



Building on a Rich Heritage

Adaptively Reusing Sunset Terrace for the
Proposed Dodge Museum Complex
on the Historic Meadow Brook Estate



“We shape our buildings;
thereafter they shape us.”

–Winston Churchill

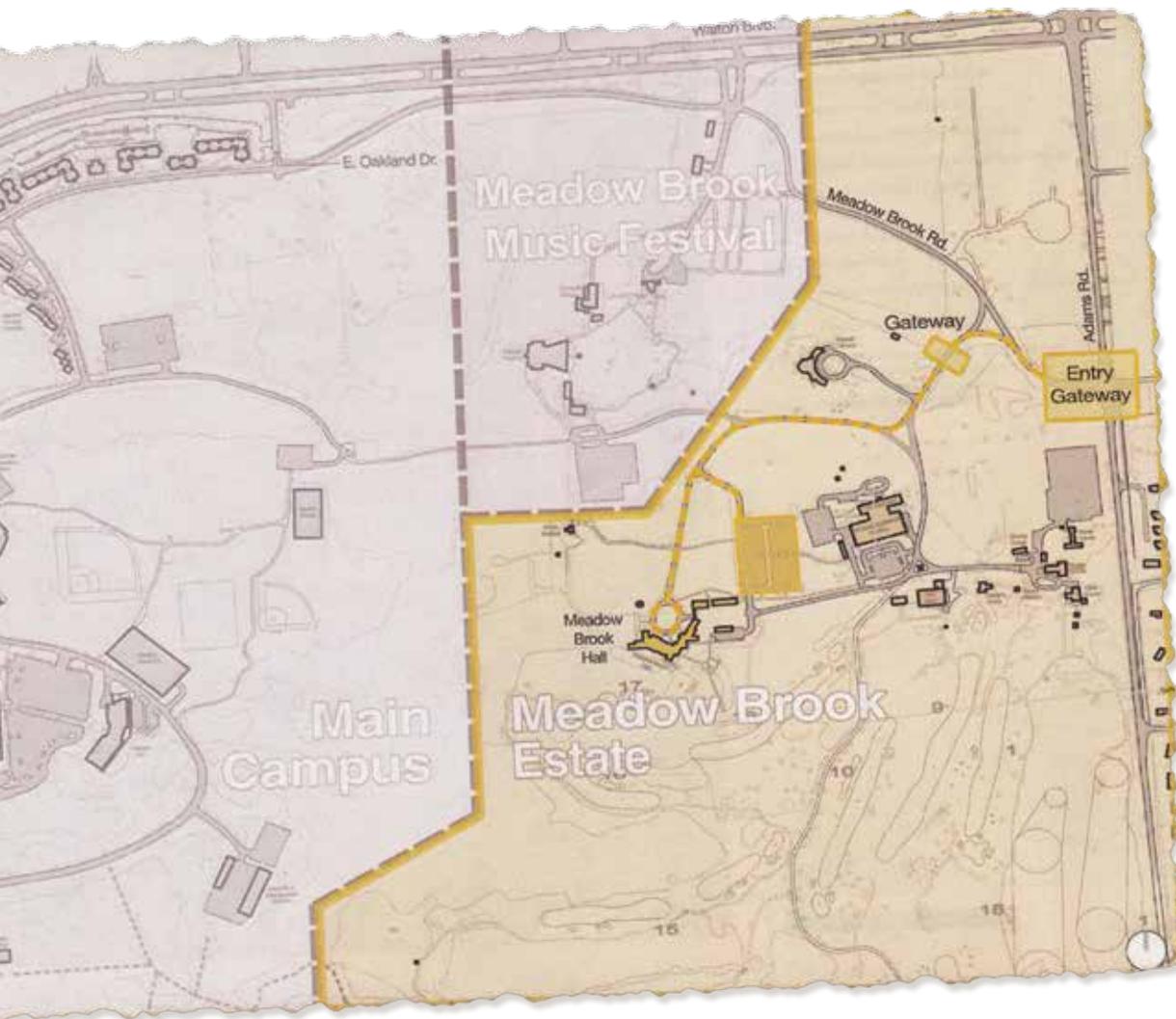
Meadow Brook Estate Today

The Deep Historical Roots of OU

Oakland University's image and brand benefit greatly from Meadow Brook Farm buildings and structures, as well as the founders' manor home, Meadow Brook Hall and its outbuildings.

The adaptive reuse of numerous historic buildings and structures is an integral part of what makes Oakland University's setting unique among Michigan higher education institutions and most other universities nationally.

Capitalizing on this visual fabric can bring the university's look and feel in line with its stated mission and goals, which have deep historical roots.



Future Estate Development

Growing OU's Cultural, Educational and Entertainment District

With Meadow Brook Hall, a National Historic Landmark, as its centerpiece, the district also includes the Meadow Brook Music Festival, the OU Golf & Learning Center, the historic Sunset Terrace building, numerous farm buildings and miles of walking and cross-country skiing trails for community enjoyment. There are several ways that existing buildings on Meadow Brook Estate could be adaptively reused, including:

- **Sunset Terrace:** The Dodge Brothers Museum, Dodge Institute, Dodge Time Capsule and Dodge Garage (mentoring workshop)
- **MBH Visitors Garage:** Meadow Brook Estate interpretive center, 1908-1967
- **Dodge Farmhouse:** Bed and breakfast or Alumni House
- **Ice House:** Special exhibit space for walking tours
- **Original Clubhouse:** Special exhibit for walking tours
- **Greenhouse:** Campus floral support operation and special exhibit for walking tours
- **Wilson Stables:** University offices
- **Shotwell Pavilion:** Engineering labs and displays
- **Stud Barn:** Storage and walking tour exhibit
- **Sheep Barn:** Storage
- **Gate Lodge:** Meadow Brook entry portal and farm store (move to MBH property)





**DODGE BROTHERS
MOTOR VEHICLES**

Dodge Brothers: Pioneers

The Enduring Legacy That Launched a University

From their humble beginnings in Niles, Mich., to an almost unimaginable wealth earned through Detroit's burgeoning automobile industry, John and Horace Dodge created an enduring legacy that continues to benefit and touch the lives of untold numbers through Meadow Brook Hall and Oakland University.



The Dodge brothers story is one of values. Hard work. Taking pride in a job well done. Creative thinking. Being as good as your word. These and other core values drove the Dodge brothers and have formed the bedrock of Oakland University's unique educational experience.



The Proposed Dodge Museum Complex

The proposed Dodge Museum complex would be a major addition to a thriving visitor and community “destination” for learning about the legacy of the world’s best surviving example of a country estate of the automotive aristocracy – a legacy that resulted in the founding of Oakland University. The complex would feature:

- **The Dodge Brothers Museum:** An innovative and interactive interpretation of the work and lives of John and Horace Dodge
- **The Dodge Institute:** Company archives, research library and home of the international Dodge Brothers Club
- **Dodge Time Capsule:** An above-ground structure that will contain the time capsule as well as two classic Dodge cars, dealership props and other historical artifacts
- **Dodge Garage:** A mentoring workshop where at-risk youth can learn to repair and maintain vintage Dodge vehicles through a Dodge and Meadow Brook community service enterprise

The proposed Dodge Brothers Museum would be open seasonally (Memorial Day through October and during Meadow Brook’s Holiday Walk) to protect the historic vehicles and offset operational costs during historically low visitation months. The Dodge Institute and Dodge Garage would be open year-round.



2014 Dodge brothers exhibit at Meadow Brook Hall

Why Locate the Proposed Dodge Museum Complex at Sunset Terrace?

Pursuing the Sunset Terrace location for the Dodge Museum, Dodge Institute, time capsule and mentoring workshop would present several opportunities and solve existing challenges:

- Sunset Terrace is the ideal size for the proposed Dodge Museum complex – a balance of program benefits, revenue potential and costs.
- Sunset Terrace would offer the university a Dodge Museum, a research institute, a time capsule and a mentoring workshop – all within the budget of available funds.
- Presentation of the full Dodge/Meadow Brook/OU legacy should both significantly and symbolically enhance OU's partnership with Dodge/Fiat Chrysler Automobiles.
- The strategic use of a key university historical asset would more fully develop OU's cultural and entertainment district, exposing thousands of visitors and guests annually to a dynamic interpretation of the historical roots of OU.
- Locating the interpretive facilities at Sunset Terrace would preserve the historic building and, with this appropriate adaptive use, respect the National Historic Landmark/National Register of Historic Places nature of the east campus, one of OU's greatest brand assets.
- Meadow Brook would assume maintenance, preservation and operational costs of the building, relieving the university of that burden.
- The building and grounds would provide Meadow Brook Hall with significant revenue potential through rental of the property for Meadow Brook Music Festival concerts, car club meets, corporate entertaining, etc., as well as tours, community events and merchandise sales.
- Income from the Dodge Brothers Club commitment to raise \$500,000 for the Dodge Museum could function as working capital and/or an operational endowment.
- Meeting the long-range fund-raising goal of creating a Dodge Museum in the near term would allow Meadow Brook to focus on raising endowment funds for The Hall itself going forward.
- Locating the time capsule and workshop at Sunset Terrace would go a long way toward solving Meadow Brook's storage challenges, freeing up use of the Sheep Barn for that purpose.

Sunset Terrace: History and Architecture

A Key University Historical Asset

Sunset Terrace is a 12,587-square-foot, 20-room curvilinear residence that was built as a retirement home for Oakland University founders Alfred and Matilda Dodge Wilson.

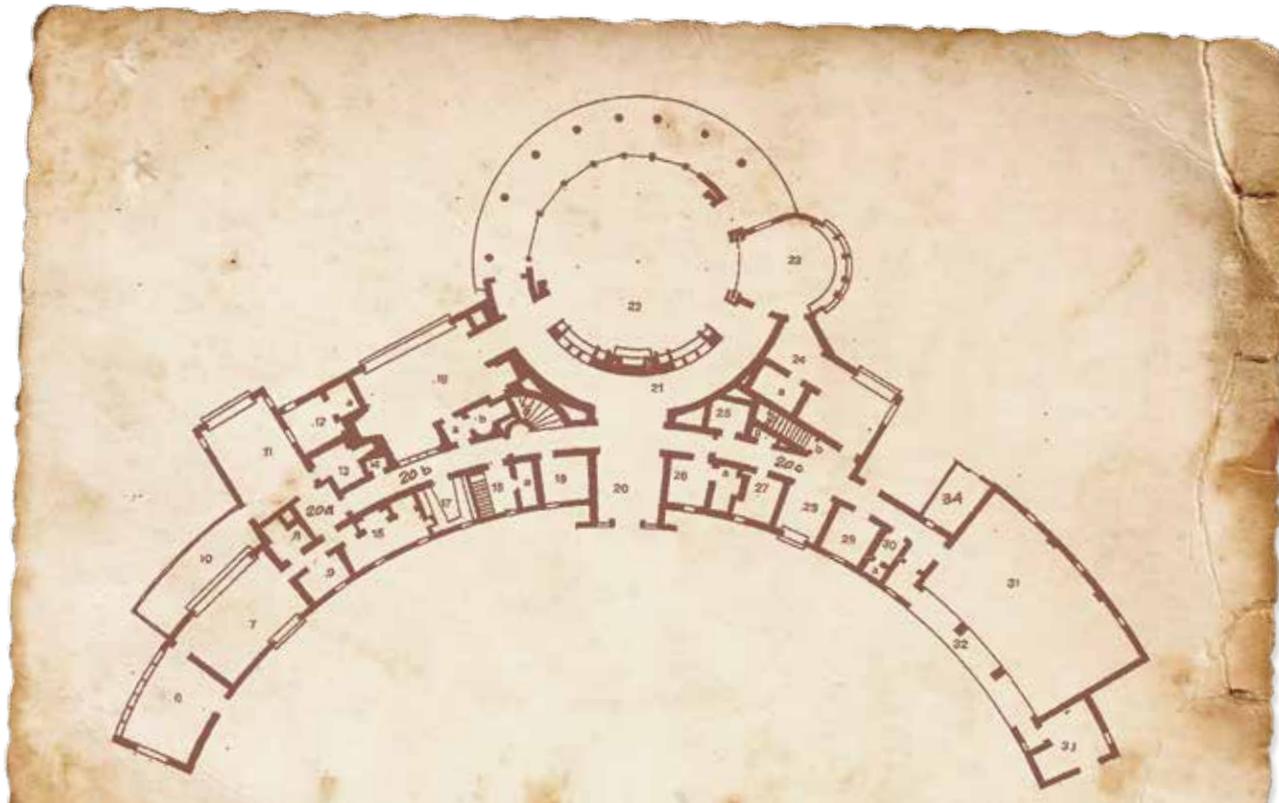
- Designed by William Kapp of Smith, Hinchman & Grylls – the same architect who designed Meadow Brook Hall – the residence was styled after the prairie homes made popular by Frank Lloyd Wright.
- Completed in 1953 at a cost of \$300,000 to \$400,000, the 20-room, two-story home features a 40-foot, circular living room. Other architectural features include: a dining room in the shape of a large horseshoe; hallways that follow the curve of the home; brick and Tennessee marble fireplaces; slate floors and trim; and a brushed aluminum staircase accented by glass panels etched with images of the Wilsons' family pets and prize-winning horses.
- The Wilsons occupied Sunset Terrace from 1953 until 1962, the year Alfred Wilson died. Always preferring Meadow Brook Hall to Sunset Terrace, Matilda Wilson returned to live there until her death in 1967.
- Listed in the National Register of Historic Places, the building has seen use as a university presidential residence, a guest residence and conference center from the 1970s to present.



Dodge Brothers Museum at SST: Featured Exhibits

The proposed Dodge Brothers Museum, located on the first floor of Sunset Terrace, would offer an exciting and flexible environment in which visitors can learn the largely untold stories of the Dodge brothers and the auto company they founded in 1914. It would be the first and only museum devoted to this important history.

On the following pages, we have included several concepts to illustrate the key exhibits for the proposed museum. These concepts, as well as the models of similar exhibits at other institutions, will help to show how Sunset Terrace's unique architecture and design match perfectly with museum needs.

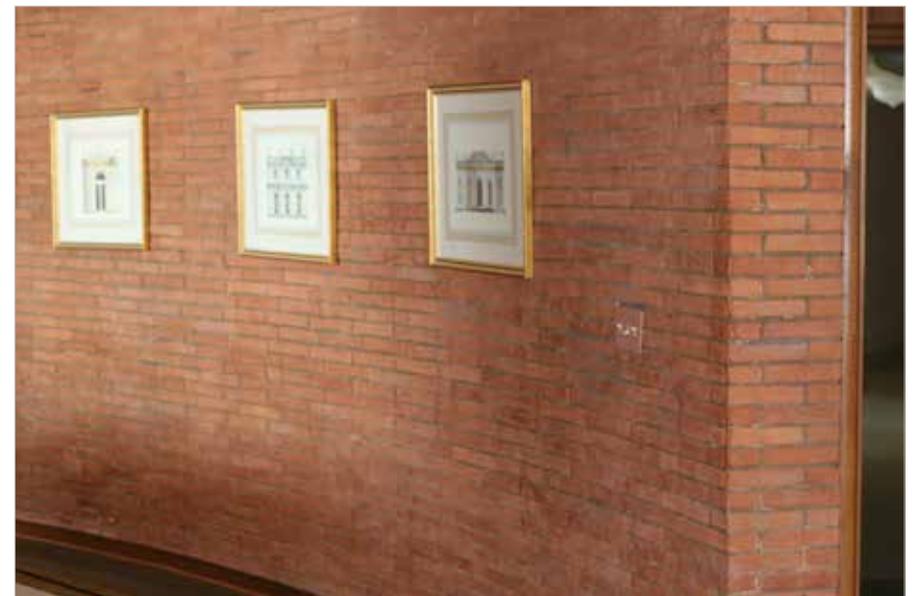
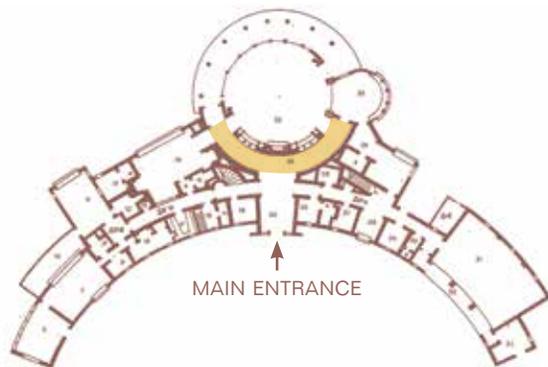


South/North Entrance Galleries

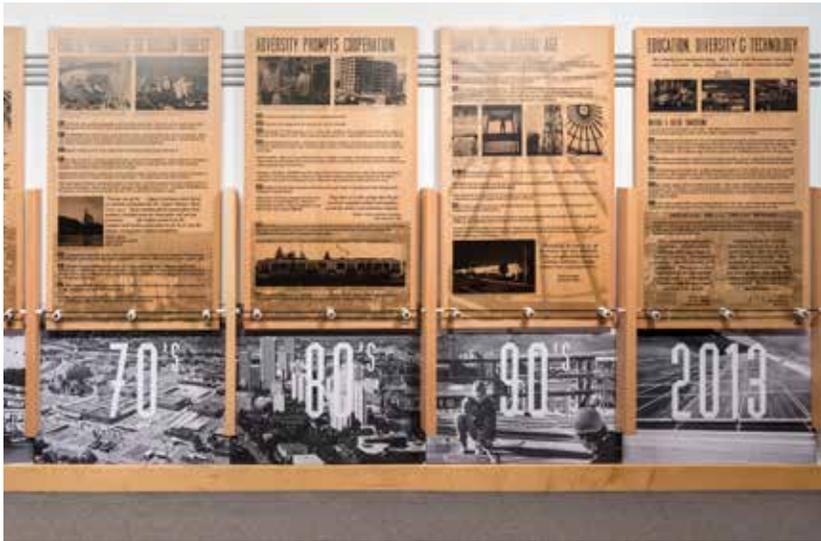
A Dramatic Entrance

When visitors enter Sunset Terrace through the front doors, they are presented with impressive, curvilinear walls that form the North and South Entrance Galleries.

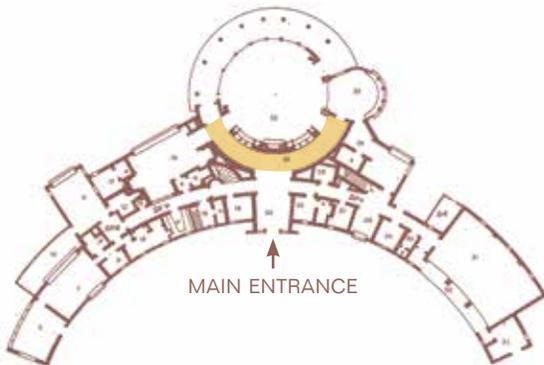
- **South Gallery:** This would contain a security desk and an optional ticket counter (depending on staffing).
- **North Gallery:** This would feature “From Dodges to Diplomas,” interpretive panels that tell the story of the Dodge brothers, Meadow Brook Farms, Meadow Brook Hall and the founding of Oakland University.



Current views.



Proposed uses.



A Visually Engaging History

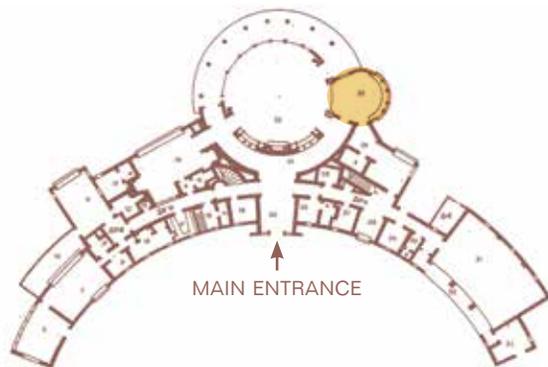
The story of the Dodge brothers is one that lends itself to many compelling visuals, both interpretive panels (such as the comparative exhibits shown at above left) and in actual artifacts of history, such as the model Dodge engine featured above in the entranceway that leads to both galleries. This entrance would also feature the first of many short, walk-by videos that would play throughout the museum exhibits.

Dining Room

Revenue-generating Opportunities

The horseshoe-shaped dining room features abundant natural light and windows to view the grounds of Sunset Terrace. Its size and shape offer many possible uses. However, given its location in the building, near the beginning of the tour and adjacent to the Living Room (which would be available for facility rental), the Dining Room would be ideal space to house two specific features of the Dodge Museum complex:

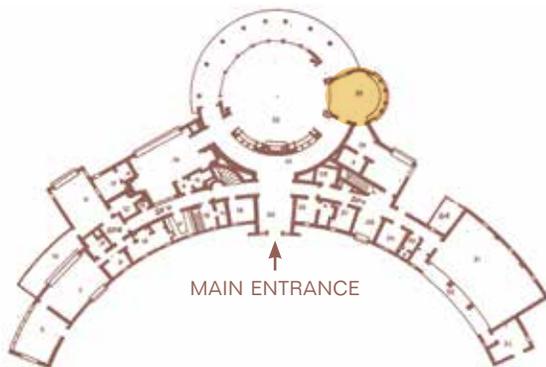
- **Museum Store/Café:** This would offer opportunities for visitors to purchase Dodge brothers memorabilia and branded food items, similar to the current Meadow Brook Hall store.
- **Facility Rental Bar:** For groups who rent the Living Room space for corporate or other events, the Dining Room could be set up as a bar. A prep kitchen is adjacent. (Food service provided by Meadow Brook Hall catering operation.)



Current views.



Proposed uses.



A Multifunctional Space

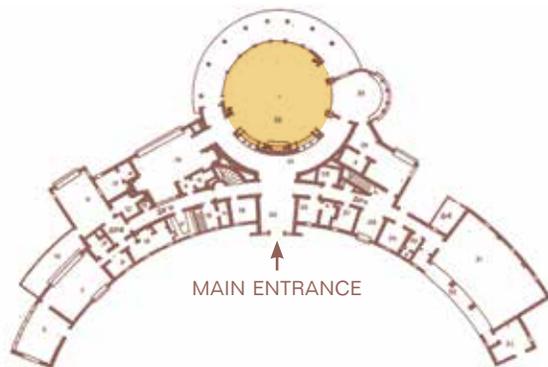
The Dining Room has enough space to include a wide variety of Dodge brothers memorabilia in the store, similar to Meadow Brook Hall's store or other museum stores (such as the example above). The store would be placed against the arm of the "horseshoe" that has no windows, leaving the window space for the Facility Rental Bar. Tickets may also be sold here as an alternative to the ticket counter in the South Entrance Gallery.

Living Room

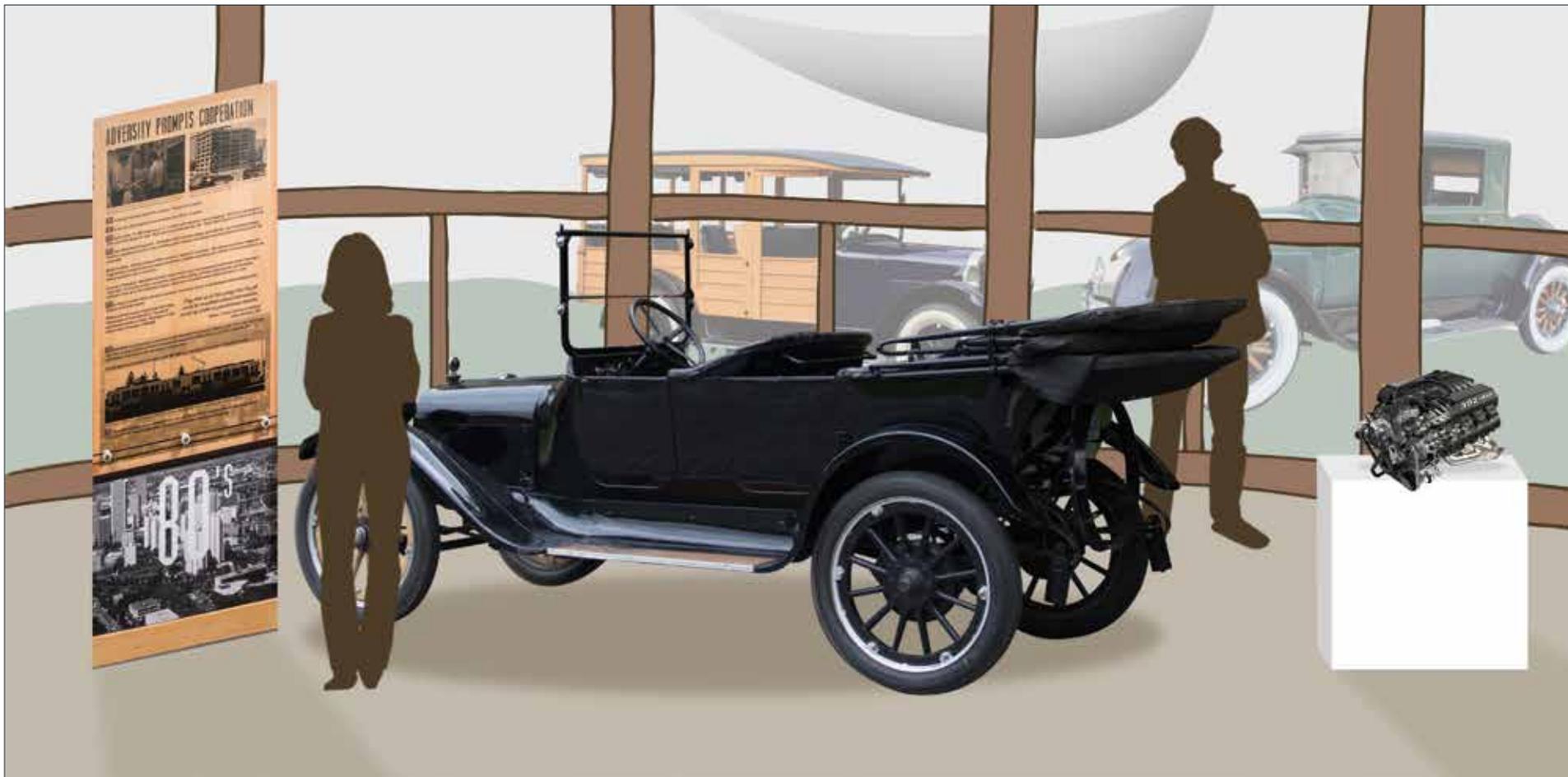
The Crown Jewel of the Museum

The 40-foot, circular living room — which faces west and is the perfect place to view a sunset – offers a large, blank canvas that would be used for three key purposes:

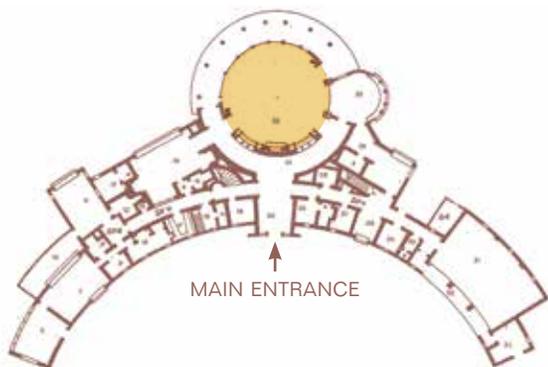
- **History of Dodge Brothers Business Activity:** Artifacts, interpretive panels and videos would cover the Dodge brothers' early days in Niles, Mich., their bicycle and auto supply machine shops, the founding and growth of Dodge Brothers Motor Car company and their manufacturing contributions to WWI.
- **Facility Rental:** Groups could rent this space and patios for cocktail parties, dinners and private tours.
- **Classic Dodge Car:** This large space would also showcase an actual 1915 Dodge Brothers Touring Car (first model year).



Current views.



Proposed uses.



A Stunning Centerpiece

With the 1915 Dodge Brothers Touring car (concept shown above) as a focal point, the Living Room would offer both unique interpretive and facility rental spaces. Given the direct access to the Patio, featuring 7+ classic Dodge Brothers vehicles, the Living Room would offer a memorable experience for both museum visitors and rental clients.

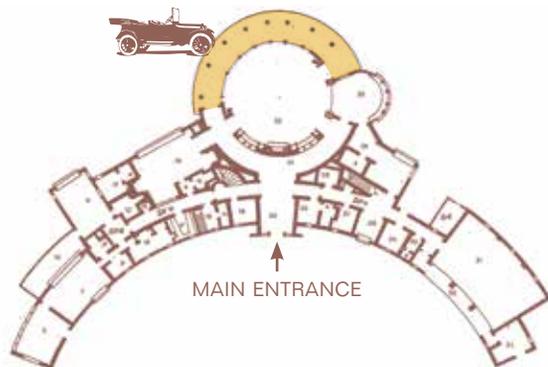
Patio

Showcasing Additional Dodge Vehicles

The large outdoor Patio that follows the curve of the Living Room will serve as a major display space for 7+ vintage Dodge Brothers vehicles owned by Meadow Brook or on loan, including:

- 1919 Dodge Brothers Sedan (belonged to John Dodge)
- 1919 Dodge Brothers Coupe (belonged to Horace Dodge)
- 1919 Graham Brothers Truck
- 1925 Dodge Brothers Depot Hack
- 1927 Dodge Brothers Depot Hack
- 1927 Dodge Brothers Coupe

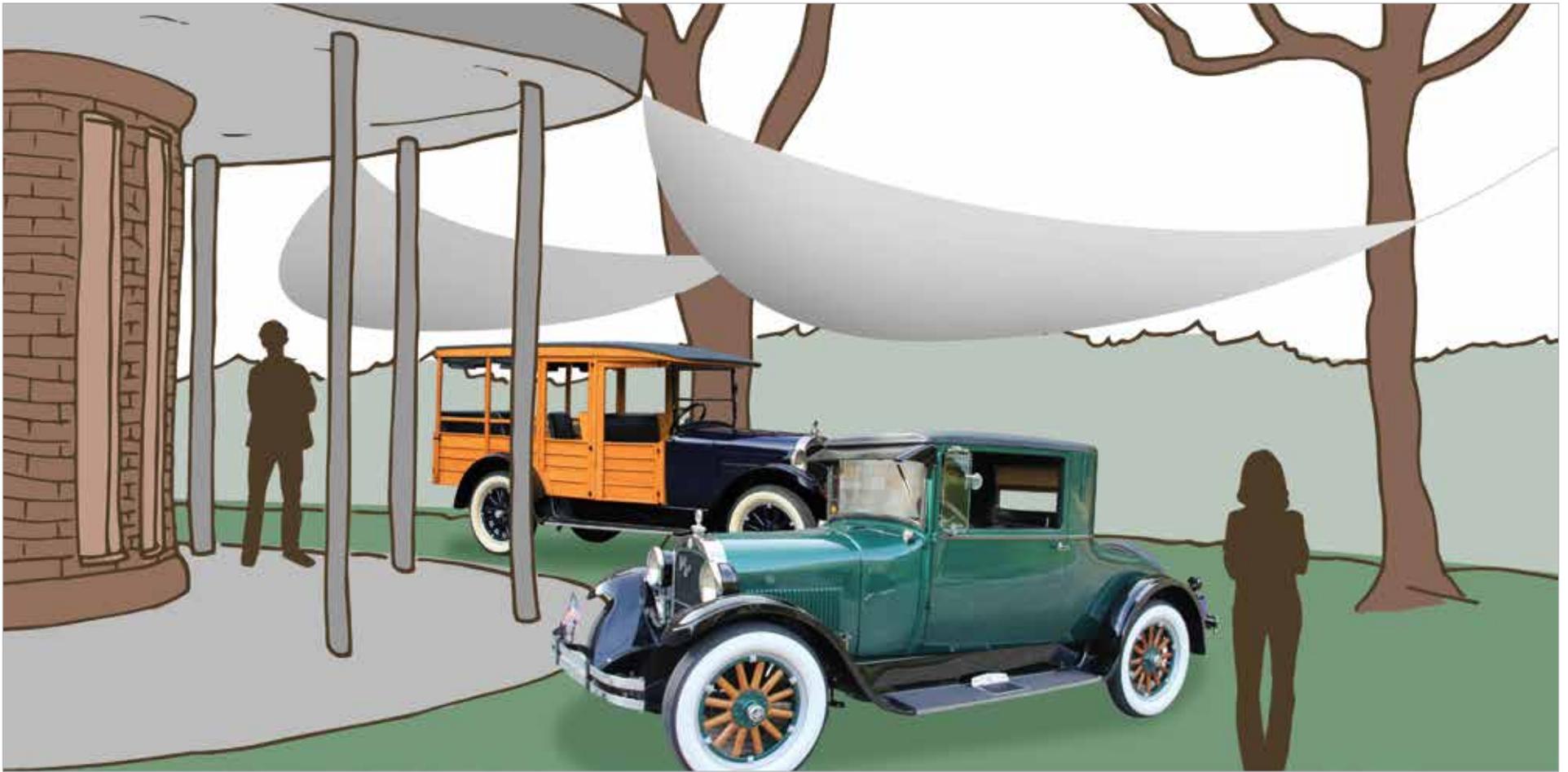
Each of these vehicles would include a descriptive panel, and one vehicle would be set up so that family and friends could climb aboard for photo opportunities. Other vehicles in the Meadow Brook collection, as well as loaned vehicles, would be rotated in to keep the exhibit fresh.



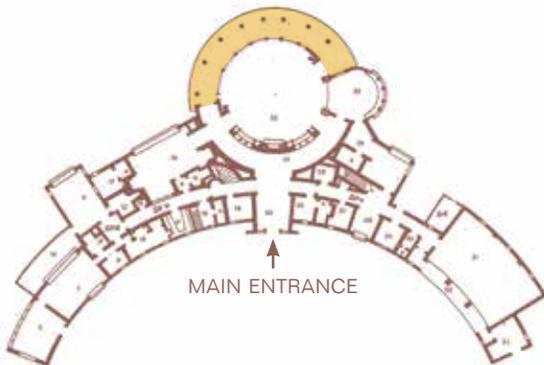
Vintage vehicles to display.



Current view.



Proposed uses.



A Unique Outdoor Exhibit with Revenue Potential

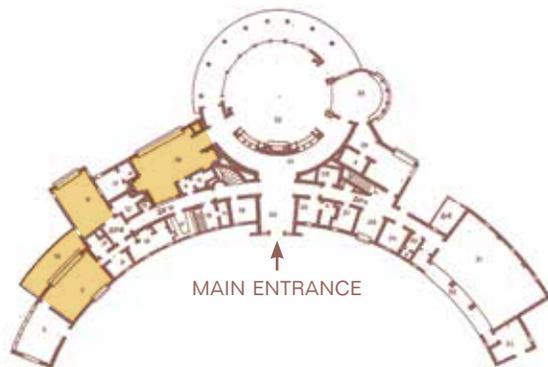
The additional display vehicles would be arranged around the outdoor Patio space where visitors would have ample space to explore them, providing a visually compelling, interactive automotive exhibit. This outdoor space, and the surrounding lawn areas, could also be used for revenue-producing special events and facility rental, including, but not limited to, car club meets.

Bedrooms and Sunporch

Alfred Wilson's Bedroom (below, left) and Matilda Wilson's Bedroom and Sunporch (below, right) would explore the history of Meadow Brook Farms and the Dodge brothers' recreational lives, respectively.



Current views.



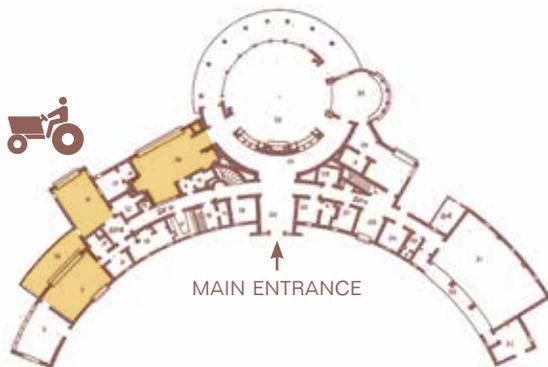
Den

The Den, located adjacent to the Living Room, would highlight the Dodge brothers' many civic engagement and philanthropic activities.





Proposed uses.



A Day in the Life of the Dodge Brothers

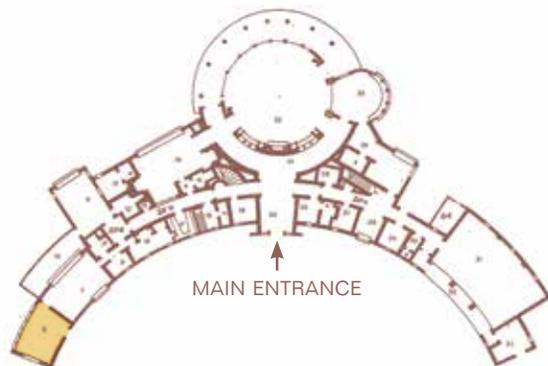
The block of rooms in the middle of the tour offers an opportunity to bring various aspects of the brothers' lives into focus. Meadow Brook Hall's collection contains many artifacts exploring the farming and recreational pursuits of the two men. These even include vintage farm vehicles and implements that could be displayed prominently outside Alfred's Bedroom.

Farm Office

Hands-on Engineering Exhibits

The Farm Office, with its distinctive wood paneling and abundant floor-to-ceiling shelves, offers an ideal space to highlight the importance of Dodge automotive engineering advancements – from the Dodge brothers’ early efforts to modern Dodge automobiles (1900 to present).

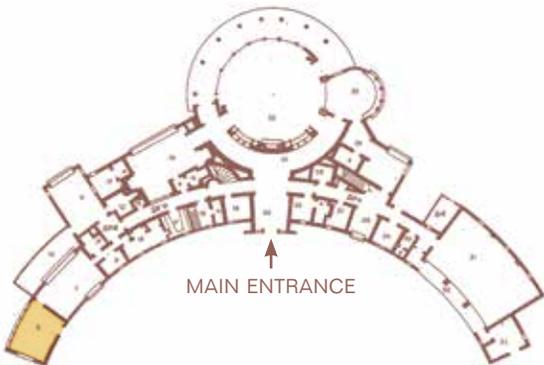
This space would present a key opportunity to highlight the development of Dodge/FCA, while providing family friendly interactive exhibits that explore the importance of engineering through unique educational learning experiences.



Current view.



Proposed uses.



Encouraging the Advancement of Science

Hands-on engineering exhibits would offer the opportunity to illustrate the many Dodge automotive advancements throughout the years, in a format that encourages interaction and learning. As illustrated by the examples from other automotive engineering exhibits, the possibilities could range from stylized multimedia learning stations to work/play areas.

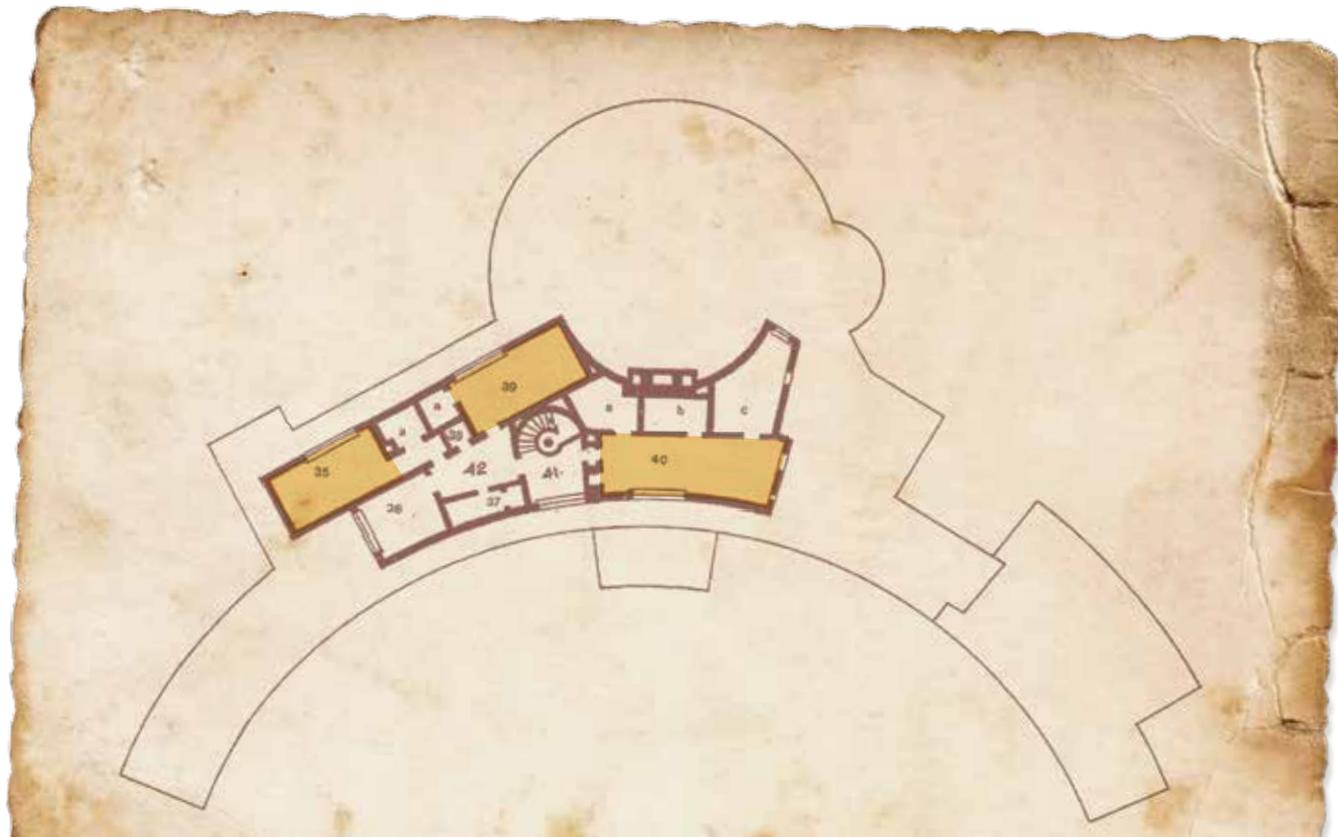
Sunset Terrace: Non-public Spaces

Second Floor: The Dodge Institute

The second floor would house Meadow Brook's Dodge Archives and the Dodge Brothers Club archives, combined into a historical research library. The floor would also feature a Dodge Brothers Club Room and meeting space, as well as the museum's curatorial office.

Basement (not shown)

The Basement space would be used for storing tables, chairs and other items used by facility rental clients. It would also be used for temporary exhibit storage and to store supplies used by the catering/kitchen and Museum Store operations.



Education/Mentoring Opportunities

Meeting our Educational Goals

As part of a prestigious university focused on the surrounding community, the proposed Dodge Museum Complex would provide several opportunities that support OU's educational mission:

- **Community Education:** The Dodge Museum would feature a number of interpretive history displays, actual artifacts and interactive exhibits ideal for tours by both youth and senior citizen groups.
- **Mentoring Workshop:** The Dodge Garage workshop would provide a place where at-risk youth could learn to repair and maintain vintage Dodge vehicles under the watchful eyes of adult mentors.
- **OU Student Employment and Recruiting:** Meadow Brook Hall already employs dozens of OU students annually in such areas as curatorial (collections care, research, exhibit preparation), archival, communications and marketing, event management, tour guiding, grounds/gardening, event setup/tear down and retail sales. The new Dodge Museum complex would increase capacity for both paid and volunteer positions.

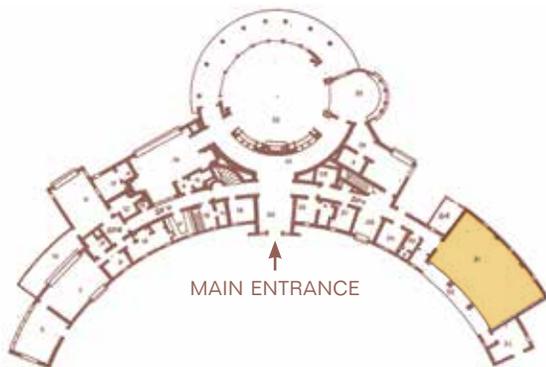
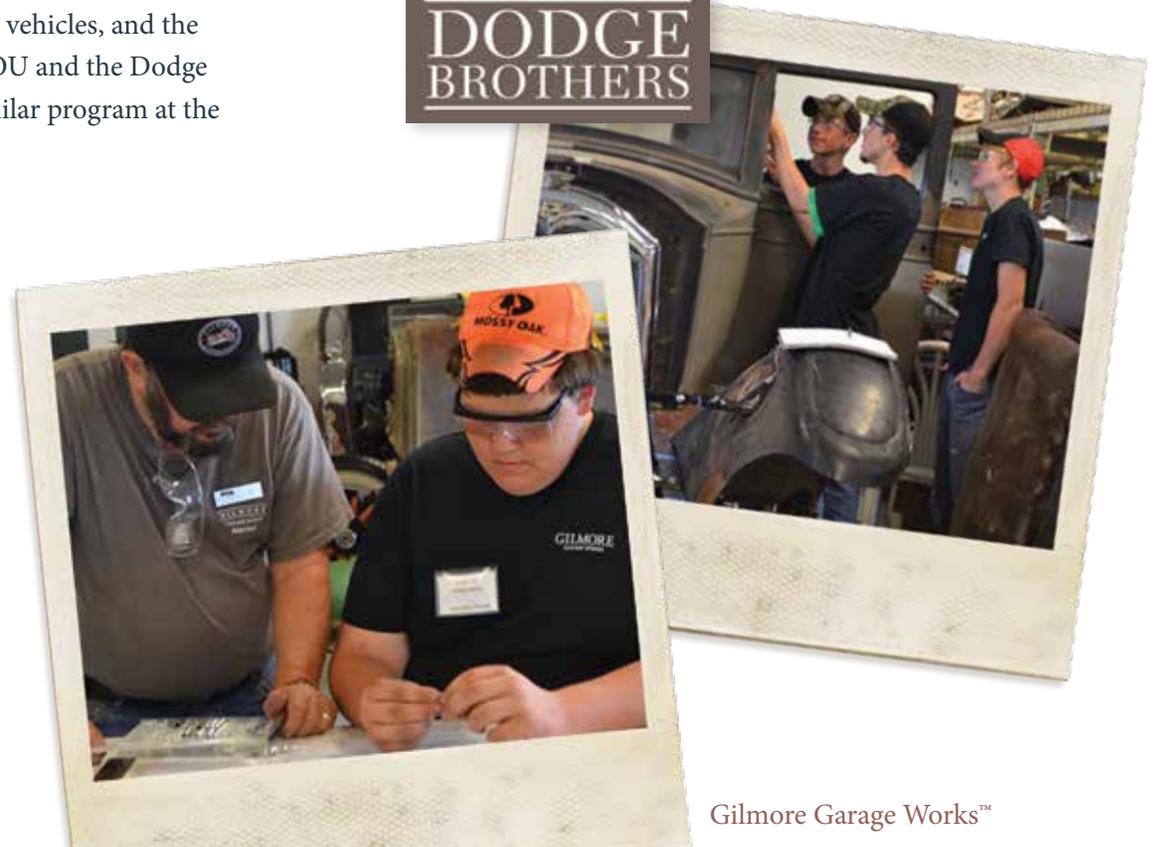
The museum complex, with its OU heritage content and focus, could become a valuable stop during prospective students' and families' campus visits, as well as a highlight of new student orientations and Welcome Week.



The Dodge Garage

Gilmore Museum Model

The Gilmore Garage Works™ after-school enrichment program (photos below) provides insight-filled instruction in automotive technology, giving students skills in welding, painting and fabrication. The goal: guide students down career paths while developing in them an appreciation for automotive history, as well as the soft skills of personal responsibility, consistent attendance and the importance of personal presentation. The existing garage space at Sunset Terrace, a fleet of historic Dodge vehicles, and the community service missions of FCA, Meadow Brook, OU and the Dodge Brothers Club present an opportunity to establish a similar program at the Dodge Museum complex.



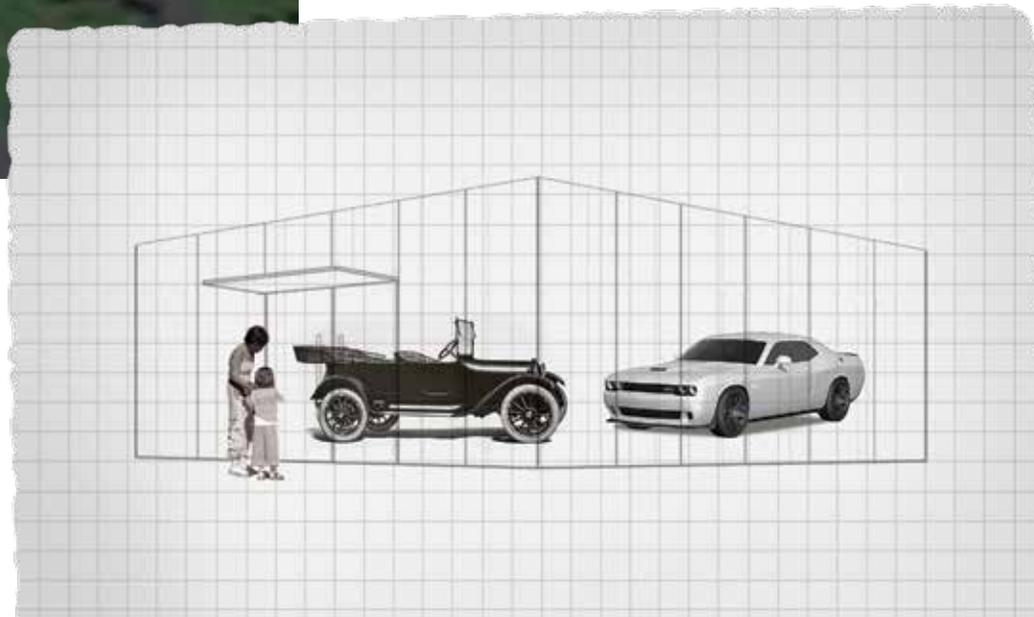
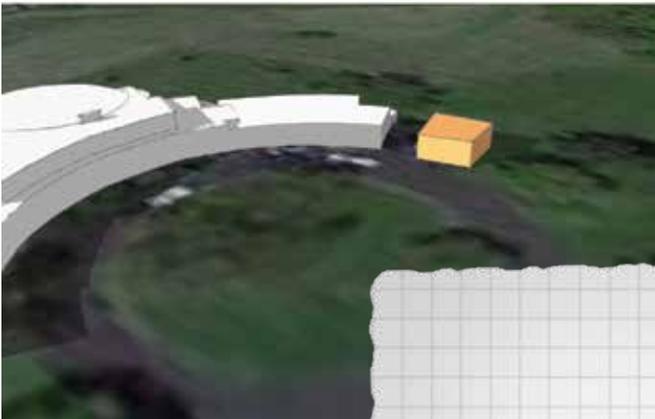
Gilmore Garage Works™

Dodge Time Capsule

Preserving the Past, Looking to the Future

A critical element in developing the Dodge Museum complex is to create a 100-year Dodge time capsule that will reveal how the genius of the Dodge brothers led to the innovative and powerful automotive brand that bears their name today. A new partnership between Oakland University, Meadow Brook Hall, FCA and the Chrysler Foundation will work to build this time capsule at Sunset Terrace.

The focal point of the time capsule will be bookend iconic Dodge vehicles – the first production model from 1915 and a contemporary car from 2015 – and a vault of 2014/15 memorabilia to be sealed for 100 years and opened on the eve of the third century of the Dodge brothers' legacy ... on Nov. 14, 2114.



Estimated Revenue and Expenses

Notes:

- 1 10% annual growth
- 2 2% annual inflation
- 3 Increase MBH tours by 400 people. $400 \times \$18 = \$7,200$
Raise current ticket prices by \$3 and include the exhibit as part of each ticket price $7900 \times \$3 = \$23,700$
Exhibit Only tickets $100 \times \$5 = \500
- 4 $\$5.31$ spent per person $\times 500 = \$2,655$
- 5 10 events @ $\$6,000 = \$60,000 \times 30\%$ net = $\$18,000$
- 6 2 auto-focused community events @ $\$5,000$ net = $\$10,000$
- 7 $\$500,000$ (Dodge Car Club Gift "Endowment") $\times 4\% = \$20,000$ plus $\$5,000$ additional gift potential
- 8 50% of OU Grounds cost; 50% provided by MBH volunteers
- 9 1 security and 1 museum staff 6 hours per day for 240 days (8 months) @ $\$10.80 = \$31,104$
- 10 Event Staff - 10 events @ 8 hours per event = 80 hours $\times \$10.80 = \864

ANNUAL

Annual Revenue Projections		Year 1	Year 3 ¹
Touring	³	\$31,400	\$37,994
Retail Sales	⁴	\$2,655	\$3,213
Facility Rental	⁵	\$18,000	\$21,780
Community Events	⁶	\$10,000	\$12,100
Gifts/Grants	⁷	\$25,000	\$30,250
Total Revenue		\$87,055	\$105,337

Expense		Year 1	Year 3 ²
Utilities		\$15,150	\$15,762
Maintenance		\$15,450	\$16,074
Custodial		\$26,200	\$27,258
Security, Fire, IT		\$6,500	\$6,763
Grounds	⁸	\$5,550	\$5,774
Compensation	⁹	\$31,104	\$32,360
Event Staff	¹⁰	\$864	\$899
Total Expense		\$100,818	\$104,890
Net Revenue		(\$13,763)	\$447

Estimated Revenue and Expenses (cont.)

ONE-TIME

Capital Improvements	
Floors	\$30,000
Walls/Paint	\$27,000
Ceilings	\$2,000
Lighting	\$20,000
Automobile Awning	\$80,000
Exterior Upgrades	\$42,000
Parking for 30 Cars	\$54,000
Landscaping	\$30,000
Data Installation	\$24,000
Wireless Installation	\$22,000
IT Hardware	\$30,000
Fire Safety/Alarms	\$60,000
Security (incl. 2 exterior cameras)	\$64,000
ADA Door Hardware	\$25,000
Sewer Line Video	\$5,000
Total Potential Levels 1 and 2	\$515,000
10% Contingency	\$51,500
Total Capital Improvement Cost	\$566,500

New Construction	
Time Capsule	\$250,000
Total New Construction Costs	\$250,000

Program Costs	
Exhibit	\$50,000
Mentoring Workshop Equipment	\$20,000
Facility Rental Tables and Chairs	\$3,062
Event Equipment	\$1,500
Office Furniture	\$18,000
Total Program Costs	\$92,562

TOTAL ONE-TIME COSTS \$909,062

FUNDING SOURCES \$909,062

MBH Gift Funding \$200,000

Chrysler Foundation Grant \$250,000

MBH Reserves \$459,062

Opportunities for Driving Revenue

Meadow Brook Hall has existing marketing channels in place that could be leveraged to promote the Dodge Museum complex, which would feature similar facility rental and other revenue-generating enterprises. Current MBH marketing efforts include:

- Website
- Google AdWords and other online advertising
- Regular mailings to lead list
- E-communication to all business sectors
- Collateral, such as sales folders
- Social media presence on Facebook, Pinterest and Instagram
- Print advertising
- Media sponsorships
- ValPak coupon campaigns
- Press releases and established media contacts
- Permanent, changeable road signs on Adams Road
- Community engagement programs
- Participation in local civic organizations



“What you leave behind is not what is engraved into monuments, but what is woven into the lives of others.”

–Pericles

