

WESTERN LAKES MASTER PLAN

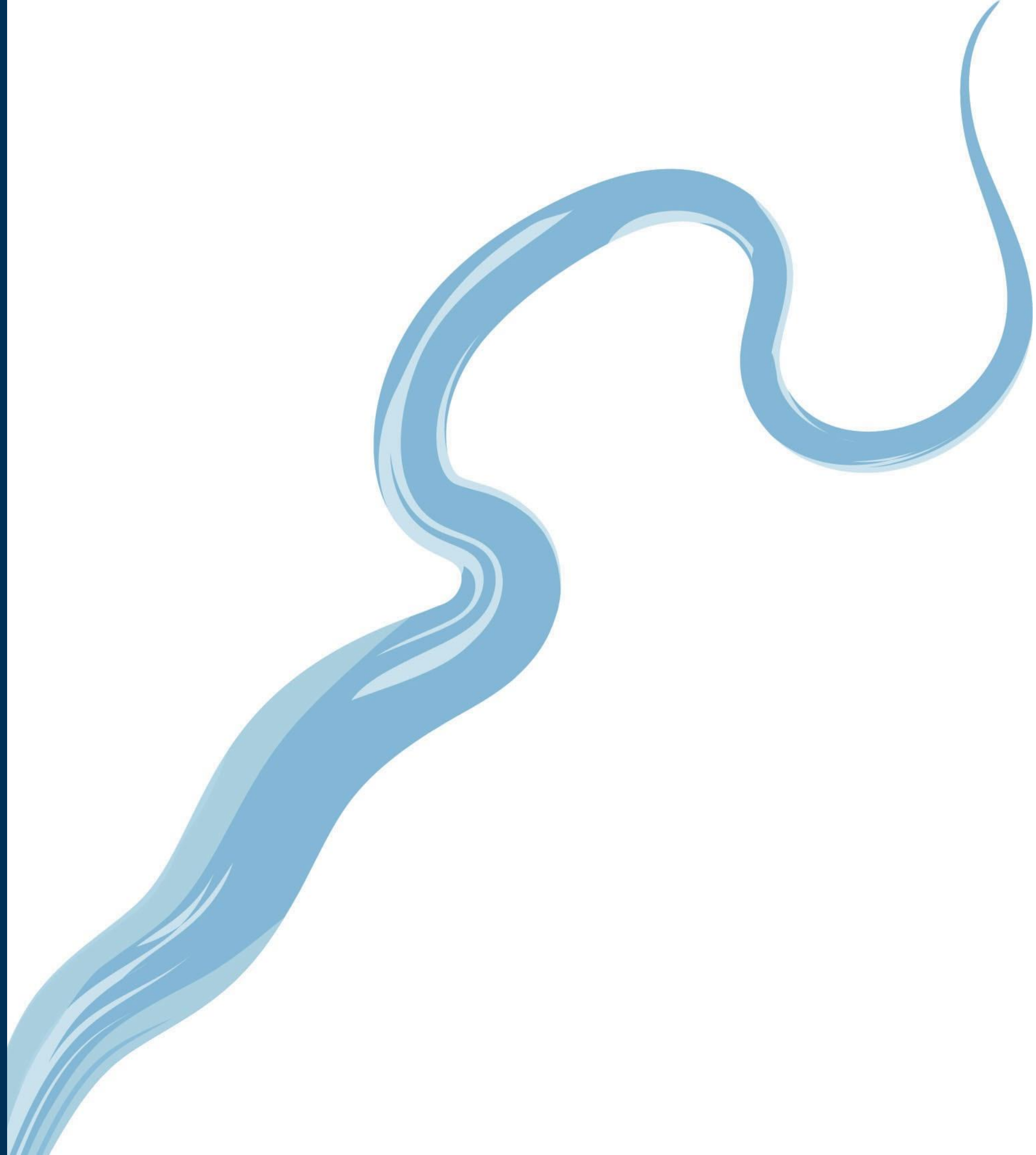
July, 2024

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Existing Conditions Report



Introduction

The Purpose of this Master Plan

The purpose of this master plan is to outline conceptual ideas for future development which could take place at properties which have been, will be, or are currently mineral extraction sites west of the Great Miami River.

There are 6 distinct properties in the scope of this plan. Four of the six are in the City of West Carrollton, Ohio and two of the six are in neighboring Miami Township. **Together these properties constitute approximately 575 acres.** After each site is fully mined, the vast majority of the property becomes lake with vegetated land remaining only along the edges of each property.

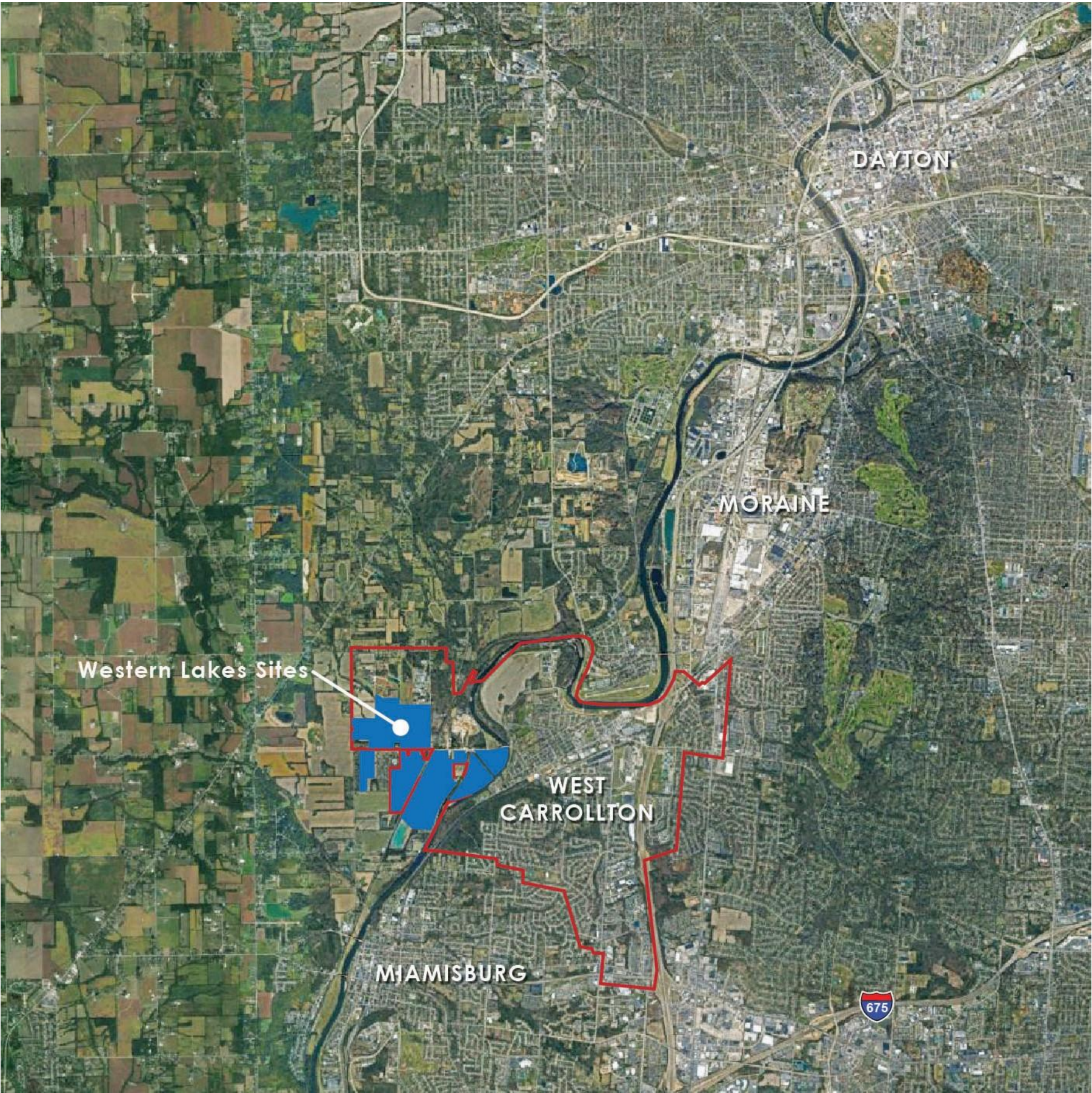
The desire for the proposed redevelopment of these properties is to provide new amenities for residents of, and visitors to, the West Carrollton area. The proposed redevelopment ideas are also intended to complement and grow the economy of West Carrollton, Ohio and nearby communities.

The vision of the Western Lakes Master Plan (WLMP) is to transform these existing and future mining sites into a unified collection of destinations for those seeking recreation, relaxation, retreat, and respite in a natural setting. **The 6 properties addressed in this plan could take many possible forms, depending on a wide range of variables which will present themselves over time.** The area could be developed, branded, and marketed as the Western Lakes Recreational District (WLRD). This district would complement and “bookend” the development of a whitewater rafting course on the Great Miami River in the River District, as well as other city recreational and economic development initiatives intended to draw people to the city.

In 2018 DiSalvo Development Advisors LLC completed a market assessment of the market feasibility of land uses for the western lakes area. It concluded that two land uses have “good” potential market feasibility in both the near term (less than 5 years) and the long-term (more than 5 years): recreational/park land/public event; and agricultural. Land uses deemed to have a “fair” potential market feasibility in this area include mining. It is clear that the vision of this plan has a basis in real-world market reality.

The ideas presented in this master plan are intended to guide future actions. **For each site, initial recommendations are presented to make the property useable by the public for basic recreational purposes, which would be relatively easy and inexpensive to implement in the short term.** In addition, “aspirational” concepts are proposed as potential long-term development scenarios for each site which would require additional time, partnerships, and funding. These scenarios may change and evolve as the district evolves, the market changes, and lessons are learned from initial improvements. Ultimately, the full-buildout of these sites will be determined by City Council.

This plan is proposed to be adopted as a component of the city’s Comprehensive Plan, providing an overall vision for the future growth of the area west of the Great Miami River.



Acknowledgements

This master plan was composed by a team of consultants with the guidance of West Carrollton City staff and a committee of interested and passionate individuals. We would like to thank the following individuals:

Advisory Panel

- Larry Dillin, Dillin Corporation
- Ron Eifert, Dayton Convention and Visitors Bureau
- Dan Foley, Great Miami Riverway
- Jim Folker, resident
- Jack Haag, West Carrollton Recreation Board
- Kim Hagerman, West Carrollton Planning Commission
- Jane Heavin, property owner
- Sarah Hippensteel, Miami Conservancy District
- Tom Johnson, Johnson Machining Services
- Martin Kim, Miami Regional Planning Commission
- Matt Lindsay, Miami Regional Planning Commission
- Julia Maxton, Southwest Metro Chamber of Commerce
- Eric Oberg, Rails to Trails Conservancy
- Rod Russell, Barrett Industries Corp.
- Carrie Scarff, Five Rivers MetroParks
- Christopher Snyder, Miami Township Community Development
- Amanda Zennie, West Carrollton City Council

West Carrollton City Council

- Rick Barnhart, Mayor
- Jeff Sanner, Former Mayor
- Angie Fryman, Deputy Mayor
- Rick Dobson
- Keith Tilton
- Jill Tomlin
- Amanda Zennie
- Harold Robinson, Former Councilmember
- Leanne Nash, Former Councilmember

West Carrollton Planning Commission

- Dominick Rinaldi, Chair
- Doug Fields, Vice-Chair
- Kim Hagerman, Secretary
- Lindsey Miles
- Harold Robinson

City Staff

- Amber Holloway, City Manager
- Brad Townsend, former City Manager
- Lori Denlinger, Law Director
- Greg Gaines, Director of Planning and Community Development
- Mike Lucking, Economic Development Director
- Christian Mattingly, Parks Director

Consultant Team

- CUDA Studio
- AECOM
- Human Nature
- Urban Fast Forward



Master Plan Process

Meetings with City staff

The Consultant team met with city staff to review the master planning process and identify potential Advisory Panel Members.

Gather data

The consultant team reviewed existing available information such as the West Carrollton Comprehensive Plan, zoning text and maps, Ohio Department of Natural Resources information, GIS data, and demographic and economic data.

Site Visit with Barrett Industries

In November, 2021 the consultant team toured a few of the sites and spoke with representatives of Barrett Industries while on site.

Existing Conditions Assessment

The consultant team created an Existing Conditions Report which is included in the appendix of this master plan.

Assemble potential development ideas

The consultant team assembled about one hundred photographs to define about 49 potential development ideas. These ideas ranged from Lower and Higher Imprint Land Development (such as camping and hotels), land-based recreation activities (such as bird watching and motocross), low activity water-based recreation (such as peddle-boating and fishing), and high activity water-based recreation (such as jet skiing and scuba diving). The consultant team also compiled maps of the Great Miami River region which showed various natural conditions such as soils and water sheds. The consultant team also compiled maps and images of the Western Lakes sites themselves.

Advisory Panel Meeting #1 - Brainstorm

On November 29, 2021. The consultant team displayed and reviewed the array of development ideas and the maps showing existing conditions. The Advisory Panel discussed the conditions and potential of the Western Lakes sites as well as the West Carrollton area. The panelists also gave their opinions on what development ideas would

be most desirable and which activities might yield the best economic and ecological results to benefit the West Carrollton region.

Advisory Panel site visit

On January 19, 2022 Barrett Industries hosted members of the Advisory Panel on a tour of the Tri-Lakes and West Lakes sites

Ideas to plans

Using the opinions expressed by Advisory Panel members, the consultant team created a presentation showing development ideas and conceptual plans for the Western Lakes sites which will be available for redevelopment the soonest taking into account three different scales of consideration: the region, the city, and the sites.

Advisory Panel Meeting #2 – Review & Feedback

On February 10, 2022 the Advisory Panel offered their feedback on the planning ideas presented.

Master Plan refinement and finalization

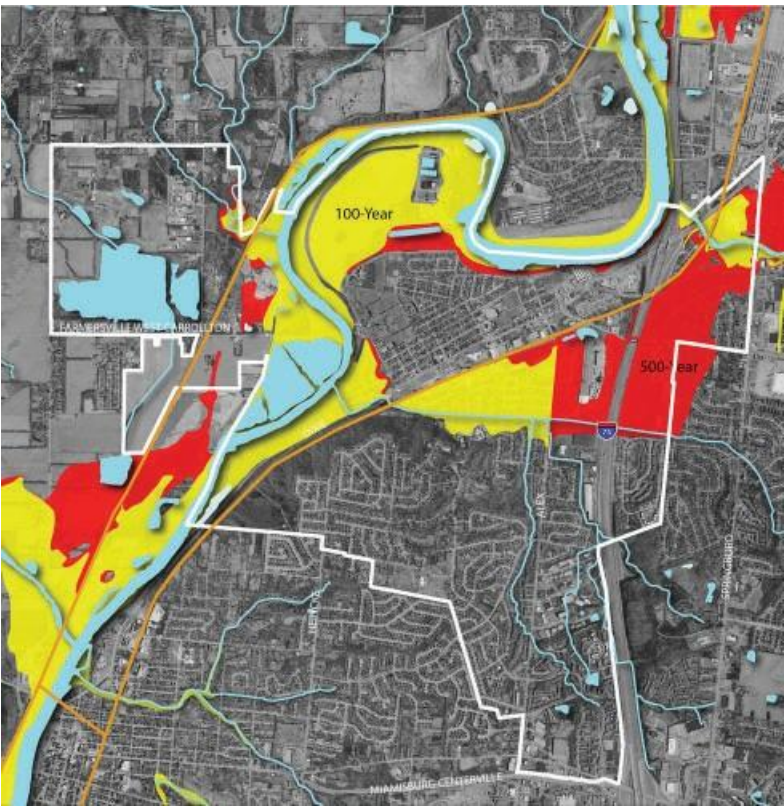
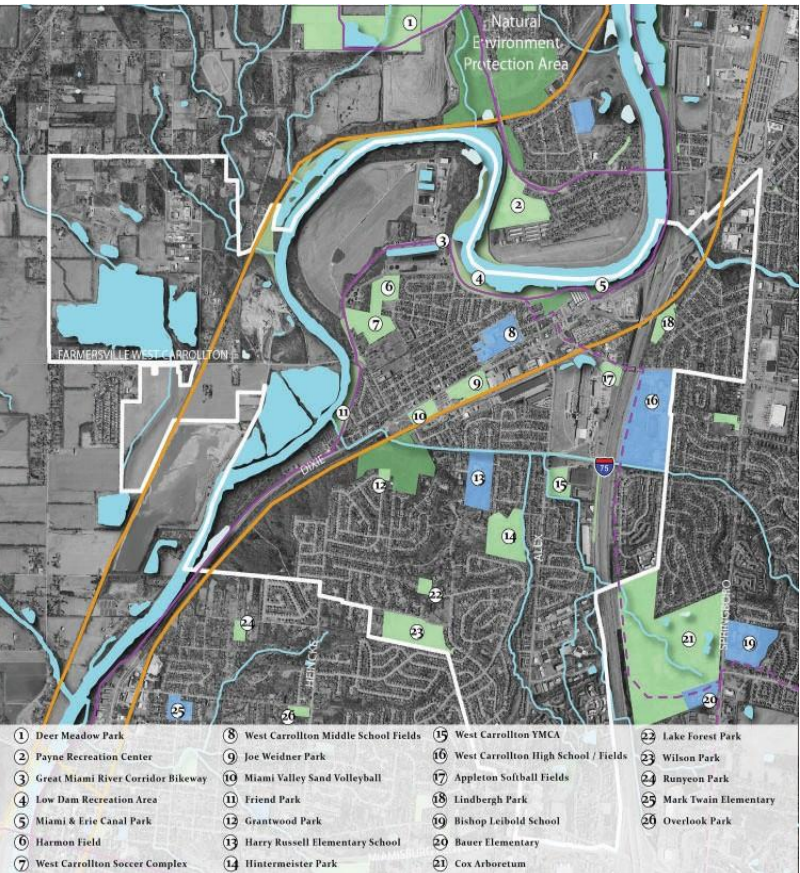
Using the feedback offered by the Advisory Panel, the consultant team refined the planning ideas creating the master plan which is presented in this document.

City Council Work Session

A draft of the plan was presented by city staff and the consulting team to City Council on February 27, 2024. Feedback from City Council was incorporated into the final plan.

Review by West Carrollton Planning Commission and adoption by West Carrollton City Council

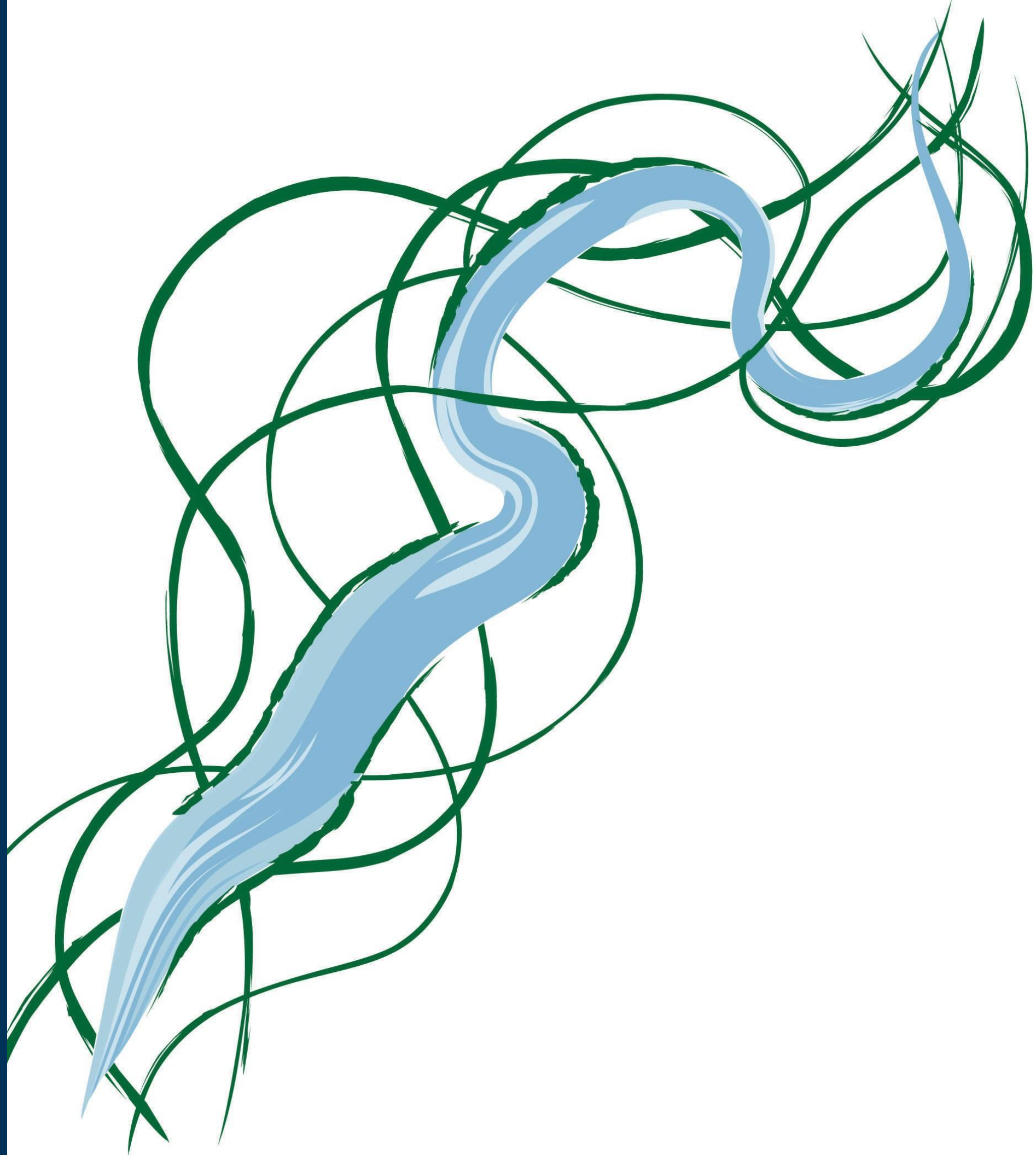
The Planning Commission held a public hearing on this plan and forwarded its recommendation on August 1, 2024. The City Council held a public hearing and first reading of this plan on August 13, 2024 and a second reading on August 27, 2024.



Higher Imprint Development

Retail 5

EXISTING CONDITIONS SUMMARY



Regional Context - Market Area

This section provides a summary of the existing conditions for the Western Lakes area. The full Existing Conditions Report can be found in the appendix of this plan.

Greater Metro Market Area

Western Lakes is a three minute drive from State Route 4 and a six minute drive from Interstate 75 which means drivers from throughout the region will have a fairly direct route to the destination.

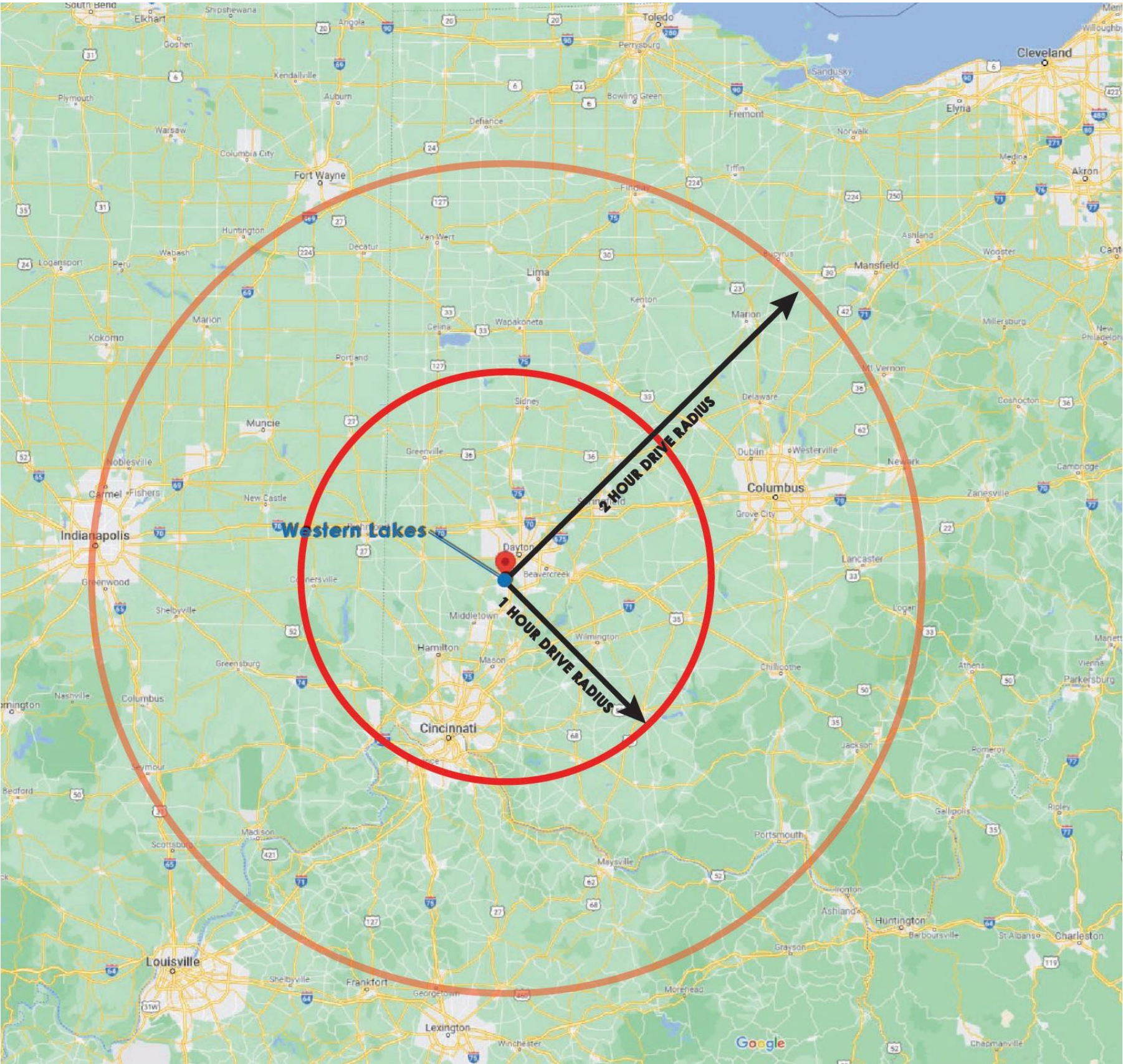
The entire Greater Dayton-Kettering-Springfield metropolitan area, as well as most of the Cincinnati metropolitan area, are within a 60 minute drive to Western Lakes. This area also includes many smaller cities and towns in Southwestern Ohio and southeastern Indiana. Altogether, over 2 million people live within a 1 hour drive – an easy distance for a “day-trip” – from Western Lakes.

Midwest Region Market Area

Western Lakes is well situated in the Midwestern United States. A two hour drive, which is also within a “day-trip” time span for major attractions, reaches both Indianapolis and Columbus and nearly reaches Louisville and Lexington, Kentucky.

If Western Lakes ultimately becomes a high-quality getaway destination for weekend or week-long recreation, relaxation, and retreat, the acceptable duration of travel will become 5 to 6 hours. This distance put Western Lakes within reach of Cleveland, Chicago, Pittsburgh and the millions of people in cities and towns in between.

REGIONAL DRIVE TIMES TO WEST CARROLLTON	
CITY	DRIVE TIME
Dayton, Ohio	15 minutes
Cincinnati, Ohio	47 minutes
Columbus, Ohio	1 hour, 14 minutes
Indianapolis, Indiana	2 hours
Lexington, Kentucky	2 hours, 5 minutes
Fort Wayne, Indiana	2 hours, 21 minutes
Toledo, Ohio	2 hours, 23 minutes
Louisville, Kentucky	2 hours, 39 minutes
Cleveland, Ohio	3 hours, 19 minutes



Regional Context - Sites

Topography

The topography of West Carrollton is generally flat, related to the glacial history of Ohio and to the valley of the Great Miami River. There are some sloped areas near tributaries and river edges, and a large series of hills to the southern edge related to more stable limestone formations beneath.

Hydrology

There is a prevalent hydrologic network (meaning both groundwater and surface water) located within West Carrollton, west of the Great Miami River, including its tributaries (Bear Creek and Opossum Creek), several large lakes (known as the "Western Lakes") which are the product of resource and mineral extraction and the available groundwater, and wetlands. FEMA flood- plains show those areas have the potential of flood impact during 100-year (in yellow) and 500-year (in red) flood events.

Aquifer

The Great Miami River Buried Valley Aquifer System is the most productive aquifer system in the Great Miami River Watershed. The buried valley aquifer consists of layers of sand and gravel mixed with layers of silt and clay which fill ancient bedrock valleys that often underlie present-day river valleys.

According to the Miami Conservancy District, the buried valley aquifer system provides drinking water for an estimated 2.3 million residents in southwest, Ohio. It also provides water for industry, irrigation, power generation, and sand and gravel aggregate for construction. High groundwater yields are sustainable throughout much of the buried valley aquifer system because, in many areas, the aquifer is hydraulically connected to rivers and streams which provide induced recharge near pumping wells.

Geology

The geology of West Carrollton consists of river bottom alluvium along the Great Miami River corridor, and glacial outwash deposits of sand and gravel within with the study area west of the Great Miami River.

Soils west of the Great Miami River are well

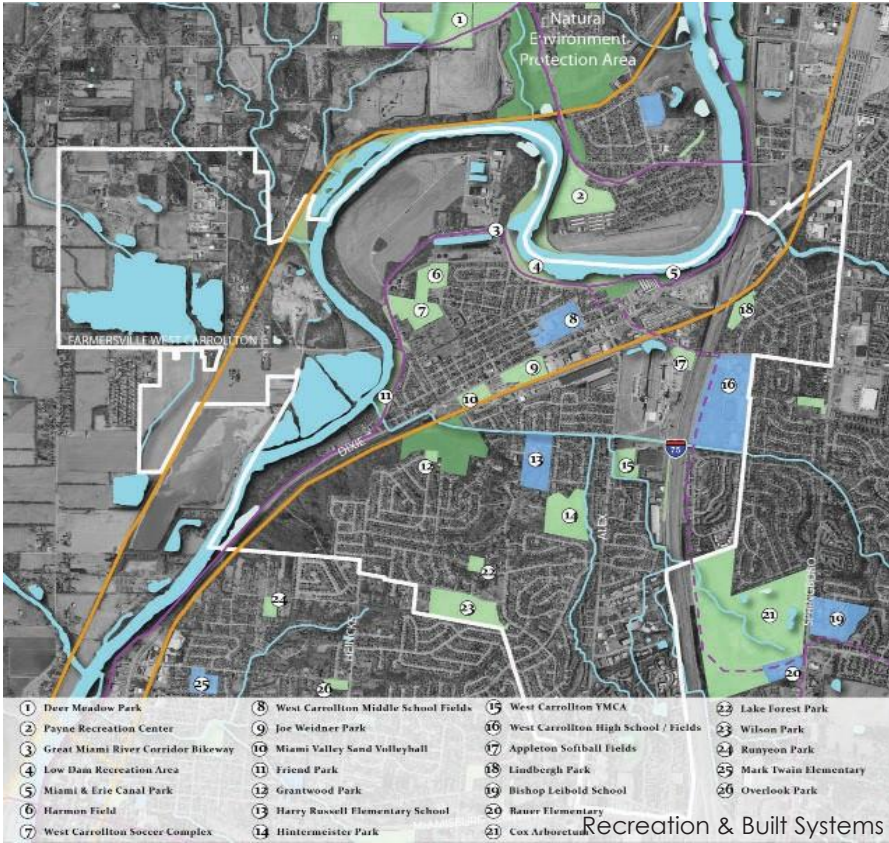
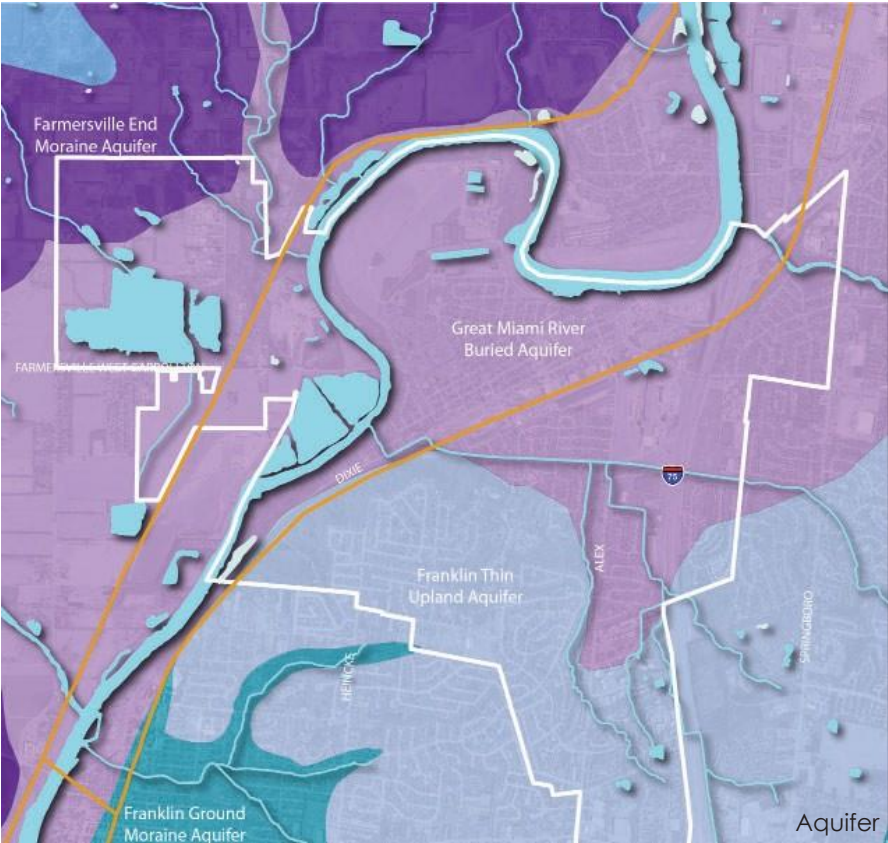
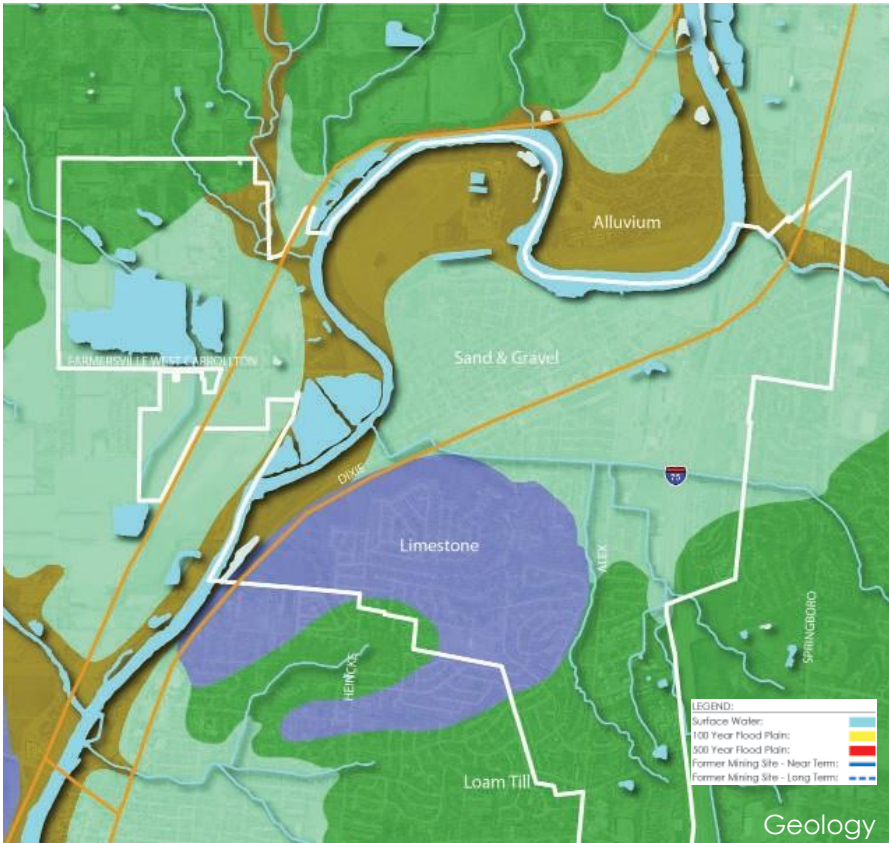
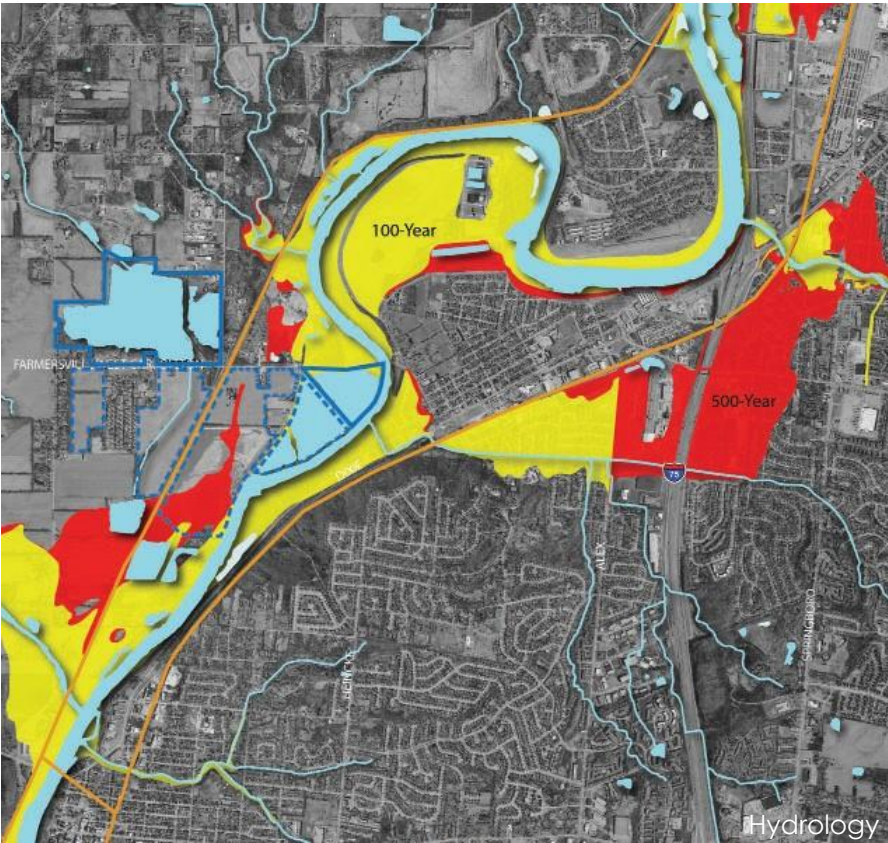
drained and moderately to rapidly permeable soils that are found in areas that are used for cropland, pastureland, or wood- land.

Parks and Recreation

West Carrollton's current open space/park system provides a variety of recreational opportunities and includes a network of existing and proposed bike trails (in purple) as part of the Great Miami Regional Trail System. This trail network offers community access and connectivity to local and regional community assets like parks, schools, residential and employment centers.

Built Systems

Built systems are the products of urbanization and development. While built systems are essential to the strength of and quality of life in our urban areas, they have undoubtedly influenced the natural conditions of our landscapes. In the context of this inventory and analysis, these systems include land use (developed and undeveloped park space, zoning), impervious surfaces (buildings and pavement), and infrastructure (e.g., sewer, transportation, and other utility infrastructure). West Carrollton's primary built areas are on the eastern side of the Great Miami River.



City Context

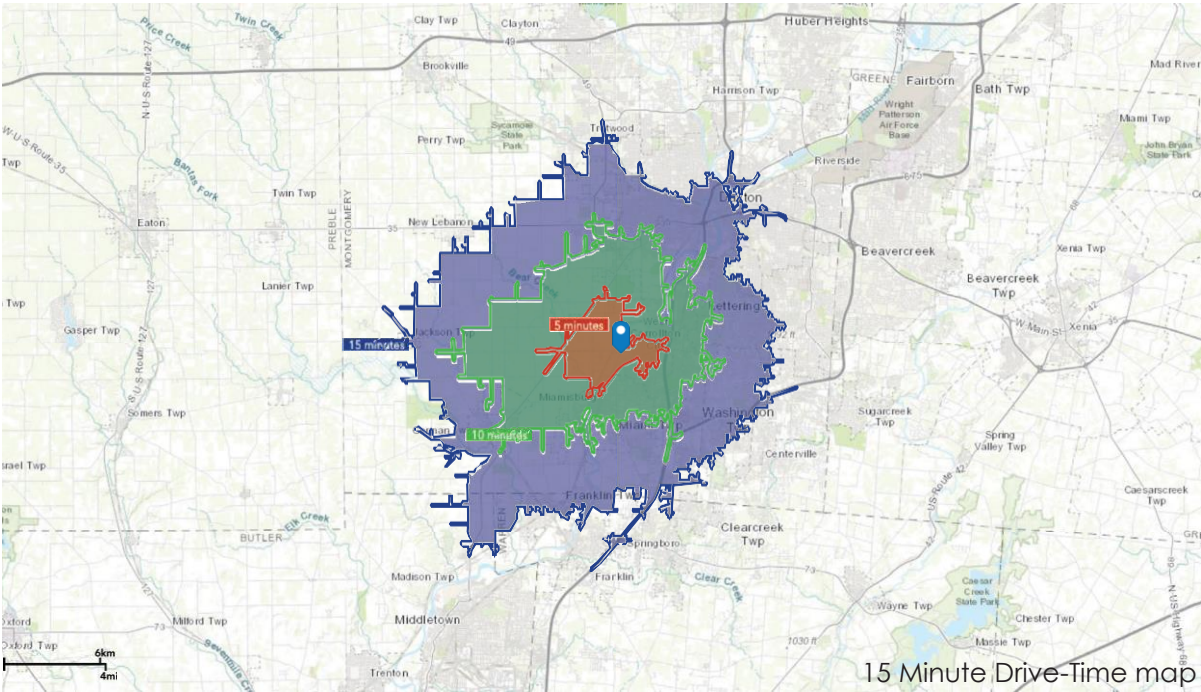
Demographics and Economics

West Carrollton is a city of 13,129 and is just under 7 square miles in land area. Population has been generally stable over the last twenty years.

According to the 2019 Population Estimates conducted by the U.S. Census Bureau, West Carrollton is 80% white alone with 12.4% of the population Black or African American alone. Average family size is 2.20 people. 54% of the community are homeowners. Median age is just under 37 years and median income is: \$44,413.

170,000 people live within a fifteen-minute drive of the Western Lakes sites. 95% of those households are considered urban which includes large portions of the City of Dayton as well as its southern and southwestern suburbs. That same fifteen-minute radius has a total daytime population of 197,691 people according to data retrieved by ESRI Business Analyst based on the 2010 Census.

There is over \$183 million in consumer spending on entertainment and recreational activities within the 15-minute drive-time range. This drills down to about \$1,264 per household and is slightly lower than the national average spending index.



15 Minute Drive-Time map

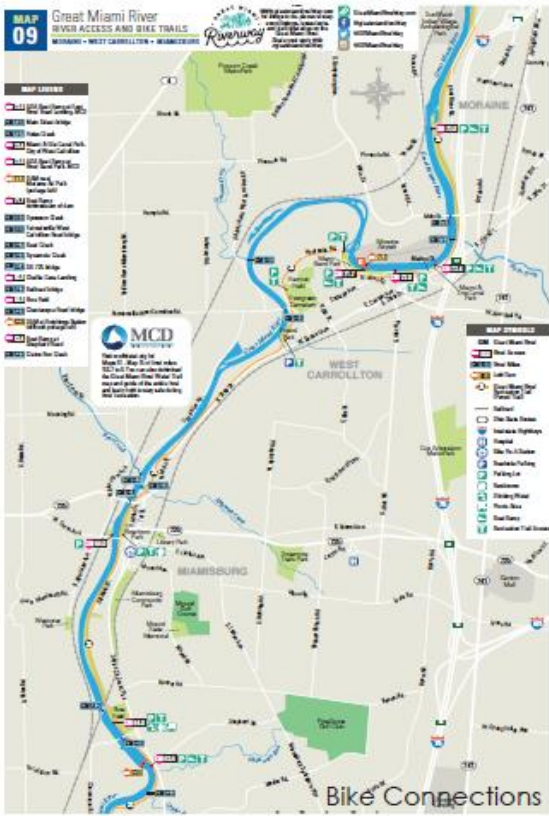
Road, Pedestrian, and Bike Connections

The Great Miami River Recreation Trail is located immediately east of the Western Lakes area. The 77-mile paved shared-use trail follows the Great Miami River. It provides regional bicycle and pedestrian connections to Dayton and surrounding communities.

Sidewalks are present along N Miami Avenue leading into downtown West Carrollton. Most city streets have sidewalks along both sides. In addition, a new shared-use path has been constructed on West Central Avenue from N. Miami Avenue to S. Elm Street.

Currently, there are no existing bicycle and pedestrian facilities connections to the Western Lakes area from the east side of the Great Miami River or downtown West Carrollton. It is possible for bicyclists and pedestrians to use paved shoulders on Farmersville/West Carrollton Road, however, these do not provide a high level of comfort for the average user. Paved shoulders are not present west of the CSX railroad.

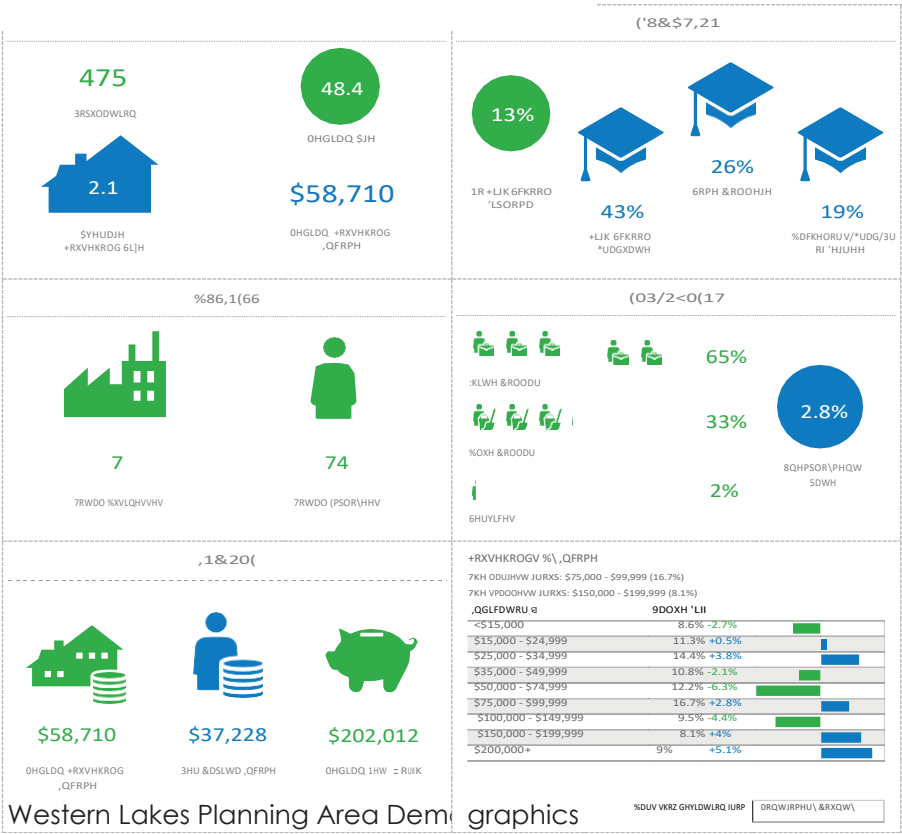
The city's plans are to extend the new shared-use path east through the downtown corridor to Exit 47.



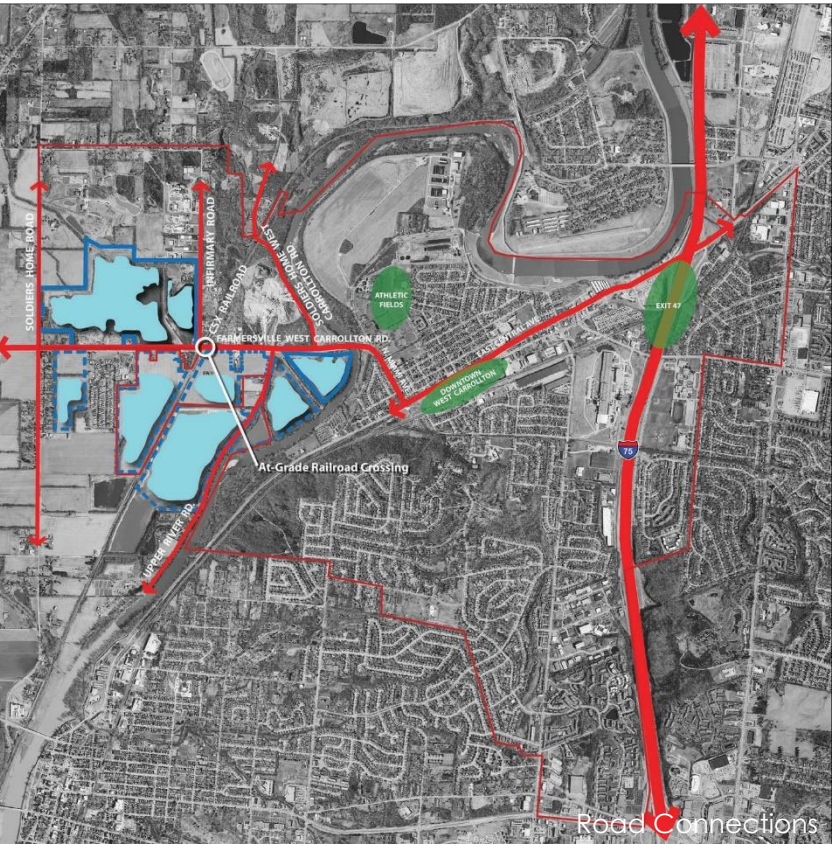
Bike Connections



Farmersville West Carrollton Road Bridge over Great Miami River



Western Lakes Planning Area Demographics



Road Connections

The Western Lakes Sites

The Western Lakes sites include approximately 575 acres of land which has been, is being, or will be mined for natural resources.

Of the entire 600 acres contained in the Master Plan Area, about 230 acres of privately owned, sand and gravel quarries will be available for redevelopment very soon – possibly in 2022. These areas include all of the West Lakes site and the northernmost portion of the Tri-Lakes site (“North Lake”). Mining is complete on these sites and only minor clean-up activities remain.

Tri-Lakes and West Lakes

Tri-Lakes and West Lakes are former industrial mineral quarry sites operated by Hilltop Inc. and subsequently acquired by Barrett Industries. They are no longer permitted industrial minerals mines under the Ohio Department of Natural Resources (ODNR). However, Barrett Industries does utilize the southern two lakes at the Tri-Lakes site for effluent sedimentation purposes for its storm water discharge from the adjacent Southern Lake site described below.

Southern Lake

Formerly a golf course, the “Southern Lake” site is an active industrial minerals surface mining operation owned by Barrett Industries and permitted by the ODNR (mineral mines number: MONT-0916). It began operations in 2011 and the permit runs through 2035. Because this area is still being mined, it is not known how much of the area will be covered by water. The consultant team estimates that the area of water will be approximately two-thirds to three-quarters of the area. Drawings submitted to the Ohio Department of Natural resources show that most of the lake will be about 25’ deep although some portions may be as deep as 60’ when mining is complete. The final permit elevation is 677.

Three other sites may be mined over future years. All three of those sites are currently flat land used for farming. Two sites are west of the CSX railroad while one is immediately east of it (noted as “Heavin” on the map to the right). The final character and water

areas aren't known but the consultant team has estimated them as shown in the rendering to the right.

Land Use

Of the six distinct sites that make up the Western Lakes Master Plan area, four are in the City of West Carrollton:

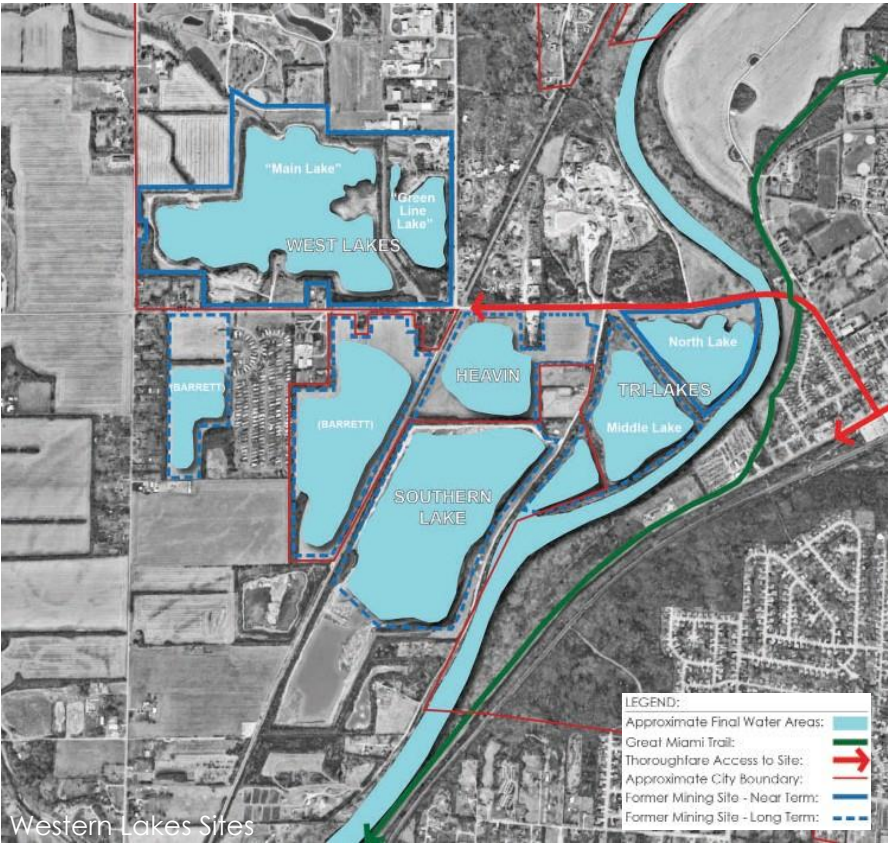
- Tri-Lakes
- West Lakes
- Barrett site (west of CSX railroad)
- Heavin

The two remaining sites are in Miami Township. They are:

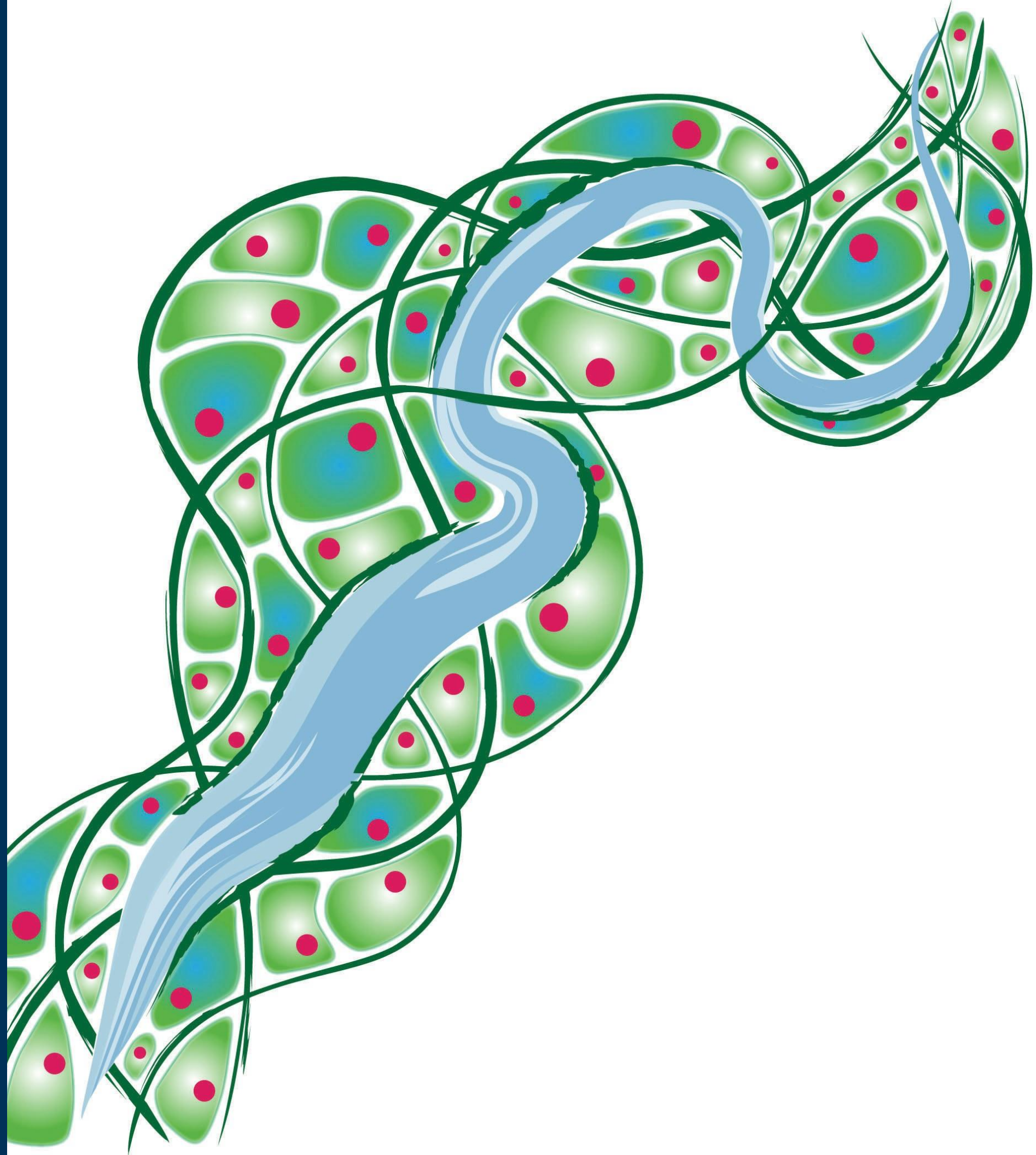
- Southern Lakes
- Barrett site (near intersection of Soldiers Home Miamisburg Road and Farmersville West Carrollton Road)

Sites within the City of West Carrollton are identified as Industrial and Open Space in the city’s comprehensive plan. These areas were revised in 2018 to reflect potential growth of the city west of the Great Miami River. The city updated its language in the Comprehensive Plan with the goal of potentially allowing light industrial or other uses under a Planned Unit Development zoning designation.

The Miami Township Proposed Land Use Map shows the southern section of the study area as “Proposed Extraction.” The other areas are shown as Agriculture. The current revision of the township’s Comprehensive Plan update shows the area is industrial. Areas to the west of the current mining operation are considered Viable Growth Areas according to the plan update (page 123 of the plan update).



MASTER PLAN IDEAS

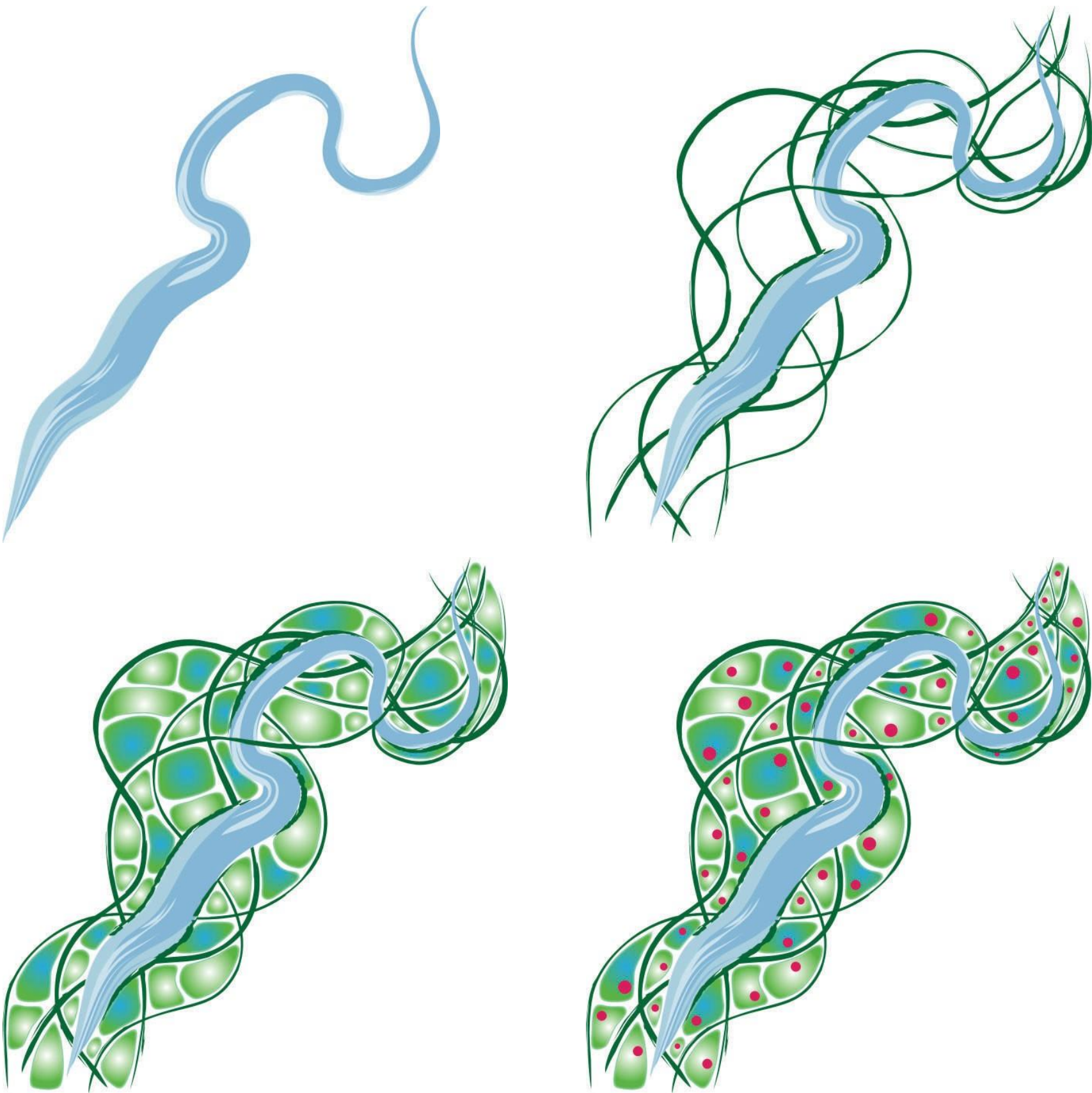


Regional Scale - The Braid

“The Braid of West Carrollton” is both a functional and aspirational **framework**, as well as a **brand** for the future of the Western Lakes and the future of the city.

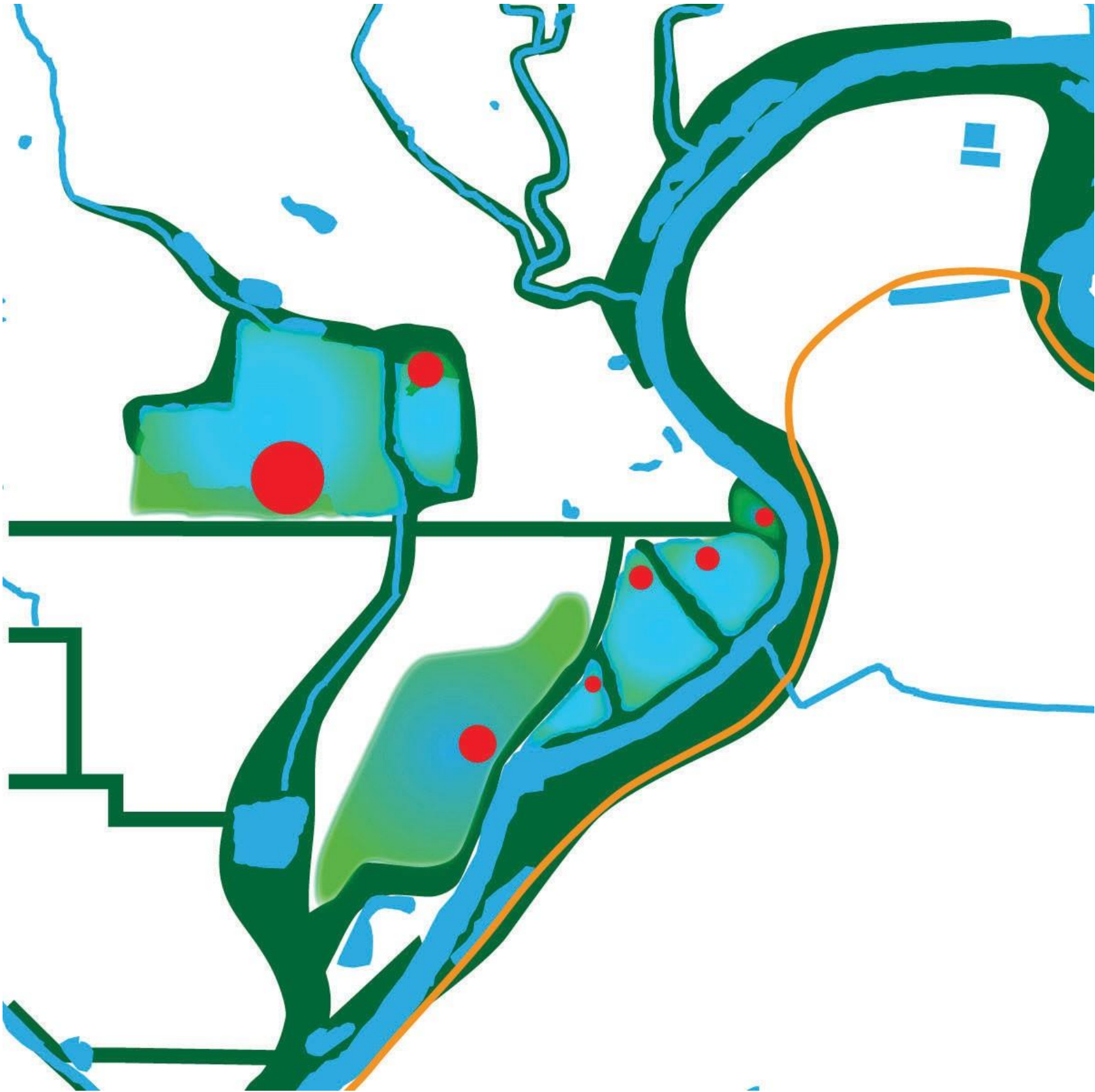
The spine of this braid is the Great Miami River – the place and the reason the city was born. The braided strands that reach out in all directions allow for connectivity to all of the community's important assets through greenways, trails and roads. The spaces or cells between these connective strands can hold major districts and destinations, such as the lakes, the central business district, parks, and other major land uses.

Each cell, then, has a purpose in the larger organism. There is inherent flexibility in this framework, so that the strands can bend and stretch. Likewise, the cells can take on different sizes and shapes, as needed, to accommodate different scales and uses.



Regional Scale - The Braid

Embracing and promoting this braided network vision has the potential to set West Carrollton apart from other communities along the Great Miami River and I-75 corridors, while also providing an immediate framework to hold the Western Lakes district and to celebrate each lake as its own unique asset/destination.



City Scale - Connections

Linking to Downtown West Carrollton

A strong economic, physical, and thematic connection between Western Lakes and downtown West Carrollton will strengthen the likelihood of success for both. Visitors to Western Lakes will include those coming for single-events, weekends, or week-long stays. These visitors to the recreational and event amenities at Western Lakes should feel comfortable walking, biking, boating, or driving to other parts of West Carrollton – particularly downtown – to experience a variety of destinations, both natural and urban.

When downtown West Carrollton is bolstered with more restaurant, retail, lodging, and entertainment venues, the dual vibrancy of it and Western Lakes will become an attractive destination for those from even farther away than the immediate metropolitan areas of Dayton and Cincinnati.

Road and Bike Possibilities

Passengers in motor vehicles who wish to travel from I-75 and downtown West Carrollton to Western Lakes are well cared for; they have wide, paved, straightforward roads to travel. Bicyclists and pedestrians should now be given safe and comfortable pathways on which to travel from downtown and the rest of West Carrollton to Western Lakes.

As a community asset of West Carrollton, Western Lakes should be connected to the City's existing residential and business core to promote community cohesion. Extending the pedestrian network from the residential area on the east side of the Great Miami River to the proposed new recreational uses on the west side is essential for integrating Western Lakes into the overall community.

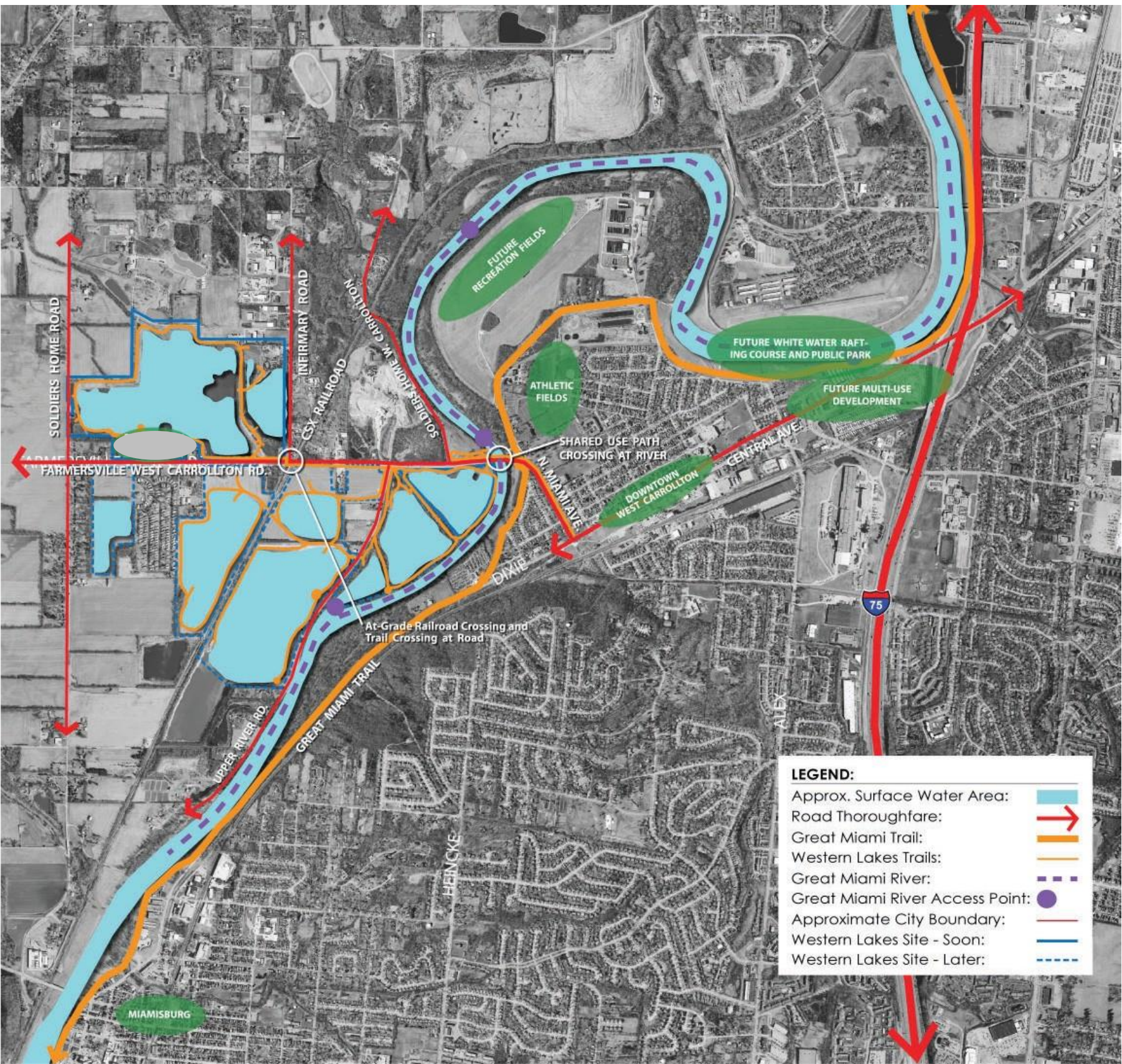
The Western Lakes area is less than a mile from downtown West Carrollton, but without pedestrian and bicycling connections, Western Lakes will feel as though it is a different community altogether. Providing intuitive and comfortable pedestrian and bicycle connections to downtown will make the Western Lakes area more inclusive and

foster a greater sense of community identity and pride.

North Miami Avenue is currently designated on the city's future bikeway network. The street offers no shoulders on either side and currently serves substantial truck traffic. As such, as a phase 1 improvement the city should pursue replacing the existing sidewalk on the east side of North Miami Avenue with a bicycle path, from the new bicycle path on W. Central Avenue to the Great Miami River Trail.

A connection node on the Great Miami River Trail will also link Western Lakes into the regional bicycle network and provide an unparalleled level of bicycle access to the new recreation, relaxation, and retreat development from many communities in Southwest Ohio. The new node also provides a long-term opportunity for a trailhead access facility on the Great Miami River Trail with parking, and other amenities.

Bicycle and pedestrian connections to the Western Lakes Sites should be logical, comfortable, and safe for users. Facilities should be buffered from motor vehicle traffic as far as possible (5' minimum) or in a separate alignment where feasible. Path widths should be a minimum of 10 feet and all trails along road corridors should be paved.



City Scale - Connections

Farmersville West Carrollton Road River Crossing

The most challenging point of connection for bicyclists and pedestrians coming from any other area east of the Great Miami River to Western Lakes is at the crossing of the river. There is currently no proximate place for pedestrians and bicyclists to cross the river. The Farmersville West Carrollton Road bridge which currently spans the Great Miami River does not safely accommodate bicyclists or pedestrians.

This must be remedied in order to strengthen the chance of success for the Western Lakes development as well as for economic spin-off success for downtown West Carrollton.

There are, essentially, two options to create a better pedestrian and bicycling link across the Great Miami River

- Modify the lanes on the existing bridge or add structure to it
- Erect a separate bridge for pedestrians and bicyclists

The existing roadway bridge is 40 feet wide with two 12' lanes and 8' shoulders on both sides. It may be possible to reduce the widths of the roadway lanes and shoulders to accommodate a separated bicycle and pedestrian path on one side of the roadway. The path should be a minimum of 10 feet in width and separated from the roadway with a barrier (See bridge section drawings to right).

Any changes to the bridge would need to be coordinated with the Montgomery County Engineer's Office (MCEO). The planning team held conceptual level coordination discussions with the MCEO to assess the feasibility of potential modifications to the bridge. The MCEO stated that they support improved pedestrian connectivity across the River; however, they have not retrofitted other similar bridges to accommodate a path and prefer maintaining existing lane and shoulder widths on the bridge. The MCEO is open to additional discussion. **This alternative is preferred and should be pursued in the near term.**

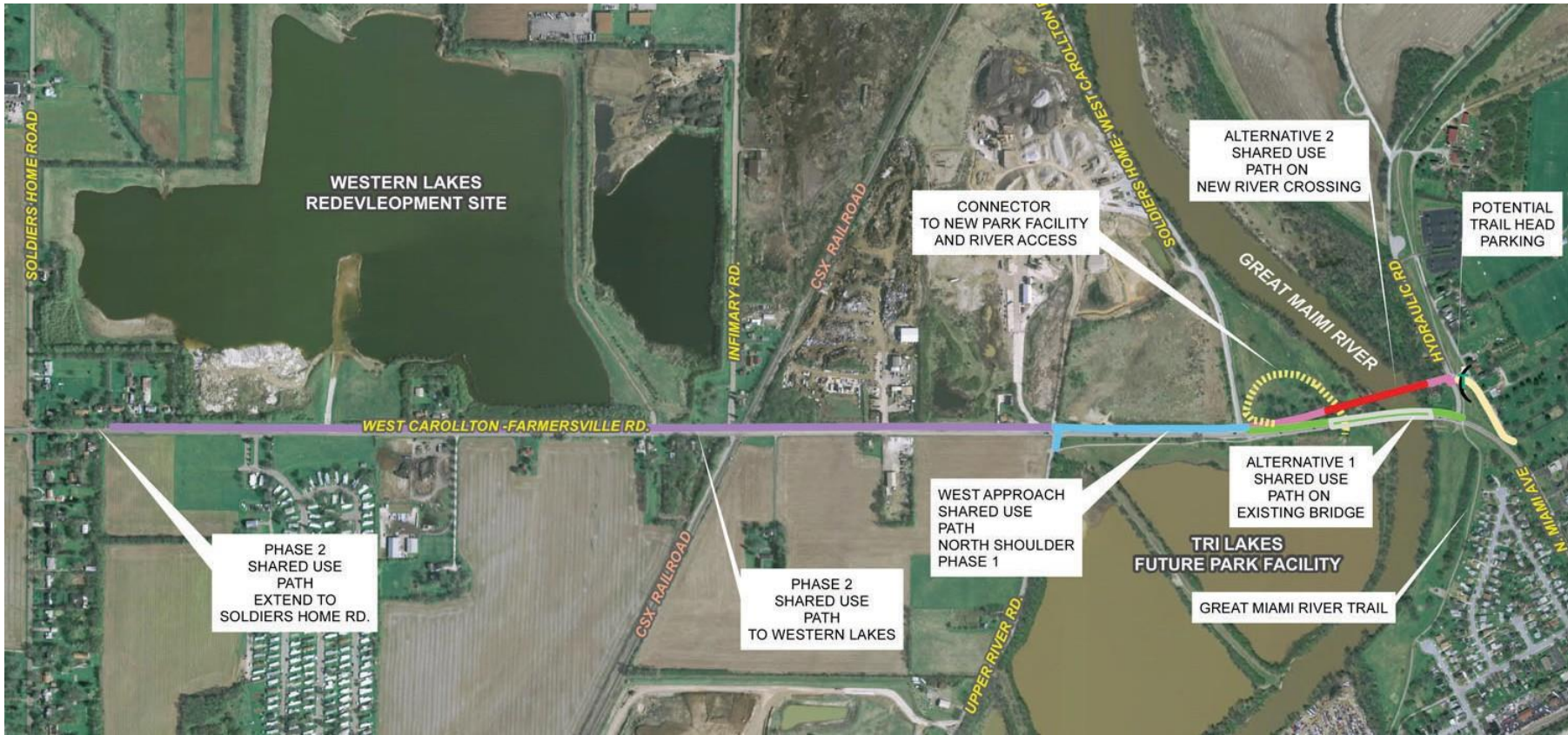
A new pedestrian / bicycling bridge could be constructed north of the existing Farmersville West Carrollton Road bridge within the extant right of way of the original roadway bridge. A new structure could utilize remnants of a bridge which was demolished in the 1970's. A new bridge for a shared-use path should have a minimum width of 12' (10' with 1' buffer to railings). It would likely need to provide a similar waterway opening as the current Farmersville West Carrollton Road bridge to accommodate high water events on the River. **Given the potential cost of this alternative, it should only be explored if the shared use concept is not possible.**

Trail Connectivity West of the River

The right of way for the Farmersville West Carrollton Road corridor is typically 60 feet in width. Utility poles are present in some locations, which may impede path development. Approximately 14' of width is available between the existing shoulder and the right of way line, which may not accommodate a 10' wide path with a 5' buffer. Additional right of way width may be required if a trail is located along the existing roadway corridor.

Given the lack of utility poles and the flat terrain on the north side, a bicycle path should be installed from the bridge to Soldiers Home-West Carrollton Road as a phase 1 improvement. At this point the utility poles move to the north side of the road, so a continuation of the bike path to Upper River Road should be evaluated. An alternative would be to provide a crossing at Farmersville-West Carrollton Road and connection to the north Tri-Lake property, where a bike path could continue on this property and to Upper River Road.

Long-term, the bike path could follow a route through the Heavin property. A pinch point would occur at the CSX railroad crossing near Infirmary Road. The trail would also need to cross to the north side of the road to provide access to the West Lakes property. Future coordination with the railroad will be required to permit a path to cross the track if it is located outside the existing road right of way.



City Scale - Connections

Street Architecture

Once sites in the Western Lakes are available for use by the public, streetscape elements which provide a thematic connection from downtown to the Western Lakes sites should be designed and installed. Of the many tools in the streetscape palette, some can be employed soon, with little expense, while others can be built later.

Sooner

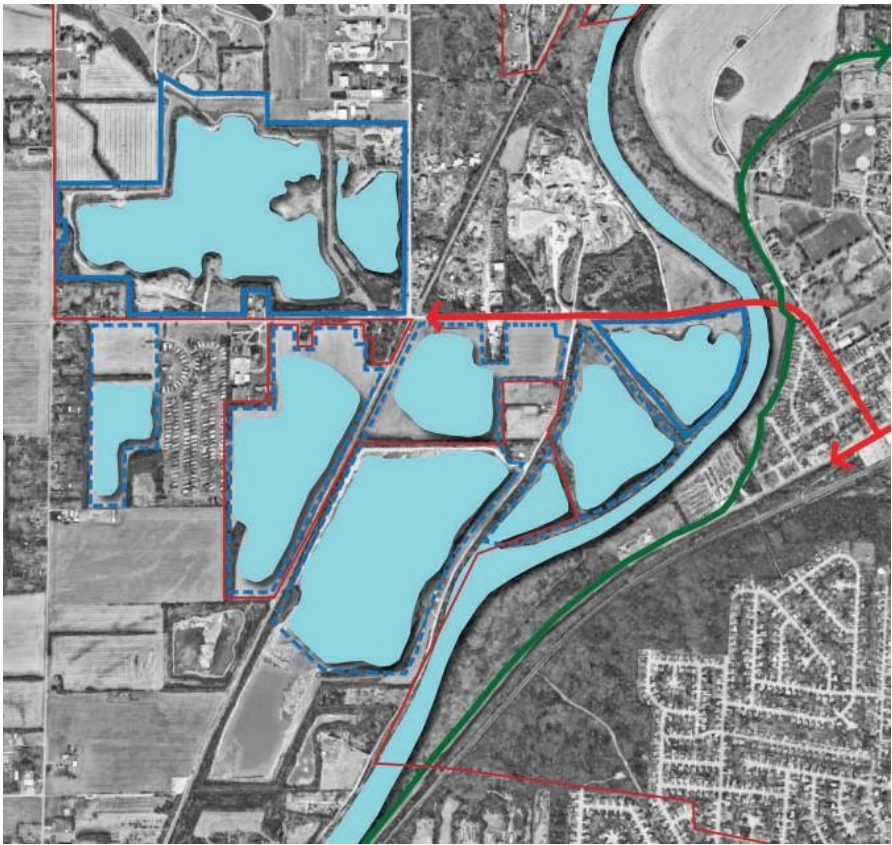
A thematic set of graphics can be employed over time in various ways. The graphics could be employed as decals pasted onto streets and sidewalks, as well as on websites and printed material. Temporary banners and flags could be erected along the pathway from downtown to the Western Lakes area. These items can be created and installed at very little cost.

Later

The city could use the themed graphics on signage placed strategically along the pathway and elsewhere to create a wayfinding network. Simple metal signs could be placed more often whereas larger, more complex kiosk signage can be placed at intersections and other key places.

The city could also embellish pathways – for motor vehicles, bicyclists, and pedestrians– by embedding medallions into sidewalks, placing pavers at key places such as intersections, and by planting themed trees or a network of flowers to show the way to the Western Lakes area.

The pathway to Western Lakes could be further celebrated with special lighting, benches, bike racks, and other streetscape elements.



Site Scale - Destination Amenities

The Western Lakes Character

The physical character of the Western Lakes sites can be described as calm lakes in natural settings. While the immediate natural context surrounding each lake should be reinforced,- these spaces each provide an intimate natural environment, sometimes secluded, which should be carefully cultivated.

Nature and Visitors

The primary theme of the master plan for Western Lakes is to transform these former mining sites into a series of places and amenities for those seeking respite in a natural setting.

Western Lakes will be a collection of destinations for recreation, relaxation, retreat, or events in a natural setting.

This master plan will illustrate various amenities which will attract visitors into the natural environment while allowing that natural environment to flourish. Those amenities include basic, inexpensive, short-term improvements as well as more grandiose long-term possibilities. Some of these ideas include the following:

- **Soft trail system linked to paved trails which connect to the Great Miami Trail**
- **Swimming, boating, and water-based recreation**
- **Birdwatching, fishing, and ecological observation**
- **Lodging / Glamping of various types immersed in nature**
- **Lakefront boardwalk with retail, restaurants and indoor / outdoor event venues**

In preparing the conceptual site plans that follows, the design team considered the essence of each lake within each site first and then curated the amenities and features which will be best suited to each. We applied amenities judiciously and inserted them where those amenities can best leverage each setting.

We also considered the market demand for such places now, and in the near future - although continual reflection regarding market desires is strongly recommended



Site Scale - Destination Amenities

Lodging

Lodging is essential to attract visitors for more than a day trip. It is possible to provide various types of lodging on the Western Lakes sites. Providing on-site places for visitors to stay for a weekend or a week will give them an immersive natural experience. This plan proposes multiple types of lodging which could be provided on-site to suit an array of needs and desires and to build the image of Western Lakes:

- Land cabins
- Water cabins
- Tents
- Yurts
- RV camping
- Boutique hotel

These lodging options could be provided on one or more sites as intimate places embedded deeply within a natural environment. Alternatively, the Western lakes sites could simply be prepared to accommodate visitors' own means of camping.

The Glamping Market

The name says it all: glamour + camping = "glamping". Glamping is a type of travel that combines nature with modern luxury. It comes in the form of tents, yurts, cabins, treehouses, trailers, huts, and other retreat types of lodging. These unique options immerse visitors in the natural environment while still providing high-caliber, modern amenities. Glamping options could be considered for one or more of the Western Lakes sites to provide a unique, high-quality getaway experience.

The global glamping market was valued at \$1.88 billion in 2020 and is expected to grow at an annual rate of 14.1% from 2021 - 2028. In North America, that growth will be even faster at 16.7%. Key factors driving this increase is the rise in eco-tourism and consumer inclination toward adventure travel along with the rising popularity of wellness tourism.¹

¹ Data from Glamping Market Size & Growth Analysis Report, 2021-2028. Retrieved from Grand View Research database

A 2019 report by Kampgrounds of America found:

- 67% of consumers agree that glamping provides a unique outdoor experience
- 63% want their glamping experience to come with services and amenities that aren't available with camping
- 56% say they want to stay in unique accommodations.²

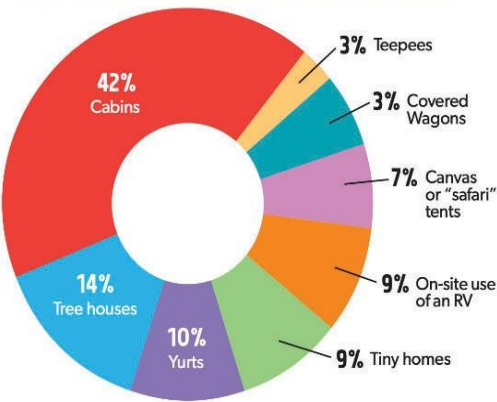
Preferred Accommodations and Amenities

Of the many accommodation options, cabins are the preferred choice of travelers followed by tree houses and yurts. About half of glamping travelers want facilities not traditionally associated with camping such as kitchens and private restrooms. 55% want Wi-Fi available. Travelers interested in glamping prefer locations with social activities and a family-friendly atmosphere that combines peace and quiet with social interaction.³

² [2] 2019 KOA North American Glamping Report <https://koa.com/content/pdf/2019-koa-north-american-glamping-report.pdf>

³ Ibid.

ACCOMMODATIONS SOUGHT BY TRAVELERS INTERESTED IN A GLAMPING EXPERIENCE



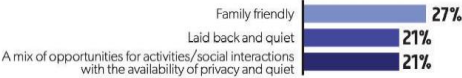
TRAVELERS' PREFERRED GLAMPING SERVICES



TRAVELERS' PREFERRED GLAMPING AMENITIES



TRAVELERS' PREFERRED GLAMPING ATMOSPHERE

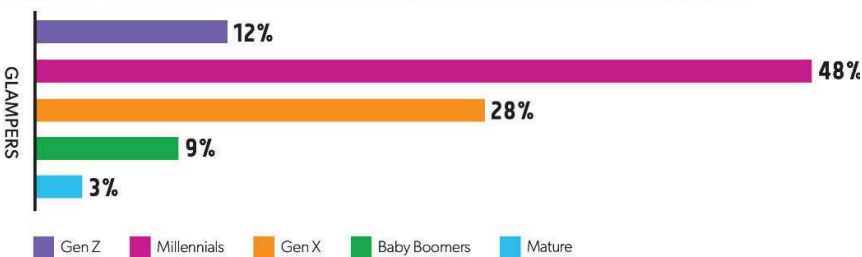


Demographics

60% of leisure travelers who have glamped in the past two years are from the millennial or Gen Z age groups. Couples with children represent nearly half of all glampers, compared to just over one-fourth of non-glampers. Of travelers who glamp, 42% are non-white.⁴

⁴ Ibid.

LEISURE TRAVELER PARTICIPATION IN GLAMPING BY GENERATION



LEISURE TRAVELER PARTICIPATION IN GLAMPING BY HOUSEHOLD COMPOSITION



LEISURE TRAVELER PARTICIPATION IN GLAMPING BY ETHNICITY



Case Study

The Eco Camp, Swanton, OH

Located outside of Toledo, Ohio, The Eco Camp is a small glamping destination for those that want to spend time in nature without sacrificing basic amenities.

The site offers four rentable yurts that include a queen size bed, nightstands, a clothes rack, solar lanterns, solar chargers for devices, and a stove. Each yurt comes with a private restroom with flushing toilet and sink. A Rainbow Lounge, a protected outdoor dome lounge, is also included at every yurt site. Rates start at \$129/night. Group camp sites can accommodate up to 16 people each at \$999/night.

Though surrounded by farmland, The Eco Camp site is located one mile from Oak Openings Park, offering hiking, biking in warmer weather and snowshoeing, ice skating, and skiing in cold months. A popular activity heavily promoted through The Eco Camp is paddle boarding on the Maumee River, located seven miles from the site. A free trip is included when booking 3 or more nights at The Eco Camp.

<https://theecocamp.com/#the-camp>



Site Scale - Phasing

Sequencing and Phasing

Two of the Western Lakes properties are available for redevelopment now:

- **Tri-Lakes** (the “North Lake”)
- **West Lakes** (both the “Main Lake” and the “Green Line Lake”)

Mining activities are currently utilizing the “Middle Lake” at the Tri-Lakes site and will continue to do so for the foreseeable future. The southernmost lake at the Tri-Lakes site is now open to the Great Miami River as a result of a breach in the levy which had previously separated the two.

The West Lakes site currently has minor clean-up activity but is otherwise ready for redevelopment.

The next property which will be available for redevelopment is the Southern Lake site. However, mining activities at the Heavin property, which is adjacent to and immediately north of the Southern Lake, have yet to begin.

The remaining properties, which are both to the west of the CSX Railroad line, will likely be mined at some point in the future.

In the Future, Learn From What’s Been Done

Because the North Lake at Tri-Lakes and the two West Lakes sites are ready for redevelopment now, we have focused recommendations and specific site planning ideas on those areas. Development of these sites, and initial operations, will take several years. Lessons learned from those development efforts, and an updated analysis of recreational market demands, should inform subsequent development of the Western Lakes areas.

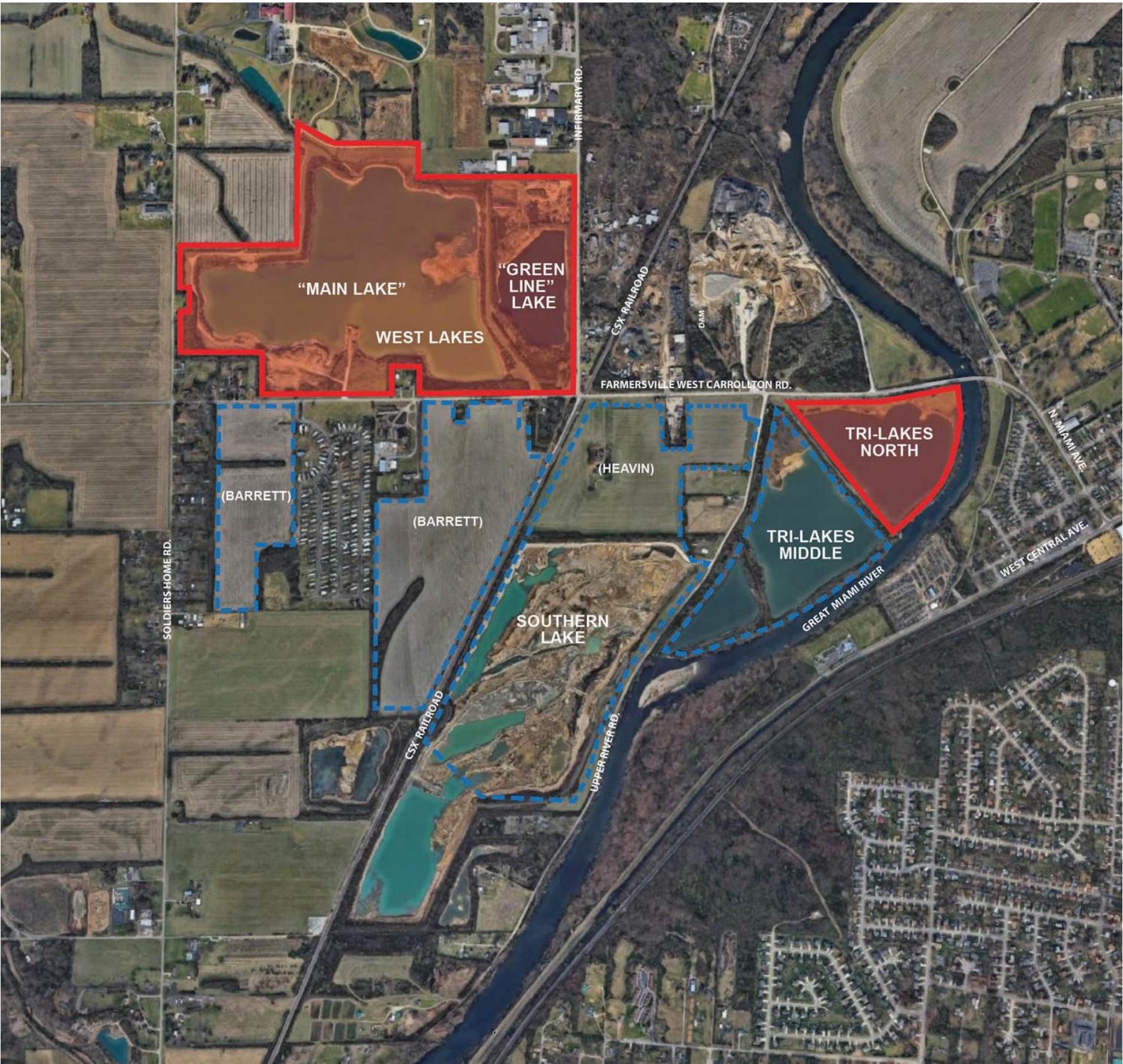
Make Strategic Decisions Now and Get Going on Long-term Actions

Just because development of Tri-Lakes and West Lakes comes first doesn't mean subsequent development of other sites should be put out-of-mind. Some decisions

can be made now which will have a positive impact on future development potential.

For example, mining areas can be shaped to enhance the feasibility of future uses, leaving more land remaining at strategic places (like along roads and at entry driveways).

Also, some things take a long time to get done. For example, if a multi-use trail bridge is to be built over the CSX Rail line at the Southern Lake site (as we indicate on the Southern Lakes plan) permission to build that bridge will take years so the effort should be started soon.



Site Planning - Tri-Lakes

The area closest to the Great Miami River is called the Tri-Lakes area, with three cells of water that are defined by levees and berms with vegetation around them. All of these lakes are within the floodway zone of the Great Miami River, and they serve important ecological functions as well. For this reason, **this area should be considered the most passive, ecological and educational of the Western Lakes sites.**



Site Planning - Tri-Lakes

Phase 1

The northernmost lake in this area is pristine, highly visible and easily accessible. **This plan designates it as “The Respite”, and since it is immediately available the city should focus immediate efforts on its improvement and use.**

A small access drive should be considered along the north edge with parking, lake access points, a small shelter, and access under the bridge to the land owned by the Miami Conservancy District, where a small parking area and water access point to and from the Great Miami River could be built.

The entire North Lake should have a loop trail built, in order to experience different views of the lake, river and related wildlife. These assets will be popular destinations for canoeing, kayaking, fishing, picnicking and walking.



Site Planning - Tri-Lakes

Future Phase

The central lake is still being used to deposit materials, and it is understood that it will be a shallow pool/wetland when operations are complete. This allows for a completely different ecology, excellent for birds, and another loop path with sculptural bird blinds for viewing and study.

This parcel is designated as “The Birding Wetland”. The Great Miami River is a very important birding corridor - in fact, a bald eagle has been seen regularly. A potential partnership with Audubon and other environmental education organizations could elevate this as a major birding destination.

Once this site is available, future improvements include continuation of the loop trail and installation of bird blinds and scenic overlooks.



Site Planning - Tri-Lakes

Future Phase

The southernmost lake is unique in that it has a hydraulic connection with the Great Miami River, and thus is a great alcove for canoe/kayak access, training, fishing, and other water-related activities. Once this site is available, a small access drive, parking and boat put-in/take-out point would make this a very popular water stop for the Great Miami blueway trail.



Site Planning - West Lakes

Existing Character

The West Lakes site is approximately 193 acres. It is comprised of two distinct areas, both dominated by water: “Main Lake” and “Green Line Lake”.

These two areas are separated by a ridge of land which exists due to the presence of an underground gas line. The ridge can be anywhere from 10 to 26 feet above the water level of each lake.

The Main Lake area, at 152 acres, is significantly larger than the Green Line Lake area or any of the Tri-Lakes. **The Main Lake area also has the largest area of developable land of any of the Western Lakes sites.** This land area is 14 acres, relatively flat, and accessed directly from Farmersville West Carrollton Road with over 1300 feet of frontage. It presents the most substantial land development opportunity of any of the Western Lakes sites which are available soon for reactivation.

Some cleanup operations continue at the Main Lake site but the area is otherwise vacant. The Main Lake is heavily wooded on gentle earthen berms along the western, southern, and eastern borders. However, the northern edge of the property has few trees and adjacent properties are easily seen.

The Green Line Lake area is much smaller, about 40 acres. This smaller size and heavily wooded borders give it a **more intimate, secluded feel**. There is an area of land to the north of the Green Line Lake, within the boundaries of the property, which is accessible from Infirmary Road and has land development potential.

Adjacent land uses to the north include manufacturing uses which can sometimes be heard and draw occasional truck traffic.



Site Planning - West Lakes

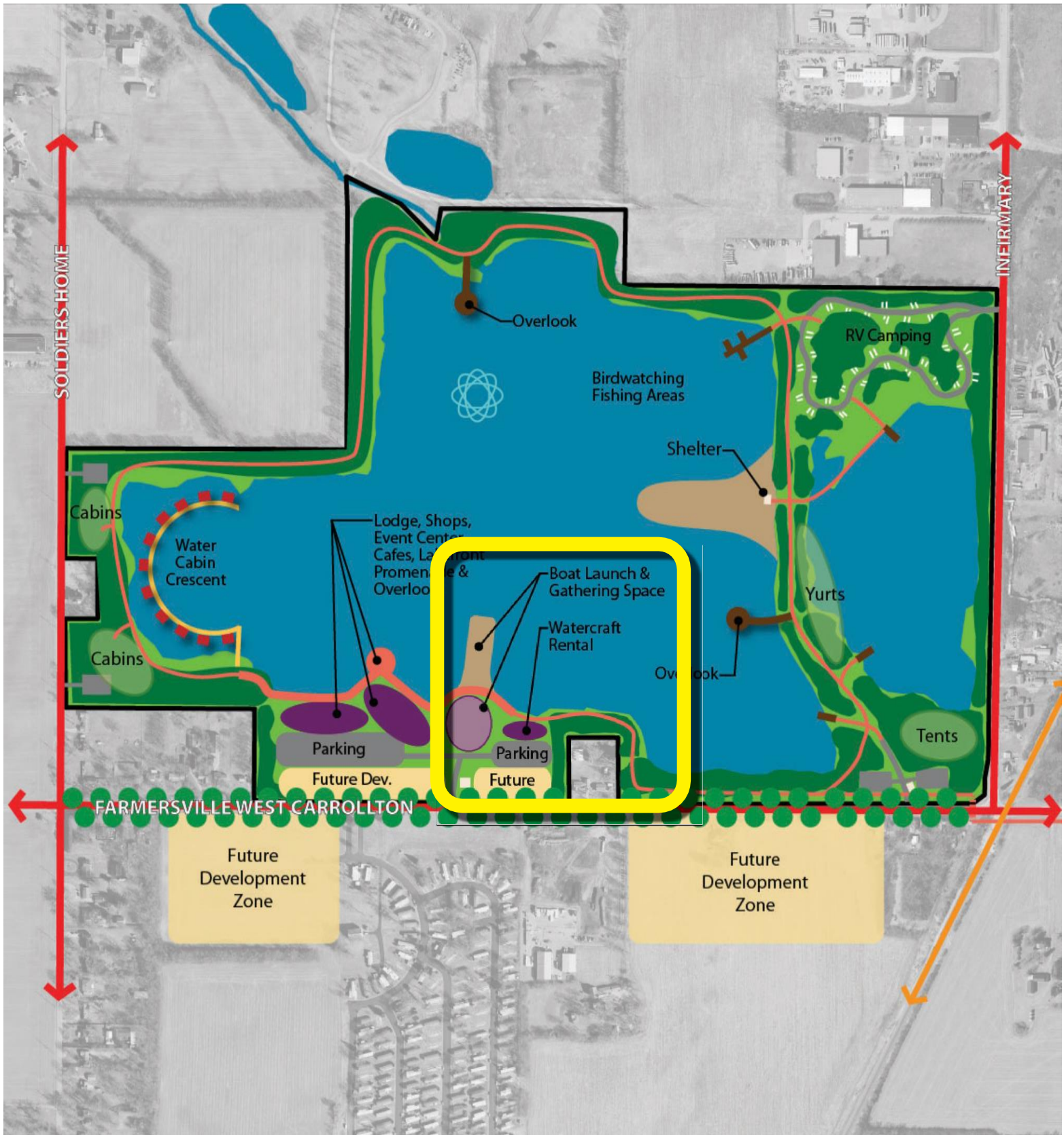
Phase 2

Water Activities and Watercraft Livery
While the full long-term “aspirational” vision for how the West Lakes could be developed is shown to the right, there are inexpensive improvements which could make the West Lakes useable by the public in the near term as part of phase 2 of this plan.

Similar to the north Tri-Lake, a small parking area, a soft loop trail, lake access points, a small shelter, a dock, and a boat launch would provide accessibility. The city could work with the Ohio Operating Engineers to grade and seed some of the green areas to provide space for unstructured recreation and possibly camping.

Over 60% of the Main Lake area is water. Therefore water activities should be a central focus of the first phase of development. **The city should initially explore opening the Main Lake to swimming, canoeing / kayaking, pedal boating, paddle boarding, and/or even small sail boats.**

There is currently a small area of land that slopes down into the Main Lake. This should be shaped into a safe and firm boat launch. Other docks and boat launches should be built near areas of lodging, importantly at the northeastern corner of the Main Lake and in the Green Line Lake. **At the Green Line Lake, because it is smaller and more intimate, the city should explore swimming, canoeing / kayaking, and fishing.**



Site Planning - West Lakes

Phase 2

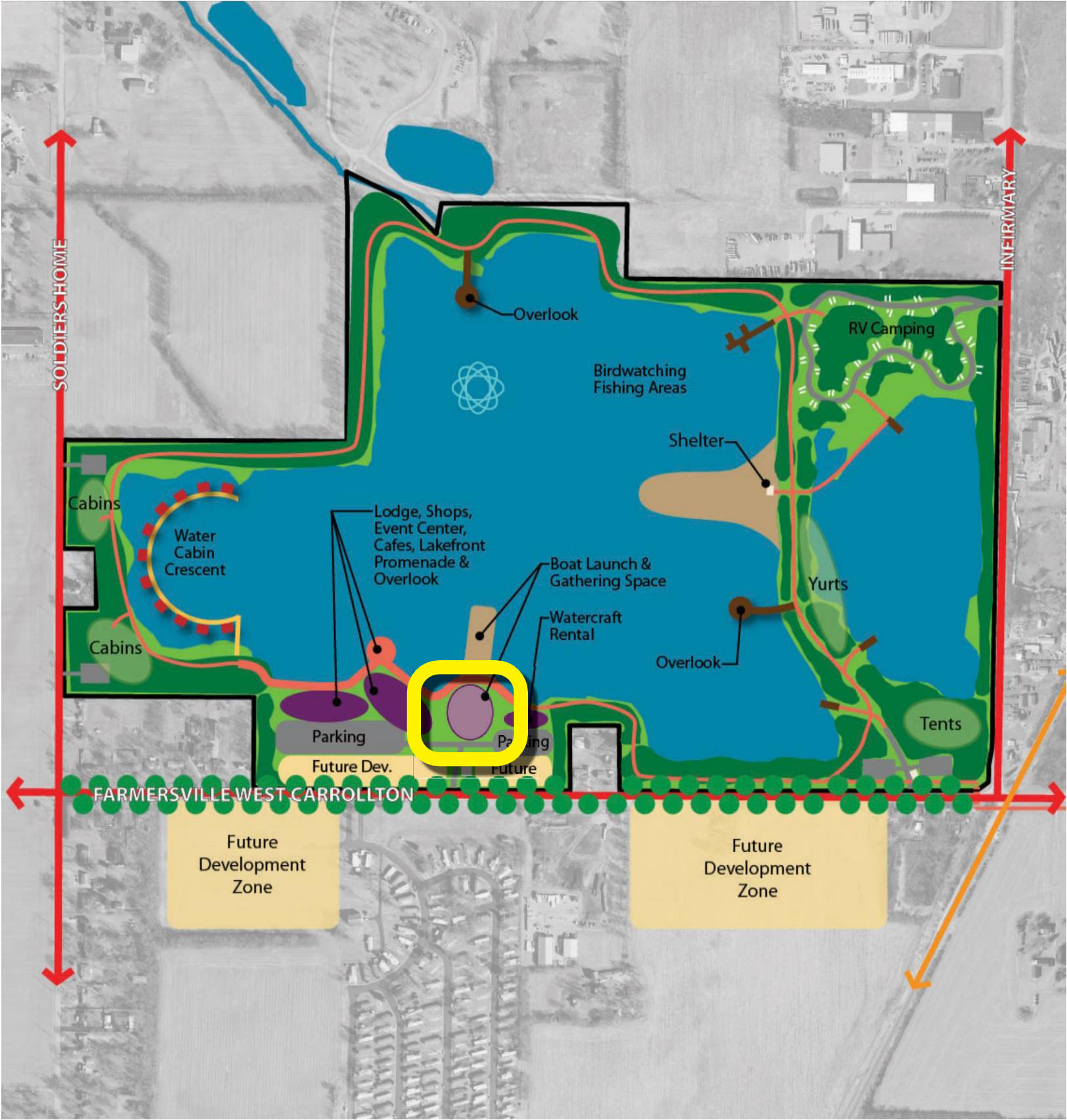
Outdoor Gathering Space

The lakes, trails, docks, overlooks, and boardwalk are all places where weekly visitors will gather in small groups, but the Western Lakes development should have a larger, central gathering space on the Main Lake.

This central gathering space should have a grassy area, perhaps with playground equipment, for un-programmed play and relaxation. This is where visitors can throw Frisbees or lie on a blanket under the sun.

In the long-term, the central gathering space can also have other amenities such as an amphitheater which can be used for special events. The amphitheater does not have to be big; it can be just large enough to accommodate a 6-piece band. It doesn't even have to have a roof. It should be useful as a stage to hold concerts and other unique events such as: auctions for non-profit fundraisers, lectures by nature book authors, fishing and boating demonstrations, and other special events in keeping with the character of the Western Lakes.

If the central gathering space feature is positioned between the entry drive and the lake, visitors will be able to see over it catching a glimpse of the lake, piquing their excitement, as they enter the Western Lakes property.



Site Planning - West Lakes

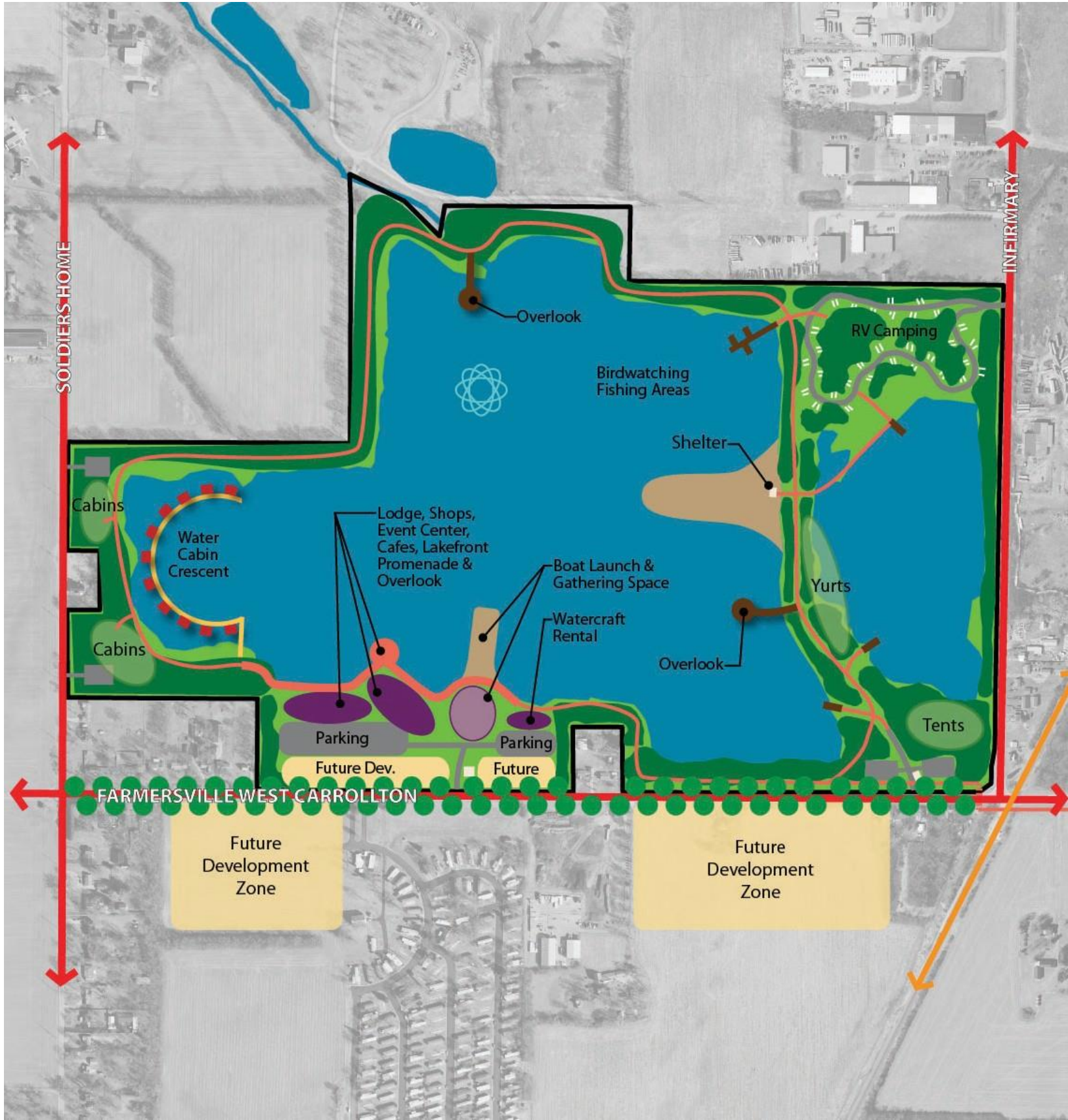
Phase 2

Multi-Use Trails

Respondents to a recent survey by Five Rivers Metroparks of Dayton stated soft surface trails are the most desired amenity at parks in the region. The West Lakes should have them throughout.

The trails should surround the entire Main Lake and should extend as far as possible around the Green Line Lake. The trail should be made of ground stone - perhaps mined from neighboring sites. The trail should link various features of the park.

The trail should also have special places along it where visitors can watch birds and other wildlife, observe activity on the lake, and simply pause to enjoy the scenery. The trail should include overlooks which project into the lake so visitors can have an immersive experience. These overlooks can provide the best places for people with limited physical ability to enjoy the experience of the water.



Site Planning - West Lakes

Future Development Ideas

Tent, Yurt, and RV Camping

In the future, opportunities for overnight camping should be established around the Green Line Lake. Trees should NOT be cleared to make areas of flat land. Rather, **tents should be fit into the natural landscape one by one.**

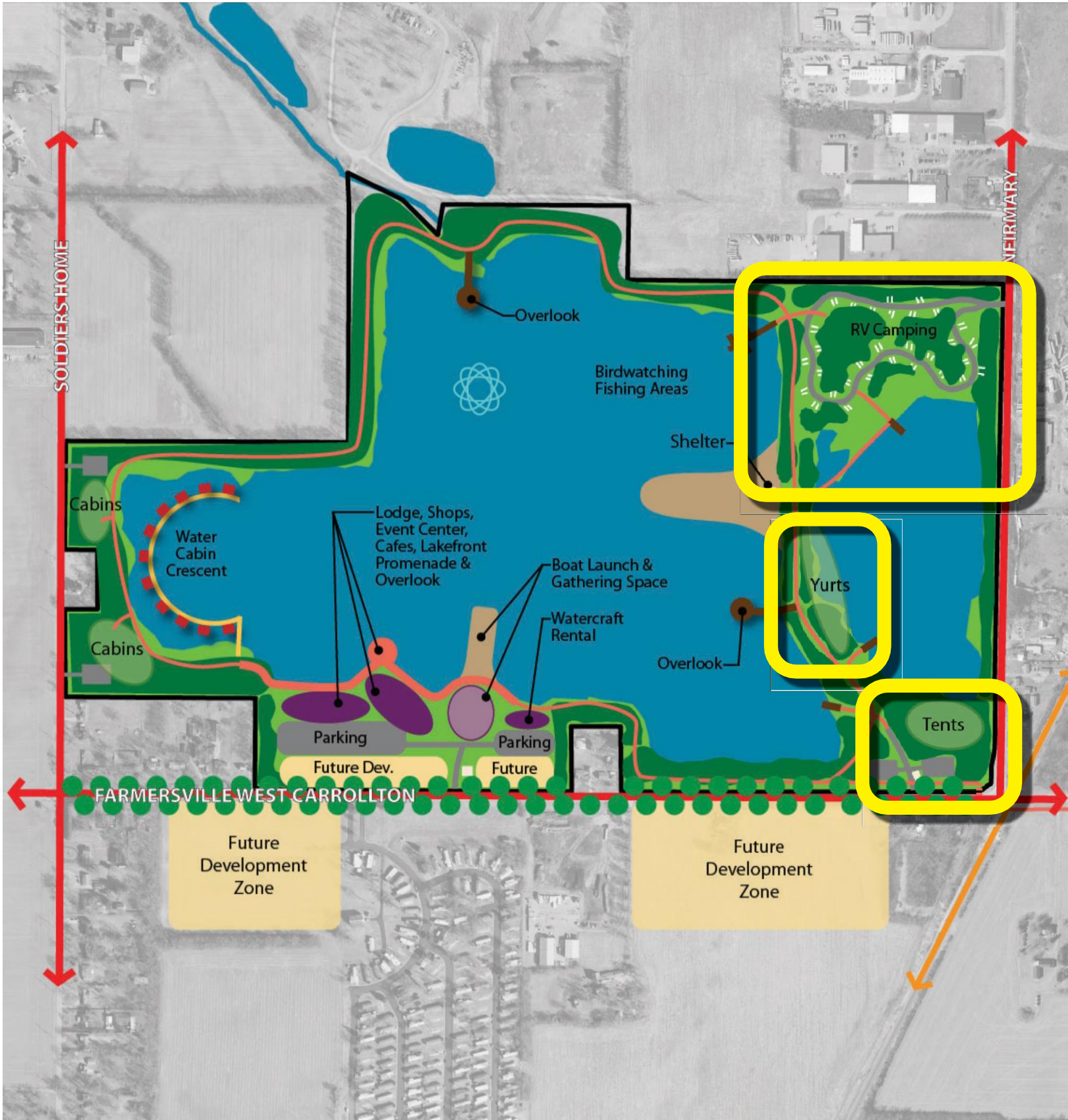
Tent camping should be nestled into the wooded area to the south of the Green Line Lake. Trees should NOT be cleared to make areas of flat land. Rather, **tents should be fit into the natural landscape one by one.**

If built on platforms, yurts can be positioned on the east side of the ridge with a view of the Green Line Lake. This will provide a great view and the feeling of seclusion in an intimate setting.

RV camping should be provided in the area to the north of the Green Line Lake. This area is currently bereft of trees, and must be regraded to substantiate a clear land area and reshaped edge for the lake.

The RV camping area must be built with the overall high-quality future of Western Lakes in mind. The feel of this area should maintain the Western Lakes theme of a secluded getaway in a natural environment. Trees should be planted throughout the area leaving only small, district, and separated spots for RV parking (maximum two RV's per spot).

There are many RV "parks" throughout the Midwest; most are little more than parking lots. Western Lakes must define itself in the market as a place to go for a high quality experience, not a cheap place to stay and hook up the electric. The temptation to pack as many RV's in as possible will undoubtedly come – that temptation must be resisted to ensure the overall quality and distinction of Western Lakes as a destination. This is the character and image that will provide the greatest economic benefit to the West Carrollton area.



Site Planning - West Lakes

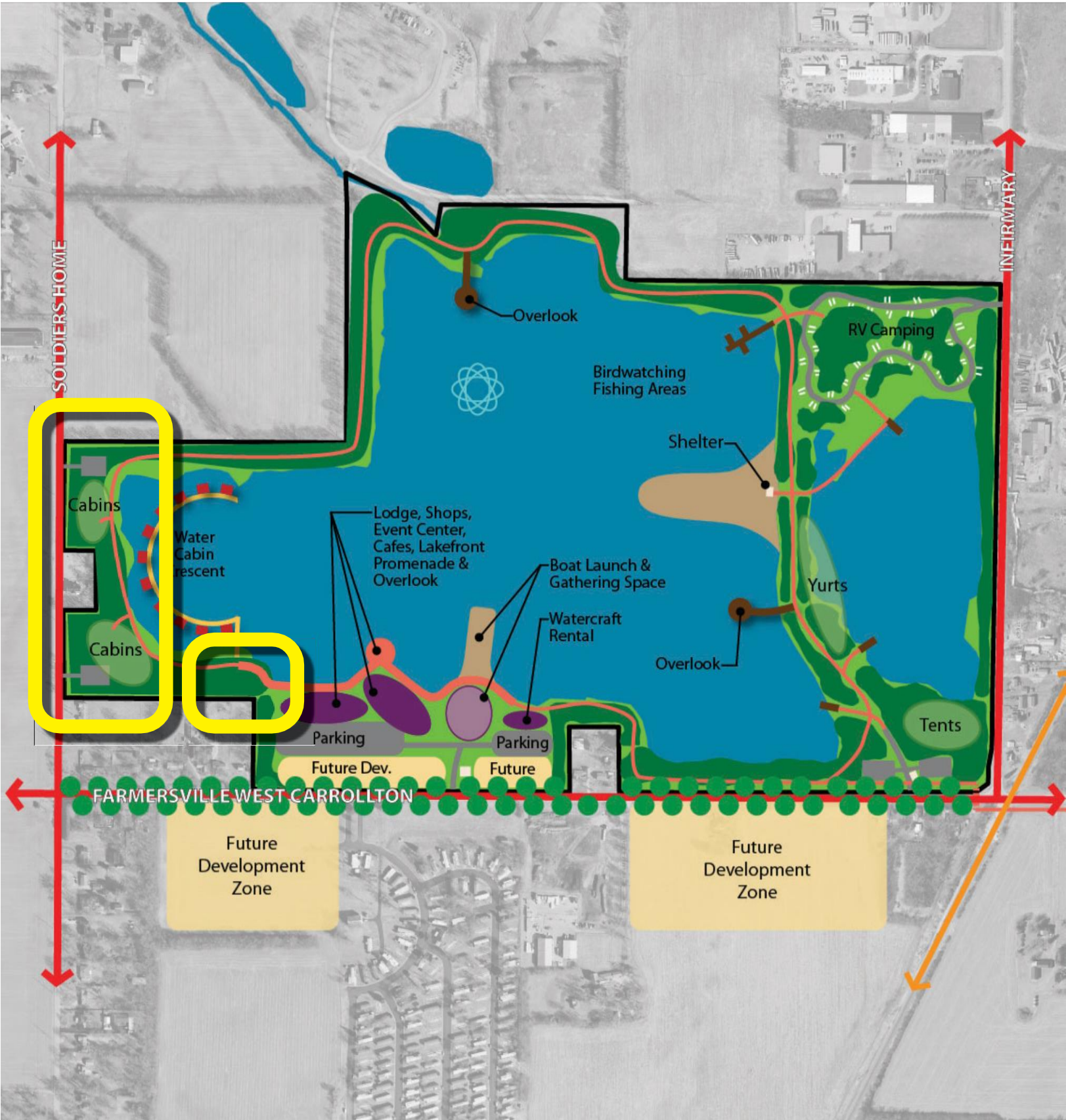
Future Development Ideas

Land Cabins

In the future, the city should explore the construction of land cabins on the west side of the Main Lake. Land cabins should be clustered in key places within the natural environment. Trees should be planted near all cabins, and the parking areas which serve them, so the cabins are eventually covered in shade. Parking areas should be made of pervious materials.

Cabins should be built with a very high standard of quality. **Visitors to the Western Lakes camping areas must select the Western Lakes because they want a getaway experience – not a cheap place to stay.** This quality will benefit the long term viability of the entire Western Lakes development for years of future phases.

Cabins can be various sizes but should remain fairly small during the first phases of development. Small cabins will provide a naturalistic, “getaway” experience. If the market indicates a demand for larger cabins (such as 4-bedroom suites) then those cabins can be built at future redevelopment sites.



Site Planning - West Lakes

The following four pages contain the most ambitious and aspirational recommendations contained in this plan. This grandiose vision seeks to position the Western Lakes as a unique, high-quality, natural experience which is distinctively different from other recreation destinations. This is the brand which can be best leveraged to grow the overall economy of the West Carrollton community for the long term. However, this vision will require a substantial investment of resources to achieve, not the least of which is the extension of infrastructure to serve these facilities. Both the construction and operation of any of these amenities will require public/private partnerships. As such, each of these concepts are presented for consideration and further evaluation as to their feasibility.

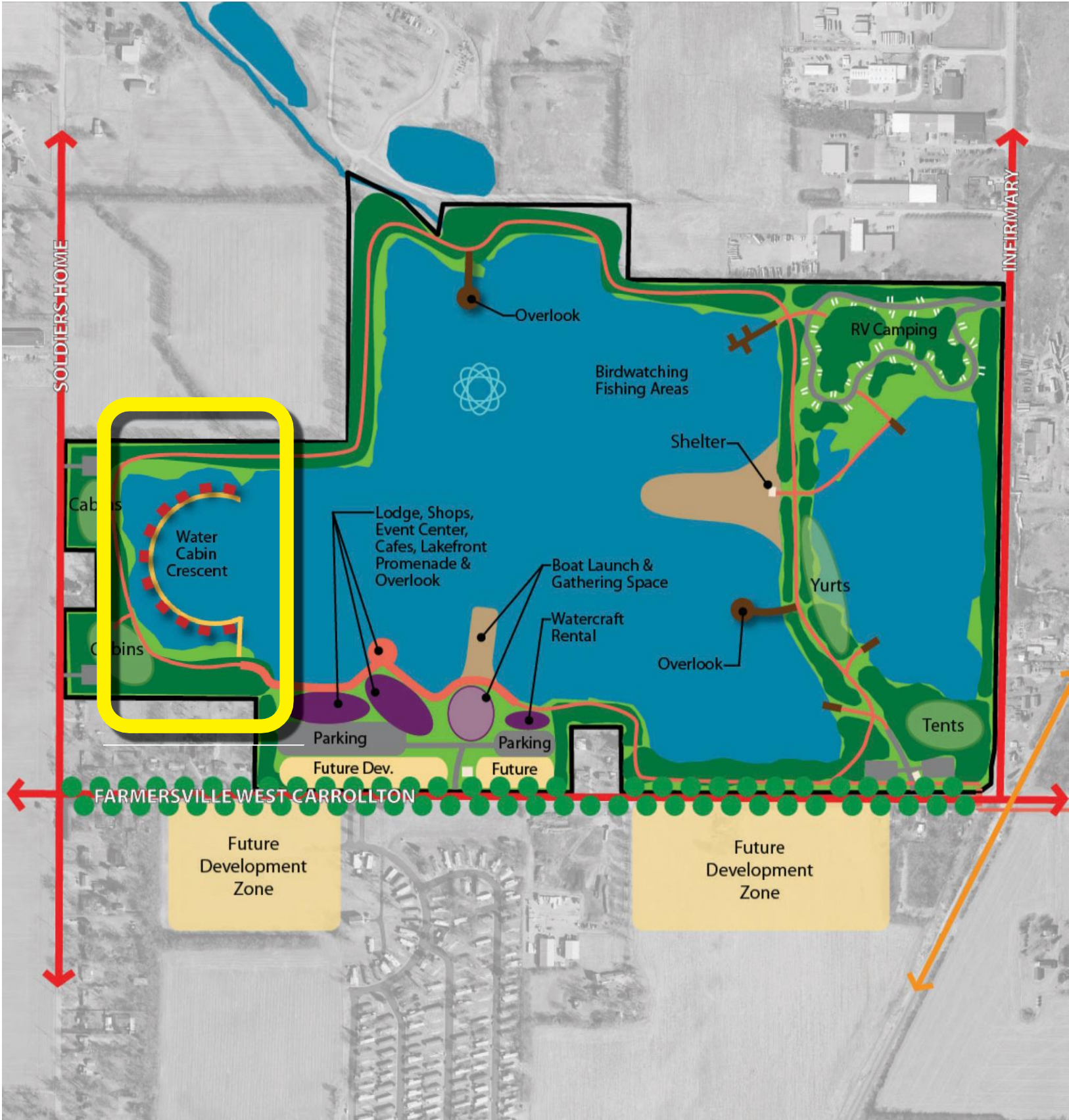
Water Cabins

Western Lakes should provide an array of weekend and week-long rental options to satisfy a broad range of visitors seeking a high-quality getaway.

Perhaps the most unique feature of Western Lakes could be water cabins. These should be small but suitable for weekend or week-long rental. They should be clustered together in one area of the Main Lake so water activity elsewhere does not disturb them and so they can be accessed efficiently from a single dock.

Because the Main Lake is not connected to the Great Miami River and is not in the river's flood zone, the lake's water level is fairly consistent. The water cabins should be built along a dock which can rise and fall with the level of the water.

Each water cabin should have modern features including a kitchenette, sleeping quarters, a living space, and wi-fi. They can be outfitted with environmentally-friendly features for sewer treatment and water collection. These cabins can also have photovoltaic panels on roofs for electric energy collection.



Site Planning - West Lakes

Boardwalk, Shops and Restaurants

The 14 acres of land which is situated between the Main Lake and Farmersville West Carrollton Road is the first, and largest opportunity for land development in the Western Lakes area. Thus, it should be maximized and leveraged to the greatest extent possible.

The Main Lake land development site presents a rare opportunity to create a high-quality lakefront development which truly engages the lake in meaningful ways. While part of the larger, naturalistic redevelopment of the Western Lakes sites, this area should be developed with multiple customer-facing service uses in mind.

This area can be developed in phases, but the first phase should be substantial and must be built with high quality. It is in this first phase of development that the bar of quality will be set for all development which follows. **It should be designed to give the feeling of relaxation and escape to a place in nature far away from the weekly worries of contemporary life.** That is not to say the architecture should be a stage set of rustic hokeyness; it can be modern and sleek, but of exceptional caliber.

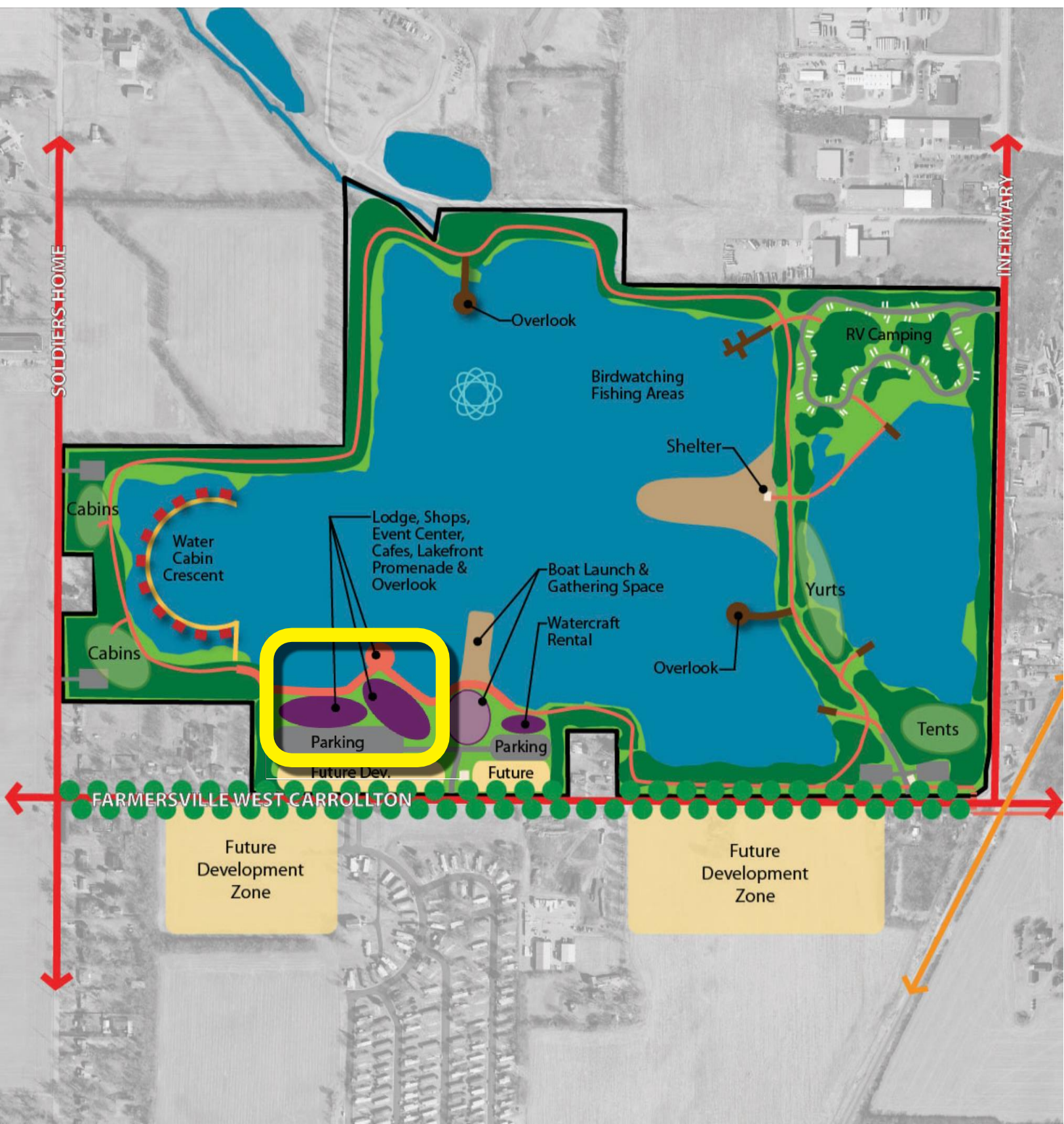
The first phase of the Main Lake development could include a boardwalk with several shops and restaurants. This will be the signature element of the Western Lakes area. If done well, it will be the subject of publicity, photographs, and the focal point of the entire area.

The boardwalk should be placed along the edge of the lake for 200 to 300 feet so people can occupy dry, stable spaces while viewing the lake below. The boardwalk can be wood or concrete, and should directly extend from the multi-use trail which surrounds the entire Main Lake. It should have soft lighting for evening use, and should be wide enough for people to pass by or pause to occupy space along it.

One or two restaurants could be developed which have outdoor dining along the boardwalk. This lakefront dining

amenity will provide a luxury rarely seen in this region and will provide dining options for campers staying at Western Lakes as well as event visitors and patrons from the greater West Carrollton area.

Seven or eight small retail shops could also be developed. Preferred retailers should sell goods and services related to recreation and activities for the outdoors as well as sundries for campers and water recreation patrons.



Site Planning - West Lakes

Lodge

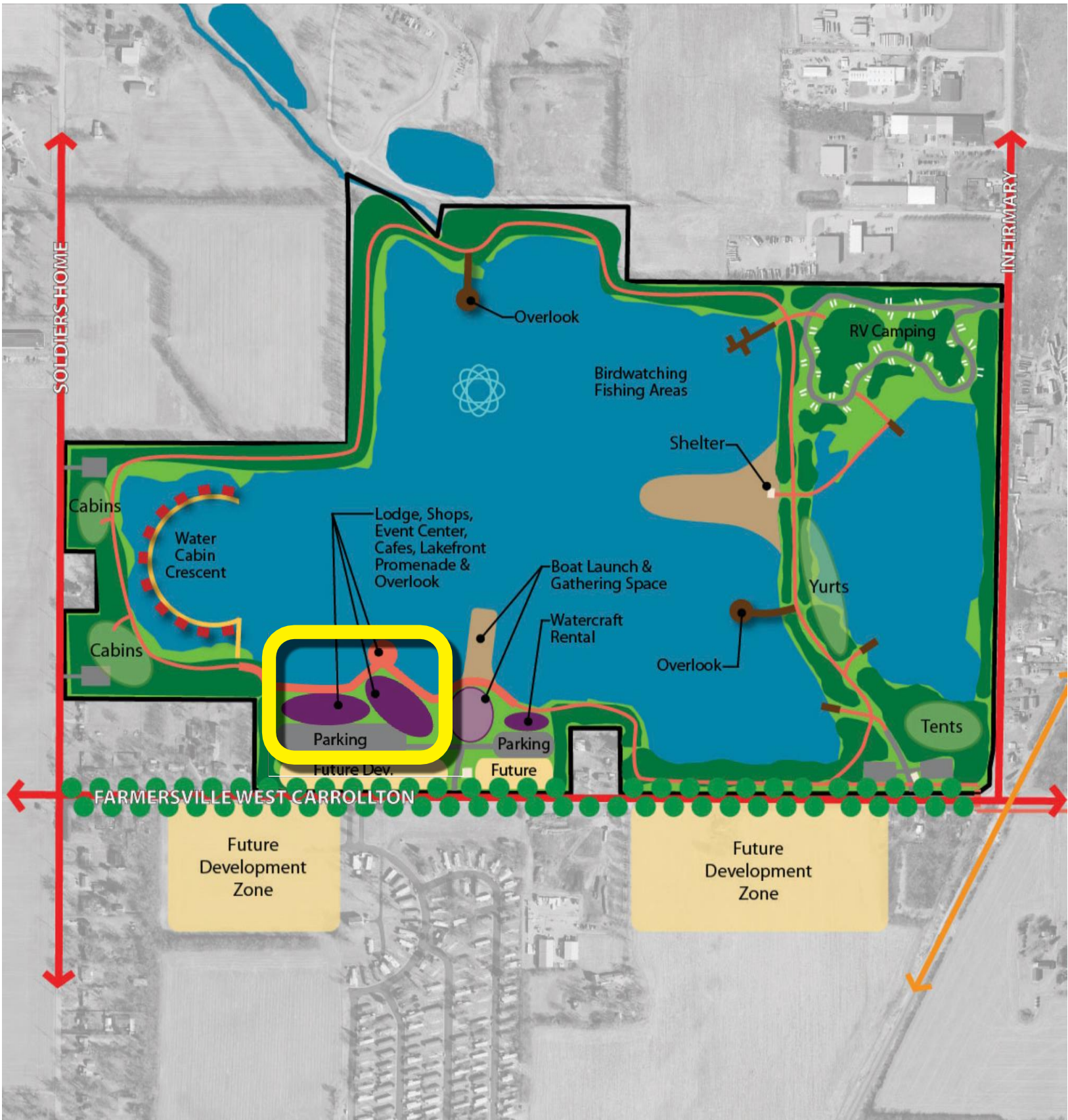
The Main Lake land area could have a lodge which will provide gathering spaces for anyone who travels to the Western Lakes area. Interior gathering spaces can provide rooms for visitors to gather before or after a day on the lake, or prior to an evening on the boardwalk. These indoor gathering spaces can also provide suitable amenities for campers during days of inclement weather. This will provide comfort to patrons that their tourism and entertainment dollars will not be surrendered to the fate of a weather forecast.

The lodge should be a high-quality building designed to give visitors a relaxing escape to a place in nature far away from their weekly worries. **Rooms and amenities can include seating areas, fireplaces, televisions (or a small theater), music, game rooms, eSports facilities, exercise rooms, locker rooms, hot tubs, and business spaces.** The lodge could even have a swimming pool.

The lodge should have dining spaces as well. If planned well, a portion of the lodge can face the boardwalk, allowing outdoor lakefront dining options. Restaurants can range from a higher-end café to a simple coffee shop.

The lodge should also have small conference rooms which can be rented by businesses for retreats or campers who wish to hold a party. These rooms can provide small event space if the larger event center (discussed in later pages of this plan) is to be built in later phases.

The lodge could also provide sleeping rooms for rent. Only a handful of sleeping rooms should be developed as part of the lodge however; a full service hotel could be built in later phases. The addition of sleeping rooms can provide lodging options for those who don't want to camp but who still would like a vacation in a lakefront environment. Sleeping rooms will apply an additional level of operations such as laundry, maintenance, and room cleaning services.



Site Planning - West Lakes

Event Center

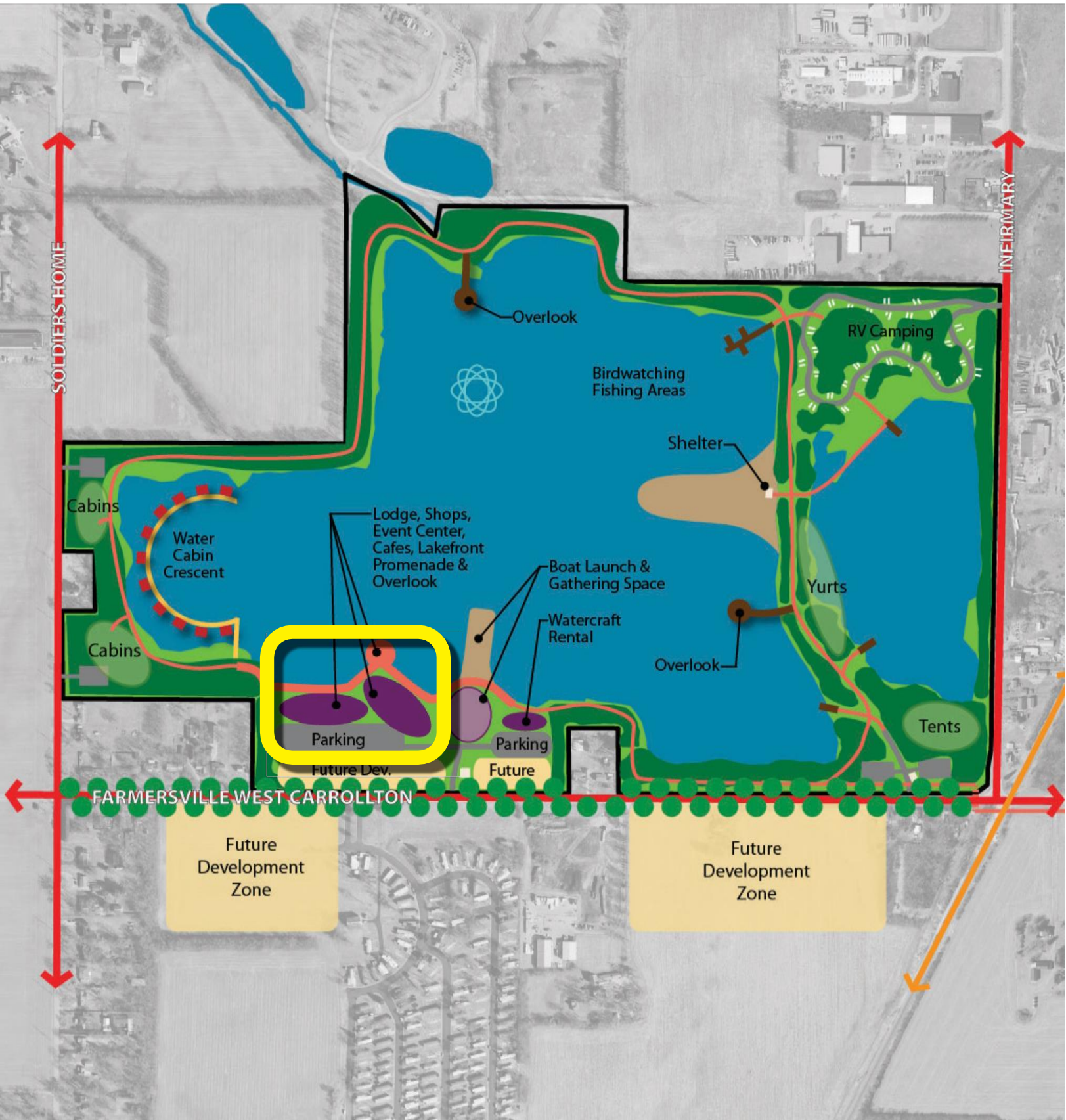
The Main Lake land area could have an event center. While it may seem there is an abundance of event centers in the Greater Dayton area, there are not many that have a natural lakefront setting. **This setting will provide a distinct alternative to nearly all others, which will be competitive advantage.**

The exact location and design of the event center should maximize the natural setting by being placed in a lakefront position. The event center can further capitalize on this setting by having a large outdoor space on a lakefront deck and being designed as an indoor / outdoor facility.

The event center can host many types of occasions – from business gatherings to birthday parties. However, special attention should be paid to weddings. Brides, grooms, and their families are constantly looking for memorable environments to host their wedding ceremony and reception celebrations. The event center should provide pre-function places which could even include separate bride and groom cabins. Other amenities such as fireplaces, fountains, gardens, and gazebos should be considered as well.

A small collection of nearby cabins could provide overnight lodging specifically to accommodate event center guests and wedding parties.

The exact size of an event center should be determined after a market study is performed but early planning should assume a 8000 to 10,000 square foot facility. Parking for the event center should be ample and nearby but designed to be compatible with the natural surroundings using pervious pavement, clearly defined pedestrian paths, and an abundance of trees.



Site Planning - West Lakes

Future Development Zones

Later phases of development should modulate in order to reflect lessons learned from early phases and to adequately respond to then-current market demands. While standards of quality and the overall image of Western Lakes as a destination for escape to a natural environment must be upheld, flexibility in determining exactly what types of places and amenities should be developed over time is critical.

The land along Farmersville West Carrollton Road should be planned as the West Lakes redevelopment takes shape.

It should not be paved as parking lots or left as an overgrown, unkempt area. Future development options in these areas will become clearer, and more abundant, as Western Lakes begin to thrive and mining and industrial activity begins to diminish.

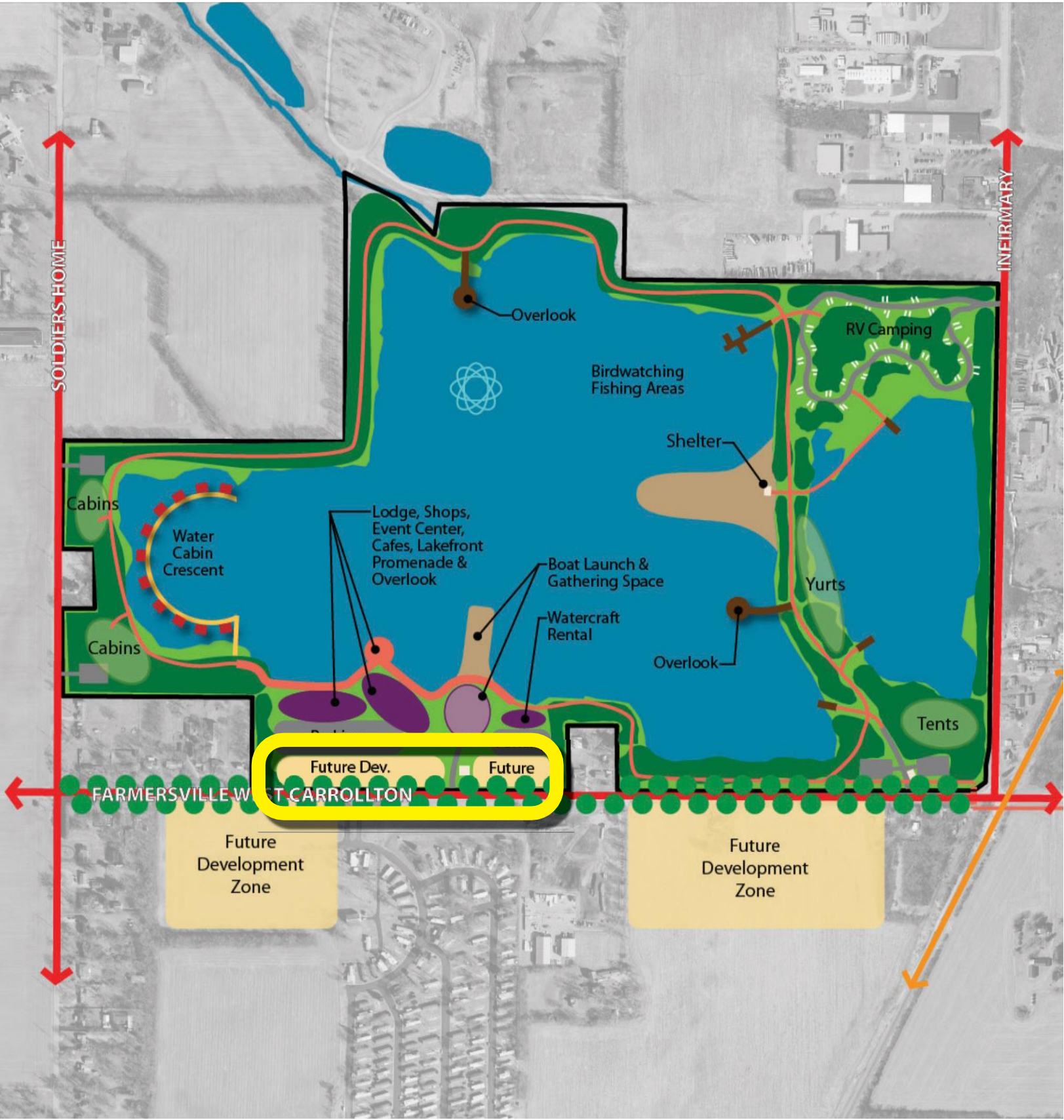
Future development possibilities include commercial and mixed-use buildings which complement the Western Lakes environment of retreat, recreation, and relaxation. The demand for lodging may prove to be great enough to warrant the construction of a hotel.

Or, it may be determined that the development of buildings is better slated for areas to the south of Farmersville West Carrollton Road and the areas in the West Lake site should remain as a naturalist, or landscaped environment such as woods or an orchard.

Future mining activity on the south side of Farmersville West Carrollton Road should be prohibited within 500 feet from the road.



Chico State



Site Ideas - Southern Lake and Future Sites

Existing Character

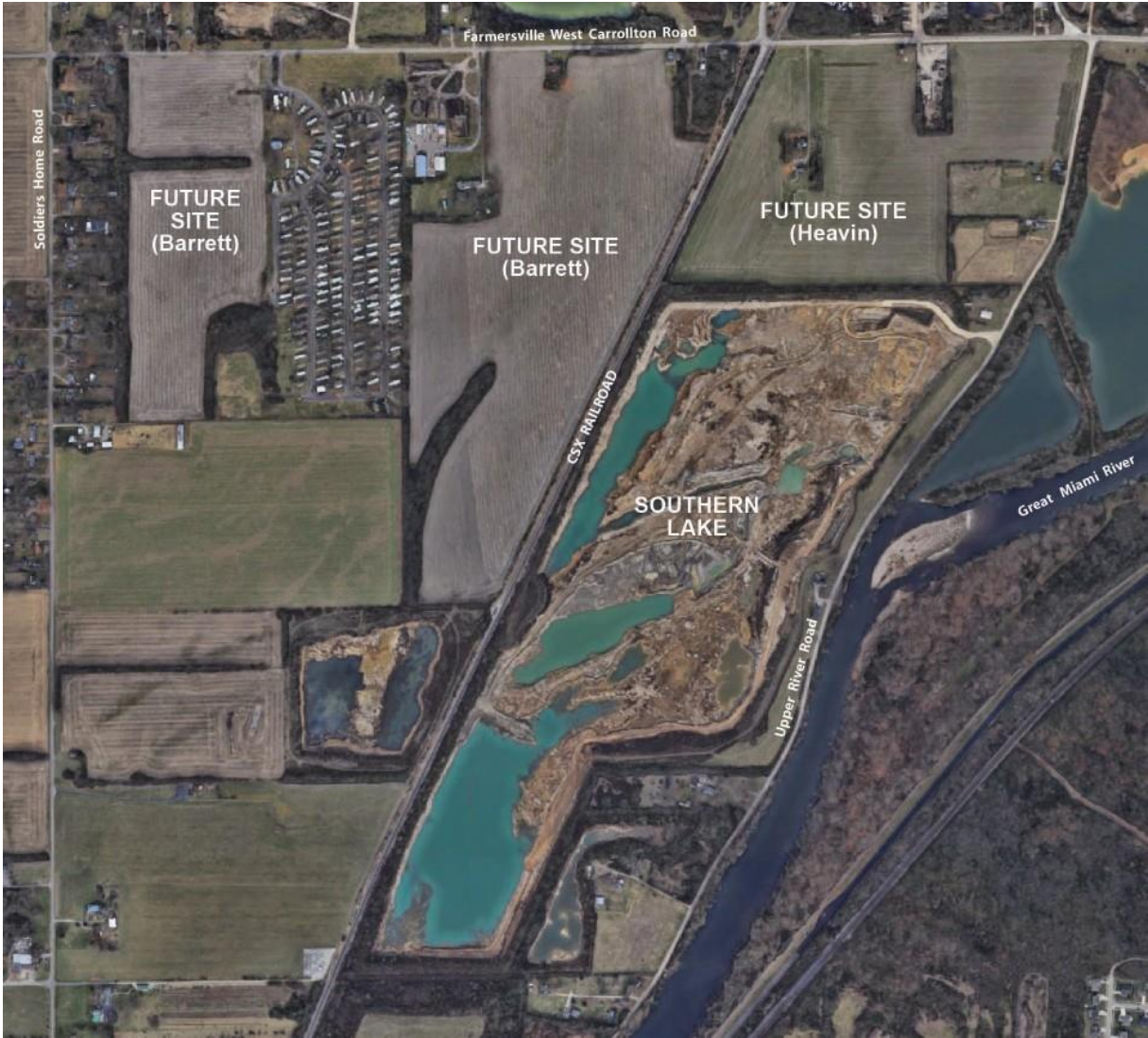
The remaining sites in the Western Lakes assemblage are either currently being mined or will likely be mined in the future. The "Future Site (Heavin)" and the adjacent "Future Site (Barrett)" are located within the city, while the other two sites are located within Miami Township.

Mining activities are currently underway at the Southern Lake site and they are expected to continue for just a few more years (although the permit for mining at this site lasts until 2035).

Unlike other lakes, whose depths range from 10' to 25', the **Southern Lake will have portions that could be up to 60' deep.**

The Southern Lake has an earth berm along its eastern boarder which is 10' to 15' tall and blocks the view of mining operations from Upper River Road. Its western border is dominated by a CSX rail line which handles over 20 trains per day. The land to the south will also include a lake, separate from the Southern Lake, although this property is privately owned and will not be a part of the Western Lakes redevelopment.

Because these sites are currently being mined or will be mined in the future, the ultimate size and shape of each lake is unknown. Lake shapes shown to the right are approximations.



Possible water areas after completion of mining activities



Upper River Road



Upper River Road



CSX tracks at Farmersville West Carrollton Rd.

Site Planning - Southern Lakes

Future Development Ideas

Later phases of the Western Lakes development should reflect lessons learned from early phases and should respond to then-current market demands. Flexibility in determining exactly which uses, activities, and amenities should be developed over time is critical.

In the future, the Southern Lake and the Heavin sites can work together to optimize development opportunities. Southern Lake will likely be ready for development first, however. Both properties should be developed after operations at Tri-Lakes and West Lakes are well underway.

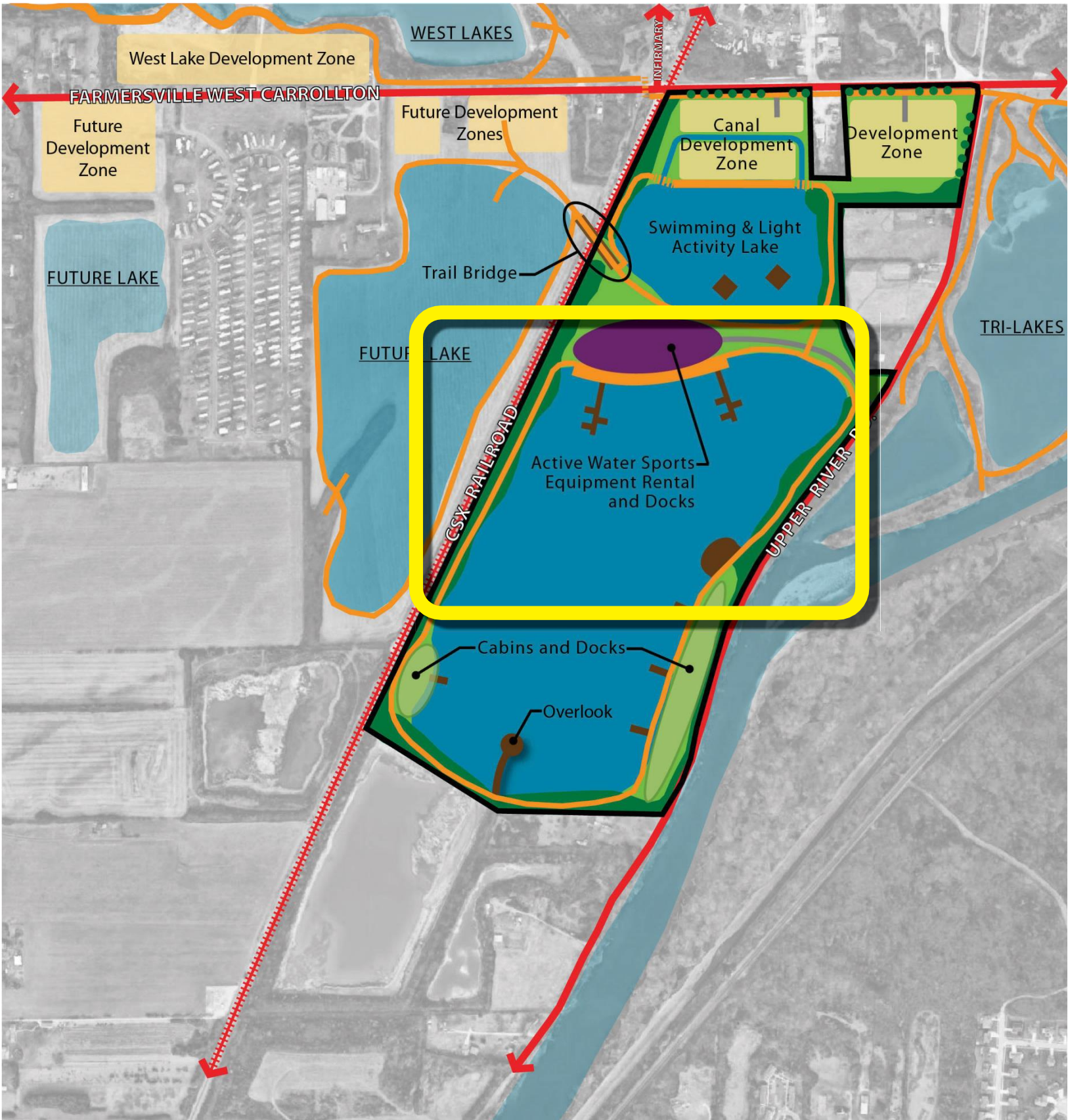
Southern Lake should maintain the theme and image of the entire Western Lakes collection as a high-quality getaway destination for relaxation, recreation, and retreat.

Though not huge, Southern Lake will be one of the largest lakes in the Western Lakes collection and will have few, or no shallow parts. **Portions of Southern Lake may be as deep as 60 feet. Future activities could take advantage of this unique aspect and can include more active water craft such as jet skis and even scuba diving.**

Other opportunities for water activity include cable-pulled water sports, underwater machines, and water playgrounds.

Watercraft rental and training, as well as large stationary equipment (like cable pull systems), could be located toward the north end of the lake. This will be the more active area and is closer to the entry drive and potential parking areas.

It should be noted again that the Southern Lake is located in Miami Township. As such, if the city desires to incorporate this site into the district and make improvements on it, it would need to be annexed.



Site Planning - Southern Lakes

Future Development Ideas

By the point in time Southern Lake and the Heavin property are positioned for redevelopment, the Western Lakes project will already be well underway. Tri-Lakes and West Lakes will be established recreation destinations, hosting visitors from throughout the southwest Ohio region. To continue to grow, Western Lakes should pursue strategies to enlarge its pool of visitors to the larger Midwest.

To attract visitors from throughout the Midwest for many years and to leverage Western Lakes for the economic benefit of the entire West Carrollton region, **future project planners should seize opportunities to create truly unique environments.** One such environment could be land development with a small canal system.

The Heavin property is located along Farmersville West Carrollton Road and, as such, offers the opportunity to be developed as a transition between the road and the vast, lakefront settings of the Heavin Lake and Southern Lake. If possible, a future development zone should be reserved for land-based development within 500' of Farmersville West Carrollton Road. This development should include interesting buildings, possibly housing a hotel, restaurants, associated event spaces, and a small canal feature.

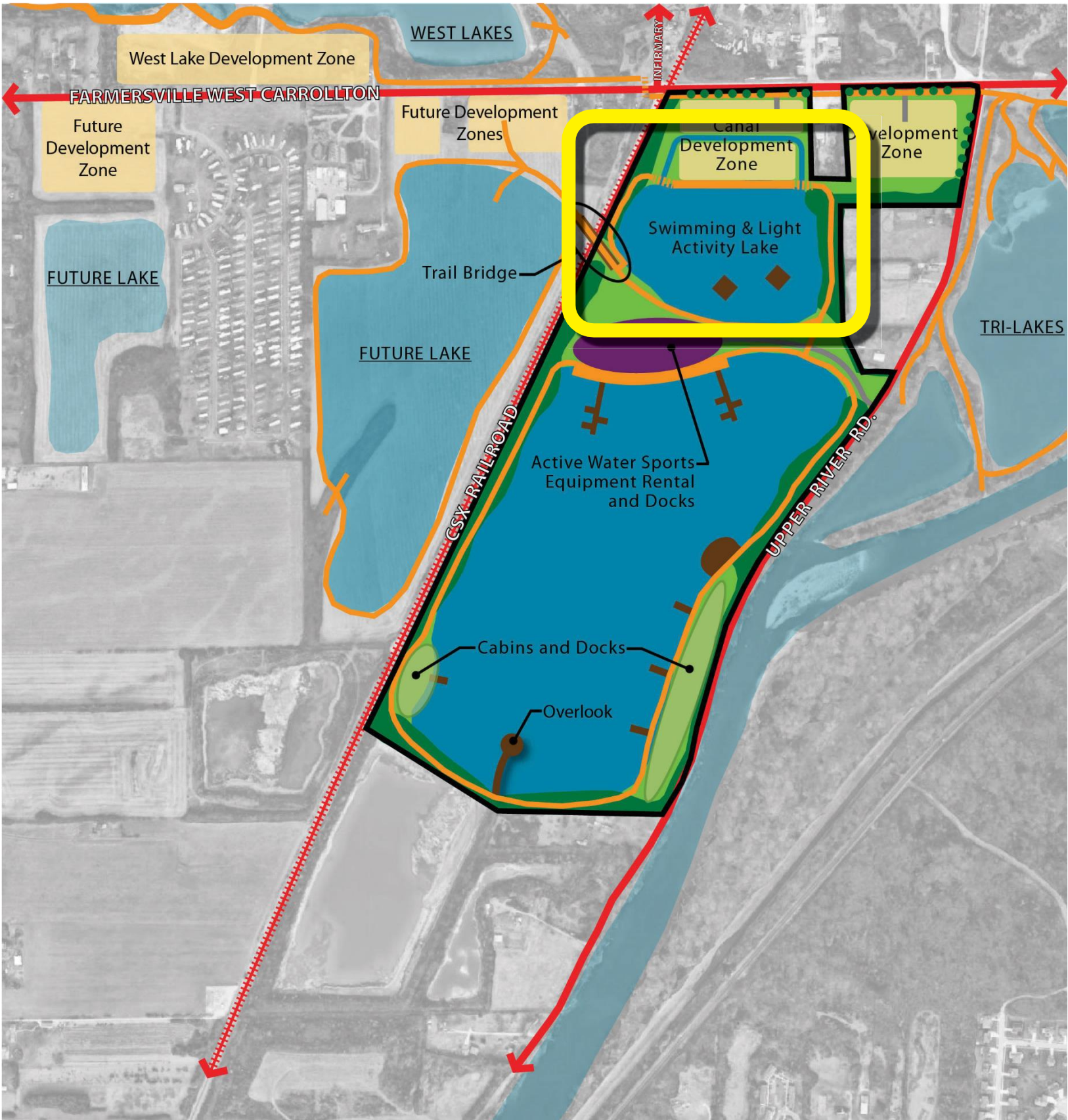
A canal waterway could bring the primary feature of the Western Lakes collection – water – literally into the land-based development along Farmersville West Carrollton Road. Outdoor cafes and retail shops can be placed at canal level while balconies of hotel rooms project from the stories above.

The canal can empty into the Heavin Lake which would be open for swimming, paddle boating, and other light activity. Other features of the Heavin property could include a swimming pool and an ecological center.

Future mining activity on the south side of Farmersville West Carrollton Road should be prohibited within 500' from the road.



Tahoe Chamber



Site Planning - Southern Lakes

Future Development Ideas

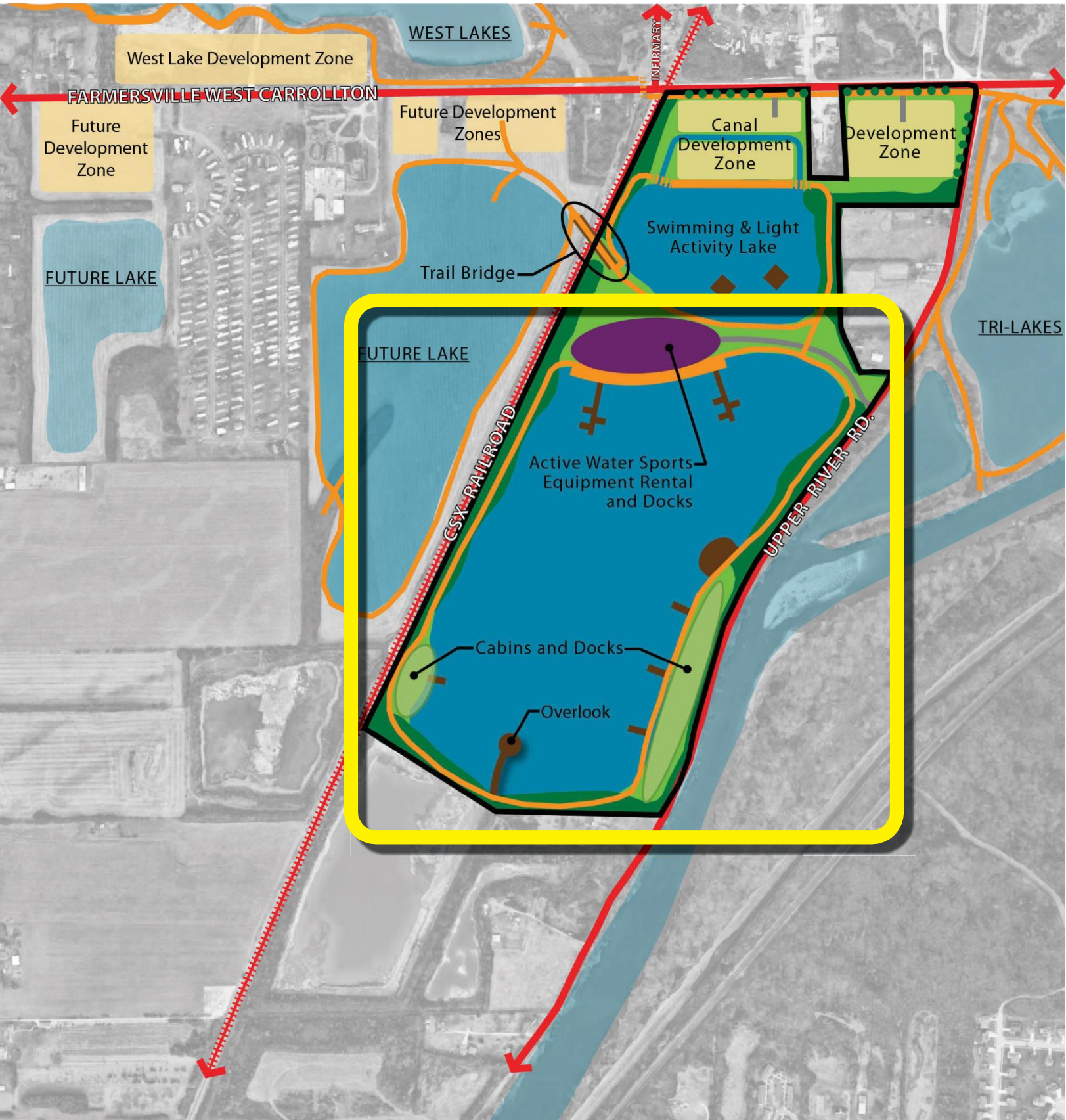
In keeping with the character of the entire Western Lakes redevelopment, Southern Lake should have cabins for weekend and week-long rental. These can be land-based or even shoreline-built cabins to take advantage of the scenery.

If market forces are favorable, future project developers can even consider the possibility of longer term, seasonal rentals or even permanent residential uses. Lodging should be kept toward the southern half of Southern Lake to create a more peaceful enclave.

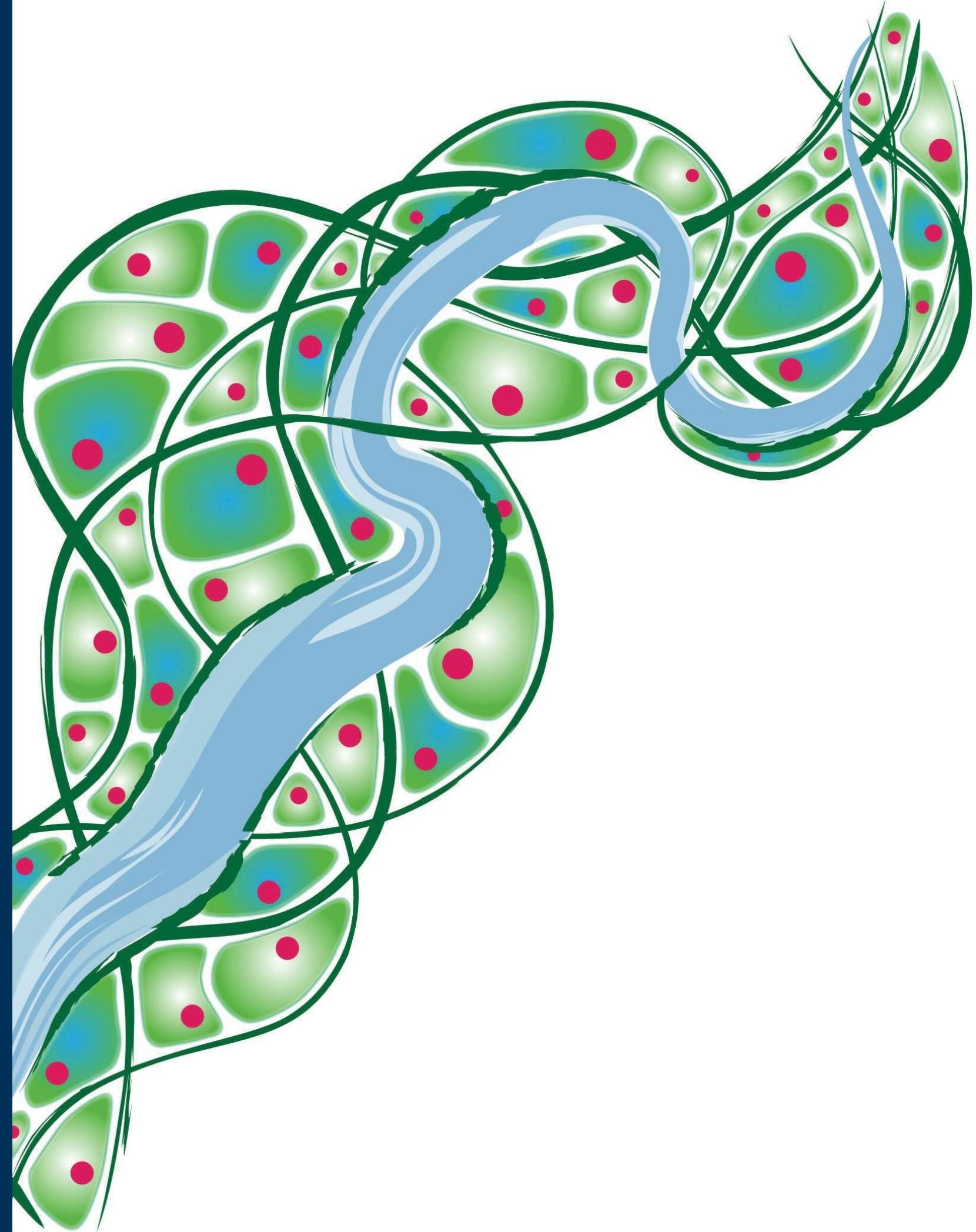
Southern Lake should have soft-scape trails throughout including a loop which surrounds the entire lake. Great care should be taken to ensure safety along the railroad tracks and may include the erection of a fence – which may also mitigate sound. The trail should transition from softscaped materials to hardscape (pervious concrete perhaps) at the northern edge of the lake where watercraft rental and training may require docks.

Boat launches, docks, and overlooks should be built at key locations. Overlooks will give visitors opportunity to pause and enjoy the environment. Well-placed docks will allow lodgers to store their boats for the week.

Eventually the property to the west of the CSX Rail line will be developed. Project planners should seek to join the property to the Southern Lake and Heavin Lake areas with the trail spanning a bridge over the railroad tracks. This could provide a unique architectural feature and reinforce the high-quality aesthetic of the Western lakes development.



IMPLEMENTATION



Early Action and Project Planning

Plan adoption

This master plan should be adopted by the City of West Carrollton. City officials should incorporate first phase actions into the annual work plan. The plan should also be given to Miami Township for their consideration.

Early Wins

There are things that stakeholders can do today to generate early wins and build momentum for the future of the plan area. As examples, two early tactics could help create the sense of momentum that will move some planning objectives forward.

1. Plant trees at the sites. Lots of them.

As quickly as possible. Trees and thick vegetation need to be planted at key areas in order to beautify the Western Lakes sites and further buffer the boundaries. Certain areas are in great need of tree-planting right now so those trees are reaching maturity as the development takes shape. These include areas such as:

- Tri-Lakes: along Farmersville West Carrollton Road
- Tri-Lakes: along the Great Miami River near the Farmersville West Carrollton Road bridge
- West Lakes: along the entire northern edge of the Main Lake.
- West Lakes: northern edge of Green Line Lake at property line (northern edge of the Green Line lake edge should be reshaped – wait until that is done to plant trees in RV area)
- West Lakes: southwest corner and side of Green Line Lake (avoid underground gas line)
- West Lakes: southeast corner of Green Line Lake
- West Lakes: along Farmersville West Carrollton Road
- West Lake: along the west edge of Main Lake

2. Get people to the Western Lakes sites so they can see these amazing natural assets, gain an understanding of their value, and become supporters of the Master Plan vision.

Host Tree Planting Events

The City of West Carrollton, Barrett Industries, and other partners can coordinate tree planting events where volunteers plant trees in specified areas. These events will clearly signal that something good is underway and will establish community pride and a sense of ownership. On-site celebrations, with food and drink, could be held after each volunteer tree planting day.

Give tours of the sites

Tours of the sites will encourage public interest in the overall vision as well as gain potential support from local and regional leaders. On-site events could be regular or periodic (e.g. – monthly or quarterly). They can be held at different times of the year to show the property in different perspectives. Tours can have different guides and speakers including people from Barrett Industries, the City of West Carrollton, and the Master Planning team – to name a few. These tours and speakers will reveal each site's potential and energize participants for the future.

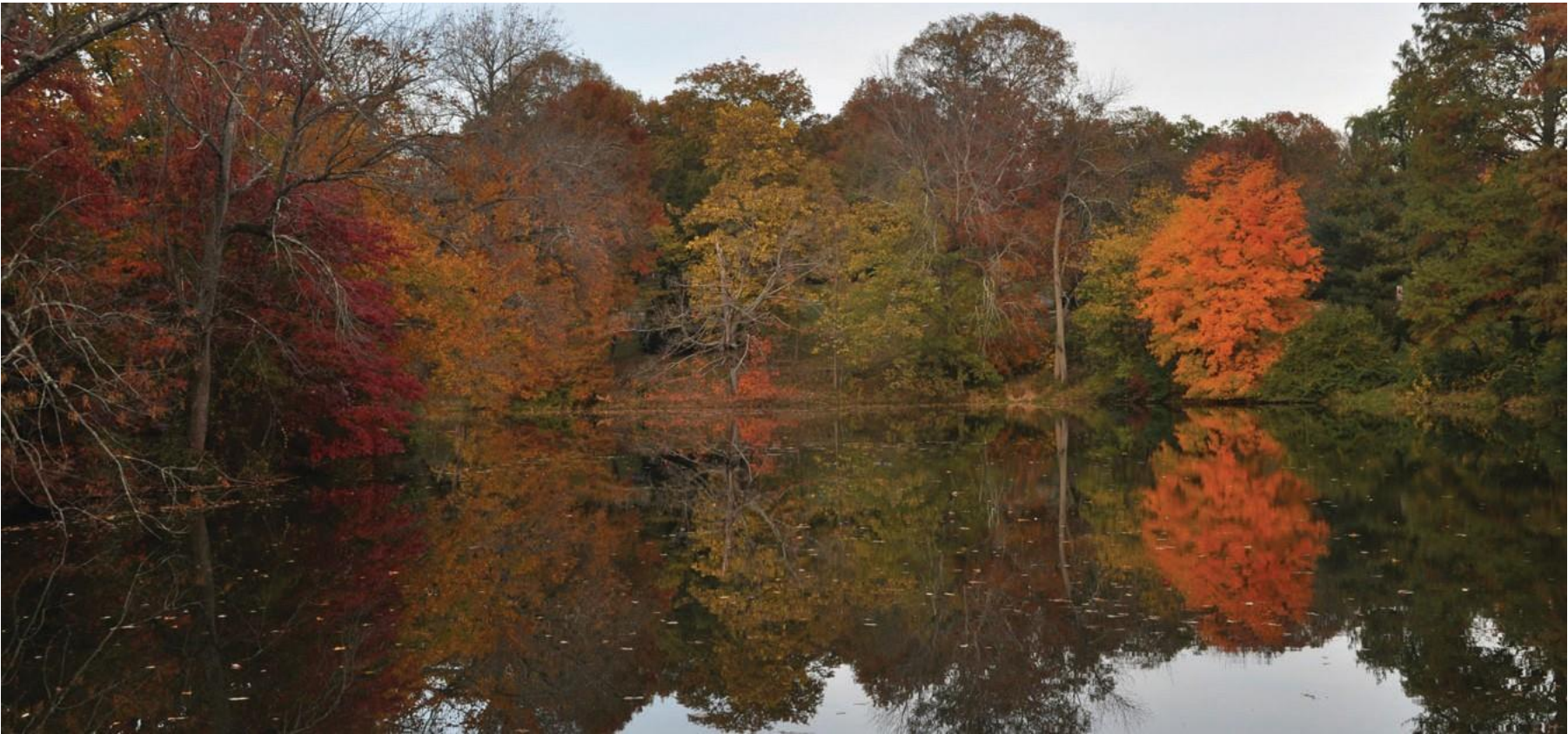
Host Special Events

The City or Barrett Industries could host a number of small events to promote the future vision of the Master Plan. Some ideas include:

- A music event with food trucks and other entertainment.
- A bird-watching day with an expert ornithologist from a local zoo.
- A fishing derby or demonstration
- Boating demonstrations

Post Informational Signage

Signage placed at key locations of the Western Lakes sites could inform visitors about the Master Plan. Graphics, including those from this plan, could be placed on such signage along with some verbiage about the endeavor.



Set The Civic Groundwork

Annexation

The City of West Carrollton could consider annexation of the Southern Lakes site, other future mining sites shown in the master plan, and any properties that lie within the general boundaries of the Western Lakes sites.

Miami Township is an excellent partner which probably shares the vision for Western Lakes laid out in this master plan. The Miami Township community will no doubt benefit from a high-quality Western Lakes development.

However, **by annexing all of the land covered in the master plan, the City of West Carrollton will eliminate unnecessary bureaucratic complexities such as zoning and permitting.** If all of the land is within one civic jurisdiction, then West Carrollton can speak with one clear voice when advocating for things like infrastructure improvements, negotiating incentives and funding, establishing economic benefit zones or other overlays, and executing agreements for ownership and operations.

Annexation also enables continued growth of the city to the west, and potential future development opportunities on other properties.

Property Ownership

The City should consider the question of ownership of these properties. Similar to the city's acquisition of property in the River District, clear ownership will enable the City to exercise absolute control over future ownership and partnerships, final planning and design, development / construction, and operations.

However, the city needs to determine its willingness to pay the cost of acquisition and ongoing maintenance, and assume liability for these sites.

The City may choose to acquire property, and transfer ownership to another entity who shares the long-term vision and in whose hands that vision will be achieved. This succeeding entity could be another public partner, such

as Five Rivers Metroparks, or a non-profit corporation created specifically for the ownership and development of Western Lakes whose board is comprised of project partners.

Another alternative to outright ownership by the City is to create a partnership with Barrett Industries. **This could take the form of a right-of-first-refusal agreement for each site, allowing the city the first opportunity to acquire a site if another party expresses purchase interest.**

If the City decides not to proceed with acquisition, there are other ways to exert levels of influence over future development which are in the public interest. These include establishing zoning, design regulations, placing regulatory conditions on future mining permits, leveraging access to infrastructure, and providing funding. However, all of these options are limited. None will deliver the maximum amount of control, or compulsory "teeth", that property ownership will.

Future Mining Sites

The City and Barrett Industries should agree upon reclamation plans which will foster the creation of desirable future development for all properties where mining is proposed. In order for mining to occur on future sites, West Carrollton City Council should rezone the properties to a Planned Unit Development (PUD) district and the West Carrollton Planning Commission would need to then approve site development plans which would serve as reclamation plans for each property. These plans will designate the property to be preserved for future use and development in the recreational district.

Project Partners

The City of West Carrollton should select partners to advise and help make decisions which are in the best interest of the city and the region and who can help with execution of the master plan.

The city can establish an advisory panel comprised of these project partners. The panel should advise the city on future

ownership, funding sources, financial models, final planning and design, developer / operator search and selection, and other project management decisions. Potential partners could include:

- Barrett Industries
- Five Rivers Metroparks
- Miami Conservancy District / Great Miami Riverway Coalition
- Miami Township
- Dayton Convention and Visitors Bureau
- West Carrollton Community Improvement Corporation
- South Metro Regional Chamber of Commerce
- Residents

Development

The simplest way to execute this master plan is for a single entity to undertake all ownership, and management of development, design, construction, and operations. This scenario will require substantial funding from public sources at the local, state, and possibly federal levels. If a public-private model of development is followed, other sources of funding can be sought. However, decisions and profits will be split, and complexities will be created.

Tri-Lakes can and should be developed and operated solely by a public entity.

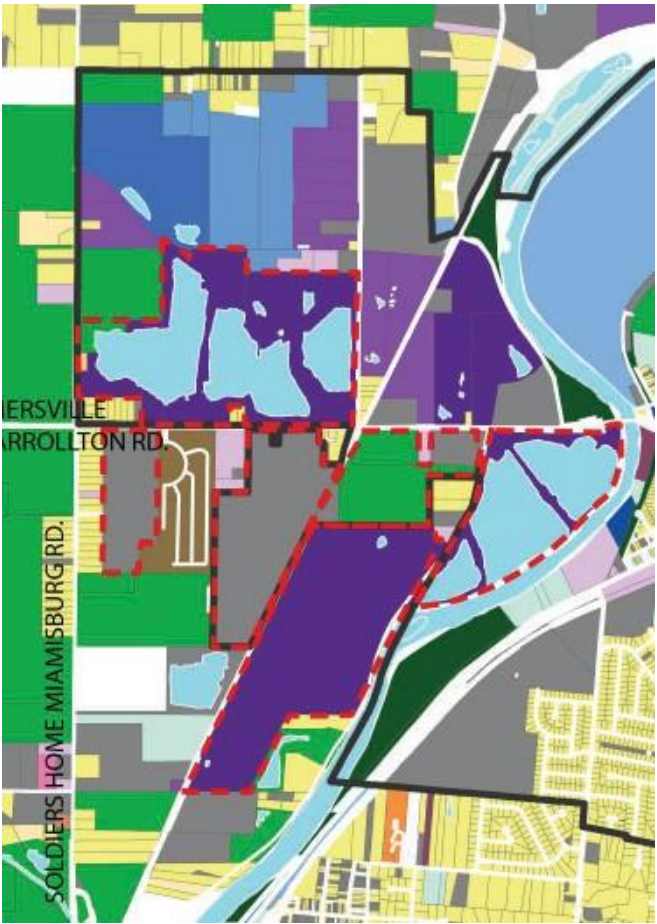
West Lakes, because it has retail, event, and lodging elements, can be developed under a public-private partnership. The recommended division of project areas at West Lakes is:

Public:

- Vehicular access drives and parking
- Paved and soft trails
- Boardwalk
- Central and secondary boat launches
- Overlooks
- Welcome Building
- Boat Livery
- Utilities and infrastructure

Private:

- Seven retail shops
- Two restaurants / cafes
- Event center and associated cabins



- Lodge and small hotel
- Land and water cabins (and dock), yurts, tent camping and RV camping

The Future Development Sites south of the Main Lake at West Lakes can be negotiated.

If a public-private partnership is sought, the City should clearly define a scope of work for a private developer / operator. This should include program, design, and construction standards.

The developer(s) should be selected based upon their portfolio of successfully built and managed event, retail, and lodging operations. The selected developer(s) should provide final planning, design, and construction the buildings and amenities under their purview and should include phasing and funding strategies.

If funding requires Tri-Lakes and West

Lakes to be developed at different times, Tri-Lakes should be developed first because it is simplest and requires less funding for construction.

No matter the development and management arrangement, funding will likely require significant public sources.

The City (or its selected succeeding entity), project partners, and the selected developer(s), should embark on a concerted, tenacious effort to obtain such public funding.

Roads, River, Trails, and Utilities

Bike and Pedestrian Trail Connections

To achieve the multi-use trail connections from downtown West Carrollton to Western Lakes, the City will need to make certain modifications that are within its power to make but will need to work with others to make improvements outside its authority.

The City should investigate potential new routing for off-road, paved bicycle and pedestrian facilities connecting downtown West Carrollton to a new river crossing,

including trailhead parking near the Great Miami River Trail and Hydraulic Road. In addition, consideration should be given to making a paved trail connection to the new shared-use path along West Central Avenue.

The City should also plan to accommodate a future paved shared-use path along Farmersville West Carrollton Road from the Great Miami River west to Soldiers Home Road. While construction of the paved path west of the Great Miami River can be done in incremental phases, it should be planned in the beginning so exact routing is anticipated, cost estimates can be made, and funding pursued.

In anticipation of the development at Southern Lakes and the Heavin property, the City should plan for future paved trail connections to Southern Lakes along Upper River Road. Also, the City should begin gaining permission to build a bridge for a shared-use path under the CSX railroad soon. Permission to construct such a bridge will take a long time.

Shared-Use Trail River Crossing

The City should work with the Montgomery County Engineers Office to determine the best way to get a safe and comfortable bicycle and pedestrian trail across the Great Miami River.

The quickest and least costly way would be to insert the trail in the existing bridge profile by realigning vehicle lanes and erecting a guardrail. Another option is to add structure to the existing bridge (probably along its north side) for a new shared-use trail. The

third option would be the construction of a new trail bridge using the extant right-of-way of the original bridge.

The City should Work with the Montgomery County Engineers Office and MVRPC to add a new project to the MPO Regional long-range transportation plan.

The project must provide accommodations for bikes and pedestrians in the Farmersville-West Carrollton Road Corridor, including modifications to the existing Great Miami River bridge or a new river crossing using the right of way from the former bridge crossing location.

River Access

As indicated in the master plan, there are some places where kayakers and canoers can safely access the Great Miami River. However, there should be new access points located at or near Western Lakes.

The City should have a partner organization, or private firm with appropriate expertise, conduct a river access study along the Great Miami River from the Tri-Lakes and Conservancy properties. This study should identify the best potential locations for river access, level of access, safety, and amenities and assess environmental impacts.

The City should coordinate its efforts to plan paved shared-use trails with river access points to ensure a well-connected network.

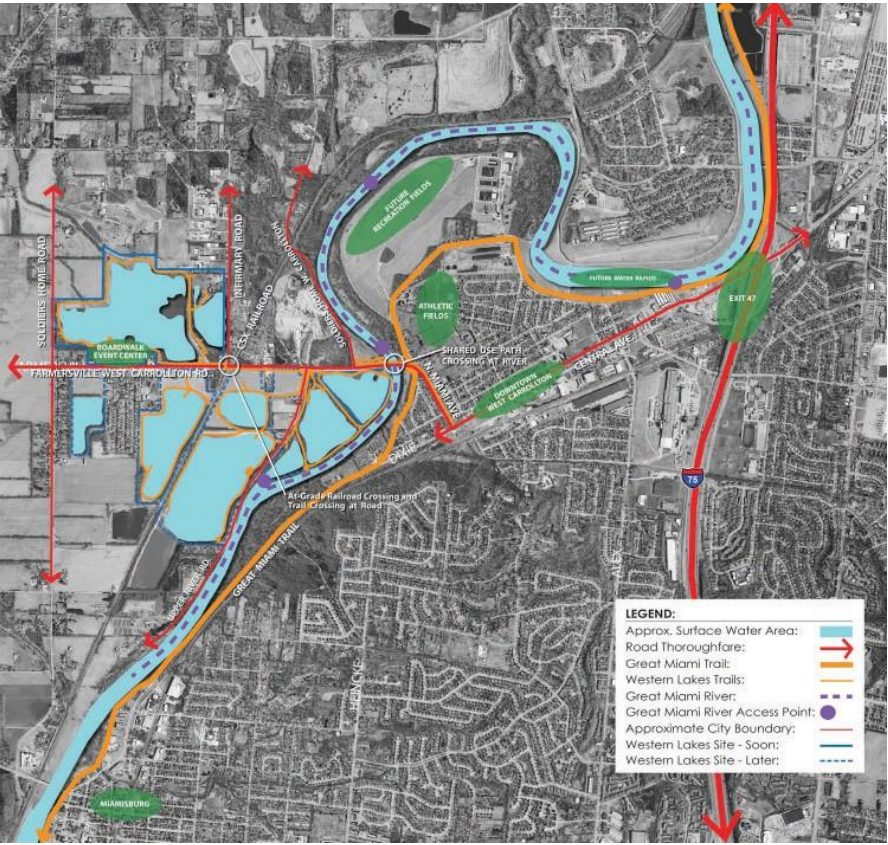
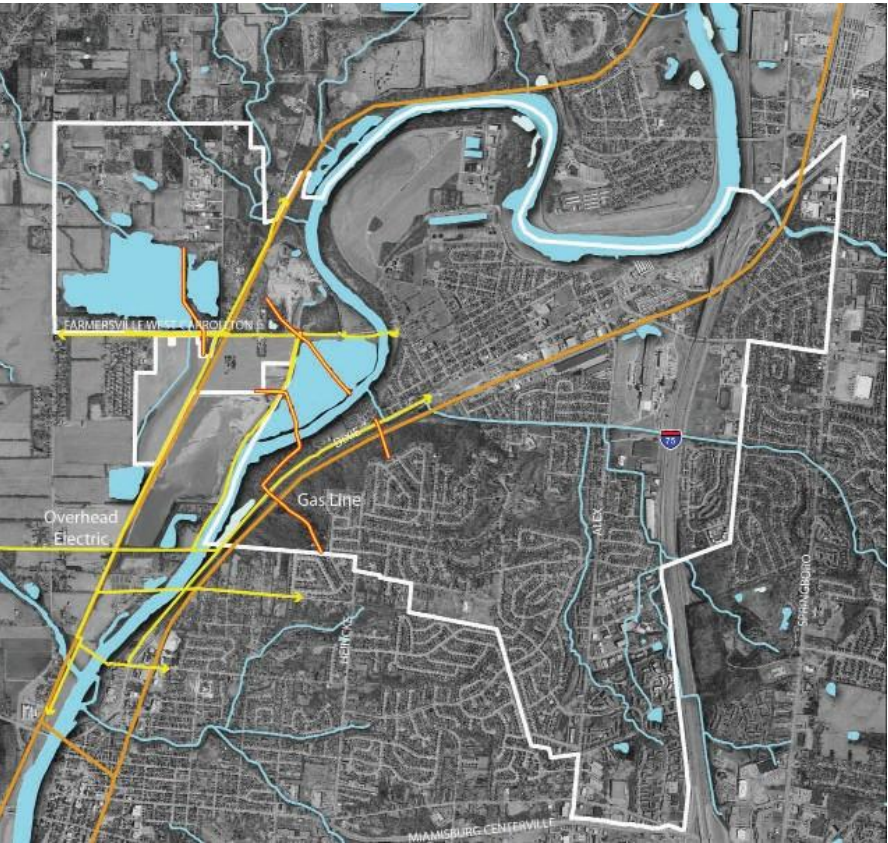
Water and Sewer

Western Lakes should be developed with environmentally friendly strategies for its infrastructure, buildings, amenities, and features. This should include water reclamation strategies, sewage treatment, energy generation and conservation, and other forms of genuine green construction.

However, in order to create a destination with enough economic gravity to benefit the greater West Carrollton area, a significant number of buildings will need to be constructed which can attract a substantial number of visitors. To ensure the economic benefit of cabins, shops,

restaurants, the event center, hotels, and other amenities can be leveraged, significant utility infrastructure will need to be provided. While some infrastructure can and should be created in environmentally sustainable ways, existing conventional utilities will likely need to be expanded.

The City should Work with Jefferson Regional Water Authority and Montgomery County Environmental Services to investigate the feasibility of water and sanitary sewer service along West Carrollton Farmersville Road and the master plan area. This should include the evaluation of demand for potable water, fire protection, and sanitary sewer service for all of the proposed uses in the Western Lakes Master Plan Area.



Sources of Funds

Sources of Funding

There are several programs and funding mechanisms that the City can utilize to fund the improvements recommended in this plan. The following are options which can be pursued:

Work with MVRPC to leverage state and federal funding: Pedestrian and bicycle projects received a significant funding boost with the passage of the Infrastructure Investment and Jobs Act in 2021. Bicycle connection projects, such as adding a bridge for a shared-use path across the Great Miami River and the proposed trails throughout the Western Lakes sites, would qualify for this type of funding.

Getting these projects into the MVRPC's Transportation Improvement Plan (TIP) will allow them to qualify for federal and state funding opportunities. For example, these projects may qualify for the *Congestion Mitigation and Air Quality* (CMAQ) or *Transportation Alternative* (TA) funds which are only available through the TIP process.

Utilize Safe Routes to School funds for connection points: This grant program provides infrastructure money to improve, repair or create new walking infrastructure within two miles of a K-8 school. Most of the Western Lakes area is within two miles of a K-8 School in West Carrollton.

Enact a Tax Incremental Financing (TIF) District on the Western Lakes area: A TIF District utilizes gains in property tax value to fund public improvements within the district over a period of up to 30 years. While enacting a TIF District alone will likely not spur any direct investment at its start, it's a good foundational step for the city to consider while it works to find developers for first phase projects. A TIF district may pay huge dividends during later phases of development.

Issue bonds for capital improvements: While this is the most direct way to fund, it should not be conducted unless there is a way for the city to cover ongoing payments such as using money from a TIF district after initial development. *General Obligation* (GO) bonds are usually utilized for projects like the

recommended improvements for Western Lakes.

Work with Five Rivers Metro Parks on exploring ways to fund the creation of a recreational park: Five Rivers can advise whether or not the lakes qualify for Clean Ohio funding and other conservation and recreational grants. They are funded by a 10-year county-wide tax levy. Every ten years the agency updates its regional master plan (the current one expires in 2025). Western Lakes should be included in the next planning cycle.

Extraction Fee: Barrett Industries should contribute a set dollar amount per ton of aggregate extracted from new mining operations into a Western Lakes Recreation District Fund, with a minimum total dollar amount guaranteed annually, which would be established and designated for implementing improvements recommended in this plan. This could be in addition to the contribution of a lump sum to assist the city with immediate improvements to the Tri-Lakes site.

Consider A Master Developer Agreement: These agreements are often negotiated between the city and developer for certain incentives such as tax abatements, infrastructure improvements and ways to finance those improvements. Agreements are usually pegged at the expectation of a certain income to the city. That income can be realized in the interim through Payments in Lieu of Taxes (PILOT) payments. These payments are another way to fund debt financing for public infrastructure.

Levy an Infrastructure Tax to Fund Improvements and Repairs: The City may consider a renewable tax levy on property values to fund improvements in the Western Lakes area. If such a tax is considered, it should also address broader, but highly specific, issues elsewhere in the city. For example, a parks and recreation levy could fund Western Lakes improvements as a component of funding specific improvements to other city owned parks. Sometimes called "Pride Taxes", levies with very specific outcomes can be very successful and well-received by the public (see case study to right).

CASE STUDY: Oklahoma City MAPS *A Tax people could support*

No one likes to pay taxes. Ever.

But people have less of an aversion to taxes when they know the money collected is paying for tangible things which will obviously benefit the community – and when those things actually get built. These collections serve a limited, targeted purpose that voters can clearly see and build places people can use when complete.

Oklahoma City hit rock bottom in the early 1990's. The energy economy upon which the public and private sector heavily relied was in economic trouble. Desperate for renewal, the city had just lost out on attracting a new Boeing plant. Ron Norick, the mayor at the time, was told by Boeing representatives that their economic incentive package was better than all others. Despite this, Oklahoma City still lost the bid to Indianapolis. The simple reason why: Indianapolis had better stuff. Better parks. Better downtown. Better sports and entertainment venues. Better amenities and better places.

Armed with this cold hard fact, Mayor Norick, and other visionaries who cared deeply for the city, put together a tax proposal which would fund key improvements in the city's core. With a simple one cent sales tax over a limited term, they provided a way to invest in places for their community, not just in a company.

The proposal for MAPS in 1993 was to fund Bricktown Ballpark (a minor league baseball facility), Bricktown Canal (a new waterway amidst old brick factory buildings), a downtown library, Ford Center Arena, a performing arts center, and other specific improvements. The ballot issue was hard fought and barely passed. During subsequent years those projects were funded (for a total of \$350 million) and built. The city has never looked back.

Now on its fourth iteration, the popular MAPS program has reinvented the city; MAPS 4

overwhelmingly passed on December 10, 2019. In fact, former Mayor Rick Cornett recently stated, "Now it's hard to find anyone who will admit to voting against that first MAPS ballot issue."

It's not the bricks and mortar that has been the greatest achievement of MAPS, it is the change in attitude of the community. They know now that great things can and will happen with a clear vision, strong will, and targeted investment.

Western Lakes is well suited for a similar tax effort. Western Lakes is a tangible place which will clearly benefit the entire West Carrollton community. Its completion will not only result in a new unique set of amenities and an economic boon, it will create a place worthy of pride.

"The lesson of MAPS is: good things don't just happen. People have to make them happen."
- Roy Williams, President & CEO, Greater Oklahoma City Chamber of Commerce



Estimated Cost

Estimated Cost

This master plan offers a range of conceptual ideas for development of recreational amenities covering hundreds of acres. **The ultimate outcome could include a small portion of these amenities – or all of them.**

This plan also includes a range of implementation strategies: from the City of West Carrollton owning and developing the properties to private developers doing so on behalf of, and in partnership with the City. From initial acquisition to operations, all of these aspects will impact the overall scope, timing, sources of funds, and costs for the project. For this reason, further work must be done to reduce the variables which are now so widely ranging.

The estimates provided below are very preliminary and offered for the sole purpose of providing an order-of-magnitude of costs. **Subsequent study, further design and engineering, timely forecasting of material and labor costs, and scope refinement will be needed for each element. The City, its citizens, the media, and any other stakeholders should refrain from dwelling on these cost estimates and should not assume they are firm.**

Tri-Lakes and Miami Conservancy District land

The possible range of costs to complete the build-out of Tri Lakes and the property north of the Farmerville West Carrollton bridge (owned by the Miami Conservancy District) is estimated to be from \$10 million to \$22 million. This project is small enough to be built in one phase.

Shared Use Trail

The possible range of costs to construct a shared use trail from downtown West Carrollton to Soldiers Home Road, including the Great Miami River crossing, is estimated to be from \$3.4 million to \$5.5 million. This estimate should be further determined as a part of the engineering / study of the two crossing options (renovate existing vehicle bridge vs. build new bridge solely for the shared use trail).

West Lakes and Southern Lakes

The West Lakes and Southern Lakes development concepts shown in this master plan contain too many variables to have a reasonable cost estimate made at this time. The quantity and variety of what could be built at these locations varies widely and should be further honed by subsequent study, planning, and consultation with partners. Because the potential development at these sites contains many potential buildings and amenities, a phased strategy for development and construction could be best.

If the West Lakes development is to be phased, its initial build-out should focus on the Main Lake area and should include:

- Welcome / gateway building
- Boardwalk and paved trails to the boat livery
- Seven retail shops and at least one restaurant space*
- Event center and associated cabins*
- Lodge / small hotel*
- Land cabins near the western border*
- Water cabins and dock*
- Central boat launch / dock
- Watercraft livery and storage building
- Initial planting of border vegetation
- 50% of the soft trails around West lake
- Vehicular drives and parking areas

The second phase of the West Lakes redevelopment should include the remainder of development at the Main Lake and all work at the Green Line Lake:

- Reshaping / regrading the north side of the Green Line Lake
- All remaining soft trails
- Two lake overlooks
- Northeast corner dock at Main lake
- North dock at Green Line Lake
- At least three ground boat launches
- Yurts and tent camping areas*
- RV area*
- Remaining vehicular drive and parking areas

*These buildings and amenities could be built by private developers if a public-private model is used.



Project Schedule

Schedule

As further study and early actions are undertaken, the overall schedule to complete the Western Lakes Master Plan will become more firm. The following is a list of potential key actions.

Immediate Activities

- Adoption of Western Lakes Master Plan by West Carrollton City Council and Planning Commission
- Rezone properties located within the city to a Planned Unit Development, and approve site development/reclamation plans.
- **Execute a right-of-first-refusal agreement for each site with Barrett Industries, allowing the city the first opportunity to acquire a site if another party expresses purchase interest.**
- Acquire northern Tri-Lake
- Initiate conversation with Miami Township regarding annexation
- “Early Wins”
 - Planting of trees should begin
 - Site tours, bird watching days, fishing days, and other activities can begin to be hosted by the Parks & Recreation Department with area partners
- Creation of Western Lakes Advisory Panel to advise City Council on future ownership, funding, financial models, planning and design, developer/operator search, and other issues.

3-Year Actions

- Tri-Lakes
 - Enlist the services of a design team to create the final design for the Tri-Lakes development and the property north of the bridge. Program for improvements in city Capital Improvements Program and seek grant funding.
- Annex of all Western Lakes properties, and rezone as part of annexation, if annexation is supported
- Land Acquisition
 - Execute agreement to accept donation of property north of Farmersville West Carrollton bridge over Great Miami River from the Miami Conservancy District.
- Property Transfer to Successor Organization
 - If a partner entity (such as Five Rivers Metroparks) is to undertake ownership of the Western Lakes property as a succeeding entity, that agreement should be executed with appropriate conditions.
- Enlist the services of a design team to prepare plans to construct a bicycle path on the east side of N. Miami Ave. from W. Central Ave. to the bridge over the Great Miami River. Apply for grant funding and/or program improvement in the city Capital Improvements Program. The City should request MVRPC add a new project to the MPO Regional long-range transportation plan.
- Shared use trail crossing of Great Miami River
 - The City should begin working with the Montgomery County Engineer’s Office on shared-use path design and engineering to connect downtown West Carrollton to Western lakes.
 - The City should request MVRPC add a new project to the MPO Regional long-range transportation plan.
- Enlist the services of a design team to prepare plans to construct a

bicycle path on the north side of Farmersville-West Carrollton Road from the bridge over the Great Miami River to Soldiers Home-West Carrollton Road. Apply for grant funding and/or program improvement in the city Capital Improvements Program. The City should request MVRPC add a new project to the MPO Regional long-range transportation plan.

- Utilize a branding specialist to create a branding and wayfinding plan for the Western Lakes Recreational District.

5-Year Actions

- Economic development benefit study
 - The City should perform, either internally or by subcontract to a consultant, a study to determine the then current market feasibility and potential benefit vs. costs of the economic development recommendations of this plan.
- Funding model
 - The City of West Carrollton, as advised by the Advisory Panel, should create a long-term capital funding and operational model which identifies specific sources of local, state, federal, and private funding. This funding strategy should include a schedule for each track of funding (each site and phase within each site).
 - Initiate any long-term or ongoing sources of funding model (e.g. – levy, TIF, etc.)
- Complete river access study
- Utility expansion study
 - The City should hire a consultant to study, or should internally perform a study, to forecast necessary capacities and the best way(s) to expand utilities (including sanitary and storm sewer) to the Western Lakes sites, as necessary based on the conclusions of the economic development benefit study.

7-Year Actions

- Construct improvements to northern Tri-Lake, including an access drive; parking; soft loop trail; restroom facilities; lake access points; and a small shelter and dock.
- Construct shared-use trail crossing of Great Miami River, as well as a bike path on the east side of N. Miami Ave. and the north side of Farmersville-West Carrollton Road (see previous)
- Begin to implement branding and wayfinding plan
- Program required utility extensions to Western Lakes sites (sewer and water mains, etc.) in city Capital Improvements Program and seek grant funding.
- Tri-Lakes
 - Apply for and obtain gap funding (not covered by ongoing funding sources) for Tri-Lakes and property north of bridge
 - Issue RFP for construction of improvements at Tri-Lakes and property north of bridge
 - Execute contracts for construction of improvements to Tri-Lakes and property north of bridge; commence construction
 - Complete construction of improvements to Tri-Lakes and property north of bridge
- West Lakes
 - Phase 1 (Public Portion) of Project
 - » Design of public improvements at West Lakes
 - The City should enlist the services of a design team to create the final design of all publicly operated

portions of the Southern Lakes site. Designs should include schematic designs of facilities to be privately developed and operated in order to set appropriate expectations and to help define the private developer/operator’s scope.

10-Year Actions

- West Lakes
 - Phase 1 (Public Portion) of Project
 - » Apply for and obtain gap funding (not covered by ongoing funding sources) for construction of public improvements
 - » Issue RFP for construction of public improvements
 - » Commence and complete construction of public improvements at West Lakes

Long-Term Actions

- West Lakes
 - Private portion of project
 - » Issue RFP for development of private portions of project
 - Issuance of a Request for Proposals for developers / operators for the design, financing, construction, and operations of the private improvements which should contain standards, design intent, and ‘claw-back’ / non-performance conditions.
 - » Execute agreements(s) for private development
 - » Apply for and obtain gap funding (not covered by ongoing funding sources), if needed, for any public portion of financing of the private portion of the project
 - » Commence and complete construction of private improvements of West Lakes
- Southern Lakes
 - Complete designs for public improvements at Southern Lakes
 - » The City should enlist the services of a design team to create the final design of all publicly operated portions of the Southern Lakes site. Designs should include schematic designs of facilities to be privately developed and operated in order to set appropriate expectations and to help define the private developer / operator’s scope.
 - Issue RFP and execute agreements(s) for private portions of project
 - Apply for and obtain gap funding (not covered by ongoing funding sources) for construction of public improvements
 - Apply for and obtain gap funding (not covered by ongoing funding sources), if needed, for any public portion of financing of the private portion of the project
 - Commence and complete construction of public and private improvements at Southern Lakes

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