

2017-2021 City of West Lafayette Parks and Recreation System Master Plan



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West Lafayette Parks and Recreation Board
West Lafayette Parks and Recreation Foundation
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Purdue University Sustainable Communities Extension Program
West Lafayette Redevelopment Commission



01

introduction





1.1

a brief history of West Lafayette

1.1 A Brief History of West Lafayette

The area in and around the City of West Lafayette was first inhabited by the Native American tribes Miami, Delaware, Wea, Potawatomi, Shawnee, Wyandot, and Winnebago (New Chauncey Neighborhood Association, n.d.). Shortly after the incorporation of the Town of Lafayette in the late 1820's, the area within what is today West Lafayette, was established as a settlement named Jacktown. In 1836, the Town of West Lafayette was laid out near the Wabash River, however, its location within the floodplain made it prone to flooding, thus staggering development (West Lafayette, 2008).

On April 3, 1855 a settlement named Kingston was platted, consisting of four squares around present day Northwestern Avenue, Salisbury Street, North

Street, and South Street. Shortly after, in 1860, the Chauncey family platted an adjacent settlement named Chauncey. In January of 1866, the residents of Kingston and Chauncey as well as several adjacent settlements decided to consolidate and incorporate as the Town of Chauncey, after the Chauncey family (West Lafayette, 2008).

In an effort to fund and support major infrastructure improvements, mostly centered on the growth of Purdue University, the Town of Chauncey voted in favor to become annexed as part of Lafayette in May 1871. The City of Lafayette voted against the proposed annexation (New Chauncey Neighborhood Association, n.d.). It wasn't until May 21, 1888 that the Town of Chauncey officially changed its name to West Lafayette (West Lafayette, 2008).



Figure 1.1: Historic post card image of Happy Hollow Park from the early 1900's (VLWL, 2017).



1.2 summary of the department

1.2.1. Departmental Overview

The West Lafayette Board of Parks and Recreation was established by Common Council Ordinance, pursuant to Indiana Code 36-10-3, in 1967 (West Lafayette Parks & Recreation Department, n.d.).

At the time of the planning process, Janet Fawley was serving as the current Superintendent for the City of West Lafayette Parks & Recreation Department (Department hereafter). The main contact information for the Department is as follows:

Primary Contact:	Janet Fawley
Address:	1101 Kalberer Road West Lafayette, IN 47906
Phone:	756.775.5110
Email:	jfawley@westlafayette.in.gov

Currently, the Department oversees the maintenance and management of 15 public parks which total 411.50 acres of park land (West Lafayette Parks & Recreation Department, n.d.). The system includes a wide variety of park types ranging from “tot lots” to large community parks and natural areas.

1.2.2. Mission Statement

The mission of the Department is “to enhance the quality of life in the city by providing the best possible recreational facilities and programs for its citizens through effective management of natural, human, and financial resources” (West Lafayette Parks & Recreation Department, n.d.). The primary goal of this master plan is to ensure that appropriate,

high-priority actions are taking place which help the Department in the pursuit of its mission.

This mission statement will be evaluated and updated as necessary during the Visioning phase of this master planning process to ensure it reflects the current vision and direction of the Department.

1.2.3. Staffing

As of 2017, there are eighteen (18) full-time employees and approximately 75 part-time or seasonal staff that work for the Department. Together, these dedicated team members help the Department carry-out its mission by operating and maintaining the municipal pool, ice skating rink, the Morton Center (the City’s only community center), the Lilly Nature Center, and helping with grounds and trails maintenance.

In addition, the Department also hosts a large number of events and programs, ranging from competitive athletics to pottery. These events and programs are either administered directly by the Department or as a partnership with one (or more) of the more than 80 independent contractors who provide services to the Department.

An organizational chart of the Department is provided in Section 6.4 of the Appendix.

1.2.4. 2016 Budget Overview

Over the past five years, the City of West Lafayette Parks & Recreation Department’s operating costs

have been distributed among five (5) different municipal budgets: the Parks & Recreation Fund, the CCD Funds, the NRO Funds, the NR Capital Pool Fund, and the RDC Fund. Together, these budgets cumulatively represent a 2016 operating budget for the Department of \$2,567,944; a 35.75% increase over FY2012.

The Parks and Recreation Fund represents the largest revenue source for the department at \$1,501,567 for 2016. This funding source is generated mostly from property taxes and provides for general operating funds. Funding from this budget has gradually increased each year over the past five years.

The CCD Funds also draw from property taxes, however go towards maintenance and project-specific funds. In 2016, the CCD budget was \$183,680. Funding from this source has decreased each year from 2012 to 2014 before increasing in 2015 and 2016, which represents the largest funding total for this budget since 2012.

The NRO Fund provides a revenue source for all lessons and classes held at the Morton Center. In 2016, the NRO budget was \$482,547. Funding in this category have gradually decreased from 2012 to 2014, before seeing a significant drop (-\$100,000) in 2015. Following that drop, funds increased again from 2015 to 2016.

Two additional funding sources for the Department are the NR Capital Pool Fund and the RDC Fund. The NR Capital Pool Fund has been a constant \$38,500 from 2012 to 2015 before funds were transferred out in 2016 and the account closed. The RDC Fund was established in 2015 with \$211,450 and increased to \$400,150 in 2016. This increase (+\$188,700) represents the largest budget increase of any of the Department's funding sources.

The following chart illustrates how these budgets have fluctuated over time.

1.2.5. Parks and Recreation Board

The West Lafayette Parks and Recreation Board (Board hereafter) is the policy-guiding entity that helps ensure the actions of the Department are reflective of its operational mission and vision. The Board is made up of five (5) citizens; four (4) are appointed on a by-partisan basis by the Mayor for a four-year overlapping term. The fifth member is appointed by the School Board. The attorney is appointed by the legal department of the City. The Park Board is responsible for all staff personnel matters, except the Superintendent, who is appointed by the Mayor (West Lafayette Parks and Recreation Department, n.d.).

FUNDING SOURCE	FY2012	FY2013	FY2014	FY2015	FY2016
Parks & Recreation Fund <i>Total</i>	\$1,153,348	\$1,191,035	\$1,225,371	\$ 1,326,091	\$1,501,567
CCD Fund <i>Total</i>	\$181,560	\$158,960	\$143,760	\$152,910	\$183,680
NRO Fund <i>Total</i>	\$518,163	\$524,426	\$563,351	\$465,990	\$482,547
NR Capital Pool Fund <i>Total</i>	\$38,500	\$38,500	\$38,500	\$38,500	\$0 (closed)
RDC Fund <i>Total</i>	n/a	n/a	n/a	\$211,450	\$400,150
TOTAL FUNDING	\$1,891,571	\$1,753,961	\$1,970,982	\$2,194,941	\$2,567,944

Figure 1.2: Chart illustrating budget changes between FY2012 and FY2016.

The Board has authority to pass bond issues, power of eminent domain and authority to appropriate non-reverting operating funds. The Board receives a major portion of funds from the city general funds. Board meetings, which are open to the public, are usually held on the third Monday of the month at the Park and Recreation Office. Except where noted, meetings start at 4:30 pm (West Lafayette Parks and Recreation Department, n.d.).

The current board members are as follows:

1. Karen Springer, Park Board President
110 Leslie Avenue
West Lafayette, IN 47906
Term: School Board Appointee (ongoing)
2. Linda Eales, Park Board Vice President
312 Sylvia Street
West Lafayette, IN 47906
Term: Mayor Appointee to Dec. 31, 2019
3. Jeff Love, Secretary
1551 Win Hentschel Blvd.
West Lafayette, IN 47906
Mayor Appointee to Dec. 31, 2020
4. Pat Flannelly, Park Board Member
734 Nobel Court
West Lafayette, IN 47906
Term: Mayor Appointee to Dec. 31, 2017
5. John MacDonald, Park Board Member
924 Garden Street
West Lafayette, IN 47906
Term: Mayor Appointee to Dec. 31, 2018
6. Andy Gutwein, Park Board Attorney
250 Main Street, Suite 590
Lafayette, IN 47901
Term: (ongoing)

Additional information about the Board, including access to archived agendas and meeting minutes, can be found on their webpage located at: www.westlafayette.in.gov/department/board.php?structureid=138.

1.2.6. West Lafayette Parks Foundation

The Department is also fortunate to have a positive working relationship with the City of West Lafayette Parks & Recreation Foundation (Foundation hereafter); a separate non-profit organization that raises funds to help support the ongoing development and expansion of the City's parks and recreation system.

The Foundation is an IRS 501 c(3) tax-exempt organization governed by nine (9) board members. The Foundation's mission is to "solicit, receive, and provide funds and property, and to receive gifts, bequests, and memorials, for securing, developing, maintaining, and informing the public about facilities and programs for West Lafayette Parks and Recreation" (City of West Lafayette, n.d.).

Major goals of the Foundation include:

- Providing financial support for recreational facilities and equipment.
- Providing opportunities for donors to receive significant tax benefits for donating funds or property.
- Assuring that donations or bequests are handled in the manner designated.
- Providing opportunities for donors to multiply the benefits of gifts through matching funds.
- Preserving and enhancing the heritage of our community.
- Providing opportunities for establishing lasting memorials (City of West Lafayette, n.d.).

Additional information regarding the West Lafayette Parks and Recreation Foundation can be found by visiting their website at <http://www.westlafayette.in.gov/department/board.php?structureid=139>.

1.2.7. Key Milestones for 2012-2016

The Department has completed a variety of accomplishments over the past five years, making investments in several key facilities, numerous park sites and programs, and the continued development of their trail network. Following is a summarized list of key milestones for years 2011-2016; copies

of the Departments annual report, which provide a significant amount of additional detail, are available for download on the Department's website.

2011

- The new University Farm Park playground (replacing the oldest one in the parks system) was dedicated, with the help of neighborhood children, in October. The shelter was also painted and landscaping was improved as part of the park renovation.
- The new basketball court in Tommy Johnston Park was also dedicated in October.
- Part of the Wabash Heritage Trail extension project, along North River Road into Happy Hollow Park, was completed. Work continues to complete the trail extension in the park, including a connection to the corner of Rose and Kingston Streets.
- More than 2,000 children participated in the summer basketball, soccer, volleyball, and tennis camps; the swimming and diving lessons at the Municipal Pool; and the Playground Programs.
- Thirty-eight teams of active adults enjoyed the Recreational Softball Leagues, and the many seniors enjoy weekly, pick-up games.
- Recreational youth soccer continues to fill the northern part of Cumberland Park in spring and fall.
- The Morton Center kitchen renovation was completed and all of the in-room HVAC units are being renovated.
- The 17th Global Fest was enjoyed by a steady crowd on September 3rd at Morton Community Center. Thanks to all the Parks and Recreation staff and the committee members who make the event possible.
- The Wabash Area Lifetime Learning Association classes and the annual Morton Spring Dance Recital continue to be very popular.
- A new access ramp and floating dock was installed, in cooperation with the Purdue Crew, on the parks property just north of the Purdue Boathouse.
- Thanks to significant funding by the West Lafayette Parks and Recreation Foundation and contributions from the Convention and Visitors Bureau, Tipmont REMC, and Sycamore Audubon Society, the installation of the Celery Bog webcam was completed. The webcam will be accessible in Lilly Nature Center and by the web.

- Lilly Nature Center was closed for the summer due to the Lindberg Bridge construction project.

2012

- The warmest year on record affected local parks and recreation endeavors throughout the year. Heat, drought, Hurricane Isaac, and more heat led to closing the ice rink early at the end of February, devoting an exceptional amount of time to watering new plantings during the summer, cancelling Global Fest due to public safety concerns, and delaying reopening the rink until mid-December.
- Dozens of family members and friends enjoyed the Paula R. Woods Park dedication in July. The park at Lawn and Vine was renamed as a memorial to Paula, a long-term neighborhood resident and former Park Board Member.
- West Lafayette's part of the Wabash Heritage Trail network was completed.
- New trail was also constructed in Tapawingo Park to connect the trail through the park with the existing trail segment along Tapawingo Drive South (to South River Road).
- New trail segments were also constructed along Yeager Road and Cumberland Avenue as part of road renovation projects.
- More than 2,100 youngsters participated in recreation programs: basketball, soccer, volleyball, and tennis camps; swimming and diving lessons at the Municipal Pool; the Playground Program; and grade school basketball.
- Twenty-eight co-ed and nine men's teams competed in the Recreational Softball Leagues, and many senior softball players had fun in their weekly, pick-up games.
- A total of 3,950 people registered for Morton Community Center programs and classes. Registrations increased 7.6% relative to the year before.
- New controls were installed to help improve operation and maintenance of the heating, cooling, and ventilation units in the Morton rooms.
- During the 2011-12 winter season, 14,470 people enjoyed skating at the ice rink.
- The Art on the Wabash event in Tapawingo Park was enjoyed by 34 local artists and hundreds of people appreciating and purchasing works of art on a perfect-weather-day in September.
- Tapawingo Park was also enjoyed by thousands of people during the Taste of Tippecanoe, Stars

- and Stripes, River Fest, and Dancing in the Streets community events in June and July.
- A \$2,000 grant from the Wabash River Enhancement Corporation provided approximately 75% of the costs for native vegetation plantings installed for streambank stabilization in Happy Hollow Park.
- Several thousand visitors from many states and a few foreign countries were able to again enjoy visiting Lilly Nature Center throughout the year.
- The Nature Area received recognition by the National Wildlife Federation as a Certified Wildlife Habitat.

2013

- West Lafayette Parks and Recreation moved the main office from City Hall to 1101 Kalberer Road, their multipurpose building in the north end of Cumberland Park.
- Trail extensions were constructed along Cumberland and Northwestern Avenues, and six miles of new trail were opened as part of the US 231 project. There are now nearly 27 miles of off-the-road, multi-use, paved trails in the West Lafayette Trails Network.
- New trailhead signs were installed along West Lafayette's part of the Wabash Heritage Trail. The trail access information signs, the first ones installed in Indiana, include a Quick Response (QR) code that may be scanned into mobile devices to link to the Trails Guide. With future technology the trail signs may help emergency responders promptly locate anyone injured on the trails.
- Reconstruction of the Ravine Footpath (connecting Salisbury Street with the Wabash Heritage Trail in Happy Hollow Park) was underway.
- More than 2,000 children enjoyed the Playground Programs, summer sports camps, and swimming and diving lessons at the Municipal Pool.
- Twenty-eight co-ed and nine men's teams enjoyed playing in the Recreational Softball Leagues, and the weekly show-up-and-play games for slightly older softball players continue to grow in popularity.
- All of the playgrounds were "top-coated" with safety surfacing; altogether 12 semi truckloads of material were installed.
- The Municipal Pool had a brief and sometimes cool season, closing the Sunday before West Lafayette schools began the fall term; 20,644 people were able to enjoy the public swim sessions.
- 4,000 people of all ages enjoyed the recreation classes and programs offered at the Morton Center.
- Thanks to early and consistent winter weather, Riverside Skating Center was very busy during public skating sessions, and private rental periods were almost completely reserved.
- The Stars and Stripes, River Fest, Dancing in the Streets, and Art on the Wabash events in Tapawingo Park continued to be enjoyed by thousands of people during the summer.
- Celery Bog Nature Area improvement projects included: (1) construction of an outdoor classroom, (2) development of an 840' extension of the footpath, and (3) installation of new landscaping at the entry from Lindberg Road and of 10 trees around the outdoor classroom and along the roadway.
- The West Lafayette Fire Department continued to help conduct prescribed burns to improve the prairie and savanna areas in Celery Bog Nature Area.
- Fall landscaping work added 450 trees, shrubs, and groundcover plants around the City.
- Improvement work was completed at the Municipal Pool to make it the first fully ADA-compliant facility.
- Another significant accessibility improvement was the installation of new equipment to enable people who have hearing devices equipped with a "telecoil" to more fully participate in activities in Lilly Nature Center.

2014

- Janet Fawley took over as acting Parks and Recreation Superintendent after Joe Payne retired from the position he held for 21 years. During that time, the trail system was fully developed, the Riverside Skating Rink was constructed, the Lilly Nature Center and the Celery Bog were purchased and developed, and the Wabash River became the geographical focal point of West Lafayette.
- At the Lilly Nature Center, a rain garden and a test plot of pervious concrete were installed. Both of these demonstration areas show that water can be handled differently. Solar-powered parking lot lights were also installed at the Lilly Nature Center Parking Lot.
- The Parks have been working with both Purdue

students and consulting firms to develop plans that will help reduce erosion at the Celery Bog and Happy Hollow Park.

- The ADA Consultants of Indiana completed its self-evaluation of our programs, services, and activities throughout the city's parks. In addition, we were able to purchase compliant picnic tables for Happy Hollow Park shelters.
- As a stakeholder of the Wabash River, the Department worked directly with the Wabash River Enhancement Corporation (WREC) to restore the streambank. They also helped lead the way to implement, integrate, and educate the public with the West Lafayette Stormwater Pollution Prevention Plan.
- The City of West Lafayette moved some of their offices out of City Hall into the Morton Center. The Department welcomed this additional activity in the Morton Center, however, it was a challenge as the loss of space for classes and rentals reduced revenue and some activities. One of those losses included the Wabash Area Lifetime Learning Association (WALLA) program for seniors.
- The West Lafayette Fire Department provided the Parks Offices and the Morton Center with AED machines. Consequently, all WLPR employees received CPR/AED training.
- Seven different Purdue classes partnered with the Department to develop education posters for outdoor kiosks, develop and publish an "App" featuring the Celery Bog, and to study erosion control measures for Happy Hollow Park and the Celery Bog Nature Area.
- 1,501 people participated in the Swim Safe program at the Happy Hollow Pool.
- 5,110 people participated in programs offered at the Morton Center.
- The Department offered a total of 1,044 classes/programs.
- There were 11,165 shelter/classroom rentals.

2015

- Partnerships were key to the successes of the Department in 2015.
- The Farmers Market at Cumberland Park was a great success all season long. Many vendors and residents enjoyed the constant variety of goods, foods, and music available. The West Lafayette Community School Corporation made facilities and equipment available to us for programs, and those programs provided our children with

learning opportunities that will help get them on the right path in life. The West Lafayette Tree Friends planted and cared for numerous trees this year throughout the entire city – not just in the parks.

- The Department also worked with the Wabash River Enhancement Corporation (WREC) to create a vision for development along the Wabash River now and into the future.
- Purdue University classes and individual students have worked towards erosion control at Happy Hollow Park, education posters that are posted throughout the city's parks.
- In an effort to accommodate the public's needs and interests, the Department started work on updating its 5-year Master Plan. The first public query involved an online survey of those who have participated in programs at the Morton Center; the results were 95% positive. The 5% negative results, provided a list of improvements the Department can make to its programs and services.
- Kevin Noe took over management and operations duties for the West Lafayette Municipal Swimming Pool.
- The Department continued to partner with the West Lafayette Community School Corporation to offer sports camps in the summer and other sports throughout the off-season.
- The Department secured two different grants for 2016. The first grant is from the Community Foundation to purchase a table and slab roller for the pottery studio. The second grant from the Indiana Arts Commission will provide funds for "Arts in the Parks" in which Morton Instructors will teach several mini workshops at the Prophetstown State Park for the Indiana Bicentennial.
- The Department also received a grant from the SIA Foundation to purchase a new Public Address system, and 3 "audio" boxes at the Celery Bog Nature Area. These audio boxes were placed on the trails for trail users to hear about different elements of nature and how to conserve our natural resources. These boxes operate using solar power or a hand crank power station.
- ADA work was completed in restrooms at Happy Hollow Park, Cumberland Park, and the Lilly Nature Center. In addition, sidewalk trip hazards were ground down at Cumberland, Lommel, Peck-Tractman, and University Farms Parks.
- A ravine footpath bridge was constructed.

- Siding repair was completed at the Parks Service Center and the “Cumberland House;” a vacant home on the Cumberland Park property, was demolished to make way for more greenspace.

2016

- In 2016, the Department hired Browning Day Mullins Dierdorf – a multi-disciplinary design and planning firm out of Indianapolis – to help update the city’s Parks and Recreation Master Plan. The former plan was last completed in 2010. Ryan P. Cambridge was the firm’s project manager and lead planner for this effort.
- Programs offered by the Department remained popular in 2016 with 84 people participating in winter basketball, 88 in softball, 300 took tennis lessons, 20 in fall volleyball, and 197 participated in playground programs.
- There were 1,324 summer class participants, 8,746 Morton Center Registrations, and 296 sports camp participants.
- Swim lessons and attendance were both up in 2016, indicating the importance of the City’s pool during the summer months. In addition, Purdue Athletics utilized the City’s pool throughout September to prepare swimmers for their fall competition. In total, 1,704 people participated in swim lessons offered by the Department. To keep up with the use, the diving board was resurfaced and the entrance hardscape replaced.
- Riverside Skating Center had a successful year with 12,638 visitors.
- Added a new playground at Cumberland Park; existing abandoned residential house was also demolished, making way for new park land.
- The Department worked with the Roy Whistler Foundation to plan, construct and dedicate a new observation deck at the Celery Bog Nature Area.
- West Lafayette Parks & Recreation Department also connected to other Indiana Parks Departments last summer to utilize the Google Trekker, which will give trail users a street level view of all city trails which will be available for public viewing sometime in 2017.
- The Department’s connections with Wabash River Enhancement Corporation and the Boiler Green Initiative, helped us to install a new rain garden at Morton Community Center’s parking lot.
- The Parks Board adopted a policy making all city-owned park sites smoke-free.
- Public art provides connections to our hearts and souls. This year, the West Lafayette Public Arts Team dedicated the “Heron” at the entrance to the Celery Bog Nature Area.
- 13.5 acres of land was donated by Lynn Cason to become a new city park which will house the relocated historic Morris Schoolhouse. Plans for the park will center on the Schoolhouse, as well as achieve some of the needs identified in this planning process.
- The Department installed five (5) Little Free Libraries at park sites across the City.
- The Happy Hollow Ravine Foot-path (boardwalk) from Salisbury/Grant St. entrance into Happy Hollow Park was completed.
- The Department resealed approximately two miles of trail from Lindberg Rd. to Pickett Park.
- The Master Gardeners that oversee the Community Garden at Cumberland Park completed improvements to address some high priority ADA compliance issues.
- The Department installed Farmers Market upgrades including adding electricity, lighting, new shrubs and trees.
- Drinking fountains were added at the Cumberland Park North and South restrooms and the interior of Riverside Skating Center was painted.
- The City of West Lafayette along with the Parks Department worked with Purdue to install three (3) additional Zagster bike share stations at Tapawingo Park, Brown Street & River Road, and the West Lafayette Public Library.
- 2016 saw record breaking attendance for Family Fun Day with over 700 people participating. Special performances along with Morton instructors gave instruction and information on Tai Chi, Belly Dance, Art, Chess, and more!
- The Department benefited significantly from 2,265 volunteer hours, valued at \$50,000.



1.3 purpose of the plan

1.3.1. What is a Parks System Plan?

A parks and recreation system master plan is a guiding document that seeks to evaluate, analyze, and strategically plan the long-term development of the City's parks and recreation system to ensure that it is meeting the identified goals and objectives of the City, and is providing equitable, sufficient, and efficient services to its residents.

The result of this planning process is a living document which serves as the most consolidated and authoritative source for information related to the City's parks and recreation system.

1.3.2. Why Plan?

The development of a parks system master plan is one of the most important and impactful planning processes a City can undertake because the benefits it yields have the ability to transcend many of the City's existing physical and operation systems, and have a tangible impact on many residents' daily lives.

In the modern era, parks must be thought of as more than just "fields and facilities," they are far too important to be in such a small box. A city's parks system often serves as the "gatekeeper" for its community image and overall quality of life. This role is critically important today, more than ever, as people are choosing where to live and work based on quality of life provided by a community, rather than on what jobs and/or industries may be located within that community. To remain competitive in securing both jobs and residents (both current and future), the

City must embrace the role of quality of life – and parks – in community-wide economic development.

As John Crompton notes in his book "Community Benefits and Repositioning: The Keys to Park and Recreation's Future Viability," a well-planned and designed parks and recreation system also has the ability to increase a community's economic, environmental, and social sustainability (Crompton, 2007); something few traditional planning processes achieve. To put further pressure on the system, parks and recreation departments nationwide are now finding themselves on the front-lines of the battle to improve community health by combating obesity, promoting healthy lifestyles, and increasing connectivity. What was in the past the management of "fields and facilities," the objectives of modern parks systems now also encompasses social justice, multi-faceted sustainability, and community-wide economic development to name only a few.

The City of West Lafayette is projected to continue growing in the coming years, and without proper planning, will struggle to provide its increasing population with the same parks and recreation level of service it is currently providing its existing residents. If the level of service drops, so will quality of life. To remain competitive as a high-quality place to live, work, and play, the City must continue to provide a sufficient and equitably distributed supply of high-quality parks and recreation facilities, programs, and services.

This plan – when coupled with appropriate action on behalf of the City and its residents – will help ensure West Lafayette becomes one of the most desirable and livable communities in Indiana.

1.3.3. More Than Just Parks!

It is important to note that while this is a “parks and recreation” master plan, it takes into account the many systems – both physical and operational – which form the framework of the City’s public realm; the interstitial network of public and quasi-public spaces which link together the various neighborhoods and districts of the City. Examples of these systems include parks and public spaces, natural lands, transportation systems, bikeways/ trails, and civic and cultural destinations.

The thoughtful planning and design of the public realm is of significant importance because of its influence on overall quality-of-life and user experience. Every resident and visitor to the City of West Lafayette will interact with the public realm multiple times on any given day; it will be the first thing people experience upon arrival, and the last impression on departure.

A well-designed and implemented public realm system, complete with networks of streetscapes, parks, trails, public places, and natural areas, serves as the framework for the various types of development and land uses found in the City, thus helping to ensure a similar experience and quality of life across its entirety.

Although the City may not have full control over how each and every parcel is developed, they do have significant control over the public realm, making it one of the City’s most important assets.

1.3.4. Relationship to Other Planning Efforts

The City of West Lafayette Parks and Recreation System Master Plan is just one of several planning processes which seek to guide the overall



Figure 1.3: Children playing in the creek at Happy Hollow Park (WLPRD, 2017).



developmental trajectory of the City of West Lafayette, however, it is intended to serve as the single most authoritative source for information specific to West Lafayette's parks, recreation, and open space system.

In addition to making its own observations and recommendations, this plan seeks to identify, vet, and prioritize relevant parks and recreation-specific recommendations found across a multitude of existing city planning processes. Examples of relevant plans and planning processes where coordination and/or research was anticipated by the Project Team include:

- West Lafayette Trails Master Plan
- 2010-2014 Parks Master Plan
- State Street Master Plan
- City of West Lafayette ADA Transition Plan
- 2014 Urban Forestry Report

In addition, this planning effort is acknowledging and seeking to further the aligned objectives found within relevant regional planning processes developed key community partners, including but not limited to the Tippecanoe County Area Plan Commission (APC), the Wabash River Enhancement Corporation (WREC), Purdue University, and the State of Indiana. Examples of relevant plans and studies include:

- Two Cities, One River: Master Plan for the Wabash River Urban Corridor (WREC)
- 2006 Living Laboratories on the Wabash Survey (WREC)
- 2009 Views on the Wabash River Survey (WREC)
- 2016 Indiana State Comprehensive Outdoor Recreation Plan (Indiana Department of Natural Resources)
- 1997 Tippecanoe County Bicycle and Pedestrian Plan (APC)
- 2007 Public Participation Plan (APC)
- Tippecanoe County Comprehensive Plan (APC)
- Purdue University West Lafayette Campus Master Plan
- Purdue University Bicycle and Pedestrian Plan



1.4

planning process and methodology

1.4.1. There is no Silver Bullet!

There is no “one size fits all” approach to parks system planning because no two communities are the same. Each community must select an approach and methodology which will best achieve their desired end result.

The approach utilized to develop this master plan was both collaborative and linear in nature, beginning with discovery and visioning at the macro-level, which informed the site and program-specific recommendations at the micro-level. The Project Team worked intentionally and diligently throughout the planning process to build consensus amongst the project stakeholders by incorporating multiple engagement points in each key phase of the project.

This plan is anchored in detailed analysis, hands-on Client interaction, meaningful public involvement, and broad community support. The recommendations are both visionary and actionable, each supported by a realistic implementation strategy. Following are summarized descriptions of each of the five (5) core phases of the planning process.

1. Discover: Goals and Outcomes

The Master Planning process began with a “Discovery” effort, during which the Project Team met with the representatives from the City and key project stakeholders in a collaborative setting to better understand the project’s guiding goals and objectives, and to establish metrics against which success could be gauged.

2. Evaluate: Existing Conditions Analysis

The Existing Conditions Analysis process represents the comprehensive inventory, evaluation, and analysis of the City’s existing parks and recreation system. During this phase of the process, the Project Team visited and evaluated each of the City’s existing parks, documenting the quantity, location, and condition of individual facilities. Private recreation facilities were also inventoried and analyzed to the greatest degree possible. In addition, a better understanding of resident lifestyles was obtained through the completion of a community profile (demographics), and trends analysis. This data was then assimilated in a uniform project base map that was utilized throughout the life of the project.

3. Engage + Analyze: Mixed-Methods Needs Assessment

The Needs Assessment process utilized a variety of triangulated analysis techniques - qualitative, quantitative, and anecdotal - to understand the needs and priorities of the City’s residents and the physical system as a whole. Examples of these techniques included a review of programs and events, level of service (LOS) analysis, and a community survey (conducted by the Purdue Extension).

During the Needs Assessment process, the Project Team – assisted by the Purdue Extension - engaged both the City and the community at-large by using a variety of public involvement technique such as collaborative workshops, public presentations, stakeholder interviews, public surveys, and a dynamic web-based public engagement platform (www.wlparks.mysidewalk.com).



Figure 1.4: Diagram illustrating the five (5) core phases of the planning process.

Having a detailed and accurate understanding of both needs and priorities will help to ensure that every dollar spent towards implementing the Master Plan Vision provides the most benefit possible for the City’s residents, and serves as the decision-making framework for the Vision to follow.

4. Envision: Master Plan Vision

Once community needs and priorities were understood, the Project Team spent an equal amount of time and effort developing creative, innovative, and sustainable solutions which respond to them. The foundation of this “visioning” effort was established in a participatory, workshop setting in the City of West Lafayette. The input gained from the Visioning Workshop informed the multiple initiatives and recommendations found in the Master Plan Vision,

including those associated with existing parks/ programs, new parks/programs, natural lands, trails, and quality of life.

5. Implement: Action Plan

A master plan is only as realistic as its implementation strategy! After a Master Plan Vision was established, the Project Team took the time to understand the costs and challenges associated with its long-term implementation. As is the case with the majority of communities, the cumulative cost of the Vision exceeded the resources available at time of the planning process. Anticipating this, the Project Team worked to establish a phased and prioritized action plan that will allow for short-term progress towards long-range goals and identified alternative funding approaches to help further facilitate implementation.

1.4.2. From the Perspective of “Place”

Unfortunately, when it comes to the public realm, not all “spaces” – or parks for that matter - end up becoming true “places” that have the ability to increase a community’s quality of life, health, and economic development. To attempt to buck this trend, this planning process was approached with a placemaking-based methodology. According to the Project for Public Spaces (PPS), “placemaking” is more than just better planning:

“Placemaking is a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, Placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.”

(Project for Public Spaces)

With community-based participation at its center, an effective Placemaking process capitalizes on a local community’s assets, inspiration, and potential, and it results in the creation of quality public spaces that contribute to people’s health, happiness, and well-being. A great public space cannot be measured by its physical attributes alone; it must also serve people as a vital community resource in which function always trumps form. When people of all ages, abilities, and socio-economic backgrounds can not only access and enjoy a place, but also play a key role in its identity, creation, and maintenance, that is when we see genuine Placemaking in action” – (Project for Public Spaces, 2016).

A placemaking approach that is grounded in collaborative stakeholder involvement produces solutions that involve and integrate all components of a community, from the built environment to the numerous interstitial spaces of the “public realm” where residents spend a large portion of their daily lives. If the City of West Lafayette is to be one of the most livable “people places” in the region, then it’s planning and design processes must be people-led

with placemaking at their core. Absent of community support and participation, even good planning and design do not guarantee that a “space” will become a true “place.”

1.4.3. Play. Learn. Achieve. Nurture.

Early in the process, the Project Team worked with the City to establish a creative and energizing “brand” for the Master Plan in an effort to help generate visibility and excitement for – and subsequent increased engagement with - the planning process.

For this planning effort, the City chose the theme of “Play. Learn. Achieve. Nurture.” to brand the process. These action verbs were important to the identity and mission of the Department, and help articulate that the City’s parks are about much more than just play alone; they are vital pieces of community infrastructure which serve to increase quality of life, personal development, education, and community health and wellbeing. This plan reiterates and supports that notion.

In addition to its incorporation within promotional and advertising material, this brand was also integrated into the project-specific website where residents could track the progress of the plan, review draft documents and presentations, and engage in discussion in real-time throughout the life of the planning process.

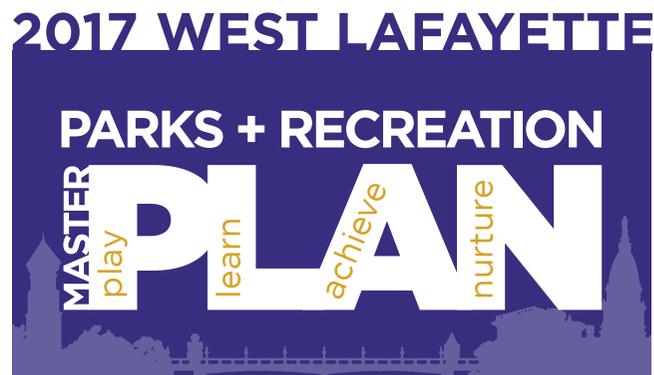


Figure 1.5: Plan “brand” image.

02

existing conditions analysis





2.1

planning area overview

2.1.1. Planning Area Description

The City of West Lafayette is located in Tippecanoe County, Indiana along the northwestern banks of the Wabash River, and approximately three (3) miles west of Interstate 65. The geographic planning area for this master plan is defined by the municipal boundary and totals approximately 7.6 square miles. The City is also home to Purdue University, one of the state's largest and oldest land-grant universities with a student population of almost 40,000.

In 2014, the City annexed approximately 5,000 acres of unincorporated land to the west of the city with the intent to help foster future economic growth (City of West Lafayette). This annexation encompassed the entirety of Purdue University's campus and its affiliate sites, as well as undeveloped parcels located along the US231 corridor. The complete planning area, including the newly annexed portions of the City, is illustrated in Figure 2.1.

2.1.2. Natural Features and Landscape Topography

The City of West Lafayette enjoys a unique geographic location which includes a balance of both level and rolling terrain. The majority of the city is fairly flat, which provides multiple potential sites for future recreation facilities. In contrast, Happy Hollow Park and the eastern edge of the city that borders the Wabash River have dramatic changes in elevation. While potentially problematic for traditional development, these areas can be ideal locations for hiking and biking trails, natural areas, water

conveyance, and other low-impact functions and facilities.

Soils

The dominant soil types found within the city are primarily variations of silt loam. A common silt loam for the area is the Urban land-Miami Complex, which can be characterized as moderately well drained soils with slow permeability and a relatively high water table (Marion County Soil and Water Conservation District, 2005). Silt loams in general are characterized as having smaller particle sizes and slower permeability rate than sands but larger particle sizes and faster permeability rate than clay (NC State University). When considering sport fields and building sites, silt loam's moderately slow permeability rate could provide drainage challenges, however, should still perform better than most clay type soils.

Some of the richest soil in West Lafayette may be found in the 968-acre Cuppy-McClure watershed that flows into Hadley Lake in the northwestern part of the city. The Cuppy-McClure watershed includes Celery Bog, an approximately 100-acre marsh that is the city's most diverse natural feature (City of West Lafayette, 2010).

Additional, more detailed information regarding the various soil types in the city may be found by utilizing the United States Department of Agriculture's "web soil survey" tool online at: <https://websoilsurvey.sc.egov.usda.gov/App/WebSoilSurvey.aspx>.

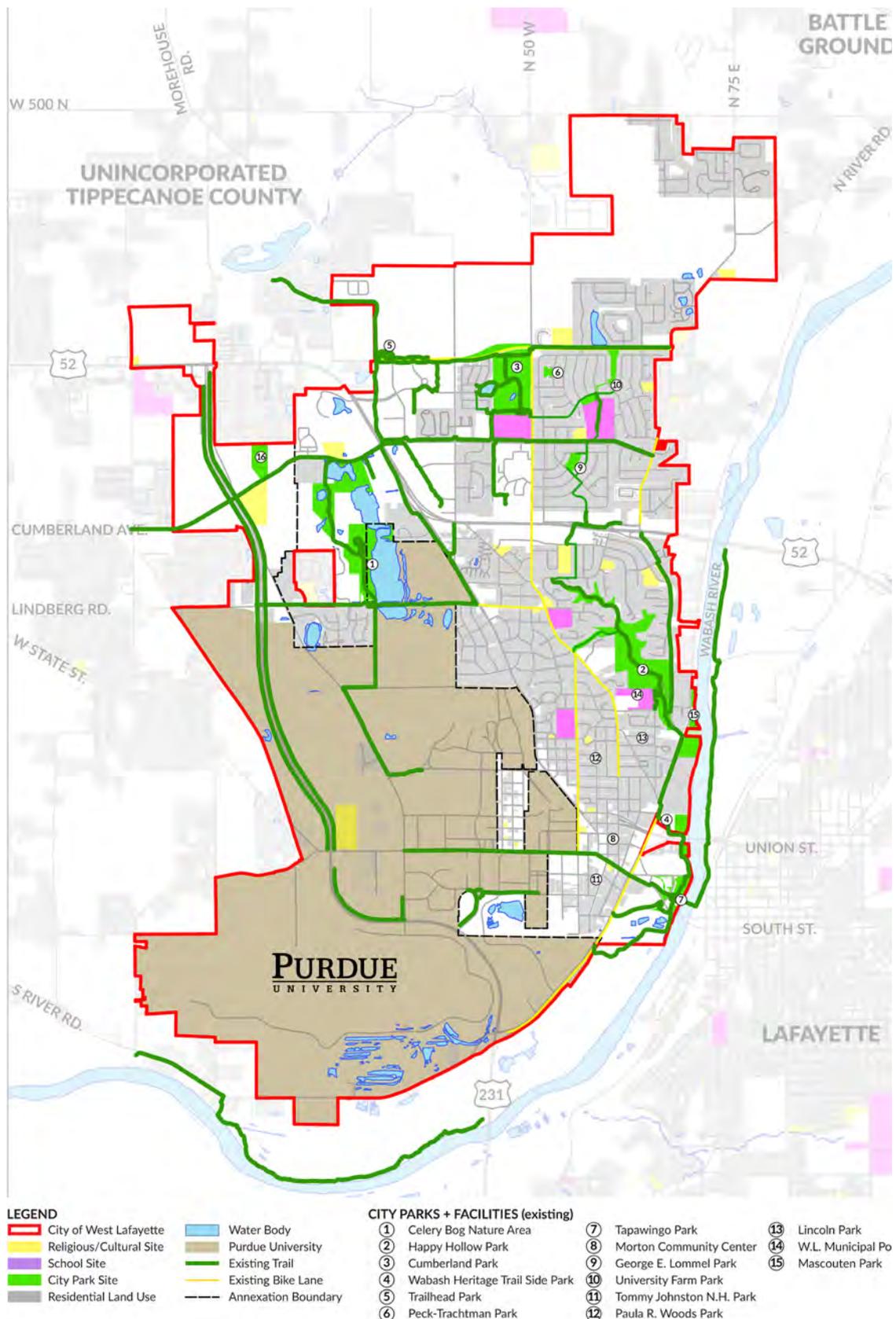


Figure 2.1: Base map illustrating the existing (2016) parks, recreation, and trails system in West Lafayette.

Forest Resources

The city has several unique natural woodland areas located throughout the city that allow residents to view and experience various wildlife habitats and ecosystems. Many of these woodland areas also contain both hard and/or soft-surface trail networks. Happy Hollow Park and the Michaud-Sinninger Woods Nature Preserve (located in Cumberland Park), are two of the most densely wooded park areas in the system, and contain a wide array of native plant species. The Celery Bog Nature Area offers approximately 195 acres of wetland habitats, including Scifres-Maier Woods Nature Preserve. The low lying areas along the banks of the Wabash River at Mascouten Park and Tapawingo Park both provide additional woodland and wetland habitat.

In addition to the City's facilities, Purdue University's entire campus is managed as an arboretum; a living laboratory with hundreds of identified tree and woody plant species spread across the campus. The 24 acre Horticulture Park – one of the densest collections of woody plant material on campus - is home to over 300 different types of trees and plants (The Purdue

Arboretum, n.d.). Regardless of ownership, all of these areas provide - or could facilitate - excellent educational and passive recreational opportunities such as walking/hiking, biking, birding, geo-tagging, adventure play, plant identification, and fishing to name only a few.

Water Resources

Various portions of West Lafayette lie within the Wabash River, Burnett Creek and Indian Creek watersheds. The majority of the city sits above the floodplain of the Wabash River, with River Road serving as a delineator between the city and the floodplain areas. The eastern edge of the city, between River Road and the Wabash River to the east is prone to significant flooding. Both Tapawingo Park and Mascouten Park fall within this zone; when updated, the design of these parks should anticipate, and mitigate, the impacts of regular flooding.

Several of the City's park sites are either home to – or adjacent to – significant water resources. An example being Happy Hollow Park, which lies within a major lateral ravine that drains into the Wabash River.



Figure 2.2: View across the Celery Bog at the Celery Bog Nature Area (WLPRD, 2017).

Through extensive work on behalf of the City and the community at large, the wetland basin hydrology of the Celery Bog Nature Area was essentially restored to “pre-settlement” conditions by 2004. The 100-acre marsh, located near the center of a 900-acre drainage basin, is controlled by an outlet drainage tile and the Cuppy-McClure Ditch leading to Hadley Lake. Water-based recreational facilities or programs are currently not programmed on the Celery Bog wetland waterbody.

For water-based recreation opportunities, residents have direct access to the Wabash River via the boat ramps at Mascouten Park and Tapawingo Park, the City’s only fully developed riverfront park. Tapawingo Park provides visitors with access to over 2,000 feet of shoreline, as well as a public boat launch and storage facilities. This park also serves as the “home” for Purdue University’s rowing teams, with both practice and competition activities taking place on the river.

2.1.3. Man-made, Historical, and Cultural Assets Transportation Infrastructure

West Lafayette benefits from a well-connected roadway network, composed of a combination of major interstates, state roads, and local streets. One of the most notable network connections is that of Interstate

65 (I-65) to the east of the city. I-65 connects West Lafayette south to Indianapolis, and north to Chicago. In addition, State Road 52 (SR-52) is a major east-west thoroughfare through the city, linking it to I-65 to the east and leads to Illinois to the west. State Road 231 (SR-231) runs north-south along the western edge of the city connecting to State Road 51 north of the city and eventually Interstate 74 to the south. Two major bridges, located along Old U.S. 231 and South Street, link the City of West Lafayette over the Wabash River to Lafayette and are heavily traveled. Numerous collector streets provide easy access from these major thoroughfares to many of the City’s larger community parks, the downtown, neighborhoods, and Purdue University.

Industries and Employers

West Lafayette is home to Purdue University; the largest employer in Tippecanoe County with over 13,000 employees. Purdue Research Park, the largest university-affiliated research park in the country, is also found within the city limits (Purdue Research Foundation, n.d.). The Purdue Research Park is home to many different companies centered on innovation and technology, who together help attract an innovative job pool for West Lafayette. Beyond the University, there are several large corporations located in the greater Lafayette/West Lafayette region who offer many employment opportunities to West Lafayette residents.

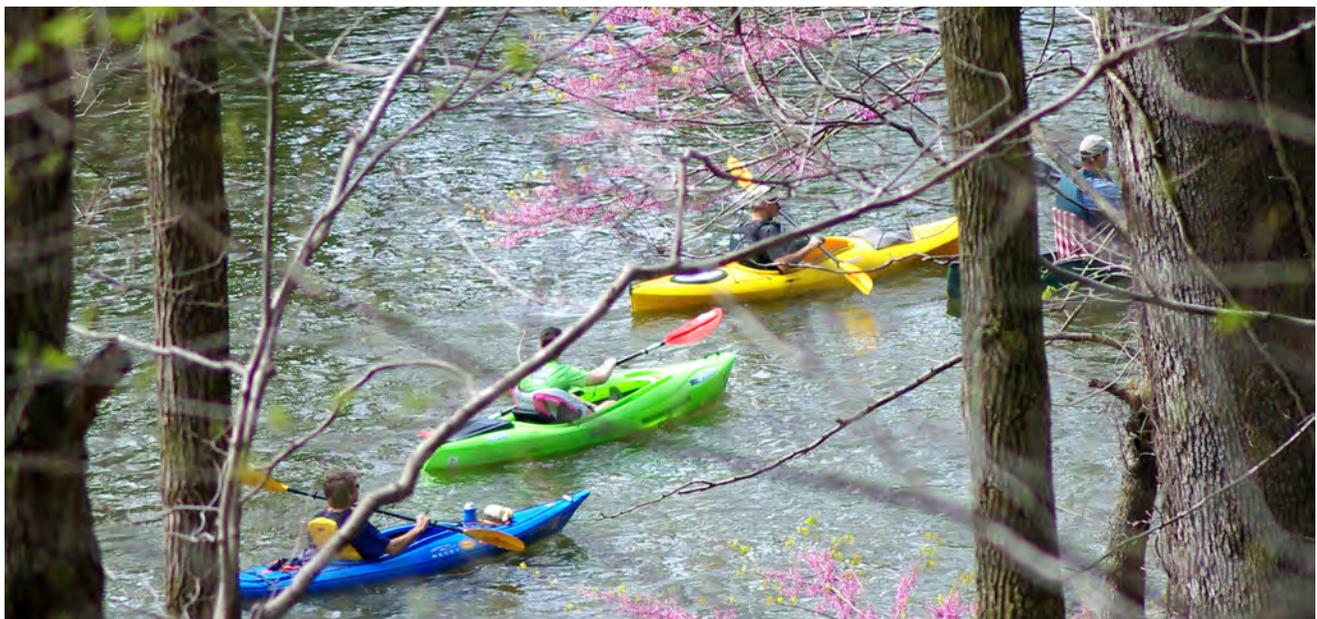


Figure 2.3: People kayaking on the Wabash River (WLPRD, 2017).

part two : existing conditions analysis

Based on data obtained by the Lafayette-West Lafayette Chamber of Commerce, the largest of these employers include (M.B.A. Today, n.d.):

1. Purdue University (13,831)
2. Wabash National Corp (3,100)
3. Greater Lafayette Health Services (2,600)
4. Subaru of Indiana Automotive (2,350)
5. Caterpillar Inc. (1,600)
6. Arnett Clinic (1,291)
7. Tippecanoe School Corp (1,245)
8. Evonik (formerly Lilly Tippecanoe Labs) (1,000)
9. Lafayette School Corp (965)
10. ALCOA (880)
11. Fairfield Mfg. (1,200)
12. Lafayette Venetian Blind (800)
13. State Farm Insurance (692)
14. City of Lafayette (654)
15. Tippecanoe County Government (600)
16. Tate & Lyle (475)
17. Ross Gear Division-TRW (438)
18. Kirby Risk (324)
19. Rea Magnet Wire Corp (220)
20. Chemtura (150)
21. PEFCU (150)

Universities

Purdue University – located in the newly annexed southwestern portion of the City - was founded in 1869 on 100 acres of donated agricultural land. Over the last 148 years, Purdue has grown to become one

of the largest universities in the state of Indiana with a student enrollment of 39,409 students for the fall 2015 semester (Purdue University, 2015). As of the fall of 2015, they employ over 13,000 full-time staff and faculty, making them the largest employer in West Lafayette (Purdue University, n.d.).

As of 2015, Purdue's 18,000 acre campus (including farmland owned by the University) includes nearly 400 buildings totaling approximately 12M square feet. These buildings represent a broad cross-section of architectural styles, from historic to contemporary.

From 2009-2014, the University sponsored approximately \$1.9B in research funding, and the University's economic impact in the state is more than \$4.59B annually (Greater Lafayette Commerce, 2015). Purdue University is also a leader in STEM-based (Science, Technology, Engineering, Mathematics) education, with eight (8) STEM programs ranked in the top ten nationally (Purdue University, n.d.).



Figure 2.4: Pickett Park on Purdue University's Campus.



2.2

community profile

2.2.1. Methodology

This demographic and lifestyle analysis was undertaken to better understand West Lafayette's diverse and growing population, projected trends, and to compare how the City's demographic makeup compares to that of their sister-city of Lafayette, and Tippecanoe County as a whole.

While the demographic analysis is quantitative in nature and lacks psychographic information, it does provide a comprehensive snapshot of who lives in the community based on the latest data available to the Project Team. The data utilized for this analysis was collected from ESRI Community Analyst, the U.S. Census, and from the City of West Lafayette. Unless noted otherwise, data represents information gathered in 2016.

2.2.2. Population

As of 2016, West Lafayette had a population of 45,550 full-time residents, which increased at an average annual rate of 1.61% between 2010 and 2015 (U.S. Census Bureau, 2016). If this annual population increase continues into the future, the City's populace will increase to 49,337 by 2020 and to 57,881 by 2030, representing a total potential population increase of approximately 21.6% over the next 14 years.

When taking into account Purdue's 40,000+ population of students and faculty, it is reasonable to expect that West Lafayette has a significantly larger,

and fluctuating "population," especially during spring and fall semesters.

While the 45,550 figure listed above does include some students and faculty from Purdue University who live permanently – in the eyes of the U.S. Census Bureau – in West Lafayette, there is still a large percentage of the University's population that is not accounted for in the census data. It is possible that, thanks to this fluctuating population, the City's park system sees an increased amount of usage from non-resident Purdue faculty, students, and employees who may either live in West Lafayette for only a portion of the year, and/or may live in one of the adjacent communities. Although not considered true "residents," this group may still utilize the city's parks and recreation infrastructure while in West Lafayette.

It should also be noted that the City of West Lafayette is, by default, the primary recreation provider for the residential communities located to the west and northwest of the city in unincorporated Tippecanoe County. With the exception of Fort Quiatenon to the south, no parks or recreation facilities exist in these areas.

When you combine the fluctuating and transient population of Purdue University with the population of the surrounding, unincorporated communities, the true "picture" of the West Lafayette populace becomes clearer. To the degree feasible, this planning process sought to help better understand the needs of all of these user groups.

2.2.3. Population Distribution

The distribution of the City's 2015 population – the latest for which data was available – shows that over 50% is within the ages of 15 to 24 with a median age of 21.8 (U.S. Census Bureau, 2016).

The prominence of this age group can likely be contributed to Purdue University's vast student population, which amounts to approximately 40,000 full-time and part-time students (Purdue University, 2015). This bulge in West Lafayette's population distribution varies from Lafayette's, which is more balanced between the ranges of 15-24, 25-34, 35-44, 45-54, and 55-64 age groups, with no one age group accounting for more than 20% of the city's population. (U.S. Census Bureau via Community Analyst, 2016).

West Lafayette also has a lower percentage of family households than Lafayette, also likely indicative of the transient population of Purdue students and faculty (U.S. Census Bureau via Community Analyst, 2016). These numbers suggest that the Department should seek to anticipate the recreation-based needs and trends of the 15-24 age group. Additionally, if the city desires to attract or retain a higher percentage of people older than 24, it should plan for what needs and trends are associated with those age groups.

2.2.4. Race

While the majority of the population of West Lafayette has reported their race to be white alone (74.1%), there is a growing population of Asian alone that has increased from 17.3% in 2010 to 19.1% in 2015. This population is expected to continue to increase to 21.3% by the year 2020 (U.S. Census Bureau via Community Analyst, 2016).

Additionally, Purdue University ranks third among U.S. public institutions for international enrollment and first in international students majoring in STEM fields. International undergraduate students account for 17.7% of the total undergraduate population while international graduate and professional students account for 40.3% of the total graduate enrollment. Among all international students, China accounts for 48% of the total population while India is second at

18%. The College of Engineering accounts for 40.6% of all international students' major while the College of Science is second at 16.6% (Purdue University Office of International Students and Scholars, 2015).

Lafayette is also more diverse than the County as a whole, with a growing population of black alone and Hispanic origin populations that are projected to increase by 2020 (U.S. Census Bureau via Community Analyst, 2016). These statistics could suggest that West Lafayette should proactively plan for a more diverse populace and would benefit from understanding what recreational facilities and programs meet the needs and interests of these growing demographics.

2.2.5. Income

Tippecanoe County as a whole, has a higher median household income, average household income, and per capita income than both West Lafayette and Lafayette. Although West Lafayette has the lowest median household income of the three at \$35,257, its average household income and per capita income are higher than Lafayette's. Additionally, about 40% of West Lafayette's population is beneath the poverty level (U.S. Census Bureau via Community Analyst, 2016). This disparity of median household income and average household income is most likely attributed again, to the student population. It is worth noting that even though the student population has a low income, it does not necessarily mean that they lack a comparably high amount of disposable income.

2.2.6. Education

Compared to Lafayette and Tippecanoe County as a whole, West Lafayette's population over the age of 25 is more highly educated. Approximately 42.8% of West Lafayette's population over the age of 25 has a graduate or professional degree, which is notably higher than Lafayette's 9.8% and the county's 16.5%. It should be noted, however, that less than half of West Lafayette's population (40.4%) is over the age of 25 (U.S. Census Bureau via Community Analyst, 2016). Additionally, 27.1% of the City's population has at least a bachelor's degree, which is also greater

than both Lafayette and the County (17.5% and 20.4% respectively).

2.2.7. Housing

West Lafayette has a greater percentage of renter-occupied housing units than owner-occupied housing units (63.7% vs 30.3% respectively), which is in contrast to both Lafayette and Tippecanoe County where the ratio of owner-occupied to renter-occupied housing units is relatively similar; Lafayette has 45.6% owner-occupied and 45.1% renter-occupied while Tippecanoe County has 49.7% owner-occupied and 42.2% renter-occupied.

The total number of vacant units in West Lafayette is lower (6.0%) than both Lafayette (9.3%) and the county (8.0%). Additionally, 10.5% of West Lafayette's population live in "group quarters" (U.S. Census Bureau via Community Analyst, 2016). Group quarters are defined as college/university housing, correctional facilities, care facilities, military facilities, and other non-institutional facilities or emergency shelters (U.S. Census Bureau, 2010). The higher percentage of renter-occupied housing units and population living in group quarters most likely correlates to the presence of the large student population and its associated multi-family and/or dorm-style housing units.

Despite the lower median household incomes of West Lafayette residents, the median home value and average home value for owner-occupied units for West Lafayette (\$220,506 and \$265,945 respectively) is significantly higher than Lafayette's (\$133,658 and \$169,818) and the County's (\$169,818 and \$204,787) (U.S. Census Bureau via Community Analyst, 2016).

Home values are a reliable indicator of neighborhood quality and stability, housing affordability, and wealth. The comparably high home values in West Lafayette likely correlate with a high level of neighborhood quality, and in-turn a comparably high quality of life. The flip side of the coin could also suggest that the increasing home values may make it difficult for some lower-income residents to remain in the homes they are in, and/or may limit the growth of the city if affordable housing options are lacking.

2.2.8. Lifestyle Profiles Methodology

Lifestyle assessments differ from traditional, strictly census-based, demographic assessments by looking at both demographic and socioeconomic datasets. The result is a more fine-grained analysis which provides insight into diverse population groups.

For the purposes of this analysis, the Project Team utilized Esri's Tapestry Segmentation to help identify the lifestyle choices and behaviors of the various populations. Esri's Tapestry Segmentation is a sophisticated market segmentation system that identifies consumer markets, matching consumer traits with geographic areas and populations. These segmentations are classified into 67 unique market segments, each of which can be grouped into 14 overarching LifeMode Groups, or into 6 urbanization groups.

Each market segment identifies a particular population's demographic profile and socioeconomic characteristics. The Tapestry Segmentation makes use of several cluster analysis methods and data from multiple respectable sources including Census 2010, The American Community Survey, Esri's demographic updates, Experian's ConsumerView database, and consumer surveys (Esri, 2015).

Tapestry Segmentation:

The tapestry segments for West Lafayette are listed below, in order of predominance.

1. Dorms to Diplomas – 49.2%
2. In Style – 20.0%
3. College Towns – 10.0%
4. Bright Young Professionals – 6.8%
5. Emerald City – 6.7%
6. Professional Pride – 4.4%
7. Comfortable Empty Nesters – 2.9%

(Esri, 2016)

Following are graphic summaries – created by Esri – of each of the top three Tapestry Segments found in West Lafayette, which together represent almost 80% of the city's population. Additional information on all tapestry segments can be found by visiting Esri's website at www.esri.com/landing-pages/tapestry.



LifeMode Group: Scholars and Patriots Dorms to Diplomas

14C

Households: 589,000
Average Household Size: 2.20
Median Age: 21.5
Median Household Income: \$17,000

WHO ARE WE?

On their own for the first time, *Dorms to Diplomas* residents are just learning about finance and cooking. Frozen dinners and fast food are common options. Shopping trips are sporadic, and preferences for products are still being established. Many carry a balance on their credit card so they can buy what they want now. Although school and part-time work take up many hours of the day, the remainder is usually filled with socializing and having fun with friends. They are looking to learn life lessons inside and outside of the classroom. This is the first online generation, having had lifelong use of computers, the Internet, cell phones, and MP3 players.

OUR NEIGHBORHOOD

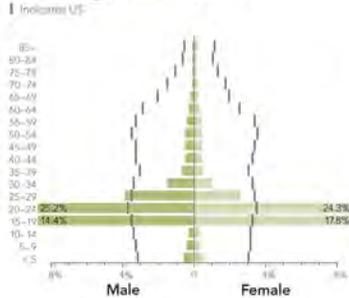
- Mix of dorms, on-campus and off-campus housing cater to young renters.
- Off-campus householders are commonly students living alone or with roommates; average household size is 2.2.
- 80% of the housing are apartments; many older homes in town have been converted into multifamily living units.
- With limited parking on campus, many walk, bike, or car pool to class.
- Only one in ten homes are owner occupied.

SOCIOECONOMIC TRAITS

- They're the youngest market with half of the population aged 20–24.
- They're impulse buyers who experiment with different brands.
- They buy trendy clothes on a budget.
- Vehicles are just a means of transportation—economy and environmental impact are factors in purchases; used, imported subcompact cars are a popular choice.
- They value socializing, having fun, and learning new things.
- They're always connected; their cell phone is never out of reach.

AGE BY SEX (Esri data)

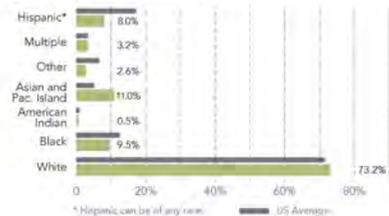
Median Age: 21.5 US: 37.6



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 52.5 US: 62.1



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

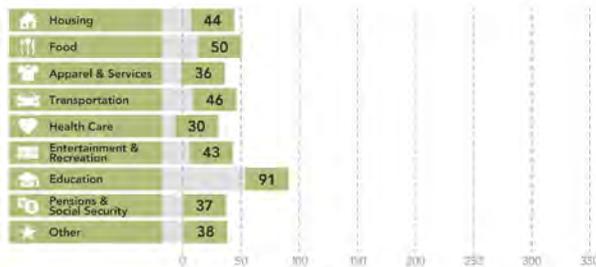


Median Net Worth



AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

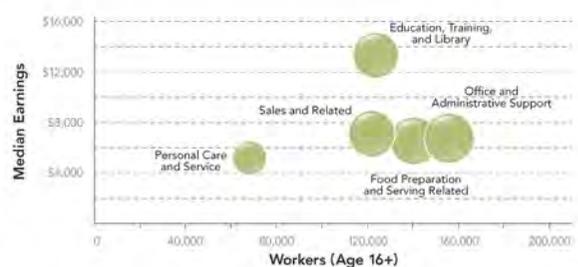


Figure 2.5: Graphic summary, created by Esri, of the lifestyle characteristics of the Dorms to Diplomas tapestry segment (Esri, 2014).

part two : existing conditions analysis

MARKET PROFILE

- They enjoy going out to bars for drinks and maybe a game of billiards.
- With little experience cooking, fast food and frozen dinners are the "go-to" choices.
- Appearance and fashion preferences come from magazines; hair color and teeth whiteners are commonplace.
- They listen to all the latest music on mobile MP3 players.
- They're very active, participating in many sports, especially yoga.
- Use a computer for just about everything including news, entertainment, shopping, blogging, social media, TV, movies, and homework.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Multiunit Rentals

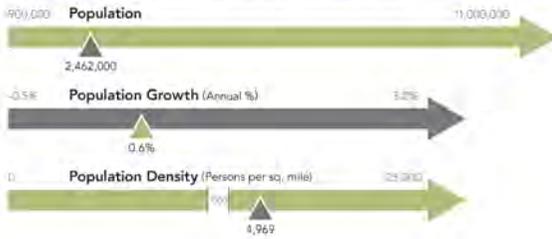
Average Rent:
\$990

US Average: \$910



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



SEGMENT DENSITY

This map illustrates the density and distribution of the *Dorms to Diplomas* Tapestry Segment by households.



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Figure 2.6: Graphic summary, created by Esri, of the lifestyle characteristics of the Dorms to Diplomas tapestry segment (Esri, 2014).



LifeMode Group: GenXurban
In Style

5B

Households: 2,675,000
Average Household Size: 2.33
Median Age: 41.1
Median Household Income: \$66,000

WHO ARE WE?

In Style denizens embrace an urbane lifestyle that includes support of the arts, travel, and extensive reading. They are connected and make full use of the advantages of mobile devices. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for their retirement.

OUR NEIGHBORHOOD

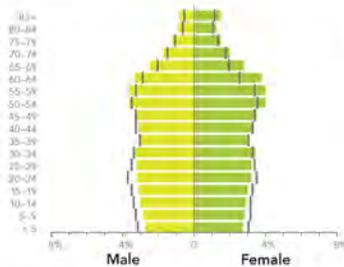
- City dwellers of large metropolitan areas.
- Married couples, primarily with no children (Index 112) or single households (Index 109); average household size at 2.33.
- Home ownership average at 69% (Index 108); more than half, 51%, mortgaged (Index 112).
- Primarily single-family homes, in older neighborhoods (built before 1980), with a mix of town homes (Index 133) and smaller (5–19 units) apartment buildings (Index 110).
- Median home value at \$213,500.
- Vacant housing units at 8.8%.

SOCIOECONOMIC TRAITS

- College educated: 46% are graduates (Index 162); 75% with some college education.
- Low unemployment is at 5.6% (Index 65); higher labor force participation rate is at 68% (Index 108) with proportionately more 2-worker households (Index 112).
- Median household income of \$65,600 reveals an affluent market with income supplemented by investments (Index 143) and a substantial net worth (Index 179).
- Connected and knowledgeable, they carry smartphones and use many of the features.
- Attentive to price, they use coupons, especially mobile coupons.

AGE BY SEX (2014, Census)

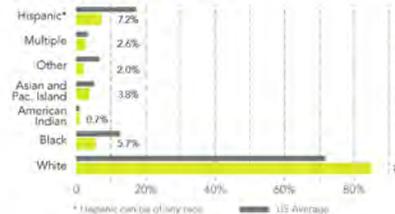
Median Age: 41.1 US: 37.6
 | Indicates US



RACE AND ETHNICITY (2014, Census)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 36.9 US: 62.1



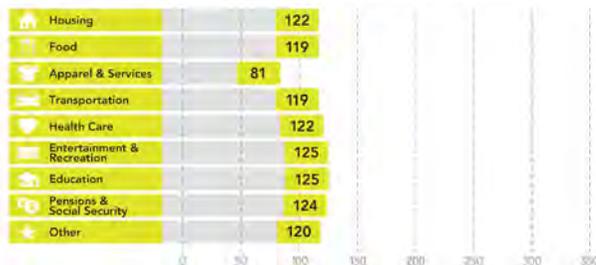
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.



AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

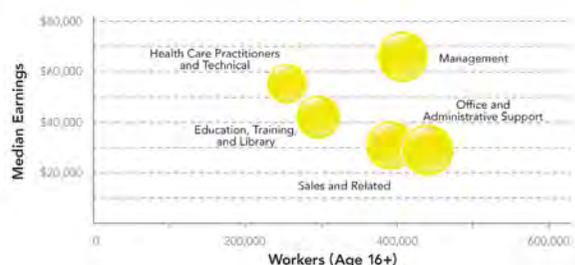


Figure 2.7: Graphic summary, created by Esri, of the lifestyle characteristics of the In Style tapestry segment (Esri, 2014).

part two : existing conditions analysis

MARKET PROFILE

- Partial to late model SUVs or trucks.
- Homes integral part of their style; invest in home remodeling/maintenance, DIY or contractors; housekeeping hired.
- Prefer organic foods, including growing their own vegetables.
- Financially active, from a variety of investments to home equity lines of credit.
- Meticulous planners, both well insured and well invested in retirement savings.
- Generous with support of various charities and causes.
- Actively support the arts, theater, concerts, and museums.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Single Family

Median Value:
\$214,000

US Median: \$177,000



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



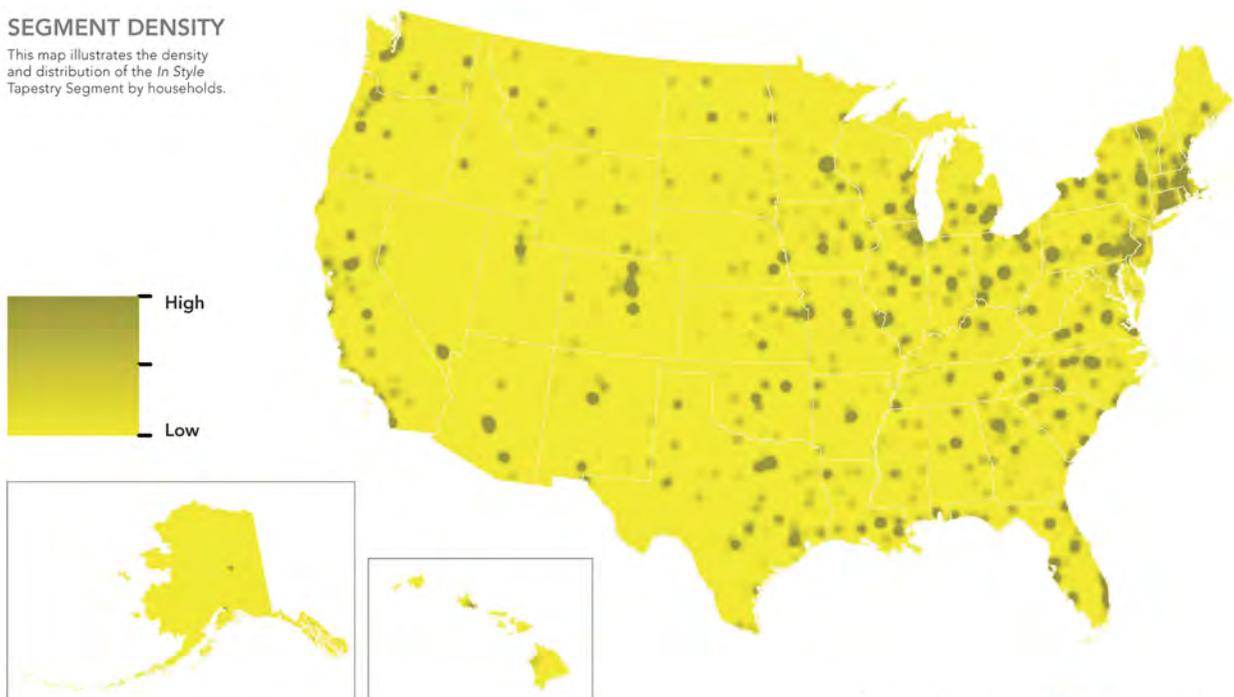
ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



SEGMENT DENSITY

This map illustrates the density and distribution of the In Style Tapestry Segment by households.



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Figure 2.8: Graphic summary, created by Esri, of the lifestyle characteristics of the In Style tapestry segment (Esri, 2014).



LifeMode Group: Scholars and Patriots College Towns

14B

Households: 1,104,000
Average Household Size: 2.12
Median Age: 24.3
Median Household Income: \$28,000

WHO ARE WE?

About half the residents of *College Towns* are enrolled in college, while the rest work for a college or the services that support it. Students have busy schedules, but make time between studying and part-time jobs for socializing and sports. Students that are new to managing their own finances tend to make impulse buys and splurge on the latest fashions. This digitally engaged group uses computers and cell phones for all aspects of life including shopping, school work, news, social media, and entertainment. *College Towns* are all about new experiences, and residents seek out variety and adventure in their lives.

OUR NEIGHBORHOOD

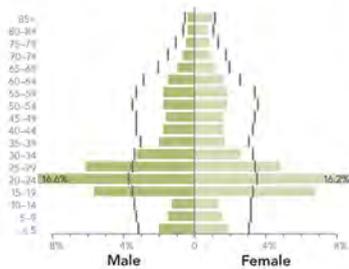
- These are nonfamily households with many students living alone or with roommates for the first time.
- This segment is a mix of densely developed student housing and dorms with local residences.
- Off-campus, low rent apartments comprise half of the housing stock.
- Over three-quarters of the households are renter occupied, with one in ten remaining vacant.
- One-third of homes are single family; mostly occupied by local residents who own their homes.
- This market is bike and pedestrian friendly.

SOCIOECONOMIC TRAITS

- Their limited incomes result in thrifty purchases.
- They do not eat the healthiest foods, nor do they see a doctor regularly.
- They dress to impress with the latest fashions of the season.
- They prefer environmentally friendly products and vehicles that get good gas mileage.
- They're heavily influenced by celebrity endorsements and trends in magazines.
- They feel anything that can be done online is easier than in person.
- They have liberal political views.

AGE BY SEX (Esri data)

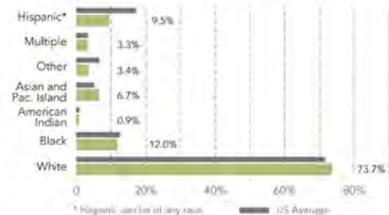
Median Age: 24.3 US: 37.6
I indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 53.5 US: 62.1



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

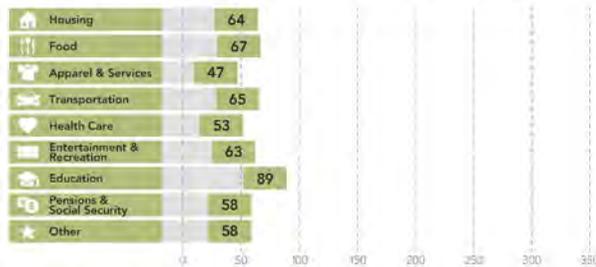


Median Net Worth



AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.

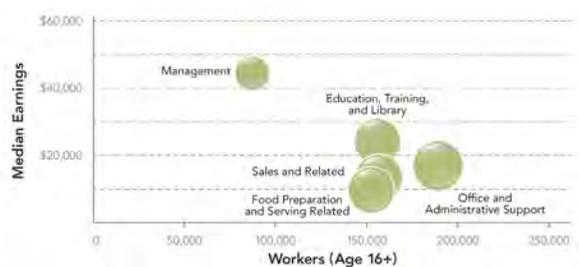


Figure 2.9: Graphic summary, created by Esri, of the lifestyle characteristics of the College Towns tapestry segment (Esri, 2014).

part two : existing conditions analysis

MARKET PROFILE

- Own a laptop and a portable MP3 player.
- Watch movies and TV programs online; MTV and Comedy Central on TV.
- Use the Internet for social media connections, blogging, paying bills, and downloading music.
- Have cell phones only (no landlines) and enjoy customizing them.
- Popular activities: backpacking, Pilates, and Frisbee.
- Go out to the movies and out for drinks.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Multiunit Rentals;
Single Family

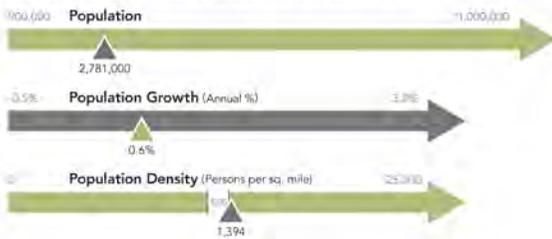
Average Rent:
\$890

US Average: \$990



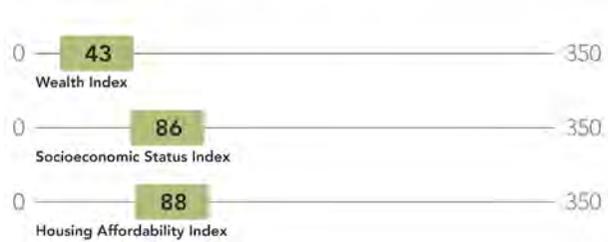
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



SEGMENT DENSITY

This map illustrates the density and distribution of the College Towns Tapestry Segment by households.



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Figure 2.10: Graphic summary, created by Esri, of the lifestyle characteristics of the College Towns tapestry segment (Esri, 2014).

2.2.9. Implications

West Lafayette's age distribution is considerably weighted towards a younger population between the ages of 15-24, which can likely be attributed to Purdue's presence in the city. As such, the Department should pay close attention to the recreation-based trends of those age groups; additional information on recreation trends can be found in Section 2.3 of this report.

When looking at West Lafayette as a whole, the high percentage of the population with a graduate or professional degree as well as a high median home value indicate that the City has a populace that is highly educated with some wealth. When the non-resident population of Purdue University is factored in, the actual cross-section of the West Lafayette populace is increasingly diverse and young.

Additionally, the comparably high home values in West Lafayette are a reliable indicator of neighborhood quality and stability, housing affordability, and quality of life, however, if housing prices continue to increase disproportionately with income, some lower-income residents may no longer be able to afford to live in the City. If these residents relocate outside of the City into the adjacent, more affordable, communities in unincorporated Tippecanoe County, they will likely still continue to utilize the City's parks and recreation facilities and programs despite no longer being "tax-paying" residents. On a large scale, this represents a particularly challenging scenario for the Department (see Section 2.2.2).

Another notable collateral effect of Purdue – and it's expectantly transient student population – is the combination of a high percentage of renter-occupied housing



Figure 2.11: Participants take part in the annual Naturalization Ceremony, an integral part of Global Fest (WLPRD, 2017).

units and comparably low median household and per capita income.

As the title suggests, a transient population is continually changing. In the case of a college town, this turnover is in 2-6 year cycles. This turnover means that the needs of this population – which is typically less "invested" in the city in which they reside – will be continually changing, making pinpointing needs more difficult.

part two : existing conditions analysis



contributing financially – via taxes – to their ongoing maintenance, operations, and development in an equitable fashion.

Another unique attribute of college towns is their ethnically and racially diverse population of both students and faculty. Having a uniquely diverse demographic means that the Department must proactively anticipate potential recreation needs and trends which are likely different than the perceived status-quo of similarly-sized communities in the region who lack this international presence.

The Department must seek to better understand the recreation-based need of both their full-time residents and the transient Purdue population, which is almost equal in size. The City must take into account the needs of both of these groups when making decisions related to parks and recreation in West Lafayette, however, they must also couple that knowledge with the understanding that the majority of the Department's operating funds come from the tax-paying, permanent residents of the City. These challenges are not unique to West Lafayette, but rather are experienced by many departments who find themselves trying to manage systems in “college towns.”

The presence of the University creates a unique operating environment for the Department; one filled with both opportunities and constraints. Even though Purdue students and faculty have access to recreational facilities and programs provided by the University, its highly likely that they utilize the City's facilities as well, especially those closest to campus. Increased usage of parks, programs, and facilities is generally regarded as a good thing, however, the overwhelming majority of these students do not likely have full-time jobs, and/or may not live in the City of West Lafayette, and therefore may not be



2.3

recreation trends analysis

2.3.1. Overview + Methodology

The Project Team utilized the 2016 Sports, Fitness, and Leisure Activities Topline Participation Report produced by the Sports and Fitness Industry Association (SFIA) to help better understand national trends in parks and recreation.

As part of the Topline Report, SFIA conducted 32,658 online interviews with individuals over the age of six from different locations and ethnic groups nationwide. These interviews helped to determine the findings for the report, which look at activity levels and participation of a sport or fitness type in combination with age groups to determine which sport or fitness activities are more common within certain age groups (Sports & Fitness Industry Association, 2016).

These trends were then reviewed in conjunction with the local market potential index (MPI) of West Lafayette – a measure of how likely, based on the demographic makeup of the City as reported by Esri’s Sports and Leisure Market Potential Report, a resident is to participate in a certain activity – to see how they may apply at a local level. An MPI of 100 represents the national average while a number above 100 represents higher than the national average and consequently below 100 represents lower than the national average (Esri, 2016).

For this analysis, each available and applicable core recreation activity was grouped to best correlate with the 2016 SFIA Topline Report’s categories of Fitness Activities, Individual Sports, Outdoor Sports, Racquet Sports, Team Sports, Water Sports, and Winter Sports.

2.3.2. Summary of National Trends

Walking for fitness is the most popular sport or fitness activity with over 109 million users in 2015. This activity has remained popular for some time due to the generally low level of skill required and ability to partake in a wide variety of environments. According to the report, participating with a friend was a strong motivator to exercising, something that is very easy to achieve with fitness walking (Sports & Fitness Industry Association, 2016). Other fitness activities were high in participation including treadmill and running/jogging at 50 and 48 million. Off road triathlons (+23.6%) and adventure racing (+20.9%) had the highest percentage of growth over the past year, while snowmobiling had the largest decrease in participants (-11.1%) over the prior year (SFIA 2016).

Overall, participation in fitness activities, team, winter, and water sports have increased steadily over the last few years. Of those, team sports have seen the largest increase in participation, with over seven different sports growing in use by at least 4% over 2014 numbers. Individual sports saw a slight decrease overall in 2015, while outdoor and racquet sports stayed about the same.

Correlations between age groups and sport or fitness type were also determined with participants born in this millennium participating in team sports more often than any other age group. Fitness activities were the most popular sport or fitness category among the remaining age groups (SFIA 2016).

The 2016 Sports, Fitness, and Leisure Activities Topline Participation Report defines inactivity as “those participants who reported no physical activity in 2015 and an additional 18 sports/fitness activities

that require minimal to no physical exertion” (Sports & Fitness Industry Association, 2016). The number of people ages 6 and older who identified themselves as inactive for 2015 decreased slightly from 28.3% to 27.7% of the total population, bringing the number of “inactive” Americans to 81.6 million. The 13 to 17 age group had the biggest decrease in inactivity levels at -1.4% from 2014 while 55 to 64 age group had a slight increase in inactivity levels at +0.4% more (SFIA 2016).

2.3.3. Fitness Activities

The most popular fitness activity is walking for fitness (109.8 million), using a treadmill (50.4 million), running/jogging (48.5 million), free hand weightlifting (42.7 million), and stretching (35.7 million). The fitness activities that had the most growth for the past year include barre (+12.0%), calisthenics (+9.8%), cardio cross trainer (+6.7%), tai chi (+6.0%), and swimming for fitness (+4.0%).

Fitness activities that had a decline in the past year include running/jogging (-5.1%), walking for fitness (-2.4%), weight/resistance machines (-1.5%), free barbell weights (-0.9%), and boot-camp style training (-0.8%). Though walking for fitness and running/jogging had the largest decreases in participation for the past year, the sheer volume of participants still make these high demand activities (SFIA 2016).

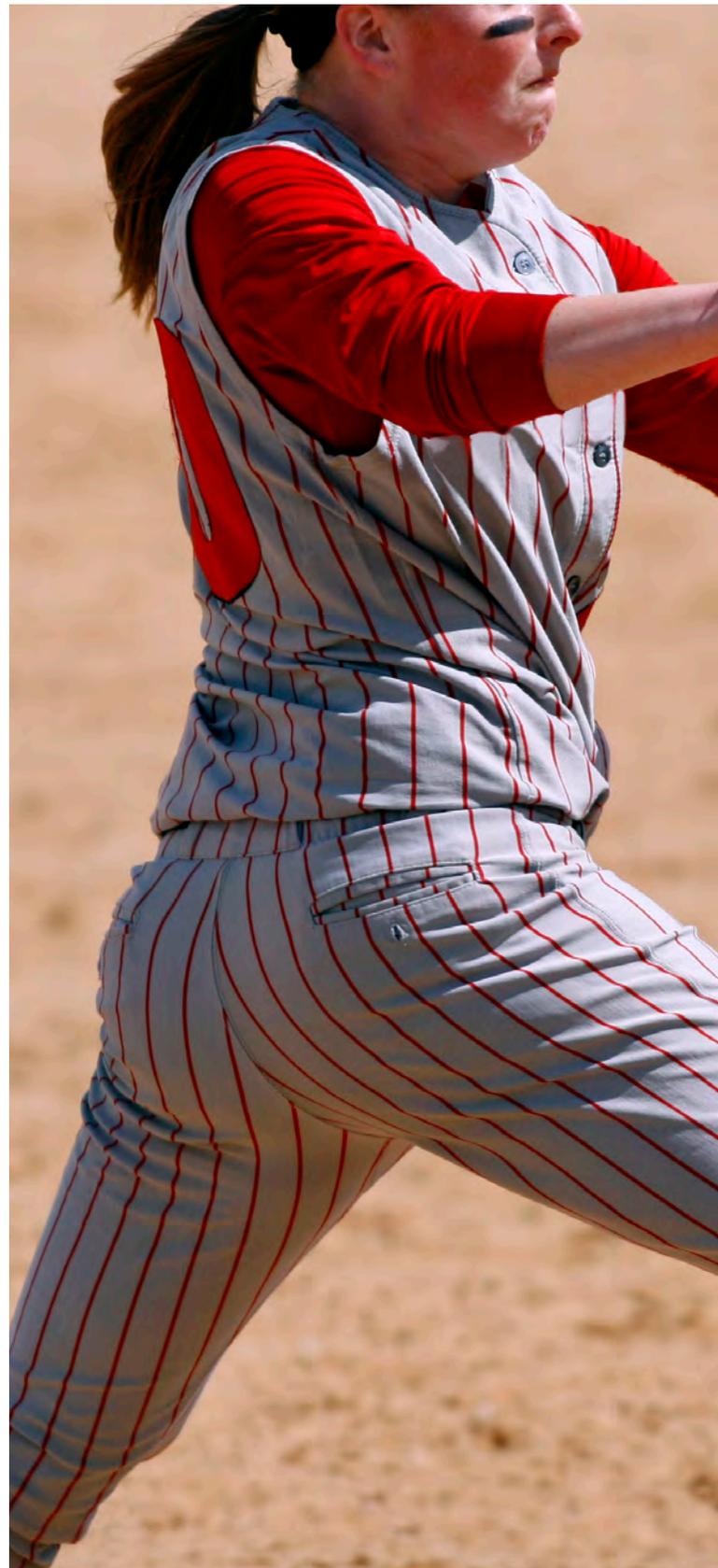
West Lafayette exhibits greater than average market potential for the following fitness activities:

- Running/jogging (MPI 213)
- Weightlifting (MPI 170)
- Swimming (MPI 154)
- Aerobics (MPI 147)
- Pilates (MPI 144)
- Yoga (MPI 135)
- Walking for exercise (MPI 130)

2.3.4. Individual Sports

Bowling was the most popular individual sport reported in 2015 with 45.9 million participants; almost double the second highest sport, golf, at 24.1 million. Ice skating (10.4 million), archery (8.3 million), and trail running (8.1 million) round out the top five individual sports with the greatest participation.

Several individual sports, mostly centered on running, have seen a large growth in participation over the past year. Off-road triathlons had the most growth with 23.6





% more participants than the prior year while adventure racing (+20.9%), road triathlons (+13.4%), and trail running (+8.1%) also had significant growth.

The sports that declined the most over the last year include 2x2 wheel roller skating (-3.9%), golf (-2.3%), and skateboarding (-2.2%). Three of the most popular individual sports (bowling, golf, and ice skating) saw a decrease in participation the past year, trail running had the fourth highest number of participants and was also one of the fastest growing individual sports (SFIA 2016).

West Lafayette exhibits greater than average market potential for the following individual sports:

- Ice skating (MPI 152)
- Bowling (MPI 149)
- Golf (MPI 131)
- Archery (MPI 109)
- Target shooting (MPI 107)

2.3.5. Outdoor Sports

The most popular outdoor sports for 2015 were road biking (38.2 million), fresh water fishing (37.6 million), hiking (37.2 million), camping (27.7 million), and wildlife viewing (20.7 million). Shooting related outdoor sports had the most growth over the past year with four out of the top five activities including clay shooting (+15.4%), trap shooting (+13.9%), hunting with a handgun (+10.0%), and target shooting with a handgun (+9.1%). BMX biking also had significant increase in participation at +14.5%. Similar to fitness activities, most of the popular outdoor sports had a decrease in participation over the last year, including road biking (-3.6%), camping (-3.2%), wildlife viewing (-1.9%), and freshwater fishing (-0.4%), however, the total number of participants for these activities is still vastly higher than the fastest growing sports (SFIA 2016).

West Lafayette exhibits greater than average market potential for the following outdoor sports:

- Backpacking (MPI 190)
- Downhill skiing (MPI 179)
- Horseback riding (MPI 155)
- Canoeing/kayaking (MPI 154)
- Hiking (MPI 129)
- Mountain biking (MPI 128)
- Road biking (MPI 123)
- Hunting with a shotgun (MPI 111)
- Boating (MPI 110)
- Freshwater fishing (MPI 105)

West Lafayette exhibits lower than average market potential for the following outdoor sports:

- Saltwater fishing (MPI 94)
- Hunting with a rifle (MPI 93)

2.3.6. Racquet Sports

The most popular racquet sports for 2015 include tennis (17.9 million), table tennis (16.5 million), and badminton (7.2 million). While none of these activities experienced a decrease in participation over the last year, cardio tennis (+12.6%), racquetball (+8.1%), and squash (+7.2%) had substantial growth (SFIA 2016).

West Lafayette exhibits lower than average market potential for the following racquet sports:

- Tennis (MPI 96)

2.3.7. Team Sports

The most popular team sports by total volume of participants for 2015 were basketball (23.4 million), baseball (13.7 million), outdoor soccer (12.6 million), slow-pitch softball (7.1 million), and touch football (6.4 million). The team sports that have seen the most growth from the past year are roller hockey (+9.8%), swimming on a team (+6.7%), indoor soccer (+6.2%), flag football (+5.8%), and rugby (+5.7%). Team sports that have seen the largest decrease in participation over the last year include ultimate Frisbee (-2.7%), paintball (-1.7%), touch football (-1.5%), and volleyball on grass (-0.6%) (SFIA 2016).

West Lafayette exhibits higher than average market potential for the following team sports:

- Frisbee (MPI 225)
- Soccer (MPI 191)
- Volleyball (MPI 157)
- Football (MPI 152)
- Basketball (MPI 143)
- Softball (MPI 142)
- Baseball (116)

2.3.8. Water Sports

The most popular water sports in 2015 were canoeing (10.2 million), kayaking (9.4 million), snorkeling (8.8 million), and jet skiing (6.2 million). Several water sports experienced significant growth over the last year including boardsailing/windsurfing (+13.1%), stand-up paddling (+9.8%), and kayaking recreational (+7.3%), white water kayaking (+7.1%), and sea kayaking (+5.7%).





One noteworthy observation is that, unlike many of the most popular sports, recreational kayaking is one of the most popular and fastest growing sports. Water-based activities that had a decrease in participation included water skiing (-1.5%), jet skiing (-1.5%), and surfing (-0.7%) (SFIA 2016).

West Lafayette exhibits higher than average market potential for the following water-based sports:

- Swimming (MPI 154)
- Canoeing/kayaking (MPI 154)
- Freshwater fishing (MPI 105)

West Lafayette exhibits lower than average market potential for the following water-based sports:

- Saltwater fishing (MPI 94)

2.3.9. Winter Sports

The most popular winter sports in 2015 were downhill skiing at 9.3 million total participants, followed by sledding (8.8 million) and snowboarding (7.6 million). Many of the most popular winter sports also had significant growth over the past year including free style and downhill skiing, sledding, and snowboarding all having at least a 2.9% growth or higher. Snowmobiling, however, experienced the most drastic decline in participation, with 11.1% less than 2014. Cross-country skiing also experienced a decline of 3.4% (SFIA 2016).

West Lafayette exhibits higher than average market potential for the following winter sports:

- Downhill skiing (MPI 179)
- Ice skating (MPI 152)

2.3.10. Implications

West Lafayette demonstrated a high market potential for almost all of the recreation activities for which comparison data was available, with only three ranking barely below the national average.

Walking for exercise was the most participated activity with 9,569 residents while jogging/running was second with 7,726. Swimming was the third most participated in activity with 6,538. Some of the activities with the highest participation compared to the national average include Frisbee (MPI 225), jogging/running (MPI 213), soccer (MPI 191), and backpacking (MPI 190) (Esri, 2016).



2.4

existing parks and recreation facilities evaluation

2.4.1. Park Site Evaluation Methodology

The Project Team, along with City of West Lafayette Parks and Recreation staff, visited the City's parks and recreation facilities during the week of April 18, 2016. The city's 15 existing parks sites were evaluated using Browning Day's Site Score™ Park Site Evaluation Tool – a copy of which is provided in the Appendix – which evaluated the city's parks and facilities using the following four key categories of criteria:

Access + Linkages:

- Visibility from a distance; can one clearly see into the park from the surrounding neighborhood/roadways?
- Ease of walking/biking to the park; can someone walk directly into the park safely and easily?
- Ease of walking/biking within the park; can someone navigate the interior of the park safely and efficiently to access its major components?
- Clarity of wayfinding/signage; is there signage that identifies the park, and/or signage that provides additional information for users?
- Universal accessibility; does the site generally appear to comply with the Americans with Disabilities Act (ADA) laws for accessibility, and if not, what are the major barriers?

Comfort + Image:

- Overall attractiveness; is the park attractive at first glance?
- Feeling of safety; does the park feel safe at the time of the visit?
- Quality of maintenance; are exterior areas of the park clean, free of litter, and maintained appropriately?
- Perception of safety; is the park designed and

maintained in a way that facilitates a feeling of safety and security while in the park?

- Comfort of places to sit; are there a variety of different, comfortable places to sit?
- Evidence of design standards; is there clear evidence of quality planning and design standards in place which result in a cohesive and functional site?

Uses, Activities, + Sociability:

- Mix of uses/things to do; in accordance with PPS's Power of 10 principles, are there a variety of things to do, given the park typology?
- Activation; is the park activated by a variety of people of different age groups, ethnic backgrounds, and abilities using the park throughout the day and across the seasons?
- Distribution of activity; is there consistent activity which is evenly distributed, geographically, throughout the park site?
- Programming flexibility; how flexible is the park in accommodating multiple uses/activities and future change in trends?
- Integration of technology; is technology – such as Wi-Fi – integrated within the site in a meaningful and appropriate way?

Sustainability:

- Stormwater management; are green infrastructure systems embraced to help manage stormwater?
- Multi-modal capacity; is the park accessible and facilitate the use of multiple modes of transportation (bikes, transit, walking, driving, etc.)?
- Sustainable site maintenance practices; are sustainable maintenance practices/policies in place, appropriate for the scale and program of the

site?

- Healthy lifestyles; does the park intentionally and clearly promote healthy lifestyles through the use of supporting facilities/programs/advertisement?

Each of the sites was scored based on the above questions using a scale of 1 to 5:

- 1.0 = Well Below Expectations
- 2.0 = Not Meeting Expectations
- 3.0 = Meets Expectations
- 4.0 = Exceeds Expectations
- 5.0 = Far Exceeds Expectations

Scores were assigned based on an evaluation of the park site compared to other sites in the City. Although the process of scoring is based on the professional opinion of the Project Team, and is therefore inherently subjective, consensus on the results was reached through review and discussion with the Department.

The purpose of the rigorous scoring was to establish an understanding of how the park system rates in terms of quality and its ability to serve users within the City of West Lafayette specifically and to identify areas for potential improvement. It is worth noting that identifying system-wide trends, both positive and negative, is as important as the score of an individual park.

In addition to evaluating the City's parks and recreation facilities, the Project Team also sought to identify and inventory the available recreation facilities present at Purdue University. While not available to every resident of the City, these facilities likely meet a large portion of the parks and recreation needs of university students and faculty. These facilities were identified and inventoried, through both site visits and publicly available data, however were not analyzed in detail using the SiteScore™ evaluation tool.

Following is a summary of results of this analysis; copies of the completed SiteScore™ form for each park site evaluated can be found in the Section 6.5 of the Appendix.

2.4.2. Park Typologies

At the time of this master planning process, the Project Team inventoried and evaluated fifteen (15) individual parks sites and stand-alone facilities – totaling 411 acres – owned and operated by the City of West Lafayette. Some of these sites, such as Tapawingo Park, contained multiple special-use facilities (Riverside Skating Center and the Purdue University Crew Boathouse). In these cases, the park-site evaluation also takes into account an evaluation of the facilities present at that site. Stand-alone special-use facilities, such as the West Lafayette Municipal Pool, were evaluated independently. Trails and greenways were not evaluated in detail as part of this planning process.

The City's parks and facilities were classified into four (4) different park typologies. These typologies – or groups of similar park types – share similar characteristics with regard to scale, context, and program/inventory. It should be noted that although parks within each of these typologies share similar characteristics, they will also have many differences, as no two parks within the system are the same.

Following is a description of each typology, and an overview of the various parks and facilities found within that typology. Recommendations and observations specific to Universal Accessibility (ADA), can be found in Section 2.4.7.

2.4.3. Neighborhood Parks

Average SiteScore™: 66.4 – Meeting Expectations
Percent of the System (by acreage): 7.9% (32.5 ac.)
Number of Sites/Facilities: 8

Description:

In West Lafayette, “neighborhood parks” are typically smaller in size, ranging from ½ - 14 acres in size, and contain everyday recreation amenities that residents would expect to find near their homes such as playgrounds, basketball courts, picnic shelters, and flexible greenspace. These parks are often integrated within single-family residential neighborhoods, and seldom provide dedicated, off-street parking.

A common sentiment among many recreation providers is that having multiple, small neighborhood parks is both expensive and inefficient from a maintenance standpoint. This anecdote is difficult to disprove, however, small neighborhood parks are also often one of the most valued assets a community has when viewed through the eyes of the residents. These parks serve a vital role for the neighborhoods in which they are situated by helping to meet the everyday recreation needs of their residents without forcing them to drive to do so.

Summary of Condition:

Overall, West Lafayette's neighborhood parks are "meeting expectations," with an average SiteScore™ of 66.4. The highest scoring neighborhood park was Wabash River Trail Side Park (77), and the lowest scoring neighborhood park was Lincoln Park (55). As noted above, the ongoing maintenance of multiple, small neighborhood parks dispersed throughout the city is a challenge for most departments; West Lafayette is no exception. In general, the city's neighborhood parks are in good condition, but many do exhibit a need for increased maintenance and upkeep. This is likely the result of a combination of high levels of use and existing maintenance practices/ intervals.

Many of the city's neighborhood parks include a playground component. The majority of play equipment observed was in good condition, with many structures appearing relatively new. All of the playgrounds observed utilized engineered wood fiber mulch (EWF) as the safety surface material. EWF, if maintained appropriately, can be an accessible surface, however, requires a significant amount of regular effort to ensure appropriate standards are met. As the Department makes improvements to its playgrounds, it is recommended that a solid/stabilized safety surface – such as poured in place rubber – be utilized wherever feasible to increase overall safety and accessibility (see Section 2.4.7).



Wabash River Trail Side Park

Site Score™: 77 (Meeting Expectations)

Acreage: 14.00 ac.

Park Typology: Neighborhood Park

Address: North River Road

Amenities:

- Public art (fishtail sculpture)
- Benches
- Multi-purpose trails

Summary:

Although Wabash River Trail Side Park scored highly among neighborhood parks in the city, it contains very little programming or amenities; 75% of the park's 14 total acres are composed of an inaccessible retention pond and/or floodplain land along the western bank of the Wabash River. The accessible portions of the park are well maintained and include a public art and interpretative overlook area along South River Road and a multipurpose trail which passes through the site from north to south. The retention pond, which likely receives significant overflow from the Wabash River, is full of trash and debris that detract from the overall aesthetic of the park.

Figure 2.12: Wabash River Trail Side Park (2016).



Trailhead Park

Site Score™: 75 (Meeting Expectations)
Acreage: 4.00 ac.
Park Typology: Neighborhood Park
Address: 1800 Kalberer Rd.

Amenities:

- Picnic shelter/area
- Benches
- Drinking fountain
- Paved parking lot
- Multi-purpose trails

Summary:

Trailhead Park is just that; a small neighborhood park that contains a trailhead located within the Purdue Research Park, along the Northwest Greenway Trail on the north side of Kalberer Road. The park provides users with a small shelter (with barbeque grill), multiple picnic tables, paved parking, and direct trail access. In addition, the site provides trail-specific amenities such as wayfinding maps, trail kiosk, and bike racks. Overall, the park is in excellent condition, and has a very nice setting. The park could be improved by remediating impacts to the trail surface caused by tree roots and by the addition of a blinking pedestrian signal/sign where the trail crosses south over Kalberer Road.

Figure 2.13: Trailhead Park (2016).



Peck-Trachtman Park

Site Score™: 71 (Meeting Expectations)
Acreage: 2.00 ac.
Park Typology: Neighborhood Park
Address: 3401 Dubois St.

Amenities:

- Multi-purpose field
- Playgrounds (2)
- Picnic shelter / area
- Benches
- Drinking fountain

Summary:

Located within one of the larger neighborhoods on the City's north side, Peck-Trachtman Park provides local residents with access to a large playground, picnic shelter, and a large multi-purpose greenspace. Overall, the park is in good condition, with evidence of ongoing maintenance practices in place. The park could be improved though the replacement of missing street trees along Dubois Street and replenishment of the EWF play surfacing. Although the playground space is large, it also appears sparsely populated with equipment; the amount of play equipment present is sufficient for a park this size, however, it utilizes space inefficiently.

Figure 2.14: Peck-Trachtman Park (2016).



George E. Lommel Park

Site Score™: 69 (Meeting Expectations)

Acreage: 5.00 ac.

Park Typology: Neighborhood Park

Address: 2820 Wilshire Avenue (Essex & Wilshire)

Amenities:

- Multipurpose field
- Playgrounds (2)
- Picnic shelter/area
- Benches
- Little free library
- Drinking fountain

Summary:

Lommel Park is located just south of Peck-Trachtman Park in a slightly older neighborhood. The park consists mainly of a large playground and multi-purpose greenspace. In addition, users have access to a fairly new picnic shelter, complete with water fountain and barbecue grill. Overall, the park is in good condition. The playground appears to be heavily used, however, well maintained. The park could be improved by increasing the width of the walk that surrounds the playground, updating the seating areas which surround the playground, and providing new signage for the park consistent to the City's current standard.

Figure 2.15: George E. Lommel Park (2016).



University Farm Park

Site Score™: 68 (Meeting Expectations)

Acreage: 6.00 ac.

Park Typology: Neighborhood Park

Address: 490 LaGrange St. (& Hamilton St.)

Amenities:

- Multi-purpose field
- Playgrounds (2)
- Picnic shelter/area
- Benches
- Drinking fountain

Summary:

Located immediately east of Peck-Trachtman Park, University Farm Park is located in the University Farms neighborhood subdivision. Similar to other neighborhood parks in this portion of the City, University Farm Park provides users with access to a large playground area, multi-purpose greenspace, and a picnic shelter. Overall, the park is in good condition; it appears to be both well used and appropriately maintained. The park could be improved by updating and standardizing the site furnishings provided within the park (benches, waste receptacles, etc.). In addition, there is a large (4.3 ac.) drainage area to the north of the park, composed mostly of low-lying greenspace. This area, which is currently accessible from the park space, could be better utilized, possibly for a dog park or other passive use. At a minimum, consideration should be given to reduce the maintenance associated with this unused space by converting mowed turf to more sustainable native prairie and/or wetland plantings.

Figure 2.16: University Farm Park (2016).



Tommy Johnston Park

Site Score™: 59 (Not Meeting Expectations)
Acreage: 0.50 ac.
Park Typology: Neighborhood Park
Address: 209 Wood St.

Amenities:

- Basketball court
- Fitness equipment
- Benches
- Drinking fountain

Summary:

Tommy Johnston Park is the City’s only true, “urban” neighborhood park. Located near Purdue and downtown, this park is bordered on all sides by multi-family housing in a portion of the city popular with university students. With the exception of the basketball court, this park does not appear to be well utilized, and suffers some of the common ills associated with urban parks such as inappropriate loitering and litter. The presence of multiple earthen berms and the placement of the shelter in the center of the park have rendered the remaining greenspaces largely unusable for recreation purposes. Given the amount of new development adjacent to the park, the viability of a potential public-private partnership to update the park space should be explored, as it would be mutually beneficial to both parties.

Figure 2.17: Tommy Johnston Park (2016).



Paula R. Woods Park

Site Score™: 57 (Not Meeting Expectations)
Acreage: 0.50 ac.
Park Typology: Neighborhood Park
Address: 301 Lawn St. (Corner of Lawn & Vine Streets)

Amenities:

- Tennis courts (2)
- Playground
- Picnic shelter/area
- Benches
- Drinking fountain

Summary:

Located in the New Chauncey Neighborhood and along the Village Fitness Trail, Paula R. Woods Park is one of the city’s smallest at just half an acre in total size (as indicated by the Department). The park was named after a neighborhood resident who served on the City’s Board of Parks and Recreation for 14 years. Built in the late 1980’s this park is starting to show its age. In addition to a small playground (immediately adjacent to Vine Street), the park provides users with several seating areas and a small shade structure with a barbecue grill. There is a notable amount of grade change across the site, with the northern portion being approximately 3’ higher than the playground area. This park could be improved by updating the seating areas, play equipment, and by providing a better buffer between the play area and Vine Street.

Figure 2.18: Paula R. Woods Park (2016).



Lincoln Park

Site Score™: 55 (Not Meeting Expectations)

Acreage: 0.50 ac.

Park Typology: Neighborhood Park

Address: 253 Lincoln St.

Amenities:

- Playground
- Picnic Shelter/Area
- Benches
- Little Free Library
- Drinking Fountain

Summary:

Similar to Woods Park, Lincoln Park is a small neighborhood park in the historic New Chauncey Neighborhood, just north of downtown West Lafayette. This park provides similar amenities to Woods Park, though they appear much newer. The playground and picnic shelter are in good overall condition, however, the condition of the park site itself detracts from the overall user experience. The majority of the planting beds are sparse, resulting in erosion issues along the northern edge of the park. Three of the park edges are bordered by residential fences, all of varying conditions and characters. This park would benefit significantly from the addition of additional landscape material and a uniform fence which could serve as a venue for local art in the form of murals.

Figure 2.19: Lincoln Park (2016).

2.4.4. Community Parks

Average SiteScore™: 76.5 – Meeting Expectations

Percent of the System (by acreage): 19.9% (82 ac.)

Number of Sites/Facilities: 2

Description:

West Lafayette's community parks are typically larger than neighborhood parks, ranging from 20 - 62 acres in size. Given their larger size, community parks often have more and/or larger amenities, such as sports fields and courts, than neighborhood parks, though they also often contain neighborhood scale amenities such as playgrounds and flexible greenspace. Community parks are also often the "home" of the community's larger special events, programs, and festivals.

Community parks are the "Swiss Army knives" of the city's parks and recreation system, serving a wide range of the population through a wide variety of programs, events, and amenities. Given their larger size and wider distribution throughout the city, residents typically expect to drive to community parks, however, providing trail connectivity between these parks should be a high priority.

Summary of Condition:

The City has two (2) community park sites; Tapawingo Park in the southern half of the city and Cumberland Park in the northern half. Together, these two parks represent approximately 20% of the overall system acreage at 82 total acres. Both of these parks are well maintained, and well used, though improvements could be made to each to better utilize the existing space and capitalize on their adjacencies.

The average SiteScore™ for a community park in West Lafayette is 76.5, which is "meeting expectations."



Cumberland Park

Site Score™: 83 (Exceeding Expectations)

Acreage: 62.00 ac.

Park Typology: Community Park

Address: 3101 N. Salisbury

Amenities:

- Soccer fields (4)
- Basketball courts – lighted (2)
- Pony league baseball diamond
- Softball diamonds – lighted (2)
- Volleyball court
- Kiwanis Playground
- Picnic shelter/areas (2)
- Benches
- Nature trail (.25 mile)
- Restrooms (2)
- Drinking fountains (2)
- Farmer’s Market in May-October
- Nature preserve
- Community garden
- Park Maintenance Service Center
- Parks and Recreation Department offices
- Multi-purpose trail
- Public art
- Paved parking lot
- Drinking fountain

Summary:

Cumberland Park is the largest of the two community parks in West Lafayette, and scored third highest overall with regard to condition. This park offers users a variety of amenities that range from passive natural areas to organized athletics. Thanks to a large amount of flexible greenspace, Cumberland Park is home to

the city’s soccer programs, as well as the Parks and Recreation Department offices and a new playground installed in late 2016. The West Lafayette Farmer’s Market is also located in Cumberland Park, helping to further activate the site during the warm months.

Cumberland Park benefits from several positive adjacencies which include the Michaud-Sinninger Woods (a 16-acre, densely wooded wetland area accessible from the park space), and the West Lafayette Athletic Complex (owned by the W.L. School District). The Athletic Complex contains a track/football stadium, softball diamond, multi-purpose building, and three full-size soccer fields which are available for school use only.

This park could be improved by better connecting the park space to the interior of the Michaud-Sinninger Woods, and through the provision of additional amenities – such as shelters, boardwalks, and interpretive elements – within the woods itself.

Figure 2.20: Cumberland Park (2016).



Tapawingo Park

Site Score™: 70 (Meeting Expectations)

Acreage: 20.0 ac.

Park Typology: Community

Address: 100 Tapawingo Dr. North

Amenities:

- Public art (Tapawingo Travelogue)
- Multi-purpose field
- Playground
- Picnic shelter/area
- Benches
- Restrooms
- Drinking fountain
- Riverside Skating Center
- Ice rink
- Pedestrian bridge
- Water access/boat ramp
- Boat storage facility
- Fountain
- Sand "beach" along Wabash River
- Overlook
- Paved parking lot

Summary:

Tapawingo Park is the City's only developed riverfront park and is a key gathering point for the community, serving as a host site for its largest events. Tapawingo is also home to the city's well-loved Riverside (ice) Skating Center. Despite being well maintained, Tapawingo Park is in need of a major update to respond to the current needs of the community, and to capitalize on the location adjacent to both downtown Lafayette and the Wabash River. Tapawingo Park is

joined to downtown Lafayette via a large pedestrian bridge.

The majority of the park is well maintained, however, is underutilized and fails to adequately embrace the river in a meaningful and accessible way. Additionally, given the location of the current Skating Center and the amount of topography on site, little usable greenspace exists.

At the time of this planning process, the WREC was in the process of working with the City to create a new vision for the future of Tapawingo Park. It is anticipated that, given the information available to the Project Team, this vision will meet the needs identified in this planning process for Tapawingo Park.

Figure 2.21: Tapawingo Park (2016).

2.4.5. Resource Parks

Average SiteScore™: 70.0 – Meeting Expectations
Percent of the System (by acreage): 70.7% (291 ac.)
Number of Sites/Facilities: 3

Description:

Resource parks are park sites whose function(s) and value are dependent upon the unique setting and/or environment in which they are located. More traditionally, these parks have often been referred to as “nature parks,” though having a natural setting is not necessarily a prerequisite. In West Lafayette, resource parks represent some of the largest parks in the system, ranging from 15-195 acres in size, with the average resource park being approximately 70 acres.

Together, West Lafayette’s three (3) resource-based park sites - Happy Hollow Park, the Celery Bog Nature Area, and Mascouten Park – represent 70% of the city’s total developed park acreage (excluding trails and greenways). Each of these parks capitalizes on its location and setting by providing access to unique environments and/or ecosystems including wetlands, lakes/ponds, woodlands, streams, prairies, and the Wabash River.

Summary of Condition:

The Celery Bog Nature Area and Happy Hollow scored very well when compared to all of the park sites evaluated, ranking first and second respectively. Based on the rating system utilized, both of these parks were “exceeding expectations” at the time of evaluation, and appeared both well-maintained and highly used. No significant or notable issues were observed at either site, with the possible exception of the circulation and erosion issues at Happy Hollow Park.

In contrast, Mascouten Park – the city’s second riverfront park – scored very poorly, ranking last. Mascouten Park, in its present condition, consists of a boat ramp and a poorly signed parking lot.



Mascouten Park

Site Score™: 37 (Not Meeting Expectations)

Acreage: 15.00 ac.

Park Typology: Resource Park

Address: North River Road

Amenities:

- Picnic area
- Picnic tables
- Public water/river access via boat ramp
- Water treatment/lift station
- Woodlands
- Small, paved parking lot

Summary of Condition:

Mascouten Park encompasses 15 contiguous acres along the western bank of the Wabash River, however, is largely undeveloped and inaccessible. The only amenities present at Mascouten Park are a parking lot and concrete boat ramp. The parking lot is poorly marked, and provides no accessible parking spaces and/or walkways. The boat ramp is in fair, usable condition.

Signage on site is limited to regulatory signs and an older-style entry sign. There are several wooden picnic tables and metal trash cans placed sporadically around the edges of the parking lot. The riverbank is eroded, leaving the water’s edge accessibly only at the boat ramp. There is also a pump station south of the parking lot. The park space is divided into northern and southern parcels by the Happy Hollow Creek, which drains into the Wabash River. The southern portion of the park is undeveloped and inaccessible.

Figure 2.22: Mascouten Park (2016).



Celery Bog Nature Area

Site Score™: 89 (Exceeding Expectations)

Acreage: 195.00 ac.

Park Typology: Resource Park

Address: 1620 Lindberg Rd.

Amenities:

- Public art (Heron sculpture)
- Amphitheater/outdoor classroom
- Small play area
- Lilly Nature Center
- Nature trails (1.5 miles)
- Wetlands
- Boardwalks
- Native planting areas
- Restrooms
- Meeting space
- Multi-purpose trail
- Interpretative signage/exhibits
- Large water body
- Paved parking lot

Summary of Condition:

Overall, the Celery Bog Nature Area is an excellent example of a well-maintained, well-developed, and accessible resource park. The Celery Bog provides users with easy and convenient access to several unique ecosystems including the Celery Bog (wetland and pond) itself, woodlands, and a large native prairie.

In addition, the Celery Bog is home to the city's only dedicated nature center, the Lilly Nature Center. This indoor/outdoor facility provides users with access to multi-purpose indoor space (including a large meeting room with Wi-Fi access), an indoor nature exhibit,

wildlife viewing areas, educational exhibits, restrooms, and an outdoor classroom.

Utilizing the principles of universal design, the Department has made a significant effort to make both the Celery Bog Nature Area and the Lilly Nature Center accessible as possible, providing users with access to accessible trails, restrooms, and boardwalks. In addition, the Department has included multi-sensory experiences for visitors, and provides hearing assistance devices for its meeting room.

Figure 2.23: Celery Bog Nature Area (2016).



Happy Hollow Park

Site Score™: 84 (Exceeding Expectations)

Acreage: 81.00 ac.

Park Typology: Resource Park

Address: 1301 Happy Hollow Rd.

Amenities:

- Multi-purpose fields (2)
- Volleyball courts (2)
- Large, destination playground
- Picnic/shelter areas (4)
- Benches
- Restroom building
- Drinking fountains (5)
- BBQ grills
- Picnic tables
- Nature trails
- Multi-purpose trails
- Creek
- Parks maintenance building
- Memorial garden
- Paved parking lot

Summary of Condition:

Similar to the Celery Bog Nature Area, Happy Hollow Park is a very well maintained and highly used resource park. Happy Hollow capitalizes on its unique setting within a wooded lateral ravine, which has a significant amount of topography.

At 81 acres, Happy Hollow Park is the City's second largest park site, the majority of which is populated with steep hillsides and dense woodlands. The majority of the parks programming occurs along its low-lying central spine, and includes a large

playground area, restroom building, maintenance building and house, several volleyball courts, a children's memorial garden, four (4) large shelters, and approximately two (2) acres of open greenspace. The park contains several miles of multi-purpose and hiking trails, including a newly built boardwalk trail leading from the lower portion of the park up to N. Salisbury Street.

The majority of the issues observed with this park site center around circulation (both pedestrian and vehicular), and erosion, the latter of which Purdue University is currently working to mitigate. The roadway leading into the park from Happy Hollow Road is flanked by parking on the western side, and is restricted to one lane in several places while being wider than necessary in others.

A key health and safety concern was observed along the Wabash Heritage Trail, approximately 630' due north of Shelter #4, where water was draining over the trail surface. This condition appears to be as a result of the trail design itself, rather than heavier than normal rainfall, and presents a significant slip and fall hazard due to the build-up of moss and algae over time.

Figure 2.24: Happy Hollow Park (2016).

2.4.6. Special-Use Facilities

Average SiteScore™: 60.5 – Not Meeting Expectations
 Percent of the System (by acreage): 1.5% (6 ac.)
 Number of Sites/Facilities: 2

Description:

Special-use facilities are facilities or sites which have a very specific function and/or user group, and which do not fit into a “standard” park typology. A defining characteristic of special-use facilities in West Lafayette are that they are often stand-alone, and not integrated within a larger park site. They can, however, be collocated with other city facilities, such as schools or government buildings, especially in areas where potential “partners” may exist.

Examples of special-use facilities in West Lafayette include the West Lafayette Municipal Pool and the Morton Community Center. Special-use facilities are typically small in size, especially when found in urban areas. In West Lafayette, the average special-use facility is three (3) acres.

Examples of common special-use facilities found in other communities include recreation centers, ice rinks, dog parks, aquatics facilities, tournament athletic facilities, and golf-courses.

Summary of Condition:

West Lafayette’s two (2) existing special-use facilities are not currently meeting expectations, with an average SiteScore™ of 60.5. Special-use facilities, by definition, are typically associated with a higher level of maintenance and operational cost, however, the age of these facilities further increases that cost, despite evidence of the good maintenance practices currently in place.

Older facilities often present numerous challenges with regard to ADA accessibility. Upon evaluation, it was apparent that significant modifications have been made to both facilities to increase their ADA accessibility. Both facilities also appear to be highly used, which may justify updating and improving in the near future.



Morton Community Center

Site Score™: 69 (Meeting Expectations)

Acreage: 3.50 ac.

Park Typology: Special Use Facility

Address: 222 North Chauncey

Amenities:

- Public art (Bear)
- Playground
- Benches
- Classrooms (12)
- Restrooms (4)
- Drinking fountains (4)
- Offices for various community contributors
- Paved parking lot

Summary of Condition:

The Morton Center is an architecturally significant building, however, its layout is inefficient for certain types of recreation-based programming. The majority of the building systems – such as HVAC and glazing – are in need of a major update. The building appears to be well-maintained, however, its age contributes to a higher than normal level of maintenance and upkeep. Outdated fixtures and/or appliances contribute to a higher level of resource consumption. Additionally, some modern amenities – such as Wi-Fi access – are notably absent and likely limit the use of the multi-purpose rooms that are available. The exterior of the building is well-maintained and attractive, however, outdoor gathering/programming areas are limited. The outdoor playground is small, but is in acceptable condition. Given the higher finish floor elevation of the building, many of the entries necessitate stairs, which complicates ADA access.

Figure 2.25: Morton Community Center (2016).



West Lafayette Municipal Pool

Site Score™: 52 (Not Meeting Expectations)

Acreage: 2.50 ac.

Park Typology: Special Use Facility

Address: 1200 North Salisbury (Behind Happy Hollow School)

Amenities:

- Benches/seating areas
- Restrooms/locker rooms
- Drinking Fountain
- Competition Pool
- Training pool
- Kiddie/youth pool
- Paved parking lot
- Sledding hill

Summary of Condition:

The West Lafayette Municipal Pool is collocated with Happy Hollow Elementary School, immediately south of Happy Hollow Park. The aquatics facility consists of three (3) heated pools with 250,000 gallon total capacity.

The largest lap pool ranges from 3.5'-12.5' deep and has two low diving boards, the baby pool is less than one foot deep, and the intermediate pool is 1.5 – 3' deep. The facility also provides users with access to restrooms, locker rooms, and a small concessions area.

This facility is the city's only public swimming pool, and has been operational for 50 years. The facility appears to be very well maintained, however, is outdated when compared to more modern pools and aquatics

facilities. It was apparent that numerous upgrades to the facility have been made over the last 50 years, especially with regard to ADA accessibility.

Despite the improvements made, it's likely that this older facility necessitates a higher level of ongoing maintenance and management than a modern pool. In addition, it lacks some of the common amenities now found in more contemporary aquatics facilities such as zero-depth entries, splash-play areas, and/or slides.

Figure 2.26: Municipal Swimming Pool at Happy Hollow Elementary School (2016).

2.4.7. Universal Design + Accessibility

Overview

It is the goal of the Department to provide a wide range of accessible programs, events, and facilities for individuals of all abilities. One of the first steps in moving towards this goal was to understand the current condition of accessible facilities in the City. The City undertook the development of their first ADA transition plan in 1992. This plan was completely redone in 2012, and is the guiding document for the Department with regard to goals, policies, and needs associated with comprehensive accessibility.

In the words of the City's current Mayor, Mr. John R. Dennis, this plan was the result of a collaborative effort between the City of West Lafayette staff, citizens, stakeholders, and partners throughout the City. This plan establishes a baseline and will be the guideline for removing existing barriers to city services, programs, activities and facilities. Ensuring accessibility for individuals with disabilities and providing equal access to all is and will continue to be a priority for the City (ADA Consultants of Indiana, LLC, 2012).

ADA Consultants of Indiana, LLC conducted accessibility assessments of designated City facilities including the City's parks – in an effort to identify and address physical access barriers. These site-specific evaluations were included as appendices to the Transition Plan in the anticipation that additional appendices will be added as remaining facilities are evaluated (ADA Consultants of Indiana, LLC, 2012). Since the adoption of the ADA Transition Plan, the City has continued to add to this appendix, evaluating additional facilities on an annual basis.

The 2012 City of West Lafayette ADA Transition Plan (ADA Transition Plan hereafter), was completed by ADA Consultants of Indiana, LLC; A copy of the plan can be found on the city's website by visiting http://www.westlafayette.in.gov/egov/documents/1377542328_979797.pdf.

The Department has continued to make significant progress to eliminate architectural barriers and improve access routes to make facilities accessible for everyone, regardless of physical capabilities, as part of the City's overall mission to make all facilities

compliant with the Americans with Disabilities Act requirements.

The biggest achievement for the City was completion of work at the Municipal Pool to make it the first fully compliant facility in 2013. Another significant improvement was the installation of new equipment to enable people who have hearing devices equipped with a "telecoil" to more fully participate in activities in Lilly Nature Center. A hearing loop takes sound directly from a microphone or other sound source, and puts it into a person's hearing aid wirelessly without any other special equipment, aside from the telecoil (a feature that a majority of hearing aids already have).

City ADA Coordinator

As part of the 2012 ADA Transition Plan, the city appointed an ADA Coordinator to address compliance issues. At the time of this planning process, the ADA Coordinator was listed as:

Timothy Clark
City of West Lafayette ADA Coordinator
The Morton Community Center
222 N Chauncey Ave
West Lafayette, IN 47906
Office: (765) 807-8971
TTY: 711

Public Notice of ADA Requirements

Updated in 2010 by the Board of Public Works, the Public Notice of ADA Requirements provides an official document that outlines the City's policy on employment, effective communication, modifications to policies and procedures as well as methods for addressing complaints (City of West Lafayette, 2010). It is recommended, as part of the Transition Plan, that the notice appear within all job applications, local newspapers, and the city's website. (City of West Lafayette & ADA Consultants of Indiana, LLC, 2012)

Grievance Procedure

The official grievance procedure was updated in 2010 by the Board of Public Works and Safety, as noted in the Transition Plan (ADA Consultants of Indiana, LLC, 2012). Grievances are submitted to the ADA Coordination Committee located at the Mayor's Office. The ADA Coordination Committee Chairperson and

a minimum of two (2) additional committee members will meet with the complainant to discuss the complaint and attempt to reach a possible resolution with a formal response provided to the complainant within 15 days of the meeting. If the complainant disagrees with the response, they can appeal and will meet with the Board of Public Works to discuss the incident and further possible resolutions (City of West Lafayette, 2010).

The full grievance procedure can be found online by visiting http://www.westlafayette.in.gov/egov/docs/1355345108_200836.pdf.

A copy of the grievance form can be found online by visiting http://www.westlafayette.in.gov/egov/docs/1355347043_128631.pdf. Copies of both of these documents can be found in Section 6.5 of the Appendix.

System-wide Observations

Overall, the Department has made a noticeable and intentional effort to increase the accessibility of its parks, facilities, and programs. When examining the assets and programs managed by the Department, several key trends became apparent:

Playground Safety Surfacing

The Department utilized EWF mulch as the primary safety surface for all of its playgrounds. EWF, if maintained appropriately, can be an accessible surface, however, requires a significant amount of regular effort to ensure appropriate standards are met. Additionally, EWF has a tendency to settle over time, which reduces its capacity for impact attenuation and has the potential to create trip hazards where the settled EWF material abuts hardscape surfaces such as asphalt or concrete.

As the Department makes improvements to its playgrounds, it is recommended that a solid/stabilized safety surface – such as poured in place rubber – be utilized wherever feasible; this is especially true of the city’s destination playgrounds (such as Happy Hollow Park), which should be as accessible as possible.

Accessible Indoor Facilities

The Morton Center is the city’s only indoor community center and its core indoor programming location. The building is a unique and architecturally significant historic structure, however, does present challenges with regard to accessibility. Significant improvements to this building will be necessary to ensure that it is functional for the Department’s purposes and appropriately accessible.



Figure 2.27: Photo illustrating the settlement of the EWF safety surface material at Lommel Park (2016).

Special Needs Programming

With the exception of Seated Tai-Chi, the Department does not currently offer programs/ events which are designed specifically to appeal to those with disabilities. That said, the Department has demonstrated a willingness and desire to make any accommodations feasible to program and event offerings to ensure the greatest degree of participation possible, regardless of ability. Additional study to determine the desire/need for special needs-specific programs and events may be warranted, and program offerings adjusted accordingly, either through self-provision, or through partnerships with others.

Site/Facility Specific Recommendations:

Following are site and facility-specific recommendations made by the Project Team during the site evaluation process, as described in Section 2.4 of this report. Recommendations were only made for “developed” parks and greenspaces and facilities currently programmed and maintained by the Department. These recommendations are not intended to replace the park-specific recommendations set forth in the adopted ADA Transition Plan, (included in Section 6.5 of the Appendix), but rather to supplement them. These recommendations are also intended to be implemented over-time, if deemed appropriate after additional in-field investigation, as

budgets become available and/or major improvements are made to the facilities.

Neighborhood Parks

George E. Lommel Park

- Consider adding a dedicated accessible parking space along Wilshire Ave.
- As funds become available, consider converting engineered wood fiber mulch (EWF) play surface to a stabilized resilient surface, such as synthetic turf, poured in place rubber, and/or rubber tiles. In the interim, ensure that the EWF surface meets the ASTM F 1292-04 standard for accessible surfaces.
- Elevation change between the perimeter walkway and the EWF surface is likely a barrier; this is also true of at least one of the ADA ramps leading into the play area. Although other ramps onto the play surface exist, this condition still represents a trip hazard and should be remedied.

Lincoln Park

- As funds become available, consider adding an accessible/special-needs swing.
- As funds become available, consider converting engineered wood fiber mulch (EWF) play surface to a stabilized resilient surface, such as synthetic turf, poured in place rubber, and/or rubber tiles. In the interim, ensure that the EWF surface meets the ASTM F 1292-04 standard for accessible surfaces.



Figure 2.28: Photo illustrating the inaccessible southern entrance to the Morton Center (2016).

Paula R. Woods Park

- Ensure a trip hazard does not exist at the transition point between the EWF and the adjacent concrete sidewalk along Vine St.; this is the only accessible entrance to the playground.
- As funds become available, consider converting engineered wood fiber mulch (EWF) play surface to a stabilized resilient surface, such as synthetic turf, poured in place rubber, and/or rubber tiles. In the interim, ensure that the EWF surface meets the ASTM F 1292-04 standard for accessible surfaces.

Peck-Trachtman Park

- Elevation change between the perimeter walkway and the EWF surface is likely a barrier. Although ramps onto the play surface exist, this condition still represents a trip hazard and should be remedied.
- As funds become available, consider converting engineered wood fiber mulch (EWF) play surface to a stabilized resilient surface, such as synthetic turf, poured in place rubber, and/or rubber tiles. In the interim, ensure that the EWF surface meets the ASTM F 1292-04 standard for accessible surfaces.
- As funds become available, consider adding an accessible/special-needs swing.

Tommy Johnston Park

- Ensure that the EWF surface meets the ASTM F 1292-04 standard for accessible surfaces.

Trailhead Park

- Address any trip hazards along the trail surface where tree roots have caused a deformation of the asphalt surface.

University Farm Park

- Consider adding a dedicated accessible parking space along Hamilton St. and/or Lagrange St.
- Ensure pet waste station is along an accessible route.
- Elevation change between the perimeter walkway and the EWF surface is likely a barrier. Although ramps onto the play surface exist, this condition still represents a trip hazard and should be remedied.
- As funds become available, consider converting engineered wood fiber mulch (EWF) play surface to a stabilized resilient surface, such as synthetic turf, poured in place rubber, and/or rubber tiles. In the interim, ensure that the EWF surface meets the ASTM F 1292-04 standard for accessible surfaces.

Wabash Heritage Trail Side Park

- No significant issues observed.



Figure 2.29: Existing parking lot at Mascouten Park, illustrating the absence of pavement markings and signage (2016).

part two : existing conditions analysis

Community Parks

Cumberland Park

- As funds become available, consider converting engineered wood fiber mulch (EWF) play surface to a stabilized resilient surface, such as synthetic turf, poured in place rubber, and/or rubber tiles. In the interim, ensure that the EWF surface meets the ASTM F 1292-04 standard for accessible surfaces.

Tapawingo Park

- Elevation change between the perimeter walkway and the EWF surface is likely a barrier. Although ramps onto the play surface exist, this condition still represents a trip hazard and should be remedied.
- As funds become available, consider converting engineered wood fiber mulch (EWF) play surface to a stabilized resilient surface, such as synthetic turf, poured in place rubber, and/or rubber tiles. In the interim, ensure that the EWF surface meets the ASTM F 1292-04 standard for accessible surfaces.

Resource Parks

Celery Bog Nature Area

- Ensure an accessible route leads to the outdoor classroom area from the Lilly Nature Center parking lot.
- Elevation change between the perimeter walkway and the EWF surface at the play area is likely a

barrier, and also represents a trip hazard that should be remedied.

- Ensure at least one trail leading to the lake is accessible.

Happy Hollow Park

- Provide accessible seating areas, and routes to them, adjacent to each key play area.
- Walkways leading from the accessible parking spaces to the play areas and sidewalks need to be free of debris and sediment.
- Consider adding an accessible/special needs swing.
- Provide an accessible route from the parking lot to each core play area within the playground.
- As funds become available – or if the play area is updated/upgraded – consider converting engineered wood fiber mulch (EWF) play surface to a stabilized resilient surface, such as synthetic turf, poured in place rubber, and/or rubber tiles. In the interim, ensure that the EWF surface meets the ASTM F 1292-04 standard for accessible surfaces. This is the city’s “destination” playground, and should be as accessible as feasible.
- Mascouten Park
- Provide at least one (1) accessible picnic table.
- Provide a dedicated and signed accessible parking space.

Special-Use Facilities



Figure 2.30: “Accessible” parking space at Happy Hollow Park with no accessible route to the playground or into the park (2016).

Lilly Nature Center

- Consider adding an automated door opener to the main building entry and restroom door.

Morton Community Center

- The Morton Center is an older, historic structure and would benefit from a comprehensive updating of the interior and building systems. Key areas of focus with regard to accessibility during this update should be the key building access points, elevator access, and restrooms.
- As funds become available – or if the play area is updated/upgraded – consider converting engineered wood fiber mulch (EWF) play surface to a stabilized resilient surface, such as synthetic turf, poured in place rubber, and/or rubber tiles. In the interim, ensure that the EWF surface meets the ASTM F 1292-04 standard for accessible surfaces.
- Consider adding a automated door opener at the accessible building entrance.

Riverside Skating Center

- Consider adding a automated door opener to the main building entry.

West Lafayette Municipal Pool

- In 2012, the West Lafayette Municipal Pool underwent significant updates to ensure that it was fully accessible. It will be important for the Department to continue to monitor the condition and performance of the equipment and improvements over time to ensure they remain compliant.

parks were the highest scoring facilities evaluated.

After the conclusion of the SiteScore™ evaluation, several system-wide trends were identified.

Regardless of park typology, the majority of the parks in West Lafayette were well-connected, both internally and externally. Additionally, the majority of the parks had a high level of multi-modal capacity, which helps to facilitate the use of alternate forms of transportation.

Conversely, the majority of West Lafayette's parks have challenges with regard to signage/wayfinding, evidence of design standards (does the park appear cohesive or piecemealed together), and the integration of technology (such as Wi-Fi hotspots).

The Department has made significant improvements with regard to universal design and ADA accessibility system-wide, and there are improvements still to be made over time. As noted in Section 2.4.7, alternate, stabilized playground surfacing materials should be explored as the Department makes improvements to its playgrounds, especially at city's destination playgrounds (such as Happy Hollow Park), which should be as accessible as possible.

In addition, the Morton Center is the city's only indoor community center and its core indoor programming location, and will require significant improvements to the building and its systems to ensure that it is functional for the Department's purposes and appropriately accessible.

2.4.8. Summary of Observations

Overall, the average SiteScore™ across all parks and facilities evaluated was 67.7, which is “meeting expectations.” The majority of West Lafayette's parks are in good condition, though show signs of both age and high levels of use. This is especially true of the neighborhood parks, which account for nearly 50% of all park sites.

Of the four (4) park typologies evaluated, community parks scored the highest. Resource parks would have easily taken the top ranking if it weren't for the low score of Mascouten Park; the remaining two resource

part two : existing conditions analysis

Park Site Evaluations: April 19-20th, 2016	SITE SCORE™										AVERAGE			
	19	18	21	23	20	18	20	19	19	20		17	17	10
	(max. 25)													
1. Access + Linkages	19	18	21	23	20	18	20	19	17	9	14	11	11	6
Visibility from a Distance	3	2	4	5	3	5	2	5	5	4	5	3	2	4
Ease in Walking/Biking TO the Park	(max. 5)	5	4	5	5	5	5	5	5	5	5	5	3	1
Ease in Walking/Biking WITHIN the Park	(max. 5)	5	4	5	5	5	5	4	5	5	2	5	5	1
Clarity of Wayfinding	(max. 5)	2	3	4	5	3	2	2	3	2	3	3	2	2
Universal Design (ADA Accessibility)	(max. 5)	4	4	5	5	2	4	3	2	3	2	3	5	2
2. Comfort + Image	20	22	20	19	21	14	15	19	17	9	14	11	11	6
Overall Attractiveness	(max. 5)	5	4	4	4	3	3	4	3	1	2	2	1	1
Perception of Safety	(max. 5)	3	4	4	3	5	2	5	4	3	4	4	4	2
Quality of Maintenance	(max. 5)	4	5	3	4	5	2	3	4	2	3	1	2	1
Comfort and Variety of Places to Sit	(max. 5)	4	5	4	4	3	2	4	4	2	4	3	3	1
Evidence of Design Standards	(max. 5)	4	3	4	4	3	4	2	2	1	1	1	1	1
3. Uses, Activities, + Sociability	25	22	21	9	11	13	20	19	15	12	12	10	11	9
Mix of Uses (Power of Ten)	(max. 5)	5	4	3	2	3	5	4	3	3	2	2	1	1
Activation	(max. 5)	5	5	2	4	3	4	5	3	3	3	3	3	2
Distribution of Activity	(max. 5)	5	5	2	2	1	5	4	2	2	3	4	3	2
Programming Flexibility	(max. 5)	5	5	1	2	5	4	4	5	3	2	1	1	3
Integration of Technology	(max. 5)	5	2	2	1	1	2	1	1	1	1	1	1	1
4. Sustainability	25	22	21	22	17	18	15	16	20	18	16	14	13	12
Stormwater Management	(max. 5)	5	4	4	5	4	3	2	3	5	3	3	2	3
Multimodal Capacity	(max. 5)	5	5	5	4	5	4	5	5	4	5	2	3	1
Sustainable Site Maintenance Practices	(max. 5)	5	5	3	5	4	2	4	3	2	3	3	2	2
Resource Management	(max. 5)	5	4	4	5	4	3	2	4	4	3	4	3	1
Healthy Lifestyles	(max. 5)	5	4	5	5	3	3	3	3	5	4	3	4	3
SITE SCORE™ TOTAL	89	84	83	77	75	71	70	69	69	68	59	57	55	37
	(max. 100)													

Figure 2.31: SiteScore™ Park Site Evaluation Matrix for all West Lafayette Parks.



2.5

programs overview

2.5.1. Methodology

For this planning process, the Department provided the Project Team with a Microsoft Excel database of all programs hosted by the Department in the 2016 calendar year. The database, which is provided in its raw form in Section 6.5 of the Appendix, provided information regarding the program name, type, age range, offering dates, participant cost, offering location. Following are observations made which utilized this data.

2.5.2. Program Quantity and Pricing

The Department hosted approximately 950 total programs in the year 2016, distributed among approximately 402 unique program offerings. The average participant cost for a West Lafayette Parks and Recreation Department program offered in 2016 was \$57.59. Approximately 20 programs were offered at no cost, and the highest priced programs were in the \$250-\$325 range. Programs in the higher range were specialized and/or were more expensive to administer than traditional programs, necessitating the higher cost.

2.5.3. Program Offering Locations

The overwhelming majority of programs hosted by the Department were offered at the Morton Community Center (71.6%). The second most popular programming location, representing 14.6% of the total, was the West Lafayette Municipal Pool. Together, these two (2) facilities support over 85% of all programs offered by the Department. The remainder

of the programs were split between public schools (6.6%), other city-owned park sites (7.1%), and off-site locations (0.1%). Following is a detailed breakdown of all program offering locations in West Lafayette.

Location	Total Programs	% of Total
Morton Center	677	71.6%
Municipal Pool	138	14.6%
Lilly Nature Center	52	5.5%
Cumberland School	25	2.6%
Happy Hollow School	21	2.2%
WL High School	8	0.8%
Tapawingo Park	8	0.8%
Salisbury HS Athletic Complex	6	0.6%
Celery Bog Nature Area	4	0.4%
Cumberland Park	2	0.2%
Burtsfield School	2	0.2%
Off-Site	1	0.1%
Happy Hollow Park	1	0.1%

Figure 2.32: Program distribution by location.

2.5.4. Program Distribution by Type

The programs were allocated among the following eight (8) core programming categories:

Fitness (26.3%)

Fitness programs accounted for the largest percentage of programs offered by the Department in 2016. Programs in this category were geared largely to personal and/or group fitness classes such as Zumba®, Dance Fit, Tai Chi, and Yoga. Nearly all of these programs were offered at the Morton Community Center. In total, 249 fitness programs were provided, representing 26.3% of the total program offering.

Cultural Arts (18.7%)

The second most common programming category was Cultural Arts, which included programs geared largely towards the fine arts, music, and theater. Programs in this category were almost exclusively offered at the Morton Center. In total, 177 cultural arts programs were provided, representing 18.7% of the total program offering.

Aquatics (14.7%)

The aquatics programs offered by the Department are provided at the West Lafayette Municipal Pool near Happy Hollow Elementary School, which is the city's only public pool site. These programs focus largely on learn-to-swim programs of various skill levels, and include some diving-specific programs. In total, 139 aquatics programs were provided, representing 14.7% of the total program offering.

Dance (14.3%)

The Department offers a large amount of dance-related programs and events throughout the year, all of which are hosted at the Morton Community Center. These programs include a wide array of different dance styles and skill sets, ranging from beginner to advanced, and are open to a wide variety of age groups. In total, 136 dance programs were provided, representing 14.3% of the total program offering.

Special Interest (12.1%)

Programs in this category include a wide spectrum of special interest programs ranging from chess to metalsmithing. These programs often have a higher

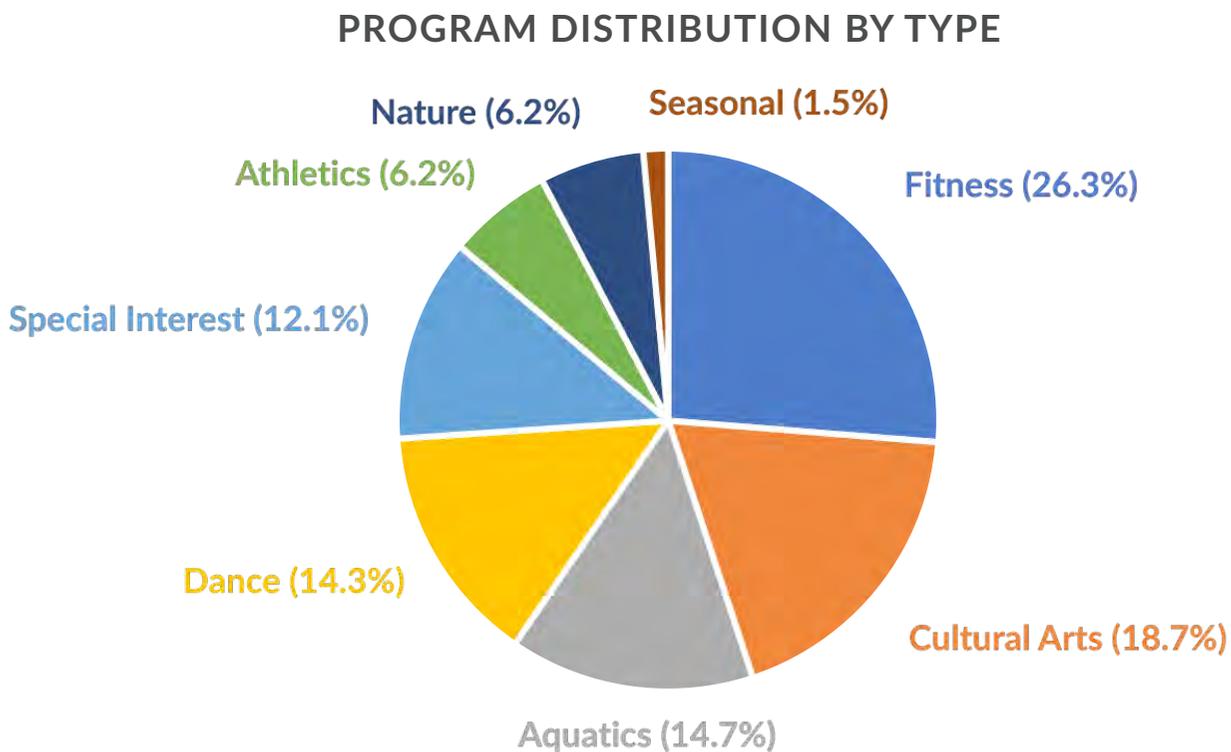


Figure 2.33: Program distribution by program type.

participant cost as a result of their smaller class sizes and the materials, equipment, and/or set up effort required to host them. Special interest programs are offered exclusively at the Morton Center. In total, 115 special interest programs were provided, representing 12.7% of the total program offering.

Athletics (6.2%)

The overwhelming majority of athletics programs offered by the Department were for tennis (both youth and adult), with youth basketball camps coming in a distant second. Youth volleyball, football, and youth soccer were also provided. The majority of the athletics programs hosted by the Department were offered at the public school sites. In total, 59 athletics programs were provided, representing 6.5% of the total program offering.

Nature (6.2%)

Given the popularity of nature-oriented environments and experiences among West Lafayette residents, the Department hosts surprisingly few nature-specific programs, the majority of which are offered at the Lilly Nature Center in the Celery Bog Nature Area. Additional offering locations included Happy Hollow Park, Cumberland Park, and Tapawingo Park. In total, 59 nature programs were provided, representing 6.2% of the total program offering.

Seasonal (1.5%)

Programs in this category are season-specific, and include offerings such as learn-to-skate (ice) programs, Halloween events, and the Farmers Market. The majority of the seasonal programs in West Lafayette are offered during the fall and winter months, with the exception of the Farmers Market which is offered spring through fall. In total, 14 seasonal programs were provided, representing 1.5% of the total program offering.

2.5.5. Program Distribution by Age Group

The majority of the programs hosted by the Department have minimum age limits, but no maximum age limits (66%). In contrast, 26% of the youth and teen programs offered were age-restricted. Only 8.2% of the programs were available for “all ages.”

Following is a breakdown of the program distribution by age group, along with the approximate minimum age ranges represented for each category. The specific age range requirements vary widely between programs in both the restricted and unrestricted categories. A detailed breakdown of program age ranges can be found in the database provided in Section 6.5 of the Appendix.

Program Age Group	Total Programs	% Total
Teens and Up (ages 13+)	372	39.3%
Youth Restricted (ages 3-17)	237	25.0%
Youth and Up (ages 5+)	183	19.3%
All Ages	78	8.2%
Adult (ages 18+)	58	6.1%
Active Senior (ages 50+)	12	1.3%
Teen Restricted (ages 11-16)	7	0.7%

Figure 2.34: Program distribution by age group.

2.5.6. Program Distribution by Season

The offering dates of the programs hosted by the Department were also evaluated. For the purposes of this evaluation, programs were classified into five (5) categories based on the season(s) in which the program began:

- Spring (March through April)
- Summer (May through August)
- Fall (September through November)
- Winter (December through February)
- Year-round

Almost 50% of all programs hosted by the Department were offered in the summer season (47.2%). The second most popular programming season was fall (26.3%). Together, approximately 74% of all programs were offered between May and November. The balance of the year is composed of winter programs (14.1%), spring programs (7.3%), and year-round programs (5.1%).

2.5.7. Trends + Observations

Based on the data available to the Project Team at the time of this planning process, the following programming trends were observed:

Indoor Recreation

The overwhelming majority of all programs hosted by the Department are offered at the Morton Center; an old school building which was re-purposed into a community center. The Morton Center is also the Department's only indoor programming location for recreation-based programs. The layout and design of this facility significantly impacts the amount and type of programs the Department can offer.

Aquatics

Aquatics programs are very popular, all of which are provided at the Municipal Pool. The pool, while well-maintained, is in need of a major update to meet programming demand. The age, design, and location of this facility likely impact the types of programs and the number of potential participants (see Section 2.4.6 for more information).

Natural Areas + Experiences

Thanks to the unique and high quality natural areas present within the City and in the greater region, nature programs and experiences are very important to West Lafayette residents. It is therefore surprising that so few nature-specific programs are offered. The City may wish evaluating a potential expansion of both nature programs and nature program offering locations if such demand exists.

Senior Programs

The Department offers programs for a wide spectrum of the population with the exception of senior-specific programs (Active Senior), which represent only 1.3% of the total offering. West Lafayette does not have a dedicated, city-owned "senior center," and the majority of active senior programs hosted by the Department are offered exclusively at the Morton Center; a facility which has notable access challenges for those with limited abilities. As the West Lafayette population continues to age in place, the demand for senior-specific programs will likely increase.

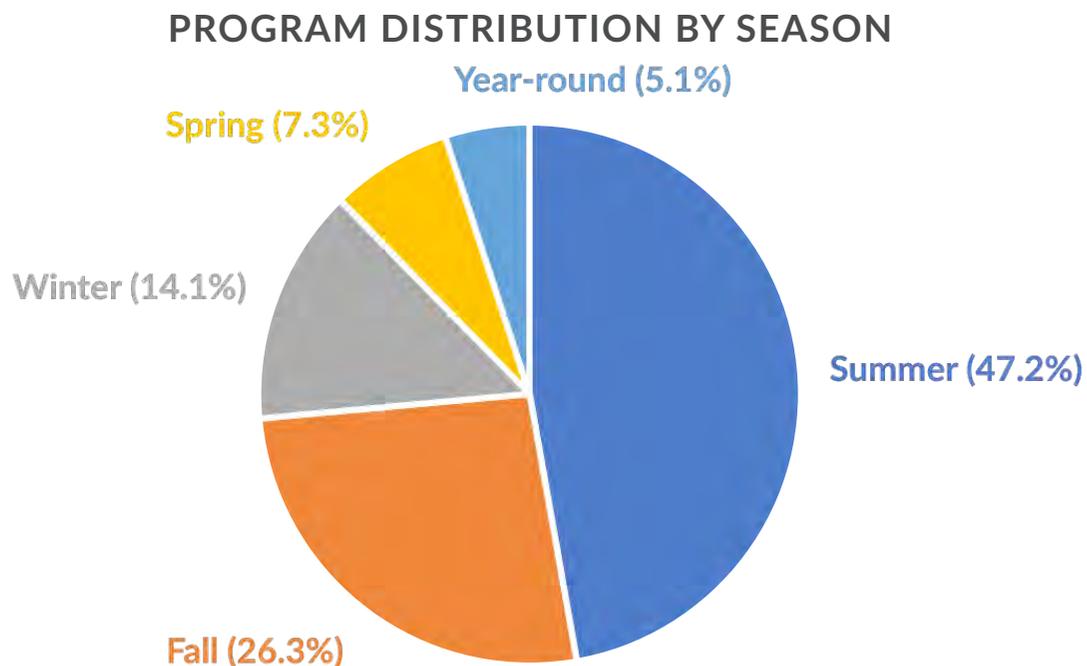


Figure 2.35: Program distribution by the season in which the program begins.

Athletics Programs

Based on the data provided, it is clear that the Department relies heavily on the private sector to meet the majority of the community's demand for competitive athletic programs. This is especially true of adult athletic programs; the only adult athletic program hosted by the Department is for tennis.

Special Needs Programs

With the exception of Seated Tai-Chi, the Department does not currently offer programs/ events which are designed specifically to appeal to those with disabilities. That said, the Department has demonstrated a willingness and desire to make any accommodations feasible to program and event offerings to ensure the greatest degree of participation possible, regardless of ability. Additional study to determine the desire/need for special needs-specific programs and events may be warranted, and program offerings adjusted accordingly, either through self-provision, or through partnerships with others.

PROGRAM DISTRIBUTION BY OFFERING LOCATION

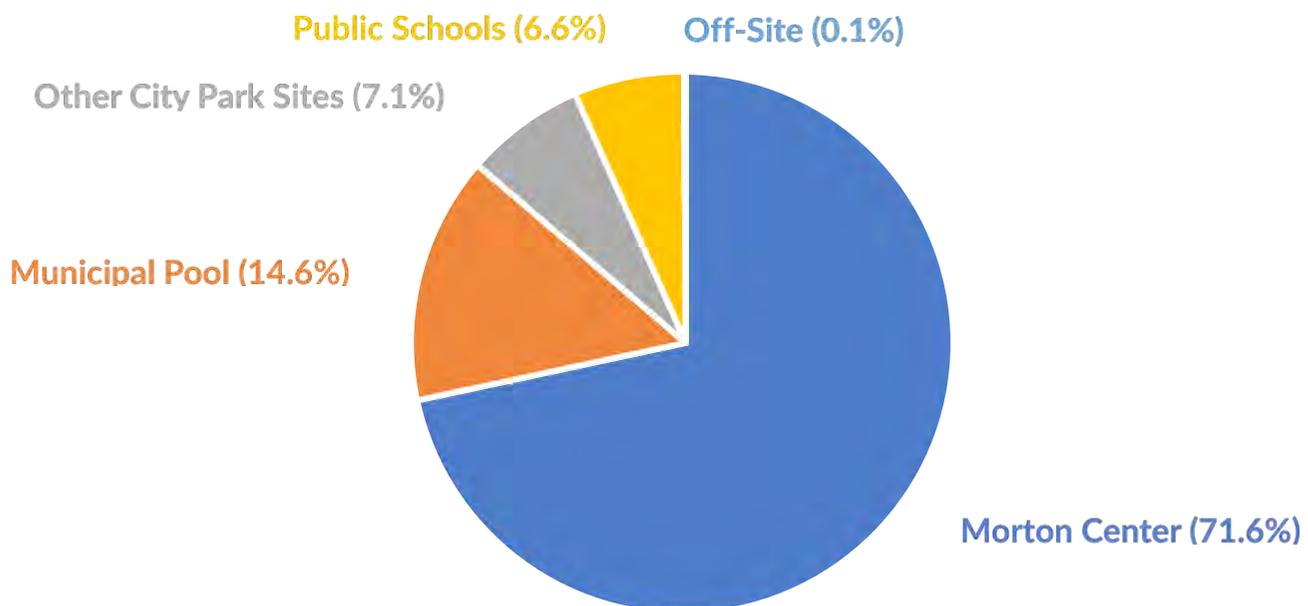


Figure 2.36: Program distribution by the location from which the program was offered.



03

needs + priorities
assessment



3.1 community engagement process

3.1.1. Overview

Parks are for the people, and as such, community participation was a cornerstone of this master plan. The Project Team, in partnership with the Purdue Extension, utilized multiple engagement techniques throughout the life of the process, with the intent of reaching the greatest amount of residents as possible.

In addition, the Project Team created an online MySidewalk project engagement page for use throughout the planning process. This “project portal” served as a means to convey announcements and information to the general public and to review documents/presentations. In addition to viewing information, the general public had the ability to provide real-time feedback to the Project Team, as well as to engage in comment-based discussion and dialogue.

Following is a summary of each technique and its associated outcome.

3.1.2. Stakeholder Interviews and Focus Groups

A group of individual project stakeholders were selected by the City to be interviewed by the Project Team. Over the course of two days, multiple individual meetings were held on-site in the City of West Lafayette. Stakeholders were given a list of “talking points” to guide the discussion, however, the intent of these meetings was to solicit broad-based input on the existing conditions of the City and to learn, from

a resident’s point of view, what is working and what isn’t working. Participants were asked to be open and honest, encouraged to focus on the “big picture,” and to not let any current constraints facing the City - fiscal or otherwise - limit their vision for the future.

On April 19th-20th, 2016, the Project Team conducted a total of seven (7) focus groups at the Morton Center in West Lafayette. In total, 51 people from 23 different boards and/or organizations participated in these focus groups including representatives from:

- The general public
- City of West Lafayette Parks and Recreation Department
- City of West Lafayette Parks Board
- City of West Lafayette Office of the Mayor
- City of West Lafayette City Council
- City of West Lafayette Streets Department
- City of West Lafayette Wastewater
- City of West Lafayette Fire Department
- City of West Lafayette Police Department
- City of West Lafayette Finance Department
- City of West Lafayette Engineering Department
- City of West Lafayette Clerks Office
- City of West Lafayette Information Technology
- City of West Lafayette Development
- Batesville Fire Department
- Dog Park Association of Greater Lafayette
- Tippecanoe County Parks and Recreation Department
- Purdue University
- Master Gardeners Association
- West Lafayette Library
- Hands of the Future
- RIPSquad (invasive species removal)
- West Lafayette Tree Friends
- Greater Lafayette Regional Soccer Alliance

A copy of the sign in sheets and full minutes from each of these focus groups can be found in Section 6.6 of the Appendix. Following is a summary of the input received for each of the core discussion topics. Following are summaries of the feedback received, per core discussion topic.

Review of Scope and Schedule

At the beginning of each interview or focus group, the Project Team provided participants with a high-level overview of the master planning process, scope, and schedule to ensure that everyone had an appropriate framework for the discussion which followed, and more importantly, to identify and answer any questions they may have had about the process. Participants were also asked if there were any additional meetings, workshops, presentations or other outreach efforts that the Project Team should consider.

The majority of questions raised were associated with the workshop process and overall project schedule. In addition, several participants noted the need to align the overall process with other relevant planning processes currently in place such as the Riverfront Plan and State Street. Overall, participants had a good understanding of the planning process, and no significant concerns were identified.

Needs

Participants were asked to identify what they believed, based on their unique perspectives and experiences, to be high-priority parks and recreation needs in West Lafayette. Participants responded with a diverse array of potential needs which ranged from small maintenance issues to large-scale capital improvements.

Following are summarized common themes heard throughout the interviews and focus groups:

- Trails are very important; more of them are needed and existing ones need to be better connected.
- There is a need for a centralized, indoor recreation center.
- There is a need for a new, or updated, aquatics facility. This facility may be at the site of the existing Municipal Pool, or collocated with a new indoor recreation center.
- Happy Hollow is a very important park; erosion

and circulation are both concerns.

- Nature programs, experiences, and areas are very important; more of them are needed.
- A clear vision for the future of the Morton Center is needed, as the facility is in need of significant updating and is currently limiting the amount and types of programs that are offered by the Department.
- Additional (new) parks and facilities are needed to meet the current demand, especially in the newly annexed areas of the city.

Priorities

Participants were asked to identify their highest priorities regarding future investment in Parks and Recreation in West Lafayette. A common theme among the multiple responses was the need for “new” parks, facilities, and trails.

The need to acquire additional park land, particularly in the expanding areas of the city, was mentioned multiple times, as was the need for a new indoor recreation center that better meets the programming needs of the Department. The vision for this new indoor recreation center needs to also include a vision for the future of the existing Morton Community Center (see above).

Participants also noted the importance of improving some of the Department’s existing parks such as Happy Hollow, the Municipal Pool, and Cumberland Park.

Benchmark Communities

To facilitate future benchmarking, participants were asked to identify cities and/or communities which they felt had attributes worth studying further. Positive attributes were not limited to parks and recreation alone, including also quality of life, well-connected trail networks, embraced natural lands, and riverfront locations. No boundaries were given with regard to the size, location, or density of the communities; participants were free to respond based on their own unique experiences.

Participants responded with a broad list of potential benchmark communities which included both large and small cities spread from Pennsylvania to Oregon. Approximately 32% of the benchmarked communities

identified were in Indiana, and 68% were located in the Midwest.

Following is a list of the communities suggested by the interview participants. The number in parenthesis at the end of each community name indicates the number of unique times that community was suggested.

- Valparaiso, IN (2)
- Bloomington, IN (2)
- Cincinnati, OH (riverfront) (2)
- Westfield, IN (Grand Park) (2)
- Carmel, IN (2)
- Indianapolis, IN (canal and trails)
- Franklin, IN
- Plainfield, IN
- San Diego, CA
- Ft. Collins, CO
- Grand Rapids, MI
- East Lansing, MI
- Ann Arbor, MI
- Austin, TX (Labor Trail)
- Houston, TX (downtown)
- Madison, WI
- San Francisco, CA
- St. Louis, MO
- Rockford, IL (riverfront)
- Henderson, KY
- Philadelphia, PA (urban system)
- Portland, OR

Funding/Implementation

Understanding a community's opinions associated with various funding and implementation strategies upfront is critically important, as this information should help inform the overall master plan Vision. As such, participants were asked what types of funding sources they would support, anticipating that this plan would result in "millions of dollars' worth" of needed improvements. A list of common funding sources was provided to help facilitate discussion.

The most commonly referenced potential funding sources including bonding, implementing a park impact fee, leveraging TIF funds, and partnering more intentionally with the West Lafayette Parks and Recreation Foundation. Multiple participants supported the general opinion that a parks and recreation-specific bond would likely be well received, provided the vision – and value of the proposed

improvements - was compelling and articulated clearly. It was also noted that raising taxes was not only unlikely to be supported, it is nearly impossible given the current tax rate and structure; as noted by one participant, approximately 30% of properties in the city are tax-exempt.

Other potential funding sources mentioned included:

- Increased cost recovery/revenue generation through fund raising, special events, and rentals,
- Grants,
- Crowdfunding,
- Partnerships with the RDC, WREC, Purdue, etc

3.1.3. Public Input Meetings

As part of the public engagement process facilitated by the Purdue University Extension, two (2) open community forums were held to solicit open feedback from the general public:

- St. Andrew United Methodist Church from 5:00 pm – 9:00 pm on October 5, 2016 (21 attendees, 11 staff/facilitators)
- West Lafayette Public Library from 9:00 am – 12:00 pm on October 6, 2016 (30 attendees, 9 staff/facilitators)

The forum agendas were identical, following format below, and relied on worksheets from the Purdue Extension curriculum "Enhancing the Value of Public Spaces". The community forums sought to obtain information on the current assets of the department and the potential opportunities that the Department might consider as they plan for the future (Purdue Extension, 2016). Following is a summary of the meeting process and the input received, as reported by the Purdue Extension in the 2016 West Lafayette Parks and Recreation Department Engagement Report (included within Section 6.6 of the Appendix).

The Purdue Extension Team led the participants through a series of exercises that sought to:

- Identify strengths and assets,
- Review the Community Capitals Framework (CC) methodology,
- Determine gaps in facilities and services,
- Cast a vision for what participants would like to see in the future,
- Determine opportunities for improvement and

priorities per capital group,

- Discuss next steps and master plan integration.

Data generated through the asset and opportunities exercises, as outlined in the full Engagement Report, resulted in the creation of an Excel database that was given to the West Lafayette Parks and Recreation Department. This database included:

- All of the raw asset data from each forum coded by community capital
- All of the raw opportunities data from each forum coded by community capital and the number of votes each opportunity received
- Completed action planning worksheets



Figure 3.2: Participants at one of the public input sessions facilitated by the Purdue Extension (Purdue Extension, 2016).

Opportunities

Part of the engagement exercise was to identify opportunities based on the different Community Capital categories of Built, Cultural, Financial, Human, Natural, Political, and Social.

Following are the top ten (10) opportunities identified, as voted by the participants. The number in the parenthesis indicated the number of votes received:

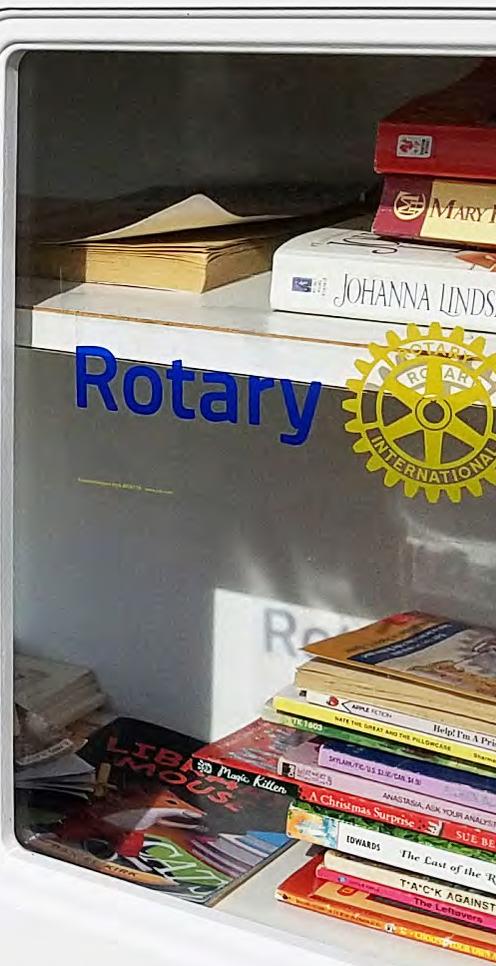
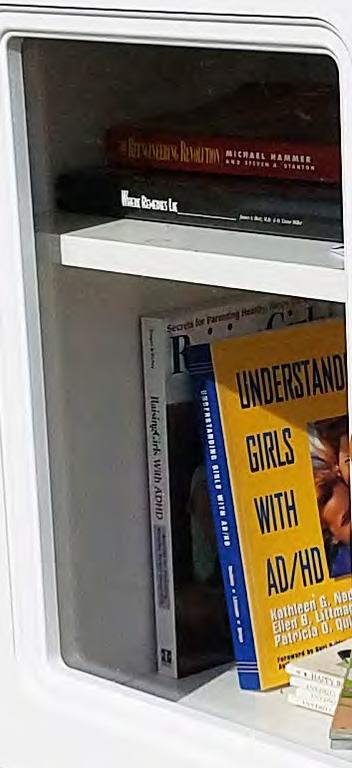
1. **More Events to Connect with International Community (9)**
2. **Wider Use of River/Riverfront (9)**
3. **Food and Beverage Tax for the River (8)**
4. **Develop Wabash Corridor for Multi-Use (8)**
5. **WREC Plan in Action (8)**
6. **Parks Representative as Permanent Seat on City Council or Development Commission (7)**
7. **Conservation of Natural Resources (6)**
8. **Education of Voting Public on Green Initiatives (6)**
9. **Full-Time Person Programming Facilities (6)**
10. **Tax on Religious Property (6)**

After opportunities had been identified and prioritized, the Purdue Extension Team worked with participants to develop both short and long-term strategies to make progress towards those goals. Details on these strategies can be found in the full engagement report (see Section 6.6. of the Appendix).

Take One



Leave One



Rotary



3.2 public opinion survey

3.2.1. Survey Overview

The Purdue University Extension was hired by the West Lafayette Parks and Recreation Department to undertake the development of a Public Engagement Report – which included a community survey – for the purposes of inclusion within this master planning process. The following summaries of the survey process and its findings (Sections 3.2.2-3.2.6) were authored by the Purdue University Extension and used with permission for the purposes of this planning process.

The full Engagement Report is available for download on the Department’s website at: http://www.westlafayette.in.gov/egov/documents/1470232950_39432.pdf.

3.2.2. Survey Administration

Purdue University and the City of West Lafayette Parks and Recreation Department teamed up in the fall of 2015 to begin a process of public engagement to inform the development of a new 5-year Master Plan that will undergird the Department’s strategic initiatives between 2017 and 2021.

The mission of West Lafayette Parks and Recreation Department is to enhance the quality of life in the city by providing the best possible recreational facilities and programs for its citizens through effective management of natural, human, and financial resources. The purpose of the public engagement efforts was to elicit information (perceptions, opinions and experiences) from community members.

The survey (available online and in paper form at several Parks and Recreation facilities between January 21 and March 28, 2016) sought to complement the forums by gathering information about current facilities and programs (public awareness, usage, quality, etc.) and offering a means of collecting suggestions for improvement or diversification of offerings.

Community Input was also obtained through a 24 question survey available from January 21- March 28, 2016 online and in paper form at the West Lafayette Public Library, the Nature Center at Celery Bog, and Morton Center. Leadership from the West Lafayette Parks and Recreation Department and members of the Purdue team collaborated on marketing the survey. Multiple marketing approaches were taken including: newsletters, television, email, newspapers, press releases, and social media. See full report for full descriptions of survey marketing.

The results include the data from 801 participants. Not all questions were required and therefore some totals for questions do not add up to the total number of participants. The following summarizes the results of the survey.

3.2.3. Demographic Information

A majority of participants taking the survey were located within the Tippecanoe County, with the largest percentage from a West Lafayette, Indiana zip code. Ages of the participants ranged from 18 to 65 and over. Many of the participants were found in the 25 to 44 years range with a similar amount of participants

also in the 45 to 64 years range. Over 80% of the participants can be found in these two age ranges with the least being found in the 18 to 24 years range. Approximately 50% of the respondents identified as female, 25% as male, and 26% of respondents did not comment on their gender. Additionally, data regarding race of participants was also collected and compared to that of the West Lafayette 2014 Census data. These two data sets were also found to be comparable.

A large majority of respondents identified as white. Data regarding the education of participants was collected and compared with the education data reported for the West Lafayette Census data in 2014. Percentage-wise, survey data was comparable to Census data with slight alterations of less than high school education, high school graduate (including GED), and professional degree or more than Bachelor's degree. Overall, a majority of respondents held a professional degree or more than a Bachelor's degree with slightly less respondents holding a Bachelor's degree. Overall, a majority of the respondents were found to be white females, between the ages of 25 and 44 with a Bachelor's degree or higher.

3.2.4. Satisfaction of Present Services

Participants were asked several questions regarding their satisfaction with West Lafayette Parks & Recreation facilities, programs, and several other factors. This data was then cross referenced among several other questions to determine satisfactions with various aspects of the West Lafayette Parks and Recreation Department. Overall, participants were found to be "satisfied" with the facilities and programs offered by the Department.

Participation

Participants were also asked if they participated in the education and recreation programs offered in the Department. It was found that respondents were fairly split between using and not using programs offered. This data was then crossed with overall satisfaction data to find that satisfaction was similar to those who do and do not participate in education and recreation programs with a slightly smaller amount of people who do not participate in programs being "very satisfied".

If a participant stated that they did not participate in programs, they were asked to provide a reason from various choices. A large amount of participants stated that their lack of participation was due to not being aware of program options available. An additional notable amount of people also stated that the relevant options available did not fit their schedule. Additionally, among the small percentage of people who were "somewhat satisfied" and "not satisfied", their lack of participation in activities was also due to not being aware of program options and the relevant options not fitting within their schedule.

The locational data was also cross referenced with the education and recreation program participation data to determine where program participants are located and where resources can be focused. A majority of individuals that participate in Parks & Recreation programs were found to be non-Purdue student West Lafayette city residents and significantly, but less so, participants were also found to be non-Purdue student non-West Lafayette residents. These two categories were also found to be the majority of those who did not participate in Parks & Recreation education and recreation programs. Results similar to those crossed with the satisfaction data also found that most participants in the majority of locations were not participating due to lack of awareness of program options and the relevant options not fitting to their schedule.

Age data of respondents was also crossed with participation data to discover the demographics of those participating in programs and what age groups are lacking from parks programs. Respondents ages 25 to 44 were found to equally participate and not participate in West Lafayette Parks and Recreation education and recreation programs while similar results were found in respondents ages 45 to 64 and those 65 and over. In contrast, respondents' ages 18 to 24 years were found to significantly not participate in education and recreation with the overall reason for lack of participation being not aware of program options.

Lastly, data regarding respondent education level was crossed with participation data to better understand those participating in programs and those that are

not. Participants with some college, no degree or less are mostly not participating in West Lafayette Parks & Recreation education and recreation programs. Those with a professional degree or more than a Bachelor's degree were found to participate in recreation and education programs more so than not. For those who state that they do not participate in parks and recreation programs, a majority of people stated that they were not aware of the program options across all education levels.

Accessibility

The Department was curious how people were hearing about their programs and services as well as the accessibility of these programs. A majority of the survey respondents were learning about programs and services through word of mouth and the West Lafayette Parks & Recreation Program Booklet. The least used sources of information were neighborhood associations and the City of West Lafayette Parks & Recreation Facebook page. A majority of participants accessed programs and facilities through cars or walking with very little taking the bus. Participants were also asked about the likelihood of residents to participate in an online payments system. A majority of participants stated that they would be very likely to utilize an online payment system.

3.2.5. Facilities

Equipment, facility and service use was reported by respondents in which they selected all facilities they used. Paved trails, nature trails, restrooms, and picnic shelter/tables were among the most popular responses among respondents. The least popular facilities used were the boat ramp, volleyball, and the fitness area. There was an option of "other," and the top five comments among them were: parks outside of West Lafayette system (Horticulture Park most frequently referenced), trails, Farmer's market, community gardens, and soccer fields.

Celery Bog Nature Area

Data collected from the rating of various aspects of Celery Bog Nature Area and Lilly Nature Center including building and ground appearance and trail condition was crossed with data regarding the frequency of use. A majority of respondents stated

that they visit Celery Bog Nature Area about one time a year and a majority of respondents also rated the appearance of the buildings and grounds as excellent. Regarding trail condition, a majority of respondents felt that the trail quality could be rated as "Good" across all frequencies of use except people that are visiting more than once a week in which of a majority of those respondents state that the condition of trails were "Excellent."

Happy Hollow Park

Data collected from the rating of various aspects of Happy Hollow Park including playground equipment condition and trail condition was crossed with data regarding the frequency of use of this facility. A majority of respondents were found to visit Happy Hollow Park one time per month and would rate the condition of playground equipment as mostly "Good." Similar results were found when comparing frequency of use and the condition of the trails. A majority of respondents felt that the condition of the trails were "Good" across all frequencies of use.

Municipal Pool

Data collected from the rating of various aspects of the Municipal Pool including pool condition and cost of entry was crossed with data regarding the frequency of use. A majority of the participants visited the pool one time a year or one time per month and felt that the condition of the pool was "Good." Regarding the cost of entry to the Municipal Pool, most respondents felt across all frequency of visits that the cost of entry is "Good" although a notable amount of respondents stated that they would rate the cost of entry as "Fair."

Riverside Skating Center

Data collected from the rating of various aspects of the Riverside Skating Center including rink condition and skate rental satisfaction was crossed with data regarding the frequency of use. A majority of respondents stated they visited the Riverside Skating Rink one time per year and would rate the condition of the rink as "Good." Similar results were shown when looking at respondent satisfaction with the skate rental. Most respondents would rate the satisfaction with skate rental as "Good."

Morton Community Center

Data collected from the rating of various aspects of the Morton Community Center including recreational/education programming delivered and the appearance of buildings and grounds was crossed with data regarding the frequency of use. A majority of people state that they visited the Morton Community Center one time per year and most people felt the appearance of the buildings and grounds would be rated as “good” across all frequencies of visit. Among the individuals visiting the Community Center one time per year, a majority felt the recreational/educational programming delivered would be rated as “good”. All other respondents who stated that they visit one time per month or more stated rated the recreational and educational programming as “Excellent.”

3.2.6. Conclusions

Overall, the respondents of the survey felt that most of the five facilities discussed in the report are visited one time per year and would rate the quality of most of the aspects of these facilities as “Good”. These facilities were mainly being accessed by car. Respondents were fairly split between participating and not participating in activities and programs offered by Parks and Recreation. The largest reason for participants’ lack of participation across almost all accounts was lack of knowledge about relevant programs.

Top 3 New Programs:

Based on the interpreted feedback from the survey process, the top three (3) new programs desired by residents include:

1. **Fitness Programs (weightlifting, exercise education, weight loss education, family programs, senior programs).**
2. **Nature Programs (hikes, family, naturalist-led, plant ID, preschool, volunteer opportunities, wildlife viewing, afterschool).**
3. **Adult Sports (Martial arts, soccer, volleyball, baseball, softball, swimming, basketball, futsal)**

Top 3 New Facilities:

Using the same methodology, the top three (3) new facilities and/or facility improvements included:

1. **Trail System Expansion (paved, connect neighborhoods, existing trails, and parks, multi-use walk and bike, includes loops, expand hiking trails)**
2. **Indoor Recreation Facility (pool, gym/sports, track, exercise equipment, playground/play center, programs, youth center recreation)**
3. **Splash Parks and Dog Parks (tie)**



Figure 3.3: Final public presentation of the survey findings by the Purdue Extension (Purdue Extension, 2016).

part three : needs + priorities assessment

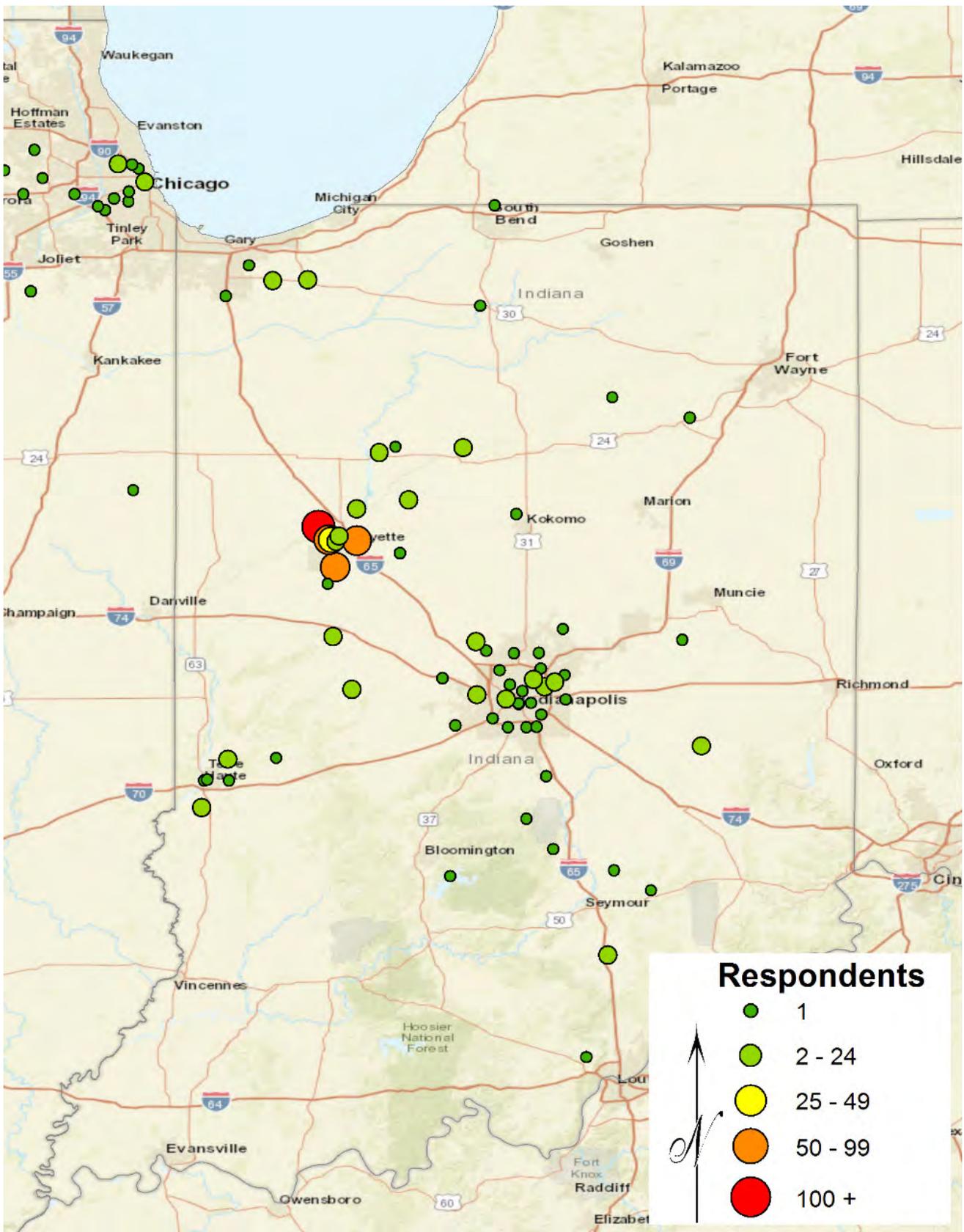


Figure 3.4: Map illustrating where survey responses were received from (Purdue Extension, 2016).



3.3 comparable community benchmarking

3.3.1. Methodology

The purpose of community benchmarking is to compare common parks and recreation metrics across multiple different communities. Often, the communities selected for comparison are either similar in size, location, context, and/or represent aspirational goals of the base community (such as communities that have a high quality of life or well-developed trail system).

The stakeholder interviews and focus groups (as discussed in Section 3.1.2) and available national-level data informed the communities selected for this analysis, which included:

- The City of West Lafayette, IN
- Lafayette, IN
- Bloomington, IN
- Carmel, IN
- Westfield, IN
- Portland, OR
- Valparaiso, IN
- Indianapolis, IN

In addition, the 2016 NRPA national averages (as reported in the 2016 NRPA Parks Field Report), where available and applicable, were also included.

Primary data for this analysis was sourced from the NRPA Park Metrics (formerly PRORAGIS) database and supplemented by data collected manually by the Project Team - where necessary - from sources such as the U.S. Census, municipal park websites and master plans, and Esri.

Data collected from each community included:

- Population (2015 estimate, ESRI)
- Community size (sq. miles)
- Acres of parks per 1,000 pop.
- Number of parks per 10,000 pop.
- Number of residents served per park
- Number of acres per park (avg.)
- Population served per recreation center
- Sq. feet of indoor recreation per 1,000 pop.
- Trail miles per 1,000 residents
- FTE's per 10,000 pop.
- Total operating expenditures per capita

3.3.2. Observations

Parks

Of the communities compared, West Lafayette had both the smallest permanent population and geographic area. Despite this, West Lafayette had the fourth highest number of park acres per 1,000 population, beating the NRPA national average by almost 3.5 acres/1,000 population. Similarly, West Lafayette had a comparably high number of park sites per 10,000 population, exceeded only by Bloomington, IN and Valparaiso, IN.

The average park in West Lafayette is approximately 32 acres, which is on the lower end of the benchmark communities that together average approximately 41 acres per site.

Trails

West Lafayette showed very well with regard to the number of trail miles per 1,000 population (0.91 miles), falling behind only Westfield, IN (2.36 miles), and Valparaiso, IN (1.59 miles). The average amount of trail

miles provided by the benchmark communities was 0.73 miles per 1,000 population.

Indoor Recreation

For purposes of this analysis, “Indoor Recreation” was defined as the total square footage within a multi-purpose indoor center(s) whose design, focus, and programming are largely targeted at active recreation and fitness. The Morton Center does offer multiple fitness-based programs, however, does not have common recreation center amenities such as gymnasiums, fitness rooms, and/or locker rooms. The lack of these amenities prohibits the Morton Center from meeting this criteria, and as such, West Lafayette was the only benchmark community without an indoor recreation center.

Among the other benchmark communities analyzed, the average amount of indoor recreation provided was 1,134 square feet per 1,000 population. Westfield provided the highest amount of indoor recreation at 2,205 square feet per 1,000 population. The average population served per recreation center in this benchmark analysis was 47,873, while the NRPA national average was 26,650.

Based on these numbers, West Lafayette is deficient in indoor recreation square footage, and would require at least one (1) indoor recreation center of approximately 35,000-69,000 gross square feet to remain competitive among the benchmark communities evaluated.

	West Lafayette, IN	Lafayette, IN	Bloomington, IN
Population (2015 estimate, ESRI)	31,236.00	69,712.00	82,869.00
Community size (sq. miles)	7.63	27.74	23.16
Acres of parks per 1,000 pop.	13.17	10.04	27.43
Number of parks per 10,000 pop.	4.16	2.73	4.59
Number of residents served per park	2,402.77	3,669.05	2,156.92
Number of acres per park (avg)	31.65	36.84	59.82
Population served per recreation center	0	69,712.00	81,963.00
Sq. feet of indoor recreation per 1,000 pop.	0	315.58	1,367.60
Trail miles per 1,000 residents	0.91	0.09	0.37
FTE's per 10,000 pop.	5.44	<i>no data</i>	14.50
Total operating expenditures per capita	35.00	48.74	106.00

Figure 3.5: Comparable community benchmarking table.

Operations + Spending

Annually, West Lafayette spends significantly less per capita on operational expenditures (\$35.00), when compared to the average of the benchmark communities (\$74.73), and the 2016 NRPA national average (\$100.63). Additionally, West Lafayette employs 5.44 full time equivalents (FTE's) per 10,000 population, which is lower than the NRPA national average of 8.10 and significantly lower than the benchmark average of 13.46. For comparison purposes, Carmel, IN has the highest amount, with 22.64 FTE's per 10,000 population.

Carmel, IN	Westfield, IN	Portland, OR	Valparaiso, IN	Indianapolis, IN	NRPA 2016 Avg.
88,217.00	36,271.00	620,564.00	33,035.00	852,380.00	<i>no data</i>
48.55	27.08	145.00	15.58	372.00	<i>no data</i>
5.67	3.29	18.06	22.49	12.87	9.70
1.59	2.76	3.24	5.45	2.44	<i>no data</i>
6,301.21	3,627.10	3,087.38	1,835.28	4,080.71	1,894.00
35.71	11.94	55.77	41.28	52.52	<i>no data</i>
86,682.00	36,271.00	41,370.93	33,035	33,951.50	26,650.00
1,655.01	2,205.62	727.41	1,007.99	661.15	<i>no data</i>
0.11	2.36	0.24	1.59	0.16	<i>no data</i>
22.64	19.02	<i>no data</i>	16.15	2.99	8.10
132.00	49.44	<i>no data</i>	125.97	25.93	100.63

Figure 3.6: Comparable community benchmarking table, cont'd.



3.4 ^{A³™} level of service analysis

3.4.1. Ensuring Equity

The Indiana State Comprehensive Outdoor Recreation Plan (SCORP) defines a parks and open space Level of Service (LOS) analysis as “a process of strategic planning which takes into account the unique aspects of individual communities and measures demand for recreation opportunities, current park and recreation resources, and the needs and preferences of community residents” (INDNR, 2012).

The purpose of the LOS analysis found herein is to attempt to identify gaps in access or equity with regard to parks and open space facilities or amenities. The reasoning behind a LOS analysis is that parks are for the people – all people – and that all people should have “equal opportunity” to benefit from them (Mertes, 1996).

In his book *The Excellent City Parks System; What Makes it Great and How to Get There*, author Peter Harnik stresses the importance of equity by stating that an “excellent city park system is accessible to everyone regardless of residence, physical abilities, or financial resources. Parks should be easily reachable from every neighborhood, usable by the handicapped and challenged, and available to low-income residents” (Harnik, 2003).

3.4.2. LOS Methodology

There are multiple ways to measure LOS from a parks and open space perspective; each of which is necessary but not sufficient alone. Similar to the needs assessment concept of “triangulation” discussed

earlier in this section, LOS must also be evaluated from multiple vantage points because there are no concrete standards or guidelines that apply universally to all communities. Additionally, there is no one LOS evaluation technique that is able to account for every variable contributing to accessibility and equity. In the end, it is up to each individual community to decide what role they want their parks to play, and what standards are required to achieve or maintain that standard.

All too often, communities rely solely on acreage-based analysis (a ratio of acres per 1,000 population) because it is the most widely referenced and is also the easiest to calculate. Evaluating acreage LOS alone however, does not paint the full picture with regard to equity because it does not take into account quality, amenities present (or lacking), or geographic location.

To provide a more comprehensive view of LOS, this section of the master plan will evaluate LOS – at a high level - for both amenities (presence of facilities), and access (geographic distribution of resources), in addition to the traditional LOS for acreage.

Amenity LOS is important because not all parks provide users with the same facilities; just because a park is classified as a “regional park” does not necessarily mean it will have a pool. Therefore, knowing only park acreage or classification does not provide an accurate understanding of facility inventory compared against the existing population’s demand for those facilities. Similarly, evaluating access LOS is equally important. If a community has over 100 acres of parkland per 1,000 residents – an exceptionally high

LOS – but 95% of those acres are located on one side of the community, is that equitable? Understanding the geographic distribution of facilities and resources is key to understanding equity, or lack thereof.

3.4.3. Acreage LOS

Acreage LOS evaluates the total amount of park acreage a community has when compared with its population – both existing and projected – expressed in acres per 1,000 residents. As previously stated, this technique is often one of the most widely utilized due to its ease of calculation. It is generally regarded that the higher the acreage LOS, the higher the quality of life enjoyed by the community’s residents.

Currently, there is no clear Acreage LOS standard that applies directly to the City of West Lafayette. At the time of this planning process, neither the City’s current Parks Master Plan nor the City’s Comprehensive Plan make reference to a LOS benchmark.

The 2016-2020 Indiana SCORP makes recommendations on the county-level (a minimum of 20 acres/1,000 population), but not for individual towns or cities. Based on their calculations (using 2014 population), Tippecanoe County is providing an acreage LOS of 15.9 acres/1,000 population, which is 742.38 acres short of the Indiana SCORP recommendation. (Indiana Department of Natural Resources Division of Outdoor Recreation, 2015) For comparison purposes, in 2014, the City of Indianapolis,

2015 Level of Service Analysis (LOS) Acreage			
2015 Population ^a		45,550	
2015 LOS for West Lafayette (acres/1,000 residents)		9.0	
Acres Needed to Maintain 2015 Population LOS		412	
	Acres	Actual Acres/1000	Surplus Deficiency
Community and Neighborhood Park Acreage	412	9.0	0
2020 Level of Service Analysis (LOS) Acreage			
Estimated 2020 Population ^b		49,337	
2015 LOS for West Lafayette (acres/1,000 residents)		9.0	
Acres Needed to Maintain 2015 Population LOS		444.0	
	Acres	Actual Acres/1000	Surplus Deficiency
Community and Neighborhood Park Acreage	412	8.3	-33
2030 Level of Service Analysis (LOS) Acreage			
Estimated 2030 Population ^b		57,881	
2015 LOS for West Lafayette (acres/1,000 residents)		9.0	
Acres Needed to Maintain 2015 Population LOS		520.9	
	Acres	Actual Acres/1000	Surplus Deficiency
Community and Neighborhood Park Acreage	412	7.1	-109

^a U.S. Census Bureau via American Fact Finder
^b Based on a projected 1.61% annual population increase

Figure 3.7: Acreage LOS chart.

Indiana was providing an Acreage LOS of 13.2 acres/1,000 population (Harnik, 2014).

For the purposes of this analysis, a benchmark of 9 acres/1,000 population was chosen, which was the Acreage LOS of West Lafayette in 2015. In addition, this analysis utilizes population projections for the City that are extrapolated from data obtained from the U.S. Census Bureau. The purposes of the projections is to understand implications over time, as population changes.

At the time of the planning process, the City of West Lafayette had approximately 411.5 acres of public parkland. It should be noted that over 100 acres of those 411.5 acres are part of the wetlands at Celery Bog Nature Area (West Lafayette, 2009). Using the 2015 population, the City was providing an Acreage LOS of 9 acres/1,000 residents.

Current projections indicate that the City's population is expected to increase by 1.61% annually. If these projections are realized, by 2020, the City will provide an Acreage LOS of 8.3 acres/1,000 residents and by 2030 the City will provide an Acreage LOS of 7.1 acres/1,000 population.

The findings of this LOS technique indicate that the City will need to acquire additional park land in order to maintain their current Acreage LOS.

3.4.4. Amenities LOS

Amenity LOS (often also referred to as "Facilities LOS") evaluates equal opportunity through the availability of recreation facilities (e.g. basketball courts) within a community when compared with its population (Barth, 2009). In the 1990's, the National Recreation and Parks Association (NRPA) published standards indicating the maximum population served by a recreation facility (e.g. one baseball field serves 10,000 population). These standards were intended to serve as a flexible benchmark, however, were blindly adopted by many communities.

Now, a more community-specific approach is often taken when evaluating Amenity LOS, with communities determining their own standards based

on the vision of their residents, current programming trends, and operational capacity. At the time of this planning process, neither the City, Tippecanoe County, or the Indiana SCORP provide specific guidelines on Amenity LOS.

In lieu of a local benchmark or requirement, this Amenity LOS analysis utilized the median population per facility data as reported in the 2016 NRPA Field Report (National Recreation and Park Association, 2016). This analysis also incorporated the same population projections used in the Acreage LOS analysis. It should also be noted that this is by no means a comprehensive list of facilities, however, the facilities selected were the most applicable to the City of West Lafayette based on the data available in the 2016 NRPA Field Report.

When only "public" facilities are evaluated, in 2015, the City of West Lafayette was deficient in almost all facility categories with the largest numbers occurring in baseball fields (7 additional facilities needed) and tennis courts (11 additional facilities needed). Only two facility types, outdoor swimming pools and nature centers, are providing a surplus of facilities, and community gardens and playgrounds are providing an adequate amount of facilities per population. Based on population projections and if no new facilities are added, by 2030 only outdoor swimming pools and nature centers will be providing an adequate number of facilities per population (Figure 3.8).

When the recreation facilities from public schools, including Purdue University, and private facilities are included in the analysis, the City's amenity LOS greatly improves, showing a deficiency in only four facility categories; baseball fields (4 additional facilities needed), community gardens (1 additional facility needed), dog parks (1 additional facility needed), and recreation centers (1 facility needed) (Figure 3.9).

Although public schools and universities are "open" to the public, the general public may have limited to no access to its recreation facilities; only students and faculty would have full access to these facilities. Additionally, private facilities calculated in this

Amenities LOS: City Only			Surplus / Deficiency		
POPULATION SERVED per facility ^c	ACTIVITY	Existing # of Facilities	2015 ^a	2020 ^b	2030 ^b
	<i>Population Estimate</i>		45,550	49,337	57,881
6,599	Baseball Field	0	-7	-7	-9
7,000	Basketball Courts	3	-4	-4	-5
30,000	Community Centers	1	-1	-1	-1
32,376	Community Gardens	1	0	-1	-1
43,183	Dog Park	0	-1	-1	-1
25,523	Football	0	-2	-2	-2
26,418	Gyms	0	-2	-2	-2
28,500	Ice Rink (Outdoor Only)	1	-1	-1	-1
8,060	Multipurpose Fields	4	-2	-2	-3
114,620	Nature Centers	1	1	1	0
3,560	Playground	13	0	-1	-3
26,650	Recreation Centers	0	-2	-2	-2
6,671	Soccer Fields	4	-3	-3	-5
9,687	Softball Field	3	-2	-2	-3
34,686	Swimming Pool (Outdoor Only)	3	2	2	1
4,295	Tennis Court (Outdoor Only)	0	-11	-11	-13

^a U.S. Census Bureau via American Fact Finder

^b Based on a projected 1.61% annual population increase

^c Based on the "median" population per facility data, 2016 National Recreation and Parks Association Field Report, 2016

Figure 3.8: Amenities LOS chart for public facilities.

Amenities LOS are usually not open to the general public unless they either have a paid membership to use the facility or the private facilities are amenities for a multi-family residence.

large surplus in these two facility types when public schools and private facilities are included in the analysis.

Based on this Amenities LOS analysis, even when facilities from public schools and private facilities are included in the analysis, there are still deficiencies in few categories, including baseball fields, recreational centers, and dog parks. If the needs assessment indicates such demand exists, the City may wish to consider retrofitting some of its existing softball fields or multi-purpose fields to baseball fields as there is a

Amenities LOS: City + Others			Surplus / Deficiency		
POPULATION SERVED per facility ^c	ACTIVITY	Existing # of Facilities	2015 ^a	2020 ^b	2030 ^b
	<i>Population Estimate</i>		45,550	49,337	57,881
6,599	Baseball Field	3	-4	-4	-6
7,000	Basketball Courts	20	13	13	12
30,000	Community Centers	10	8	8	8
32,376	Community Gardens ^d	1	0	-1	-1
43,183	Dog Park	0	-1	-1	-1
25,523	Football	3	1	1	1
26,418	Gyms	21	19	19	19
28,500	Ice Rink (Outdoor Only)	1	-1	-1	-1
8,060	Multipurpose Fields	30	24	24	23
114,620	Nature Centers	1	1	1	0
3,560	Playground	35	22	21	19
26,650	Recreation Centers	1	-1	-1	-1
6,671	Soccer Fields	12	5	5	3
9,687	Softball Field	19	14	14	13
34,686	Swimming Pool (Outdoor Only)	14	13	13	12
4,295	Tennis Court (Outdoor Only)	40	29	29	27

^a U.S. Census Bureau via American Fact Finder

^b Based on a projected 1.61% annual population increase

^c Based on the "median" population per facility data, 2016 National Recreation and Parks Association Field Report, 2016

^d No inventory on non-city owned community gardens exists

Figure 3.9: Amenities LOS chart for public, quasi-public, and private facilities.

3.4.5. Access LOS

A quantitative approach to parks and recreation level of service is to evaluate LOS through the development of spatial “service area” guidelines for specific park or amenity types; this technique is referred to as Access LOS. These resulting service areas are representative of the true distance, utilizing the existing transportation network, that residents must travel to access a particular type of facility.

To complete this analysis, the Department’s existing facilities were mapped in GIS, and then a service area was calculated using Esri’s Network Analyst extension. The resulting “bubble” indicates which residential areas have access to a particular park or facility-type within the given Access LOS standard.

The resulting maps also indicate voids in the service areas, helping to indicate where new facilities may need to be located within the city. As Figure 3.10 illustrates, approximately 75%-80% of the city’s residential areas are within a one (1) mile service area of a park facility.

Different types of facilities necessitate different Access LOS parameters. For example, residents would expect to have to travel further to a regional facility, such as an aquatics center, then they would to a neighborhood-scale amenity like a playground. Taking this into account, the Project Team – in consultation with the Department – assigned each of the city’s primary amenities to one of the following categories, each with its own unique Access LOS parameters:

Neighborhood Amenities (1-mile service area)

- Basketball courts
- Playgrounds
- Multi-purpose fields/greenspace
- Volleyball courts
- Picnic shelters
- Trailheads

Most residential areas have sufficient access to neighborhood-scale amenities within a 1-mile service area with the exception small pockets of in the northeastern corner of the city and west of the Celery Bog Nature Area. An exception to this is basketball courts which have a gap in access in the central

portion of the city, and rely on public school facilities to help provide adequate access in this region.

Community Amenities (3-mile service area)

- Football/soccer fields
- Baseball diamonds
- Softball diamonds
- Dog parks (off-leash)
- Community rooms
- Tennis courts

The city’s inventory of community facilities provides sufficient access to most of the residential areas. A notable exception to this are dog parks, to which only a third of residents have access. Additionally, baseball diamonds and tennis courts rely solely on facilities located at public schools, private recreation facilities, or within the City of Lafayette.

Special-Use Amenities (5-mile service area)

- Pools (indoor and outdoor)
- Indoor recreation centers
- Skate parks

Adequate access to special-use facilities varies between the different types of facilities. The West Lafayette Municipal Pool provides sufficient access to all residential areas within the city, whereas public access to city-owned indoor recreation is significantly lacking. Lastly, all residential areas are outside of the level of service area for skate parks regardless of public or private; the demand for this specialized facility would need to be further studied.

Resource-based Amenities (5-mile service area)

- Public access sites (boat ramps)
- Nature centers

When evaluated with a service area of five (5) miles, the city’s existing resource-based amenities provide sufficient access to the existing residential areas within the City.

Following is a summary of the Access LOS findings for each of these facilities.

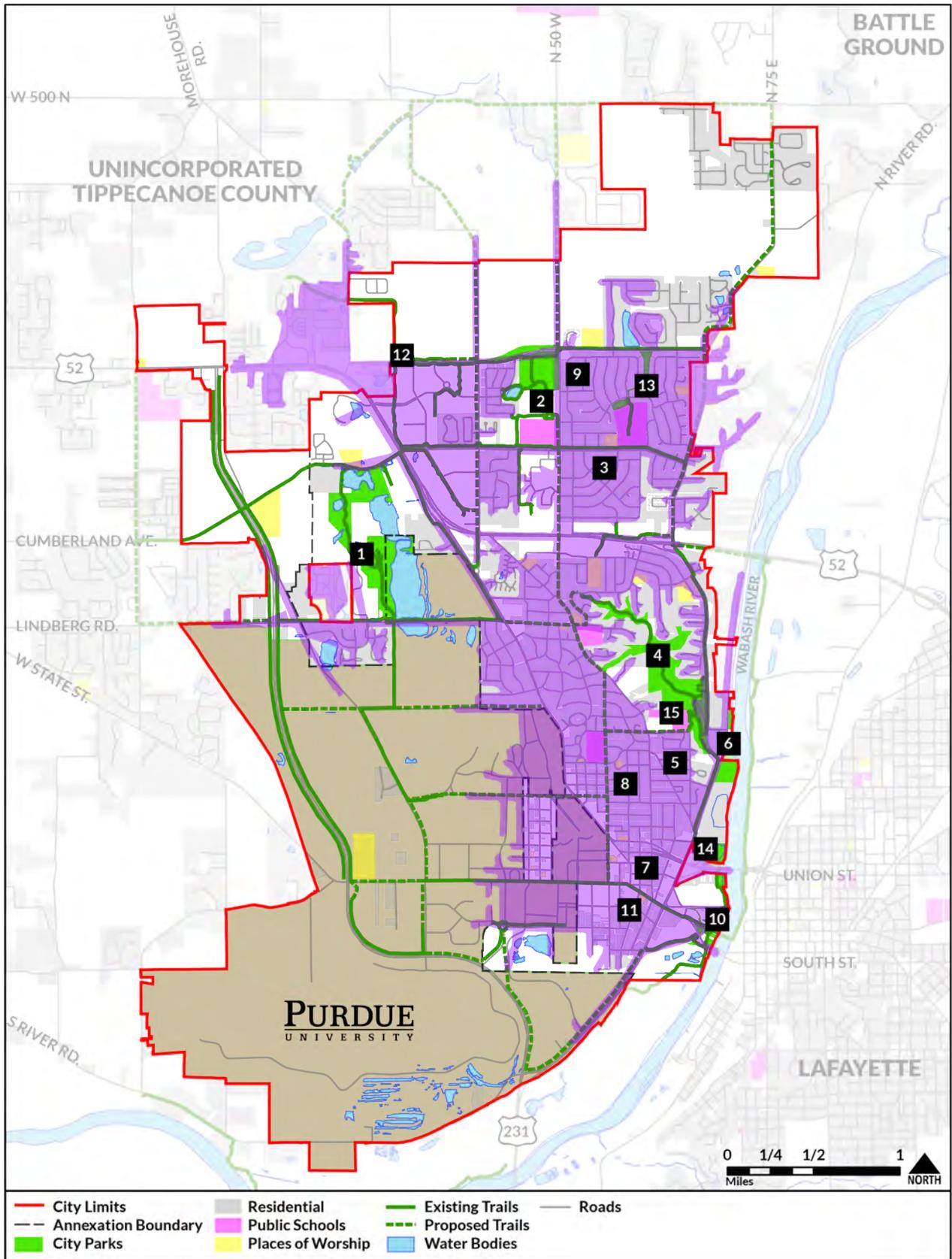


Figure 3.10: Access LOS map illustrating a 1-mile service area from all existing, Department-owned facilities.

Basketball Courts

Facility Type: Neighborhood
Service Area: 1 mile

Summary:

Currently, two (2) city parks provide access to basketball courts, which primarily serve the communities in the southern and northern portions of the city. There is an observed gap in service in the central portion of the city, however, the majority of this area falls within the one (1) mile service area of a public school facility, including two sites on Purdue's campus which provide service to its students and faculty.

Even when the service areas of school facilities are added in, there are still pockets of existing residential areas in the far northeast, northwest, and near Happy Hollow Park that are not within the service area of any existing facility. There are several private facilities, including a few located within underserved residential areas, however, not all residents will have equal access to these facilities.

Public Parks:

1. Cumberland Park
2. Tommy Johnston Neighborhood Park

Public Schools:

- A. Cumberland Elementary School
- B. Burtsfield Multi-purpose Building
- C. Happy Hollow Elementary School
- D. West Lafayette Junior/Senior High School
- E. France A. Córdova Recreational Sports Center (*Purdue Univ.*)
- F. Squirrel Park (*Purdue Univ.*)

part three : needs + priorities assessment

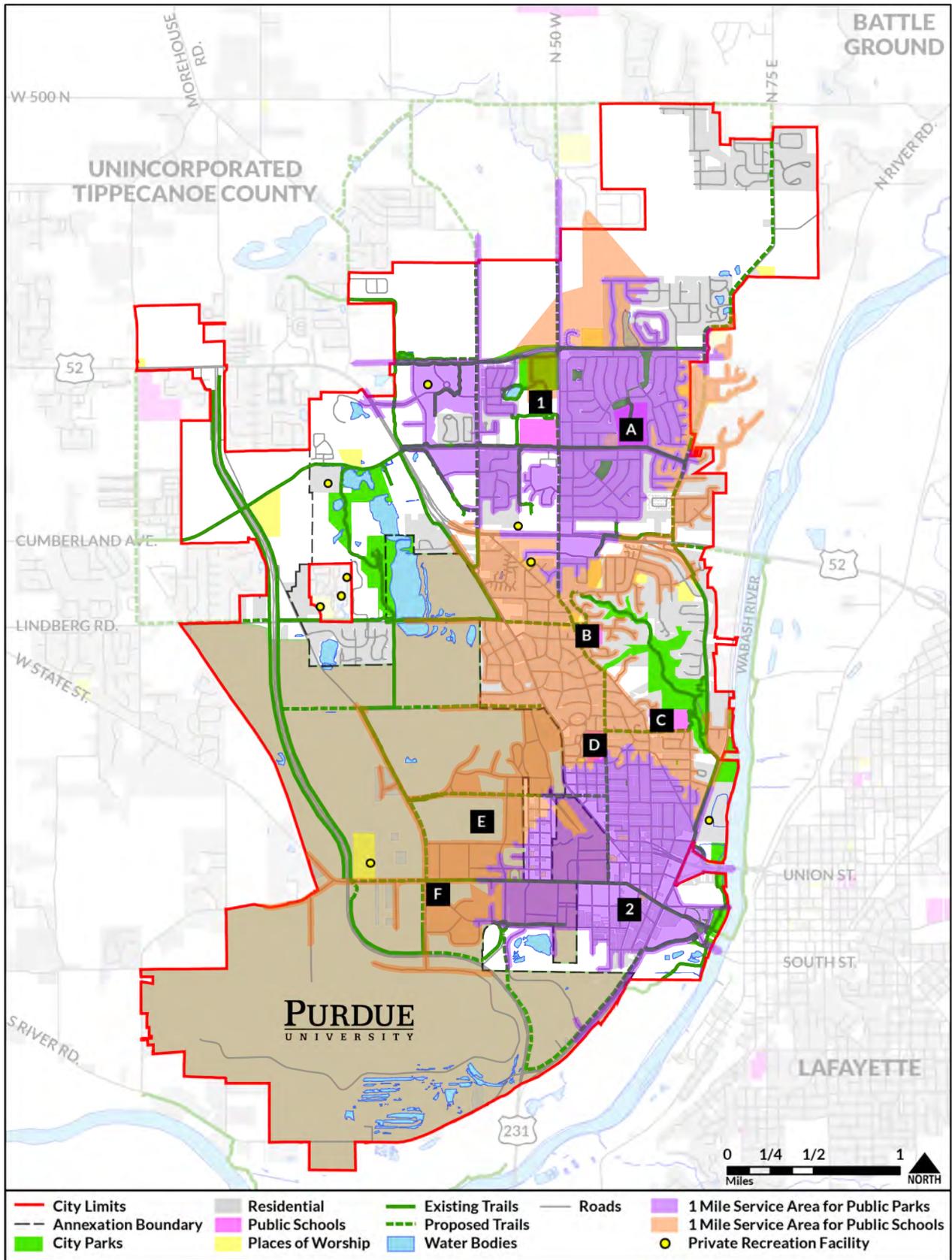


Figure 3.11: Access LOS map illustrating a 1-mile service area for existing basketball courts.

Playgrounds

Facility Type: Neighborhood
Service Area: 1 mile

Summary:

Playgrounds are well distributed throughout the city's residential areas. There are only a few communities not currently within a one (1) mile service area of a playground, all of which are adjacent to the Celery Bog Nature Area or in the northeastern corner of the city. Several playgrounds are also present within Purdue Village, and provide sufficient access for campus residents who may have children. Additional playgrounds can also be found at several private facilities, as well as Cumberland Elementary School and Happy Hollow Elementary School.

Public Parks:

1. Cumberland Park
2. Peck-Trachtman Park
3. University Farm Park
4. George E. Lommel Park
5. Happy Hollow Park
6. Lincoln Park
7. Paula R Woods Park
8. Morton Community Center
9. Tapawingo Park

Public Schools:

- A. Cumberland Elementary School
- B. Happy Hollow Elementary School
- C. Fowler (Harriet O. and James M., Junior) Memorial House (*Purdue Univ.*)
- D. Squirrel Park (*Purdue Univ.*)
- E. Purdue Village (*Purdue Univ.*)

part three : needs + priorities assessment

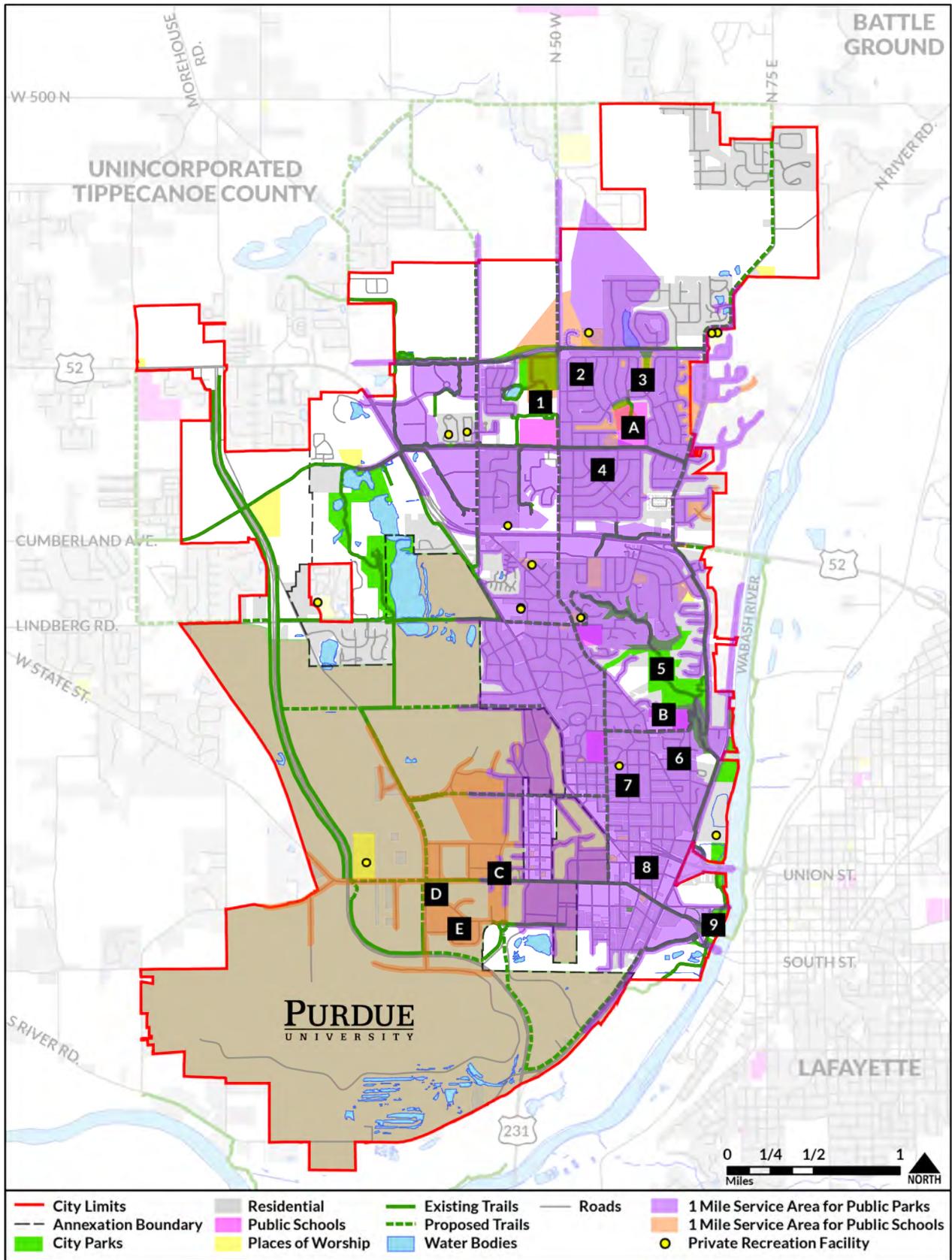


Figure 3.12: Access LOS map illustrating a 1-mile service area for existing playgrounds.

Multi-purpose Fields

Facility Type: Neighborhood

Service Area: 1 mile

Summary:

Public multi-purpose greenspaces – areas large enough to throw a Frisbee or play pick-up soccer – are distributed evenly throughout the residential areas of West Lafayette. Similar to playgrounds, there are gaps in service to the southwest of the Celery Bog Nature Area and in the northwestern corner of the city.

There are several public school sites and private facilities which provide additional, if not limited, access. Additionally, there are multiple multi-purpose greenspaces located on Purdue's campus, providing sufficient access to its users.

Public Parks:

1. Peck-Trachtman Park
2. George E. Lommel Park
3. Happy Hollow Park
4. Tapawingo Park

Public Schools:

- A. West Lafayette Athletic Complex
- B. Cumberland Elementary School
- C. Burtsfield Multi-purpose Building
- D. Happy Hollow Elementary School
- E. Spitzer Court (*Purdue Univ.*)
- F. David Ross Memorial and Garden (*Purdue Univ.*)
- G. Pickett Memorial Park (*Purdue Univ.*)
- H. Intramural Black Playing Fields (*Purdue Univ.*)
- I. Purdue Village Community Center (*Purdue Univ.*)

part three : needs + priorities assessment

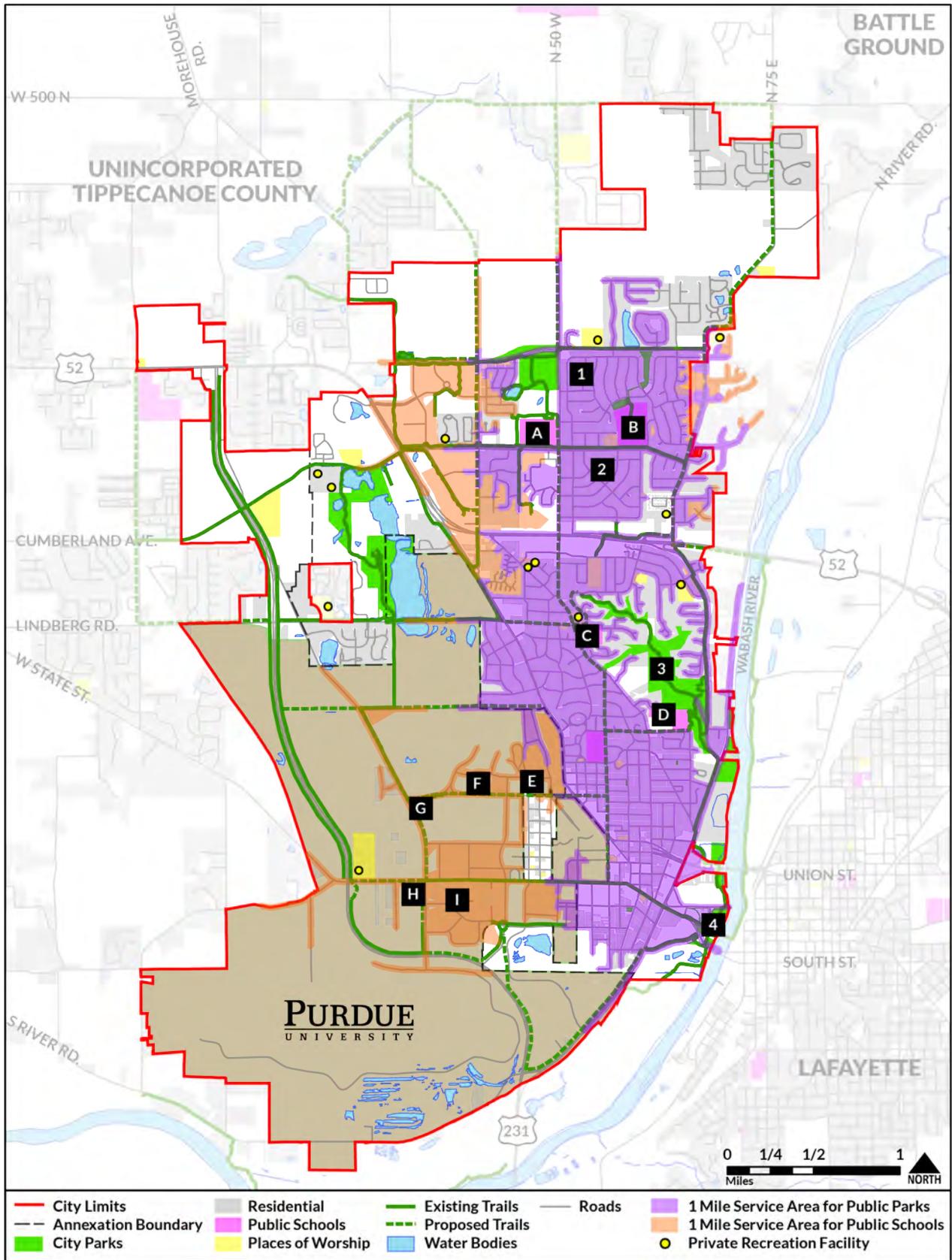


Figure 3.13: Access LOS map illustrating a 1-mile service area for existing multi-purpose fields.

Volleyball Courts

Facility Type: Neighborhood
Service Area: 1 mile

Summary:

Volleyball courts are provided at Cumberland Park and Happy Hollow Park, and together provide access to the residential areas in the northeastern and central areas of the city. There are notable deficiencies in service within residential areas south of State Street, adjacent to Celery Bog Nature Area, and to the very northeastern corner of the city. There are several private facilities that exist in or near several of these residential areas, however, it should be noted that not all residents will have equal access to these facilities. The France A. Córdoba Recreational Sports Center and Purdue Village Community Center located on Purdue University's campus provide ample access for its students and faculty.

Public Parks:

1. Cumberland Park
2. Happy Hollow Park

Public Schools:

- A. France A. Córdoba Recreational Sports Center *(Purdue Univ.)*
- B. Purdue Village Community Center *(Purdue Univ.)*

part three : needs + priorities assessment

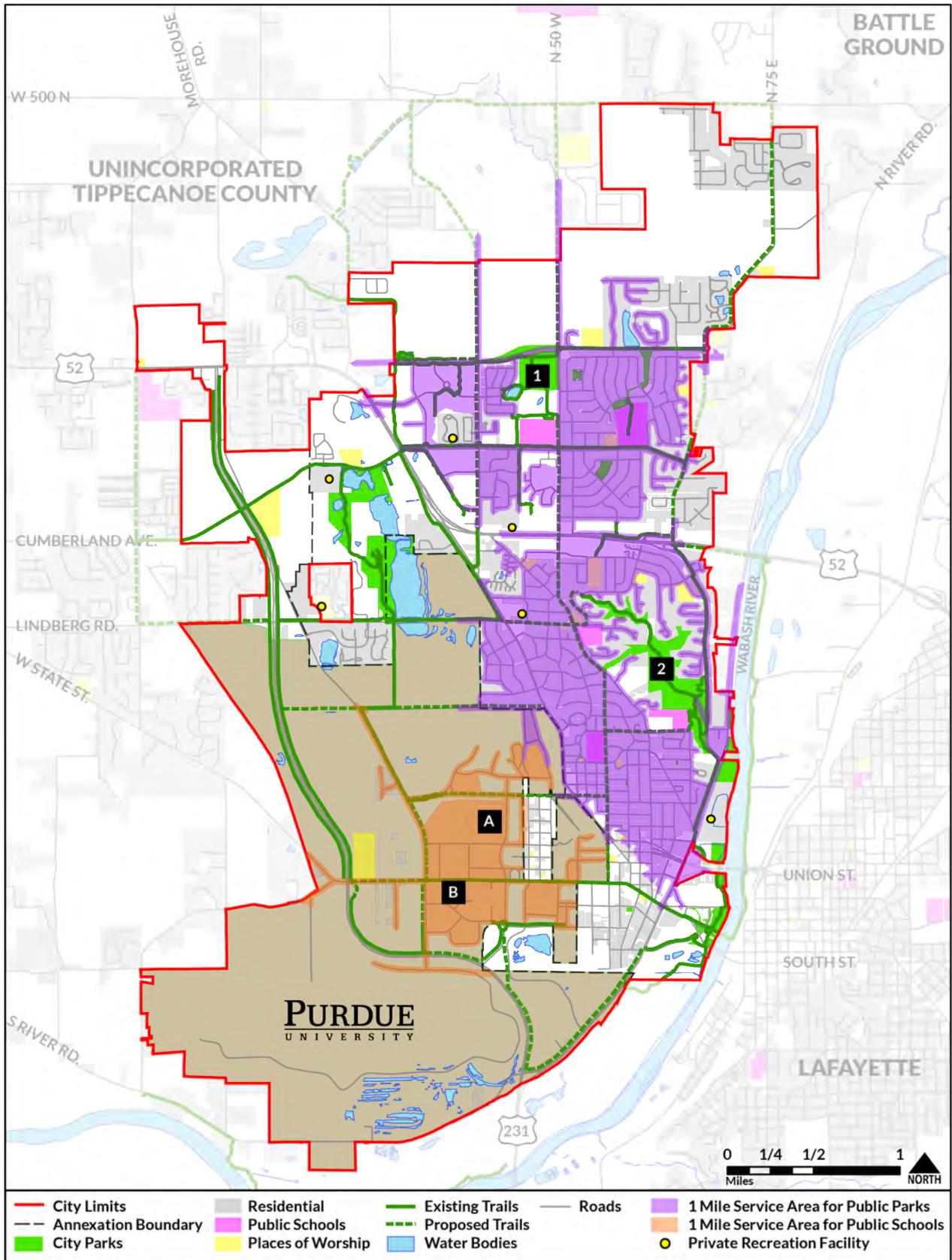


Figure 3.14: Access LOS map illustrating a 1-mile service area for existing volleyball courts.

Picnic Shelters

Facility Type: Neighborhood

Service Area: 1 mile

Summary:

Picnic Shelters are evenly distributed throughout nearly all the residential areas. Similar to other neighborhood-scale facilities, residential areas adjacent to the Celery Bog Nature Area and the very northeastern corner of the city are not within any service area. There are several private facilities located near the Celery Bog Nature Area which may increase the level of service for those who have access. Pickett Memorial Park and Squirrel Park, located on Purdue's campus, also provide access to several picnic shelters.

Public Parks:

1. Trailhead Park
2. Cumberland Park
3. Peck-Trachtman Park
4. University Farm Park
5. George E. Lommel Park
6. Happy Hollow Park
7. Mascouten Park
8. Lincoln Park
9. Paula R Woods Park
10. Tapawingo Park
11. Tommy Johnston Park

Public Schools:

- A. Cumberland Elementary School
- B. Pickett Memorial Park (*Purdue Univ.*)
- C. Squirrel Park (*Purdue Univ.*)

part three : needs + priorities assessment

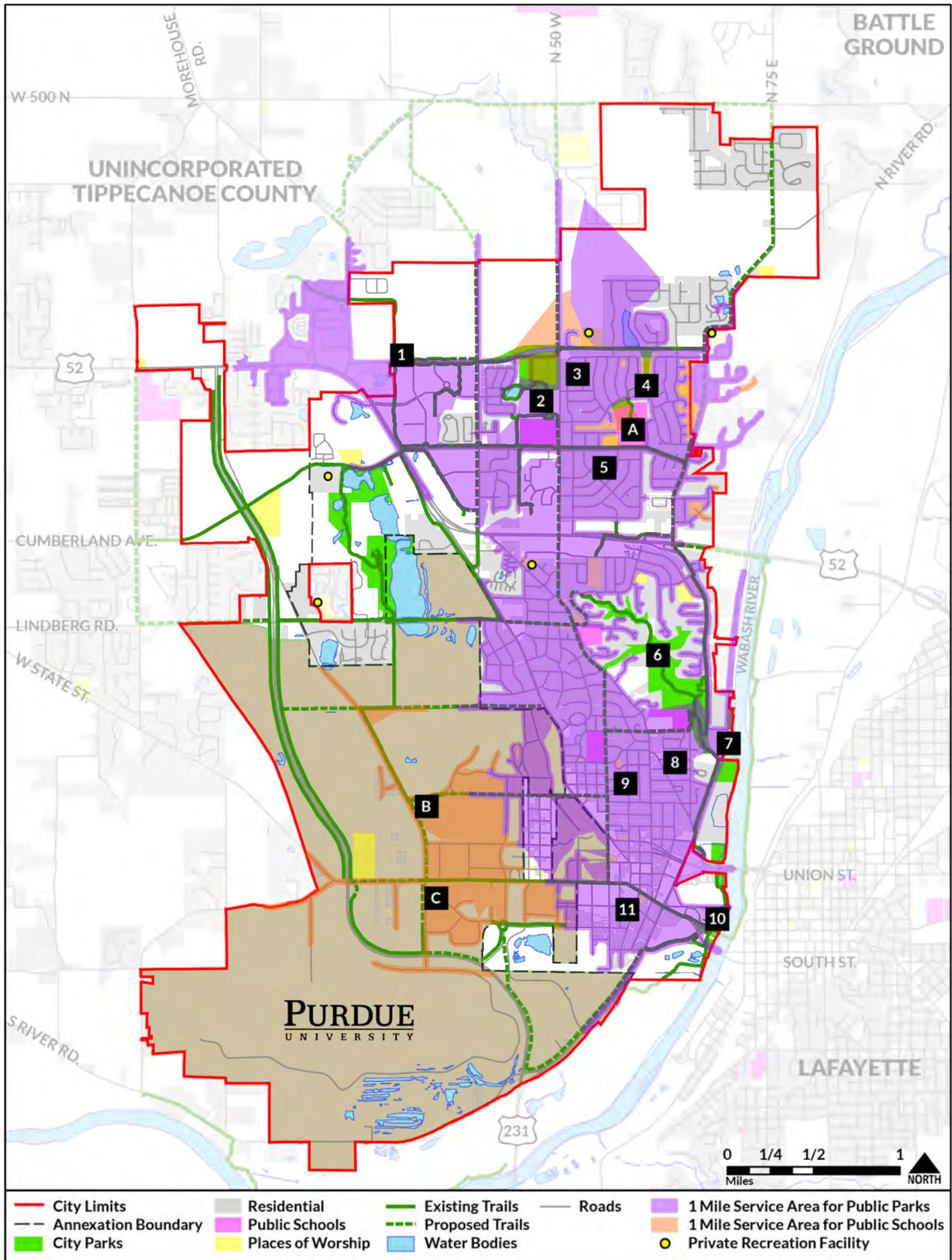


Figure 3.15: Access LOS map illustrating a 1-mile service area for existing picnic shelters.

Trailheads

Facility Type: Neighborhood

Service Area: 1 mile

Summary:

For the purposes of this analysis, a trailhead is defined as any public park site which has immediate access to the existing trail network, and provides public parking. Trailheads are evenly distributed throughout the city's neighborhoods, and provide sufficient access to the majority of residential areas when evaluated at a one (1) mile service area. Similar to other neighborhood-scale facilities, residential areas adjacent to the Celery Bog Nature Area and the very northwest corner of the city are not within any service area, and no private facilities existing within these areas.

Public Parks:

1. Trailhead Park
2. Cumberland Park
3. Lilly Nature Center
4. Happy Hollow Park
5. Tapawingo Park
6. Wabash River Trail Side Park

part three : needs + priorities assessment

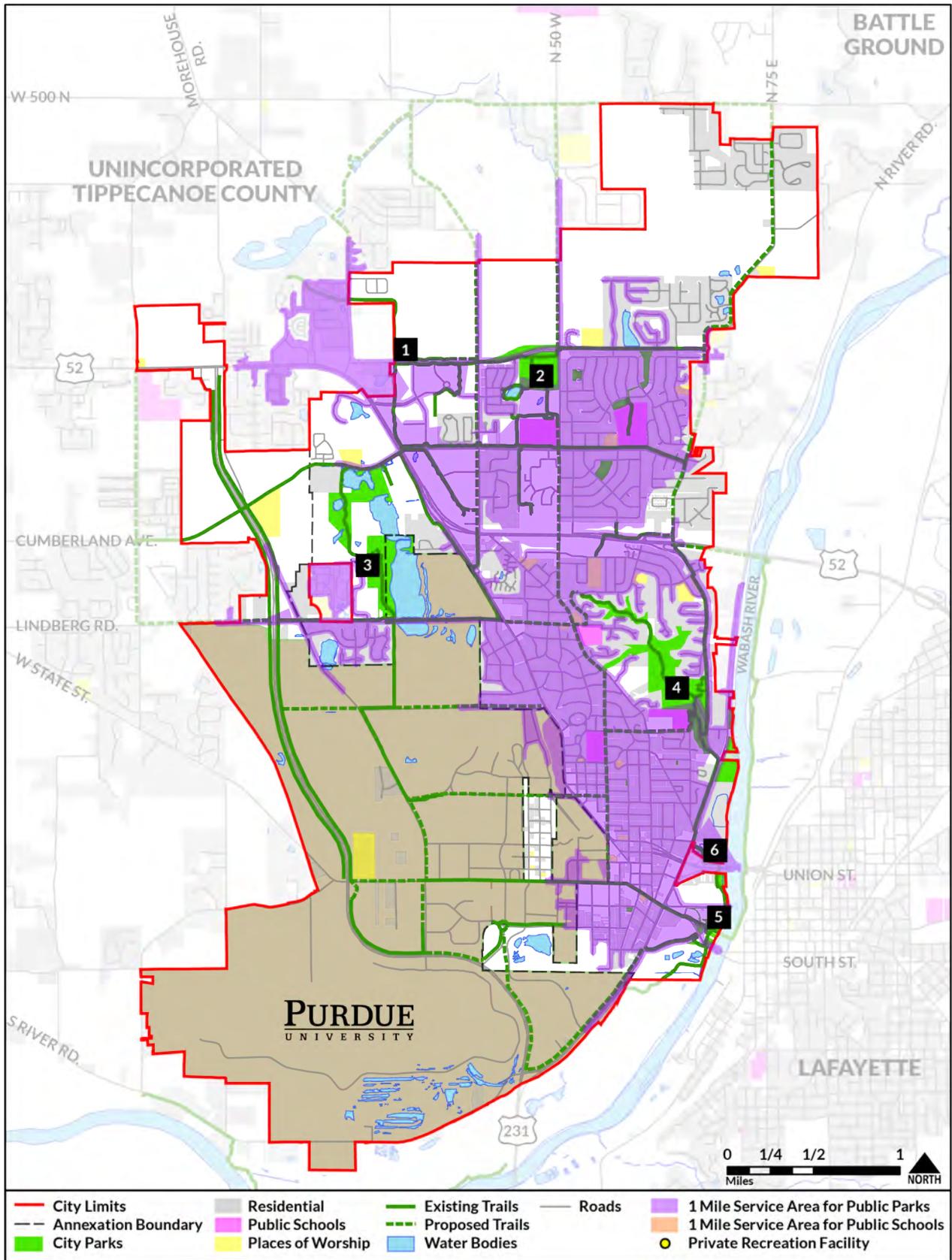


Figure 3.16: Access LOS map illustrating a 1-mile service area for existing trailhead locations.

Football/Soccer Fields

Facility Type: Community
Service Area: 3 miles

Summary:

The football and soccer fields at Cumberland Park provide sufficient access to nearly all the residential areas in the city, despite being located in its northern region. The McAllister Recreation Center in Lafayette also provides additional access to West Lafayette's residential areas, provided residents have equal access to the facility and its amenities. The Intramural Black and Gold Playing Fields on Purdue's campus provide sufficient access to university students and faculty.

Public Parks:

1. Cumberland Park
2. McAllister Recreation Center (*City of Lafayette*)

Public Schools:

- A. West Lafayette Athletic Complex
- B. West Lafayette Junior/Senior High School
- C. Intramural Gold Playing Fields (*Purdue Univ.*)
- D. Intramural Black Playing Fields (*Purdue Univ.*)

part three : needs + priorities assessment

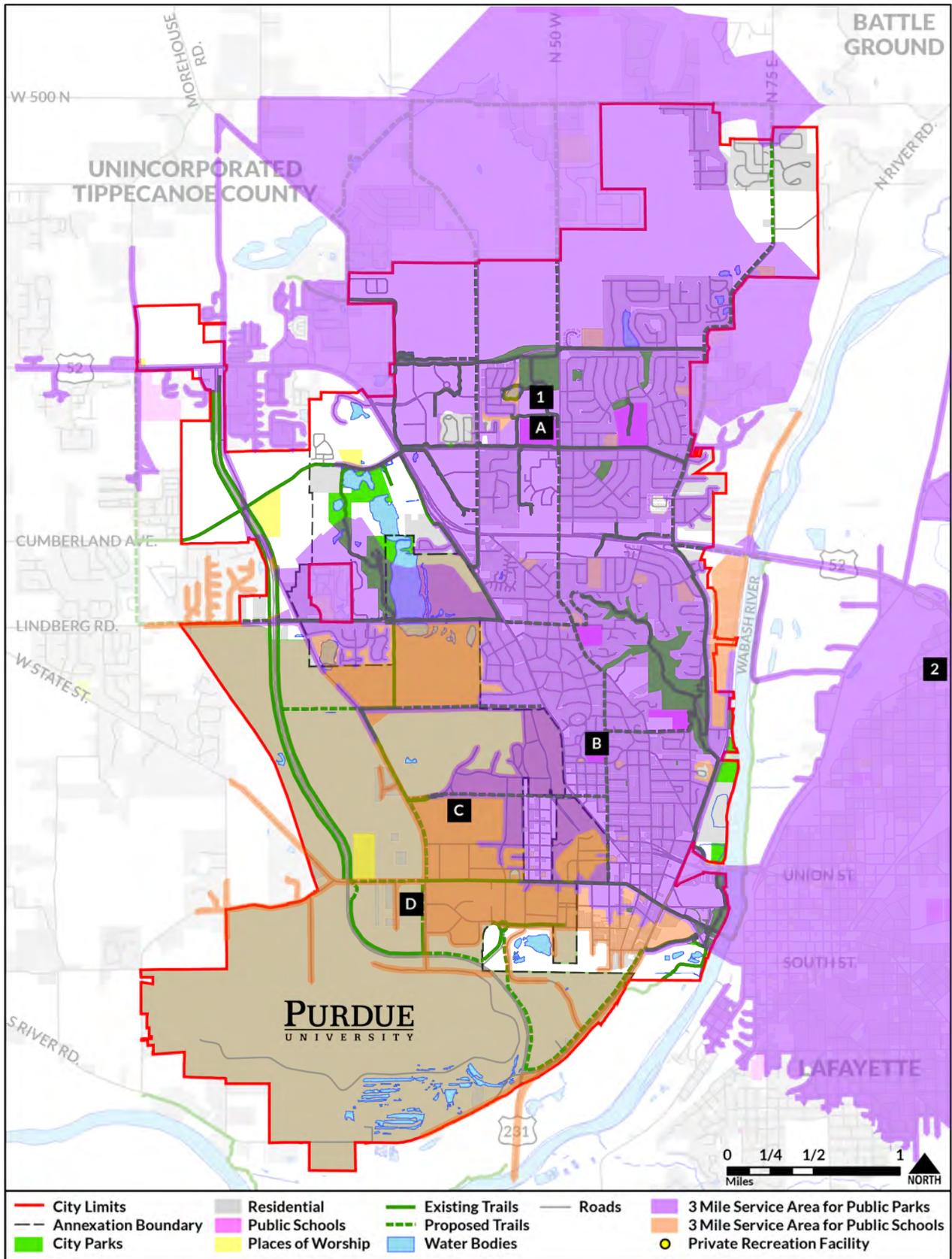


Figure 3.17: Access LOS map illustrating a 3-mile service area for existing football or soccer fields.

Baseball Diamonds

Facility Type: Community
Service Area: 3 miles

Summary:

There are no Department-owned baseball fields within the city, however, there are baseball diamonds at the Cumberland Elementary School, which provide service to most the city's residential areas when evaluated at three (3) miles. It is worth noting that these facilities are in the northern portion of the city, and are likely not as accessible to residents as a facility found within a public park. Loeb Stadium in Lafayette provides supplemental access to the residential areas in West Lafayette near The Village and the southeastern portion of Purdue's campus.

Public Parks:

1. Loeb Stadium (*City of Lafayette*)

Public Schools:

- A. Cumberland Elementary School

part three : needs + priorities assessment

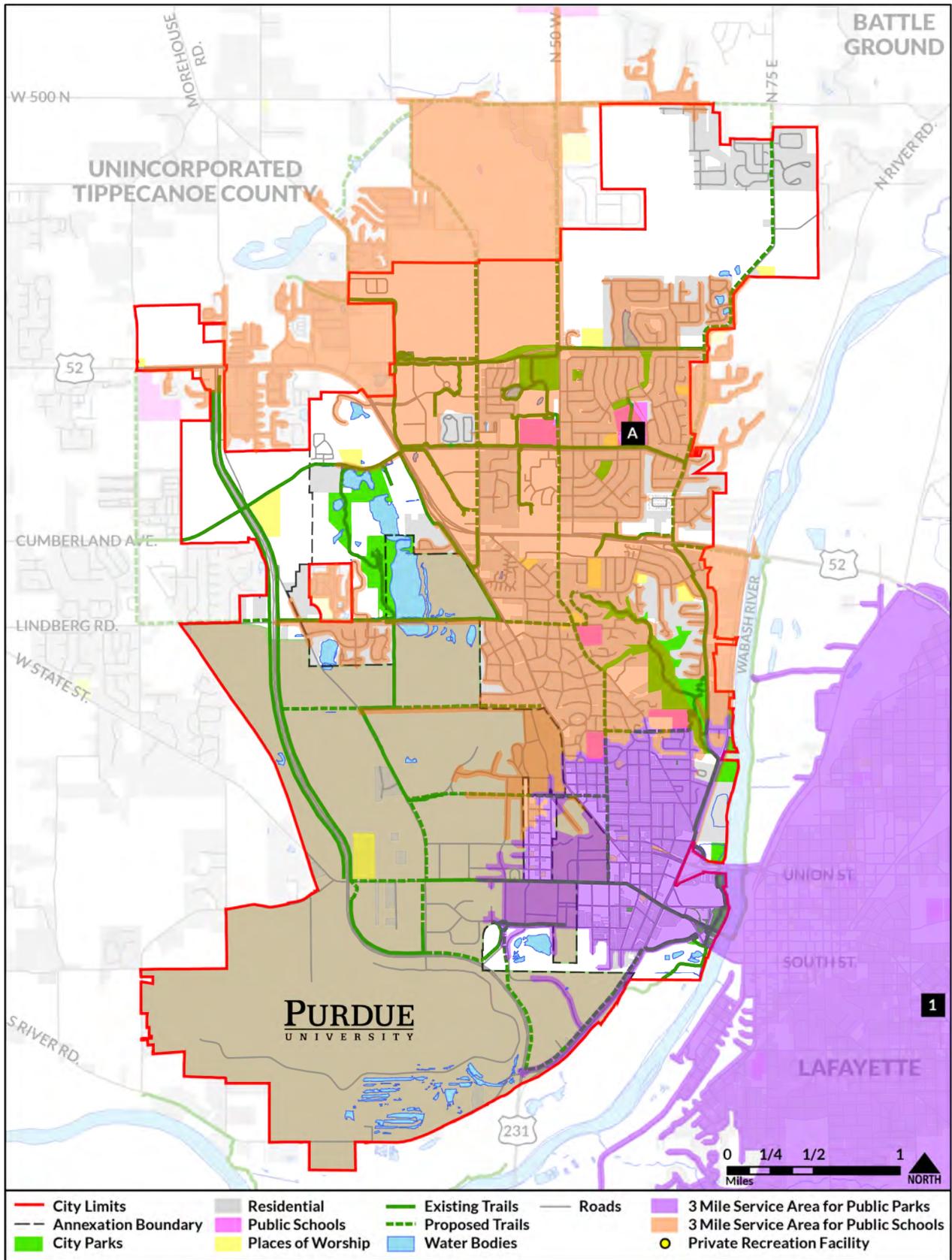


Figure 3.18: Access LOS map illustrating a 3-mile service area for existing baseball diamonds.

Softball Diamonds

Facility Type: Community
Service Area: 3 miles

Summary:

Cumberland Park is the only park in the system which provides access to a public softball diamond, and when evaluated with a three (3) mile service area, provides sufficient access to most of the residential areas in the city. There are also softball diamonds at the Cumberland Park Elementary School site, within the West Lafayette Little League Complex, and within the West Lafayette Athletics Complex.

The City of Lafayette has two (2) facilities which provide some supplemental level of service to West Lafayette residents living in the southeastern portion of the city. The Intramural Black and Gold Playing Fields provide more than sufficient access to those on Purdue's campus.

Public Parks:

1. Cumberland Park
2. Murdock Park (*City of Lafayette*)
3. Lyboubt Sports Park (*City of Lafayette*)

Public Schools:

- A. Cumberland Elementary School
- B. Intramural Gold Playing Fields (*Purdue Univ.*)
- C. Intramural Black Playing Fields (*Purdue Univ.*)
- D. West Lafayette Athletics Complex

part three : needs + priorities assessment

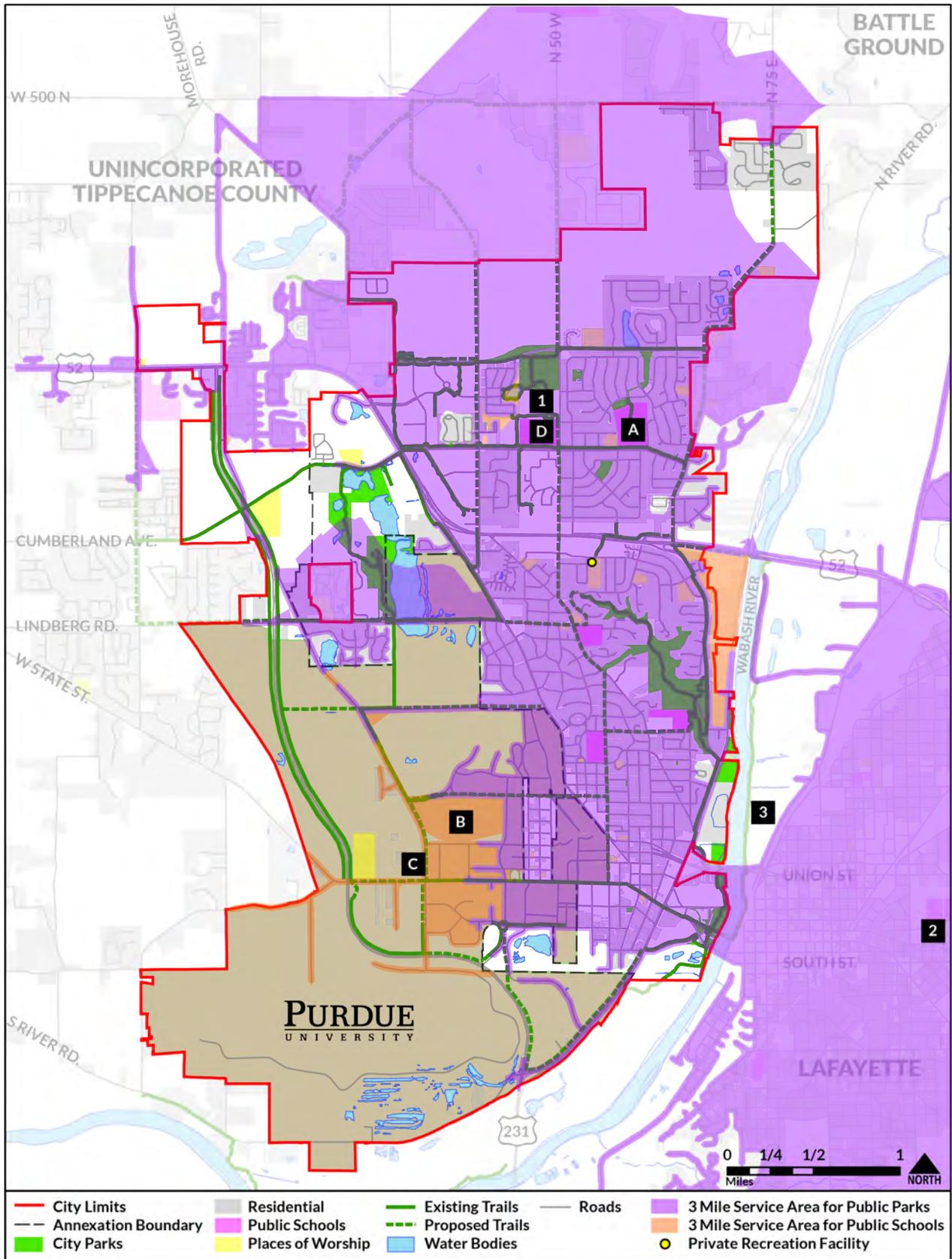


Figure 3.19: Access LOS map illustrating a 3-mile service area for existing softball diamonds.

Dog Park

Facility Type: Community
Service Area: 3 miles

Summary:

Currently, there are no public, off-leash dog parks within West Lafayette. The Shamrock Dog Park in Lafayette (a membership based facility) provides access to some West Lafayette residential areas when evaluated with a three (3) mile service area. Even with the assistance of the Shamrock Dog Park, roughly two-thirds of the city's residential areas are still outside of any service area.

Public Parks:

1. **Shamrock Dog Park** (*City of Lafayette*)

part three : needs + priorities assessment

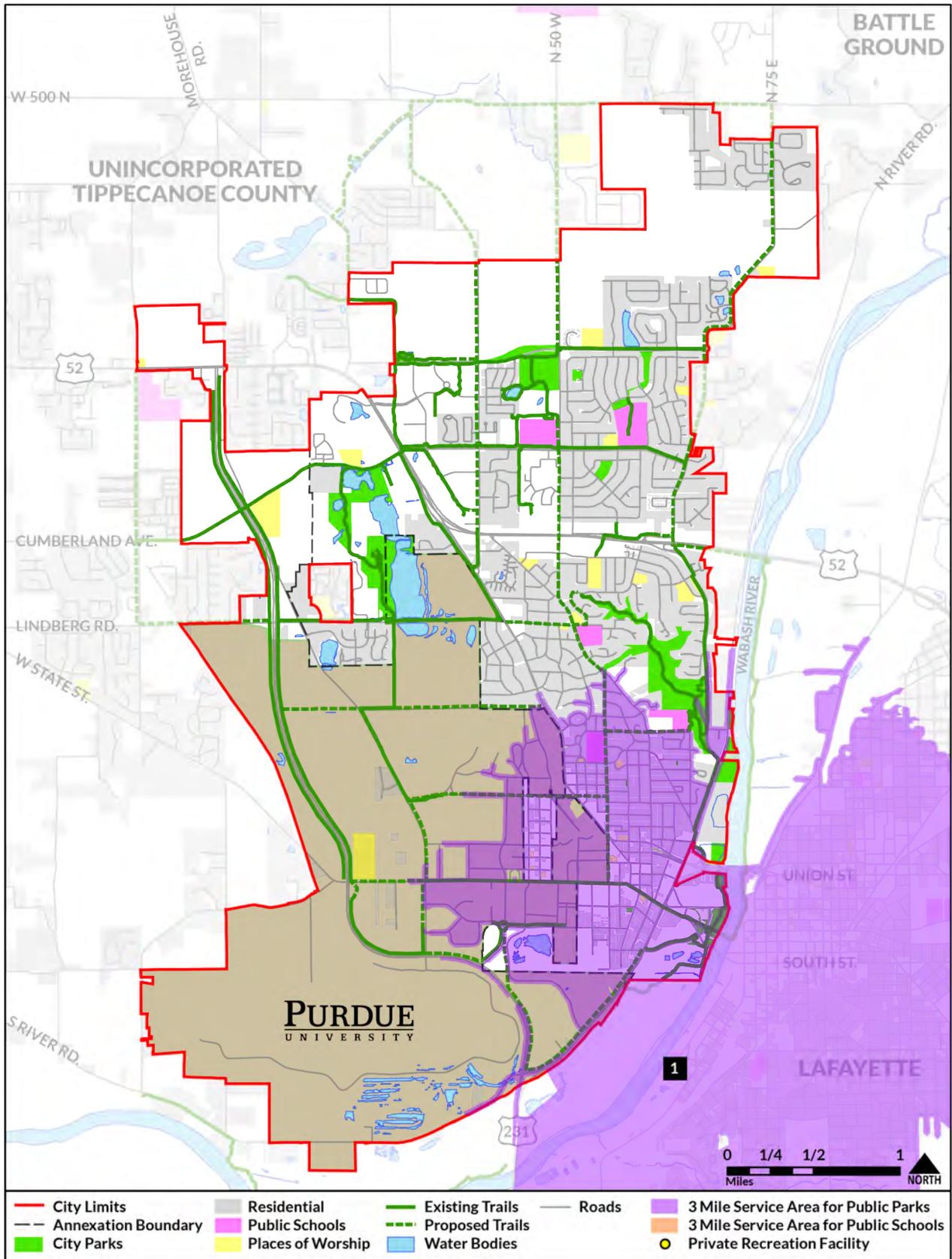


Figure 3.20: Access LOS map illustrating a 3-mile service area for existing off-leash dog parks.

Community Rooms

Facility Type: Community
Service Area: 3 miles

Summary:

When evaluated with a service area of three (3) miles, the multi-purpose community rooms at the Lilly Nature Center and the Morton Center provides ample access to most the city's residential areas. There are two additional facilities on Purdue's campus that provide supplemental service for its students, faculty, and staff. Additionally, several private community rooms exist, however, it should be noted that not all residents will have equal access to these facilities.

Public Parks:

1. Lilly Nature Center
2. Morton Community Center

Public Schools:

- A. France A. Córdova Recreational Sports Center (*Purdue Univ.*)
- B. Purdue Village Community Center(*Purdue Univ.*)

part three : needs + priorities assessment

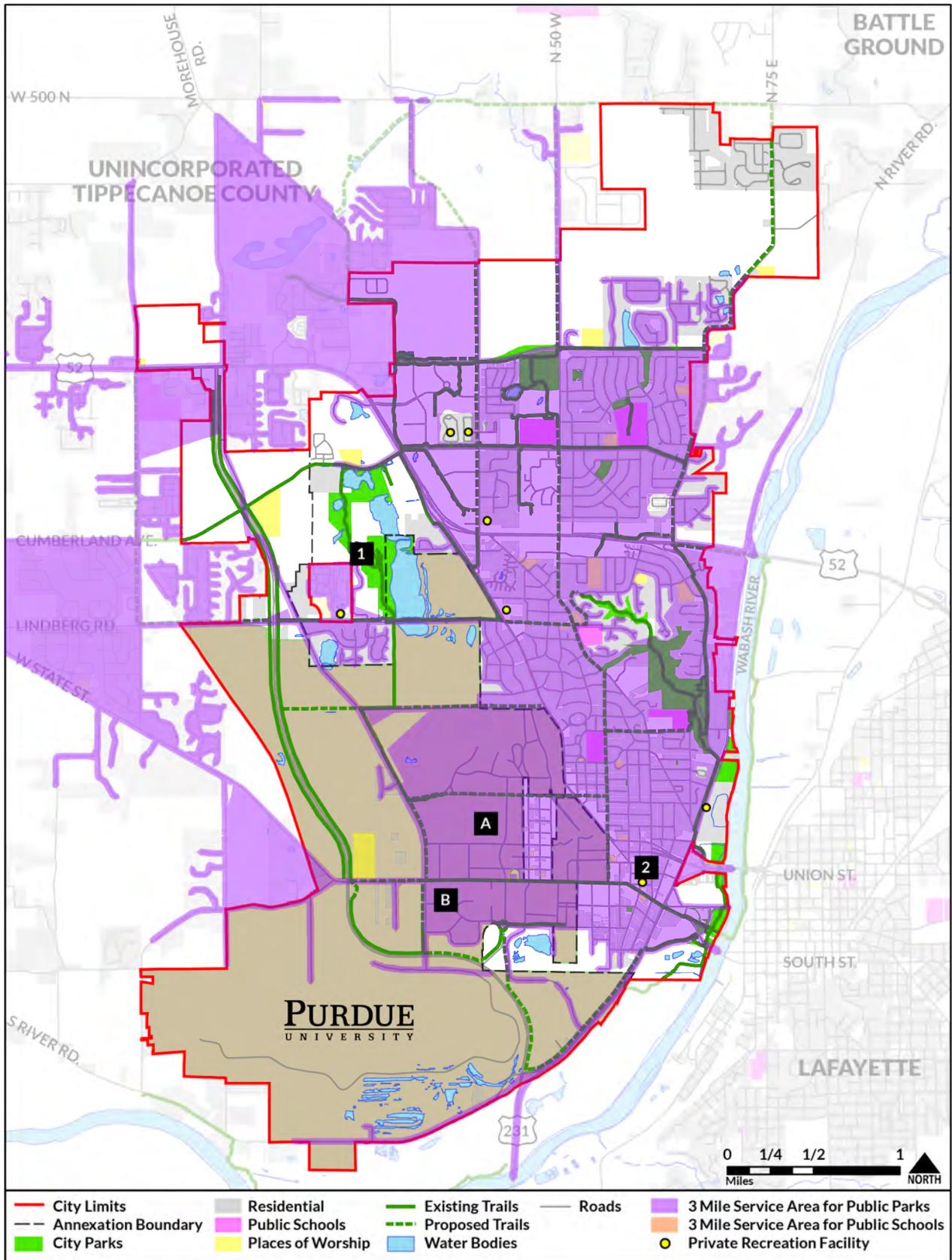


Figure 3.21: Access LOS map illustrating a 3-mile service area for existing community rooms.

Tennis Courts

Facility Type: Community
Service Area: 3 miles

Summary:

Although the Department does provide any tennis courts within public parks, there are two public school facility sites that provide sufficient access to most of the residential areas when evaluated with a three (3) miles service area. Additionally, there are two sites on Purdue's campus that provide ample access to its students, faculty, and staff.

Arlington Park, in Lafayette, provides service to a small portion of West Lafayette residents. There are also several private tennis courts located in residential areas that are outside of the other, public and quasi-public service areas. It should be noted that not all residents will have equal access to these facilities, regardless of location.

Public Parks:

1. **Arlington Park** (*City of Lafayette*)

Public Schools:

- A. **Cumberland Elementary School**
- B. **Happy Hollow Elementary School**
- C. **France A. Córdova Recreational Sports Center** (*Purdue Univ.*)
- D. **Schwartz Tennis Center** (*Purdue Univ.*)

part three : needs + priorities assessment

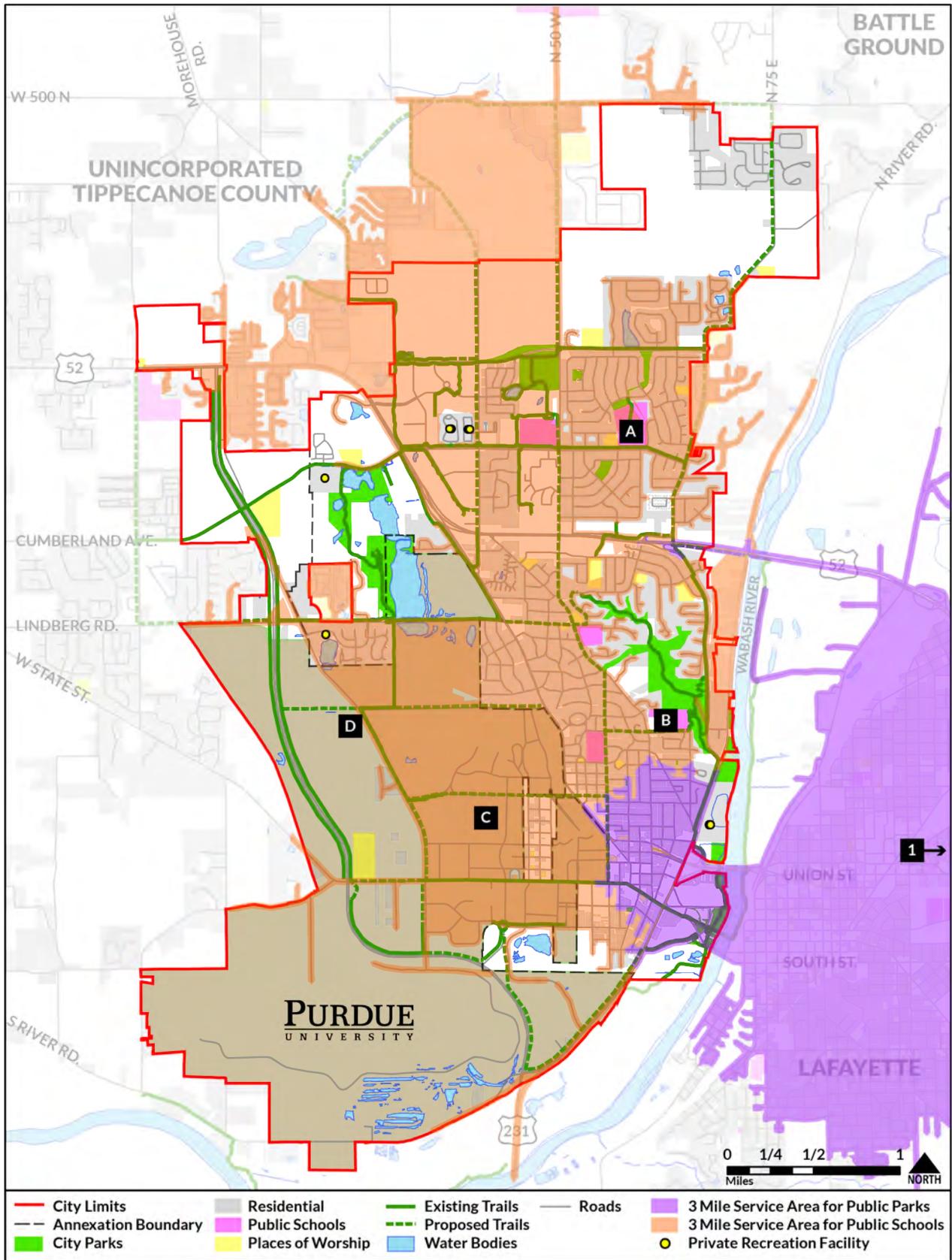


Figure 3.22: Access LOS map illustrating a 3-mile service area for existing tennis courts.

Pools

Facility Type: Special-Use

Service Area: 5 miles

Summary:

The Department manages one (1) public pool site (the West Lafayette Municipal Pool), which is located adjacent to the Happy Hollow Elementary School, immediately south of Happy Hollow Park. In addition, there are three (3) pool facilities in Lafayette that provide some supplemental access to West Lafayette residents when evaluated with a five (5) mile service area. The aquatics facility at the France A. Córdoba Recreational Sports Center, on Purdue's campus, provides sufficient access to its students, faculty, and staff. Furthermore, there are several private pools located throughout the city, however, not all residents will have equal access to these facilities.

Public Parks:

1. **West Lafayette Municipal Pool**
2. **Tropicanoe Cove** (*City of Lafayette*)
3. **Castaway Bay** (*City of Lafayette*)
4. **Vinton Pool** (*City of Lafayette*)

Public Schools:

- A. **France A. Córdoba Recreational Sports Center** (*Purdue Univ.*)

part three : needs + priorities assessment

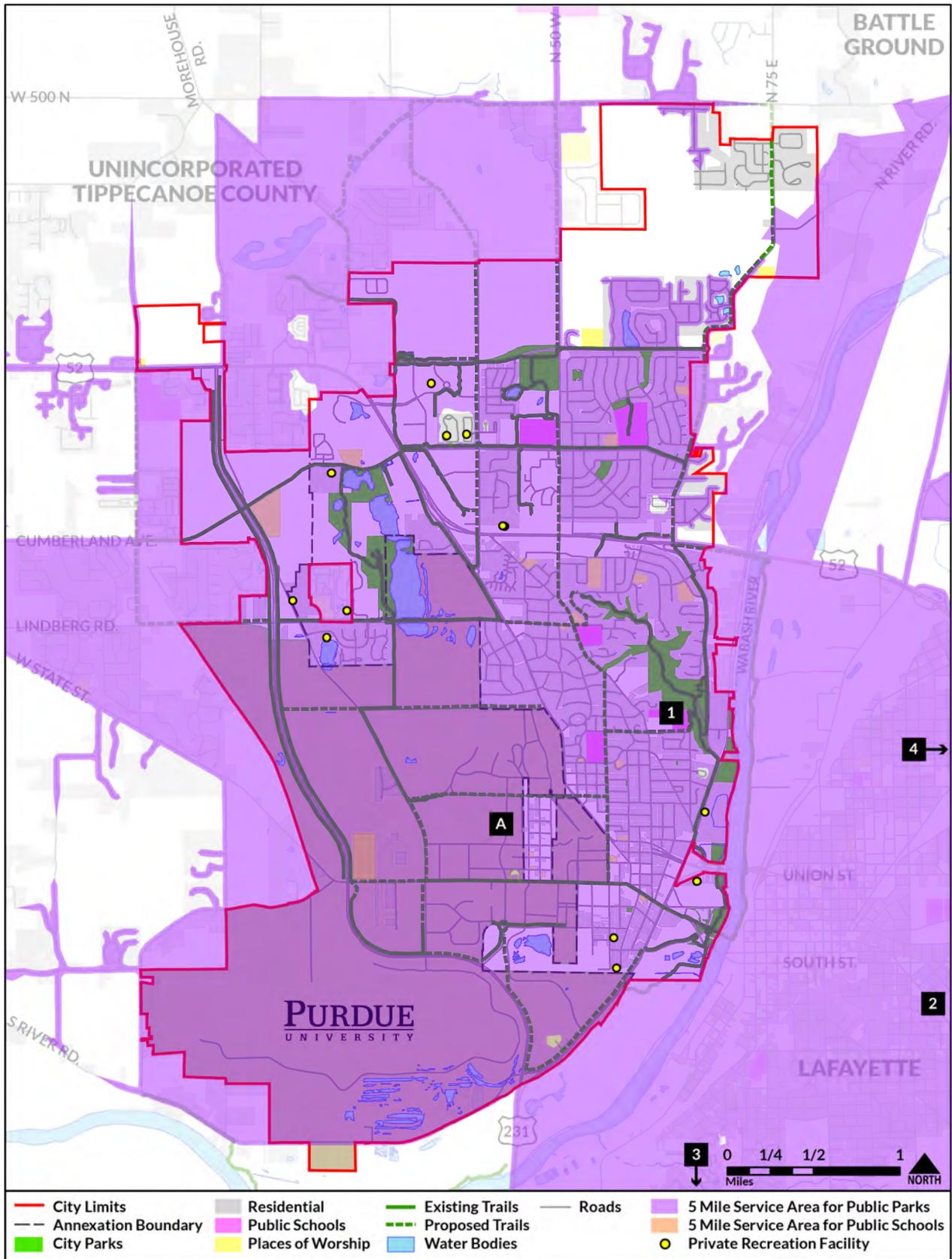


Figure 3.23: Access LOS map illustrating a 3-mile service area for existing pools.

Indoor Recreation Center/ Community Center

Facility Type: Special-Use
Service Area: 5 miles

Summary:

For the purposes of this analysis, an indoor recreation center is a multi-purpose facility which provides users with access to at least one (1) indoor gymnasium and fitness/exercise room. Currently, there are no public indoor recreation centers in West Lafayette, leaving its residents to rely on the McAllister Recreation Center in Lafayette, the France A. Córdova Recreational Sports Center on Purdue's campus, or one of the several private providers located throughout the city for service. It should be noted, however, that not all residents will have equal access to these facilities.

Public Parks:

1. **McAllister Recreation Center** (*City of Lafayette*)

Public Schools:

- A. **France A. Córdova Recreational Sports Center** (*Purdue Univ.*)

part three : needs + priorities assessment

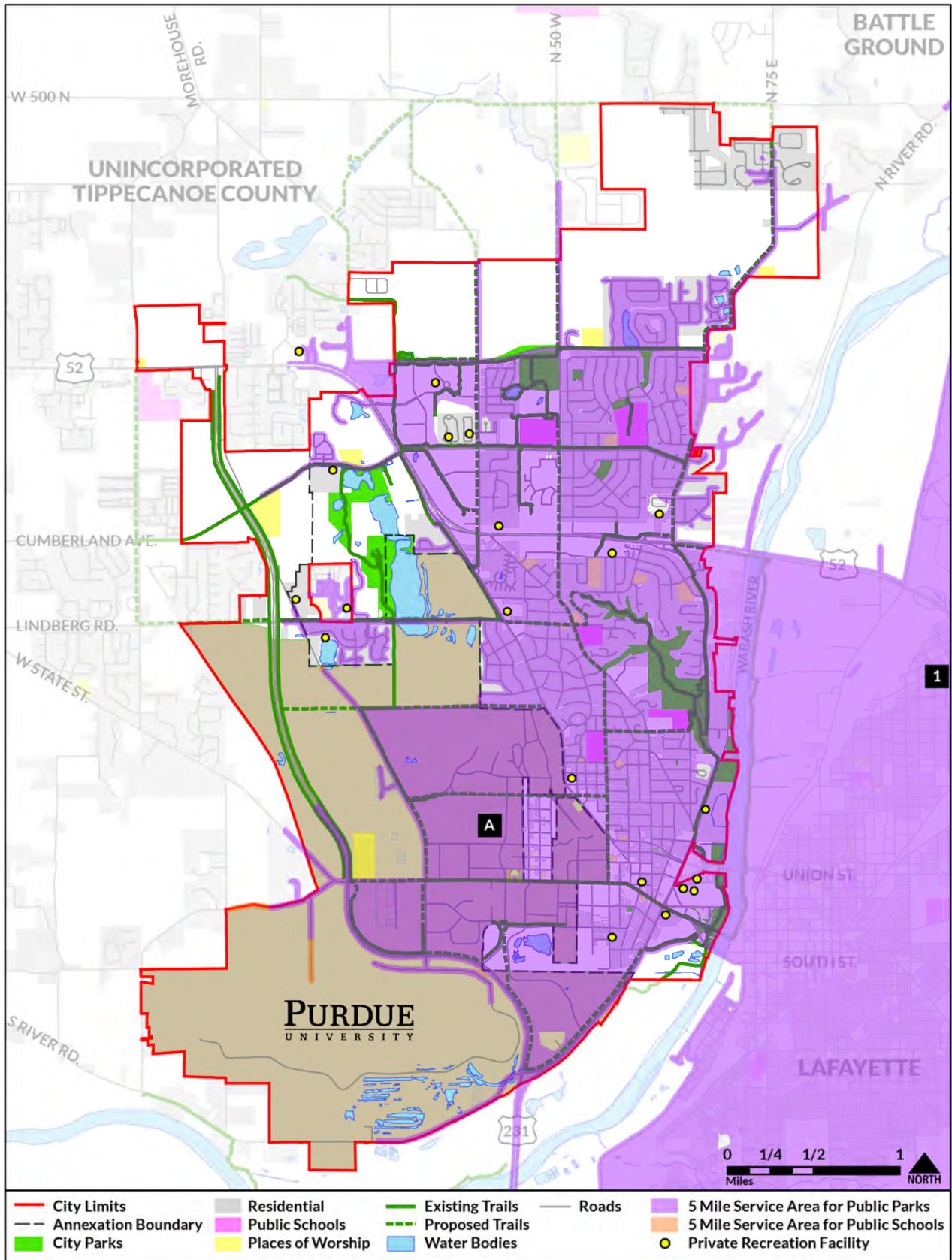


Figure 3.24: Access LOS map illustrating a 3-mile service area for existing indoor recreation and community centers.

Skate Park/Roller Skating

Facility Type: Special-Use

Service Area: 5 miles

Summary:

Currently, there are no city-owned skate parks in West Lafayette. Furthermore, there are no public skate parks located at school facilities, private facilities, or in Lafayette that provide any level of service within five (5) miles of the city.

part three : needs + priorities assessment

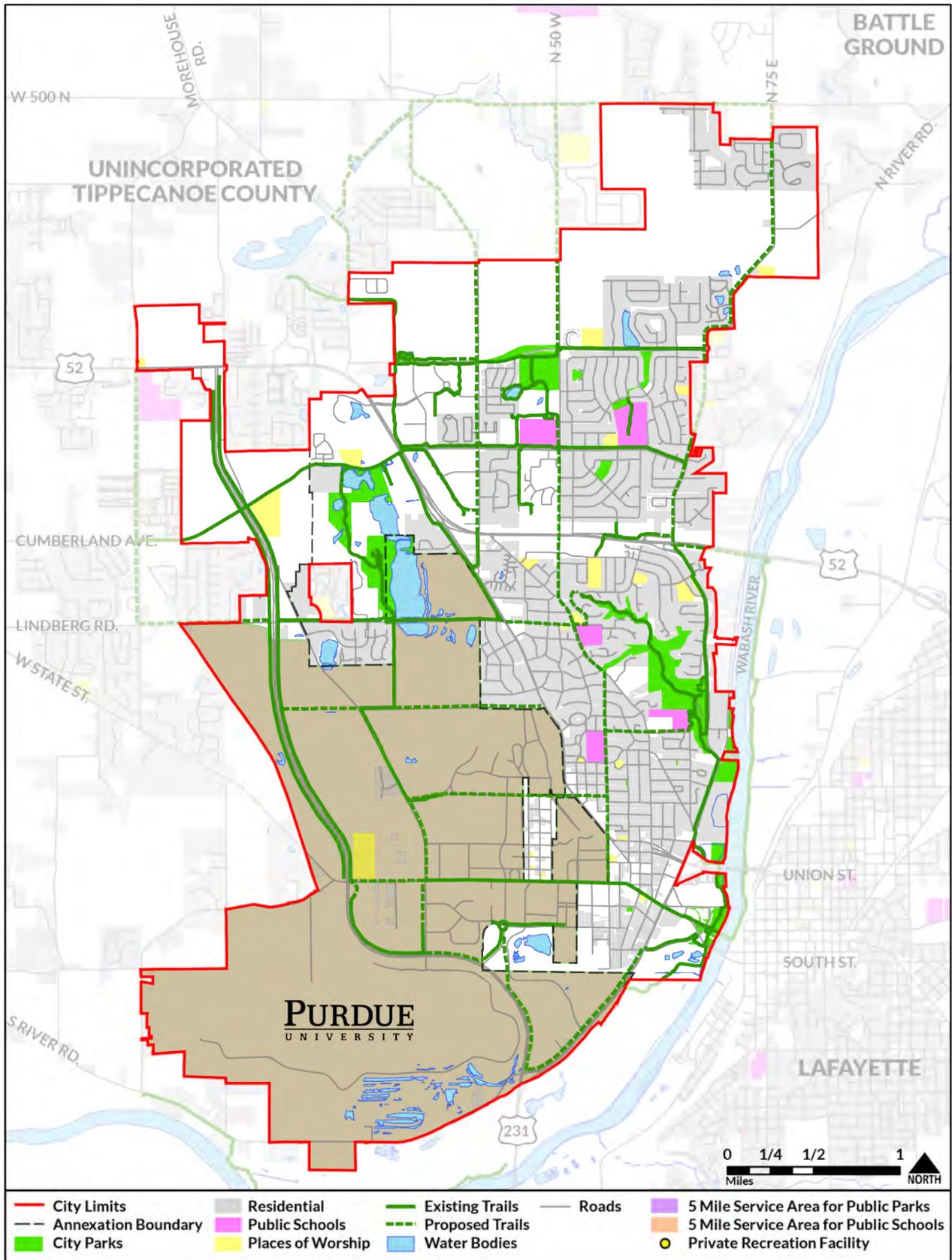


Figure 3.25: Access LOS map illustrating a 3-mile service area for existing skate parks.

Public Access Sites

Facility Type: Resource-based
Service Area: 5 miles

Summary:

When evaluated with a five (5) mile service area, the public access sites – places where residents can launch a small watercraft – at Mascouten Park and Tapawingo Park provide sufficient access for nearly all residential areas in West Lafayette

Public Parks:

1. Mascouten Park
2. Tapawingo Park

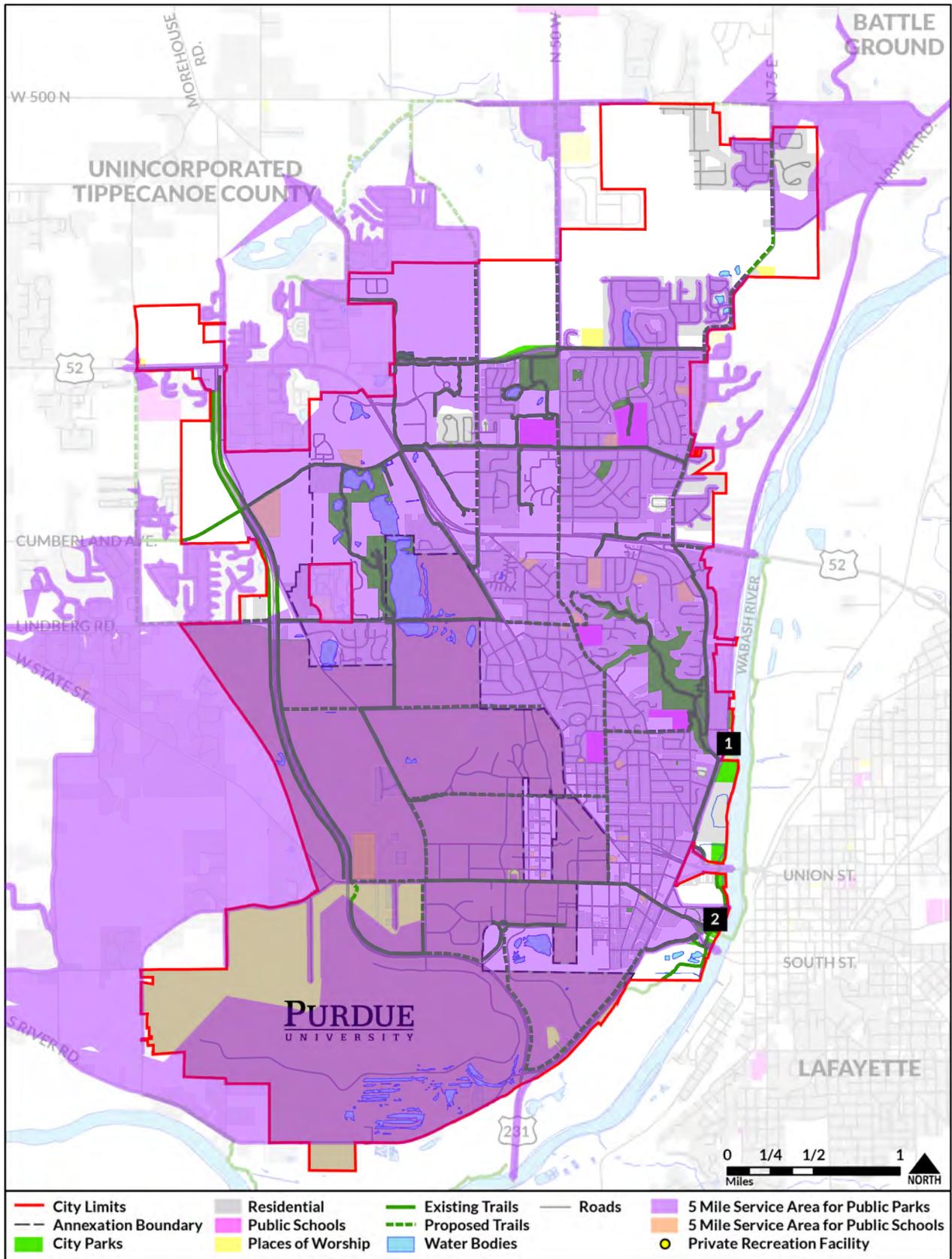


Figure 3.26: Access LOS map illustrating a 5-mile service area for existing public access sites.

Nature Centers

Facility Type: Resource-based
Service Area: 5 miles

Summary:

When evaluated with a service area of five (5) miles, the Lilly Nature Center – located within the Celery Bog Nature Area – provides sufficient access for nearly all residential areas in West Lafayette.

Public Parks:

1. Lilly Nature Center

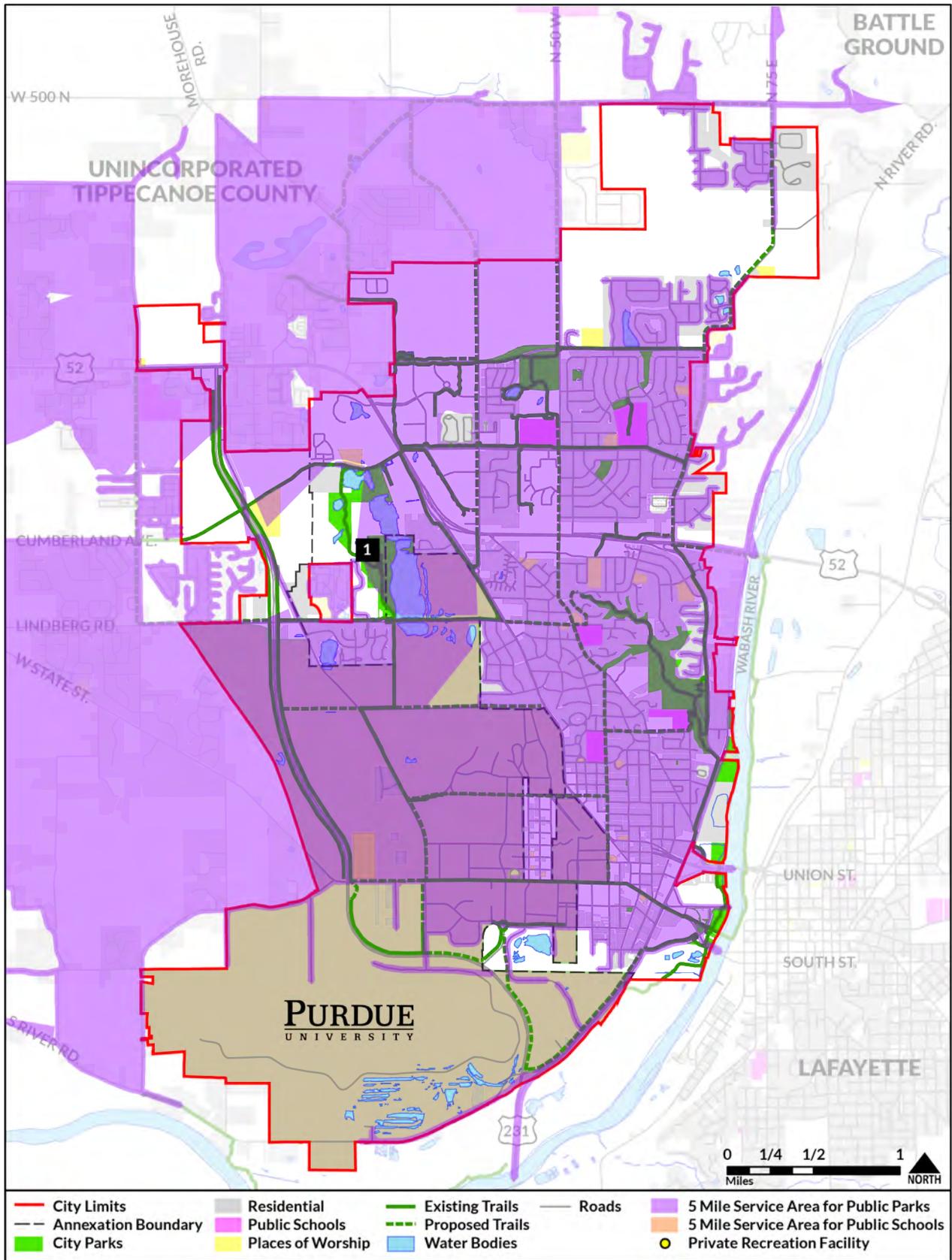


Figure 3.27: Access LOS map illustrating a 5-mile service area for existing nature centers.



3.5 summary of needs + priorities

3.5.1. Findings

After the completion of the existing conditions analysis and the needs assessment processes, the key findings of the ten (10) individual analysis and engagement techniques were analyzed cumulatively. Using the process of triangulation, needs identified by the greatest number of individual analysis techniques represent the highest priorities for the City to address within this plan. It should be noted that other valid “needs” may exist outside of this grouping, however, based on this process are not significant enough at this point in time to necessitate specialized focus.

High Priority Needs

Based on this planning process and methodology, the following were the high priority needs selected to be addressed with the greatest degree of detail within the Master Plan Vision (Part 4 of this report). The number following each need indicates the percentage of total analysis techniques which identified that particular need or priority.

1. Indoor recreation centers and programs (78%)
2. Bikeways and trails (67%)
3. Flexible, multi-purpose greenspace (56%)
4. Aquatics facilities and programs (56%)
5. Increased integration of technology (56%)
6. Additional parks and greenspaces (44%)
7. Dog parks (44%)

Intermediate Priority Needs

In addition, a number of needs were identified as intermediate priorities. Many of these needs have some degree of overlap with the high priority needs mentioned above, and should also be considered when solutions are crafted to address the high priority needs. Intermediate needs identified included:

8. Increased staffing to support operations (44%)
9. Access to natural areas and programs (44%)
10. New/additional programs (44%)
11. Arts and cultural facilities and programs (33%)
12. Environmental sustainability (33%)
13. Increased funding for parks (33%)
14. Multi-use facilities and parks (33%)
15. Revitalize riverfront (33%)
16. Social spaces (33%)
17. Increased water access (33%)
18. Adult sports programs (33%)
19. Morton Center renovation (33%)

ANALYSIS TECHNIQUE

HIGHEST PRIORITY

PRIORITY NEEDS



Figure 3.28: Chart summarizing the highest priority needs identified by the analysis and engagement techniques.

ANALYSIS TECHNIQUE

INTERMEDIATE PRIORITY

PRIORITY NEEDS



Figure 3.29: Chart summarizing the intermediate priority needs identified by the analysis and engagement techniques.

ANALYSIS TECHNIQUE

PRIORITY NEEDS

LOWER PRIORITY

	COMMUNITY PROFILE	PARK SITE EVALUATIONS	STAKEHOLDER INTERVIEWS	PUBLIC INPUT WORKSHOPS*	PUBLIC OPINION SURVEY*	LOS ANALYSIS - ACREAGE	LOS ANALYSIS - AMENITIES	LOS ANALYSIS - ACCESS	COMMUNITY BENCHMARKING PROGRAMS EVALUATION
"partners"; need for additional									
Baseball fields									
Basketball courts									
Community gardens									
Funding; need alternative sources									
Happy Hollow Park: improve/update									
Hiking trails									
Maintain/improve existing facilities									
Playgrounds									
Public Art									
Safer roadways and crossings									
Signage and wayfinding; improved									
Skate park									
Tennis courts									
Yoga programs									
ADA accessibility; improved									
Fitness programs									
Add restrooms to existing facilities									
Better utilize existing facilities									
Bicycling programs									
Cooking classes									
Disc golf									
Expand ice skating rink									
Expanded public transportation									
Happy Hollow Park: address erosion									
Improved park design standards									
Increased advertisement/marketing									
Increased education/outreach									
Life-skill programs									
On-road bike lanes									
Soccer fields									
Soccer programs									
Variety of places to sit									
Softball fields									
Football fields									
Volleyball courts									
Community rooms									

Figure 3.30: Chart summarizing the lower priority needs identified by the analysis and engagement techniques.



04

master plan
vision





4.1

visioning framework

4.1.1 What is a Vision?

The vision articulated herein represents the long-range direction, goals, and aspirations of the West Lafayette Parks and Recreation Department based on the high priority needs identified during this planning process. This vision, anchored in community engagement and consensus, shall serve as the decision-making framework for prioritizing investment in the City's parks and recreation facilities, amenities, and programs over the next five (5) years and beyond.

The long-range vision will need to be periodically recalibrated based on unforeseen changes in the system, progress on recommended initiatives, available funding, and/or changes in community needs and priorities.

4.1.2 Visioning Workshop

The foundation for this visioning effort was established in a collaborative workshop setting where the Project Team, the Department, representatives from the City government, key project stakeholders, and the general public had the opportunity to weigh in on strategies to address the high priority needs identified in Part 3 of this report.

The Master Plan Visioning Workshop was held on September 8th, 2016, at the Morton Community Center in West Lafayette. The workshop was publicly advertised by the Department, in accordance with City ordinances associated with meeting advertisement. Announcements were sent out to the general public two weeks prior to the workshop, in a variety of media - both hard-copy and digital - including the Department's social media page(s), the project webpage, fliers in public parks and centers, and email blasts.



Figure 4.1: Participants at the Master Plan Visioning Workshop.

The Visioning Workshop began in the morning with a presentation of the findings from the Existing Conditions Analysis and Needs Assessment by the Project Team. The findings from these processes served to organize the discussion which followed. The remainder of the Visioning Workshop was spent in a charrette-style setting where the Project Team worked hand-in-hand with the participants to develop high-level solutions that endeavored to meet the high-priority needs identified.

The workshop concluded with a public open house in the evening, where the general public was invited to come and review the progress and provide critical input to the Project Team that would help establish the Vision for this plan.

In total, nine (9) people participated in the Visioning Workshop and its associated community open house. The agendas, sign-in sheets, and presentations from the Visioning Workshop and Open House can be found in Section 6.7 of the Appendix.

4.1.3. New Mission Statement

One of the first tasks addressed during the Visioning Workshop was to review the Department's mission statement to ensure that it reflects the current direction of the Department. It was noted during the workshop that the existing mission statement had been in its current form for nearly two decades, and read as follows:

“The mission of West Lafayette Parks and Recreation Department is to enhance the quality of life in the city by providing the best possible recreational facilities and programs for its citizens through effective management of natural, human, and financial resources.”

After discussion with the workshop participants, the mission statement was revised to reflect an increased emphasis on the correlation of quality parks, facilities, and programs with quality of life, and to broaden the avenues through which the Department can affect this important metric. In addition, participants wanted to emphasize the importance of the Department's role in “connecting” citizens to parks and recreation facilities and programs, both geographically and ideologically.

The updated mission statement for the West Lafayette Parks and Recreation Department is as follows:

“The mission of West Lafayette Parks and Recreation Department is to enhance the quality of life in the city by connecting its citizens to the best possible parks, recreational facilities, and programs.”

The quality and quantity of a community's parks and recreation facilities is directly correlated to its overall quality of life. As such, these parks and facilities should be treated as critical infrastructure, not just as “amenities.”

4.1.4. Vision Subsystems

The feedback obtained during the Visioning Workshop established a framework for the Project Team to further refine and develop, and ultimately informed a series of vision subsystems; categorical groupings of aligned recommendations and initiatives, which included:

1. **Indoor Recreation + Aquatics**
2. **Bikeways + Trails**
3. **New Parks + Major Moves**
4. **Improvements to Existing Parks**
5. **Programs + Events**

Each of these subsystems, and their associated recommendations, will be discussed in detail in the sections to follow.

“

The mission of West Lafayette Parks and Recreation Department is to enhance the quality of life in the city by connecting its citizens to the best possible parks, recreational facilities, and programs.

”



4.2 indoor recreation + aquatics

4.2.1. The Center at Cumberland Park

The highest priority that emerged from the needs assessment process was the need for additional indoor recreation facilities and programs. As previously stated, at the time of this study all the indoor programs hosted by the Department were provided at the Morton Community Center. The age and design of this facility significantly limit the types of programs and events which it can host, most notably those related to active recreation and fitness.

A second, high-priority need identified was for increased access to aquatics facilities and programs. Like the Morton Center, the Municipal Pool is well maintained but is outdated, and limits the quantity and diversity of programs which can be hosted there. Ongoing maintenance costs of this facility will likely increase as it continues to age. It was also noted at the time of the study that the West Lafayette High School needed additional access to competitive aquatics facilities. An equitable partnership with the School District would be mutually beneficial, and should be explored further.

To address these high priority needs, one of the primary recommendations of this master plan is the development of a contemporary indoor recreation and aquatic center – The Center – which would serve as the centralized hub for indoor recreation in the city.

Facility Program

The Center would combine both indoor recreation and indoor aquatics amenities and programs into a single, centralized facility. It is estimated that the total building size would be approximately 80,000 gross square feet.

Core indoor recreation components include:

- Double gymnasium with moveable partitions, that would be lined to accommodate volleyball and basketball,
- Elevated, indoor running track,
- State of the art wellness center with both free weights and exercise machines,
- Multiple multi-purpose rooms for rentals and fitness classes,
- Plaza and greenspace for outdoor classes/ programs,
- Catering kitchen,
- Locker rooms and restrooms,
- Storage rooms,
- Hospitality/meeting rooms,
- Receiving and loading area,
- Childcare area,
- Office space for the West Lafayette Parks and Recreation Department.

The aquatics facility and its programs would be oriented more towards competitive swimming and skill development over purely leisure-based experiences. The aquatics facility is envisioned to be the home of competitive swimming in the region, and will likely occupy 50 to 60 percent of the total building size, depending on final program. It is also envisioned that the aquatics facility would share use with West Lafayette High School, as well as other, yet to be determined private partners. Revenue generated from



Figure 4.2: Proposed location of The Center at Cumberland Park.

membership fees, rentals, sponsorship, and events would help to partially offset recurring operational costs.

Core components of the aquatics facility include:

- 8-lane, 50-meter competition pool (25 yards wide and 7' deep), with a moveable floor, and (2) bulkheads,
- Diving pool (25-yard x 25-meter) with 1-meter and 3-meter springboards,
- Therapy pool,
- Splash/leisure play area with zero-depth entry,
- Pool decks and deck storage,
- Spectator seating (1,000),
- Team lockers (4),
- Coach/staff lockers (2),
- Public lockers (2),
- Coach offices (6),
- Timing control/meet room,
- Aquatic Director office,
- First Aid, lifeguard, and instructors space,
- Filtration/mechanical/electrical room,
- Chemical storage.

In addition to the active amenities and spaces, The Center would also have a significant social component, integrating multiple gathering spaces such as a centralized grand lobby, café, and outdoor plaza/terrace.

The new parking lot necessitated by The Center is also envisioned to serve as the new home of the West Lafayette Farmers Market, complete with an overhead canopy which compliments the contemporary architecture of The Center. The proposed location of this canopy on the edge of a parking lot will help keep primary farmers market activities out of active travel lanes, and will help to provide some degree of cover during inclement weather.

Location

Cumberland Park was selected as the preferred location for this future facility for several key reasons. It is highly unlikely, given the conservative population growth projected, that the city could support more than one (1) recreation center of this scale in the foreseeable future. As such, the location of this facility is critically important; it should be as centralized and accessible as possible to the greater West Lafayette populace. Although Cumberland Park is in the northern portion of the municipal landmass of West Lafayette, it close to the city's most densely populated

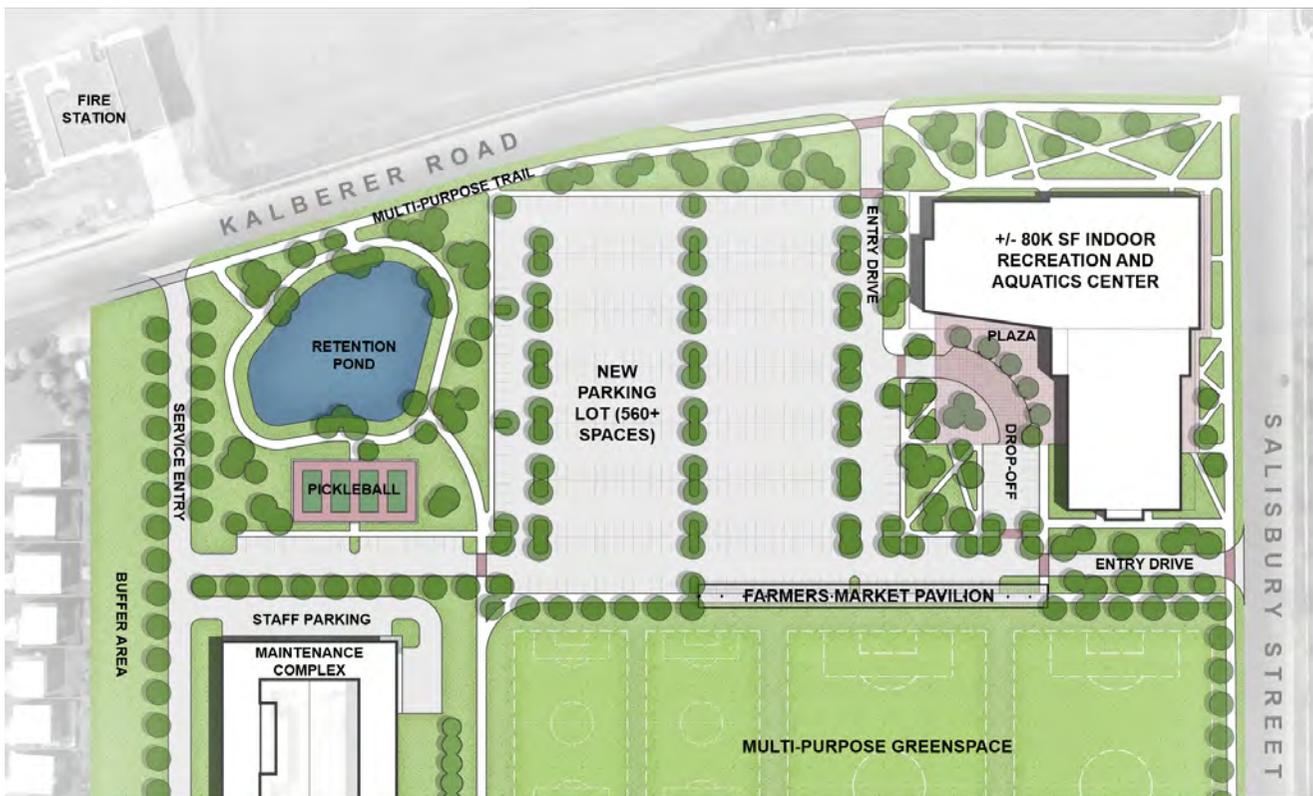


Figure 4.3: Conceptual site plan enlargement of The Center at Cumberland Park.

residential areas. It is also easily accessible – by both car and the trail system – from the numerous residential areas to the west of the city, which may at some point in the future become part of West Lafayette through annexation.

Cumberland Park is also large enough to support the site infrastructure required by The Center, which will include a significant stormwater component and parking lot. The location of the future facility in the northern third of the park will have limited impacts on the current functionality of the park space, displacing only the community garden, a stormwater area, and one (1) soccer field (when oriented east-west). The building location at the corner of Kalberer Road and Salisbury Road would be prominent and highly visible. In addition, most of the Department’s staff are already based out of a portion of Cumberland Park that is to remain undisturbed, thus limiting the amount of potential disruption of operations during construction.

Operational Considerations

The addition of a facility of this scale and program would have a significant impact on the staffing and operations of the Department, necessitating the hiring

of multiple additional full-time employees to operate, program, and maintain the facility. The Department will also have to develop a programming strategy for this facility that outlines what programs and events it will host, and what will be provided by subcontractors or the private sector.

Feasibility Study

Both indoor recreation centers and aquatics centers necessitate a high level of ongoing management and maintenance, and as such, can cost more than \$1M annually to keep open (depending on size and program). Given the significant financial investment required – both initially and ongoing – it is recommended that the City commission a comprehensive feasibility study that would better inform the final program, scale, cost, and operational implications prior to developing design documents.

This feasibility study should also estimate long-term operational and maintenance costs associated with the facility. Funding to cover the final anticipated costs must subsequently be added to the Department’s annual budget.



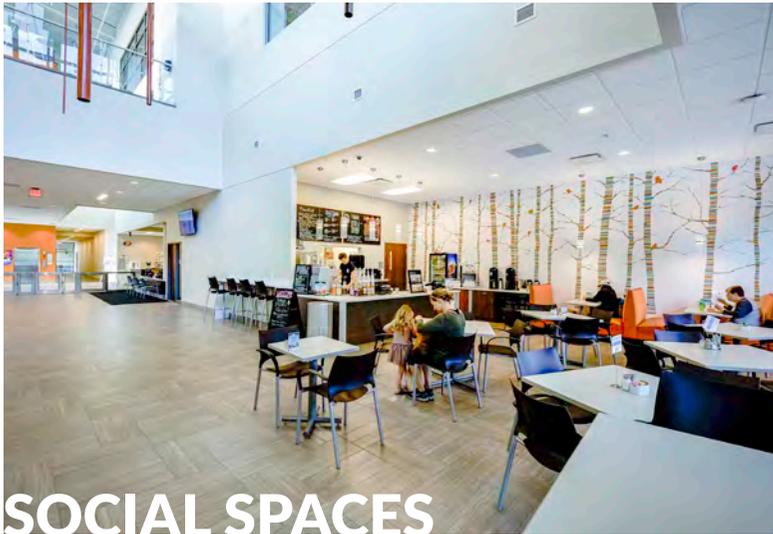
THE
CENTER

the
center



**BROWNING
DAY MULLINS
DIERDORF**

Figure 4.4: Conceptual rendering of The Center at Cumberland Park from the intersection of Kalberer Road and N. Salisbury Street.



SOCIAL SPACES

Figure 4.5: Social gathering spaces, CityWay YMCA.



FLEX SPACES

Figure 4.6: Multi-purpose rooms, CityWay YMCA.



INDOOR FITNESS

Figure 4.7: Large, indoor fitness and wellness center, CityWay YMCA.



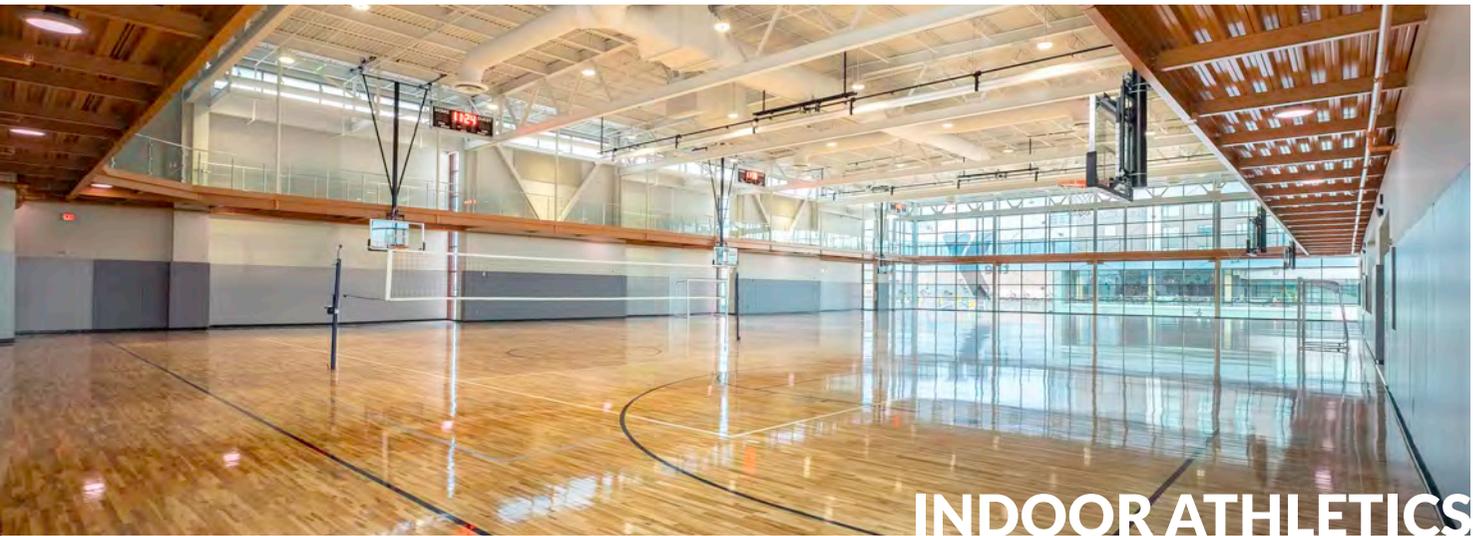
THERAPY POOL

Figure 4.8: Therapy pool (TRC, 2017).



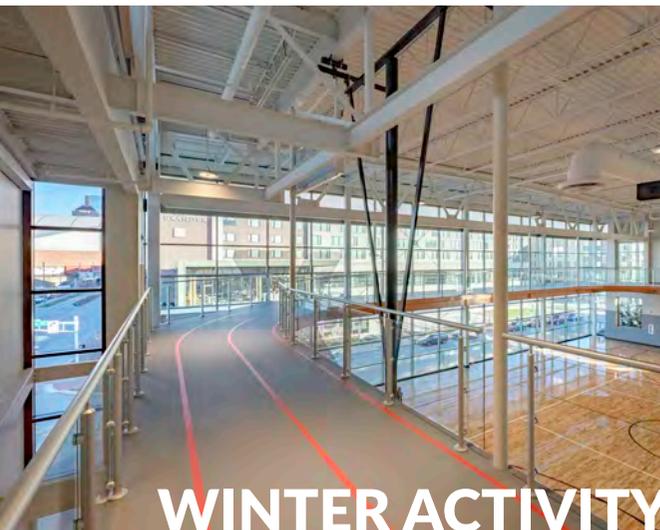
LEISURE PLAY

Figure 4.9: Leisure pool at Cedar City Community Ctr. (Myrtha Pools, 2017).



INDOOR ATHLETICS

Figure 4.10: Double indoor gymnasium w/ elevated running track, CityWay YMCA.



WINTER ACTIVITY

Figure 4.11: Running track, CityWay YMCA.



FARMERS MARKET

Figure 4.12: Covington Farmers Market pavilion (Goldberg/Esto, 2011).



COMPETITION AQUATICS

Figure 4.13: Competition pool at Victor Central School (CCM, 2017).

4.2.2. The Morton Community Center

Vision

The vision for the Morton Center – considering the proposed indoor recreation and aquatics center at Cumberland Park – is that it would become the “Cultural Hub” of the city. The Morton Center already offers a significant amount of cultural, performing arts, and life skill programs and events, all of which could remain or be expanded. It is anticipated that the majority of the fitness-based programming currently offered at the Morton Center would be relocated to The Center at Cumberland Park upon its completion.

The Morton Center is located downtown, immediately east of the West Lafayette Public Library. There is great synergy between these two, urban cultural facilities, further supporting the notion of an already informally identified cultural hub. There are opportunities, however, to better unify these two facilities. One of the most significant would be conversion of N. Chauncey Avenue (between W. Columbia Street and North Street), into a pedestrian plaza and greenspace. This linear, urban greenspace could serve as a host site for cultural events, and incorporate outdoor classroom and programming spaces. Further traffic studies will be necessary to determine the feasibility and potential transportation-related impacts of this effort.



Figure 4.14: West Lafayette Public Library (2016).

Comprehensive Renovation

The Morton Center is a beautiful, historic school building which has been home of indoor programming in West Lafayette for the last two decades. The building was designed in 1929 by Lafayette architect, Walter Scholer Sr. in a Classical Revival style that was deemed the most appropriate image for public buildings, particularly those structures associated with knowledge, learning or the arts. Morton remained the only West Lafayette elementary school until 1955, and ultimately closed in 1985 (City of West Lafayette, 2017).

Unfortunately, the Morton Center needs significant repair and investment in order to remain functional. If the Department is to continue operating the Morton Center, significant investment into its structure and systems must be made in the near future. High-priority improvements proposed as part of a complete, phased renovation include:

- New, high efficiency HVAC system,
- New windows,
- Improved integration of technology, including AV in the multi-purpose rooms and facility-wide WiFi access,
- Accessibility improvements (entrances, bathrooms, play areas, etc.),
- Updated playground and plaza space,
- Shared plaza/greenspace with the library (see above),
- Catering/teaching kitchen,
- Improved signage/wayfinding,
- Additional public art,
- Updated interior finishes (carpet, paint, tile, etc.).



Figure 4.15: The Morton Community Center from the Intersection of W. Columbia St. and N. Chauncey Ave. (2016).



Figure 4.16: Proposed pedestrian plaza/festival street location (Aerial: Google, 2017).



4.3 bikeways + trails

4.3.1. Existing System Summary

Although this planning process does not endeavor to be a comprehensive bikeways and trails master plan, it does seek to articulate a vision for how the trails system in West Lafayette supports the ongoing development and usage of the city's parks and recreation facilities. Trails are exceptionally important to West Lafayette residents, ranking second only to indoor recreation.

In addition to serving as a means of recreation, trails are also critical transportation infrastructure that help to move people to and between the city's parks and facilities without the use of a car. When used for transportation, trails help to reduce greenhouse gas emissions, traffic congestion, and the parking demand at park facilities.

At the time of this study, the City of West Lafayette had approximately 29 miles of paved paths and multi-purpose trails, ten (10) miles of on-road bicycle lanes, and five (5) miles of footpaths. Primary existing trails include:

- Cattail Trail (6.80 miles)
- Northwest Greenway Trail (8.43 miles)
- Wabash Heritage Trail (4.28 miles)
- Village Fitness Trail (1.86 miles)
- Nighthawk Trail (.50 miles)
- Westway Trail (6.90 miles)

Although the City's trail system ranked highly when compared against the benchmark communities (see Section 3.3.), there are still notable gaps in the system which should be addressed to increase community-wide connectivity. The alignment and distribution of the existing trail network is such that there is a gap in connectivity between the northwestern and

southeastern portions of the city. This is notable given that most of the city's residential areas and parks and recreation facilities are also split between these two regions.

4.3.2. Future Bikeways and Trails System

Multi-Purpose Trails

The future bikeways and trails system in West Lafayette should seamlessly link together the city's core parks, cultural facilities, neighborhoods, and destinations. To achieve this vision, it is estimated that the city will need to add approximately 21.5 miles of additional paved trails to fill in the existing gaps in connectivity, resulting in a future trail system that would total approximately 48.5 miles.

On-Road Connectors

In addition to off-road, multi-purpose trails and paths, the vision also proposes the addition of approximately 4.3 miles of different types of on-road connectors which link smaller parks, schools, and neighborhood areas to the larger trail network along low-speed, low-volume streets. On-road connectors will likely take multiple forms, depending on the context in which they are implemented.

Bike lanes are designated, exclusive spaces for bicyclists that are located adjacent to vehicular travel lanes, and which travel in the same direction as motor vehicle traffic. Bike lanes allow cyclists to ride at their own speed without traffic interference and help to facilitate predictable behavior/movement between cyclists and motorists (NACTO, 2014).

Bicycle Boulevards are streets with low-speed and low-volume vehicular traffic that use a combination of signage, pavement markings, and speed control

Existing Bikeways and Trails System

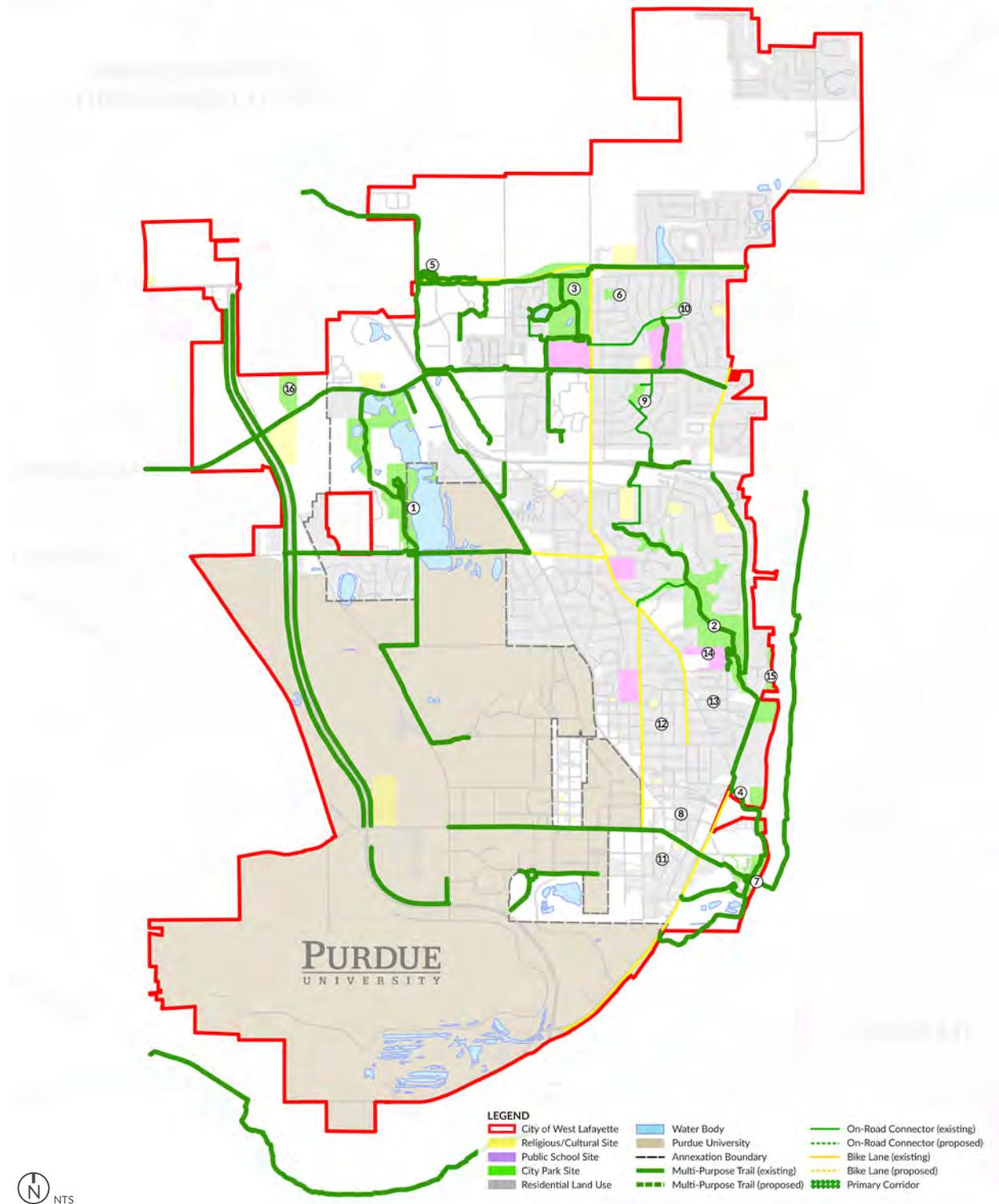


Figure 4.17: Existing West Lafayette bikeways and trails system map.

Future Bikeways and Trails System

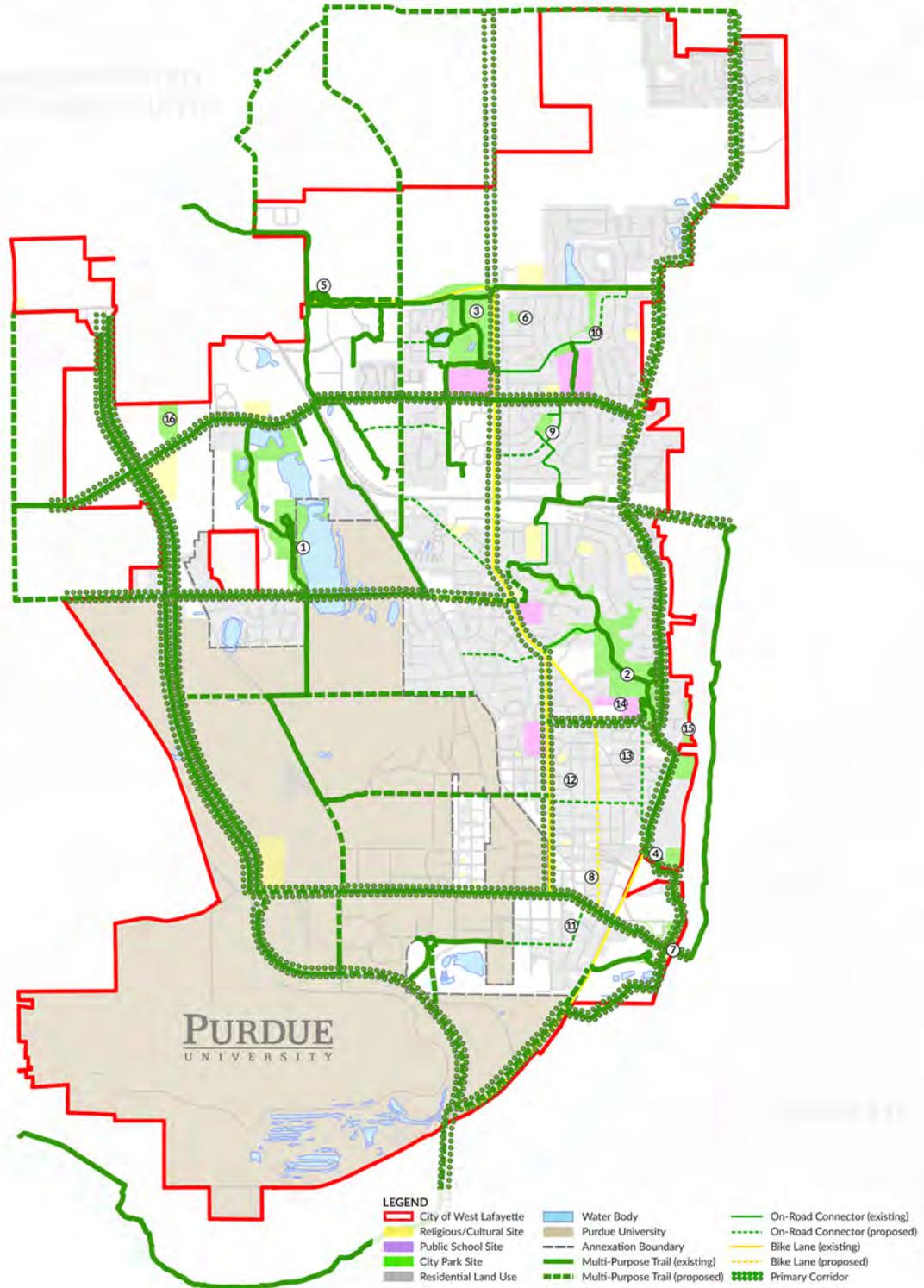


Figure 4.18: Map illustrating the proposed, future West Lafayette bikeways and trails system.

Proposed Trailhead Locations

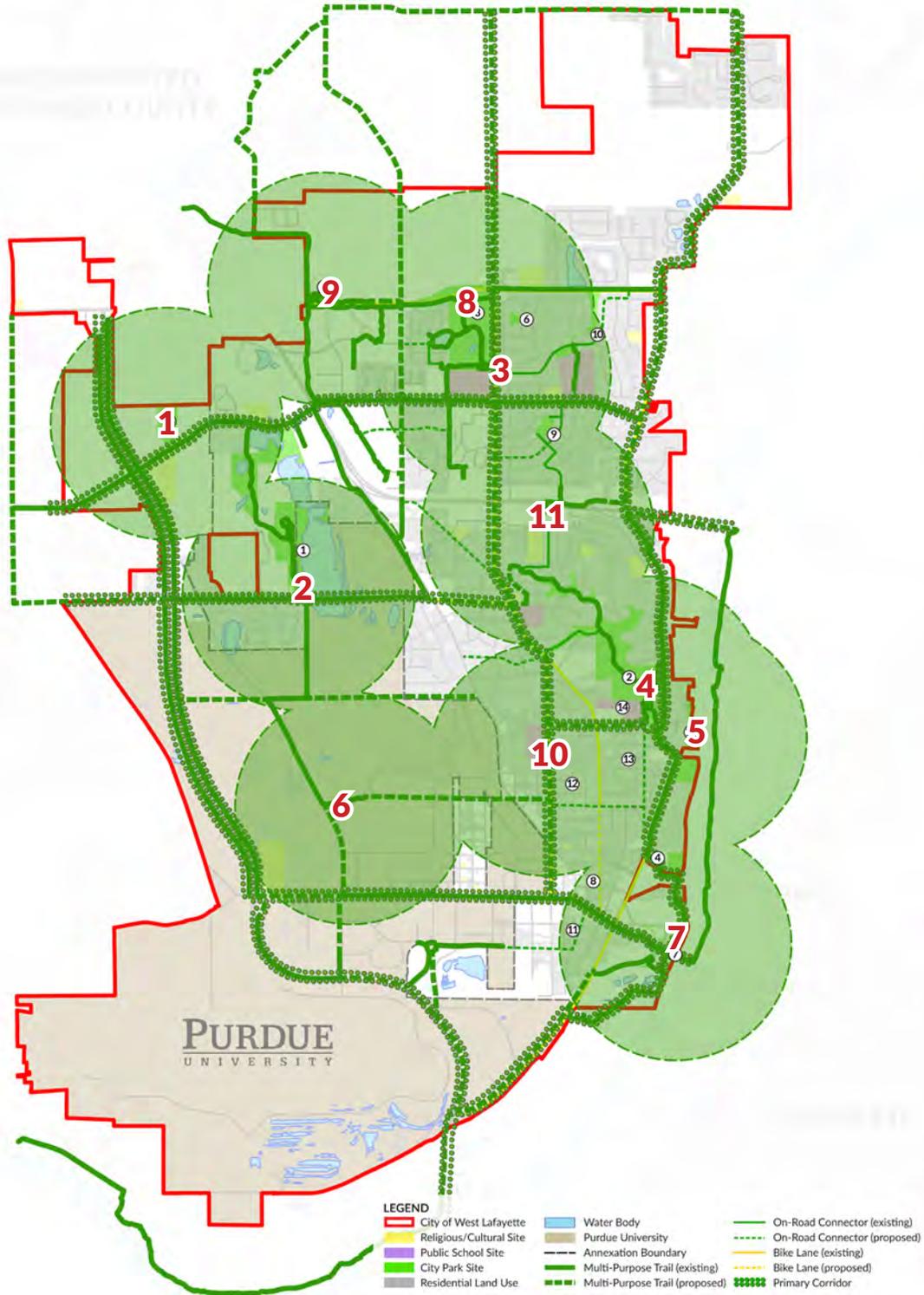


Figure 4.19: Map illustrating the proposed, future trailhead locations.

measures to prioritize on-road bicycle use (NACTO, 2014). Appropriate signage and markings should be added retroactively to any existing bicycle boulevards. Wide sidewalks may be utilized as short connectors between the trail system and a nearby destination and/or neighborhood, however, are the least preferable facility type for cyclists. Connector sidewalks should have a minimum width of 6', and a preferred width of 8'.

Trailheads

A trailhead, for the purposes of this study, is defined as any public park space that is directly accessible to the trail network, which also provides paved parking. Regardless of the level of system-wide connectivity, a portion of users will still prefer to drive to a park to access the trail system. At a minimum, trailhead sites should provide users with access to basic trail-related amenities such as:

- Trail signage/wayfinding
- Bike racks
- Water fountains
- Paved parking

Trailheads located along heavily traveled routes, and/or those within larger parks, should also provide users with a greater variety of amenities such as:

- Bicycle lockers
- Bikeshare stations
- Repair stations
- Air stations
- Vendors/Vending machines (for concessions and bicycle supplies)
- Emergency call stations
- Restrooms

Eleven (11) primary trailheads locations are proposed, which include:

1. **Cason Park (future)**
2. **Celery Bog Nature Area**
3. **Cumberland Park**
4. **Happy Hollow Park**
5. **Mascouten Park**
6. **Pickett Park (on Purdue University's campus)**
7. **Tapawingo Park**
8. **The Center (future)**
9. **Trailhead Park**
10. **West Lafayette High School**
11. **W. Navajo St. and Nighthawk Drive**

Proposed Salisbury Corridor

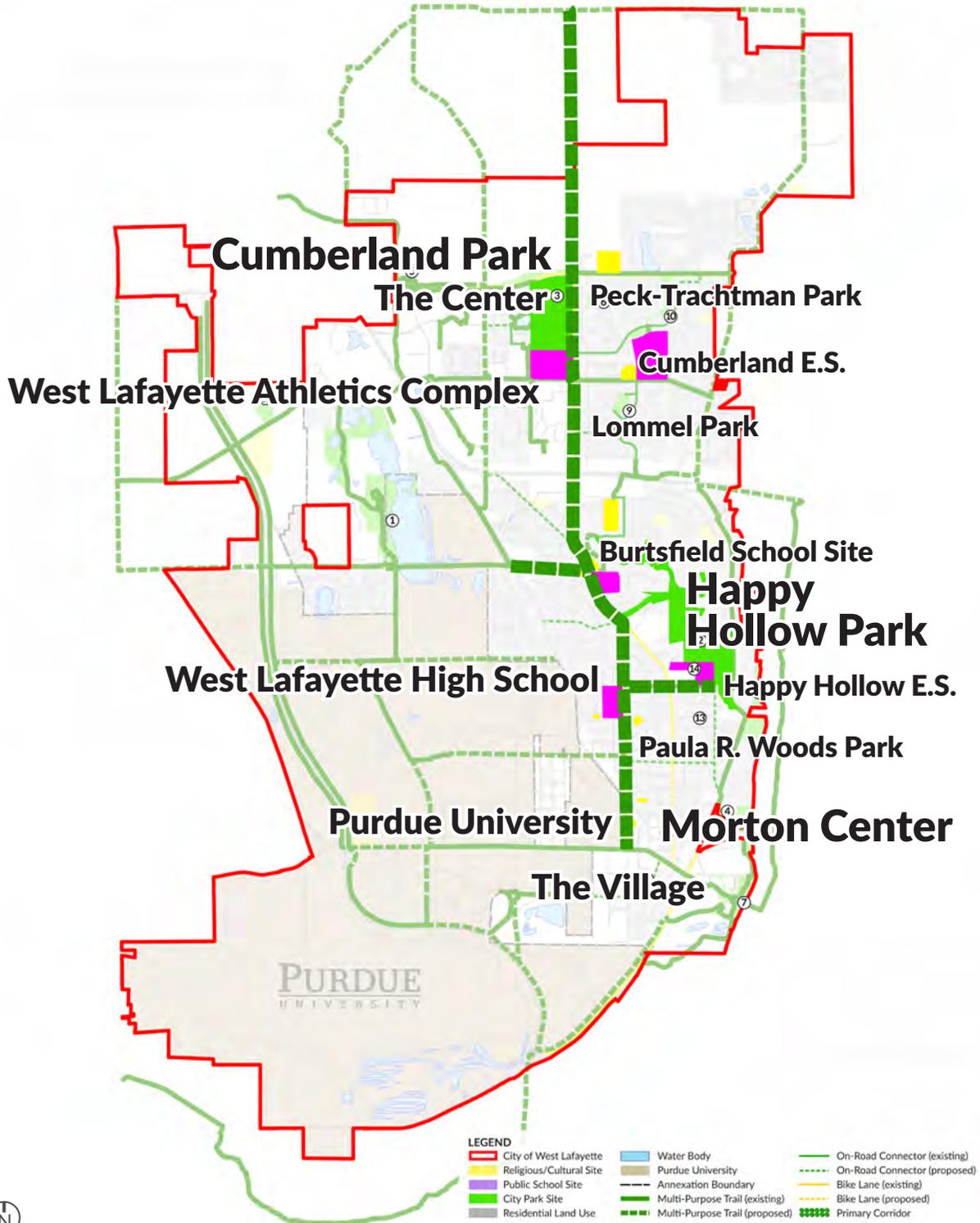


Figure 4.19: Map illustrating the proposed alignment of the Salisbury Trail Corridor.

4.3.3. Salisbury Corridor - The Missing Link

As noted above, the greatest weakness of the existing trail system is the lack of connectivity between the northwestern and southeastern portions of the city. Additionally, the existing primary north-south trail routes are on the edges of the city, with limited trail connectivity between neighborhoods in the central and southeastern portions of the city. The addition of a primary north-south pedestrian corridor – the Salisbury Corridor – would serve to fill this gap.

Vision

The Salisbury Corridor is envisioned as a separated, multi-purpose trail, sidepath, and/or cycle track (depending on the existing road section), that would serve as the primary pedestrian connector between the City’s historic neighborhoods to the southeast and the newer developments in the north. This corridor would also connect more than 25 community “destinations,” including seven (7) neighborhoods, seven (7) public school sites (including Purdue University), six (6) public park properties, and four (4) places of worship.

A complete list of destinations, listed from north to south, includes:

- The Village/Downtown
- Purdue University
- The Morton Community Center
- New Chauncey Neighborhood
- Paula R. Woods Park
- Unitarian Universalist Church of Tippecanoe County
- West Lafayette High School
- Happy Hollow Elementary School
- Happy Hollow Park
- Burtsfield School site
- Hills & Dales Neighborhood
- Faith West Church and recreation center
- Redeemer Lutheran Church
- Wabash Shores Neighborhood
- Park Ridge Neighborhood
- US-52 commercial corridor (supermarkets, coffee shops, the BMV, Post Office, pharmacies, banks, restaurants, etc.)
- Westminster Village
- Lommel Park
- Bar Berry Heights Neighborhood
- Avondale Neighborhood
- The West Lafayette Athletic Complex

- Temple Israel
- Cumberland Elementary School
- The West Lafayette Little League Complex
- Cumberland Park
- University Farms Neighborhood
- Peck-Tractman Park
- The Center at Cumberland Park

Alignment

The proposed alignment would begin at the intersection of N. Grant Street and State Street near downtown and Purdue University. The corridor would then follow Grant Street north until its intersection with N. Salisbury Street, at which point the alignment would follow N. Salisbury Street north until it reaches Cumberland Park, and eventually, the northern edge of the municipal boundary.

Two key spurs are also envisioned to help link the Salisbury Corridor to other, existing primary trail networks. The first would be a connection between N. Grant Street and Happy Hollow Park, along E. Leslie Avenue and Kingston Drive. This spur would help to directly connect the Happy Hollow Elementary School, the Municipal Pool, and Happy Hollow Park. The second spur would be between N. Salisbury Street and Northwestern Avenue, along Lindberg Road. This spur would connect the Burtsfield School site to the existing trail network along Lindberg Road which heads west to the Celery Bog Nature Area, and eventually, over US-231.

Implementation

Detailed recommendations for implementation methods, trail sections, and cost considerations will need to follow a more detailed study of this alignment, however, it is likely that the best course of action to implement this corridor is to do it alongside a larger road improvement project. If phasing becomes necessary, the segments between State Street and Cumberland Road should be prioritized, as they will add the greatest degree of increased connectivity and overall value.

4.3.4. Planning + Maintenance

Bikeways and Trails Master Plan Update

It is strongly recommended that the Department, in partnership with the City's engineering and planning departments, undertake a comprehensive update to its bikeways and trails master plan.

The primary purpose of this study would be to validate and better inform the recommendations contained herein, as well as to ensure that the city's future bikeways and trails system interfaces appropriately with the soon to be released Purdue University Integrated Bicycle and Pedestrian Infrastructure Plan. At the time of this study, Purdue's newest bikeways plan was still pending approval by the University, and limited details of final proposed routes were available to the Project Team.

The consultant team selected for this effort should be multi-disciplinary, including both landscape architecture and engineering professionals, to ensure the most comprehensive and innovative solutions are achieved.

Trail Design Standards

The future West Lafayette Bikeways and Trails Master Plan should also make recommendations to adopt nationally recognized trail design standards, such as those produced by the National Association of City Transportation Officials (NACTO). NACTO's bikeway, trail, and roadway design standards are often regarded as more progressive than the commonly referenced standards by the American Association of State Highway and Transportation Officials (AASHTO), though the latter still represents a good design resource.

Maintenance + Funding

The funds associated with trail design and initial construction do not currently come from city funds outside of the annual West Lafayette Parks and Recreation Department's budget, however, the Department eventually assumes the responsibility of ongoing trail maintenance. In the future, whenever a trail is designed, and construction for that trail is funded, an ongoing maintenance fund should be allocated to the Department's budget to accommodate the anticipated annual maintenance requirements of the new trail.

Mobile Application

The future West Lafayette Parks and Recreation system will be exceptionally well connected, consisting of numerous neighborhoods, parks, and community destinations that are all interconnected. Key to maximizing the use of the city's parks and trails is ensuring that they are efficient to navigate, and that potential users are aware of their location and the amenities that they offer.

At the time of this study, the City had placed trail map kiosks within some of its parks, and at key points along the trails. Hard copy versions of the trail routes were also available at various locations throughout the city. These efforts are necessary, but not sufficient alone. To supplement existing efforts, it is recommended that the Department develop a dedicated parks and trails mobile application that will allow all key information to be accessed remotely by users, regardless of where they are in the city. The digital nature of this information will also allow it to be updated more frequently, including in real-time, where necessary.



Figure 4.20: Trail intersection near the entrance of the Celery Bog Nature Area (2016).



4.4 new parks + major moves

4.4.1. Overview

This section of the Vision focuses on the development of new park spaces, or the comprehensive redevelopment of existing facilities. Each effort will have varying levels of detail associated with it, reflective of the scale of the project as well as its priority within the overall master plan.

4.4.2. Cason Park

Overview

Cason Park is a future, 13-acre park space that was acquired by the Department in late 2016, during this planning process. This park, located immediately east of US-231 and north of Cumberland Avenue, is in one of the most underserved areas of the city. In addition, it will be easily accessible by the numerous residential communities to the west, just outside of the city's municipal boundary.

Vision

The Department collaborated with the Purdue University Landscape Architect to develop a high-level programming concept for the park to facilitate its implementation. Cason Park is envisioned to be a predominately passive community park. The park would contain multiple flexible green spaces suitable for a wide variety of programming, native gardens, multiple rental shelters, a playspace, and a restroom building.

A key component of the overall park space will be the relocated and renovated Historic Morris Schoolhouse. The Morris Schoolhouse is a one-room schoolhouse built in late 1879, that was originally located at the northeast corner of the intersection of

US-231 and Cumberland Avenue. The schoolhouse had been abandoned for over 100 years, and through a grassroots community-led effort, was relocated to Cason Park in early 2017 to make way for future developments adjacent to the intersection. The Morris Schoolhouse will be restored, and converted into the signature, interpretative exhibit/space within Cason Park.

In addition to the program established by the Purdue University Landscape Architect, a community garden should be accommodated. The existing community garden space at Cumberland Park will be displaced by the development associated with The Center.

The passive, flexible nature of Cason Park, and its relatively near location, make it a suitable candidate for the community garden. The Department should work with the Purdue Extension Service and the Tippecanoe County Master Gardeners (who managed the existing garden), to determine the most appropriate size, location, and amenities.

The Department should also consider adding two (2) pickleball courts to the overall park program. Pickleball is one of the most rapidly growing sports, as it can be played by a wide segment of the population, and would help to better activate the passive program. The location of the pickleball courts should be determined during the detailed design phase of the project.

Cason Park Concept Plan



Figure 4.21: Conceptual plan sketch for Cason Park, courtesy of the Purdue University Landscape Architect.

Components:

Core amenities envisioned at Cason Park include:

1. Community garden,
2. Morris Schoolhouse interpretative building,
3. Restroom building,
4. Native garden,
5. Flexible, multi-purpose greenspaces,
6. Trailhead,
7. Picnic shelters (2),
8. Playground/playspace,
9. Pickleball courts (2),
10. Nature area with woodland paths,
11. Monument/entry sign consistent with the new City standard.



Figure 4.22: The Morris Schoolhouse in its original location in early 2016.



Figure 4.23: Original entry to the Morris Schoolhouse (2016).



Figure 4.24: Community photo on the day the schoolhouse was moved to its new location in Cason Park (WLPRD, 2017).

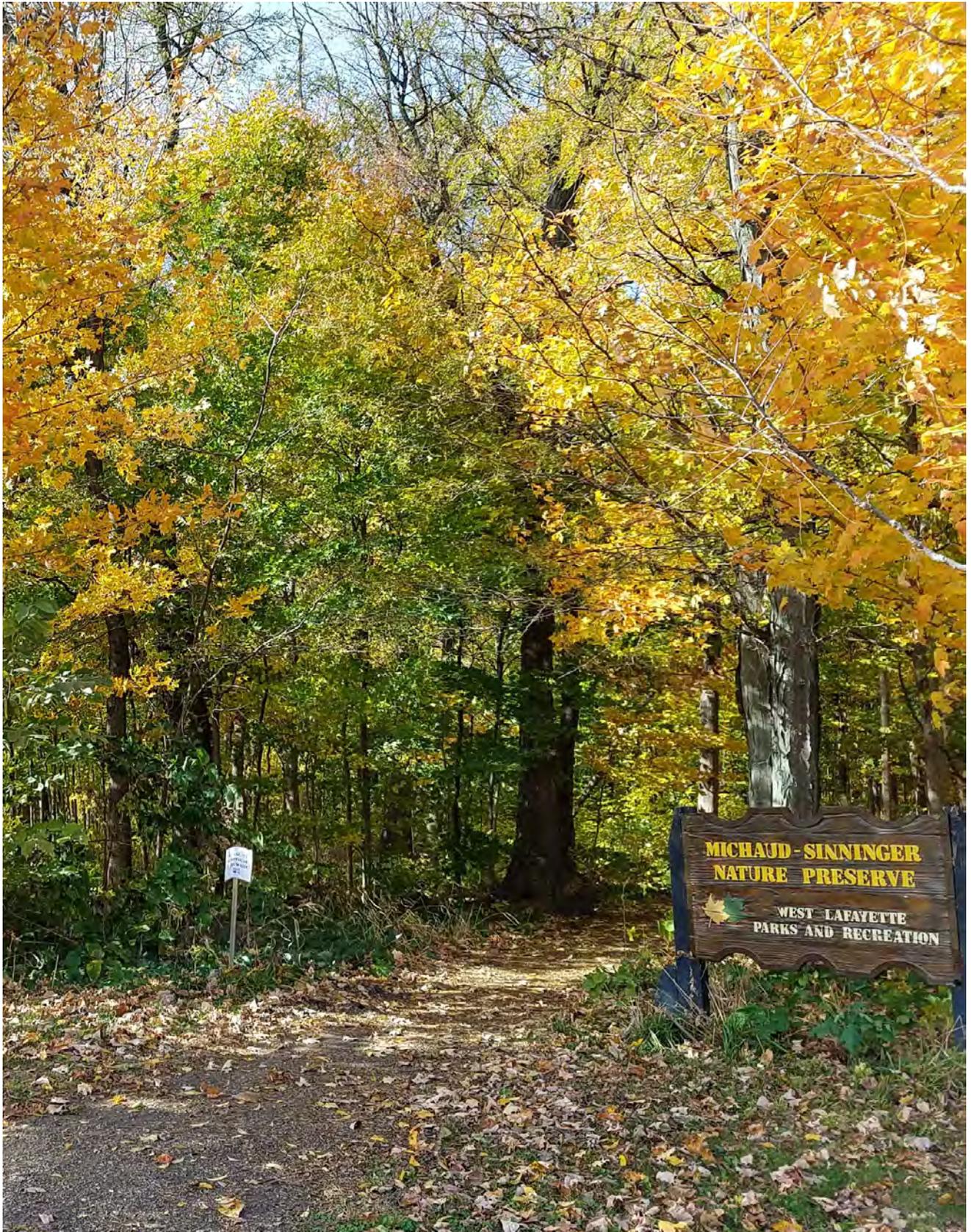


Figure 4.25: Entrance to the Michaud-Sinninger Nature Preserve (WLPRD, 2017).

4.4.3. Cumberland Park

Overview

The majority of the improvements at Cumberland Park are associated with the addition of The Center; the City's first indoor recreation and aquatics center (see Section 4.2.1). The addition of this facility will necessitate a comprehensive redevelopment of the northern third of the existing park space, however, additional opportunities exist to improve and better activate the remaining portions of the park.

Vision

With the addition of The Center, Cumberland Park will be the central recreation and programming hub of the city; its premier destination park! The Center will include both indoor recreation and aquatics facilities, as well as provide a home for the West Lafayette Farmers Market beneath a new overhead canopy. The location of The Center in the northeastern corner of the park site was intended to minimize disruption on the current park program and to maximize the amount of remaining, flexible greenspace used primarily by recreational soccer leagues.

Maintenance + Operations Center

The Department's main office and maintenance facility are also located on the western edge of the park. When The Center is constructed, the Department's administrative offices will relocate into the new building, and the maintenance facility will become the new, centralized maintenance hub for the Department, consolidating the operations, equipment, and storage facilities currently found in other parks, but which are not specific to that park space.

To best accommodate this future use, improvements to the existing maintenance facility will need to be made, most notably to the outdoor storage areas. Most of these areas are open, and would need to be enclosed to facilitate year-round usage. This could be accomplished by the addition of a large, pole barn-style structure in the center courtyard of the existing facility. Outdoor material storage should be minimized to the greatest degree possible, and would be relocated to the areas south and west of the existing structure. This facility, and its storage areas, should be screened with dense, at least partially-evergreen plantings, from both the larger park space to the east and the residential communities to the west.



Figure 4.26: Parks and Recreation Maintenance and Operations Center (2016).

Cumberland Park Concept Plan

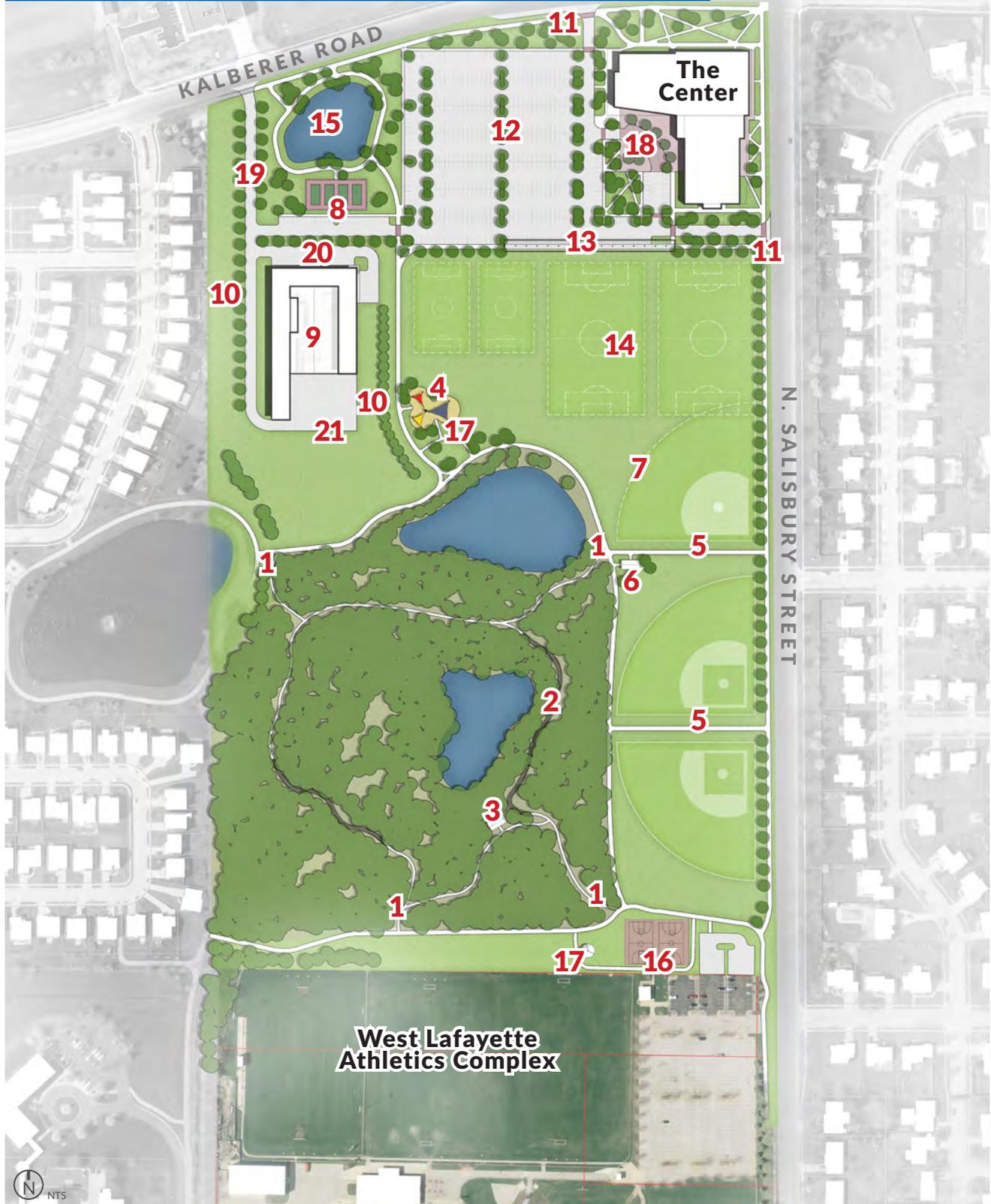


Figure 4.27: Conceptual site plan for Cumberland Park.

Michaud-Sinninger Nature Preserve

Nature facilities, programs, and environments are very important to residents of West Lafayette, and to the identity of the City itself. It is very difficult, if not impossible, to recreate new natural areas, and as such, the Department must find ways to preserve, embrace, and provide access to those which already exist.

The Michaud-Sinninger Nature Preserve is a dense, 16-acre woodland and wetland area located between the maintenance facility and the West Lafayette Athletic Complex. The preserve has a beautiful tree canopy, and is currently accessible via a series of soft-surface footpaths. This natural area could be better embraced and activated by providing additional trails, interpretative signage/exhibits, an open-air nature pavilion, and boardwalk areas within the preserve. Additionally, the preserve should be promoted, as one of the City's premier natural areas.

Components

Core amenities envisioned at Cumberland Park, in addition to those already proposed for The Center, include:

1. Improved access to, and amenities within, the Michaud-Sinninger Nature Preserve,
2. Additional nature trails and boardwalks,
3. Nature pavilion,
4. Additional landscaping around the new playground, including a potential shade-sail structure,
5. Additional trail connections linking the interior of the park to Cumberland Avenue,
6. Additional shelter near the softball diamonds,
7. Moveable outfield fence for the northernmost ball diamonds,
8. Pickleball courts (4) near the new parking lot,
9. Improved maintenance and operations facility,
10. Additional screening around the maintenance facility and its outdoor storage areas,
11. Monument/entry sign consistent with the new City standard. (2)
12. Shared-use parking lot
13. Farmers market pavilion
14. Multi-purpose greenspace
15. Relocated stormwater area
16. Existing Basketball Courts (2)
17. Existing Picnic Shelter
18. Pedestrian plaza/drop-off space
19. Service entry drive
20. Employee parking area
21. Open storage area



Figure 4.28: Proposed location of the proposed indoor recreation and aquatics center (2016).

Happy Hollow Park Renovation



Figure 4.29: Conceptual site plan for Happy Hollow Park.

4.4.4. Happy Hollow Park

Overview

Happy Hollow Park is one of the city's premier natural areas, and one of the most visited park spaces. Approximately 88% of the park's 81 acres are covered in dense woodlands, with many areas exhibiting steep, highly eroded hillsides. A network of trails and footpaths wind through these woodland areas, providing connectivity from within the park to the Wabash Shores neighborhood to the north and Salisbury Street to the west.

The programmed portions of the park are in the valley areas, alongside the creek which bisects the park. The large playground at Happy Hollow Park is a community destination, and is highly used by residents, as well as the local school system. There are also several, large flexible greenspaces in this area as well.

Although deeply loved by the community, there are some significant challenges associated with the existing layout of the developed portion of the park space, most of which center on parking and circulation (both vehicular and pedestrian). The primary vehicular

entrance into the developed portion of the park is a two-lane roadway until it reaches the playground parking lot area, at which point it condenses to one travel lane and an excessively deep parking area on the western side. This condition is maintained as the road passes north of the restroom building, over a one-lane bridge, eventually terminating at a dead end near existing Shelter #4.

Given the popularity of Happy Hollow Park, finding suitable parking can also be a challenge. Many of the destinations and activities within the park are collocated in the center of the valley, however, parking is distributed fairly evenly along the length of the roadway. This condition leaves some areas of the valley highly activated while others are underutilized, and places a disproportionately high demand on parking in an area where there just isn't enough.

Additionally, pedestrian circulation between the parking areas and the park spaces and trails is poor. In many cases, the lack of a dedicated sidewalk forces pedestrians to utilize the roadways to move between the different areas of the park, which is both inefficient and unsafe.

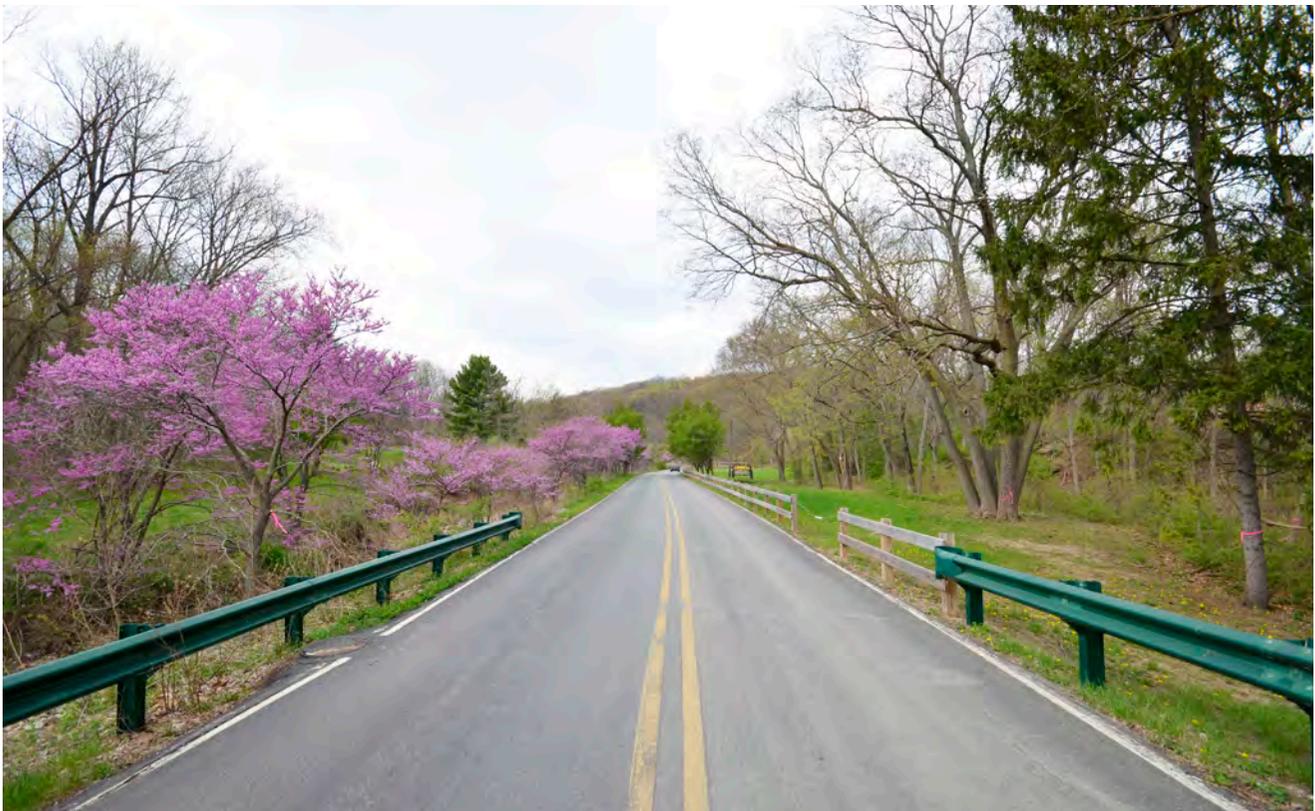


Figure 4.30: Entrance drive into the park from Happy Hollow Road.

Vision

The vision for Happy Hollow Park seeks to solve the parking and circulation issues discussed above, while better distributing activity throughout the valley of the park. To help address vehicular circulation, a two-lane roadway is proposed to take the place of the existing one-lane roadway in the central and northern portion of the valley. Given the depth of the parking bays on the western (park) side of the road, this can likely be accomplished with minimal encroachment into the park space. This road would terminate in a turn-around to the north, as opposed to a dead end. A looping roadway would also be added that would connect the parking lot near the existing Shelter #3 to the maintenance facility, and eventually back to the new restroom building and main road.

All one-lane vehicular bridges in the park would be replaced with two-lane bridges, and all parking areas would provide dedicated sidewalks which lead into the various park spaces. These changes may necessitate the sensitive and selective removal of a few existing trees, however, will increase the overall usability, accessibility, and safety of the park space.

Parking and Activity Distribution

Solving the parking “problem” cannot be achieved just by adding additional parking, but rather, by also distributing the need for that parking more evenly throughout the park space. For example, there is an existing parking lot adjacent to the park entry that is rarely used, as there are no amenities near that location. The proposed addition of several basketball courts and a refurbished children’s garden in this area will help better activate it.

The largest parking draw in the park is the destination playground in the center of the valley. Additional parking will need to be added in this area, given its popularity. Other amenities, such as basketball courts, gardens, volleyball courts, and shelters have been distributed along the length of the entry road. Additional, on-road parking is also proposed along the eastern side of the entry road to allow more direct access to the playground, multi-purpose greenspace, and the proposed shelter and volleyball courts in that area.

Consideration should be given to utilizing permeable paving surfaces wherever feasible, but especially when adjacent to water bodies.

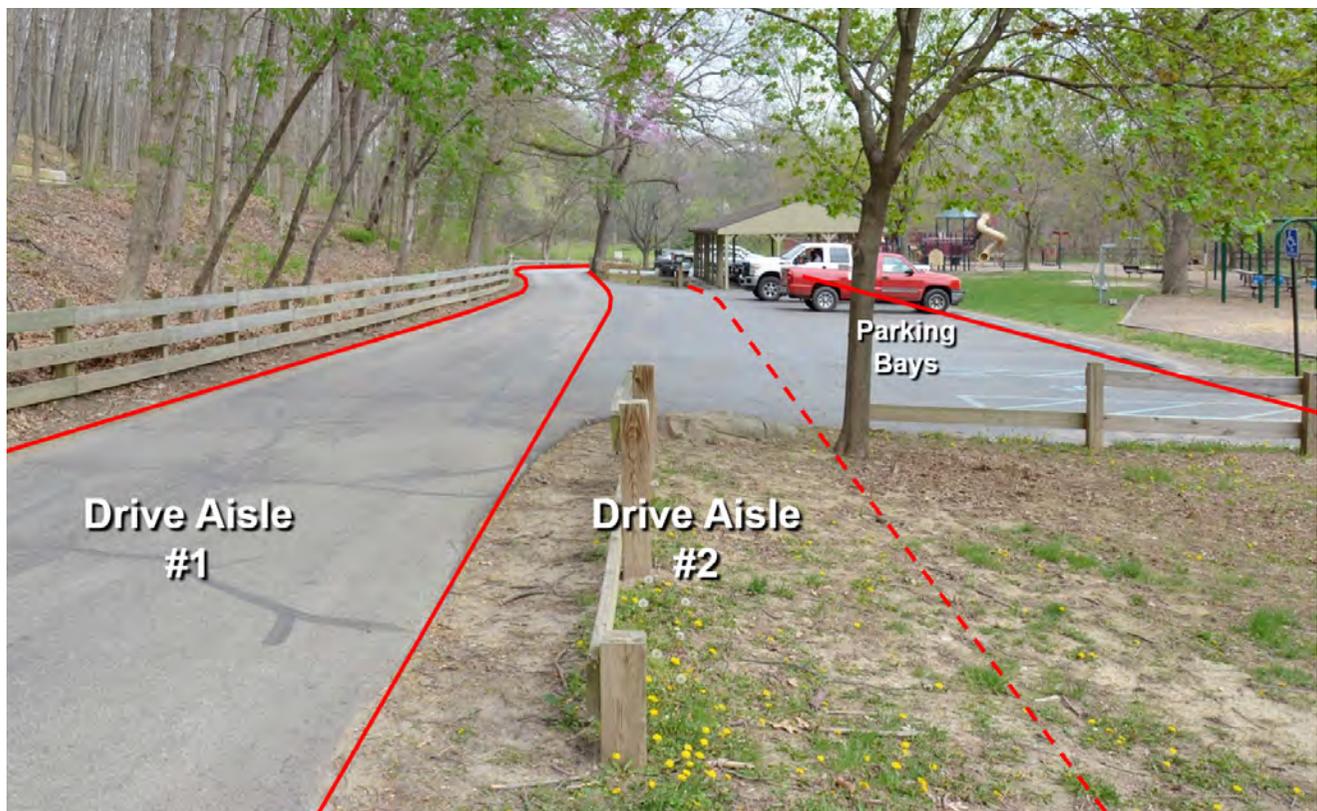


Figure 4.31: Graphic illustrating the proposed addition of a second drive aisle to the main road within the park space.

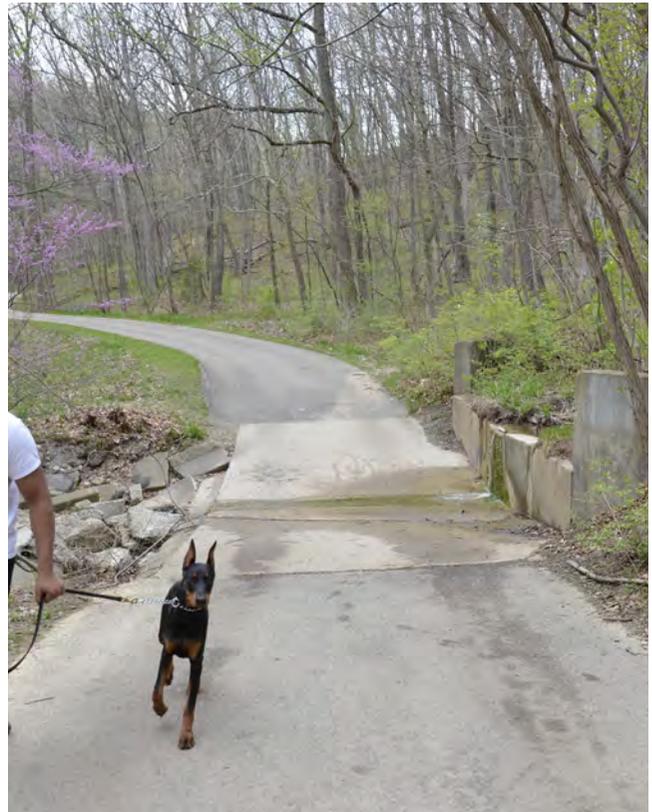


Figure 4.32-33: Examples of locations within Happy Hollow Park where water is allowed to flow over the trail surface.



Figure 4.34: Graphic illustration the approximate proposed location of additional, off-street parking spaces.

Destination Playscape

As previously stated, the large playground in Happy Hollow Park is one of the Department's most highly used destinations. At the time of this study, the playground was in good condition, however, would benefit from a comprehensive update. The vision for this playground is that it is replaced by a destination "playscape;" a play area that offers a variety of experiences – both passive and active – designed in such a way that it integrates with the surrounding landscape and context. The Happy Hollow Playscape will be the destination, signature place for play in the City.

The proposed playscape would include a variety of contemporary play equipment that would appear to a wide range of ages and abilities. By incorporating the principles of universal design, this playground would be as accessible as possible to the greatest amount of the population. As such, key routes within the playscape shall utilize a poured-in-place (PIP) rubberized surface, and multiple sensory play components would be integrated throughout. It is critical that accessible routes are provided within the playscape, as well as leading to it from the various parking areas and shelters.

A portion of the playscape is also envisioned to be a natural play area, where play experiences are self-directed, and incorporate the use of natural materials such as sand, boulders, logs, water, and rope. If feasible, the natural play area should interface with the adjacent creek bed, which is already a popular play area.

Phasing

Given the amount of infrastructure improvements necessary to address the parking and circulation challenges, the cost for the improvements at Happy Hollow Park is notable, and as such, will likely necessitate phasing in over time.

The first phase of improvements should include the addition – or relocation – of parking and amenities which do not require significant infrastructure modification. Examples include:

- The addition of on-street parking and sidewalk on the east side of the entry road,
- A pedestrian bridge and trail segment connecting the new parking to the existing trail to the west,
- Improvement to the children's garden area,
- The addition of two basketball courts near the southern parking lot,
- Two new volleyball courts and a new picnic shelter in the eastern greenspace,
- Selective shelter replacement and/or relocation,
- Addressing trail safety issues, such as where water actively drains over the trail surface, Any health and safety hazards should be addressed within the first phase of improvements.

Ideally, the destination playscape would be implemented at the same time as the infrastructure improvements, as the roadways, parking areas, and circulation routes should inform the design and layout of the play areas. If it is not feasible to implement the remainder of the park in a single, second phase of improvements. The playscape could be prioritized, provided full design documentation for the entire park, which takes this phasing into account, has been developed. This will necessitate a higher upfront investment in design, however, will allow more intentional implementation over time without compromising the potential of the vision.



Figure 4.35: Example of unique, contemporary play equipment at the Schulberg in Wiesbaden, Germany (ANNABAU, 2017).



Figure 4.36: Natural play area at the Westmoreland Nature Play Area in Portland, Ore. (PDX, 2016).

Happy Hollow Park Renovation



Figure 4.37: Enlargement of the conceptual site plan for Happy Hollow Park.

Components

Core amenities envisioned at Happy Hollow Park include:

1. New and accessible, destination playscape w/ nature and sensory play components,
2. Drop-off area,
3. New restroom and storage building,
4. Flexible, multi-purpose greenspace,
5. New large picnic shelters (5),
6. New small picnic shelters (1),
7. Additional parking areas,
8. Relocated volleyball courts (2),
9. Refurbished children's garden,
10. Additional trail connections,
11. 2-lane vehicular bridges (2),
12. Pedestrian bridges (3),
13. Basketball courts (2),
14. Monument/entry sign consistent with the new City standard,
15. Existing residence,
16. Existing maintenance building.



Figure 4.38: Natural play area at the Westmoreland Nature Play Area in Portland, Ore. (Greenworks, 2014).

4.4.5. Lommel Dog Park

Overview

One of the high-priority needs expressed by residents was the desire for an off-leash dog park; a facility that the Department does not currently offer. An off-leash dog park can be a dedicated area within an existing, larger park, or it can be a stand-alone facility. The closest existing dog park for West Lafayette residents is the Shamrock Dog Park on the southwest side of downtown Lafayette.

The need for an off-leash dog park – a fenced and secured area where dogs can be allowed to roam without the use of a leash – was indicated by four (4) of the needs assessment techniques, of which, two (2) were public engagement processes.

Esri estimates indicate that approximately 44% of west Lafayette households own at least one (1) dog, and 12.4% own at least two (2) dogs (Esri, 2017). The overall dog ownership in West Lafayette (MPI 108) is slightly higher than the national average (MPI 100). In contrast, Esri's Spending Potential Index (SPI) – is a tool which represents the amount of money spent per household for a product or service relative to a national average of 100 – indicates that the average amount of money spent annually, per household, on pets in West Lafayette (SPI 67) is notably lower than the national average (SPI 100) (Esri, 2017).

Vision

To help meet the validated need for an off-leash dog park in West Lafayette, it is proposed that one be added within Lommel Park. Lommel Park was chosen as the preferred site due to its centralized location within the city, the amount of available and underutilized greenspace, the availability of on-street parking, and the variety and quantity of existing park amenities already present.

The Lommel Dog Park is envisioned to be a fenced, off-leash dog area which occupies the northern two-thirds of the passive greenspace on the western edge of the park. There would be two (2) separated dog areas; one (1) for large dogs, and one (1) for small dogs. Each dog area would have its own, double-gated entrance, and would provide similar amenities such as a small shade structure, water access (both dogs and humans), seating areas, and multiple waste stations.

The total area dedicated to the dog park should as close to an acre as possible, with the large dog area accounting for 65-75% of that space. Care should be taken to preserve the greatest amount of usable greenspace possible on the southern side of the park, beneath the tree canopy.

A key to making a dog park safe and functional is the intentional design of the fencing and ingress/egress



Figure 4.39: Approximate proposed location of the off-leash dog area within Lommel Park (2016).

spaces. All entry points should have a double set of gates with a vestibule space in between. This design will ensure that no dog can escape out of a single, open gate. If the dog park is membership or fee-based (see below), then the outside gate incorporates a coded lock. Preference would be given to an electronic lock that reads a key card or fob, over one which utilized a combination that can be easily shared among non-members.

Any fencing utilized should be as attractive and durable as possible, with chainlink being reserved as a last resort. Aluminum picket fencing is preferred, and should be at least four feet in height. Fencing within the small dog area should also incorporate the use of a “puppy panel;” a series of more tightly spaced pickets in the lower third of the fence, that will help prevent smaller dogs from escaping through the fence.

Contrary to popular belief, dog parks can make very good neighbors. Anecdotally, they are often some of the most embraced and self-policed park spaces due to their loyal and consistent user group. Additionally, the dog park space can be buffered appropriately from the residences which directly front the space. Additionally, having a variety of other uses in the park, such as a playground and picnic shelter, will help keep it activated and provide a wider variety of amenities for visitors to utilize.

Additional sidewalks should be provided within the park that link the on-street parking areas on Essex Street to those on Wilshire Avenue. Consideration should also be given to providing accessible routes into each of the dog areas to accommodate those with disabilities and/or service animals.

Dog parks do necessitate a higher level of care and management than a traditional greenspace, especially if they are highly used. Increased maintenance burdens often come in the form of turf care and replacement, waste removal (from receptacles), and the stocking of the dog waste stations. Many dog parks utilize a fee-based membership structure to help offset these additional expenses, as well as those associated with registering and documenting the pets.



Figure 4.40: Flexible greenspace and amenities to be preserved (2016).

Lommel Dog Park Concept



Figure 4.41: Conceptual program diagram for the proposed off-leash dog park at Lommel Park.

Components

Core amenities envisioned at the Lommel Dog Park include:

- Off-leash area for large dogs (1),
- Off-leash area for small dogs (1),
- Separate entrances for each dog area, double-gated,
- Dog waste stations (Dogipot® or similar) (2 per dog area),
- Seating areas (4 per dog area, including at least 1 that is accessible),
- Small shade structure (1 per dog area),
- Water stations with a hose spigot (1 inside each of the dog areas). Water stations should be located on a porous hardscape surface (100 SF min.), such as permeable pavers, or porous concrete,
- Automatic locking/entry mechanisms on each of the exterior gates,
- Regulatory signage in each of the dog areas as well as both entrances,
- Sidewalks which link the entrances to the dog areas to the on-street parking areas, as well as the existing park amenities,
- Landscape buffer between the dog areas and any residences which directly face them,
- Monument/entry sign consistent with the new City standard.

4.4.6. Tapawingo Park

Overview

Located along the banks of the Wabash River immediately west of downtown Lafayette, Tapawingo Park is the city's only fully developed riverfront park space. Tapawingo Park is also currently home to the Riverside Skating Center and ice rink. The remainder of the park is more passive in nature, largely underutilized, and does provide for meaningful interaction with the river.

Throughout the planning process, residents and workshop participants alike expressed the desire to better connect with the river, one the largest ecological assets in the city. Tapawingo is the largest, and only developed riverfront park, thus making it a logical choice for improvement and/or redevelopment.

At the time of this planning process, the Wabash River Enhancement Corporation (WREC) was in the process of collaborating with both Lafayette and West Lafayette to develop a larger, riverfront master plan that would include a detailed vision for Tapawingo

Park. The purpose of the following narrative is to provide an alternate – if not similar – perspective on the future of the park based on the engagement and analysis processes contained herein, and not to contradict or invalidate work currently being completed by WREC.

Vision

The future Tapawingo Park is envisioned as a dynamic and contemporary, urban riverfront park that provides users with access to a wide variety of amenities – both passive and active – and which directly and intentionally embraces the river. The park will become the destination for events in the city, and as such, should incorporate a significant amount of flexible greenspaces to allow for a mix of uses and events types. The addition of a multi-purpose stage space is also recommended.

The park should appeal to a wide variety of users by offering – or passively facilitating – a wide variety of activities. Potential amenities for consideration should include a contemporary, destination playground, a beach area, shaded seating areas, flexible seating areas, pavilions, and splash play areas. The ice rink is also important to residents, and that use should remain, but not in its current, inflexible form. The future ice rink should serve an alternate purpose in the warm months (e.g. a plaza), as should the supporting building.

Connections

The river must be embraced directly and intentionally. Visitors should be able to access the edge of the river via a combination of trails, paths, and boardwalks. Wetland areas should be protected and embraced as opportunities for environmental education and outreach. Areas prone to flooding should be designed to accommodate this use and minimize its impact on the park space (to the degree feasible from an ecological and regulatory perspective). A more direct connection to the existing boat ramp and the Purdue Boathouse should be also be made. Consideration should be given to providing – either directly or by working through a vendor – non-motorized boat rentals on-site.

The park should be linked to the Lafayette-side of the river via the John T. Myers Pedestrian Bridge. The bridge, in its current form, leaves little compelling reason for extended use apart from pedestrian circulation. Placemaking-based improvements will

need to be made to the bridge to better activate it. Examples include the addition of shade structures, seating areas, overhead catenary lighting, public art, and/or interactive amenities.

Additional pedestrian connections across the Wabash River may be justified, as noted within the Two Cities, One River master plan commissioned by WREC. The financial burden of any additional connections will be substantial, and should be shared equitably among the project partners involved.

Cultural Hub

Given the adjacency to and partnership with the City of Lafayette, an opportunity exists to locate a key cultural destination or institution within Tapawingo Park. Examples of potential opportunities include an art gallery, museum, welcome center, or events center. As previously mentioned, care should be given to minimizing the need for off-street parking, thus necessitating a shared-parking strategy within the greater Wabash Landing area.

Future Redevelopment

The comprehensive renovation of Tapawingo Park will spur additional development and investment in the private properties which surround it. It is likely – and desirable – that these developments are both urban in context and incorporate a mix of uses including an activated ground-level. The edges of the park should

reflect the urban context of the future streets and streetscapes, and where possible, provide on-street parking. Off-street, paved parking within the park should be prohibited entirely, or minimized to the greatest degree possible.

Components

Core amenities envisioned at Tapawingo Park include:

- A mix of multi-purpose trails, nature paths, and boardwalks linking various programming spaces,
- A mix of active and passive programming spaces, including a large, multi-purpose events lawn,
- Large plaza space which will double as an ice rink in the winter months,
- Cultural hub, such as a museum, art gallery, or events pavilion,
- Destination, contemporary playground space,
- Riverfront “beach” area,
- Improved connection to the Purdue Boathouse and boat launch area,
- Non-motorized boat rentals,
- Embraced and accessible wetland areas,
- Improved and activated John T. Myers Pedestrian Bridge,
- Contemporary sign furnishings and lighting,
- River bank erosion and flood control measures as necessary,
- Incorporation of public art,
- Potential future pedestrian bridge to the north,
- Monument/entry sign consistent with the new City standard.



Figure 4.42: Aerial view of Tapawingo Park (Google, 2017).

4.4.7. Tommy Johnston Park

Overview

Tommy Johnston Park is a small (0.5 acre) neighborhood park located near The Village, just southwest of Purdue’s campus. In its current, suburban form, the park provides users with access to a basketball court, outdoor fitness course, and a picnic pavilion. Most of the greenspace within the park is not usable due to the earthen berms which line its northern and eastern perimeters. The park also includes a large picnic shelter, with access to picnic tables and barbecue grills.

The neighborhoods surrounding Tommy Johnston Park are redeveloping and urbanizing; an effect only accelerated by the recently approved State Street project to the immediate north. As larger and increasingly dense mixed-use developments spread south from the downtown core (the greater Village area), they will likely begin to encapsulate Tommy Johnston Park, thus changing its context from suburban to completely urban. If realized, the design and program of the park will also need to change accordingly.

Vision

The future Tommy Johnson Park is envisioned as a small, but highly activated urban park space. The program of the park should be flexible, and incorporate spaces which can serve a variety of uses. For example, the basketball court can remain if it is integrated within a larger, pedestrian plaza space. The earthen berms along the edges of the park should be removed to increase the usability of those spaces, as well as to increase visibility into the park space. The picnic shelter is very suburban in character, and should be replaced with a contemporary, urban shade structure that interfaces with the pedestrian plaza space. Existing mature shade trees in good health should be preserved.



Figure 4.43: Aerial view of Tommy Johnston Park with a graphic overlay illustrating the potential future development around the park space.

Expansion + Partnerships

As adjacent parcels surrounding the park position for redevelopment, the City should explore opportunities to acquire land to expand the acreage of the park space to the west and south. Additionally, the City should actively pursue opportunities to partner with the private sector developers to update the park space. An attractive and activated urban park will be an asset and selling point for any future development.

Components

Core amenities envisioned at Tommy Johnston Park include:

- Flexible pedestrian plaza space,
- Contemporary shade structure/pavilion,
- Open greenspace,
- Contemporary site furnishings,
- Pedestrian-scale lighting,
- Multiple, flexible seating areas,
- Monument/entry sign consistent with the new City standard.

Park Land Acquisition Areas

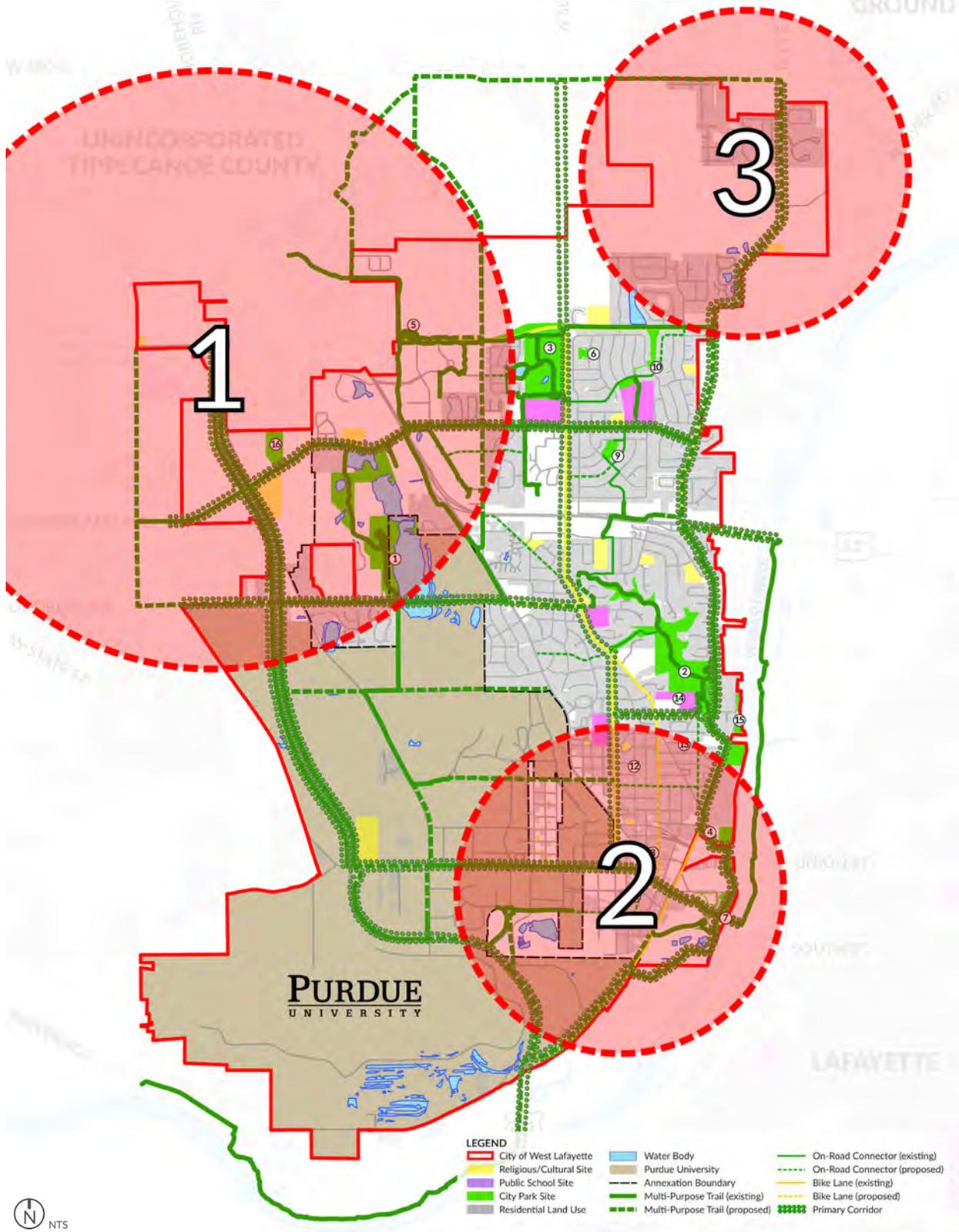


Figure 4.44: Map illustrating the generalized target areas for future park land acquisition in West Lafayette.

4.4.8. Park Land Acquisition

As noted in Parts 1-3 of the report, the West Lafayette population is expected to continue to grow, and as such, the acquisition of additional park land will be necessary to maintain the current level of service residents have come to expect.

Based on the Acreage LOS analysis in Section 3.4, the City will need to acquire an additional 96 acres of park land before the year 2030 to maintain the existing LOS. This estimate accounts for the acreage associated with the recent acquisition of Cason Park, and results in the need for approximately seven (7) acres of new park land per year. Land acquisition and land banking should be one of the primary goals of the West Lafayette Parks and Recreation Foundation.

Land acquisition should be targeted in currently underserved areas of the city, those with large existing populations, and/or those undergoing significant redevelopment. Examples of these target areas, in order of priority, include:

1. **Northwestern corner of the city**
2. **Greater downtown area (The Village)**
3. **Northeastern portion of the city**

A drop in LOS is strongly correlative to a drop in overall, city-wide quality of life, and as such, it is recommended that the City and Foundation prioritize this acquisition in a proactive, annual basis.



4.5 improvements to existing parks

4.5.1. Overview

In addition to the “major moves” described in the previous section, there are also numerous, smaller improvements needed in the remainder of the city’s existing park spaces and facilities. These opportunities for improvement, which will be described in the sections that follow, were identified during the existing conditions analysis and needs assessment processes. Some, such as health and safety issues, are of a high priority, while others will need to be implemented over time as funds become available and/or conditions and needs change.



Figure 4.45: Sculptural monument sign at the Celery Bog Nature Area (2016).

4.5.2. System-wide Opportunities

During the analysis process, several system-wide opportunities for improvement and focus were identified, which include:

New Park Signage

In 2015, the Department commissioned an artist to design a contextually sensitive sculptural wayfinding element that would serve as the entrance/monument sign for the Celery Bog Nature Area. The resulting installation, “The Heron,” has been adopted as the preferred direction for all future park monument signage. Future signs should incorporate a contemporary, sculptural element reflective of the context, setting, environment, and/or history unique to the park site in which it is located.

While being sculptural in nature, the signage must also function as legible wayfinding elements, that utilize similar fonts, nomenclature, and an organizational hierarchy. All signage should be illuminated, either internally or externally, to ensure low-light legibility. Park signage should also endeavor to include the park site’s address to facilitate location by both visitors and emergency responders.

The custom and artistic nature of these signage elements will require a more significant upfront investment by the Department, however, will add enduring value to the park site. Given the anticipated cost of the signs, it is recommended that the Department vary the scale of the sign in accordance with the scale of the park site; smaller neighborhood parks would have smaller signs when compared to larger, destination parks (like the Celery Bog Nature Area). Alternative funding sources, such as working with local arts groups and/or pursuing art-based grants, should also be pursued.

The addition of new signage should be implemented over time, as park improvements are made and/or funds become available. The highest priority should be given to updating the signage and key destination parks and any new parks. Examples include:

- Cumberland Park
- Happy Hollow Park
- Tapawingo Park
- Cason Park
- Lommel Dog Park
- The Morton Center

Increased Integration Technology

Park systems, like their patrons, find themselves amid a technological revolution. As people change how they interact with – and leverage – the use of technology, so must a community’s parks! There are two key opportunities, in the near term, to increase the integration of technology system-wide:

1. **The development of a West Lafayette Parks and Recreation mobile application, and**
2. **The addition of community Wi-Fi access within destination parks and facilities.**

The addition of Wi-Fi access at key park sites and facilities is a “low-hanging fruit” opportunity, and often less complicated than many managers anticipate. In the future, all destination parks and facilities managed by the Department should provide at least one (1) outdoor public Wi-Fi hotspot. Indoor facilities, such as recreation and community centers, aquatics centers, and nature centers should provide high-speed Wi-Fi access throughout the entire facility.

It is anticipated that the addition of public Wi-Fi within the city’s parks will occur incrementally, however, priority should be given to existing indoor facilities and key destination parks. Examples include (in order of priority):

1. **The Morton Center**
2. **Cason Park**
3. **Cumberland Park**
4. **Tapawingo Park**
5. **Happy Hollow Park**
6. **Lommel Dog Park**

As technology improves and subsequently reduces the cost and complexity of “public” Wi-Fi access, consideration should be given to adding additional hotspots in smaller, neighborhood-scale parks and at key trailhead locations.

The development of a West Lafayette Parks and Recreation Department-specific mobile application is of significant value. One of the most often expressed reasons that prevent residents from better utilizing their parks system is a generalized lack of awareness of what there is going on, or what there is to do. This trend was validated by the public opinion survey (as discussed in Section 3.2). As more and more people rely on their phones for scheduling, GPS, and fitness tracking, a mobile application would help better connect them with the greatest amount of relevant information.

The mobile application should also help facilitate the safe and efficient use of the city’s bikeways and trails system by providing real-time access to maps, trail routes, and traffic information. The app should also serve as a means of distributing critical information in real-time, such as weather alerts, program start times and cancellations, registration deadlines, and safety alerts.

It should be noted that the addition of a parks-specific mobile application would supplement, but not replace, the continued use of existing technologies such as social media platforms and the Department’s website.



Figure 4.46: Wi-Fi sign in a park in New York (The Source, 2011).

Increased Accessibility

West Lafayette's parks system includes both new parks and facilities, as well as older, historic ones. Regardless of their age, many of the Department's parks necessitate ongoing investment in improvements to increase the overall accessibility of the park space to ensure equitable access and participation across the widest range of abilities.

Universal accessibility goes beyond just traditional, code-based ADA accessibility. In the words of Ron Mace from the Center for Universal Design at North Carolina State University, universal design is "the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design" (University of Missouri, 2017). The proven principles of universal design should be the cornerstone of any new park design and/or major improvement project.

To improve accessibility system-wide, the Department should focus on:

- Ensuring accessible paths between key amenities within a park space,
- Ensuring accessible paths from accessible parking spaces into the larger park space,

- Ensure that if EWF is used as a play surface, that it is regularly checked and maintained to the appropriate standards for an accessible surface,
- Considering the use of an alternative, stabilized play surface (such as poured in place rubber), for destination playgrounds,
- Incorporating sensory-based experiences and amenities within new and existing playgrounds,
- Ensuring that accessible routes to transfer areas within playgrounds are provided,
- Consider adding at least one (1) special-needs swing at each swing set location,
- Ensuring that at least one (1) accessible seating area is provided immediately adjacent to each playground area,
- Ensuring that at least one (1) nature trail within the Celery Bog Nature Area is accessible, and provides users with direct access to the water's edge,
- Ensuring that at least one (1) accessible picnic table is provided at each area where there is a picnic shelter,
- Ensuring that at least one (1) accessible seating area is provided per park site,
- Providing accessible routes to spectator seating areas.



Figure 4.47: "Accessible" parking space at Happy Hollow Park with no accessible route to the playground or into the park (2016).

Increased Environmental Sustainability

As a curator of the city's most treasured greenspaces, environmental sustainability should continue to be a high-priority for the Department when it makes decisions regarding maintenance practices, equipment purchases, and land management policies.

There are several parcels of land owned and/or maintained by the Department which are not utilized for recreation purposes, but are still treated as mowed turf. This is a waste of not only Department time and resources, but also results in the unneeded production of greenhouse gases by the mowing equipment and/or the vehicles which transport it. It is therefore recommended that these spaces either be improved to provide meaningful access, or are converted to native wildflower areas and taken out of the mowing schedule. Notable examples include:

- The stormwater field immediate north of University Farms Park (4.2 acres)
- The undeveloped greenspace immediately north of the West Lafayette Little League Complex (2.9 acres)
- The landscape buffer space to the west of the park maintenance facility at Cumberland Park (0.9 acres)

In addition, and wherever feasible, the Department should continue to utilize products and services which can be purchased locally. Examples include regularly purchased items such as bathroom supplies, branded apparel and work uniforms, and fleet vehicles, as well as bulk materials such as mulch, fertilizers, and lumber. When motorized vehicles and equipment are purchased, preference should be given to those which utilize fuel sources other than – or in addition to – fossil fuels.

Recycled and/or renewable materials should also be utilized when possible. For example, damaged timber benches could be replaced with ones made from recycled plastic, and/or worn out timber decking could be replaced with composite decking (provided it contains recycled content).

Increased Access to Nature

As previously noted, nature facilities, programs, and environments are very important to residents of West Lafayette, and to the identity of the City itself. A key component of the overall Vision is to find ways to better access and embrace the unique natural areas in the city.



Figure 4.48: Mowed stormwater area at University Farms Park to be converted into native prairie (2016).

There are three (3) primary natural areas in the City of West Lafayette; the Michaud-Sinninger Nature Preserve, Happy Hollow Park, and the Celery Bog Nature Area. Of these, the Celery Bog represents the greatest diversity of habitat and amenities for visitors to experience. The Celery Bog is also home to the Lilly Nature Center, the Department's only dedicated nature center. Together, the Lilly Nature Center and the Celery Bog Nature Area serve as a host for almost 80% of the Department's nature-based programs.

Overall, both the Celery Bog Nature Area and the Lilly Nature Center are well-designed and well-maintained. A key improvement that could be made to the Lilly Nature Center would be the addition of accessible, outdoor classroom space. The addition of an outdoor classroom, adjacent to the amphitheater area, would allow for an increased diversity of programming as well as an increase in overall programming capacity.

The outdoor classroom is envisioned as a sheltered, but open-air structure. The Department should take appropriate measures to ensure that the classroom is as accessible as possible, including providing a hard-surface, accessible route to the proposed facility. This

route should also provide access to the amphitheater site, if possible, as no such route currently exists.

Previous sections of the report also make recommendations intent on increasing access to the City's natural areas at Happy Hollow Park and the Michaud-Sinninger Woods. Recommendations for Happy Hollow Park are focused primarily on increasing physical access, while those for the Michaud-Sinninger Woods are targeted at increasing awareness and use of the environments which currently exist. For addition detail, please see Section 4.4.3 and 4.4.4.

Improved Maintenance

After the conclusion of the site evaluation process, several, common maintenance trends were observed system-wide that should be prioritized when maintaining or improving existing park spaces.

A key trend that emerged was the need to address existing erosion challenges. Erosion at Happy Hollow Park, where the grade of many of the ravine's hillsides exceeds a 1:1 ratio, is nearly an insurmountable challenge. Over the past several years, the Department has worked with specialists



Figure 4.49: Illustrative rendering of additional woodland boardwalks envisioned within the Michaud-Sinninger Nature Preserve.

and researchers at Purdue University to test different means to restore plant material to the hillsides with varying degrees of success. Aside from the use of mechanical stabilization methods (such as the addition of walls, structures, shotcrete, etc.) which would destroy the integrity of the park space, the addition of stabilizing plant material is the likely best course of action to continue to pursue.

Erosion is also a notable issue on a smaller scale in several of the city's parks. At Lincoln Park, the hillside which faces the street has very limited amounts of plant material, thus relying largely on mulch to stabilize the slope. The same can be said of the eastern hillside at Paula R. Woods Park. In both cases, the addition of spreading groundcovers and shrub plantings is recommended.

Other system-wide trends, previously discussed within this report, include:

- Updating seating areas for safety, comfort, and aesthetic consistency,
- Ensuring accessible routes are provided and maintained from parking areas to the park space, and between the major amenities of a park space,
- Ensuring that any EWF material used as an accessible playground surface is regularly checked and maintained to ensure it meets the appropriate standards and requirements,
- Update entry signage and internal wayfinding signage,
- Address damage to trails caused by erosion, tree roots, and the freeze-thaw cycle.



Figure 4.50: Photo illustrating the sparsely planted landscape beds and the resulting erosion at Lincoln Park (2016).

Plan for Pollinators

The Project Team partnered with two Purdue University Landscape Architecture students – Abigail Sutton and Jordan Pawlik – who were completing their undergraduate senior thesis on the importance of creating and maintaining habitats for pollinators; animals and insects such as bees and butterflies, predominantly responsible for the pollination of a wide array of plants and food crops. Globally, the population of pollinators has been declining at a rapid rate, thus compromising not only the diversity of our biosphere, but also our food supply.

The student’s thesis work focused on the need for creating guidelines for the development of sustainable habitats that can protect and/or re-establish pollinators. This topic is both relevant and critically important for park systems, as they by their very nature, can create substantial amounts of potential pollinator habitats by changing the way planting designs are developed and park sites are maintained.

Following are the select findings from their work, which are used with expressed permission, have been edited for brevity, clarity, and context where necessary.

The Need

Pollination is the act of transferring pollen from the anthers of a flower to the stigma of another flower, allowing for the fertilization and development of new seeds, and thus producing new plants. Birds, bees, butterflies and other insects are just a few of the organisms that qualify as pollinators. Along with the more well-known types of pollinators there are also bats, moths, and even the wind can be a pollinator. Most pollinator species do not actively seek out the

process of pollination, but rather it is a secondary outcome of the pollinators’ search for nectar.

Before the European Honey Bee was introduced in the United States, the nation’s ecosystems and crops relied on native pollinators, however, that is no longer the case. Today, farmers and agriculturists ship managed bees (pollinators) around the country to pollinate the crops which support our food supply. A major issue at hand is that the survival rate of these managed - or “farmed” - bees is rapidly declining. Reasons for this decline are still being studied, however, the destruction of suitable habitat is likely a notable contributor. If something is not done to restore the habitat of the native pollinators, then we will begin to see large deficits in our food supply (Sutton & Pawlik, 2016).

Opportunities within a Parks System

After evaluating the various land uses in West Lafayette, it was apparent that there are many opportunities to preserve and/or re-establish sustainable habitats for pollinators within the city’s parks system.

Pollinator habitats can be great amenities within a community’s park spaces, especially ones in an urban setting where other pollinator food sources and shelter may not exist. As part of the students’ project, seven (7) park-specific categories of habitat locations were evaluated, which included trail corridors, entry nodes and signage, roads, parking lots, woodlands, agricultural lands, and wetlands.

There is an opportunity to treat trail corridors as pollinator waystations by planting native seed mixes along the edges and in adjacent open spaces. Not

West Lafayette, IN Public Parks	entry node	woodland	water	parking lot	roads	agriculture	open field	trail corridor
Celery Bog Nature Area	●	●	●	●	●			●
Cumberland Park	●	●	●	●	●	●	●	●
Happy Hollow Park	●	●	●	●	●		●	●
Mascouten Park	●	●	●	●				●
Morton Community Center	●			●				●
Trailhead Park	●	●		●				●
Tapawingo Park	●		●		●		●	
Paula R. Woods Park	●				●			
University Farms Park	●		●				●	
Tommy Johnston Park	●						●	
Peck-Tractman Park	●				●		●	
Lincoln Park	●				●		●	
George E. Lommel Park	●				●		●	

Figure 4.51: Chart illustrating the pollinator opportunities within the city’s parks (Sutton & Pawlik, 2016).

only does this provide habitat but also a beautiful scenery. Trail corridors are often an ideal spot to plant a seed mix with milkweed plants where Monarch Butterflies can lay eggs. Monarchs are specialists and milkweed is the only plant that a monarch caterpillar feeds on before morphing into a butterfly.

The creation of “nodes” – stopping points which provide access to interpretative or informational signage – along a trail system can be an effective way to raise awareness of the importance of pollinators to the general public.

Fortunately, many pollinators do not need continuous habitat and can successfully cope with limited fragmentation well. As such, common landscape areas within a park system, such as the edges of parking lots and medians can be planted with pollinator friendly species, thus acting as a “rest stop” for pollinator species that are traveling between larger green spaces. Larger, woodland area plants are more complicated due to the presence of numerous invasive species, however, intentional plant selection and regular maintenance can reduce this limitation.

Existing road right of ways also represent an opportunity to create additional habitat through planting of pollinator-friendly plant material. For roadways, the sun angle and amount of solar exposure are important metrics to evaluate prior to planting, as many pollinator plant species require six (6) or more hours of sun per day.

Agriculture is dependent on pollinators, yet the modern practices of agriculture – such as the use of harsh, synthetically derived pesticides – is detrimental to them. The addition of pollinator habitats between or immediately adjacent to row crops will help establish native pollination in agriculture (Sutton & Pawlik, 2016).

Principles of Implementation

A key outcome of the students’ research project was the creation of park-specific

IMPACTS AT HOME...

The City of West Lafayette has a large role to play as well as other cities in Indiana and through out the Midwest. Each city has both public and private land that should be evaluated and considered for pollinator habitat implementations and restoration.

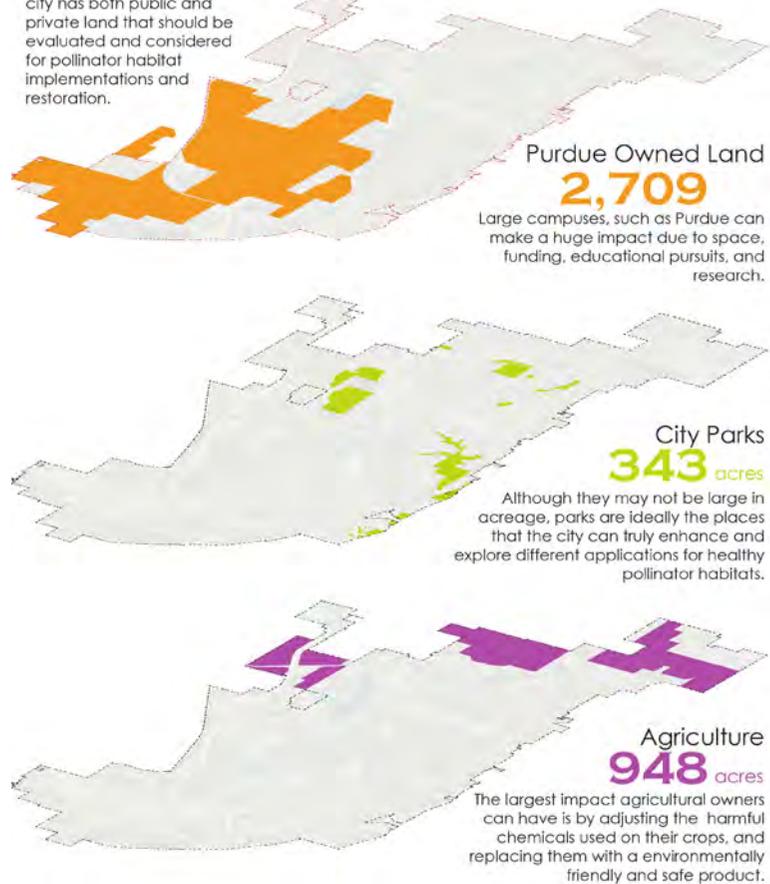


Figure 4.52: City-wide pollinator opportunity diagrams (Sutton & Pawlik, 2016).

guiding principles to help create and protect habitats within the city’s parks. The following five (5) principles should be considered by both the Department and its consultants when designing any project.

Evaluate Opportunities and Constraints – During the initial inventory and analysis phases of design, designers should be able to identify existing pollinator habitats as well as the potential opportunities for a new or more rewarding pollinator friendly landscape. Some of the most prominent elements to assess are wind, sunlight, and scale, as these are key metrics when choosing the best location to incorporate a pollinator friendly habitat.

It is not only important to be able to identify potential opportunities, it is also key for designers to be able to recognize different types of existing, natural pollinator habitats. Some basic examples may include: brush areas, existing plant groupings, gaps in the woods, bee wintering sites etc. Whenever possible, preserve these habitats if pollinators are present (Sutton & Pawlik, 2016).

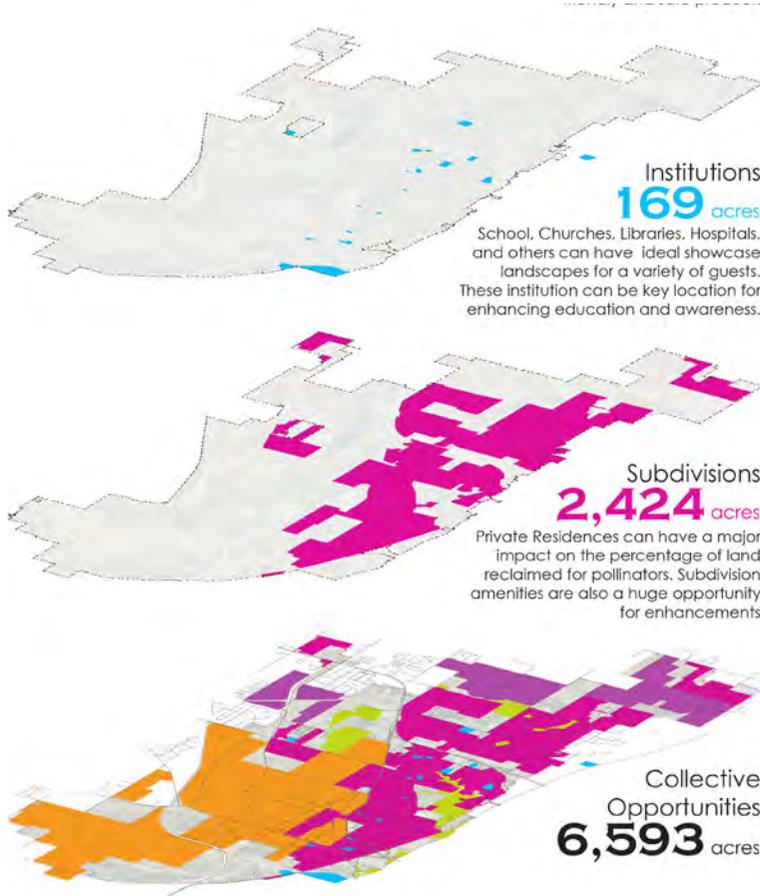


Figure 4.53: City-wide pollinator opportunity diagrams (Sutton & Pawlik, 2016).

Design for Pollinators - Pollinator friendly habitats should be treated as a programmatic element in appropriate projects, and should be thoughtfully considered and prioritized during initial design phases. The Department and/or its design consultants should begin by considering proximity to various facilities to determine the best locations for potential habitat elements. The selection of plant material that is suited for both pollinators and the appropriate planting zone is critical.

Plant for Pollinators - It is key to select a plant palette that meets the necessary site requirements, but also provides the essential habitats for pollinators. Species diversity is key in creating a comprehensive pollinator plant palette. Choose species with a variety of flower color, flower type, scent and bloom time. Pollinators are particularly attracted to brightly colored flowers which are visible from a greater distance. Sun exposure and the availability of water should be carefully considered when selecting a planting palette.

Educate Through Experience - A need exists to educate people on the importance of pollinators and the process of pollination. The Department should consider the addition of educational elements within its parks and trails system that raise awareness of the importance of pollinator communities. Interactive gardens, educational signage and nature play components are all examples of good teaching methods. The Department should also consider the addition of educational programs and/or events which allow the community members to take part in developing, understanding and learning more about pollinators and their role in the ecosystem.

Manage Healthy Habitats - Multiple common maintenance practices of many park systems may be contributing, unintentionally, to the decline of the pollinator population on a local level. The use of pesticides is a common practice in the management of many park systems, however, less harmful methods of pest control should be evaluated in pollinator habitats. It is important to ensure that maintenance crews of parks and public spaces can identify existing pollinator habitat, such as brush piles and specific plant species, and be familiar with appropriate and sensitive practices to manage them. Additional more specialized knowledge in the installation and creation of habitats - such as "bee hotels," is also desirable.

The Department should be cognizant of the life cycles of the pollinators in its area and adjust maintenance strategies accordingly to preserve their habitat. For example, June through July is the period when monarch butterfly larvae are feeding on milkweed. Waiting until August to mow large, open prairies will help to avoid destroying both the pollinators and their habitat. Using mulch in planting beds can also be harmful to the habitat of native bees that burrow into the dirt during winter. When possible, the Department should limit the use of mulch in pollinator friendly beds (Sutton & Pawlik, 2016).

4.5.3. Park-Specific Recommendations

Following is a summary of the capital needs identified during the park site evaluation process, as discussed in detail in Section 2.4, which have not yet been discussed.

It should be noted that these high-level observations are based on a limited amount of time within each park throughout the year, and are therefore meant to supplement, not replace, the Department's ongoing, detailed maintenance logs. Additionally, these improvements are further detailed and prioritized within Part 5 of this report.

Wabash River Trail Side Park

- Remove debris and litter from pond,
- Add basic Wi-Fi hotspot,
- Add monument signage (small) consistent with the proposed City standard.

Trailhead Park

- Add a solar-powered, blinking/flashing crosswalk signal at trail crossing with Kalberer Road,
- Add basic Wi-Fi hotspot,
- Add monument signage (small) consistent with the proposed City standard.

Peck-Trachtman Park

- Replenish EWF material within the playground area,
- Add additional street trees (min. 3" caliper), along Dubois Street to replace those which have died,
- Add monument signage (small) consistent with the proposed City standard.

George E. Lommel Park

- Replace outdated swings, add new, at least one must be accessible,
- Add accessible swing to existing swing set,
- Widen walkway surrounding playground to a preferred width of six (6) feet,
- Replenish EWF material within the playground area,
- Add monument signage (small) consistent with the proposed City standard.

University Farm Park

- Add a concrete pad adjacent to at least one (1) existing bench for an ADA accessible seating area,
- Convert stormwater area from mowed turf to a native, wildflower and/or prairie area,
- Replenish EWF material within the playground area,
- Add monument signage (small) consistent with the proposed City standard.

Paula R. Woods Park

- Add appropriate plant material to stabilize the erosion on the eastern edge of the park,
- Update and relocate the play equipment as far west of Vine Street as possible,
- Consider adding a seat wall between the play area and the street sidewalk to create a separation buffer,
- Update seating areas adjacent to the relocated play area; ensure at least one is accessible,
- Replenish EWF material within the playground area,
- Add monument signage (small) consistent with the proposed City standard.

Lincoln Park

- Add appropriate plant material to stabilize the erosion on the northern edge of the park,
- Add additional shrubs and perennials to fill the largely bare mulch beds,
- Install a new perimeter fence to ensure a uniform and secure edge to the park space; consider making this fence a location for a large mural,
- Replenish EWF material within the playground,
- Add monument signage (small) consistent with the proposed City standard.

Celery Bog Nature Area

- Add an accessible, outdoor classroom adjacent to the amphitheater area,
- Provide at least one accessible, hard-surfaced trail leading from the parking area to the water's edge,
- Update and standardize the benches found along the trails, with a preference of recycled plastic/composite over traditional lumber,
- Add permanent, interpretive signage, consistent with others found within the park, for the rain garden area,
- Replace the existing, small trailside storage areas,
- Add basic Wi-Fi hotspot,
- Replenish EWF material within the playground area.

Mascouten Park

- Improve park amenities and expand access from the parking area to the currently inaccessible natural areas and greenspace to the south,
- Add a large picnic shelter on the southern half of the parcel, and a small picnic shelter on the northern half,
- Add additional site furnishings such as picnic tables and benches,
- Provide access to potable water adjacent to the boat launch area,
- Improve the parking lot by adding appropriate striping and signage, including at least one (1) accessible parking space,
- Add a pedestrian bridge over the creek to access

the currently inaccessible southern half of the parcel,

- Add soft-surface nature trails within the natural areas on the southern half of the parcel,
- Add a solar-powered, blinking/flashing crosswalk signal to facilitate access to the existing trail along Happy Hollow Road,
- Add monument signage (small) consistent with the proposed city standard.

Municipal Pool

- Work with the City's IT Department to update the point of sale (POS) software,
- Replace the 6' perimeter pool deck liner (PVC).



Figure 4.54: Community volunteer group pictured at the new Cumberland Park Playground (WLPRD, 2017).



4.6 programs + events

4.6.1. Overview

The Programs Evaluation in Section 2.5 revealed both the strengths and weaknesses of the Department’s current program offerings. The programming vision articulated herein is focused on the latter, and will discuss the potential programming implications which may be brought on by the addition of The Center at Cumberland Park.

4.6.2 Program + Event Hubs

In 2016, approximately 75% of programs and events were held at the Morton Community Center, in the far southeastern corner of the city. A new model of service delivery model for programs and events, using multiple “hubs” is envisioned to better capitalize on current programming locations as well as to distribute the program offerings more equitably across the community.

These hubs will serve as the primary host sites for different types and scales of programs and events throughout the year, tailored to the unique setting, context, and capacity of the offering facility/location. It should be noted that this vision does not exclude the ability to offer programs and events at other sites (which is encouraged), but rather, provides a distribution framework for core offerings by program typology. The programming and event hubs envisioned include:

Active Recreation Hub: The Center at Cumberland Park

The Center will be the primary hub for active recreation (both indoor and outdoor) and aquatics in West Lafayette. In addition to the extensive menu of indoor fitness, exercise, and aquatics program

offerings, Cumberland Park also has the capacity to support soccer, football, baseball, and softball programs. The addition of pickleball courts (as proposed in Section 4.4) will add to this portfolio of active recreation. The Center will be located in a densely populated portion of the city, readily accessible from the historic neighborhoods to the south and the growing western population by a well-developed off-road trail network.

Cultural Hub: Morton Community Center

The Morton Community Center is envisioned to be the “cultural hub” of the city, and the primary offering point for cultural, performing arts, fine arts, and special-interest programs in West Lafayette. The majority of the “fitness” classes currently offered at the Morton Center will be relocated to The Center at Cumberland Park, thus leaving capacity for growth at Morton. As previously noted, the urban location, adjacency to the West Lafayette Public Library, and building layout support the cultural ethos envisioned for the Morton Center.

Nature Hub: Lilly Nature Center

The Lilly Nature Center at the Celery Bog Nature Area is an obvious and logical choice for the nature hub, as it is the city’s only existing, indoor nature center. The Celery Bog Nature Area is also one of the city’s most popular, pristine, and ecologically diverse nature areas. The nature center has the infrastructure and amenities suitable to host a wide array of nature-based programs and events. The addition of an outdoor classroom will only increase this capacity. In addition, the size of the Celery Bog Nature Area will allow for, if desired, large-scale, outdoor gatherings and events.

Program + Event Hubs

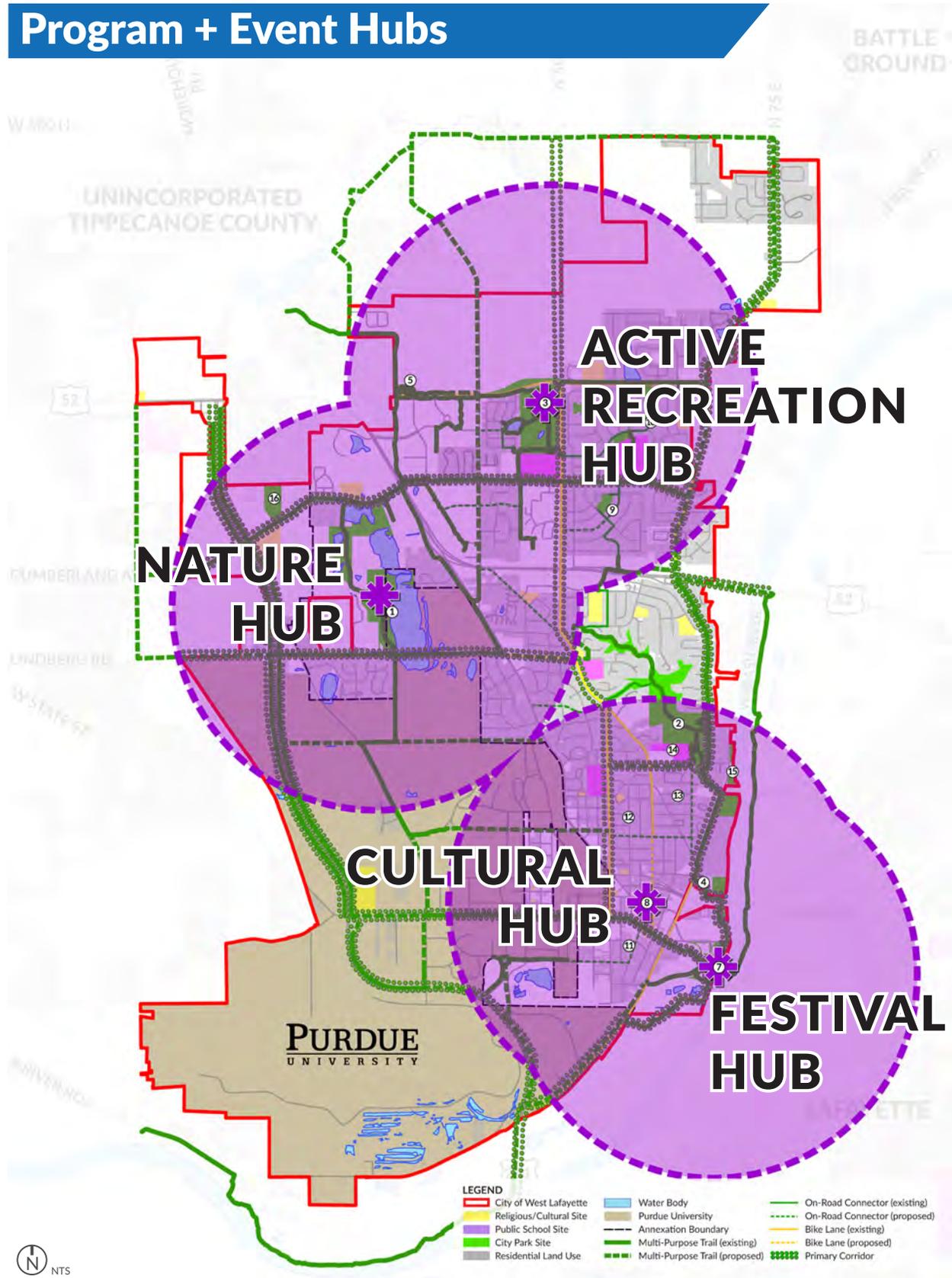


Figure 4.55: Map illustrating the proposed program and event hubs for West Lafayette.

Festival Hub: Tapawingo Park

The future Tapawingo Park, as described in Section 4.4, is envisioned to be the primary event and festival hub for West Lafayette. It's waterfront location, and its accessibility to the populations of both downtown Lafayette and West Lafayette make it a desirable destination for large-scale community events.

The future Tapawingo Park will have the size and amenities necessary to continue to support the multiple, large events which are already held there throughout the year, and will have capacity for more. The completion of the State Street renovation project, with its associated pedestrian trail, will directly link Tapawingo Park to downtown West Lafayette and Purdue University.

4.6.3 Target Program Growth Areas

The programs evaluation also revealed target areas for potential growth and focus in the near-term, which include:

Active Senior

In 2016, only 1.3% of the Department's program offerings were dedicated to active seniors. As long-term West Lafayette residents continue to age in place, the need for additional active senior programs will likely increase. The Center at Cumberland Park and the Morton Center are both suitable locations to offer senior programs.

Adult Recreation and Athletics

During the engagement process, there was a vocal desire for additional, adult recreation and athletics program offerings, which represented only 6.4% of the total program offerings in 2016. The addition of The Center will allow for an increase in adult recreation programming, which should be a target area of growth for this facility.

Nature-based Programs + Events

As previously mentioned, nature programs, events, and experiences are very important to West Lafayette residents, yet represented only 1.5% of the Departments total offerings in 2016. Given the emphasis on increasing access to nature and nature experiences already expressed within the Master Plan Vision, it is recommended that the Department increase the amount of nature programs and events that it holds annually, specifically those at the Lilly Nature Center.

Consideration should also be given to creating programs and/or events which illuminate the important role pollinators play in our ecosystem, as discussed in Section 4.5. Potential supporting locations for nature-based programs and events include Happy Hollow Park, Tapawingo Park, and the Michaud-Sinninger Nature Preserve at Cumberland Park.

Special-Needs

Apart from Seated Tai-Chi, the Department does not currently offer any programs/events which are designed specifically to appeal to those with disabilities. Anecdotally, special-needs programs and events often make up a minority of a department's offerings, however, are also often some of the most valued and important to a largely underserved part of the community. Given the Morton Center's accessibility challenges, it is envisioned that any additional, indoor special-needs programs be offered from The Center at Cumberland Park until sufficient improvements to the Morton Center can be made.

Winter-Spring Programs + Events

In 2016, the Department hosted over 900 programs, 77% of which were offered during the summer and fall seasons. The amount of spring (7.6%) and winter (14.8%) programs offered is likely reflective of the limited capacity to host indoor recreation programming during the colder months.

The addition of The Center at Cumberland Park will significantly increase the capacity for indoor recreation programs and events during the spring and winter seasons. A strategic programming plan for these seasons should be developed as part of the indoor recreation feasibility study (as recommended in Section 4.4).



4.7 opinion of probable cost

4.7.1. Methodology

To facilitate the budgeting and project prioritization process, the Project Team developed an order-of-magnitude opinion of probable cost (OPC) for cumulative costs of the capital improvements proposed in the Master Plan Vision.

The estimated costs, in 2017 dollars, include generalized allowances for design services, contingency, and contractor mark-up/profit, where applicable. Unless otherwise noted, these estimates exclude any unknown costs associated with permitting, mitigation, land acquisition, and utility infrastructure.

4.7.2. Disclaimer

Please note this OPC is made based on Project Team's experience and qualifications and represents their best judgment as experienced and qualified professionals generally familiar with the industry. However, since the Project Team has no control over the cost of labor, materials, equipment, or services furnished by others, or over the Contractor's methods of determining prices, or over competitive bidding, market conditions, or unknown site conditions, the Project Team cannot and does not guarantee that proposals, bids, or actual construction cost will not vary widely from the planning-level opinions of probable construction cost described below.

Because these recommendations represent a series of planning-level concepts for further development, exclusive of any engineering or detailed site design, unknown site conditions or constraints may exist which impact the construction cost. Additionally, the final design, scale, materials selection, and delivery method of the projects will have a significant impact on final cost.

Costs should be continually evaluated throughout the design and documentation process of each construction-based project through consultation with a professional cost estimator.

For the purposes of this master plan, all sub-total costs include a contingency of 20%, as well as an 18% allowance for design services and contractor general conditions and profit.

4.7.3. Long-Range Vision Cost

Based on costs derived from current market trends and/or similar projects, the complete implementation of the long-range Master Plan Vision, as articulated herein, is estimated to cost approximately \$89M, which can be further broken down into the Master Plan Vision subsystems, as follows:

1. **Indoor Recreation + Aquatics - \$37.6M**
2. **Bikeways + Trails - \$17.7M**
3. **New Parks + Major Moves - \$32.5M**
4. **Improvements to Existing Parks - \$1.2M**

Please note that these costs represent the complete implementation of the Master Plan Vision, which may take several decades. A detailed action plan for years 1-5 can be found in Part 5 of this report.

Additionally, it should be noted that these costs are for capital improvements only (unless otherwise stated), and exclude any operational costs associated with the addition of programs, events, and FTE's. Accurately estimating these costs should take place as programs are developed on an annual basis, and/or as part of a larger operational business plan.

4.7.4. Costs by Subsystem

Following are summarized, high-level estimates for each of the Master Plan Vision projects and/or initiatives, as described herein. Costs are rounded to the fourth significant digit. A detailed cost estimate spreadsheet for each project which includes information related to units, unit prices, and conditional notes can be found in Section 6.7 of the Appendix.

1. Indoor Recreation + Aquatics: \$37,602,000

- 1.1. Cumberland Indoor Recreation + Aquatics Center - \$32,895,000
- 1.2. Recreation + Aquatics Center Feasibility Study - \$60,000
- 1.3. Morton Community Center Renovation - \$4,647,000

2. Bikeways + Trails: \$17,709,000

- 2.1. Kingston Drive Trail - \$284,000
- 2.2. Sagamore Parkway Trail - \$591,000
- 2.3. Happy Hollow Park Trail Spur - \$464,000
- 2.4. Salisbury Corridor Sidepath - \$2,512,000
- 2.5. Lindberg Road Sidepath - \$389,000
- 2.6. Leslie Avenue Sidepath - \$263,000
- 2.7. On-Road Connectors (SHARROWS) - \$72,000
- 2.8. On-Road Connectors (Bike Lanes) - \$104,000
- 2.9. Additional Proposed Trail INSIDE City Limits - \$6,949,000
- 2.10. Additional Proposed Trail OUTSIDE City Limits - \$5,960,000
- 2.11. Update Bikeways and Trails Master Plan - \$69,000
- 2.12. Trail Improvements and Maintenance - \$53,000

3. New Parks + Major Moves: \$32,476,000

- 3.1. Cason Park - \$4,583,000
- 3.2. Happy Hollow Park Renovation - \$4,418,000
- 3.3. Cumberland Park Improvements - \$907,000
- 3.4. Tommy Johnston Park Improvements - \$380,000
- 3.5. Tapawingo Park Renovation - \$14,655,000
- 3.6. Dog Park at Lommel Park - \$278,000
- 3.7. Land Acquisition - \$7,256,000

4. Improvements to Existing Parks: \$1,232,000

- 4.1. Wabash River Trail Side Park - \$48,000
- 4.2. Trailhead Park - \$69,000
- 4.3. Peck-Trachtman Park - \$31,000
- 4.4. George E. Lommel Park - \$66,000
- 4.5. University Farm Park - \$76,000
- 4.6. Paula R. Woods Park - \$82,000
- 4.7. Lincoln Park - \$101,000
- 4.8. Celery Bog Nature Area - \$124,000
- 4.9. Mascouten Park - \$582,600
- 4.10. Municipal Pool - \$52,000

Long-Range Vision Total: \$89,000,000

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05

implementation
strategy





5.1 implementation planning

5.1.1. Overview

The implementation of the Master Plan Vision initiatives should be addressed in a comprehensive and strategic manner. While some projects will be simple and straightforward, requiring only the sweat equity by local volunteers and can be realized quickly, others will require professionals in the fields of architecture, landscape architecture, and various types of engineering to implement over a longer period.

Funding sources for vision-based projects will likely stem from a combination of public and private sources, economic development tax strategies, bonding, and tax deferment incentives. In addition, the use of alternative funding mechanisms such as private/public partnerships, grant programs, local, state and federal government programs should be leveraged wherever possible.

Some projects will have “synergistic” opportunities with others, and it is important that the City leaders and all project stakeholders review the Master Plan Vision on a quarterly basis to be informed as to when a project may be considered, based upon available funding and other aligned initiatives. The ongoing promotion of key priority projects to elected officials and their program managers at all levels of government, the continual “friend-raising” of potential partners, and traditional fund-raising will increase the likelihood that projects will come to fruition.

It is important to note that progress made on improvements through projects listed need not preclude others yet to be identified and accomplished through local means. New projects should always be reviewed and prioritized against the findings of the

Needs Assessment and Master Plan Vision contained herein, prior to funding and implementation. It will be important for the City to continually update the comprehensive “Action Plan” as progress on projects is made and funding sources identified. As time passes and conditions, needs, and/or priorities change, the Existing Conditions Analysis and the Needs and Priorities Assessment should also be revisited, and the community “vision” updated accordingly.

5.1.2. Implementation Planning Workshop

After high-level costs were established for the Master Plan Vision Initiatives, representatives from the Project Team conducted an Implementation Workshop in West Lafayette with the Department, City finance staff, elected officials, and key stakeholders to determine the funding priorities and available mechanisms for the five (5) year action plan. High-level representatives from the following City departments participated in the workshop:

- Office of the Mayor
- Office of the City Controller
- Redevelopment Commission
- Department of Development
- Parks and Recreation Department

During the workshop, participants reviewed the Master Plan Vision and its associated costs, discussed available approaches to funding, worked to determine spending priorities, and identified roles and responsibilities. The result of the workshop was an overall framework for implementation that informed the sections which follow. A copy of the agenda and sign-in sheet from the Implementation Workshop can be found in Section 6.8 of the Appendix.

5.1.3. Funding Analysis

As noted in Section 1.2, the Department utilizes four (4) primary funding sources for its annual operations and capital improvements:

1. **Parks and Recreation Fund**
2. **CCD Fund**
3. **NRO Fund**
4. **RDC Fund**

Together, these sources represent an annual operating budget of \$2.6M in FY2016. Of these funds, approximately 10%-12% are dedicated towards capital improvements on an annual basis, most of which come from the CCD and RDC funds.

Given the scale and cost of the Master Plan Vision, significant increases in funding for both capital improvements and operations will be necessary to implement the high priority improvements – such as The Center - in a reasonable timeframe.

It should be noted that although a significant increase in overall funding is needed, those funds can – and should – come from a variety of sources, both traditional (such as the general fund), and alternative (as discussed below).

5.1.4 Alternative Funding Sources

Overview

As noted in Section 5.3, some projects – such as improvements to existing parks – can more easily be implemented over time as budgets and funds become available in a “pay as you go” strategy, whereas larger construction projects require a more significant upfront investment. The latter of these will necessitate the most creative, alternative funding strategies that make use of a combination of TIF funds, general obligation (GO) bonds, revenue bonds, public-private partnerships, grants, and impact fees.

Grants

There are many sources of potential funding through grants, and while considerable time is required to manage these opportunities and respond to their deadlines, the information contained within this report can be useful in submitting for these grants. As part of this planning effort, the Project Team created a list of commonly used grant sources administered by the Indiana Department of Natural Resources (IDNR).

This list is not comprehensive, as the availability of resources at both the state and federal levels are constantly changing. Additionally, there is no guarantee implied that the various Vision initiatives meet all the requirements of each individual funding source. As such, it is highly recommended that the City employ the services a professional grant writer to assist in the important activity of monitoring and responding to potential opportunities, as the long-term implementation of the Master Plan Vision will likely require them.

State Programs:

Wabash River Heritage Corridor Fund (WRHCF)
In the late 1980's the Indiana General Assembly created the Wabash River Heritage Corridor Fund (WRHCF) to provide financial assistance with conservation and recreational development along the Wabash River and its historic transportation corridor. Tippecanoe County is one of 19 counties along the corridor eligible for funding of projects in the \$25,000-\$150,000 range. All projects funded by WRHCF have a 20% local match requirement, and applications are typically due October 1st of each year (IDNR, 2017).

President Benjamin Harrison Conservation Trust Fund (PBHCTF)

The President Benjamin Harrison Conservation Trust Fund (PBHCTF), formerly the Indiana Heritage Trust, was established in 1992 to assist in the acquisition and protection of lands that represent outstanding natural resources and habitats, or have recreational, historical or archaeological significance. Additional information on funding requirements and amounts can be obtained by contacting the PBHCTF at 317) 233-1000 (IDNR, 2017).

Bicentennial Nature Trust (BNT)

The Bicentennial Nature Trust program was created by the State of Indiana in 2012 to celebrate Indiana's 200th anniversary in 2016. The BNT is designed to encourage local participation, so each project requires a \$1:1 match. To ensure availability of funds for a wide variety of projects across the state, a cap of \$300,000 has been set for the BNT portion of an individual project, which may only be used for the acquisition of land, and not for capital improvements, stewardship, or programming. The BNT Project Committee, responsible for administering the funds, meets on a quarterly basis. The submission deadlines include February 1st, May 1st, August 1st, and November 1st of each year (IDNR, 2017).

Federal Programs:

Recreational Trails Program (RTP)

The Recreational Trails Program is a matching assistance program that provides funding for the acquisition and/or development of multi-use recreational trail projects. The Indiana RTP will provide 80% matching reimbursement assistance for eligible projects. Applicants may request grant amounts ranging from a minimum of \$10,000 up to a maximum of \$200,000. Applications are available online or from the Division of Outdoor Recreation and are typically due May 1st of each calendar year (IDNR, 2017).

Land and Water Conservation Fund (LWCF)

The Land and Water Conservation Fund was passed by Congress in 1965 to assist eligible governmental units in the provision of new parks and/or expansions of existing parks through a matching assistance program that provides grants for 50% of the cost for the acquisition and/or outdoor recreation facilities. The Land and Water Conservation Fund grants are available for projects that range from \$10,000 up to a maximum of \$200,000. All applications are available online at the IDNR website, and must be post-marked by June 1st of each calendar year for consideration (IDNR, 2017).

DNR Shooting Range Program

The Department of Natural Resources Shooting Range grant program is an assistance program for the development of rifle, handgun, shotgun, and archery facilities designed to provide the citizens of Indiana with additional and safer places to fire their guns, and train hunter education students. The project sponsor (the City) must fund the upfront cost of the project and will be reimbursed for a maximum of 75% of the expenses incurred for the project per the terms of the project agreement. Applicants may request a minimum of \$10,000 and a maximum of \$100,000. At the time of the application the project sponsor must have at least 25% of the total project cost available. The local share may include tax levies, bond issues, and/or the or the donated value of cash, labor, equipment and materials (IDNR, 2017).

Additional information on IDNR grants can be found by visiting <http://www.in.gov/dnr/outdoor/8328.htm>.

Park Impact Fee

Given the amount of future residential growth expected in the region, as well as the anticipated comprehensive redevelopment of the State Street Corridor and downtown West Lafayette, it is recommended that the City implement a park impact fee (PIF) to help offset the additional burden placed on the Department by new developments and an increasing population. If new developments add additional homes and/or increase population density in currently developed areas, the demand for parks and recreation facilities within those areas will also increase.

Park impact fees are payments required by the City of new developments to offset the cost of the additional public parks and open spaces which are necessary to support those developments. PIFs help to shift the cost of financing necessary park land acquisition and development from the general taxpaying resident to the primary beneficiaries of the new facilities (those within the new developments). Despite the common sentiment expressed by the private sector, little evidence exists to suggest that impact fees have limited new development (APA, 2017).

An adopted city ordinance is required to implement a PIF. The first step of this process would be to hire a specialized consultant to assist in drafting this ordinance, and the cost policy which supports it. It is recommended that the City begin this process immediately, to ensure they capitalize on the greatest amount of redevelopment possible.

Bonding

The largest single project in the Master Plan Vision is The Center at Cumberland Park, which is expected to cost more than \$30M. Unfortunately, it is difficult to successfully construct a project like this in multiple, small phases, and as such, will necessitate a large amount of funding upfront if it is to be realized.

A bond is a debt security issued by a municipality that is used typically used to finance large-scale capital improvements. A bond is essentially a loan taken out by the City, the financing cost of which is then paid for over a predetermined time by the city's tax-paying residents.

There are two (2) primary types of bonds commonly used for parks and recreation improvements, each differentiated by its means of guarantee. General obligation bonds (GO), which are issued by

governmental entities, are not backed by revenue funds from a specific project, but rather, are by the credit and taxing capacity of the issuer. In contrast, revenue bonds are guaranteed by a specific revenue source (such as utilities, TIF funds, etc.) generated by the issuer.

As noted in the Implementation Workshop, the City has a history of successfully bonding large-scale projects, making this an ideal candidate for that approach. The bonding capacity of the RDC will be significantly more limited after FY2040, when the current TIF districts will revert. Given that many municipal bonds are for terms of up to 20 years, it is essential that a parks and recreation-specific bond be passed before FY2020.

If the City is willing to issue a bond for the construction of The Center, it should commission a feasibility study in FY2017 to better define the building size, program, and the needs of the various partners. This more detailed study will help to refine the anticipated cost of construction as well as long-term operational costs; both of which inform the final bonding amount.

Partnerships

A key to success for the long-term realization of the Master Plan Vision will be the work accomplished as partnerships where group resources are leveraged for the greater good of the community. The City should embrace the use of equitable, public private partnerships, whereby the Department, various mentioned groups and its citizens work collaboratively with local industry, educational institutions and the business community.

In addition, the City should proactively seek out the assistance of elected public servants/officials, departments and their technical assistance and grant programs, as well as funding at all levels (based upon taxes assessed locally), within Tippecanoe County, the Greater Lafayette Commerce, the State of Indiana and at the Federal level.

Potential key partners include, but are not limited to:

- West Lafayette Parks and Recreation Foundation
- Wabash River Enhancement Corporation (WREC)
- Purdue University
- Purdue Extension
- Greater Lafayette Commerce
- West Lafayette School Corporation

- Tippecanoe County Area Plan Commission
- Tippecanoe County Parks and Recreation Department
- City of Lafayette
- Private program providers and leagues
- Private corporations such as Wabash National Corporation, Greater Lafayette Health Services, Subaru of Indiana Automotive, Caterpillar Inc., etc.
- Master Gardener Association of Tippecanoe County
- Visit Lafayette-West Lafayette

In addition, it is anticipated that increased coordination and communication with the following City departments will also be necessary for the foreseeable future:

- Engineering (trails)
- Redevelopment Commission
- Historic Preservation Commission
- Planning
- Facilities
- Information Technology
- Human Resources

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5.2

5-year action plan

5.2.1. Overview

Using the findings from the needs assessment and Implementation Workshop as a guide, the Project Team created an ambitious five (5) year action plan for the Master Plan Vision that is reflective of the importance of parks, recreation, and trails in the City of West Lafayette, as expressed by its residents and community leaders.

The efforts and initiatives contained within the Action Plan represent those of the highest priority to the greatest number of residents. As previously noted, these high-priority actions will likely require funds from multiple sources and partners.

For example, the design and construction of the trails system is not currently funded out of the Parks and Recreation Budget. If sources and/or partners were known at the time of this planning process, they have been noted in the spreadsheet for each action plan, otherwise they can be added as they become available.

5.2.2. Potential Cost

Using the findings from the needs assessment and Implementation Workshop as a guide, the Project Team created an ambitious five (5) year action plan for the Master Plan Vision that is reflective of the importance of parks, recreation, and trails in the City of West Lafayette, as expressed by its residents and community leaders. The anticipated cumulative cost of the Action Plan for FY2017-FY2021 is approximately \$48.8M, including approximately 67% (\$33M) is dedicated for the development of The Center at Cumberland Park. The balance of the remaining funds includes additional indoor recreation improvements (\$1.9M), New Parks and Major Moves (\$8.6M), Bikeways and Trails (\$4.7M), and Improvements to Existing Parks (\$735K).

This action plan represents an annual average of approximately \$3.2M of capital investment in the parks, recreation, and trails system in West Lafayette over a five (5) year period. This average excludes the costs directly associated with The Center, which is anticipated to be funded through bonding. The debt service costs of the bond are not currently known, and should be factored into the overall budget once additional data is available.

This level of annual investment is significantly higher than what has historically been allocated to the Department, however, is not reflective of funds and projects solely attributed to the Department. It is anticipated that approximately 30% - or \$14.7M - of the total action plan is associated with other municipal budgets and/or funding partners. This estimate is conservative, and additional funding sources and partners should continue to be solicited.

The action plan should be re-evaluated at the end of each fiscal year, considering progress made, available funding, and new or changing needs. Additionally, larger construction projects, such as Cason Park, may need to be phased to reflect available funding.

5.2.3. Action Plans for FY2017-FY2021

2017-2021 Action Plan Spending

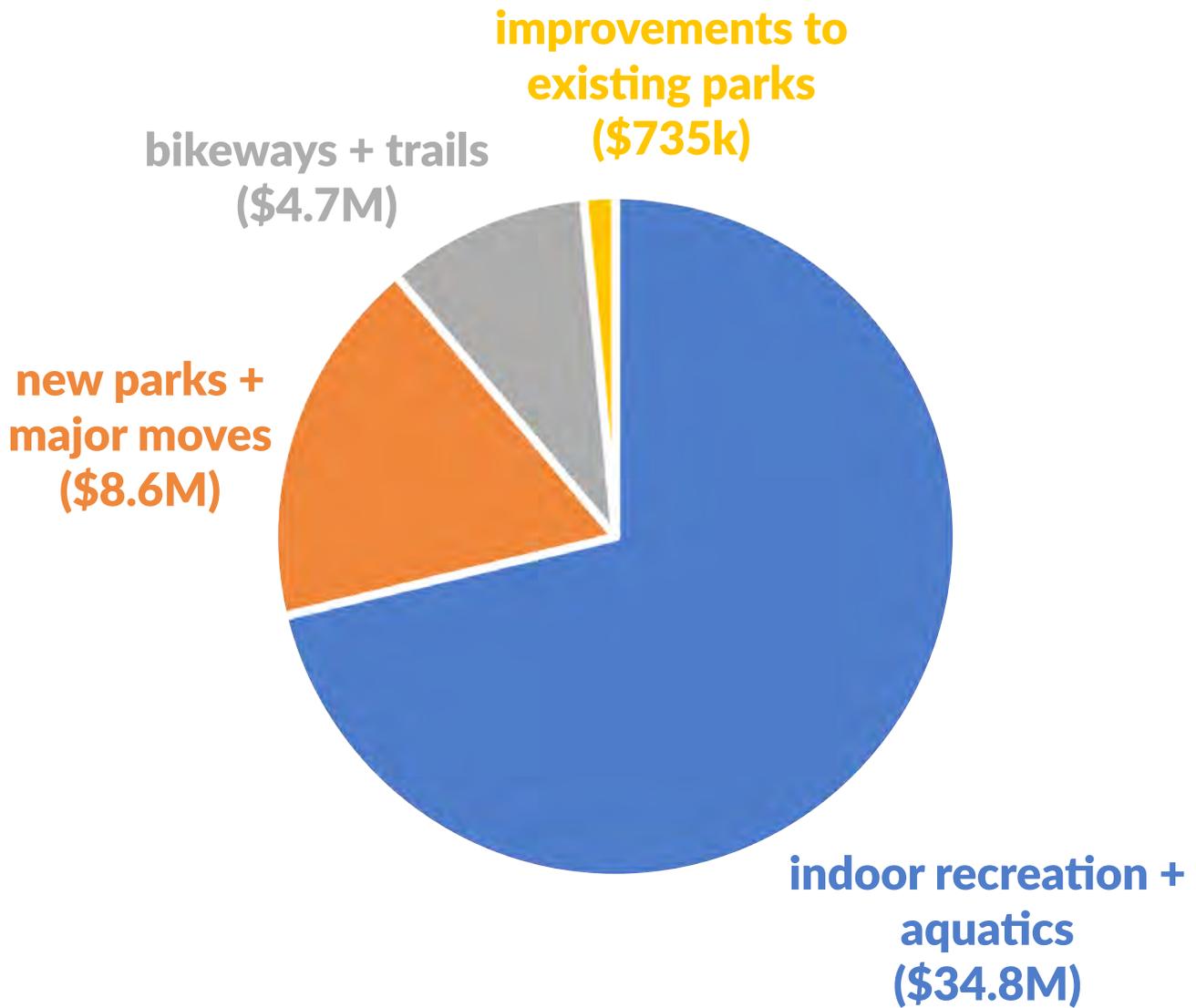


Figure 5.1: Pie chart illustrating the distribution of spending proposed within the Action Plan for FY2017-FY2021.

Key 5-Year Action Plan Initiatives:

Following is a summarized list of key action plan initiatives and/or projects to be pursued in FY2017-2021. Additional detail on each of these projects, as well as other supporting ones, can be found in the sections to follow.

1. Development of Cason Park,
2. Construction of The Center at Cumberland Park,
3. Addition of an off-leash dog park at Lommel Park,
4. Phase 1 improvements to Happy Hollow Park,
5. Critical improvements to the Morton Community Center,
6. The implementation of the Salisbury Trail Corridor,
7. Acquisition of approximately 34 acres of additional park land,
8. High priority maintenance improvements to existing parks and facilities.

FY2017 Action Plan

1. INDOOR RECREATION + AQUATICS							\$84,426	
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners
1.2 Recreation + Aquatics Center Feasibility Study								
1	Recreation Aquatics Center Feasibility Study	1.00	LS	\$50,000	\$50,000	\$60,000	2017	RDC
					SUBTOTAL	\$50,000	\$60,000	
1.3 Morton Community Center Renovation								
1	Replace south door	1.00	LS	\$2,000	\$2,000	\$2,760	2017	CCD
2	Minor painting	1.00	LS	\$700	\$700	\$966	2017	CCD
3	Upgrade AV equipment for MPR	1.00	LS	\$15,000	\$15,000	\$20,700	2017	Foundation
					SUBTOTAL	\$17,700	\$24,426	
2. BIKEWAYS + TRAILS							\$786,600	
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners
2.1 Kingston Drive Trail								
1	Kingston Trail	2,500.00	LF	\$80	\$200,000	\$276,000	2017	Engineering
2	Crosswalk, incl. curb ramps	1.00	EA	\$4,000	\$4,000	\$5,520	2017	Engineering
3	Signage	1.00	LS	\$1,500	\$1,500	\$2,070	2017	Engineering
					SUBTOTAL	\$205,500	\$283,590	
2.2 Happy Hollow Park Trail Spur								
1	Happy Hollow Park Spur	1,200.00	LF	\$80	\$96,000	\$132,480	2017	Engineering
2	Railing	2,400.00	LF	\$100	\$240,000	\$331,200	2017	Engineering
					SUBTOTAL	\$336,000	\$463,680	
2.12 Trail Improvements/Maintenance Items								
1	Install Trail Counters	1.00	LS	\$4,000	\$4,000	\$5,520	2017	RDC
2	Replace fencing between Lindberg/Cherry	1.00	LS	\$10,000	\$10,000	\$13,800	2017	CCD
3	Install trail markers	1.00	LS	\$2,000	\$2,000	\$2,760	2017	Grant
4	Install benches along 231	1.00	LS	\$5,000	\$5,000	\$6,900	2017	RDC
5	Repair culvert/trail	1.00	LS	\$2,000	\$2,000	\$2,760	2017	CCD
6	Trail safety work	1.00	LS	\$5,000	\$5,000	\$6,900	2017	Grant
7	Trail hopscotch (painted)	1.00	LS	\$500	\$500	\$690	2017	Volunteer
					SUBTOTAL	\$28,500	\$39,330	
3. NEW PARKS + MAJOR MOVES							\$684,652	
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners
3.1 Cason Park (new)								
1	Establish interim cover crop	1.00	LS	\$10,000.00	\$10,000	\$13,000	2017	Foundation
					SUBTOTAL	\$10,000	\$13,000	
3.2 Happy Hollow Park Renovation								
1	Develop phased construction documents	1.00	LS	\$50,000.00	\$50,000	\$60,000	2017	Engineering
					SUBTOTAL	\$50,000	\$60,000	
3.3 Cumberland Park Improvements								
1	Add ADA parking at Park Office	1.00	LS	\$7,500.00	\$7,500	\$10,350	2017	Facilities
2	Landscape plan for playground	1.00	LS	\$500.00	\$500	\$690	2017	CCD
3	Stepping Stones near N. Restroom	1.00	LS	\$100.00	\$100	\$138	2017	CCD
4	Install "Code Blue" equipment	1.00	LS	\$6,000.00	\$6,000	\$8,280	2017	Foundation
5	New drinking fountain	1.00	LS	\$6,000.00	\$6,000	\$8,280	2017	Foundation
6	Farmers Market safety net	1.00	LS	\$18,000.00	\$18,000	\$24,840	2017	RDC
					SUBTOTAL	\$38,100	\$52,578	
3.4 Tommy Johnston Park Update								
1	Replace grill pad	1.00	LS	\$500.00	\$500	\$690	2017	CCD
					SUBTOTAL	\$500	\$690	
3.5 Tapawingo Park								
1	Zamboni repairs	1.00	LS	\$500.00	\$500	\$690	2017	CCD
2	Dasher boards on east side	1.00	LS	\$1,000.00	\$1,000	\$1,380	2017	CCD
3	Reseal fiberglass rail	1.00	LS	\$300.00	\$300	\$414	2017	CCD
					SUBTOTAL	\$1,800	\$2,484	
3.7 Land Acquisition								
1	Land acquisition for future park dev. (2017)	6.86	AC	\$75,000.00	\$514,500	\$514,500	2017	Foundation
2	Park Impact Fee Study	1.00	LS	\$30,000.00	\$30,000	\$41,400	2017	Development
					SUBTOTAL	\$544,500	\$555,900	
4. IMPROVEMENTS TO EXISTING PARKS							\$87,706	
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners
4.3 Peck-Trachtman Park								
1	Replenish EWF material	9,000.00	SF	\$0.18	\$1,620	\$1,944	2017	Facilities
2	Add additional street trees along Dubois St.	2.00	EA	\$400.00	\$800	\$960	2017	Streets
					SUBTOTAL	\$2,420	\$2,904	
4.4 George E. Lommel Park								
1	Replenish EWF material	11,500.00	SF	\$0.18	\$2,070	\$2,484	2017	Facilities
					SUBTOTAL	\$2,070	\$2,484	

Figure 5.2: FY2017 Action Plan spreadsheet.

part five : implementation + action plan

4.5 University Farm Park								
1	Replenish EWF material	7,000.00	SF	\$0.18	\$1,260	\$1,512	2017	Facilities
2	ADA accessible seating area	1.00	EA	\$500.00	\$500	\$690	2017	
					SUBTOTAL	\$1,760	\$2,202	
4.6 Paula R. Woods Park								
1	Replenish EWF material	2,800.00	SF	\$0.18	\$504	\$605	2017	Facilities
2	Add groundcover to stabilize erosion	100.00	SF	\$6.00	\$600	\$720	2017	Facilities
3	Update and relocate play equipment	1.00	LS	\$20,000.00	\$20,000	\$27,600	2017	RDC
4	Update seating	3.00	EA	\$1,500.00	\$4,500	\$6,210	2017	
					SUBTOTAL	\$25,604	\$35,135	
4.7 Lincoln Park								
1	Replenish EWF material	2,800.00	SF	\$0.18	\$504	\$605	2017	Facilities
					SUBTOTAL	\$504	\$605	
4.8 Celery Bog Nature Area								
1	Replenish EWF material at playground	1,000.00	SF	\$0.18	\$180	\$216	2017	Facilities
					SUBTOTAL	\$180	\$216	
4.10 Municipal Pool								
1	Replace pool deck liner	1.00	LS	\$32,000.00	\$32,000	\$44,160	2017	PO
					SUBTOTAL	\$32,000	\$44,160	

FY2017 TOTAL

\$1,643,384

Figure 5.3: FY2017 Action Plan spreadsheet, cont'd.

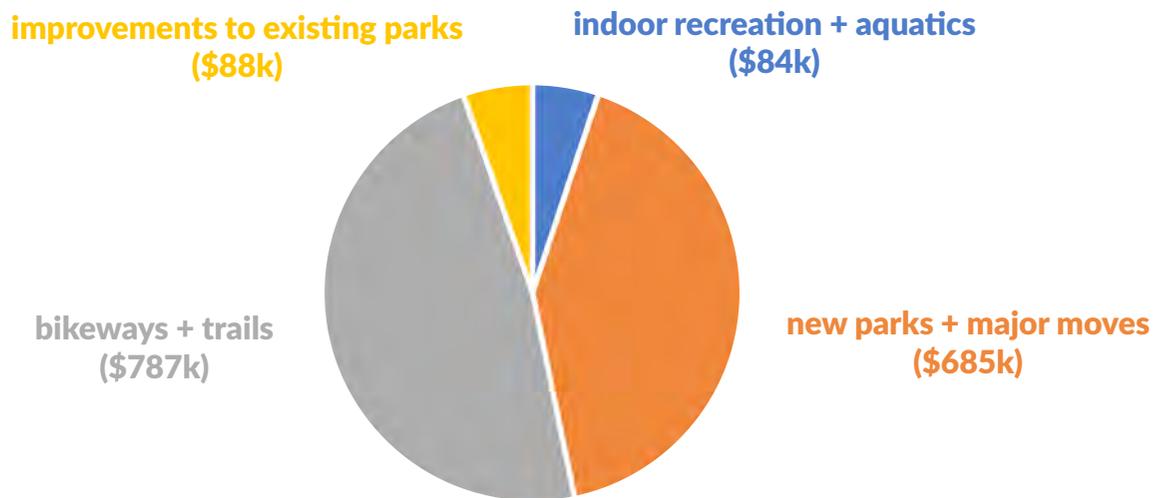


Figure 5.4: Pie chart illustrating the distribution of spending proposed within the Action Plan for FY2017.

FY2018 Action Plan

1. INDOOR RECREATION + AQUATICS								\$117,300	
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners	
1.3 Morton Community Center Renovation									
1	HVAC repair	1.00	LS	\$50,000	\$50,000	\$69,000	2018	Facilities	
2	Add Basic WiFi hotspot	1.00	LS	\$15,000.00	\$15,000	\$20,700	2018	IT	
3	Replace stage curtain	1.00	LS	\$10,000	\$10,000	\$13,800	2018	RDC	
4	Interior paint and lighting improvements	1.00	LS	\$10,000	\$10,000	\$13,800	2018	Facilities	
					SUBTOTAL	\$85,000	\$117,300		
2. BIKEWAYS + TRAILS								\$465,600	
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners	
2.2 Sagamore Parkway Trail									
1	Preliminary Design and Engineering	1.00	LS	\$319,000	\$319,000	\$382,800	2018	Engineering	
					SUBTOTAL	\$319,000	\$382,800		
2.11 Update Bikeways and Trails Master Plan									
1	Update Bikeways and Trails Master Plan	1.00	LS	\$50,000	\$50,000	\$69,000	2018	Engineering	
					SUBTOTAL	\$50,000	\$69,000		
2.12 Trail Improvements/Maintenance Items									
1	Trail maintenance (misc)	1.00	LS	\$10,000	\$10,000	\$13,800	2018	CCD	
					SUBTOTAL	\$10,000	\$13,800		
3. NEW PARKS + MAJOR MOVES								\$4,832,009	
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners	
3.1 Cason Park (new)									
1	Site Clearing/Rough Grading	11.80	AC	\$3,500.00	\$41,300	\$53,690	2018	Foundation	
2	Strip and Stock Pile Top Soil	19,000.00	CY	\$5.00	\$95,000	\$123,500	2018	Foundation	
3	Erosion Control	1.00	LS	\$5,000.00	\$5,000	\$6,500	2018	Foundation	
4	Site Utility Allowance	1.00	LS	\$100,000.00	\$100,000	\$130,000	2018	Foundation	
5	Shelter	2.00	EA	\$15,000.00	\$30,000	\$39,000	2018	Foundation	
6	Pavement Markings (Striping)	64.00	EA	\$35.00	\$2,240	\$2,912	2018	Foundation	
7	Pavement Markings Crosswalks	6.00	EA	\$2,500.00	\$15,000	\$19,500	2018	Foundation	
8	Asphalt Paving (Vehicular)	45,150.00	SF	\$9.00	\$406,350	\$528,255	2018	Foundation	
9	Walks/paths	50,352.00	SF	\$9.00	\$453,168	\$589,118	2018	Foundation	
10	New Trees (Shade)	240.00	EA	\$800.00	\$192,000	\$249,600	2018	Foundation	
11	New Trees (Understory)	50.00	EA	\$500.00	\$25,000	\$32,500	2018	Foundation	
12	Landscape Planting Allowance	47,047.00	SF	\$10.00	\$470,470	\$611,611	2018	Foundation	
13	Site Furnishing Allowance	1.00	LS	\$50,000.00	\$50,000	\$65,000	2018	Foundation	
14	Sod (Lawn)	357,819.00	SF	\$2.00	\$715,638	\$930,329	2018	Foundation	
15	Signage	1.00	LS	\$15,000.00	\$15,000	\$19,500	2018	Foundation	
16	Landscape Lighting Allowance	1.00	LS	\$20,000.00	\$20,000	\$26,000	2018	Foundation	
17	Mulch	500.00	CY	\$30.00	\$15,000	\$19,500	2018	Foundation	
18	Import and Place Topsoil	1,700.00	CY	\$35.00	\$59,500	\$77,350	2018	Foundation	
19	Irrigation	1.00	LS	\$30,000.00	\$30,000	\$39,000	2018	Foundation	
20	Pedestrian Site Lighting	1.00	LS	\$100,000.00	\$100,000	\$130,000	2018	Foundation	
21	Add Basic WiFi hotspot	1.00	LS	\$15,000.00	\$15,000	\$19,500	2018	IT	
22	Add monument signage (large)	1.00	EA	\$50,000.00	\$50,000	\$65,000	2018	Foundation	
23	Planning + Design Services	1.00	LS	\$265,653.28	\$265,653	\$265,653	2018	Foundation	
					SUBTOTAL	\$3,171,319	\$4,043,019		
3.2 Happy Hollow Park Renovation									
1	Trail safety improvements	1.00	LS	\$50,000.00	\$50,000	\$65,000	2018	Engineering	
2	Trail/entrance accessibility improvements	1.00	LS	\$150,000.00	\$150,000	\$195,000	2018	Engineering	
					SUBTOTAL	\$200,000	\$260,000		
3.3 Cumberland Park Improvements									
1	IT improvements in maintenance facility	1.00	LS	\$3,000.00	\$3,000	\$4,140	2018	IT	
					SUBTOTAL	\$3,000	\$4,140		
3.5 Tapawingo Park									
1	New chiller/operations computer/programs	1.00	LS	\$7,500.00	\$7,500	\$10,350	2018	IT	
					SUBTOTAL	\$7,500	\$10,350		
3.7 Land Acquisition									
1	Land acquisition for future park dev. (2018)	6.86	AC	\$75,000.00	\$514,500	\$514,500	2018	Foundation	
					SUBTOTAL	\$514,500	\$514,500		
4. IMPROVEMENTS TO EXISTING PARKS								\$467,741	
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners	
4.4 George E. Lommel Park									
1	Additional seating along playground	8.00	EA	\$1,500.00	\$12,000	\$14,400	2018		
2	Add accessible swing to existing swingset	1.00	EA	\$500.00	\$500	\$600	2018		
					SUBTOTAL	\$12,500	\$15,000		

Figure 5.5: FY2018 Action Plan spreadsheet.

part five : implementation + action plan

4.5 University Farm Park								
1	Wildflower/prairie seeding	4.20	AC	\$2,500.00	\$10,500	\$14,490	2018	Grant
2	Straw mulch for seeded area	4.20	AC	\$2,800.00	\$11,760	\$16,229	2018	Grant
3	Prepare seedbed in wildflower area	4.20	AC	\$1,500.00	\$6,300	\$8,694	2018	Grant
4	Silt Fence	2,300.00	LF	\$2.00	\$4,600	\$6,348	2018	Grant
				SUBTOTAL	\$33,160	\$45,761		
4.7 Lincoln Park								
1	Add plant material to stabilize erosion, fill bare areas	5,000.00	SF	\$10.00	\$50,000	\$60,000	2018	Facilities
				SUBTOTAL	\$50,000	\$60,000		
4.8 Celery Bog Nature Area								
1	Add Basic WiFi hotspot	1.00	LS	\$15,000.00	\$15,000	\$20,700	2018	IT
				SUBTOTAL	\$15,000	\$20,700		
4.9 Mascouten Park								
1	Pedestrian bridge design	1.00	LS	\$265,000.00	\$265,000	\$318,000	2018	WREC
				SUBTOTAL	\$265,000	\$318,000		
4.10 Municipal Pool								
1	POS Purchase/computer system	1.00	LS	\$6,000.00	\$6,000	\$8,280	2018	IT
				SUBTOTAL	\$6,000	\$8,280		
FY2018 TOTAL						\$5,882,650		

Figure 5.6: FY2018 Action Plan spreadsheet, cont'd.

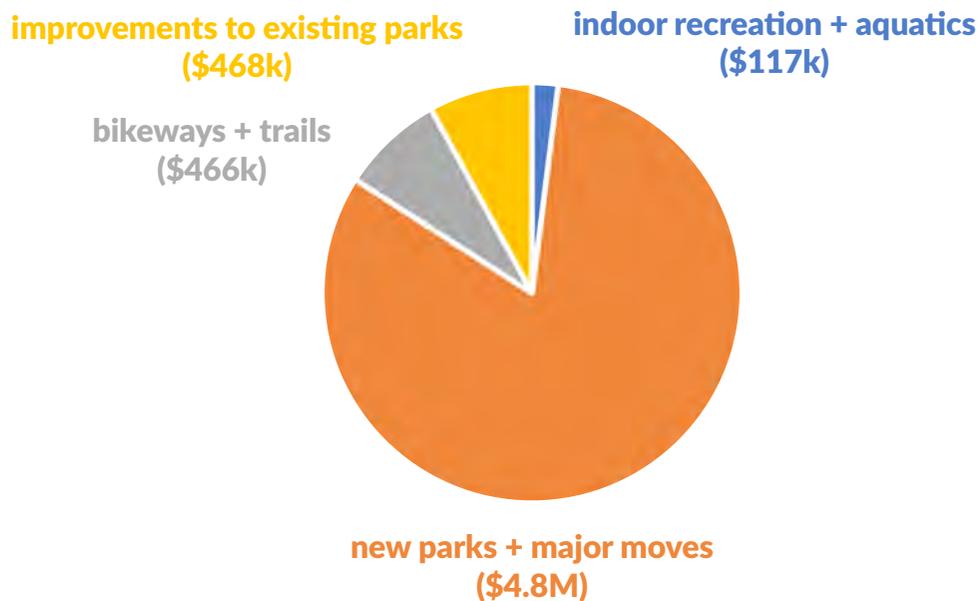


Figure 5.7: Pie chart illustrating the distribution of spending proposed within the Action Plan for FY2018.

FY2019 Action Plan

1. INDOOR RECREATION + AQUATICS						\$1,655,448		
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners
1.3 Morton Community Center Renovation								
1	Replace HVAC system	38,500.00	SF	\$20	\$770,000	\$1,062,600	2019	RDC
2	Phase 1 Interior renovation (Minor - 25%)	7,160.00	SF	\$60	\$429,600	\$592,848	2019	Facilities
SUBTOTAL					\$1,199,600	\$1,655,448		
3. NEW PARKS + MAJOR MOVES						\$977,335		
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners
3.2 Happy Hollow Park Renovation								
1	90 degree paved parking on entry drive	45.00	EA	\$1,910.00	\$85,950	\$111,735	2019	Engineering
2	Picnic Shelter (Small)	2.00	EA	\$15,000.00	\$30,000	\$39,000	2019	
3	Picnic Shelter (Large - Volleyball area)	1.00	EA	\$30,000.00	\$30,000	\$39,000	2019	
4	Shade Trees	15.00	EA	\$600.00	\$9,000	\$11,700	2019	
5	Understory Trees	10.00	EA	\$300.00	\$3,000	\$3,900	2019	
6	Landscape Planting Allowance	1.00	LS	\$50,000.00	\$50,000	\$65,000	2019	
7	Site Furnishing Allowance	1.00	LS	\$25,000.00	\$25,000	\$32,500	2019	
8	Volleyball court	2.00	EA	\$10,000.00	\$20,000	\$26,000	2019	
9	Add monument signage (large)	1.00	EA	\$50,000.00	\$50,000	\$65,000	2019	
SUBTOTAL					\$302,950	\$393,835		
3.5 Tapawingo Park								
1	Trail lighting beneath bridges	1.00	LS	\$50,000.00	\$50,000	\$69,000	2019	
SUBTOTAL					\$50,000	\$69,000		
3.7 Land Acquisition								
1	Land acquisition for future park dev. (2019)	6.86	AC	\$75,000.00	\$514,500	\$514,500	2019	Foundation
SUBTOTAL					\$514,500	\$514,500		
4. IMPROVEMENTS TO EXISTING PARKS						\$69,000		
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners
4.9 Mascouten Park								
1	Parking lot improvements	1.00	LS	\$50,000.00	\$50,000	\$69,000	2019	WREC, grants
SUBTOTAL					\$50,000	\$69,000		
FY2019 TOTAL						\$2,701,783		

Figure 5.8: FY2019 Action Plan spreadsheet.

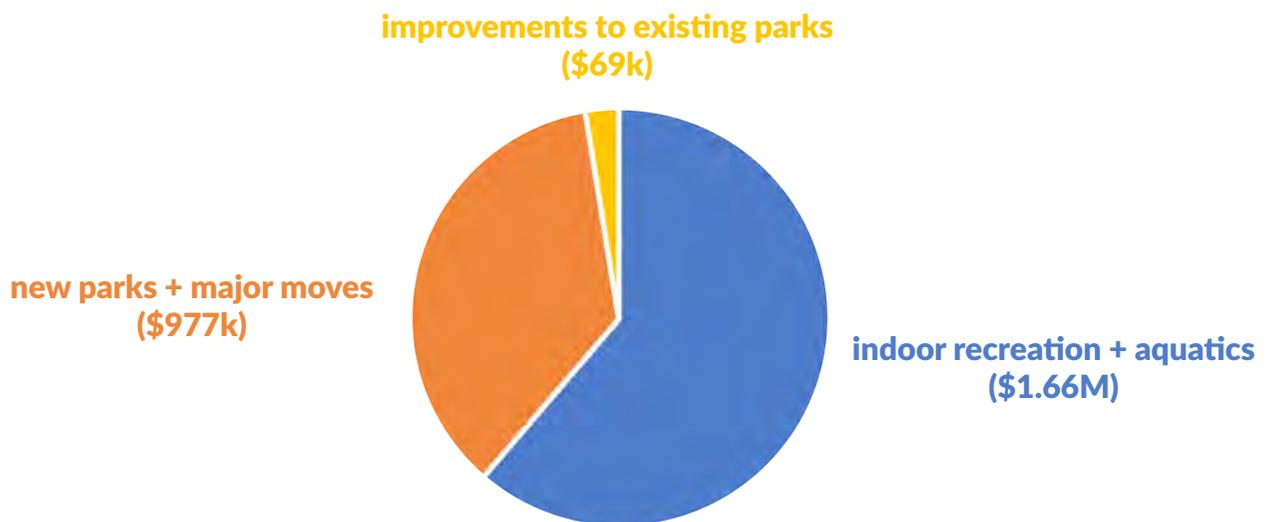


Figure 5.9: Pie chart illustrating the distribution of spending proposed within the Action Plan for FY2019.

FY2020 Action Plan

1. INDOOR RECREATION + AQUATICS							\$32,894,922	
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners
1.1 Cumberland Indoor Recreation + Aquatics Center							2020	
1	New Indoor Recreation+ Aquatics Center	80,000.00	SF	\$250	\$20,000,000	\$27,600,000	2020	Bond, RDC, WLCS
2	Multi-purpose asphalt trail (10' Width)	3,400.00	LF	\$80	\$272,000	\$375,360	2020	Engineering
3	Specialty paving areas	16,000.00	SF	\$25	\$400,000	\$552,000	2020	
4	Asphalt Paving (Vehicular)	214,000.00	SF	\$9	\$1,926,000	\$2,657,880	2020	Engineering
5	Concrete walks (6')	1,400.00	LF	\$36	\$50,400	\$69,552	2020	
6	Stormwater infrastructure	1.00	LS	\$500,000	\$500,000	\$690,000	2020	Engineering
7	Shade trees	205.00	EA	\$450	\$92,250	\$127,305	2020	
8	Understory trees	65.00	EA	\$250	\$16,250	\$22,425	2020	
9	Landscape planting allowance	1.00	LS	\$15,000	\$15,000	\$20,700	2020	
10	Site furnishing allowance	1.00	LS	\$50,000	\$50,000	\$69,000	2020	
11	Site Lighting	1.00	LS	\$200,000	\$200,000	\$276,000	2020	
12	Farmer market shade canopy	1.00	LS	\$200,000	\$200,000	\$276,000	2020	
13	Add Basic WiFi hotspot	1.00	LS	\$15,000	\$15,000	\$20,700	2020	IT
14	Add monument signage (large)	2.00	EA	\$50,000	\$100,000	\$138,000	2020	
SUBTOTAL					\$23,836,900	\$32,894,922		

2. BIKEWAYS + TRAILS							\$2,719,600	
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners
2.2 Sagamore Parkway Trail								
1	Sagamore Parkway Trail	2,000.00	LF	\$80	\$160,000	\$208,000	2020	Engineering
SUBTOTAL					\$160,000	\$208,000		
2.4 Salisbury Sidepath								
1	Salisbury Sidepath	2.32	MI	\$750,000	\$1,740,000	\$2,401,200	2020	Engineering
2	Crosswalk, incl. curb ramps	20.00	EA	\$4,000	\$80,000	\$110,400	2020	Engineering
SUBTOTAL					\$1,820,000	\$2,511,600		

3. NEW PARKS + MAJOR MOVES							\$514,500	
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners
3.7 Land Acquisition								
1	Land acquisition for future park dev. (2020)	6.86	AC	\$75,000.00	\$514,500	\$514,500	2020	Foundation
SUBTOTAL					\$514,500	\$514,500		

FY2020 TOTAL							\$36,129,022	
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Figure 5.10: FY2020 Action Plan spreadsheet.



Figure 5.11: Pie chart illustrating the distribution of spending proposed within the Action Plan for FY2020.

FY2021 Action Plan

1. INDOOR RECREATION + AQUATICS								\$48,300
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners
1.3 Morton Community Center Renovation								
1	Upgraded playground and outdoor plaza	1.00	LS	\$35,000	\$35,000	\$48,300	2021	RDC
					SUBTOTAL	\$35,000		\$48,300
2. BIKEWAYS + TRAILS								\$724,283
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners
2.5 Lindberg Road Sidepath								
1	Lindberg Road Cycle Track	0.36	MI	\$750,000	\$269,886	\$372,443	2021	Engineering
2	Crosswalk, incl. curb ramps	3.00	EA	\$4,000	\$12,000	\$16,560	2021	Engineering
					SUBTOTAL	\$281,886		\$389,003
2.6 Leslie Avenue Sidepath (Happy Hollow School to Salisbury Sidepath)								
1	Leslie Avenue Side Path	0.23	MI	\$750,000	\$174,716	\$241,108	2021	Engineering
2	Crosswalk, incl. curb ramps	4.00	EA	\$4,000	\$16,000	\$22,080	2021	Engineering
					SUBTOTAL	\$190,716		\$263,188
2.7 Additional On-Road Connectors (SHARROW)								
1	Additional On-Road Connectors	3.74	MI	\$13,968	\$52,240	\$72,092	2021	Engineering
					SUBTOTAL	\$52,240		\$72,092
3. NEW PARKS + MAJOR MOVES								\$1,553,070
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners
3.1 Cason Park (new)								
1	Renovate Historic School House	1,000.00	SF	\$150.00	\$150,000	\$195,000	2021	HC provider?
2	Restroom Facility	1,500.00	SF	\$120.00	\$180,000	\$234,000	2021	Foundation
3	New Community Garden	1.00	EA	\$15,000.00	\$15,000	\$19,500	2021	Purdue/Master Gard.
4	Pickleball Court	2.00	EA	\$30,000.00	\$60,000	\$78,000	2021	Foundation
					SUBTOTAL	\$405,000		\$526,500
3.2 Happy Hollow Park Renovation								
1	Picnic Shelter (Large - Playground Area)	1.00	EA	\$30,000.00	\$30,000	\$39,000	2021	
2	Destination Playground	1.00	LS	\$150,000.00	\$150,000	\$195,000	2021	WLCSO
					SUBTOTAL	\$180,000		\$234,000
3.6 Dog Park at Lommel Park								
1	Add Basic WiFi hotspot	1.00	LS	\$15,000.00	\$15,000	\$20,700	2021	RDC
2	Add monument signage (small)	1.00	LS	\$20,000.00	\$20,000	\$27,600	2021	RDC
3	New fencing	1,500.00	LF	\$30.00	\$45,000	\$62,100	2021	RDC
4	Water/bathing stations	2.00	EA	\$4,500.00	\$9,000	\$12,420	2021	RDC
5	Water Fountains	2.00	EA	\$1,500.00	\$3,000	\$4,140	2021	RDC
6	Dog Waste Stations	6.00	EA	\$500.00	\$3,000	\$4,140	2021	RDC
7	Site furnishings	12.00	EA	\$1,500.00	\$18,000	\$24,840	2021	RDC
8	Concrete walks (6')	1,000.00	LF	\$36.00	\$36,000	\$49,680	2021	RDC
9	Regulatory signage	1.00	LS	\$500.00	\$500	\$690	2021	RDC
10	On-street parking - striping/signing	60.00	EA	\$40.00	\$2,400	\$3,312	2021	RDC
11	Entrance plaza	400.00	SF	\$9.00	\$3,600	\$4,968	2021	RDC
12	Picnic Shelter (small)	2.00	EA	\$15,000.00	\$30,000	\$41,400	2021	RDC
13	Perimeter/buffer landscape	400.00	LF	\$40.00	\$16,000	\$22,080	2021	RDC
					SUBTOTAL	\$201,500		\$278,070
3.7 Land Acquisition								
1	Land acquisition for future park dev. (2021)	6.86	AC	\$75,000.00	\$514,500	\$514,500	2021	Foundation
					SUBTOTAL	\$514,500		\$514,500
4. IMPROVEMENTS TO EXISTING PARKS								\$110,700
Item No.	Item Description	Quantity	Unit	Unit Price	Raw Costs	Incl. Soft Costs/Contingency	Year	Funding Sources/Partners
4.2 Trailhead Park								
1	Blinking/flashing crosswalk sign/signal	1.00	LS	\$15,000.00	\$15,000	\$20,700	2021	Engineering
					SUBTOTAL	\$15,000		\$20,700
4.8 Celery Bog Nature Area								
1	Expand/improve outdoor classroom/amphitheater	1.00	LS	\$50,000.00	\$50,000	\$69,000	2021	
2	Accessible woodland/pond trail	500.00	LF	\$35.00	\$17,500	\$21,000	2021	
					SUBTOTAL	\$67,500		\$90,000
FY2021 TOTAL								\$2,436,353

Figure 5.12: FY2021 Action Plan spreadsheet.

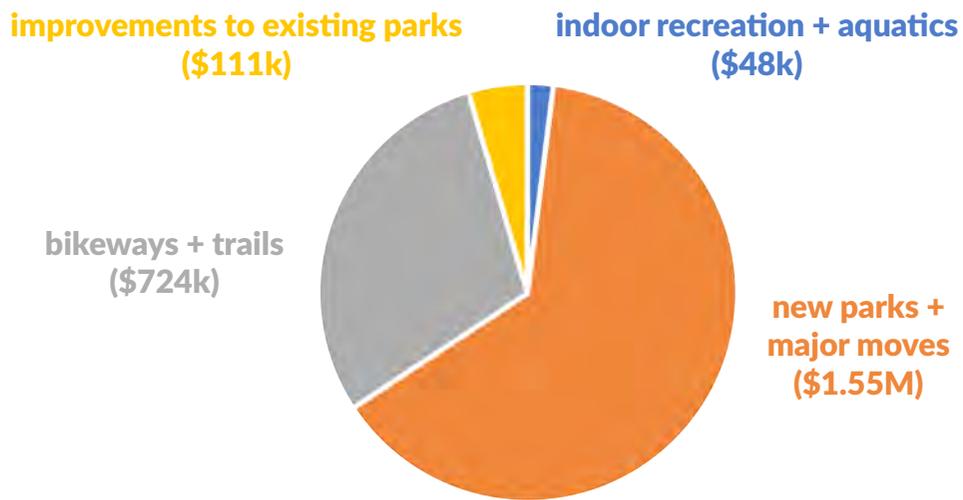


Figure 5.13: Pie chart illustrating the distribution of spending proposed within the Action Plan for FY2021.



5.3 adopting the plan

5.3.1. Public Presentation of the Final Plan

The final draft version of the 2017-2021 City of West Lafayette Parks and Recreation System Master Plan was presented to the general public at 5:15 PM on March 20th, 2017. The presentation was led by representatives of the Project Team, and was held at the West Lafayette Public Library. The presentation room was on the second floor, however, was accessible via an elevator. The public meeting was publicly advertised, per City ordinance, three (3) weeks in advance. A copy of the public notice can be found in Section 6.8 of the Appendix.

During the presentation, representatives from the Project Team highlighted the overall planning process, the summarized findings from the Existing Conditions Analysis and Needs Assessment, provided a detailed overview of the overall Master Plan Vision, and detailed the proposed five (5) year implementation and action plan. A copy of the presentation agenda, sign-in sheets, and presentation slides can be found in Section 6.8 of the Appendix.

Following the conclusion of the presentation, the Project Team remained in the room to answer any questions participants had, which were few. The questions that were raised largely sought clarification on project details and/or the overall timeline. No negative feedback was received.



Figure 5.14: Ryan Cambridge, of Browning Day, presenting the final 2017-2021 to the public (2017).

A PDF version of the final draft presentation was uploaded to the project website where residents review it and provide comments directly to the project team via the website interface, by March 28th, 2017.

The Department announced the location of the digital version of the presentation and the residents' ability to comment, via its social media platforms. No additional comments were received.

As part of the ongoing, editing process, minor typographical and/or numerical errors were found within the Final Draft Master Plan document (and/or its supporting products) and corrected prior to adoption, however, no key action items, directions, or core content was altered after the presentation.

5.3.2. Park Board Resolution for Adoption

On April 12th, 2017, the West Lafayette Parks Board voted unanimously to adopt the 2017-2021 West Lafayette Parks and Recreation Master Plan, as described herein. A signed copy of the resolution is included on the following page.

BPR 01-17

WHEREAS, the West Lafayette Board of Parks and Recreation is aware of the parks and recreational needs of the residents of West Lafayette, Indiana; and

WHEREAS, the West Lafayette Board of Parks and Recreation realizes the importance of sound planning in order to meet the needs of its citizens; and

NOW THEREFORE, be it resolved the West Lafayette Board of Parks and Recreation, by unanimous declaration, does now adopt the West Lafayette Parks and Recreation Master Plan as its official plan for the next five years, for the growth and development of parks and recreational opportunities in West Lafayette, Indiana.

This resolution shall be in full force and effect after its passage by the West Lafayette Board of Parks & Recreation.

Motion to adopt said resolution was made by: Linda Eales

Seconded by: John MacDonald

The following vote was cast:

Ayes: 4

Nays: 0

The Presiding Officer thereupon declared the Resolution duly adopted.

Dated: April 12, 2017

Karen S. Springer
Presiding Officer

Linda Eales
Attest

Dennis Smith
Attest

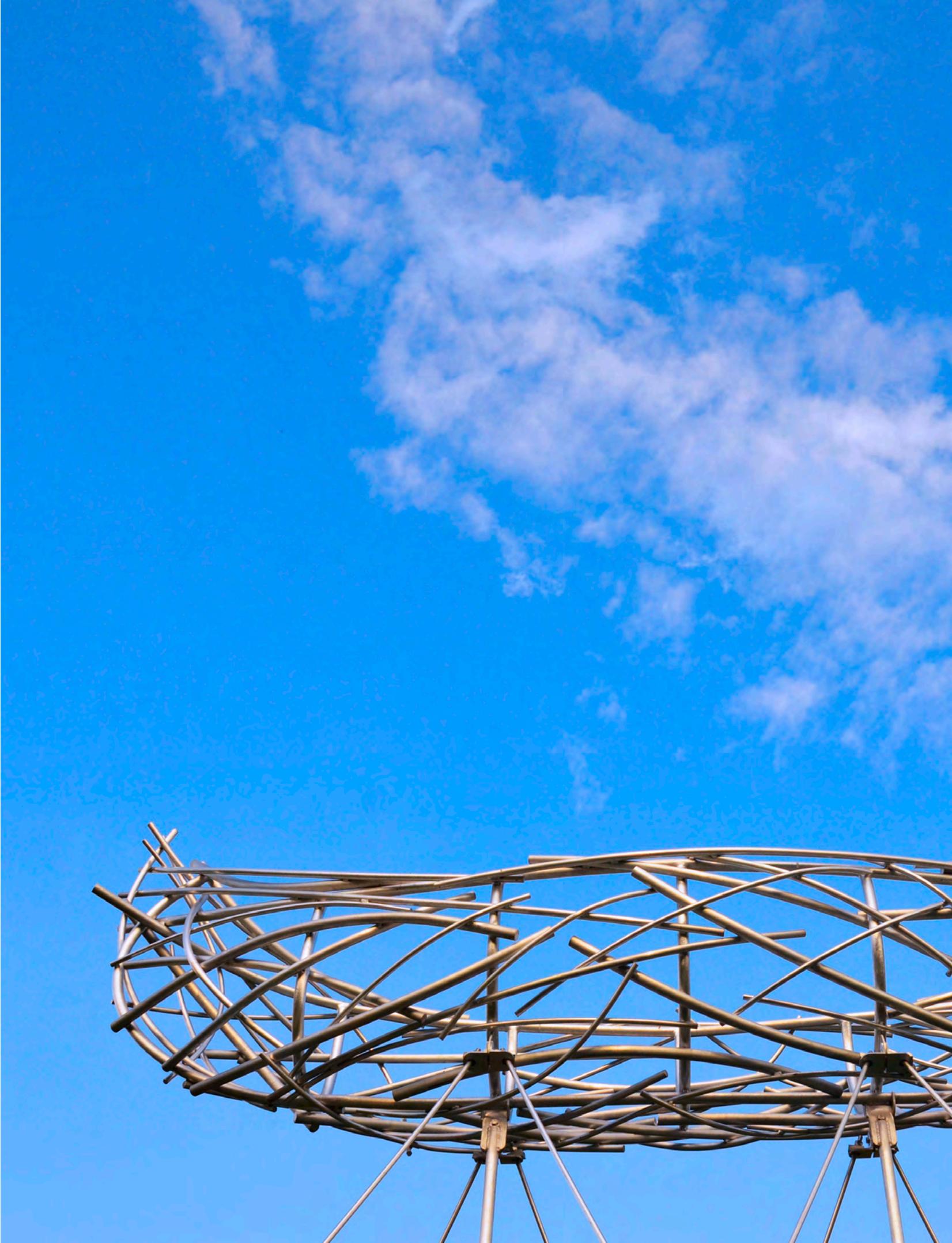
Figure 5.15: West Lafayette Parks and Recreation Board resolution adopting the 2017-2021 Master Plan.



06

appendices





6.1

commonly used acronyms

AASHTO	American Association of State Highway and Transportation Officials	NACTO	National Association of City Transportation Officials
AC	Acre	NRPA	National Recreation and Parks Association
ADA	American Disabilities Act	NTS	Not to scale
APA	American Planning Association	OPC	Opinion of probable Cost
APC	Area Plan Commission	PBHCTF	President Benjamin Harrison Conservation Trust Fund
ASLA	American Society of Landscape Architects	PIF	Park impact fee
BNT	Bicentennial Nature Trust	POS	Point of sale
CY	Cubic yard	PPS	Project for Public Spaces
DNI	Does not include	QR	Quick response
DNR	Department of Natural Resources	ROW	Right of way
EA	Each	RTP	Recreational Trails Program
Esri	Environmental Services Research Institute	SCORP	State Comprehensive Outdoor Recreation Plan
EWF	Engineered wood fiber	SF	Square foot/feet
GIS	Geographic Information Systems	SFIA	Sports and Fitness Industry Association
GO	General Obligation (Bond)	SPI	Spending Potential Index
HVAC	Heating, ventilation, and air conditioning	SR	State Road
I-65	Interstate 65	STEM	Science Technology, Engineering, Mathematics
IDNR	Indiana Department of Natural Resources	U.S.	United States
IT	Information Technology	WLCSC	West Lafayette Community School Corporation
LF	Lineal foot/feet	WREC	Wabash River Enhancement Corporation
LOS	Level of service	WRHCF	Wabash River Heritage Corridor Fund
LS	Lump sum		
LWCF	Land Water Conservation Fund		
MI	Mile		
MPI	Market Potential Index		



6.2

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6.4

appendix i: plan introduction

Note:

This section of the appendix contains supporting information utilized in the creation of, or referenced within, the 2017-2021 West Lafayette Parks and Recreation Master Plan document. In some print and/or digital versions of this document, the contents of Section 6.4 have been omitted due to length.

A digital copy of the 2017-2021 West Lafayette Parks and Recreation Master Plan document, containing the full appendices, may be obtained by contacting the West Lafayette Parks and Recreation Department.

Components within Section 6.4 include:

- Department organizational chart



6.5 **appendix ii: existing conditions**

Note:

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Components within Section 6.5 include:

- Completed park site evaluation forms
- City of West Lafayette ADA Transition Plan - park evaluations
- Section 504 ADA Accessibility compliance form
- Programs database (raw data)



6.6

appendix iii: needs assessment

Note:

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Components within Section 6.6 include:

- Copy of the public opinion survey questionnaire
- Stakeholder interviews/focus groups talking points sheet
- Stakeholder interviews/focus groups sign-in sheets
- Stakeholder interview/focus groups notes



6.7 **appendix iv: master plan vision**

Note:

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Components within Section 6.7 include:

- **Visioning Workshop sign-in sheet**
- **Visioning Workshop agenda**
- **Visioning Workshop presentation slides**
- **Opinion of probable cost database: 5-year action plan**
- **Opinion of probable cost database: full, long-range vision**



6.8

appendix v: implementation

Note:

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A digital copy of the 2017-2021 West Lafayette Parks and Recreation Master Plan document, containing the full appendices, may be obtained by contacting the West Lafayette Parks and Recreation Department.

Components within Section 6.8 include:

- Implementation Workshop agenda
- Implementation Workshop sign-in sheets
- Public notice for the final public presentation of the 2017-2021 West Lafayette Parks and Recreation Master Plan
- Final public presentation agenda
- Final public presentation sign-in sheets
- Final public presentation slides

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