



# **TWIN LAKES MASTER PLAN**

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# **SUMMARY REPORT**

**CITY OF SHAWNEE, OKLAHOMA**

**SEPTEMBER 2023**

# PREFACE

**ON BEHALF OF THE SHAWNEE CITY COMMISSION, I AM PLEASED TO PRESENT THE TWIN LAKES MASTER PLAN** – the City of Shawnee's future development blueprint for the lands and waters of the Twin Lakes study area.

The Twin Lakes are an essential community resource, serving both as our principal municipal water source and as a recreational amenity. Yet, as with any important community resource there are many opinions about how best to utilize, maintain and protect them. The Twin Lakes master planning process was initiated by the Board of Commissioners to seek the greatest possible consensus on how all of us can serve as worthy long-term stewards of the lakes area.

The Twin Lakes Master Plan identifies a long-term vision for balancing growth and development with resource conservation. This vision - embracing themes identified through public meetings and surveys - is supported by four principles upon which the study area's future development plan, and policy and investment recommendations are based.

The City Commissioners and I recognize that the shared community benefits that can be realized by new growth and investment can also come with unintended or unforeseen consequences regarding community character, delivery of public services and quality of life. We also realize that within any plan there will be initiatives that you may embrace more whole-heartedly than others. Regardless, we will strive to implement a future development vision for Twin Lakes that upholds the four guiding principles of this Master Plan. We hope that you – the residents of Shawnee – will continue to support these efforts.

Respectfully,

Mayor Ed Bolt  
City of Shawnee, Oklahoma





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**THE TWIN LAKES MASTER PLAN'S SUMMARY REPORT IS A SYNOPSIS OF THE FUTURE GROWTH AND DEVELOPMENT PLAN FOR THE TWIN LAKES STUDY AREA.**

The summary report is an abbreviated version of a companion technical report and includes the Master Plan's vision and guiding principles, future development plan, and tabulated lists of recommended policies and investments. This report provides quick access to Master Plan policy and investment recommendations. For more extensive information relating to the Twin Lakes study area's existing conditions; issues, opportunities and themes; and the planning process, please refer to the Master Plan's technical report.

Collectively, the Twin Lakes Master Plan reports present both a long-range vision and incremental work program to balance the development and conservation of the land and waters of the Twin Lakes study area.

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# OUR VISION FOR TWIN LAKES...

“THE TWIN LAKES AREA IS AN ESSENTIAL COMMUNITY RESOURCE AND TRANQUIL PUBLIC AMENITY THAT SERVES THE RESIDENTS OF SHAWNEE THROUGH THE PROVISION OF A HIGH-QUALITY AND PROTECTED SUPPLY OF WATER, ACCESS TO NATURAL AND RURAL LANDSCAPES, AND THE AVAILABILITY OF DIVERSE RECREATIONAL AMENITIES THAT SUPPORT THE PASSIVE ENJOYMENT OF THE LAKES AND SURROUNDING AREA.”

## TO ACHIEVE OUR VISION, WE WILL....

### EMBRACE THE STEWARDSHIP OF OUR NATURAL RESOURCES.

We will prioritize the protection of water quality and conservation of natural landscapes when considering growth and investment opportunities and public service initiatives.

### PROVIDE BELOVED AND BENEFICIAL RECREATIONAL AMENITIES.

We will maintain and improve existing recreational assets, and provide new recreational opportunities that promote outdoor activity, generate community pride and elevate the quality of life of our residents.

### PROMOTE FISCALLY RESPONSIBLE GROWTH PATTERNS.

We will prioritize the protection of water quality and conservation of natural landscapes when considering growth and investment opportunities and public service initiatives in the Twin Lakes area.

### FACILITATE THE EFFICIENT DELIVERY OF PUBLIC SERVICES.

We will enhance the delivery of public services to Twin Lakes residents and visitors that are essential to supporting our community's growth and development vision.

# THE MASTER PLAN

The Twin Lakes are an essential resource for the City of Shawnee - supplying the community's drinking water and providing recreation opportunities for residents and visitors. This plan evaluates the development potential for Twin Lakes area properties for the next 20 years.

## BUILDING THE PLAN

The Master Plan was commissioned by the Shawnee Board of Commissioners in response to previous planning initiatives, including the Shawnee Next Horizons Comprehensive Plan (2019) and a 2022 advisory committee report.

### SHAWNEE NEXT HORIZONS COMPREHENSIVE PLAN (2019)

The City's long-term guide for growth and development throughout the City for the next 20-plus years. The comprehensive plan acknowledges the value of the Twin Lakes and surrounding properties to the City of Shawnee.

### TWIN LAKES ADVISORY COMMITTEE PLAN (2022)

The Twin Lakes Advisory Committee was created by the City to identify key issues related to the use of the Twin Lakes. The committee's final report included three overarching recommendations, including **1)** Provisions for improved safety and security, **2)** Potential commercial and residential uses, and **3)** Necessary enhancements to recreation facilities.

**The development of this Master Plan was recommended by the Advisory Committee.**


## WHY NOW?

As Shawnee continues to grow, the importance of protecting Twin Lakes from the accompanying pressures of growth increases. This Master Plan presents policies, strategies, and investments in the study area that are designed to balance growth, conservation and service delivery. The plan addresses common themes identified throughout the planning process including: water quality, preservation, future development patterns, housing options, and public infrastructure and services.

### OUR MASTER PLAN VISION

The Master Plan's vision is presented on the facing page. The **vision statement** reflects Shawnee's aspirations for the future of the Twin Lakes area. It is supported by four **guiding principles**, or 'value statements' that introduce the methods by which the community will achieve its vision.

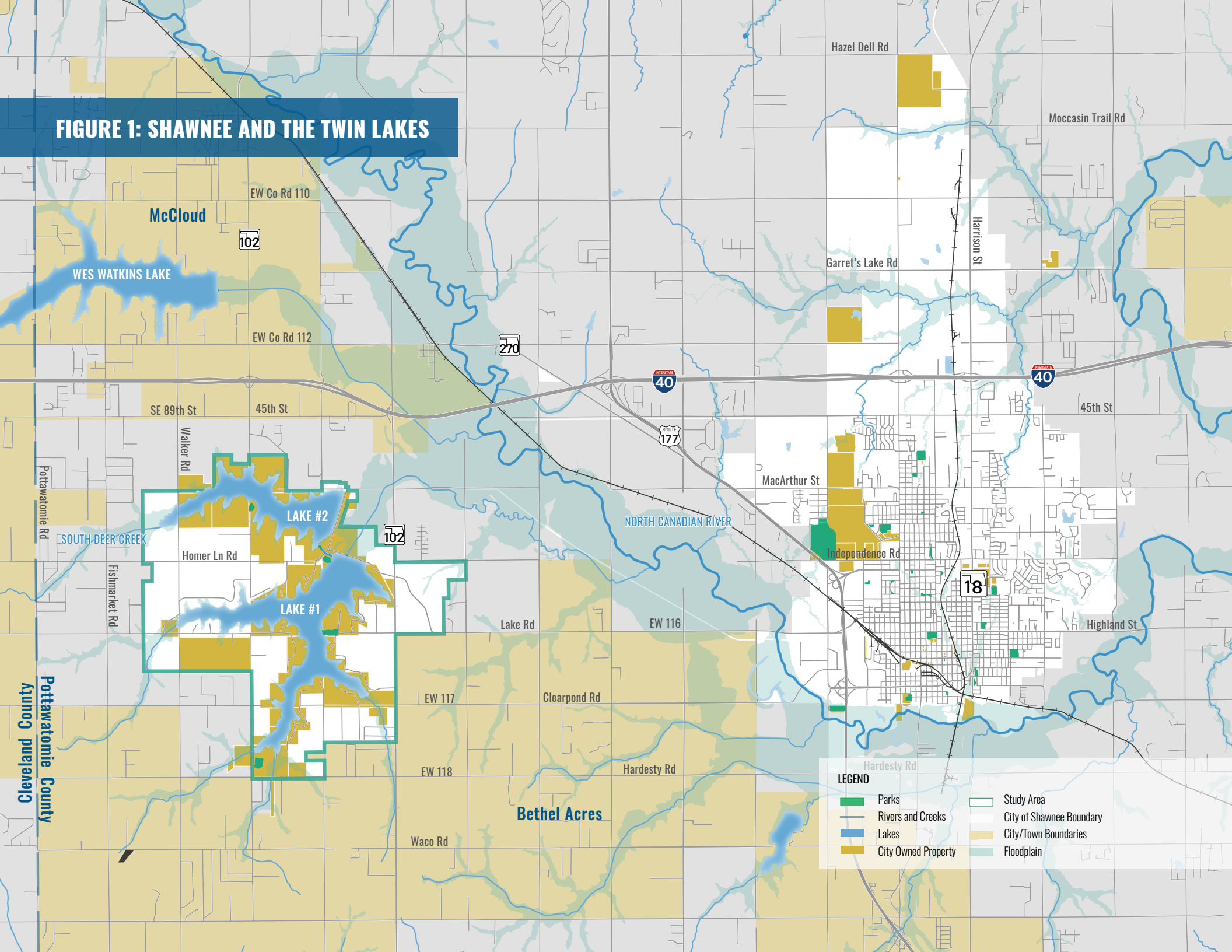
**This Master Plan's vision is implemented via actions and strategies contained in the work program presented within this report.**



“**SHAWNEE'S LAKE AREA IS A BEAUTIFUL PART OF THE COMMUNITY AND GREAT ASSET WITH THE POTENTIAL TO BE AN EVEN STRONGER AMENITY.**”

- Shawnee Next Horizons Comprehensive Plan (2019)

FIGURE 1: SHAWNEE AND THE TWIN LAKES





# THE STUDY AREA

## THE CITY OF SHAWNEE

The City of Shawnee is located approximately 30 miles east of the growing Oklahoma City metroplex. Shawnee covers roughly 48.6 square miles, and is home to 31,361 residents<sup>1</sup>. The City is expected to grow by approximately 19 percent to **37,198 residents<sup>2</sup>** by 2040. While much of the growth is anticipated within the City's proper limits (i.e., eastern Shawnee), some population growth is expected in the Twin Lakes study area.

Shawnee's residents have access to a variety of quality of life enhancing services, including a lively downtown, a variety of entertainment opportunities, and a healthy economy. Residents are provided with recreational opportunities on land and water, with access to parks throughout the City, and access to the Twin Lakes.

## THE TWIN LAKES

**The Twin Lakes study area is located roughly 8 miles west of Shawnee proper and encompasses approximately 12 square miles of land** (see **Figure 1**, facing page). Approximately 52 percent of the land in the study area is owned by the City of Shawnee<sup>3</sup>. The study area is primarily rural in nature, with limited commercial uses along OK-102. Residences include large lot single family homes and smaller lots leased from the City of Shawnee or the State of Oklahoma (via the Commissioners of the Land Office). The study area is served by multiple parks owned by the City which provide access to the shorelines and waters of Lake #1 and Lake #2. The two lakes are separated by a canal which can be closed during times when water levels are lower.

Most municipal services, including offices and equipment, are located in Shawnee proper. Water and sewer is not available in the study area and roadways are maintained to a 'rural' standard. Emergency services to the study area must be dispatched from distant locations creating longer response times for emergencies. In most cases Fire and EMS teams will access the study area using I-40 instead of using the local roads due to roadway constraints.



### PRE-PLANNING CONDITIONS & THEMES...

A review of previous planning documents and preliminary discussions with residents and stakeholders revealed common perceptions about conditions in the Twin Lakes study area. (Note: Not all-inclusive)

- **Shoreline development practices and recreational activities impact water quality.**
- **Parks within the study area do not provide adequate amenities and facilities.**
- **Many Shawnee residents are unaware of the amenities at the Twin Lakes.**
- **Access to the study area is limited, and roadway conditions vary.**
- **Dilapidated docks and infrastructure create potentially hazardous conditions.**
- **Residents of the study area do not have easy access to many municipal services.**

1. 2020 Decennial Census

2. Next Horizons Comprehensive Plan (2019)

3. Potawatomi Property Appraiser

# ENVISIONING TWIN LAKES

The Twin Lakes master planning process included seven principal phases - each of which produced information that is an essential component of this Master Plan guide.

- **COMMUNITY ANALYSIS.** Pre-existing city plans and studies were analyzed to provide a starting point from which to understand the long-standing issues and perceptions about the Twin Lakes.
- **VISIONING.** Stakeholder and public engagement activities were conducted to verify perceived needs, issues and challenges, and to create a vision statement and guiding principles. The resulting 'vision' serves as the framework on which the Master Plan's work program is based.
- **MARKET ASSESSMENT.** An assessment of outdoor recreation-based tourism was conducted comparing Twin Lakes' recreation offerings with lakes of similar size in the state. The assessment provided an understanding of how recreation improvements at the lakes may generate new revenues from tourism.
- **FISCAL ASSESSMENT.** A fiscal assessment of City revenues and expenditures to illustrate how land uses and development patterns in Twin Lakes may impact Shawnee's overall budget. The fiscal assessment was used as a foundation for preparing possible study area growth scenarios.
- **GROWTH SCENARIOS.** Three growth scenarios were created representing potential future development patterns for the study area. The scenarios considered the costs associated with various types of development. Lessons learned served as the basis for creating the Master Plan's future land use plan.
- **FUTURE LAND USE PLAN.** The final future land use plan is the graphic representation of the growth patterns that will be promoted in the study area by the City of Shawnee.
- **IMPLEMENTATION.** A series of strategies were identified for the successful implementation of the plan over the next 20 years. The strategies include recommended near-term and long-term policies, investments, and programs.

## WELCOME! COME IN AND SHARE YOUR THOUGHTS!!!

The Twin Lakes master planning offered opportunities for online and in-person input from Shawnee's residents, property owners and lease-holders.

### ADVISORY COMMITTEE

A group of key community members was appointed by the City to oversee the planning process. The committee met six times during 'decision points' in the planning process.

### CITY STAFF

City staff members provided technical support, and reviewed analyses and recommendations to prepare for their roles in eventual Master Plan implementation.

### FOCUS GROUPS

A series of meetings were held with community members and interest groups focused on specific topics related to the study area.

### COMMUNITY

A community-wide survey, two open houses, and a project web page allowed residents to participate in the planning process.





# PREFERENCES AND POTENTIAL

The Master Plan's assessments and public input activities affirmed many of the issues that were revealed at the beginning of the planning process. New themes were also identified which offered greater insight to the opportunities that may exist to leverage the untapped potential of the Twin Lakes. **Actions to address these themes, and other associated topics are located in the future development plan and work program sections of this report.**

## REVENUES AND EXPENDITURES

Twin Lakes residents live in a rural setting far from the core public services offered to an urban population. Annual expenditures to provide basic municipal services to Twin Lakes residents far exceeds revenues generated by study area household and is disproportionate to the study area population. **Revenue potential may be enhanced by a greater number of non-residential land uses and/or higher density development patterns.**

## PUBLIC SAFETY SERVICES

Police, Fire and EMS response times are inhibited by distance to the study area and indirect routes. **Infrastructure enhancements to reduce Fire and EMS response times will need to occur at key locations (e.g. bridges, underpasses) outside of the study area.**

Public safety issues are further exacerbated during months of peak visitation to the lakes. With limitation on the frequency of police patrols within the study area, **visitor behaviors may be improved with better management of recreation area access and capacity.**

## GROWTH POTENTIAL

Growth potential is constrained in the Twin Lakes area due a preference by residents to maintain a rural lifestyle and the expense of installing public infrastructure. **Higher-intensity growth patterns supported by public water and sewer might be feasible in the long-term if channeled to specific locations.** Most study area properties could retain low-intensity development patterns, but the feasibility of growth area infrastructure may require that services extend to targeted properties outside of current municipal limits.

## RECREATION MARKET

There has been sustained growth in camping across the country and Oklahoma – led by a primary market of highly-educated and high-income householders. **Allowing for the further development of outdoor recreation amenities and accommodations (both public and private) in the study area can be 'low-impact' to the landscape and provide for immediate revenue-generating opportunities.** Twin Lakes' activities and amenities should be specialized to reduce competition with lakes in the surrounding region.

## CODE ENFORCEMENT

Public safety, water quality and area aesthetics are increasingly affected by deteriorating structures eroding shorelines and unmaintained properties. **Permitting processes and code enforcement policies may be modified to reduce hazards within the lakes and to maintain the value of property owner and lease-holder investments.**

## RESOURCE PROTECTION

Maintaining the water quality and lands of Twin Lakes was a consistently high priority for most participants of the master planning process. **Protection of these vital natural resources requires both additional conservation measures and management of lake access.** A package of enhanced land development and clearance processes, proactive code enforcement measures and more robust permitting for access to the water can collectively serve to better maintain the qualities of the waters in Twin Lakes.

# THE FUTURE DEVELOPMENT PLAN

The Twin Lakes Master Plan's Future Development Plan serves as a new blueprint for how the lands of the Twin Lakes study area will develop and be utilized over time. Based on the assessments conducted for this master planning process, and public and stakeholder feedback, the resulting Twin Lakes Future Development Plan map (see [Figure 2](#), page 12) and accompanying 'place type' descriptions serve as a visual representation of where development of varying types should be directed.

The Future Development Plan is only a part of the City's policies related to Twin Lakes' growth and development. Corresponding policies, practices, strategies and actions are also outlined in the Work Program section of this report. Adherence to and application of the land use, transportation, infrastructure, conservation and other topic-specific Work Program recommendations is necessary to implement the Future Development Plan in a contextually sensitive manner and to ensure consistency with this Master Plan's vision and guiding principles.

“OVER 83 PERCENT OF TWIN LAKES STUDY AREA LANDS ARE RESERVED AS RURAL OR CONSERVATION PLACE TYPES.”



# FEATURES AND CONDITIONS

Although representing the City of Shawnee's official policy for study area growth and development, the Twin Lakes Future Development Plan depicted in this report is influenced by prominent pre-existing features and conditions. This Master Plan's accompanying work program includes strategies to ensure that these influencing characteristics are accommodated, modified or mitigated as necessary to facilitate changes advocated by the Master Plan.



## LAND USE

Over 69 percent of all study area land is currently used for non-commercial uses. **Low density land uses should be retained on over 46 percent of study area properties.**



## ZONING

Over 71 percent of all study area land is zoned for low-density residential uses. **The rezoning of some study area property may occur in conjunction with the availability of necessary public services.**



## OWNERSHIP

The City of Shawnee owns roughly 52 percent of all land in the study area. **The City should survey and plat clear lease lot boundaries to accommodate mixed land uses and a variable fee structure.**



## CHARACTER

The rural study area character is largely unimpaired by the visual clutter that can accompany unregulated higher intensity development. **Uniform design standards should be prepared for new development.**



## NATURAL FEATURES

Many shoreline properties retain natural land cover, with a high percentage of shoreline property being heavily wooded. **Natural shoreline buffers be maintained and expanded.**



## WATERSHED

The Twin Lakes have limited creeks feeding into the watershed, resulting in a lower recharge rate. **Watershed conservation methods must address development patterns and lake access.**



## PUBLIC SERVICES

The provision of public services in the study area is limited due to its distance from the core of the city. **Near-term public service investments should focus on improving emergency response times.**



## RECREATION

Study area parks and lake access points are in a state of deferred maintenance. **Capital park investments should promote visitation and include methods to increase the collection of fees.**

# CREATING THE FUTURE DEVELOPMENT PLAN

The Twin Lakes Future Development Plan was created through a process called 'scenario planning.' Alternative futures for the Twin Lakes study area were imagined and mapped during a workshop with the Master Plan's Advisory Committee. The revenue potential of each potential growth scenario was measured to determine its long-term impact to Shawnee's financial stability. **Three scenarios were evaluated.**

## BASE SCENARIO: BUSINESS AS USUAL

The "Business as Usual" scenario was a foundation to build upon. This scenario was based on continuing historic study area growth patterns with no changes to how the City collects revenues or provides public services. This scenario assumes an estimated annual deficit of nearly \$500,000 dollars to provide basic municipal services and does not improve recreational facilities.

## SCENARIO A: STEP IT UP A NOTCH

The "Step It Up" scenario assumes an increase in residential development east of the lakes, the expansion of small-scale commercial development along OK-102, and the addition of new recreational amenities to support lake users. This scenario increased revenues for the City but still resulted in an annual deficit.

## SCENARIO B: THINK BIG

The "Think Big" scenario assumes the provision of water and sewer to some study area properties, increased residential densities and commercial uses along the east side of the study area. Additional recreation areas are dispersed around the lakes. This scenario resulted in an annual deficit to the City due to insufficient development intensities to support the proposed infrastructure expansion.



## CONSENSUS SCENARIO

The Twin Lakes Future Development Plan is based on a "Consensus Scenario." The Consensus Scenario blends elements of the prior scenarios - balancing the desire to retain the rural character in much of the study area with targeted increases development intensities that warrant the provision of municipal infrastructure.

### Key Consensus Scenario Parameters:

- **Population Growth.** A presumed 2000-person increase in current study area population is assumed over a twenty-year period. This is a slightly higher rate of growth than projected for the City as a whole.
- **Infrastructure.** The scenario assumes the eventual provision of public water and sewer to property on the east side of the study area flanking OK 102.
- **Study Area Boundaries.** The feasibility of providing municipal water and sewer to the study area may require the provision of services to properties that are currently outside of the study area boundaries.
- **Build-out.** Only a small-percentage of residential and commercial parcels are projected to be built-out over the 20-year planning horizon to meet projected population growth. Additional development may be accommodated over an extended period of time.
- **Time Frame.** Full build-out of the scenario may take longer than a 20-year planning horizon.



# USING THE FUTURE DEVELOPMENT PLAN

## PLACE-BASED LAND USE PLAN

The Twin Lakes Future Development Plan map ([Figure 2](#)) establishes formal policy for future land use and development in the Twin Lakes study area. The future development map depicts the concept of 'place types' whereby land may develop with varying combinations of land uses, and according to particular building and site design characteristics. In addition to other adopted municipal plans, **Shawnee's Future Development Plan for Twin Lakes includes 12 distinct place types applied to property in the study area. [See the companion technical report for detailed place type descriptions.](#)**



## PLAN ALIGNMENT

**The place-based planning approach applied to the Twin Lakes Master Plan aligns with the land use framework adopted as part of the Shawnee Next Horizons Comprehensive Plan (2019). Ten of the 12 place types depicted in the Twin Lakes Future Development Plan map originate from the comprehensive plan but have been updated and redistributed on a case-by-case basis in this Master Plan.**

**FUTURE DEVELOPMENT PLAN INTERPRETATION** In considering development proposals and zoning decisions for Twin Lakes study area properties, policy makers, plan implementers, developer and the public should make the following assumptions:

GENERALIZED MAP <sup>4</sup>	PROPERTY OWNERS DECIDE <sup>4</sup>	STREET CONNECTIVITY <sup>4</sup>	PRECEDENCE
<p>The Future Development Plan map should be interpreted generally and is not intended to provide the specificity or the rigidity of a zoning map or engineering document.</p> <p>The boundaries between land uses on the map are “fuzzy” lines and are meant to show approximate areas for transition, rather than rigid boundaries. The exception to this are those areas that preserve floodplains and wetlands.</p>	<p>The Future Development Plan map depicts new land uses for privately owned properties. The transition of these properties from their current use to the depicted use is expected to occur slowly over time, in response to market demands, as property owners voluntarily sell, develop, or change the use of their land, or in the case of municipal properties, at the time the City chooses to promote new investment opportunities.</p>	<p>Critical arterial and collector street connections are specified on the Future Development Plan map, though the exact routes will depend on detailed engineering studies. Local streets will be determined as development occurs.</p>	<p>The distribution of place types on the Future Development Plan map differs than those in the Shawnee Next Horizons Future Land Use Plan. New place types have also been added to the Future Development Plan while pre-existing land use classifications have been modified on a case-by-case basis.</p> <p>Where such variations exist, the provisions of this Master Plan will take precedence.</p>

4. Derived from Shawnee Next Horizons Comprehensive Plan (2019)

# TWIN LAKES FUTURE DEVELOPMENT MAP LEGEND\*



## RURAL PLACE TYPES\*

## LAKE DISTRICT PLACE TYPES\*

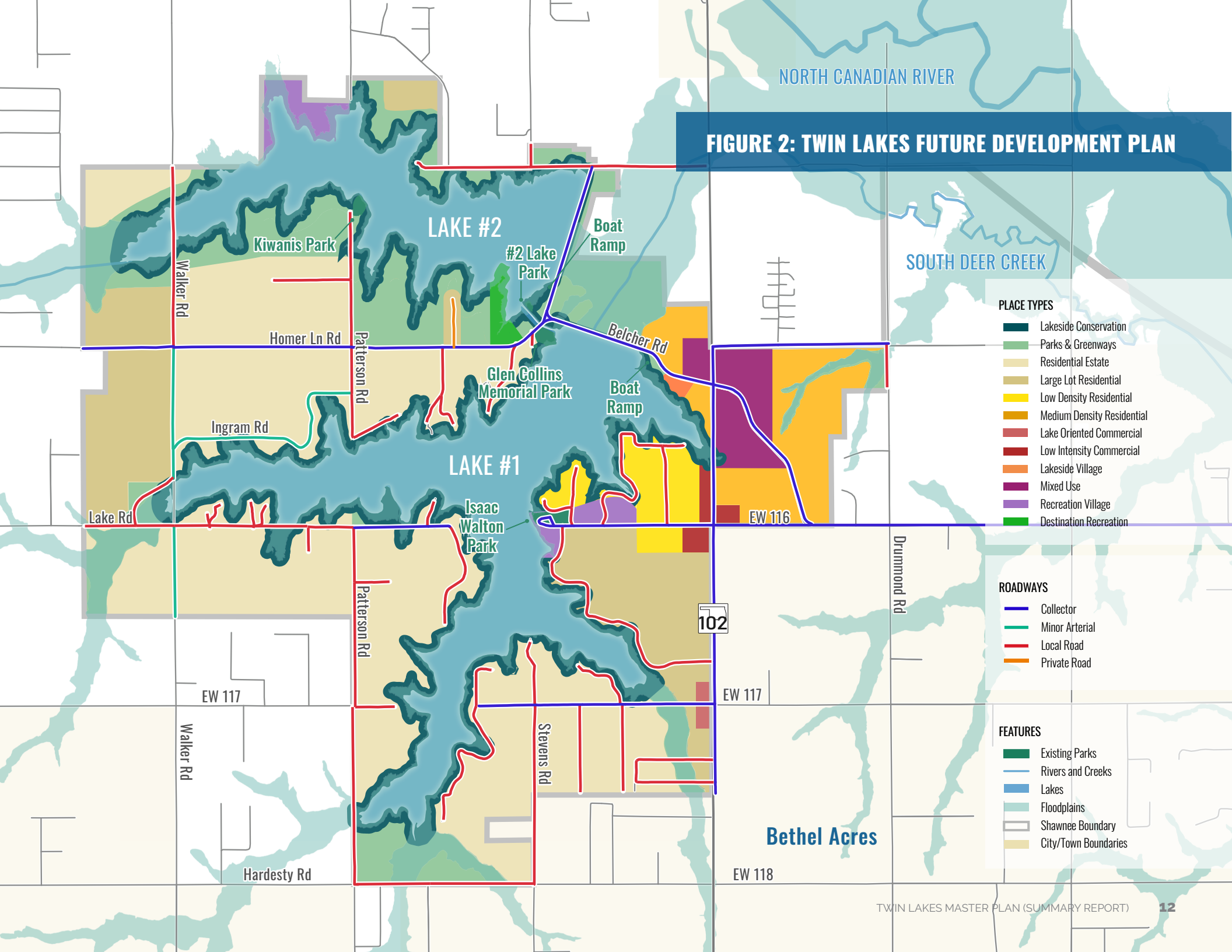
## CONSERVATION PLACE TYPES\*

### PLACE TYPES

	ACRES	% OF AREA
 RESIDENTIAL ESTATE. Areas for large lot (5+ acre) rural living. May include themed or clustered subdivisions to preserve open space.	2584	48%
 LARGE LOT RESIDENTIAL. Neighborhoods emphasizing single-family detached homes on lots greater than one acre.	741	14%
 LAKE ORIENTED COMMERCIAL. Small-scale commercial services supporting resident and visitor recreational activities.	49	1%
 LOW DENSITY RESIDENTIAL. Neighborhoods emphasizing single-family detached homes with other single-family housing products permitted on case-by-case basis.	236	4%
 MEDIUM DENSITY RESIDENTIAL. Neighborhoods incorporating mixed housing including single-family detached, single-family attached and townhouses.	418	8%
 LOW INTENSITY COMMERCIAL. Commercial services for the immediate area but may also draw customers and employees from the larger city.	65	1%
 MIXED USE. Areas Diverse and complementary uses in close proximity. Higher-density mix of housing, retail, office, and services.	138	3%
 LAKESIDE VILLAGE. Mixed lakefront commercial and residential uses.	5	<1%
 DESTINATION RECREATION. Concentration of recreation, amusements and accommodations that provide unique entertainment and promote tourism.	4	<1%
 LAKESIDE CONSERVATION. Overlay area along the lakeside for shoreline protection.	N/A	N/A
 PARKS AND GREENWAYS. Areas intended to remain undeveloped and natural in character, and support low-impact recreational activities.	991	19%
 RECREATION VILLAGE. Low-impact overnight accommodations and services that support passive outdoor recreation activities.	99	2%

\*See the Twin Lakes Master Plan's technical report for detailed place type development parameters.

**FIGURE 2: TWIN LAKES FUTURE DEVELOPMENT PLAN**



# OUR WORK PROGRAM

## OUR FUTURE DEVELOPMENT PLAN FOR TWIN LAKES REPRESENTS A LONG-TERM FUTURE THAT WILL OCCUR OVER AN EXTENDED TIME FRAME.

As we take steps to facilitate this future growth and development scenario however, we will initiate other actions to achieve our broader study area vision for the benefit of today's residents and visitors, and our natural resources.

Our Work Program includes over 64 recommended actions which can create a Twin Lakes that is more broadly enjoyed, environmentally secure, and better served than today.

## ACTIONS BY TYPE

### POLICIES AND PROGRAMS

Operational changes to enhance the delivery of public services to study area residents and visitors consistent with the Plan vision. Includes new or modified policies, programs, procedures, regulations, studies, and revenue generating arrangements.

### INVESTMENTS

Anticipated near-term and long-term expenditures to implement the Twin Lakes growth and development vision. Includes large capital expenditures for infrastructure and amenity improvements and operational expenses to account for anticipated administration and maintenance needs.



## ACTIONS BY TOPIC



Work Program actions are distributed across six grouped topics discussed in more detail within this Master Plan's companion technical report.

- **Growth Patterns.** Includes policies and practices that support the long-term implementation of the Future Development Plan.
- **Mobility.** Activities and investments to improve connectivity and access through and within the study area for motorists, bicyclists and pedestrians.
- **Utilities.** A mix of near-term enhancements to improve current service delivery and long-term actions to promote the Future Development Plan's build-out scenario.
- **Recreation.** Initiatives and investments to diversify recreational offerings and to increase visitation and revenue potential. Conceptual plans to improve the programming of City-owned recreation areas.
- **Public Safety.** Policies and investments to improve emergency service response times and to create a safer environment and experience for residents and visitors.
- **Natural Resources.** Methods to mitigate development impacts on study area water quality and to promote long-term resource conservation.

# WORK PROGRAM PARAMETERS

Our Work Program initiatives and investments for Twin Lakes vary greatly by cost and scale. Each action listed in **Figures 2** through **7** (pages 15 through 36) includes details on preferred time frames for implementation, general costs, anticipated municipal action leaders, and guiding principles observed. Work Program parameters include:

- **STRATEGY TOPIC AND TYPE.** As described on the facing page.
- **TIMEFRAME.** Divided into short, mid, and long-term and reflects: **A)** An action's priority as determined during the planning process; and/or, **B)** Chronological order where the initiation of an action may be dependent on a prior action.
- **COST RANGES.** Planning level cost estimates for each listed action in 2023 dollars. Instructional only. All costs listed herein require further study or schematic design.
- **COORDINATING AGENCY.** The primary City department(s) which may oversee implementation efforts for individual actions. "Oversight" suggests that the coordinating City agency may lead implementation efforts or may facilitate or support implementation by partnering agencies. Where the City Manager's Office is placed in the Coordinating Agency column, it may be interpreted that the action has not yet been delegated or that one of the divisions within the City Manager's Office will be responsible for coordinating the action.
- **POTENTIAL PARTNERS.** One or more entities that may participate in implementing an individual action. May include City departments and non-municipal entities. Non-municipal partnering agencies (public or private) may lead implementation or may support the identified implementing City agency.
- **GUIDING PRINCIPLES.** Guiding Plan principles which are promoted or supported by the listed action.
- **CORRESPONDING STRATEGIES.** References to other associated Plan initiatives which may influence, or be influenced by, the listed action.

Image Source: Beth Hatley



## WHERE DO I FIND IT?

Work Program overview and actions by topic are located on pages 15 through 36. Fast-forward to the topics of your choice here:

### GROWTH PATTERNS

Go to pages 15 through 16

### MOBILITY

Go to pages 17 through 20

### UTILITIES

Go to pages 21 through 22

### RECREATION

Go to pages 23 through 28

### PUBLIC SAFETY

Go to pages 29 through 32

### NATURAL RESOURCES

Go to pages 33 through 36



## WANT TO KNOW MORE?

Please view the Master Plan's companion technical report for detailed descriptions of each recommended Work Program action.

# GROWTH PATTERN RECOMMENDATIONS



Lakeside commercial growth promoted by Future Development Plan should promote the Twin Lakes as a destination - generally small in scale with elevated design treatments employing local natural accent materials (e.g. wood, stone)  
Image Source: Drippingwithtaste.com

**GROWTH PATTERNS IN THE TWIN LAKES STUDY AREA WILL ADHERE TO THE FUTURE DEVELOPMENT PLAN AS DESCRIBED BEGINNING ON PAGE 7.** Nonetheless, there are accompanying strategies that may be implemented which will influence the **character** and feasibility of future development that is permitted within the study area.

**Lot Lease Program.** While the creation of the leased lots provide revenues to the City, the delineation of the lots are not clearly identified and fees for lease lots may not be consistent with market rates. The City should continue to survey and plat lease lots. A consideration of existing fees, as well as any future lease program fees should be evaluated to ensure they are consistent with market demand.

**Lakeshore Protection Overlay.** The Lakeshore Protection Overlay Zone is only applicable for leased properties along the lake. The overlay should apply to the entire lake and provide stricter native buffering and vegetation requirements to protect water quality standards.

**Lake Specific Development Patterns.** Generally, development patterns along Lake 1 should remain the same, with enhanced recreation facilities to accommodate overnight stays and improvements to the boat ramps. Additional recreation services should be evaluated on Lake 2 to provide services on the lake and lake shore. These uses can support recreation-based tourism for the study area. Park enhancements with overnight stay accommodations should be included to allow for greater use of Lakes while maintaining a more natural character.

**FIGURE 2 LISTS 7 RECOMMENDED POLICIES AND PROGRAMS TO FACILITATE STUDY AREA GROWTH PATTERNS.**

## FIGURE 2: GROWTH PATTERN STRATEGIES

Number	Strategy	Strategy Type	Time-frame	Estimated Cost Range	Coordinating Agency	Partnerships	Guiding Principle	Companion Strategy
Policy & Programs								
<b>G.1</b>	<b>Future Development Plan.</b> Use the Final Development Plan to guide growth and development in the study area.	Policy	O	N/A	Community Development	City Departments (various)	G	
<b>G.2</b>	<b>Lot Lease Program.</b> Modify the lake lot lease program to help offset the costs of providing public services.	Various	S	\$\$\$	City Manager's Office	Engineering	G	
<b>G.3</b>	<b>Improvement Districts.</b> Evaluate the adoption of an Improvement District for property within Lake District place types to help fund infrastructure projects.	Revenue	L	N/A	City Manager's Office	Community Development, Engineering	G	
<b>G.4</b>	<b>Study Area Design Standards.</b> Adopt design standards for non-residential development in the Twin Lakes area.	Regulation	S	\$	Community Development		G	M1
<b>G.5</b>	<b>Conservation Development.</b> Prepare and apply conservation subdivision standards.	Regulation	S	\$	Community Development		G	G7
<b>G.6</b>	<b>Destination Recreation.</b> Incentivize private investment in "Destination Recreation" attractions and accommodations.	Capital	M	\$\$\$	City Manager's Office	Community Development, Parks and Rec, Tourism	G, R	
<b>G.7</b>	<b>Lake 2 Shoreline.</b> Reserve a perpetual conservation buffer around Lake 2.	Policy	M	N/A	City Manager's Office	Community Development	G, R	G5, NR2

### \*Types of Strategies:

Study: Follow-up analysis or investigation required to determine the best solution.  
 Regulation: New regulation or change to existing regulation requiring City Council action.  
 Policy: New or modified formal process or procedure that guides City decisions.  
 Partnership: Formal or informal agreement with an external entity to pursue shared goals.  
 Revenue: New fee or revenue collection opportunity to support public projects.  
 Program: A city initiative related to education, recreation, or sports.  
 Capital: New or modified capital expenditure for a project.  
 Operational: New or modified program or staffing arrangement.

### \*\*Timeframe:

S - Short-Term: 1-3 years  
 M - Mid-Term: 3-5 years  
 L - Long-Term: 5+ years  
 O - Ongoing or Immediate

### \*\*\*Cost Considerations:

\$ - Less than \$50K  
 \$\$ - \$50K - \$100K  
 \$\$\$ - \$100K - \$500K  
 \$\$\$\$ - \$500K - 2M  
 \$\$\$\$\$ - More than 2M  
 N/A - Operation of policy change  
 - no significant additional cost

### \*\*\*\*Guiding Principle:

R: Provide beloved and beneficial recreational amenities  
 P: Facilitate the efficient delivery of public services  
 N: Embrace the stewardship of our natural resources  
 G: Promote fiscally responsible growth patterns

# MOBILITY AND ACCESS RECOMMENDATIONS



Lake Road bridge has a weight load that cannot hold most of the Shawnee fire fleet (above). Improvements to the bridge would allow more direct access to the study area via Lake Road as opposed to I-40.

## STUDY AREA CONDITIONS

**Roadways.** The low-density roadway network in the Twin Lakes study area includes a mix of bordering and bisecting minor arterial and collector thoroughfares, and intersecting local roads. Other than State Highway (OK) 102, most study area roads are owned and maintained by the City of Shawnee.

Roadway cross-sections in the study area are indicative of a rural areas, with open ditches for drainage and no pedestrian facilities (paved shoulders are limited to OK 102). Low population densities and traffic volumes result in minor arterial and collector roadways being limited to two travel lanes and negates the need for signalization at intersections.

While the minor arterial and collector thoroughfares are paved, most of the local roads are surfaced with gravel. While pervious surface materials are more affordable for the City to purchase, consistently maintaining gravel roadways that is satisfactory to study area residents is an ongoing and time-consuming challenge.

Twin Lakes Study Area Roadways (2023)

Road Classification	Approx. Miles	Percentage
Minor Arterial	2.5	8%
Collector	11.9	36%
Local	18.2	56%
Totals	32.6	100%



**Active Transportation.** There are no facilities for pedestrians or bicyclists in the study area. The Shawnee Next Horizons Comprehensive Plan (2019) includes a goal to provide better connectivity throughout Shawnee through a, "...connected network of trails, sidewalks, bicycle facilities, and roadways." Applying this goal to Twin Lakes aligns with community preferences to include trails as a key recreational amenity.

## WORK PROGRAM

As the Twin Lakes population grows, it will be critical to enhance access to and mobility within the study area. Near-term mobility network improvements should provide enhanced access to the study area for emergency service vehicles and promote increased longevity of unpaved road surfaces. Long-term improvements should include the gradual implementation of urban roadway standards for new development in Lake District Place Types.

Multi-modal access opportunities in the study area should also be provided for recreation and transportation. (The pending draw down of Lake #1 and levee improvements offers a prime opportunity to incorporate trail connectivity between the lakes.) Incorporating bicycle and walking facilities within the study area, and special transit routes from Shawnee proper during events or peak visitation, can provide better access to lakeside recreation areas and future development.

### **FIGURE 3 (PGS. 19 & 20) LISTS 11 RECOMMENDED POLICIES AND INVESTMENTS TO ENHANCE STUDY AREA MOBILITY AND ACCESS.**

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Soft surface trails (right) can blend into natural and rural settings while providing access to recreation and transportation options.



**FIGURE 3: MOBILITY AND ACCESS STRATEGIES**

Number	Strategy	Strategy Type	Time-frame	Estimated Cost Range	Coordinating Agency	Partnerships	Guiding Principle	Companion Strategy
<b>Policies &amp; Programs</b>								
<b>M.1</b>	<b>Roadway Cross-sections.</b> Adopt roadway cross-sections for the Twin Lakes area to include multi-modal transportation elements, such as shoulders, sidewalks, or trails.	Policy	S	N/A	Engineering	Community Development	G, P	G4
<b>M.2</b>	<b>Roadway Improvement District.</b> Consider adopting a roadway improvement district in the study area.	Revenue	M	\$	Finance	Engineering	P	
<b>M.3</b>	<b>Capital Improvements Plan.</b> Create metrics to incorporate transportation needs into the Capital Improvements Plan.	Policy	O	N/A	City Manager's Office	Engineering	G, P	U.3
<b>M.4</b>	<b>Transit Opportunities.</b> Create transit options to provide accessibility to future study area attractions and events.	Partnership	L	N/A	City Manager's Office	Community Development, Tourism, COTS	G, P	
<b>M.5</b>	<b>Trails and Bikeways.</b> Conduct a feasibility study to prioritize and phase study area trail and bikeway design and construction.	Study	S	\$\$\$	Engineering	Parks and Rec	G, R	R4, R31 - R34

**\*Types of Strategies:**

Study: Follow-up analysis or investigation required to determine the best solution.  
 Regulation: New regulation or change to existing regulation requiring City Council action.  
 Policy: New or modified formal process or procedure that guides City decisions.  
 Partnership: Formal or informal agreement with an external entity to pursue shared goals.  
 Revenue: New fee or revenue collection opportunity to support public projects.  
 Program: A city initiative related to education, recreation, or sports.  
 Capital: New or modified capital expenditure for a project.  
 Operational: New or modified program or staffing arrangement.

**\*\*Timeframe:**

S - Short-Term: 1-3 years  
 M - Mid-Term: 3-5 years  
 L - Long-Term: 5+ years  
 O - Ongoing or Immediate

**\*\*\*Cost Considerations:**

\$ - Less than \$50K  
 \$\$ - \$50K - \$100K  
 \$\$\$ - \$100K - \$500K  
 \$\$\$\$ - \$500K - 2M  
 \$\$\$\$\$ - More than 2M  
 N/A - Operation of policy change  
 - no significant additional cost

**\*\*\*\*Guiding Principle:**

R: Provide beloved and beneficial recreational amenities  
 P: Facilitate the efficient delivery of public services  
 N: Embrace the stewardship of our natural resources  
 G: Promote fiscally responsible growth patterns

**FIGURE 3: MOBILITY AND ACCESS STRATEGIES (CONT.)**

Number	Strategy	Strategy Type	Time-frame	Estimated Cost Range	Coordinating Agency	Partnerships	Guiding Principle	Companion Strategy
Investments								
<b>M.6</b>	<b>Levee Improvements.</b> Evaluate improvements to protect the integrity of the levees, improve access by large vehicles, and incorporate a trail system.	Capital	O	\$\$\$\$\$	Engineering		P	M5, R31
<b>M.7</b>	<b>Bridge Improvements.</b> Initiate improvements to the Lake Road bridge to accommodate Fire/EMS vehicles and RV travel.	Capital	M	\$\$\$\$\$	Engineering		P, R, G	
<b>M.8</b>	<b>Underpass Improvements.</b> Lower the grade of Benedict Street between Kennedy Ave. and Daley St. to allow for Fire/EMS vehicles to traverse under the railroad crossing.	Capital	L	\$\$\$\$\$	Engineering		P	
<b>M.9</b>	<b>S. McCloud Road.</b> Upgrade South McCloud Road to provide RV/travel trailer access to the Recreation Village on the north side of Lake 2.	Various	L	\$\$\$\$	Engineering	County, City, City Manager's Office	P, R, G	
<b>M.10</b>	<b>Lake Road Realignment.</b> Relocate Lake Road between Brown Road and Burlison Road away from the edge of Lake 1.	Capital	L	\$\$\$\$\$	Engineering		P, N	
<b>M.11</b>	<b>Glen Collins Park Intersection.</b> Commence design work for the improvements at the intersection of Belcher Road, Homer Lake Road, and Lake 2 Dam Road.	Capital	M	\$\$\$\$\$	Engineering	Public Works, Parks and Recreation, Community Development	P, R, G	Glen Collins Park Improvements

# UTILITY RECOMMENDATIONS

## STUDY AREA CONDITIONS

**Water and Wastewater.** While the Twin Lakes serve as Shawnee's primary water source, public water and sewer is not available in the study area. The nearest municipal pipe connection for water and sewer is approximately eight miles to the east, in Shawnee proper. All properties within the study area are served by private wells and septic systems, including those along the lake shore.

The Pottawatomie County Development Authority (PCDA) operates a rural water district to the east and south of the study area, outside of the municipal limits but it does not provide access to sewer. Despite the close proximity, no study area properties are served by the PCDA.

**Other Utilities.** Twin Lakes residents receive electric and gas services from third party companies, such as Oklahoma Gas and Electric (OG&E), Canadian Valley Electric, and Oklahoma Natural Gas (ONG).

## WORK PROGRAM

The higher development intensities promoted within the Twin Lakes Future Development Plan's Lakes Area Place Types are dependent on the eventual provision of public water and sewer to the study area. Given the significant up-front public expenditures that would be required of the City to extend water lines to the site, and to develop a small wastewater treatment facility, prospects for corresponding private development to occur must be high (in the form of substantially sized "destination recreation" or other planned development) to ensure an immediate customer base. **The City should strongly consider soliciting public and/or private development partners to facilitate the future development patterns recommended by this master plan.**



The City will need to evaluate funding sources, user fees, and policies related to eventual system expansion to ensure adequate long-term capacity and immediate revenue opportunities for the provision of service. As the population continues to grow and expand, additional investments in telecommunications service should be evaluated to eliminate weaknesses in coverage zones.

**FIGURE 4 (PG. 22) LISTS 7 RECOMMENDED POLICIES AND INVESTMENTS TO ENHANCE STUDY AREA UTILITIES.**

### Figure 4 Footnotes

<b>*Types of Strategies:</b>	<b>**Timeframe:</b>
Study: Follow-up analysis or investigation required to determine the best solution. Regulation: New regulation or change to existing regulation requiring City Council action. Policy: New or modified formal process or procedure that guides City decisions. Partnership: Formal or informal agreement with an external entity to pursue shared goals. Revenue: New fee or revenue collection opportunity to support public projects. Program: A city initiative related to education, recreation, or sports. Capital: New or modified capital expenditure for a project. Operational: New or modified program or staffing arrangement.	S - Short-Term: 1-3 years M - Mid-Term: 3-5 years L - Long-Term: 5+ years O - Ongoing or Immediate
<b>***Cost Considerations:</b>	
R: Provide beloved and beneficial recreational amenities P: Facilitate the efficient delivery of public services N: Embrace the stewardship of our natural resources G: Promote fiscally responsible growth patterns	\$ - Less than \$50K \$\$ - \$50K - \$100K \$\$\$ - \$100K - \$500K \$\$\$\$ - \$500K - 2M \$\$\$\$\$ - More than 2M N/A - Operation of policy change - no significant additional cost

## FIGURE 4: UTILITIES STRATEGIES

Number	Strategy	Strategy Type	Time-frame	Estimated Cost Range	Coordinating Agency	Partnerships	Guiding Principle	Companion Strategy
Policies & Programs								
<b>U.1</b>	<b>User Fees.</b> Adopt higher connection fees for utility users outside of the City limits.	Revenue	L	N/A	Public Works	City Manager's Office, City Clerk	P	U6, U7
<b>U.2</b>	<b>Connections.</b> Require new development to extend lines beyond the city's initial installation of pipes.	Policy	L	N/A	City Manager's Office	Engineering, Comm. Dev., Public Works	P	U6, U7
<b>U.3</b>	<b>Capital Improvements Plan.</b> Create metrics to incorporate utility needs into the Capital Improvements Plan.	Policy	O	N/A	Engineering	Finance, Public Works, City Manager's Office	G, P	M.3
<b>U.4</b>	<b>Utility Master Planning.</b> Integrate water and wastewater recommendations from this plan into any city-wide master plans.	Study	S	\$\$\$	Public Works	Engineering	P	
<b>U.5</b>	<b>Telecommunications.</b> Evaluate broadband, telecommunications, and wifi coverage throughout the study area and surrounding areas.	Partnership, Study	S	\$\$\$	Community Development	Engineering, Surrounding communities	G, P	
Investments								
<b>U.6</b>	<b>Water Service.</b> Extend a main water line to the Twin Lakes to accommodate growth that aligns with the Future Development Plan.	Capital	L	\$\$\$\$\$	Public Works	Engineering	G, P	U4
<b>U.7</b>	<b>Wastewater Service.</b> Provide wastewater services to the Twin Lakes to accommodate growth that aligns with the Future Development Plan.	Capital	L	\$\$\$\$\$	Public Works	Engineering	G, P, N	U4

# RECREATION RECOMMENDATIONS

## STUDY AREA CONDITIONS

The City of Shawnee maintains four (4) lakeside public recreation areas and two (2) boat ramps within the Twin Lakes study area. Motorized and non-motorized boats are allowed on both lakes while swimming, personal watercraft, and towables are limited to Lake 1. While Glen Collins Park provides some play spaces/amenities, most recreation area land-based amenities are accessory to and support water-based activities.

The City requires permits for specific uses at Twin Lakes including:

- **Boating.** Boating permits are required for all boats and personal watercraft. These permits provide the greatest source of recreation permit revenues for the City and can be purchased as a day-use permit or annual permit.
- **Fishing.** Fishing permits are required to fish along the shoreline or on Lake 1 and 2. Fishing permits can be purchased as a day-use permit or annual permit and can be purchased with boating permits as a combination set. Fishing permits are not required for individuals over the age of 65.
- **Hunting.** Hunting is allowed on city-owned property on Lake 1 and Lake 2 based on permitting, seasonal allowances, and a species-by-species basis (Div. 5 of the Code of Ordinances). Hunting permits yield little City revenue and are not required for individuals over the age of 65.
- **Camping.** Camping permits are required to use primitive (tent) campsites at Isaac Walton Park. The camping area does not accept reservations.
- **Gathering Spaces.** Covered pavilions can be rented for \$25 dollars per 3-hour block.

There are three options to purchase permits for the Twin Lakes. The City's Parks and Recreation web page provides a link to purchase permits online, cash drop boxes are available at the parks, or a resident can purchase permits at the Recreation Center in person (during regular Monday - Friday business hours). Permitting enforcement is difficult with the current system, as there are not stickers for boats nor is there clear guidance on if printed permits are necessary.

## WORK PROGRAM

Participants in the Twin Lakes master planning process recognized the potential for lakeside recreation areas to be transformed into "destinations" that attract both local and regional visitors, generate sufficient revenues to offset operational costs, and promote community pride. The recreational market assessment conducted for this Master Plan confirms a growing market for outdoor recreation opportunities and associated accommodations and services. **Shawnee's pathway toward creating "destination recreation" at the Twin Lakes begins by increasing local visits with up-front investments that are supported by focused and deliberate efforts to capture additional revenues.**

**Safety.** The two principal (and contrasting) safety concerns at Twin Lakes are the rowdy lakeside and on-water behavior of visitors during peak summer months, and seclusion at camping areas during non-peak times. A dedicated police dock and vessel would quicken response time for emergencies and allow the patrol the lakes more readily. Minimum services (e.g. gates, showers, restrooms, laundry, etc.) should be provided to all current and proposed camping areas not only to provide a higher level of comfort to potential visitors, but to enable the recruitment of resident security or camp hosts.

**Investments.** While recent investments have been made to replace the recreation area restroom facilities, the City acknowledges that current revenues limit its ability to address other maintenance needs within a desirable time frame. Some apparent needs include:

- Relocation of swimming beaches to reduce maintenance needs.
- Additional waste receptacles at picnic tables with grills.
- Replacement of the children's play equipment.
- Develop a strategy to best implement accessibility at the kayak launch, including, but not limited to possible relocation.
- Lake 1 boat ramp maintenance.
- ADA improvement measures (i.e. accessible routes to picnic tables, kayak launch, etc.).
- Improvements to pavilions to modernize the facilities.

These issues are referenced as part of site-specific conceptual plans that were prepared for each of the Twin Lakes recreation areas (summarized on pages 27 and 28). Detailed information can be found in the Master Plan's technical report.



**Revenues.** Revenues derived from the existing permitting process are limited and are not sufficient to pay for current maintenance needs, much less to fund additional amenities. The City's near-term approach for reducing revenue shortfalls is three-tiered: **A)** Improving existing permitting process; **B)** Making all recreation areas fee-access; and **C)** Investing in enhanced overnight accommodations. Adjustments to permitting processes may include:

- Boat stickers to easily identify those who have a permit.
- Printed or digital permits for hunting and fishing.
- Camping reservations accompanied by a permit.
- Parking for non-trailer vehicles in City parking lots to monitor lake usage and increase revenues.
- Increased pavilion rental fees during busier months.
- Improvements to the online and on-site permitting systems to streamline permitting.
- Gates and fee stations at all recreation area access points.

**FIGURE 5 (PGS. 25 & 26) LISTS 14 RECOMMENDED POLICIES AND INVESTMENTS TO ENHANCE STUDY AREA RECREATION.**

**(NOTE: ADDITIONAL RECREATION AREA-SPECIFIC RECOMMENDATIONS ARE SUMMARIZED ON PAGES 27 AND 28. DETAILS MAY BE FOUND IN THE COMPANION TECHNICAL REPORT.)**

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Camping at Isaac Walton Park (left). The outdoor recreation market assessment conducted for this Master Plan shows that rental rates and occupancy rates increase concurrently as overnight accommodations are enhanced. A concerted effort to invest in enhanced overnight accommodations (e.g., RV sites, yurts, cabins, lodges) can increase overall visitation and visitor expenditures.

## FIGURE 5: RECREATION STRATEGIES

Number	Strategy	Strategy Type	Time-frame	Estimated Cost Range	Coordinating Agency	Partnerships	Guiding Principle	Companion Strategy
Policies & Programs								
<b>R.1</b>	<b>Event Programming.</b> Partner with host organizations to recruit revenue-producing events.	Program	M	\$\$	Tourism	Parks and Rec - Public Works	R	
<b>R.2</b>	<b>Swimming.</b> Allow swimming on Lake 2.	Policy	O	N/A	City Manager's Office	Parks and Rec - Public Works	R	NR.1, R17, R26
<b>R.3</b>	<b>User Fees.</b> Adopt user fees for lake uses, including parking, camping, fishing, boating, hunting, rentals, etc.	Policy	O	\$	Parks and Rec - Public Works	City Manager's Office	R	PSH.12, R12, R17, R20, R25, R28
<b>R.4</b>	<b>Recreation Partners.</b> Develop partnerships to help construct and maintain soft surface trails around Lake 2.	Partnership	S	N/A	Parks and Rec - Public Works	City Manager's Office, Engineering	R	
<b>R.5</b>	<b>Private Vendors.</b> Incorporate small scale commercial uses within lake parks.	Policy, Revenue	O	\$	City Manager's Office	Community Development, Tourism	R, G	
<b>R.6</b>	<b>Boat Permits.</b> Require permits for all boats operating on the lakes.	Policy	O	\$	City Manager's Office	Parks and Rec - Public Works, Police	R, P	PHS.3
<b>R.7</b>	<b>Public Art.</b> Incorporate cultural and public art elements into public parks.	Policy	O	N/A	Parks and Rec - Public Works	Community Development, Tourism	R	

### \*Types of Strategies:

Study: Follow-up analysis or investigation required to determine the best solution.  
 Regulation: New regulation or change to existing regulation requiring City Council action.  
 Policy: New or modified formal process or procedure that guides City decisions.  
 Partnership: Formal or informal agreement with an external entity to pursue shared goals.  
 Revenue: New fee or revenue collection opportunity to support public projects.  
 Program: A city initiative related to education, recreation, or sports.  
 Capital: New or modified capital expenditure for a project.  
 Operational: New or modified program or staffing arrangement.

### \*\*Timeframe:

S - Short-Term: 1-3 years  
 M - Mid-Term: 3-5 years  
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 O - Ongoing or Immediate

### \*\*\*Cost Considerations:

\$ - Less than \$50K  
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### \*\*\*\*Guiding Principle:

R: Provide beloved and beneficial recreational amenities  
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 G: Promote fiscally responsible growth patterns

**FIGURE 5: RECREATION STRATEGIES (CONT.)**

Number	Strategy	Strategy Type	Time-frame	Estimated Cost Range	Coordinating Agency	Partnerships	Guiding Principle	Companion Strategy
Policies & Programs								
<b>R.8</b>	<b>Plan Integration.</b> Integrate the recommendations from this master plan into updated parks and recreation master plans	Study	S	\$\$\$	Community Development	Finance, City Manager's Office, Parks and Rec	R	
<b>R.9</b>	<b>Lakes Recreation Fund.</b> Create a designated fund to directly support the long-term operation and maintenance of recreation-related investments.	Regulation	S	N/A	City Manager's Office	Finance	R	
<b>R.10</b>	<b>Master Plans.</b> Prepare detailed master plans for each recreation area to generate precise programming, phasing, and cost estimates.	Study	O	\$ - \$\$\$	Community Development	Finance, City Manager's Office, Parks and Rec	R	
Investments								
<b>R.11</b>	<b>Recreation Area Staffing.</b> Create new park enforcement and maintenance positions to monitor and maintain park improvements, overnight stay areas, and park areas.	Operational	L	\$\$\$	Parks and Rec - Public Works	Finance, City Manager's Office	R, P	PSH.10, PSH.11
<b>R.12</b>	<b>Permitting System.</b> Implement a permitting payment system that uses current best practices and user-friendly technology.	Capital	O	\$\$	Parks and Rec - Public Works	Finance, IT, Police	R	
<b>R.13</b>	<b>Marketing.</b> Increase marketing for revenue-producing efforts at Twin Lakes.	Operational	O	\$\$	Tourism	Parks and Rec - Public Works	R, G	
<b>R.14</b>	<b>Recreation Equipment.</b> Purchase and rent equipment to boost study area recreational activities.	Capital	M	\$\$\$	Parks and Rec - Public Works		R	

# TWIN LAKES RECREATION AREA RECOMMENDATIONS

The master planning process for Twin Lakes included the development of concepts for municipally-owned and operated recreational areas (parks) abutting Lake 1 and Lake 2. These concepts consider how each park might be "re-programmed" to: **A)** Enhance the daily experiences of visitors; and **B)** Increase revenue-generating opportunities to help fund long-term operations and maintenance activities.

**Realization of the four recreation area concepts is viewed as a phased and multi-year endeavor.** Successful development of these ideas will also be influenced by implementation of the Future Development Plan. Collectively, the recreational area investments recommended herein assume the following conditions:

- New camping options will be provided.
- Recreational areas will be fee access to boaters and motorists.
- Boat traffic will be limited by gated access and parking capacity.
- Site enhancements will include conservation measures including shoreline preservation.

## GLEN COLLINS PARK<sup>5</sup>



Glen Collins Park is envisioned as the Twin Lake's premier lake destination catering to residents and visitors from the Oklahoma City and beyond. This fee-accessed area would consolidate recreational properties on Lake 1 and Lake 2 into one park.

Significant features may include an inclusive shoreline play area facing Lake 2, enhanced boathouse, trails network, RV camping area on Lake 1 in place of the current Glen Collins Park, and restored shorelines. Expansion opportunities may include public/private partnerships for lodging, event venues, and more.

(Applicable Strategies: R.15 - R.19)<sup>6</sup>

## LAKE 1 BOAT RAMP



The Lake 1 Boat Ramp Park would remain Shawnee's principal access for motorized boating. Features include ramp and pier improvements, a new swim beach, hill top lawn and play areas, and supporting restrooms and concessions. This fee-accessed park would also be connected to an extensive multi-use trails system.

Space would be provided for a new police boat launch with the long-term option of facilities for additional pre-positioned public works and public safety equipment, and including potential office space for future staffing.

(Applicable Strategies: R.20 - R.24)<sup>6</sup>

5. The Glen Collins Park concept includes property facing Lake #2.

6. Actions found in the companion Technical Report.



## ISAAC WALTON PARK



Isaac Walton Park can be transformed into a managed camping facility that provides upgraded RV facilities or other "glamping" opportunities for lake visitors and guests to the adjacent private events venue.

Isaac Walton Park amenities may include:

- **RV Camping.** Shaded RV spaces with water and electricity.
- **Glamping Options.** Furnished yurts, tents, Airstreams, or other.
- **Bathhouse.** Restrooms, showers, laundry, concessions, and gathering spaces for large groups.
- **Managed Access.** Gated and fee-access with camp host.
- **Nature Preserve.** Maintained tree canopy and restored shorelines.

(Applicable Strategies: R.28 - R.30)<sup>6</sup>

## KIWANIS PARK



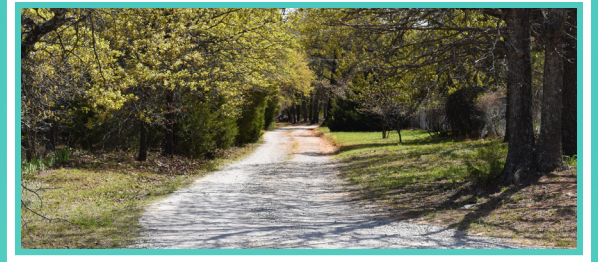
Kiwanis Park is envisioned as Shawnee's premier primitive camping facility and day-use area. Recreation features in this fee-entry area would allow for managed access (including a camp host) to Lake #2 in a manner that promotes low-impact activities and conservation.

Kiwanis Park amenities may include:

- **Tent Camping.** With basic restroom/shower facilities.
- **Day-use Amenities.** Pavilion, picnic areas, play areas.
- **Boat Launch.** For kayaks and canoes.
- **Trails Network.** Internal loops and connection to the "Lake Loop."
- **Nature Preserve.** Maintained tree canopy and restored shorelines.

(Applicable Strategies: R.25 - R.27)<sup>6</sup>

## TWIN LAKES TRAILS



A multi-use trails system of over 13 miles for hiking and bicycling would provide extensive access to municipal properties surrounding the Twin Lakes. Much of the network is envisioned as soft-surface trails with paved segments within recreation areas and proximate to roadways or other built features.

Key trail segments may include:

- **Lake Loop.** Extending around Lake 2.
- **Levee Trail.** Connecting Glenn Collins Park with Boat Ramp #1 across Lake 1's reconstructed levee.
- **Outflow Trail.** Connecting to a regional network at the levee base.
- **Lake 1 Connector.** Between Boat Ramp 1 and Isaac Walton Park.

(Applicable Strategies: M5, M6, R.31 - R.33)<sup>6</sup>

# PUBLIC HEALTH AND SAFETY RECOMMENDATIONS

## STUDY AREA CONDITIONS

Public health and safety services provided by the City of Shawnee to properties in the Twin Lakes study area include police, fire, emergency medical (EMS) response and code enforcement. Provision of these services to Twin Lakes residents and visitors is an ongoing challenge due to the area's distance from Shawnee proper and its low population density.

**Police.** Over a recent two-year period (March 2020 - September 2022), the Shawnee Police Department responded to over 300 calls for service originating from properties in the Twin Lakes Study area. Principal police calls for service at Twin Lakes included health emergency assistance, 9-1-1 calls without incidents, welfare checks, suspicious activity, and similar offenses.

While there are regular police patrols in the study area, Shawnee does not have the staff for a patrol squadron solely assigned to the Twin Lakes area. Response times vary based on where the patrols are located at the time of a call. During the summer months, there is additional coverage during the day to monitor parks more frequently.

**Fire/EMS.** Between March 2020 and September 2022, the Shawnee Fire Department responded to over 126 calls for service originating from properties in the Twin Lakes Study area. Over a quarter of the calls were canceled in route, 14 percent were related to fires, and two (2) percent of calls were for water or ice-related rescues.

The City's fire stations are in Shawnee proper, with the nearest station in downtown Shawnee. When responding to emergencies, responders typically use I-40 to access the lake area due to roadway constraints between Shawnee proper and the study area.

**Code Enforcement.** The City of Shawnee's building and nuisance code enforcement responsibilities are administered by the Engineering Department. Relevant codes for which code enforcement officers are dispatched include:

Sec. 16-325 - Boathouse, dock facilities; liability of city

Sec. 20-170 - Enumeration

Sec. 20-171 - Public peace and safety

Sec. 20-173- Loud sound from amplification systems

Sec. 20-202 - Health nuisances

Sec. 20-203 - Littering

Although building code enforcement is pro-actively applied during the building and land development process, the City of Shawnee's policy toward nuisance code enforcement is largely complaint-driven, with enforcement officers responding to citizen requests for service.

## WORK PROGRAM

**Public Safety.** Emergency response times for public safety services (police, fire, and EMS) to respond to calls for service originating from Twin Lakes should be reduced. The near-term efforts to reduce response times should be to work with partnering jurisdictions on roadway investments that provide a more direct route (Benedict Street/Lake Road) to the study area from Shawnee proper (**Figure 3**, page 20). These capital investments may be further bolstered by re-evaluation of existing intergovernmental service agreements.

With a low population and population density, the desire for permanent police and fire stations within the study area in the short-term, is not feasible. Shawnee must balance the needs of the study area with resource requirements in Shawnee proper. Pre-positioned resources such as a new police dock and boat, may assist response times and improve on-water patrolling during busy summer months in the meantime. "Pre-positioning" of staff resources may also be accommodated in a targeted manner by providing housing at recreation areas for public safety staff.

### **FIGURE 6 (PGS. 31 & 32) LISTS 15 RECOMMENDED POLICIES AND INVESTMENTS TO ENHANCE STUDY AREA HEALTH AND SAFETY.**

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There are multiple pre-fabricated designs that can be purchased to provide for public safety staff that is stylish and enticing in return for improved security (above right). Image Source: [smallhousebliss.com](http://smallhousebliss.com)



**Code Enforcement.** The current system for code enforcement is reactive and complaint based. A proactive approach may need to be taken to improve safety on the lakes, including the evaluation of docks and shoreline seawalls. This may include an annual permit, inspection for all docks to ensure they are safely maintained and do not obstruct boating flow, and regular visual inspections for shoreline debris reduce the intrusion of man-made materials into the lakes and the encroachment of structures into shoreline buffers.

**FIGURE 6: PUBLIC HEALTH AND SAFETY STRATEGIES**

Number	Strategy	Strategy Type	Time-frame	Estimated Cost Range	Coordinating Agency	Partnerships	Guiding Principle	Companion Strategy
Policies & Programs								
<b>PHS.1</b>	<b>Public Safety District.</b> Determine the feasibility of a public safety district to supplement police and fire resources.	Revenue	L	\$	City Manager's Office	Fire/EMS, Police	P	
<b>PHS.2</b>	<b>Police Presence.</b> Continue enhanced police presence during summer months	Policy	O	\$\$\$	Police		P	
<b>PHS.3</b>	<b>Boat Stickers.</b> Institute sticker permits for all boats to aid in law enforcement.	Revenue	O	\$	Parks and Rec - Public Works	Police	P	
<b>PHS.4</b>	<b>Derelict Docks.</b> Implement an additional fee for the public removal of derelict docks.	Policy	S	\$\$	City Manager's Office	Finance, City Commission	N, P	
<b>PHS.5</b>	<b>Code Enforcement Process.</b> Adopt proactive code enforcement measures related to the protection of the lake shore.	Regulation	S	\$	Engineering	Community Development	G, N	NR.2
<b>PHS.6</b>	<b>Dock Permits.</b> Require annual dock permit renewal with inspections to ensure the safety and quality of docks.	Regulation, Revenue	O	\$	Engineering	City Manager's Office	R	NR.5
Investments								
<b>PHS.7</b>	<b>Police Dock.</b> Construct a police dock on Lake 1 with a new patrol boat and unit to monitor the lakes	Capital, Operational	S	\$\$\$\$	Police		P	
<b>PHS.8</b>	<b>Emergency Access.</b> Ensure Lake 2 has proper emergency services access and accommodations.	Capital	Varies	\$\$\$	Police	Engineering	P	

**FIGURE 6: PUBLIC HEALTH AND SAFETY STRATEGIES (CONT.)**

Number	Strategy	Strategy Type	Time-frame	Estimated Cost Range	Coordinating Agency	Partnerships	Guiding Principle	Companion Strategy
Investments								
<b>PHS.9</b>	<b>Police Services.</b> Reserve space for a future substation to serve the study area when calls for service volumes increase.	Operational	L	\$\$\$	Police		P, G	
<b>PHS.10</b>	<b>Fire Services.</b> Reserve space for a future fire station in the study area when calls for service volumes increase.	Various	L	\$\$\$\$	Public Works	Finance, Fire/EMS	P, G	
<b>PHS.11</b>	<b>Camp Hosts.</b> Utilize "Camp Hosts" to monitor campgrounds.	Operational	L	\$\$	Parks and Rec - Public Works	Finance	P, R	
<b>PHS.12</b>	<b>Public Safety Housing.</b> Include housing for public safety at campground locations.	Capital	L	\$\$\$	Parks and Rec - Public Works	Police	P, R	
<b>PHS.13</b>	<b>Recreation Area Access.</b> Install gate-controlled access to recreation areas.	Capital	O	\$\$\$	Parks and Rec - Public Works		P	
<b>PHS.14</b>	<b>Code Enforcement Officer.</b> Create a new code enforcement position to proactively monitor and enforce regulations.	Operational	S	\$\$	Engineering	Finance	G, P	
<b>PHS.15</b>	<b>Code Enforcement System.</b> Improve reporting and monitoring systems for code enforcement cases.	Operational	O	\$\$	Engineering	Community Development, Finance	G	

**\*Types of Strategies:**

Study: Follow-up analysis or investigation required to determine the best solution.  
 Regulation: New regulation or change to existing regulation requiring City Council action.  
 Policy: New or modified formal process or procedure that guides City decisions.  
 Partnership: Formal or informal agreement with an external entity to pursue shared goals.  
 Revenue: New fee or revenue collection opportunity to support public projects.  
 Program: A city initiative related to education, recreation, or sports.  
 Capital: New or modified capital expenditure for a project.  
 Operational: New or modified program or staffing arrangement.

**\*\*Timeframe:**

S - Short-Term: 1-3 years  
 M - Mid-Term: 3-5 years  
 L - Long-Term: 5+ years  
 O - Ongoing or Immediate

**\*\*\*Cost Considerations:**

\$ - Less than \$50K  
 \$\$ - \$50K - \$100K  
 \$\$\$ - \$100K - \$500K  
 \$\$\$\$ - \$500K - 2M  
 \$\$\$\$\$ - More than 2M  
 N/A - Operation of policy change  
 - no significant additional cost

**\*\*\*\*Guiding Principle:**

R: Provide beloved and beneficial recreational amenities  
 P: Facilitate the efficient delivery of public services  
 N: Embrace the stewardship of our natural resources  
 G: Promote fiscally responsible growth patterns

# NATURAL RESOURCES RECOMMENDATIONS



## STUDY AREA CONDITIONS

The lakes of the Twin Lakes reservoir were constructed to contribute to the City of Shawnee's drinking water supply. Together, the Twin Lakes provide 25 miles of shoreline and accommodate approximately 29,300 acre-feet of water, though the water levels vary during periods of drought or excessive rainfall.

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Shorelines cleared in favor of lake walls (above) create hard edges that are susceptible to waves and currents and increase erosion rates.

**Water Source.** While the Twin Lakes are the primary source of Shawnee's drinking water, the floodplain and watershed are relatively limited in size. Changes in elevation are minor while there are low volumes of water that can be collected in stream channels. This impacts their recharge rate. Land development within the watershed is primarily rural and agricultural lands or open space. While this may help in filtration of stormwater runoff, it may also limit the amount of water entering the lakes as water is absorbed into the ground during smaller rain events. According to the MultiReservoir Yield and Operations Analysis (2012) performed for the City's water sources, there is sufficient capacity in the City's reservoir system (including Wes Watkins Lake) to supply water to the City through the study year of 2060.

**Shoreline Structures.** Many residents around Lake 1 have constructed seawalls, replacing native vegetation along the shoreline. Due to wave activity and winds, some of the seawalls have failed, releasing additional sediment and materials into the water. This effects overall water quality and erosion rates along the lakes edge. Unlike Twin Lakes, similar lakes that are a source of a City's drinking water are often regulated by the U.S. Army Corps of Engineers (USACE) and subject to USACE lake shore buffers with native vegetation to help protect and preserve water quality and shoreline stabilization.

## WORK PROGRAM

Although the Twin Lakes are an important recreational amenity for the residents of Shawnee, their principal role as the City's primary source of drinking water requires that long-term water quality preservation is prioritized by the community. Water resources conservation and enhancement strategies must address three key considerations: **A)** Lake usage; **B)** Development patterns; and **C)** Restoration.

**Shoreline Protection/Restoration.** Shoreline protection and restoration measures to control erosion and reduce turbidity may include:

- Modifying setbacks and buffer requirements from the lake shore.
- Requiring the use of "low impact development" techniques for any commercial or more intensive development near the lake shore.
- Permit management for lakeside structures and docks.
- Limiting public roadways within the floodplain, or relocating existing roads out of the floodplains to not block water flow.

**Lake Usage.** Measures to manage lake activity can limit pollutants that may enter the water. While it may be appropriate to maintain motorized boats on Lake 1, limitations on Lake 2 boat usage to man-powered boats such as kayaks and canoes should be considered in the long-term. By reducing oils and gas from motorized boats entering the water at Lake 2, it will protect water quality and support the passive recreation focus being promoted on this relatively undisturbed water body.

**Invasive Species.** Zebra Mussels have been detected in the Twin Lakes. Invasive species pose a risk to local ecology and ecosystems. Shawnee should continue to support efforts to reduce the growth of the Zebra Mussel population.

**FIGURE 7 (PGS. 35 & 36) LISTS 11 RECOMMENDED POLICIES AND INVESTMENTS TO ENHANCE NATURAL RESOURCE CONSERVATION.**



Shoreline restoration projects at municipal recreation areas such as Glen Collins Park (above) can serve as important conservation precedents at Twin Lakes.

## FIGURE 7: NATURAL RESOURCES STRATEGIES

Number	Strategy	Strategy Type	Time-frame	Estimated Cost Range	Coordinating Agency	Partnerships	Guiding Principle	Companion Strategy
Policies & Programs								
<b>NR.1</b>	<b>Boating Activity.</b> Establish "No Wake" zones at strategic locations on Lake 2.	Policy	O	N/A	City Manager's Office	Police	R, N	
<b>NR.2</b>	<b>Lake Protection Zone.</b> Update the Lake Protection Zone Regulations (Ch. 22 of the LDC) to stabilize shorelines.	Regulation	O	N/A	Community Development	City Manager's Office	N	G7
<b>NR.3</b>	<b>Infrastructure Connections.</b> Require connections to wastewater when available for properties in the area to limit septic tanks near the lake shore.	Policy	L	N/A	Utilities	Engineering	P, N	U7
<b>NR.4</b>	<b>Zebra Mussels.</b> Increase education and outreach to reduce the impact of Zebra Mussels.	Program	O	\$	Parks and Rec - Public Works		N	NR10
<b>NR.5</b>	<b>Low-impact Development.</b> Adopt "low impact development" techniques to protect the watershed.	Regulation	S	N/A	Community Development	Engineering	N	G.5
<b>NR.6</b>	<b>Informational Signage.</b> Incorporate informational signage and educational opportunities related to natural features and ecosystems.	Program	S	\$	Parks and Rec - Public Works	Tourism	N, R	
<b>NR.7</b>	<b>Environmental Partnerships.</b> Identify partnerships to help with lake shore restoration.	Partnership	O	N/A	Parks and Rec - Public Works		N	

**FIGURE 7: NATURAL RESOURCES STRATEGIES (CONT.)**

Number	Strategy	Strategy Type	Time-frame	Estimated Cost Range	Coordinating Agency	Partnerships	Guiding Principle	Companion Strategy
Investments								
<b>NR.8</b>	<b>Shoreline Restoration.</b> Restore lake shorelines including the use of native vegetation that will support long-term water quality and reduce erosion.	Capital	S	\$\$	Public Works	Engineering	N	G7
<b>NR.9</b>	<b>Infrastructure Debris.</b> Remove infrastructure debris (i.e., Walker Road culvert) from the lake shore.	Capital	M	\$\$\$	Public Works		N, P	NR4
<b>NR.10</b>	<b>Cleaning Station.</b> Construct an off-lake water cleaning station to reduce the spread of zebra mussels.	Capital	L	\$\$\$	Parks and Rec - Public Works	Engineering	N	
<b>NR.11</b>	<b>Permitting Staff.</b> Ensure there is adequate staff to review permits and inspections for boat docks and septic systems.	Operational	O	\$\$	Engineering	Finance	R	NR.2, PHS.6

**\*Types of Strategies:**

Study: Follow-up analysis or investigation required to determine the best solution.  
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# IMPLEMENTING THE TWIN LAKES MASTER PLAN

**THE TWIN LAKES MASTER PLAN IS AN ADDENDUM TO THE SHAWNEE NEXT HORIZONS COMPREHENSIVE PLAN.** As such, this report presents methods to interpret and apply the Twin Lakes Future Development Plan to future land use and development decisions (see page 10). Successful Plan implementation, however, requires more. As principal Plan Administrator, the City of Shawnee will be responsible for Plan coordination, monitoring, education, and amendments – all activities that must be closely aligned with comprehensive plan administration.

Plan administration parameters are summarized below (and discussed in detail within the companion technical report):

## ROLES AND RESPONSIBILITIES

As official policy of the Shawnee Mayor and City Commission, implementation of the Twin Lakes Master Plan is a shared responsibility of all municipal departments, boards, and commissions.

- **City Departments.** The Community Development is responsible for day-to-day administration of this Plan. The City Manager's Office will ensure that all other City departments are responsive to ongoing plan administration needs.
- **Boards and Commissions.** The Shawnee Board of Adjustment, Planning Commission, and other appointed bodies will render decisions that promote the intent of this Plan.

## IMPLEMENTATION METHODS

The three primary tools for implementing a long-range growth and development plan include municipal code, operating budgets, and capital programming.

- **Development Process.** Amendments will be made to municipal codes. The development review process will consider applicable Plan principles and recommendations.
- **Operational Budget.** Fees adjustments and revenue allocations may decrease deficits in providing public services.
- **Capital Programming.** Capital project lists should align with recommended Plan investments.

## REPORTING AND AMENDMENTS

City staff will monitor and report on the progress of Plan implementation. These activities ensure that the City is addressing Plan commitments and adjusting course as necessary.

- **Annual Progress Reports.** Should be presented to the City Commission and Planning Commission. A five-year update may also be considered.
- **Plan Amendments.** Map amendments may occur in conjunction with the development process. General amendments may be considered as part of the annual reporting process.



# ACKNOWLEDGMENTS

The Twin Lakes Master Plan was commissioned and adopted by the Mayor and City Commission of the City of Shawnee, Oklahoma. Plan adoption establishes it as the City's foremost policy guide for managing growth and development in the Twin Lakes study area.

## SHAWNEE CITY COMMISSION

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**Mayor Ed Bolt**

**Commissioner Daniel Matthews (Ward 1)**

**Commissioner Cami Engels (Ward 2)**

**Commissioner Travis Flood (Ward 3)**

**Commissioner Darren Rutherford (Ward 4)**

**Commissioner Mark Sehorn (Ward 5)**

**Commissioner Lauren Richter (Ward 6)**

The Twin Lakes Master Plan has been prepared with the technical assistance of Halff Associates, Inc. and Urban3. The City of Shawnee extends a special thanks to the community champions who have provided their insight and support. The following individuals are recognized for their significant contributions to Master Plan preparation:

## MASTER PLAN ADVISORY COMMITTEE

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**Amanda Johnson**

**Steve Reese**

**Chad Warmington**

**Rich Rudebock**

**Russ Adams**

**Commissioner Cami Engels (Ward 2)**

**Commissioner Mark Sehorn (Ward 5)**

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**Rian Harkins, Community Dev. Director**

**Stacy Cramer Moore, Director of Tourism**

**Seth Barkhimer, Director of Engineering**

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