A MASTER PLAN
for LAFAYETTE’S
WABASH RIVERFRONT

A public/private partnership vision for our riverfront

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with
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and
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A Master Plan for Lafayette’s Wabash Riverfront

For

Lafayette Parks and Recreation Board
in association with
The Lafayette Urban Enterprise Association

Major sponsorship for the plan development provide by
The Lafayette Urban Enterprise Association
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Lafayette Parks & Recreation Vision and Executive Summary
Executive summary

“The Vision of the Wabash Riverfront project is to enhance a strong community resource in the Wabash River. The community values the river and, through this project, wishes to celebrate the historical, cultural, recreational and natural features the river bestows on the citizens of Lafayette, West Lafayette and Tippecanoe County”

This plan embraces the spirit of the community in its efforts to transform a natural treasure in the Wabash River and its adjoining environs into a crown jewel for the City of Lafayette and the entire region.

This fifty million dollar multi-phased project entails the transformation of 450 acres of park managed land along 2.1 miles of the Wabash River into a series of “pearls” that support the wellness fabric of the community. The development produces a variety of benefits. First, this development stimulates the economic development and tourism of the community. It accomplishes this through the “business in the park” model of new businesses at the fringe of the site. It also accomplishes this through the positive impact that festivals and sports tournaments held in the park can have on the local economy.

Further, this development provides environmental support for the River, wildlife and the community. The size and land use mix of the property provides for water filtration, sedimentation control, air filtration and cooling and wildlife corridors along the River. This development becomes the physical link between many historical, educational, cultural and tourism sites along the River. By its location, the park becomes the link from both a trail and waterway perspective between Fort Ouiatenon, Prophetstown, and the Tippecanoe Battleground. Finally, it provides for the recreation, leisure and social wellness needs of the community. The magnitude of the site creates much flexibility between programmed and self directed recreational and leisure activities. The site allows citizens with a variety of interests to play, relax, observe, stroll, explore and compete, in their search for the wellness balance. At a simplest level the site can serve simply as a 450 acre refuge from the built environment.
The plan includes neighborhood and trail linkages.
The concept of a business within a park

The addition of golf education to the golf course, piers and an environmental recreation area
McAllister Park and Overlook Park with their overlook piers, regional playground, festival grounds, remote control model area, and dog park

The Riverfront Park and the active recreation component with the boat launch, fishing pier, skate park, softball complex, and basketball, tennis and horseshoe facilities
The waterfront promenade with its developed edge and water activity feature

And, the eventual connection to Shamrock Park
The vision and mission of the Lafayette Parks and Recreation Department provides the foundation for this plan. Through high quality facilities and services, Lafayette Parks and Recreation provides viable outlets to build stronger and healthier citizens, contributing to the quality of life and economic viability of greater Lafayette.

### Lafayette Parks and Recreation Vision

A visibly improved park system that contributes to a pleasant and healthy place to live and work in Lafayette managed by a Board, staff and City government working together on behalf of and in partnership with its citizens.

### Lafayette Parks and Recreation Mission

The Lafayette Parks and Recreation Department maintains quality park and recreation facilities and services and facilitates leisure opportunities so that all citizens receive:

- **Personal Benefits** in the form of physical fitness, relaxation, entertainment, rest and revitalization;

- **Social Benefits** in the form of stronger and healthier families, ethnic and cultural harmony, reduced antisocial behavior and enriched lives for persons with disabilities;

- **Environmental Benefits** in the form of a green and tree filled city, habitat for native plants and animals and open and protected green space;

- **Economic Benefits** in the form of more productive and healthier citizens, increased tourism and contributions to the quality of life sought by business and industry.
Purpose and Visioning Images
Purpose

The purpose of this plan as defined by the Lafayette Parks and Recreation Board and the Lafayette Urban Enterprise Association (LUEA) is to develop a conceptual plan that is community driven and envisions the future of the waterfront and adjoining property for generations. While the plan focuses on the 450 acres the Parks Department manages, its impact is far beyond those property boundaries. Ultimately the park must serve as a catalyst and a bridge for the region.

It serves as a catalyst in two capacities. In one capacity it serves as a catalyst for the development in the area adjoining the site. The revitalization of the site will serve to stimulate the adjoining properties in support of the functions occurring in the park. Commercial businesses that can complement park functions are a strong potential. Additionally, the property can serve in an economic support role for the community by stimulating the development of a future office campus adjacent to the park. Models such as those addressed later in this plan show the power of recruitment and retention of employees by creating a business in a park. Sprint World Headquarter Campus outside of Overland Park Kansas created this environment artificially by creating a campus with two athletic fields, a jogging trail and adding 6,000 trees.

Another impact of the park is the direct economic impact in the community relative to events and/or tournaments held in it. John Crompton is his book “Measuring the Economic Impact of Visitors to Sports Tournaments and Special Events”, notes the following impacts from studying seven sample cities. The cities studied include: Boise Idaho, College Station Texas, Des Moines Iowa, Everett Washington, Grand Rapids Michigan, Lansing Michigan and Scottsdale Arizona. Population ranged from 66,000 to 200,000, with median income from $27,000 to $50,000. While these samples are representative of the unique circumstances and history of each of their given communities, the samples clearly demonstrate the real economic value this large multi-use park brings to the community. The Festival Grounds, Sports Complex and Golf Course coupled with cross-promotional opportunities with other organizations along the river (Ft. Ouiatenon, Prophetstown, Tippecanoe Battlefield, Wabash Landing) offer excellent potential for significant community economic catalyst.
**Wabash Riverfront Master Plan**

*A public/private partnership vision for our riverfront*

<table>
<thead>
<tr>
<th>Event name</th>
<th>Duration</th>
<th># of visitor days</th>
<th>Average per visitor per day expenditure</th>
<th>Economic Impact - Sales</th>
<th>Economic Impact – Personal Income</th>
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</thead>
<tbody>
<tr>
<td>Arts Festival</td>
<td>1 day</td>
<td>5,000</td>
<td>$95.00</td>
<td>$336,976</td>
<td>$113,172</td>
</tr>
<tr>
<td>Annual Arts Festival</td>
<td>3 days</td>
<td>500,000</td>
<td>$10.00</td>
<td>$1,037,867</td>
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<tr>
<td>Girl’s Fast pitch Invitational Tournament</td>
<td>3 days</td>
<td>828 participants (69 teams)</td>
<td>$95.00 per team member group per day</td>
<td>$351,588</td>
<td>$99,811</td>
</tr>
<tr>
<td>Basketball shootout</td>
<td>4 days</td>
<td>1,144 participants (104 teams)</td>
<td>$136.00 per team member group per day</td>
<td>$1,157,000</td>
<td>$349,710</td>
</tr>
<tr>
<td>Girl’s U-14 Regional Softball Tournament</td>
<td>3 days</td>
<td>208 participants (16 teams)</td>
<td>$190.00 per team member group per day</td>
<td>$290,060</td>
<td>$85,955</td>
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</tbody>
</table>

Secondly and far more reaching, it serves as a catalyst to stimulate community wellness. It does this at a myriad of levels. At its most primary level, its very nature as a park promotes self-directed and organized recreation programming for citizens of all ages. Recreational opportunities ranging from trail walking to birding, from golf to model airplane flying and from softball to fishing all exist. In this capacity it enhances the wellness in the community both from a physical activity perspective and a mental wellness “stress reduction” perspective. At a second level is the community wellness support 450 acres of greenspace adds to the environmental cleansing in the community. Studies show that young trees can absorb carbon dioxide at the rate of 26 pounds per year while also generating oxygen. Additionally, trees and greenspace can reduce the heat sink associated with the urban environment. The evaporative process of a single large tree can produce the cooling effect of ten room size air conditioners operating twenty hours per day (USDA). Trees can slow flood waters, provide cover (shade and homes) for fish and wildlife, filter runoff and sediment and stabilize against soil erosion. The park with its shoreline on the Wabash River provides unique opportunities in stabilizing the erosion along the eastern bank and aid in lessening the siltation issues down stream. This leads to a third level of community wellness that deals with the environmental...
impact on the wildlife systems. By lessening the negative impacts (erosion, dumping, heat buildup, etc) and accentuating the positive impacts (riparian corridors, conscientious fishing, native plantings in wellhead protection zones) an overall harmony can begin to be achieved.

The bridging role the site must serve is the linkage between the recreational, educational and historical sites in the county. The magnitude of this land holding coupled with its common thread of the Wabash River requires it to serve in the capacity of convener of the seemingly disjunct assets in the county. The implications to the adjoining properties, downtown Lafayette, the river users, West Lafayette, Prophetstown State Park, Tippecanoe County and even the state of Indiana are far reaching. This plan begins to address the dynamics of those relationships and clearly acknowledges the economic impact that this site, once developed will have on the entire region. An important counter is the lack of economic impact that the site has now in its current state.

**Project and Site Description**

In the spring of 1999 an advisory committee of citizens and support staff was formed to help forge the vision, purpose and future for the Wabash Riverfront. Their role was to serve as a sounding board throughout the process to assure that the plan remained community driven, visionary and that it aligned with the values of the community. This product is a direct result of their community spirit, dedication and labor.

The project encompasses approximately 450 acres (including the golf course, McAllister Park and Lyboult Sports Park) of which 2.1 miles of the site is the eastern boundary of the Wabash River. Its boundaries north and south are approximately the Highway 52 bridge on the north and the Harrison Bridge on the south. It is parallel to North 9th Street.

The River itself has a rich history, which enhances its cultural, historical, social and physical impact on the site. Its name derives from the Miami Indian given name of Wah-Bah-Shik-Ki, interpreted as “water over white stones” for the gravelly limestone bed under the river. The Wabash begins as a drainage ditch on John Will’s poultry farm in Fort Recovery, Ohio. By its end in the Ohio River some 510 miles later it has drained almost 33,000 square miles - two thirds of the 92 Indiana Counties from its simple beginnings to its junction with the Ohio. Two thirds of its watershed of 24,000 square miles of Indiana, 8,700 square miles of Illinois and 285 square miles of Ohio is agricultural land. The river is blocked only once along its journey, and that is at Huntington to create the Huntington Reservoir. The remaining 411 miles form the longest unimpeded river east of the Mississippi River.
Its historical context of the area includes Fort Ouiatenon, Tippecanoe Battlefield, the Wabash and Erie Canal, the development of railroad lines and the area’s role in the founding and colonization of Indiana.

The French established Fort Ouiatenon along the banks of the Wabash River in 1717. It was the first fortified European settlement in what was to become Indiana. Its location, five miles southwest of Lafayette served as a military outpost to prevent British expansion. The fort also served in supporting the growing trade industry and as a stopping point for travelers through the area.

The fort prospered until the French and Indian War when the French lost all of their North American lands to the British. Ouiatenon was taken over by the British in 1761. The fort played roles in the Indian and British skirmishes and in the Revolutionary War. It later became a staging ground for Native Americans in their raids on Kentucky settlers. Finally, in 1791, Ouiatenon was burned under orders of President Washington to destroy the Wabash Native villages. Beginning in 1968, archaeological excavations and research began in earnest on the site to preserve its history. The site of Fort Ouiatenon was placed on the National Register of Historic Places in 1970.

In 1808, the Prophet and his brother Tecumseh founded “Prophet’s Town”, a village that was to become the capitol of a great Indiana confederacy. Prophet’s Town became the center of diplomacy and a training center for Indian warriors. The Tippecanoe Battlefield, located seven miles upstream in Battle Ground, Indiana was later the site of a battle in 1811 between General William Henry Harrison and the Prophet. Harrison sent to destroy the town while Tecumseh was away on a recruitment drive, came upon the Prophet and agreed to no hostilities until a meeting could be held the following day. The Prophet, against his brothers’ wishes, attacked Harrison’s army the following dawn, suffering unknown losses, but demoralized his troops. More importantly, the Prophet was stripped of his powers for deceiving the men, was renounced by his brother and took refuge with a small band of followers in Kansas. Harrison’s men burned the town and returned to Vincennes. After many years of transitional ownership, the Battlefield was designated a National Historic Landmark in 1963.

The Wabash and Erie Canal actually traversed the park site in the late 1800’s. When completed in 1853, the canal was the longest man-made waterway in the Western Hemisphere, some 468 miles. It spanned from Toledo, Ohio to Evansville, Indiana. The section between Toledo and Lafayette opened in 1843, and stimulated growth in the Lafayette area. The town became known as a rough canal town. Financially, the canal never made money for its investors and was eventually auctioned off in 1876.
Prior to the 1870’s the railroad had become a more reliable mode of transportation for Lafayette. The first line connected Indianapolis and Lafayette in 1852. The railroad offered Lafayette new flexibility, speed, consistency and reliability and quickly replaced the canal and became a mainstay in Lafayette to this day.

Aerial of the Site looking north
The Project Focus

The following was established as a part of a visioning workshop with the advisory committee. Out of this session came a project goal, a vision for the project and finally a mantra to keep the advisory committee focused on the fundamental truisms.

Goal

By 2010, the Wabash River will be the major historical, cultural, recreational, and natural amenity in Tippecanoe County. It will both figuratively and literally serve as a link to connect other community assets to strengthen their purpose.

Vision

The vision of the Wabash Riverfront Project is to enhance a strong community resource in the Wabash River. The community values and, through this project, wishes to celebrate the historical, cultural, recreational, and natural features the river bestows on the citizens of Lafayette, West Lafayette and Tippecanoe County.

Mantra

“The river…it’s a dang nice park.”
Visioning images

As a part of the planning process, the following images were shared with the task force to help stimulate the magnitude and type of change that can be achieved along rivers. *The following are provided as a stimulus of what could be rather than an assumed appropriate solution to the unique criteria associated with the Wabash River. Imagine the possibilities!*
Wabash Riverfront Master Plan

A public/private partnership vision for our riverfront
Wabash Riverfront Master Plan

A public/private partnership vision for our riverfront
The Proposed Plan
Summary of Key Findings

1. The Wabash River, golf course, wellheads and trail will not be displaced by this project.
2. Of all the forces acting upon the site, the River is the most dynamic and variable. The water level changes will cause the most physical impact on the development of the site.
3. With the development of other projects along the River corridor, this project becomes one in a series of linkages along the River. Proposed as a "String of Pearls", this project connects the Lafayette river parks to Prophetstown, county parks, Wabash Landing, Riehle Plaza, Shamrock Park, Lafayette’s planned linear park system, West Lafayette, Purdue University and Ft. Ouiatennon.
4. Partnering opportunities with other governmental bodies (the County, West Lafayette, Purdue University, State of Indiana, and Federal Agencies) and with private sector are critical to the success of this project.
5. There is very little community passion for the existing elements of the park primarily due to very little community knowledge of the park or its magnitude. However, there is great passion for the River, its impact physically, culturally and historically on the City and region.
6. The site has little physical and visual access points into it, from either the land or riverside.
7. Railroad tracks cut the adjoining neighborhoods off from pedestrian or bicycle access. There is concern for how neighborhood children will access activities.
8. There are concerns for personal safety/security and cleanliness.
9. Of all the current users, the Cloud Jockeys are the most passionate about this being the best site for them. Soccer is moved periodically because of flooding. Softball and horseshoe groups like the area but if another home is found, that will be acceptable.
10. River access by ramp is needed for public safety and recreational use.
11. There is the potential for pedestrian connections across the river.
12. Natural areas, botanical gardens and sculpture areas have been suggested for the site.
13. The site will need a unifying theme developed.
14. There continues to be a perception in the community that the Wabash is a polluted place to avoid. This may hamper enthusiasm for much public investment into the property. Leveraging tax dollars and development timing will be key to the implementation.
15. The landfill, which is also under Lyboult Field is an unknown and ever changing variable. Settlement and flooding impact are still real issues for development.
16. The site has the potential to be a regional “magnet” park (eventing, tournaments and unique draw elements) by its size and unique physical assets. There is a great view into the site from U.S. 52 (could/should be exploited), however traffic access and visitor orientation will be critical to the success of this direction.
17. There has been continuous feedback about not overdeveloping the site.
18. The riverbank stabilization with broken construction concrete coupled with its height above mean water level will make working with it an aesthetic and physical challenge.
19. This park must act as a stimulus for economic ingenuity.
20. This park must reflect the rich history of the Wabash River.
Wabash Riverfront  
Master Plan  

*A public/private partnership vision for our riverfront*

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## Proposed Plan

### Overview

The Riverfront Parks Master Plan is a comprehensive document that includes both physical and programmatic recommendations for the entire study area. In its design, the proposed linear park system aims to sustain, protect and enhance the natural and recreational amenities of the Wabash River corridor while linking the community to the unique experiences associated with the riverfront. The implementation plan provides numerous scenic, environmental, educational and recreational opportunities. It also establishes activities that complement the existing features of the park system and connect to other adjacent amenities. When fully implemented and connected to Shamrock Park on south, the proposed plan would create a cohesive linear riverfront park system over three and a half miles in length and nearly five hundred acres in size.

Trails and trail linkages play an important role in the Plan, forming a comprehensive network linking key destinations within the park system as well as existing trails and destinations around the riverfront area. As envisioned in the Plan, recreational activities would take greater advantage of the Wabash River corridor and its unique natural environment, providing diverse opportunities including environmental interpretation, scenic overlooks and fishing piers, educational activities, festival and special event destinations, family recreation, health and wellness-related activities and riverfront/on-river activities. This plan is designed to sustain the park corridor physically and economically, providing a “green jewel” for the Lafayette community and the Wabash River corridor. It has been designed to function more successfully as a self-sustaining system, recognizing existing strengths and challenges of the existing land and economic environs. The plan carefully locates new and improved amenities in ways that will enhance the site’s natural systems and reduce the need for costly ongoing maintenance and labor intensive management practices. It also provides for new revenue generating amenities and events to assist in ongoing operations.

In conclusion, The Plan as a whole attempts to fully complement the natural beauty, recreational opportunities and economic potential of the Wabash River. The plan celebrates the river, it’s the natural surroundings and the community, promoting the health, wellness and life-long activities that abounds the area. The proposed linear park system would create a major regional destination for the community, with recreational venues capable of hosting a variety of local and regional events and festivities that benefit both the city of Lafayette and the surrounding communities.

The material on the following pages, including the comprehensive Wabash River Master Plan, illustrates the above concepts in greater detail. The plan is organized by “themes” or districts with a set of recommendations for each theme. Each theme and associated recommendations are described in graphic and text form on the following pages.
Neighborhood and Trail Linkages

LEGEND

- Wabash Heritage Trail
- Proposed Trails
- Project Area

Park Opportunities

a. To Quarry, Proposed Wetland and Future Recreation Opportunities
b. To Monon Neighborhood under Rail Crossing
c. Future Link to Heritage Trail, Prophetstown State Park, Battle Ground
d. Railroad History Interpretive Bridge, Linkage to Linnwood / Lincoln Neighborhood
e. To Centennial Neighborhood
f. To Downtown Lafayette
g. Future Riverwalk linkage to Future Lafayette Linear Park System
h. Future Heritage Trail Extension
i. Bridge 'Walkway' linkage to West Lafayette
j. Happy Hollow Neighborhood Linkage
k. Bridge 'Walkway' Linkage to West Lafayette, Purdue University
l. To Purdue University, Tapawingo Park and Wabash Landing
m. Heritage Trail Extension to Fort Ouiatenon
Neighborhood and Trail Linkages

The Plan illustrates a network of trails and greenways that would offer significant scenic value, recreational potential, historic and natural systems interpretation, health and wellness opportunities and connections to important local and regional destinations. The proposed trail system, when combined with existing trails in the riverfront area, would provide many linkages to local and regional amenities, including the Wabash Heritage Trail, the downtown area, Shamrock Park, surrounding neighborhoods, West Lafayette and the Wabash River itself.

The proposed greenway/trail connection to the proposed quarry park and wetland to the northeast of US-52 would offer unique environmental and recreation opportunities and additional scenic amenities. In addition, because of the greenway’s location along an abandoned Wabash-Erie Canal that is bordered by active and defunct industrial and rail infrastructure, it would offer the potential for interpretation of the area’s current and past commerce and transportation systems. The remnants of the canal’s turning basin are directly accessed by the proposed trails, offering additional interpretive and educational opportunities.

A key component to this greenway connection is a railway viaduct that could be a cost-effective and safe underpass beneath existing roadways and railway lines. Besides the greenway link to the quarry, the underpass would provide a link for the eastern neighborhoods of Monon, Linnwood/Lincoln and Centennial to the planned riverfront linear park system. A proposed railroad history interpretive bridge just east of the primary park entrance would serve as a dual-purpose bridge, linking the neighborhood to the park and creating a unique visual and educational resource. Downtown Lafayette would be easily accessed by the improved trail system via the Harrison Bridge to Third Street, bringing the riverfront and the urban environment together. Proposed trail extensions south along the river and along Wabash Avenue would provide access via the planned linear park system to Shamrock Park from Riehle Plaza and other park amenities.

On a regional scale, improved connections to the thirteen mile section of the Wabash Heritage Trail north of US-52 would enhance linkages to Tippecanoe Battle Ground, Prophetstown State Park, and Davis Ferry Park to the north of Lafayette, creating a continuation of the scenic and cultural experience planned for the Lafayette’s riverfront linear park system. Expansion of the Heritage Trail to the north would supplement the existing scenic opportunities along the bluffs and bottomlands on the west side of the Wabash River by taking advantage of the dramatic views the river has to offer. These trails would traverse through diverse natural topography and vegetation providing many environmental and educational possibilities.

Across the river, a riverwalk trail and Wabash Heritage Trail extension would also expand the historic and cultural opportunities by creating easy access to Fort Ouiatenon to the south of Lafayette from both sides of the Wabash. These trail extensions would not only provide additional recreational uses, but would take advantage of the tremendous scenic value of the river. Locally, the expanded Wabash Heritage Trail would provide additional health-fitness opportunities, including the creation of a major health-fitness course along or near the river. The Merou Grotto, Mascouten Park, and the Purdue Rowing Club would all be accessible via the expanded trail system. A bridge ‘walkway’ linkage along US-52 would become a major scenic overlook from above the Wabash River, while creating a new linkage between Lafayette and West Lafayette. The proposed system of trails stretching across the Wabash River, in conjunction with existing trails, would provide easy access to both sides of the river, thus drawing additional park users from West Lafayette and promoting increased economic opportunities. One notable benefit is that the Happy Hollow neighborhood on the west side that would be connected by the expanded trail system, increasing access for potential west side trail users. West Lafayette and Purdue University would be easily accessed with a bridge ‘walkway’ linkage along Harrison Bridge. The existing John T. Myers Pedestrian Bridge, as a connection between Riehle Plaza, the Big four Depot, Tapawingo Park and Wabash Landing, already offers breath-taking river views and is a destination in its own right that will be more accessible with the improved trail system.
Business Within a Park

Park Opportunities
- Proposed Business / Technology Park
  a. North of US 52
    - Compliments Existing Siemens Facility
  b. South of US 52
    - Park-like Character, Naturalized Plantings, Terraces, Trail Connections
    - Support Commercial and Convenience Retail
  c. 9th Street
    - Water Treatment Facility Improvements
    - Park Maintenance Headquarters
    - Existing and Future Housing
    - Park-related Commercial
    - Secondary Park Entrance
    - Wooded Upland Forest Trails
Wabash Riverfront Master Plan
A public/private partnership vision for our riverfront

Business Within a Park

The natural beauty of the Wabash River Corridor and the environmentally sensitive land surrounding it is the setting for a potentially unique development opportunity. The areas around the park that are zoned for business and industrial uses are an ideal setting for a proposed “Business within a Park” development. This business/technology park would take advantage of the scenic views of the river while complementing the park-like character of the land. The unique setting and proximity to park and recreational amenities would be great attractions for businesses looking for a location that will assist them in recruiting employees and providing them with recreational and leisure activities, park access, and a healthy work environment.

As envisioned in the Plan, the development near US-52 would demonstrate a park-like character with naturalized plantings, trail connections, and terraces overlooking the park. North of US-52, the development would complement the existing Siemens facility, with access from the extension of Duncan Road. South of US-52, the developments would include terraces overlooking the golf course, naturalized plantings, parking lot screening and protection of open space. These businesses would be accessed by a common drive with primary entrances off of Duncan Road and North 9th Street with attractive signage and landscaping. Businesses between Duncan Road and North 9th Street would support commercial and convenience retail and be easily accessible by vehicular and pedestrian traffic.

Along North 9th Street, developments would complement the riverfront park area, continuing the park-like character and supporting park-related commercial uses. A major park-related commercial use would serve as the gateway to the park. This commercial use would be located in a prime area for uses that complement the park and park amenities and could include such uses as a snack or ice cream shop and recreational rentals. As a primary entrance for both business and park visitors, this area could include a wayfinding station along with informational and directional signage, parking and trail access.

A wooded upland forest area and potential greenway in the abandoned canal corridor east of North 9th Street would provide an excellent opportunity for additional recreation as well as a visual buffer from existing industrial and rail operations. The meandering trails in the proposed greenway would provide workers with additional recreational and health-fitness benefits, adding to the business/technology park’s marketability.

Elements proposed for the new water treatment facility would complement the park by providing additional environmental features. Lagoons would not only perform their basic heavy metal settlement function but also include cascades or a waterfall feature that aerates the water and provides an attractive park entrance feature from North 9th Street. Tree massings would serve to continue the park-like character of the riverfront linear park system while providing a visual buffer for the water treatment facility. Together, these features would complement the natural environment while providing a needed utility.
Golf Course/Environmental Recreation

a. Wetland Interpretive Area
   - Shoreline Protection
   - Trail Head
   - Tree Top Boardwalk
   - Canoe Launch, Dock, Fishing Pier
   - Parking with Turn About
   - Interpretive Signage/Public Art
   - Educational Opportunities
   - Access Road
   - Trails

b. Lafayette Municipal Golf Course
   - Shoreline Protection
   - Expanded Parking
   - Naturalized Plantings
   - Trail Head, Interpretive Signage/Public Art
   - Scenic Overlook / Fishing Pier
   - Youth and Family Golf Education
Golf Course/Environmental Recreation

The existing Lafayette Municipal Golf Course is a popular recreational destination along the Wabash River. The Plan proposes to enhance the course in a number of aesthetic and functional ways. This includes new and improved naturalized plantings in and around the golf course as well as more ecologically sound management practices in an attempt to improve aesthetics and to make the course a more ecologically sound, self-sustaining natural system. Management practices are of a great importance when one considers the course’s location in the Wabash River floodplain, the frequency of flooding on the course and the potential ecological benefits it could have on the river if environmentally sound management practices are employed. Other improvements for the facility include expanding the existing parking lot to accommodate additional users and providing an improved, more park-like entry drive experience. Naturalized plantings along the drive and parking help to blend the golf course area into its park environs. A trail head near the golf course, with a wayfinding station that includes interpretive signage and park information, would connect the Wabash Heritage Trail to the proposed new park trails, allowing for easy access between the golf course, future businesses and the river. The trailhead could be combined with a scenic overlook/fishing pier, extending the park experience to the river. The proposed addition of a new 12-acre youth and family golf education center would improve the facility from an educational and revenue generation perspective as well and reinforces the emphasis on family recreation and education along the riverfront.

From an environmental education perspective, the proposed wetland interpretive area north of US-52 presents excellent opportunities. As envisioned in the Plan, it would have great potential for passive recreation and nature-related activities such as birding and nature trails as well as Wabash River viewing. A major new trailhead associated with the Wabash Heritage Trail at the river would be an ideal location for a scenic overlook with a wayfinding station that includes interpretive signage. A canoe launch, dock and fishing pier would offer activities directly on the river, expanding to the recreational use of the Wabash. These features would be easily accessed by a road and bike/pedestrian trail connection to Duncan Road, including parking and a turnabout near the trailhead. To further the educational and recreational experience, trails would meander through the existing tree masses and wetland area, with a tree top boardwalk to get a bird’s-eye view of the Wabash River and surrounding natural environment. In order to preserve the natural beauty of the Wabash and to protect its valuable shoreline for public use and enjoyment, vegetated shoreline protection is planned along the river.
McAllister Park and Overlook Park (formerly city landfill)

- Shoreline Protection
- Primary Park Entrance 9th and Canal Streets
- Special Event / Festival Grounds
- Scenic Overlook / Fishing Pier
- Trail Head
- Remote-control Air Strip Vehicle Area, Model Boat Pond
- Dog Park
- Hilltop Overlook
- Grassy Amphitheater
- Sculpture Garden/Courtyard
- Pavilion with Restrooms, Picnicking Opportunities
- Destination Playground
- Park Information
- Parkway/Drive
- Trails and Foot-bridge
- Wildflower Plantings
- Public Art
McAllister Park and Overlook Park (formerly city landfill)

Located near existing and proposed residential areas, the McAllister Park and Overlook Park area would offer a range of family recreational activities. The existing entrance, located off North 9th Street, will now become a secondary entry to the area. This will provide access to the festival grounds and golf course and include attractive signage, naturalized landscaping, and trail access.

The new major park entry road is planned at Canal and 9th Streets to create better park access and to introduce visitors to the park and riverfront with attractive entrance signage, a landscaped median and a water feature. Wayfinding features are repeated along trails and drives throughout the park, providing information, direction and a familiar identity for park users to follow. A newly designed park drive would flow through the eastern edge of the park with off-street parking bays along the drive to provide access without encroaching upon the scenic value of the riverfront. It has been designed as a scenic park drive that blends with the land and capitalizes on the park experience rather than being a straight point-a-to-point-b experience.

This area of the park would offer a diversity of activities including special event/festival grounds, a 10-acre dog park and a park for remote control model airplanes, cars and boats. This area would incorporate the current airstrip used by remote control fliers and would also add a pond for remote control boats.

Overlook park represents a re-use of the former city landfill, capitalizing on the landfill’s height and the potential to transform it into a sculptural landform through careful final grading. The plan proposes a hilltop overlook, grassy amphitheater, public art sculpture garden/courtyard, pavilion with restrooms, picnicking area, and destination playground that would supply the park with family-oriented recreation taking advantage of river views. Wildflower plantings and trees massings are clustered between these activities, enhancing and preserving the natural open spaces.

Park amenities would be easily accessed with trails throughout the site and linkages to the Heritage Trail. The proposed new trailhead near the festival grounds would be coupled with a scenic overlook and fishing pier, looking out towards the Merou Grotto and proposed Purdue Rowing Club. Footbridges carry the trails over existing streams flowing into the river that also allow for spectacular views. Along Heritage Trail, shoreline protection will enable the views and natural environment to be preserved.
Active Recreation - Riverfront Park

- Shoreline Protection
- Sports Complex: Horseshoe Courts, Girls Fast Pitch and Adult Slow Pitch Softball Fields, Concessions Shelter, Tennis Courts, Three on Three Short Court Basketball Complex, Small Playground;
- Overflow Parking Area
- Skate Park
- Scenic Overlook / Fishing Pier
- Boat Launch and Parking
- Interpretive Signage/Public Art
- Parking
- Trails
- Foot-bridge
- Wildflower Plantings
- Canal Road Re-alignment
- Purdue Rowing Club
Active Recreation - Riverfront Park

As envisioned in the Plan, improved active recreational amenities would supply the park with a variety of sporting and fitness events at a level of quality that exceeds the existing facilities. An upgraded sports complex area would include horseshoe courts, four ball diamonds for girls fast pitch and adult slow pitch softball, a restroom/concessions building, a shelter, tennis courts, a three-on-three short court basketball complex and a small playground. With higher quality fields and facilities, this area will have the capability to host regional and state tournaments, youth and adult league sports, and everyday health and fitness activities. The plan also proposes to add to the riverfront’s recreational opportunities with a new skate park that is accessible from surrounding neighborhoods by trails and park roads.

The existence of the Wabash Heritage Trail, a regional attraction along Lafayette’s riverfront, creates the opportunity for additional waterfront activities. As envisioned in the plan, trailheads along the Heritage Trail would link to the park’s trails system, providing wayfinding stations that include interpretive signage and public art. The trail links would also be a means to bring the community to the Wabash River. New footbridges would be added over the riverfront’s streams and drainageways, responding to the natural characteristics and flood plain challenges and creating an uninterrupted trail adjacent to the river. This area would include two scenic overlooks with fishing piers near natural drainageways from the river. A new public boat launch near the Harrison Bridge would allow easy river access and allow for connections to other river destinations along the Wabash. Through the above improvements, the plan aims to expand the diversity of the riverfront amenities and tie them more closely to their riverfront setting.

The new major park entry road is planned at Canal and 9th Streets to create better park access, reduce vehicular conflicts, and provide a drive consistent with the park character. This re-alignment would connect to North 9th Street at the primary park entrance and would include a park information center. Landscaped, off-street parking bays would be readily available along the drive near park activities areas with an area designated for overflow parking. Access to the boat launch would include additional parking and a turn-about.
Wabash Riverfront
Master Plan
A public/private partnership vision for our riverfront

Waterfront Promenade

Legend of Park Features

- Trails
- Roads
- Scenic Overlook / Fishing Pier
- Bridge
- Tree Massings
- Water Edge
- Wellhead and Wellhead Protection Area
- Interpretive Signage
- Parking Lot

Key Plan

Park Opportunities

- Lighted Riverwalk to Riehle Plaza, Shoreline Protection
- Interpretive Area/Public Art
- On-River Activity Feature
- Ramped Walkway to Myers Bridge
- Landscape screening along Railroad
- Wayfinding
Waterfront Promenade

The Plan proposes a lighted riverwalk that would stretch approximately one half-mile from the Harrison Bridge to Riehle Plaza, linking the park to the downtown area and the historical, cultural, civic events that Riehle Plaza offers. This riverwalk would include decorative rails and lighting, site furnishings and scenic overlooks with views of the river, including Tapawingo Park, while providing a much more attractive, usable shoreline treatment than the broken concrete that lines the river today. The promenade would also be an ideal location for public art displays and food vendor carts to cater to daily visitors and special events. A ramped walkway to Myers Bridge would allow the riverwalk to become ADA compliant.

At Harrison Bridge, an interpretive area would capitalize on the outdoor teaching experiences associated with the Imagination Station. Views to the river would be opened up and framed, while tree masses would provide screening along the railroad. Wayfinding stations with features such as directional signage, historic and cultural information and park information would add to the identity of the riverfront. An on-river activity feature would bring the community down to the river for special events. This would become a major stopping point for tour boats traveling north to the Davis Ferry Park with connections to the Tippecanoe Battlefield and Prophetstown State Park and south to Fort Ouiatenon.
Wabash Riverfront
Master Plan

A public/private partnership vision for our riverfront

Shamrock Park

Legend of Park Features

- Trails
- Water Edge
- Tree Massings
- Interpretive Signage
- Parking Lot
- Scenic Overlook / Fishing Pier
- Wellhead and Wellhead Protection Area
- Bridge

Key Plan

Park Opportunities

- Shoreline Protection
- Scenic Overlook / Fishing Pier and Boat Launch
- Bridge and Trail Connections to Islands
- Trail Head, Linkages to Heritage Trail
- Interpretive Signage/Public Art
- Riverwalk Linkage to Waterfront Promenade, West Lafayette, Purdue University, Lafayette’s Planned Linear Parks and Fort Ouiatenon
Shamrock Park

The Plan proposes a riverwalk trail extension that would create a linear riverfront park system over three and a half miles in length. It would connect the improved riverfront parks and Riehle Plaza south to Shamrock Park with a waterfront promenade, physically linking the now-divided spaces into a cohesive whole. The new trails would loop around Shamrock Park, making all park amenities safely accessible for pedestrians and bikes. A new trailhead would double as a scenic overlook and fishing pier with a boat launch for river access and wayfinding stations that would assist visitors in interpreting the riverfront, its views, culture, history and ecology. The Plan also proposes bridging the two small islands in the river at Shamrock Park and linking them together with trails to create additional interpretive and scenic opportunities.

The area between Sycamore Street and the Wabash River is a possible location for park-related commercial opportunities, including a riverfront restaurant that would capitalize on the excellent views of the river. A restaurant in this location offers a prime opportunity for riverfront and park-related retail, serving as a major celebratory destination along the river. This unique restaurant amenity along the Wabash would bring the community together with the river and add another ingredient to the overall riverfront experience. This section of park would also be ideal for public art displays, either in a permanent or a rotating “gallery” setting. When combined, these program elements could help establish a strong cultural identity for Lafayette’s riverfront.
Access, Circulation and Parking

The above plan illustrates a number of roadway and parking improvements that have been proposed to improve vehicular access as well as the driving experience in the improved park.

In general, existing roadways would receive new and improved landscaping, major intersections would be improved as “gateways” with showy plantings, public art, signage and special features such as the proposed cascade feature associated with the new water treatment plant facility along North 9th Street. New and/or realigned roadways would also be constructed with the intent of creating scenic park roads or parkways through the park, providing well landscaped off-street parking lots at locations of heavy public use, curvilinear forms, where possible, along with naturalized plantings to make the roads to blend into the park setting. As illustrated in the Plan, roads have been located to avoid the well head isolation zones that prohibit pavement within 200 feet of a well head.

Because of the proposed mix of uses that includes both public park space and a proposed business/technology park, the proposed road system provides for a separate internal road system for each use with primary entrances along North 9th Street and Duncan Road. This creates gateways that can be designed to reflect the uses along each road and also helps to minimize the number of curb cuts and unsightly driveways along the parkways.
Wabash Riverfront
Master Plan

A public/private partnership vision for our riverfront
Phasing and Cost Analysis
Phasing and Cost Analysis

The following steps for implementation of the Wabash River Corridor Park Improvements formulate the concept that will be most successful in providing convenient, safe access throughout the project area and maximizing enjoyment of Lafayette’s premier recreational amenity. The governing principals for prioritizing work and pursuing funding should be:

1) increase accessibility to the Park,
2) stabilization of the existing river bank,
3) control of all land uses within and adjacent to the project area,
4) enhancing all existing recreational experiences within the project area that will remain,
5) creating new recreational experiences, and
6) fostering surrounding positive development.

STEP 1:
Acquire use of all property within the project area master planned to become recreational use. Property within and adjacent to the project not acquired for recreational use should be re-zoned as ‘Special Use’. Proposed uses can be evaluated and developed cognizant of their proximity to the Park. As property is acquired for recreational use, construct the planned roadways and infrastructure as necessary.

STEP 2:
Construct trails, bridges and bike paths for external community linkages and enhancement of internal circulation. Increase and complete the recreation opportunities through a cohesive identification and wayfinding system.

STEP 3:
Close existing landfill in compliance with State and Federal Regulations and during the grading of the ‘cap’ create the amphitheater and overlook earthwork.

STEP 4:
Stabilize the entire project area riverbank, utilizing project such as the Waterfront Promenade, Scenic Overlooks/Fishing Piers and the Heritage Trail improvements to encourage community support and expand funding sources.

STEP 5:
Apply natural and sustainable solutions to storm drainage and water treatment throughout the project area.
STEP 6:
Develop individual recreation activities as funding, financing and donor opportunities unveil themselves for the Family Recreation, Active Recreation, Environmental Recreation, and the existing Golf Course Areas.

Although this is a prioritization of improvements this project area abounds with opportunities that can be implemented independent of other improvements. A primary motivation of when and whether an opportunity is built is when the resources become available. Priority should be given to the process as outlined, however, flexibility is crucial to this plan’s success. Therefore, as opportunities arise they must be evaluated for their appropriateness and proximity with the Master Plan.
## COST ANALYSIS

### 1. Neighborhood and Trail Linkages

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost (in dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. To Quarry, Proposed Wetland and Future Recreation Opportunities</td>
<td>15,000</td>
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<tr>
<td>b. To Neighborhood under Rail Crossing</td>
<td>22,500</td>
</tr>
<tr>
<td>c. Future Link to Heritage Trail, Prophetstown State Park, Battle Ground</td>
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</tr>
<tr>
<td>d. Railroad History Interpretive Bridge, Linkage to Neighborhood</td>
<td>750,000</td>
</tr>
<tr>
<td>e. To Neighborhood</td>
<td>750,000</td>
</tr>
<tr>
<td>f. To Downtown Lafayette</td>
<td>15,000</td>
</tr>
<tr>
<td>g. Future Riverwalk Linkage to Fort Ouiatenon</td>
<td>15,000</td>
</tr>
<tr>
<td>h. Future Heritage Trail Extension</td>
<td>150,000</td>
</tr>
<tr>
<td>i. Bridge ‘Walkway’ linkage to West Lafayette</td>
<td>750,000</td>
</tr>
<tr>
<td>j. Happy Hollow Neighborhood Linkage</td>
<td>100,000</td>
</tr>
<tr>
<td>k. Bridge ‘Walkway’ Linkage to West Lafayette, Purdue University, Purdue Rowing Club</td>
<td>750,000</td>
</tr>
<tr>
<td>l. To Purdue University, Tapawingo Park and Wabash Landing</td>
<td>15,000</td>
</tr>
<tr>
<td>m. Heritage Trail Extension to Fort Ouiatenon</td>
<td>15,000</td>
</tr>
<tr>
<td>n. Existing Heritage Trail Improvements</td>
<td>300,000</td>
</tr>
<tr>
<td>o. Traiheads/Sculpture/Wayfinding</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
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### 2. Business Within a Park

- Proposed Business / Technology Park

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost (in dollars)</th>
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<tbody>
<tr>
<td>a. North of US 52</td>
<td>NIC</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>- Compliments Existing Siemens Facility</td>
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</tr>
<tr>
<td>b. South of US 52</td>
<td>NIC</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>- Park-like Character, Naturalized Plantings, Terraces, Trail connections</td>
<td>250,000</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>- Support Commercial and Convenience Retail</td>
<td>NIC</td>
</tr>
<tr>
<td>c. 9th Street</td>
<td>NIC</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>- Water Treatment Facility Improvements</td>
<td>NIC</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>- Park Maintenance Headquarters</td>
<td>500,000</td>
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<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>- Existing and Future Housing</td>
<td>NIC</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>- Park-related Commercial</td>
<td>NIC</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>- Secondary Park Entrance</td>
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<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>- Wooded Upland Forest landscape/cleanup</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>- Trails</td>
<td>30,000</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>-</td>
<td><strong>$1,105,000</strong></td>
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</table>
3. Golf Course / Environmental Recreation
   a. Wetland Interpretive Area
      - Shoreline Protection  750,000
      - Trail Head  15,000
      - Tree Top Boardwalk  375,000
      - Canoe Launch, Dock, Fishing Pier, Parking, Turn About  350,000
      - Wetland Plantings  50,000
      - Interpretive Signage  25,000
      - Educational Opportunities  125,000
      - Access Road  200,000
      - Trails  90,000
      **$1,980,000**
   b. Lafayette Municipal Golf Course
      - Shoreline Protection  2,550,000
      - Expanded Parking  500,000
      - Naturalized Plantings  1,500,000
      - Trail Head, Interpretive Signage  15,000
      - Scenic Overlook / Fishing Pier  150,000
      **$4,715,000**

4. Family Recreation - McAllister Park
   - Shoreline Protection  2,250,000
   - Primary Park Entrance  500,000
   - Youth and Family Golf Education (12 acres)  250,000
   - Special Event / Festival Grounds  350,000
   - Scenic Overlook / Fishing Pier  150,000
   - Trail Head  15,000
   - Air Strip, Remote-control Vehicle Area, Model Boat Pond  400,000
   - Dog Park (10 acres)  25,000
   - Hilltop Overlook  100,000
   - Grassy Amphitheater  250,000
   - Sculpture Garden/Courtyard (Sculpture by Donors)  250,000
   - Pavilion with Restrooms, Picnicking Opportunities  250,000
   - Destination Playground  500,000
   - Park Information  150,000
   - Drive / Road Access  600,000
   - Parking  750,000
   - Trails  150,000
   - Foot-bridges  150,000
   - Wildflower Plantings/landscaping  500,000
   -  **$7,490,000**
### 5. Active Recreation - Riverfront Park

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>Shoreline Protection</td>
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</tr>
<tr>
<td>Sports Complex: Horseshoe Courts, 4 Adult Softball Fields,</td>
<td>$1,300,000</td>
</tr>
<tr>
<td>Concessions Shelter,</td>
<td></td>
</tr>
<tr>
<td>4 Tennis Courts, 2 Three on Three short courts, Small Playground;</td>
<td>$400,000</td>
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<tr>
<td>Overflow Parking Area</td>
<td>No cost</td>
</tr>
<tr>
<td>Skate Park</td>
<td>$300,000</td>
</tr>
<tr>
<td>Scenic Overlook / Fishing Pier</td>
<td>$150,000</td>
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<tr>
<td>Boat Launch and Parking</td>
<td>$250,000</td>
</tr>
<tr>
<td>Interpretive Signage</td>
<td>$15,000</td>
</tr>
<tr>
<td>Parking</td>
<td>$500,000</td>
</tr>
<tr>
<td>Trails</td>
<td>$60,000</td>
</tr>
<tr>
<td>Foot-bridge</td>
<td>$50,000</td>
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<tr>
<td>Wildflower Plantings</td>
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<tr>
<td>Canal Road Re-alignment</td>
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<td></td>
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<tr>
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<td>$5,010,000</td>
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### 6. Waterfront Promenade

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lighted Riverwalk to Riehle Plaza, Shoreline Protection</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Interpretive Area</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>On-River Activity Feature</td>
<td>$250,000</td>
</tr>
<tr>
<td>Ramped Walkway to Myers Bridge</td>
<td>$750,000</td>
</tr>
<tr>
<td>Landscape screening along Railroad</td>
<td>$300,000</td>
</tr>
<tr>
<td>Wayfinding</td>
<td>$50,000</td>
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<tr>
<td>Total</td>
<td>$7,850,000</td>
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</table>

### 7. Shamrock Park and River Edge Improvements to Myers Bridge

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>Shoreline Protection</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>Scenic Overlook / Fishing Pier/Boat Launch/Parking</td>
<td>$350,000</td>
</tr>
<tr>
<td>Bridge and Trail Connections to Islands</td>
<td>$250,000</td>
</tr>
<tr>
<td>Trail Head, Linkages to Heritage Trail</td>
<td>$25,000</td>
</tr>
<tr>
<td>Interpretive Signage</td>
<td>$25,000</td>
</tr>
<tr>
<td>Riverwalk Linkage to Waterfront Promenade</td>
<td>$1,150,000</td>
</tr>
<tr>
<td>Total</td>
<td>$4,800,000</td>
</tr>
</tbody>
</table>

**GRAND TOTAL $36,737,500**
Wabash Riverfront
Master Plan

A public/private partnership vision for our riverfront

Site Inventory and Analysis
Site Inventory and Analysis

Overview

In order to create a physical and programmatic plan, one must have a thorough understanding of the existing conditions within the study area. The study area for this plan is the Wabash River corridor, a complex environment containing a diverse mix of natural and built systems including varied topography, river-influenced hydrology, vegetative cover, soils, paths, roadways, a landfill, existing business, housing and a variety of river edge conditions. The study area also includes non-physical elements such as the views and vistas to and from the river, existing zoning, existing recreational programming and the cultural and historic resources of the Wabash River corridor.

To understand these systems, the design team mapped and assessed each one, evaluating existing strengths, challenges and opportunities. The end result is a guide to help determine the best approach to land use decisions, landscape treatments, river edge improvements, access and circulation and other improvements that comprise the comprehensive Wabash Riverfront Master Plan. Summary maps have been created for each system, along with descriptive text. When combined, this assessment aims to give the design team the tools to look holistically at the study area and make educated decisions about its future. The material on the following pages represents a summary of the design team’s inventory and assessment of the study area.
The following photographs capture the character of the existing site and the Wabash River. As is clearly evident, the site has very diverse physical conditions and uses.

Looking east across the landfill

Wooded area north of SR 52

RC model plane area

East bank of the Wabash River
Wabash Riverfront Master Plan

A public/private partnership vision for our riverfront
Vista looking west across the Wabash River

Wellhead area
Hydrology and Topography

The majority of the project area lies within the Wabash River floodplain as illustrated on the above plan. A linear section of upland exists along the eastern boundary of the site, along the rail corridor. Another upland pocket is bounded by the floodplain on the west and the abandoned Wabash-Erie Canal corridor to the east and includes the US 52 right-of-way.

While the floodplain constrains physical development, it is suitable for recreational, educational, interpretive and environmental uses associated with the land itself. Because this site floods frequently, it is more suitable for low-impact development that does not require large building and structures. Active recreational areas and paved surfaces will require periodic maintenance due to this flooding necessitating a potential need for additional maintenance buildings nearby. Remnants of flooding could provide the opportunity for use as an educational and interpretation resource. Existing water in and around the project area is an excellent natural resource that can potentially contribute to the park’s recreational value. Existing ponds and streams located mainly on the floodplain, and the natural habitat surrounding them present the opportunity for educational interpretation and passive recreation.

Wetland and depression areas mainly located north of US 52 and the central area of site provide a unique natural environment for educational and interpretive uses. The Wetland Interpretive Trail area north of US 52 is a unique natural habitat that has excellent environmental, interpretive, scenic and educational opportunities.

Another water-related item of note is the abandoned Wabash-Erie Canal, located in the northeastern portion of the project area. Though no longer in use, its remnants still exists in the form of a low, wet corridor that travels under 9th Street, the railroad tracks and US 52 and connects to a quarry lake on the north side of US 52. The area has areas of open water and frequently wet zones, including one large area that is in the location of the canal’s former turning basin. This canal corridor has potential for a greenway connection to off-site amenities such as the quarry lake as well as historic interpretation. The road/rail underpasses also provide a means for residents of the eastern neighborhoods to access the site without crossing roads or railroad tracks.
Existing Soils

According to the USDA Soil Survey of Tippecanoe County, Indiana, the project area is comprised of over twenty soil types, varying from well-drained upland soils to poorly drained, erosion-prone floodplain soils. The flat areas of the floodplain are comprised primarily of two soil types – Battleground silt loam, frequently flooded and Udorthents, loamy. Udorthents, loamy is typical of “built” areas associated with roads, commercial developments other physical changes to the land, including landfills. While there are no significant soil-related challenges to development, these soils are usually a mixture of surface soil, subsoil and underlying material and it is recommended that careful field examination be undertaken prior to construction. This soil is also found along the US 52 right-of-way. Both soils support a permanent cover of grasses, low growing shrubs or trees.

The upland area east of the floodplain line forms a ridge with slopes ranging from ten to fifteen percent in most areas. Soils in these areas are mostly Coloma sand and Desker-Rodman complex, well to excessively well drained, and moderately to strongly sloping. These soils are loamy, very poorly to well drained, and support a permanent cover of trees, low-growing shrubs and grasses. The flat, upland areas outside of the floodplain are more suitable for buildings, paved surface uses, and recreational uses such as tennis and basketball courts. From a recreational perspective, the sloped areas along the floodplain would be logical locations for seating or viewing areas or perhaps a skate park. Because of their erodible state of the soils along these slopes, these areas would also be logical locations for low impact uses including unprogrammed areas in a natural, vegetated condition. Whatever is programmed for these areas, care should be given in the choice of land use as well as construction methods to avoid further erosion and its potential impacts on the water system.

The depressed areas located in McAllister Park stretching east to the railroad tracks are primarily Tice Silty Clay Loam, which is poorly drained and frequently floods. These soils support a variety of grasses and legumes typically associated with wet, bottomland areas.

The above map is general in nature and groups the project area’s soils into categories that are meant to illustrate the relative soil-related buildability within the project area and at specific sites. It also illustrates the project area’s relationship with its environs, including the west side of the river.
Existing Vegetative Cover

As illustrated in the above map, existing tree masses are located primarily along the Wabash River and north of US 52 with large clusters of vegetation along the south side of US 52 and between Ninth Street and the railroad. Vegetation on and around the site consists of typical floodplain forest and riparian vegetation. Tree masses offer potential interpretive areas along the river, frame views to the river and offer shade and cover for trail users. Clusters of trees currently form a natural buffer between the parks and other land uses. These trees form dense, shady groves in scattered areas along the river, primarily north of US 52.

The central area of the site is a primarily open meadow of flood-prone turf grass that provides an ideal setting for recreational fields, passive recreation and trails. These open, grassy areas are dotted with low/depressional areas, swales and drainageways that pond after rainfall. Most of these are turf-lined with occasional patches of aquatic vegetation. This open, grassy condition makes up the majority of the project area.

The abandoned Wabash-Erie Canal corridor is one of the few areas where canopy trees, mid-story and groundplain vegetation exists. A line of groundplain vegetation also exists along most of the river’s edge from one end of the project area to the other.

Despite its location along a regional riparian corridor, the project area’s lack of understory offers minimal high-quality wildlife habitat because it does not supply the cover and protection that many species seek. This condition can easily be remedied with new and more abundant understory plantings, in particular ones that provide berries and other food sources for wildlife. These improvements would also have the added benefit on the Wabash by giving it a more extensive vegetative filter to remove the silt and sediments that may now flow un-checked into the river via sheet flow over the large turf expanses.
Existing Edge Conditions

As indicated on the above plan, the majority of the Wabash River edge in the study area is in a similar state. It is relatively flat with clusters of trees and a narrow band of understory plantings typical of a riparian corridor. Erosion is minimal along most of the edge within the project area but is more severe to the north. A series of swales and drainageways intersect with the Wabash River, creating an aesthetic and interpretive opportunity as well as a circulation challenge. The Wabash Heritage Trail is located along this edge but is interrupted at these locations, especially in times of high water.

The exception to the typical edge treatment is a segment between Harrison Bridge and Myers Bridge. This is a narrow strip of land with the railroad corridor to the east. In this stretch, chunks of broken concrete have been dumped along the shore in an attempt at bank stabilization. This treatment is unsightly and could be replaced with much more attractive alternatives that perform the same stabilization function, such as biotechnical and soil bioengineering applications (live staking, live facines, brushlayering, branchpacking, live cribwalls and slope grating), more attractive stacked stone edges and/or “armored” edges that could be used for scenic overlooks, riverwalks, boat landings and fishing piers.

For the remainder of the project area where adequate widths exist, there is an opportunity for a wider, more abundant edge of understory plantings as an alternative to the mown turf that exists today. This would create a more natural appearing edge, improve wildlife habitat and could improve the river’s water quality by acting as a vegetative filter for silts, sediments and other materials flowing off the ballfields and open areas. As with the Harrison Bridge to Meyers Bridge reach, this edge could be fortified in problematic area with biotechnical and soil bioengineering applications and punctuated with armored nodes that could support scenic overlooks, boat landings and fishing platforms.
Existing Views and Vistas

The Wabash River is a valuable public amenity with immense scenic quality. Within the project area, there is a mix of long and short views along the river, including significant views from the east side that include the Merou Grotto, Mascouoten Park, Tapawingo Park, John T. Myers Main Street Pedestrian/Bicycle Bridge, and the varied topography of the river’s west bank. Views to and from the four bridges that cross the Wabash within the project area play a significant role in the viewshed, appearing as viewed objects from the land or water while providing viewing locations from their decks.

The soon-to-be closed city landfill is the highpoint of the project area and, by virtue of its height, commands high quality views of the project area and regional elements such as downtown Lafayette and the west riverfront. From atop the landfill, it is possible to make visual connections to and from these and other regional aesthetic elements and places. Because of its height, it is also visible from much of the project area.

The above map illustrates a number of the significant views to, from and within the project area.
Significant Land Uses and Programming

The majority of the land in the project area is in the Wabash River floodplain and is owned by the city, including Lafayette Parks and Recreation. This includes the Lafayette Municipal Golf Course, McAllister Park, Lyboult Sports Park, Ransdell property and Digby Park. While the existing layout and location of these uses and programs is not critical, it is vital that they remain in the project area.

The project area also includes a new residential development, Riverwalk Apartments, south of 9th Street that will remain. The remainder of the project area is comprised of a series of commercial, municipal and industrial uses. While some of these are viable and must remain, including the Big Four Depot, an electric substation and the existing Siemens facility north of US 52, a number of existing uses could be relocated to allow amenities that are more appropriate for this riverfront setting.

In addition to the aforementioned land uses, the project area is home to thirteen wellheads. Five are located in the central area of the site adjacent to and including the golf course with the remaining eight wellheads located along Canal Road south of Lyboult Sports Park. A wellhead isolation radius of two hundred feet is required by title 327 of the Indiana Administrative Code. This protection area has the potential for wildflower and native low-growing plantings, interpretive and educational nodes, and passive recreation that does not require paved surfaces.

Significant acreage is currently devoted to recreational facilities, including Lafayette Municipal Golf Course and the sports fields and horseshoe facilities at McAllister Park. While these functions are important and should remain on the riverfront, none of these represent the quality and level of play desired by Lafayette Parks and Recreation to serve the city’s residents or to attract the state and regional functions that they desire to host.

An active landfill is located in the central portion of the project area and, upon its closure, creates some land development and programming opportunities as well as challenges. Opportunities include new athletic fields passive recreation, trails and scenic overlooks, all with spectacular views of downtown Lafayette and the Wabash River. The landfill does pose some development challenges because major structures are prohibited without complex and costly engineering solutions. Methane venting and leachate collection and monitoring will also continue into the foreseeable future, limiting activities and features in selected areas where these operations will occur.
The above map illustrates the significant land uses and programming that should remain.

Existing Zoning

As illustrated in the above plan, the majority of the project area is classified in the FP or Floodplain zoning category. The majority of this is in an open, grassy state and used by Lafayette Parks and Recreation for assorted recreational amenities such as golf and sports fields. This area also contains a city landfill. Because of the land use limitations inherent with areas designated as floodplain, it would be appropriate to continue the site’s existing low impact, recreational uses. The project area also includes large areas classified within a series of industrial zoning classifications, including I-1, I-2 and I-3. These are located primarily along the rail corridor and the northeast border of the site. These zones have the potential to transform into a “business in the park” setting or environmentally sensitive industrial uses. The location of these zones are locations that overlook the parks and golf course and could perhaps be used for land uses more suitable for this ideal aesthetic setting and more compatible with the adjacent park and riverfront.

A range of business and commercial-related zones are clustered near the US 52 - Ninth Street – Duncan Road intersections and at the southeastern end of the site. These include the General Business (GB) and Neighborhood Business (NB) categories. The location of these districts presents the opportunity to create a “business in the park” development that could portray a character similar to that of the park with tree masses, large open spaces and wildflower plantings. Business zones located along the eastern edge of the project area could include terraces overlooking the park, connections to the trail system, similar architectural styles along Ninth Street and near park entrances and uses that would complement park uses. Adding such amenities to these business parks would create a greater means for attracting employees and a more attractive work environment, thus making these districts more economically viable.

Single and Multiple-family residential zones are located northeast of Harrison Bridge and east of Canal Street, with the new Riverwalk Apartments located adjacent to the park. The areas east of the project area and across the railroad tracks are primarily residential, including the Monon, Linnwood/Lincoln and Centennial neighborhoods. Though riverfront access is difficult from these neighborhoods, there are excellent opportunities to provide linkages to the riverfront by adding trails that link to the existing trails and if new bridges over the railroad tracks were to be considered. Improved connections between the residential areas and the riverfront could be a catalyst in sustaining...
riverfront commercial development such as restaurants and retail establishments that may not be viable based on park visitors alone.

**Historic and Cultural Resources**

The Wabash River, an American Heritage River, is a historic and cultural resource in its own right. The areas of Lafayette and West Lafayette along the river contain numerous historical and cultural resources that are accessible from the project area. In Lafayette, just southeast of the site are the Imagination Station, the Big Four Railroad Depot, and Riehle Plaza, with the Central Business District, Historic District and Tippecanoe County Courthouse nearby. Riehle Plaza and the Depot, in particular, are connected to the site by the Wabash Heritage Trail, offering a major destination for historical interpretation, gathering and community festivals. The John T. Myers Pedestrian/Bicycle Bridge links Lafayette and West Lafayette and provides benches and overlooks across the Wabash.

The Heritage Trail provides connections to sites in West Lafayette including Tapawingo Park and Wabash Landing. These two locations offer picnic and athletic facilities as well as entertainment, shopping and restaurants. Purdue University is located just west of this area, allowing for another important destination that could be linked to the park system by bicycle paths. Mascouten Park, and the Merou Grotto on the west side of the river are all visible from the site.

To the north of the site historic, recreational, and cultural locations include the Davis Ferry Bridge and Park, the Tippecanoe Battle Ground, and Prophetstown State Park. The Davis Ferry Park includes the iron bridge, a 13-acre park, boat ramp, fishing access, and picnic areas. Tippecanoe Battle Ground offers 104 acres including a museum, nature center, picnic areas, and an outdoor swimming pool. Approximately six miles north of the site, Prophetstown State Park provides abundant historical, cultural, and recreational amenities.

Another significant element in the area is the abandoned Wabash-Erie Canal, located in the northeastern portion of the project area. Though no longer in use, its remnants still exists in the form of a low, wet corridor that includes one large area that is in the location of the canal’s former turning basin. This canal corridor has potential for a greenway connection accessible from the park and adjacent neighborhoods that could be ideal for historic interpretation. In general, Wabash riverfront has the potential to serve not only as a recreation and tourism amenity for the city and region but also as a classroom where current area residents and future generations can learn about the region’s culture, natural systems, commerce, transportation, architecture and public art and the importance of their existence. While the riverfront is currently a popular attraction for organized recreation such as softball and basketball and self directed uses
such as trail use and remote control model airplane flying, it does not meet its potential in conveying Lafayette’s story, and the riverfront’s role in it.

**Existing Park Access**

Currently, the project area is divided from the community to the east by the railroad corridor that forms its eastern border. With the exception of two 9th Street viaducts under the railroad tracks, the area is virtually inaccessible for local residents.

The site can, however, be accessed from the north and south by the regional Wabash Heritage Trail. The Wabash Heritage Trail offers scenic views along the river that present the opportunity for major interpretive nodes and fishing piers. This trail allows for link opportunities between the parks, golf course, and Riehle Plaza, with the possibility to connect to the Tippecanoe Battle Ground, Prophetstown State Park, Shamrock Park, Lafayette’s planned linear park system, Davis Ferry Park, Lafayette Central Business District, West Lafayette, Wabash Landing, Purdue University, and Fort Ouitanon.

A potential North 9th Street trail presents the opportunity to provide new links between the park, residential areas and commercial development. The Wetland interpretive trail supplies a link from the Heritage trail to a natural environment for a potential educational/environmental resource.

There is potential to utilize the abandoned Wabash-Erie Canal corridor as a potential greenway connection to off-site amenities such as the quarry lake as well as historic interpretation. The road/rail underpasses associated with this corridor also could provide a means for residents of the eastern neighborhoods to access the park without crossing roads or railroad tracks.

Together, all of these trails have the ability to link future trails throughout the site, forming an expanded and diverse trail system.
Market and Development Opportunities
SUMMARY OF LAFAYETTE RIVERFRONT MARKET AND DEVELOPMENT OPPORTUNITIES

Prepared by Development Concepts, Inc
For
City of Lafayette, Indiana
in conjunction with the

RIVERFRONT PARK MASTER PLAN

Regional Economy

The Greater Lafayette Area is defined as Benton, Carroll, Clinton, Fountain, Montgomery, Tippecanoe, Warren, and White counties. These counties have a strong relationship to the Lafayette area due to commuting and shopping patterns. For example, the 1990 Census found that 8,712 residents from the counties adjacent to Tippecanoe County commuted to Tippecanoe County for work. At the same time, approximately 2,000 residents from Tippecanoe County commuted to jobs in adjacent counties. A subarea of the Greater Lafayette Area is the Lafayette Metropolitan Statistical Area (MSA), which is comprised of Tippecanoe and Clinton Counties.

The economic vitality of Tippecanoe County and the Greater Lafayette Area provides a solid foundation from which to base development initiatives. The population is increasing as are the number of jobs, especially well paying manufacturing jobs. Recently, the number of jobs has increased faster than the population, which has led to a decrease in the unemployment rate.
The City of Lafayette is located in Tippecanoe County about 55 miles north-northwest of Indianapolis and 105 miles south-southeast of Chicago. Lafayette developed adjacent to the Wabash River, which is the dividing line between the cities of Lafayette and West Lafayette. The location between Chicago and Indianapolis, as well as outstanding educational opportunities, has allowed Purdue University to become a major area resource. The university adds to the permanent professional population as well as the transient student population. With a 1998 population of 44,583, Lafayette is the largest city in Tippecanoe County and West Lafayette (1998 population of 27,975) is the second largest city in the county. The largest city in Clinton County is Frankfort (1998 population of 15,291).

By far, the largest employer in the Lafayette MSA is Purdue University. Other major local employers include Wabash National, Subaru-Isuzu, and Caterpillar, Inc. A listing of major employers is shown below.

### Greater Lafayette’s Largest Employers

<table>
<thead>
<tr>
<th>Employer</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purdue University</td>
<td>14,794</td>
</tr>
<tr>
<td>Wabash National</td>
<td>3,800</td>
</tr>
<tr>
<td>Subaru-Isuzu</td>
<td>3,200</td>
</tr>
<tr>
<td>Caterpillar</td>
<td>1,600</td>
</tr>
<tr>
<td>Home Hospital</td>
<td>1,416</td>
</tr>
<tr>
<td>Fairfield Manufacturing</td>
<td>1,250</td>
</tr>
<tr>
<td>St. Elizabeth Medical</td>
<td>1,250</td>
</tr>
<tr>
<td>Alcoa</td>
<td>1,200</td>
</tr>
<tr>
<td>Eli Lilly</td>
<td>1,140</td>
</tr>
<tr>
<td>Arnett Clinic</td>
<td>1,040</td>
</tr>
</tbody>
</table>

Major vehicular access to the Greater Lafayette Area is provided by Interstate 65, located to the east of Lafayette. The interstate links Lafayette to Indianapolis to the south and Chicago to the north. U.S. 231 is in the process of being relocated to improve access from Lafayette to West Lafayette and Purdue University and reduce traffic congestion in downtown Lafayette. The relocated road will be four lanes and include a new bridge over the Wabash River south of downtown Lafayette. U.S. 231 will continue to connect Lafayette to Interstate 74, which is located 22 miles south of Lafayette and provides easy access to central Illinois.

Downtown Lafayette is also served by passenger and freight rail. AMTRAK service is available at the Depot three days a week to Indianapolis and three days a week to Chicago. Lafayette is also connected to the Norfolk Southern’s railway network for the movement of freight. The relocation of the railroad from 5th Street and the diagonal Norfolk Southern corridor to the riverfront has improved automotive accessibility within downtown Lafayette.
The Purdue University Airport in West Lafayette serves the area with commuter air service and is the second busiest airport in Indiana in terms of annual aircraft operations. Northwest Airlink serves Detroit with three outgoing flights and three incoming flights daily, while United Express Airlines serves Chicago O’Hare and Chicago Midway with the same number of daily flights. Approximately 17,300 passengers use the airport annually. The airport also handles a small amount of freight, generally pharmaceuticals. Additionally, Purdue University’s aviation training program operates from this airport. The economic impact of the airport on the region is approximately $34 million annually.

**Population**  The 1990 Census reports the Lafayette MSA (Tippecanoe and Clinton Counties) population at 161,572 with the major population concentrations located within Lafayette and West Lafayette. The Census Bureau estimated the 1998 population for the MSA at 172,220, an increase of 10,648 residents in eight years. This increase of 6.6% is slightly more than the average state growth rate of 6.4%. The first table below illustrates historic population levels and rates of change for Indiana, Tippecanoe and Clinton Counties, and Lafayette. The second table illustrates projected populations for Indiana, Tippecanoe County, and Clinton County. The Lafayette MSA is expected to continue its population growth into the 21st century. The 2010 population is projected to reach 181,981, and the 2020 population is projected to top 185,000.


<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Indiana</td>
<td>5,195,292</td>
<td>5,490,224</td>
<td>5,554,159</td>
<td>5,899,195</td>
<td>6.2%</td>
</tr>
<tr>
<td>Tippecanoe County</td>
<td>109,378</td>
<td>121,702</td>
<td>130,598</td>
<td>139,055</td>
<td>6.5%</td>
</tr>
<tr>
<td>Clinton County</td>
<td>30,547</td>
<td>31,545</td>
<td>30,974</td>
<td>33,215</td>
<td>7.2%</td>
</tr>
<tr>
<td>Lafayette</td>
<td>44,955</td>
<td>43,011</td>
<td>43,764</td>
<td>44,583</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

*Source: U.S. Bureau of the Census & The Indiana Business Research Center*

### Population Projections: 2000 - 2020

<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>2005</th>
<th>2010</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indiana</td>
<td>6,044,528</td>
<td>6,215,296</td>
<td>6,318,404</td>
<td>6,481,489</td>
</tr>
<tr>
<td>Tippecanoe County*</td>
<td>141,165</td>
<td>143,870</td>
<td>145,504</td>
<td>148,087</td>
</tr>
<tr>
<td>Clinton County</td>
<td>34,521</td>
<td>35,741</td>
<td>36,477</td>
<td>37,642</td>
</tr>
</tbody>
</table>

*Note: Tippecanoe County projects its 2000 population to reach 148,049 and 2010 population to reach 157,732.*

The population of the eight county Greater Lafayette Area is also growing. The 1990 Census counted 273,507 residents in the eight county area. The Census Bureau estimated the 1998 population for the area at 290,085, an increase of 6.1% in eight years. The area’s growth rate was close to Indiana’s growth rate of 6.4% during the same time period.
The Indiana Business Research Center projects the population to continue its growth trend. By 2020 the population of the eight counties is projected to reach 313,339, an increase of 23,254 from the 1998 estimate.

**Employment Trends**  The labor force in the Lafayette MSA increased from 1990 to 1998, although it increased at a slower rate than the number of jobs. This caused a decrease in the unemployment rate in the Lafayette MSA between 1992 and 1998. This decline is similar to state and national trends, but, throughout the 1990s, unemployment rates in the MSA were lower than those of the state of Indiana and the United States.

The following charts display annual average labor force and unemployment rates for the Lafayette MSA as compared to the state of Indiana and the United States. The data is provided by the Indiana Department of Workforce Development, Labor Market Information Services.


<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor Force</td>
<td>79,700</td>
<td>80,070</td>
<td>85,570</td>
<td>88,150</td>
<td>82,290</td>
</tr>
<tr>
<td>Employment Total</td>
<td>77,230</td>
<td>76,990</td>
<td>82,600</td>
<td>85,650</td>
<td>87,300</td>
</tr>
<tr>
<td>Unemployment</td>
<td>2,470</td>
<td>3,080</td>
<td>2,970</td>
<td>2,500</td>
<td>1,990</td>
</tr>
</tbody>
</table>

**Source:** Indiana Department of Workforce Development

### Unemployment Rate Comparison

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lafayette MSA</td>
<td>3.1%</td>
<td>3.8%</td>
<td>3.5%</td>
<td>2.8%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Indiana</td>
<td>5.3%</td>
<td>6.6%</td>
<td>4.9%</td>
<td>4.1%</td>
<td>3.1%</td>
</tr>
<tr>
<td>United States</td>
<td>5.6%</td>
<td>7.5%</td>
<td>6.1%</td>
<td>5.4%</td>
<td>4.5%</td>
</tr>
</tbody>
</table>

**Source:** Indiana Department of Workforce Development

The employment profile below shows the shifting economic sectors of the Lafayette MSA economy. Every sector of the economy has increased in employment, although some sectors, such as Wholesale Trade and Finance, Insurance, and Real Estate, experienced an increase well below the average MSA employment growth. Lafayette’s employment sectors have experienced changes that other midwestern economies have not. Most cities have witnessed a decline in manufacturing and a greater presence of services - Lafayette’s employment trends varied from this trend, due, in no small part to the 3,000-employee Subaru-Isuzu plant. Manufacturing composed 24.4% of the Lafayette MSA employment in 1989. Eight years later it had increased to 26.4% of MSA employment, increasing by the largest percentage rate and by the largest number of workers of all the employment sectors in the Lafayette MSA. The second largest increase was in Agriculture and Services.

<table>
<thead>
<tr>
<th>Industry</th>
<th>1989</th>
<th>% of Total</th>
<th>1997</th>
<th>% of Total</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mining &amp; Construction</td>
<td>3,199</td>
<td>4.6%</td>
<td>3,633</td>
<td>4.3%</td>
<td>+434</td>
<td>+13.6%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>16,939</td>
<td>24.4%</td>
<td>22,308</td>
<td>26.4%</td>
<td>+5,369</td>
<td>+31.7%</td>
</tr>
<tr>
<td>Transportation, Communication, Utilities</td>
<td>1,734</td>
<td>2.5%</td>
<td>2,143</td>
<td>2.5%</td>
<td>+409</td>
<td>+23.6%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>2,021</td>
<td>2.9%</td>
<td>2,072</td>
<td>2.4%</td>
<td>+51</td>
<td>+2.5%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>14,509</td>
<td>20.9%</td>
<td>16,472</td>
<td>19.5%</td>
<td>+1,963</td>
<td>+13.5%</td>
</tr>
<tr>
<td>Finance, Insurance, &amp; Real Estate</td>
<td>3,485</td>
<td>5.0%</td>
<td>3,780</td>
<td>4.5%</td>
<td>+295</td>
<td>+8.5%</td>
</tr>
<tr>
<td>Agriculture &amp; Services</td>
<td>13,660</td>
<td>19.7%</td>
<td>17,961</td>
<td>21.3%</td>
<td>+4,301</td>
<td>+31.5%</td>
</tr>
<tr>
<td>Government</td>
<td>13,839</td>
<td>19.9%</td>
<td>16,115</td>
<td>19.1%</td>
<td>+2,276</td>
<td>+16.5%</td>
</tr>
<tr>
<td>Total Employment</td>
<td>69,386</td>
<td>100.0%</td>
<td>84,485</td>
<td>100.0%</td>
<td>+15,099</td>
<td>+21.8%</td>
</tr>
</tbody>
</table>

Source: Indiana Department of Workforce Development

As the number of employees has increased, so has the number of companies. With the exception of Wholesale Trade each sector increased in the number of companies between 1991 and 1997. The largest increase was in the Services sector.

County Business Patterns Change 1991-1997

Tippecanoe County

<table>
<thead>
<tr>
<th>Industry</th>
<th>Employees*</th>
<th>Establishments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>+1,193</td>
<td>+67</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>+3,747</td>
<td>+7</td>
</tr>
<tr>
<td>Transportation and Public Utilities</td>
<td>-41</td>
<td>+25</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>+39</td>
<td>-11</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>+2,001</td>
<td>+32</td>
</tr>
<tr>
<td>Finance, Insurance, and Real Estate</td>
<td>+547</td>
<td>+66</td>
</tr>
<tr>
<td>Services</td>
<td>+2,458</td>
<td>+135</td>
</tr>
<tr>
<td>Total (including Mining and Miscellaneous)</td>
<td>+10,068</td>
<td>+278</td>
</tr>
</tbody>
</table>

Source: Indiana Department of Workforce Development

* Increase in employment for all business between 1991 and 1997 not new business only.
County Business Patterns Percent Change 1991-1997
Tippecanoe County, Marion County, State of Indiana

<table>
<thead>
<tr>
<th>Industry</th>
<th>Tippecanoe County</th>
<th>Marion County</th>
<th>State of Indiana</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>+52%</td>
<td>+10%</td>
<td>+26%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>+6%</td>
<td>0%</td>
<td>+7%</td>
</tr>
<tr>
<td>Transportation and Public Utilities</td>
<td>+23%</td>
<td>+30%</td>
<td>+29%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>-7%</td>
<td>+7%</td>
<td>+10%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>+4%</td>
<td>+1%</td>
<td>+4%</td>
</tr>
<tr>
<td>Finance, Insurance, and Real Estate</td>
<td>+24%</td>
<td>+22%</td>
<td>+25%</td>
</tr>
<tr>
<td>Services</td>
<td>+14%</td>
<td>+14%</td>
<td>+18%</td>
</tr>
<tr>
<td>Total (including Mining and Miscellaneous)</td>
<td>+10%</td>
<td>+9%</td>
<td>+13%</td>
</tr>
</tbody>
</table>

Source: Indiana Department of Workforce Development

The above mentioned growth trends favorably impact the project site. The project site is likely to be able to attract companies from the Manufacturing; Finance, Insurance, and Real Estate (FIRE); and Services sectors. These three sectors added 6,752 employees and 208 companies to Tippecanoe County between 1991 and 1997 (about 35 companies annually). Tippecanoe County’s growth in these three sectors was similar to the State of Indiana’s growth and Marion County’s growth in these three sectors except for Manufacturing in which Marion County was steady. A continuation of similar growth patterns would indicate that the best market for users of a business park-type setting might be companies in these categories with average size of 50 employees. As such, site planning for the project site should allow for the configuration of a business park that accommodates businesses with between 10 to 15 and up to 100 employees.

Creation of a High Technology Park

High technology business parks are being created worldwide. Universities are one of the driving forces behind the creation of these parks. According to the Association of University Related Research Parks, more than 410 research parks are located worldwide. The U.S. has 142 of these. The purpose of these parks is to combine the research and development expertise of universities with the market abilities of private companies so products are able to be brought to market.

The Purdue Research Foundation created the Purdue Research Park and is a member of the Association of University Related Research Parks. The foundation is a non-profit entity established by the university. The foundation’s mission is to provide assistance to private industry that will benefit both the industry and the university. As part of this mission, the foundation created the research park.
The Purdue Research Park attracts existing and start-up businesses in technical fields that are inclined to interact with the university. The park has companies and government agencies such as DEO Finite Metrology, Inc., the Indiana Department of Natural Resources, and Lite Machines Corp.

The advantage of this type of high technology park is the access the businesses have to the resources of the participating university. Businesses located in the Purdue Research Park are close to the university faculty and staff, have access to Purdue libraries, and have access to high-speed telecommunications facilities. The companies may also be eligible for tax incentives. Small, start-up companies and satellite office of large companies benefit from the incubator programs available at the park.

The proximity of Purdue University and its relationship with tenants is a great advantage to the Purdue Research Park, but the impact of Purdue is also an advantage to the entire Lafayette region. Areas adjacent to the riverfront can benefit from the proximity of Purdue University and the Purdue Research Park. As businesses graduate from the research park, other sites in the Lafayette Region as well areas adjacent to the Riverfront Park may be suitable. In addition, not all business are suited for or can take advantage of the Purdue Research Park. Areas in the Lafayette Region, like the area adjacent to the riverfront, provide alternate locations. When Siemens was considering relocating to the southeastern part of the United States, the advantages of Purdue, its research capabilities, faculty, and graduates were all factors in Siemens decision to remain in Lafayette and transfer operations from North Carolina to Lafayette. Other companies that locate to the Lafayette area will also benefit from the proximity of Purdue University.

**Park as an Amenity**

Other than the general increase in targeted employment and employers in Tippecanoe County that bodes well for the proposed project and the proximity of Purdue University, the park will attract businesses looking for a location that will assist them in recruiting employees and increase the productivity of employees. Many companies are providing amenities for their employees, including services such as childcare, dry-cleaning, health care, recreation and leisure, and park space. This is especially true of high tech companies. For example, the 300-acre Southlake Technology Park in Lenexa, Kansas dedicated 12 percent of its land to park and recreational space. Employees can use the exercise stations along the 4-mile jogging path, fish at one of the 9 stocked lakes, or just relax outside at lunch. According to the developer, “We’re adding amenities to our business parks because that’s good business.” MGM Plaza in Santa Monica contains 15 acres of paths and patios where employees can relax or conduct meetings in a setting that may be more conducive to creativity. The Arizona State University Research Park in Tempe, Arizona offers its tenants six miles of surfaced jogging and bicycling trails, two tennis courts, an exercise course, and lakes stocked with catfish and bass.

Companies have shown a willingness to contribute added amenities to the workplace. It is likely that local businesses would have an interest in locating next to existing public facilities and site amenities. With the current tight labor market, companies need to create a competitive ‘advantage’ to attract and retain quality employees. Locating adjacent to a high amenity park area will give the businesses a hiring advantage over similar companies in other locations. In particular, companies that are suppliers or business associates of Siemens may find the proximity to that facility to be a site selection advantage.
Conclusion

The areas adjacent to the Wabash Riverfront have the potential to attract the desired businesses. The economy is strong and growing especially in the manufacturing and service sectors. The proximity of Purdue University’s faculty, staff, and graduates should attract businesses to the area and provide an entrepreneurial base, while the proximity of the riverfront park complex should attract businesses to the technology park. To initiate development, an organization may need to be formed to create a positive image for the park and create excitement for the area. Tax incentives may also be needed, especially for the first few companies. Siemens received tax abatement, job training grants, and infrastructure assistance to remain in the area and increase its local employment. Other companies may demand similar packages or threaten to locate in already established high tech areas. Once a critical mass of businesses is established in the park, the number and amount of subsidies should be reduced as companies are attracted to a functioning technology park.
Action Plan and Funding
**Action plan**

“The significant problems we face cannot be solved at the same level of thinking we were at when we created them”
Albert Einstein

**Action Strategy 1: Parks and Recreation Board adoption of the plan.**

**Catalyst:** Vision, community input

**Rationale:** Functional aspect of formalizing the plans creation and allowing future strategies to begin.

1a. **Place on a regularly scheduled Parks Board meeting agenda, the formal adoption of the plan.**

1b. **Allow the task force to present the plan and request adoption.**

1c. **Formally record through the Board minutes the adoption of the plan.**

**Action Strategy 2: Formal recognition of the plan by the LUEA Board.**

**Catalyst:** Vision, community input

**Rationale:** Functional aspect of formalizing the plans creation and allowing the LUEA to participate in future implementation strategies.

2a. **Place on a regularly scheduled LUEA Board meeting agenda, the formal acceptance and support of the plan.**

2b. **Allow the task force to present the plan and request acceptance.**

2c. **Formally record through the Board minutes the acceptance and support of the plan.**
Action Strategy 3: Formal presentation to the City Council by the task force.

**Catalyst:** Vision, community input

**Rationale:** Functional aspect of formalizing the plans creation and allowing for future implementation strategies.

3a. Place on a regularly scheduled City Council meeting agenda for a briefing of the plan.

3b. Allow the task force to present the plan and answer questions.

3c. Formally record through the Council minutes the presentation of the plan.

Action Strategy 4: Evaluate and create the implementation systems necessary to develop the park to its fullest capacity.

**Catalyst:** Vision, community input, organizational review

**Rationale:** At a minimum, the development of a project of this magnitude will require a person fulltime to drive the change. Task needs will include partnership and funds development, grant requests, project management, strategic planning, lobbying and construction process knowledge. From a governance perspective, this person should be an employee (possibly contractual) of the Parks Board, responsible to the Superintendent and Parks Board. This keeps the line of authority clearly in the purview of the Parks Board, which is ultimately responsible to the public for the project implementation. The position may be funded either fully or partially by outside sources (grants, Tippecanoe County Community Foundation, LUEA, etc). Another option is the creation of a not-for-profit umbrella organization (like a Community Development Corporation – CDC) that is charged with the development of the project. While this model functions at some arms length from the City, it can also react many times more quickly to creative funding opportunities. Governance systems can be put in place to make sure that there is clear representation from the City at a level to assure alignment with the community values. With either option, the City of Lafayette should remain the holder of the property title. Public-private, public-public, and quasipublic-public relationships can be developed to assist in the creation of the park, including partnerships, long term leases, management contracts and subordinate leases.
Wabash Riverfront
Master Plan
A public/private partnership vision for our riverfront

4a. Convene a joint committee of the Parks Board and the Board of the Lafayette Urban Enterprise Association to determine the best model.

4b. Define the model with either:
   4b1. A new staff position with funding sources identified and confirmed, or
   4b2. Create organizational structure, job descriptions, governance, inter-local agreement (if necessary), operational funding source (if necessary) and strategic priorities.

4c. File for 501(c)3 status and/or hire/assign specific staff to the project (either internally in the parks department or with the new organization).

Action Strategy 5: Acquire any out lot parcels to develop the plan.

Catalyst: Vision, community input

Rationale: With the systems in place, acquire, manage or have responsibility for any out parcels prior to the development of the park.

5a. Identify outstanding out lots and their availability.

5b. Develop most appropriate acquisition model including but not limited to, purchase, option with right to purchase in the future, life estate and condemnation.

Action Strategy 6: Develop/establish a funding mechanism for land acquisition.

Catalyst: Vision, community input

Rationale: Create a combination of existing and new mechanisms to fund land acquisition.

6a. Identify funding options.

6b. Create timeline matrix for funding.
Action Strategy 7: Rezone adjoining property to “Special Use”.

Catalyst: Vision, community input

Rationale: This allows any new development in the area to be evaluated in the context of the park. Existing land uses would be “grandfathered” in and allowed to continue to function.

7a. Contract with appropriate counsel to begin the procedures necessary to rezone the adjoining land identified by the plan.

7b. Develop timeframe and appropriate community education process prior to implementation.

7c. Implement community education plan including but not limited to public meetings, personal meetings and letters.

Action Strategy 8: Formally close the landfill in compliance with all State and Federal guidelines.

Catalyst: Vision, community input

Rationale: Perform the necessary analysis and functions required to close the landfill and cap it to allow the development of new uses.

8a. Determine with the appropriate City agency the lifespan required for the existing landfill.

8b. Develop timeframe and research federal and state procedures to implement closure.

8c. Publish the timeframe for closing and its implications for the public (less dump truck traffic, new park development in the area, etc)

8d. Close the site and file all appropriate forms.
Wabash Riverfront
Master Plan
A public/private partnership vision for our riverfront

Action Strategy 9: Develop and publish a specific work plan for the park implementation.

Catalyst: Vision, community input

Rationale: Develop a detailed work plan that includes a marketing and promotions plan, grants development plan, partnership and sponsorship plan, construction delivery systems plan and operational plan.

9a. The project manager must develop, with the approval of the governing body, a implementation plan that includes:
   9a1. A marketing and promotions plan for the general public, potential funders and partners and appropriate governance groups
   9a2. A grants development plan identifying potential sources, magnitude and submittal timing
   9a3. A partnership and sponsorship plan that identifies those potential partners and sponsors and the anticipated magnitude of their participation
   9a4. A construction delivery plan which identifies the best methods to develop each phase of the park. Includes traditional design, bid, build; construction manager; and project manager
   9a5. An operational plan that illustrates the magnitude of impact development will have on the operations and maintenance systems of the existing department
   9a6. A plan that identifies the standards for development materials and style, quality, maintenance (routine and long-term) and cleaning
   9a7. A maintenance endowment plan to fund the ongoing maintenance costs of the site.

9b. Publish the plan.

Action Strategy 10: Implement model component of the plan as soon as possible.

Catalyst: Vision, community input

Rationale: Activity in the park will generate more activity at a faster pace. Likewise it will provide a “magnet” to draw more members of the community into the park.

10a. Identify a specific project as quickly as possible to develop in the park.

10b. Publicly celebrate the implementation.
Funding the Plan’s Implementation and Continuation

The objective of any master plan is to make the proposed changes implementable and sustainable. Doing less will doom a plan from the start. Citizens in Lafayette have performance expectations of their parks department. Those expectations range from customer service to program offerings and from program costs to park cleanliness. If a department consistently falls below the expectations, it becomes very difficult for the department to create change. Since the community’s expectations are very high, the department will require much diligence to implement the new vision. At the same time, the department must maintain an existing high level of operation and maintenance standards as new parks are developed.

There are basically four ways to accomplish the objective of making this master plan implementable and sustainable. They are:

1. Utilize creative funding and financing tools (to implement and sustain)
2. Create revenue producing facilities (to sustain)
3. Utilize outside volunteer resources (to sustain)
4. Control costs (to sustain)

The department must explore any and all combinations of these options in order to maximize the potential for success of the master plan and department.

**Initiative: Utilize creative funding and financing tools**

**Strategy**

*Begin a campaign to develop key funding and revenue sources.*

The funding sources for the Lafayette Parks and Recreation Department will need to be enhanced to continue to support the long-term expanded operations and facilities. This department has the opportunity to continue its earned income and nontraditional funding sources like the existing use of sales tax. Those opportunities are provided here to allow the department to evaluate several options that will best benefit the community and the provision of services.

**Local Option Tax Revenues**

Special option taxes such as Local Sales Tax, Food and Beverage Tax, Innkeepers Tax, County Option Income Tax (COIT) and Economic Development Income Tax (EDIT) are used in many communities to
support parks efforts. These serve as the most equitable tax model for the community to tap into for the purposes of providing park and recreation services. Research indicates that most communities support these types of taxes because of where the tax burden is placed. The revenue generated from the tax will help to support wholesome activities that benefit the community through staffing, open space and facility development in the community.

Tippecanoe County currently has an innkeepers tax in place that is used to support the service of the County parks and recreation bonds. Beginning in January 2000 through December 2004, 50% of the revenue is to be credited to a special account for the development of projects in or near the Wabash River, including its tributaries. IC 6-9-7 is included in its entirety at the end of this section.

Sponsorships, Partnerships and Outsourcing
Sponsorships and strategic partnerships are exceptional resources the department can use to maximize opportunity in the community.

Sponsorships are the most common form of outside funding support for parks and recreation departments. It is mostly done in the form of advertising in program guides, at sports fields, at special events, or with facility naming. The feedback during this plan development was general acceptance of this approach, provided care was used to be tasteful in the appropriateness of sponsors and the method for recognition. Sponsors must be approached from the business perspective of evaluating their cost per impression for their sponsorships, and not from a philanthropy perspective. To maximize the cost per impression capability of the department, it may be necessary to partner with other parks departments, school corporations, or youth athletic associations in negotiating long-term contracts with sponsors. Recently in Indianapolis, Warren Township School Corporation, with 10,000 students, negotiated a five-year contract with Pepsi-Cola for:

1. A 40% commission and an annual stipend of $110,000 with the commission payment to be no less than $142,500 per year. This totals to a minimum of $252,500 per year.
2. Four $1,000 scholarships for graduating seniors,
3. 1,000 free cases of Pepsi products per year,
4. An annual $5,000 contribution to the district’s educational foundation,
5. An annual $5,000 contribution to the emergency repair fund, and
6. One night use each year of the Pepsi suite at the professional basketball and baseball teams stadiums including all tickets, food, and beverages.

This relationship with major sponsors can be achieved if the department can demonstrate the inherent value based on the business exposure to the sponsor. The objective for the department is to not undervalue and therefore under-price that exposure for the sponsor.

Lafayette has been very successful in its sponsorship efforts particularly with its Tropicane Cove Aquatic Center. The model used in its development should be emulated on the Riverfront project.

Partnerships can take many forms including:
1. Investment partners (equity build out of a wellness facility)
2. Event partners (special events shared risk and reward)
3. Contractual partners (combine concessions with a guaranteed lease plus percentage of the profits)
4. Park partners (community groups or agency building an element in a park)
5. Non-profit partners (sharing parking with a neighboring church)
6. Interagency partners (joint ownership of a facility with shared revenue)
7. Product partners (annual contribution for scoreboards)
8. Park-school partners (equal build out of shared gymnasium/classroom facilities)

In any true partnership, it is imperative to understand that the relationship is more than that of a sponsor. It is a contractual relationship that involves risk and reward for both (or all) partners. All parties bring their unique strengths to the table and in that the overall objective of each individual partner is achieved to the highest level.

It will be beneficial to establish a goal to recover 10-15% of budget revenues through sponsorships and partnerships. Initiating a campaign to identify the natural partnerships for a variety of program areas and begin to court these marriages will help to achieve this goal.

Outsourcing is another way to provide quality services at competitive costs. To use this tool, the department must develop tools such as activity based costing to understand the true cost of delivering services and
programs to the public. These models will help identify cost reduction opportunities in addition to the outsourcing option. Units that have been outsourced successfully at other departments include: mowing, horticulture work, golf management, custodian services, pool management, concessions, printing, forestry inspections, recreation center management, marketing, catering, and construction management. Remember that these were done in the context of understanding the department’s costs and comparing that to the outside vendors. They were also done in an RFP process to engage competitive and comparative bids for services.

Parks Foundation
The Lafayette Parks and Recreation Foundation can be utilized to help leverage resources for the project. By its structure it can react quickly to potential funding opportunities and partnerships, create match opportunities with other providers, support individuals in the community with estate planning (including charitable remainder trusts, life estates, etc), and serve as a trust for recreational, scenic or conservation easements.

General Foundations
Foundation funds can be sought for land acquisition, development and construction of facilities, providing programs and cause promotion. These foundations can include general-purpose foundations that have relatively few restrictions, special program foundations for specific activities, and corporate foundations with few limitations and typically come from local sources.

Institutions like the Greater Lafayette Community Foundation, personal foundations and corporate foundations (Eli Lilly and Company, SIA, Caterpillar, etc) should all be researched for this project.

Some of the larger national foundations (the Lila Wallace Reader’s Digest Fund, the Efroymson Fund of the Central Indiana Community Foundation and Lilly Endowment) will have specific funding options. A resource for the department in researching sources of funding is the Environmental Grantmaking Foundations by Resources for Global Sustainability, P.O. Box 22770, Rochester NY 14692. The economy over the last five years has had a tremendous positive impact on the valuation of many foundations. Today, because of their distribution requirements numerous foundations are searching for worthy projects to support.
Federal and State Assistance

Federal funding sources necessary to help finance the Master Plan recommendations have historically been available from the U. S. Park Service’s Land and Water Conservation Fund (LWCF). The Indiana Department of Transportation administers the Transportation Enhancement Funds from the Transportation Equity Act for the 21st Century (TEA-21). Nationally, $108,000,000 is projected to be available over the next six years for transportation enhancements, 23% of which is targeted for bicycle and pedestrian projects and 25% for landscaping and scenic beautification. Eligible projects include:

1. Facilities for bicycles and pedestrians
2. Acquisition of scenic easements and scenic or historic sites
3. Scenic or historic highway programs
4. Landscaping or other scenic beautification
5. Historic preservation
6. Rehabilitation and operation of historic transportation buildings, structures, or facilities
7. Preservation of abandoned railway corridors
8. Control and removal of outdoor advertising
9. Archeological planning and research
10. Mitigation of water pollution due to highway runoff
11. Establishment of transportation museums
Fees and Charges
The department has developed a strong and community responsive fees and charges policy. It identifies the consumptive services the department offers and establishes a manner in which to price services accordingly. This policy will assist in the ongoing operational and maintenance issues associated with the development. The following is the Lafayette Parks and Recreation Fees and Charges Policy verbatim.

FEES AND CHARGES POLICY

LAFAYETTE PARKS AND RECREATION DEPARTMENT

MISSION STATEMENT: The Lafayette Board of Parks and Recreation and its Department provides and maintains quality park and recreation facilities, and provides quality programs and services, so that all citizens will receive: Personal Benefits, Social Benefits, Environmental Benefits and Economic Benefits.

INTRODUCTION: The Lafayette Parks & Recreation Department has the responsibility of establishing a philosophy for recovering costs for use of the City’s recreational facilities and for participation in various recreation programs. This philosophy is meant to be a guide for the Parks and Recreation Board and Parks and Recreation staff to develop a fair and consistent fee schedule.

PURPOSE OF PHILOSOPHY: This philosophy is intended to establish a standardized approach to assessing fees for all Lafayette Parks & Recreation services. Frequently, the demand upon resources is greater than the tax revenues available to support all of the demand. Therefore, it is necessary to charge fees for selected programs, services and facilities, particularly in instances where a program, service or facility is directly used by the individual for his or her own personal benefit. This philosophy will enable the Department to consider all fees at a fair market value to strive for a realistic degree of cost recovery. This philosophy will also enable the Department to identify those services that must be subsidized by the citizens for the public good. This philosophy is intended to provide information, and guidance, which will allow for consistency in fees throughout the Department.
Fees and charges provide only one source of finance for the Parks Department. A system of fees and charges must supplement other financing resources available to the Parks Department not replace them or be used to diminish the Park Department’s responsibility to provide public service opportunities for all citizens.

**AUTHORITY:** The authority to establish appropriate fees rests with the Lafayette Board of Parks and Recreation as organized under Indiana Code 36-10-3 and Lafayette City Ordinance 32.010. The Parks and Recreation staff shall act in an advisory capacity to the Board in the establishment of a fee structure.

**FACILITATION:** The Parks and Recreation Department shall set fees for programs and facility use. The fees will be reviewed annually by staff and Board with approval being made by the Board of Parks and Recreation.

**CATEGORIES OF COST RECOVERY:** The Lafayette Parks & Recreation Department’s philosophy is to recover a variable percentage of expenditures directly related to a particular service, program, activity or event. These expenditures are called direct costs. The percentage of recovery for these direct costs may vary from program to program. Following is a brief definition and explanation of direct and indirect costs and examples of programs that relate to each.

**DIRECT COST:** Cost of resources used to deliver these services including instructors, monitors, supplies such as volleyballs, basketballs, specific maintenance services such as lining and dragging fields, materials and advertising.

**INDIRECT COST:** Cost of administrative staff, facilities, facility leases, insurance, utilities, general maintenance services such as mowing, watering or fertilizing, and capital expenditures.

**CATEGORIES OF SERVICES**

A. Core Services are those, which have the utility to the broadest audience and meet the most essential need for leisure activity at the most reasonable investment per participant. These leisure activities include the operation of playgrounds, neighborhood parks and community parks and other services which are fully subsidized by the Department. These
Department activities are offered as a free service to the public with no admission or registration fee.

B. Elective Services have a more defined audience, are less essential, and may be more costly to provide per participant. These Department activities are provided as a service to the public and are reserveable. These services include services which charge varying rates such as shelters, McAllister Community Center and Zoo education programs. Elective services are offered with the expectation that direct costs be covered.

C. Facilitated Services are those, which the Department provides facilities for programming or activities managed by other organizations. These programs or activities include youth baseball, soccer, adult softball and basketball, pre-school, and room rentals. Facilitated services are provided with the expectation that direct costs associated with these activities or programs are covered.

D. Enterprise Services have a narrow audience and are not essential or core services. Participant fees fund these services which are considered elective and maybe regional in nature. Enterprise Services help to supplement services, which are most core. These programs are to include but are not limited to the following: golf course, rides and concessions, and the family aquatic center.

REFUNDS: Participants may be entitled to a full or partial refund if they become dissatisfied with any Department sponsored program or activity. Refunds will not be given for weather related conditions. Refunds will not be given for season passes.

CLASSIFICATIONS:

A. Youth, and Adult, classifications will be determined by individual facility (i.e. Aquatics, McAllister Center, Golf Course). Generally, a youth will be considered 17 and younger; and adult, over 17.

B. Weekday, Weekend and Holiday classifications will be determined by individual facility.

C. Holidays defined:
   1. Memorial Day
   2. 4th of July
   3. Labor Day

D. Parks
   1. Regional Parks service an area greater than the City of Lafayette. These include Columbian Park and the Riverfront park complex (Lyboult, golf course).
2. Community Parks service multiple neighborhoods. Often patrons will drive to use or participate at these facilities.

3. Neighborhood Parks service specific neighborhood areas. Most patrons will walk to use or participate at these facilities.

CHARITABLE: While the Lafayette Parks and Recreation Department consistently offers fair value recreational opportunities, the Department also recognizes the need for certain groups and individuals to have discounted rates in order to participate. When appropriate, special arrangements may be made.

Any system of fees and charges may be found to have inequities for certain individuals or groups. Therefore the Department must recognize these special situations and be flexible in order to meet them. Where designated individuals have a known inability to pay the established fees for basic programs and facilities, accommodations should be made to allow participation.

Real Estate Transfer Fees
An increasingly popular funding source for the acquisition, upgrade and upkeep of parks is a real estate transfer fee. The basis for the fee is the intrinsic value the existing parks provide for the property values in the community. The idea behind the fee is that a person who buys the property hastens the decline of the available open-space in the community. The fee reflects the value the parks add to the homes, businesses, and property. Typically the fee is ¼ to ½ of 1% of the transfer value of the property ($250-500 per $100,000 home sale). For example, the states of Florida and Maryland and cities of Seattle, Vail, San Jose, Breckenridge and Nantucket all use this instrument successfully. This money then is captured by the responsible local agency as defined by ordinance and transferred into the capital budget of the parks department. The fee amount, who pays it (seller or buyer), and at what value level the fee initiates are all matters for negotiation as the fee is instituted.

Tax Increment Financing (TIF)
A more esoteric funding source for parks is the use of TIF districts to stimulate redevelopment, particularly in urban areas. The entire park falls within a TIF district for Lafayette. Minneapolis, Portland and Corpus Christi have all successfully used TIF districts in this way. The implications and intricacies about the use of TIF’s are beyond the realm of this plan. However, the unique feature of TIF districts is that they
fundamentally rely on property taxes created directly by the revitalization projects in the defined district. Coupled with other projects, this may be a valuable instrument in funding.

**Non-reverting Funds or Enterprise Funds**

This is another method of funding program and capital projects. Non-reverting funds designate programs that generate excess revenue and that income is placed in a separate account. Program, operational and maintenance support for the designated program can then be drawn from this account to support or subsidize the tax support needed. This must be created by an ordinance from the enabling legislative body.

**Impact Fees**

Another tool used in Cities that are undergoing much residential development, or anticipates doing so, is a developer impact fee. This funding method calculates the amount of capital the parks department has invested in their parks (acquisition, construction, and infrastructure) and divides it by the number of units in its district. Units are defined as houses or apartment complexes (an apartment complex is one unit). The rationale is that the existing citizens have shared in the development to date and so the new residents should share like costs. For illustration purposes, if the parks department has spent $1,000,000 and the number of existing units is 10,000, then the impact fee per unit developed is $100. This translates into a one hundred-unit housing development paying $10,000 at the time of permitting. Like non-reverting funds, this also must be passed by ordinance. Three communities we reviewed ranged from $84/unit to $254/unit to $274/unit fee. The $84 is currently upgrading their rate (they have spent money on parks since the ordinance passed) and the new rate is projected to fall between $225 and $250/unit.

**Revenue Bonds**

A popular funding method for financing high use specialty facilities like golf courses, ice rinks, tennis centers, fitness facilities and athletic complexes for outdoor sport. In order for this vehicle to work, it must produce enough excess revenue to cover its operational costs and service its bond debt.

**Maintenance Endowment**

Any time funds are raised to develop or acquire a park and/or land; a maintenance endowment should be included in the formula. Using conservative formulas, the endowment should be built anticipating a
payout of 4-5% annually with no invasion of the corpus. For developed parkland the department should project a $3,000 per year maintenance budget per acre. Using the 40-acre park as a model and assuming a 60% development, this assumes a 24 acre developed park. At $3,000 per acre times 24 acres one would need $72,000 per year for maintenance. Using a 5% payout, the endowment to fully support this park will be $1,440,000. The creation of this endowment should fall under the park foundation and be established as a designated fund.

Naming Rights
A creative funding method for special use facilities is the contracted naming rights by organizations. This includes anyone who finds value in having a popular facility (golf courses, aquatic centers, ice rinks, tennis centers, nature center, fitness facilities and athletic complexes) named after his or her company or organization. The value should be determined by the market value of the ongoing promotion of the facility and should include dollars to maintain the facility to a high level. A word of caution, this should only be used after clearly understanding the community’s values and tolerance for this tool. Many may construe this as “selling out” and be resentful of the department. Additionally, one should be careful to be selective in naming so the department does not have a name on “every square inch” of the park. Overusing this tool can have a detrimental effect on future funders and the image of the park in general.

Conduct Funding Workshop on Specific Initiatives
Upon review of the initiatives listed above, the department should determine the tolerance for any to be implemented. This workshop should include a small number of key community leaders and be positioned in the context of all other community initiatives being developed concurrent with the Master Plan. While all initiatives have the potential to support the plan, some of the more aggressive ones may take longer to implement due to their complexity (TIF’s, real estate transfer fees, impact fees, revenue bonds) where others may move along quickly (creation of park foundation, naming rights, sponsorships, partnerships and outsourcing). This workshop is the determining factor in the breadth to which the master plan can and will be implemented.
IC6-9-7
Chapter 7. Tippecanoe County Innkeeper's Tax

IC 6-9-7-1
Sec. 1. This chapter applies to a county having a population of more than one hundred twenty-nine thousand (129,000) but less than one hundred thirty thousand six hundred (130,600).

IC6-9-7-2
Sec. 2. (a) There is created a ten (10) member convention and visitor commission (referred to as the "commission" in this chapter) whose purpose is to promote the development and growth of the convention and visitor industry in the county.
(b) The county council shall, by majority vote, appoint three (3) members of the commission, at least one (1) of whom must be engaged in the hotel or motel business in the county, at least one (1) of whom must be a representative of the travel or visitor industry in the county, and at least one (1) of whom must be a member of the county council. The county commissioners shall, by majority vote, appoint three (3) members of the commission, at least one (1) of whom must be engaged in the hotel or motel business in the county, at least one (1) of whom must be a county commissioner, and at least one (1) of whom must be a representative of the county's business community which representative may be an executive officer of the chamber of commerce of the county's largest city. The members appointed by the council and the commissioners shall, by a majority vote, appoint one (1) member of the commission from the Purdue conferences department. The executive of the city with the greatest population in the county shall appoint two (2) members of the commission, one (1) who must be a representative of the economic development community and one (1) who must be a representative of the travel or visitor industry in the county. The executive of the city with the second greatest population in the county shall appoint one (1) member of the commission, who must be a representative of the travel or visitor industry.
(c) All terms of office begin on January 1 and end on December 31. Members of the commission appointed by the county council serve two (2) year terms, and members appointed by the county commissioners or by the other members of the commission serve one (1) year terms. A member whose term expires may be reappointed to serve another term. If a vacancy occurs, a qualified person shall be appointed by the original appointing authority to serve for the remainder of the term.
(d) A member of the commission may be removed for cause by his appointing authority.
(e) Members of the commission may not receive a salary. However, commission members shall receive reimbursement for necessary expenses, but only when those necessary expenses are incurred in the performance of their respective duties. In addition,
commission members may receive a maximum of thirty-five dollars ($35) per diem expenses for attendance at the official commission meetings.


IC 6-9-7-3
Sec. 3. (a) The commission may:
(1) accept and use gifts, grants, and contributions from any public or private source, under terms and conditions which the commission deems necessary and desirable;
(2) sue and be sued;
(3) enter into contracts and agreements, including contracts and agreements not to exceed ten (10) years;
(4) make rules and regulations necessary for the conduct of its business and the accomplishment of its purposes;
(5) receive and approve, alter, or reject requests and proposals for funding by any nonprofit corporations or political subdivisions;
(6) after its approval of a proposal, transfer money, quarterly or less frequently, from any available funds pursuant to section 7(b)(2) or 7(c)(1) of this chapter for the purpose of promotion and encouragement in the county of conventions, trade shows, visitors, or special events; and
(7) require financial or other reports from any entity that receives funds under this chapter.

(b) A majority of the commission constitutes a quorum for the transaction of business, and the concurrence of a majority of those present is necessary to authorize any action. However, the commission shall not transact any business without first giving written notice to the director of the county parks and recreation board at least forty-eight (48) hours in advance of the convening of a meeting at which business is to be transacted.

IC 6-9-7-4
Sec. 4. All expenses of the commission shall be paid from the fund established in section 7 of this chapter. The commission shall annually prepare a budget and submit it to the county council for its review and approval. No expenditure under this chapter may be made unless it is pursuant to an appropriation made by the county council in the manner provided by law.

IC 6-9-7-5
Sec. 5. Any entity that receives funds under this chapter shall make a financial or other report upon request of the commission.

IC 6-9-7-6
Sec. 6. (a) The county council may levy a tax on every person engaged in the business of renting or furnishing, for periods of less than thirty (30) days, any room or rooms, lodgings, or accommodations in any commercial hotel, motel, inn, university memorial union, university residence hall, tourist camp, or tourist cabin located in a county described in section 1 of this
chapter. The county treasurer shall allocate and distribute the tax revenues as provided in section 7 of this chapter.

(b) The tax may not exceed the rate of five percent (5%) on the gross retail income derived from lodging income only and shall be in addition to the state gross retail tax imposed under IC 6-2.5.

(c) The tax does not apply to gross retail income received in a transaction in which:

(1) a student rents lodgings in a university residence hall while that student participates in a course of study for which the student receives college credit from a state university located in the county; or

(2) a person rents a room, lodging, or accommodations for a period of thirty (30) days or more.

(d) The county fiscal body may adopt an ordinance to require that the tax be reported on forms approved by the county treasurer and that the tax shall be paid monthly to the county treasurer. If such an ordinance is adopted, the tax shall be paid to the county treasurer not more than twenty (20) days after the end of the month the tax is collected. If such an ordinance is not adopted, the tax shall be imposed, paid, and collected in exactly the same manner as the state gross retail tax is imposed, paid, and collected under IC 6-2.5.

(e) All of the provisions of IC 6-2.5 relating to rights, duties, liabilities, procedures, penalties, definitions, exemptions, and administration shall be applicable to the imposition and administration of the tax imposed by this section, except to the extent those provisions are in conflict or inconsistent with the specific provisions of this chapter or the requirements of the county treasurer. If the tax is paid to the department of state revenue, the return to be filed for the payment of the tax under this section may be either a separate return or may be combined with the return filed for the payment of the state gross retail tax as the department of state revenue may, by rule, determine.

(f) If the tax is paid to the department of state revenue, the amounts received from the tax imposed under this section shall be paid quarterly by the treasurer of state to the county treasurer upon warrants issued by the auditor of state.


IC 6-9-7-7

Sec. 7. (a) The county treasurer shall establish an innkeeper's tax fund. The treasurer shall deposit in that fund all money received under section 6 of this chapter.

(b) Money in the innkeeper's tax fund shall be expended in the following order:

(1) Through July 1999, not more than the revenue needed to service bonds issued under IC 36-10-3-40 through IC 36-10-3-45 and outstanding on January 1, 1993, may be used to service bonds. The county auditor shall make a semiannual distribution, at the same time property tax revenue is distributed, to a park and recreation district that has issued bonds payable from a county innkeeper's tax. Each semiannual distribution must be equal to one-half (1/2) of the annual principal and interest obligations on the bonds. Money received by a park and recreation district under this subdivision shall be deposited in a special fund to be used to service the bonds. During August 1999 the money that had been set aside to cover bond payments that remains after the bonds have been retired plus sixty percent (60%) of the tax revenue during August 1999 through December 1999 shall be distributed to the county treasurer to be used by the county park board,
subject to appropriation by the county fiscal body.

(2) To the commission for its general use in paying operating expenses and to carry out the purposes set forth in section 3(a)(6) of this chapter. However, the amount that may be distributed under this subdivision during any particular year may not exceed the proceeds derived from an innkeeper's tax of two percent (2%) through December 1999 and fifty percent (50%) of the tax revenue beginning January 2000 and continuing through December 2004.

(3) For the period beginning January 2000 through December 2004, fifty percent (50%) of the revenue to the county treasurer to be credited by the treasurer to a special account for the development of projects in or near the county's largest river, including its tributaries (referred to as a qualified project). Upon the submission of a written claim by the department of natural resources requesting funds for a qualified project and to the extent there is money in the special account, the county council shall appropriate and the county auditor shall issue warrants to pay the claim. Money in the special account may not be used for any other purpose. The money credited to the account that has not been used for qualified projects by January 1, 2005, shall be transferred to the commission to be used to make grants as provided in subsection (c)(2).

(c) Money in the innkeeper's tax fund subject to appropriation by the county council shall be allocated and distributed after December 2004 as follows:

(1) Fifty percent (50%) of the revenue to the commission for the commission's general use in paying operating expenses and to carry out the purposes set forth in section 3(a)(6) of this chapter.

(2) The remainder to the commission to be used solely to make grants for the development of recreation and tourism projects. The commission shall establish and make public the criteria that will be used in analyzing and awarding grants. At least ten percent (10%) but not more than fifteen percent (15%) of the grants may be awarded for noncapital projects. Grants may be made only to the following entities upon application by the executive of the entity:

(A) The county for deposit in a special account.

(B) The most populated city in the county for deposit in a special account.

(C) The second most populated city in the county for deposit in a special account.

(D) The Tippecanoe County Wabash River parkway commission, but only so long as the interlocal agreement among the political subdivisions listed in clauses (A) through (C) is in effect. Money received by the parkway commission shall be segregated in a special account.

(d) Money credited to special accounts under subsection (c)(2) shall be used only for recreation or tourism projects, or both.


IC 6-9-7-8
Sec. 8. (a) Any member of the commission who approves the transfer of funds to any person or corporation not qualified under this chapter for that transfer, or who approves a transfer for a purpose not permitted under this chapter commits a Class D felony.

(b) Any person or officer or employee of a corporation, who receives a transfer of funds under this chapter, and who uses those funds for any purpose other than a proposal approved by the commission commits a Class D felony.

Community Input
Community input

Information from the community was gathered in two formats. The first was a series of focus group interviews with current and potential users of the site. The second was a series of public meetings held in the fall of 1999. The following is a summary of those sessions.

Stakeholder interviews

**Youth Soccer**

Dave Krenk

1. Youth soccer – recreational – his focus.
2. Age Group: K – 5
3. Competitive Group
   - “Tipco” – West Lafayette, Harrison: Play at Lindbergh by Purdue Golf Course
   - Lafayette Jeff Travel Group: Miami School
4. 2,000 – 2,200 kids per season: 2 seasons (spring and fall). Total 3,000 kids in general.
5. Currently playing at six locations.
6. Adult men’s soccer group – separate group played at North Salisbury. Play all day Sunday. Adult group 8/10 teams heavily Hispanic based – long lived, been around a long time.
7. Need 14/15 fields for soccer – 90% on Saturdays.
8. 7/7 younger kids, 11/11 older kids – team size.
9. Numbers have decreased last two seasons – to next level of growth would require nicer facilities.
10. Sign-ups through P.O. Box.
11. They have their 501c3 status.
12. Would need 7/9 fields at this park but need better traffic circulation.
13. Willing to lose a couple of weeks due to flooding.
15. 5 year olds coed. Older kids are split out to boys’ and girls’ soccer.
17. Don’t put them on the landfill area.
Softball
Randy Rottler/Dennis Overley/Gene Hurt

1. ASA certified (not USSSA, NSA) insurance through them, format through them.
2. West Lafayette, Shadeland (may be giving up) and Lafayette Adult Softball.
3. SIA has own league on property for own staff.
4. Lilly and Staley have fields with no players.
5. Countywide participation (95% Tippecanoe County)
6. 115 teams – adults in county, but 50 in Lafayette.
7. Coed, men’s, and women’s.
8. One adult church league and one at Beckley.
9. NSA – has state tournament.
10. Started 1969/70 Greater Lafayette Softball Coop prior to P&R league. ‘94/95
    Lafayette Area Softball, Inc. – created.
11. Two diamonds in early 1970’s. Added 3rd field in mid to late 80’s. City irrigated and
    the 3rd field is on landfill area.
12. Girls’ fast pitch at Marlin on 18th Street County – no ASA sanctioned. 9 – 18 year
    olds.
13. Maybe semi-state tournaments next year – have held some before.
14. Some tournaments held – they call Randy and schedule the field.
15. Because they use most of the facility – they are the management wing.
16. Midnight “ad hoc” league shows up and use it. Vandalism, alcohol, and lights.
17. Basketball courts used quite a bit in summer evenings.
18. Concessions bring in when they need it.
19. Men/Women declining here and nationally – coed growing nationally and here
20. Need a gate.
21. Should develop more volleyball.
22. Level outfield (currently ¾” soil over landfill). Three fields – irrigation that works,
    with central area for concessions etal.
23. Host state/regional tournaments.
24. Uses Shamrock Park as a backup.
25. Practice at Lyboult/Shamrock Parks.
26. Season – May through November. (summer and fall leagues).
27. Good model – Bloomington, Columbus, and Midwest in Indianapolis.
28. Could be host for national tournaments with Prophetstown for camping.
29. State tournaments 40 teams.
Canoeing
Chuck Wise / Dave Kusick – Coach Purdue crew

1. Shamrock Park (Joe Rush – only exist boat launch ramp).
2. Program has existed since 1949
3. Rowing crew – 18 months - looking at sites.
4. Desire for canoe club.
5. Corp of Engineers has said no to dams – silting problems.
6. Relocate crew from Fort Ouiatenon to downtown.
7. 1980’s rowing from Grotto to Fort.
8. Harrison bridge to 52 – Straight section of river: 2,000-meter course, finish line at Plaza.
9. 150/175 athletes. 8 oared shells and 4 oared shells.
11. In Feasibility Study planning – goal to be done 11/15 (Study), 12/1 (18 month fundraising and $2 - $4 million building and land acquisition).
12. Facility – can accommodate other aspects of water activity, include water activities.
13. Cincinnati boathouses (3 Rivers in Pittsburgh uses for canoe, kayak, row, etc.) – main structure: offices, rowing tank, study room, weight room, rowing machines, training area/classroom. Storage shells area and maintenance area.
14. River access from boathouse.
15. Fall and spring regattas.
16. Purdue has paperwork in process to dredge sandbar south of Mascouten Park.
17. Use will expand to H.S. for canoeing, kayaking, and shells (community intent).
18. Start to get rid of some of the concrete riprap move to nature bank.
20. Canoeing and kayaking untapped through national marathon champs.
21. Kayak – flat water sprints can work with Purdue’s course.
22. Tie with Wabash landing.
23. Better place for boat ramp – north of 52 (40 acres of land).
24. Doesn’t see potential for marina – too much variable river flow.
25. Canoe livery not yet – not enough critical mass.
26. Possibly voyager canoes from Prophetstown to Ft. Ouiatenon.
27. Two more pedestrian bridges to West Lafayette – up and down stream (Tea21 Money).
29. Spectator access from Lafayette.
30. Chuck W – not sure shared facility will work – concerned – like canoe clubs in Europe.
31. If canoe and rowing cannot get along – canoe wants own space.
32. Thinking about business competing with dragon boats and paddleboat activities.
33. Keep it natural as possible.

**Prophetstown**
Nick Clark

1. 4 ½ miles long – 1 ½ miles wide.
2. State Park 3,000 acres – Museum at Prophetstown – 333 acre lease
3. 2,000 acres of prairie.
6. Will have River trail.
7. Will have canoe access for interpretive functions only.
8. State will have canoe launch at Tippecanoe River.
9. No one knows how many people can use this facility.
10. 400,000 – 500,000 visitors/year – average stay – 2 ½ hours.
11. 1,000,000 visitors – state park.
13. All hotels will be east of 225.
14. Will be bridle trails with state horses in park.
15. SR43 only entrance to the park – Swisher/9th etal.

**Lucky Neiburger**
Wabash Corridor Development

1. Kent Shutte – transportation museum south of Depot. River; R.Road; Amelia Earhart; Astronauts.
2. How does it tie with imagination station?
3. Headwaters Park in Ft. Wayne (Dayton Ohio Bandshell in island).
4. Get people down to the River – everybody know it’s there, nobody visits it.
5. River is healthy, but not clean.
7. Pay farmers not to farm up to tributaries.
8. Lincoln neighborhood across rail corridor barrier to park.
9. Wabash Corridor Trail – Prophetstown to Lafayette goal to be bike trail (good idea).
11. Not hearing anything about problems at the river or there are dams at Monticello/Lake Shafer. They clean up the river by dropping silt in the lakes.
12. There was a 10 year “Clean Mary” – small boat with “City operated dredge”.
13. Wabash Landing to Prophetstown – idea for dinner boat or ferry boat.
14. Stabilize river bank and open up vistas.
15. Shamrock Park (maybe should connect, can be good vista).

Public Safety
Tim Batta/Jeff McCoy/Gene Reed/Maj. Anderson/Steve Wettchurack

2. Now access for problems go to West Lafayette 15/20 minute response time.
   Mascouten Park this is the model.
3. Can be mixed use ramp.
4. Rescue boat comes out of jail.
5. Homeless people are camping down in there.
6. Need to keep brush and trees open for vehicles.
7. Sheriff – ambulance runs.
9. West Lafayette has minimal water rescue program.
10. 3 zodiacs and wave runners.
11. Access for police to patrol it. Put squad car along trail.
13. Not good access to water for fire fighting in the middle of park.
14. Roving medics – a golf cart would be a good idea.
15. Phones on the trail – call boxes – got to be waterproof and vandal proof.

Horseshoe Group

2. Never flood in that area.
3. Courts 1 – 3 settled lower than the other courts.
4. Courts 24 / 12 under, 12 outside – want roof over all 24.
6. Only Tournaments – Single City Tournament; High Low Tournament; League Play
7. Used to cook and cater.
8. Should face north/south layout.
9. Better signage to get people to it.
10. Any town can put in bid for state sanctioned tournament.
11. Midwest Ringer Tournament – 2 days – 100 people in tournament and families. RV parking at Prophetstown.
12. Restrooms needed.
13. Took on own food for tournaments or cater.
14. Most tournaments are held in City Parks (Kokomo).
15. Tournaments 7:30 to midnight / 1st week of many end of August.
16. Lighting is important.
17. No formal agreement exists – idea was Parks would build and association would repair and manage (with parks buying supplies)
18. Next to ball fields is ok – good relationship – parking is ok.
19. Used to give them a key for bathrooms. Don’t do that anymore.
20. Can play when it is raining.
21. Good to have picnic shelters and playgrounds close.
22. Fee for tournament $15 - $20 per person.
23. To bid on a money tournament costs $200 (money tournament is cash and trophy).
24. Indoor ideal, with portable courts.

**Fishing and Boating Access**
Bassmasters – Steve L.

1. Ramp at Shamrock Park – unusable.
2. Deep part of river to make access year round – 3’ water.
3. Parking for 20 cars and boat trailers.
4. Directly across from Maskutan Park good area.
5. Launch ramp 12’ wide ramp.
6. Would do night fishing if possible.
7. Access is critical.
8. 18th and Skyler – bait and tackle shop.
9. Maybe bait shop on site.
10. Keep bigger trees and shade.
12. Ideal of getting close to water without falling in “floating platforms”.
13. One boat ramp needed only – ½ way between, Ft. Ouiatenon to south; River Junction to north.
14. Fishing has no boundaries – handicap accessible programs. Wheelchair – any disability and type: 15 – 50 participants this year.
15. May partner for teaching kids how to fish.
16. Add two floating piers (take in and out of ramp).
17. Wabash mostly catfish soft bottom.
Greater Lafayette Tennis Association
Gerry Harrison

1. Spring of 1980 current basketball courts used to be tennis courts with bubble over it.
   This is the year it came down.
2. Perception is bubble was not profitable – was clay courts – problem.
3. USTA teaches at Columbian park and in schools (Linwood School, etc.)
4. Difficult to put monitored facility in this park, but open courts ok.
5. Need one dozen courts to run tournaments (Purdue only place, but is getting expensive).
6. Would gain access to population under served.
7. Convenience is important.
8. Less players today than 15 years ago.
   with consolation round and doubles.
10. Round Robin – local tournament for more kids, unranked kids and maybe JV kids rather than varsity or ranked.
11. Trying to get in schools.
12. Two rounds in event in a day in rules – play over three days. Friday through Sunday.
13. People who coach kids will look for tournaments.
15. Focus more on teaching/exposure/training.

Joe Rush

1. Fill in ditch by Lyboult Field with pipe – recapture part of park – once fill in pick up 28 – 29 new acres.
2. Put in lights over dump to make fields for play / soccer / basketball. Set elevation same as Lyboult.
3. River needs to be cleaned out – dredged.
4. He proposed dams in the river – has studied and talked to Corp. of Engineers.
5. River Junction and Black Rock dredge out.
7. Lilly doesn’t want dams in the River.
8. Boat access by Shamrock Park.
9. River changes 30’.
10. Sand volleyball / Horseshoe courts.
12. Another 9 hole golf course.
13. 1996 – 42,000 rounds of golf played.
Cloud Jockeys

1. Have fixed wing, rotary and jets
2. Current membership is 88 with influx of younger people
3. Currently has lease agreement with city
4. Pilots must have AMA license to fly at McAllister (carries $1,000,000 insurance liability)
5. Club meeting at McAllister Center in exchange for projects
6. RC car track as well out there is theirs
7. Cloud Jockeys have no control over rockery used – Boy Scouts and Purdue
8. Cars and rockets can be done on site by anybody
9. No closed membership locations for aviation in Lafayette
10. A combat meet has 1/12 scale planes – with 7 guys in the air at once
11. Current runway is 170’ x 24’ – best is in Texas 650’ x 90’. Winamac Indiana has a good site as well off 14 west of town behind the cemetery.
12. They have 3 or 4 alternative sites when flooding occurs Cob Jenkins site, Ross Hills site, Ron Dye, The amphitheater) Jenkins is best because it is wide open.
13. Don’t fly west of runway is a rule, not north of #3 tower.
14. Tree at south end needs to be topped.
15. Repair/move existing pavilion and add it to the area west.
16. Runway south to northeast 500’ (from south of existing runway to NE)
17. They have a port-a-john. Could use better.

Kent Shutte

1. Transportation Museum
2. Public spaces and air rights over railroads.
3. Museum transportation by Riehle Plaza. Tie to Amelia Earhart, Boilermakers, Railroad Boilermakers, 1st airmail from courthouse square, astronaut (air, space, water, and land base).
4. Alan Hammond “women are backbone of cultural elements – men are fanatics for tinkering. This is tough to do.
5. Economic Development Zone.
6. Possible partner with imagination station.
7. Focus more on adults – true Museum.
8. Core industries transportation driven.
9. Maybe focused with specific engineering not Purdue in general.

Focus groups
November 08, 1999
4:00 p.m.

**Strengths**
1. Close to downtown
2. On the river
3. Not developed
4. Easily accessible
5. Parks Department already owns site
6. Physical tie to West Lafayette and Prophetstown
7. Center of regional area – downtown, Prophetstown etal
8. No social problems in the area – no abuse of grounds
9. Large acreage
10. Funding for the area – Nat’l clean water initiative

**Weaknesses**
1. Flooding
2. Old landfill – no closure
3. Not clearly or easily accessible from roads – 2 entrances
4. Difficult to add permanent structures
5. Wabash – “impaired stream” – EPA classification
6. Gravel roads
7. Wellheads – eyesore and maintenance
8. Shallowness of river
9. Railroad

**Opportunities**
1. Connected to River – good boat launch
2. Balance recreation with natural preservation
3. Balance recreation with education
4. Keep local control
5. Landing by Depot – plaza and river access
6. Skateboarding/rollerblading
7. Tournament level facilities (soccer, tennis, baseball, softball, horseshoe)
8. Community growth in adult league sports
9. Premier flying site
10. Connectivity
11. Family oriented activities
12. Take outsiders money (revenue opportunities)
13. Growing housing area and trail potentials
14. Enhance neighborhoods
15. Partnerships with agencies and groups (including City and County)

**Threats**
1. Too nice a park that draws in too many people – loved too death (sustainability)
2. Computers – distractions other than parks
3. Lack of accessibility
4. Security
5. Capacity of system to maintain in the future
6. Floodplain limitations
7. Jet skis
8. Noisy watercraft

**Facilities or functions that have to be in the park**
1. Drainage
2. Beautiful natural setting
3. Access to the river and to downtown
4. Parking restrooms and trashcans
5. Open space and green fields
6. Place to launch fireworks
7. Soft surface running trails
8. Food – restaurants or family concessions
9. Trolley from downtown for lunch crowds
10. Large regional playground
11. Educational playground – linkages
12. Flying field
13. Trails
14. Softball/Horseshoe/Soccer/Basketball
15. Tennis
16. Skateboarding/ inline skating

**Partnerships**
1. County parks
2. W. Lafayette City and parks
3. Schools
4. Purdue
5. IDEM
6. County Commissioner and Council
7. Lilly
8. Hospitals
9. TRW
10. Staley
Wabash Riverfront
Master Plan

A public/private partnership vision for our riverfront

11. SIA
12. Siemens
13. Neighborhood Associations
14. Area developers
15. Purdue Research Foundation (PRF)
16. Imagination Station
17. Local neighborhood churches
18. State legislators
19. DNR, DOT
20. Community Foundation

Issues
1. Monitor drainage at golf course
2. Phasing
3. Educational emphasis as well in the vision
4. Tourism is good – Community driven product with short term tourist attractions
   (events/tournaments)
5. Positive that Lafayette Parks is doing this
Wabash Riverfront
Master Plan

A public/private partnership vision for our riverfront

November 08, 1999
5:30 p.m.

Strengths
1. Big
2. The river
3. Urban – connected
4. Reasonable proximity to downtown
5. Border of downtown neighborhood – Lincoln neighborhood – Centennial neighborhood – schools, YWCA, churches
6. Contiguous with County, West Lafayette, State park and Prophetstown – Regional Delphi canal system
7. Historic epicenter of community
8. Wabash Heritage Trail
9. Only river of green space in City
10. In spite of weakness, it is used – used by people who drive in
11. Avg. 12 people/hr on trail
12. Wellheads are urban sculptures
13. Funding available for Wabash River
14. Large variety of existing activities
15. Accessible from river
16. Wide open spaces
17. City owns
18. Wabash – “State River”
19. Size lends itself to events and conventions
20. Size lends itself to flea markets
21. “Longest river in the country in a natural state” – not dammed
22. Views into river corridor from roads
23. Parking available
24. Shouldn’t have a lot of negatives associated with this project

Weaknesses
1. The river – flooding – siltation- water quality
2. Accessibility from neighborhood
3. Well field protection
4. Floodplain
5. Landfill – closed +- 1971
6. Quality of water under site and in river
7. No unifying theme
8. American Heritage River designation
9. Visibility into the park
Wabash Riverfront
Master Plan
A public/private partnership vision for our riverfront

10. Wide vast open spaces
11. No accommodations restrooms and water
12. In flight path of Purdue airport
13. Mosquitoes
14. City owns
15. River bank edge

Opportunities
1. Festivals at Riehle Plaza
2. Boat launch ramps
3. Resurgence of downtown neighborhoods – lots going on around
4. Lots of funding available
5. Popularity of bicycling, walking, league sports, community support and Prophetstown
6. 9th Street development
7. Historical theme development
8. Wabash Heritage Corridor
9. Tourism growing industry
10. Prophetstown
11. Purdue crew looking to move
12. Duck race in river
13. Incredible fishery – State and federal $ available – tournaments
14. CARA -$9,000,000 to Indiana per year
15. Collaboration with up and down stream
16. Dog park
17. Skateboarding park

Threats
1. Planning process – need to make sure neighborhood is part of the park – walk-in – not just a regional park
2. Being too much to too many people
3. No accessibility for walk-ins
4. Adjacent industrial zoning
5. People’s attitude about the river – “it stink’s”
6. Potential development across the river
7. Toxic hidden nightmare
8. Lack of community knowledge it exists – ignorance
9. Community priorities – this won’t be high on their list
10. Multi-jurisdictional
11. Adjacent property owners
12. American Heritage River designation
13. No control over what is happening upstream
14. Wellhead protection

Facilities or functions that have to be in the park
1. Restrooms and drinking fountains
2. River access
3. Neighborhood access – walk-in
4. Tie to other trails
5. Keep it green – plant trees
6. Good image
7. Flexible space – multi-purpose age and use
8. Create theme and uniqueness
9. Shelters
10. Year around use
11. Accommodate flooding
12. Trails
13. It is unique because of it being a broad river park
14. Respect the river – runoff etc.
15. Nature Center around the river – work with Prophetstown – don’t compete rather enhance
16. Golf academy

Partnerships
1. Bicycles and motorcycle groups
2. Greater Lafayette Area Soccer
3. Vulcan Gravel
4. Lafayette and Tippecanoe County School Corporations
5. County parks
6. Tippecanoe County Historical Association
7. Neighborhood associations
8. C of C
9. Downtown Business Association (DBC)
10. Purdue
11. Hospitals and Rec. therapy groups
12. Nature and sportsman clubs
13. Imagination Station
14. CINergy
15. TRW and adjoining industries
16. YWCA, YMCA
17. 4H
18. Service clubs
19. Specialty clubs
Wabash Riverfront
Master Plan

A public/private partnership vision for our riverfront

20. DNR, IDEM  
21. State legislators  
22. NRCS and SWCD  
23. Special needs groups  
24. Trade unions  
25. County jail  
26. CDC’s  
27. Lafayette neighborhood housing  
28. Hotel, motel restaurant association  
29. CVB

Issues
1. Pedestrian access – covered bridge – cable cars

November 10, 1999
4:00 p.m.

Strengths
11. Size  
12. Limited use because of flood plain  
13. Wide open space  
14. River access  
15. Existing trails and facilities – good  
16. Close access to city center  
17. It’s heritage and history  
18. Easily accessible from downtown  
19. Utilities available  
20. Good opportunities for cooperating agencies  
21. Last large piece of land downtown and across from West Lafayette  
22. Variable Eco-systems within it  
23. Lots of activities in this area – museums, industry, shopping, housing  
24. Flooding  
25. 40 acres north of 52 not developable  
26. $ available for development  
27. Purdue

Weaknesses
10. Flooding and floodplain  
11. Landfill  
12. Railroad tracks – cut off neighborhoods
13. Roads undeveloped in the site
14. Construction of Canal Road
15. Could encourage conflicting use with County’s trail – City has multi-use
16. Limited ability to develop
17. 40 acres north of 52 not developable
18. High maintenance site
19. Current not much access to river
20. Safety – existing tree conditions must be evaluated
21. Bank condition – undercut
22. Purdue
23. Lack of a community clearinghouse for activities done on parks property

**Opportunities**
16. Wabash River Heritage Commission and 3 parks departments and DNR partnerships
17. Tourism opportunities – with recreational opportunities – tournaments, niche markets, soft self directed, eventing
18. Few large open parks for passive recreation in the City
19. Use the land without destroying the natural beauty
20. $- funding sources
21. Community influx of soccer needs
22. Upgrade and develop different community recreational opportunities
23. Landfill above floodplain – clay cap and develop

**Threats**
9. Apathy – until after it is built
10. Conflict management – balancing needs and wants
11. How long funding available – for development
12. Ongoing maintenance and operational dollars
13. Purdue
14. Security – not good visibility – trail length with little exposure
15. No control over upstream happenings

**Facilities or functions that have to be in the park**
17. Visual and physical access to river
18. Fishing pier - safe for kids
19. RC controlled park – planes, cars, boats
20. Good signage
21. Trails
22. River boat – ½ day trips
23. Softball and Soccer complexes
24. Horseshoes
25. Natural and passive areas—interpretive and educational
26. Trees
27. Open areas with picnic pavilions
28. Proper security
29. Little kid play area
30. Good restrooms
31. Good access/roads
32. Improve the river – dredge it

*Partnerships*
21. Purdue
22. Softball, Cloud Jockeys, Horseshoe Assoc.
23. West Lafayette, County government and parks
24. DNR, IDEM, Prophetstown
25. YWCA, YMCA, Boys and girls Club, other service groups
26. Corporate, Lilly
27. Special interest (Sierra, Audubon)
28. Athletic user group
29. CVB, C of C, DBC
30. Imagination Station
31. Media
32. National groups
33. Private developers

*Issues*
6. Are there alternative locations for existing functions?
7. Public will need to know how long it will take to do
8. Develop visible sections 1st
9. Value the uniqueness of the space
10. Plan your work and work your plan
November 10, 1999
5:30 p.m.

Strengths
1. History – Wabash River Canal
2. Centrally located
3. The River
4. Size
5. Scenic
6. City owns
7. No controversy associated with it – yet
8. Relatively flat
9. Area- lots of activities without interfering with neighbors – isolated
10. Accessible from 52, downtown, neighborhoods
11. Between state park and downtown

Weaknesses
16. Floodplain
17. Landfill (Manhattan project from Purdue?)
18. Not knowing what is under Lybolt
19. Wellheads- aquifer
20. Access over tracks into site
21. Safety – isolation
22. Unpredictable site – tough to plan for
23. No permanent buildings
24. 52 cuts 4o acres off of the park
25. 52 noise problem and proximity
26. Power lines across site
27. Purdue airport flight path and noise
28. Train noise
29. Public doesn’t think about it – out of site – out of mind
30. A lot of maintenance
31. Access not scenic into the site
32. Congestion on 9th Street

Opportunities
18. State park proximity
19. Access to the river
20. Size and location – provides for multi-teams and single location
21. Provide for seniors in community
22. Large event gatherings that have outgrown existing spaces
23. $ available for Wabash River development
24. Future public/private partnerships
25. City as whole – balancing city resources

**Threats**
15. Changing the floodplain affects the river up and down stream
16. Can not affect what is happening off site
17. Controversy associated with the cost of development
18. Future recreational potential of Prophetstown – need to compliment
19. Landfill on other side of Canal road – environmental threat
20. Mosquitoes, insects, wildlife habitat displacement and their threat
21. Lack of appropriate management in place – need single source coordinator
22. Competition from other golf courses

**Facilities or functions that have to be in the park**
17. Community Center with broad focus
18. Nice diverse activities
19. Quiet natural areas
20. RC park – cars, planes, boats
21. Big flat area – multi-use – programmed and unprogrammed

**Partnerships**
30. City and County governments
31. Good model in place with the library
32. Amateur athletic groups
33. Business/industry – SIA, Lilly, Alcoa, Staley
34. Purdue
35. Food service groups
36. Master gardeners
37. Arts consortiums – gateway to City
38. Equipment rentals
39. Lafayette community as a whole

**Issues**
2. Vision – incorporate broad diversity – balance – must relate to how the community relates to itself and how it wants to be there
3. Is it a good piece of land because it is, or because you own it?
4. Where in the system is the best place to spend $1,000,000? Is it here? ROI
5. White River Park is a good model of balancing recreation with destination park.
Wabash Riverfront
Master Plan

A public/private partnership vision for our riverfront

November 10, 1999
7:00 p.m.

Strengths
1. The river
2. Already has recreational anchor – golf course
3. Wild open spaces
4. Size
5. Trail (but needs to be maintained better)

Weaknesses
1. Flooding
2. Size
3. Accessibility and entrances (too few)
4. Maintenance
5. Upkeep of grass after flood
6. Organization of site creates competition of spaces – awkward – access and egress to site chaotic
7. Flat – can not take advantage of vistas
8. Absence of sensible trail network throughout the site
9. Ticks and mosquitoes
10. Perception river not clean
11. Trails not multi-use – too narrow – wood chips needed

Opportunities
1. Kids 9-14 need something to do – formal and informal recreational needs
2. Boating and canoeing
3. Quiet areas to get away – arboretum, botanical garden model
4. Managed natural areas

Threats
1. Over-development
2. Lack of accessibility
3. Not knowing the size of park and who owns (the public)
4. Currently nothing drawing people there

Facilities or functions that have to be in the park
1. Soccer fields competition and practice
2. Well maintained wild spaces
3. Interface with River more directly – access as well as visual
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4. Multi-use trails
5. Historical – interpretive use
6. Transition space between neighboring industry
7. Effective flood control management
8. Rustic shelters, picnic areas, benches

Partnerships
1. Schools
2. Sporting leagues
3. SIA, Lilly
4. Environmental groups
5. Purdue

Issues
1. The politics of the project can kill it
Public meetings

December 15, 1999

Strengths
1. Natural habitat
2. Public access to river
3. Beauty of Wabash River
4. The State river
5. Lot of it!
7. No gambling boat on it – yet!
8. Community drawing point
9. Peaceful buffer
10. Diamond in the rough
11. Limited access
12. Lack of visibility into it.

Weaknesses
1. Flooding – flood stage – can raise 2’ – 3’/hr. – 14’ + total
2. Limited access from city.
3. Auto salvage (junkyard view)
4. Contiguous development
5. Homeless under bridge.
7. Lack of vegetation other than at River’s Edge.
9. Bank very high – riprap – concrete
10. Unpredictability of water level for boating.
11. Not national heritage river.
12. Ability to maintain and police
13. Pedestrian access from neighborhoods – children.

Opportunities
1. Families on bikes without fighting traffic.
2. Kids fishing – from bank too difficult
3. Multiple uses given its size of acreage.
4. Mountain biking areas.
5. Use river at night – subtle lighting, Battle Creek Michigan.
6. To improve the landscape – transition succession
7. Natural environment to explore – test – woods discover
8. Opportunity to play in the water.
9. Raft from east side to west side.
10. Suspension bridge
11. Partner with Boys/Girls Club.
12. Flooding
13. Relationship both City and County Parks Departments have together.

**Threats**
1. Over-development of park
2. Flooding
3. Water quality of Wabash – improving but still has way to go.
4. Too many signs and restrictions.
5. Too many restrictions.
7. 20,000 rats – at night go to River – big.
8. Vandalism and graffiti – lack of visibility.
9. Legal restrictions on property can keep multi-use trails from working
10. Lack of funding
11. Conflict between private part of park (quiet) and programmed space (fields).

**Facilities or functions that have to be in the park**
1. Pedestrian connection to north end neighborhood.
2. Flow of avenues of transportation through the park – not cars (need parking).
4. Graffiti wall / barn (like at Harrison) “Expression”
5. Easy access ramp – close to River – see Fountain County – slope.
6. Fishing dock / pier.
7. All accessibility
8. Quiet – pastoral areas to get away
9. Seating and lighting
10. Open after dusk – need to get in and out.
11. Fountains to play in.
12. Topography change and lake.
13. Infrastructure.
14. Keep Lyboult and make better – zoning of areas very important – look at options for.
15. Playgrounds

*If you had $500,000 to spend, how would you spend it?*
1. Boat Ramp and clean up banks.
2. Berm and lakes to create variable topography.