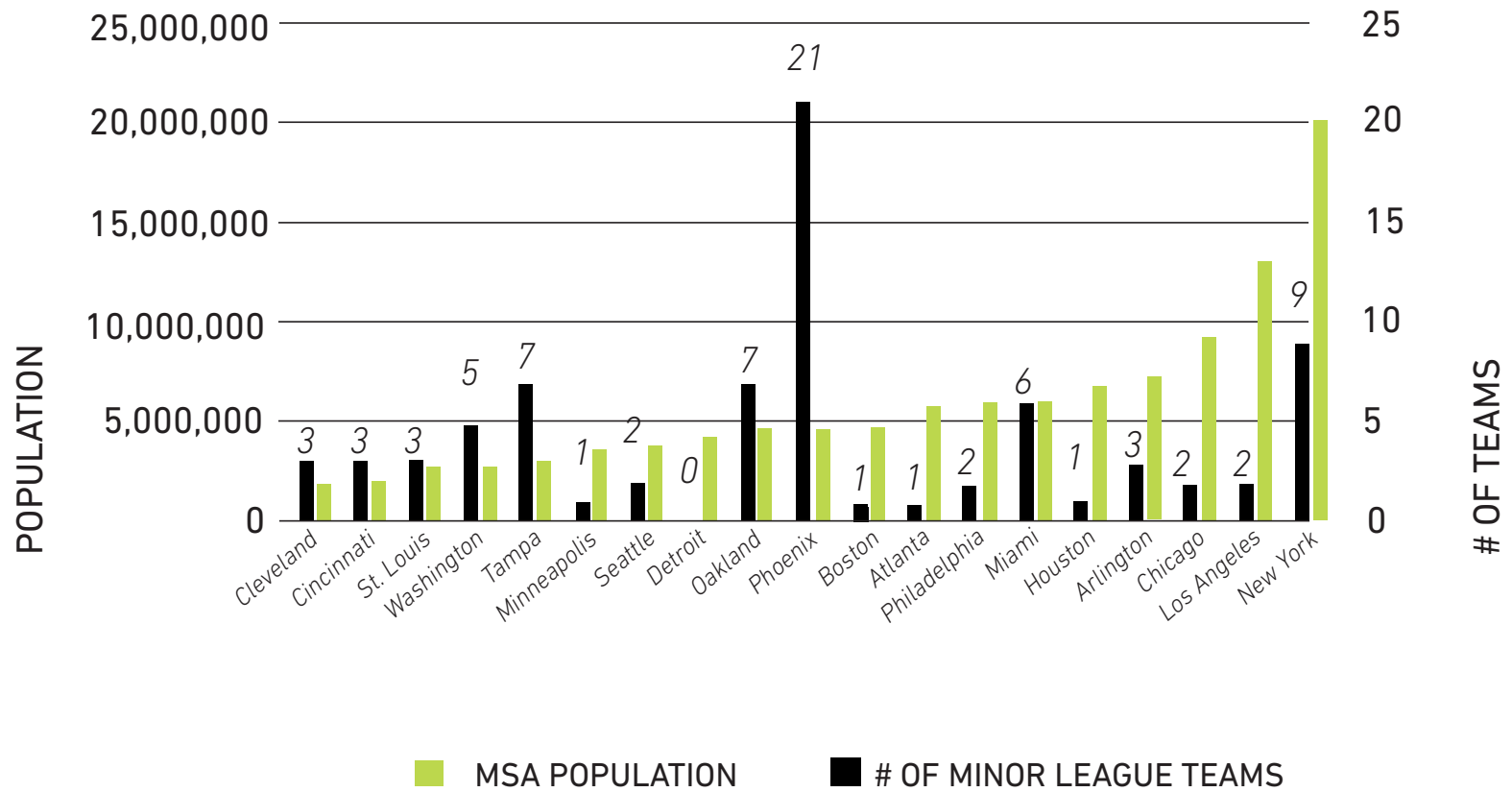


Chart 2: Number of Minor League Teams and Population



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Though there is no strong correlation between either variable, these data do show that there is a precedent for MiLB teams in MSAs with both the population and income levels of Detroit. Areas like Seattle, Oakland, Miami, and Phoenix show that it could be sustainable for Detroit to host a minor league team in addition to the Tigers major league team.

Some members of the HRD Advisory Group have expressed concern that using HHS for minor league baseball would reduce the stadium's value for community events. Most minor league teams (private operators) do permit – and sometimes sponsor and organize – community events and do make their stadiums available for rent. If HPC decides to pursue this route, the terms of the agreement with a private operator would need to be crafted to provide desired community outcomes and fair distribution of revenue between the two entities.

Music Concerts

Many urban parks and gardens offer outdoor concert series, and these can be a membership driver if the events are well-attended, tickets are in demand, and discounted or early purchase tickets are offered as a member benefit. Ticketed events are possible even in spaces that are not fenced, for example by placing ushers at 20' intervals on the perimeter or requiring that audience members display their tickets and having roving ushers monitor attendees.

Festivals, Exhibition Games, and Other Uses

Many community uses have been proposed for the HHS site. The Advisory Group and community members reported that Hamtramck needs space for public festivals. It is likely that there will always be an interest in the rare Historic Negro League Stadium by community and youth leagues. The new HPC should always be strategizing to make these events valuable to its membership and to the Hamtramck community.

Phasing For Historic Hamtramck Stadium Programmatic Uses

Revenue generated by the HHS for the Hamtramck Parks Conservancy will be somewhat limited until the HHS is refurbished, and will be dependent on making the grandstand ready to occupy. Therefore, the financial plan is recommending refurbishing the grandstand as part of the "Smart Phase One" capital improvements that will drive visitation (and parking) to HRD.

We recommend that the HPC issue a request for proposals inviting the private sector to offer creative uses for the HHS, with examples such as music concert series and minor league baseball offered in a Request for Proposal (RFP). Bidders should be invited to describe the community benefit as well as any positive revenue stream to the HPC that might result from the proposed use. The HPC Board of Directors and Executive Director should publicize the RFP through appropriate channels, such as Detroit Economic Development Group, Spark, the Police Athletic League, MiLB and any other organizations that catalyze economic growth, or foster arts, science and cultural organizations and businesses. Additional capital improvements to the HHS are targeted for later phases of the Recreation District Plan, with the design specifics potentially influenced by the planned use.



Image: Bangla Mela / The Diversity Festival in Hamtramck [photo by design team]

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OTHER EARNED REVENUE SOURCES

Summer Camps

The flexible play spaces and sports fields in the Recreation District Plan create an outstanding opportunity for high quality summer camps at the Hamtramck Park District. Summer day camps are the most significant source of fee-based revenue for the parks we interviewed.

According to the United Way Detroit, low-income children's academic skills decline in the summer months, while wealthier children build skills often at summer camps.

Summer camps at HPC should be designed to make use of the reconfigured playing fields and play spaces in the newly designed park. The field improvements can be completed in Phase 1, using implementation grants, because these improvements are easier and less costly to implement, and will open the door to successful earned revenue activities (both summer camps and field rentals).

The financial plan calls for the HPC to run a summer camp program for eleven weeks for up to 75 students. The School District already runs four camps, including one at Playfair. DCFC also runs a summer program, and likely a minor league baseball team would too. Nevertheless, based on information from the United Way and interviews with other local entities, there seems to be significant demand for summer programming – perhaps especially for middle-schoolers – and so the assumption is that enough demand exists to fill the slots.

It is recommended that HPC hire a Program Manager with experience running summer camp programs in order to maximize the revenue from the camps and to provide ongoing operational support for this critical position. The Program Manager will also be initiating the volunteer program (which will ultimately drive park maintenance)

and will organize the rental program. This position is necessary and therefore support for it is needed.

Another recommendation is that HPC offer free or discounted enrollment for low-income children, especially Hamtramck residents. This would be especially important to the extent that a millage provides operational support for HPC. The revenue model assumes that one-half of the participating children will receive scholarships, paying an average of \$25 per child. The School District can assist with determining scholarship eligibility for resident children by confirming eligibility for subsidized school lunches. Scholarships can also be attractive to individual major donors.

This and all programming should be a member benefit and can also be a benefit of the millage with discounts and scholarship preference for residents. The revenue estimates assume that 25% of enrollees will receive resident or member fee reduction of 20%.

The revenue goals for the summer camps and other classes assumes a two week pilot for 60 students in year one, four weeks in year two, eight weeks in year three and full implementation at eleven weeks of summer in the out-years. The model assumes an average of 80% enrollment, or 60 kids out of a 75 student capacity, and that the Program Manager will spend 25% of their time over the course of a year, with more time spent on the program in the summer. There is also an assumption of two full-time interns or hourly workers assisting for the summer camp weeks plus an additional week for preparation and training.

Table 6: Revenue and Expenses by Year – Summer Camp Program

	YEAR ONE		YEAR TWO		YEAR THREE		OUT YEARS	
REVENUE		# of Wks	\$	# of Wks	\$	# of Wks		# of Wks
SUMMER CAMPS	\$14,040	2	\$28,080	4	\$56,160	8	\$77,550	11
OTHER CLASSES + FIELD TRIPS	\$ 1,404		\$2,808		\$5,616		\$7,755	
TOTAL EDUCATION PROGRAM REVENUE	\$15,444		\$30,888		\$61,776		\$85,305	
EXPENSES								
PROGRAM MANAGER (.25 OF SALARY)	\$11,250		\$11,750		\$12,500		\$13,750	
HOURLY INTERNS 2@ \$15/HOUR*40 HRS/WEEK	\$3,600	3	\$6,000	5	\$10,800	9	\$14,400	12
MATERIALS + SUPPLIES (\$10/STUDENT)	\$1,200		\$2,400		\$4,800		\$6,600	
TOTAL EDUCATION PROGRAM COST	\$16,050		\$20,150		\$28,100		\$34,750	
NET BENEFIT INC. SALARY OFFSET	\$(606)		\$10,736		\$33,676		\$50,555	

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RENTALS

Sports Fields

The coach of the Hamtramck Warriors soccer team, the nearby Police Athletic League, and the coach of the Hamtramck U10 baseball team agree that there is a gap in the market in high quality playing fields in Hamtramck and Detroit. However, there are fields available in the Detroit area at no charge. The School District currently makes its fields available for rent and obtains a small amount of annual revenue for the fields.

League tournaments, such as the Canton Soccer Tournament, can be a substantial source of revenue for city parks. However, tournaments require multiple high-quality fields within walking or short driving distance. The Recreation District Plan includes fields that would be suitable for tournament play, but only one field per sport. Whether there are other fields near enough and high quality enough to make Hamtramck Recreation District (HRD) an attractive tournament venue is unknown at this time.

Because of the uncertainty of rental revenue from sports fields, the financial model assumes less than \$1,000 in annual revenues from the fields.

Pavilions

The proposed Recreation District Plan calls for three new pavilions or shelters, and the assumption is that each pavilion would be rented an average of once a week from May through October.

Pavilion Revenue Estimates

The \$125 is a blended rate assuming that HPC will structure its rates similar to the City of Ann Arbor, differentiating between resident, non-resident, and corporate, and weekend vs. weekday rates as described in more detail below:

There are no marginal costs for pavilion rentals as the spaces do not need to be unlocked.

In year three, the model doubles the total rental revenue estimate from \$10,000 in year two to \$20,000 in year three, and \$35,000 as the

Table 7: Pavilion Revenue Estimates

PAVILION SIZE	SQ FEET	CAPACITY	AVG RATE	# YEARS	REVENUES
SMALL	300	6-10	\$125	25	\$3,125
MEDIUM	1,500	10-25	\$125	25	\$3,125
LARGE	8,000	100-150	\$125	25	\$3,125

Table 8: City of Ann Arbor Pavilion Rental Rates – all sizes

WEEKDAY FEES (M-TH)		WEEKEND FEES (F-SUN)		CORPORATE/BUSINESS	
RESIDENT	NON-RESIDENT	RESIDENT	NON-RESIDENT	RESIDENT	NON-RESIDENT
1/2 DAY \$55	1/2 DAY \$70	\$150	\$180	1/2 DAY \$125	\$250
ALL DAY \$93	ALL DAY \$93	\$150	\$180	ALL DAY \$250	\$250

"out-year" target. This is based on the assumption that by year three, there will be more significant facilities available to generate rental revenue. This could either come from a private operator paying rent for the Historic Hamtramck Stadium, or from HPC's own activities in the stadium.

Community Gardens and Other Gardens

The Recreation District Plan includes space that could ultimately be devoted to educational or community gardens. Urban agriculture has sprung up in lots and fields across Detroit as blighted buildings have been torn down. According to Keep Growing Detroit, there are 1,400 urban gardens and farms located in Detroit. Through those operations, more than 70 urban gardeners have the opportunity to sell fruits and vegetables they grow at local market outlets. Keep Growing Detroit, a nonprofit organization dedicated to ensuring that all fresh produce consumed in Detroit is grown in Detroit, already provides resources to community gardens sites in Hamtramck as well as Detroit and Highland Park.

The HPC could decide either to run community gardens as a program of its own, or could decide to reach an agreement with another organization that coordinates community gardens. Some community garden programs charge modest annual fees for the garden use, but these fees typically only cover expenses such as fencing, water, signage and plowing. Soil amendments, seeds/seedlings and tools are typically provided by the gardeners themselves, with organizations obtaining grant funds to support staff. There are no revenues or expenses included for community gardens in this operating budget, and it is recommended that the HPC seek another organization to partner with to provide community gardens. Although community gardens

are not necessarily a big revenue generator, they can be part of the core mission and service of the organization, building community and providing value to local residents. They can also perform a service by maintaining at least a portion of the park, and community gardens can be excellent placemakers, showing off the individuality and creativity of the gardeners. The HPC should enter into a memorandum of understanding with a partner organization requiring that a minimum level of upkeep for a public place.

Other gardens will generate no revenue at all, and should be maintained by volunteers and interns as placemakers, educational opportunities, ecosystem services and overall beautification. Gardens and landscapes can (1) open the door to grant opportunities, such as the Resilience Fund, (2) be attractive to donors for tributes or major gifts, and (3) help increase earned revenues by enhancing the HRD as a destination overall.

Miscellaneous

An entrepreneurial team within the HPC can find other opportunities to generate revenue once the Recreation District Plan is complete. The Recreation District Plan includes a small retail space that can be used to sell merchandise, concessions or used for ticket sales. These uses are not included in revenue estimates.

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Image: Veterans Park on a Summer Evening [photo by design team]

CONTRIBUTED REVENUE

A nonprofit Conservancy's ability to raise contributed dollars is the number one reason the Conservancy option rated higher than the publicly run park authority in the governance discussion (above). It is critical that all the programs and operations within the Park Conservancy work together to maximize revenues overall. In public-private partnerships, the public partner often controls earned revenue activities while the private nonprofit seeks contributed revenue. This model is significantly less effective for maximizing revenues overall. Earned revenue activities are typically targeted toward visitors, and visitors form the basis of the membership program, which in turn forms the basis of the annual donors and the major donors as described in the chart below:

Hiring a development professional, especially one with experience running a membership program, should be a top priority for the newly formed HPC. The staff budget includes salary and benefits for this position at \$65K in year one, based on a half-time mid-career position. (Average salary in Detroit for a Development Director is \$95K plus benefits.) The projected contributed revenues in year one are only \$30K. By year three, it is anticipated that the Development Director position will result in a positive cash flow for the entity.

Membership and Annual Appeal

Free parking will be a major driver for the membership program, if two conditions are met. First, the City of Hamtramck must implement a pay station/residential permit parking system as outlined in this report. Second, the Hamtramck Parks District must prioritize parking lot improvements and wayfinding – including removal of the police storage building – at an early stage.

However, even if the City does not implement a paid/permit parking operation, HPC can and should implement a membership program. Member benefits can include discounts or early enrollment/purchase for concerts, sports events and camps, member-only events and so on. Without free parking as a driver, altruism will play a larger role in driving membership. HPC will still be able to attract members, albeit in smaller numbers.

Major Gifts

The Development Director should immediately create a fundraising committee of the Board of Directors, with the explicit goal of increasing major gifts for the organization. The Fundraising Committee should be a conduit to potential donors for the Development Director and could be tasked with making introductions and accompanying the Director on asks. A representative of the Friends of Historic Hamtramck Stadium would be a good addition to this committee. While “friendraising” events can also be a useful role for the Fundraising Committee, its members should understand that events are not their only – or even their most important – role. Note that committees of the board can include volunteers who are not members of the Board of Directors.

Major gifts will typically support capital improvements and special projects and programs. These in turn feed operations as they create more opportunities for earned revenue, more incentives to become a member, and more opportunities for tributes and sponsorships. All major capital gift asks should target 10% toward endowment. Endowments are discussed in more detail later in this report.

Smart Phase One Funding

A significant contribution by a private foundation such as the Ralph C. Wilson Foundation, the Kresge Foundation or the Kellogg Foundation, would provide funding to realize fully the Hamtramck Recreation

District Plan and accompanying excellent programming. The consulting team has also initiated inquiries into New Markets Tax Credits and Historic Tax Credits, which can offset up to 30% of initial capital costs, with positive results. The following proposal posits that it is reasonable to raise capital funds for a Smart Phase One that would support the following activities and initial capital improvements to form the basis of a sustainable organization:

1. Initial implementation activities - \$275,000

- Implementation consultant to establish the City of Hamtramck parking system, establish the non-profit, and assist in recruiting the executive director: \$60K
- Year-one funding gap: \$154K
- Year-two funding gap: \$61K

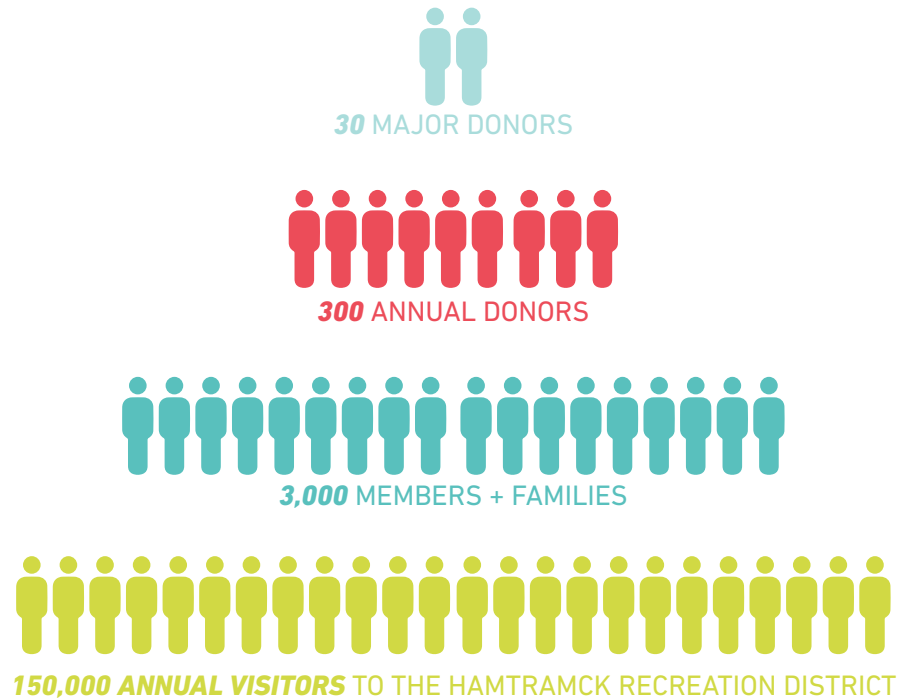
2. Example of possible high priority initial capital improvements – \$8-10 million

- Improved entrances, parking and wayfinding including building demolition
- Trail spine leading through the entire park
- Playing field improvements and reconfiguration
- Outdoor classroom
- Gardens and landscaping
- Pavilion construction
- Restrooms

The initial capital improvements include those elements that will allow immediate implementation of community programming and parking, which combined will drive membership. Initial community programming will include a summer camp pilot, field rentals, pavilion rentals, and classes such as Yoga in the Park. This is the “Smart Phase One” phased in the Recreation District Plan. These early amenities will build friends, members, and donors, setting the stage for future improvements funded by major donors and/or business collaborations.

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OPERATING REVENUE

Membership drives major gifts

Paid parking drives membership

Earned revenue supplements operating costs

Popular amenities + events drive visitation

Public funding shows local support

Other Grants

There are many grants available to support the Recreation District Plan. The HPC is encouraged to pursue grant funding immediately. Rapid implementation of Phase 1 of the Recreation District Plan will build community support, create the basis for earned revenue and the basis for contributed revenues. The following table catalogs the funding sources we identified.

With regard to the tax credit capital funding sources, the consulting team met with Advantage Capital to explore opportunities for New Markets Tax Credits (NMTCs) and Historic Tax Credits (HTCs). NMTCs are available to nonprofit and for profit private sector entities, while HTCs are available only to for profit entities. Advantage Capital advises that nonprofit entities can develop collaborative agreements to access HTCs. HTCs may have a higher value per dollar of tax credit due to the programmatic parameters. The Hamtramck Parks Conservancy will ultimately make decisions for each of the funding sources with regard to costs and benefits (ie, whether the cost and complexity of obtaining and managing the funding is worth it for the value obtained).

Endowment

The long-term budget proposal for HPC includes \$300,000 annually in income from endowments, which means the endowment goal approaches \$7 million. The \$7 million endowment goal can be built into a ten-year capital campaign, with an annual goal of \$700,000 on average. This goal does not seem excessive, but the HPC's Development Director should do a feasibility study or at least a reality check on this goal.

It is recommended that raising money for endowment be built into the capital campaign, with an explicit ask of 10% for endowment for every dollar raised for capital improvements. This is a good way to build support for endowment: endowment fundraising rides on the coattails of the exciting Recreation District Plan. The endowment ask can be

justified by helping the donors understand that the endowment ensures the long-term excellence of the improvement their donation helps build. Donors should understand that endowment income is only one of the four components of ongoing sustainable operating revenue.

In addition, it is highly recommended that the HPC adopt a policy stating that all unrestricted bequests be allocated to endowment. Although there is always a temptation to use unrestricted bequests to implement capital improvements or supplement operating funds, having the discipline to build endowment through bequests ensures the long-term stability and sustainability of the organization.

Table 9: Grants and Other Potential Funding Sources

	STARTUP FUNDS	OPERATING FUNDS	INTERNSHIP PROG.	CAPITAL	HAMTRAMCK STADIUM	SPORTS FIELDS + PLAY	PARK AMENITIES	GARDENS	TRAILS	LAND ACQUISITION	ENDS
CORPORATE SPONSORSHIPS		X									
MEMBERSHIP PROGRAM		X									
PROGRAM REVENUES		X					X				
MOUs WITH DISTRICT + CITY		X									
MILLAGE (FUTURE)		X									
AFRICAN AMERICAN CIVIL RIGHTS GRANT (NPS)			X		X						
COMMUNITY DEVELOPMENT BLOCK GRANT			X		X	X					
FORD FOUNDATION					X	X	X	X			
HISTORIC TAX CREDITS					X						
INSTITUTE FOR MUSEUM AND LIBRARY SERVICES					X						
KELLOGG FOUNDATION						X	X	X	X		
KRESEGE FOUNDATION					X	X	X	X	X		X
MAJOR LEAGUE BASEBALL					X						?
MICHIGAN NATURAL RESOURCES TRUST FUND					X	X	X	X	X	X	
NEW MARKETS TAX CREDITS					X						
POLICE ATHLETIC LEAGUE						X					
RALPH WILSON FOUNDATION					X	X	X	X	X		X
SE MICH. COMMUNITY FOUNDATION (SEVERAL FUNDS)			X		X	X	X	X	X	?	?
SE MICHIGAN RESILIENCE FUND (NFWF)						X	X	X	X		
SKILLMAN FOUNDATION						X					

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OPERATING PLAN

Tributes

Tributes and sponsorships can provide a source of revenue for an institution as long as tributes and sponsorships are designed to sunset after a defined number of years (with opportunities for renewals of course). Every element of the Recreation District Plan should be made available for tribute or sponsorship. It is recommended that small tributes, including benches and trees, be used for operational revenue and remain in place for a ten-year period. A reasonable price at this time would be \$1,500 per tree and \$5,000 per bench (with tags and plaques), but these prices should be validated. A system for tracking tributes – even a simple spreadsheet – must be in place, showing the donor name, the honoree, the location, the date of donation, the date of expiration, and the contact information. We recommend that only living, established trees be available for tribute to minimize the likelihood that a tribute tree dies.

STAFFING

The consultant team recommends hiring an Executive Director immediately, who should then immediately hire a Development Director and Program Manager. These positions, to be funded with the implementation grant, are necessary to put in place the overall components of the organization:

- Executive Director – overall leadership, strategic planning, hiring & supervision, major gifts, grant, acquisition, financial management
- Development Director – membership program, annual appeal, major gifts, events, grant acquisition
- Program Manager (Visitor Operations) – summer camps, volunteer program, field and pavilion rental program, parking program

The organization will rely on the City and/or District for administrative services, and assistance from both the District and the City for

parks maintenance activities for at least the first three years. Once the operation is in full swing, landscape and facilities maintenance will require more attention. In out years, the organization will make strategic decisions about what positions are most vital, but minimally a facilities manager will be necessary because of the two stadiums. Other positions that may be added could be a volunteer coordinator, marketing and publicity, rental program/events coordinator, administration and so on.

Salary estimates are based on Indeed Detroit and national averages. The Development Director is assumed to be a part-time position for the first two years.

FUTURE STEPS

As noted earlier in this report and in more detail below, there are several steps that the City and District will need to take to implement the governance, financial and operating plan. The following diagram illustrates those steps:

CONSERVANCY START-UP

As previously discussed, the governance recommendation is that the Hamtramck Parks District participants – City of Hamtramck, School District, DCFC and Friends of Hamtramck Stadium – create a non-profit (501c3) organization with seven or more members. The Hamtramck Park Conservancy should be comprised of two members of the District Board, two members from City Council, and at least three members that represent diverse interests in the park. This will lead to better fundraising capability, improved accountability and greater overall quality for Hamtramck Parks Conservancy.

In order to create the Conservancy, the Michigan Municipal League should apply for implementation funds to hire an implementation

consultant. Grants for this purpose are available from the SE Michigan Community Foundation, and the Ralph Wilson Foundation is possibility as well. A contracted grant writer could prepare the application at a cost of no more than \$5000 if the City or District do not have personnel to assign to the task; each entity could contribute \$1-2K for this purpose. A \$300 thousand grant from the Ralph Wilson Foundation would provide funds to create the Conservancy, hire an executive director and operate the HPC for three years by bridging the operating funding gap as estimated in this report.

Conservancy Activities

An implementation consultant – essentially acting as a contracted Executive Director during initial start-up - would manage the following activities:

1. Establish the Board of Directors – Work with the School District, the City, DCFC, FHHS and the community to identify and appoint members of the board

Table 10: Staffing Timeline

	MONTH 1	MONTH 3	YEAR 2	YEAR 3	OUT YEARS
SALARIED					
EXECUTIVE DIRECTOR					
DEVELOPMENT DIRECTOR					
PROGRAM MANAGER					
VOLUNTEER + INTERN COORDINATOR					
FACILITIES MANAGER					
SALARIED					
HOURLY WORKERS + INTERS					
VOLUNTEERS					
FUTURE POSSIBILITIES					
ADMIN COORDINATOR					
CHILDREN'S PROGRAM COORDINATOR					
EVENTS COORDINATOR					
LANDSCAPE MANAGER					
MARKETING MANAGER					
RENTAL PROGRAM COORDINATOR					

2. Secure Start-up Grant Funding (if applicable) – the Hamtramck Park Conservancy will need seed money to hire an executive director, development director and to fund other start-up costs such office furniture, computer equipment and two years of rent for office space if the District or City are unable to provide such space. Huron River Group considers two years of funding to be sufficient to set the HPC up to secure funding to implement the Recreation District Plan as well as to begin building an endowment to support on-going operating expenses. The City and District should seek start-up funding from the Ralph Wilson Foundation and/or Kresge Foundation. It is also recommended to include funding for an independent implementation consultant as part of the grant request; the independent consultant could perform the start-up activities described herein.

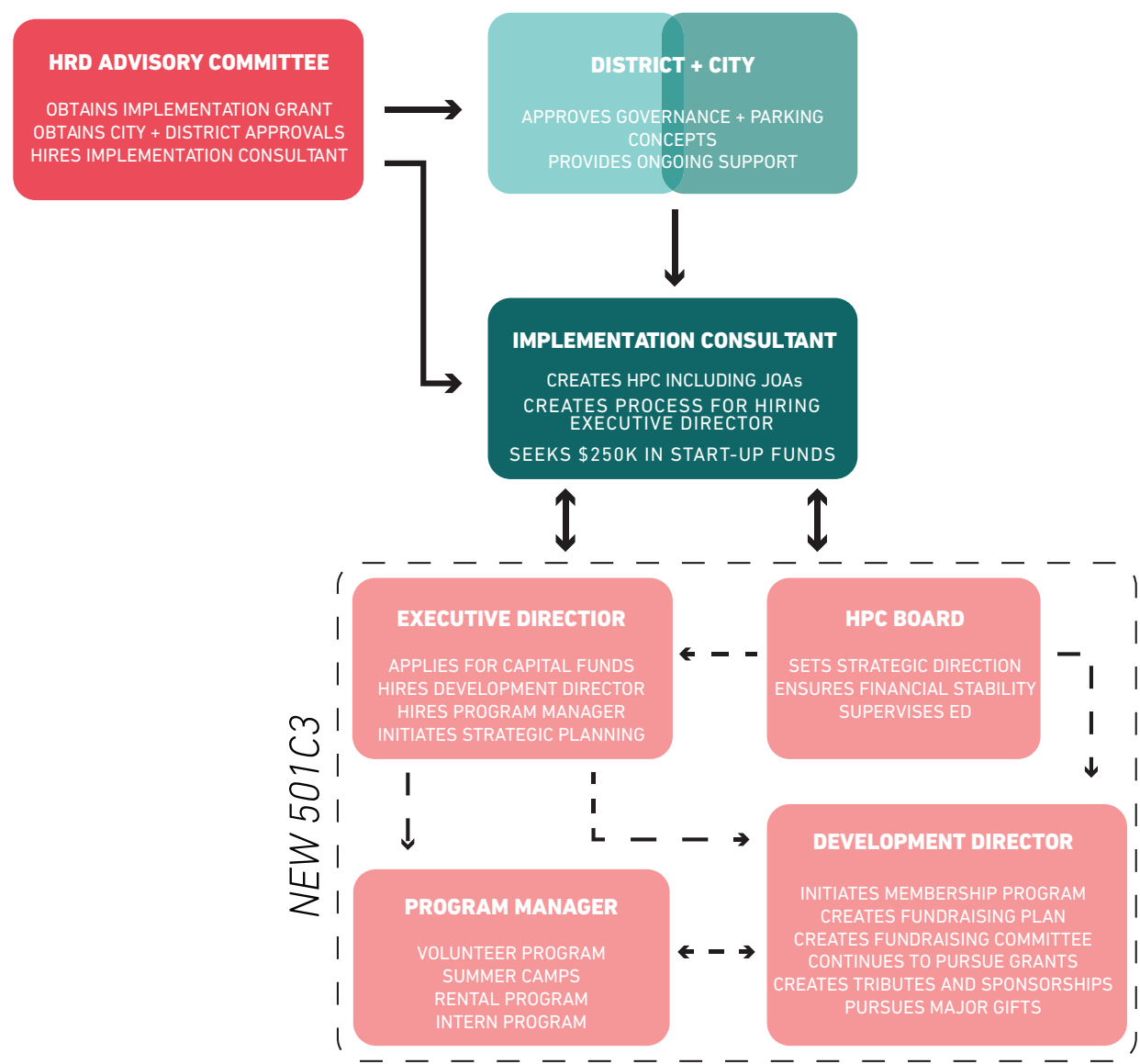
3. Negotiate Provision of Administrative Support Services – the new organization will require administrative support for at least couple of years until they generate sufficient income to bring administrative support functions in-house or contract for such services. The City and District could either divvy up the support functions or assign all of it to one entity. The following is a list of such support functions:

- Financial management including payroll
- Legal services
- IT support
- Human Resources
- Clerk (to manage board meeting agendas and packets and take board meeting minutes)

4. Establish Memoranda of Understanding (MOU) between HPC and School District, City and Friends of HHS – the implementation consultant should obtain conceptual agreement on the terms of the MOUs, which would then be formalized by City and District counsel, including the following components:

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OPERATING PLAN



With the District and the City:

- a commitment to maintain the levels of funding and services that the entities currently provide HRD

With the District:

- a commitment to expand the millage to include parks as well as recreation, increase the millage and allocate that increase to Hamtramck parks

With the City:

- a commitment to expand the scope of HPC to include all Hamtramck Parks

Regarding Parking:

- a commitment to allocate 100% of parking revenues from the HRD parking lot to HPC (net of operating costs)
- a commitment to create a residential parking permit system in the surrounding neighborhoods with limited street parking for non-residents (e.g., one-hour limits for vehicles without residential permits)
- a commitment to allow HPC to control parking rates at the HRD lot, including free or discounted parking fees for members and increased event parking fees

With the Friends of Historic Hamtramck Stadium (FHHS):

- authorizes FHHS to do fundraising activities and educational efforts
- a commitment to not compete with the HPC in seeking earned revenue

5. Establish Articles of Incorporation - Legal counsel for the City of Hamtramck and the School Board should draft the articles of incorporation for the Hamtramck Park Conservancy (HPC), based on the terms of the MOU.

6. Establish Long-Term Leases between the City and HPC and the District and HPC - for the park land, stadiums and facilities. A lease term of 30 to 50 years is recommended to help the HPC attract grant and foundation funding.

City Activities

1. Consider entering into an agreement with the City of Detroit to manage parking operations – include pay station kiosks for HRD, retail stretches and neighborhood residential permit parking. Consider the costs and benefits of contracting for parking enforcement vs. using Hamtramck Police Department for parking enforcement.

2. Designate two City officials to serve on the HPC Board of Directors – include at least one City council member.

3. Agree to the MOU and lease terms described above – include supporting HPC at least at current levels, allocating parking revenue and parking fee-setting to HPC, providing a long-term lease to HPC for HRD, and possibly expanding HPC scope to all parks within the City of Hamtramck.

District Activities

1. Designate two District officials to serve on the HPC Board of Directors – include at least one School Board member.

2. Agree to the MOU terms described above – include supporting HPC at least at current levels, expanding and increasing future recreation millage, providing a long-term lease to HPC for Playfair Park, and working collaboratively on recreational programming.

6.0 IMPLEMENTATION

OPERATING PLAN

Friends of HHS Activities

1. Designate one HHS leader to serve on the HPC Board of Directors

2. Agree to the MOU terms described above – include limiting HHS activities to education and interpretation, refraining from competing fundraising and earned revenue activities, and working collaboratively with HPC to ensure that all fundraising plans (capital and operating) and earned revenue activities are sufficient to ensure long-term programmatic and physical excellence for HHS.

Detroit City Football Club Activities

1. Designate one DCFC leader to serve on the HPC Board of Directors

ROADMAP

Initial Activities for Conservancy – 1-2 Year-Plan

The following programs are recommended to be developed during the first year. These are the programs that will yield the greatest operating revenue at the lowest cost:

Executive Director Activities:

- Work with the board and staff to develop a strategic plan including mission, vision and transformative goals, based on the recommendations contained in this planning project. Ideally the Conservancy would hire a strategic planning consultant for this purpose if funds are available
- Include earned revenue and contributed revenue goals in the strategic plan
- Integrate SMART goals into board and staff work plans
- Include a dashboard in the strategic plan to monitor progress toward goals

- Establish the HPC as the Parks & Recreation Committee and work with the board and staff to develop a 5-year Recreation Plan that meets the terms of the DNR NRTF requirements so that HPC can apply for Michigan Natural Resources Trust Fund moneys annually

Fundraising staff responsibilities:

- Membership program (operating support plus basis of future fundraising)
- Tribute and sponsorship program

Program staff responsibilities:

- Playing field and pavilion rentals (earned revenue)
- Pilot small-scale summer camp (earned revenue)

City of Hamtramck:

- Consider entering into an agreement with the City of Detroit's parking operations to manage the kiosk parking system. The consultant team proposes that this parking system should be implemented throughout the City of Hamtramck as a new General Fund revenue stream that captures revenue from non-residents as well as residents (City of Hamtramck CFO)
- Agree to share parking revenue for parking at the Hamtramck Recreation District with the Hamtramck Parks Conservancy (City Council and City Manager)

Full Swing Activities for Conservancy – 3-5 Year-Plan

- Full implementation of parking operation
- Full implementation of membership program
- Capital campaign in full swing
- Summer camps in full swing
- Field and pavilion rentals in full swing

OPERATING PLAN CONCLUSION

In summary, the main recommendation is that the City and District form a 501c3 Hamtramck Park Conservancy (HPC) to manage and oversee all aspects of Hamtramck Recreation District (HRD) including implementing the capital improvements envisioned in the Recreation District Plan. The second recommendation is that the City and District commit to a minimum amount of funding and in-kind services to HPC to support operating costs as well as help HPC attract private funding. It is also recommended that the District allocate at least 25% of the Recreation Millage to support HRD's operations in the out years. In addition to the City and District's support, there should be a diverse revenue stream to fully support HRD's operating expenses including private fundraising, earned revenue from parking, programming (primarily summer camps), and facility rentals, and eventually interest earnings from an endowment. It is expected that there will be grant funding and foundation funding to cover the Recreation District Plan capital improvements, albeit not all at once. Finally, this chapter includes a roadmap for the City and District to implement these recommendations and begin with seeking implementation grant funding and hiring an implementation consultant to assist with the effort.

6.0 IMPLEMENTATION

PHASING STRATEGY AND COST OPINION

PHASING STRATEGY

Vibrant cultural and recreational districts, and the economies that support them, are not grown over night. We set out to design a process rather than an end object, by which affordable strategic design interventions can catalyze larger investment, which in turn can unlock further financial commitment and larger infrastructural development. The Recreation District Plan reflects a strategy that targets key goals set forth by the City of Hamtramck, Hamtramck Public Schools, community and other key stakeholders collectively. Implemented across three phases to achieve these goals over time, the Plan minimizes costs and maximizes impact.

New amenities and connective design components, such as the Green Alley, can immediately enhance the visitor experience to the District and provide an impactful framework to leverage alternative funding sources to support capital costs of continued public realm improvements, ongoing operations and maintenance expenses. Phasing recommendations outlined here are intended as a flexible framework for future investment.

PHASE 1

In Phase 1, we recommend maximizing the potential for catalytic impact by combining low-cost and high impact site interventions that connect across the District and to the adjacent neighborhoods. Low-cost interventions include the Green Alley promenade, wayfinding and new identity elements, and the renovation of the centralized parking lot. High impact interventions include two signature gathering plazas, a large Community Pavilion, sensory gardens, and the Adventure Playground will celebrate and showcase progress to the community. Each phase includes recommendations for rehabilitation of the Historic Hamtramck Stadium per the phasing outlined in the HSR. The goal of Phase 1 is to make a statement that Hamtramck and its partners

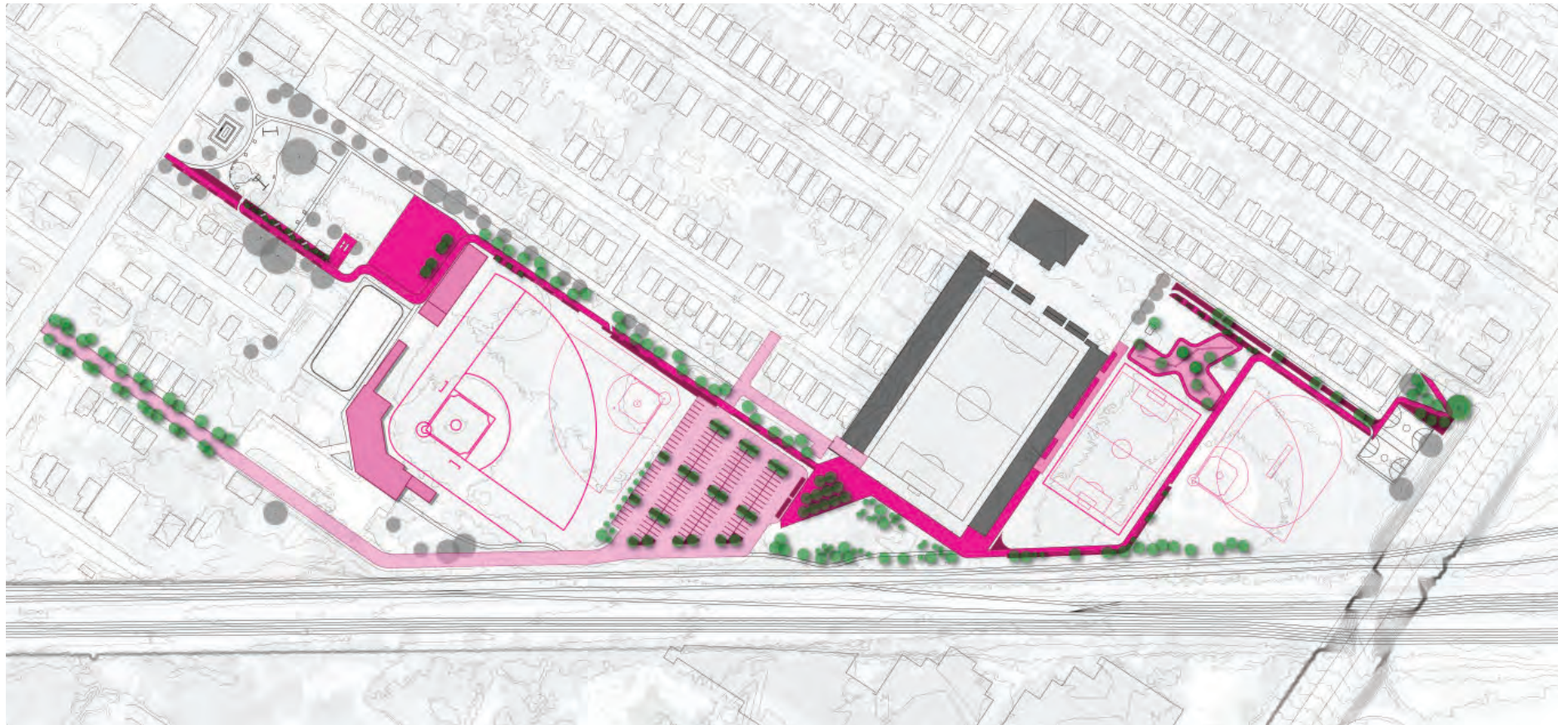
are investing in the City's unique history, recreational amenities and its culturally diverse community. A strong Phase 1 will help to bring new visitors, students, and residents, leading to increased private, public, and non-profit investment interest to the site over time.

PHASE 2

In Phase 2, we recommend building upon Phase 1's investments by implementing major additional site design changes throughout the district. Recommendations include construction of an expanded Imagination Play Forest at the Community Pavilion, BMX Play Mounds, loop trails, consolidated recreational fields that serve a broader range of uses and organized tournaments, continued rehabilitation of the Historic Stadium, pavilions and urban furniture elements. These additional investments will lay the key elements of a strong foundation for collaborative programming and free exchange across the site's programmatic partners (DCFC and FHHS). Phase 2 will also build on the momentum from Phase 1 to keep visitors coming back, and continue to build investment potential over time.

PHASE 3

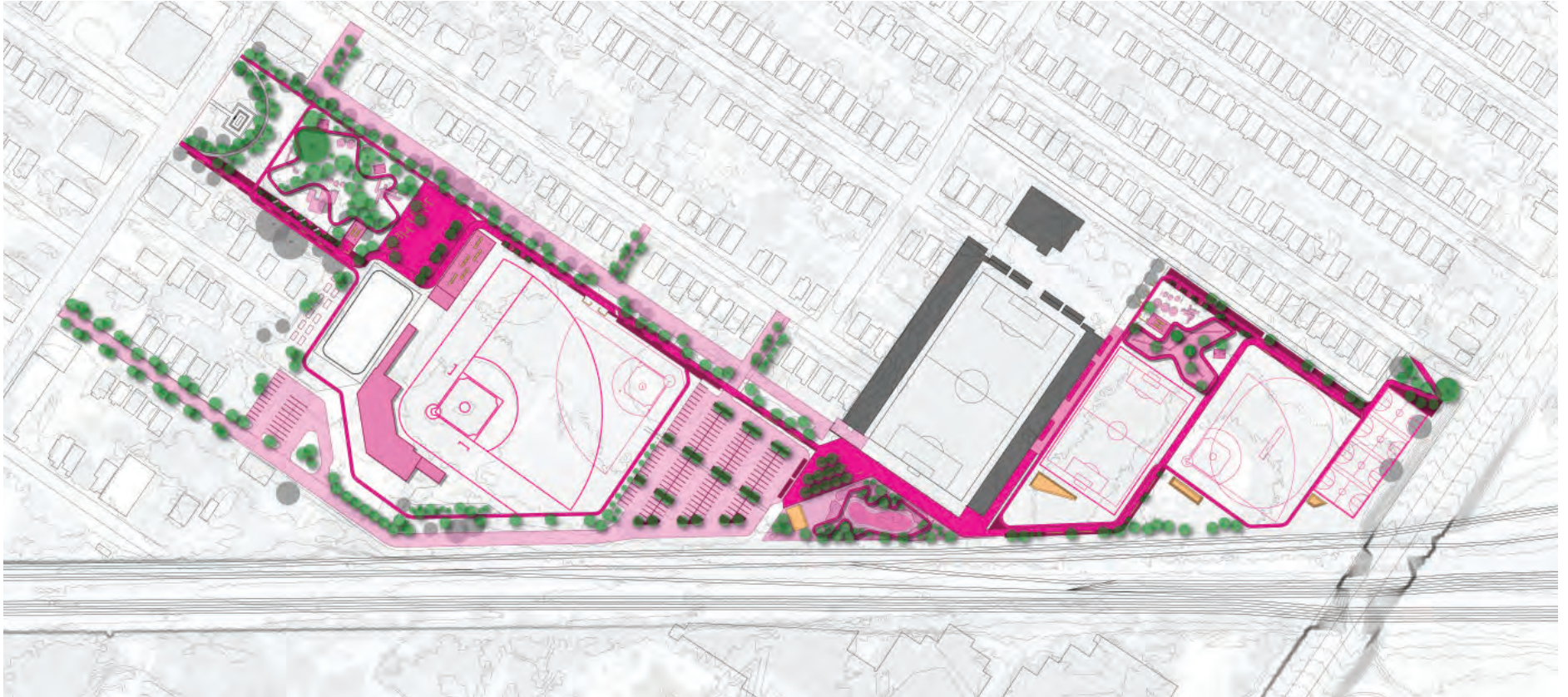
In Phase 3, we recommend taking advantage of generated interest in local investment, as evidenced by local real estate market trends and local visitation, to build out the District to include strategic developments that will support this area as a cultural hub in the long-term. Within these larger developments might be a Community Center, with space accommodations to support events and increased site visitation, creative office or makerspace and resources to uplift creative industry workers competing for high and increasing rents elsewhere, or other uses.



PHASE 1 COST RANGE: \$8-10 MILLION
(includes contingencies and soft costs)

6.0 IMPLEMENTATION

PHASING STRATEGY AND COST OPINION



PHASE 2 COST RANGE: \$10-14 MILLION
(includes contingencies and soft costs)



PHASE 3 COST RANGE: \$10-12 MILLION
(includes contingencies and soft costs)

6.0 IMPLEMENTATION

OVERALL CONCLUSION

PHASE 1			
AMENITY / FEATURE	DETAILS	RATE	TOTAL COST
SITE PREP	Site Demo, Site Prep and Tree Protection		\$500,500.00
HARDSCAPES + PATHS	Green Alley, Play Loops, Living Rooms		\$970,438.00
PARKING AREAS AND VEHICULAR ACCESS	Main Parking Lot Demo, New Parking Lot, Dan Ave		\$911,700.00
STRUCTURES	New Bathroom Facility, Community Pavilion		\$1,013,000.00
FURNITURE	Benches, wayfinding signage and monument signs		\$150,000.00
SPECIAL FEATURES	Adventure Play at Karpinski, Gathering Place Plaza		\$350,000.00
PLANTING	Planting Prep (soils)		\$350,000.00
HISTORIC HAMTRAMCK STADIUM	Field Restoration + Maintenance		\$24,000.00
	Grandstand Restoration		\$2,081,000.00
	Education and Interpretation		\$33,000.00
	Landscape / Hardscape Entry		\$15,000.00
	Artwork		\$21,000.00
	Signage + Wayfinding		\$7,500.00
HHS SUBTOTAL			\$2,181,500.00
SUBTOTAL PHASE 1 DIRECT COSTS			\$6,427,138.00
SOFT COSTS	Contractor Mark-Up	14.25%	\$915,867.17
	Soft Costs	15.00%	\$1,101,450.77
	Contingency	10%	\$844,445.59
GRAND TOTAL PHASE 1			\$9,288,901.53
PHASE 2			
AMENITY / FEATURE	DETAILS	RATE	TOTAL COST
SITE PREP	Site Demo, Site Prep and Tree Protection		\$843,800.00
HARDSCAPES + PATHS	Trail Loops, Play Loops, Living Rooms		\$2,458,000.00
PARKING AREAS AND VEHICULAR ACCESS	Alley Demo and Reconstruction, New Parking		\$460,000.00
STRUCTURES	2 Medium Pavilions, 3 Small Pavilions		\$590,000.00
FURNITURE	Benches, wayfinding signage and urban decks		\$450,000.00
SPECIAL FEATURES	BMX Play Mounds, Calisthenics Plaza, Expanded Campau Playground		\$160,000.00
RECREATION FIELDS	U10/12 Soccer, Softball, Cricket Field and Pitch, Basketball Court expansion		\$725,000.00
PLANTING	4 Park Gardens, Irrigation, Trees and Shrubs		\$200,000.00
HISTORIC HAMTRAMCK STADIUM	Support Buildings		\$1,704,000.00
	Expanded Entry Drive and Parking Lot		\$200,000.00
HHS SUBTOTAL			\$1,904,000.00
SUBTOTAL PHASE 2 DIRECT COSTS			\$7,790,800.00
SOFT COSTS	Contractor Mark-Up	14.25%	\$1,110,189.00
	Soft Costs	15.00%	\$1,335,148.35
	Contingency	10%	\$1,023,613.74
GRAND TOTAL PHASE TWO			\$11,259,751.09
PHASE 3			
AMENITY / FEATURE	DETAILS	RATE	TOTAL COST
SITE PREP	Site Demo, Site Prep and Tree Protection		\$450,000.00
STRUCTURES	Community Center		\$5,000,000.00
FURNITURE	Benches, wayfinding signage and moveable chairs		\$55,000.00
SPECIAL FEATURES	Climbing Structures, Public Art, Interpretive Features and HHS Plaza, Relocate Soccer Area, Splash Pad		\$750,000.00
PLANTING	2 Park Gardens		\$100,000.00
HISTORIC HAMTRAMCK STADIUM	Elements from HSR Phase II and III, TBD		\$1,000,000.00
SUBTOTAL PHASE 3 DIRECT COSTS			\$7,355,000.00
SOFT COSTS	Contractor Mark-Up	14.25%	\$1,048,087.50
	Soft Costs	15.00%	\$1,260,463.13
	Contingency	10%	\$966,355.06
GRAND TOTAL PHASE THREE			\$10,629,905.69
GRAND TOTAL ALL PHASES			\$31,178,558.31

Cost Opinion for Phase 1-3 [note: this opinion of cost was not prepared by a professional cost estimator and serves as a rough guide for

ECONOMIC SUSTAINABILITY

This Plan is presented in phases to address realistic financial challenges and develop a long term engagement strategy. Realistic financing considerations should be built into the design from the outset. These phases have been designed to reflect an approach that acknowledges and even takes advantage of the inevitable stalls and delays in fundraising and construction to build, over time, a stronger cultural center. These phases also reflect that we understand not only the need to structure an approach that reflects capital investment and funding considerations, but also the need to leverage new revenue sources to support maintenance and ongoing operations of any new site elements or programs.

A sustainable operating budget that maximizes revenues to support cultural district programming, and day-to-day operations is critical to the success of the cultural district, as revenue-generating uses produce life and activity, while underinvestment can lead to long-term decline and necessitate significant reinvestment in capital.

It is important to acknowledge that, around the country, communities are concerned about the impacts that major investments in public realm improvements and cultural resources have on property values, which sometimes spurs gentrification and/or displacement. This Plan aims to mitigate or eliminate such negative impacts of investment by designing five transformative strategies that represents key principles of equity and inclusivity from the outset.

POTENTIAL BENEFITS OF INVESTMENT

Investment in a coordinated cultural and recreational “ecosystem” can achieve many goals. Smart investments and increased collaboration can support the City and the Public Schools by lowering costs, increasing and extending visitation, and enhancing the overall brand and prestige of the Recreation District. Explicit investments in the cultural industry

as a whole can also support new and existing workers in creative industries, students and educators in arts education throughout the city and, in general, Hamtramck residents and Detroiters as major contributors to the arts and culture globally. In addition to these arts and culture industry benefits, thoughtful investment can support and accelerate economic growth in surrounding neighborhoods by adding new jobs, increasing quality of life, and adding new populations as the area attracts new residents and businesses, among other community benefits.

The strategic implementation process outlined in this Plan will create the space for a conversation about how Hamtramck can think bigger about its collective power to strengthen this cultural landscape. Understanding the benefits that public spaces have on urban life and a city’s economy is an important element of city-building in the 21st century. Institutions equipped with sound economic assessments of their investments’ and ongoing operations’ contributions to local economies are well positioned to advocate for new capital and operating funds, and are also able to prioritize investments to yield the greatest “bang for the buck” across multiple bottom lines.