



Final Report

Treasure Island Marina Feasibility Study



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Section I - Introduction

The purpose of this study is to critically analyze the feasibility of redeveloping the Treasure Island Marina in Troy, Ohio into a viable, regional, destination, recreation amenity that highlights the Great Miami River corridor.

This report is based on information gathered from site visits to Troy and the Treasure Island Marina on April 29 and 30, and July 28, 2009. In addition to a tour of the existing marina as well as other recreation amenities in Troy and the greater Miami Valley, interviews were held with key city staff and officials as well as other organizations with a possible impact on the Treasure Island Marina.

Interviews:

- Michael Beamish – Mayor, City of Troy
- Troy Public Service and Safety Director
- Troy Recreation Staff
- Troy Parks Commissioners
- Troy Recreation Board
- Miami County Park District
- Miami Conservancy District
- Miami Valley Regional Planning Commission
- Tin Roof Restaurant
- Brewster Rhoads, Regional Director/Ohio Governors Office
- Local citizens of Troy

Three Ohio communities with similar outdoor recreation amenities were utilized as case studies for the project.

Case Study Communities:

- Loveland
- Xenia
- Yellow Springs

History:

The historic Hobart Marina in Troy was constructed by the Hobart Brothers in 1946. It was originally built to serve family, friends and Hobart employees and was an active center for water sports activities on the Great Miami River for many years. The marina building features a unique and distinctive art deco design and was large enough to house a variety of water craft including many Chris-Craft boats. The marina became the center for a variety of recreation activities including boat racing, water skiing, picnics, dances, fishing, musical entertainment, and a number of special events.

With interest in water activities beginning to wane, in the 1970's the marina was donated to the City of Troy by the Hobart family. From the beginning the front portion of the building served as a restaurant while the river side went basically unused. Over the last 30 years the structure has gradually fallen into a state of disrepair as its function changed from a river oriented public facility. However, the original beauty of the marina has not been forgotten and the City of Troy in the last 5 years has spent nearly \$400,000 in an attempt to begin to restore the building to its original glory. With a new restaurant (Tin Roof) that is more in keeping with the theme of the building and shared vision with the city to see the marina become a functional amenity on the river corridor, the Treasure Island Marina is poised to begin a new era as a regional "Northern Hub" for recreation.

Project Vision:

As stated in the City of Troy's promotional brochure on the Treasure Island Marina, the vision for the facility is "Our desire is to bring back active recreation along the river, create renewed interest in the environment and open the doors of educational and economic opportunity. All of this begins at Treasure Island." More importantly Michael Beamish, Mayor of Troy, stated in his 2009 speech at the River Summit "In short we want to create the Northern Hub, a place people will head for recreation, relaxation and a fun dining experience".



Section II – Market Analysis and Trends Assessment

One of the keys to the feasibility of redeveloping the Treasure Island Marina is to understand the potential market for such a facility and also to review the trends in various sports and water activities that might be supported by the marina.

Demographic Characteristics: The primary focus of the marina will be to serve the residents of Troy but it is recognized that facility will need to be a key “Northern Hub” along the Great Miami River corridor as well.

The following is a summary of the basic demographic characteristics of Troy, Miami County and the Miami Valley area (as designated by the Miami Valley Regional Planning Commission). This information was gathered through ESRI, a national demographic research firm.

Population Comparison:

	2000 Census	2009 Estimate	2014 Projection
City of Troy	21,999	23,270	23,817
Miami County	98,868	101,743	103,240
Miami Valley	1,059,845	1,108,106	1,128,528

Number of Households Comparison:

	2000 Census	2009 Estimate	2014 Projection
City of Troy	8,920	9,554	9,826
Miami County	38,437	40,055	40,859
Miami Valley	415,364	440,791	450,567

Number of Families Comparison:

	2000 Census	2009 Estimate	2014 Projection
City of Troy	5,883	6,131	6,203
Miami County	27,043	28,436	28,666
Miami Valley	284,242	295,984	299,819

Average Household Size Comparison

	2000 Census	2009 Estimate	2014 Projection
City of Troy	2.40	2.37	2.36
Miami County	2.54	2.51	2.49
Miami Valley	2.47	2.44	2.43
United States	2.59	2.59	2.59

Source – U.S. Census Bureau and ESRI

Median Age Comparison

	2000 Census	2009 Estimate	2014 Projection
City of Troy	35.2	37.5	37.6
Miami County	37.6	39.8	40.1
Miami Valley	36.2	38.0	38.3
Nationally	35.3	36.9	37.2

Median Household Income Comparison

	2000 Census	2009 Estimate	2014 Projection
City of Troy	\$39,530	\$51,442	\$54,379
Miami County	\$44,130	\$55,636	\$58,716
Miami Valley	\$43,747	\$56,452	\$58,695
Nationally	\$42,164	\$54,719	\$56,938

Demographic Summary:

- The population base of Troy itself is reasonably small to support a marina with a wide variety of activities and events. However with the anticipated regional focus of the project, Miami County with over 100,000 residents and a total of over 1,000,000 in the greater Miami Valley provides a very strong market for a marina.
- The large regional population base also translates into a significant number of households but the average household size is smaller than the national average indicating fewer households with children.
- The median age of all of the geographic areas is older than the national numbers also indicating an aging population.
- Median household income, one of the primary determiners of recreation participation, is slightly higher in Miami County and the Miami Valley than the national numbers and the general cost of living for the area is much lower than other areas of the US. This shows the possibility of more discretionary income for recreation purposes.

Recreation Activities Participation: On an annual basis the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. This information provides key data on participation in a variety of recreation activities that could be supported by the Treasure Island Marina.

Participation Rates

Activity	Age	Income	Region	Nation	Average
Bicycle Riding	16.5%	19.2%	21.2%	16.7%	18.4%
Canoeing	3.8%	4.5%	4.6%	3.9%	4.2%
Exercise Walking	36.2%	37.5%	35.8%	36.1%	36.4%
Fishing (fresh water)	14.0%	15.5%	17.2%	14.1%	15.2%
Running/Jogging	13.1%	13.1%	12.3%	13.4%	13.0%
Kayaking ¹	2.2%	2.2%	1.3%	2.2%	2.0%

- Age (median):** Participation based on median age of the Miami Valley.
- Income:** Participation based on the 2009 estimated median household income in the Miami Valley.
- Region:** Participation based on regional statistics (East North Central).
- National:** Participation based on national statistics.
- Average:** Average of the four columns.

Participation Rates from 2000 to 2014

Activity	Average	2000 Part.	2009 Part.	2014 Part.	Difference
Bicycle Riding	18.4%	176,575	184,978	188,603	12,028
Canoeing	4.2%	40,384	42,306	43,135	2,751
Exercise Walking	36.4%	349,457	366,086	373,262	23,804
Fishing (fresh water)	15.2%	145,938	152,883	155,879	9,941
Running/Jogging	13.0%	124,630	130,561	133,120	8,490
Kayaking ²	2.0%	18,877	19,775	20,163	1,286
TOTAL		855,862	896,588	914,161	58,300

The estimated participation numbers indicated above are for each of the sports listed and do not necessarily translate into expected use figures at the Treasure Island Marina since many participants utilize other facilities for these activities and may participate in more than one activity at a time. However, these figures do indicate the total number of people participating in various activities within the Miami Valley. These statistics show a particularly strong market for walking and bike riding as well as fishing and running/jogging.

¹ These numbers are from the 2007 NSGA survey.

² These numbers are from the 2007 NSGA survey.

Sports Participation Summary

Sport	Nat'l Rank	Primary Service Area % Participation	Age Group
Exercise Walking	1	36.4%	45-54
Bicycle Riding	6	18.4%	7-11
Fishing (net)	7	15.2%	7-11
Running/Jogging	12	13.0%	25-34
Canoeing	27	4.2%	18-24
Kayaking ³	-	2.0%	18-24

Nat'l Rank: Popularity of sport based on national survey.

% Participation: Percent of population that would participate in this sport in the Miami Valley.

Age Group: The age group with the highest level of participation based on national survey.

Note: Age group participation is generally on a bell curve, with the age group noted having the highest rate and then declining from there.

³ These numbers are from the 2007 NSGA survey.

Comparison of State Statistics with National Statistics: Utilizing information from the National Sporting Goods Association, the following charts illustrate the participation numbers in selected sports in the state of Ohio.

Ohio Participation Rates

Sport	Ohio Participation (in thousands)	Age Group	Largest Number
Exercise Walking	3,276	45-54	45-54
Bicycle Riding	1,766	7-11	12-17
Fishing (net)	1,769	7-11	35-44
Running/Jogging	1,363	25-34	25-34
Canoeing ⁴	0	18-24	25-34
Kayaking ⁵	122	18-24	45-54

Ohio Participation: The number of people (in thousands) in Ohio who participated more than once in the activity in 2008 and were 7 years of age.

Age Group: The age group in which the sport is most popular. The age group where the highest percentage of the age span participates in the activity. (Example: The highest percent of an age group that participates in exercise walking is 55-64.) **This is a national statistic.**

Largest Number: The age group with the highest number of participants. Example: The greatest number of exercise walkers is in the 45-54 age group. (Note: This statistic is driven more by the sheer number of people in the age group than by the popularity of the sport in the age span.) **This is a national statistic.**

⁴ There were no state statistics collected in 2008 from Ohio.

⁵ These numbers are from the 2007 NSGA survey.

Recreation Expenditures Spending Potential Index: In addition to participation in recreation activities ESRI also measures recreation expenditures in a number of different areas and then indexes this against a national number of 100. The following comparisons are possible.

Recreation Expenditures Spending Potential Index

	City of Troy	
	SPI	Average Spent
Fees for Participant Sports	91	\$100.47
Fees for Recreational Lessons	87	\$113.85
Social, Recreation, Club Membership	90	\$153.42
Exercise Equipment/Game Tables	65	\$64.81
Bicycles	83	\$15.43
Water Sports	84	\$6.14
Other Sports Equipment	89	\$9.77

	Miami County	
	SPI	Average Spent
Fees for Participant Sports	98	\$108.99
Fees for Recreational Lessons	96	\$125.08
Social, Recreation, Club Membership	97	\$165.97
Exercise Equipment/Game Tables	73	\$72.61
Bicycles	87	\$16.27
Water Sports	100	\$7.29
Other Sports Equipment	99	\$10.80

	Miami Valley	
	SPI	Average Spent
Fees for Participant Sports	102	\$113.43
Fees for Recreational Lessons	100	\$130.01
Social, Recreation, Club Membership	102	\$174.10
Exercise Equipment/Game Tables	75	\$74.78
Bicycles	94	\$17.56
Water Sports	100	\$7.26
Other Sports Equipment	101	\$11.06

Average Amount Spent: The average amount spent for the service or item in a year.

SPI: Spending potential index as compared to the national number of 100.

Other Statistics:

- According to the Outdoor Industry Association, participation in kayaking more than doubled between 1978 and 2004. Participation in canoeing also remains very strong.
- In the book Outdoor Recreation in America, authors Clayne Jensen and Steven Guthrie report that by the year 2000 about 10% of Americans canoed and 3% kayaked. They also noted that between 1998 and 2002 the Sporting Goods Manufacturing Association recorded a 59% growth in participation in kayaking and a 20% loss in canoeing participation.
- The Outdoor Foundation in its 2009 Outdoor Recreation Participation survey noted the following:
 - Canoeing increased in popularity nationally from 9,154,000 in 2006 to 9,935,000 in 2008. The greatest increases in the last year were in the 25-44 age group (10.5%) and the largest decrease was in the 18-24 (-14.9%).
 - Kayaking (recreational) increased in popularity nationally from 4,134,000 in 2006 to 5,025,000 in 2008. The greatest increases in the last year were in the 25-44 age group (15.2%) and the largest decrease was in the 18-24 (-3.3%).

Other Trends and Considerations: The following are other trends and considerations regarding the viability of the Treasure Island Marina.

- Rory Robinson of the National Park Service noted the following in 2007:
 - The active outdoor recreation economy is a \$730 billion annual contribution to the US economy.
 - In sales comparisons, active recreation retail sales are second only to the telecommunications industry.
 - Increases in commercial and retail occupancy are higher in communities with trails and sales tax rates are higher as well.
 - Corporate relocation and retention ranks “Quality Place” in the top reasons for determining where to move.
 - Recreational trails and open spaces, collectively termed “greenways”, make sense culturally, socially, recreationally, and economically.
- In a 2004 survey by the National Association of Realtors and the National Association of Home Builders listed trails as the top amenity they would like to see in a new community.

- The Rails to Trails Conservancy reports:
 - Trails promote historical preservation.
 - Trails impact cultural awareness and community identity.
 - Trails help to promote eco tourism.
- John Crompton, the noted parks and recreation scholar from Texas A&M University, has documented how property values increase with a property that is near a trail or other park amenity.
- Landscape Architecture magazine, in a number of articles that have been published in the last eighteen months, has featured urban rivers that have been revitalized and the positive impact that this has had on the communities and actual use of the river itself.
- Quality of life is becoming an increasingly more important factor in where people chose to live and work.
- Promoting livable and walkable communities is a critical aspect of most community planning efforts.
- With increasing levels of obesity in Americans, trails and other outdoor recreational pursuits can help initiate a more active lifestyle.
- Trails provide an alternate form of transportation.
- As the landscape of the United States becomes more urbanized there are increasingly less opportunities to have contact with nature.

Case Studies: The following is a brief assessment of three other Ohio communities that have a strong emphasis on outdoor recreation (biking, hiking, canoeing, kayaking, etc.) facilities and programs.

Loveland, Ohio

Loveland is a community that is located on the Little Miami River that is known for its downtown historic district.



1. Key amenities

The city is located at the far south end of the Little Miami Scenic Trail and the trail runs right through the historic district. Nesbit Park is the key public amenity that is in town and on the trail. It features a large amphitheater that hosts a large variety of events and activities. However there is no indoor space and there are a very limited number of restaurants in the immediate area. Several bike, running and other sports related businesses have shops next to the trail. There is also easy access to the Little Miami River in close proximity to the trail and there is a private canoe livery immediately next to the river. This allows for both trail and river activities to occur.

2. History

The city is well known for its position on the trail and in fact many people refer to the Little Miami Scenic Trail as the “Loveland Bike Trail”. When the main railroad line that went through the center of town was permanently vacated then the city was able to work with the state of Ohio to convert the old railroad bed into a trail. The city then developed many of the ancillary amenities directly next to the trail.

3. Local or regional orientation

The trail and the river have a strong regional orientation and people come from around the northeast Cincinnati metro area to access the Little Miami trail.

4. Estimate of annual users

The city estimates that there are between 175,000 to 200,000 trail users annually.

5. Funding

The trail's funding came primarily from the state but other support amenity dollars came from city funds as well as other regional sources and grants.

While the state is responsible for the actual maintenance of the trail itself, the city maintains all of the areas immediately adjacent to the trail as well as Nesbit Park.

6. Economic impact

No specific studies have been completed on the impact of the Little Miami Scenic Trail on the Loveland economy, but the city and the chamber of commerce believes that the trail and river have a critical economic impact on Loveland.

7. Important things to remember

- The trail runs through the historic district of the city which is important.
- There are a large number of community events that are conducted throughout the year.
- There is both trail and river access.

Xenia, Ohio

Xenia is known for its incredible network of bike paths and walking trails.



1. Key amenities

The community boasts 4 main regional trails that meet at the Xenia Station hub building (museum and classroom) which is part of the former train station and rail yard. A significant number of special events (Greene Trails Cycling Classic, etc.), festivals and a farmers market are staged out of the Xenia Station area.

2. History

Xenia was originally known as a railroad town that had many rail lines coming into the city. As the railroad industry began to disappear the city started to acquire right of ways on the old rail beds to turn these into paved trails. From this a four trail system was developed with the help of a bikeway master plan that was developed by the city. This effort was supported by a city manager and parks and recreation director that strongly supported the concept.

3. Local or regional orientation

The trail system with its connections to other neighboring communities in Greene County has a very strong regional orientation although the trails are also heavily utilized by locals as well.

4. Estimate of annual users

It is generally estimated that the trail system in Xenia attracts 500,000 or more users a year.

5. Funding

Much of the capital funding for the acquisition of the right of ways and construction of the trails came from grants and from State of Ohio transportation funds. Greene County also provided some funding as well.

The trails are maintained by Greene County through a contractual agreement with the city. The county maintains all of the primary trails in the county with a similar contract with other cities.

6. Economic impact

The city reports that the trails in general have had a very important economic impact on the community by bringing a large number of people from other areas that spend money on equipment rentals, food and lodging in Xenia. In addition there has been an increase in the number of restaurants, hotels and bike shops.

It was originally hoped that with the renovation of Xenia Station that this would spur economic development activity in the immediate area however this has not really occurred.

7. Important things to remember

- A central hub of operations is needed.
- The facility must be large enough to accommodate a variety of uses. The Xenia Station building is too small and does not have enough amenities or uses to attract more people.
- Having strong project partners is essential for funding but also for operations.
- There needs to be a series of special events to draw people to the area.

Yellow Springs, Ohio

Yellow Springs is a small “funky” community that is known for its recreational and entertainment attractions.



1. Key amenities

The city is located in the middle of the Little Miami Scenic Trail and the trail goes right through the town. The refurbished train station serves as the hub and houses the chamber of commerce and restrooms for trail users. The community also runs a large number of special events in town and near the trail. There are also a significant number of shops and restaurants in the immediate area and there is good parking and access.

2. History

For more than 100 years the town was a popular attraction with hotels, spas, boarding houses and taverns. The Little Miami Railroad made the community the center of trade and recreation in the area. Today the railroad bed is the trail and visitors come for the shopping, dining, recreation and events.

3. Local or regional orientation

The trail and the community in general have a strong regional orientation.

4. Estimate of annual users

There are no estimates for the number of trail users.

5. Funding

The trails funding came from a number of regional sources and grants while the train station was built locally through fundraising and it is the property of the town.

6. Economic impact

The Yellow Springs Chamber of Commerce reports that the trail has a huge economic impact on the community but there has never been any actual study done to measure the true impact.

7. Important things to remember

- Having the trail come directly through the town is important.
- The train station is an important hub for the trail and the community.
- The restaurants and shops are a major draw to the community.
- Having a number of special events throughout the year is essential.

Other Sources of Information

Brewster Rhoads – SW Regional Director/Ohio Governors Office and avid kayaker

Project Input –

- Need to have the facility be a true destination point.
- There needs to be a park like setting with adequate parking, picnic tables, restrooms, playgrounds, etc.
- Stage or amphitheater for events.
- There will need to be a series of on-going events and activities to draw people to the marina area.
- Consider reenergizing the island itself.
- The ability to store canoes and kayaks in a covered area (for a fee) would be a major amenity.
- The water quality will have to be good and the water levels controlled.
- Reconnecting to the river is important
 - Will stimulate economic development
 - Helps with work force retention
 - Celebrates the river's heritage

Overall Key Findings:

Based on the other benchmark communities and interviews with other individuals, the following is a summary of the key information that was gathered.

- A community must develop a reputation and appeal as a location for specific trail and river recreation activities.
- The community's recreation amenities must have a regional draw.
- There needs to be a central "hub" facility in a community to coordinate activities.
- Conducting a series of events or activities is absolutely essential to bring interest and attention to the community and the recreation amenities that are being promoted.
- Celebrating the historical aspects of a community or a specific amenity is important.
- Having the trail and any river access very close to downtown is important.
- Recreation amenities and activities contribute to a strong community identity and stress the importance of quality of life.
- Partnerships with other entities (county and regional planning entities) as well as private sector providers (bike shops, canoe and kayaking companies and restaurants) are essential.
- Communities have indicated that recreation amenities and activities have had a positive economic impact.

Section III – Marina Development Directions

Based on the information gathered from the market analysis and trends assessment plus information from the project interviews and the site visits to Troy, the following are marina development directions.

Market Opportunities: The following market opportunities are present in the Miami Valley.

- The Treasure Island Marina is located in a position where it can promote both river and trail activities. This is a unique market position that many other facilities do not enjoy in Ohio.
- There is an existing building and marina that are in good structural condition that can form the basic infrastructure for a new facility.
- The marina has a rich history to build upon. This provides some name recognition in the region.
- There is an existing restaurant tenant that is interested in expanding the overall recreational opportunities of the marina.
- There are a number of other existing city recreation facilities in the immediate area surrounding the marina. This provides an opportunity to cross market to a much larger recreation audience.
- Connecting the marina back to Troy's downtown will be a challenge due to distance but will be important. Troy Main Street should recognize that the redevelopment of the marina creates a unique destination feature for the City of Troy.

Project Keys: The following are keys to project success.

- The marina and park will need to be a significant location for public gatherings, civic events, social activities, festivals, and sports events along the river.
- Marina improvements must be considered a quality of life issue for the City of Troy.
- The marina will need to have a strong regional appeal.
- The Great Miami River Trail will need to be completed north to Piqua as well as south from Tipp City to Vandalia to develop a true regional draw from the bike trail.
- There will need to be a strong focus on three main elements, water, trail, and park/event activities.
- It will be important that the marina have as much year round use (beyond the restaurant) as possible.

- The marina must be inviting and enticing to draw users to the area.
- The Tin Roof restaurant will be a key aspect of the project and will need to expand its presence in the area. They will be counted on to not only operate the food service operation but also the marina and other events taking place at the park. Their financial success is essential to the future of the project.
- The history of the Hobart Marina and the events and activities that took place there will need to be honored and celebrated.
- The Treasure Island Marina will need to be linked to other recreation amenities just across the river including Community Park, Hobart Arena, and the levee area where the Strawberry Festival is held. It will also be critical that connections to downtown Troy be reinforced. A key element in this effort will be the ability to use the future new Adams Street Bridge to enhance bike and pedestrian movement between these amenities.
- The marina is at a key transition point between the more urban areas of the Great Miami River to the south and natural areas of the river to the north.
- Non-motorized use of the Great Miami River needs to be strongly encouraged with limited to no motor craft access.
- The issues of periodic flooding of the marina area will need to be considered and planned for with any physical improvements to the facility.
- The overall safety and security of the marina and park area will have to be improved.
- The development of the marina should be a mechanism to increase economic development in Troy.
- The City of Troy has limited funds that can be utilized for making improvements to Treasure Island Marina and participation by other partners including Tin Roof restaurant will be essential.
- The City of Troy's Recreation Department staff and resources are already over stretched and their involvement with any additional operations and programming at the marina will need to be limited. Additional internal resources will be necessary to expand successful, quality, operations and programming.
- The city should consider the development of city wide trails master plan that emphasizes connections to the marina as well as downtown.
- A redeveloped Treasure Island Marina will need to have a strong overall marketing plan that integrates both local and regional efforts as well as all project partners. The plan

should also link efforts with other Troy facilities and activities and especially with the downtown area.

- It is critical that at least the basic elements of the marina (canoe and kayak rentals, etc.) be operational by the summer of 2010.

Marina Facilities: The following are important elements to include in a redeveloped Treasure Island Marina.

General

- The Treasure Island Marina must develop a uniform theme and image. This should play off of the art deco look of the existing marina building.
- Good water quality is absolutely essential to a positive overall experience of the visitor. As a result there needs to be a constant flow of water through the marina area itself as well as aeration of the water through a fountain (this is currently under way).
- The marina water area has recently been dredged but this will need to be redone approximately every three years to ensure a consistent depth of at least 4 feet. This will allow for better use of the boat launch and support the rental of other non-motorized craft. The water level also needs to be more consistent in the late summer and fall so the marina can have constant use.
- There will need to be the development of a looped trail that will support short biking and walking tours of the area. This will increase more local use and reduce the dependence on regional destination use.
- The vehicular entrance to the marina itself needs to be more visible and requires a pronounced gateway entrance with significant signage.
- There needs to be improved lighting of the marina area including the building, parking lots, island and water areas. This could include themed lighting for the holidays.
- More color needs to be introduced to the area in general. This could be done through banners, flags and other fabric associated with the actual amenities noted below.
- Steps or a ramp should be built from the parking area to the top of the levee to improve access to and from the trail.
- An attempt should be made to acquire the 5 acres that are immediately to the north of the marina. This would expand the park area surrounding the marina itself, allow for a small looped trail and provide for a gateway to a larger looped trail with another foot/bike bridge across the river itself.
- The existing geese problem will need to be controlled.

Marina Building

- The exterior renovation of the building and a return to the original art deco look needs to be completed.
- A larger outdoor deck area with enhanced views of the river, marina and Treasure Island itself are necessary to support outdoor dining and other events.
- Consideration should be given to removing the boat storage ramp leading from the marina into the building itself. This will open up the deck and views to the marina and island.
- The area under the marina building needs to be cleaned up and rehabbed so that it can actually be used for canoe, kayak and paddleboat storage (this is currently underway). Establishing a rental area for personal canoes and kayaks should be a priority.
- The areas of the building that are not currently in use for the restaurant need to be developed into a marina store that rents canoes, kayaks, paddle boats and possibly even pontoon boats. The store should also have the ability to rent bikes and sell items such as fishing supplies, life jackets, biking gear, etc. In addition there should be a quick serve food service operation.
- Restrooms that can be easily accessed by marina users and do not interfere with restaurant operations or use.
- An outdoor area that is immediately next to the restaurant that can support food based events, parties, and activities.

Island and Park Area

- Actual floating docks will need to be added to the water area to support the rental of a variety of water craft. This would also include a courtesy dock for people using the boat launch.
- Informational kiosks should be located along the trail to promote the Treasure Island Marina and its services.
- The park area that is adjacent to the marina and main parking lot needs to be enhanced for use by marina patrons as well as being able to support special events. This should include:
 - Improved landscaping that enhances a large lawn area that can be utilized for festivals and other special events. This area will need good lighting and adequate power to host such activities.

- A large covered pavilion area with picnic tables (if this is permissible in the river area).
- Small amphitheater area to support events. This would include a small raised stage area and lawn seating.
- Restrooms that can support park activities.
- Fishing areas accessible from the park area.
- Treasure Island itself must be improved. Dry access and use of the area needs to be encouraged. This should include:
 - New playground equipment (the existing equipment is not in compliance and is in the wrong location).
 - Small picnic or events shelter.
 - Replacement of the lighthouse using the original design specifications.
 - Removal of the overhead power lines.
 - Utilize decorative lighting to enhance and showcase the island from the marina building.

Programs and Services: In addition to making physical additions and improvements to Treasure Island Marina, developing a strong, on-going, level of program and service options will be critical.

- The Treasure Island River Adventure Series provides an excellent programming base to build from for the future. This series should continue and will need to evolve as the marina's physical improvements become a reality. This series should continue to be organized and conducted by Troy Parks and Recreation staff but with limited resources, it should not be expected that the series will be expanded or other programs added for the marina in general unless partnerships with other organizations are developed. However, this series has provided for much needed local and regional awareness of the marina and has provided opportunities for the city to network with local government agencies, state agencies and universities. These events have shown the need and interest in revitalizing the marina.
- The Tin Roof restaurant has expressed an interest in developing some activities and services on its own and this should be encouraged and coordinated with other city events. These could include such activities as:
 - Car shows

- Small concerts
- Weddings and wedding receptions
- Holiday events (hay rides, etc.)
- With the presence of the river and other natural areas, developing some environmental education programs and events will be possible. Having other non-profit organizations in the Troy area provide these activities should be encouraged.
- There will need to be a mix between river based, trail based, and park based activities and events. These could include such activities as:
 - Bike races
 - Triathlons
 - Bike tours
 - Canoe/kayak races
 - Canoe/kayak tours
 - Fishing derbies
 - Car/boat shows
 - Concerts
 - Outdoor movies
 - Festivals
 - Weddings/reunions/graduations
- Regionally organized events such as bike races, kayaking/canoe events and other special activities will need to be linked with the Treasure Island Marina. It is anticipated that many of these events would be organized and funded by other partners or entities.
- While it is recognized that most of the programs and activities will be offered during the summer season developing activities for spring and fall as well as at least some winter activities will be important.

Potential Economic Impact: The following is a brief assessment of the possible economic impact of the redevelopment of the Treasure Island Marina. These calculations do not cover possible economic impacts outside of Troy itself that may occur from the marina. This is only a

rudimentary assessment based on very basic project assumptions. A more detailed economic impact study should be completed when a definite well defined plan for the facility is developed. As a result these preliminary economic impact numbers are conservative. It should also be noted that no overall multiplier was applied to the base economic numbers. This estimate includes only new expenses and revenues beyond what is currently being generated at the site.

Indirect – Expenditures by marina users outside of the marina itself.

Local Expenditures	
Estimated Annual Users -100,000-150,000	
100,000-150,000 x \$47.00/per day trip*	\$4,700,000-\$7,050,000
Total Estimated Indirect Economic Impact	\$4,700,000-\$7,050,000

Direct – Expenditures for employee compensation and the purchase of goods and services associated with the marina. This number includes Tin Roof employees, City of Troy staff (assigned to Treasure Island facilities and/or programs) and goods and services sold.

Estimated Direct Economic Impact	<u>\$250,000-\$400,000</u>
<i>Grand Total</i>	<i>\$4,950,000-\$7,450,000</i>

This initial estimate of the possible economic impact of the Treasure Island Marina on the local community indicates a considerable annual monetary benefit is possible.

* Expenditures per day were provided by the Miami County Visitors and Convention Bureau based on State of Ohio produced information and averages that have been benchmarked with other local communities and areas of Ohio with similar demographic characteristics. This number reflects a realistic projection of per trip expenditures for the Troy area in 2009. In the following pages references are made to other lower per trip expenditure numbers from other studies but these figures are based on information from at least 11 years ago to as long as 17 years in the past and are not nearly as comprehensive in the types or amounts of expenditures that are anticipated at the Treasure Island Marina.

Other Economic Impact Information: Noted below are what other studies have reported on the economic impact of trails and waterways in communities.

- The American Planning Association in a 2002 article noted how parks enhanced economic development using five key points:
 - *Key Point #1* – Real property values are positively affected
 - *Key Point #2* – Municipal revenues are increased
 - *Key Point #3* – Affluent retirees are attracted and retained

- *Key Point #4* – Knowledge workers and talent are attracted to live and work
- *Key Point #5* – Homebuyers are attracted to purchase homes
- The National Bicycle and Pedestrian Clearinghouse in a 1995 technical brief indicated the following economic benefits of trails.
 - *If you build it they will come* – bike and pedestrian trails attract a large number of users and this expands the number of restaurants, stores and overnight accommodations in a community.
 - *Trail related tourist and visitor expenditures are high* – studies of a number of trail communities across the United States in 1992 indicated that daily expenditures from trail users varied from \$3.97 to as much as \$25.85 a day.
 - *Trailside property increases in value* – walking and bike paths ranked third among 39 features identified as crucial factors in a home purchasing decision.
 - *Increase in business* – in communities where trails have been added there has been a significant increase in restaurants, shops and overnight accommodations supported in part by the number of trail users.
 - *Trails save taxpayer dollars* – the use of bike trails can be an alternative form of transportation which saves energy.
- Rails to Trails Conservancy in an article titled “Economic Benefits of Trails and Greenways” touted the following.
 - *Community gems* – trails and greenways are gems in a community and contribute to the quality of life and economic vitality of a city.
 - *An economic boon for communities* – trail and greenway systems have become the central focus of tourist activities in some communities and the impetus for kick starting a stagnate economy. In a 1998 study, visitors to the Little Miami Scenic Trail spent an average of \$13.54 per visit on food, beverages and transportation plus \$277 a year on clothing and equipment. This was based on 150,000 trail users a year.
 - *Impacts on property values* – trails and greenways have increased property values. In a 2002 survey of recent home buyers trails ranked as the number two most important community amenity out of 18 choices.
 - *Combining environmental an economic benefits* – not only do trails provide economic benefits they also enhance water quality and provide critical open space buffers in communities.

Section IV – Partnership Assessment

An increasing large number of new parks and recreation facilities now involve some form of partnership with community organizations, regional entities and other recreation service providers. For partnerships to be effective the following must occur.

- Must actively pursue and sell the benefits.
- Weigh the benefits vs. the price.
- Don't compromise the project's mission statement.
- Must have a shared vision.
- May have to meet differing needs and expectations.
- Development and operations requirements must be clearly defined.

An important step in determining the feasibility of a redeveloped Treasure Island Marina is to assess the partnering opportunities that exist.

Through the planning study process a number of organizations and entities were identified as possible partners for the project.

- Tin Roof Restaurant
- Miami County Park District
- Miami Valley Regional Planning Commission
- Miami Conservancy District
- University of Dayton-Rivers Institute
- Troy Foundation
- Private recreation providers
- Outdoor sports organizations
- Community groups
- Business and corporate

The following is a general summary of the partnership assessment and recommendations for how to proceed with partnering on the Treasure Island Marina project.

Specific Project Roles – Partnerships can be categorized into three possible levels.

Primary or Equity Project Partners – These would be the main partners in the project who have the most interest, the ability to fund, and a willingness to be a part of the development and operation of the facility.

- *Tin Roof Restaurant* – Since the restaurant is the tenant of the existing marina building it is expected that they will be the primary partner on the redevelopment of the marina. They hope to continue to renovate the restaurant itself and expand operations to the deck area. The restaurant has also expressed a strong interest in increasing its operation to include the rental of bicycles, canoes, kayaks, and paddle boats as well as operating a small marina store. They would be responsible for making most of the improvements to the building for the store as well as the restaurant. It is envisioned that Tin Roof would be the primary operator of most of the marina and its on-going services. There is also interest in organizing and conducting a number of special events. Coordinating the master plan for the Treasure Island Marina with the restaurant will be critical. With a strong need to have at least a portion of the marina operational by the summer of 2010, the City of Troy may need to work with Tin Roof to amend the current lease agreement to allow subleasing of the marina business itself. It should also be recognized that if Tin Roof is unable to continue operation of the restaurant and marina for any reason there will be a sizeable impact on the viability of the revitalization of the Treasure Island Marina.
- *Troy Foundation* – Although it is not anticipated that the Troy Foundation will have any direct involvement in the actual redevelopment and operation of the marina itself, they would be considered as a possible primary partner for their role in funding a portion of the project.

Secondary Project Partners – These organizations have a direct interest in the project but not to the same level as a primary partner. Capital funding for the project is limited but there can be some assistance with program and service delivery.

- *Miami Conservancy District* – The district helps preserve land for recreation as well as assists with funding the development of recreational trails and riverfront projects. From a planning perspective their involvement in the process will be important and they may also be a funding agent for improvements to the river area itself.
- *Miami County Park District* – The county park district is an important partner as they are responsible for the development of portions of the Great Miami River Trail especially to the north of Troy. With a strong regional focus, interaction with the county and their parks system will be essential to fully develop the marina concept. They may also provide some programs and events at the facility.
- *Miami Valley Regional Planning Commission* – This association of local governments and other organizations in the greater Dayton area is an important resource for planning especially for facilities that are trying to develop a regional approach and are reliant on other governmental agencies along the trails and the Greater Miami River.
- *Private Recreation Providers* – In an effort to offer a wide variety of recreation programs and services, partnering with select private recreation providers will need to be encouraged. This could be event promoters, or equipment providers (bike and canoe shops, etc.).

Support Partners – These organizations support the redevelopment of Treasure Island Marina but would see limited to no direct involvement in the development or operation of the marina.

- *University of Dayton* – With their Rivers Institute and annual River Summit the university is a big supporter of use and activation of the Great Miami River. The university will be a resource for the marina project.
- *Outdoor Sports Organizations* – Local outdoor sports organizations could be primary users of the marina if it supports their activities. It should be expected that these groups would be strong proponents for the project.
- *Community Organizations* – Developing working relationships with community organizations and service clubs should provide much needed support for the project as well as possible users of the marina.
- *Business and Corporate Community* – It will be important that the corporate community be approached with a variety of sponsorship opportunities to enhance the revenue prospects of the marina.

Support partners have limited direct impact on the development and operation of the Treasure Island Marina but their involvement in the process should still be a priority to build overall awareness of the project and help to promote the uses and activities that would take place there. As possible on going users of the facility they could provide a solid revenue stream for the facility as well.

As the redevelopment of the Treasure Island Marina becomes closer to reality, the opportunities for partnering will increase. A well written partnership agreement will have to be drafted between any organizations involved in the project that clearly outlines the capital funding requirements, project ownership, priorities of use/pricing, operating structure, facility maintenance and long-term capital funding sources. These agreements should be in place prior to committing to begin actual construction of more aspects of the project.

Section V – Funding Requirements

One of the major challenges for most recreation projects is determining a method for funding the capital development of the facility. While the primary source for the project funding is anticipated to be the city, other funding sources could allow for a more comprehensive marina to be developed. As a result a number of possible funding sources were investigated.

Capital Funding:

There is a number of possible capital funding sources for the project.

City of Troy – As a part of a long range financial strategy the City should pursue all avenues available for capital funding of the project. These avenues include targeting grants administered by a multitude of agencies and branches within: Federal, State, Regional, and Local entities. With the diversity of the marina facility funds could be available in a wide range of categories such as transportation, recreation, health, environment, and others. Several possibilities are noted below.

State of Ohio – There is the possibility of some state funding through government grants but considering the current economic condition of the state this may be unlikely.

Miami County – Much like the state, it may be difficult to receive much project funding from this source.

Federal Government – Grant funding for these types of projects has actually begun to increase and it may be possible for some dollars through sources like the LWCF.

Troy Foundation – There is a strong possibility of the project gaining a level of funding from this source.

Private Financing – With an equity partner in the Tin Roof restaurant, it is expected that they will fund most of the interior improvements to the marina building.

Fundraising – A possible source of capital funding could come from a comprehensive fundraising campaign in the city and the surrounding area. Contributions from local businesses, private individuals and social service organizations should be targeted. To maximize this form of funding a private fundraising consultant may be necessary. A goal of fundraising could be to fund between 10% and 25% of the capital cost of the project.

Partnerships – There is the possibility of including other equity (primary) partners in the project but this will be very difficult. As a result additional partnership dollars received from other organizations is expected to be very limited. Partnership funding derived from corporate dollars may be able to increase the level of revenue from this source but a more detailed partnership assessment will be necessary to determine a realistic level of expectation.

Grants/endowments – There are a number of grants and/or endowments that are available for recreation projects. In fact there appears to be a greater focus on funding parks and projects that improve trails and river access than many other types of recreation amenities. There is a possibility of receiving a reasonably high level of funding from this source if targeted sources are pursued.

Naming Rights and Sponsorships – Considering the size and magnitude of the project and the fact that there is already a private vendor involved (Tin Roof) it is unlikely that naming rights can or should be sold for the project. However sponsorships of different aspects of the marina project as well as events and activities that take place there should be encouraged.

Beyond public financing all of the other potential funding sources noted above should be explored with the goal of funding at least 50% of the total project from non-tax sources.

Operations Funding:

With the scenario that Tin Roof will not only operate the restaurant but also be able to develop a rental business for bikes, canoes, kayaks and other equipment as well as a marina store, much of the cost of operating the marina will be covered by the restaurant. However the water portion of the marina, the boat launch and the park area surrounding the marina itself (as well as most of the parking lots), will have to be maintained by the City of Troy. In addition, city sponsored activities and events beyond what is being currently offered through the Treasure Island River Adventure Series would need to be funded as well. The goal of the marina will be to cover as much of the operational costs as possible through revenues generated by the facility itself. However it is anticipated that there will be a substantial operations shortfall that will need to be funded each year. As a result an annual funding plan for the shortfall will be necessary.

City of Troy – It is anticipated that the responsibility for the operational shortfall will be on the city. However the city will need to identify how the shortfall will be handled and from what source the funding will come from. It is anticipated that in addition to tax dollars that the city will be able to garner funding from grants and other sources as well (see below).

Troy Foundation – In addition to (or instead of) capital financing the Troy Foundation may be able to help fund some events and activities.

Other Government Agencies – There could be some funding for specific events or activities at the marina. However, this will probably be at a reasonably low level.

Partnerships – With the possible partners that have been identified for the project it is likely that the center could receive some operational funding from this source. A carefully worded partnership agreement will be necessary to confirm and guarantee the level of funding that is possible and the length of time that it should be expected.

Endowment Fund – This would require additional fundraising to establish an operational endowment fund that would be designed to fund capital replacement and improvements at the marina. It is often difficult to raise funds for operational endowments.

Sponsorships – The establishment of sponsorships for different programs and services as well as funding for different aspects of the facility’s operation is possible. But in most cases this provides a relatively low revenue stream for funding day to day operating costs for recreation facilities.

Grants – There are grants that are available for programs and services that focus on environmental education, and outdoor recreation. It may be possible to acquire funding for specific programs from this source.

Specific Capital Expenditure Estimates:

Below are listed capital cost estimates for specific components associated with the redevelopment of the Treasure Island Marina. It should be noted that these are very general estimates only that will need to be verified by architects and contractors. The exact cost will also depend on further definition of the specific improvement.

General

- Water quality improvements \$50,000 to \$75,000
 - Dredging
 - Aeration
- Looped trail \$250,000 to \$500,000
- Gateway entrance \$50,000 to \$70,000
- Improved lighting \$40,000 to \$60,000
- Acquire 5 acres & expand into a park \$50,000 to \$70,000
(Does not include land costs, but a donation is possible)

Marina Building

- Building renovation \$1,600,000 to \$1,900,000
 - Exterior
 - Decks
 - Under building
 - Restrooms
 - Events area

Island and Park Areas

- Floating docks \$10,000 to \$20,000

- Park area landscaping	\$200,000 to \$300,000
Picnic pavilion	
Amphitheater	
- Parking lot improvements	\$75,000 to \$100,000
- Treasure Island	\$150,000 to \$250,000
Playground	
Picnic pavilion	
Lighthouse	
Overhead power lines	

Grand Total of Capital Expenditures \$2,475,000 to \$3,345,000

On-Going Local-Regional Capital Expenditures:

The following is a listing of recreational trail investments in Troy and the surrounding area over the last few years.

Troy Connector (River Levee Trail)	\$ 139,083
Concord Township Trail (Locks & Towpath)	\$ 232,011
Dye Mill Trail	\$ 690,000
River Trail (Peterson Road North)	\$ 603,000
Tipp City North to Troy-Concord Twp	\$ 647,476
Twin Arch Trail (under construction now)	\$ 700,000
Tipp City South (construction start Fall 2009)	\$1,500,000
Lytle to Eldean (proposed in 2010)	\$ 250,000
River Crossing Bridge (2011 Peterson Rd. Area)	\$ 900,000
	\$5,661,570

Much of these funds were achieved through grants leveraged by matching funds received through a levy passed for the Miami County Park District.

Upcoming Water Trails Investments:

Concord Township - has purchased land across from El Sombrero along 25-A to develop a river connection park. The park will have a canoe/kayak ramp for water access, parking, and a shelter. The township hopes to begin the development of the park in the fall of 2009 or during 2010 depending on funding sources. The estimated investment is \$125,000.

Miami County Park District - is hoping to develop two river connection locations and is now seeking funds for their development. The Park District is also reviewing the creation of “leave no trace” camp sites at the river connection points. Estimated cost for both connections is \$125,000

The City of Piqua - is hoping to enhance the existing river access at Goodrich Giles Park and is currently seeking an ODNR grant for the project. Rough estimate of cost is \$100,000.

There has been interest in developing a mile marker type of designation for river travel. Currently the Miami Conservancy District, University of Dayton-Rivers Institute, and the Miami County Engineer are working together considering marker possibilities.

As a note of interest the Ohio Department of Natural Resources does have a State Water Trail coordinator due to growing interest.

Proposed total investment in water trails regionally is \$350,000.

Operational Cost Estimates:

The City's leadership will need to address operational costs of the Marina as the area develops into a Northern Hub of activities. It will be critical to the success of the project for the City to establish a higher level of maintenance in order for the site to become a destination location.

Marina Building

The Tin Roof Restaurant operates this facility as a restaurant and intends to develop the marina rental operations and the supporting store feature, and as a result there will be very little direct cost to the city beyond current obligations.

Island and Park Areas

The City of Troy will have to maintain and manage the water portion of the marina, the park areas and island. If the Treasure Island Marina is going to attract a large number of users then it will have to be maintained to a higher standard. These additional costs will include increased maintenance in order to maintain a quality landscaped and active park setting.

Events and Activities

The growth of activities in the marina area will require greater interaction with recreation staff. It is noted however that the existing recreation staff is operating at capacity with the number of programs and activities currently in place. The City's administration will need to address staffing issues as programs and participation expand along with increased investment in the facility.

It should be anticipated that there will be some revenues generated from user fees for activities and events and some funding through sponsorships. The amount of fees generated will be highly dependent of the volume and types of programs offered as well as the local and regional interests developed in sponsoring various programs.

Section VI – Action Plan

Utilizing the points noted in the previous sections the following are the recommended priorities for the Treasure Island Marina Project.

Short Term (next year to 18 months)

These are capital improvement tasks as well as program and service delivery priorities for the next 18 months and the agency(s) that is responsible for the task.

Task	City	Tin Roof	Others
<i>General</i>			
Dredging of marina	√		
Aeration of water	√		
Banners	√		
Trail completion			√- Miami Cty
<i>Marina Building</i>			
Building renovation	√		
Outdoor deck	√	√	
Under building	√	√	
Restrooms	√		
Events area	√	√	
<i>Island and Park</i>			
Floating docks	√		
<i>Programs and Services</i>			
Start marina store		√	
Rental-bikes/canoes, etc.		√	
Summer events	√	√	√
Holiday activities	√	√	√
Marketing plan	√	√	√

The primary focus during the next 18 months will be on making general improvements to the marina area and the marina building itself with the addition of more programs and services. The marina store would be open and there would be the rental of bikes, canoes, kayaks, etc.

Middle Term (18 months to 3 years)

These are capital improvement tasks as well as program and service delivery priorities for the 18 month to 3 year period and the agency(s) that is responsible for the task.

Task	City	Tin Roof	Others
<i>General</i>			
Gateway entrance/sign	√	√	
Lighting	√		
<i>Marina Building</i>			
<i>Island and Park</i>			
Park area	√		
Playground	√		
Shelter/picnic areas	√		
Overhead power lines	√		
<i>Programs and Services</i>			
Summer events		√	√
Holiday activities		√	√
Year round events		√	√
Regional events			√

This time period would focus on improvements to the island itself as well as the park area surrounding the marina.

Long Term (3 plus years)

These are capital improvement tasks as well as program and service delivery priorities for the 3 plus year time period and the agency(s) that is responsible for the task.

Task	City	Tin Roof	Others
<i>General</i>			
Looped trail	√		√
5 acre park development	√		√
<i>Marina Building</i>			
<i>Island and Park</i>			
Amphitheater	√		
Lighthouse	√		
<i>Programs and Services</i>			
Summer events		√	√
Holiday activities		√	√
Year round events		√	√
Regional events			√
Concerts and stage events			

The long range focus of the improvements to Treasure Island Marina are on the development of the additional acres of park property and the establishment of a looped trail around the immediate Troy area.

Section VII – Conclusion

Recognizing the outstanding opportunity that the City of Troy has to redevelop the existing Treasure Island Marina into a recreational amenity that can prove to one of the community's crown jewels, it is the recommendation of Ballard*King & Associates that the city proceed with the project. It is clearly understood that the rejuvenation of the marina will require a significant monetary commitment from the city for both capital and operations but the benefits that can be derived from the project are significant. These include:

- The city has an existing asset already in place in the building, the marina and the park.
- The Treasure Island Marina has an historical connection to both the Great Miami River and the City of Troy.
- The marina provides a regional attraction for Troy.
- A functional marina revitalizes and brings people back to the river.
- The project emphasizes the natural environment and supports active recreational pursuits.
- Treasure Island Marina will provide a considerable economic impact to the community.
- The marina promotes a strong partnership between the private sector (Tin Roof restaurant) and the City of Troy.
- In tough economic times the need and demand for providing recreation opportunities close to home are more acute than ever.
- The redevelopment of the Treasure Island Marina is an investment in the community and relates directly to the quality of life for residents of Troy and the surrounding region.

Section VIII – Appendix

The following is a list of sources of information that were utilized for this study.

A special thanks to Stan Kegley, Project Manager, City of Troy and Kellen Mescher, Intern, City of Troy for their assistance in providing information, research material, and other support in completing the study.

Interviews

Michael Beamish, Mayor, City of Troy
Patrick Titterington, Director of Public Service and Safety, City of Troy
Stan Kegley, Project Manager, City of Troy
Ken Siler, Director of Recreation, City of Troy
Carrie Slater, Assistant Director of Recreation, City of Troy
Tim Mercer, Superintendent of Park, City of Troy
Alan Kappers, President, Board of Park Commissioners, City of Troy
James Stubbs, Vice President, Recreation Board, City of Troy
Jerry Eldred, Executive Director, Miami County Park District
Scott Myers, Deputy Director, Miami County Park District
Diana Thompson, Director, Miami County Convention & Visitors Bureau
Douglas Hall, Manager of Program Development, Miami Conservancy District
Hans Landefeld, Manager of River Corridor Improvement Sub District, Miami Conservancy District
Matt Lindsay, Manager of Environmental Planning, Miami Valley Regional Planning Commission
Kjirsten Frank, Regional Planner, Miami Valley Regional Planning Commission
Brewster Rhoads, SW Regional Director of the Office of the Governor, State of Ohio
Craig Hughes, Owner, Tin Roof Restaurant
Kyleen Green, Manager, Tin Roof Restaurant
Jeff Wright, Assistant City Manager, City of Loveland
Nimsfa Simpson, City Planner, City of Xenia
Peg Sheffield, Loveland Chamber of Commerce
Karen Wintrow, Executive Director, Yellow Springs Chamber of Commerce

Written Works

“Financing and Acquiring Park and Recreation Resources”, John Crompton, Texas A&M
“Outdoor Recreation in America”, Clayne Jensen and Steven Guthrie
“Historic Preservation & Community Identity”, Rails to Trails Conservancy
“Health and Wellness Benefits”, Rails to Trails Conservancy
“Economic Benefits of Trails and Greenways”, Rails to Trails Conservancy
“Enhancing the Environment with Trails and Greenways”, Trails and Greenways Clearinghouse
“Benefits of Trails and Greenways”, Trails and Greenways Clearinghouse
“Trails and Greenways for Livable Communities”, Trails and Greenways Clearinghouse
“How Cities Use Parks for Economic Development”, American Planning Association

“The Economic and Social Benefits of Off-Road Bicycle and Pedestrian Facilities, National Bicycle and Pedestrian Clearinghouse

“Economic Benefits of Trails, Greenways and Open Space”, Rory Robinson, National Park Service

“Outdoor Recreation Participation 2009 Report”, The Outdoor Foundation

“Little Miami Scenic Trail Users Survey”, Ohio-Kentucky-Indiana Regional Council of Governments

“Outdoor Activities Participation”, Outdoor Industry Association

“2004 Home Builders Survey”, National Association of Home Builders

Other Sources of Information

National Sporting Goods Association

Landscape Architecture Magazine

Miami Valley Regional Planning Commission

Miami Conservancy District

University of Dayton-The River Summit and Rivers Institute

Little Miami Incorporated

Great Ohio Bicycle Adventure-Troy Foundation

Loveland Canoe & Kayak

Whitewater Warehouse