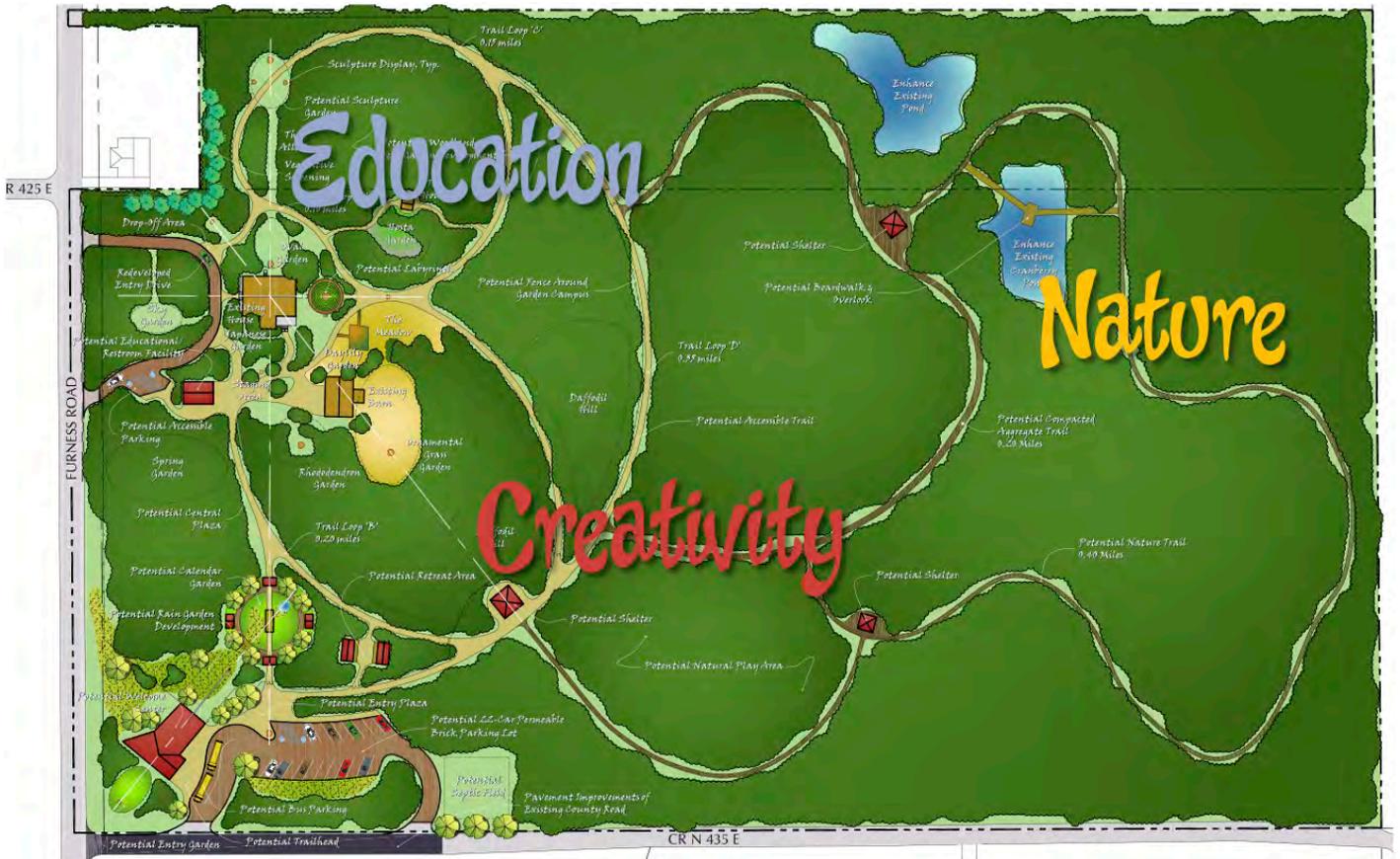


The Master Plan for:

# Brincka Cross Gardens



Prepared for:



Prepared by:



May 2011

The Master Plan for:

# Brincka Cross Gardens

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This study and report was prepared under contract for the  
Department of Parks and Recreation, Porter County by:

***Charles F. Lehman, ASLA, FRSA  
President, Lehman & Lehman, Inc.  
Landscape Architects and Planners  
510 Lincolnway East, Suite C  
Mishawaka, Indiana 46544***



***Completed May 2011***

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May 2011



In 2006 the Porter County Park Board purchased the 25-acre parcel in northeastern Porter County from a private trust set up by the former owners, Bill Brincka and Basil Cross. The Park Board's intentions were, and still are today, to maintain the unique setting of botanical gardens established by these two gentlemen for the use and provide enhancements to the property for the enjoyment of the public. The Brincka Cross Gardens is one of the County's jewels!

In 2008 the Park Board commissioned the firm of Lehman & Lehman, Inc., landscape architects and planners, of Mishawaka, IN to assist the Porter County Parks in the establishment of a strategic master plan development.

The Consultant has worked closely with the Porter County Park's Staff and Master Planning Committee in the development of potential themes, identification of stakeholders, users, supporters and other resources that would aid in the development guidelines and planning principles.

This document serves as a summary of the months of master planning activities involved with this project. The plan establishes both development guidelines as well as programming principles for the master plan and its implementation.

The created mission statement for the Brincka Cross Gardens reads...

***To restore, preserve, protect, promote and manage the unique garden / natural, cultural and leisure resources within the property.***

The project team established a "Brand Promise" for the experience one gains by each visit to the garden through programs of self guided experiences...

***Visitors will have a fun and educational experience of learning about plants, gardens, nature and art within the unique eco-system.***

The Adoption of the Brincka Cross Gardens Master Plan by the Porter County Park Board will assure the facility to be of priority for maintenance and development over the years. The potential this unique facility carries allows for new connections of user, stakeholders and contributors not comparable to other park facilities throughout the region. We wish to thank Lehman & Lehman for \_\_\_\_\_ . We are excited and pleased to present this Master Plan study for Adoption and Implementation. The resolve of these planning directions will sustain a vision of ensuring the continued delivery of quality Parks and Recreation services for all of the citizens of Porter County and the region.

Sincerely,

Walter Lenckos, Superintendent  
*Porter County Parks and Recreation*

## Acknowledgements

The Consultant would like to acknowledge those involved with this study.

### ***Park Board...***

Richard Hudson, President  
Ruth Jarnecke, Vice President  
David Canright

Annetta Jones  
Jim Perkins  
Rebecca Tomerlim

### ***Park Staff...***

Walter Lenckos, Superintendent  
Matthew Howton, Parks Manager  
Gayle O'Conner, Rec. Supervisor  
Matt Pera, Communications Director

Katie Rizer, Recreation Programmer  
Amy Hartz, Educator  
Shirly Massey, Educator

### ***Brincka Cross Gardens Master Planning Committee...***

Jim Perkins  
Rebecca Tomerlim  
Matthew Howton  
Gayle O'Conner

Charles Lehman, Consultant  
Michael Bultinck, Consultant  
Pam Guild, Consultant

### ***Porter County Plan Commission...***

Kevin Breitzke  
Richard Burns  
Rita Stevenson  
Tim Cole  
Robert Detert

? Robert Harper  
Elizabeth Marshall  
Herb Read  
Kris Parker  
Scott McClure, Attorney

### ***Porter County Council...***

Dan Whitten, President, At-Large  
Jim Biggs, Vice President, 1<sup>st</sup> District  
Jeremy Rivas, 2<sup>nd</sup> District  
Karen Conover, 3<sup>rd</sup> District

Jim Polarek, 4<sup>th</sup> District  
Laura Blaney, At-Large  
Sylvia Graham, At-Large

### ***Porter County Commissioners...***

John Evans, North District  
Nancy Adams, Center District  
Carole Knoblock, South District

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## Executive Summary

The master planning of the Brincka Cross Gardens, by the Porter County Park Board, began soon after its purchase in 2006. Brainstorming and looking at the potential uses by the Park Department formed a framework in hiring the firm of *Lehman & Lehman, Inc.*, landscape architects and planners from Mishawaka, Indiana, to assist in the development of a master plan.

The efforts of the many years of thoughts, visions and what ifs are now formalized and celebrated in this master plan document for Brincka Cross Gardens.

Early on, the Master Planning Team established a Mission Statement along with a Brand Promise for Brincka Cross Gardens. These will be used throughout the planning and implementation of the physical aspects and program / services components.

### **Brincka Cross Gardens Mission Statement**

*To restore, preserve, protect, promote and manage the unique garden / natural, cultural and leisure resources within the property.*

### **Brand Promise**

*Visitors will have a fun and educational experience of learning about plants, gardens, nature and art within the unique eco-system.*

The Goals and Vision for the Master Plan and the development of the Brincka Cross Gardens were the following:

- *Self-Sustaining Park in aspects of site, facilities, and programs*
- *Implement a phased master plan following defined planning principles & operational capacities*
- *Celebrate the gardens and facilities of unique venues*
- *Programs for all generations including individuals, families, groups, researchers, community*
- *Provide for “take away” experiences / applications*
- *Evolve into the County Park’s “crown jewel” that becomes a regional destination for enjoyment and tourism*

### **Uniqueness of the Site**

The site carries much in the way of uniqueness. Besides a special place of botanical gardens the property carries a “cottage” feel of scale and space. The setting of the site also is unique in carrying its own microclimate of a Hardiness Zone of “6” where a short distance away the Zone is “5”. This allows for plant species to grow and thrive at this site where the same plant could not survive hundreds of miles away.

The design and development by Bill Brincka and Basil Cross allowed for up to 12 different gardens to flourish. The maintenance and care of these special spaces involved a community of students, gardeners and national societies besides other visitors.

Throughout the years of development the gardens were always evolving with the interplay of art composition and natural sculpture as well as the gardens themselves. The gardens were considered part of the environment for enjoyment and aesthetic values in a constant state of change. These

private gardens evolved to carry regional / national significance. The gardens carried, at one time, 10,000 daffodils, 400+ varieties of hostas, 20 varieties of grasses, 40 varieties of magnolias & crabapples, 25 varieties of forsythia, fringe trees, dogwoods and much more!

There exists many files and documentation of the gardens development, species lists, layout diagrams, photos, etc. from both Brincka and Cross. This information will be useful by the Owner in the use of research and the recovery of the gardens themselves.

### ***Garden Recovery Approach***

A theme for the master plan of the gardens the Owner and the Stakeholders embraced was to consider the restoration of the gardens to be part of a “*botanical archeological recovery.*” Before new development takes place, care needs to be taken to investigate the extent and makeup of the garden areas. Due to years of overgrowth the once pristine gardens have become “hidden.” Care will need to be taken by the Owner and persons carrying horticultural skills in the thinning and clearing of growth while rediscovering these unique garden settings.

### ***Development Principles***

Early in the master planning process development principles were established to help create the approach to the master plan for the facility. These principles included:

- Protection and Stewardship of Property Assets
- Compatibility and Respect for Neighbors
- Sensitivity to the Carrying Capacity of the site and facilities
- Minimum impact with the Infrastructure Needs – Utilities, Parking, Drainage, Animal Control
- The implementation of the master plan must follow the formula of:

***Growth of Use + Growth in Operation Resources = Growth of Development***

### ***Master Plan Implementation***

It has been recognized that the Brincka Cross Gardens is one of the most unique components within the Porter County Parks System, if not the entire county. The facilities should not be recognized as a “park” but rather as the “gardens” of the Parks System. There is potential that some facilities and site areas carry LEED Certification potential with proper development.

With this distinction, this facility separates itself from the typical park while it allows for the networking of various agencies, stakeholders, etc. This networking connection can contribute to the development growth of the Brincka Cross Gardens through various means of support (volunteers and related resources), fiscal contributions, marketing and promotion, education and research, etc.

The Consultant recommends that the Owner consider the establishment of a new 501(c)3 Non-Profit Foundation with the focus on Brincka Cross Gardens. It is envisioned that this entity would serve as a major instrument in fiscal giving and the establishment of an endowment for maintenance, programs and operations of the facility.

It is a goal of the Owner to have this facility be near self-sufficiency after five years. This will be most obtainable with the connections and networks of stakeholders, donors and supporters of the facility and the programs / services offered.

### **Phased Master Plan**

A three-phased implementation plan was developed for the master plan of this property. The overview of those phases and components of implementation is summarized as follows:

**Phase 1 – 2010-2011**

- Continue with clean up and “garden archeological recovery”
- Implement Prioritized Deferred Maintenance items of the house and barn
- Enhance programming, marketing of use, Friends Group

**Phase 2 – 2011-2013**

- Continue with “garden archeological recovery” with aid of Friends Group and other resources
- Walking Paths and on-site parking
- Restrooms / Welcome Center
- Renovation of Residence & Barn (beyond the deferred maintenance items)

**Phase 3 – 2014-2016**

- Continue with “garden archeological recovery”
- Retreat / Research Facilities

### **Cost Estimates and Funding Resources**

The implementation of the master plan carries a price tag for capital improvements of over three million dollars. Additional costs for operations (i.e. staffing, marketing, programming, etc.) will be an on-going cost growing with use and campus development.

Due to the uniqueness of this facility connections and relationships with various donors and stakeholders exist where they don’t for other facilities within the Porter County Parks and Recreation System. This allows for the potential of creative funding for various plan components as well as programs and services.

The estimated costs for the physical improvements, as called for by the master plan, are as follows broken down by phase.

○ Phase One (Years 2010-2011) -----	\$286,000
○ Phase Two (Years 2011-2013) -----	\$2,100,000
○ Phase Three (Years 2014-2015) -----	\$730,000
<b>TOTALS</b> -----	<b>\$3,116,000</b>

*On a cost per acre this would equate to approximately \$125,000 per acre.*

### **Summary**

The potential of the Brincka Cross Gardens, through this master plan vision, exceeds many park facilities throughout the region. How the public, stakeholders and visitors interact with nature, learn from experiences, explore the outdoors, etc. will result in an enhancement to their quality of life. Care should be taken to review progress, address needs and respond to the growth and development on an annual basis. Careful implementation of the master plan will result in Brincka Cross Gardens becoming the County Park’s “crown jewel” and recognized as a regional destination for enjoyment and tourism.

## Project Background

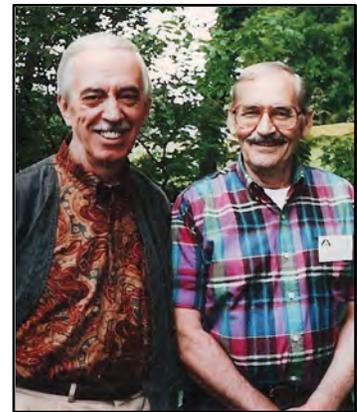
In April 2006 the Porter County Park Board purchased the 25-acre property in Pine Township in northern Porter County as the County Park System’s newest park facility. The property has been described as “a meticulously designed arboretum bursting with unique plant life, history and whimsy.”

Before the purchase by the Park Department the property was maintained by a trust. The property had been owned by the late William Brincka (1927-2001) and Basil Cross (1926-2006). Brincka was a professor for the Chicago Arts Society who did much of the garden design, having worked closely with the Morton Arboretum in Illinois.

Of the 22 acres, about 15 consist of a botanical garden that boasts more than 60 different varieties of hybrid hostas. Other plant life includes six to ten foot tall rhododendron, azaleas, hybrid day lilies, weeping junipers and a variety of hollies.

The property includes a turn-of-the-century English American barn and a house with an attached greenhouse. The carefully designed house includes trim from the old Chicago Mercantile Exchange, with windows throughout that provide wonderful views of the outdoor gardens.

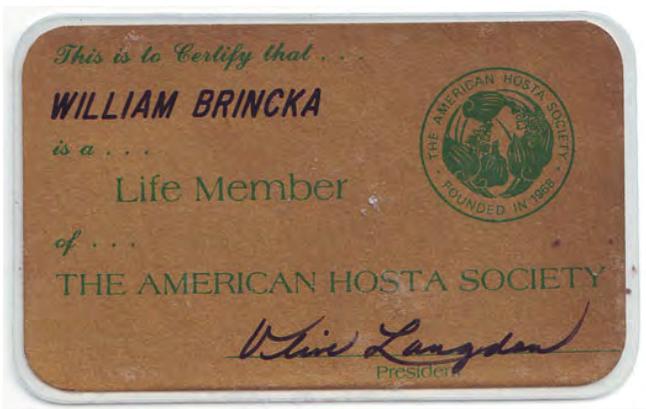
In 1971 the *Chicago Tribune* ran a story that focused on the home, which the story called the Environment House. The story described the house as a glass cage that merges nature and shelter, with a particular focus on the homemade and unique design elements. Basil Cross an antique and silver buyer for Marshall Field & Co. also headed the store’s interior design gallery.



Professor of design at the Art Institute of Chicago Bill Brincka was a well-known hosta hybridizer who studied horticulture at the Morton Arboretum and traded with specialty nurseries for rare plants.

In 1961 Brincka and Cross began their artistic garden development and built the unique residence around 1969.

Over the years various classrooms came to the site for education as well as becoming gardeners themselves. Through those years many people were connected to Brincka Cross Gardens and the mentoring relationship of Brincka and Cross.



Brincka’s and Cross’ goal was to keep the property maintained as an arboretum. The property had been willed to a private trust, which in 2006 began the search for a proper buyer. One of Basil Cross’ final requests was that upon his death, the gardens he designed with Bill Brincka be sold to someone who would take care of it. The Porter County Park Board purchased the property with the goal of maintaining the uniqueness of the facility for the public’s enjoyment.

The Brincka Cross Gardens property is located at 427 East Furness Road, Michigan City, IN (Pine Twp.), between US 20 and I-94 as shown below.



### *Hiring of a Professional Consultant*

Now that the property was in the park system the Porter County Park Board desired assistance in the creation of a vision for Brincka Cross Gardens. In November 2007, the Park Board hired the landscape architecture and planning firm of **Lehman & Lehman, Inc.** of Mishawaka, Indiana to assist Porter County Parks in the development of a master plan for the Brincka Cross Gardens facility.

Early work was done by the Consultant’s team assessing the site and gardens, reviewing the building facilities, etc. There was a boundary survey available but no topographic survey at that time. (Note: it is anticipated that in 2011 the County will have GIS topographic information available for this property). For the early planning efforts aerial photography and field notes were used regarding the physical studies and analysis.

Besides the physical assessment, discussions also focused on the various “theme(s)” the facility could carry. A planning exercise was done to describe and evaluate compatibilities of combinations of the identified themes. The Section of this report on Development Alternatives will discuss this process further.

### *Brincka-Cross Gardens Benefits*

Early analysis and visioning for the future development of the Brincka-Cross Gardens were developed by the Consultant and served as early guidelines of use, development and “what if’s”. It was felt by the Park Department that the future development should benefit both residents and visitors, offering something for people of all ages, socio-economic levels, cultures, interests, professions, and abilities through the following:

- **EDUCATION:** Demonstrations, guided tours, interpretive signage, classes, programs, technological aids, published literature, unique gardens and collections will create an atmosphere of learning. The garden will be a valuable educational tool for schools, a source of continuing education for adults, and a wealth of plant-related information for all.

- **RECREATION:** Colorful flower displays, interactive theme gardens, inviting trails, intriguing architecture, playful water features, aesthetic sculpture elements, and a potential conservatory will offer local residents, and visitors to the area, safe and affordable entertainment and recreation. The garden can amuse its many guests in an assortment of fun and unusual ways.
- **ECONOMIC GROWTH:** As a major tourist attraction of the region and the state, businesses will benefit from the significant increase in year-round, overnight visitors to the area. Unique employment opportunities in the plant sciences, arts, construction, education, administration and maintenance fields will further add to the region’s economic vitality.
- **CULTURE:** The garden will be a “plant” museum that will enrich the region culturally by utilizing its gardens, collections, and programs to stimulate intellectual and creative thought. The garden’s grounds will serve as exhibition space for sculpture and “natural” art and provide the region with a potential out-of-doors venue for the performing arts.
- **ENVIRONMENTAL AWARENESS:** Local and global conservation and preservation efforts and techniques—from recycling, to the use of organic gardening where applicable, to preservation of local endangered plant species, to the awareness of the plight of the tropical rainforest—can be promoted throughout the garden.
- **VOLUNTEER OPPORTUNITIES:** People of all ages will find pleasure and satisfaction by helping to maintain the gardens and collections, conducting garden tours, working in the garden’s gift shop, or assisting the garden’s staff with visiting school children.
- **SCIENTIFIC ADVANCEMENT:** Potential for independent and collaborative research programs with the area colleges and universities, other gardens, and other plant-related organizations abound.
- **SPECIAL EVENTS VENUE:** Families, businesses, or groups can rent special areas and facilities in the garden for weddings, business meetings, club luncheons, fund-raisers, or other social gatherings.
- **THERAPEUTIC BENEFITS:** Studies have repeatedly proven the ability of plants to aid in the physical and psychological healing process. Specially designed gardens will further enhance this, although anyone who enters the garden’s gates will experience the feeling of comfort and rejuvenation for the mind, body, and soul.
- **AESTHETIC BEAUTY:** In an area renowned for its natural beauty, the garden will be a fitting addition to Porter County and its region. Its physical charm will inspire all who visit to further beautify and better maintain their own home, community, and unique landscapes.
- **INCREASED QUALITY OF LIFE:** In all these ways, the garden will help the Porter County and the Regional communities become an even better place to live, work, and visit.

### ***Early Planning Assumptions***

The early planning assumptions of the project included:

- Create the Brincka Cross Gardens Site with an ecological vision that includes the components of PLANTS, COLOR, EDUCATION, & ENVIRONMENT;
- Encourage partnerships with other botanical, horticultural, educational and cultural organizations locally, nationally and internationally;

- Seek and develop a strong volunteer core, and involve a diverse range of community members and organizations in the Brincka Cross Gardens;
- Collect, preserve, document and promote a diversity of plants, including native plants, suited for cultivation in the Midwest and unique, non-native species;
- Promote education regarding the environment, ecology, organic methods, horticulture;
- Acquire real property, solicit and raise funds, and apply for grants to carry out the purposes of the Brincka Cross Gardens via a new non-profit entity (foundation) and the Porter County Park and Recreation Board.

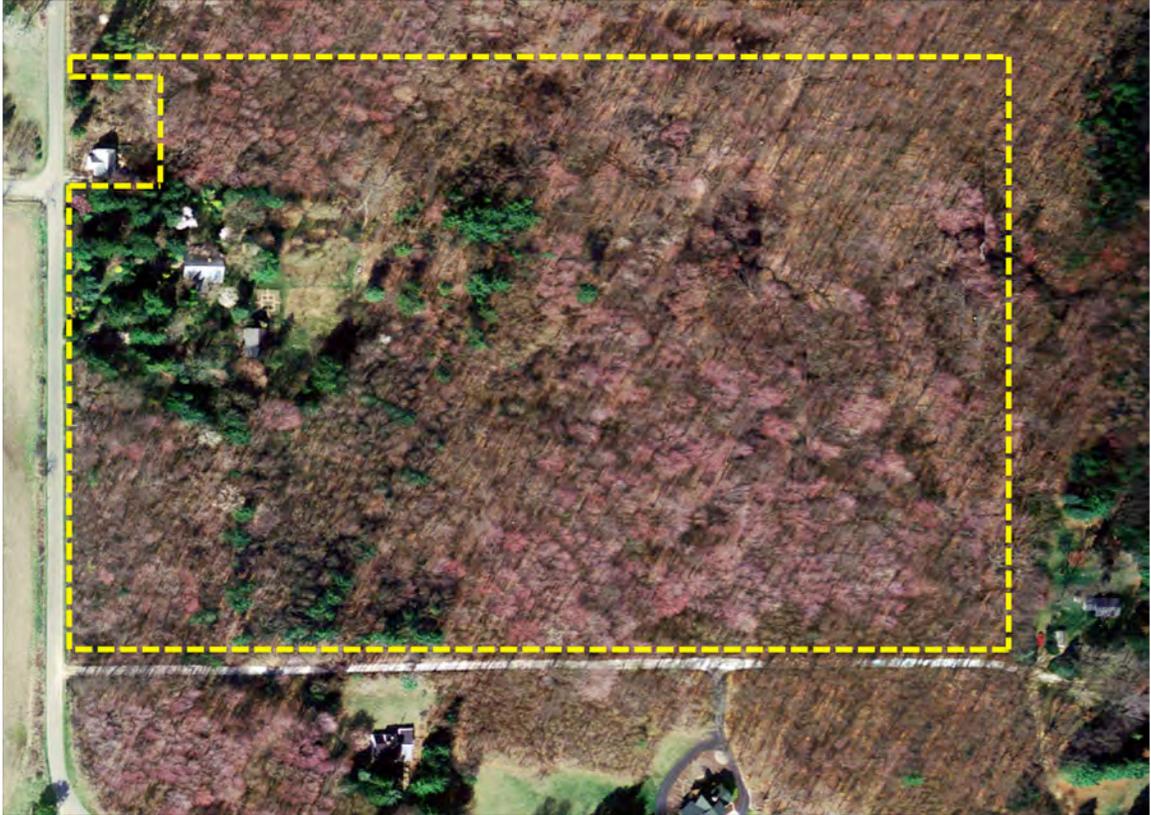
*Photos taken during an early site visit by the Consultants*



## Site and Facility Analysis

In the spring of 2008 the Consultant conducted an on-site reconnaissance with the Owner examining the site, the gardens and the facilities (residence and barn). Initial site and facility analysis plans were prepared as a follow up to that visit.

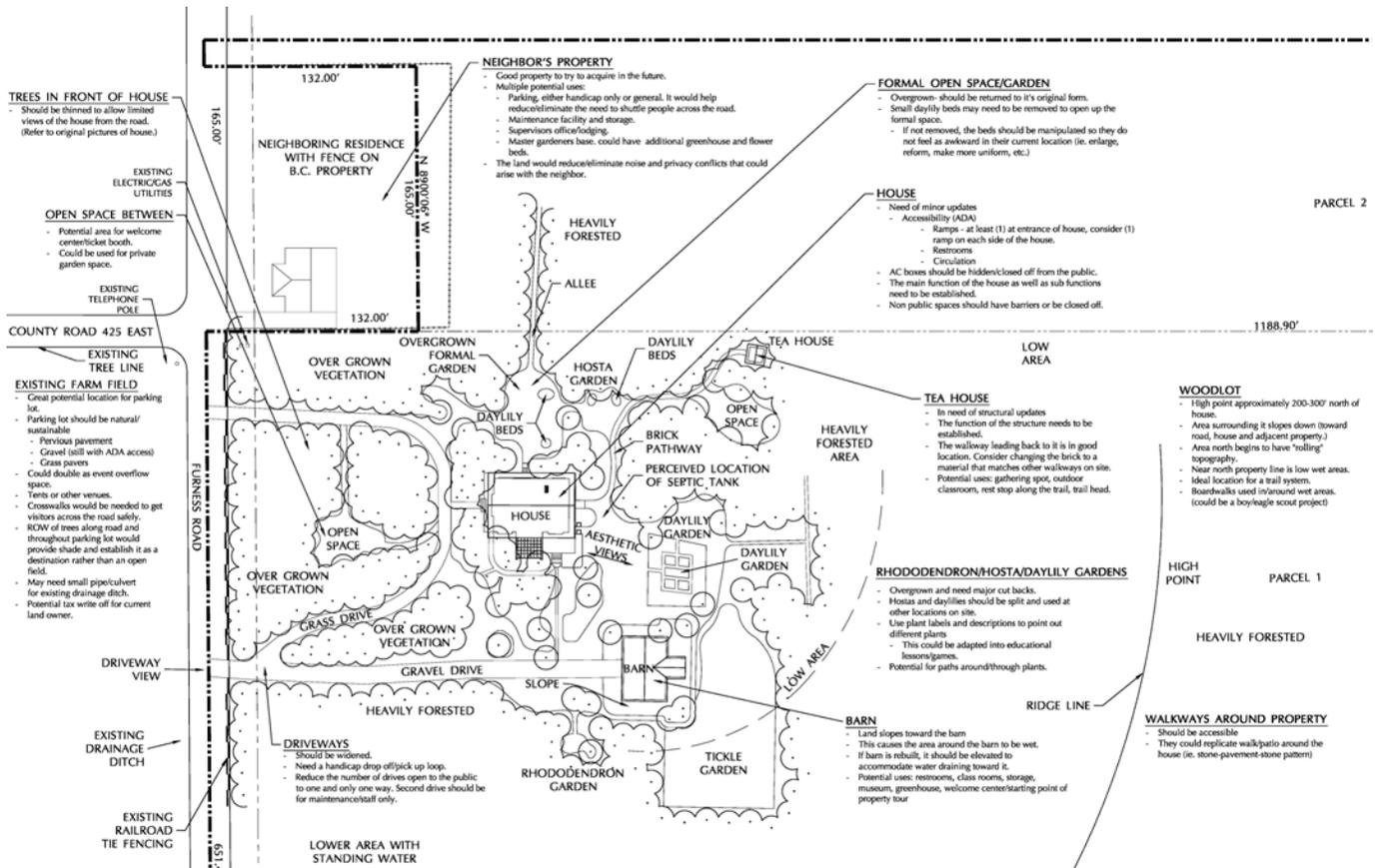
The aerial photo and site boundary is illustrated below with North being towards the right:



### Commentary on the site after that visit included:

- Various Garden Types including: hosta, rhododendron, day lilies, grasses – Need inventory
- Natural woodland with planted perennials
- Woodland difficult to access at this time (due to the density of the growth)
- Visibility into the site is limited currently (may be an asset)
- Limited open space
- Limited areas for parking
- Site/Facility focus “inward” rather than “outward” providing seclusion, mystery
- Potential for a “plant museum” concept
- No public utilities... opportunity for educational systems
- Acquisition of adjacent properties could create a stronger development
- Need for site security with development
- Site location is about 2 miles from existing bike trail and 4 miles from Lake Michigan
- Drainage needs to be addressed around the residence and barn and the area to the east
- Topographic survey information is needed to complete the master plan and concept

The following is a commentary site plan of the gardens portion of the site.



**Commentary on the Facilities.** Similarly, a review of the house and barn was conducted. Portions of the original house construction plans were provided to the Consultant. After the commentary, the house floor plans were drafted with additional comments.

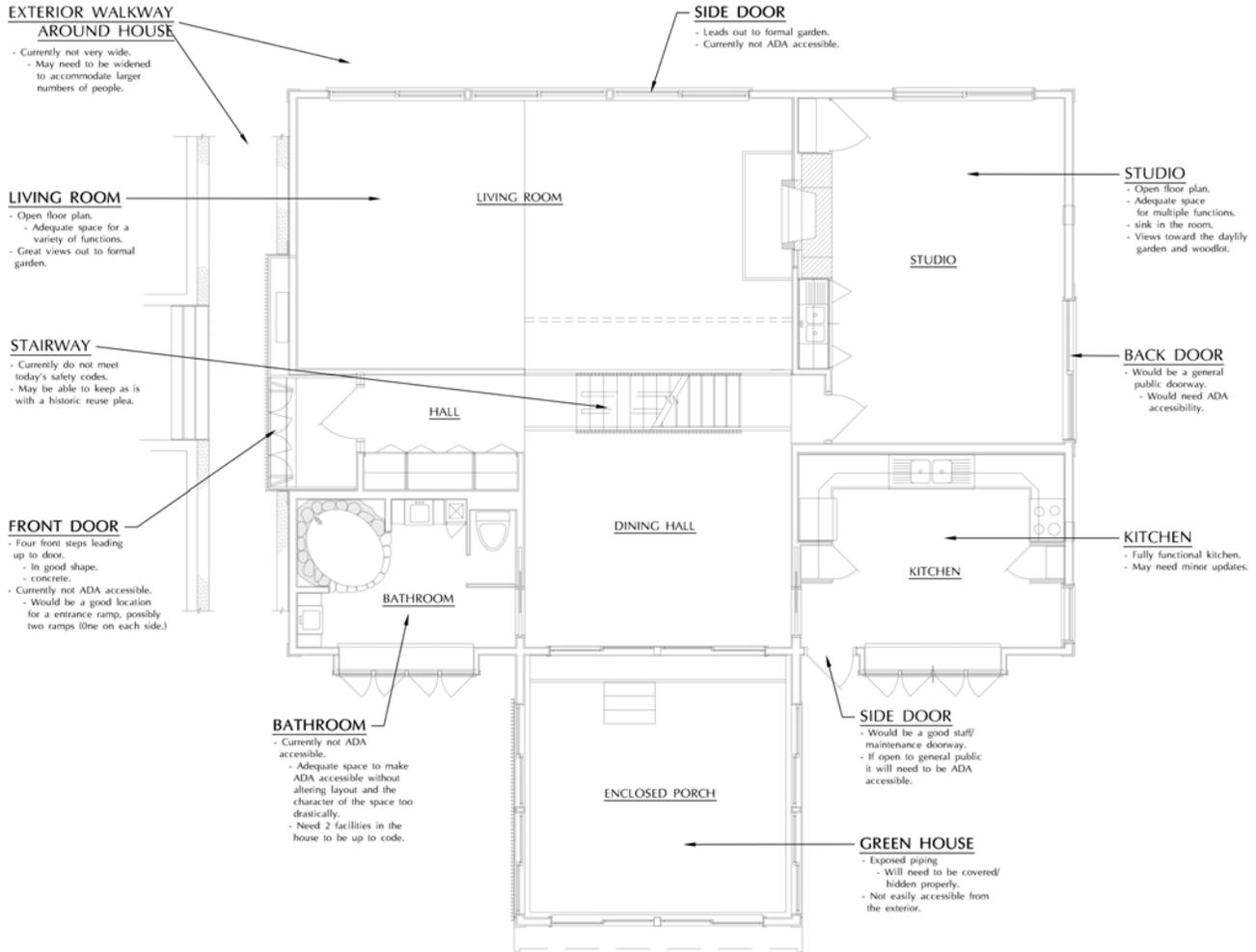
• **House**

- Unique architectural structure and interior spaces
- Carries stories of history of site and house
- Will require some upgrades for usability (i.e. accessible access, etc.)
- Some settling in basement – cracks
- Various improvements needed (roof, HVAC, etc.)
- Potential for small group meetings / offices
- Limited access for restrooms

• **Barn**

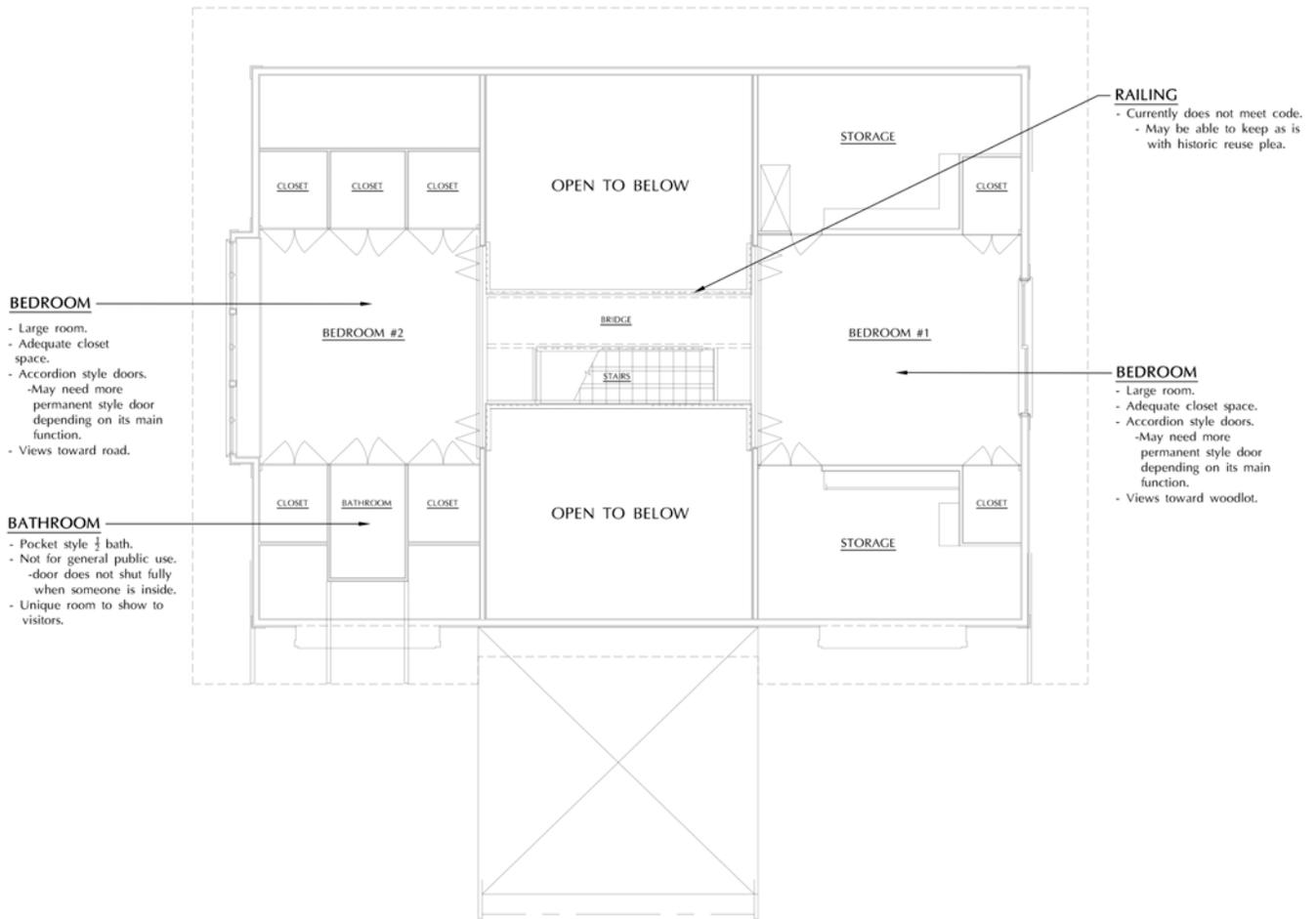
- Quaint architectural style but in poor structural condition
- Possible rebuild using existing timbers for storage, program spaces and public restrooms
- Renovated barn could serve as the welcome center, or storage, research, classrooms

House Main Floor Plan and Commentary

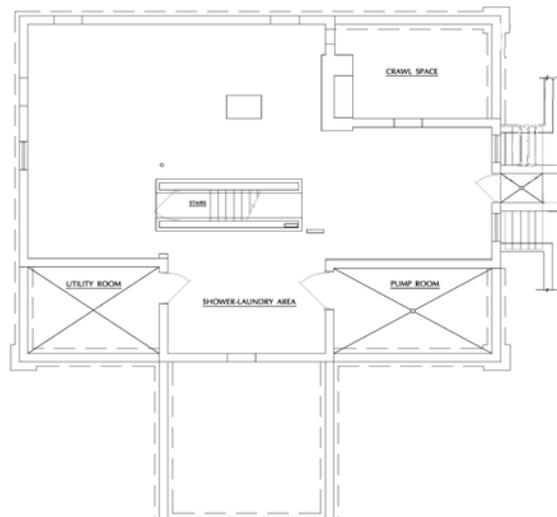


The residence is a unique architectural structure. There are deferred maintenance items such as the roof and interior maintenance that the Owner is addressing. Making the facility completely accessible (accessible to all floors, restrooms) would require modifications to the charm of the building and may not be in the best interests of the Owner. Its use both short term and long term could include small meeting areas, offices, archive room, etc.

House Upper Floor Plan and Commentary



House Basement Floor Plan

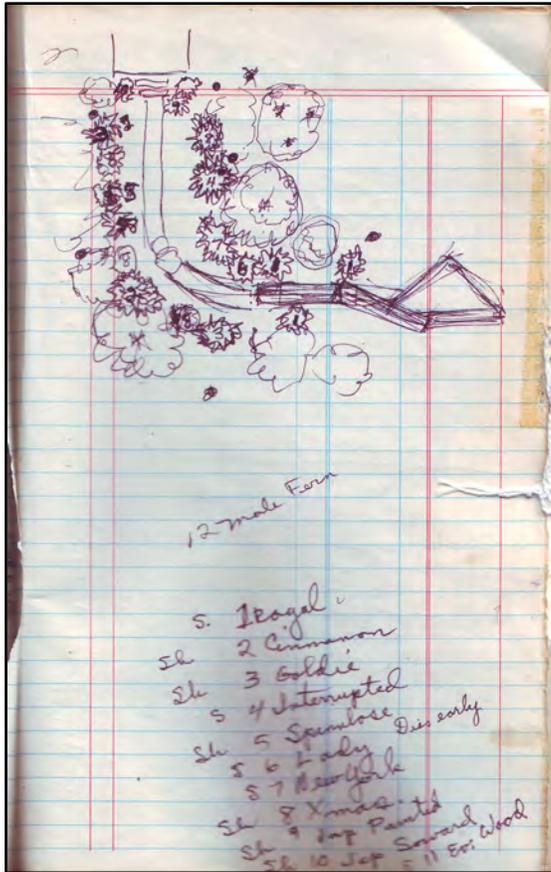


**Historic Resources**

With the purchase of the property, the Park Department was also given much of the Brincka and Cross files and archives of the gardens and property facilities. Much of this information is being scanned for both current and future references and will serve as a great resource in garden restoration, historic interpretation, and the enhancement to the legacy of the Gardens setting.

Below are a few of the scanned elements found in these documents:

**Scanned Image from a notebook:**



**Photos of the formal garden to the west of the House:**



**A Hosta Code Listing Report including over 400+ different species:**

HOSTA CODE LIST.....AUGUST, 2002		* Indicates Photo ACTIVE PLANT Disappeared Plant
1. FRANCIS WILLIAMS	53. BLUE FROST	
2. Goliath (Lakeland)*	54. WILLY NILLY	
3. FRINGE BENEFIT*	55. BLUE UMBRELLA**S*	
4. Montana	56. CLASSIC DELIGHT	
5. Helenoides Alba Picta*	57. FROSTED JADE*	
6. AUGUST MOON*	58. RUFFLES*	
7. White Knight*	59. SWEET SUSAN*	
8. Wogan Gold	60. TOKUDAMA (Englerth)*	
9. SIEBOLDIANA LONGIFES*	61. SUPER BOWL*	
10. Chattrouse Wedge*	62. NIGRESCENS ELATOR*	
11. FRANCEE*	63. MONTANA PREFLORES*	
12. Plantaginea	64. OPIPARA BILL BRINCKA*	
13. Mout Hana	65. Golden Medallion*	
14. Fortune Aurea Marginata	66. RADIANCE*	
15. Carol	68. GOLD CUP	
16. PEARL LAKE*	69. Northern Sunray (Sport)	
17. Reversed	70. GOLDEN SCULPTURE*	
18. BIRCHWOOD GREEN	71. KABITAN*	
19. FORTUNEI HYCINTHINA*	72. GREEN FOUNTAIN*	
20. Elata*	73. SEA DRIFT*	
21. RYAN'S BIG ONE*	74. JOLLY GREEN GIANT	
22. VALENTINE LACES	75. Perry's True Blue*	
23. COLD STANDARD	76. SILVER CROWN	
24. Fortunei Gigantis*	77. Happy Hearts	
25. Fortunei Virides Marginata	78. LITTLE BLUE*	
26. HEART TROOP*	79. Montana Aureo Marginata*	
27. VENTRICOSA*	80. GREEN PIE CRUST	
28. GOLIATH Englerth)*	81. RIPTIDE*	
29. BLUE ARROW*	82. LOVEPAT	
30. ELLERBROEK*	83. Flamboyant	
31. TALLBOY*	84. Yakushima (Closed)	
32. ZOUNDS*	85. GOLDEN PRAYERS*	
33. WAGONWHEELS*	86. GOLDEN TIARA*	
34. COLOSSAL	87. FORTUNEI ROBUSTA	
35. Sieboldiana Elegans*	88. MYSTERY (RHODOFOLIA ROBUSTA)	
36. KRASSA REGAL C.H.	89. CANDY HEARTS	
37. OWN SIEBOLDIANA*	90. GINKO CRAIG*	
38. KRASSA REGAL	91. Janet (Sport)	
39. SUNPOWER*	92. Butter Kiss*	
40. BLUE ANGEL*	93. TWINKLE TOES	
41. GREEN ACRES	94. BIRCHWOOD BLUE BEAUTY*	
42. ROUGH WATERS*	95. Lockman's Seedling**	
43. STONE'S FANTASY	96. WRINKLES AND CRINKLES	
44. Sieboldiana Mira	97. PIEDMONT GOLD	
45. GREEN GOLD	98. SAGAE (FLUCTUANS VARIGATA)*	
46. BIG MAMA*	99. BIRCHWOOD ELEGANS*	
47. TOKUDAMA (Wayside)	100. CRINKLE CUP*	
48. Green Flatter	101. BIRCHWOOD RUFFLED QUEEN*	
49. BIG DADDY*	102. CITY LIGHTS*	
50. TRAILS END	103. GOLD REGAL*	
51. RIPPLING WAVES*	104. GRIMES GOLD*	
52. VENTRICOSA AUREA MARGINATA*	105. BENGEE*	

***Historic Resources***

The following are some historical photos of the Gardens prior to the Park Department's ownership.



## Development Alternatives

As previously mentioned, analysis was done evaluating the potential development characteristics or themes to be considered for Brincka Cross Gardens. The potential themes include:

- Education
- Natural
- Research
- Passive Recreation
- Historic
- Leisure
- Museum
- Botanical Garden
- Interpretive Garden
- Sculpture Garden
- Trail System
- Conference and Retreat Center
- Youth Group Center

The following are descriptions of these themes and their compatibility with other identified themes.

### Theme: EDUCATION

Knowledge based property. This would include plant labels, information kiosks, games and hands on activities to teach visitors about vegetation, architecture, animals, etc found on site. This would predominately be used by school-aged children.

*Compatible with:* Natural, Research, Historical, Museum, Botanical Garden, Interpretive Garden, Sculpture Garden, Trail System

### Theme: NATURAL

Least groomed property. A space that nature takes over with little interference from humans. This would include narrow pathways that cut through the woods and flower beds, places for visitors to sit and enjoy the un-groomed property and watch nature first hand. This type of site could be used by all ages.

*Compatible with:* Educational, Research, Passive Recreation, Leisure, Interpretive Garden, Trail System, Meeting/Retreat Center, Youth Center

### Theme: RESEARCH

Typically private, used by universities, scientists, horticulturist, entomologist, etc. for research based activities that will give a greater insight into a selected study.

*Compatible with:* Educational, Natural, Youth Center

### Theme: PASSIVE RECREATION

Low key/low impact recreational activities. This could include bird watching, hiking, photography, wildlife observation and picnicking. Groomed trails would be required as well as seating opportunities. This could be used by visitors of all ages.

*Compatible with:* Natural, Leisure, Botanical Garden, Interpretive Garden, Sculpture Garden, Trail System, Meeting/Retreat Center, Youth Center

**Theme: HISTORICAL**

Knowledge based facility that provides users with information about events, actions, artifacts, people, animal, vegetation that relate to the property or area that occurred in the past. This would require places to display information and artifacts and provide some kind of systematic tour. This would be open to visitors of all ages with an emphasis on school aged children.

*Compatible with:* Educational, Leisure, Museum, Botanical Garden, Interpretive Garden, Sculpture Garden

**Theme: LEISURE**

Low key activities (picnicking, hiking, wildlife viewing, walking, reading, studying) that require little guidance. Trails/walkways and seating areas (both open and secluded) would be the main requirements. This could be used by visitors of all ages, but would appeal to adults more than children.

*Compatible with:* Natural, Passive Recreation, Historical, Museum, Botanical Garden, Interpretive Garden, Sculpture Garden, Trail System, Meeting/Retreat Center, Youth Center

**Theme: MUSEUM**

A place to learn about the heritage and character of the house and gardens. This would require informative labels through the house, gardens, barn and woods, as well as a suggested circulation route. Would be great for people of all ages, especially school-aged children.

*Compatible with:* Educational, Historical, Leisure, Botanical Garden, Sculpture Garden, Youth Center

**Theme: BOTANICAL GARDEN**

Place to educate and entertain by displaying a large variety of plants in an orderly manner. This requires labeling of plants and pathways to eliminate trampling of species. Great for people of all ages, especially school-aged children.

*Compatible with:* Educational, Passive Recreation, Historical, Leisure, Museum, Sculpture Garden, Trail System, Meeting/Retreat Center, and Youth Center

**Theme: INTERPRETIVE GARDEN**

Place for nature to reveal itself with no aid from signs, directed walkways, tour guides, etc. It is a place for the visitors to decide for themselves what the answer they are looking for is. This requires less formal flower beds and walkways. This would be appropriate for all ages, but most relevant for adults.

*Compatible with:* Educational, Natural, Passive Recreation, Historical, Leisure, Sculpture Garden, Trail System, Meeting/Retreat Center, and Youth Center

**Theme: SCULPTURE GARDEN**

Place to entertain through the use of sculptures. This would require pathways and seating located around the grounds to allow the best views of art pieces. This would be a great for people of all ages.

*Compatible with:* Educational, Passive Recreation, Historical, Leisure, Museum, Botanical Garden, Interpretive Garden, Trail System, Meeting/Retreat Center, Youth Center

**Theme: TRAIL SYSTEM**

A system of paths throughout the property. This would require wide, well groomed walkways that are easily accessible including various surface types. In addition, way finding signage and seating are a must. This would be appropriate for all ages.

*Compatible with:* Educational, Natural, Passive Recreation, Leisure, Botanical Garden, Interpretive Garden, Sculpture Garden, Meeting/Retreat Center, Youth Center

**Theme: CONVENTION/RETREAT CENTER**

Place for businesses, universities, clubs, churches, etc. to hold a meeting or work session. This would require generous amounts of seating, large projection screen, dining facilities, food prep area and storage and possible sleeping corridors. This would be ideal for adults.

*Compatible with:* Natural, Passive Recreation, Leisure, Botanical Garden, Interpretive Garden, Sculpture Garden, Trail System, Youth Center

**Theme: YOUTH GROUP CENTER**

Place for social and recreational activities for school-aged children. This would require facilities for both supervised and non-supervised activities (game playing, outdoor play, crafts, science, theater, dance, martial arts, etc.) This would be for school aged children.

*Compatible with:* Natural, Research, Passive Recreation, Leisure, Museum, Botanical Garden, Interpretive Garden, Sculpture Garden, Trail System, Meeting/Retreat Center

**Compatibility of the Themes**

Each of the potential Themes was then evaluated with their compatibility with each theme.

**A – ONE IN THE SAME**

- Convention/Retreat Center- Youth Group Center
- Educational- Research
- Historical- Museum
- Passive Recreation- Leisure

**B – GO HAND IN HAND**

- Botanical Garden- Sculpture Garden
- Botanical Garden- Trail System
- Botanical Garden- Youth Group Center
- Educational- Botanical Garden
- Educational- Historical
- Educational- Interpretive Garden
- Educational- Museum
- Educational- Natural
- Educational- Sculpture Garden
- Educational- Trail System
- Educational- Youth Group Center
- Historical- Botanical Garden
- Historical- Interpretive Garden
- Historical- Leisure
- Interpretive Garden- Convention Center
- Interpretive Garden- Sculpture Garden
- Interpretive Garden- Trail System
- Interpretive Garden- Youth Center
- Leisure- Botanical Garden
- Leisure- Convention Center
- Leisure-Museum
- Leisure- Interpretive Garden

- Leisure- Sculpture Garden
- Leisure- Trail System
- Leisure- Youth Center
- Museum- Botanical Garden
- Museum- Sculpture Garden
- Museum- Youth Center
- Natural- Convention Center
- Natural- Interpretive Garden
- Natural- Leisure
- Natural- Passive Recreation
- Natural- Research
- Natural- Trail System
- Natural- Youth Center
- Passive Recreation- Botanical Garden
- Passive Recreation- Convention Center
- Passive Recreation- Interpretive Garden
- Passive Recreation- Sculpture Garden
- Passive Recreation- Trail System
- Passive Recreation- Youth Center
- Sculpture Garden- Convention Center
- Sculpture Garden- Trail System
- Sculpture Garden- Youth Center
- Trail System- Convention Center
- Trail System- Youth Center

**C – NEUTRAL (NOT A GOOD OR BAD MIX)**

- Educational- Leisure
- Educational- Passive Recreation
- Historical- Convention Center
- Historical- Trail System
- Historical- Youth Center
- Museum- Interpretive Garden
- Museum- Trail System
- Natural- Museum
- Natural- Sculpture Garden
- Passive Recreation- Historical
- Passive Recreation- Museum
- Research- Botanical Garden
- Research- Historical
- Research- Youth Center

**D – NOT COMPATIBLE**

- Botanical Garden- Interpretive Garden
- Educational- Convention Center
- Museum- Convention Center
- Natural- Botanical Garden
- Natural- Historical
- Research- Convention Center
- Research- Interpretive Garden
- Research- Leisure
- Research- Museum
- Research- Passive Recreation
- Research- Sculpture Garden
- Research- Trail System

**Stakeholder Involvement**

In 2010 planning activities allowed the engagement of those people, neighbors and community members that had a previous connection with Brincka and Cross, either as students or friends, in a series of meetings conducted by the Consultant and Owner. (Refer to the Appendix for list of participants).

The purpose of these meetings was to collect information, learn from and share stories and memories of the facilities, and to garner input as to the direction the master plan should consider.

A series of three stakeholder meetings were held in the Fall 2010. In these meetings five questions were asked of the participants:

- A. *How could Porter County Benefit by the development of Brincka Cross?*
- B. *What theme/style would you like to see carried out in the development of this property?*
- C. *In what ways should/could Brincka Cross development be different than other parks in Porter County?*
- D. *What do you see as the returns/outcomes on the investment to the development?*
- E. *For what use(s) should the development be promoted?*

The responses and feedback provided the Owner and the Consultant with significant insights and provided a direction towards the master plan vision. The summary report of these meetings can be found in the Appendix of this document.

A few of the highlights from these meetings included the following:

***Community Benefits***

- Property can become a tourism destination point in the county / region
- Implement master plan into a beautiful botanical garden as part of “Beyond the Beach” program
- Haven for research for the large and diverse collection of plant material
- In the future it could be the setting for beautiful outdoor weddings, retreats
- The site is near the existing trail systems and could serve as a trail head

***Development Theme***

- Brincka-Cross could be developed into a Botanical Garden type facility – “The Brincka-Cross Botanical Gardens”
- It is important to know what resources you have before the development begins
- Developing this park to provide a fascinating botanical park for the enjoyment of all kinds of visitors to enjoy
- This site does not cover the massive amount of land space compared with say the Meijer Gardens in Michigan – The site’s scale embraces a smaller theme and more of a “cottage” scale. (Note: Not a “cottage garden” but a “cottage scale”)
- Consideration for “formal gardens” (similar to Ogden Gardens in Valparaiso) but this will require a higher level of maintenance care

***How can Brincka Cross Gardens differ from other County Parks***

- The park could focus on the “growing environment” for plants, providing education, inspiration, and volunteer opportunities to those who love plants – the “Botanical Uniqueness” the site carries
- Neighbors recall a man-made cranberry bog in the northern portion of the property that could carry a historic story of interpretation
- Connections with schools of Arts and Architecture could involve student designs and competitions
- Incorporate the Visual Arts in the physical plant and programming
- Funding Assistance could be recognized via a new Non-Profit Entity for... Grants; Gifts and Donations; Memberships – Support the Mission, Entry to Gardens Discounts, Discounts on Classes, Discounts to Magazine Subscriptions, Free Passes based on Giving Levels, Discounts on Rentals, etc.; Research; Capital Campaigns

***Potential Returns on Investment***

- Areas of Returns on Investment includes... Tourism, Education and Micro Education Lab
- Volunteerism could be recognized via Master Gardeners coming from surrounding states
- As a botanical garden the support must equal a return...horticulturalist highly recommended on staff
- Historical elements that were auctioned off from Brincka Cross’s estates might be worthy of investigation as to the potential of having them donated (or purchased) back to the development

***Promotion of Development Uses***

- The facility should also be offered for rent for weddings, retreats, garden clubs, and other group meetings
- Groups should be limited to between 80 and 100 each depending on scheduling – Parking should provide for 2-3 busses and 30-40 cars

## Analysis and Conceptual Design

Based on the earlier on-site visits and discussions with the Owner and the stakeholders the Consultant began applying the analysis into conceptual designs.

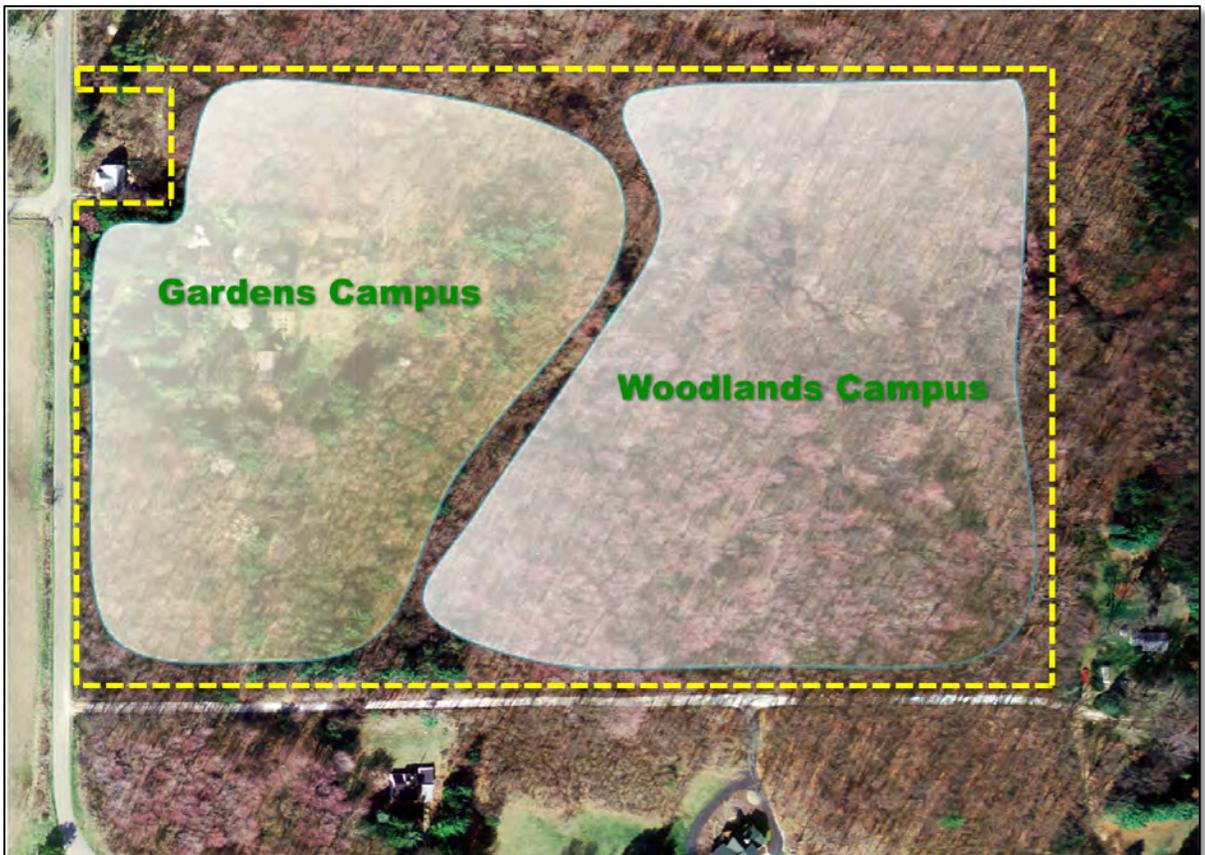
### Development Framework

The analysis of the site was to define the 25 acres into two (2) use zones or characteristics. The area containing the main facilities and the primary gardens would be referred as the “Garden Campus” and the remainder of the site referred to as the “Woodland Campus.”

The *Gardens Campus* would contain the botanical garden areas and the existing and future buildings related to the Garden Programs. The Gardens Campus would be secured with a perimeter fence and gates. This security would be to deter animals from access to the gardens as well as allow the area to be controlled for public use.

The *Woodlands Campus* would make up the remainder of the property and would best be described as the area to the north of the Gardens Campus. The development of this area would include trails and various interpretive sites and stations for exploring nature.

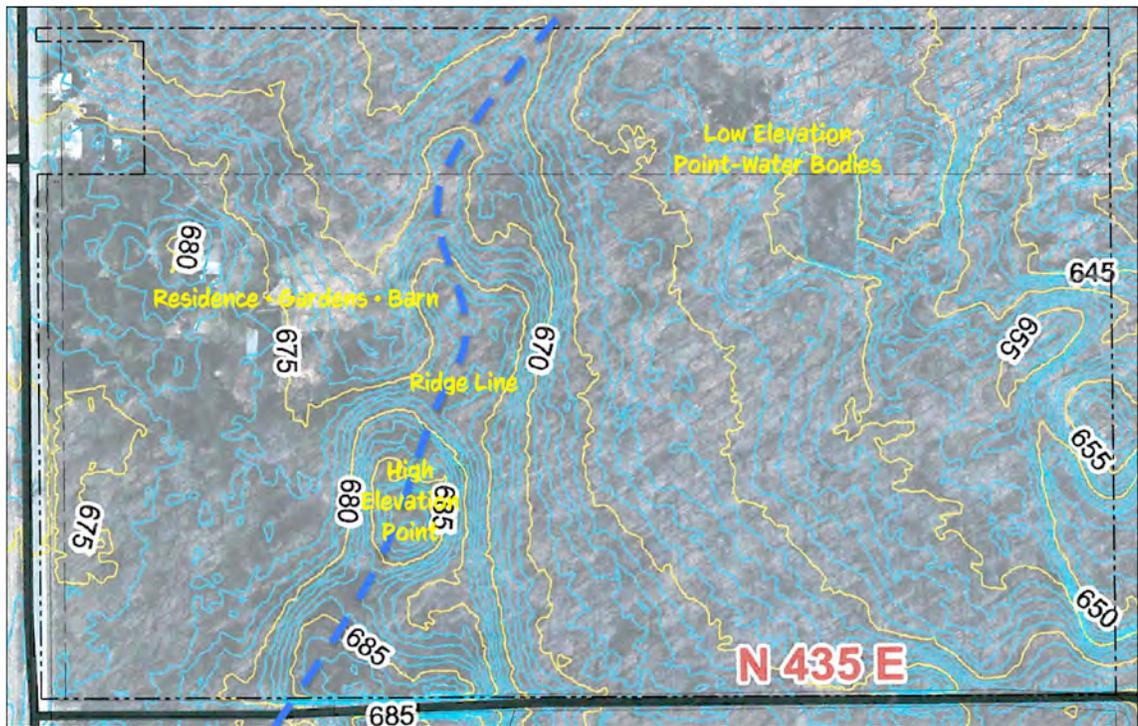
The graphic below illustrates this development framework.



### Topographic Information

The County is in the process of digitizing the county's topographic information. At the time of this master plan documentation the information was not yet ready. The illustration below is a preliminary topographic plan for the project area with the Brincka Cross Property outlined. In examining this information you will note a blue dashed line near the middle of the illustration below. The line represents a defined ridge line that defines a north-south watershed. The watershed ultimately goes west and north to Lake Michigan. The area of the residence-gardens-barn is around the 675' to 680' elevation levels. The high point of the property is north and east of the residence building at an elevation to almost 690'. Evidence of the former cranberry bogs can be seen on the plan under the note of low elevation.

The southeastern corner of the site is flat and currently has some draining issues that will need to be further investigated. Some of the stakeholders remember that the existing drainage line that runs through this area had been broken/damaged years ago. The County Drainage is aware of this issue and will be investigating it further with the topographic survey information and suggested soil borings.



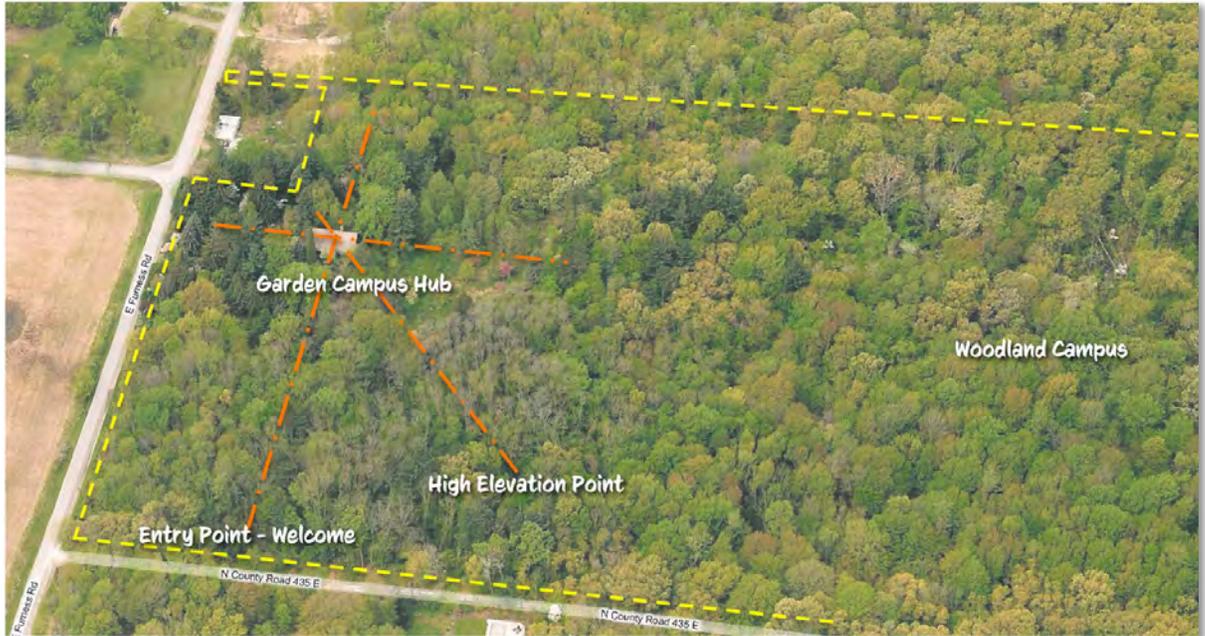
### Plan Dynamics

The Consultant looked at the existing site conditions along with the configuration of existing gardens and open spaces, etc. and developed established plan dynamics that could be used in defining the master site plan for the Brincka Cross Gardens facility.

The illustration below provides an oblique aerial photo looking westerly showing the property boundaries. The Plan Dynamics would focus on the residence as the hub of the Garden Campus and a north-south axis as well as an east-west axis crossing at the residence. From this intersection another intersection running northeast would connect the high elevation point of the property.

The existing Garden Campus hub area carries that “cottage-feel” that was discussed earlier. The existing gardens that remain from Brincka and Cross are interspersed throughout this Hub. Care needs to be taken to avoid major development of this area.

It was felt that a new main entrance be considered away from this hub area. The eastern side of the property is bordered by N. County Road 435 E and could be considered for the vehicular parking and visitor entry to the Gardens Campus. Access to the hub area for maintenance and limited visitors could be possible off of E. Furness Road to the south of the residence.



## Programming Principles

The Owner and the Consultant had several work sessions to define how the facility could be used. This process included forecasting the program and service goals, the user groups that the facilities and programs would attract as well as areas of focus that the Owner, staff and community would support.

### Programming Principles

It was determine that the goal and objective for the programs, services and experiences at the facility needs to carry those similar to Brincka’s and Cross’ for their students and guests... to see *Gardens as Art* and *Gardens as Education*... through both the environment and personal development.

Primary User Groups were determined to be the following:

- **Casual / Passive Users**
- **Garden-Interest Users**
- **Program Users**

The makeup of these user groups will change with facility development, program offerings, and funding, operations capacities, etc. Below is how, with development of facilities and programs, new users will be attracted. This marketing strategy will need to be reviewed annually and adjusted accordingly.

<b>User Group</b>	<b>Current Conditions</b>	<b>First Phase of Master Plan</b>	<b>Future Phases of the Master Plan</b>
<b>Casual / Passive Users</b>	Those that will drive here, including walkers and hikers	Day Retreat Groups, Weddings, Visual arts	Signage, welcome station, comfort stations, parking
<b>Garden-Interest Users</b>	Those that carry biology interests of "hey, come and see what I've found"	Researchers, schools, etc.	Classes, educational programs, research
<b>Program Users</b>	Those that will drop in or register for program offerings	Those that will drop in or register for program offerings	Schools, youth serving non-profits

From a Programming perspective, the master plan’s focus and its implementation will need to be:

- *Gardens Restoration (house as a resource facility)*
- *Strategically crafted and professionally administrated Operations and Management Plan*
- *Intellectualism and freedom of thought built into the property – Dynamic!*

The Consultant also identified seven “E”s that could be used in developing programs and experiences. Those seven include the following:

- **education** – cottage-scale gardens restoration, outdoor classrooms, laboratories, knowledge
- **environmental** – engage the user with duneland, nature, wildlife
- **exploration** – discovery, research, observation, nature as sculpture and sculpture as art
- **entertainment** – weddings, storytelling, socials
- **exercise** – physical activity, individual or group usership
- **excitement** – learning take-aways, pride, showcase
- **experience** – enjoyment, calmness, stress relief, retreat

Development Phase Descriptions

The Owner and the Consultant created a scenario of development phasing related to capacities, facilities, users, staffing needs, operations, marketing, events and activities, funding and strategic activities. Below is this work sheet / matrix.

Brincka Cross Gardens		6-Dec-10	
Master Plan – Development Phase Descriptions		Porter County Parks & Recreation 	
Prepared by: Lehman & Lehman, Inc.			
Efforts and Activities assumed to continue in the future phases →→→			
	Current Conditions (now through 2011)	Phase One - Master Plan	Phase Two - Master Plan
<b>Capacities</b>	25 persons for indoor events at the Residence, outside events varies up to 600 persons per day	25 persons in residence, 30-60 persons in classrooms, outside events various up to 600 persons per day	≈ 50 individuals depending on parking and indoor space combined with trail capacity
<b>Facilities</b>	Existing residence with meeting space on first level.  Defined min. parking area for 10± cars.	Define the "Gardens" and the "Park" Zones. Development of a Welcome Center and renovation / expansion of the barn for classrooms, restrooms and maintenance/storage.  Expand Parking for 25-30 cars. New trail development in the Park Zone with "Tea House" Stations	Expand the development with Meeting and Retreat Village for day and overnight lodging of small groups.  Expand infrastructure to accommodate development expansion. Development of sculpture gardens throughout the campus.
<b>Users</b>	<b>Casual / Passive Users</b> – Those that will drive here, including walkers and hikers <b>Garden-Interest Users</b> – Those that carry biology interests of "hey, come and see what I've found" <b>Program Users</b> – Those that will drop in or register for program offerings	<b>Casual / Passive Users</b> – Day Retreat Groups, Weddings, Visual arts <b>Garden-interest Users</b> – Researchers, schools, <b>Program Users</b> – Those that will drop in or register for program offerings	<b>C/P Users</b> -Signage, welcome station, comfort stations, parking <b>G/I Users</b> -Classes, educational programs, research <b>Programs</b> -schools, youth serving non-profits
<b>Staffing</b>	Related maintenance staff, volunteers – Support starting Jan 2011 of Department Programmer and Communications Director	Same as current, some type of horticultural expertise, support or staff as part of new position	Development of Internship or volunteer program as well as a dedicated "Friends" group
<b>Operations</b>	Address the deferred maintenance items of residence	Capital project defined and to begin being implemented such as parking, trails, drainage, rest areas and comfort areas	Continuation of ongoing maintenance as well as development of capital needs such as a welcome area and classroom space
<b>Marketing</b>	Marketing to Schools (including curriculum-based programming), Master Gardeners, parties of interest – Limit large public exposure	C/P user groups via our current marketing channels  G/I user groups same as C/P as well as through societies and clubs.	Full complement of programs included in 2011/2012 program schedule
<b>Events/Activities</b>	<i>(Note: Bird watching occurs year round)</i>		
January	One workshop on Greenhouse and Preparing your Gardens – held on site, High School, 20 participants	Continued development of current program menu...keep it simple and have it make sense within the mission	Field trips, service projects/days, art in the park (yoga, photography, drawing, creative writing, etc.) Retreats
February	One workshop on Greenhouse and Preparing your Gardens – held on site, High School, 20 participants		
March	"March Maskness" - History of Masks, Elementary and Middle School, 20 participants		
April	Walking Tour of Grounds (9:00 to 3:00, with guided tours at 10:30 to 11:30), 600± participants		
May	Walking Tours of Grounds (9:00 to 3:00, with guided tours at 10:30 to 11:30), 600± participants. Also May provides bird watching of Turkey Vultures		
June	Inside Events (i.e. creative writing, yoga, etc.) Outside maintenance and "teaching projects" of Master Gardeners		
July	Inside Events (i.e. creative writing, yoga, etc.) Outside maintenance and "teaching projects" of Master Gardeners		
August	Inside Events (i.e. creative writing, yoga, etc.) Outside maintenance and "teaching projects" of Master Gardeners		
September	Walking Tours of Grounds (9:00 to 3:00, with guided tours at 10:30 to 11:30), ___ participants		
October	Walking Tours of Grounds (9:00 to 3:00, with guided tours at 10:30 to 11:30), ___ participants		
November	Snowshoeing		
December	Snowshoeing		
<b>Special Events</b>	April – Annual Event / Fundraiser (support solicitation) – Maybe "public" and "stakeholder" events (Continued annually)	Same	Same  Plant Sale
<b>Funding</b>	Utilize CREDIT Dollars Annually with a 5 year flip of funding.	Seek grants and partnership funding opportunities See an general increase in program and gate revenue depending on model.	Seek grants and partnership funding opportunities See a general increase in retreat sales depending on strategic models
<b>Strategic Activities</b>	Collection of the history of the Site, Gardens Development, Interpretation of the Property, etc. Plant material inventory, identification and tagging. Development of "Friends of Brincka-Cross Gardens" that will focus on History, Programming, Fund Raising	Plant material inventory, identification and tagging.	Plant material inventory, identification and tagging.



*Entry / Welcome Center (southeast corner of the property)*

The following is an enlargement of the southeast corner of the property that contains the parking, Welcome Center and entry points to both the Garden Campus and the Woodlands Campus. The Consultant recommends that the point of entry not take place at the current loop drive in front of the existing house. This area contains vegetation and various gardens on which a new entry point would have significant negative impact. By moving the main entry to the southeast corner of the property and with selective clearing of the area the Welcome Center and parking will form a good visual point of entry to the property. Improvements to the existing County Road would allow easy access to the new parking area and would define this point of entry.

With an understanding that portions of this area are low and will require unique draining solutions the potential exists for the development of storm water rain gardens to be utilized with new development. Also shown in this portion of the site is an area north of the proposed parking that could be considered for the needs of a new sanitary field system that would serve the development needs of the master plan. This area will need to be investigated further for such a use.

**Parking** — The parking area illustrates 22 car-parking with additional space for two buses at the entry. This parking area could be constructed with permeable brick pavers for another storm water management detail. The Entry Plaza and Welcome Center entry area can serve as a staging area for groups as well as serve as a potential Trail Head for the various trails and bike systems in the area.

**Welcome Center** — The Welcome Center would be located as the first visual element of entry and would serve as the site's threshold serving as a visitor center for both of the property's campuses. Its architectural design should be complementary to the Brincka Cross House yet carry a contemporary style. It is envisioned that this facility would contain areas for a Gift Shop, Meeting and Education Rooms, Resource Center and Restrooms.

**Retreat Area** — Also shown in this portion of the site are two structures labeled Retreat Area. With the development of the facility and the anticipated need for study and research, there may be the need for buildings to facilitate small groups of researchers, educators and even day groups. The potential would exist that such a development component could even accommodate overnight guests. The location of this development would be on the inside of the fence of the Garden Campus.

**Calendar Garden** — Another feature of this area of the site is the future Calendar Garden. This garden would be inside the gate and in the Garden Campus. This feature would be viewed as one of the site's unique garden features. A Calendar Garden's design is to provide a circular walkway with engraved pavers of each day of the year. One quarter of the circular pathway would represent one season of the year with the entire loop representing the full year. The design of the Calendar Garden is to use plant material that is reaching its seasonal impact as you progress into the current season on the walkway. Plantings behind the current date paver will have started their decline for the season. Buildings/Structures around the walkway could also represent the gateway into the four various seasons. These structures could be open pavilions, small green houses, enclosed structures and even sculpture. The Calendar Garden development, because of its ever-changing seasonal status, provides for a unique destination element promoting tourism with education.

The following is the illustration of this portion of the master site plan.



The pictures and illustrations on the next page are of a calendar garden located in Elkhart County which provides a concept of what could be considered as part of Brincka Cross Gardens. The location of the proposed Calendar Garden would be on visual axis with the walkway leading to the Garden Campus Hub. The drainage features of the rain garden could be incorporated into the Calendar Garden plans with the walkways becoming bridgeways over lower drainage areas.



### Sample Calendar Garden Development



### Garden Campus Hub

The Garden Campus Hub would be the center of the Brincka Cross Gardens. The following plan illustrates this area of various gardens including the Spring Garden, Rhododendron Garden, Ornamental Grass (tickle) Garden, Daylily Garden, Sky Garden, Japanese Garden, The Meadow, The Oval Garden, Hosta Gardens and Daffodil Hill.

The existing loop drive will have entry gates allowing access inside the perimeter fence of the Garden Campus. The plan suggests the eastern drive, that leads directly to the barn, be closed off and in the area of the existing drive way a new facility for education and restrooms be developed. The remaining portion of the loop drive could accommodate two accessible parking spaces for use of those needing such accommodations. From the loop drive, which could serve as a drop off before parking, two points of pedestrian access are indicated. A third would exist at the front entry of the house. To the east this drop off area would lead to the east side of the house allowing for another group staging area. This area would connect with the walkway from the Welcome Center as well to the gardens and the barn.

**The Residence (House)** — The House is a very unique component of the Garden Campus Hub. Its architectural style and interior spaces add to the charm of the setting. The master planning team discussed various uses and functions of the House. Not all of the interior spaces are accessible, those being primarily, the existing bathroom on the main floor and there is no accessible elevator or lift to the upper floor. The future uses of the House could include areas for:

- Archives, Collections and History of the Brincka Cross Gardens
- Small meeting areas for small groups
- Offices for Staff and Personnel
- Exhibit Spaces for traveling exhibits of art and sculpture

This facility and its uses will evolve with the implementation and development of new facilities (i.e. Welcome Center, Program Facility, etc.). Accessible Routes and Entries are needed as part of the public's use of the facility. Various deferred maintenance items needs to be addressed in the first stages of development.

**The Barn** — The existing Barn, as it exists, serves as a storage area. The master plan acknowledges the need for this facility to serve, in the future, as a staff / maintenance resource center. Its location in the Garden Campus Hub is located strategically to the various gardens and other maintenance required areas. Service and deliveries to the Barn will be accommodated using the loop drive and the pathways of the staging area.

**New Education / Restrooms Facility** — Located on the site of the existing drive way, this proposed facility will serve two important functions in the Gardens Campus Hub... public restrooms and an education / meeting space. By locating this facility in the location of the drive will ensure limited impact on the existing adjacent gardens. The renovated loop drive would include accessible parking spaces that would be located adjacent to this proposed structure. This facility can serve the needs of the users of the garden campus as well as those using the House for its various functions.

**Staging Area** — In the area between the House, Barn and the Education/Restroom Facility the master plan calls for paved areas serving as a staging area for groups to assemble for tours, classes, etc. This area will serve as a good "home base" for the users within the garden campus.

**Labyrinth** — Another new feature proposed in the Master Plan is a Labyrinth located north of the House. This Labyrinth is suggested to be approximately 30' diameter in size and be constructed with stone pavers. These pavers would be of two different colors to define the Labyrinth's pathways. The use of Labyrinth is for contemplation and solitude. Planting enhancements around this element will help in the creation of this quiet place. While not used as a Labyrinth the component can be used as a plaza for small group activities.



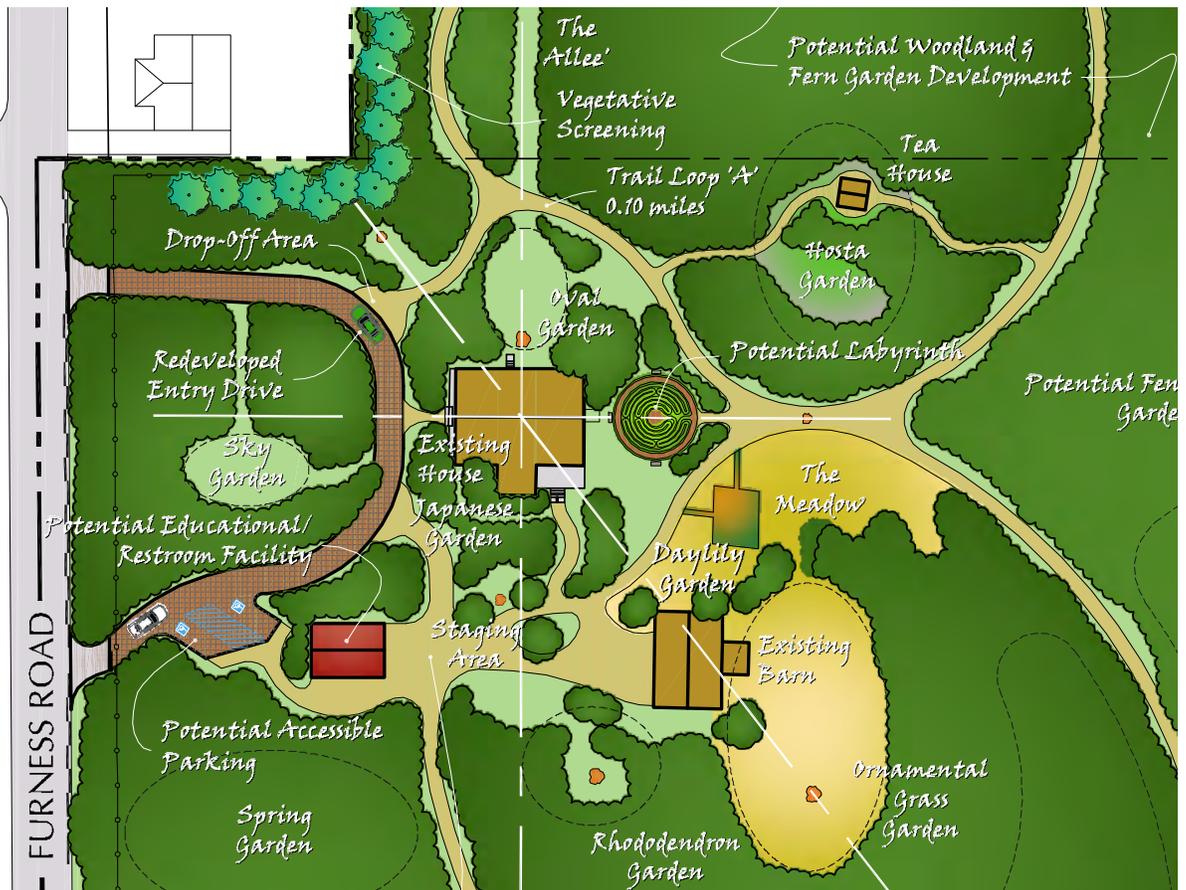
**Garden Pathways** — The master plan shows new hard surface pathways throughout the Garden Campus. These pathways aid in defining the gardens themselves as well as provide universal access to the visitors. The pathways are proposed to be at a minimum of 6' in width. This permits adequate space for people passing as well as maintenance vehicles. The Garden Pathways form a series of loops providing users to have circuits for viewing or exercise.

The walking trails and pathways shown on the master plan will provide the user access to the property's and campus' features as well as a known distance for those with exercise goals.

- **Garden Campus Pathways = 0.80 miles** (all would be hard service including each of the garden loops)
- **Woodland Campus Pathways = 0.60 miles** (including both the aggregate and nature trails)

**Sculpture** — The master plan indicates various locations where sculpture elements could be considered. These locations are on visual axis, open space areas, and key locations. Sculpture was an important element of Brincka and Cross on this property.

The following is the Garden Campus Hub of the master plan.

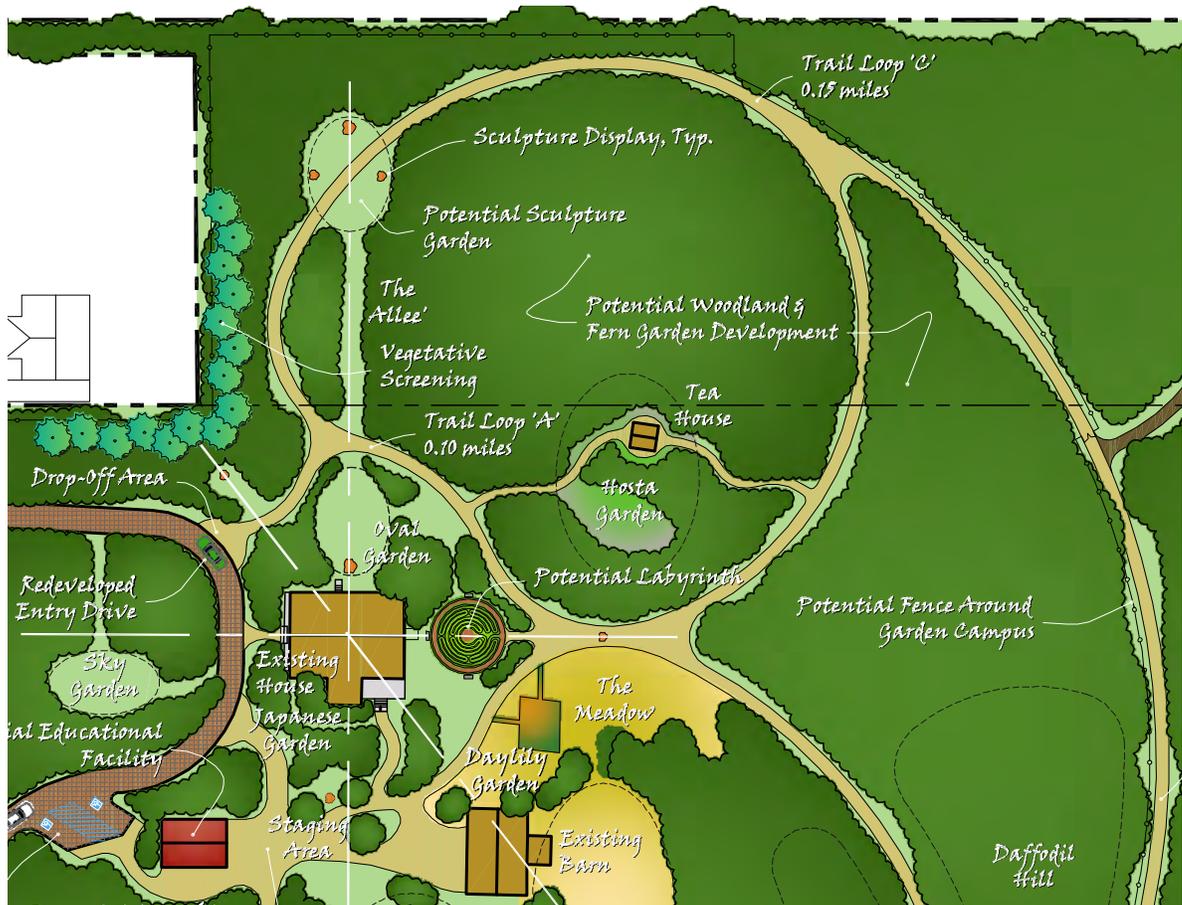


### West Gardens Area

The West Gardens area of the Garden Campus is west of the Hub area. This area would include the Oval Garden area directly west of the House. The original "allee" is recommended to be restored with a new oval garden to the allee's west point that could serve as the Sculpture Garden and be used for the visual arts.

The area of the western loop of this area could define a new garden type (woodland and fern gardens). There is limited documentation of gardens in this area previously. This will allow for a new venue of garden variety and could be a later phase of the master plan implementation.

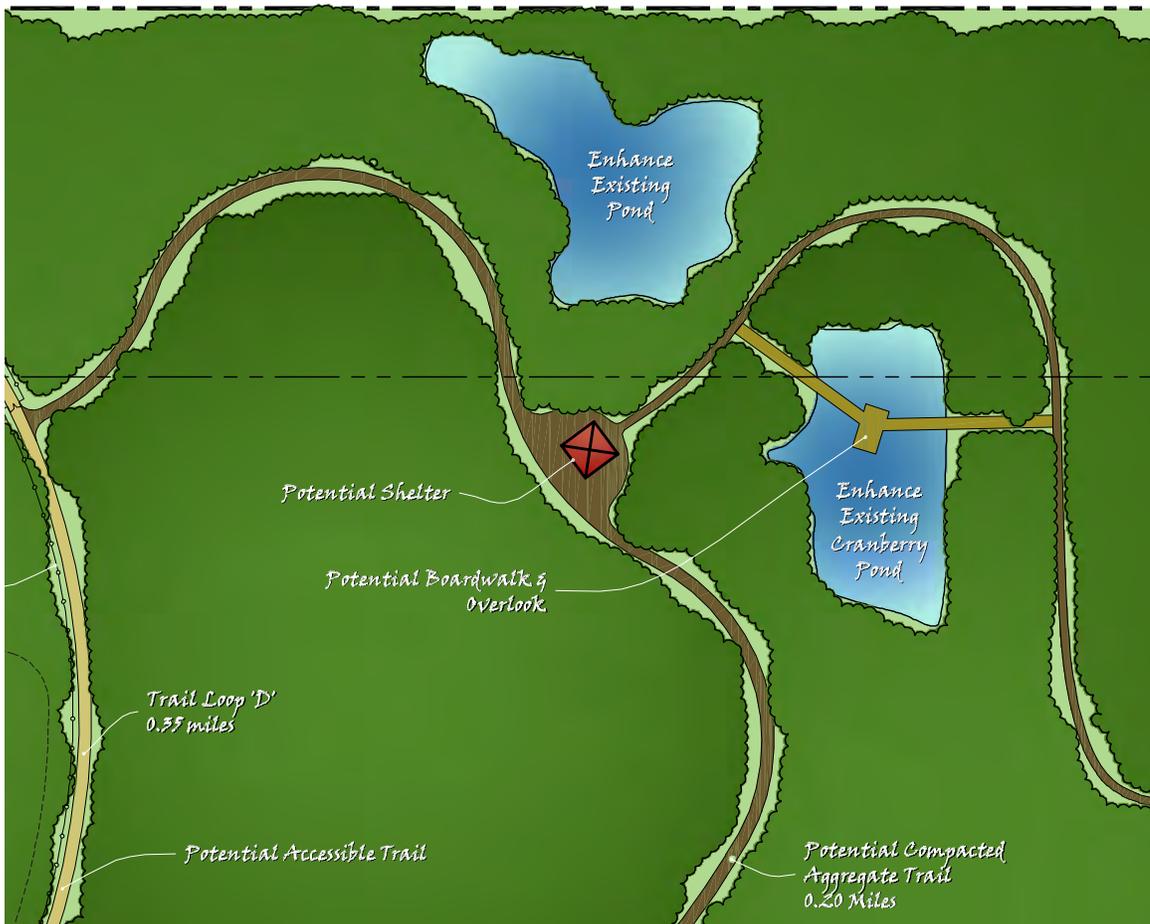
The following is the illustration of the West Gardens section of the master plan.



### Woodland Campus North

The Woodland Campus area is north of the Garden Campus. This area would be outside of the fenced area of the Garden Campus. In the Woodland Campus the pathways would be accessible but may vary in width and material makeup.

The two low areas of this portion of the campus could be enhanced to form new water bodies in the locations of the previous cranberry bog. These two water features could be accessed by new pathways and could include boardwalks and viewing platforms. Educational elements could be part of this area and its interpretations. A new shelter is called for in this area serving as a staging area for groups. The following is the illustration of the Woodlands Campus North of the master plan.



### Woodland Campus Northeast

The northeastern portion of the Woodland Campus would include looped pathways. In this area another new Shelter could be located for group staging and to get inside from the elements. The loop area adjacent to the Garden Campus could be used for Natural Play Area. This area could include many new play elements simulating natural components for play and exploration.

The following is the illustration of the Woodland Campus northeast of the master plan.



Natural Playground opportunities can include many natural play and exploring structures that are becoming popular allowing children to connect with nature.



## Phasing and Estimated Costs

The Master Plan recommends a phased implementation. While much work has been done by the staff over the recent years a phased guideline is recommended to be adopted by the Park Board.

The following is an overview of the work activities over a three phase, five-year master plan implementation.

### Phase 1 – 2010-2011

- Continue with clean up and “garden archeological recovery”
- Implement Prioritized Deferred Maintenance items of the house and barn
- Enhance programming, marketing of use, Friends Group

### Phase 2 – 2011-2013

- Continue with “garden archeological recovery” with aid of Friends Group and other resources
- Walking Paths and on-site parking
- Restrooms / Welcome Center
- Renovation of Residence & Barn (beyond the deferred maintenance items)

### Phase 3 – 2014-2016

- Continue with “garden archeological recovery”
- Retreat / Research Facilities

The master plan provides a recommended phasing and schedule for the Owner’s use as a guide for implementation. This implementation should be reviewed annually and adjusted in accordance to such things as stakeholders’ interests, funding and grant opportunities, and growth in interest and use.

As noted the implementation of the master plan started in 2010 with the careful clean up of the site to expose the garden gems of the property. The implementation will continue through 2011. The following is an implementation list (and related costs) for the years 2010-2011. This list is followed by the other phases and their listing of implementation elements and estimated costs.

### **Years: 2010-2011 – (estimated costs: ± \$286,000)**

- Finalize the Master Plan for the Property
- Continue with clean up and “garden archeological recovery”
  - Fencing of the Garden Campus
- Implement Prioritized Deferred Maintenance items of house
- Enhance and expand programming
- Promote Educational Uses
- Market to Garden Clubs and related organizations
- Visual Arts and Sculpture Classes
  - Broaden the Marketing base of the facility and programs
- Market to the county and region
  - Establish the structure of a 501(c)3 Friends of the Park
  - Develop an Operational and Development Strategic Plan

- Forecast the synergy and balance of: Usage Growth • Operational Capacities • Funding Resources • Development Implementation • Stakeholder Base

***Years: 2011-2013 – (estimated costs: ± \$2,100,000)***

- Continue with “garden archeological recovery” and Restoration
  - Aided by the Friends Group and other stakeholders / resources
- Walking Paths, Shelters / Amenities and Visitor Parking
  - Development of a Labyrinth Space and educational rain gardens
- Renovation of House
  - Small Group Meeting spaces for education and day retreats
  - Archives History Center containing the history of Brincka Cross Gardens
- Art Exhibit shared space for Traveling Exhibits
- Restrooms for visitor’s use (along with related utilities)
- Welcome Center
  - Visitors Center for both the Gardens and the Woodlands
  - Space for Gift Shop, Mtg./ Education Rooms, Restrooms and Resource Center
- Renovation of Barn
  - Redesign of the Barn for Maintenance, Storage and Work Area functions

***Years: 2014-2016 – (estimated costs: ± \$730,000)***

- Continue with “garden archeological recovery” and Finalize all of the Gardens Restorations
- Retreat Housing and Research Facilities
- Development of a “Calendar Garden”
- Boardwalk/Ponds Enhancements and Open Shelters Development
- Operational Growth Implementation
- Through the partnership with the Friends of the Park unique funding opportunities can assist in the establishment of an endowment.
- Market to the Local and Regional Groups and Agencies including Garden Groups, Art Organizations, Educational Institutions, Tourism Associations, Research Entities
- Annual Friends Banquets and Fund Raisers

Detail Cost Estimates for the Master Plan

The following is a detailed breakdown of the master plan components and related quantities and unit costs by phase. In the master plan level of detail a 15% contingency line item was added to each phase subtotal. The costs represent 2011 costs and depending on the year of implementation an inflation factor may be necessary.

Brincka-Cross Preliminary Cost Estimate						
Porter County, Indiana		Revised: 4-Apr-11		Prepared for: Porter County Parks & Recreation Project #: 2007-061		
(Note: Cost Estimates reflect 2011 costs. Inflation must be factored into projects implemented in the future.) Legend: (LS) = Lump sum, (SF) = square foot, (SV) = square yards, (CY) = cubic yards, (LF) = linear foot						
A Brincka-Cross Gardens Improvements					General park improvements	
<b>1</b>	<b>Phase 1 (2011)</b>	<b>Quantity</b>	<b>Unit</b>	<b>Unit Price</b>	<b>Total</b>	Preparation of site for new construction
	Mobil. & Demobilization	3.00%	LS	\$ 234,750	\$ 7,043	mobilization and demobilization of construction equipment
	Deferred Building Maintenance	1	LS	\$ 125,000	\$ 125,000	deferred maintenance, HVAC upgrades, new roof, ADA access, ext. paint
	Fencing of Garden Campus	2200	LF	\$ 30	\$ 66,000	fencing of garden campus, combination of ornamental & chain link
	General Garden Development	1	EA	\$ 25,000	\$ 25,000	general garden development, plant purchase, horticulture services, etc.
	Misc. (not noted above) (15.0% of above)	15.00%		\$ 125,000	\$ 18,750	unforeseen conditions, misc. items, etc.
<b>Phase 1 Construction Subtotal</b>					<b>\$ 241,793</b>	proposed site preparation/demolition cost total
	Site Survey	1	LS	\$ 20,000	\$ 20,000	boundary and topographical site survey
	Professional Fees	10.00%		\$ 241,793	\$ 24,179	A&E fees
<b>Phase 1 Total Project Cost</b>					<b>\$ 285,972</b>	
<b>2</b>	<b>Phase 2 (2011-2013)</b>	<b>Quantity</b>	<b>Unit</b>	<b>Unit Price</b>	<b>Total</b>	Park site development
	Mobil. & Demobilization	3.00%	LS	\$ 1,841,236	\$ 55,237	mobilization and demobilization of construction equipment
	Trail Site Clearing	1	AC	\$ 15,000	\$ 15,000	clearing of trees and brush for trail development
	Common Excavation	1000	CY	\$ 25	\$ 25,000	clearing of trees and brush for trail development
	Concrete Pavement/Walking Paths	16465	SF	\$ 5	\$ 82,325	concrete sidewalk/pavement in high traffic areas
	Asphalt Trail	1	LS	\$ 50,000	\$ 50,000	asphalt pavement on perimeter trails
	Permeable Paver Entry Drive	1	LS	\$ 95,000	\$ 95,000	new permeable paver entry drive and accessible parking area
	Parking Lot Clearing	1.25	AC	\$ 15,000	\$ 18,750	clearing of trees and brush for parking lot development
	Permeable Paver Parking Lot	1	LS	\$ 280,000	\$ 280,000	new permeable paver parking lot at welcome center
	Welcome Center	1	LS	\$ 600,000	\$ 600,000	new 3000 sf welcome and educational center
	Labyrinth Development	1	LS	\$ 25,000	\$ 25,000	approximately 30' diameter with 3' walk around - stone pavers
	Barn Renovation	1	LS	\$ 30,000	\$ 30,000	existing barn renovation for storage and workspace
	House Renovation	1	LS	\$ 300,000	\$ 300,000	existing house renovation, new greenhouse
	Open-air Shelter	1	CY	\$ 55,000	\$ 55,000	open-air shelter, one, 24x24
	General Garden Development	1	EA	\$ 25,000	\$ 25,000	general garden development, plant purchase, horticulture services, etc.
	Misc. (not noted above) (15.0% of above)	15.00%		\$ 1,601,075	\$ 240,161	unforeseen conditions, misc. items, etc.
<b>Phase 2 Construction Subtotal</b>					<b>\$ 1,896,473</b>	proposed park development/construction cost total
	Professional Fees	10.00%		\$ 1,896,473	\$ 189,647	A&E fees
<b>Phase 2 Total Project Cost</b>					<b>\$ 2,086,121</b>	
<b>3</b>	<b>Phase 3 (2014-2016)</b>	<b>Quantity</b>	<b>Unit</b>	<b>Unit Price</b>	<b>Total</b>	Preparation of site for new construction
	Mobil. & Demobilization	3.00%	LS	\$ 643,700	\$ 19,311	mobilization and demobilization of construction equipment
	Trail Site Clearing	0.7	AC	\$ 15,000	\$ 10,500	clearing of trees and brush for trail development
	Common Excavation	100	CY	\$ 25	\$ 2,500	clearing of trees and brush for trail development
	Retreat Housing	1	LS	\$ 55,000	\$ 55,000	retreat housing, two 265 sf units
	Research Facility	1	LS	\$ 140,000	\$ 140,000	research/educational facility
	Existing Pond Enhancements	1	LS	\$ 50,000	\$ 50,000	dredging and pond enhancements
	Boardwalk	1	LS	\$ 50,000	\$ 50,000	boardwalk over existing pond
	Open-air Shelters	1	LS	\$ 80,000	\$ 80,000	new open-air shelters, two total, 20x20
	Calendar Garden	1	LF	\$ 150,000	\$ 150,000	calendar garden development (pavements, plants, structures, etc.)
	General Garden Development	1	EA	\$ 25,000	\$ 25,000	general garden development, plant purchase, horticulture services, etc.
	Misc. (not noted above) (15.0% of above)	15.00%		\$ 538,000	\$ 80,700	unforeseen conditions, misc. items, etc.
<b>Phase 3 Construction Subtotal</b>					<b>\$ 663,011</b>	proposed site preparation/demolition cost total
	Professional Fees	10.00%		\$ 663,011	\$ 66,301	A&E fees
<b>Phase 3 Total Project Cost</b>					<b>\$ 729,312</b>	
<b>Brincka-Cross Gardens – 3-Phase Project Total</b>					<b>\$ 3,101,405</b>	proposed project cost total

## Potential Funding Sources

The implementation of the Brincka Cross Master Plan will be done with a variety of funding resources. Below is a table that illustrates many of the funding resources available to park and recreation agencies.

Type of Financing	What It Is	Who Pays	How Funds are Being Used	Why It's Being Used	Areas It's Being Applied	How Long It Lasts
<b>Property Tax</b>	tax on real property	commercial and residential property owners	park, open space, and recreation: maintenance, operations, and capital improvements	increased usership and demand; growth management; water quality improvements; public safety issues	urban, suburban, and rural areas	tax ongoing or increased for a defined time period
<b>Special Assessment District</b>	separate units of government that manage specific resources within defined boundaries	residents of the district through property taxes, user fees, or bonds	park, open space, and recreation: maintenance operations, acquisition, and capital improvements	increased usership and demand; growth management; water quality improvements	typically urban and suburban areas	tax ongoing or increased for a defined time period
<b>Sales &amp; Use Tax</b>	tax on the sales of goods or services	purchase of goods or services	park, open space, and recreation: maintenance, operations, acquisition, and capital improvements	increased usership and demand; growth management; water quality improvements; public safety issues	urban, suburban and rural areas	tax ongoing or increased for a defined time period
<b>Real Estate Transfer Tax</b>	tax on the sale of property	sometimes the seller, sometimes the buyer	Park and open space: acquisition (proceeds are often deposited into land banks)	increased usership and demand; growth management	typically fast-growing rural and suburban areas	one-time cost to home seller or buyer
<b>Impact Fee</b>	one-time fee to offset costs of infrastructure caused by new development	developer of a project	park, open space, and recreation: acquisition and development	growth management	typically fast-growing rural and suburban areas	one-time cost to developer
<b>Bond-General Obligation</b>	loan taken out by a city or county against the value of the taxable property	city or county through taxes paid by property owners	park, open space, and recreation: acquisition and capital improvements	increased usership and demand; growth management; water quality improvements; public safety issues	urban, suburban and rural areas	bonds are typically issued for 15, 20 or 30 years
<b>Bond-Revenue</b>	loan paid from the proceeds of a tax levied for the use of a specific public project, or with the proceeds of fees charged to those who use the facility that the bonds finance	city or county through taxes paid by general population or use of a service	park, open space, and recreation: acquisition and capital improvements	increased usership and demand; growth management; water quality improvements; public safety issues	urban, suburban, and rural areas	bonds are typically issued for 15, 20 or 30 years
<b>Income Tax</b>	tax on individual income	individual taxpayers	park: acquisition, maintenance, and capital improvements	increased park usership; growth management	limited use to date: suburban community	ongoing
<b>Mitigation</b>	developer set-aside of land	developers of a project	wetlands and natural areas: acquisition and protection	natural resource protection	suburban and rural areas	one-time cost to developer
<b>User Fee</b>	fee that covers the cost of a service	anyone who chooses to take advantage of a service	park, open space, and recreation: maintenance and operations	increased park usership	urban, suburban, and rural areas	one-time cost to user
<b>Tax Increment Financing</b>	financing mechanism used to stimulate economic development in a blighted area	property owners when redevelopment results in increased property values	park: acquisition and capital improvements	economic development	urban areas	ongoing

## ***Funding Descriptions***

Additional descriptions of these funding sources are listed as follows:

**Parks and Recreation General Budget** – Annual tax allocations from the General City/Town/County Tax Levy, Auto-Air Excise Tax and other local funding could be utilized for both staffing and financing capital improvements within the Parks and Recreation Department. However, general tax dollars may be limited or unavailable for extensive capital improvements.

**Non-Reverting Account Funds** – Monies collected from certain fees and rentals can be placed in one of two non-reverting accounts. Funds are available from the Non-Reverting Operating Account to offset operation costs from administration of programs within the Park and Recreation Department. Funds from the Non-Reverting Capital Account are available for capital improvements in the Parks and Recreation Department.

**Gifts and Donations Fund** – Donations of money, land and time are important resources to any Parks and Recreation Department. Donations are important from the point that they can be used to match grants from other sources.

**Lease Purchase** – Traditional mechanism used to finance capital projects including equipment and vehicles. City/Town/County Council must annually levy a tax payable from property taxes sufficient to pay lease rentals, except that the levy may be reduced any year to the extent other money is pledged or available for the payment of the lease rentals (I.C. 36-10-1).

**Cumulative Capital Improvement Funds** – The Park and Recreation Law 36-10-3-20 allows money to be placed in a fund for the purposes of acquiring land or making specific capital improvements. The Parks and Recreation Department can also make requests to the City/Town/County Council for funds from the general City/Town/County CCI Fund for specific projects. (Note: A CCI Fund cannot be established if a Recreation Impact Fee is in place.)

**Recreation Impact Fee** – In 1991, the Indiana General Assembly passed an impact fee bill that created an alternative funding mechanism for infrastructure improvements in fast growing areas. The essence of the legislation was to allow local governments the option of passing onto new residents the costs of building the new infrastructure expected to be used by those same residents.

**Street and Road Funds** – Available from the State of Indiana for public road improvements. Park drives and parking lots are for public use and funds from this account could be appropriated to parks by the City/Town/County Council.

**County Economic Development Income Tax (CEDIT)** – Income tax specifically for roads and road improvement projects.

**General Obligation Bond** – General obligation bonds, which are retired by tax money, provide a funding source for implementation of large-scale projects. Hearings must be held and approval is required by the City/Town/County Council.

### ***Other Resources for Long Term Relationships***

Through the planning process various resources were identified. These individuals, agencies or organizations should be contacted by the Owner to establish, or in some cases re-establish, a relationship for the benefit of Brincka Cross Gardens.

- Donnelly Foundation (research grants, etc.)
- TalTree Arboretum
- Purdue Calumet University (inventory resources)
- Richard H. Driehues Foundation (preservation grants)
- Chicago Arts Institute (historic past relationships and a point of engagement for the Visual Arts)
- Indiana Garden Magazine (resources and potential public relations resource)
- Garden Writers Association (National conference planned for Indy, Sept. 2011)
- Regadale Foundation of Lake Forest, IL (operations of a five acre garden)
- American Public Gardens Society (membership)
- Magnolia Society (membership)
- Klem Gardens (magnolia and peonies)
- Indiana Department of Natural Resources, John Irvin
- America Association of Nurserymen
- Master Gardeners Society
- Beyond the Beach Association
- Porter County Garden Show (booth exhibit)
- Chicago Garden Show (booth exhibit)
- Carolyn Ulrich (resource to the history of Brincka Cross Gardens)
- Arlene Dunn (horticulture student)
- Olga Petryszyn (history and hosta resource)

# Appendix

## Photos of Various Site visits



## Summary of Focus Groups Input Sessions

### Master Plan Development for Brincka Cross Gardens – Report Date: 27-Sep-10

Over the dates of September 8-9, 2010 a series of focus groups were held at Brincka Cross property. The participants were identified as “stakeholders” related to the future planning and development of the Brincka Cross Gardens. Porter County Park Staff and/or Chuck Lehman of Lehman & Lehman, Inc facilitated the focus group sessions. A series of questions were asked of the participants as follows:

- *How could Porter County Benefit by the development of Brincka Cross?*
- *What theme/style would you like to see carried out in the development of this property?*
- *In what ways should/could Brincka Cross development be different than other parks in Porter County?*
- *What do you see as the returns/outcomes on the investment to the development?*
- *For what use(s) should the development be promoted?*

The list of participants at these meetings included the following:

**Names of participants [HERE](#)**

The following were the responses and feedback from the stakeholders and participants.

**How could Porter County Benefit by the development of Brincka Cross?**

1. Restore the green house and use it to raise plants of all types to be used to beautify all county properties as well as the garden.
2. Provide another opportunity for residents to enjoy nature – Green space.
3. Draw tourist out into the community. Gate admission could support the Gardens.
4. The property can most benefit the county as a tourism destination, a research facility and as a passive recreation site. If well done, we can market the park as an add-on to a visit to the lakeshore, the state park or one of the other major attractions in the area. This most likely will not be its primary purpose but can benefit the county by generating additional tourism revenue. It can also benefit the county by providing a location for local educational institutions (public and private schools, universities, extension office, museums, etc.) to teach and develop research on the areas bio-diversity and eco-system. Lastly, the park can benefit the county by being a place for county residents to relax, enjoy the gardens and take a brief break from their daily lives. This property is unique enough that with the proper care and maintenance it can be a local destination for families.
5. Brincka-Cross will benefit the County the most by providing a beautiful botanical garden for many uses by all visitors. It will become a great addition to the “Beyond the Beach” program, which is presently being developed and promoted to attract new visitors to Porter County. I think this garden could attract visitors from many other states.
6. The large and diverse collections of plant material. Opportunities for continual research would make the site a “haven” for this type of study.
7. While there is a great collection of plant material such a collection requires proper and accurate identifications. TalTree representatives were part of one of the groups and shared their experiences of having local college/universities (professors and classes) assist in such plant identification and record keeping. The costs for such services could be funded via grants from various foundations like the Donnelly Foundation of Chicago, etc.
8. *Associations and Memberships* – Encouragement was given in the memberships and subscriptions to Garden Writers Association (who’s national meeting will be in Indianapolis in September 2011), the Indiana Garden Magazine, Audubon Society, American Public Gardens Society, Magnolia Society, etc. and other networks of Garden Sites and Properties. Another foundation that the Parks Department should become acquainted with is The Richard H. Driehues Foundation (interest in preserving aspects, etc.). It was also noted that the pollinators’ conference would have interest in the property.
9. Other resources that should be investigated include: Klem Gardens (Roy Klem, magnolias and peonies), American Association of Nurserymen, Master Gardeners Groups, IDNR’s John Irvin, Conservation Groups, etc.
10. Obtaining scholarships for interns and other staffing resource is a strong possibility.
11. The Brincka Cross property is unique in the make up of the soil types and its own microclimate (Zone #6) that is very unique in the county and the region. It was noted as a “gardener’s dream.” This allows for a greater and diverse flora and fauna make up again another strong point in its uniqueness and destination compared with other similar gardens sites in the region.
12. Strong support was shared in building strong affiliations with the Chicago Arts Institute and Morton Arboretum. Building on the historical past being sensitive to the historical past.
13. The reuse of the residence and grounds carries potential for Art/Garden Retreats, Writers Retreats, Business Retreats, weddings, Education Retreats and related conferences, Sculpture Gardens, etc.
  - o Educational aspects should be done with the higher grade levels

***What theme/style would you like to see carried out in the development of this property?***

14. Brincka-Cross could be developed into a Botanical Garden type facility. "The Brincka-Cross Botanical Gardens."
15. The current shade gardens could be documented and enhanced with additional supporting hostas and shade plants. As time passes the Gardens could expand throughout the property.
16. In the future it could be the setting for beautiful outdoor weddings, retreats. Etc.
17. The point of the development should be to preserve and protect the property, provide recreation to our residents and to highlight the assets of the park. This "point" should be determined though only after the first question has been sufficiently answered.
18. The reason for developing this park is to provide a fascinating botanical park for the enjoyment of all kinds of visitors to enjoy. The many varieties of shade trees, flowering trees, shrubs, perennials, groundcovers, and miscellaneous native plants can be expanded over time. Plants are of great interest to a large number of botanists, nurserymen, gardeners, and homeowners.
19. It was noted that this site does not cover the massive amount of land space compared with say the Meijer Gardens in Michigan. The site's scale embraces a smaller theme and more of a "cottage" scale. (Note: Not a "cottage garden" but a "cottage scale.")
20. It is important to know what resources you have before the development begins.
21. It was observed that the gardens carry the potential as a Botanical Garden (in the truest state) but with current overgrowth it has morphed into something different. Research needed to determine what was the state of the "hey day" of the Gardens and work from there to reclaim it as a Botanical Garden.

***In what ways should/could Brincka Cross development be different than other parks in Porter County?***

22. The park could focus on the "growing environment" for plants. Providing education, inspiration, and volunteer opportunities to those who love plants. The "Botanical Uniqueness" the site carries.
23. The full development of the park will not be realized for many years as it would take time to identify, mark and grow the many species of plants needed for an interesting Botanical Garden.
24. It will be different because it will be largely driven by public input as well as park user input. As opposed to Sunset Hill or the Calumet Trail, Brincka Cross Gardens has a much more "niche" type of user.
25. Retain this park as a walking only garden which will not only display hundreds of plant types but also I would like to see sculptural elements and benches scattered along numerous trails throughout the entire property.
26. A small souvenir/gift shop should be designed as the main entry/ exit point for the gardens located immediately next to the parking lot. All visitors should be directed through this building and charged 3-5 dollars each for adults as a fee to help offset the cost of maintenance of the park. Children might be charged 1 dollar. School groups could be discounted. Snack and drink machines could be included to add additional income. Books, photographs, maps, and other items of interest could be offered for sale. A picnic area might be located in the vicinity of this shop to promote sales. All visitors should enter and exit through this building.
27. As a county park property typical maintenance practices are not always applicable. Reference was provided to Ragadale Foundation in Lake Forest, IL that includes 5 acres of limited public access.

28. Chuck shared the concept of developing a five-acre Gardens Campus separate from the other remaining 20 acres.
- Potential for the Garden Campus to seek unique funding options with a higher potential for corporate and foundations investments.
  - The Garden Campus could possibly be leased to an entity that would operate, promote and maintain the site and facilities.
29. Pathways and Circulations should be of “universal design” having no barriers... would include accessibility for the visually impaired.
30. Preserve what is here for the public’s use and enjoyment.

### ***What do you see as the returns/outcomes on the investment to the development?***

31. If you are asking how many people I think should be accommodated at 1 time approx 250 people, if weddings are part of the offering. That may mean that guests park somewhere else and they ride a van to the gardens (an additional arrangement for the wedding planner).
32. We really won’t be able to answer this question until we determine what investments we want to make. For example, if we were to assume that park could see an average of 1,000 visitors per year and we averaged \$5 in revenue per visitor we can realize \$5,000 in revenue per year on drop-in users. If we were to hold pre-registration type classes and saw a margin of \$5 to \$10 per participant and we had an average of 100 participants per year, we are now looking at an additional \$500 to \$1,000 to our bottom line. If we invested \$25,000 in capital dollars in our first year in the park and we saw a year over year increase of 5% in park users we would see a 100% return in less than 5 years. That’s a lot of assumptions though if we don’t know what we are offering!
33. Areas of Returns on Investments:
- *Tourism* as a regional destination point
  - *Education* as demonstration of natural aspects, sustainability, etc.
  - *Micro Educational Lab* – “Beyond the Beach”
34. Full time staffing will be required for tours
35. Need more “formal gardens” (similar to Ogden Gardens in Valparaiso) but this will require a higher level of maintenance care
36. Volunteerism could be recognized via Master Gardeners coming from surrounding states. Provide public classes in pruning demonstrations, etc.
37. Connections with schools of Arts and Architecture could involve student designs and competitions.
38. Funding Assistance could be recognized via:
- *Grants*
  - *Gifts and Donations*
  - *Memberships* – Support the Mission, Entry to Gardens Discounts, Discounts on Classes, Discounts to magazine subscriptions, Free Passes based on Giving Levels, Discounts on Rentals, etc.
  - *Research*
  - *Capital Campaigns*
39. As a botanical garden the support must equal a return.
- It was expressed that the management staff structure needs to include horticultural expertise.

***For what use(s) should the development be promoted?***

- 40. I think again this is going to be driven by our program plan. Decide what we want to do and what we can do really well. It is also going to be bounded by our parking situation as well as restroom facilities. My best guess though as far as user experience is concerned though is no more than a 100 or so a day.
- 41. The park should also be offered for rent for weddings, retreats, garden clubs, and other group meetings.
- 42. Groups should be limited to between 80 and 100 each depending on scheduling. Parking should provide for 2-3 busses and 30-40 cars.

***Miscellaneous Comments and Feedback***

- 43. Drainage on site is a problem (particularly the southeast corner of the property, east of the house). Much of the adjacent property drains into this site and the existing drainage systems seem to have been compromised. This has been brought to the attention of the County Drainage Department who is currently looking into the problem. A topographic survey of the property and the area around the site would be of benefit in dealing with this drainage problem.
  - o Potential solution might include “rain gardens” and other sustainable type of details that might have funding capabilities for such design.
- 44. Neighbors recall a man-made cranberry bog in the northern portion of the property that could carry a historic story of interpretation.
- 45. A Japanese architect designed the existing residence in the early 1960s. There was an original log cabin located between the house and barn
- 46. A Mrs. Vreeland planted the site with pine trees in the 1930s.
- 47. Historical elements that were auctioned off from Brincka Cross’s estates might be worthy of investigation as to the potential of having them donated (or purchased) back to the development.
- 48. Investigate the potential for Cloris Leachman to come back for a fund drive, etc.

**Insert here the 11x17 of the Master Plan**