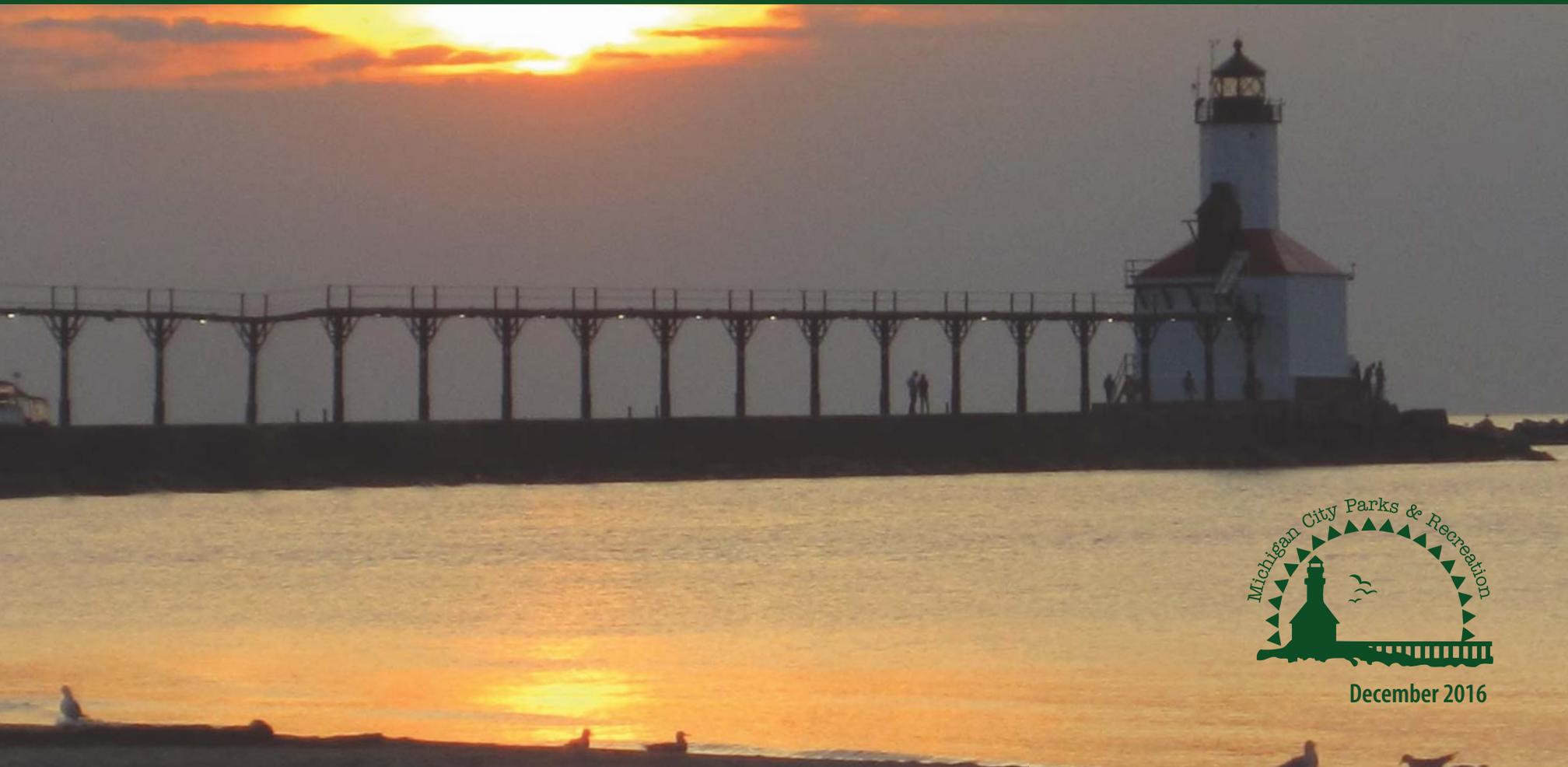


ENVISION

Washington Park



December 2016

“A curious freak of nature is the circumstances that people seldom want or provide for a public park when they can get one, in the best location and for a song. They usually wait until the most desirable land for that purpose have been denuded of their natural beauty or converted to other uses before they realize what they have lost. And this situation the people of Michigan City have escaped by a very narrow margin.”

- Martin Krueger, former Mayor

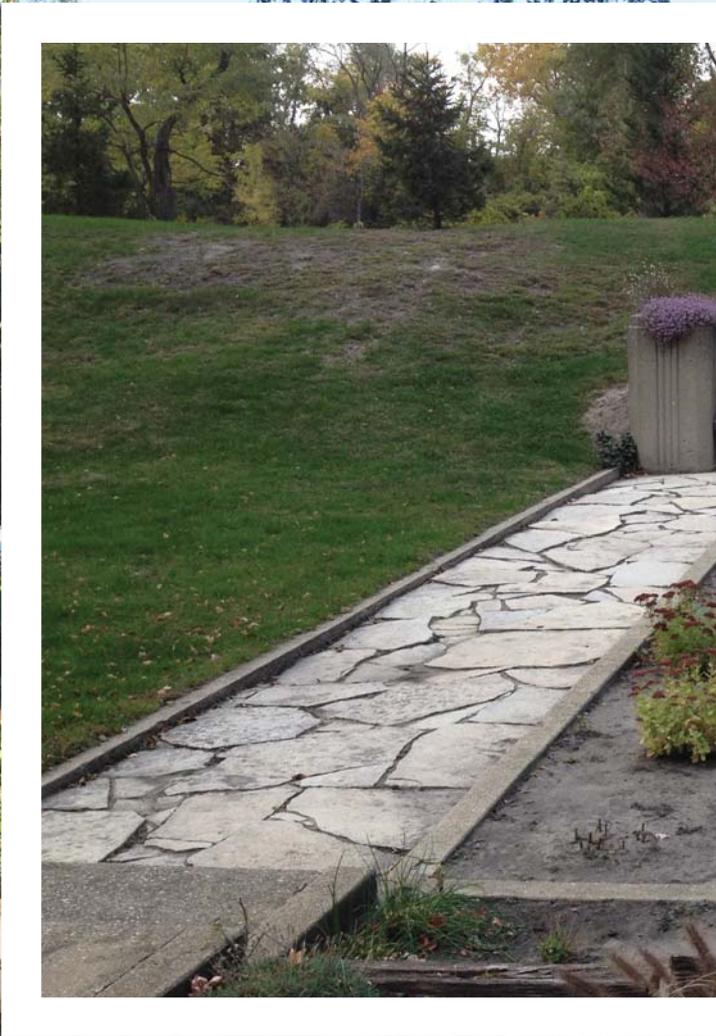


This Master Plan was produced for the Michigan City Parks & Recreation Department by Hitchcock Design Group in collaboration with:

- Haas & Associates, LLC
- Heller and Heller Consulting, LLC
- Kil Architecture / Planning
- Walker Parking Consultants

CONTENTS

1	Introduction
11	Chapter 1: Analyze: Inventory and Analysis
65	Chapter 2: Connect: Community Engagement and Needs Assessment
89	Chapter 3: Envision: Master Plan
123	Chapter 4: Implement: Action Plan





INTRODUCTION

The Michigan City Parks & Recreation Department strives to preserve, protect and manage natural, historical and recreational resources and facilities in order to offer professionally-managed leisure activities and programming in which all citizens can participate.

The park board and staff are dedicated to fiscal responsibility and efficiency through proper planning. We will pursue cooperation and partnerships with fellow city departments, groups, and agencies in our community to achieve these philosophies. Our combined efforts will enhance and enrich the quality of life of our citizens, visitors and future generations to come.

As part of the Park Department Master Plan, the board and staff developed the Washington Park Master Plan to guide the future development of the park and to provide recommendations for short-term and long-term improvements. Washington Park is the biggest and best-positioned lakefront in the region serving the Chicago and Indianapolis metropolitan areas and everyone in between. As the centerpiece of the Lake Michigan Gateway Implementation Strategy (LMGIS), opportunities exist to create a world class, eco-recreation destination and catalyze development within the downtown Michigan City area. By planning for the future of Washington Park, the board and staff aim to create a regional destination that fosters year-round recreation opportunities, provides enriching programs and events, and improves the quality of life for residents, visitors and future generations.

Planning Process

The master planning process covers five phases: Analyze, Connect, Envision, Prioritize, and Implement. The planning process began in early 2016 with an extensive inventory and analysis of Washington Park's recreation assets, facilities, and social and economic context. An analysis of the recreation programs, events, and operations gave insight into the services provided by the Washington Park Parks Department. During the Connect Phase, the park board, staff, and stakeholders provided awareness of the issues and needs facing Washington Park through various platforms.

Upon completion of the Analyze and Connect phases, visioning sessions helped the planning team develop the master plan's initial design strategies. After extensive input from the Park Board and staff, the design strategies were refined during the Envision phase. The Prioritize and Implement phases developed a final master plan document and incorporated an action plan that will be implemented over the next five years with an outlook to the next ten years.

Goals for the Master Plan

- **Connect:** Increase connectivity through park.
- **Enhance:** Enhance overall park features and aesthetics.
- **Highlight:** Highlight the cultural and historic fabric of the park.
- **Activate:** Provide a variety of uses to activate the site year-round.
- **Restore:** Preserve and restore the parks natural features.

This master plan can be seen as building on the process, goals, and recommendations set forth by the *Lake Michigan Gateway Implementation Strategy* (LMGIS, Hitchcock Design Group, et al, 2014.)

LMGIS Recommendations

- Develop a master plan for Washington Park, including the zoo. This document will guide consistent design and prioritize capital improvements.
- Create, adopt and enforce planning and design guidelines for park improvements.
- Develop Bismarck Hill attractions. Build an adventure park with zip line, ropes course, alpine slide and camping cabins and/or tree houses.
- Build a central promenade connecting the zoo to the rest of the park. Include secondary attractions such as a carousel, signature fountain, sculpture garden, themed playground, updated spray pool and beach follies.
- Improve the visitor navigation with better vehicular, bicycle and pedestrian circulation, infrastructure, facilities and parking.
- Protect, preserve, restore and enhance the zoo.
- Develop a restaurant in the park for visitor convenience that also allows for spectacular views within the park.
- Install trails and boardwalks through natural areas to facilitate circulation, protect the existing dunes and provide opportunities for activities.
- Investigate opportunities for new year-round magnet destinations and secondary attraction redevelopment north of the Lighthouse Museum.

Our combined efforts will enhance and ENRICH the quality of life of our citizens, visitors and future generations to come.



Lake Michigan Gateway Implementation Strategy (LMGIS)

Related Documents

Related documents referenced during the master planning process included the:

- 1970 Beachway Project
- 1991 National Registry of Historic Places, Washington Park
- 2003 Singing Sands Lighthouse Trail and Inner City Bike Loop Plan
- 2006 Washington Park Master Plan
- The Marquette Plan, 2008
- 2010 Michigan City Port Authority Development Plan Update
- 2011 Trail Creek Corridor Open Space Master Plan
- 2012 Sheridan Beach and the Esplanade Ecological Assessment
- 2012-2016 Parks Department Master Plan
- 2013 HyettPalma Michigan City Downtown Action Agenda
- 2013 Singing Sands Lighthouse Trail Phase 1
- 2014 Lake Michigan Gateway Implementation Strategy (LMGIS)
- 2014 Parks and Recreation Department Annual Report
- 2014 The Sheridan Beach and The Esplanade Public Access, Land Management, and Implementation Plan
- 2015 Parks and Recreation Department 3rd Quarter Report
- 2015 Michigan City Visitor Metrics Report
- 2015 Bismarck Hill Vegetation, Wildlife Assessment and Restoration Plan
- 2016-2021 Washington Park Zoo Strategic Plan

History

Adapted from the 2006 Washington Park Master Plan, Civic Arts and Recreation in Historic Michigan City (www.emichigancity.com), Michigan City's Washington Park (Jonita Davis), and the Washington Park National Registry Listing.

Before the turn of the 20th Century, the area where Washington Park now stands was filled with stockpile storage, lumberyards, and fishermen shantytowns which abutted a deteriorating harbor. There was no Franklin Street Bridge to allow access from downtown Michigan City to the lakefront, and residents viewed this area as separate from the section south of Trail Creek. Mayor Martin Krueger envisioned a community park along Lake Michigan, a vision cultivated before Krueger's tenure as mayor on a visit to Lincoln Park in Chicago, Illinois, in 1883. As mayor, he petitioned the Indiana State government for legislation and financing for a bridge that would help to turn the industrial stockpile area into a public recreational asset.

This process was not without opposition, and the bridge project seemed to polarize the people of Michigan City. Opponents believed the structure would impede the commercial traffic that used Trail Creek, that no one would want to visit the dilapidated harbor and neglected beach, and still more argued against the level of investment it would take to turn the harbor and beach into a desirable area to visit. Through it all, Mayor Krueger proceeded delicately in executing his strategy, and decided that the bridge and park would be separate projects.

Bridge construction began in 1890, and following completion the land was granted from the existing harbor to just north of where Lake Shore Drive stands for use as a park. The first bridge was destroyed by a shipping vessel crash, and rebuilt in 1910. Over the next decade, the city would spend it's time creating the park out of the neglected lakefront. As the development progressed, the city's enthusiasm for the area grew, and eventually building the park became a community effort. After removing debris and grading the land, Mayor Krueger urged Michigan City residents and businessmen to plant hundreds of trees upon it, and in this way, each family was able to contribute a little to the park's development.

The Civil War Monument, also known as the Soldiers and Sailors Monument, was erected in 1893. The 60' tall monument has become the symbol of Washington Park and still guides visitors into the park today. It was sculpted by New York sculptor J. Scott Harley, who fashioned the bronze relief figures of soldiers' families in attitudes of leave-taking. By 1909 an amusement park lined the shores of Lake Michigan making it a popular tourist attraction, sometimes referred to as the Coney Island of the Midwest. The amusement park featured a large wooden roller coaster, carousel, waterslide, tennis courts, and later the Oasis Ballroom. During the 1909 summer season it was estimated that 435,000 people visited Washington Park.

The Peristyle, which symbolized the park for more than half a century, was used for picnics and special events in the park and was located just east of the

Soldiers and Sailors Monument. Industrialist John Barker, whose downtown mansion is also listed on the National Registry of Historic Places, donated the Peristyle and first Washington Park band shell to the park. Barker's band shell burnt down in the early 1900s but was replaced in 1911 by the circular band stand which still stands today.

As the park developed, the white sandy shores of Lake Michigan opened up to the community and they took full advantage of the new bathing beach. In 1913, the city contracted with the South Shore Amusement Company to operate a dance floor, skating rink, bath house, and narrow gauge steam train. The once inaccessible shantytown soon became a regional recreation and entertainment destination.

In the 1920s, the park featured tennis, swimming, a boardwalk, and games. The Kiddieland Limited Trail, which accommodated both adults and children, took visitors around the park to see the merry-go-round, Ferris wheel, and carousel. The Oasis Ballroom brought big name bands in for dancing and entertainment throughout the Roaring Twenties. During this time the Smith Brothers

Cough Drop Factory was constructed northwest of Franklin Street Bridge. The World War I Monument, or the "doughboy statue," was built in 1926 as a tribute to the soldiers who lost their lives during World War I from 1917 to 1918. This monument still stands today. Also at this time, two cannons flanked the entry to the park, and stood guard until 1942 when they were removed and melted down.

While the park originated in the late 1900s and the zoo was constructed in 1928, the Washington Park we know today is truly a legacy of the New Deal era of the 1930s. According to the National Register of Historic Places application, the "variety of features and the imaginative landscaping" makes Washington Park "arguably the finest existing park in Indiana designed and built by the WPA (Work Progress Administration) and its predecessor agencies Federal Emergency Relief Administration (FERA) and the Civil Works Administration (CWA)." The zoo itself is the largest zoo in the state designed and executed under the New Deal. The wooden coaster and amusement park rides were deconstructed and used to create shelters and picnic tables. Nearly everything built by the WPA remains today, including the Observation

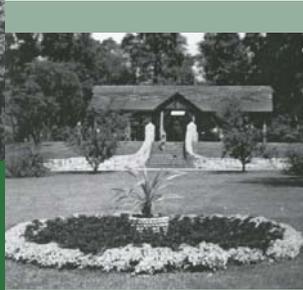
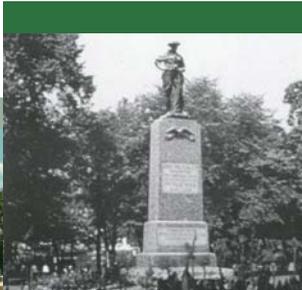
Tower, Rock Garden, Rotary Children's Castle, Monkey Island, and stone walls and benches found throughout the zoo and park. The naval armory was built during this period as well, and still stands on the shore of Trail Creek.

In the years spanning the 1940s and 1950s the rides at the amusement park grew grander and the midway attractions more numerous, but by the 1960s attendance began to dwindle. The amusement park and nearly all of its amenities were removed by the 1970s. During this time, the Old Band Stand was renovated, the Peristyle was demolished, and the traffic patterns were rerouted. The PFC Daniel D. Bruce Vietnam War Memorial was built in 1976 and the "A-frame" beach bathroom/shower/concession building was remodeled and put into use as the park office in 1977. In 1978, the Bicentennial Amphitheater was constructed in honor of the 200th anniversary of the United States. Today, it is known as the Guy Foreman Amphitheater.

In the 1980s and 1990s visitors came to Washington Park to enjoy the beautiful beach and lakefront, listen to a band concert or visit the zoo. The latest major construction at the park was the North Pointe Pavilion, constructed in 2015. As the "jewel of the Michigan City Park system" enters the 21st Century, Washington Park finds itself evolving once more to meet the needs of a new generation of patrons. The lakefront continues to be the pride of Michigan City and the center of recreational activities." The following pages offer a timeline of the Park's major historical events.

Washington Park is "arguably the finest existing park in Indiana designed and built by the WPA (Work Progress Administration) and its predecessor agencies FERA (Federal Emergency Relief Administration) and CWA (Civil Works Administration)."

KEY EVENT TIMELINE



pre-1910

Old Lighthouse
constructed (1858)
Franklin Street Bridge
(1890s)
Civil War Monument
(1896)
Lighthouse and Pier (1904)
Amusement Park
development begins
(1909)

1910s

Amusement Park
development continues
Second Franklin Street
Bridge (1910)
Old Band Stand and
Peristyle (c. 1911)
Eastland ferry accident
(1915)
Washington Park Fire
(c. 1915).

1920s

Amusement Park
development continues
Hoosier Slide is removed
Lakeview Casino opens
(1922)
Old Band Stand renovated
(1924).
World War I Doughboy
Monument (1926)
Oasis Ballroom (1927)
Zoo opens (1928)

1930s

Coasters and rides
deconstructed
Park Board established
(1930)
WPA Construction
Primate House (c. 1930)
Tennis courts (c. 1933)
Greenhouse (1933-34)
Benches, walls (c. 1934)
Zoo Rill (c. 1934)
Monkey Island (1934)
Observation Tower
(1935)
Animal Hospital (1935)
Rock Garden (1936)
Tennis Shelter (c. 1936)
Fowl Winter House (c.
1937)
Dickinson Memorial
Garden (1937)
Rotary Children's Castle
(1937)
Naval Armory (1939)

1940s

Cannons removed and
melted down (1942)

1950s

Steamship passenger
chartering ends
City-wide Parks
Department created
(1955)
Rotary Centennial
Monument (1957)
Marina transferred to state
agency control (1959)





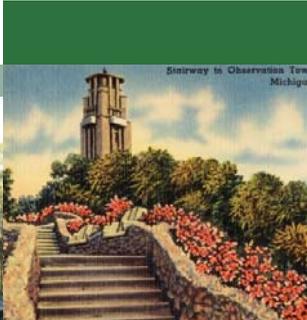
1960s

NIPSCO power plant completely takes place of what once was the Hoosier Slide dune
Zoo Gift Shop built (1960s)
Columbia Yacht Race held (1960)
Oasis Ballroom closes (1962)
Amusement park closes (1962)



1970s

Rotary Obelisk (c.1970)
Peristyle removed (1972)
Old Bandstand renovated (1973)
Lighthouse Museum established (1973)
Lighthouse National Registry Listing (1974)
Vietnam War Monument (1976)
Park offices established at Washington Park (1977)
Elephant House (1977-78)
Amphitheater (1978)



1980s

Traffic patterns rerouted
Observation Tower renovated (1980s)
Drive constructed to Observation Tower (1980s)



1990s

Senior Center (1997-1998)



2000s

Millennium Plaza (2000)
Lake Shore Drive (2006)
Washington Park Master Plan (2006)
Oasis Splash Park (c. 2009)
Rock Garden Renovation Project preliminary designs completed (2008)



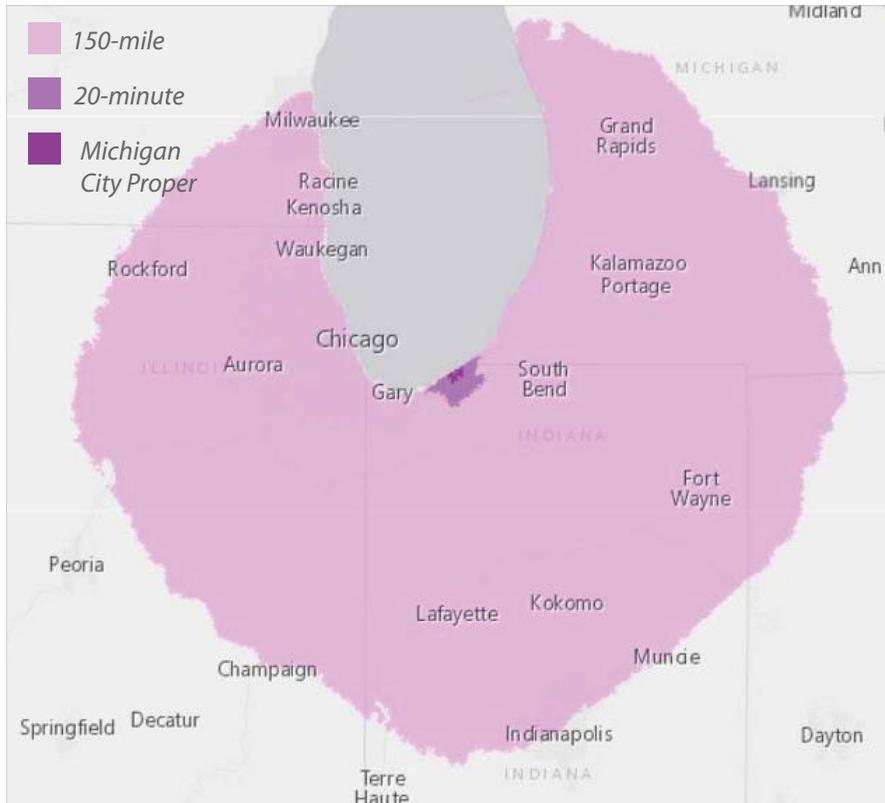
2010s

America in Bloom projects (2010)
Accessible boardwalk (2011)
Washington Park Master Plan Update completed (2011)
North Pointe Pavilion (2015)
Stone entry signs (2015)



DEMOGRAPHICS

Washington Park is not only a local, Michigan City destination, but also a regional destination for residents all along Lake Michigan and the surrounding areas. For this reason, regional and local demographic information is based on Washington Park's three major service areas: Michigan City's municipal boundaries, a 20-minute drive, and a 150-mile drive.



The service areas of Washington Park

Marketplace

To many outsiders, Michigan City is known as a summer lakefront destination, close enough to the Chicago region to be convenient, yet far enough away to feel like an escape. Once known as the Atlantic City of the West, it was a destination for Chicago-area tourists who came, often by ferry, to enjoy the beach and amusements at Washington Park. Today, the park draws many visitors to its beach, zoo, and special events, and is popular with people of all ages. Building on this interest and doing so in an economically-sustainable way is a primary focus for the master plan. In the future, the relatively weak local demographics, the robust regional demographics, the current visitation patterns and the well documented national trends will challenge Michigan City to combine interest in the park with other attractions in the city to position itself as a premier lakefront destination.

The study area already relies on and will continue to require a regional market for support. As of 2015, the population of Michigan City is just over 30,000 people with 12,000 households earning an average annual income of \$37,000. (By comparison, the median income in the State of Indiana is just over \$47,000). The population outside of the City but within a 20 minute drive of the park is only 68,000 people with 27,000 households earning an average annual income of \$45,000. By comparison, consider that 17 million people in 6.7 million households live within 150 miles of Michigan City. Of those households, almost 2.5 million have annual incomes over \$75,000, and nearly 25% have visited a beach within the last year. As noted in the LMGIS, "Of course, [those households] can and will continue to visit Wisconsin and Michigan destinations, but except

for the Wisconsin Dells (which only has indoor beaches), no other regional destination offers the package of attractions that Michigan City offers or can offer with the right strategy and investments, and no other similar destination is as close to Chicago and Indianapolis as Michigan City.”

As seen in the adjacent table, a comparison of 2010 with 2015 shows that the region has seen a decrease in population for people under 20 years old and those between ages 20 and 54. The 55-and-over population has increased slightly over the same time period. This implies that meeting the recreational needs of couples with children will be a challenge for facilities that are competing for the same disposable income from a shrinking pool of residents. Conversely, a growing senior population may suggest a different market segment that can be planned and programmed for in Park facilities.

2015 census shows that among Michigan City residents, 65% are White, 28% are Black, and the remaining 7% are other races or combinations of races. (“Hispanic” was referred to as an “ethnicity” rather than a race so it is combined with the other percentages. The next census will likely change it to a stand-alone race.) Within a 20 minute drive radius, the percentages are 79%, 15%, and 6%, respectively. At the regional scale (150-mile drive radius), the results are 72%, 14%, and 14%. These characteristics of the potential market will influence the type of programming and associated infrastructure needed to meet the needs of these diverse groups.

Clearly, Washington Park is a powerful magnet. Today, on a national level, major attraction

destinations offer a combination of stunning natural assets and a package of significant leisure, entertainment, sports and recreation activities. Many of these work day and night in all four seasons. Indoor facilities for soccer, volleyball, basketball and other sports draw visitors for regular events and fill hotels and restaurants for tournaments. Indoor recreation facilities, such as water parks, offer year-round getaways for families and stretch the seasonality of the existing attractions. As Michigan City advances the strategy presented in the LMGIS and works toward its goal of becoming “Indiana’s Great Lakefront Destination Community,” Washington Park will need to do its part to attract visitors from the city and beyond.

Washington Park Demographic Summary	City limits	20 min. drive	150 mile drive
Population	31,679	68,562	17.778M
Number of households	12,264	27,426	6.725M
Median age	38.4	43.0	37.1
Median household income	\$37,622	\$45,561	\$54,124
Pop. % change, 2010-'15, <20 Y.O.	-1.9%	-2.0%	-1.3%
Pop. % change, 2010-'15, 20-54 Y.O.	-1.8%	-1.8%	-1.4%
Pop. % change, 2010-'15, 55+ Y.O.	+3.7%	+3.4%	+2.8%

As Michigan City...works toward its goal of becoming “Indiana’s Great Lakefront Destination Community”



1

ANALYZE: INVENTORY AND ANALYSIS

This chapter documents the inventories and analyses completed during the “Analyze” phase of the master planning process. The objective of the Analyze phase is to identify the best opportunities for Washington Park based on the characteristics of the existing marketplace and the available physical, cultural, and financial resources.

This section of the report describes and illustrates Washington Park’s existing conditions, including the natural features, vehicular and pedestrian circulation, signage, utilities, site furnishings, buildings and structures, cultural and historic resources, activities, events, and rental opportunities. The chapter ends with a review of the departments operations, which include organization, recreation and events, programming, and maintenance. This review includes agency benchmarking using the Park and Recreation Operating Ratios and Geographic Information Systems (Park Metrics) database.

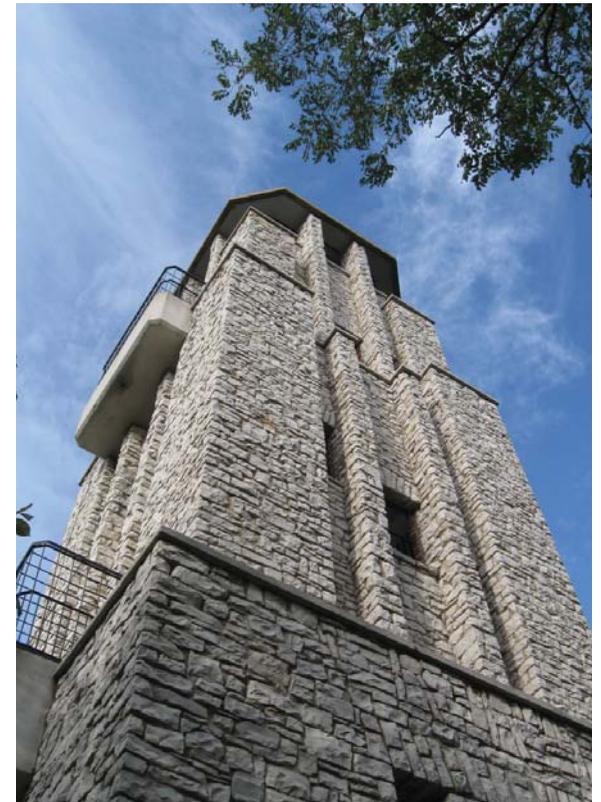


PROJECT AREA OVERVIEW

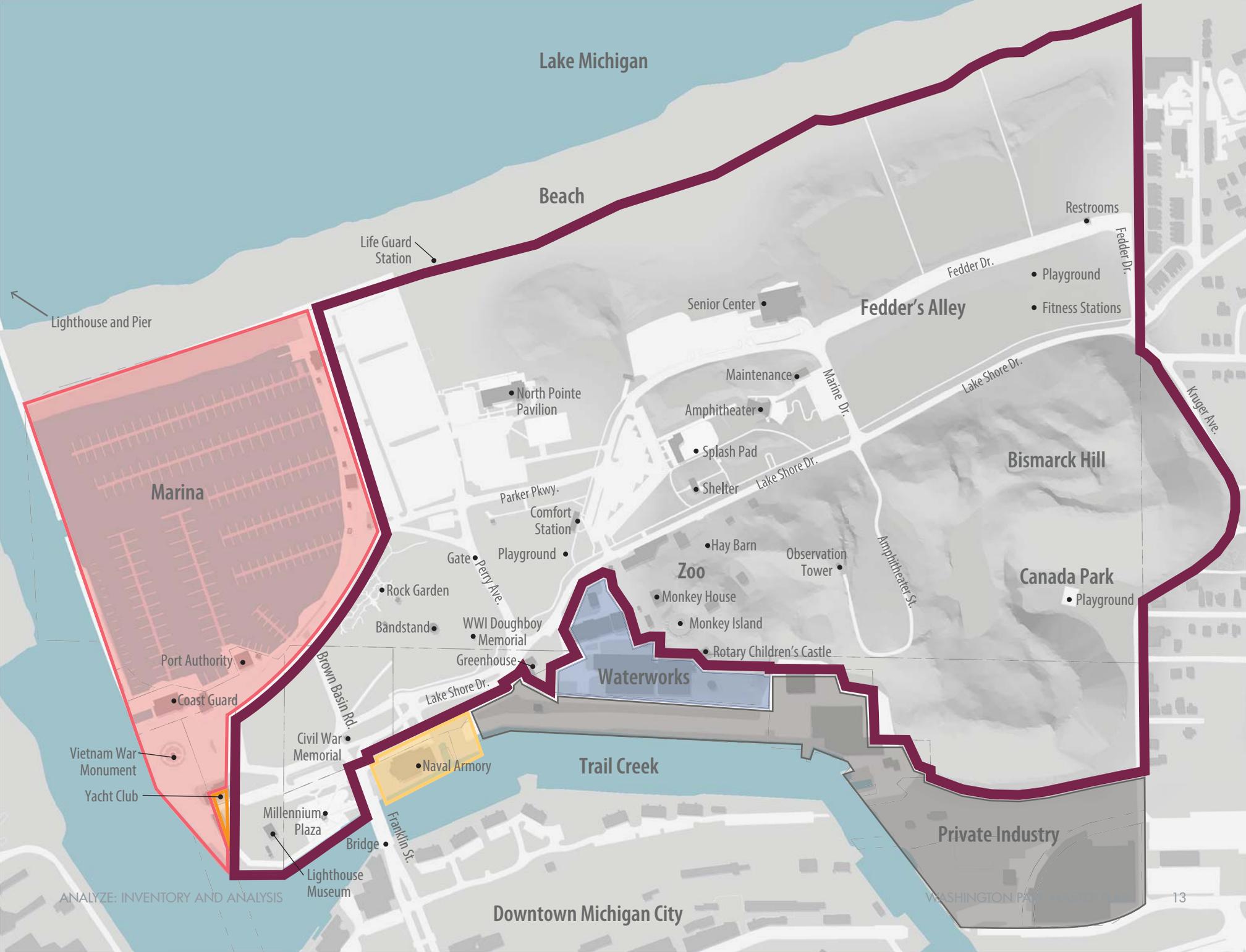
As the “jewel of the Michigan City Park system,” Washington Park is the gateway to the Lake Michigan shoreline. The site is bounded by Trail Creek on the west and south, and the Dunescape Beach Club and single-family residential on the east.

According to the latest Park Department Master Plan, the site is 144 acres. This includes 88 acres of park north of Lake Shore Drive, 41 acres of Bismarck Hill south of Lake Shore Drive, and 15 acres of the zoo south of Lake Shore Drive. The diagram to the right shows the approximate boundaries of the project area. While this master plan focuses on the development of the park itself, its proximity to adjacent land uses is an important piece of the site master plan. An analysis of the context is included in the overall inventory and analysis.

The north-end of the site is a mixture of land uses from public open space to private commercial uses. The marina, located on the west side of the site, is operated by the Michigan City Port Authority. The United States Coast Guard also has a facility on the marina property, just south of the basin. On the southwest side of the site lies a small parcel and building owned by On the Lake Holdings, LLC. known as the Yacht Club Building. The Naval Armory, located just northeast of the Franklin Street Bridge, is located south of the park. The remaining land uses on the southern edge of the site are dedicated to the Michigan City Department of Waterworks, Consolidated Rail Corporation railroad right-of-way, and private industrial uses owned by Benz Enterprises, LLC.



The Observation Tower



Lake Michigan

Beach

Life Guard Station

Lighthouse and Pier

Marina

Fedder's Alley

Restrooms

- Playground
- Fitness Stations

Senior Center

Maintenance

Amphitheater

Splash Pad

Shelter

Bismarck Hill

Canada Park

- Playground

Zoo

• Monkey House

• Monkey Island

• Rotary Children's Castle

Waterworks

North Pointe Pavilion

• North Pointe Pavilion

Parker Pkwy.

Comfort Station

Playground

Gate

• Rock Garden

• Bandstand

WWI Doughboy Memorial

Greenhouse

• Hay Barn

Observation Tower

Port Authority

• Coast Guard

Vietnam War Monument

Yacht Club

Civil War Memorial

Millennium Plaza

Lighthouse Museum

• Naval Armory

Trail Creek

Private Industry

Downtown Michigan City

ANALYZE: INVENTORY AND ANALYSIS

NATURAL FEATURES

As part of a nearshore dune community, Washington Park contains many complex systems of natural features including hydrology, vegetative communities or landscapes, topography, and soils.

Hydrology

Washington Park falls within two major watersheds (HUC 10), the Lake Michigan and Trail Creek Watersheds. Two sub watersheds (HUC 12) also overlay the park and the north-end of the site. The White Ditch Frontal and Trail Creek sub watersheds are part of the larger Trail Creek Watershed. According to the Indiana Lake Michigan Coastal Program, the Trail Creek Watershed covers approximately 48,248 acres or 103 square miles. There are 97.42 miles of waterway and 7% of those miles are designated as impaired. The portion of Trail Creek that runs along the west and south side of the site is a State of Indiana listed impaired waterway. State listed impairments include E.coli

and fish advisories for both PCBs and mercury. Land use along the creek is primarily deciduous forest, row crops, pasture / hay, and woody wetlands. Watersheds are shown on the diagram to the left as a solid light blue line.

The 100-year flood plain denotes the area potentially affected by the level of floodwater equalled or exceeded every 100 years on average or have a 1% chance of being equalled or exceeded in any single year. The 100-year flood plain is noted in the diagram to the right as a dark blue dashed line. Approximately 30% of the site lies within the 100-year floodplain. Built structures within the floodplain include the north parking lot (Lot #1),

and the north half of the North Pointe Pavilion facility and parking lot. The marina and buildings associated with the marina lie within the floodplain as well.

Another piece of a site's hydrology is the presence of wetlands, but outside of the lake itself, no wetlands exist within the park.

Landscapes

Preliminary analysis of the site indicated several different landscapes. Outside of the developed area and park / manicured lawn areas, the two major vegetative communities are the beach / shoreline and Bismarck Hill. The 2014 Bismarck Hill Ecological



Lake Michigan

Beach

Foredune

Lake Michigan Watershed
Trail Creek Watershed

Secondary Dune

Beach

100-year Floodplain

Transitional Area

Fedder Dr.

Lighthouse and Pier

Beach

Foredune

Secondary Dune

Developed

Lawn with trees,
manicured /
maintained

Marina

Lake Michigan Watershed
Trail Creek Watershed

Developed

Lawn

Transitional Area

Lawn with trees,
manicured /
maintained

Red Pine / Basswood / Black Locust woodland
Basswood woodland

Parker Pkwy.

Lawn with trees,
manicured /
maintained

Lawn with trees,
manicured /
maintained

Amphitheater St.

Black Oak woodland

Black Oak woodland

Perry Ave.

Lawn with trees,
manicured /
maintained

Zoo

Developed

Black Oak / Witchhazel /
purple poplar woodland
Scrub edge

Water St.
Brown Basin Rd.

Lawn

Lake Shore Dr.

100-year Floodplain

Trail Creek

Black Scarlet Oak /
Sassafras woodland

Scrub edge

Developed

Franklin St.



Foredune and beach



Transitional zone along Fedder's Alley

Assessment identified six different ecological communities within the 26 acre area. These include the Red Pine / Basswood / Black Locust Woodland, Basswood Woodland, Black Oak / Witchhazel Woodland, Black Oak Woodland, Black Scarlet Oak / Sassafras Woodland, and Scrub Edge. Within the 26 acres, 99 species of vascular plants were identified, including 75 native species and 19 invasive species. Twenty-five tree species were identified.

There are 10,000 linear feet of beach / shoreline on the north side of Michigan City, 42% within the park and 58% along the Sheridan Beach Esplanade. Based on the Sheridan Beach and Esplanade Ecological Assessment there are four different ecological communities within the beach/ shoreline. The communities are the Beach, Foredune, Secondary Dune, and Transitional Area.

The Beach is devoid of vegetation, while the Foredune includes beach grass and scouring rush. The Secondary Dune community includes beach grass, little bluestem, and bluestem goldenrod, among other grasses. Woody trees and shrubs include green ash, catalpa, cottonwood, and black oak. The Transitional Area community is primarily woody vegetation, which plays a prominent role in the structure of the community. According to the Ecological Assessment, 44 invasive species were identified within the beach and esplanade area.

Topography

The topography across the site varies, from the dune communities to Bismarck Hill which towers 142 feet above Lake Shore Drive and Canada Park. The mean grade / slope across the site is 26.05%. The minimum elevation is 584' and the maximum elevation is 741' at the peak of Bismarck Hill.

Soils

The majority of soils (45%) within the site are Duneland soils. Duneland consists of sand in ridges, intervening troughs that shift with the wind and well-drained soils. Other prominent soils are Oakville fine sand (21%) and Urban land-Oakville complex soils (13%). Oakville fine sand soils consist of very deep, excessively-drained soils formed in sandy eolian deposits on dunes and beach ridges on outwash plains, lake plains, and moraines. Urban land-Oakville complex soils are a mixture of land covered by streets, parking lots, building, and other structures in developed areas and the excessively-drained Oakville fine sand soils. Most soils are well-drained, clayey sand and silty sand soils.

SOILS AND TOPOGRAPHY

	Contours		OaE: Oakville fine sand
	Du: Duneland		UoC: Urban Land-Oakville complex
	Fh: Fluvaquents, loamy		Uv: Urban land-Morocco complex



VIEWSHEDS

A viewshed is an area of land, water, or other environmental element that is visible to the human eye from a fixed vantage point.

The diagram to the right illustrates major and minor viewsheds within Washington Park. It also notes the identified landmarks that are major focal points within the park.

Major Viewsheds

- A. The Observation Tower atop Bismarck Hill.
- B. The north end of the parking lot looking out to the beach.

Minor Viewsheds

1. Looking north from Franklin Street.
2. Looking west from Lake Shore Drive.
3. Looking south from Water Street.
4. Looking east from Water Street.
5. Looking north from Lake Shore Drive.
6. Atop the North Pointe Pavilion, nearly 270 degrees.
7. Atop the large dune in front of the North Pointe Pavilion, 360°
8. Looking north from inside the Senior Center.
9. Looking northwest from the beach, north of the Senior Center.
10. Looking northwest from the Fedder's Alley pathways.
11. Looking north, west, and south toward the Amphitheater.
12. Looking north from the Rotary Children's Castle.

Landmarks

- Lighthouse and Pier
- Vietnam War Memorial
- Lighthouse Museum
- Millennium Plaza
- Soldiers and Sailors Monument
- Gatehouse
- Amphitheater
- Observation Tower
- Monkey Island
- Rotary Children's Castle

VIEWSHEDS

 Major Viewsheds  Minor Viewsheds  Landmarks



Lake Michigan

Marina

Trail Creek

VEHICULAR CIRCULATION

Vehicular circulation within the park site is dominated by one-way roadways intended to get visitors either east or west of Water Street but not between. Once in the site, circulation is directed to parking lots or out of the park.

Visitors enter the north-end of the site from Franklin Street across the Franklin Street Bridge where they then turn onto Lake Shore Drive which is the primary road through the park. Lake Shore Drive connects downtown Michigan City to the Sheridan Beach / Long Beach communities. This two-way route was reconstructed in 2006 with asphalt paving and concrete curb and gutter. To enter the park, visitors must turn left onto Perry Avenue, the primary one-way route into the park, and pass through the gatehouse. From here, visitors can drive north into the main parking lot, turn right onto the two-way section of Parker Parkway, or turn left onto Parker which will take them to Water Street and thus out of the park.

There are two sections of two-way traffic interior to the park. A section of Parker between Perry and Fedder Drive and a section of Fedder Drive between Lake Shore Drive and Marine Drive are both two-way traffic. After Marine Drive, Fedder Drive transitions into one way traffic through a parking lot and out of the park. Marine Drive is a two way route most of the year, but seasonally changes to a one-way drive as needed.

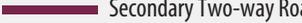
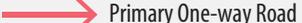
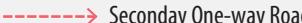
To access the west side of the site, visitors must turn right onto Lake Shore Drive and do a U-turn around the island just past the Armory. After turning around, visitors can then drive past the Soldiers and Sailors Monument to access the Millennium Plaza parking lot, Lighthouse Museum, and Coast Guard / Marina parking areas. Visitors already inside the park will need to follow Parker Parkway west to Water Street. Upon approaching the Soldiers and Sailors monument at the exit, visitors can turn right to travel to the west side of the site.

Location	Length (linear feet)	Width (feet)
Lake Shore Drive	3,500	24
Fedder Drive / Fedders Alley	2,875	24
Parker Parkway	1,298	24
Water Street (through Marina)	1,092	24
Perry Avenue (entrance)	550	30
Marine Drive	395	20
Water Street (exit)	340	20
Perry Avenue (one-way by-pass to exit)	294	20

Traffic Control

Two types of traffic control measures are utilized within the park. Swing gates control access to different areas and are shown as a thick dashed grey line on the diagram. Exit spikes prevent entrance from Lakeshore Drive onto one-way routes and are located at the exits of Marine and Fedder Drive.

VEHICULAR CIRCULATION

-  Primary Two-way Road
-  Secondary Two-way Road
-  Seasonal Two-way Road
-  Primary One-way Road
-  Secondary One-way Road
-  Swing Gates
-  Washington Park Parking
-  Washington Park Event Parking
-  Other Parking (Marina, etc.)
-  Exit Spikes
-  Gatehouse / Ticket Booth
-  Traffic Conflicts





Soldiers and Sailors Monument park gateway



Gatehouse park gateway

Parking

There are a total of 2,019 permanent parking spaces within the Washington Park area. Due to the parks shared lakefront access with the Marina, Coast Guard, private development, and the Lighthouse Museum, not all parking in the “park” is available for use by park visitors. Parking designated for use by park visitors is noted in orange on page 21.

Most of the available parking is located in the north end and pavilion parking lots (Lot #1) which have 606 spaces. The lot next to the splash pad (Lot #2) has 181 parking spaces and is primarily used by splash pad and zoo users. The Senior Center parking lot (Lot #3) has 198 parking spaces and the Amphitheater parking lot provides 34 spaces. Fedder Drive, otherwise known as Fedder’s Alley, was recently renovated and now provides 140 parking spaces for use by park and beach users. In all, Washington Park has 1,236 designated spaces.

In addition to the asphalt parking lots, the Parks Department utilizes lawn areas for temporary overflow parking during special events. Temporary parking is identified on page 21 by the orange hatch. There are a total of 275 temporary parking spaces.

Other parking under the control of adjacent institutions is identified on page 21 by light yellow shading. This parking is dedicated for Marina, Port Authority, Coast Guard, and Yacht Club users. There are 508 spaces dedicated for other on-site parking needs.

Washington Park Parking Lot Opportunities	Size (SY)	Spaces (total)
“Lot #1” North End / Pavilion	28,000	606
Perry Avenue	526	20
“Lot #2” Splash Park / Zoo	6,600	181
“Lot #3” Senior Center	8,420	198
Fedder’s Alley	7,430	140
Marine Drive / Amphitheater	1,711	34
Millennium Plaza / Lighthouse Museum	2,045	52
Canada Park	155	5
Total Spaces:		1,236

Washington Park Temporary Parking Opportunities	Size (SY)	Spaces (total)
Fedder’s Alley Lawn	n/a	200
South Bandstand Lawn	n/a	75
Total Spaces:		275

Other On-site Parking Lot Opportunities	Size (SY)	Spaces (total)
Marina	9,830	269
Port Authority North	3,935	87
Coast Guard / Yacht Club	7,015	104
Port Authority South	1,560	39
Water Street On-Street Parking	195	9
Total Spaces:		508
Grand Total Spaces:		2,019

Gateways

Two major park gateways are located at the Soldiers and Sailors Monument and the gatehouse on Perry Avenue. The Monument is the symbolic gateway to the park and is a visual connection to the park from Downtown. The gatehouse is used to control park access and is where visitors pay for parking.

Traffic Conflicts

Traffic conflicts are identified on page 21 by the concentric blue circles. Not only is the Soldiers and Sailors Monument the key visual gateway into the park site, it is also the primary traffic conflict in the park. This location is the only access point to the west side of the site, west of Water Street. The U-turn on Lake Shore Drive and the intersection of the two-way and one-way traffic make this the primary site of vehicular conflicts.

Several other traffic conflicts exist in the park: 1) the intersection of the north parking lot exit at Parker Parkway, 2) the intersection of Parker Parkway and Fedder Drive at the entrance of the Lot #2 splash pad / zoo parking lot, 3) the intersection at Lot #3 Senior Center and Fedder’s Alley, and 4) the Amphitheater parking lot spaces that back out directly onto Marine Drive.

PEDESTRIAN CIRCULATION

Washington Park has many pedestrian pathways throughout the park, but with few connections between the pathways, accessibility is limited. The diagram to the right identifies two levels of pathways within the park: Primary Designated Route and Secondary Designated Route. “Designated” routes are concrete or asphalt pathways designed for pedestrians. In addition to the designated routes, there are implied connections through parking lots or lawn areas that pedestrians utilize to get between sidewalks. Most pedestrian connections are centrally-located within the park.

There are five Primary Designated Routes within the park. These routes connect major park destinations including the Lighthouse and Pier, Oasis Splash Park, the tennis shelter, and the Senior Center. Most Secondary Designated Routes end at dead ends, which are noted in the diagram to the right by the black dotted halo at the end of the pathway. Destinations connected by Secondary Designated Routes include the North Pointe Pavilion and Millennium Plaza. There are also beach boardwalk connections off of Fedder’s Alley.

Singing Sands Trail

In addition to park pathways, Washington Park has the opportunity for connections to the regional trail network via the Singing Sands Trail. The Singing Sands Trail will be located along Second Avenue south of the park. A pedestrian trail along Franklin Street will connect both recreational amenities.

Vehicular / Pedestrian Conflicts

Vehicular-pedestrian conflicts are noted on the diagram to the right by blue halos. Most conflicts occur at implied pedestrian routes where pedestrians must cross unmarked roadways or parking lots in order to continue along their path of travel. The primary vehicular-pedestrian conflict is located across Parker Parkway, one of the main internal vehicular routes within the park. This is one of the main pedestrian routes through the park but passing over a main trafficway is hazardous for those on foot or bicycle. Other conflicts exist at:

- Crossing the Lighthouse Museum / Millennium Plaza parking lot to access the Lighthouse Museum.

- Crossing Lake Shore Drive from downtown Michigan City north to Washington Park.
- Crossing Lake Shore Drive to access to the Greenhouse.
- Crossing the new North Pointe Pavilion parking lot.
- Between the main north parking lot and the beach.
- The zoo / splash pad parking lot (Lot #2)
- Crossing Lake Shore Drive from the zoo / splash pad lot (Lot #2) to the zoo entrance.

PEDESTRIAN CIRCULATION

- Primary Designated Route
- Secondary Designated Route
- Implied Route
- Dead End
- Vehicular-Pedestrian Conflict



SIGNAGE

Washington Park contains a multitude of sign types, from identification signage to directional and wayfinding signage. However, there is no consistent character or aesthetic across signage, making site wayfinding and placemaking confusing.

Signage is categorized by the following types:

- Identification (name)
- Regulatory (rules)
- Informational (background, history)
- Directional (wayfinding)

Washington Park includes numerous signage types, styles, and materials that convey an inconsistent and cluttered appearance within the park. The high quantity of signs tends to distract park users from the picturesque views through the park, to the beach and Lake Michigan. The Park identification signage as one enters the park from Franklin Street

is undersized and not highly visible. The park entry sign is a small, two post sign, possibly sandblasted redwood or composite, painted blue and white with the Michigan City Parks & Recreation Logo on top. In addition to the blue two post sign, the Parks Department recently constructed two new low stone gateways at the intersection of Perry Avenue and Lake Shore Drive.

Several rules and informational signs for the beach, splash park, and zoo are throughout the park using a variety of different materials such as wood posts and painted wood panels.

Directional / Wayfinding signs are inconsistent and do not create the high level of hospitality for park patrons. Two information LED signs are within the park: one at the park entry on the Northeast corner of Lake Shore Drive and Perry Avenue and the other at the zoo entrance.

The current signage in the park varies in material and design, and lacks a defined information layout. Inconsistent design language makes differentiating wayfinding, regulatory, informational, and identification signage difficult.

SIGNAGE

- Identification Signage
- ⊗ Regulatory Signage
- Informational Signage
- Directional / Wayfinding Signage



Lake Michigan

Lighthouse and Pier

Marina

Fedder Dr.

Marine Dr.

Lake Shore Dr.

Kruger Ave

Marine Dr.

Amphitheater St.

Parker Pkwy.

Lake Shore Dr.

Trail Creek

Lake Shore Dr.

Water St.

Brown Basin Rd.

Franklin St.



Directional, regulatory, informational, and identification signs compete for attention at the gatehouse

Entrance Gatehouse

The main signage issue at Washington Park is the entrance gatehouse. Here, there are individual regulatory signs for various site amenities, many of which prohibit uses, activities, or behaviors. The number and collective message of these signs communicates a negative and inhospitable message to visitors.

In addition to regulatory signage, identification and directional / wayfinding signage, which is meant to stand out and help visitors place themselves on a site, blends into the other messages attached to the entrance gatehouse. Informational signage is confusing and inconsistent, thus preventing the messages on the signs from being communicated clearly and effectively.



Identification sign



Informational sign



Regulatory sign



Directional sign



Identification / informational sign



Informational sign



Regulatory sign



Directional sign



Identification / informational sign



Informational sign



Regulatory sign



Directional sign

UTILITIES

The existing utility infrastructure is an aged system with several utilities well beyond their useful life. Several utility repairs and upgrades have been implemented throughout the years.

Stormwater

Stormwater within the park is generally conveyed by natural sheet flow to the sandy soils that allow for infiltration. The majority of the stormwater piping system runs along Lake Shore Drive with a secondary storm pipe along Parker Parkway which daylight west into the Marina. Several lower depressed turf areas are located north of Lake Shore Drive that drain into dry well structures. Stormwater structures and piping are located within the central parking lot which serves the splash park and zoo. Stormwater drains west from here into the marina. The parking lots east of the marina sheet flows west toward the marina. Storm structures also capture runoff at the park entry islands along Lake Shore

Drive near the monument which daylight into Trail Creek.

Washington Park's location is among the most severe on Lake Michigan for windblown sand. The efficiency of storm drains is often reduced by sand. In particular, the low area on Lake Shore Drive at the zoo can face temporary flooding of 6" due to sand in storm lines. This is compounded by pipes that are undersized for the area they are serving. Sand traps, cleanouts, and infiltration basins are all used to try and mitigate this situation and reduce the amount of sand being washed into the marina or Trail Creek.

Sanitary Sewer

A sanitary line runs north of Trail Creek which services the B&E Marine building. The Senior Center sanitary sewer line runs west and ties into the sewer line which services the North Pointe Pavilion. The sanitary sewer line for the zoo runs west and ties into a larger line heading to the Michigan City public works building to the south. The restroom at the east end of Fedder Drive has a sanitary sewer line heading south across Marine Drive. A sanitary lift station is located east of the marina.

Water

Water service to Washington Park is from the public works building and is fed by two water intake lines

UNDERGROUND UTILITIES

- Water
- Irrigation
- Gas
- Sanitary
- Storm
- Fire Hydrant





Pedestrian lighting along Lake Shore Drive



Lighting along the beach esplanade

from Lake Michigan. Water mains run along the south edge of Lake Shore Drive and a waterline split heads north to the Senior Center and then east to the restroom building at the east end of Fedder Drive. The North Pointe Pavilion is served by a waterline which runs north from public works. A water main runs south of Water Street and Park Parkway which connects to several fire hydrants along the roadway. The splash park is served by a waterline coming from a water main.

Overhead Electrical

Overhead electrical lines run from the Yacht Club to the east along the south side of Water Street. A series of overhead electrical lines runs from the Marina parking lot south to Parker Parkway. Lake Shore Drive has overhead electrical lines that run east to Marine Drive along the north side. Two sets of overhead electrical lines parallel each other with one line on the north side of Fedder Drive and the other electric line to the north. The wood utility poles along Lake Shore Drive are also used for cobrahead vehicular lighting.

Telephone Lines

Telephone lines run along Lake Shore Drive starting at Water Street to the west and heading east to Marine Drive. Another telephone line runs along Water Street and heads west to the North Pointe Pavilion. Frosted acorn light fixtures on a white pole base are lined along the pedestrian walk on the north side of Lake Shore Drive.

Lighting

A variety of vehicular and pedestrian light fixtures exist within the park resulting in a disjointed appearance. Cobrahead lighting arms are mounted to wood utility poles along Lake Shore Drive. The entry drive intersection at Lake Shore Drive and Perry Avenue appears to be poorly lit with one floodlight mounted to a utility pole next to the greenhouse. Globe pedestrian light fixtures on black poles start near the crosswalk to the zoo and continue along the north side of Lake Shore Drive to Marine Drive.

The North Pointe Pavilion includes acorn fixture pedestrian lights on black posts along with black bollard lights adjacent to the concrete walk. Newer style parking lot light fixtures are installed next to the North Pointe Pavilion. The beach, marina, and Senior Center parking lots are lit by metal cobrahead lights. Pedestrian lights at the splash pad are shoebox style fixtures. Concrete bollard path lights with white louvers follow the concrete walk from the splash pad to the Lake Shore Drive walk and are used for the amphitheater walks.

Gas

A gas line runs from Water Street to the east along Lake Shore Drive until Marine Drive. The North Pointe Pavilion also has a gas line running to it from Lake Shore Drive.

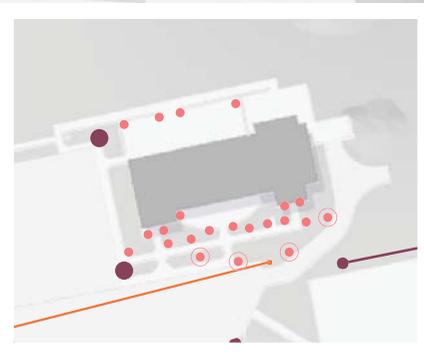
ELECTRICAL AND TELEPHONE UTILITIES

- Electrical Lines
- Telephone Lines
- Pedestrian Lights
- Street / Parking Lot Lights
- Bollard Lights

Lake Michigan



ANALYZE: INVENTORY AND ANALYSIS



A) North Pointe Pavilion Enlargement



B) Amphitheater Enlargement

SITE FURNISHINGS

The site furnishings at Washington Park range from historic WPA era stone benches to wooden park benches and picnic tables.

Several turf picnic areas within mature tree groves include wooden picnic tables for larger gatherings. Seating opportunities appear limited and the majority of the benches and picnic tables are not ADA accessible. Precast concrete planters are placed at entry drives and walks to deter vehicles from accessing portions of the park. Wood timber planters are also used to break up expanses of asphalt paving.

The beachfront area includes a pipe and chain barrier, and concrete bollards that differentiate the transition from concrete paving to the sand beach. Green metal benches and trash receptacles are along the concrete beach walk while the North Pointe Pavilion includes newer black metal trash receptacles. Movable steel drum trash containers are placed through the park. The open air wooden shelters include wooden picnic tables. The Tennis Shelter between Lake Shore Drive and splash park includes a stone wall with a large grill area.

Washington Park Zoo, as well as the park, has many site furnishings built by the WPA in the 1930s. In particular, the site walls are a distinctive blend of concrete with exposed aggregate or found rubble. Benches of large stone slabs are integrated into the walls throughout the zoo resulting in a coherent

pedestrian system. The zoo furnishings, combined with the extant WPA-era buildings, were significant reasons why the zoo was successfully listed on the National Register of Historic Places in 1991.

This approach of unifying a site through the consistent use of site furnishings throughout the park can provide a template for further action and improvements to the park.



Cafe tables and seating



Concrete planters



Wood and metal bench



Post and chain barrier



Wooden picnic tables



Wood timber planters



Wooden armless bench



Stone pillar barrier



Wooden picnic tables and shelter



Stone wall and grill



Stone bench



Concrete walls and steps

BUILDINGS AND STRUCTURES

Washington Park has several buildings from which to operate, maintain, store equipment and material, and facilitate the everyday workings of the Michigan City Park and Recreation Department.

Several structures within the zoo were built during the 1930s by the WPA and were instrumental in the zoo being listed on the National Register of Historic Places. Other structures in the park include picnic shelters, maintenance sheds, and comfort stations. There are a variety of picnic shelter opportunities on site, from the large Tennis Shelter near the splash pad to the smaller shelter in Fedder's Alley, to the round picnic shelter near the Old Bandstand. Overall the style of architecture varies between the buildings, which provides a negative park appearance. Consistency with style, materials, and finishes will greatly impact the overall park appearance. (Many of these structures are in need

of normal maintenance and repair, but in some cases extensive repairs , or replacements, are necessary to return usefulness to the structure.)

The following pages provide photos and summaries of major buildings and structures on-site including:

- Yacht Club
- Bathhouse
- Lifeguard tower
- North Pointe Pavilion
- Senior Center
- Maintenance building
- Guy Foreman Amphitheater
- Oasis Splash Park building

- Lighthouse Museum
- Old Bandstand
- Gatehouse
- Greenhouse
- Limestone building
- Primate House
- Monkey Island
- Rotary Children's Castle
- Observation Tower
- Hay Barn
- Tennis Shelter
- Comfort station

BUILDINGS / STRUCTURES

- Washington Park building
- Other on-site building (marina, Coast Guard, Yacht Club, etc.)
- Washington Park Zoo building



Lake Michigan

Trail Creek

Marina



Yacht Club

Year built: 1950s Renovated in the 1990's

Size: 6,000 SF

Use: This building previously housed the Michigan City Yacht Club, as well as various restaurants. The facility is owned by multiple parties, and has some WPA era walls surrounding it. Adjacent to the building is a large covered shelter.



Bathhouse

Year built: 1990s

Size: 2,400 SF

Use: This building contains men's and women's restrooms. The support facilities are on the west side and restrooms are on the east side. The restrooms are maintained by the Parks Department.



Lifeguard Tower

Year built: 2015

Size: 250 SF

Use: The lifeguard tower serves as the control center for lifeguard duties, and beach control.



North Pointe Pavilion

Year built: 2015

Size: 9,200 SF / floor

Use: The building was designed as a venue for performances and events such as weddings, parties, etc. The facility has office space, restrooms, outdoor showers, and concessions. The upper level deck has great views of the lake and the lower level is covered for inclement weather. Concessions are available (walk-up window) and a bar provides alcoholic beverages. There is an open seating area north of the pavilion. The upper deck is totally exposed to wind and sun. The building has potential that is not fully realized. The structure has issues with circulation, access, use, and wind.



Senior Center

Year built: 1998

Size: 14,000 SF

Use: This multi-use facility includes a kitchen, an event space with divisible partition, offices, classrooms, conference rooms, a lounge, restrooms and support space. This facility is heavily used, but has a few problems. The parking is mainly at the west part of the building and in the winter, most of the patrons enter through the west service door, which has no vestibule. The north side has great views of the dunes and lake, but the outdoor patio is too small and has no shade / wind protection. Inside, the assembly room has access to the kitchen, but only through the west hall. The office is located along the north wall impacting the great views from within the space.



Maintenance Building

Year built: 1940s or '50s

Size: 1,700 SF

Use: This building houses the lifeguard truck and stores miscellaneous equipment such as sporting event equipment for camp activities. The building location is central to the east portion of Washington Park but is open to the public side of the amphitheater. This orientation is problematic and detracts from the amphitheater setting and the overall appearance of the park.



Guy Foreman Amphitheater

Year built: 1978, remodel / addition in 2010

Size: 2,600 SF

Use: This outdoor performance venue provides both box seating and lawn seating. The building stage is sized to handle an orchestra as well as other types of performances such as plays. A sound system is provided to reinforce the overall effect of a performance. The venue is accessible for the audience by means of a sloped walkway and the stage is accessible by a ramp. The facility has been well maintained and is underutilized. The building was remodeled and expanded in 2010. The amphitheater is a great amenity, centrally located in the eastern part of Washington Park. The setting is pleasantly tucked in between a dune to the north and lawn with trees to the west and south, though not very visible.



Oasis Splash Park Building

Year built: 2009

Size: 1,400 SF (facility is 190,000 SF)

Use: The Oasis Splash Park facility is located at a former tennis court facility, just north of the zoo. The facility houses a concrete splashpad, ticket / check-in booth, concessions, a mechanical equipment room and two pairs of restrooms. One pair is entered from the splashpad side for families and kids to use. The other pair is entered by the public from the exterior side of the gated area on the west. This facility provides a family-friendly amenity for summer use and is conveniently located near the zoo entrance and picnic pavilion, though it has many mechanical problems. The exterior facade is not consistent with other park buildings.



Lighthouse Museum

Year built: 1858

Size: 1,500 SF / floor

Use: This historic structure was built in 1858 and has housed the Lighthouse Museum since 1973. In 1965 it was leased to the Michigan City Historical Society to restore as a museum. It is the oldest remaining lighthouse in Indiana. The light tower is a replica of the original, and was installed in the 70's. There is a small storage building near the museum, as well as various memorials.



Old Bandstand

Year built: 1911, restored 1976

Size: 1,250 SF

Use: The Washington Park Band Stand is a historic structure centrally located in the park, near the entrance drive and north of Lake Shore Drive. The building is an open air pavilion and primarily used for musical performances. The paint is peeling on the ceiling, columns, railings, and trim, but in general the structure appears to be in sound condition. The lower level basement is dry and appears to be in very good condition.



Gatehouse

Year built: 1990s

Size: 500 SF

Use: Entry gate to Washington Park that provides tickets for park entry.



Greenhouse

Year built: 1933-34

Size: 1,800 SF

Use: Known as the Greenhouse, this WPA building has been vacant for several years. The roof has significant deterioration to the slate tile, underlayment, and wood rafters. A significant amount of water is entering the building, causing further damage. This building is located across the street from the park and is associated with the park entrance visually. The building is in need of a new roof and structural repair of the existing rafters. Existing walls are in fair condition given what was observed in the field from the exterior. The interior finishes within the main building are seriously deteriorated due to water damage.



Limestone Building

Year built: 1930s

Size: 600 SF

Use: Built by the WPA, this building currently houses part of the Vulture and Crow exhibit in the Zoo.



Primate House

Year built: 1930, renovated 2016

Size: 1,300 SF

Use: Built by the WPA, this building was designed as an exhibit hall for the zoo. Recent renovations improved habitat areas for the primate exhibit.



Monkey Island

Year built: 1934

Size: 500 SF

Use: This historic exhibit was constructed in the 1930s as the monkey habitat. The structure is currently not being used, and is in need of renovation.



Rotary Childrens' Castle

Year built: 1937

Size: 1300 SF

Use: Originally known as the Engineer's Castle, this WPA structure along the southern boundary of the zoo was built to be a three-dimensional replica of the Army Corps of Engineers insignia. Today it houses zoo exhibits and support facilities. The crenellated towers and other areas of the building are in need of repair.



Observation Tower

Year built: 1935, renovated 2013

Size: 250 SF / floor

Use: Built by the WPA, this building was designed as an observation tower atop Bismarck Hill. The views to the lake and downtown are stunning and are a prized feature of the park experience. There are three observation levels above the ground floor; the fourth floor, accessed by a metal spiral staircase, has virtually unencumbered views in all directions. Based on efflorescence on the interior brick walls, initial inspection suggests that there may still be some water infiltration into the masonry walls.



Hay Barn

Year built: 1930s

Size: 200 SF

Use: Built by the WPA, this structure currently is used to store hay for use as bedding and feed for the animal exhibits.



Tennis Shelter

Year built: Varies

Size: Varies

Use: Outdoor dining shelters are popular with park visitors. The structural integrity and aesthetic quality of each is inconsistent among the structures.



Comfort Station

Year built: Unknown

Size: 1,500 SF

Use: The comfort station is a masonry unit building that houses restrooms. The character of the building is very utilitarian, and does not reflect the style of other park buildings.



View from the Observation Tower

CULTURAL AND HISTORIC RESOURCES

Washington Park is a 100-year-old cultural and historic icon in Michigan City that holds many historic structures and monuments that will need to be preserved and commemorated as the master park improvements are implemented.

The diagram to the right separates the monuments within the park into three categories:

- Pre-WPA-era Structures / Monuments
- WPA-era Structures / Monuments
- Post-WPA-era Structures / Monuments

This was done to identify and illustrate the impact the WPA-era had on the development of the park and zoo. As noted earlier, the WPA construction is the main reason for Washington Park's inclusion on the National Register of Historic Places. Even today, the cultural and historical resources are the main elements within the park that should define

the circulation, use, architecture, etc. of all future elements.

Photos of key structures and monuments can be found on the following pages.

LEGEND

-  WPA-era Seatwall and Walls
-  Pre-WPA era Structure / Monument
-  WPA-era Bench
-  WPA era Structure / Monument
-  Sculpture
-  Post-WPA era Structure / Monument





Soldiers and Sailors Monument, 1893



World War I Memorial, 1926



Observation Tower, 1935



Old Bandstand, 1911



Rock Garden, 1936



Dickinson Memorial Garden, 1937



Observation Tower steps, 1935



Decorative rill, 1934



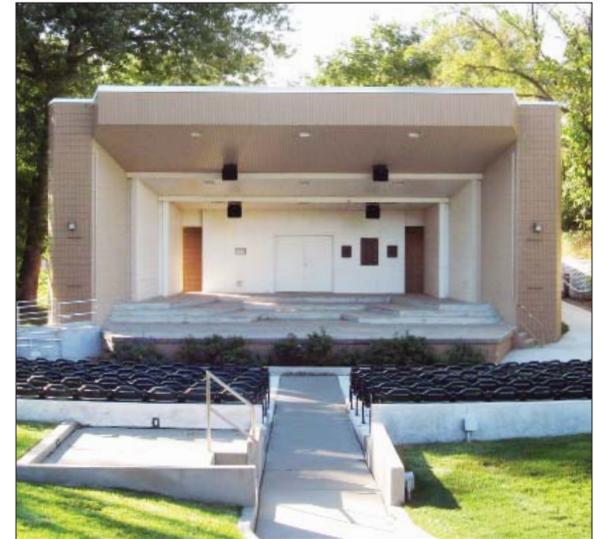
Vietnam War Memorial, 1976



WPA-era bench, 1934



Rotary time capsule, 1957



Guy Foreman Amphitheater, 1978

ACTIVITIES

Out of all activities available to patrons, 40% of those activities are active and 60% are passive.

The Park offers many activities and recreational opportunities for visitors. The diagram to the right illustrates the various opportunities available to park patrons. The diagram is divided into three categories:

- Active areas
- Passive areas
- Other areas

Active Areas include recreational amenities like the volleyball courts, playgrounds, and splash pad while Passive Areas include recreational amenities like the Rock Garden, Old Bandstand, and picnic shelters. Other Areas are activities present in the park but limited to specific patrons and not completely available to the public like the marina and Naval Armory.

Out of all activities available to patrons, 40% of those activities are active and 60% are passive. With regards to age groups, four activities within the park are geared primarily toward youth. These activities include the three playgrounds and the splash pad. All other activities within the park are family-oriented.

The photos on the following pages illustrate the quality and condition of the activities and amenities available within the park.

ACTIVITIES

Active areas Other areas

Passive areas

Lake Michigan



BEACH
VOLLEY BALL

TRAILS

LIGHTHOUSE & PIER

MICHIGAN CITY MARINA & PORT AUTHORITY

PICNICKING AND OPEN LAWN
PLAYGROUND
FITNESS STATIONS

PICNICKING CAFE

SENIOR CENTER

SPLASH PAD

GUY FOREMAN AMPHITHEATER

TENNIS SHELTER

PLAYGROUND

WASHINGTON PARK ZOO

OBSERVATION TOWER

PLAYGROUND

WPA ROCK GARDEN

BAND STAND

COAST GUARD

PICNIC SHELTER

OVERBOARD RESTAURANT
KAYAK & BIKE RENTALS

LIGHT MILLENNIUM HOUSE MUSEUM PLAZA

ARMORY

Trail Creek



Lighthouse and pier



Fitness station



Picnic shelter



Beach



Tennis Shelter



Picnic shelter



Playground



Splash pad



Zoo entry



Boat races



Trail to beach



Fire and Water Cafe

EVENTS

Successful parks are able to return some / all net revenue back into the park to make park improvements. There may be opportunities to set up a Washington Park account that allows for reinvestment.

Events are offered on a regular basis from April through July, and are important for the future of Washington Park. Examples of events include Jammin With Save the Dunes, Pro Am Beach Volleyball Tournament, Soccer in the Sand, and Annual City by the Lake Triathlon. Many similar kinds of parks focus on three to four major events per year and generate substantial revenues for the park. Examples of this strategy include Gulf State Park in Gulf Shores Alabama and the Lake Metroparks Farmpark in Ohio.

Currently, event management is not a strong suit of the department. Likewise, there are no dedicated staff for event planning / management.

The Amphitheater is currently underutilized, with the Municipal Band and Jammin' with Save the Dunes being two of the only events offered. The Amphitheater generates very little revenue.

Introduction	Growth	Mature	Decline
Lighthouse Jazz Festival	Sticker Saturday/Trash and Treasure	Eastland Disaster Memorial	Meltdown
Ship & Shore Blues Festival	Hoosier Coho Classic	Flag Day Ceremony	
	Adopt-A-Beach Clean-up	Patriots Program	
	Jammin' with Save the Dunes	Car Cruise	
	Movies in the Park	Cardboard Boat Race	
	Brew at the Zoo	Beach, Water, & Pier Safety Expo	
	LaPorte County Symphony Concert	City by the Lake Triathlon	
	EVP Pro-Am Beach Volleyball Tournaments	MC In Water Boat Show	
	Fireworks	Gospel Fest	
	Run Wild for Zoo 5K		
	Skamania Mania Fishing Tourney		
	Soccer in the Sand Tournament		
	Zoofari		
	Great Lakes Grand Prix		
	Boo at the Zoo (Zoo Society)		
	Festival of Lights (Park)		

This table shows the current lifecycle of Washington Park Events.



Event location

Lake Michigan

Beach / Lakefront Events	Frequency
Hoosier Coho Classic Pro / Am Tune Up Fishing Tournament	Annual
Hoosier Coho Classic Fishing Tournament	Annual
Adopt-a-Beach	Annual
Annual Pro / Am Beach Volleyball Tournament	Annual
Cardboard Boat Dash	Annual
Soccer in the Sand	Annual
Super Boat Great Lakes Grand Prix	Annual

Senior Center Events	Frequency
Meltdown Dance	Annual
Sticker Saturday and Trash 'n Treasure Sale	Annual
Soul Steppers Drill Team	Annual
Spaghetti Dinner	Annual
Coho Club Fish Fry	Annual
Oktoberfest	Annual

General Park Events, Festivals, and Expos	Frequency
Beach and Water Safety Expo	Annual
Fireworks	Annual
Car Cruise	Annual
Lakeview Fun Days	Annual
Run Wild for the Zoo 5K Run / Walk	Annual
7th Annual City by the Lake Triathlon	Annual
Lakefront Art Festival	Annual
Michigan City RV Show	Annual
Labor Dayz Festival	Annual
Festival of Lights Parade	Annual
Movies in the Park	Weekly, Summer

Guy Foreman Amphitheater Events	Frequency
Jammin' with Save the Dunes	Annual
Municipal Band Concerts	Weekly, summer
LaPorte County Symphony Concert	Weekly, summer
Fireman's Ball	Annual
Gospel Fest	Annual

Millennium Plaza Events	Frequency
Flag Day Celebration	Annual
Patriotic Program	Annual
Eastland Disaster Commemoration	Annual

Marina

Trail Creek

RENTALS

Rental facilities and opportunities are key to establishing and increasing a park’s revenue-generating capabilities.

Department-wide, rentals bring in about 3% of revenue. The rental fees are quite affordable, making the facilities a wonderful public option. However, there is a significant variance in year to year registrations for various event spaces. This could be a factor of additional spaces for rent coming online (effectively competing with one another) or a factor of passive / reactive marketing of the spaces for events.

Current online registration, scheduling, and booking tools are inadequate, or nonexistent. The Senior Center is the most-rented facility and has the highest five-year average for revenue. The Amphitheater has the potential to be a high-

revenue generating facility, yet it has the lowest five-year average out of all park facilities.

The newly-constructed North Pointe Pavilion opened for rentals in 2016. This facility offers great potential for revenue generation via rentals. **To accurately compare data on the following diagram, it is suggested that up-to-date rental information from North Pointe Pavilion be added to this document, as it becomes available.*

Washington Park currently has 11 different facilities and / or areas available for rent. These are identified in the diagram to the right.

Rental Facility	Revenue 5-year average
Senior Center	\$13,348
Picnic Shelters (four sites)	\$5,701
Beach	\$2,429
Oasis Splash Pad	\$2,252
Old Bandstand	\$487
Millennium Plaza	\$435
Amphitheater	\$95
North Point Pavilion*	\$0, opened 2015

RENTAL OPPORTUNITIES

-  Rental facility (\$10,000+ average revenue)
-  Rental facility (\$5,000-\$9,999 average revenue)
-  Rental facility (\$1,000-\$4,999 average revenue)
-  Rental facility (<\$1,000 average revenue)
-  New rental facility (no revenue data)



OPERATIONS

Operational improvements support the stated master plan goals and are ultimately critical to the success of the Washington Park Master Plan.

Operational improvements support the stated master plan goals and are ultimately critical to the success of the Washington Park Master Plan. The goal of operational recommendations is to establish means to accomplish effective and efficient operations on a yearly basis. From changes to public policy to developing maintenance standards, the following section evaluates the existing operations and recommends opportunities. This section is divided into background, the organization of the existing department, recreation and event programming, maintenance, and revenue.

Background

Park Metrics is a database containing the Park and Recreation Operating Ratio and Geographical Information System that lists each community's financial resources, staffing, park amenities, facilities and park acreage. The following information should be examined when considering future improvements to the park as well as also when comparing the Park Metrics results on the adjacent page. 84 cities and towns are included in the database with a population between 25,000 and 50,000.

The 2015 population of Michigan City is 31,479 which is 65% white, 28% African American, 4% Latino or Hispanic. According to 2015 budget numbers, revenue distribution is 45% tax support and 55% non-tax. This compares to an average of 70-75% tax support and 25-30% non-tax revenue of all agencies nationwide. 22% of total non-tax revenue for the department comes from parking at Washington Park. 21% comes from the zoo. Therefore, a little less than half of the revenue comes from these two sources. Furthermore, the daily parking revenue for Washington Park was \$434,067 in 2015. This represents a 21% increase from 2011.

PARK METRICS

Understanding the Park Metrics results and how they compare to Michigan City

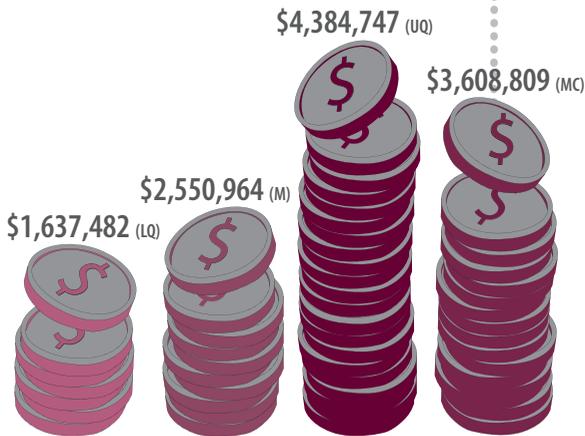
The following is information from the National Recreation and Park Association Park Metrics database. Park Metrics is the Park and Recreation Operating Ratio and Geographical Information System. This is a database of United States and Canadian park and recreation systems that lists each community's financial resources, staffing, park amenities, facilities, and park acreage.

For the purposes of Michigan City, cities and towns with a population between 25,000 and 50,000 were included for comparison. The sample size includes 84 cities and towns from the United States. The database lists the information according to the following:

Lower Quartile (LQ)	Median (M)	Upper Quartile (UQ)	Michigan City (MC)
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Annual Operating Budget

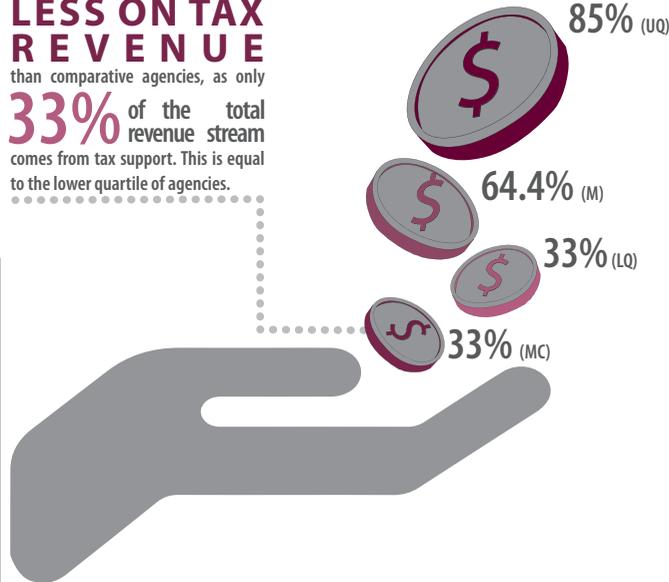
While Michigan City exceeds the median operating budget, it is the **ONLY** city that operates a **ZOO** and only eighteen other agencies operate a **GOLF COURSE**



ANALYZE: INVENTORY AND ANALYSIS

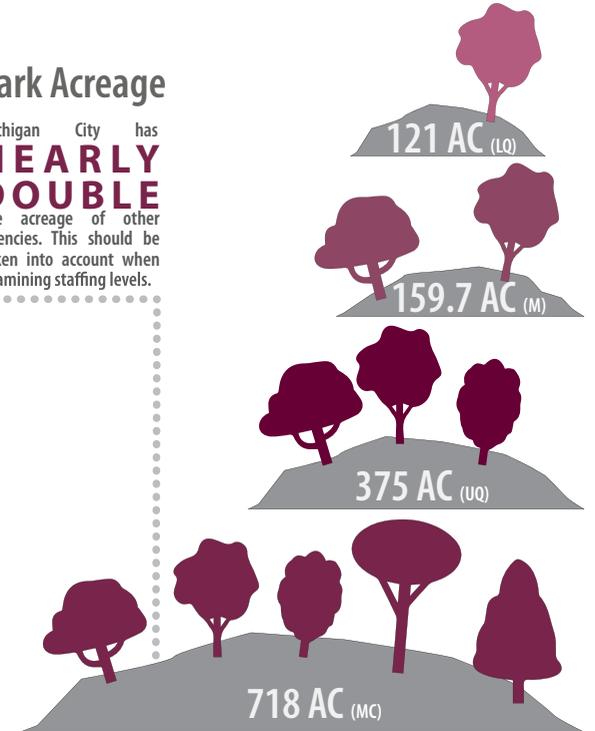
Revenue from Taxes

Currently, Michigan City relies **LESS ON TAX REVENUE** than comparative agencies, as only **33%** of the total revenue stream comes from tax support. This is equal to the lower quartile of agencies.



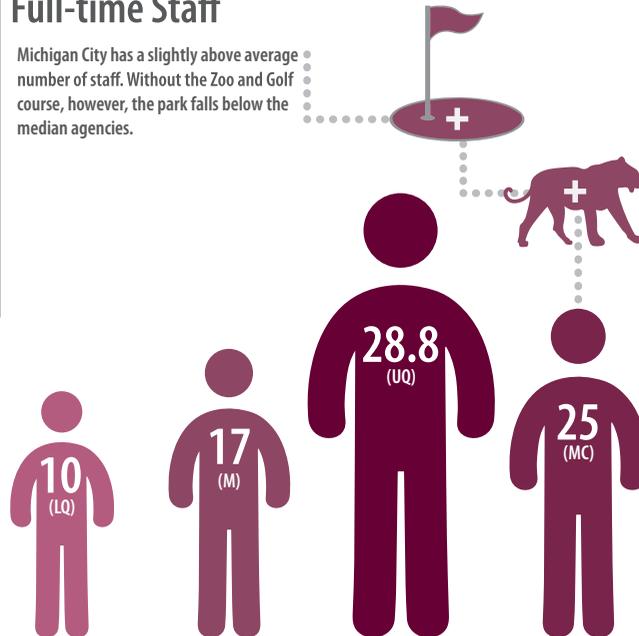
Park Acreage

Michigan City has **NEARLY DOUBLE** the acreage of other agencies. This should be taken into account when examining staffing levels.



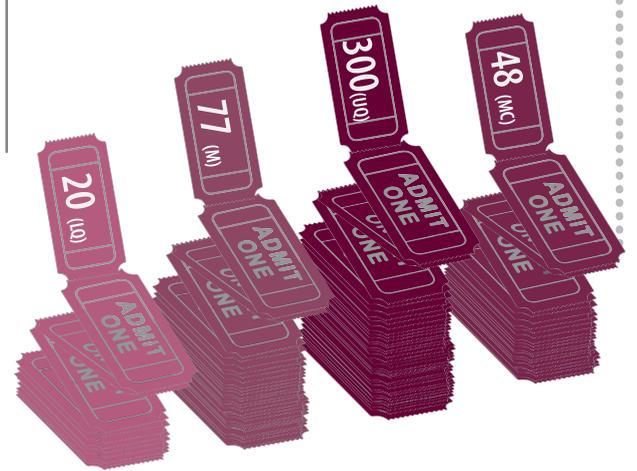
Full-time Staff

Michigan City has a slightly above average number of staff. Without the Zoo and Golf course, however, the park falls below the median agencies.



Programs and Events

Michigan City has **FEWER** events and programs than other agencies, reporting in **18 PROGRAMS** and **30 EVENTS**



Organization

The current organization structure of Washington Park consists of six divisions, including: Administration, Golf Course, Maintenance, Senior Center, Recreation, and the Washington Park Zoo. Each division reports to the Department Superintendent, with the addition of the Assistant Superintendent, totaling 7 positions. At one point the divisions accounted for 36 full-time staff, though current staff positions have been reduced to 25. These staff positions are distributed as follows:

- Administration - 5
- Maintenance - 8
- Zoo - 7
- Golf - 4
- Senior Center - 1

In addition to the positions stated above, the Recreation Director position is currently vacant. The previous head of Recreation is now the Department Superintendent and, as a result, the Department Superintendent not only manages the Department, but also oversees recreation and events. By combining these positions it has become difficult to oversee the Department as well as manage recreation programming. This prevents the Superintendent from directing the Department more strategically, as they are pulled into operations.

Likewise, no staff is currently dedicated to marketing, event management, event planning, or park development. The total marketing budget for the department is \$2,000. Generally, the rule of thumb is to have a marketing budget that is 3 - 5% of the total department operating budget.

For Washington Park, 3% of the Pro Forma Year 1 operating budget (including zoo) would translate into \$34,765 for marketing (3% of \$1,158,843). The park system also needs to update, or lacks entirely, a strategic business plan, event promotion plan, event management plan or a marketing plan. The lack of operational management and planning in these areas means many park amenities and events are under-served.

An important attribute of departmental efficiency is the ability of city departments to provide successful support to the each other. According to staff, inter-departmental relationships are currently successful resulting in superior support. This is partly a result of the current Superintendent being a strong partner to the rest of the city. The mayor has also led efforts in developing effective inter-departmental relationships.

While operating budget resources have decreased, capital budgets have increased over the last few years. The Department has been successful leveraging grant money to assist with capital projects. During 2015, the Department was able to receive a \$356,121 grant with in-kind services and was able to leverage \$484,249 with a \$128,128 investment.

Currently, there is no centralized scheduling process for Washington Park. The online registration platform does not work well, and does not allow for online rentals. The current park website has outdated information and has clumsy or completely missing features, such as rentals, event schedules, and park notices. Credit card use is not universally accepted in Washington Park, with only the zoo

and golf course having this capability. In addition to lacking park wide credit card services, there is currently no Wi-Fi service in Washington Park.

Recreation and Events Programming

Departments having effective recreation and events programming are able to offer programs to all age segments, aligned with the demographics of the community. Michigan City currently offers programs for all age groups. Events presently offered appeal to families, with household members of all ages. Sports programs include baseball for youth and adult softball, volleyball, and ballroom dance. Zoo programs include field trips, tours, camp, birthday parties, twilight tours and events for children and adults. The Senior Center offers a variety of programs for older residents, including arts and crafts, education, health and fitness, social events, and trips. Therefore, various age segments are well represented. However, young adults are currently an underserved sector. As stated in the Events section, beforehand, there are four program lifecycles:

- *Introductory*: new program, initial modest participation but growing
- *Growth*: moderate, but consistent participation growth; registration taking off
- *Mature*: slowing growth potential
- *Decline*: sustained reduced participation

According to the database of recreation program assessments of about 50 agencies nationwide, the average distribution of program staging is 55% Introductory / Growth, and 45% Maturation / Decline. For Michigan City, 62% are in the Introductory / Growth stages and 38% are in the Maturation / Decline stages. Therefore the

Department has a very healthy mix of growing and declining programs.

Recreation programming is limited, however, as a result of a lack of facilities. Programming optimization also suffers by having the Superintendent involved, not only managing the department, but also managing recreation. Core program areas for recreation include:

- Youth sports, primarily baseball
- Adult sports such as softball and volleyball
- Dance classes
- Golf revenues, including green fees, season passes, cart rentals, league play
- Zoo camps and birthday parties
- Senior programming

Based on trend research, community engagement results, and current program offerings, areas that have future potential include the following key program areas and events:

- Fitness and wellness programs and events, such as a walking club, yoga, Tai Chi, and Pilates.
- Nature, environmental, and educational programs such as bird and nature walks.
- Fishing programs and events.
- Performing arts and cultural events.
- Water based activities such as triathlon training, kayak rentals, paddle boarding, swimming, etc.
- Outdoor recreation and sporting event activities such as biking, mountain biking, high adventure ropes course, and climbing.
- Holiday events.

The Senior Center has a large user group with 1,903 senior members in 2014 and 1,885 in 2015. There are 4,250 residents 65 and over, meaning 45% of residents in that age group are members. Senior Center program categories include:

- Arts and crafts
- Health and fitness
- Social
- Travel
- Education
- Community service

The Senior Center is fairly institutional looking and is not geared towards multi-generation uses. This means younger generations currently lack a devoted facility. With current staffing limitations, program instructors are contracted. Currently, there are few outdoor recreation programs offered at Washington Park.

Events

Event management should be developed as a core competency of the department, as well as improvements to the event planning infrastructure (websites, scheduling, booking, etc.) In the future, if events grow along with park improvements, there will be a need to have dedicated labor for event planning and management. It is important to establish fair and efficient operating agreements so that the department is able to not only cover all direct costs, including park maintenance support, but also produce net revenue to allow for park improvements. If this becomes a strategic direction for the department, the necessary infrastructure for improvements will be needed including; electrical, plumbing, sufficient acreage, restroom facilities, food / concessions, etc.



Signage for the aging fitness trail

Revenue

Parking

Parking remains the main revenue driver for the park and the park system. Small fees can serve as an indicator of value and can help distribute costs of maintenance and staff to those people who are actually benefiting from use of the park and its facilities. Today, parking stickers account for an average of about \$24,000 in revenue each year. As noted earlier, improvements to parking control should be implemented. It will be important to explore systems that are efficient both in terms of management and user friendliness, as well as fiscally advantageous for the park system.

While there are non-resident fees for annual parking passes, Michigan City residents enter the park for free. Washington Park parking fees are:

- Free for Michigan City residents
- \$7 / day for non-residents Annual Passes
- \$23 for Senior Center members
- \$25 for LaPorte residents
- \$40 for Indiana residents
- \$100 for out-of-state

Rentals

Department wide, rentals bring in about 3% of revenue. There is potential to grow this. The key is to make the rental process as easy as possible. This includes the ability for potential customers to reserve online. Some systems have the capability to do on-site reservations. Many systems have virtual tours on their website of rental opportunities to give customers good information about various rental sites.

A wide variety of facilities available for rent are a wonderful offering of Washington Park and an important revenue driver for the park. There is a need to set rental goals for the number of weekends booked. It is typical to have every Saturday in-season booked with one or more events. Scheduled events help can help create stable, non-weather dependent revenue sources for the park (i.e. a wedding goes forward rain or shine.) It is important to remember the ripple effect that events have on parking revenues as well. Rentals could become a substantial percentage of revenue with improved scheduling and registration tools, and a streamlined process. Parkwide, public Wi-Fi would allow for improved registration and scheduling systems, as well as serve a role as an important amenity. Along with improved Wi-Fi and scheduling / registration services, the park should upgrade all facilities to accept credit cards.

This Master Plan makes a strong recommendation to continue to invest in the quality of the pavilions and to direct focus at effectively marketing and developing partner events. A strong focus should be placed on using the spaces and generating revenue, including inviting organizations to host events at the park, not just accommodating their requests.

The North Pointe Pavilion will continue to add another high quality space available for events. The amphitheater is severely underutilized from a revenue perspective, netting just a few hundred dollars per year in revenue. Based on available program information, the amphitheater is used for many events, such as summer concerts and

the Lighthouse Jazz Festival, but should be marketed more aggressively to other groups and organizations.

Concessions

Food and gift shop concessions run by the department generate net profits. Food services offered in Washington Park are currently simplistic, and within the realm of park staff management, generating surplus profits at Peacock Café and Castaways. Peacock Café brought in an average net profit of \$9,041 during the last three years, Castaways delivered an average net of \$1,091, and the Treehouse Gift Shop brought in an average net of \$29,808. Park systems generally struggle with food concession operations, however Washington Park has been able to generate net profits.

When the park is renovated, additional food service can become a major part of revenue generation, with mobile concessions, food trucks, etc. Food service is generally contracted to a food vendor as the complexities of the operations move beyond the skill set of park staff. Summer camps are filled, suggesting opportunities for growth. The concession stands in total net a modest profit each year and revenue in recent years has grown steadily. North Pointe Pavilion at Washington Park should be a strong revenue driver, especially with the addition of alcohol for sale and a more sophisticated restaurant and beach-going experience.

Zoo

The zoo has completed a strategic plan. Currently the zoo is understaffed; leading to an organizational staff that often feels overwhelmed. There are significant infrastructure issues, that when coupled with the staffing issues, cause the zoo to operate with a \$300,000 to \$350,000 loss per year. The Zoo Society has not been successful at raising funds; however the zoo receives \$100,000 from the Blue Chip Casino, and is supported by the parks department operating budget. The new Zoo Society President has good expertise and should be able to strengthen zoo operations. Attendance at the zoo dropped from 2014 to 2015 but revenue increased from \$338,081 to \$420,792. Zoo summer camps are filled to capacity, suggesting room for growth, however space restrictions limit this possibility. Fees include:

- \$7 for adults 12-61
- \$6 children and seniors
- Non-resident fees were not noted

Splash Park

At this time, the Oasis Splash Park lacks the amenities necessary to make it a profitable venture. The Oasis Splash Park fees are:

- \$2 for Michigan City residents
- \$4 for Indiana residents
- \$6 for out-of-state residents

Washington Park does not offer discounts to pass holders, or bundle pricing plans for park and amenity admission fees. Likewise, there are no discounts offered to pass holders, or visitors, for food services or merchandise.

Maintenance

With 718 acres of property to manage, Washington Park staff has approximately 90 acres per staff person to manage. Maintenance staff has recently decreased from 13 full-time staff to 7 full-time staff. In addition, there are 15 seasonal positions, which equates to approximately 7.5 full-time staff. Therefore, there are approximately 15.5 full-time staff equivalents, resulting in 46 acres per maintenance staff person.

The ability to provide a high quality level of maintenance is difficult given the staffing numbers. In 2011, the national median number of acres maintained per Full-Time Equivalent (FTE) was 10.5, in 2012 it was 11.1, and in 2013 it was 9.1. This compares to Michigan City's 46 acres per FTE. A staffing goal of 30 acres per FTE is desired. This would result in Michigan City having a maintenance staffing complement of approximately 24 FTEs. This will need to be changed upward, depending on the maintenance requirements of Washington Park renovations. Excluding Bismarck Hill, Washington Park is 103 acres in size. Based on industry averages, current maintenance staffing dedicated to Washington Park should be 3.4 staff dedicated toward the park. Currently, the Department has no maintenance staff dedicated exclusively to the park.

Major maintenance activities include:

- Mowing
- Safety practices
- Sanitizing of the beach
- Trail upkeep
- Sand maintenance
- Restrooms

- Vandalism
- Trash removal
- Landscape maintenance

Demand for services continues to increase, which has resulted in a capacity problem. Currently, there is adequate equipment for maintenance tasks; however there is not enough staff to run the equipment. Safety processes currently exist, and the staff participates in safety meetings and training. Efforts are made to train seasonal employees with the proper use of equipment. Staff is anxious about the continuous hiring of seasonal staff, and the costs associated with re-training.

The staff does an excellent job reporting maintenance activities. This reporting is done mostly through Excel spreadsheets. While effective, it would be helpful to have these reports automated through a maintenance management system, but some maintenance staff members are technology averse. Due to this aversion, some efficiency may be overlooked due to additional technological requirements. There was an effort to automate the work order system in 2005-2006, but it was not successful.

Washington Park relies on Excel spreadsheets to organize information and generate quantified reports, in terms of park maintenance tasks. Output measures are quantified (quantity of tasks, deliveries, replacements, etc.) while mowing hours and trail upkeep are recorded with variance from year to year. While institutional knowledge of processes is abundant, there are no documents to secure this knowledge for future employees.

Old infrastructure, particularly outdated playgrounds, creates a safety hazard. The department recognizes that these play structures need to be replaced, however it cannot replace the facilities due to funding restrictions. Inspections are performed; unfortunately there are gaps in reporting because of workload issues. Vandalism and graffiti are also a problem as staff cannot quickly take care of issues as they arise. Likewise the timely maintenance of sand is a daunting issue.

There are no call boxes at the beach; therefore, a county-wide committee is looking into installing call boxes, a life jacket program, rings, etc. along the lakefront. The park currently relies on a flag system to identify bus stops. Documented emergency response processes do not exist for Washington Park. There are currently no beach ramp facilities, however the department does have 2 beach wheelchairs

A five year maintenance capital plan exists, however it is not built from replacement schedules that include lifecycle analysis. Currently, not much contract work is completed, though the department contracts services for tree maintenance. Major park restoration, as well as Millennium Park landscape maintenance is also contracted. Staff is concerned about the costs and benefits of this maintenance, given the little use of the park by residents.

Parking issues exist at the marina and the zoo during peak event times. Parking rules and regulations vary across the park, leading to some confusion. There are also multiple partners and venues that share parking lots.



Photo: Great Lakes Grand Prix Facebook



2

CONNECT: COMMUNITY ENGAGEMENT AND NEEDS ASSESSMENT

The Connect: Community Engagement and Needs Assessment chapter outlines the recognized national, state, and local trends in the recreation industry. The chapter also includes summaries of all input received by Michigan City staff, stakeholders, and residents.

National trends were derived from the 2015 Sports, Fitness, and Recreational Activities Topline Participation Report facilitated by The Sports & Fitness Industry association, a top national researcher in the sports and fitness industry as well as The Outdoor Foundation's Outdoor Recreation Participation Topline Report (2015).

State trends were derived from the Indiana Department of Natural Resources Statewide Outdoor Recreation Plan. ESRI's Business Analyst was used to evaluate local recreation participations and spending trends.



PURPOSE

The purpose for understanding park and recreation trends is to determine probable demands for certain services and facility amenities. Recreation trend reports were compiled from credible sources to explore what trends were being recognized at the national, state and local levels.

During the Connect: Community Engagement and Needs Assessment phase of the master planning process, staff, community stakeholders, and residents provided input about Washington Park's existing conditions as well as their ideas and vision for the future of the park. An online engagement platform was open for public comment for more than a month. Nearly 60 people participated in the two surveys and multiple discussion questions. Summaries of all engagements follow the national, state, and local trends report.



Public input session

METHODOLOGY

Review of Trends

National, State, and Local Trends

National trends were derived from nationally-recognized recreation trends research. State trends were derived from the Indiana Department of Natural Resources Statewide Outdoor Recreation Plan. ESRI's Business Analyst provided local recreation participation trends.

Envision Washington Park Online

An interactive web-based engagement platform

The platform, hosted at www.placespeak.com/washingtonpark gave residents the opportunity to provide input 24/7 for four (4) weeks. There were 354 views and 55 connections, or active participants.

Envision Washington Park Community Meeting

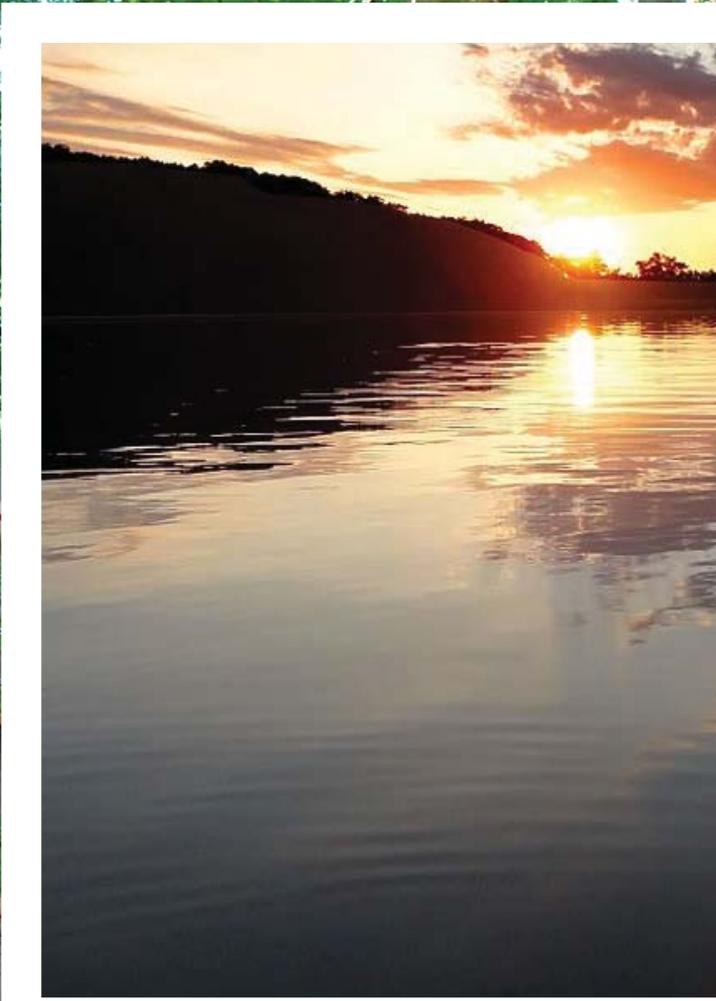
Community-wide presentation and open house

Community members attended an hour-long meeting at the end of March that consisted of a process overview presentation and self-guided activity stations to gather input from Washington Park neighbors and visitors.

Stakeholder Interviews

Individual discussions with key stakeholders

Specific interest groups, or stakeholders, were invited to participate in small group interviews to provide input about their opinions on the current state and future vision for the park.





TRENDS RESEARCH

National, state, and local trends were derived from the recognized industry resources including the Physical Activity Council, Indiana State-wide Comprehensive Open Space and Recreation Plan, and Environmental Science Research Institute (ESRI).

The Physical Activity Council (PAC) is a partnership of six major trade associations in US sports, fitness, and leisure activities. The six organizations involved in the PAC are: Sports and Fitness Industry Association (SFIA), National Golf Foundation (NGF), Outdoor Industry Association (OIA), International Health, Racquet, and Sportsclub Association (IHRSA), Tennis Industry Association (TIA), the United States Tennis Association (USTA) and the Snowsports Industries America (SIA).

Each year, the PAC produces a report summarizing data about US leisure activity. The 2015 report provides participation, inactivity, spending, aspirational and projection information from 2006 through 2014. Other trends research and reports incorporated into this summary include the Outdoor Industry Association Topline Report, The Sports and Fitness Industry Association Topline Reports, the Worldwide Survey of Fitness Trends, the annual trend forecast from the American College of Sports Medicine (ACSM) and a recent survey of recreation professionals facilitated by Recreation Management Magazine.

Sports and Fitness Participation

Leisure activity participation has fluctuated over the last six years. There was a decrease in total activity for 2015, but individual categories such as racquet, team, and water sports all experienced participation increases. This may indicate that those categories added new activities to their repertoire. Individual sports have experienced a steady decline, dropping almost 1% between 2013 and 2014.

Fitness class activities and the use of various cardio and fitness equipment experienced an increase in participation over the last two years. Fitness-related activities were eight of the ten Core Participation Activities identified in the PAC Overview Report. Core participants are those who participate in a sport or activity on a regular basis. The Top Ten Core Participation Activities, by number of participants, are:

Activity (definition of core), total number of core participants

- Walking for Fitness (50+ times/year), 76.8M
- Running / Jogging (50+ times/year), 28M
- Treadmill (50+ times/year), 27.7M
- Stretching (50+ times/year), 26M
- Free Weights (hand weights) under 15 lbs. (50+ times/year), 24.8M
- Weight Resistance Machines (50+ times/year), 21.2M
- Bicycling (Road / Paved) (26+ times/year), 20.4M
- Free Weights (dumbbells) over 15 lbs. (50+ times/year), 24.8M
- Fishing (freshwater / other) (8+ times/year), 17.9M
- Stationary Cycling (50+ times/year), 17.4M

Walking for Fitness is the top Core Participation Activity, with 76.8M participants.

The Overview Report reveals Core Participation Activities and insight into the fastest growing sports and activities through the US. The top five percentage growth activities include adventure racing, mixed martial arts for competition, off-road triathlons, lacrosse, and traditional triathlons. While this information is helpful, the actual growth activities, based on quantity of participants, provide more insight into what Americans are becoming more interested in for their health, wellness, and fitness needs. The Top Ten Actual Growth Activities are:

- High Impact Aerobics
- Swimming for Fitness
- Yoga
- Adventure Racing
- Mountain Biking
- Traditional Triathlons
- Lacrosse
- Archery
- Off-Road Triathlons
- BMX Bicycling

Class-based group fitness and exercise programs like high intensity interval training (HIIT), Pilates, and cardio dance continue to drive the growth in fitness activities. Many of these activities are categorized as “fun” fitness activities. Classes like “P90x,” “Insanity,” or “Crossfit” have been and will

continue to grow in popularity at public park and recreation providers and public / private fitness centers and gyms.

Functional fitness is another growing trend. Sandbags, ropes and climbing areas are taking over fitness center and gym floor space as part of this functional fitness movement. Some fitness centers are removing weight machines and are replacing them with open areas of space for people to use as more free-or body-weight strength training, rather than being bound by a machine.

These trends reveal that active people are looking for non-conventional health and fitness experiences. More Americans are looking for activities that provide a fun physical, emotional, and mental experience. While many Americans enjoy watching team sports like football, basketball, the Olympics, and national championship events, they aren’t necessarily interested in participating in those types of events for their fitness needs.

The Worldwide Survey of Fitness Trends for 2016 also reported similar trends related to fitness programming. According to this report, the top ten fitness trends for 2016 are, as follows:

- **Wearable Technology:** includes fitness trackers, smart watches, heart rate monitors, and GPS tracking devices.
- **Body Weight Training:** uses minimal equipment making it more affordable.
- **High-Intensity Interval Training (HIIT):** involves short bursts of activity followed by a short period of rest or recovery.
- **Strength Training:** an essential part of a complete exercise regimen for all physical activity levels and genders.
- **Educated, Experienced Fitness Professionals:** professionals certified through programs accredited by the National Commission for Certifying Agencies (NCCA).
- **Personal Training:** education, training, and proper credentials for personal trainers have become increasingly important.
- **Functional Fitness:** involves using strength training to improve balance and ease of daily living.
- **Fitness Programs for Older Adults:** age-appropriate fitness programs to keep older adults healthy and active.
- **Exercise and Weight Loss:** many professionals are successfully integrating exercise into weight loss programs along with diet and nutrition components.
- **Yoga:** utilizes a series of specific bodily postures for health and relaxation.

Racquet sports that have maintained popularity over the last two years include squash and cardio tennis. A growing trend in the recreation industry is Pickleball. Pickleball courts are the same size as doubles badminton courts and is striped similar to a tennis court. Courts can be constructed specifically for pickleball or the striping can be overlaid onto existing tennis or badminton courts. Racquet sports are an activity area typically dominated by Millennials (1980-2000).

Team sports are most popular for Gen Z (2000+). Most activities with consistent or increasing participation include activities facilitated by schools, like cheerleading and swimming teams. Football has seen a consistent decline in participation since 2009, and this is expected to continue. Ultimate Frisbee, an activity popular on college campuses, hit its peak in 2012, but has experienced a consistent decline each year since.

Outdoor Participation

Barely half of all Americans (48.8%) participated in at least one outdoor activity in 2014. This is the lowest participation since 2006. Extreme weather and unusually cold winters are noted as likely contributors to this decline. Nearly 141.4 million participants went on a collective 11.8 billion

outings. An “outing” is defined as an outdoor activity. This equates to 83.4 outings per participant, per year, on average.

The most popular youth (age 6-24) outdoor activities, determined by participation rate, were:

- Running, Jogging, and Trail Running, 25.6% or 20.7M
- Bicycling (Road, Mountain, BMX), 21.2% or 17.2M
- Camping (Car, Backyard, RV), 18.5% or 15.0M
- Fishing (Fresh, Salt, Fly), 18.0% or 14.6M
- Hiking, 12.8% or 10.4M

The top five favorite youth activities, based on frequency of participation were running, jogging and trail running, bicycling, skateboarding, surfing, and bird watching.

The most popular adult (age 25+) outdoor activities, determined by participation rate, were:

- Running, Jogging, and Trail Running, 15.8% or 33.0M
- Fishing (Fresh, Salt, Fly), 15.0% or 31.4M
- Bicycling (Road, Mountain, BMX), 12.8% or 26.8M
- Hiking, 12.4% or 25.9M
- Camping (Car, Backyard, RV), 12.2% or 25.5M

Barely half of all Americans (48.8%) participated in at least one outdoor activity in 2014.

The top five favorite adult activities based on frequency of participation were running, jogging, and trail running, bicycling, birdwatching, wildlife viewing, and hunting. Three year growth trends indicated the following top ten activities have seen increasing participation, and may provide opportunities to engage more people in the future.

- Adventure Racing
- Non-traditional Off-road Triathlon
- Stand Up Paddling
- Kayak Fishing
- Traditional Road Triathlon
- BMX Bicycling
- Traditional Climbing
- White Water Kayaking
- Boardsailing / Windsurfing

Engaging “Inactives”

An “inactive” person is defined as one who does not participate in any of the 120 sports / activities covered in the PAC Overview Report, which includes everything from individual and team sports to fitness machines, camping, walking, and stretching. In 2014, 28.3%, or 82.7 million Americans were inactive. This was the highest percentage of inactivity in six years. A recovering economy and more extreme weather conditions are cited as the likely reasons many chose other commitments instead of physical activity. Overall, trends indicate that as Americans age, they become less active.

Providing programs categorized as “aspirational” are an effective start when trying to engage inactives in recreation. Swimming for fitness remains the top aspirational activity for inactive Americans. For youth, camping and bicycling also top the list of aspirational sports and activities they would like to try. For adults, ages 25-64, camping hiking and bicycling are some of the top aspirational activities they would like to try, while for adults 65 and older prefer more passive activities such as birdwatching / wildlife viewing.

Adults over 65 also aspire to try working out with machines, hiking, and fishing. Outdoor activities were an interest for all age groups. Active adults are interested in social program areas, and sports leagues for 45+, 55+ and older. Active Network suggests the following activities for adult recreation programs:

- Sports: Broomball, inner tube water polo, pickleball, Wally ball
- Exercise: Zumba Gold, Dance Buffet, kettlebells, outdoor fitness
- Technology: Beginner’s Guide to iPad, Social media, digital photography
- Entertainment: Karaoke, improv, Murder Mystery dinners, speed dating, Wii for seniors
- Art: Drawing / painting, jewelry making, mixed media arts, pottery, quilting
- Professional / Other: Estate planning, self-publishing, brain fitness, voice-overs, memoirs

The Outdoor Industry Association’s Topline Report indicated that nearly half of all Americans (48.8%) participated in at least one outdoor activity in 2014.



Many agencies are starting to “brand” their active adult programs and create a unique program group geared toward those 45 and older. Two examples of this include Club 55 at the Schaumburg Park District’s (Schaumburg, IL) and 50 Plus at the Champaign Park District (Champaign, IL).

According to a recent survey of recreation professionals, the top 10 recreation program trends include:

- Holidays and special events
- Youth sports teams
- Day camps and summer camps
- Adult sports teams
- Arts & crafts
- Education
- Sport-specific training
- Swimming
- Active older adults
- Sports tournaments or races

Most surveyed agencies expect to offer environmental education programming in the coming years. Agency respondents indicated the following were their top planned programs:

- Environmental education
- Day camps and summer camps
- Education
- Holidays and special events
- Teen programs
- Mind-body balance
- Fitness
- Adult sports teams
- Arts and crafts
- Active older adults

STATE OF INDIANA TRENDS

The Statewide Comprehensive Outdoor Recreation Plan is an information resource that quantifies and analyzes the state's outdoor recreation resources for the social, environmental, health and economic benefit of citizens statewide.

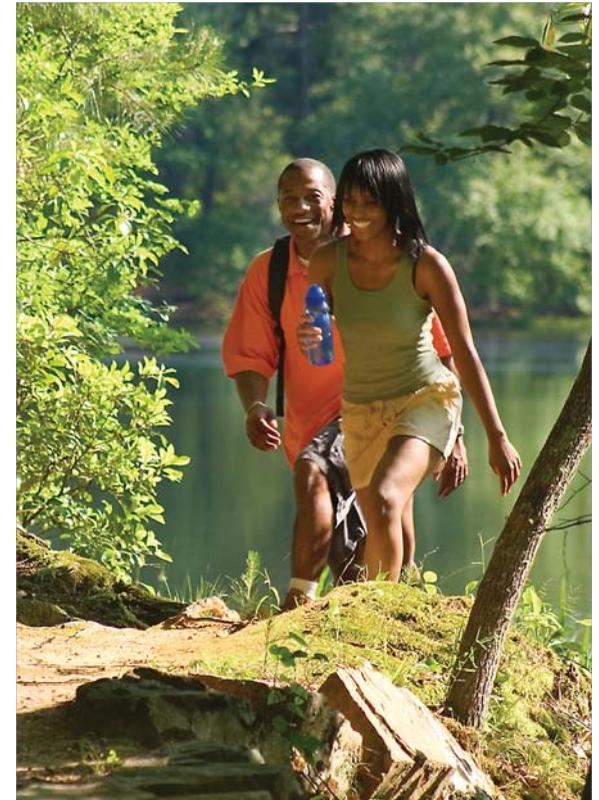
The Statewide Comprehensive Outdoor Recreation Plan (SCORP) is prepared by the Indiana Department of Natural Resources (DNR) to maintain Indiana's eligibility to participate in the Land and Water Conservation Fund (LWCF) program. The goals for the SCORP include setting statewide priorities for funding of grants through LWCF, the Recreational Trails Program (RTP), and any other applicable funds available at state or federal levels, providing a quantitative analysis of the statewide outdoor recreation supply and demand, and improving the provision of outdoor recreation to all Hoosiers.

The State of the State

The SCORP states that, at the time of its writing, Indiana's population was growing, aging, and earning more. Baby Boomers were retiring in increasing numbers and household size was shrinking. Although research states that employed Hoosiers were earning more, the unemployment rate had risen 4% between 2006 and 2011. As more Hoosiers became unemployed, more families lived in poverty.

As demographics and socioeconomics change, so do the values of residents. As the national economy changed, Hoosiers had to "tighten their financial belts," and began staying closer to home for their recreational needs. Not only were Hoosiers doing more "stay-cations," but they also started using public parks and playgrounds more often than they did when the economy was strong. Hoosiers, like Americans nationwide, joined the movement to reconnect children with nature and value the idea that children need to go outside and play and explore nature.

Finally, obesity was, and still is, a growing statewide epidemic. According to the SCORP, nearly one-third of Hoosiers were obese, making Indiana one of the most overweight states in the nation. This fact alone makes the need for outdoor parks and recreation opportunities a high priority.



Themes and Trends

Hoosiers prefer and frequently participate in walking, an outdoor activity that requires little to no skill, training, cost, or facilities. The use, prevalence and design of trails were also a theme across the surveys as the participation in walking and demand for trail connections increases.

Hoosiers were also aware of financial constraints. Many still felt the impact of the recent recession and adjusted expenditures to compensate. They looked for recreation that took advantage of reduced travel costs, low- or no-entry fees, minimal travel time, and easier, more convenient access. Based on all surveys, both the general public and park and recreation professionals spent less annually on their recreation activities.

Finally, innovative thinking was popular with many Hoosiers participating and preferring non-traditional activities like disc golf, four-wheeling, and outdoor photography. Park professionals continued to advocate for more innovating funding mechanisms beyond tax revenues. Innovations in staffing, programming, and partnerships are becoming critical to park professionals' success.

Needs Assessment

Based on the themes and trends, the following needs were identified:

- Trail use demand was growing.
- Natural resource-based recreation was a major need among Hoosiers.
- Community and individual health and wellness needs were becoming a greater priority.
- Use of, and demand for, local parks and recreation grew.
- Communities were responding to economic and social pressures.
- Funding was tight for parks and recreation; adaptation and innovation was critical for future success.

Open Space and Trails

A level of service (LOS) analysis was completed for various geographic areas across the state. The SCORP looked at the LOS of counties, regions, and the state as a whole. For all scales, the SCORP recommended 55 acres of public outdoor recreation (OR) land per 1,000 population. Fifty counties met this recommendation. Regionally, 11 of the 16 areas met the recommended LOS. Deficient regions are concentrated in northeast Indiana. Statewide, Indiana exceeds the recommended LOS.

Finally, the SCORP identified critical counties, or counties that do not meet the recommended LOS and have a growth rate greater than 6.63%. Critical counties included Allen, Bartholomew, Boone, Dearborn, Elkhart, Hamilton, Hancock, Hendricks, Johnson, Ohio, Tippecanoe, and Whitley Counties.

The SCORP also provided a progress report about the "Hoosiers on the Move, the Indiana State Trails, Greenways & Bikeways Plan." The plan set a goal of having a trail within 7.5 miles, or 15 minutes, of every Hoosier by 2016. In 2006, when the plan was released, 83% of Hoosiers lived within 7.5 miles, or 15 minutes, of a trail. As of January 2012, 96.9% of residents lived within 7.5 miles, or 15 minutes, of a trail. Most trails, planned, existing, or otherwise, were concentrated in northwest, northeast, and central Indiana.

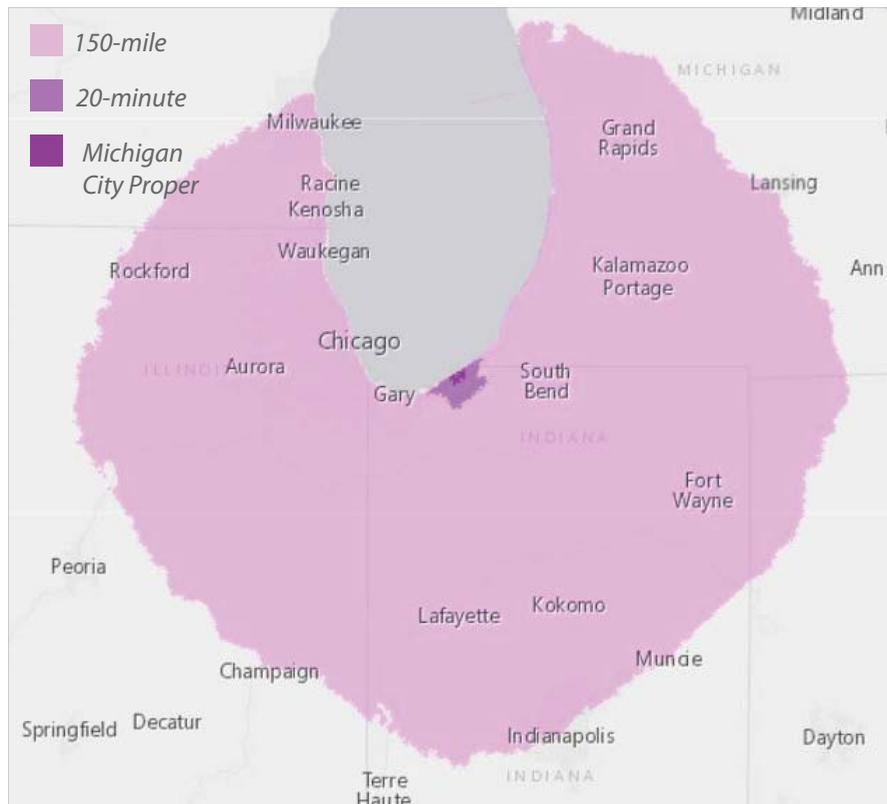
Outdoor Recreation Priorities

Based on the data contained in the SCORP the following priorities were recommended to guide parks, recreation and natural resource management:

- Develop more trails and bicycle / pedestrian facilities.
- Protect and enhance Indiana's natural and outdoor recreation resources.
- Encourage and promote outdoor recreation participation.
- Provide funding for outdoor recreation development at the state and local level.
- Continue emphasis on Indiana's aquatic resources, both natural and man-made.

REGIONAL AND LOCAL TRENDS

Regional and local trend information is based on Washington Park's three major service areas - Michigan City's municipal boundaries, a 20-minute drive, and a 150-mile drive. These service areas were derived from the Lake Michigan Gateway Implementation Strategy (LMGIS) market analysis and are illustrated in the diagram below.



The service areas of Washington Park

Local recreation participation trends information was derived from the Environmental Science Research Institute (ESRI) Sports and Leisure Market Potential Report. This data is based upon national propensities to use various products and services, applied to the local demographic composition of the three major service areas. Usage data were collected by Growth for Knowledge Mediamark Research and Intelligence, LLC. (GfK MRI) in a nationally representative survey of U.S. households. MPI (Market Potential Index) measures the relative likelihood of the adults in the specified area to exhibit certain consumer behaviors or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

The Sports and Leisure Market Potential Report provides information for nearly 300 leisure and recreation activities from attending events, participating in activities, watching movies and activities on TV, and purchasing leisure items. For the purposes of this master plan, the trends information on the following pages only includes selected leisure activities that are most relevant to Washington Park. The tables identify the top thirty most relevant activities for each geographic region. These trends are important to consider when evaluating additions and improvements to amenities, facilities, programs, and services. While the MPI aims to identify the relative likelihood of participation, it is not a strict measure of interest or engagement. A low MPI may indicate that residents are not interested in the listed activity, or it may indicate that opportunities for participation in said activity aren't available. The lack of availability results in residents who are less likely than the average American to participate.

The top seven rated activities are primarily athletic in nature: hunting, basketball, football, softball, bowling, and fishing. For most communities the consulting team has worked with, there are typically 15 or more activities that score higher than 100. Therefore, the Michigan City area has a lower participation rate than other communities in the region. However, canoeing, kayaking, and boating all score close to 90 and above, which are all activities relating to Washington Park. Tennis, walking, bicycling, and swimming also scored relatively high. Considering the Park will attract a more regional audience with improvements, the propensity for participation in these activities will be greater than what the chart demonstrates.

Product/Consumer Behavior	Expected Number of Adults/Households	Percent	MPI
Attended country music performance in last 12 months	1,603	6.5%	118
Participated in fishing (fresh water) in last 12 months	3,497	14.1%	114
Participated in basketball in last 12 months	2,307	9.3%	112
Went to zoo in last 12 months	3,244	13.1%	111
Participated in football in last 12 months	1,368	5.5%	110
Participated in volleyball in last 12 months	910	3.7%	104
Participated in archery in last 12 months	662	2.7%	97
Participated in canoeing / kayaking in last 12 months	1,253	5.1%	94
Did birdwatching in last 12 months	1,059	4.3%	90
Participated in boating (power) in last 12 months	1,171	4.7%	89
Participated in walking for exercise in last 12 months	6,113	24.7%	88
Went on overnight camping trip in last 12 months	2,746	11.1%	87
Attended rock music performance in last 12 months	2,108	8.5%	87
Participated in swimming in last 12 months	3,392	13.7%	86
Participated in bicycling (road) in last 12 months	2,025	8.2%	83
Participated in ice skating in last 12 months	528	2.1%	83
Attended classical music / opera performance / 12 months	792	3.2%	83
Participated in bicycling (mountain) in last 12 months	816	3.3%	82
Participated in Frisbee in last 12 months	921	3.7%	81
Went to live theater in last 12 months	2,530	10.2%	81
Participated in hiking in last 12 months	1,928	7.8%	78
Went to beach in last 12 months	4,417	17.8%	75
Went to museum in last 12 months	2,372	9.6%	74
Participated in jogging / running in last 12 months	2,237	9.0%	71
Participated in soccer in last 12 months	666	2.7%	71
Participated in yoga in last 12 months	1,253	5.1%	71
Participated in Pilates in last 12 months	487	2.0%	70

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent	MPI
Participated in archery in last 12 months	2,022	3.7%	135
Participated in fishing (fresh water) in last 12 months	8,987	16.5%	133
Participated in boating (power) in last 12 months	3,554	6.5%	123
Did birdwatching in last 12 months	3,135	5.7%	121
Participated in canoeing / kayaking in last 12 months	3,429	6.3%	117
Attended country music performance in last 12 months	3,514	6.4%	117
Went on overnight camping trip in last 12 months	7,424	13.6%	107
Went to zoo in last 12 months	6,777	12.4%	106
Participated in basketball in last 12 months	4,596	8.4%	101
Participated in walking for exercise in last 12 months	15,480	28.4%	101
Participated in football in last 12 months	2,733	5.0%	100
Participated in swimming in last 12 months	8,656	15.9%	100
Participated in volleyball in last 12 months	1,919	3.5%	99
Participated in bicycling (road) in last 12 months	5,254	9.6%	98
Went to live theater in last 12 months	6,386	11.7%	93
Participated in bicycling (mountain) in last 12 months	1,993	3.7%	91
Participated in hiking in last 12 months	4,938	9.0%	91
Participated in ice skating in last 12 months	1,275	2.3%	91
Attended rock music performance in last 12 months	4,822	8.8%	91
Went to beach in last 12 months	11,544	21.2%	89
Participated in aerobics in last 12 months	4,239	7.8%	87
Participated in Frisbee in last 12 months	2,157	4.0%	86
Participated in tennis in last 12 months	1,969	3.6%	85
Attended classical music / opera performance / 12 months	1,766	3.2%	85
Participated in backpacking in last 12 months	1,347	2.5%	84
Went to museum in last 12 months	5,821	10.7%	82
Participated in Pilates in last 12 months	1,235	2.3%	81

20-minute Drive

The top five recreational activities residents living within a 20-minute drive of the Park will participate in include:

- Archery
- Fishing
- Boating (power)
- Birdwatching
- Canoeing / kayaking

While walking for exercise is lower on the list in terms of the MPI, 28.4% of the population is expected to participate in the activity. Other activities with lower MPI, but higher percentages of the population are going to the beach (21.2%), swimming (15.9%), camping (13.6%), going to the zoo (12.4%), and going to live theatre (11.7%).

150-mile Drive

The top five recreational activities residents living within a 150-minute drive of the Park will participate in include:

- Aerobics
- Basketball
- Football
- Bicycling
- Ice Skating

While walking for exercise is lower on the list in terms of the MPI, 28.3% of the population within a 150-mile drive is expected to participate in the activity. Other activities with lower MPI, but higher percentages of the population are going to the beach (23.8%), going to a museum (13.3%), jogging / running (13.0%), camping (12.9%), and fishing (12.3%).

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent	MPI
Participated in aerobics in last 12 months	1,225,304	9.0%	101
Participated in basketball in last 12 months	1,182,277	8.7%	105
Participated in football in last 12 months	711,308	5.2%	105
Participated in bicycling (road) in last 12 months	1,382,051	10.2%	104
Participated in ice skating in last 12 months	361,666	2.7%	104
Attended rock music performance in last 12 months	1,375,633	10.1%	104
Went to zoo in last 12 months	1,655,502	12.2%	104
Participated in volleyball in last 12 months	495,933	3.7%	103
Participated in archery in last 12 months	379,763	2.8%	102
Participated in canoeing / kayaking in last 12 months	741,677	5.5%	102
Participated in jogging / running in last 12 months	1,767,996	13.0%	102
Went to museum in last 12 months	1,791,534	13.2%	102
Participated in boating (power) in last 12 months	720,963	5.3%	101
Participated in Frisbee in last 12 months	633,431	4.7%	101
Participated in hiking in last 12 months	1,365,417	10.1%	101
Participated in Pilates in last 12 months	381,700	2.8%	101
Participated in soccer in last 12 months	514,719	3.8%	101
Participated in walking for exercise in last 12 months	3,843,156	28.3%	101
Participated in yoga in last 12 months	978,397	7.2%	101
Went on overnight camping trip in last 12 months	1,752,818	12.9%	101
Participated in fishing (fresh water) in last 12 months	1,675,676	12.3%	100
Participated in tennis in last 12 months	580,994	4.3%	100
Went to beach in last 12 months	3,229,520	23.8%	100
Attended classical music / opera performance / 12 months	521,048	3.8%	100
Attended country music performance in last 12 months	747,923	5.5%	100
Went to live theater in last 12 months	1,705,657	12.6%	100
Participated in bicycling (mountain) in last 12 months	541,703	4.0%	99



Today, Washington Park is...



Tomorrow, Washington Park should be...

COMMUNITY MEETING

A community meeting held March 23, 2016, provided Washington Park neighbors and users the opportunity to learn about the planning process and provide their thoughts and input about the future of Washington Park. Twenty-five individuals attended the evening community meeting.

The planning team gave a presentation about the planning process and facilitated self-guided input activities. The first activity involved a text-in platform that asked participants to fill in the blank for the follow statements:

- Today, Washington Park is _____.
- Tomorrow, Washington Park should be _____.

As participants texted in words and phrases to fill in the blanks, their input populated word clouds that updated in real-time. The larger the word or phrase, the more participants texted in that word or phrase.

The remaining activities used stickers, markers, and images to engage community meeting attendees.

Four stations posed the following questions:

- Which amenities do you enjoy?
- Which amenities would you like to use?
- What would you like to do at Washington Park in the Spring, Summer, Fall, and Winter?
- Where would you invest your dollars in Washington Park?

Amenities participants enjoy most are the beach, lighthouse and pier, zoo, and marina. Amenities participants would like to use most include the alpine slide, high ropes course, zip line, and nature-based playground. Activity suggestions ranged from walking the trails in the spring to concerts on the beach in the summer. Most ideas for activities revolved around health and fitness and cultural events like food festivals, concerts, and art shows. Out of the ten categories participants could “invest” their dollars in, activities and amenities, programs and events, and natural areas received the most “investment.” The following pages include images of the raw results of the each station activity.



Overview presentation



Activity station



Activity station



Open house-style activity stations

ENVISION WASHINGTON PARK ONLINE

Washington Park neighbors and visitors had the opportunity to share their thoughts and ideas for improvements to the park at www.placespeak.com/washingtonpark, an interactive online community engagement portal.

The online engagement platform was available 24/7 and gave neighbors and visitors the opportunity to provide input on park, facility, special events, and program improvements. To participate on the platform, users created an account with their email addresses or social media accounts and then accessed the topic page. This platform was not a traditional survey, but a project website that contained a survey, poll, and open-ended discussion questions. This platform does not produce statistically-valid results. This was an alternative means of input and meant to serve as a supplement to the in-person community engagement methods.

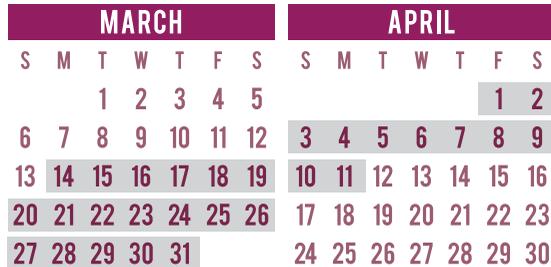
Overview

Launched March 14, 2016, Envision Washington Park received 354 views, 14 comments, and 64 survey responses over a four-week period. Fifty-five individuals connected to the site. These 55 connections included 14 non-residents and 41 residents. Over the four-week period two separate surveys launched. The first survey aimed to understand user thoughts and preferences regarding existing amenities, facilities, programs, and events. The second survey aimed to obtain user ideas regarding new amenities and future improvements to the park. Ten discussion questions were available for input over the four-week period which garnered fourteen comments from users.

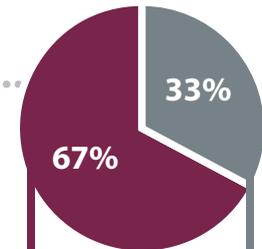
An infographic representing the full results of the online engagement platform can be seen to the right.

Survey #1 Results

Forty-three individuals completed the first survey. Most (95.4%) respondents visit Washington Park to use the beach. Other reasons respondents use the park are to attend special events (81.4%), visit the zoo (76.7%), and for occasional recreation needs like playing on the playground or walking along the trails (67.4%). Amenities at the park that respondents use most often are the beach (86.1%), zoo (81.4%), amphitheater (48.8%), playgrounds (32.6%), and trails (30.2%). Out of all



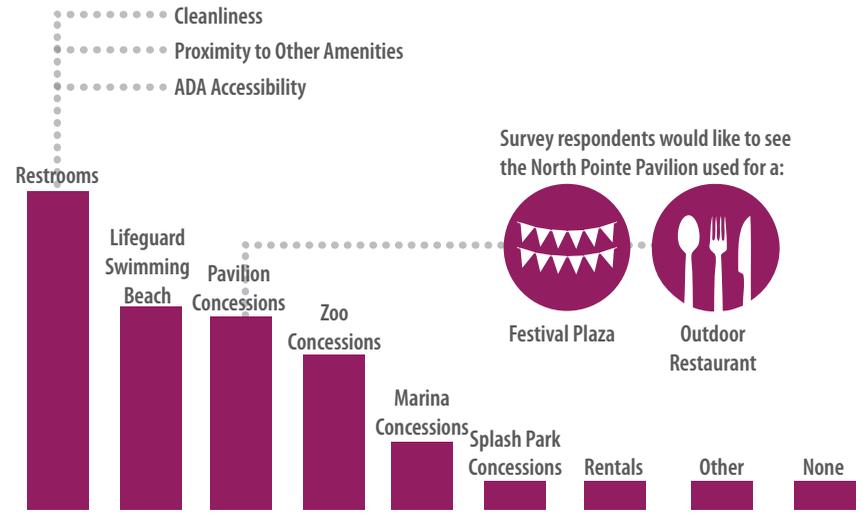
The portal was available for **29** days between **MARCH** and **APRIL**



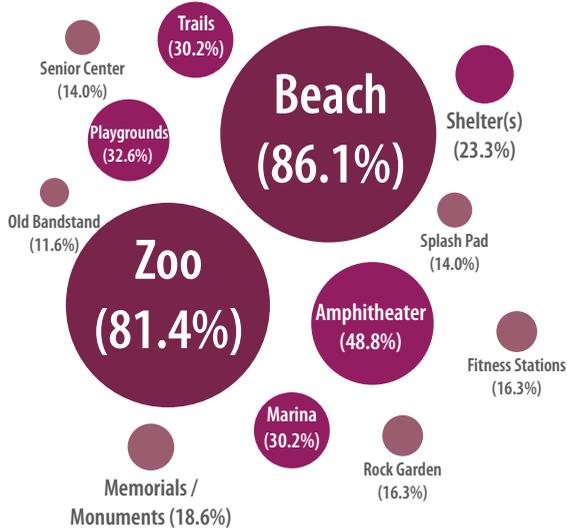
1 SURVEY ONE
Objective: Understand opinions about existing conditions.

2 SURVEY TWO
Objective: Understand preferences regarding improvements.

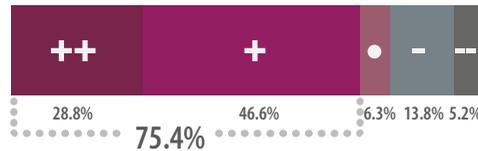
Service and Facility Usage



Most Used Amenities



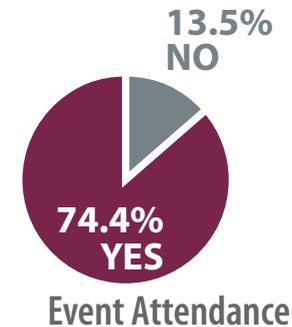
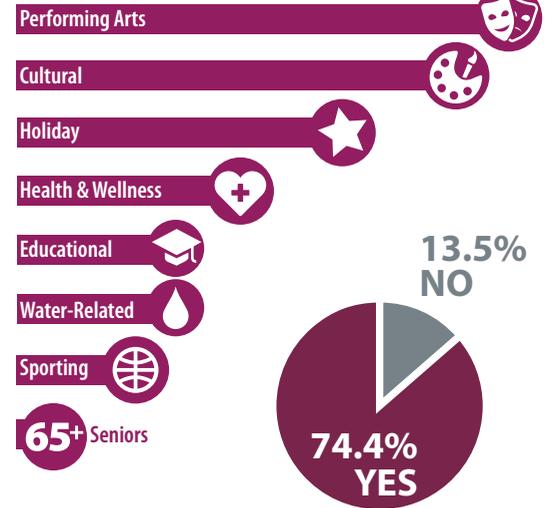
Overall Satisfaction



Preferred New Amenities



Preferred New Events



services provided at Washington Park, respondents indicated they use restrooms most (76.7%). This was followed by the lifeguard swimming beach (48.8%) and the pavilion concessions (46.5%).

Most (37.2%) responded indicated that there aren't any obstacles preventing them from using the park. The top obstacle, however, was that respondents aren't aware of events going on or amenities they can use.

The survey asked respondents to rank the beach, marina, zoo, playground(s), trails, amphitheater, splash pad, fitness stations, shelter(s), old band stand, Rock Garden, memorials / monuments, and Senior Center by level of satisfaction and importance. Overall, 74.7% of respondents are either "somewhat satisfied" or "very satisfied" with the existing amenities. Playgrounds received the lowest rate of satisfaction. Respondents are most satisfied with the beach.

Additionally, respondents rated each of the thirteen amenities on their importance. Overall, 88.7% of respondents ranked the amenities as "somewhat important" or "very important." The most important amenities are the beach and zoo respectively. Respondents were asked to rank various services provided on site as well. The most important, but least satisfactory service according to residents are the restrooms.

Finally, 74.4% of respondents attend special events at the park. Nearly 12% responded no, they do not attend events, and 14.0% did not provide a response.

Survey #2 Results

Twenty-one individuals completed the second survey. To better understand the types of amenities and activities respondents would like to see at the park, the survey asked a series of questions about new amenities categories by the following "types":

- Beach / water-related
- Adventure
- Play
- Health and Fitness
- Picnic

Out of the 14 beach / water-related amenities presented, most (85.7%) of respondent households indicated they would use boardwalks most often. This was followed by kayaking (57.1%), boating (52.4%), canoeing (47.6%), and a dog beach (42.9%).

Respondent households listed sledding as the top adventure amenity they would use. This was followed by tent camping (57.1%) and an alpine slide (47.6%). Cross-country skiing, toboggan or luge run, disc golf, rock climbing wall, cabin / tree house rentals, and a zip line all had nine responses or 42.9% of users.

A splash fountain / plaza or nature-based playground tied for the top play amenity respondent households would use. This was followed by sand play equipment and a universal-design playground with nine responses each (42.9%) and a themed splash pad and combine-style playground with eight responses each (38.1%).

Out of the six options available, most (85.7%) respondent households indicated walking and biking trails were the amenity they would use. This

was followed closely by hiking and nature trails at 17 responses or 81.0%. A fitness trail (66.7%) and bike share stations (61.9%) received more than 60% of votes, indicating this are also high priority amenities for respondent households.

Respondent households desire small open-air shelters, with 85.7% of respondents indicating their households would use this amenity. Large shelter with restroom had 17 responses or 81.0% of total votes. Arbor (71.4%, bocce court (61.9%, and picnic area with grill(s) (61.9%) rounded out the top five picnic amenities households would use.

Seventy-one percent of respondent households indicated they would use a festival plaza. This was followed by shade sail (66.7%) and festival lawn (61.9%) as the top three from the five available choices.

Comments on the first survey related to suggestions and ideas about restroom facilities. In order to understand respondent priorities, the second survey asked which of the listed amenities were most important to respondent households. The list included items like cleanliness, proximity to other amenities, and ADA accessibility. Cleanliness is the most important attribute to respondent households. Safety and year-round availability are also important attributes.

The new North Pointe Pavilion opened after the survey was complete, in the summer of 2016. To understand how respondents would like to use the facility, the survey asked respondents to select all uses they would like to see at the facility. The top uses respondent households would like to see the

Boardwalks, sledding, splash fountain / plaza, walking and biking trails, small open-air shelters, and festival plazas were amenities respondents would use most often, if available.

facility utilized for are an outdoor festival venue (66.7%) or an outdoor restaurant (61.9%).

With 52.4% of the votes, restrooms ranked as the highest priority for improvements and upgrades. This was followed by the Rock Garden with 38.1% of votes and shelters with 33.3% of votes. The greenhouse, Old Bandstand, Senior Center, and “other” category received five votes each or 23.8% of the total votes.

Respondent comments on the first survey indicated that residents are not always aware of events and programs at the park. To help the department understand how they might best reach residents and users of the park, this survey asked respondents to identify, from the list provided, how they find out about news and events. Most respondents find out about their news and events via Facebook. Word of mouth / friends and family and eMichiganCity / Michigancityparks.com are also top resources for news and events information according to respondents.

Special events that interest most respondents are performing arts events such as live theater performances, live music, and concerts. These

results may indicate the department can increase use of the amphitheater by simply expanding program offerings there. Such events aren’t limited to the amphitheater, however, and could also be hosted at the North Pointe Pavilion and Old Bandstand. Cultural events such as arts and craft shows, food and drink festivals, farmer’s markets, and holiday events.

Finally, respondents were asked to indicate their level of support for 10 different improvements areas. Pedestrian circulation and connections was the most important improvement area for survey respondents. This was followed closely by natural areas, views and landmarks and wayfinding and signage. Surprisingly, vehicular traffic and parking and buildings and facilities ranked as the least important improvement area for survey respondents.

In addition to ranking the areas of improvements by importance, respondents were also given the opportunity to provide comments related to the types of improvements they’d like to see made in each area. Comments related to each category are summarized as:

- Natural Areas: restoration, invasive species removal, trail connections and boardwalks, native plants.
- Views & Landmarks: access to lighthouse and tower, seating near lake, restore Rock Garden, add lakefront restaurants and food trucks.
- Vehicular Traffic and Parking: additional parking, free parking, landscaping in parking lots, improve Lake Shore Drive entrance / exit.
- Pedestrian Circulation & Connections: connect walkways, add trails, ADA access to beach.
- Signage & Wayfinding: simplify signs and road terminology, name parking lots, use larger consistent signage.
- Lighting & Utilities: dark sky compliant fixtures, keep lighting to minimum, fix Lake Shore Drive drainage problems.
- Buildings & Facilities: larger, better restrooms, splash would be great, year-round restaurant with views to beach.
- Cultural & Historic Features: complete restoration / stabilize greenhouse, restore and highlight, fix Rock Garden.
- Activities & Amenities: youth programming, more festivals, playground equipment, rentals, dog beach, concerts at the amphitheater.
- Programs & Events: youth programming, bigger concerts, create dedicated event-planning group, advertise events, movies and concerts at the park.

STAKEHOLDER INTERVIEWS

Representatives from sixteen area organizations and agencies met with the planning team to participate in half hour-long interview sessions to discuss their vision for Washington Park.

The following agencies were represented:

- City Council
- Michigan City Park Board
- Municipal Band
- Zoo
- Port Authority
- Historical Society
- Arts Committee
- Coast Guard
- Army National Guard
- Overboard Restaurant
- Redevelopment Commission
- Senior Center Advisory Board
- Dunescape / Harbor Cove Homeowners' Associations

Programs and Events

Stakeholders were happy with the programs and events held at the park and appreciated that the park was a significant attraction for Michigan City. There were many comments about further expanding programs and activities around camping (cabins and primitive), eco-adventure themes (zip lines, ropes course, apline slide) zoo-programs, dog-friendliness, Bismarck Hill, and winter uses (enclosed splash pad, skating, sledding).

Adding additional hospitality features like rentals, restaurants and additional restrooms to support visitors would be positively received. Most commented that having the park busy with events most weekends was great, but some offered concerns that they had become less family friendly and that finding a balance between resident and tourist use was important.

Park Access

Stakeholders were mixed on this issue but raised points for and against charging a fee at the gatehouse. Some support a single fee at entry that includes parking, access to all amenities that currently cost an additional fee (zoo, splash pad, beach), and others commented that Michigan City markets its position on the lake, but then charges people to see it, citing that visitors should be able to enter the park, see the lake, use greenspaces and exit without being subjected to a fee. Several cited that the ticket-booth, or gatehouse, was unsightly and should be renovated, improved or removed.

Parking, Circulation and Traffic

Traffic flow and parking were cited as a primary cause of a poor visitor experience and a demotivation to come to events. Stakeholders hoped for better traffic flow and distribution of parking, but were not in favor of losing greenspace. Crossing the road to get to the zoo was also cited as a conflict. Improving pedestrian circulation was noted as a need by several stakeholders, who offered ideas like better access to the west-side of the park, ADA / accessibility throughout the park, access to the tower (other than through zoo), multi-use (wide) loop trails with mile-markers and upgraded fitness elements, being able to walk to the park from downtown, adding boardwalks, nature trails, Bismarck Hill access, beach-walks and pier accessibility features were also mentioned.

Overall Park Image

Stakeholders described the park as a hodge-podge of architecture, lighting, signage, paving materials, fencing and landscape, and thought opportunities existed for improvements within each category. Capitalizing on views to the beach-asset and lake, strengthening environmental landscape integrity, showcasing the WPA era stonework (including developing a workable plan for the Greenhouse) and connecting the seemingly detached west-end of the park were cited further ways to leverage Washington Park's value.

Individual Park Features

Several stakeholders offered general comments on improving the park, including adding a carousel, shelters and a destination-scale playground. Most had comments on Washington Park's individual features, as noted next:

- WPA Greenhouse: Michigan City must preserve and repurpose the greenhouse as it's an important asset to the community. Need a solid plan that the community can get behind and afford.
- Zoo: The zoo is an important community-asset that needs more maintenance and repairs.
- Splash pad: Several stakeholders cited confusion about the splash pad's style, location, hours of operation (not open enough), cost, popularity, cost to develop and operate and relevance within Washington Park.
- Pavilion: Stakeholders cited general excitement and anticipation of the pavilion's use, success rate and pending-use.
- Senior Center: Several stakeholders noted the Senior Center's optimum positioning within Washington Park and the need to capture its amazing lakefront views with the entire north glass facade. Some were also curious if it could be more utilized for general community use.
- Rock garden: A few comments noted that a renovated rock garden could become a unique and marketable focal point at Washington Park.
- Fedder's Alley: A few comments noted that this area could be better utilized for programming and general park visitation.



3

ENVISION: MASTER PLAN

The Envision: Master Plan chapter presents the physical arrangement of the features that comprise the park.

The plan is the culmination and physical expression of the Goals for the Master Plan set forth in the Introduction: *Connect* people with places, *Enhance* features and aesthetics, *Highlight* the cultural and historical fabric, *Activate* with year-round activities, and *Restore* natural features.



MASTER PLAN OVERVIEW

*The Master Plan builds on the strategy articulated in the Lake Michigan Gateway Implementation Strategy and on the analysis of conditions as developed in the Analyze phase. It does this through five overarching design principles: **Connect, Enhance, Highlight, Activate, and Restore.***

Overarching Design Principles

Connect: Increase connectivity through the park (sight lines, pedestrian access, vehicular access and flow).

- Improve sight lines, pedestrian access, and vehicular access.
- Improve vehicular circulation, traffic flow, and parking.
- Improve signage, wayfinding, and orientation.
- Provide safe and accessible pedestrian routes to all site amenities.

Enhance: Improve overall park features and aesthetics.

- Establish park design guidelines (site furnishings, lighting, signage / wayfinding, etc.).
- Tie new improvements into the existing cultural and historic fabric through consistent use of style and materials.
- Enhance existing architecture to take advantage of views and tie structures into the overall park fabric.

Highlight: Highlight the cultural and historic fabric of the park.

- Highlight key park views to enhance the site's identity and aid with orientation.
- Preserve, protect, restore, and enhance monuments and memorials.
- Highlight the zoo.

Activate: Provide a variety of uses to activate the site year-round.

- Provide regional destinations for users of all ages and abilities.
- Expand opportunities for revenue generation. Provide support amenities for park operations, events, and maintenance.

Restore: Preserve and restore the parks natural features.

- Enhance the natural dune landscape through use of native plantings.
- Remove invasive species.
- Design and construct improvements with minimally invasive techniques.



Rock garden with new picnic shelter



VEHICULAR CIRCULATION

The Master Plan makes significant changes to the streets to improve connections and wayfinding throughout the park.

A significant proportion of the park visitors come to the park via Franklin Street. The Soldiers and Sailors Monument is a stunning gateway feature, but the traffic circulation at its base is not; confusing streets and signs do not allow drivers to travel west unless a U-turn is made east of the monument. The master plan proposes a traffic circle at Lake Shore Drive and Franklin Street to address this situation.

The existing entry drive is located in the middle of the park and has a stacking capacity of approximately 32 cars. It does not take advantage of views to the lake and does not take advantage of the monument as a focal point. This is addressed by moving the main entry directly north of the traffic circle. This results in improved stacking capacity (47 cars), more intuitive wayfinding, and reduced congestion caused by left turns into the park from Lake Shore Drive. It also takes advantage of views from the park across the marina and sets the monument as the focal point / entry feature.

Lot #1 exit is currently a one-way drive which can cause congestion where it merges with Parker Parkway and the exit lane for non-paying customers. By building a new gatehouse / ticket booth and converting the existing exit for non-paying customers to an entry road, the traffic pattern is simplified. The entry lanes can also be reversed for exiting after special events where large numbers of cars are trying to exit in a short amount of time.

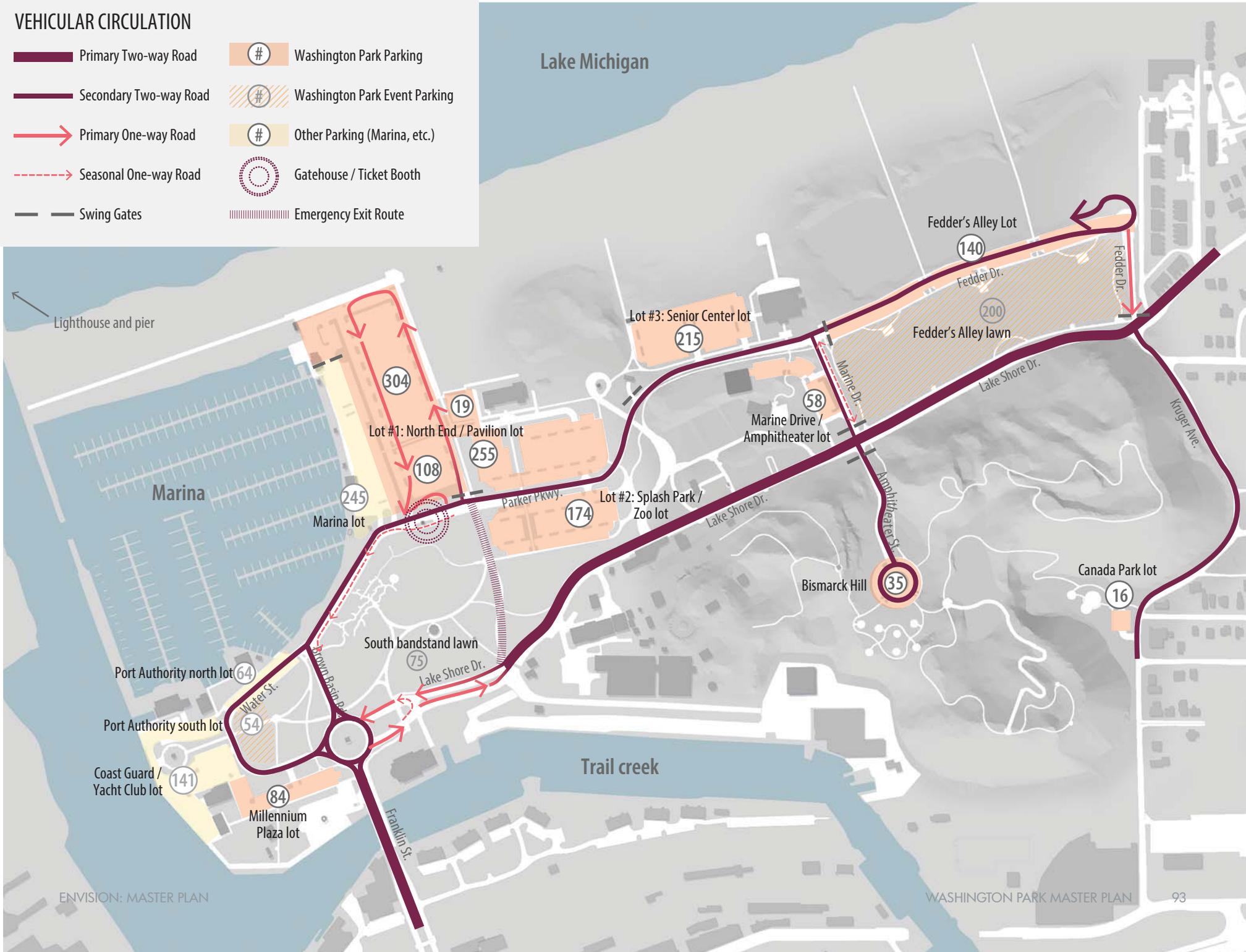
Conflicts at the zoo lot are addressed by replacing the current lot with a new lot that works in concert with the North Pointe Pavilion lot. Entry and exit into the lot are made from the internal loop road rather than directly onto Lake Shore Drive.



New entry drive and ticket booth

VEHICULAR CIRCULATION

-  Primary Two-way Road
-  Secondary Two-way Road
-  Primary One-way Road
-  Seasonal One-way Road
-  Swing Gates
-  Washington Park Parking
-  Washington Park Event Parking
-  Other Parking (Marina, etc.)
-  Gatehouse / Ticket Booth
-  Emergency Exit Route



Lake Michigan

Marina

Trail creek

At the amphitheater lot, parking spaces directly abut the roadway, causing conflict with drivers backing out into oncoming traffic. The master plan addresses this by reconfiguring the amphitheater parking lot along Marine Drive. The new lot will be separated from Marine Drive with a planted median and will be expanded north to the new maintenance building.

As seen in the tables to the right, the amount of parking is increased by nearly 200 spaces. Parking has also been added near popular destinations. Additional free parking is added to the west end of park near the marina and lighthouse museum. Parking improvements distinguish clear boundaries between free and paid parking. Landscape islands and medians are added in existing and proposed lots to improve the aesthetics of the lots and to improve pedestrian safety in areas where they cross roadways.

This plan recommends removing the tire shredders within the park, and replacing them with vehicle-activated exit gates. These gates would be direct-drive and include vehicle detectors with in-ground loops to detect the presence of a vehicle from inside the park. In-ground loops and a vehicle detector would keep the gate from closing on trailers or slow-moving vehicles.

Long term, it is recommended that the park explore parking control systems that allow for full automation and payment by credit card. "Pay-by-plate" kiosks with an integrated pay-by-phone app might be appropriate to allow patrons to pay for parking after they park, thereby eliminating payment collection at the main entrance. This would require enforcement and may not be appropriate given the current parking rate structure unless payment is made with a credit card. Considerations for enforcement, staffing reduction or increases, infrastructure, and other associated costs should be made.

Washington Park Proposed Parking Lot Opportunities	Size (SY)	Spaces (total)	Change (from existing)
"Lot #1" North End / Pavilion	29,400	686	+80
Perry Avenue	529	0	-20
"Lot #2" Splash Park / Zoo	8,000	183	+2
"Lot #3" Senior Center	8,000	215	+17
Fedder's Alley	7,430	140	0
Marine Drive / Amphitheater	2,345	58	+24
Millennium Plaza / Lighthouse Museum	2,725	84	+32
Bismarck Hill	1,615	35	+35
Canada Park	530	16	+11
Total Spaces:		1,417	+181

Washington Park Proposed Temporary Parking Opportunities	Size (SY)	Spaces (total)	Change (from existing)
Fedder's Alley Lawn	n/a	200	0
South Bandstand Lawn	n/a	75	0
Total Spaces:		275	0

Other Proposed On-site Parking Lot Opportunities	Size (SY)	Spaces (total)	Change (from existing)
Marina	14,900	245	-24
Port Authority North	1,985	64	-23
Coast Guard / Yacht Club	4,809	141	+37
Port Authority South (future)	2,190	54	+15
Water Street On-Street Parking	0	0	-9
Total Spaces:		504	-4
Grand Total Spaces:		2,196	+177



The new traffic circle will improve vehicular, pedestrian, and bicycle circulation.

PEDESTRIAN CIRCULATION

Improving the pedestrian experience is critical to making Washington Park a safe, exciting, and rewarding experience, both for first-time and repeat visitors. The Master Plan proposes several ways to make this happen.

Currently, there are many dead end pathways in the park which lead to confusion and frustration. Pedestrians must cross vehicular traffic to continue along main corridors. One of the biggest obstacles preventing the enjoyable use of the park is the difficulty users have in biking or walking.

The master plan proposes a curvilinear path system winding through the park with connections to key focal points and amenities. Clear pedestrian routes across vehicular traffic are designated by specialty paving and markings.

Pedestrians crossing Lake Shore Drive from Franklin Street currently have a difficult route to travel. The proposed traffic circle prevents U-turns directly next to the pedestrian crossings. Specialty paving and pavement markings clearly delineate pedestrian crossings, thus improving safety and reducing conflicts. Other crossings of Lake Shore Drive, such as at the Greenhouse and the zoo, are marked with improved special paving and signage.

The beach, North Pointe Pavilion, and the zoo are all connected with a signature curvilinear path

featuring boardwalk-style paving. This meandering path system connects to other amenities such as a festival space and playground.

Another existing conflict is where pedestrians cross Parker Parkway to the main beach pathway. The plan calls for the pedestrian crossing to be located at the proposed three-way stop. The pedestrian route is increased to 10-12' wide and is delineated with specialty paving and pavement markings.

At the north end of Lot #1, the drive aisle serves as a pedestrian drop off despite the lack of a clearly designated drop off. The master plan adds a designated drop off on the east side of the beach lot, near the reconfigured north marina lot and proposed pedestrian plaza. An expanded pedestrian path / boardwalk is located adjacent to the drop off. Updated lighting and seating along the walk combine with smaller seating pull-offs along the beach walk. A new seating / viewing platform at the terminus of the walk from the lighthouse and beach lot is also proposed.

Currently, there is no pedestrian access to the observation tower and Bismarck Hill without

going through the zoo. The master plan calls for a pedestrian crossing across Lake Shore Drive on the east side of the Bismarck Hill vehicular access drive. Specialty paving and pavement markings clearly delineate pedestrian circulation and link to nature and hiking trails on Bismarck Hill.

There is community stakeholder interest in a fitness trail. The master plan proposes a six-station fitness circuit along the perimeter of the Fedder's Alley lawn.

PEDESTRIAN CIRCULATION

- Primary Designated Route
- Secondary Designated Route
- Implied Route
- Dead End



SIGNAGE

Developing a strong visual identity and then applying it through architecture and a comprehensive signage program – including gateway markers, wayfinding signage and directional signage – will reinforce the image of Washington Park. Successfully implemented signage and wayfinding will reduce visual clutter and improve the feeling of hospitality for visitors.

Existing signage is inconsistently themed and designed throughout the park. This can be addressed by designing a signage family that is clear, consistent, flexible, and easy to update as needs change. The location of signs should also be considered and changed as needed to be more strategically placed. The new vehicular circulation patterns described earlier will necessitate changes to the signage and, since so many of the first phase changes will involve roads and sidewalks, it follows that the corresponding signage should be updated at the same time. A prime example is the existing gatehouse which the master plan removes and rebuilds along the new entrance drive. Simplified signage at the new gatehouse will be a noticeable improvement. The master plan also proposes that the overall quantity of signs be reduced to improve park aesthetics and reduce visual clutter.

The master plan utilizes buildings and landmarks as intuitive signage; visitors will be drawn to popular destinations by making visual connections to them from roads and walks. For example, the Soldiers and Sailors Monument currently serves as focal point for park the entrance; it will continue to do so but its location inside the new traffic circle will reaffirm the significance of the entry. Similarly, the Vietnam Veterans Memorial will be prominently located at the terminus of a pedestrian pathway towards the west end. The North Pointe Pavilion, located at the north terminus of the north-south spine through the enlarged parking lot, will direct visitors to its entrance. The zoo will be located at the south terminus of the central pedestrian spine.

The new signage should be designed with an aesthetically-pleasing and consistent theme that is obvious to be noticed, yet does not overwhelm the natural setting. Although signage and wayfinding may seem somewhat simple or intuitive, careful attention should be given to this part of the overall master plan implementation. The tone, appearance, and locations of the signs will help to define the area and Michigan City's open space initiatives.



A cohesive, simple signage family

SIGNAGE

- Identification Signage
- ⊗ Regulatory Signage
- Informational Signage
- Directional / Wayfinding Signage
- Park Identification Sign



Lake Michigan

Lighthouse and Pier

Marina

Parker Pkwy.

Fedder Dr.

Mainne Dr.

Lake Shore Dr.

Kruger Ave.

Lake Shore Dr.

Amphitheater St.

Water St.

Brown Basin

Lake Shore Dr.

Trail Creek

Franklin St.

BUILDINGS AND STRUCTURES

Ranging from the distinctive to the utilitarian, the buildings in Washington Park have been built over a period of several decades. The master plan seeks to reinforce the prominence of the most important ones and augment them with new structures where required to meet existing and future needs.

Many of the existing buildings are targeted by the master plan for varying degrees of improvements. New buildings are recommended to fulfill existing and future needs. Some buildings should be renovated to update the building use and improve aesthetics. Most buildings are in good condition and only require efforts to maintain / preserve / restore their original form and building fabric. All improvements should be mindful of the WPA-era building character. A consistent character and aesthetic can be achieved by:

- Modifying architecture to connect with language of surrounding park by strategically introducing stone façade material. May be historical or contemporary use of materials.
- Implementing a comparable scale and material palette to the WPA architecture.
- Studying buildings in elevation and addressing consistent massing.
- Demolishing selected buildings that display poor design, incompatible materials, poor functionality, and / or are past their useful life.
- Developing new buildings with stone masonry and select wood (trim, entrances, siding etc.).
- Adding lighting to highlight architectural features, both old and new.
- Integrating Architecture and Landscape Architecture to maximize design potential.



Renovated amphitheater with stone cladding and addition



New Senior Center entry, stone cladding, and landscaping

BUILDINGS / STRUCTURES

 New Building

 Maintain / Preserve / Restore

 Renovated Building



Lake Michigan

Marina

Trail Creek

New Buildings

Festival Space

The master plan calls for a smaller stage to be connected to the west end of the amphitheater to serve as the summer festival space. Converting the existing splash pad and restrooms into an expanded terrace east towards the new stage will provide an enclosed space that can be used for festivals, concerts, sporting events, etc. Facilities at the splash pad are to be renovated to provide access from both the proposed festival space and playground sides.

Picnic Shelters

Presently, there is a small restroom and a few small picnic shelters located at the east end of Fedder's Alley. Despite the location, there is little programming offered. This can be addressed by the construction of three small shelters (for groups of 10 to 16) and a single large shelter (for groups of up to 32). The construction of a new restroom facility shelter, centrally located along the north drive of Fedder's Alley, will improve the usefulness of these facilities. In addition, the round shelter on the west side, near Water Street, should be removed as well as the small shelters near the rock garden as they are beyond their useful life.

Comfort Station

The existing facility is unsightly and not fully code compliant. The building should be demolished and replaced with a new code compliant restroom structure. It should have 2 family restrooms and large, fully accessible women's and men's restrooms. Windows will provide natural lighting. Changing rooms should be added to alleviate the long lines in the summer.

Fedder's Alley and Beach Restroom

New restrooms that serve both the beach and Fedder's Alley should be provided. The existing Fedder's Alley restroom should be removed. The new restroom should be expanded to an 18- to 20- fixture facility to accommodate zoo / park users. Changing rooms should be added to alleviate the long lines in the summer.

Renovated Buildings

North Pointe Pavilion

This building has great views of the lake from the upper deck and north seating area. Although the location is ideal, there is no enclosed seating area provided, which causes the site to be underutilized during periods of cold or inclement weather. The installation of sun shades and wind protection on the second level or ground level, and enclosing the entire upper deck to maximize its year-round use are advocated by the master plan as ideas to investigate further. ADA and restroom access prevent the facility from being able to provide multiple rental opportunities at the same time; this also needs to be addressed in future renovations.

Marina Bath House

The existing facility is shared with the marina. The park portion of the restroom facility faces east and is heavily used, while the marina resource facility is west facing and is utilized by those arriving / leaving via the marina. The structure is not aesthetically pleasing and an exterior façade upgrade of the facility should be considered. A new masonry veneer will draw the exterior architecture together with the rest of the park. The main building and structure is effective and serviceable, although additional fixtures may be helpful during peak summer season.

Senior Center

The current Senior Center is a heavily used facility and programmed as a multi-use building but has functional challenges. The offices should be located near the entrance, the building does not take advantage of the lake views, and the parking is not conveniently located near the main entrance.

The master plan proposes that the offices be moved from their current location to the south side, adjacent to the main entrance. The parking lot is located on the west side of the building and, during the winter, most of the patrons enter through the west service door. The installation of a new, primary entrance and vestibule to allow for convenient access for senior patrons should be a priority. A new north terrace should also be built to provide outdoor event space for weddings and gatherings and to take advantage of the amazing lake views. Adding sunshades or pergolas will further enhance this space, as would providing a separate freestanding gazebo for wedding ceremonies. Other interior upgrades, such as a kitchenette to provide catering to both sides of the split room during rentals should also be implemented. The facade is a bit dated and should be considered for facade upgrades that complement the WPA style.

Stage and Amphitheater

The building needs to be repainted and the facade should be considered for recladding with stone.

Maintain / Preserve / Restore

Greenhouse

The existing building has been sold to the Michigan City Redevelopment Commission. The walls are in good-to-fair condition, but the roof structure is deteriorated and needs to be replaced. The slate tiles should be removed and salvaged for reuse, the existing roof structure replaced, the building envelope stabilized, and then the facility “mothballed” for a future use. Its location along Lake Shore Drive serves as a primary landmark and should be retained and rehabilitated. Future use is being evaluated, but could serve as zoo administrative offices, a welcome center, or a gift shop / coffee shop. The proposed traffic circle will simplify traffic patterns and will provide a more convenient pedestrian connection to the building from the park.

Rotary Children’s Castle

The Castle is a significant landmark within the zoo. Exterior maintenance of the masonry should be implemented to prevent moisture damage to the walls. Expansion within the structure for new offices and support facilities should also happen, as needs arise. The crenellated towers are in need of structural repair.

Observation Tower

The tower should be inspected for water damage, and any necessary repairs made.

Other Zoo Buildings

Structural and cosmetic repairs should be made to stabilize the Hay Barn and other significant WPA buildings.

Lighthouse Museum

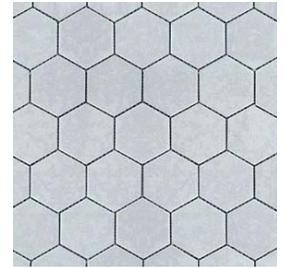
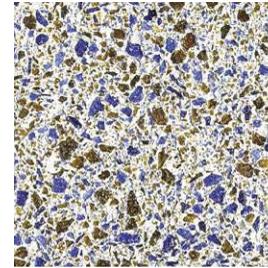
The existing structure is in need of exterior repair—specifically the roof, east and west porches, windows, doors, and siding. The museum has a significant collection that needs to be showcased and more effectively presented. The master plan recommends a possible small addition to the building to allow for an expanded exhibition space and a better, accessible connection to the park.

Old Bandstand

This structure is one of the most iconic in the park and should continue to serve as a focal point. It should be enhanced and marketed for more use during the spring and fall. The roof is relatively new, the foundation and structure is sound, but the main exterior needs some rehabilitation. Cosmetic exterior repairs, new landscaping, and architectural lighting to highlight the historic features should be undertaken.

Materials and Finishes

With all Washington Park facility upgrades, it is important to develop a family of materials and finishes. These should reflect the WPA-era structures, making use of natural wood and stone, as well as custom materials that evoke the “found material” style, such as recycled glass, large aggregate concrete, and tiles. In addition to respecting the sites traditional materials, select modern finishes, such as stainless steel and colored powdercoatings should be used in key areas to highlight modern features, and to compliment the historic style.



Sample materials and finishes

OTHER SITE FEATURES

The Master Plan recommends significant changes to many of the site elements discussed in the Chapter 1.

Cultural and Historic Resources

Community stakeholders value the existing monuments and memorials within the park. The master plan calls for enhancing the presence of monuments throughout park, including:

- Preserve WPA walls and structures.
- Soldiers and Sailors Monument to serve as a focal point to new traffic circle.
- Locate WWI monument along pedestrian route.
- Strengthen zoo connection made through plaza, signage, and specialty pavement / pavement markings across Lake Shore Drive.
- Strengthen Lighthouse Museum pedestrian connection.
- Vietnam Veterans Memorial located at terminus for pedestrian pathway to west end.
- Incorporating art and sculpture into proposed festival plaza.
- Locate bandstand along a major pedestrian route. Enhance with vegetation / plantings.

Improvements to the Rock Garden are a high priority for community stakeholders. The site should be made accessible and repairs and maintenance should be performed on the WPA stone walls, pools, and planting beds around the rock garden.

Amenities and Activities

Additional amenities and activities are highlighted in the following pages. Additional items proposed include the following:

- Active play areas
- Fitness trail Nature / adventure park
- Water based activities

Stormwater Management

It will be important to address several stormwater management issues in order to complete the master plan. One significant issue is the low area on Lake Shore Drive (LSD) at the zoo entry. During high-intensity storms, this low area temporarily floods to a depth of approximately 6". This issue is compounded by the fact that windblown sand gets into the drainage inlets and limits flow. Possible remedies include the following (the actual combination of solutions chosen will depend on the phasing of other improvements):

- Regrade Lot #2 to allow an overland flow path north to the northwest side of Lot #3 (Senior Center parking lot). This option is the most effective and least likely to fail since it doesn't rely on pipes which are prone to clog with sand.

- Install a larger storm sewer with increased capacity along the existing pipe alignment, discharging into the marina basin after the runoff passes through a purifying treatment system.
- Expand and lower the existing infiltration basin near the low point on LSD with a corresponding reduction in size of Lot #2.
- Add additional storm sewers from the low point on LSD east to the larger infiltration basins at Fedder's Alley north of LSD.
- Create another infiltration basin in the lawn area between the two driveways at the water plant and direct flow from the driveways into the new infiltration basin.

More general improvements should be applied to the entire park. These include:

- Permeable paving (if possible due to sand management), rain gardens, and infiltration planters will provide valuable stormwater management, reduce runoff volume, clean the water runoff, and create unique features
- Incorporate green infrastructure by adding trees, planters, and other landscaping features



Rock climbing structure



Nature-based playground



High ropes course in an adventure park



Fitness stations



Alpine slide in an adventure park



Tree house cabin

Utilities

Several steps will be needed to address current deficiencies with various utilities and to make improvements highlighted in this master plan:

- Undertake engineering studies of all major utility systems to fully understand existing conditions and to prepare relevant improvement plans.
- Bury overhead electric lines throughout the park.

Site Furnishings

The master plan strongly suggests that a family of site furnishings be selected and applied throughout the park. It will be important to coordinate them with the lighting and signage; together, these elements will have a significant impact on the pedestrian experience and impression of hospitality.

Materials

Site furnishings should be comprised of materials that compliment the WPA-era style. Wood, stone, and concrete should be the dominant materials. Bold colors and overly-modern designs should be avoided, so as not to clash with the “found materials” aesthetic. Where appropriate, stainless steel, colors, and contemporary design may be implemented.



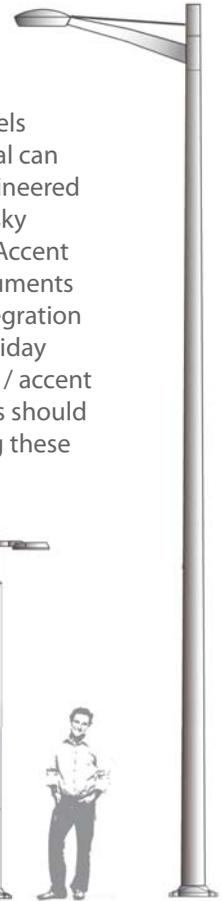
Site furnishing character images

Finishes

Material finishes will need to be able to withstand harsh environments. Washington Park presents multiple harsh elements, including sand, water, ice, and wind. Marine grade stainless steel, powder coatings, water-tight fixtures, and corrosion resistant mounting options should be considered.

Lighting

The lighting strategy for Washington Park should be given special consideration. An effort to minimize the overall number of fixtures, while maintaining safe light levels should be a major goal. This goal can be realized by using highly engineered LED light fixtures that are dark sky compliant and minimize glare. Accent lighting for buildings and monuments will be important. Likewise, integration of Wi-Fi, usb charging ports, holiday lighting outlets, color changing / accent lights, or other similar amenities should be considered. By incorporating these amenities, “visual clutter” can be reduced, while site usefulness can be maximized.



Site furnishing family



Beach rentals



Boardwalk



Festival plaza



Water-based recreation



Upgraded shelter facility



Upgraded site furnishings

ILLUSTRATIVE MASTER PLAN

The Illustrative Master Plan adds detail and color to interpret the recommended changes to the existing conditions.

At a glance, the illustrative master plan shows the major features and the recommended changes to Washington Park. It provides a clear summary of a vision based on an inventory and analysis of existing conditions as well as stakeholder input on the strengths and weaknesses of the park. There is considerable detail that needs to be presented and understood within each area of the park. For this reason, the major attraction areas are highlighted and then explored in greater detail in the following pages.

Overarching Design Principles

As stated at the beginning of the chapter, several key principles informed the preparation of this illustrative master plan:

Connect: Increase connectivity through the park (sight lines, pedestrian access, vehicular access and flow).

Enhance: Improve overall park features and aesthetics.

Highlight: Highlight the cultural and historic fabric of the park.

Activate: Provide a variety of uses to activate the site year-round.

Restore: Preserve and restore the parks natural features.

The following pages look at the application of these ideals in greater detail.



Major attraction areas



Dog beach

Enhanced boardwalk

Lifeguard tower

Restrooms

Senior Center

Restrooms

Picnic shelter

Bathhouse

Activity zone / zipline terminus

North Pointe Pavilion

Enhanced Guy Foreman amphitheater

Enhanced nature area

Nature based playground

Picnic shelters

Gatehouse

Reconfigured zoo parking

Boardwalk promenade

Observation tower

Clubhouse

Playground

Port Authority

Enhanced bandstand

Rotary Childrens Castle

Cabins

Alpine slide

Coast Guard

Greenhouse

Traffic circle

Reconfigured Coast Guard / Yacht Club parking

Restaurant and club

Lighthouse Museum

ENVISION MASTER PLAN

ASTORIA PARK MASTER PLAN

WEST END

Major improvements in this area include:

Parking lots

- Reconfigure to define clear vehicular routes and clarify pedestrian zones.
- Introduce planting islands to soften asphalt expanses.
- Improve access to boat crane near the Vietnam Veterans' Memorial.

Site improvements

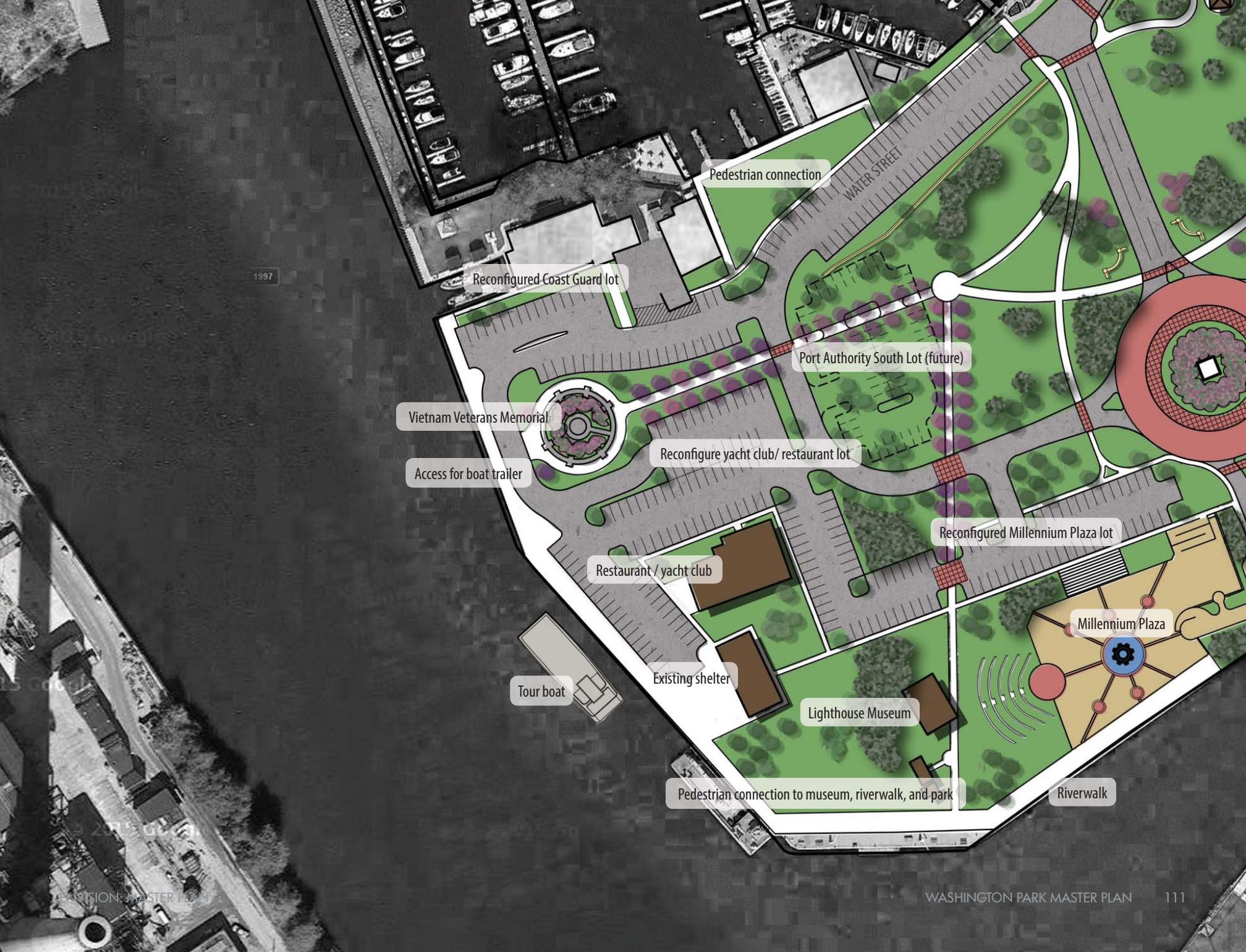
- Improve access to Millennium Plaza.
- Improve the riverwalk and provide access to Trail Creek.
- Implement sidewalk network that connects the West End to major park elements.
- Provide opportunity for future boat ferry.
- Improve landscape, replace lighting, and update utilities.

Lighthouse Museum

- Expand and renovate as necessary.
- Remove some of the fencing to improve pedestrian access to Millennium Plaza and connect to the Eastland memorial.



West End



1997

Pedestrian connection

Reconfigured Coast Guard lot

WATER STREET

Port Authority South Lot (future)

Vietnam Veterans Memorial

Reconfigure yacht club/ restaurant lot

Access for boat trailer

Reconfigured Millennium Plaza lot

Restaurant / yacht club

Millennium Plaza

Tour boat

Existing shelter

Lighthouse Museum

Pedestrian connection to museum, riverwalk, and park

Riverwalk

PARK ENTRY / MONUMENT CORE

Major improvements in this area include:

Traffic circle at Lake Shore Drive and Franklin Street / Water Street

- Construct a 2-3 lane traffic circle with specialty paving, ornamental vegetation around monument. All intersecting streets will be rerouted to two-way traffic.

Water Street

- Relocate main park entrance with entry signs on each side of Water Street (similar to historic cannons).
- Implement two-way traffic pattern with a three-way stop at the intersection of Water Street and Parker Parkway.

Parker Parkway

- Remove on-street parking and convert to two-way traffic (5' buffer from existing WPA rock wall).
- Build new entry gatehouse. Implement an exit / bailout turnaround lane and a passholder lane.
- Restripe to allow for redirection of traffic flow / switch 3rd lane to either in or out of park, depending on traffic needs (plan shows typical 2 in-1 out daily pattern).

Old Bandstand

- Implement ADA accessible connection to pathway system.
- Maintain and enhance facade as needed.
- Introduce foundation planting.

WPA Rock Garden

- Install accessible pedestrian connections on west, east, and south ends with WPA-style column gateway structures and new sections of WPA-style rock wall as needed.
- Locate two small (15'x15') shelters with gabled rooflines on each end of the Rock Garden.

Site improvements

- Remove and replace existing entry drive with pedestrian corridor. Corridor to double as emergency vehicle route.
- Reinforce major routes through park with pedestrian lighting and site furnishings.
- Create a hierarchy of trails through pathway width and materials to delineate major routes.
- Improve landscape, replace lighting, and update utilities.



Soldiers and Sailors Monument traffic circle



The Old Bandstand with new walks and lights



Park Entry / Monument Core



New gatehouse

Picnic shelter

Pedestrian path / emergency access drive

Restored WPA rock garden and stone wall

Historic bandstand with improved
ada access and pedestrian connection

Picnic shelter

Three-way stop with
wayfinding signage

Improved pedestrian crosswalks

Restored greenhouse

Relocated monument sign

Improved pedestrian crosswalks

Two-lane traffic circle with specialty paving

Civil War Monument with ornamental vegetation

NORTH END / BEACH

Major improvements in this area include:

Beach

- Upgrade boardwalk from North Pointe Pavilion to edge of the Marina Lot. Make ADA accessible.
- Place small seating areas strategically along boardwalk.
- Install vertical structure at intersection of north-south boardwalk and east-west lighthouse pier as focal point.
- Place rental space opportunities along beach at strategic locations.
- Coordinate bollards / stone columns along beach boardwalk and pier.

Beach parking lot

- Enhance landscape median at north end of beach parking lot.
- Add new landscape islands and pedestrian-friendly drive toward beach.
- Restrict access between beach lot and marina.
- Strengthen pedestrian connection between boardwalk and bathhouse / restrooms.

Bathhouse / Marina Lot

- Renovate façade with stone veneer.
- Add pedestrian drop off to reconfigured north marina lot.
- Introduce pedestrian plaza / picnic space improvements at old marina ramp.
- Connect North Beach lot to marina lot with gate controlled access drive.

North Pointe Pavilion

- Add sun and wind screens on upper level.
- Introduce dedicated drop-off area in front of building.

Site improvements

- Improve landscape, replace lighting, and update utilities.



Marina restrooms with new entrances and cladding



North End / Beach



Overlook / seating area with vertical sculpture

Improved sidewalk with new bollards

Designated drop off

Existing sand volleyball area

Existing boardwalk / overlook

Rental facility

Pedestrian plaza

Bathhouse / existing restrooms

Reconfigured beach lot with landscape medians and two-way drive lanes

North Pointe Pavilion

Designated drop off

Reconfigured marina lot

Expanded North Pointe Pavilion lot

Marina

Exit / "bail out" lane

PARKER PARKWAY

Right turn only lane

Entry gatehouse

ENVISION MASTER PLAN

PROMENADE / ZOO

Major improvements in this area include:

Site improvements

- Construct a curvilinear, 12-15' wide pedestrian spine lined informally with shade trees, site furnishings and specialty paving.
- Connect the zoo on the south end with a pedestrian plaza on the north end that may include a future zip line / rock wall.
- Improve landscape, replace lighting, and update utilities.

Parking lots

- New zoo parking lot allows parking to be controlled from within Washington Park.

Zoo entrance plaza

- Install WPA-style seat walls with specialty paving.
- Implement zoo information / wayfinding signage.

Destination playground

- Introduce a nature-based or water themed playground with poured-in-place surfacing, a variety of play equipment and styles, and vertical structures (e.g. shade sails) to establish the playground as a park focal point. Provide ADA accessible opportunities.
- Locate west of festival space and provide ADA accessible connection.

Festival plaza

- Replace splash pad with new festival space that has a barrier / fence for crowd control during events, overhead structures for shade, movable seating, and permanent seating for flexibility.
- Provide access from east (ADA access, near playground) and south (stairs).

Restroom

- Construct 18- to 20-fixture building (new or expanded splash pad restroom), locate near playground and festival plaza. Gabled rooflines and facade treatments to match or compliment WPA style.

Maintenance facility

- Locate facility north of amphitheater, off of parking lot expansion and buffer with dune vegetation.



View from the zoo to the promenade and lake



Promenade / Zoo



Rock climbing wall / activity zone

Zip line terminus

Existing utility building to remain

Pedestrian connection to Senior Center / ada boardwalk

New maintenance facility

Guy Foreman Amphitheater with addition

Expanded restroom facility

Festival plaza with sculpture, terraced seating, and overhead shade structures

Landscaped berms / "dunes" with native vegetation

Beach ball folly sculpture with ground sprays / water element

Destination playground with nature-based elements

Seating area with shade sail structures

Tennis Shelter

PARKER PARKWAY

New zoo parking lot

Boardwalk-style pedestrian promenade

LAKE SHORE DRIVE

Zoo entry plaza with specialty paving, identification signage, and designated pedestrian crosswalk to promenade

Enhanced zoo

FEDDER'S ALLEY

Major improvements in this area include:

Senior Center

- Renovate facility and add outdoor terrace on north side with boardwalk to beach / lake.
- Construct gazebo, pergola, or other overhead structure off the proposed terrace / boardwalk.
- Connect pedestrian routes to amphitheater via south entrance and improve pedestrian cross walks.
- Improve parking and circulation vehicular circulation by adding landscape islands to define vehicular routes.

Amphitheater

- Enhance facade with a stone veneer.
- Add a pedestrian connection to the Senior Center.
- Construct additional parking with landscape buffer between parking lot and Amphitheater Drive.

Restroom

- Construct an independent 4-fixture structure located near small playground, with a gabled roofline.

Small playground

- Install an age-appropriate playground for 2-5 and 5-12 age groups.
- Locate near Picnic shelters in Fedder's Alley.

Fedder's Alley

- Convert to two-way traffic, implement a cul-de-sac turnaround at east end.
- Convert north side to 45-degree parking for west bound traffic.
- Add landscape islands and crosswalks.

Overflow parking

- Refine limits in Fedder's Alley with new amenities.

Picnic shelters

- Construct a large, rentable shelter, (30-40 capacity) and three small, rentable shelters (16-20 capacity) with gabled rooflines.

Fitness circuit

- Locate 5 or 6 fitness stations strategically along the perimeter of Fedder's Alley.

Site improvements

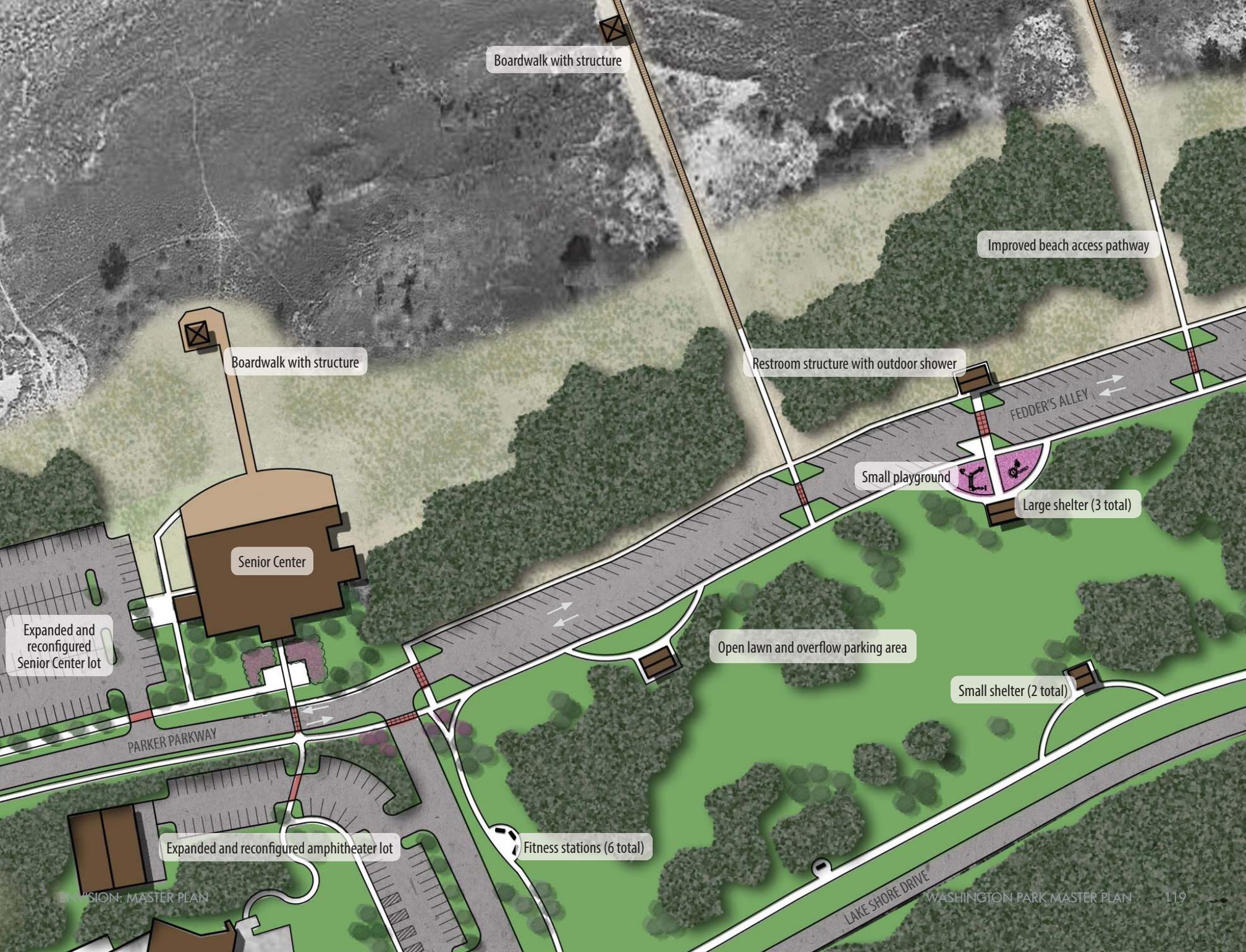
- Add two boardwalks to beach from Fedder's alley parking lot with overlook structures.
- Improve landscape, replace lighting, and update utilities.



Fedder's Alley with new restrooms and playground



Fedder's Alley



Boardwalk with structure

Improved beach access pathway

Boardwalk with structure

Restroom structure with outdoor shower

FEDDER'S ALLEY

Small playground

Large shelter (3 total)

Senior Center

Expanded and reconfigured Senior Center lot

Open lawn and overflow parking area

Small shelter (2 total)

PARKER PARKWAY

Expanded and reconfigured amphitheater lot

Fitness stations (6 total)

LAKE SHORE DRIVE

BISMARCK HILL / CANADA PARK

Major improvements in this area include:

Canada Park

- Add a small off-street parking lot.
- Enhance / replace existing playground equipment and upgrade surfacing.
- Construct a small shelter.
- Introduce connection to greater Bismarck Hill trail system.

Clubhouse / administration building (support facility)

- Reconfigure Amphitheater Street to an entry drive with a drop off-circle. Two-way, 24' -wide drive lane with parking along the perimeter with a 20-25 car capacity.
- Construct a clubhouse to provide support for camping / adventure park users. Structure to have shower and restroom facilities.

Adventure park

- Per a private operator, seek a ropes course with 1 or 2 courses and a zip line that travels over the zoo and terminates on north end of park.
- Per private operator, seek an alpine slide for Bismarck Hill.

Tree house / camping

- Construct 7-8 cabins for seasonal rentals.
- Tree house cabins should maximize on viewshed toward lake.
- Provide primitive camping sites off of nature trail system.

Hiking and nature trails

- Implement a nature trail system with 4-5 overlooks and interpretive signage.
- Connect trail system to zoo and observation tower. Partner with zoo to regulate access.



Bismarck Hill / Canada Park



Two-way access drive

AMPHITHEATER
DRIVE

Restored historic trails

Restored Observation Tower

Parking lot

Clubhouse

Cabin camping (7 cabins)

High ropes course with small zip line

Restored natural area

Hiking trails

Picnic shelter

Small playground

Parking lot

High ropes course

Zip line

Alpine slide

Overlook (typical)



4

IMPLEMENT: ACTION PLAN

The Implement: Action Plan chapter prioritizes the improvements presented in Chapter 3: Envision and discusses how those can be phased in over time.

Phasing of the Master Plan allows Washington Park to prioritize improvements. Paying special attention to capital improvements, organizational opportunities, and financial growth, improvements can be layered upon one another to create a healthy, functional, and regionally successful park.



IMPLEMENTATION ACTION PLAN

The Implementation Plan aims to break down the multitude of Washington Park improvements. It is important to remember that, while daunting in scale and breadth, the Master Plan is manageable when approached through incremental improvements.

Introduction

While simple in concept, breaking down the master plan into manageable phases is a challenging affair. In order to maximize the return on investment a multitude of factors were considered. Balancing short-term (1-5 years) and long-term (6-10 years) improvements was the priority during the development of the plan. The plan focuses on implementing improvements that allow for a logical progression of both capital improvements and organizational improvements. This section is organized first into the potential listing of capital improvement projects then identifies organization opportunities and financial growth.

Focusing initially on improvements that affect the local user, through vehicular circulation and upgraded operational systems, this plan strives to attract local support first. Through subsequent phases the park will strive to appeal to user groups that are both locally and regionally interested. Targeting local interests first allows the park to garner increasing local support, which in turn draws users from further away as the package of attractions and the parks reputation grows. Large-scale and cost-prohibitive improvements become more manageable as Washington Park captures the attention of a larger market. Through incremental improvements and a clear, strategic implementation plan, the Washington Park Master Plan becomes an achievable goal.

Lastly, good public policy is the foundation for executing every aspect of the master plan. Beginning with the adoption of the plan by the Park Board, leaders of each of the major jurisdictional interests, along with stakeholders and master plan advocates must collaborate closely in order to complete the actions that support the plan. Failure to act in concert will certainly dampen momentum and may severely compromise the outcomes and incredible potential of the study area.

SHORT-TERM IMPROVEMENTS (1-5 YEARS)

The Short-term Improvements Plan highlights improvements from the Master Plan that lay a foundation for all other improvements. These changes focus on capital improvements that create an immediate impact on end-user experience, as well as organizational changes that will improve park operating efficiencies.

Capital Improvements

Most of these projects will follow a 3-phased process that starts with preliminary design / engineering (Phase I), advances to final design / engineering (Phase II), and concludes with construction (Phase III). Customarily, the costs of Phases I and II are approximately 10% of the total project value. With more complex projects, project leaders should initiate Phase I consulting services well in advance of the targeted construction date to accommodate sometimes lengthy outreach, design, engineering and permitting timelines.

The following improvements are summarized below but the sequencing is described later. These are not intended to be phases but tasks that can be completed over the next five years. Each project requires different levels of implementation and scheduling so each task has different levels of sequential steps.

Task 1 (Park Entry)

Task 1 of the short-term improvements, as shown on the previous page, focuses on reconfiguring the park entry experience, and simplifying traffic and pedestrian circulation. The current network

of pedestrian circulation routes and traffic routes create multiple conflict areas. Task 1 aims to minimize pedestrian-vehicular conflicts, while expanding pedestrian circulation routes and establishing an easily understood vehicular pattern. Extensive improvements to the pedestrian routes will link important landmarks, as well as provide a pedestrian core through the park entry.

The traffic circle at the entry monument will help reinforce the signature park entryway, as well as mitigate traffic conflicts and maximize entry / exit volumes. Removing the awkward entry and exit scheme currently in place and a widened Brown Basin Road will facilitate higher traffic volumes and allow for easier traffic control. The 3 lane roadway will have 1 lane that can change direction allowing for a combination of 2 in and 1 out or up to 3 lanes outbound, depending on peak usage. Likewise, a relocated Gatehouse will streamline vehicular access, and allow for tighter parking control. Removing Perry Avenue will allow for a continuous greenway along the southern portion of Washington Park, as well as reduce vehicular-pedestrian conflicts.

Task 2 (Bismarck Hill)

Bismarck Hill stands as an impressive opportunity for public / private development. Restoration of the natural areas, as prescribed in the Bismarck Hill Restoration Plan, will enhance its natural beauty and position it as an excellent opportunity to expand the recreation activities within the park. Combined with a third party operator, the development of a zip line, ropes course, alpine slide and cabin rental services will provide an excellent resource for nature-based recreation.

Task 3 (Access to Lakefront)

Public access to the lakefront is key to capitalizing on Washington Parks largest attraction; the beach. The addition of formalized pathways along Fedders Alley will direct guests to the beachfront, while overlook structures atop the dunes will capitalize on the stunning lakefront views. A formalized trail near the Senior Center parking lot will serve as beach access for the Senior Center, as well as a restroom, shower, and rental facility for beach users.

Task 4 (Signage)

A clear, concise, and informative signage family should be implemented park-wide. Special attention should be paid to limiting sign clutter, as well as using land marks as intuitive wayfinding elements. Immediately removing the existing signs and implementing new signs will greatly impact the visual clutter that currently exists.

Task 5 (Senior Center)

The Senior Center improvements should be approached as two separate projects: the interior and exterior of the building, and the surrounding grounds and outdoor spaces. Task 5 aims to enhance the Senior Center and position it as a year-round attraction. By improving the indoor and outdoor facilities the Senior Center will operate as a prime rental facility for park users, as well as an excellent amenity for senior citizens.

The outdoor space improvements (Task 5A) will help connect the Senior Center to its surrounding elements. A large terrace on the north side of the building, along with a boardwalk and overlook structure will upgrade the Senior Center and will provide a great opportunity to utilize the outstanding view of the lake from this space.

The interior / exterior upgrades to the building (Task 5B) improve the layout and use patterns of the space. Moving the office, upgrading the west entry with a new vestibule, enhancing the existing facade, upgrading and adding kitchen facilities as well as other interior improvements will greatly enhance the building.

Task 6 (Promenade)

The promenade aims to be Washington Park's largest pedestrian attraction, outside of the beach. As such, the promenade will link major park attractions, such as the beach, the North Pointe Pavilion, the zoo, the playground and the festival space. A large, themed, destination playground should be constructed along the walkway. The various attractions along the walk, such as a climbing wall, splash sculptures, shade structures, and play elements, serve to create a high energy node in the park. This connecting corridor of activity is centrally located in Washington Park, drawing users into the park, and serving as a meeting place. Likewise, the possible zip line connection, rentals (such as bikes), parking and concessions will serve to further present the Promenade as a major attraction in Washington Park.



LONG-TERM IMPROVEMENTS

The Long-term Improvements Plan highlights improvements from the Master Plan that are most successful when building upon other improvements. Enhancing parking lots, improving already successful attractions, and expanding the natural beauty of Washington Park will serve to further the parks history as an indispensable community amenity.

Long-term Improvements (6-10 years)

1. West end parking lot improvements.
2. Lot #1 improvements.
3. North Pointe Pavilion parking lot improvements.
4. Senior Center parking lot improvements.
5. Maintenance facility replacement.
6. Amphitheater and landscape enhancements.
7. Fedder's Alley improvements.
8. Fedder's Alley open space and fitness trail improvements.
9. Canada Park upgrade.

Organization Opportunities

As capital improvements are being considered, it is imperative that city and park officials begin to review and update operational standards immediately. Parking control at the park could be greatly improved, leading to potential increases in park revenue, as well as an increase in user satisfaction through clarified parking rules. Public / private partnerships and vendor / event guidelines will need to be updated to reflect new park regulations, as well as ever expanding facilities. Likewise, an updated maintenance program will need to be implemented, with focus on preparing for extensive future improvements and facility expansions.

In addition, as Washington Park is enhanced, there will be a need for labor resources to be dedicated toward operational improvements such as marketing / business development and programming. A business plan will need to be completed as the park is developed. Event management should be developed as a core competency of the department. Promotional plans should be developed for Washington Park to garner regional tourism dollars. In the future, if events grow along with park improvements, there will be a need to have dedicated labor for event planning and management. It is imperative to establish successful operating agreements so the department is able to not only cover all direct costs (including park maintenance support), but also produce net revenues to allow for future park improvements.



2017 PRIORITY TASKS AND INVESTMENTS (YEAR 1)

Projects listed have been prioritized by category and by importance within each category.

Capital Improvements

In progress	Complete historic building assessment of historic structures and incorporate into master plan.
\$75,000	Complete feasibility study of existing and proposed utilities.
\$50,000	Remove siren and upgrade lights in Lot #1.
\$50,000	Prepare topographic survey of Task 1 (Entry Drive) area.
\$500,000	Design and Engineer Task 1 (Entry Drive).
\$2,250,000	Start construction of Task 1 (Entry Drive).
\$300,000	Implement Year 1 of Task 2 (Bismarck Hill) restoration activity.
\$25,000	Prepare topographic survey of Task 2 (Bismarck Hill) capital improvements (operator contingent).
\$120,000	Design and Engineer Task 2 (Bismarck Hill) capital improvements (operator contingent).
\$1,200,000	Start and complete construction of Task 2 (Bismarck Hill) capital improvements (operator contingent).
\$0	Complete construction of Task 2 (Bismarck Hill) operator improvements.
\$10,000	Install one vehicle-activated exit gate to study feasibility.
\$0	Determine future use of Greenhouse building.

\$4,580,000 **2017 Capital Improvement Total**

Organization Opportunities

\$0	Adopt Washington Park Master Plan.
\$0	Secure a private operator for Bismarck Hill Adventure Park.
\$0	Finalize parking and control strategy.
\$0	Draft Event / Festival Handbook including event / festival / traffic management.
\$10,000	Develop a marketing plan and collaborate with other city departments to market the park for tourism, rentals, special events, etc.
\$0	Establish special event funding and cost strategy.
\$5,000	Implement park-wide credit card capabilities.
\$0	Collaborate with other agencies for the capital improvement, management and operation of Washington Park.
\$0	Develop a volunteer policy to develop a stewardship plan to support the maintenance of the park's natural areas.
\$0	Develop a dog policy.

\$15,000 **2017 Organization Opportunities Total**

Capital Improvements

\$2,250,000	Complete construction of Task 1 (Entry Drive).
\$20,000	Prepare topographic survey of Task 3 (Access to Lakefront).

2018 PRIORITY TASKS AND INVESTMENTS (YEAR 2)

Projects listed have been prioritized by category and by importance within each category.

\$40,000	Design and Engineer Task 3 (Access to Lakefront).
\$50,000	Design and Engineer Task 4 (Signage).
\$400,000	Start and complete construction of Task 3 (Access to Lakefront).
\$100,000	Start construction of Task 4 (Signage).
\$115,000	Implement Year 2 of Task 2 (Bismarck Hill) restoration activity.
\$500,000	Complete Rotary Children's Castle restoration.

\$3,475,000 2018 Capital Improvement Total

Organization Opportunities

\$0	Continue to review and update operational improvements.
\$80,000	Hire a Recreational Director.
\$25,000	Update website, social media and other communications venues.
\$0	Implement online rental and scheduling tools.
\$25,000	Implement park-wide public wi-fi along with rules and regulations.
\$0	Develop maintenance / management plan.
\$5,000	Improve maintenance and management reporting through automation.
\$0	Collaborate with other agencies for the capital improvement, management and operation of Washington Park.

\$135,000 2018 Organization Opportunities Total

Capital Improvements

\$20,000	Prepare topographic survey of Task 5 (Senior Center).
\$150,000	Design and Engineer Task 5 (Senior Center).

2019 PRIORITY TASKS AND INVESTMENTS (YEAR 3)

Projects listed have been prioritized by category and by importance within each category.

\$750,000	Start construction of Task 5 (Senior Center).
\$100,000	Complete construction of Task 4 (Signage).
\$40,000	Implement Year 3 of Task 2 (Bismarck Hill) restoration activity.
\$500,000	Complete WPA priority project.

\$1,540,000 2019 Capital Improvement Total

Organization Opportunities

\$0	Continue to review and update operational improvements.
\$0	Explore additional programming including fitness and summer camps.
\$0	Encourage joint ventures and partnerships with recreation program providers to provide new programs in the park.
\$0	Collaborate with other agencies for the capital improvement, management and operation of Washington Park.

\$0 2019 Organization Opportunities Total

Capital Improvements

\$750,000	Complete construction of Task 5 (Senior Center).
\$50,000	Prepare topographic survey of Task 6 (Promenade).
\$600,000	Design and Engineer Task 6 (Promenade).
\$3,000,000	Start construction of Task 6 (Promenade).

2020 PRIORITY TASKS AND INVESTMENTS (YEAR 4)

Projects listed have been prioritized by category and by importance within each category.

\$4,400,000 **2020 Capital Improvement Total**

Organization Opportunities

\$0 Continue to review and update operational improvements.

\$0 Collaborate with other agencies for the capital improvement, management and operation of Washington Park.

\$0 **2020 Organization Opportunities Total**

Capital Improvements

\$3,000,000 Complete construction of Task 6 (Promenade).

\$3,000,000 **2021 Capital Improvement Total**

2021 PRIORITY TASKS AND INVESTMENTS (YEAR 5)

Projects listed have been prioritized by category and by importance within each category.

Organization Opportunities

\$0 Continue to review and update operational improvements.

\$0 Collaborate with other agencies for the capital improvement, management and operation of Washington Park.

\$0 **2021 Organization Opportunities Total**

FINANCIAL GROWTH

Making the improvements to Washington Park based on the master plan will have far-reaching financial impacts on Michigan City and the surrounding area. These will happen at two primary levels. The first is the one-time impacts which will result from the construction activities related to improvements. These may be substantial but also somewhat short-lived. The second type is on-going. These are impacts that continue year-over-year and are usually based on the operations of a long-standing program, retailer or other facility. Both types stimulate the local economy and result in creating jobs, increasing the tax base, and increasing property values.

The financial and funding strategy to realize the master plan improvements is critical to the overall success of the master plan. Because project funding is a particularly difficult subject, a funding strategy has been outlined above to assist current and future community leaders plan for the development of the plan. Budgetary figures are based on 2016 construction costs and should be used for planning purposes only. Budgets should be refined as each project progresses. In conjunction with the items previously discussed, potential funding opportunities are identified below:

- *Municipal Funding:* The City of Michigan City may decide to self-fund the development of the park. As identified, this should be completed with a combination of short-term and long-term improvements.
- *Partner Agencies:* Leverage financial resources by coordinating funding with other agencies.

- *Federal Funding:* the confluence of natural, historic and community resources positions Michigan City for various federal programs that may be interested in supporting the project.
- *Grant Funding:* Any strategy selected should include an aggressive grant writing campaign. The improvements outlined in this master plan are well-positioned for a variety of funding sources.
- *Philanthropic Funding:* Philanthropists who wish to leave a legacy have often been sought after to finance substantial community projects. Washington Park has a rich history of philanthropic donations so this resource should be pursued.
- *Maintenance Fund:* Establish a long-term maintenance fund.
- *Revenue:* Utilize the existing and potential revenue for improvements.

More than likely, a combination of these funding sources will be necessary to realize the vision and potential of Washington Park. Being creative, deliberate and disciplined is the key to capitalizing on these opportunities. Leveraging spending with grant opportunities while maintaining the vision through periodic public meetings and regular success, no matter how small, will help to cultivate project momentum.

Pro Forma

The pro forma represents future projections of operations for five years of revenue and expense for the Washington Park Master Plan. The financial

projections represent estimated revenues and expenses based on Washington Park's renovations, improvement, and the addition of revenue generating amenities.

Much of the revenue and expense estimates are based on current operating conditions. The Park Department's budget history was reviewed, and many projections included three year averages of revenue and expense performance of the park's current amenities.

Actual, not budgeted numbers were primarily used, but budgeted numbers were factored in as well. Other important sources of information included the Department's Annual Reports from 2014 and 2015, the Annual Variance Report, and the 2016-2017 Fees and Contracts Report. Additionally, staff members were very instrumental in the building of the pro forma as their knowledge of operations was most helpful in determining financial forecasts. Their insight and provision of information about current finances was critically important to the process.

Overview

The pro forma includes multiple spreadsheets of detailed information related to staffing, parking detail, utility expenses, pricing and contractual operations such as cabin rentals, special events, beach equipment rentals, and outdoor recreation programming. The full pro forma is included as an appendix.

The pro forma includes a phased in approach to park improvements. Long-term improvements that are projected to take place after Year 5 are included in the Year 5 pro forma simply to track those financial impacts. Obviously, the pro forma should be updated as time goes by. In addition, the zoo revenues and expenses remain essentially the same, aside from an increase in revenue based on an anticipated increase of 10% visitation to the park due to the renovations.

Contractual Services

The development of a pro forma based on future projections of performance requires assumptions to be made in the estimation of revenue and expense. A noteworthy assumption for the pro forma included contracting many services for the park. This is a result of the limited number of department staff and their current heavy workloads. Areas to be contracted include:

- Ropes course / zipline
- Alpine slide
- Beach equipment rental
- Cabin rentals
- Recreation programming in the park
- Special events
- Kayak / canoe / stand up paddle rentals

These park elements are calculated to provide the Department with 10% of gross revenues. The exception to this is the contracted recreation programming in the park, which is calculated at 30% of the gross.

Staffing

Only one full-time position is included in the pro forma, which is a Recreation Director position. This full-time position is augmented by a marketing

support contractual position which starts in year three. Marketing support will focus on promoting the park throughout the region, expanding partnerships, and providing staff support for special events managed by outside organizations.

Maintenance labor expenses were calculated using an allocation of 30% of the Department's total Personnel Services budget. This was provided from staff members' best estimate of projected maintenance labor costs, based on current budget information. In addition, current expenditures were reviewed, including utility costs, materials and supplies, and services. Expense estimates were then developed for Washington Park based on current budgeted numbers for park maintenance. Other staffing remains the same, such as parking and lifeguard staff.

Pricing

Pricing of amenities remains consistent with existing fees and follows the guidelines outlined in the Fees and Contract Report. Successive years will include a small inflationary factor. Therefore, future fee increases follow the department's existing pricing philosophy of reasonable fees with small and infrequent increases.

However, there is a significant parking entrance fee increase scheduled for year three. At that time, entrance fees will increase from \$7.00 per car and \$14.00 for a bus / trailer to \$10.00 per car to \$20.00 for a bus / trailer. In addition to the fee increase, parking revenues were also calculated at 10% higher than current actual revenues as a result of a projected increase of visitors when the park is renovated and additional parking is created. The

increase has a significant impact on total park revenue as parking accounts for approximately 62% of the total revenues for the park (when zoo revenues are not included).

As a result of not charging residents for the park, only non-residents will pay for this increase.

Net Operating Income Summary

The following charts show a summary of park revenues and expenses during a five year period. The first chart excludes zoo revenues and expenses. The second chart includes revenues and expenses of the zoo. When the zoo financials are included in the pro forma, the operating net decreases from \$163,984 to \$(45,769) during year 1.

The first chart shows healthy operating net revenues, as follows:

Year 1	Year 2	Year 3	Year 4	Year 5
\$163,984	\$176,057	\$390,993	\$401,969	\$442,762

The second chart shows a much lower operating net when the zoo operation is included as follows:

Year 1	Year 2	Year 3	Year 4	Year 5
(\$45,769)	(\$37,890)	\$174,907	\$183,721	\$222,332

The following is a summary of the revenues and expenses for the park, shown for five years of operations. Some expenses are not included in the pro forma for expenses the department will cover, such as capital expenses, office supplies, and credit card fees.

REVENUES	Existing	Pro Forma Year 1	Pro Forma Year 2	Pro Forma Year 3	Pro Forma Year 4	Pro Forma Year 5
Daily Parking Fees	\$483,000	\$525,203	\$525,203	\$750,290	\$750,290	\$750,290
Annual Parking Stickers	\$26,201	\$35,113	\$35,113	\$43,150	\$43,150	\$43,150
Shelter Rentals	\$4,395	\$4,483	\$4,573	\$4,618	\$4,665	\$18,750
Senior Center Rentals	\$14,490	\$18,000	\$18,360	\$18,544	\$18,729	\$18,916
Senior Center Outdoor Patio Rentals	\$0	\$0	\$0	\$0	\$15,000	\$15,150
North Pointe Pavilion Rentals	\$10,000	\$10,000	\$10,200	\$10,302	\$10,405	\$10,509
North Pointe Food Concessions	\$0	\$37,500	\$38,250	\$38,633	\$39,019	\$39,409
Millennium Plaza Rentals	\$575	\$1,000	\$1,020	\$1,030	\$1,041	\$1,051
Beach Rental Permits	\$1,750	\$3,750	\$3,825	\$3,863	\$3,902	\$3,941
Old Bandstand	\$0	\$1,000	\$1,020	\$1,030	\$1,041	\$1,051
Special Events	\$7,500	\$7,450	\$7,599	\$13,330	\$13,463	\$13,598
Amphitheater Revenues	\$0	\$4,000	\$4,080	\$4,121	\$4,162	\$4,204
Cabin Rentals	\$0	\$0	\$0	\$0	\$0	\$21,219
Outdoor programs such as fitness / yoga	\$0	\$4,950	\$5,049	\$5,099	\$5,150	\$5,202
Lease Fee Rev for ropes course / zip Line	\$0	\$0	\$100,000	\$101,000	\$102,010	\$103,030
Alpine Slide	\$0	\$0	\$0	\$0	\$0	\$9,450
Canoe / kayak / stand up paddle board rentals	\$0	\$6,130	\$6,253	\$6,315	\$6,378	\$6,442
Oasis Splash Park	\$0	\$19,000	\$19,380	\$19,574	\$19,770	\$19,967
Oasis Splash Concession	\$0	\$3,800	\$3,876	\$3,915	\$3,954	\$3,993
Beach Concessions / Rentals	\$0	\$4,500	\$4,590	\$4,636	\$4,682	\$4,729
TOTAL REVENUE	\$547,911	\$685,879	\$788,390	\$1,029,450	\$1,046,810	\$1,094,052

EXPENSES	Existing	Pro Forma Year 1	Pro Forma Year 2	Pro Forma Year 3	Pro Forma Year 4	Pro Forma Year 5
Total Salaries and Benefits	\$421,125	\$421,125	\$509,548	\$534,643	\$539,990	\$545,390
Total Materials and Supplies	\$29,700	\$29,700	\$30,294	\$30,597	\$30,903	\$31,212
Total Services	\$12,550	\$12,550	\$12,801	\$12,929	\$13,058	\$13,189
Total Maintenance and Repairs	\$7,000	\$7,000	\$7,140	\$7,211	\$7,284	\$7,356
Total Utilities	\$51,520	\$51,520	\$52,550	\$53,076	\$53,607	\$54,143
TOTAL EXPENSES	\$521,895	\$521,895	\$612,333	\$638,457	\$644,841	\$651,290

TOTAL NET REVENUE	\$26,016	\$163,984	\$176,057	\$390,993	\$401,969	\$442,762
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REVENUES, INCLUDING ZOO	Existing	Pro Forma Year 1	Pro Forma Year 2	Pro Forma Year 3	Pro Forma Year 4	Pro Forma Year 5
Daily Parking Fees	\$483,000	\$525,203	\$525,203	\$750,290	\$750,290	\$750,290
Annual Parking Stickers	\$26,201	\$35,113	\$35,113	\$43,150	\$43,150	\$43,150
Shelter Rentals	\$4,395	\$4,483	\$4,573	\$4,618	\$4,665	\$18,750
Senior Center Rentals	\$14,490	\$18,000	\$18,360	\$18,544	\$18,729	\$18,916
Senior Center Outdoor Patio Rentals	\$0	\$0	\$0	\$0	\$15,000	\$15,150
North Pointe Pavilion Rentals	\$10,000	\$10,000	\$10,200	\$10,302	\$10,405	\$10,509
North Pointe Food Concessions	\$0	\$37,500	\$38,250	\$38,633	\$39,019	\$39,409
Millennium Plaza Rentals	\$575	\$1,000	\$1,020	\$1,030	\$1,041	\$1,051
Beach Rental Permits	\$1,750	\$3,750	\$3,825	\$3,863	\$3,902	\$3,941
Old Bandstand	\$0	\$1,000	\$1,020	\$1,030	\$1,041	\$1,051
Special Events	\$7,500	\$7,450	\$7,599	\$13,330	\$13,463	\$13,598
Amphitheater Revenues	\$0	\$4,000	\$4,080	\$4,121	\$4,162	\$4,204
Cabin Rentals	\$0	\$0	\$0	\$0	\$0	\$21,219
Outdoor programs such as fitness / yoga	\$0	\$4,950	\$5,049	\$5,099	\$5,150	\$5,202
Lease Fee Rev for ropes courses / zip Line	\$0	\$0	\$100,000	\$101,000	\$102,010	\$103,030
Alpine Slide	\$0	\$0	\$0	\$0	\$0	\$9,450
Canoe / kayak / stand up paddle board rentals	\$0	\$6,130	\$6,253	\$6,315	\$6,378	\$6,442
Oasis Splash Park	\$0	\$19,000	\$19,380	\$19,574	\$19,770	\$19,967
Oasis Splash Concession	\$0	\$3,800	\$3,876	\$3,915	\$3,954	\$3,993
Beach Concessions/Rentals	\$0	\$4,500	\$4,590	\$4,636	\$4,682	\$4,729
ZOO REVENUE	\$425,668	\$472,964	\$482,423	\$487,247	\$492,120	\$497,041
TOTAL REVENUE with ZOO	\$973,579	\$1,158,843	\$1,270,813	\$1,516,697	\$1,538,930	\$1,591,092
EXPENSES	Existing	Pro Forma Year 1	Pro Forma Year 2	Pro Forma Year 3	Pro Forma Year 4	Pro Forma Year 5
Total Salaries and Benefits	\$421,125	\$421,125	\$509,548	\$534,643	\$539,990	\$545,390
Total Materials and Supplies	\$29,700	\$29,700	\$30,294	\$30,597	\$30,903	\$31,212
Total Services	\$12,550	\$12,550	\$12,801	\$12,929	\$13,058	\$13,189
Total Maintenance and Repairs	\$7,000	\$7,000	\$7,140	\$7,211	\$7,284	\$7,356
Total Utilities	\$51,520	\$51,520	\$52,550	\$53,076	\$53,607	\$54,143
ZOO EXPENSES	\$682,716	\$682,716	\$696,370	\$703,334	\$710,367	\$717,471
TOTAL EXPENSES WITH ZOO	\$1,204,611	\$1,204,611	\$1,308,704	\$1,341,791	\$1,355,209	\$1,368,761
TOTAL NET REVENUE WITH ZOO	(\$231,032)	(\$45,769)	(\$37,890)	\$174,907	\$183,721	\$222,332



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