



City of Lake Geneva, 626 Geneva St, Lake Geneva, WI 53147-262.248.3673-www.cityoflakgeneva.gov

Joint Piers, Harbor, & Lakefront Committee and Board of Park Commissioners Agenda
Tuesday, March 17, 2026 - 5:30 PM
Lake Geneva City Hall; Conference Room 2A (2nd Floor)

Members:

Piers, Harbor, & Lakefront Committee

Chair: Cindy Yager

Sherri Ames, Linda Frame, Brian Smith, and Cathy Stoodley

Board of Park Commissioners

President: Adam St. Marie

Dana Furlo, Craig Lambrecht, Jessica Pokorny, David Quickel, Peggy Schneider, and Betty Volquardsen

Council Liaisons: Alderperson Cindy Yager and Mayor Todd Krause

1. Call to Order
2. Roll Call
3. Comments from the public limited to 5 minutes, limited to items on this agenda
4. Presentation of Proposals for the Comprehensive Outdoor Recreation Plan (Corp) followed by Discussion and Q&A
 - a. Presentation - Snyder
 - b. Presentation-Upland
 - c. Presentation-Vandewalle
5. Discussion/Recommendation regarding selection of firm for the Comprehensive Outdoor Recreation Plan (CORP)
6. Adjournment

A quorum of the Council may be present; however, no official Council action will be taken.
Requests from persons with disabilities who need assistance to participate in this meeting should be made to the City Clerk's office in advance so that the appropriate accommodations can be made.



PROPOSAL FOR

Comprehensive Outdoor Recreation Plan Lake Geneva, Wisconsin

March 5, 2026

SNYDER & ASSOCIATES
5010 Voges Road
Madison, Wisconsin 53718
Office: 608.838.0444
www.snyder-associates.com



March 5, 2026

David Winger, Parks Director
City of Lake Geneva Parks Department

Re: Comprehensive Outdoor Recreation Plan for Lake Geneva, Wisconsin

Dear David Winger and Review Team,

Snyder and Associates, supported by FreshWater Engineering and Blue Seats Consulting, is pleased to submit our proposal for the Comprehensive Outdoor Recreation Plan. The team we have assembled for this project is perfectly suited to develop an outdoor recreation plan integrating the parks and lakefront system components that will enhance the places residents and visitors have to recreate, explore, and interact with nature and their community. We also understand the unique nature of a summer holiday community and the challenges that this can post. We are excited to engage the project partners and stakeholders and collaborate with them on the opportunities this project provides, and to help nurture and develop the vision into a design with new amenities for the community. As part of your team's review of this proposal, we would like to point out a few key reasons to select our team to partner with on this project:

- We've assembled a diverse team for this project to cover the spectrum of outdoor recreation planning. We've included water resource engineers and scientists who understand the unique needs of your lakefront and marina areas. We've included landscape architects because they have the field experience to guide a contractor and the knowledge to design a park site and estimate the cost of building it. We've included a strategy & operations consultant to assist with setting up the new Parks Department for success. Finally, we've included environmental planners because they understand environmental constraints and people coordination to shepherd the project through the public realm to final approval.
- Beyond parks, we've designed numerous sports facilities and recreation fields throughout the Midwest. These projects have ranged in size from a single Miracle Field to complexes as large as over 30 individual sports fields. In addition, we have planned and designed over 500 miles of recreational trails across the Midwest.
- We're planners and designers, but we're users of waterways, parks and trails too as well as land managers. Whether we're passing over a river on a trail, fishing area lakes, performing tree care on our land or enjoying a lakeside beach with our families, our stories are all shaped by the power of these spaces. By providing the necessary vision, we can ensure future generations will reap the benefits of Lake Geneva's natural and built park amenities. We're eager to join the stakeholders of Lake Geneva and share their passion and vision to create a story for future generations.

We appreciate this opportunity to present our qualifications and express our strong commitment to continuing the success of the Lake Geneva park & lakefront system. We look forward to your favorable consideration of our team.

Regards,

A handwritten signature in cursive script that reads 'Heidi Putnam'.



Heidi Putnam
Project Manager
Environmental Planner
hputnam@snyder-associates.com
5010 Voges Road
Madison, Wisconsin 53718
Office: 608.838.0444 ext. 3237

A handwritten signature in cursive script that reads 'Michael S. Calkins'.



Mike Calkins, PE
Authorized Representative
Madison Business Unit Leader
mcalkins@snyder-associates.com
5010 Voges Road
Madison, Wisconsin 53718
Office: 608.838.0444

SNYDER-ASSOCIATES.COM

OUR PARK AND RECREATION PLANNING APPROACH

At Snyder & Associates, we are park and trail users, which informs our choices as designers and planners. Because of this, our team of planners, landscape architects and engineers understands the importance that parks, trails and recreation facilities have for the community.

Bike, Paddle, or Walk

No matter how you recreate in open spaces, we can get you there. At Snyder, we look at the larger region when working on outdoor recreation plans, because we understand planning efforts outside your community are also a part of your community. The area trails and waterways, such as the Riviera Beach and multiple city parks on Lake Geneva as well as inland park properties like the extensive Hillmoore Park complex, offer built and natural connections to embrace. They also offer planning efforts currently underway that can help support Lake Geneva's open spaces. Our team has worked tirelessly for several years to bring grand ideas together, like one of the **longest paved trails in the United States**. We also work on the small projects that intimately connect people to nature and park space, like a natural stone river access point on the Milwaukee River. Locally, we have recently completed the Comprehensive Outdoor Recreation and Parks Plan for the City of Jefferson and a number of park concept and master plans there that have familiarized us with the region. We recently embarked on the Jefferson County Parks & Outdoor Recreation Plan Update as well.

Our staff love to spend time doing outdoor activities because it brings us closer to nature and community. At Snyder & Associates, we create plans and designs for open spaces because they instill pride and respect for the environment where residents and visitors rest, recreate, and unite as a community. In addition, we have brought in two other firms onto our team to provide the best expert advice to complement our teams strengths and these groups also share our philosophy.



High Trestle Trail Bridge (designed and planned by Snyder & Associates) helps span the Des Moines River and completes a continuous 120-mile loop trail - one of the longest trails in the U.S.



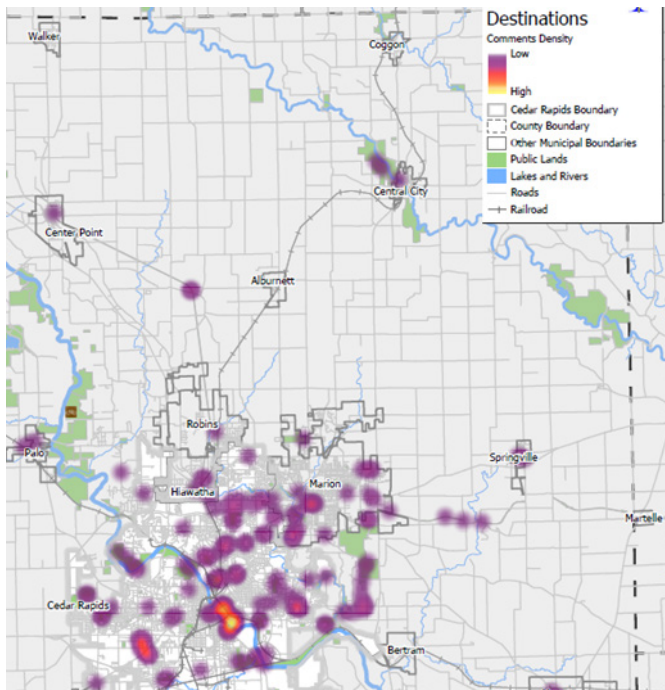
River access site in Hubbard Park in the Village of Shorewood, Wisconsin creates a resting place for park users to enjoy the Milwaukee River or a place for paddlers to put in or take out.

LAKE GENEVA CORP PROJECT APPROACH OVERVIEW

We understand that each place is unique and the natural and demographic characteristics that shape Lake Geneva's identity need to be embraced. This is a valuable opportunity to explore the existing recreation opportunities in Lake Geneva and guide the development of an interconnected, cohesive, equitable, and buildable parks and recreation plan for the community for both the parks and lakefront areas. Snyder's approach, supported by FreshWater Engineering and Blue Seats Consulting, is outlined on the following pages, responds to the RFP and allows the project team (City, stakeholders, and consultants) to adapt to the needs of the project.

Pre-Planning & Kickoff:

We want to hear from you. Before we begin planning and design, we need to understand the issues and opportunities that need to be addressed. The initial kickoff meeting is where we listen, learn and later help apply your vision to an actionable plan. During this initial phase of work, we'll establish project schedules and gather all existing planning documents and necessary stakeholders.



Public input mapping: Using the website we established for the Linn County Trails and Bikeways Plan, we gathered approximately 775 responses. The survey mapping above indicates current or desired destinations for bicycle infrastructure.



Youth engagement activities.

Inventory & Analysis:

We begin the planning process by studying approved and proposed plans and recent park and recreation improvements throughout the City and County. By compiling this information, we are able to formulate a baseline for the most up-to-date effort on a regional level. We would also inventory and analyze the existing conditions of Lake Geneva's park and recreation system based on existing City Staff data. Knowing what is there and how well (or not) a park or lakefront feature is performing builds a ground level inventory of information. Our team also gathers demographic and national standards data that helps provide guidance on facility location and type.

Public Outreach:

Understanding the City's and public's desires, needs, and issues is paramount. Our team will lead a comprehensive public engagement plan that will target specific input regarding community needs and aspirations for Lake Geneva's parks and recreational amenities. We believe that facilitating meaningful involvement and feedback from the community is crucial for ensuring that the CORP reflects the aspirations, needs, and priorities of the diverse community within the Lake Geneva. We have used several different tools, events, and strategies to maximize input and participation from the public. Our team will lead a robust public outreach plan through stakeholder interviews and interviews with City staff and various user groups regarding the City's parks and recreation services and facilities.

Public engagement will be supported by the creation of an online project website that can effectively provide a platform to engage with the public. Snyder and Associates uses Social Pinpoint as our primary online platform. This allows us to quickly build custom project-specific websites and offer more than twenty (20) tools for engagement. Through effective messaging, we can build consensus, support, and excitement for the plan and future improvements. Our team has the experience and passion to execute the City's public engagement priorities.

Parks and Lakefront Recommendations:

At this point, our team begins to establish a plan that can be funded and built. These ideas are compiled into a comprehensive booklet that outlines the goals and objectives, includes existing site maps, presents a draft plan for park and lakefront improvements, and contains the proposed parks and recreation plan, which defines the vision for the city's park system. The booklet also prioritizes the most needed improvements and identifies funding mechanisms to support the improvements. Lastly, we test these ideas with the public with another round of engagement to ensure the plan is inclusive.

Rotary Park Concept Plan				SNYDER ASSOCIATES	
Estimate of Probable Costs 3/14/2025					
DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	EXTENDED PRICE	
GENERAL PROVISIONS					
Mobilization	1	LS	\$ 40,000.00	\$ 40,000.00	
			Subtotal	\$ 40,000.00	
DEMOLITION					
Clearing and Grubbing	1	LS	\$ 15,000.00	\$ 15,000.00	
Remove Existing Walks	2,000	SY	\$ 7.00	\$ 14,000.00	
Remove Existing Trellis Structures	1	LS	\$ 8,000.00	\$ 8,000.00	
			Subtotal	\$ 37,000.00	
EARTHWORK					
Topsoil Strip & Stockpile	2,500	CY	\$ 6.00	\$ 15,000.00	
Erosion Control	1	LS	\$ 18,000.00	\$ 18,000.00	
Final grading	1	LS	\$ 50,000.00	\$ 50,000.00	
			Subtotal	\$ 83,000.00	
ROTARY PARK PARKING LOT					
10" Aggregate base course	1,200	SY	\$ 11.00	\$ 13,200.00	
18" Wide Curb and gutter w/ 6" Base	659	LF	\$ 30.00	\$ 19,770.00	
2.50" Asphalt Binder Course	1,200	SY	\$ 10.50	\$ 12,600.00	
1.50" Asphalt Surface Course	1,200	SY	\$ 8.50	\$ 10,200.00	
Pavement Markings	1	LS	\$ 2,500.00	\$ 2,500.00	
			Subtotal	\$ 58,270.00	
SIDE WALKS (NON RIVERFRONT TRAIL)					
Concrete at 6" Depth with 6" Base - Standard Gray	1,209	SY	\$ 68.00	\$ 82,212.00	
Concrete at 6" Depth with 6" base - Colored	823	SY	\$ 90.00	\$ 74,070.00	
Permeable Pavers at Dining/Beer Garden	2,917	SF	\$ 30.00	\$ 87,510.00	
			Subtotal	\$ 243,792.00	

Cost estimates for Rotary Park.



Conceptual master plan for Rotary Park.

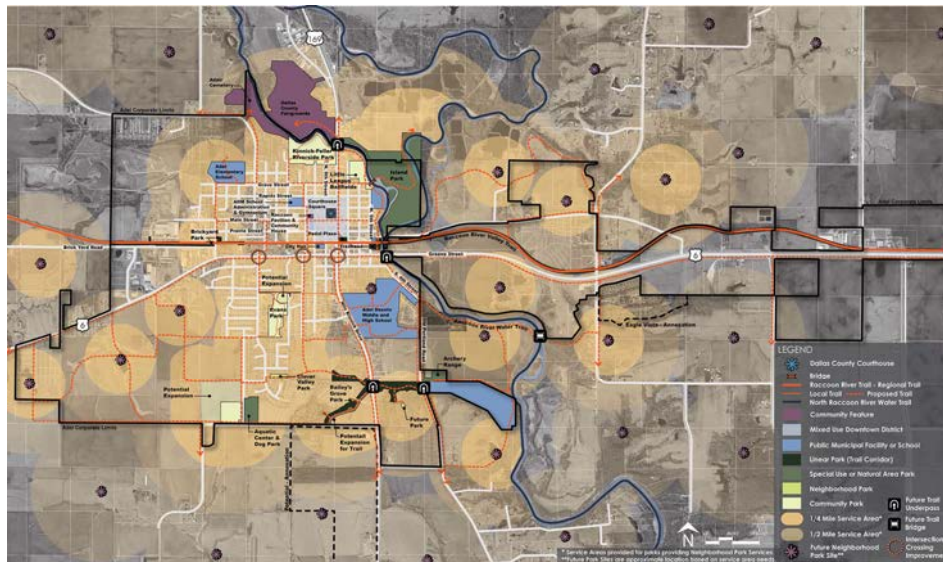
Programming & Operations Review:

Alongside the evaluation of the parks and lakefront systems, Blue Seats Consulting will look at the operations and programming aspects of the park and lakefront system and newly formed City Parks Department. They will prepare a framework for the department to utilize moving forward.

Plan Adoption:

This final stage of the approach refines the information and plans gathered into an approvable document. We'll finalize the plans with the necessary stakeholders to ensure a plan that will be endorsed by the City Parks Board.

The following shows the distribution of future park sites for a service area of ½-mile for neighborhood classified parks. Potential trail routes are also shown.





FIRM & TEAM QUALIFICATIONS



ORGANIZATIONAL CHART

Snyder & Associates, FreshWater Engineering, and Blue Seats Consulting all have an established record of accomplishment with successful projects resulting from our belief in collaboration and taking a team approach, not only within our own firms but with our clients and project stakeholders as well. Project teams are built with an emphasis on communication and close attention to the details of the project concept, partnership coordination, and concentration on the project until completion. With this approach, coupled with a long list of adaptable support staff, we are able to adjust quickly to project demands by assigning additional resources as needed. The organizational chart below depicts the team that will be deployed to complete the planning design services for the CORP and all its supporting documents. The team below has been selected for this project based on their individual experience and expertise. Additionally, the work team below encompasses what is necessary to create a successful plan. Each member listed will be assigned to this project with the understanding that it will be a top priority. Heidi will coordinate three subteams who are experts in their respective categories. Frequent cross-team meetings will occur to ensure compatibility across deliverable products and recommendations.



ABOUT SNYDER & ASSOCIATES

Aiming to Improve the World Around Us

Our team's broad skill set and knowledge of comprehensive park planning, placemaking, resilient design, and ecological restoration allows us to excel in unique projects such as Lake Geneva's CORP combined parks and lakeshore plan. We've led park planning efforts to create environments that tell stories and educate the people that visit them.

Beyond planners, landscape architects, and civil engineers, we're storytellers and educators of built and natural environments and we are passionate to create spaces where these stories unfold.

From our municipal planning and engineering services throughout the Midwest to over 500 miles of recreational trails we've planned and designed, these partnerships have enabled us to grow our firm from a single location in rural Iowa to thirteen offices spanning five Midwestern states. Our solid reputation and growing footprint allow us to attract professionals that have the knowledge and experience to solve the unique issues and opportunities that exist in each of the regions we serve and call home.

Partnering with Our Team

When you enlist the services of the Snyder & Associates team, you'll receive a thorough assessment of your project and a detailed implementation plan to help you achieve your goals in the most efficient and cost-effective manner. Internally, Snyder & Associates will provide the planning, park design, public outreach and cost analysis necessary for the project. An open channel of communication with your community's decision-makers and our teammates will ensure you're always informed and up to date with accurate and timely information.

Our team has a proven track record of helping communities complete projects that are transformational. This project will provide opportunities that will attract residents and visitors that are eager to explore the natural setting, lakeshore, and built parks of Lake Geneva. With you, we will seek out ways to transform the park system, design with nature, reduce maintenance needs, conserve resources and "future-proof" the plan through flexible and adaptable design and planning efforts. Along with City leaders and stakeholders, we will envision a plan that will balance aspiration and transformation with a need for functional and maintainable spaces in a fiscally achievable solution.



Areas of Expertise

Our team provides a significant depth of staff for this agreement. Team members specialize in a broad range of disciplines including:

- Park system planning
- Public outreach
- GIS and natural and demographic analysis
- Community and neighborhood planning
- Park design and cost analysis
- Municipal engineering
- Trail planning and design
- Graphic communications
- Team coordination



HEIDI PUTNAM

Project Manager/Community Engagement Lead/GIS Lead

Environmental Planner

QUALIFICATIONS

Heidi is a planner with five years of experience in parks and recreation planning, urban planning and natural resources management for both private and public sectors within Wisconsin. She brings her experience in data inventory, analysis, and client liaison work to facilitate community engagement sessions, prepare captivating visuals and reports, build online project websites and cultivate integrative solutions for Snyder projects.

SELECT PROJECT EXPERIENCE

Jefferson County Parks & Outdoor Recreation Plan Update, Jefferson County, WI (in progress)

Heidi is leading the PORP planning process, coordinating between county and consultant staff groups, designing and maintaining the project webpage and community engagement events - both in person and online. She is leading the report analysis, drafting, and GIS for the project.

City of Jefferson Comprehensive Outdoor Recreation & Parks Plan, Jefferson, WI

Heidi conducted GIS analysis and mapping for each park facility, built and maintained an online public engagement platform, analyzed survey data, designed and led community engagement events, and completed plan production. Heidi also led review sessions of draft material with the City Parks, Forestry, & Recreation Commission and City Council.

Rotary Park Master Plan, Jefferson, Wisconsin

As part of the master plan, Heidi assisted in leading stakeholder design charrettes and community outreach events for the project in coordination with the City-wide Comprehensive Outdoor Recreation & Parks Plan update happening concurrently.

Natural Asset Protection and Phosphorus Reduction Framework Plan, Village of DeForest, WI*

For her master's professional project, in coordination with staff from the Village, the Capital Area Regional Planning Commission, and other partners, Heidi conducted a GIS analysis of natural assets in the Village and surrounding HUC-10 watershed to identify priority zones for phosphorus reduction via green infrastructure techniques.

Webster County Trail Kiosk Wayfinding Signage, Webster County and City of Fort Dodge, IA

Heidi designed wayfinding and interpretive signs for area bike trails across four cities. She is also led task coordination between the client, local partners, and Snyder design team members while keeping the Project Manager abreast of progress.

Planning Projects:

- **Flood Resilience and Ecosystem Health for the Koshkonong Creek Watershed, Southern WI***
- **Green Circle Trail User Feedback Survey and Interactive Web Map Design - Stevens Point, WI***
- **Community Engagement Plan for Charge Up Dane County, Dane County, WI***
- **Community Branding Plan, Polk County, WI***
- **Visioning Plan for East Lake Street Cultural District - Minneapolis, MN* (2024 WI APA Student Category Award)**

Education

MS in Urban & Regional Planning, University of Wisconsin-Madison, 2024

BS in Natural Resource Planning, University of Wisconsin-Stevens Point, 2020

GIS Certificates – Urban and Regional Planning Certificate & GIS Professional Certificate, University of Wisconsin–Stevens Point, 2020

Technical Specialties

- Land Use Planning
- GIS
- Community Engagement & Surveys
- Geodesign Process
- WI Cost Share & Grant Funding
- Sustainability Analysis & Planning
- Water Resources Management
- WI Wetland Permitting and Delineation
- Volunteer Training & Coordination

Affiliations

- American Planning Association
- Downtown Madison, Inc.

**Projects completed at other firms or through course service learning projects.*



ANDY MEESSMANN, PLA

Parks Planning Specialist & Landscape Architect

QUALIFICATIONS

Andy brings 16 years of park planning and design experience, including master planning for city park systems, large and small scale park design, as well as detailed design and construction coordination. His park and restoration experience has included working with stakeholder groups, the general public, minority groups, and jurisdictional staff. He's worked with both the public and private sectors to design and coordinate projects that have included farmstead restoration, trails, wetlands, prairies, iconic playgrounds, and landscape restoration projects. He guides clients through planning and design to achieve their goals while staying within budget.

SELECT PROJECT EXPERIENCE

Jefferson County Parks & Outdoor Recreation Plan Update, Jefferson County, WI (in progress)

Andy is providing QA/QC support to review park analysis in the early phases of the project. He also provides support during in person community engagement and visioning exercises with County staff. Later on he will prepare park recommendations and CIP cost estimates for the project.

City of Jefferson Comprehensive Outdoor Recreation & Parks Plan, Jefferson, WI

As project manager, Andy guided the planning process while liaising with the City Parks & Recreation staff. He also led engagement sessions and presented to the City Parks, Forestry, & Recreation Commission and City Council.

Parks, Trails, and Open Space Comprehensive Plan, Atkins, Iowa

Atkins, a growing community six miles outside of Cedar Rapids, Iowa, was in need of a comprehensive plan to guide park and trail development that would coincide with the City's growing population. Andy organized existing needs assessment surveys of current parks, studied development trends and patterns, and examined the City's existing conditions for park improvements and new park and trail locations. The team created a Master Plan that guided the overall development of park and trail locations. The project also included the creation of conceptual designs and costs for each park space. The project is currently being reviewed by the City board.

Rotary Park Master Plan, Jefferson, Wisconsin

Working closely with the City of Jefferson and the Downtown Main Street Business Group, Andy helped lead the design and coordination for Jefferson's keystone downtown park. The project included review of railroad property limits, connections to existing and future bicycle trails, and the addition of two acres to the park. Several precedents were studied and presented to help establish a defined theme and aesthetic that residents and the City could agree to.

Sauk County Farm Park Education Hub, Sauk County, Wisconsin

Andy led planning for the 566-acre County Farm site, focusing on a 14-acre Education Hub at the main entrance. The hub will feature demonstration plots, prairie restoration, an educational building, outdoor learning areas, memorial gardens, and agricultural production. It will serve as a community space for learning about regenerative agriculture, land stewardship, and sustainability.

Atwater Park Master Plan, Shorewood, Wisconsin

Located on a bluff 100' above the shores of Lake Michigan sits Shorewood's iconic and historic Atwater Park. Andy led a master planning effort that focused on the preservation of the historic park and resulted in a maintenance plan to allow easier and safer site circulation for park users and maintenance equipment. Andy led the design and public outreach effort that included open houses and coordination with City staff.

Education

Master of Landscape Architecture, Kansas State University, 2009

Bachelor of Science in Community & Regional Planning, Iowa State University, 2006

Professional Registration

Professional Landscape Architect - Wisconsin, Iowa, and Colorado

Technical Specialties

- Park Master Planning through Construction Drawings
- Multi-use Trail Design
- Canoe and Kayak Launch Design
- Cost Estimation
- Planting Design
- Site Detail Design & Construction Coordination
- Public Engagement
- Project Management
- Grant Funding
- Project & Marketing Photography

Affiliations

- American Society of Landscape Architects - Wisconsin Chapter
- Downtown Madison, Inc.



Education

BSCE, University of Wisconsin–Platteville, 2002

Professional Registration

Professional Engineer,
Wisconsin E-38818

SCOTT ANDERSON, PE

CIP Support & Civil Engineer

QUALIFICATIONS

Scott has over 20 years of municipal and private development project experience in the state of Wisconsin. Scott's municipal work entails project coordination among municipal staff, project design, code compliance for stormwater infrastructure and road projects, and review of development plans for compliance. In addition to Scott's municipal design experience, he often guides municipalities through the public bidding process and final close out for construction. Scott also has successfully teamed with numerous architectural firms to deliver public and private site development plans throughout the Madison metropolitan area. Scott has assisted numerous clients with Wisconsin DOT guidelines, Wisconsin Emergency Management, Hazard Mitigation Grant Program, TRID funding, DNR, FEMA, and the Army Corps of Engineers.

SELECT PROJECT EXPERIENCE

Municipal Engineer Services For Four Wisconsin Towns (2010-present)

Highway K Bike and Pedestrian Trail, New Richmond, Wisconsin

Scott has provided ongoing services for civil engineering and DOT coordination for this two-mile trail and road project in New Richmond. Tasks have included preliminary trail and road design.

Waunakee Public Library Pedestrian Bridge & Multi-Use Trail, Waunakee, Wisconsin

Services provided included planning, design, layout, permitting, erosion control, stormwater management, and construction administration for the \$12 million Waunakee Public Library. Part of the project included the design and permitting of a pedestrian bridge and 900 feet of multi-use trail along Six Mile Creek.

JACK DAVIS, LAIT

Graphics & Landscape Designer

QUALIFICATIONS

Jack is a recent graduate of Iowa State University where he earned his degree in Landscape Architecture. His work experience prior to Snyder & Associates included custom site detailing for private residences and commercial sites where he assembled drawings and graphics for clients throughout Iowa. His current work at Snyder includes plan production and site renderings for Iowa DOT, park and recreation projects in Iowa and Wisconsin.

SELECT PROJECT EXPERIENCE

Jefferson County Parks & Outdoor Recreation Plan Update, Jefferson County, WI (in progress)

Jack is providing graphics support, site inventory, and public engagement assistance.

City of Jefferson Comprehensive Outdoor Recreation & Parks Plan, Jefferson, WI

Jack assisted with the development of community engagement events, mapping, plan production, and site visits.

Rotary Park Master Plan, Jefferson, Wisconsin

As part of the master plan, Jack developed site graphics and cost estimates for the City and the Jefferson Main Street Association. Jack participated in stakeholder design charrettes and community outreach events for the project.



Education

Bachelor of Science in
Landscape Architecture,
Iowa State University, 2024

ABOUT FRESHWATER ENGINEERING



Firm Overview:

FreshWater Engineering specializes in coastal design and engineering services, providing support for marina projects across the Great Lakes region. We are a woman-owned small business based in Madison, Wisconsin and have been in operation since 2014 (12 years in business). We have worked on marinas serving vessels on Lake Superior, Lake Michigan, and Lake Erie, and we are excited to support the Lake Geneva CORP development effort. On all of our designs, we try to work with natural processes to develop a robust system that protects our valuable waterways and improves accessibility.

Our team brings together a group of dedicated shoreline and lakefront experts with experience supporting marina designs and helping municipalities develop unique, resilient infrastructure to help residents and visitors enjoy their lakes. Our staff are well versed in ASCE and PIANC guidance to design effective, safe marinas for Great Lakes boaters. Our team provides field services to support coastal projects, and we pride ourselves on our ability to maximize value and minimize negative impacts along our natural waters.

We have developed a variety of marina protection designs to help improve resilience and minimize costs both short- and long-term. We are familiar with traditional design approaches using rubble-mound breakwaters to protect marinas. We use coastal wave models to design those structures and test different configurations for PIANC compliance with in-marina wave heights, for impacts to sediment transport patterns that may increase frequency of routine maintenance dredging, and for circulation patterns that could result in stagnant water. We also bring experience with less-traditional designs including floating breakwaters as wave protection methods that offer better water circulation as compared to a rubble-mound structure.

Our Expertise Includes:

- **Marina Planning** - Marina planning support; verification of compliance with PIANC and ASCE guidance; on-site review of conditions of amenities; wave protection and mooring system design support
- **Coastal System Review** - Assessment of coastal conditions; design of marina and shoreline protection structures; coastal modeling; sediment transport assessments; floating breakwater design
- **Field Services** - On-site assessment of infrastructure; bathymetric measurements to assess channel and marina depths; side scan sonar surveys to assess piles, seawalls, etc.; public outreach through surveys, presentations, and interviews

We provide top tier expertise to our clients for lower costs than a larger firm. We rely on our depth and breadth of experience to be flexible, adapt to local site constraints, and meet regulatory needs for each individual project. Our primary goal is to provide a final project that exceeds our client's expectations and enhances the local environment.

Key Personnel Overview in Relation to the Lake Geneva CORP:

LAURA ROZUMALSKI, PE

Laura is the president and principal engineer of FreshWater Engineering. She has over 23 years of experience in water resources management and engineering. She is a licensed professional engineer and has worked on a range of marina and harbor of refuge projects in the Great Lakes region. Laura has also provided shoreline protection design services, helping stabilize bluffs, add nearshore habitat, and protect valuable human infrastructure. She has supported these projects from concept-level analyses to final design, including permit support and cost estimations. Laura was a key designer for the Saxon Harbor rehabilitation project after major flooding damaged the harbor. She helped design two alternatives. One would route flow outside the harbor, protecting it from future flooding, and the other would have improved the harbor's resilience to flooding while keeping the stream routed through it. The project included conceptual design for a 90-slip harbor, armoring evaluations, hydrologic and hydraulic analyses, and wave climate assessments.

Laura worked with the Saugatuck Dunes Coastal Alliance on a marina design project at the mouth of Kalamazoo River. Her work included a review of a proposed marina that would have required significant excavation of a sensitive coastal dune ecosystem, risked impacts to an archaeological site, and led to significant water quality problems in the marina. Laura helped develop alternative layouts and a floating breakwater design that would minimize negative impacts to nearby areas while still providing 33 slips and 17 broadside mooring spaces for vessels between 30 and 100 feet.

She led a coastal planning project on Madison's Lake Monona shorefront as part of Madison's lakeshore revitalization effort. The work included initial planning for shoreline paths, wetland creation, habitat development, and shore protection. It also included several access points, fishing opportunities, and potential to facilitate winter activities on the lake. Her work informed planning concept development to ensure the renderings depicted feasible, resilient designs with low long-term maintenance costs.

She also led a project supporting a marina development in Fairport Harbor. The Lake Erie harbor was partially protected by a federal breakwater, but it was in disrepair and expected to worsen as the US Army Corps of Engineers (USACE) had elected not to continue maintenance. FreshWater staff helped evaluate wave conditions inside the marina through coastal modeling and helped define an appropriate layout that would meet marina design standards and protect moored vessels. The model was also used to evaluate the risk of sedimentation inside the harbor and ensure proposed changes would not require more frequent maintenance dredging.

Laura's background includes close coordination with federal and state regulators as well. She is adept at the USACE permitting process for any work on Waters of the US, Wisconsin Department of Natural Resources Chapter 30 permits, and has worked on a range of local floodplain development efforts that required municipal or county permits as well. She understands how to guide projects from concept through construction, including the timelines for permit applications and agency coordination.

Laura will serve as the waterfront/marina planning lead for this project.

BRENT TESKE, PE, CFM

Brent is a senior water resources engineer with eight years of experience. He is a licensed professional engineer and certified floodplain manager. His work history includes support of marina design efforts, shoreline stabilization, and ecological preservation design. Brent has worked on several marina design efforts in the Great Lakes region, including on Lakes Superior, Michigan, and Erie. He supported marina design refinements, coastal analyses, and shoreline enhancements.

Brent provided marina design support for a Kalamazoo River project near its mouth on Lake Michigan. That project involved review of a proposed marina design that would have resulted in significant negative impacts to sensitive habitats, extensive dredging, and potential damage to a nearby archaeologically important area. Brent's work included re-envisioning the marina to work with the natural systems, reducing habitat impacts and costs for the developer. He helped refine an alternative design to include a floating breakwater wave protection system that was adaptable to lake level fluctuations and would not block the view of the nearby dunes and lake from the marina. The alternative also included 33 permanent slips and mooring for an additional 17 vessels ranging in size from 30 feet to 100 feet. The proposed alternative design used river flow to circulate water through the marina and eliminate stagnant areas that would result in poor water quality and sedimentation risk.

He supported a lakefront planning project in Madison, Wisconsin along the Lake Monona waterfront. The project was a concept-level planning effort intended to show possibilities for the shoreline as Madison takes steps to improve accessibility, promote wetlands, and make walking and cycling along the lake more enjoyable. He oversaw planning designs and provided input to push for more resilient, beautiful options that would meet the City's goals and keep maintenance costs low.

Brent also supported a harbor breakwater design effort in Bayfield, Wisconsin on Lake Superior. The existing marina was built on a timber crib that had been damaged by ice over many decades of service. The City had requested an update to the marina's facilities, and the final design included electrical systems, lighting, and a rebuilt dock system. Brent's work included a coastal analysis, wave barrier design, and overtopping assessment to help minimize costs of the renovation.

Brent has worked with regulators to secure permitting for a range of projects. This has included shoreline protection design work, dredging, and floodplain developments. He is familiar with the permitting process and timelines for USACE, Wisconsin DNR, and local agencies, and he works proactively with those groups to streamline permit applications and avoid schedule impacts.

Brent will provide support for waterfront and marina planning.

JACOB STURZL, PE, CFM

Jacob is a senior coastal engineer with eight years of experience. He is a licensed professional engineer and certified floodplain manager. Jacob's specialty is coastal engineering and planning support. He has been a lead modeler for a range of projects in the Great Lakes region, including marina design and shoreline stabilization efforts on Lake Erie, Lake Michigan, and Madison's Lake Mendota.

Jacob's past experience includes coastal support for Madison's Lake Monona waterfront planning study. The current lakeshore path lacks direct access to the lake, the shoreline is primarily riprap armor rather than natural wetlands, and it is difficult for people to cross the busy road to reach the existing paths and park amenities. The planning effort was undertaken to create alternatives that could enhance the waterfront and emphasize this important piece of Madison's identity. Jacob provided input on the suggestions along the coastline to help the team focus on achievable designs that would be resilient and entice residents and visitors to enjoy the lakeshore.

Jacob also supported a marina effort in Fairport Harbor, Ohio. The Lake Erie marina is partially protected by a federal breakwater, but it is in disrepair, and USACE does not plan to continue maintenance on it. Instead, it needs a secondary breakwater, and Jacob provided support for that effort. He helped ensure the proposed breakwater layout would meet PIANC guidelines for wave heights inside the marina, verified the new structure would not increase need for maintenance dredging, and showed that it would withstand the incoming waves.

He supported a coastal stabilization effort along Fox Point's Lake Michigan shoreline. A series of bluff failures during high water levels had put utility lines and a critical street at risk, so the Village hired firms to design protection infrastructure. The project included public outreach with local residents, incorporation of lakeshore access as part of a funding agreement, and permitting support to meet USACE and Wisconsin DNR requirements. The revetment has now been built and is protecting that stretch of shoreline.

Jacob will serve in a waterfront and marina planning support role and will also support GIS efforts.



Laura Rozumalski, PE

President and Principal Engineer, FreshWater Engineering LLC

Laura is a principal engineer with over 20 years of experience. She is a technical expert in waterfront engineering, multidimensional hydrodynamic modeling, waterways restoration, fluvial geomorphology, riverine processes, sediment transport, geology, and hydrologic and hydraulic modeling. A recognized leader who delivers results, Laura founded FreshWater Engineering in 2014 with the goal of providing high-quality, innovative engineering design services tailored to clients' unique project requirements.

Education

MS, Civil and Environmental Engineering, University of Wisconsin-Madison

MS, Water Resources Management, University of Wisconsin-Madison

BS, Geology and Geophysics, University of Wisconsin-Madison

FLOW-3D Water & Environment Technical Training

Certifications

Licensed Professional Engineer, Wisconsin, Michigan, North Carolina

MMSD Certified SBE and WBE

WDBE Certification - WisDOT

WOSB and EDWOSB - US SBA

Professional Memberships

Wisconsin Association for Floodplain, Stormwater, and Coastal Management

Society of American Military Engineers

American Society of Civil Engineers

American Water Resources Association

Project Experience

Saxon Harbor Restoration, Iron County, MI

Laura provided design, modeling, sediment transport evaluation, and wave analysis for the restoration of a harbor that was destroyed by a flood in July 2016. Saxon Harbor sits on Lake Superior and features a small stream that wraps around the edge of the marina. Her work evaluated two options to minimize flood risk at the harbor; one rerouted the stream, and the other focused on flood-proofing it against the 100-year discharge. Laura developed conceptual designs and cost estimates.

Alternative Marina Design, Saugatuck, MI

Laura supported design efforts for an alternative marina layout near Saugatuck, Michigan. The project evaluated a proposed marina that would have required large dredging volumes, risked damaging archaeologically significant areas, and degraded sensitive habitats in the critical dune area (CDA). The alternative design Laura helped develop reduced dredge needs, protected the archaeological site, and limited impacts to the CDA. It also addressed water quality issues using natural streamflow rather than a pump that would have been required with the original proposal. The alternative provided docking options for 50 boats ranging in size up to 100 feet.

Lake Monona Waterfront Design Challenge, Madison, WI

Laura led the waterfront design team for the Lake Monona Waterfront Design Challenge along Madison's John Nolen causeway. The project involved planning for future projects that would enhance the shoreline, improve access, and facilitate recreation along a major entry corridor to the city. Laura's team helped refine concept ideas to ensure designs were resilient, practical, and cost-effective. The team's plans included revamped multi-use paths, fishing areas, and lakefront access.

Marina Coastal Design, Fairport Harbor, OH

Laura led a coastal analysis on the Lake Erie shoreline in Fairport Harbor, Ohio. The Village was in the process of redeveloping a marina that is partially protected by a federal offshore breakwater. Laura oversaw development of the Delft3D coastal model to evaluate potential breakwater designs to provide further shelter to the marina and assess potential risk for sedimentation and erosion. The results were used to provide guidance for breakwater layout and other key design parameters.

Hika Bay Harbor Coastal Analysis, Cleveland, WI

Laura led a coastal analysis for a proposed harbor of refuge to provide quantitative information on coastal processes and inform site design. Shoreline erosion rates surrounding the project site were quantified from analysis of aerial photographs using GIS software. She also led wave analysis using offshore USACE WIS data series and used the results to estimate potential longshore sediment transport rates. Overtopping, runoff, and storm surge were also evaluated for conceptual designs. Results of the analysis assisted the project team to advance conceptual designs to the next phases.

Laura Rozumalski, P.E.

President and Principal Engineer

Project Experience - Continued

Beach Drive Coastal Resiliency Project, Fox Point, WI

Laura led a coastal analysis on the Lake Michigan shoreline in Fox Point, Wisconsin. The shore had eroded significantly as a result of wave impacts during historically high water levels in the lake, putting critical infrastructure at risk. The Beach Drive analysis involved Delft3D coastal modeling to evaluate wave conditions with the existing and proposed shorelines. A comparison of hydraulic bed shear stress was also included to determine whether the proposed revetment was likely to impact sediment transport at the site. Model results were used to finalize revetment crest elevations, slopes, and stone armor sizing. She also participated in public outreach meetings to answer stakeholder questions.

Apostle Islands Marina Breakwater Analysis, Bayfield, WI

Laura provided nearshore wave analysis and design input for a riprap revetment along the Apostle Islands Marina in Bayfield, Wisconsin. She assessed wave heights using a wind and fetch analysis and statistical evaluations to estimate recurrence intervals for various wave heights. She considered flood elevations when developing recommendations for revetment heights, slopes, and stone sizing to guarantee effective sheltering of the marina and boats within. Laura also helped evaluate overtopping discharges for shorter revetments to minimize material needs and construction costs and maintain vistas of the lake.

Coastal Stabilization, Port Wing, WI

Laura served as the principal-in-charge for a coastal design project on the Lake Superior coastline near Port Wing, Wisconsin. The project involved stabilizing a portion of the bluff near a state highway and parking lot. Design involved a metocean analysis, coastal modeling, and using USACE standards for coastal protection. Laura oversaw the modeling and design process.

Duck Creek Wetland Evaluation - Engineering With Nature, Green Bay, WI

Laura led a coastal and sediment transport analysis of Duck Creek in Green Bay, Wisconsin to assess proposed wetland designs. The project included coastal and fluvial modeling of sediment transport and deposition, as well as an analysis of the time needed to fill the designed wetland with incoming river sediment.

John Nolen Drive Shoreline Assessment, Madison, WI

Laura led the shoreline analysis of the John Nolen causeway during planning phases of a large roadway reconstruction project of one of Madison's busiest downtown roadways. The causeway features a multi-use path, road, and several parks and runs between Lake Monona and Monona Bay. The assessment evaluated wind speeds, fetch distances, and bathymetry data to determine expected wave heights at the shoreline and design a riprap revetment to protect the causeway from wave-induced erosion.

She also led the coastal engineering group that supported James Corner Field Operations team in the Lake Monona Design Challenge. Her work helped shape the coastal designs to be sustainable, aesthetically-pleasing, and cost-effective.

Assessment of Southeastern Wisconsin's Lake Michigan Shoreline, Southeast WI

Laura supported historic and current shoreline erosion and coastal morphology assessments along Lake Michigan to better understand and prioritize areas of vulnerability and areas for mitigation options. Investigations included GIS analysis, beach and nearshore surveys, beach grain size analysis, and GPR surveys. This was part of a public project involving Wisconsin Sea Grant, the University of Wisconsin-Madison, and Maps were developed from the data and made publicly available to improve understanding of erosion along Wisconsin's coasts (www.wicoastalatlas.net).

Laura Rozumalski, P.E.

President and Principal Engineer

Project Experience - Continued

Bluff Stabilization and Shoreline Protection Design, Madeline Island, WI

Laura led the evaluation of a rapidly-eroding shoreline on Madeline Island in Lake Superior's Apostle Islands. The project involved a geomorphological site assessment, and wave and erosion analyses. Three concept designs were developed as potential options for erosion mitigation. Based on site conditions and risk of continued erosion, she recommended the use of natural and nature-based features to stabilize the shore, reduce overall project costs, and promote resilience and habitat development.

North Point Parking Lot Coastal Analysis, Milwaukee, WI

Laura provided a coastal wave climate analysis, bathymetric survey, and bed sediment analysis for redevelopment of the North Point parking lot in Milwaukee, Wisconsin. Wave impacts had eroded the shoreline during historically high water levels in Lake Michigan, leading to the loss of several parking stalls. Laura led the team that provided design support for shoreline armoring. She supported bathymetry data collection in support of wave climate analyses using Wave Information Studies data to transform offshore wave data to nearshore conditions. The wave height information was then used to estimate wave run-up heights, select armor stone sizes, and determine revetment crest elevations.

North Shore Lake Superior Coastal Outreach, Cook and Lake Counties, MN

Laura led a coastal outreach project with support from the Cook and Lake County Soil and Water Conservation Districts in northern Minnesota. Recent storms had severely damaged Lake Superior shorelines in the area, and local landowners were interested in shore protection options. The SWCDs helped organize public outreach efforts including presentations on coastal processes for landowners, regulators, municipal and county leadership, and contractors to help improve understanding of sediment transport, coastal erosion, and the need for engineering review of proposed shoreline infrastructure. The project also included site visits to do preliminary assessments of landowners' properties along the coastline and provide general guidance for those concerned about erosion.

Proposed Revetment Evaluation, Bridgman, MI

Laura performed a coastal evaluation of a proposed riprap revetment. Erosion of the dunes in the area due to extremely high lake levels had prompted investigation of erosion control strategies. Laura assessed wave climates and erosive forces. Assessments included evaluation of sediment transport processes, beach erosion rates, and prevailing wave directions at the site. Alternate, softer engineered geotextile tubes were recommended for the site; they can be filled with sand to provide protection during high water levels and then emptied to nourish the beach when no longer needed. The tubes can serve as a temporary protection system that limits negative impacts to sediment transport processes and protect valuable ecosystem services.

Hydrodynamic Modeling for Milwaukee Harbor Estuary, Milwaukee, WI

Laura provided hydrodynamic modeling and technical review services to the Milwaukee Metropolitan Sewer District for a Facilities Planning and TMDL study within the Milwaukee Harbor Estuary. She analyzed transport mechanisms within the harbor and estuary resulting from wave action of nearshore waters within Lake Michigan and riverine sources of discharge.



Brent Teske, PE, CFM

Senior Water Resources Engineer, FreshWater Engineering

Brent has 8 years of experience in shoreline protection design, marina design support, and coastal structure engineering. He has worked on Great Lake coastlines on projects ranging from municipal marinas to small harbors of refuge. He also worked on an alternative marina design effort to reduce costs, improve water circulation, and minimize potential impacts to sensitive habitats.

Brent has supported waterfront projects from planning to concept design to final design and construction. He has provided modeling support, reviewed plans, and verified designs comply with industry standards such as ASCE and PIANC guidance.

Project Experience

Kalamazoo River Harbor Alternative, Saugatuck, MI

Brent performed several rounds of design analysis and alternative design support for a sheltered harbor near the mouth of the Kalamazoo River on Lake Michigan. A proposed design would have required dredging the marina out of the unique critical dune area (CDA), risking damage to a nearby archaeological site of a historical settlement, and degrading neighboring wetlands and habitat. It also would have had problems with water circulation, leading to stagnant water and the resulting water quality concerns.

He worked to develop an alternative marina design. The alternative reduced the required dredge volume significantly, limited risk to the archaeological site, and protected the CDA and associated habitat while maintaining docking space for 50 vessels ranging from 30 to 100 feet. He provided a coastal analysis of wave heights, water levels, and discharge through the river to support design efforts, and helped select a floating breakwater as the wave barrier for the marina. That change allowed for the river to flush the marina and limit stagnating water issues. Later phases included a groundwater and construction review for permitting purposes.

Lake Monona Waterfront Design Challenge, Madison, WI

Brent supported the James Corner Field Operations team in the Lake Monona Waterfront Design Challenge. The City of Madison was looking for conceptual designs of a major reconstruction project along the John Nolen causeway and into the downtown area, and he provided assessments of the shoreline features. The project involved working with a team of landscape architects to develop concept-level plans that would be cost-effective, attractive, and useful for transportation, water quality improvements, and recreation on Lake Monona.

Apostle Islands Marina Analysis, Bayfield, WI

Brent performed a coastal evaluation in support of a riprap breakwater design project near Lake Superior's Apostle Islands. The marina was protected by a degraded rock crib breakwater system in need of repair or replacement. The analysis relied on a wind-fetch analysis around the marina to determine design wave heights and water levels. Further investigations produced estimates of wave overtopping discharges and related those values to safety for occupants of the marina to help design the breakwater. Brent used USACE guidance to select stone sizes, set the breakwater crest elevation, and recommend toe designs for the system.

Education

MS, Civil and Environmental Engineering, University of Wisconsin-Madison

BS, Mechanical Engineering, Iowa State University

Certifications

Licensed Professional Engineer, Wisconsin

Certified Floodplain Manager

Brent Teske, PE, CFM

Senior Water Resources Engineer

Project Experience - Continued

Marina Design Support, Fairport Harbor, OH

Brent supported a marina design project for a public facility on Lake Erie. The project required assessment of a breakwater designed to protect the marina from large wave events. Analyses included modeling in Delft3D, evaluations of nearshore wave climates inside and outside the breakwater, and estimates of sediment transportation patterns. Sediment transport evaluation was particularly important at this location to maintain an existing beach and minimize dredging requirements at the mouth of and within the marina to keep the waterfront attractive and functional. The final design included a two-part offshore breakwater to reduce wave heights and protect moored vessels.

Hika Bay Harbor of Refuge, Cleveland, WI

Brent helped develop preliminary evaluations of coastal wave climate at Hika Bay Park on Lake Michigan. He provided initial estimates for breakwater height and armor stone sizing to prevent overtopping during a 100-year wave event. He also helped estimate annual and long-term sediment transport along the shoreline.

Coastal Resiliency Revetment Analysis, Fox Point, WI

Brent developed a coastal protection design for an eroding Lake Michigan waterfront. Analysis included evaluations of nearshore wave climates, revetment dimensions, and stone sizing for various options. Additional analyses included modeling of the site using Delft3D, evaluation of sediment transport patterns, and assessment of the impacts of armoring on nearby shorelines. Ice thicknesses were also used to inform stone sizing on the revetment, and he provided support during permit applications.

John Nolen Drive Shore Assessment, Madison, WI

Brent performed a wave analysis on the John Nolen causeway in Madison's Lake Monona. The causeway was slated for significant repairs, and the shoreline armoring system design was a key component of the work. The wave assessment included a wind-fetch analysis to determine wave heights and a statistical evaluation of the water levels. It also included interpreting bathymetric data along the shore to provide input for wave breaking heights and support design of the shore protection infrastructure.

Duck Creek Sedimentation Study, Green Bay, WI

Brent performed a sediment analysis of the Duck Creek delta in Green Bay, Wisconsin. The project involved assessment of inflowing sediment and deposition patterns behind proposed islands intended to help expand wetlands in the bay.

Brighton Beach Coastal Evaluation, Duluth, MN

Brent provided a coastal assessment of Lake Superior near Duluth's Brighton Beach. A storm hit the area during record high lake levels, causing significant damage and endangering a multi-use path on top of a bluff. The coastal analysis used USACE WIS data to evaluate the nearshore wave environment and supported design of a proposed coastal protection system.

Revetment Evaluation, Bridgman, MI

Brent performed a coastal evaluation of a proposed riprap revetment. Erosion of dunes along the east coast of Lake Michigan led to investigations of various shoreline armoring techniques. Work included an assessment of dominant wave and sediment transport patterns and suggestions for alternative shore protection options that would limit unintended consequences of coastal hardening.

North Point Coastal Analysis, Milwaukee, WI

Brent performed coastal wave analyses to aid in design of a shore protection strategy for the North Point parking lot. He used linear wave theory to convert offshore wave parameters contained in the USACE WIS dataset and evaluated bathymetry and wave data to project wave heights at a range of expected recurrence intervals at the site.

Brent Teske, PE, CFM

Senior Water Resources Engineer

Project Experience - Continued

Tijuana Estuary Tidal Restoration Program, San Diego, CA

Brent developed a 1D HEC-RAS model of the Tijuana River estuary in support of a tidal wetland rehabilitation project. The goal of the analysis was to update outdated FEMA Flood Insurance Rate Maps (FIRMs) near the site and provide evidence that proposed modifications to wetlands in the floodplain would not increase flood risk at the site. The work included submittal of LOMR application and close coordination with stakeholders and regulatory agencies.

Balboa Island Floodplain Analysis, Newport Beach, CA

Brent provided HEC-RAS review and floodplain mapping support for a seawall construction project in Newport Beach, California. The project raised a seawall around an island in the sheltered harbor with a goal of reducing the number of structures in the 100-year floodplain. Brent helped evaluate the coastal wave climate during periods of high water to assess wave impacts and provide guidance on a potential Letter of Map Revision on behalf of the City.

Menomonee River Bank Stabilization, Wauwatosa, WI

Brent provided construction oversight for a streambank rehabilitation project along the Menomonee River. He selected toe stones for bank armoring; approved rootwads chosen for stabilization; verified that construction met all applicable specifications; and communicated the designers' vision for a green, sustainable streambank. He also helped coordinate communication between members of the project team, informed vegetation and landscape experts of schedule changes, and ensured relevant team members were on site for seeding and planting efforts.

Coastal Stabilization, Port Wing, WI

Brent supported a coastal design project on the Lake Superior coastline near Port Wing, Wisconsin. The project involved stabilizing a portion of the bluff near a state highway and parking lot. Design involved a metocean analysis, coastal modeling, and using USACE standards for coastal protection.

Lake Superior North Shore Community Outreach, Lake and Cook Counties, MN

Brent provided engineering outreach support to the Lake and Cook County Soil and Water Conservation Districts (SWCDs). The SWCDs were interested in engineering outreach to help inform landowners, contractors, and regulators about coastal processes and sediment transport following significant storm events during record high water levels. The project involved coordinating several presentations to a range of stakeholders and visiting 28 properties to provide preliminary assessment of erosion concerns and potential protection alternatives.

Floating Bog Interceptor Gardens Living Shoreline Rehabilitation, Madison, WI

Brent designed, built, and implemented modular floating breakwaters as part of a living shoreline rehabilitation project in Cherokee Marsh during his graduate research. He used a green system to avoid the need for hard engineering structures for erosion prevention on the northern shore of Cherokee Lake. He developed the breakwater system to trap river-borne sediment along an eroding shore while protecting the shoreline from wave impact and ice jams. Dimensions and configuration of breakwaters were selected following coastal wave analyses to minimize wave impact heights at the shoreline. Brent chose exclusively biodegradable materials designed to contribute to bed sediment and continue sheltering the fragile shoreline as the breakwaters decomposed. He monitored sediment accumulation and shoreline position through hydrographic surveying and selected native vegetation to plant in breakwaters as an aesthetic enhancement and to provide native fauna with food and cover.



Jacob Sturzl, PE, CFM

Senior Coastal Engineer

Jacob is an accomplished coastal, water resources, and civil engineer with seven years of experience supporting multidisciplinary infrastructure and environmental projects. He is highly skilled in geospatial analysis and proficient in industry-leading tools such as AutoCAD Civil 3D, ArcGIS, and Python. Jacob has developed numerous hydrodynamic models using HEC-RAS and Delft3D, and has led computational fluid dynamics (CFD) modeling efforts to evaluate complex riverine, coastal, and hydraulic systems.

He brings comprehensive project experience across all phases—from proposals and concept development to detailed design and construction quality assurance. Jacob's work is characterized by technical rigor, innovative problem-solving, and a commitment to delivering high-quality engineering solutions.

Project Experience

Lake Monona Waterfront Design Challenge, Madison, WI

Jacob provided planning support for the Lake Monona Waterfront Design Challenge along Madison's John Nolen causeway. The project involved planning-level evaluations of the lakefront and assessment of several conceptual strategies to increase use, beautify the space, and promote better access to the water. Jacob helped review plans and offered input on design resilience, long-term costs, and feasibility given the climate in southern Wisconsin.

Fairport Harbor Coastal Model and Breakwater Design, Fairport Harbor, OH

Jacob created a Lake-wide model of Lake Erie in support of a breakwater construction project to protect a new transient marina. The model predicted wave generation over Lake Erie and propagation to the project site. The wave environment at the project site was complicated by the dilapidated federal breakwater located a half mile offshore. The model calculated wave transmission and diffraction through the breakwater. This model allowed the client to test the effectiveness of different breakwater configurations and ultimately choose a design that adequately protected the proposed marina. Jacob then delivered a conceptual breakwater design to the client.

Lake Michigan Shoreline Protection, Fox Point, WI

Jacob performed wave and hydrodynamic modeling to assess the impact of proposed revetments in Lake Michigan. The model needed enough coverage to generate waves over Lake Michigan, but also have the resolution to resolve a 3:1 slope at the project site. Jacob created a spatially variable Delft3D model to analyze changes in local hydrodynamics caused by constructing a revetment. The results provided verification to the client and regulators that there was little impact to the coastal processes in the area.

Education

BS, Civil and Environmental Engineering, University of Wisconsin-Madison

Advanced Certificate in Coastal Engineering, Old Dominion University

Certifications

Licensed Professional Engineer, Wisconsin

Certified Floodplain Manager

Professional Memberships

Wisconsin Association for Floodplain, Stormwater, and Coastal Management

Association of State Floodplain Managers

American Shore and Beach Preservation Association

Jacob Sturzl, PE, CFM

Senior Coastal Engineer

Project Experience - Continued

Milwaukee Ecological Breakwater, Milwaukee, WI

The Milwaukee Harbor Eco-Breakwater project aimed to enhance coastal resilience and create habitats for native species by integrating nature-based solutions with traditional infrastructure. Jacob contributed to this effort by assessing the metocean environment, including wave, wind, water level, and ice conditions, through statistical analyses to establish design criteria. He performed coastal and hydrodynamic modeling to simulate wave dynamics, storm surge impacts, and sediment transport, providing critical insights to evaluate the eco-breakwater's performance and resilience. His work supported the development of a sustainable design that balances ecological restoration with infrastructure protection.

Duck Creek Restoration Coastal Modeling and Engineering, Green Bay, WI

Jacob developed and modeled conceptual designs for a wetland restoration project in Lake Michigan's Green Bay. The lower portion of the bay once contained one of the largest and most diverse wetland complexes in the Great Lakes, but high water levels and storms destroyed the wetland. The conceptual design was intended to capture sediment coming from Duck Creek to rebuild the wetlands, and Jacob's model incorporated wave, hydrodynamic, and sediment transport to assess the rebuilt islands' efficacy in trapping sediment. The modeling helped refine the design and select the best option to rebuild the degraded wetlands.

Plattsburgh MGP Remediation, Plattsburgh, NY

Jacob performed wave and hydrodynamic modeling in support of a contaminated sediment remediation project on Lake Champlain. Jacob's modeling informed the clean-up area by identifying regions that were prone to sediment erosion and would therefore release contaminants into the lake. The modeling also helped inform remediation designs including required sediment cap properties to prevent ongoing spread of contaminants.

Lake Roosevelt Floating Breakwater, Seven Bays, WA

Jacob performed wave modeling to support the design of a floating breakwater design intended to protect Seven Bays Marina on Lake Roosevelt. Since the lake is a dam controlled reservoir, the design needed to be resilient to a 50 foot range of water levels. Jacob modeled several storm scenarios using Delft3D to determine wave parameters at the project site. He then designed and modeled several floating breakwater design alternatives to meet the client's design criteria.

Harding Canal Flood Study, Detroit, MI

Jacob performed a coastal flood study along Harding Canal in Detroit Michigan. The City of Detroit had proposed a levee system to potentially remove a large area from the FEMA floodplain. Jacob completed the coastal analysis using WHAFIS (the FEMA coastal flood mapping application) and a wind-fetch assessment to determine wave heights and still water levels. Results showed the levees would successfully remove a significant number of properties from the FEMA floodplain.

ABOUT BLUE SEATS CONSULTING



Blue Seats Consulting is a strategic consulting firm that works primarily with nonprofit clients to help them clarify goals, align priorities and resources, and manage complex initiatives to improve outcomes for children, communities, and institutions.

Overview

- **Founded:** 2013 (13 years in business)
- **Structure:** Woman-owned business
- **Founder/Leader:** Constance (Connie) Casson, an experienced strategist with a background in consulting and public education leadership.

Mission & Approach

Blue Seats Consulting helps organizations solve strategic and operational challenges by listening deeply, using data thoughtfully, and crafting clear paths forward. The work focuses on driving measurable impact, especially in systems serving children and communities.

Key Services

The firm offers a range of consulting support, including:

- **Strategic Planning:** Facilitating structured planning processes that organize big ideas and align stakeholders.
- **Finance & Operations Support:** Helping organizations navigate transitions with leadership and operational insights.
- **Project Implementation:** Managing complex projects from design through execution using design-thinking and clear communication.

Clients & Impact

Blue Seats Consulting has worked with a variety of school districts, nonprofits, education agencies, and foundations nationwide. Their work includes creating toolkits and playbooks, improving program processes, and helping organizations better serve students and communities.

Name Origin

The firm's name comes from Denver Public Schools' rating system — where "blue" represents the highest performance — reflecting the company's aspiration to help organizations achieve excellence and expand access to quality education.

CONSTANCE M. CASSON

CMCasson@gmail.com | 402.981.5973

STRATEGIC PLANNING • EXECUTIVE LEADERSHIP • ORGANIZATIONAL GROWTH

PROFESSIONAL EXPERIENCE

Blue Seats Consulting – 2013 – Present

Neola, IA

Strategy and operations consulting for nonprofits and education organizations

Founder and President

- Launched consulting firm to assist nonprofits, schools, colleges, and agencies with strategic planning, operations design & support, organizational growth, and performance management.
- **Strategic Planning:** Facilitated development of strategic plans for ed research professional association, Surge Institute, and county fairgrounds. Managed a team to document and train on innovative model for K-12 and higher ed integration. Led ESSA plan development for 2 states, engaging 500 stakeholders, culminating in strategic vision, equity plans, and measures meeting US ED requirements.
- **Fractional COO:** Served as Chief Operating Officer for City Teaching Alliance, managing finance and talent with \$25M annual budget and 150 staff members, as well as IT and strategic projects.
- **Building Equitable Hiring Systems:** Designed organizational structure and led hiring for the Branch Alliance for Educator Diversity to broaden teacher prep pipelines in HBCUs and other minority-serving institutions. Assisted Madison (WI) School District in redeveloping teacher recruiting & selection model for 300 annual hires, resulting in more diverse hires and increased principal satisfaction.
- **Organizational Development:** Coached provost and deans to increase program quality and improve teacher candidate experience at Rhode Island College. Designed and facilitated annual strategy retreat for team members of TFA-Atlanta, the Surge Institute, and for Chiefs for Change.

Surge Institute – 2014 – 2025

Chicago, IL

Leadership acceleration program for 350 education leaders of color and counting

Chief Operating Officer (2018 – 2021), Strategic Advisor (2014 – 2018, 2021 - 2025)

- **Strategy at Scale:** Led development of expansion strategy, including scaling from one to six cities over four years, including project plan, staffing plan, \$5M annual budget, and KPIs.
- **Talent Cultivation:** Created and refined selection model to equitably identify, qualify, and curate talent for exclusive year-long fellowship; 40% selection rate.
- **Network Empowerment:** Created Surge Angels program to accelerate 11 entrepreneurial alumni with training, executive coaching, and \$60K in investments. Facilitated alumni summit planning, engaging 82 graduates for connection, learning, and career acceleration.

Denver Public Schools – 2007 – 2013

Denver, CO

90,000 student district with 13,000 employees and \$1B budget

Executive Director, Accountability, Research & Evaluation

2010-2013

- Led the 40-person, \$4M Accountability, Research & Evaluation department in the fastest-growing and fastest-improving urban district. Department goals were to provide accurate & actionable information about student performance to students, teacher, school leaders, and families.
- **Accountability:** Produced annual school performance scorecard. Managed student assessment program, including development of standards-based assessments in core and non-core subjects.
- **Employee Effectiveness and Performance Measurement:** One of four functional leads on creating a multiple-measure teacher effectiveness system for 4500 teachers. Led effort to measure student growth on individual, team, and district components. Responsible for student perception survey, taken by 60,000 students annually to provide input on teacher performance.

Director of HR Strategic Projects 2009 – 2010

- **Systems Development:** Led development, launch, and training of district performance management system for 1500 Central Office employees.

Deputy Strategy Officer 2007-2009

- **Program Management:** Wrote grant application and led \$10M performance management initiative to increase the use of data and accountability to increase operational effectiveness.

Fort Wayne Community Schools – 2005 – 2007 Fort Wayne, IN

32,000 student district with 4500 employees and \$280M budget

Broad Resident - Special Assistant to the Superintendent

- **Project Management:** Initiated project to implement Balanced Scorecard at district and department levels and report results to board and the public. Led project to transform paper-based application system to web-based version to streamline process for 2000 applicants annually. Rewrote and organized 280 job descriptions and created usage system for district.

West Corporation, formerly Omnium Worldwide – 2001 – 2003 Omaha, NE

Accounts receivable outsourcing firm

Market Research and Strategy Analyst

- **Cost Containment:** Audited administrative function across the company to identify and implement process efficiencies resulting in reallocation of 35 FTE & \$450,000 in annual savings.

Accenture – 1998 – 2001 Chicago, IL

World's largest management and consulting firm

Process Consultant

- **Systems Design:** Analyzed, redesigned, and managed hiring process for 300 sales representatives in 3 months. Created process maps for new warehouse management system.
- **Training:** Developed and delivered on-site training to 300 customer service representatives on service standards, industry-specific terms, and interpersonal skills.

EDUCATION

The Broad Residency in Urban Education 2007

Two-year national program that recruits and trains emerging leaders for senior management positions in urban public school districts. Chosen out of ~350 applicants to be one of 23 program participants.

The University of Texas at Austin, McCombs School of Business 2005

Master of Business Administration, Forte Foundation Scholar, Leadership & Service Award Recipient

University of Notre Dame, Notre Dame, Indiana 1998

Bachelor of Arts in History with honors, Notre Dame Scholar, St. Patrick's College Study Abroad - Ireland

VOLUNTEER EXPERIENCE

Community Foundation for Western Iowa Board member of and fundholder with community foundation, Education Committee Chair, 2018-Present.

West Pottawattamie Extension Council Elected to represent citizen interests in support of a stronger Iowa through youth development, public health & economic development, 2017-Present. Elected Chair of state-level Iowa Extension Council Association from 2022-23.

Underwood Dollars for Scholars Fundraising and scholarship organization for Underwood Community Schools, 2013-Present, President since 2018. Endowment has grown 500% since 2018.

Tri-Center Community Schools High school volleyball assistant coach for 4-time Western Iowa Conference champions and 2018 & 2021 State Tournament qualifiers, 2015-2022.



COMPARABLE PROJECT EXPERIENCE



COMPREHENSIVE OUTDOOR RECREATION & PARKS PLAN

JEFFERSON, WISCONSIN

The City of Jefferson is uniquely positioned at the intersection of two rivers, one of which has a dam control structure on it, thus dividing the community into three large sections. There are limited river crossing points and numerous wetlands and floodplain areas that make development challenging. The City desired to update their CORP plan and tackle these constraints to proactively plan for the future of parks and recreational facilities in the growing community.

The Comprehensive Outdoor Recreation and Parks Plan included strategic public outreach and coordination with the Parks, Recreation, and Forestry Commission to help guide the overall planning process. In tandem with Jefferson's Rotary Park Master Plan (Snyder & Associates Project), we dovetailed outreach for Rotary Park into the overall engagement for the community to clearly outline and expedite the park master plan. We used a combination of online and in-person engagement with surveys, pop-up events, and open houses to solicit feedback.

Existing site conditions, service areas, demographic changes, and budgets were reviewed to provide recommendations for the future parks and recreation network in the City. Concept plans for two other prominent parks along with the Rotary Park Master Plan were included within the recommendations and more broad recommendations were given for the remaining facilities. Costs were estimated for each park and incorporated into a CIP plan for the park system.



CLIENT CONTACT & REFERENCE

City of Jefferson, WI - Director of Parks, Recreation, & Forestry
 Chad Holpfer, CPRO, AFO
 cholpfer@jeffersonwis.com
 920.674.7720

COMPLETION DATE

Fall 2025

COMPARISON TO LAKE GENEVA

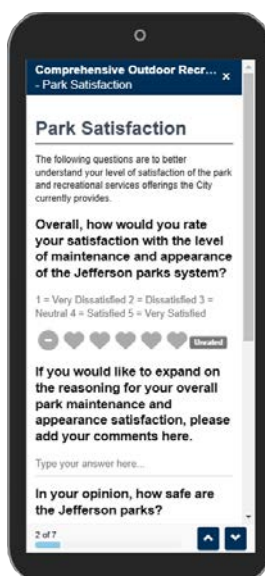
The City of Jefferson is comparable in population, tourism draw, and proximity to water resources as Lake Geneva is.

PERFORMANCE DATA

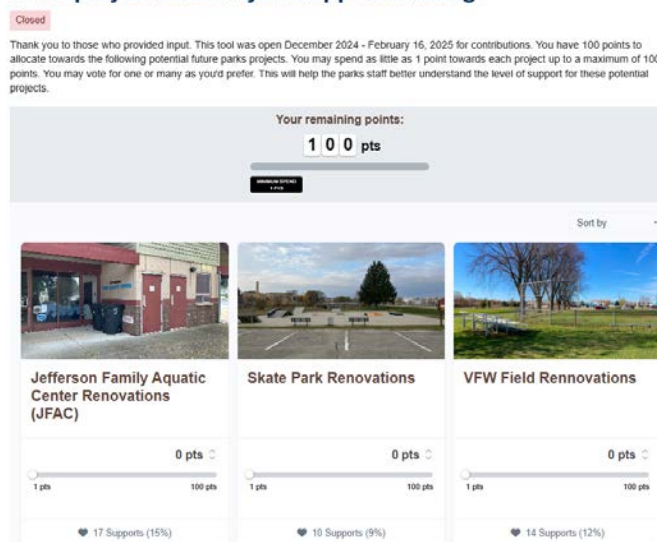
Budget/Cost - CORP same as contract, with additional contracts for more services outside scope

Timeline/Delivery - on time, added on additional park concept engagement and revised CORP three months later due to stakeholder involvement at the City's request.

Implementation Rate - within two months of final approvals the City is installing floodlights for a park, embarked on site master planning for concept plans we did, and are conducting an aquatic feasibility study



What projects would you support funding?



ROTARY PARK MASTER PLAN

JEFFERSON, WISCONSIN



CLIENT

City of Jefferson, Wisconsin & Jefferson Main Street Association

CONTACT & REFERENCE

Director of Parks, Recreation, & Forestry
 Chad Holpfer, CPRO, AFO
 cholpfer@jeffersonwis.com
 920.674.7720

COMPLETION DATE

Spring 2025

PROJECT SERVICES

Park master planning and design
 Public engagement
 Stakeholder coordination
 Title research
 Cost Opinion

Located along the banks of the Rock River and at the edge of Downtown, Rotary Park has long been a place for celebration, relaxation, and recreation for the residents of Jefferson.

The Master Plan for Rotary park included strategic public outreach and the organization of a stakeholder group to help guide the overall design process. In tandem with Jefferson's Comprehensive Outdoor Recreation Plan Project (a Snyder & Associates Project), we dovetailed outreach for Rotary Park into the overall engagement for the community to clearly outline and expedite the park master plan.

The plan for Rotary Park was a reaction to the vacant Tyson Foods former building site and parking lot that would accommodate park expansion and additional acreage for a large mixed use site. We worked with Parks Staff and the Downtown Main Street Group to create a design that would encourage the successful transfer of ownership of the vacant site from the County of Jefferson to the City of Jefferson.

The master plan converts the 2-acre vacant parking lot to park space and joins it with the existing 2-acre site to create a seamless 4-acre riverfront park.

The design includes a festival street at the south for large concerts and food trucks, and provides a strong connection for future mixed use development. A desire for access to the Rock River became evident during outreach. We provided two put-in and take-out sites and ADA access to docks to facilitate easy portage past the existing dam. We also included a centrally located playground, beer garden, and concession stand to function as the 'heart of the park' to encourage year-round use and enjoyment.

Other features within the park include a proposed 10' concrete bicycle and pedestrian trail to connect to existing trails from the north and into the future development site at the south. Our team also designed around the existing park amphitheater to help strengthen the overall central core of the park.

STORY COUNTY TRAILS & GREENWAYS PLAN

STORY COUNTY, IOWA

Story County Conservation (SCC) oversees an extensive system of parks, natural areas, and trails that enrich recreation, wellness, and overall quality of life for residents and visitors. Building on recent achievements—including new land acquisitions, added funding opportunities, and the paving of key trail segments—SCC partnered with Snyder & Associates to create the Story County Trails Master Plan (2025), an actionable update to the 2016 Trails and Greenways Plan.

As the lead consultant, Snyder & Associates guided the full planning process. Their responsibilities included coordinating the project with SCC, reviewing existing trail conditions and countywide GIS data, and leading a comprehensive public engagement effort featuring online tools, surveys, and three open house meetings. They documented user priorities, evaluated trail design considerations and potential routes, and analyzed opportunities for both local and regional connections. Snyder also prepared the full Draft and Final Trails Plan, complete with cost opinions, GIS deliverables, and implementation strategies.

The 2025 Trails & Greenways Plan reflects extensive community input and focuses on enhancing safety, connectivity, accessibility, and the user experience across Story County's trail network. It identifies new trail connections within the county and to neighboring areas, establishes guiding principles and long-term development goals, and outlines criteria for prioritizing projects based on demand, feasibility, safety, and regional benefit. The plan also includes conceptual costs, funding strategies, and phased implementation steps while capturing community desires related to missing trail links, needed amenities, and improved wayfinding.

CLIENT

Story County Conservation Board

CONTACTS

Ryan Wiemold
515.598-4764

COMPLETION DATE

February 2025

COMPARISON TO LAKE GENEVA

Connectivity between resources is a shared theme.

PERFORMANCE DATA

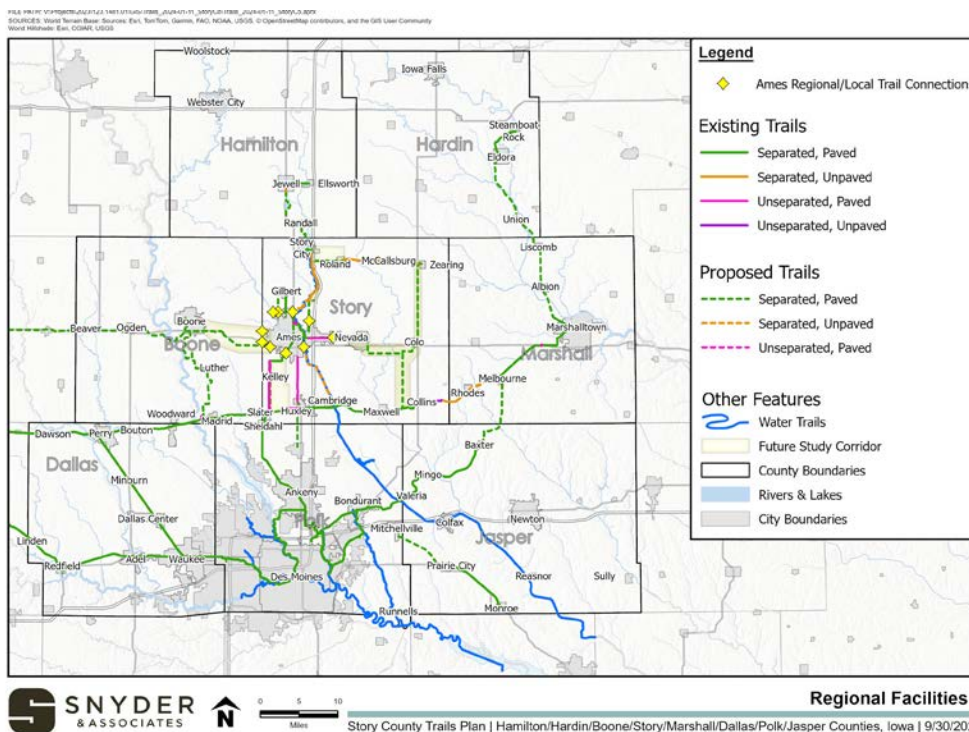
Budget/Cost - same as contract

Timeline/Delivery

- additional requests for updates from project partners delayed the project but implementation occurred during final editing phase

Implementation Rate

- during plan writing, paving on the Heart of Iowa Nature Trail started, the R38 Trail Alternative Analysis project launched, and more projects are being included in CIP planning efforts



ATWATER PARK MASTER PLAN

SHOREWOOD, WISCONSIN



On a bluff 100 feet above the shores of Lake Michigan sits Shorewood's iconic and historic Atwater Park. The park has long been the civic backbone for the community and serves as a passive park, beach, and celebration space for community-held events. Shorewood selected Snyder & Associates to develop a master plan that would address failing hardscape surfaces, a deteriorated landscape, and challenging maintenance access and pedestrian circulation conflicts at the upper portion of the park.

Snyder & Associates worked closely with the Public Works Department to initiate early concepts with maintenance staff that would accommodate large fleet maintenance vehicles that needed to navigate tight turn radii and steep slopes. The team also reviewed historic aerial imagery to understand the park's historical design and preserve and resurrect historic site features. Another project achievement included the overall reduction of impervious surfaces, which will help the stabilize the 100-foot bluff and further eliminate erosion concerns. In collaboration with the Public Works Department, Snyder helped lead community engagement events and presented plan options to the Parks Committee. Cost estimates were studied and presented to help secure future funding efforts in the Village's CIP.

The plan was approved by the Parks Committee and will be adopted into the overall Village Comprehensive Parks and Open Space Plan.



Top: Amphitheater style seating was proposed at the existing "Spillover II" sculpture to accommodate seating and reduce landscape degradation. **Bottom:** Seatwalls and signage were added at the south entry to help reduce "cut through" in the park and formalize the entry experience.



CLIENT

Village of Shorewood, WI

CONTACT

Leeann Butschlick, PE
 Director of Public Works
 lbutschlick@shorewoodwi.gov
 (414) 847.2650

SERVICES PROVIDED

- Park Master Planning
- Public Engagement
- Graphics
- Cost Opinion
- 3D Renderings
- Historical Research

COMPLETION DATE

Summer 2024

PROJECT NOW IN CONSTRUCTION
 DRAWING PHASE



Park master plan and trail guide

LIZARD CREEK TRAILHEAD AND MOUNTAIN BIKE WAYFINDING GUIDELINES

FORT DODGE, IA

Snyder & Associates worked with the City of Fort Dodge in 2020-2023 to provide park master planning and wayfinding design services for Lizard Creek trailhead. The park site acts as a primary trailhead for the Lizard Creek and Des Moines River water trails and regional bike trails. Snyder & Associates worked with the City, Webster County Conservation and the Fort Dodge Mountain Bike Club to develop a master plan for the park that incorporated mountain bike trails, a new picnic shelter, restrooms, wayfinding and a bike repair station into the park.

One of the primary objectives was to develop a set of guidelines for trail wayfinding throughout the park. The final deliverable included a set of guidelines and standards for the future development of mountain bike trail signage that could be incorporated into the park as well as future trail locations throughout the community.

CLIENT

City of Fort Dodge Recreation Services Division

CONTACT & REFERENCE

Lori Branderhorst (Director - FD Recreation Services Division)
lbranderhorst@fortdodgeiowa.org

COMPLETION DATE
Spring 2025



Signage design.

WEBSTER CO TRAIL KIOSK WAYFINING SIGNAGE

WEBSTER COUNTY & FORT DODGE, IA

Snyder & Associates is working with Webster County and the City of Fort Dodge to update wayfinding signage throughout Fort Dodge, Gowrie, Badger, and Dayton, following existing guidelines and signage. In addition, community information was prepared for the smaller communities to act as a orientation kiosk for visitors to the area. Along with the permanent kiosk signs, our team has also designed a foldable pocket-sized map of the larger Prairie Rivers Trail system for use in Fort Dodge. Some signs have been installed and additional ones anticipated in Spring 2026.

CLIENT

Webster County Conservation Board (WCCB) & City of Fort Dodge Recreation Services Division

PROJECT SERVICES

Graphics Production
GIS Mapping
Wayfinding Signage

CONTACTS & REFERENCES

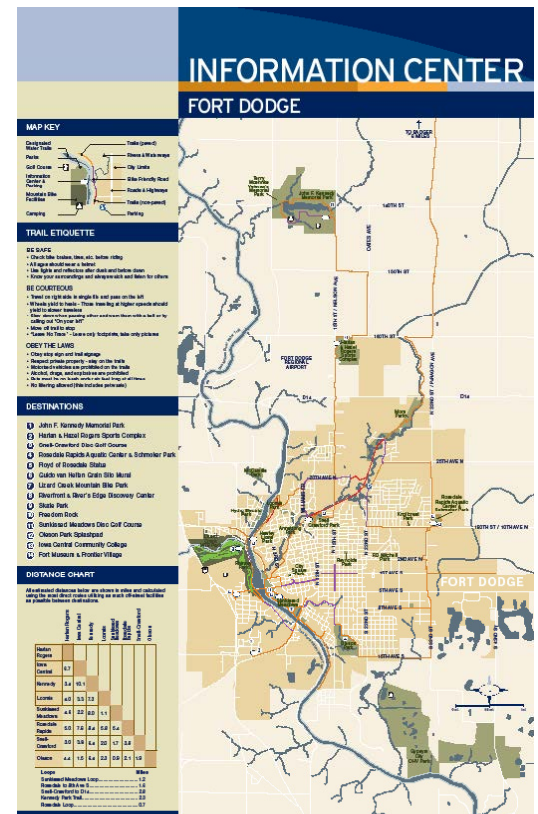
Matt Cosgrove (Director - WCCB)
matt.cosgrove@webstercountyia.gov

PROJECT SERVICES

Graphics Production

Lori Branderhorst (Director - FD Recreation Services Division)
lbranderhorst@fortdodgeiowa.org

COMPLETION DATE
Fall 2025





Saugatuck Dunes Alternative Marina Planning

Saugatuck, MI - 2021

FreshWater provided alternative marina design along the Kalamazoo River near its mouth in Lake Michigan. A different marina had been proposed as part of a housing development outside Saugatuck, MI, and would have required dredging of a significant portion of the Critical Dunes Area (CDA) along Lake Michigan's eastern coastline. Local environmental advocates pushed for a more eco-friendly design that would still provide future homeowners with a welcoming marina and FreshWater designed an alternative marina.

FreshWater provided marina layout as well as wave and fluvial analyses to develop an alternative design. They worked closely with the Saugatuck Dunes Coastal Alliance to protect the critical dunes and a nearby archeological site. The alternative required far less excavation and still provided the same number of vessel berths. It also included passive circulation from the river that would limit sediment deposition and avoid water quality issues associated with stagnant water. A floating breakwater was proposed to dampen waves, provide temporary mooring locations, and function as a walkway. The marina would support up to 50 vessels ranging from 30 to 100 feet.

Client:

Saugatuck Dunes Coastal Alliance

Budget/Cost:

\$40,000/\$40,000

Timeline/Delivery:

Delivered on time

5-Year Implementation:

Final design underway

Client Reference:

David Swan (248) 302-0798
swan.dunes@gmail.com



Lake Monona Waterfront Design Challenge Madison, WI - 2023

FreshWater staff provided waterfront planning for Madison's Lakefront revitalization project along the John Nolen Causeway and Lake Monona as part of the City's contracted design challenge. The planning effort included conceptual layouts of walking paths, boat launches, lake access, and parks along the shoreline. FreshWater staff were on one of three teams competing for the final planning project.

The current layout has a busy road that separates the city from the lake, and a key part of the project was enhancing access to the valuable lakefront. FreshWater staff provided design solutions for access to waterfront amenities and coastal stabilization solutions which they evaluated to ensure the designs were feasible, could be permitted under Wisconsin DNR and USACE standards, and limited long-term maintenance while providing long-term structural resilience.

The waterfront plan included a walking path along the lake, a small boardwalk, created wetlands along the shore to help filter nutrients and sediment from stormwater runoff, and small habitat improvements. It also increased waterfront access, created places for people to swim and fish, and allowed boaters areas to park and enjoy the area.

Client:

City of Madison

Budget/Cost:

\$15,000/\$15,000

Timeline/Delivery:

Delivered on time

5-Year Implementation:

Final design underway

Client Reference:

Phil Gaeber (608) 266-4059

pgaebler@cityofmadison.com





Apostle Islands Marina ***Bayfield, WI - 2021***

FreshWater provided nearshore wave analysis and design input for the Apostle Islands Marina in Bayfield, Wisconsin. The existing timber crib breakwater and revetment had been in place for 100 years and degradation had led to a loss of stability, so a complete overhaul of the facility was planned.

FreshWater evaluated the coastal wave climate using wind and fetch analysis, and statistical evaluations provided recurrence intervals for various wave heights. Flood elevations were considered when developing recommendations for revetment heights, slopes, and stone sizing to guarantee effective sheltering of the marina and boats within.

FreshWater also evaluated overtopping discharges and the safety of vessels and people moored behind the structure for shorter revetments to minimize material needs and construction costs and maintain vistas of the lake.

The final design included electricity and lighting in addition to sheltered berths for boaters.

Client:

City of Bayfield

Budget/Cost:

\$18,000/\$18,000

Timeline/Delivery:

Delivered on time

5-Year Implementation:

100%

Client Reference:

Dan Williams (608) 216-2066
dwilliams@msa-ps.com





SURGE INSTITUTE - COO

Connie served as the COO from 2018 to 2021 as a contract role. Responsible for financial planning & analysis, budget development, AP / AR, facilities, HR, payroll, IT, legal.

- Developed and managed \$6M budget, including staffing plan, facilities management, capital investments.
- Managed HR and outsourced IT & legal partners.
- Due to COVID, this role required a shift from an in-person, Chicago-based organization with national scope to a fully remote nationwide organization. That included the early conclusion of the lease, dispersal of an office and its equipment, and a redesign of the organizational structure, employee handbook, and working norms.

Client & Reference:

Surge Institute – Interim CEO Will Collins, will@surgeinstitute.org

Comparison to Lake Geneva Scope:

The organizational mission is different, but the process has many similarities. In this COO role, I was responsible for finance and operations of an organization. The COVID pandemic drove us to redesign the organization, reorganize the budget, and shift the mode of working from in-person to virtual.

What it took to lead that change effectively was to understand the operation and value the roles of the people. I co-authored the new strategic plan, with updates to mission & vision, staffing & employee handbook, facilities, and operational supports. The annual budget development followed our established process, but where we spent the money shifted dramatically. Leading that change was dependent upon thoughtful stakeholder engagement to communicate the need for redesign, with two-way communication on the priorities for a new structure, and obtaining input on proposed strategic shifts. The new structure has been maintained over the last five budget years and the creation of a new strategic plan, utilizing the new organizational structure.

Performance Data:

Budget/Cost: At March 2021, the conclusion of this engagement, overall expenses were at 119% of estimated budget. The cost overrun was driven by an increase in consultants (used to shift our workforce), office supplies (to outfit employees now working from home, legal (to pressure-test our employee handbook updates), and phone & internet (to support expanded reimbursements for remote workers).

Timeline/Delivery: The budget was adopted at the June 2021 board meeting, on schedule.

Implementation Rate: For the 2021-2025 strategic plan that was build after the FY21 budget was established, roughly 80% of recommendations were implemented within 4 years of plan adoption. Personnel changes and market changes slowed implementation or led to initiatives being deprioritized.

From October 2024 through June 2025, Connie returned to Surge Institute as an interim COO, reprising the role held from 2018 to 2021. In this role, she managed financial planning & analysis, HR, payroll, IT, legal.



PROJECT APPROACH



LAKE GENEVA PROJECT STRATEGY

Snyder and Associates alongside FreshWater Engineering and Blue Seats Consulting proposed the following tasks to produce a CORP for Lake Geneva. This includes our Public Engagement Strategy as incorporated throughout the project timeline.

TASK 0: PROJECT MANAGEMENT

Snyder's project manager (PM) will lead internal consultant team coordination with FreshWater Engineering and Blue Seat Consulting as well as with external groups like the City and other stakeholders. To aid in this process, bi-weekly check in meetings between the PM and key City staff are proposed.

TASK 1: PRE-PLANNING & KICKOFF

The consultant team will work City Staff and necessary stakeholders to ensure existing planning documentation is understood and the City's mission for the park and lakefront system is clear. Prior to the kickoff meeting, our team will review existing documentation and build the bones for an online engagement website.

Task 1.1 - Compile & Synthesize Existing City & Non-City Background Data, Assessments, GIS, & Operational Data

Review publicly available and City-provided datasets to bolster better understanding of the challenges and opportunities present throughout the park and lakefront system.

Task 1.2 - Creation of an Online Project Webpage

Customizable website on Social Pinpoint to help gather public feedback and provide a single source location for data available to the public.

Task 1.3 - Kickoff Meeting with City Staff (online)

- Define goals and issues and help formulate a mission that provides a clear 5-year plan for the park and lakefront system
- Review and revise the project schedule
 - Tentatively schedule public engagement meetings
 - Schedule online bi-weekly checkins with Snyder & Associates and City Staff for the life of the project to ensure all City departments and committees can provide necessary feedback. Meeting topics can vary.
 - Review existing park standards and relevant plans and standards.
- Determine priority park and lakefront projects with the group

TASK 1 DELIVERABLES

- Definable mission, goals and objectives
- Project schedule
- Summary and analysis of planning documents
- Draft online engagement webpage
- 1 online meeting

TASK 2: PARK SYSTEM PLANNING

Task 2 provides the background necessary to support the future recommendations for Lake Geneva's park system. Our team will review National Recreation and Park Association standards to provide a benchmark for analysis, funding, and terminology. We'll study Lake Geneva's physical characteristics to help identify environmentally sensitive land, potential park land and future connections to nearby natural and built amenities. We'll also review demographics to understand future population growth and park access needs.

Key to Task 2 will be succinct public engagement. We'll work with the City to creatively garner feedback, ask the right questions, and build an inventory of ideas and suggestions from the public.

Task 2.1 - Inventory & Conditions Assessment

- Analyze all existing and potential parks and their site and amenity conditions by reviewing existing City data &
- Have City staff complete online mapping via Social Pinpoint pins to identify additions or problem areas since the last CORP.
- Interview of key public works and parks staff online prior to site visit.
- One day to visit new parks since the last update, locations identified by the City that have been updated since

the last plan update, and locations with problem areas identified by the City that need additional attention.

- In-person interviews
 - While documenting conditions, we will engage park and trail visitors to gather informal feedback regarding their perception of park space.

Task 2.2 - User Experience & Operations

- Creation of a Community Wide Survey on the Social Pinpoint page which can be taken digitally. A paper version can be provided to the City for distribution and entry online if desired.
- Questions related to feasibility and space needs for the Community Center will be included in the survey.
- QR codes for the Social Pinpoint site can be strategically located throughout the County at prominent locations and times to gather feedback as well as be posted on the County web page, on social media, and distributed to local news outlets.
 - QR code posting location ideas: existing parks, trailheads, lakefront, Riviera building and beach, library, community buildings and recreational facilities throughout the region
 - Duration: QR codes can extend the life of the project if desired
- Snyder will attend one (1) pop-up event during the summer at an event of the City's choosing. Additional materials will be provided to the City for City Staff to conduct additional pop-up events and focus group meetings with boaters and slipholders.
- Online survey for stakeholder interviews will be provided to the City to distribute to businesses, tour boat operators, hospitality sector representatives and major institutional users.

Task 2.3 - Joint PHL & Park Board Workshop (in-person)

We will work with the project team to determine the most appropriate format and location for the in-person meeting. The meeting could include dot voting, review of mounted boards, and open comment slips for participants to write on. The focus for this workshop will be on the park system.

Task 2.4 - Needs Assessment

Snyder will review all the data collected to conduct a needs assessment for the existing park system to identify LOS, service areas, and other key metrics for the future recommendations phase later.

Task 2.5 - ADA Transition Plan

Accessibility across parks and wide-open spaces is best served by intentional design that is compliant with Title II of the ADA. Transition plans are our opportunity to study existing facilities, track our plans to improve public sites, and obtain priorities from the surrounding community. Snyder & Associates is experienced and prepared to follow the requirements for 28 CFR 35 to integrate the aspirations of a comprehensive plan with recommended timely improvements that ensure compliance with a purposeful and practical approach. Standardized and measurable improvements are achieved by reviewing existing pedestrian access pathways with points of interest as the baseline of evaluation. The resulting list of barriers can be fastened to the comprehensive plan with staged implementation. An accessible ADA communication plan will be ensured, including recommendations that can improve the digital experience before a disabled individual travels these destinations.

Task 2.6 - Park Recommendations

Snyder will prepare park specific recommendations for the non-lakefront sites.

TASK 2 DELIVERABLES

- Park typology & needs assessment
- Park inventory
- Public outreach (online)
- Joint PHL and Parks Board Workshop (in-person)
- ADA transition plan
- Park system recommendations

TASK 3: LAKEFRONT SYSTEM PLANNING

Concurrently with the park system planning, the FreshWater Engineering team will take on the lakefront system planning process. Below is their approach encompassing Tasks 3.1-3.4.

FreshWater Engineering (FreshWater) understands that the City of Lake Geneva (City) is interested in creating a SNYDER-ASSOCIATES.COM

Comprehensive Outdoor Recreational Plan (CORP) to more efficiently facilitate resource allocations between the park system and lakefront amenities.

Snyder & Associates is serving as the prime consultant for this effort, with FreshWater providing support as a sub-consultant. FreshWater's role will be to evaluate the lakefront facilities including the existing boat launch at Wrigley Drive, Riviera Beach, marina and mooring facility operations, Elm and Flat Iron Parks, and their supporting infrastructure. FreshWater will provide a lakefront facility assessment to support the overall planning effort. This will be completed in two phases:

1. Desktop assessment and research
2. In-person surveys and usage evaluations

The first component will rely on existing datasets and will determine which additional data is needed to facilitate CORP development. The second is intended to help fill those data gaps and ground-truth the desktop review.

Desktop Assessment and Research

FreshWater will begin by analyzing usage datasets to determine the existing use rates. These are expected to come from public sources such as the Clean Boats Clean Waters data from the Wisconsin Department of Natural Resources (WDNR), any past park and beach studies completed by the City, parking data at public facilities on the lakefront, and beach and launch fees collected by the City.

Using existing datasets helps reduce costs for the City while providing valuable information about how locals and tourists use the beach, boat launches, and lakefront parks. Seasonality, the timing of special events, and weekday vs weekend use will help FreshWater understand the ways people use the City's public facilities and gauge demand for additional or expanded services. Detailed data showing both peak use and low-use rates and timing will help provide a basis for cashflow planning, cost-benefit analyses of improvements, and setting user fees.

FreshWater will evaluate online imagery as well. Aerial photos and Google's Street View tool, webcam feeds, and other photography and videos will be used for an initial inventory of mooring options, highlight when seasonal use rates change, and understand access concerns.

The review will cover beach use, park visitation rates, and boat launch data. While some metrics, such as parking lot and bike rack occupancy, user fee data, and head counts of users are applicable to all of those categories, there are additional, more specialized datasets that will help plan any boat launch renovations and mooring capacity increases.

Boat Launch Assessments

FreshWater will evaluate boating datasets to identify the key demographics that any future improvements would target. This would include assessments of whether the launch users were locals or visitors, what type and size of boats they have, how long their boats are in Geneva Lake, and when they are using the launch.

Marinas and mooring facilities will also be reviewed to support boating improvements. This includes public data from the City's non-motorized launch and Wrigley Drive launch as well as private facilities where available. Berthing mixes (slip sizes, the ratio of permanent to transient berths, etc.) and utilization rates (when and how often they are in use, turnover, and availability) are important to help determine whether there is additional unmet demand for new or expanded facilities. These datasets provide key metrics to help evaluate the need for and plan for future improvements.

An important piece of the marina review will be a comparison against similar facilities in the region. While FreshWater recognizes Lake Geneva is a unique destination, understanding the strengths that draw people to the City's marina and where changes would further enhance the infrastructure is beneficial as the City looks to update and maintain their waterfront. FreshWater's evaluation will include a comparison of operations and assessment of life-cycle costs of major marina infrastructure.

On-Site Evaluations and Surveys

The desktop evaluations will provide an outline of the available data, and where additional information is needed, FreshWater will visit the site to fill data gaps. FreshWater will complete two site visits during the study period. As

requested in the RFP, these visits are expected to take place on weekends and will provide an opportunity to discuss the facilities with users from a range of demographics. The initial visit is expected to be in the early season, and the following will be coordinated with other members of the planning team.

The site visits offer an opportunity for FreshWater staff to review existing infrastructure. This includes not only the use data discussed above, but also the condition; compliance with ADA, safety, and code standards; and in-person inventory of facilities. These will be used to ground truth the findings from the above review and validate the initial inventory.

The site visits will also provide an opportunity to review the condition of existing infrastructure. FreshWater will perform a visual assessment of the piers, marinas, and other relevant structures to provide a rating of 1-5 consistent with ASCE guidance and estimate remaining useful life. The field team will photograph and document infrastructure and make note of those items requiring further structural engineering investigations.

FreshWater will develop a survey for beach, park, and boat launch users to collect demographic data, information about their planned use, how often they visit the facility, what they enjoy about the City's amenities, which changes they would like to see, and whether they would be willing to pay an additional fee for improvements.

There will be two groups in the field team. The first will focus on beach use, evaluating shade, seating availability, accessibility for vendors and the public, safety, and wayfinding signage. The second group will focus on the boating experience, evaluating the marina and pier system as well as the boat launches for comparison against similar facilities elsewhere.

At the conclusion of each field visit, FreshWater will compile summary memos of their findings. The memos will include processed surveys, field observations, and key takeaways from the visit.

Final reporting will include a summary of the findings from the desktop assessment and on-site evaluations. It will also provide recommendations for how the proposed improvements will fit into a 5-, 10-, and 20-year capital improvement plan. The goal is to provide actionable improvements, cost estimates, and a forecast for the timing of major renovations to help the City budget for construction and coordinate with stakeholders ahead of breaking ground.

Deliverables

FreshWater will provide the following deliverables in electronic format:

- Summary memos of field observations following site visits and data collection
- ASCE infrastructure ratings and useful life estimates
- Draft version of the Lakefront Assessment report for review by relevant stakeholders
- Final version of the Lakefront Assessment report that incorporates comments and recommended revisions from stakeholders
- All files, figures, tables, and data used in the analysis

Assumptions

FreshWater completed the above scope of work under the following assumptions:

- The desktop assessment will be built only on free, publicly available data
- Field reconnaissance visits will include four FreshWater personnel split into teams of two
- Field visits will be completed in one day with no need for overnight lodging
- Field visits will occur on weekends and are subject to team safety considerations
- FreshWater will provide one staff member to participate in one in-person joint Park Board and PHL Committee workshop

TASK 4: RECREATION PROGRAMMING & YMCA PARTNERSHIP

Tasks 4.1-4.3 will be conducted by Blue Seats Consulting. Their team will review conduct the following:

- Review previous CORP
- Financial and equity analyses of YMCA & DPW & Parks organizations, offerings, engagement
- Stakeholder interviews
- Survey collaboration with Snyder and FreshWater teams
- Parks organizational design

- Contribute to the Capital Improvement Planning, with 5-, 10-, and 20-year horizons

Their community engagement strategy for a diverse lakefront community using the following methods:

- Surveys, both online and paper-based, with categorization by year-round or seasonal resident, amenities utilized, and priorities for future development
- Focus groups for key stakeholder groups, including slipholders, parent groups, and underserved populations
- Interviews with key stakeholders, including Public Works leaders, YMCA contacts, parent groups

Their integration approach using the following methods:

- Analyze financial and usage metrics,
- Conduct a series of stakeholder interviews and surveys
 - Who's using the facilities now? What do they love? What could be better?
 - Who's not using the facilities as much? Why not? What are the barriers?
- Conduct research in comparable municipalities (i.e., lake communities, year-round vs. seasonal resident vs. visitor use, city / school / YMCA partnerships)
- Create an understanding of the strengths & opportunities in the current partnerships
- Present options for discussion & decision-making with City of Lake Geneva team
- Prioritize opportunities for development, expansion, partnership in the creation of a standalone Parks & Recreation department.

TASK 5: COMMUNITY CENTER ANALYSIS PLANNING

This has been scaled back to adding questions to the community wide survey about the space needs and desired amenities to be used in future planning efforts outside the scope of this project.

TASK 6: COMMUNITY ENGAGEMENT

These tasks have been incorporated throughout other tasks in this proposed approach.

TASK 7: IMPLEMENTATION PLAN

After completing the initial parks and lakefront system plan frameworks we will formalize these findings into a combined implementation plan document.

Task 7.1 - Capital Improvement Planning

- Synthesize capital improvement plans from prior tasks into a combined chart matrix

Task 7.2 - Prepare Draft Implementation Plan

- Draft Implementation Plan document

Task 7.3 - Joint PHL & Park Board Workshop (online)

We will work with the project team to determine the most appropriate format and location for the in-person meeting. The meeting could include dot voting, review of mounted boards, and open comment slips for participants to write on. The focus for this workshop will be on the implementation and recommendations across both park and lakefront systems.

TASK 8: FINAL DELIVERABLES & PLAN ADOPTION

During this phase for tasks cost estimates will be prepared for the recommendations included in the implementation plan and the final CORP document will be prepared across subteams. There will be a draft and a final CORP document presented to city staff during bi-weekly checkin meetings and then the joint committee online. The chapters included will follow the modular organization requirements outlined by the RFP. The step after Council approval is that Snyder will package the final materials and send to DNR for approval and receipt of a grant eligibility letter. Preparation of grant applications is outside the scope of this proposal but can be provided under separate contract or add-on to this proposal if desired with an increased fee.

OPTIONAL ADD-ONS A & B

Snyder can provide design services for both of these phases at the framework level.

Snyder & Associates will deliver these services by developing clear, professional, and fully implementable toolkits tailored to the City's park and trail system. For the Design Standards Toolkit, Snyder will assemble a comprehensive, editable set of design templates that establish consistent standards for park typologies, site amenities, playgrounds, trails, and lakefront features. Their team will incorporate universal design and sustainability practices, prepare cost-per-unit estimates, and provide product examples and specifications in a digital format that City staff can easily update and apply to future projects.

For the Wayfinding & Signage System, Snyder will create a cohesive, system-wide signage family with defined graphic standards, technical specifications, installation requirements, and unit costs. They will develop a phased implementation strategy, identify priority locations, and ensure special coordination with the Shorepath system, marina operations, and beach access points. Snyder will deliver a procurement-ready design manual—including RFQ templates and digital fabrication files—empowering the City to maintain consistency, streamline purchasing, and implement signage efficiently over time.

Together, these services provide the City with professional, ready-to-use tools that reduce long-term design costs, accelerate project delivery, and ensure a high-quality, consistent visitor experience across the entire parks and lakefront system.



REFERENCES, SCHEDULE & FEE



REFERENCES

Please reference the client reference contacts located within the Comparable Project Experience section. You have permission to contact all references.

PROJECT SCHEDULE

The schedule on the next page is flexible and how we *think* the project will unfold. As a part of the initial kick off meeting, the project team will review the schedule and establish an approach that allows for necessary review time and the appropriate windows to gather City and public feedback.

The outlined schedule is based largely on gathering feedback at relevant times. This begins early with engagement of stakeholders such as recreation staff, city maintenance crews, and public departments beginning in late spring. These stakeholders have valuable input and knowledge regarding events, closures, and immediate maintenance needs that should be addressed early, so appropriate planning and engagement levels can be targeted at precise times during the project.

This proposed schedule maximizes public input timing during summer when there is a larger population present and when facility usage is higher, and allows limited "downtime" between tasks. Removing downtime from the park planning process helps streamline support from City committees, board members, and staff that might change over time if the project lags between tasks and participation events.

Based on needs of City staff, we can fine-tune the schedule to hit necessary targeted dates. As outlined below, the project will be completed in February of 2027 for final Council adoption.

We believe sound planning
and smart design build
strong communities.

**Let's work
together.**



Our teams additions or modifications to order of the original RFP specified core scope components are identified by italic text below.

Our teams additions or modifications to order of the original RFP specified core scope components are identified by italic text below.													
Lake Geneva CORP Proposed Schedule	2026										2027		
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Task 0: Project Management													
Task 0.1 - Internal Consultant Team Coordination (Snyder, FreshWater, and/or Blue Seat as needed)													
Task 0.2 - Consultant Project Manager & City Staff Team Check-in Bi-Weekly Meetings (up to 23 virtual 1hr meetings)													
Task 1: Pre-Project Planning & Kickoff													
Task 1.1 - Compile & Synthesize Existing City & Non-City Background Data, Assessments, GIS, & Operational Data													
Task 1.2 - Creation of an Online Project Webpage on Social Pinpoint													
Task 1.3 - Kickoff Meeting with City Staff & Joint Committee (online)	21st												
Task 2: Park System Planning													
Task 2.1 - Inventory & Conditions Assessment													
Task 2.1.1 - City Staff Complete Online Mapping Comments													
Task 2.1.2 - Stakeholder Interview - Department of Public Works & Parks Lead Staff (Including Field Operations Staff) (online)													
Task 2.1.3 - Consultant Team Complete Site Inventory Field Visit for non-Lakefront Park Facilities (in person)													
Task 2.2 - User Experience & Operations													
Task 2.2.1 - Community Wide Survey (online & paper version) - Preparation, Dissemination, & Analysis of Data													
Task 2.2.2 - Popup Engagement Stations (in person)													
Task 2.2.3 - Boater & Slipholder Targeted Outreach													
Task 2.2.4 - Stakeholder Asynchronous Interview Survey - Businesses, Tour Boat Operators, Hospitality Sector Representatives, and Major Institutional Users													
Task 2.3 - Joint PHL & Park Board Workshop (in person)													
Task 2.4 - Needs Assessment													
Task 2.5 - ADA Transition Plan													
Task 2.6 - Park Recommendations													
Task 3: Lakefront System Planning (outcomes of all RFP requested tasks have been incorporated into the following re-named tasks)													
Task 3.1 - Desktop Assessment													
Task 3.1.1 - Survey Development for On-Site Evaluations													
Task 3.2 - On-Site Evaluations by Consultant Team for Lakefront Facilities (includes survey of users encountered during visit)													
Task 3.2.1 - Survey Results Processing													
Task 3.3 - Lakefront System Report Generation													
Task 3.4 - Joint PHL & Park Board Workshop (in person)													
Task 4: Recreation Programming & YMCA Partnership & Parks Department Organizational Design (outcomes of all RFP requested tasks have been incorporated into the following re-named tasks)													
Task 4.1 - Financial and equity analyses of YMCA & DPW & Parks organizations, offerings, engagement (considers current programming & participation)													
Task 4.2 - Stakeholder Interviews - YMCA, School Staff, Key City Staff													
Task 4.3 - Parks Department Organizational Design													
Task 5: Community Center Analysis Planning-Level Assessment (absorbed into the park system planning section due to cost)													
Task 6: Community Engagement (incorporated throughout process - see other tasks)													
Task 7: Implementation Plan													
Task 7.1 - Capital Improvement Planning (5, 10, 20 year horizons)													
Task 7.2 - Prepare Draft Implementation Plan													
Task 7.3 - Joint PHL & Park Board Workshop (online)													
Task 8: Final Deliverables & Adoption													
Task 8.1 - Cost Estimates Preparation													
Task 8.1.1 - Draft Capital Recommendations													
Task 8.2 - Final CORP Document Preparation													
Task 8.2.1 - Draft CORP Present to City Staff & Joint Committee													
Task 8.3 - Final CORP Present to City Staff & Joint Committee													
Task 8.4 - Package Final CORP Materials & Send to DNR for Approval for Grant Eligibility Letter													
Optional Add-On's													
A: Design Standards Toolkit & B: Wayfinding & Signage System													

FEE PROPOSAL

The project fees table below represents the overall cost per task based on the proposal documented within the previous pages. The project fee costs are inclusive of all labor, delivery, and other expenses that are necessary for completion of the tasks according to this proposal. Grand total fee shall not exceed **\$85,000**

Invoicing to occur either on a monthly basis or at the conclusion of a major task phase. This can be negotiable with the client during the contracting phase if selected.

Hourly Rates are included at the end of this document.

Subconsultant tasks are outlined in future pages with their fees. Snyder & Associates would utilize the remaining funds to complete the remainder of tasks.

Estimate of Scope and Costs		Laura Rozumalski	Tyler Kapla	Brent Teske	Jacob Sturzl	Nico LaBracke	Expense	Total	Subtotals
FreshWater Engineering		FreshWater	FreshWater	FreshWater	FreshWater	FreshWater		Hours	
		\$245.00	\$185.00	\$185.00	\$185.00	\$135.00			
Task A - Desktop Assessment									
A1	Existing City data review	2		2		8		12	\$ 1,940.00
A2	Existing non-City data review			4	2	8		14	\$ 2,190.00
A3	Survey development			2		4		6	\$ 910.00
A4	Reporting	2		2	6	4		14	\$ 2,510.00
		\$ 980.00	\$ -	\$ 1,850.00	\$ 1,480.00	\$ 3,240.00	\$ -	46	\$ 7,550.00
Task B - Two Site Visits									
B1	Travel to site, food		6	6	6	6	\$600	24	\$ 4,740.00
B2	Survey results processing				4	4	\$400	8	\$ 1,680.00
B3	Reporting	4		4	4	8		20	\$ 3,540.00
		\$ 980.00	\$ 1,110.00	\$ 1,850.00	\$ 2,590.00	\$ 2,430.00	\$ 1,000.00	52	\$ 9,960.00
Task C - Public Meetings/Coordination									
C1	Joint Parks and PHL Committee workshops (3x)			5			\$160	5	\$ 1,085.00
C2	Project management/coordination	4		2		4		10	\$ 1,890.00
		\$ 980.00	\$ -	\$ 1,295.00	\$ -	\$ 540.00	\$ 160.00	15	\$ 2,975.00
Total Hours		FreshWater	FreshWater	FreshWater	FreshWater	FreshWater	Expense	Total	
Percent of Total Time		12	6	27	22	46		113	
PROJECT TOTALS		\$ 2,940.00	\$ 1,110.00	\$ 4,995.00	\$ 4,070.00	\$ 6,210.00	\$ 1,160.00		\$ 20,485.00

Blue Seats Consulting - \$12,000

Activity	Month	Hours	Dependencies
Review previous CORP	April	5	Access to previous CORP
Financial and equity analyses of YMCA & DPW & Parks organizations, offerings, engagement	May	20	Access to financial records & usage records, including demographic information
Stakeholder interviews	May	5	Introductions & context-setting with key YMCA / school / city stakeholders (as complement to overall project)
Survey collaboration	May	8	
Parks organizational design	June	20	Existing DPW org chart, salaries, employee handbook, identification of peer communities & introductions as applicable
Capital Improvement Planning, with 5-, 10-, and 20-year horizons	August	10	Conversation with City finance & facility leads
Project planning meetings	April – October	12	Internal Snyder project meetings
Community Center feasibility analysis (optional)	August / September	40	


SNYDER
 & ASSOCIATES

2026 STANDARD FEE SCHEDULE

Professional | Engineer, Landscape Architect, Land Surveyor, GIS, Environmental Scientist, Historian, Project Manager, Planner, Archaeologist, Right-of-Way Agent, Graphic Designer

BILLING CLASSIFICATION/LEVEL	BILLING RATE
Principal II	\$285.00/hour
Principal I	\$265.00/hour
Senior	\$236.00/hour
VIII	\$216.00/hour
VII	\$204.00/hour
VI	\$195.00/hour
V	\$182.00/hour
IV	\$167.00/hour
III	\$155.00/hour
II	\$140.00/hour
I	\$126.00/hour

Technical | CAD, Survey, Construction Observation

BILLING CLASSIFICATION/LEVEL	BILLING RATE
Lead	\$164.00/hour
Senior	\$158.00/hour
VIII	\$146.00/hour
VII	\$136.00/hour
VI	\$122.00/hour
V	\$110.00/hour
IV	\$100.00/hour
III	\$89.00/hour
II	\$82.00/hour
I	\$72.00/hour

Administrative

BILLING CLASSIFICATION/LEVEL	BILLING RATE
II	\$84.00/hour
I	\$69.00/hour

Reimbursables

BILLING CLASSIFICATION/LEVEL	BILLING RATE
Mileage	Current IRS Standard Rate
Outside Services	As Invoiced

SUB CONSULTANT HOURLY RATES



Lead Engineer - \$245
Senior Engineer - \$185
Scientist - \$135



Lead Consultant - \$150

Proposal for
Comprehensive Outdoor Recreational Planning Services
for an Integrated Parks and Lakefront System Plan

City of Lake Geneva

Submitted 03/05/2026 by:



Upland Design Ltd
24042 Lockport Street Suite 200
Plainfield, IL 60544-1713
1-815-254-0091
uplandDesign.com



We create great outdoor spaces.

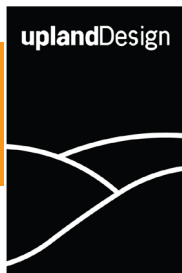
We create spaces that
connect people outdoors.

Places to play,
to learn,
to work.

Places where people want to go.
Go outside with us.

Table of Contents

Description	Page #
Cover Letter.....	3
Executive Summary.....	4
Team Organizational Chart.....	6
Team Overview.....	7
Firm Profiles & Resumes.....	8
Upland Design Ltd	
MSA	
ETC	
Project Experience.....	19
Lake Geneva Context.....	37
Project Overview.....	40
Summary of Approach.....	41
Methodology.....	42
Optional Add-Ons.....	53
Project Schedule.....	54
Fee Proposal.....	56
Hour Breakouts.....	57
References.....	61
Payment Schedule.....	63



March 5, 2026

David Winger
Parks Director
City of Lake Geneva
626 Geneva St.
Lake Geneva, WI 53147

RE: Comprehensive Outdoor Recreational Planning Services

Dear David,

We are excited to submit our proposal to assist the City of Lake Geneva with the development of a Comprehensive Outdoor Recreational Plan (CORP) for the parks and lakefront system.

Our team brings decades of experience planning park systems and creating great parks for communities. Recent success with comprehensive planning includes St. Charles and Homewood - Flossmoor Park Districts, the Glencoe Park District, and we are currently undertaking the McHenry County Conservation District Comprehensive Plan. These projects demonstrate our wide-ranging abilities to help communities by providing practical designs for outdoor spaces. Spaces that are accessible, efficiently maintained, fiscally and environmentally sustainable to bring enjoyment to residents and visitors now and in the future. In addition, Upland has been partnering with communities in southwest Michigan, a vacation destination, for the past decade.

Maria Blood will serve as your project manager and key contact and I will be your lead for public engagement and assist with vision for the plan. Liz Dafoe will perform quality control and Jessie Flatley will offer direct support on this project and they are backed by the entire Upland team. Our partners include MSA Professional Service, who is actively redefining waterfront development across the nation and has three Wisconsin office locations along with ETC Institute, experts in conducting statistically valid surveys for communities. By bringing together the right experts across disciplines, we built a focused team equipped to deliver thoughtful, strategic, and a results-driven Comprehensive Outdoor Recreational Plan.

Together, we will work closely with the newly-established Parks Department to create an actionable plan that brings to life the community vision on how residents and visitors experience Lake Geneva parks and lakefront. A plan grounded by pragmatic costs, that sets clear priorities, and based on an open and honest assessment of real opportunities and genuine constraints.

Upland Design Ltd accepts the RFP conditions and certifies that the information provide herein is accurate. As president of Upland Design Ltd, I have authority to bind the firm to the proposals terms.

We are ready to listen intently and learn from your staff, the YMCA, your community of full and part-time residents, and its many visitors. We look forward to bringing you a truly innovative and thoughtful plan for the City of Lake Geneva.

Thank you,

A handwritten signature in blue ink that reads "Michelle A. Kelly".

Michelle A. Kelly, PLA
Principal Landscape Architect
mkelly@uplandDesign.com



Executive Summary

Upland Design Ltd is pleased to submit this proposal to assist the City of Lake Geneva in developing a Comprehensive Lakefront Strategic Plan (CORP).

With the establishment of a dedicated Parks Department and new Park Director, the City has demonstrated a clear commitment to elevating stewardship, operational performance, and long-term sustainability of its park system—beginning with its most significant public asset: the lakefront.

We understand that the lakefront must serve multiple, and at times competing, priorities—public access, infrastructure reinvestment, tourism and economic vitality, environmental responsibility, and fiscal discipline.

Our three-phase approach consisting of Data Inventory and Analysis; Outreach & Community Needs Assessment; and Implementation plan will deliver a clear, data-driven roadmap that balances these objectives while positioning the City's parks and lakefront for long-term success.

Our multidisciplinary team of experts will provide:

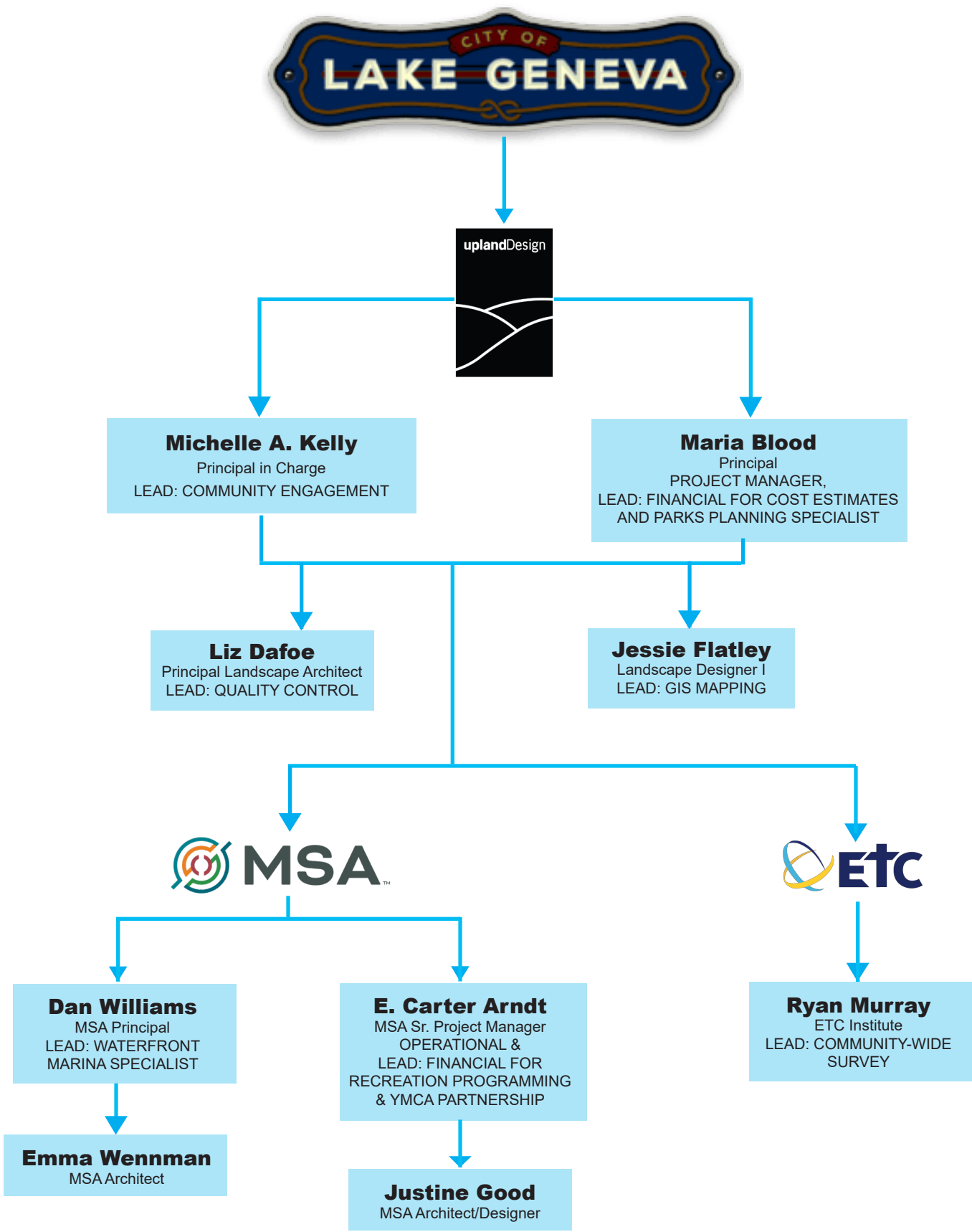
- A comprehensive assessment of existing parks and lakefront assets
- A long-term vision grounded in community values and financial realities
- Actionable capital improvement recommendations with realistic cost estimates and phased implementation priorities
- Revenue optimization strategies aligned with public access and community benefit
- Operational and staffing frameworks to support the new Parks Department
- Financial planning tools to guide budgeting, lifecycle management, and funding strategies
- Documentation and analysis to strengthen grant competitiveness and external funding eligibility

We are committed to delivering candid, practical recommendations—clearly outlining trade-offs, risks, and funding considerations—so the City of Lake Geneva can make informed, strategic decisions. The resulting plan will serve not only as a vision for the city's future, but as an operational and financial foundation for the City's new Parks Department, ensuring that its parks and lakefront remains vibrant, accessible, and sustainable for generations.

7.2 | Firm and Team Qualifications



Team Organizational Chart



Team Overview

Team Leaders, Landscape Architecture, Park Planning & Community Engagement

uplandDesign Ltd

Landscape Architecture & Park Planning



Maria Blood, PLA

PRINCIPAL LANDSCAPE ARCHITECT

Registered in WI, IL
NRPA Certified Playground
Safety Inspector
Bachelor of Landscape Architecture
University of Illinois, Champaign -Urbana

Maria will be the project manager and brings 18 years' experience working in parks and recreation. She will coordinate the team and guide the planning throughout. Maria has worked on many comprehensive park and recreation plans for communities in the Midwest.



Michelle A. Kelly, PLA

PRINCIPAL LANDSCAPE ARCHITECT
IN CHARGE

Registered in IL, MI, IN, IA
NRPA CPSI
Bachelor of Landscape Architecture
University of Illinois, Champaign-Urbana
Michelle will lead focus groups, public engagement and bring her 30 years' experience in parks and recreation to the project with recommendations and quality control.



Jessie Flatley

Landscape Designer II

Bachelor of Landscape Architecture,
Illinois Institute of Technology

Jessie will support the team throughout the process with development of documents, outreach materials, site analysis and detailed mapping.

Lakefront and Recreation Building Assessment & Recommendations



Dan Williams, PLA, ASLA

PRINCIPAL LANDSCAPE ARCHITECT

With more than 35 years of waterfront and landscape architectural experience, Dan takes pride in his ability to make every project something special. He has directed design for over 30 award-winning projects, including five national recipients.



E. Carter Arndt, AIA, NCARB

SENIOR PROJECT MANAGER

Carter is a municipal architect with a specialty in parks and recreation and serves as MSA's Aquatic Team Leader. He is dedicated to planning and designing dynamic facilities and the communities they serve.



Emma Wennman, PLA, ASLA

LANDSCAPE ARCHITECT,
WATERFRONTS, & GRANTS

Emma brings a collaborative approach to landscape architecture to help communities realize their vision. She leads efforts in ecological site development, park planning, and planting design, with a strong emphasis on integrating community feedback.



Justine Good

DESIGNER

Justine's experience includes digital modeling, drafting and detailing in Revit and AutoCAD to develop construction drawings. She will support the team in recreation planning and architecture.

Community-Wide Survey



Ryan Murray

SENIOR PROJECT MANAGER

Ryan has over 19 years' experience in administration, development, supervision, and community research analysis. His research includes a variety of topics from parks and recreation to community planning.



Upland Design Ltd Firm Profile

UPLAND DESIGN LTD

Upland Design Ltd was established 28 years ago with a focus on creating great spaces for communities to **go outside**. Our work includes park development and renovation, community wide recreation and park planning, playgrounds, plazas, campus spaces, pedestrian spaces, streetscapes, and natural areas along with connections to indoor spaces. With each project, we focus on how the end user will experience the places we design.

We deliver fresh ideas to community park planning with a practical approach customized for each client. Upland Design succeeds in bringing together many interests by envisioning cohesive plans that implement a solid planning process. Our team encourages staff, officials, and community engagement throughout the planning process to garner the best possible results. Through continual communication with clients, we ensure that goals, schedules and budgets are closely tracked, and lasting solutions obtained. Upland Design will bring that impact to the City of Lake Geneva with an in-depth CORP planning process.

The Upland Design team is made up of over twenty professionals across our offices in Chicago and Plainfield. Our team includes landscape architects, horticulturists, construction administrators and an exceptional administrative support team.

SERVICES

Comprehensive Master Planning
Park and Playground Design to Development
Sports Field and Sport Court Design
State Grant Writing & Implementation
Accessibility Improvements
Pedestrian, Bicycle, and Multi-Use Trail Design
Permeable Paving - Parking & Pedestrian Use
Streetscape Design
Signage & Wayfinding Placemaking Design
Site Planning & Circulation
Landscape Design
Amphitheaters and Festival Spaces
Bio-Swales and Rain Gardens
Native Landscape Design

QUALIFICATIONS & CERTIFICATIONS

Registered Landscape Architects:
Illinois, Iowa, Indiana, Michigan, Oregon,
Wisconsin and Minnesota
ISA Certified Arborists
NRPA Certified Playground Safety Inspectors
LEED AP Staff
Certified in Landscape Architecture with Illinois
Department of Transportation Pre-Qualified
WBE Certified

UPLAND DESIGN LTD

Park Planning and Landscape Architecture
Contact: Michelle A. Kelly
312.350.4088 and 815.254.0091
uplandDesign.com

CHICAGO

1229 N. North Branch St.
Suite 220A
Chicago, IL 60642

PLAINFIELD

24042 Lockport Street
Suite 200
Plainfield, IL 60544





Michelle A. Kelly Principal Landscape Architect

Registered Landscape Architect

Illinois # 157.001002, Michigan # 3901001226

Iowa # 00699 Indiana # LA21200027

Certified Playground Safety Inspector, since 1995

Education: Bachelor of Landscape Architecture with High Honors
University of Illinois at Urbana-Champaign, 1992



Professional Activities:

American Society of Landscape Architects, Member Midwest Institute of Park Executives
Lambda Alpha International, Ely Chapter, Member National Park and Recreation Association

Experience: Michelle has been designing parks, outdoor recreation spaces and landscapes for the past 34 years. From public meetings through design development and construction observation, she succeeds in creating great outdoor parks and recreation spaces. Her professional work includes landscape planning for park districts and municipal sites, as well as design of dynamic playgrounds, sports fields, natural areas, and community centers. She has led communities through numerous renovations with a commitment to sustainable design, efficiency and keeping the communities' interests at heart. Michelle established Upland Design in 1998. Prior to that, she worked for the Elmhurst Park District and the City of Evanston.

Project List: Below are projects Michelle has led for Upland Design:

- Comprehensive Plan, Community Survey, Financial Sustainability: Homewood Flossmoor Park District
- Comprehensive Master Plan Update & Strategic Plan: St. Charles Park District
- Comprehensive Master Plan: Hanover Park Park District
- Comprehensive Parks Master Plan: Village of Coal City
- Comprehensive Master Plan: Glencoe Park District
- Comprehensive Master Plan: Park District of Oak Park
- Comprehensive Parks Master Plan: Village of Carpentersville
- Ten Year Comprehensive Master Plan: Oak Lawn Park District
- Parks Master Plan: Homer Glen Parks
- Parks Comprehensive Plan: Sandwich Park District
- Parks Analysis, National/State Recommendations and Mapping: City of Mansfield, Connecticut
- Grant Writing IDNR OSLAD, LWCF, PARC, Bike, RTP, ITEP and DCEO for Park and Recreation Facilities
- Glenbriar Park Development: Butterfield Park District
- Wolf's Crossing Park Master Plan and Park Development: Naperville Park District
- Northwestern Medicine Kishwaukee Health and Wellness Center: City of DeKalb
- Orland Park Nature Center Development: Village of Orland Park
- Apple Orchard OSLAD: Bartlett Park District
- High Ridge Park Renovation Master Plan and OSLAD Grant: Westchester Park District
- Century Park OSLAD Development: Bolingbrook Park District
- Lincoln Park Artificial Turf Fields: Chicago Park District
- Whisper Creek Park: Mokena Community Park District



Maria Blood

Principal Landscape Architect

Registered Landscape Architect, LEED AP BD+C

Illinois #157.001511

Certified Playground Safety Inspector, since 2009

Education: Bachelor of Landscape Architecture
University of Illinois Urbana-Champaign, 2008



Professional Activities:

American Society of Landscape Architects, Member

Midwest Institute of Park Executives, Member

Experience: Maria has been a professional in public park and landscape planning for over 18 years. Her project experience includes comprehensive district-wide master planning, site design using IDOT specifications, and Phase III construction for landscapes, playgrounds and sports fields. Maria has assisted with field work and in-office incorporating GIS data for right of way natural area conditions. Her career has been focused on serving public clients, and she enjoys being involved in the creation spaces with multiple challenges for wonderful outcomes.

Project List: Below are a number of projects Maria has worked on:

- Comprehensive Parks Master Plan: Village of Coal City
- Comprehensive Master Plan: Batavia Park District
- Comprehensive Parks Master Plan: Village of Carpentersville
- Comprehensive Master Plan: Glencoe Park District
- Parks Comprehensive Plan: Sandwich Park District
- Green Lake Park Master Plan and OSLAD: Buffalo Grove Park District
- Comprehensive Analysis Plan: Dundee Township Park District
- Comprehensive Parks Master Plan: Calumet Memorial Park District
- Wynwood Park Master Plan and OSLAD Grant: Winfield Park District
- Recreation Department Districtwide Comprehensive Master Plan: Village of Romeoville
- Outdoor Intramural Recreation Facility: Northern Illinois University
- New Public Works Facility: Village of Montgomery, Illinois
- Hydrosystems Lab Streetscape: U of I Urbana Champaign
- Wood Dale Public Works Facility Addition/Renovation: City of Wood Dale
- North Aurora Public Works Facility Expansion: Village of North Aurora
- Arlington Heights Police Department: Village of Arlington Heights
- Maintenance Facility: Clarendon Hills Park District
- Wheeling Town Center Streetscape, Town Center and Landscape: Lynmark Group
- Public Library Expansion and Renovation: Villa Park Public Library
- Richland School Outdoor Classroom Master Plan: City of Crest Hill
- River Forest Public Library Front Entry: River Forest Public Library



Liz Dafoe

Principal Landscape Architect

Registered Landscape Architect

Illinois #157.001572 Oregon #LA1171, Minnesota # 62468

Certified Playground Safety Inspector, since 2014

Education: Bachelor of Landscape Architecture
Michigan State University, 2006



Professional Activities:

American Society of Landscape Architects, Member
MSU Landscape Architecture Alumni Advisory Board

Experience: Liz has lived in Chicago for the past 20 years, and her work has centered on creating great outdoor parks and recreation spaces for communities. Her experience includes community wide park planning, park design, playgrounds and sport fields, sport courts and artificial turf. She has completed projects from concepts through construction drawings for a variety of sites and communities, and she has coordinated with permitting agencies and governments to provide a smooth design through completion. Liz focuses strongly on keeping costs within budget and projects on schedule. She will be the main project manager coordinating in office efforts and communicating with subconsultants throughout the process.

Project List: Below are a number of projects Liz has worked on:

- Comprehensive Master Plan: Park District of Oak Park
- Comprehensive Plan, Community Survey, Financial Sustainability: Homewood Flossmoor Park District
- Comprehensive Master Plan Update & Strategic Plan: St. Charles Park District
- Comprehensive Master Plan: Hanover Park Park District
- Comprehensive Parks Master Plan: Village of Coal City
- Comprehensive Master Plan: Glencoe Park District
- Comprehensive Parks Master Plan: Village of Carpentersville
- Ten Year Comprehensive Master Plan: Oak Lawn Park District
- Centennial Park: Elmhurst Park District
- Parks Analysis, National/State Recommendations and Mapping: City of Mansfield, Connecticut
- Hattendorf Park OSLAD Development: Elk Grove Park District
- 2019-2025 CPS Playground Renovations: Chicago Public Schools
- Lincoln Park Artificial Turf Fields: Chicago Park District
- Whistler Elementary School Spaces to Grow: Green School Yards: Chicago Public Schools
- Community Park Master Plan & OSLAD: Hanover Park Park District
- 2020 Parks Mapping and National/State Recommendations: Oak Lawn Park District
- Homewood Estates OSLAD: Homewood Flossmoor Park District
- Millennium Park OSLAD: City of Elgin
- Lawn Manor OSLAD Development: Oak Lawn Park District
- Oak Meadows Park OSLAD Development: Oak Lawn Park District
- Morrill and Leland Elementary School - Sustainable School Playgrounds: Chicago Public Schools



Jessie Flatley

Landscape Designer I & Project Support

Education: Masters of Landscape Architecture
Illinois Institute of Technology, 2022
Bachelor of Science, Environmental Science
Saint Louis University, 2019



Experience: Jessie has been working in the landscape architecture field for over two years. She has enjoyed the experiences of designing multiple public projects featuring landscaping, playgrounds, park planning, and public plazas. She is adept in connecting with community members at meetings and working with the Upland team to cultivate beautiful and inspiring outdoor spaces. Her talent, enthusiasm, and professionalism have made her a valuable collaborator in her short time with the firm. She will support the team with her knowledge of planning, publishing programs, recreation and landscape architecture. Prior to working at Upland, Jessie worked at the Lurie Gardens in Millennium Park.

Project List: Below are a number of projects Jessie has worked on as part of the Upland team:

- Comprehensive Plan, Community Survey, Financial Sustainability: Homewood Flossmoor Park District
- Comprehensive Master Plan Update & Strategic Plan: St. Charles Park District
- Comprehensive Master Plan: Hanover Park Park District
- Comprehensive Master Plan: Glencoe Park District
- Comprehensive Master Plan: Park District of Oak Park
- Ten Year Comprehensive Master Plan: Oak Lawn Park District
- St. Charles Park District Comprehensive & Strategic Plan: St. Charles Park District
- Catalpa Avenue Plaza Streetscape Renovation and Plaza Design: Chicago Department of Transportation
- Oak Lawn Park District Comprehensive Plan: Oak Lawn Park District
- Klein Creek Overlook Design: Village of Carol Stream, Illinois
- Carol Stream Public Library Front Entry Landscaping: Carol Stream Public Library
- Windemere Park Playground Renovation: Elk Grove Park District
- Elmhurst Dog Park Development: Elmhurst Park District
- Glenbriar Park Phase III OSLAD Development: Butterfield Park District
- Discovery Park Renovation and Landscaping: Hanover Park Park District
- Anne Fox Playground Renovation and Landscaping: Hanover Park Park District
- McCollum Park Master Plan: Downers Grove Park District
- Gillson Park Master Landscape Plan: Wilmette Park District
- Chicago Boulevards System Review and Analysis: Chicago Department of Transportation
- Community Input Meetings for a Variety of Comprehensive Plans, Landscape Plans and Master Plans

FIRM PROFILE

MSA Professional Services, Inc. (MSA) specializes in the sustainable development of communities. We achieve this by building honest, open relationships that go beyond the project to become a trusted source of expertise and support for immediate challenges and long-term goals. Big or small, we do whatever it takes to meet each need, working to make communities stronger in the process. **It's more than a project. It's a commitment.**

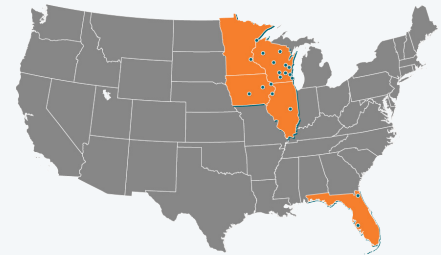
MSA's roots reach back to 1919. Our firm is over 500 employees strong, including engineers, architects, landscape architects, planners, funding experts, surveyors, GIS specialists, environmental scientists, and other specialists who serve clients nationally. MSA excels at helping clients identify grant and funding sources and then delivering high-quality, cost-effective solutions.

WE'RE PROUD TO BE 100%
EMPLOYEE-OWNED

500+
TEAM
MEMBERS



POSITIVELY IMPACTING
THE LIVES OF OTHERS SINCE 1919



19 OFFICE
LOCATIONS

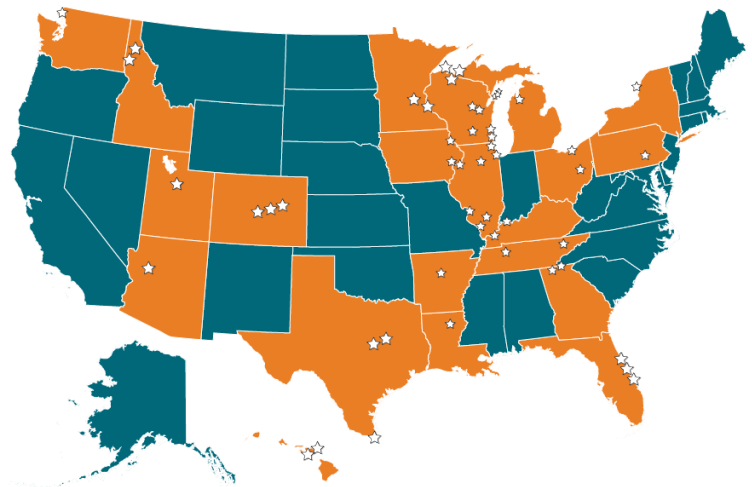
OUR EXPERTISE

- Waterfronts Planning & Design
- Public Amenities Planning & Design
- Trails, Boardwalks & Overlooks
- Waterfront Inspection
- Vulnerability Assessments
- Dredge Planning, Material Management & Beneficial Reuse
- Asset Management Plans
- Hydrographic Survey & Underwater Imaging
- Permitting & Regulatory Compliance
- Wave Process Modeling
- Sediment Transport Modeling
- Outreach & Educational Support
- Cost Estimates & Construction Administration
- Grant Writing & Administration
- Master Planning
- Feasibility Studies, Assessments & Inspections
- Wetland, Marsh & Open Water Mitigation
- Environmental Assessments
- Marine River Structures, Docks, Pile or Concrete Walls, Boat Launches & Piers
- Riverine Engineering
- Coastal Engineering
- HEC-RAS Modeling
- Marina Planning & Design

Appleton, WI
2901 E. Enterprise Ave.
Suite 500
Appleton, WI 54913

Baraboo, WI
1230 South Blvd.
Baraboo, WI 53913

Beaver Dam, WI
201 Corporate Dr.
Beaver Dam, WI 53916



MSA's Waterfront Project Locations



Dan Williams, PLA, ASLA

PRINCIPAL LANDSCAPE ARCHITECT AND WATERFRONT SPECIALIST

With more than 35 years of waterfront and landscape architectural experience, Dan takes pride in his ability to make every project—large or small—something special. He has managed and directed design for over 30 award-winning projects, including five national recipients. His extensive waterfront portfolio spans rivers, lakes, and coastlines from the Atlantic Ocean to the Pacific Ocean. Dan is a co-author of the ASCE Manuals and Reports on Engineering Practice No. 50: Planning and Design Guidelines for Small Craft Harbors, and he was one of the contributing authors to its development. He also serves on the workgroup team responsible for updating the States Organization for Boating Access (SOBA) Design Handbook for Recreational Boating and Fishing Facilities, further demonstrating his leadership and expertise in the field. He understands the complex challenges associated with waterfront projects and has the experience needed to deliver sustainable, cost-effective solutions that stand the test of time.

EDUCATION

B.S., Landscape Architecture,
University of Kentucky

REGISTRATIONS/CERTIFICATIONS

Professional Landscape
Architect, WI, IA, CO
American Society of Landscape
Architects
Association of Marine Industries
States Organization for
Boating Access

PUBLICATIONS

- ASCE Manual 50: Planning &
Design of Small Craft Harbors
- Marina Dock Age
Magazine - Water Marks
featured article - 2022 to
present
 - SOBA Design Handbook
Taskforce - Current

AREAS OF EXPERTISE

- Project Management
- Marina/Waterfront
Planning and Design
- Park Master Plans
- Park Planning
- Campus Planning
- Downtown Planning and
Design
- Botanical Garden Master
Planning

SELECTED PROJECT EXPERTISE

Monroe Transient Marina, Monroe, LA

Currently guiding the project from initial concept development through master planning and Phase 1 design for a full-service marina along the Ouachita River at Monroe's historic River Market site. Collaborated with the City to create a destination marina that promotes regional outdoor recreation and downtown revitalization. Phase 1 includes a floating ship's store with restrooms, fuel dock, sanitary pumpout station, and 55 slips, with future plans for transient slips and BIG grant funding. Integrated the marina with ongoing riverwalk, streetscape, and entertainment district improvements to strengthen connectivity and community access.

Transient Marina Study and Design, Fairport, OH

Currently overseeing and designing the project from initial feasibility and master planning through ongoing design development and implementation support. Completed market and revenue analyses to guide a master plan for replacing the Village's aging boat launch and transient marina in collaboration with the Village, ODNR, and Lake County Metro Parks. Developed plans for a high-capacity launch facility, a 60-slip transient marina with future expansion potential, a new breakwater, fuel dock, ODNR service dock with two-ton crane, and a restroom building with fish cleaning station. Provided support for grant funding, permitting, and construction documentation, and remain actively involved in implementation phases.

Sugar Hollow Marina, Lafolette, TN

Led the project from initial feasibility and master planning through ongoing design development and implementation coordination. Worked with marina ownership to evaluate market demand, revenue potential, and site constraints, resulting in a master plan to expand the marina from 200 to 430 slips. Designed upgrades including a two-story floating restaurant with enhanced amenities, a Wibit inflatable waterpark, improved campground and parking layout, new lodge, and utility infrastructure enhancements. Collaborated with stakeholders to refine floating cabin replacement strategies and support phased construction planning.

Additional Select Experience

Dillon Marina and Park, Dillon, CO
Owensboro Transient Marina and Waterfront Master Plan, Owensboro, KY*
Skipjacks Marina, South Padre Island, TX*
Trinity River Vision Safety Plan, Lewisville, TX*
Vilas Park, Madison, WI



**Emma Wenman, PLA,
ASLA**

**LANDSCAPE ARCHITECT,
WATERFRONTS, & GRANTS**

From master planning through implementation, Emma brings a thoughtful and collaborative approach to landscape architecture that helps communities realize their vision. She leads efforts in ecological site development, park planning, and planting design, with a strong emphasis on integrating community feedback into every phase of the design process. Her work includes developing project inventories and analyses, conceptual and master plans, construction documents, and public engagement strategies—making her a key contributor to inclusive, resilient spaces that reflect both natural character and community identity.

Education

B.A. Landscape Architecture, University of Wisconsin–Madison

Registration

Professional Landscape Architect, WI

Selected Project Experience

- Sugar Hollow Marina, Lafayette, TN
- Transient Marina Study and Design, Fairport, OH
- Beach Drive Shoreline Repairs – Fox Point, Wisconsin
- Lake Street Parklet and Kayak Launch, Middleton, WI
- Elsie Stephens Park Master Plan Update, Dayton, MN
- Lutsen Campground Master Plan Design, Lutsen, MN
- Forest Park, West Baraboo, WI
- Neighborhood Parks Plan, Mount Pleasant, WI
- Tee Naasak Park Master Plan, Stoughton, WI
- Ashland Parks Master Plan, Ashland, WI
- Old Abe Memorial Park, Park Falls, WI
- West Side Park and Leonard Leota Park, Evansville, WI
- Crawford Park Master Plan, Caledonia, WI
- Fond du Lac Riverwalk, Fond du Lac, WI
- 51 West Development Parks Master Plan, Stoughton, WI
- Oak Street Overlook, Baraboo, WI
- Park Master Plans, Ripon, WI
- Memorial Park Design and Engineering, Barneveld, WI
- Hasmer Lake Community Park Master Plan, Jackson, WI
- Alonzo Park Master Plan, Hortonville, WI
- Memorial Park Master Plan, Waverly, IA
- Westside Master Plan, Marathon County, WI
- Park Planning for Grundahl Park and Grandma Foster Park, Mount Horeb, WI





**E. Carter Arndt, AIA,
NCARB**
SENIOR PROJECT MANAGER
ARCHITECTURE

Carter is a municipal architect with a specialty in parks and recreation and serves as MSA's Aquatic Team Leader. He is dedicated to planning and designing dynamic facilities that respond to their environment, context, and the communities they serve. His design experience includes new construction, additions, and remodeling of parks, recreation facilities, community centers, and aquatic complexes. Carter brings deep expertise in designing inclusive, community-centered aquatic and civic facilities.

Education

B.A., Architecture, Iowa State University

Registration

Professional Architect, IA, IL, WI

Selected Project Experience

- Fireman's Park Improvements, Verona, WI
- Erb Park and Pool, Appleton, WI
- Witter Park Aquatic Center, Wisconsin Rapids, WI
- Evansville Aquatic Center, Splash Pad and Parks, Evansville, WI
- Sunset Pool, Elkhorn, WI
- South Park Upper Shelter Improvements, Waupaca, WI
- Splash Park at Mead Field, Wisconsin Rapids, WI
- Recreation Complex, Wisconsin Rapids, WI
- Vernon County Master Facility Plan, Viroqua, WI
- Phoebe Bakken Memorial Park, Cottage Grove, WI
- Parks ADA Study, Cottage Grove, WI
- Buildings and Parks ADA Compliance Study, Sauk City, WI
- Lisa Link Peace Park Visitor Center, Madison, WI
- Devil's Lake Park Shop Service Building, Baraboo, WI
- Theiler Park, Mayville, WI
- Waupaca South Park Renovations, Waupaca, WI
- Canal Park Restroom, Duluth, MN
- Central Park Restroom Pavilion, Madison, WI
- Holmen Halfway Creek Park Phase III, Holmen, WI
- Council Grounds Toilet Shower Building, Lincoln County, WI



Justine Good
DESIGNER

Justine's experience includes digital modeling, drafting and detailing in Revit and AutoCAD to develop construction drawings while working directly with the project architect. Some of her other experiences include digital model development and construction administration including reviewing shop drawings.

Education

B.S., Architecture, University of Wisconsin-Milwaukee

Selected Project Experience

- Mill Creek Community Sports Complex, Marshfield, WI
- Recreation Center Renovation, Shawano, WI
- Fireman's Park, Verona, WI
- August Derleth Park, Sauk City, WI
- Bakken Park, Cottage Grove, WI
- George Culver Community Library, Sauk City, WI
- Baraboo Public Library, Baraboo, WI
- MMSD Pump Station 17 Rehabilitation and Force Main Relief Phase 2, Verona, WI
- Grace & Lloyd Mitchell Senior Center, Ripon, WI
- Sauk Prairie Police Station, Prairie du Sac, WI
- Lexington Memorial Park and Restroom Upgrades, Lexington, MN
- Water Treatment Facilities for PFAS, Palmyra, WI
- Community Pool, Randolph, WI
- William Waters Plaza Gazebo, Oshkosh, WI
- Carnegie-Schadde Memorial Library, Baraboo, WI
- Yellowstone Lake State Park New Toilet and Shower Building, DFD
- Forest Park, West Baraboo, WI
- Centennial Park, Hartford, WI
- Memorial Park, Barneveld, WI
- Swan Park, Beaver Dam, WI
- Park Improvements, Holmen, WI
- Elm Street Plaza, Wisconsin Dells, WI
- Town Park Project, Germantown, WI
- Village Hall Remodel, Sauk City, WI



FIRM OVERVIEW

ETC Institute is recognized as the national leader in the design and administration of market research studies for local government organizations. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 2,500 statistically valid surveys and our team of professional researchers has moderated more than 1,500 focus groups and panels and over 2,000 stakeholder interviews. ETC Institute also uses the most up-to-date and innovative analytical tools that will help the City understand and use their survey data.

YEARS IN BUSINESS

42

LIST OF SERVICES TO BE PROVIDED

1. Design survey and cover letter
2. Prepare the sampling plan
3. Administer statistically valid survey
4. Analysis and reporting of statistically valid survey results
5. Presentation of final results (Optional)

PRIMARY CONTACT

Ryan Murray, Assistant Director of Community Research
ETC Institute
725 W. Frontier Circle, Olathe, KS 66061
Ryan.murray@etcinstitute.com
(913) 254-4598
(816) 809-7640



Ryan Murray

Assistant Director of Community Research & Senior Project Manager

ETC Institute

725 W. Frontier Lane, Olathe, KS 66061

Ryan.Murray@etcinstitute.com

913-254-4598

EDUCATION

B.S., Public Administration, The University of Kansas

SUMMARY OF EXPERIENCE

Mr. Murray has over 19 years of experience in survey administration, development, supervision, and research analysis. Throughout his tenure at ETC Institute Mr. Murray has had the pleasure of working on survey projects that cover a wide variety of topics, including parks and recreation, community planning, customer satisfaction, transportation, employee, library, comprehensive planning, parks and recreation master plans, water and utility, and business development. His current role as Assistant Director of Community Research includes the management of the survey research team, quantitative and qualitative research, report writing, benchmarking research, survey development, statistical analysis, and the presentation of results. Mr. Murray has also held a field-supervisory role within the firm. In his previous role he planned, coordinated and supervised the administration of large scale origin-destination transportation studies on multiple projects across the country. Over the past two years, Mr. Murray has worked as a Project Manager on projects for over 500 state, county, local, and private sector clients.

SIMILAR PROJECT EXPERIENCE

Mr. Murray while at ETC Institute has worked on similar survey projects for the following clients:

- Hanover Park Park District, Illinois
- City of El Paso, Texas
- El Paso County, Texas
- Williamson County, Texas
- City of McAllen, Texas
- City of Corpus Christi, Texas
- City of Sugar Land, Texas
- City of San Antonio, Texas
- City of New Braunfels, Texas
- City of Cedar Park, Texas
- Village of Hinsdale, Illinois
- City of Dallas, Texas
- Dallas County, Texas
- City of Fort Worth, Texas
- City of Austin, Texas
- City of Tyler, Texas
- City of Burleson, Texas
- City of Robinson, Texas
- City of Mesquite, Texas
- City of Missouri City, Texas

7.3 | Comparable Project Experience



Flat Iron Park Lake Geneva

COMPREHENSIVE PLAN, COMMUNITY WIDE SURVEY & FINANCIAL SUSTAINABILITY HOMEWOOD-FLOSSMOOR PARK DISTRICT

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uplandDesign.com
Chicago | Plainfield

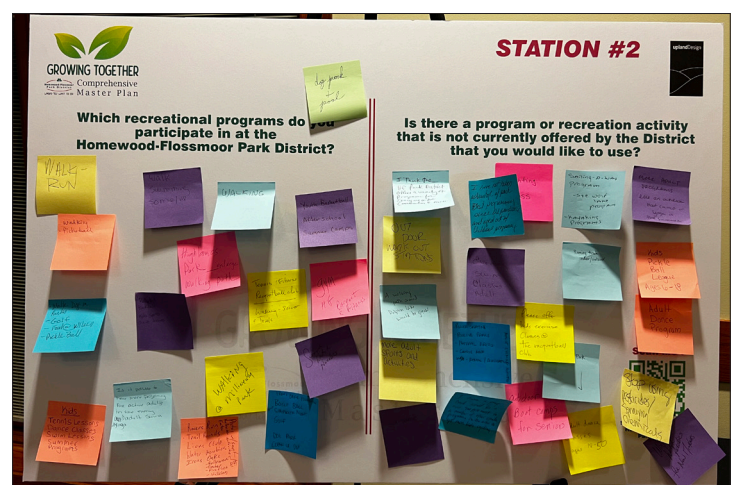
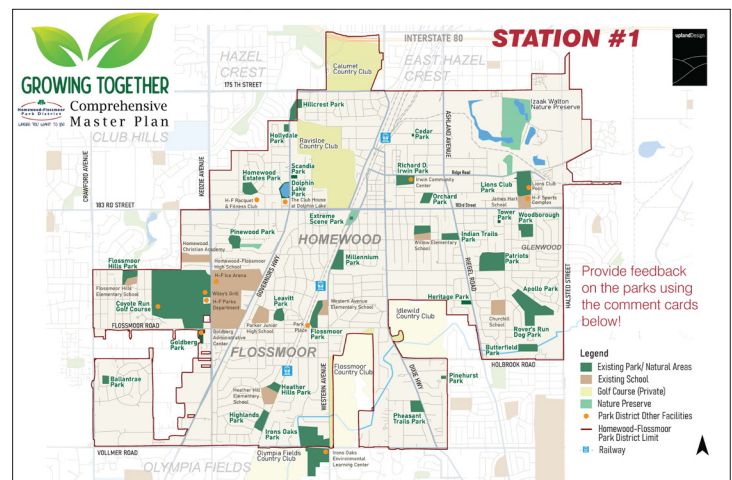


TEAM	Upland Design Ltd aQity Research Dewberry Architects 110%
CLIENT CONTACT	Doug Boehm Executive Director dboehm@hfparks.com 708-957-0300
DATE COMPLETED	May 2025
ORIGINAL BUDGET	\$190,385
ACTUAL COST	\$184,385
ORIGINAL TIMELINE	6/2024-5/2025
ACTUAL DELIVERY	7/2024-6/2025
VERIFICATION	Doug Boehm

Upland Design led the team to assist the Homewood-Flossmoor Park District with their first Comprehensive Master Plan in over 15 years. Key planning elements include:

- Data & Inventory Analysis
- Outreach, Community Open House, and Focus Groups
- Community Wide Statistically Valid Survey
- Financial Sustainability Strategy
- Service Providers Inventory & Network
- Plan Recommendation Development
- Final Comprehensive Master Plan

A significant component of the plan included a 10-year schedule for amenity replacement, building maintenance, accessibility improvements, and development of new amenities. This included incorporation of potential grant funding. The 110% team assisted with a deep dive into the finances with the District staff to create a financial sustainability plan. Architects reviewed the existing buildings and facilities and a long term maintenance plan with costs was included. The Board adopted the plan in June of 2025.



TEN-YEAR COMPREHENSIVE PARKS MASTER PLAN

OAK LAWN PARK DISTRICT

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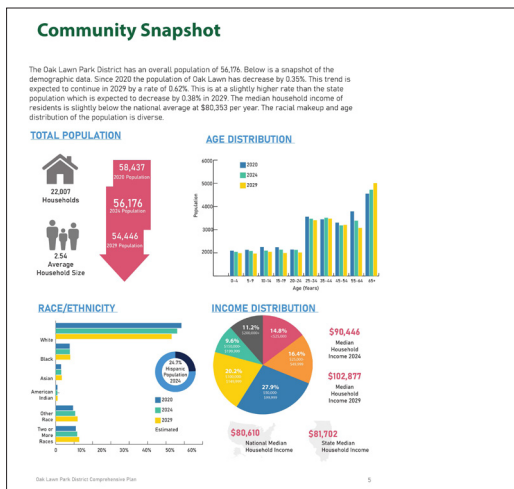


TEAM	Upland Design Ltd
CLIENT CONTACT	Ryan Gory Superintendent of Parks & Planning rgory@olparks.com 708-857-2225
DATE COMPLETED	Summer 2025
ORIGINAL BUDGET	\$52,720
ACTUAL COST	\$52,720
ORIGINAL TIMELINE	6/2025-8/2025
ACTUAL DELIVERY	6/2025-8/2025
VERIFICATION	Ryan Gory

Upland Design worked closely with the Oak Lawn Park District to create a District wide mapping and a capital plan for upgrading parks in 2020. It was then determined in 2024 that a full 10-year comprehensive parks master plan is needed to guide the Park District.

Upland Design visited parks across the district and prepared park improvement budgets, as well as District wide mapping. This included review of existing park sites, aesthetics, use, existing and future needs and recommending updates and improvements. Public input with gathered using a 2022 community outreach survey as well as 2025 open house, Board workshop and staff input.

Detailed capital projects along with cost estimates were prepared to support recommendations and guide planning for the next decade.

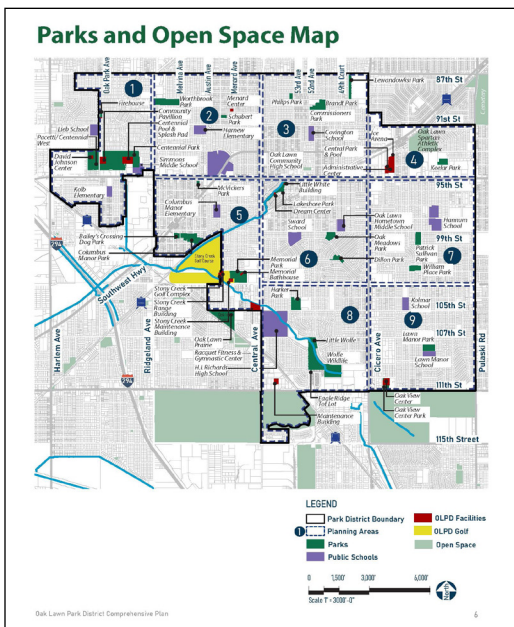


Level of Service Analysis - Amenities

In addition to providing standards for park space the NRPA also offers recommendations for the amount of amenities that should be provided for a community based on population. The Park District is currently meeting the standards in all of the amenities listed below except for rectangular fields and tennis courts. The overall acres that the park district owns also falls below the standard for the recommended amount of park space recommended for the population of 56,176. In the future, the Park District might consider adding more of the amenities that are in deficit to the district.

PARKS:			2024 Inventory		NRPA Park Metrics		2024 Facility Standards	
Park Type	OLPD Parks	Quantity	Current Service Level based on population		Based upon the median no. of residents per facility (50,000-99,999)	Recommended	Meet Standard Need Exists Surplus	Additional Facilities/ Amenities needed
Total Park Acres	215.93	Acres(s)	8.08	1000	10.6	1000	606	Need Exists -153 Acre(s)
OUTDOOR AMENITIES								
Picnic Shelters/ Areas	16	Site(s)	1.00	3,511	1	7,000	8	Surplus 8 Site(s)
Rectangular Fields (Soccer/Football, Multi-use)	3	Field(s)	1.00	18,725	1	4,070	14	Need Exists -11 Field(s)
Diamond Fields	23	Field(s)	1.00	2,441	1	3,675	15	Surplus 8 Field(s)
Basketball Courts (Full=1, Half=0.5)	9	Court(s)	1.00	6,242	1	8,363	7	Surplus 2 Court(s)
Tennis Courts (Lit&Unlit)	9	Court(s)	1.00	6,242	1	5,865	10	Need Exists -1 Court(s)
Pickleball Courts	9	Court(s)	1.00	6,242	1	10,500	5	Surplus 4 Court(s)
Volleyball Courts (Sand & lawn)	8	Court(s)	1.00	7,002	1	26,612	2	Surplus 6 Court(s)
In-line Hockey	2	Court(s)	1.00	28,088	1	29,378	2	Meets Standard 0 Court(s)
Disc Golf	1	Court(s)	1.00	56,176	1	58,603	1	Meets Standard 0 Site(s)
Playgrounds	21	Site(s)	1.00	2,675	1	3,707	15	Surplus 6 Site(s)
Off Leash Dog Parks	1	Site(s)	1.00	56,176	1	55,135	1	Meets Standard 0 Site(s)
Skateboard Areas	1.5	Site(s)	1.00	37,451	1	60,904	1	Surplus 0.5 Site(s)
Spray/Splash Pads	9	Site(s)	1.00	6,242	1	54,100	1	Surplus 8 Site(s)
Outdoor Pool	2	Site(s)	1.00	28,088	1	46,353	1	Surplus 1 Site(s)
Fitness Station	6	Site(s)	1.00	9,363	1	35,000	2	Surplus 4 Site(s)

Population estimate ESRI Data Analyst - 56,176



COMPREHENSIVE MASTER PLAN

HANOVER PARK DISTRICT

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TEAM	Upland Design Ltd Dewberry Architects ETC-Survey
CLIENT CONTACT	Steve Bessette Superintendent of Parks and Planning s.bessette@hpparks.org 630-837-2468
DATE COMPLETED	2024-March 2025
ORIGINAL BUDGET	\$98,500
ACTUAL COST	\$98,500
ORIGINAL TIMELINE	6/2024-5/2025
ACTUAL DELIVERY	8/2024-7/2025
VERIFICATION	Steve Bessette

The Hanover Park Park District undertook a 10-year Comprehensive Master Plan that combined Facilities Analysis and Community-wide input with a Strategic Plan provided by Western Illinois University. Upland Design led the project with assistance from Dewberry Architects and ETC for the community wide survey. This work lead to the creation of Comprehensive Master Plan for the District's facilities. The final plan included recommendations, cost estimates, and an implementation strategy for the following amenities:

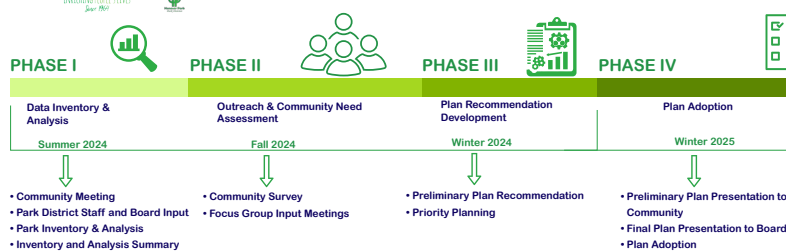
- 21 Parks and Special Use Sites
- Community Center
- Fieldhouse
- Activity Center
- Pool Support Building
- Parks Maintenance Garage



WHAT IS COMPREHENSIVE PARKS MASTER PLAN?
A Parks master plan is a policy document that outlines the community's future needs. It ensures that the parks system offers the maximum benefits to the community, engages residents, builds community support, and addresses the community's changing needs.



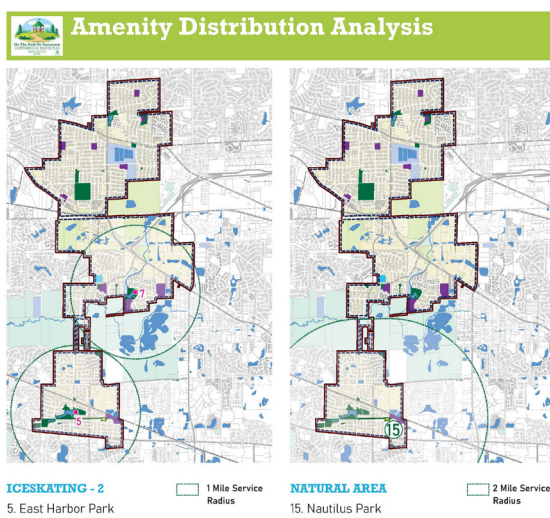
PURPOSE OF THE PLAN:
This master plan will serve as a road map for a next 10 years for the Park District.



YOUR OPINIONS MATTER!



Scan to take the survey and tell us what changes you would like to see in the Hanover Park Park District.



On The Path To Tomorrow
COMPREHENSIVE MASTER PLAN

Your Voice Matters!
Focus Group Meeting
January 9

Hanover Park Park District invites you to join a virtual Focus Group Meeting! Share your ideas and insights for shaping our 10-year Comprehensive Parks Master Plan.

Thanks for your interest!
Please RSVP by replying to this email by **January 8th** to get the meeting link.

Meeting
Jan 9 from 7-8 pm

Meeting Link:
<https://us02web.zoom.us/j/81216208601>
Meeting ID: 812 1620 8601

hpparks.org
630.837.2468

ENRICHING PEOPLE'S LIVES
Since 1964

uplandDesign Ltd
Landscape Architecture & Park Planning

COMPREHENSIVE PARK MASTER PLAN

VILLAGE OF COAL CITY

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TEAM
CLIENT CONTACT

Upland Design Ltd
Matt Fritz
Village Administrator
mfritz@coalcity-il.gov
815.634.8608

DATE COMPLETED
ORIGINAL BUDGET
ACTUAL COST

2025
\$16,800
\$16,800

ORIGINAL TIMELINE
ACTUAL DELIVERY
VERIFICATION

4/2025- 7/2025
4/2025-10/2025
Matt Fritz

Upland Design worked closely with the Village of Coal City to create a comprehensive parks master plan along with trail plan for the Village located in rural Will County.

Upland Design began the process with a visioning and SWOT analysis with a Village focus group of citizens, staff and elected officials. The team then visited parks across the Village and prepared park improvement recommendations, as well as Village wide mapping. This included review of existing park sites, aesthetics, condition, existing and future needs and recommending updates and improvements. Review of ownership and summary was included. Detailed capital projects along with cost estimates were prepared to support recommendations. A five-year action plan was then created that aligned with potential grant funding.

The original timeline was extended more than 30 days to accommodate the city's schedule.

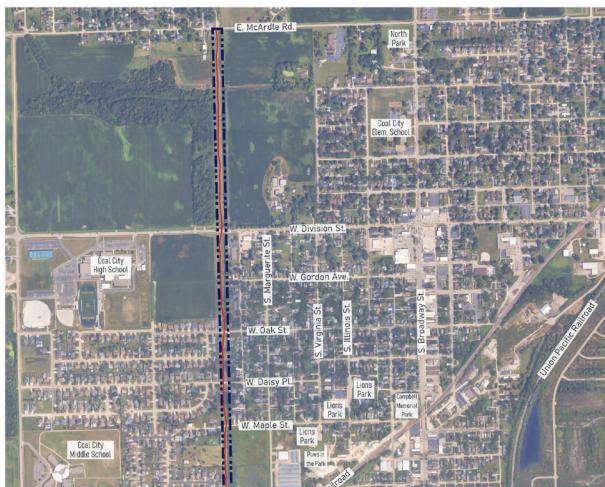
Coal City Bike Path

Hunters Run to E. McCardle Rd., Coal City, IL 60416 - 23.67 Acres
Special Use Park

The Coal City Bike Path consists of a 1.2 mile limestone trail that stretches from Hunters Run to E. McCardle Road. Litter receptacles and bike route signage are placed near intersections along the trail at Hunters Run, W. Maple Street, W. Daisy Place, W. Oak Street, and W. Division Street.

Easements: Roadway easements are located at W. Gordon St., W. Oak St., W. Daisy Pl., and W. Maple St.
Lease Agreement: Property is owned and maintained by the Village of Coal City and leased to ComEd.

Pin #: 06-34-451-001-0000, 09-03-201-001-0000,
09-03-203-001-0000, 09-03-251-001-0000,
09-03-253-001-0000, 09-03-401-001-0000,



5 - Year Action Plan

	2025				2026				2027				2028				2029				2030				Future				
Park Name	QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	QTR 1	QTR 2	QTR 3	QTR 4	
Campbell Memorial Park										Site Furniture Repairs																			
Hunters Run Park			OSLAD Plan and Submittal		Construction Documentation and Permitting				Complete OSLAD Development																				
Lions Park							OSLAD Plan and Submittal		Construction Documentation and Permitting				Complete OSLAD Development																
Meadow Estates Park																												Master Planning Park Improvement	
North Park											OSLAD Plan and Submittal		Construction Documentation and Permitting				Complete OSLAD Development												
Paws in the Park							Picnic Table Repairs																		Construction Documentation and Permitting		Dog Park Renovations		
Bike Path							Existing Trail: Planning Coordination		Existing Trail: Planning Coordination		Add Crosswalk, Stripping, Trailhead Signage, and Mile		Future Trail: Planning Coordination				Future Trail: Construction Documentation and Permitting for Phase 1 and Phase 2				Phase 1 Development Complete				Phase 2 Development Complete				

Key: Planning/Construction Documents Construction

COMPREHENSIVE & STRATEGIC MASTER PLAN

PARK DISTRICT OF OAK PARK

Upland Design Ltd.
815.254.0091
uplandDesign.com
Chicago | Plainfield



TEAM **110%**
Upland Design Ltd (consultant)
Civic Brand
WT Group

CLIENT CONTACT
Jan Arnold
jan.arnold@pdop.org
708-725-2000

DATE COMPLETED 2024
ORIGINAL BUDGET \$23,140
ACTUAL COST \$15,041

ORIGINAL TIMELINE 2/2024-12/2024
ACTUAL DELIVERY 2/2024-12/2024
VERIFICATION Jan Arnold

Upland Design assisted 110% on conducting a collaborative and community- supported Parks and Recreation Master Plan. Work included attending open house meetings, visiting the entire park system, ranking and classifying parks. The final plan included recommendations, and an implementation strategy to best meet their future needs for parks, trails, open space, and recreation amenities.



Level of Service Analysis

PARKS:		2024 Inventory: Developed Facilities			
Park Type		Park District of Oak Park Inventory	Schools	Total Inventory	Current Level of Service based upon the population
Total Park acres	acres per	62.58	11.64	74.22	1.77 acres per 3000
OUTDOOR AMENITIES					
Picnic Shelters/Areas	site per	9		9	1.00 site per 5,929
Multipurpose Fields (Full+1, Half+0.5)	field per	14	5.78	19.78	1.00 field per 2,698
Diamond Fields	field per	14	11.65	25.65	1.00 field per 2,080
Basketball Courts (Full+1, Half+0.5)	court per	3.5		3.5	1.00 court per 15,245
Tennis Courts (Lit&Unit)	court per	12	1.5	13.5	1.00 court per 3,953
Pickleball Court	court per	6		6	1.00 court per 8,893
Combined Court (Tennis/Pickleball/ice rink)	court per	10		10	1.00 court per 5,336
Playgrounds	site per	16	9	25	1.00 site per 2,134
Off Leash Dog Parks	site per	2		2	1.00 site per 26,680
Skateboards Areas	site per	1		1	1.00 site per 52,080
Bikeways/Bike Lanes (Miles)	miles per	4.5		4.5	0.08 miles per 1,000
Walking and Biking Trails (Miles)	miles per	6.09		6.09	0.11 miles per 1,000
Sprays	site per	4		4	1.00 site per 13,340
Outdoor Pool	site per	2		2	1.00 site per 26,680
Fitness Station	site per	2		2	1.00 site per 26,680

Population estimates - 2022 ACS, 5 Year Estimates

53,358

Scoville Park

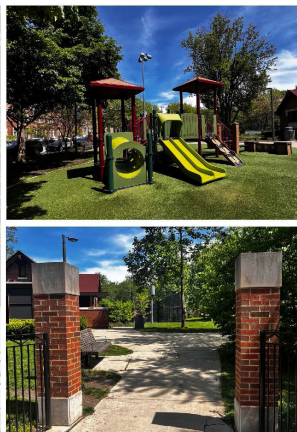
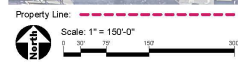
800 Lake Street • 3.98 Acres

OVERALL PARK GRADE
B

EVALUATION SCORE CARD

Score	73	N/A	73	78	89	80	88	83	81
Score	73	N/A	73	78	89	80	88	83	81
Score	73	N/A	73	78	89	80	88	83	81

Scoville park is adjacent to the Oak Park Public Library and gets a great deal of visitors each day. The park was listed on the National Register of Historic Places in 2002 because of its World War I monument located in the Peace Plaza. Scoville Park also features three tennis courts, a tot lot, restrooms, and an outdoor stage area. The master plan for Scoville Park was updated in 2018.



Site Programming

- Family entertainment

- School group recess

Natural Features

- Lawn
- Deciduous and evergreen trees
- Ornamental plants and trees
- Woodland plantings

Recommendations

- Repair playground equipment piece that is not attached to post
- Repair worn areas of artificial turf
- Master plan to be reviewed in 2027.

Park District of Oak Park Comprehensive Plan

Year Acquired: 1913
PIN #: 16-07-227-001, 16-07-228-001



AMENITIES

QTY	INSTALL YEAR	AMENITY	CONDITION
-	2014	Soccer Field	
-	-	Turf - Artificial Turf	Excellent
4	-	Goals	Good
2	2014	Ball Fields	
2	-	Backstop	Excellent
-	-	Bases	Excellent
11	-	Bike Racks - (concrete)	Excellent
8	-	Bleachers - (string & steel)	Good
4	-	Dug Out	Good
1	-	Drinking Fountain	Excellent
-	-	Fencing	Good
-	-	Infield - Artificial Turf	Excellent
-	-	Turf - Artificial Turf	Excellent
-	-	Pavement	Good
8	-	Player Benches - (4 per team)	Good
4	-	Shade Structures	Good
3	-	Storage Boxes	Good
1	-	Score Board	Excellent
2	-	Batting Cages	Excellent
6	2014	Dog Park	
6	-	Benches - (4 per team and back)	Good
6	-	Dog Play Pieces - (2 per team, 4 per team, 4 per team)	Good
1	-	Drinking Fountain	Good
-	-	Fencing and Gates	Excellent
-	-	Pavement	Good
3	-	Shade Structures - (4 per team)	Good
-	-	Gravel	Good
-	-	Trails	
-	-	Pavement	Good
14	-	Benches - (4 per team, 4 per team, 4 per team)	Good

AMENITIES

QTY	INSTALL YEAR	AMENITY	CONDITION
26+2	-	Other Amenities	
1	-	Parking Lot	Fair
1	-	Bike Fix-It Station	Excellent
12	-	Bike Racks - (concrete)	Excellent
1	-	Game Tables - (metal)	Excellent
1	-	Drinking Fountain	Good
10	-	Liter Receptacles	Good
3	-	Restrooms - (4 per team, 4 per team)	Good
-	-	Plantings	Good
-	-	Tree Canopy	Good
3	-	Parking Lot Lights	Good
14	-	Light Poles - (4 per team, 4 per team)	Good
7	2011	Field Lights - (4 per team, 4 per team)	Excellent



Park District of Oak Park Comprehensive Plan

COMPREHENSIVE MASTER PLAN

GLENCOE PARK DISTRICT

Upland Design Ltd.
815.254.0091
uplandDesign.com
Chicago | Plainfield



TEAM	110% Upland Design Ltd (consultant) Civic Brand Baird Serve & Protect
CLIENT CONTACT	Lisa Sheppard, Executive Director lsheppard@glencoeparkdistrict.com 847-835-7531
DATE COMPLETED	March 2024
ORIGINAL BUDGET	\$45,000
ACTUAL COST	\$45,000
ORIGINAL TIMELINE	8/2023-7/2024
ACTUAL DELIVERY	8/2023-7/2024
VERIFICATION	Lisa Sheppard

Upland Design assisted 110% in conducting a ten-year Master Plan and a five-year Strategic Plan simultaneously.

The plan included community engagement to guide the final recommendations in areas such as recreation and programming, maintenance and development, sustainability, along with Level of Service, district wide mapping and identification of trail links.

What's Trending in Parks

The American Society of Civil Engineers rates the state of the nation's infrastructure in its quadrennial report to Congress and the President. The 2021 report stated that parks support economic prosperity, prevent damage from stormwater and build healthy communities, but that despite increased popularity, "State and local parks face a \$5.6 billion and \$60 billion deferred maintenance backlog, respectively."

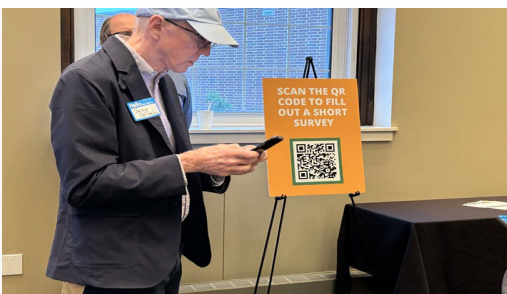


PARKS and FACILITY TRENDS

National parks and facility related trends can serve as a source of inspiration for park and recreation systems and professionals who serve communities across the country.

These innovations and ideas have fast become game changers in how systems are designing, developing and maintaining their assets.

Three national trends highlighted here include society's increasing commitment to taking care of public parkland, intentional responses to climate change, and the electrification of maintenance. All intended as areas of which to pay attention.





GRANT PLANNING

ILLINOIS PARK DISTRICTS AND MUNICIPALITIES

Upland Design Ltd is a leader in grant planning as well as successful grant writing for park districts, forest preserves and municipalities in Illinois. From assisting communities in identifying good grant projects to providing the necessary planning to gain State of Illinois dollars, Upland guides communities for long term grant success. In addition, we understand the importance of a Comprehensive Parks Master Plan as a tool in garnering grants. Below are successful grants in the past seven years.

Year Awarded	Grant	Project Name	Municipality
2025	IDNR OSLAD	S. Barrington Conservancy	Village of South Barrington
2025	IDNR OSLAD	Lions Park	Village of Minooka
2025	IDNR OSLAD	Centennial East	Oak Lawn Park District
2025	IDNR OSLAD	Prairie Park	DeKalb Park District
2025	IDNR OSLAD	Prairie View	Morton Grove Park District
2025	IDNR OSLAD	Krasowski Park	City of Palos Hills
2025	IDNR OSLAD	Nike Park	Naperville Park District
2025	IDNR OSLAD	Channing Park	City of Elgin
2025	IDNR OSLAD	Reston Ponds Phasell	Sycamore Park District
2025	IDNR OSLAD	Tallgrass Park	Barlett Park District
2025	IDNR OSLAD	Hunters Run Park	Village of Coal City

Year Awarded	Grant	Project Name	Municipality
2024	IDNR OSLAD	Palma Lane	Morton Grove PD
2024	IDNR OSLAD	Summerhill Park	City of Elgin
2024	IDNR OSLAD	East Side Sports Complex	St. Charles PD
2024	IDNR OSLAD	Sunrise Park	Bartlett PD
2024	IDNR OSLAD	North Grove Park	Sycamore PD
2024	IDNR OSLAD	Crest Hill Memorial Park	Lockport PD
2024	IDNR OSLAD	Oakwood Park	Winfield PD
2024	IDNR OSLAD	Clauss Park	Roselle PD
2024	IDNR OSLAD	Aux Sable Springs Park	Village of Minooka
2024	IDNR OSLAD	Oak Meadows Park	Oak Lawn PD
2024	IDNR OSLAD	Tate Woods	Lisle Park District
2024	IDNR OSLAD	Lions Park	Village of Villa Park
2024	IDNR OSLAD	Prairie Park	City of Elburn
2024	IDNR OSLAD	Bird Park	Kankakee Valley PD
2024	IDNR OSLAD	Indian Woods Park	City of Palos Hills
2024	IDNR PARC	Callahan Community Center	Batavia Park District
2024	IDNR PARC	Memorial Recreation Center	Oak Lawn Park District
2024	IDNR PARC	Nature Center	Macon Conservation (plan only)

GRANT PLANNING CONTINUED

ILLINOIS PARK DISTRICTS AND MUNICIPALITIES

Year Awarded	Grant	Project Name	Municipality
2023	IDOT ITEP Bike	Wolfe Wildlife Trail	Oak Lawn Park District
2023	IDNR LWCF	Goldenstein East Land Aquistion	Campton Township
2023	IDNR OSLAD	Lions Memorial Park	MT Prospect Park District
2023	IDNR OSLAD	Parkchester Park	Buffalo Grove Park District
2023	IDNR OSLAD	South Park	Park Ridge Park District
2023	IDNR OSLAD	Hopkins Park	DeKalb Park District
2023	IDNR OSLAD	Clark Island	Batavia Park District
2023	IDNR OSLAD	Oketo Park	Morton Grove Park District
2023	IDNR OSLAD	High Ridge Park	Westchester Park District
2023	IDNR OSLAD	Discovery Park	Hanover Park Park District
2023	IDNR OSLAD	Wolf Wildlife Park	Oak Lawn Park District
2023	IDNR OSLAD	Pick Park	Elmhurst Park District
2023	IDNR OSLAD	Doug Osborne Park	Hickory Hills Park District
2023	IDNR OSLAD	Primrose Farm	St. Charles Park District
2023	IDNR OSLAD	Mill Creek Community Park	Geneva Park District
2023	IDNR OSLAD	Neighborhood Park	City of Palos Hills
2023	IDNR OSLAD	Founders Park	Winfield Park District
2023	IDNR OSLAD	Universal Accessible Playground	Urbana Park District (plan only)

Year Awarded	Year Awarded	Year Awarded	Municipality
2022	IL Clean Energy	Goldenstein East Land Aquistion	Campton Township
2022	IDNR OSLAD	Outdoor Nature Lab	DesPlaines Park District
2022	IDNR OSLAD	Marshall Park	Elk Grove Park District
2022	IDNR OSLAD	Community Park	Hanover Park Park District
2022	IDNR OSLAD	Flowers Park	Village of Lincolnwood
2022	IDNR OSLAD	Hinkley Park	Park Ridge Park District
2022	IDNR OSLAD	Reston Ponds	Sycamore Park District
2022	IDNR OSLAD	Autumn Oaks Phase II	Oak Brook Park District
2022	IDNR OSLAD	Glenbriar Park NW	Butterfield Park District
2022	DECO Mainstreet	Historic Downtown Streetscape	Village of Peotone
2022	IDNR OSLAD	Apple Orchard Community Park	Bartlett Park District
2022	IDNR OSLAD	Turner Park	Roselle Park Distrit
2022	IDNR OSLAD	Millennium Park	City of Elgin
2022	IDNR OSLAD	Prairie Grove Park	Buffalo Grove Park District
2022	DCEO Tourism	Central Park Restroom/Concession	Oak Brook Park District



TRANSIENT MARINA STUDY & DESIGN

Lake Development Authority, Fairport Harbor, OH

Fairport Harbor is east of Cleveland along the shore of Lake Erie. The Village has been a major access point for Lake Erie fishing for many decades. The existing boat launch and transient marina needs total replacement.

The project dramatically expands the public use at the Village-owned site. The study covered existing conditions, feasibility of a larger marina, on-site amenities, and future expansion opportunities. The stakeholders for the project include the Village, ODNR and the Lake County Metro Parks. The site combines resources from all three entities.

The master plan calls for a launch facility that can handle a large influx of users. The Fairport Harbor launch is one of the most popular on Lake Erie in Ohio. A new restroom building with a fish cleaning station is near the access to docks. A new breakwater provides protection for a much larger transient marina with 60 slips and expansion capability of another 29 slips, plus a new fuel dock with regular and diesel gas and an ODNR service dock with two-ton crane for loading their vessels ranging from 40' to 65' in length. The ODNR dock also provides wave protection to the marina.

Prior to designing this facility, MSA was tasked to determine the market for a marina, expected revenue from such a development, and documented the results of a feasibility and planning study in a report to reinforce the LCOPDEA's efforts to obtain funding. So far, the efforts have obtained significant funding and are expected to bring more.

The Village center is connected to the marina site via a cart transportation service with an on-site wait station. Plans are to create a small retail center adjacent to a boater's beach, with transformed shipping containers as proposed retail structures. Other connections will bring the marina into the overall park and open space plan that will ultimately extend two miles eastward as part of a regional trail system.

Due to our successful collaboration in the preliminary phases of the project, MSA is currently working with the Lake Development Authority on implementing the recommendations in the final study and master plan. Services include data acquisition and synthesis, schematic design and design development, permit application and grant acquisition efforts, construction documents, bid cycle services and construction support as needed such as possible construction administration and observation.

Services Provided

- Coastal Engineering
- Harbor Master Planning
- Upland Master Planning
- Wave Analysis
- Sediment Transport Modeling
- Geotechnical Report
- Structural Design including Steel Sheet Wall Design
- Local, State & Federal Agency Coordination, including: AHJ-USACE, USFWS, ODNR, OEPA, Lake County

Original Timeline: February 2021 to Ongoing

Design Start: February 2021

Design Completed: Ongoing

Original Contract Amount: \$336,000

Final Contract Amount: \$834,675 to date

***Owner initiated project scope and size changes.**

Implementation Rate: 30% implementation in 2026 for Phase 1 Breakwater. \$6 million of \$21 million overall Marina.

Client Reference

Patrick Mohorcic, Executive Director
Lake Development Authority
(440) 330-5343
PMohorcic@ldaauthority.org



SUGAR HOLLOW MARINA

LaFollette, TN

Nestled in the picturesque setting of LaFollette, Tennessee, Sugar Hollow Marina (SHM) is known for its welcoming atmosphere and serves as a hub for food, fun and relaxation on Norris Lake. The existing Sugar Hollow Marina includes 200 slips, a fuel dock, sanitary pump-out, floating restaurant/ship's store/restrooms, floating cabins, boat launch, trailer parking and lodging (two buildings).

MSA is working with SHM to update and expand the marina, potentially increasing the number of slips to 430 while expanding the floating restaurant to two stories with more amenities. Site enhancements include replacing floating cabins with an inflatable floating waterpark (Wibit course) as well as modifying the campground, boat launch, parking, shower house and a new lodge. We are also reviewing existing utilities for design upgrades throughout the site.

Three concept plans were developed for the marina and site, with a focus on a wave attenuator in Phase 1 of any implementation. Concept A focused on minimal modifications, maintaining existing buildings and adding 6,000 square feet of lodging, 180 parking stalls, 412 slips and a 60-70 person Wibit. Concept B involved more significant changes, including relocating the bathhouse, adding 6,400 square feet of lodging, 240 parking stalls, 449 slips and splitting the marina into two facilities. Concept C proposed the most changes, particularly to the campgrounds, with a new bathhouse location, 9,000 square feet of lodging, 233 parking stalls, 425 slips and a redesigned marina layout. All concepts aimed to enhance the marina while maintaining its unique character and functionality.

The Owner ultimately chose Concept C, which MSA developed into the master plan. In addition to preparing a comprehensive master plan, MSA developed 3D master plan renderings of the facility using SketchUp and Lumion to create realistic depictions.

Services Provided

- Expansion and Enhancements
- Concept Plans
- 3D Renderings
- Utility Improvements

Original Timeline: October 2022 - February 2023

Design Start: October 2022

Design Completed: February 2023

***Amendment 1 April 2025 to October 2025. Client incurred delay on dock manufacturer selection.**

Original Contract Amount (master plan):

\$53,000

Final Contract Amount (master plan):

\$53,000

***Amendment 1 - \$81,150 Budget for 50% Design Development Phase 1 dock improvements – actual cost currently underway**

Implementation Rate: 10% of plan

implemented to date – wave attenuator and Wibit floating play area.

Client Reference

Wesley Dowdy, Owner

Sugar Hollow Marina

Wesley@sugarhollowmarina.com



MONROE TRANSIENT MARINA

Monroe, LA

Monroe is in north central Louisiana along the Ouachita River. This area of Louisiana is known as the outdoor capital of the United States. Hunting and fishing are the top recreational uses in the region. The City of Monroe reached out to the experts at MSA to develop a full-service marina to tap into an underutilized water base. The goal is to create a destination marina downtown at the RiverMarket facility. The RiverMarket was originally built in the 1970s as an outdoor entertainment venue. In the 1990s, wing boardwalks with covered canopies were added to both sides of the main platform to create a festival ground for farmers markets, art fairs and other community events. The marina site was chosen to provide river access to and from boats to the RiverMarket and future downtown improvements such as boutique hotels, shops, music venues and restaurants.

The marina master plan provides slips for 110 vessels, a floating ship's store and restroom, fuel dock and sanitary pumpout station. The master plan for the marina is similar to the RiverMarket with the floating building aligning with the main platform and the slips flanking each side. Phase 1 of the marina includes the north half of the slips with the building, fuel and pumpout station.

Future efforts will include submitting for a Boaters Infrastructure Grant (BIG) for the south half of the slips which will be dedicated to transient boaters. The City is currently developing a riverwalk, downtown streetscape enhancement plan and new entertainment district that will be tied to the marina facility. MSA is excited to be a partner with a community that is going through a great transformation.

Services Provided

- Riverine Engineering
- Harbor Master Planning
- Upland Master Planning
- Structural Design for Addition to Public Promenade
- Local, State & Federal Agency Coordination, including: AHJ-USACE, Levee District, LaDNR, Coast Guard

Original Timeline: July 2021 – In Progress

Design Start: July 2021

Design Completed: In Progress

Original Contract Amount: \$112,250

Final Contract Amount: \$222,030

***Owner initiated project scope and size changes.**

Implementation Rate: 0% - waiting on permits

Client Reference

Morgan McCallister, City Engineer

City of Monroe, LA

(318) 329-2210

morgan.mccallister@ci.monroe.la.us



RECREATION CENTER RENOVATION

Shawano, WI

The scope of the project is to renovate and expand the Shawano Recreation Center in the City of Shawano. Built in the late 1950s, the facility offers a pool, exercise room, and racquetball courts. The expansion will increase the total square footage from 12,216 to 17,628, creating a multipurpose community facility for the general public. The project will remotely enable work, education, and healthcare monitoring and address the needs of the residents of the City of Shawano. The project will include remodeling/reconstructing mens' and womens' locker rooms, the aquatics office and IT room, and exterior facade improvements. The expanded recreation center will feature additional spaces, including a multipurpose gathering room, a classroom, a computer lab, an exercise room, reception desk and workspace, and two private telemedicine/study rooms. Site amenities include a new parking layout with added greenspace, new paved gathering spaces, new playground equipment, and new landscaping.

MSA is providing services for site/civil engineering and documentation, architectural design and documentation, structural engineering and documentation, and MEP engineering and documentation. Construction is in progress, slotted for completion in 2026.

Original Timeline: November 2024 - August 2026 (as called out in design contract)

Design Start: November 2024

Design Completed: July 2026 (expected construction completion)

**Contractor developed timeline such that July 2026 is the latest completion date*

Original Contract Amount: \$251,000

Final Contract Amount: \$284,307

**Owner initiated project scope and size changes.*

Implementation Rate: 100% (the building we designed is being built)

Client Reference

Not available.



MILL CREEK COMMUNITY CENTER

Mill Creek Community City | Marshfield, WI

MSA was selected to lead the architectural and engineering design for the Mill Creek Youth Center transformation, a multi phase redevelopment of an existing facility into a regional hub for youth athletics and community programming. In Phase I, we delivered full design services—including space programming, architectural design, civil and structural engineering, MEP design, and interior planning—to remodel the existing building and integrate a new addition housing a 50'x85' studio ice sheet, dryland training area, and support spaces such as Zamboni and mechanical rooms sized to accommodate future expansion. Our work incorporated detailed site evaluation, geotechnical coordination, topographic surveying, and strategic planning to efficiently utilize the existing structure while preparing the campus for future phases such as a full size rink and hardcourt sports complex.

In addition to the technical design, our team produced fundraising-ready materials—including floor plans, elevations, renderings, and a video walk-through—to support the Center's capital campaign and stakeholder engagement efforts. Throughout the process, we collaborated closely with the Mill Creek Board to align design solutions with their long term vision, operational goals, budget considerations, and aggressive project schedule. Our comprehensive approach provided a clear roadmap from concept through construction documentation, ensuring the project could advance confidently into bidding and Phase I construction.

Original Timeline: December 2023 - February 2024 (concept design only)

Design Start: December 2023

Design Completed: February 2024

Original Contract Amount: \$10,000

Final Contract Amount: \$10,000

Implementation Rate: 0% (the project is not currently moving forward, but may start up again at a different site)

Client Reference

Dane Anderson, President
Mill Creek Community Center
(715) 897-0377
dane.anderson@alphaprocesssystems.com





STORM SHELTER AND COMMUNITY CENTER ADDITION

Landfall, MN

The City of Landfall, Minnesota, is expanding its existing storm shelter capacity. The storm shelter addition will be dual use- it is also planned to be used as a multi-purpose community center and gathering space. The addition will connect the existing storm shelter to the existing City Hall building. Minor renovations to the existing storm shelter and City Hall are also planned. During the pre-design phase of the project, several community engagement events were held to determine the programming for the new addition.

The dual-use storm shelter will include:

- Expansion of storm shelter space connecting to City Hall
- New single main entry lobby for City Hall and Storm Shelter/Community Center
- New storm shelter/ community center space
- New stair and elevator
- New restrooms
- Site Improvements
- New layout for the parking area on the north side of the existing shelter

Original Timeline: November 2024 - December 2026

Design Start: November 2024

Design Completed: December 2026 (expected construction completion)

Original Contract Amount: \$270,000

Final Contract Amount: \$270,000

Implementation Rate: 100% (the building we designed is being built)

Client Reference

Scott Hildebrand, City Administrator/HRA
Executive Director
City of Landfall
(651) 739-4123
shildebrand@cityoflandfall.com

Town of Snowmass Village Community Survey



ETC Institute conducted a statistically valid community-wide survey for the Town of Snowmass Village, Colorado, in fall 2022 to assess resident needs, priorities, and satisfaction with Town services, programs, and overall quality of life.

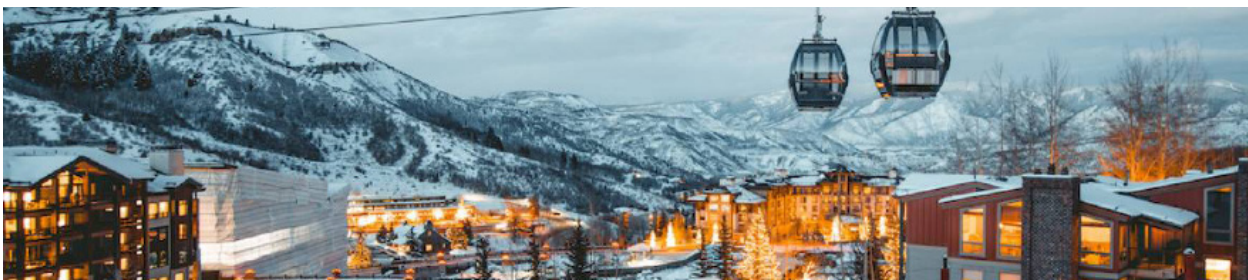
The study was designed to provide Town leadership with actionable, data-driven insights to support strategic planning, performance benchmarking, and resource allocation. A random sample of households was surveyed using an online methodology, resulting in 318 completed surveys and a margin of error of $\pm 5.5\%$ at the 95% level of confidence, ensuring reliable and representative results for decision-making.

The survey instrument covered a comprehensive range of municipal service areas including public safety, public works, housing, recreation programs, transportation, tourism, communications, and community development. ETC Institute performed benchmarking analysis using its DirectionFinder® database to compare local results with national, regional, and small community averages, as well as trend analysis comparing results to prior surveys (2017 and 2019) to measure longitudinal performance.

Key findings indicated very high levels of satisfaction with core services, including overall safety (95%), quality of services (80%), and quality of life (79%), as well as strong satisfaction with police services, snow removal, and solid waste and recycling services. Recreation facilities, fitness programs, and overall recreation programming also received favorable ratings, highlighting the importance of parks and recreation investments in the community.

Deliverables included a full findings report, executive summary, benchmarking comparisons, trend analysis, and detailed tabular data to support staff, elected officials, and stakeholders in prioritizing investments and enhancing service delivery.

The results were used to guide strategic goals related to housing, regional collaboration, sustainability, connectivity, and community engagement, demonstrating ETC Institute's expertise in designing and administering comprehensive, statistically valid community surveys for resort and small-town municipalities with high levels of second homeownership.



Truckee-Donner Recreation & Park District Strategic Plan Resident Survey

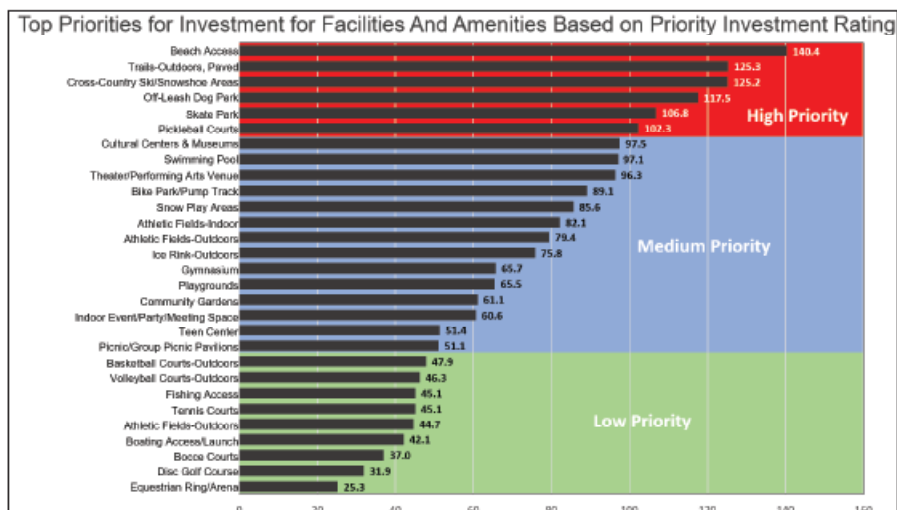
ETC Institute conducted a statistically valid strategic plan resident survey for the Truckee-Donner Recreation and Park District in April and May 2025 to assess community priorities related to parks, recreation facilities, programs, and future investments.

The survey was administered using a mixed-mode random sample methodology that included mailed survey packets with online and mail-back response options, along with address verification to ensure only residents within the service area were included in the final dataset. A total of 481 completed surveys were collected, exceeding the target of 400 responses and yielding a precision of $\pm 4.4\%$ at the 95% level of confidence, providing highly reliable data for strategic planning and decision-making.

The study evaluated program participation, facility usage, communication preferences, unmet needs, and resident priorities using ETC Institute's Importance-Satisfaction and Priority Investment Rating (PIR) framework. Findings showed strong community engagement, with 76% of households participating in District programs in the past year and 95% of participants rating program quality as excellent or good. Similarly, 94% of residents who visited parks or facilities rated overall quality positively, with Regional Park, the Community Recreation Center, and West End Beach identified as the most frequently used facilities.

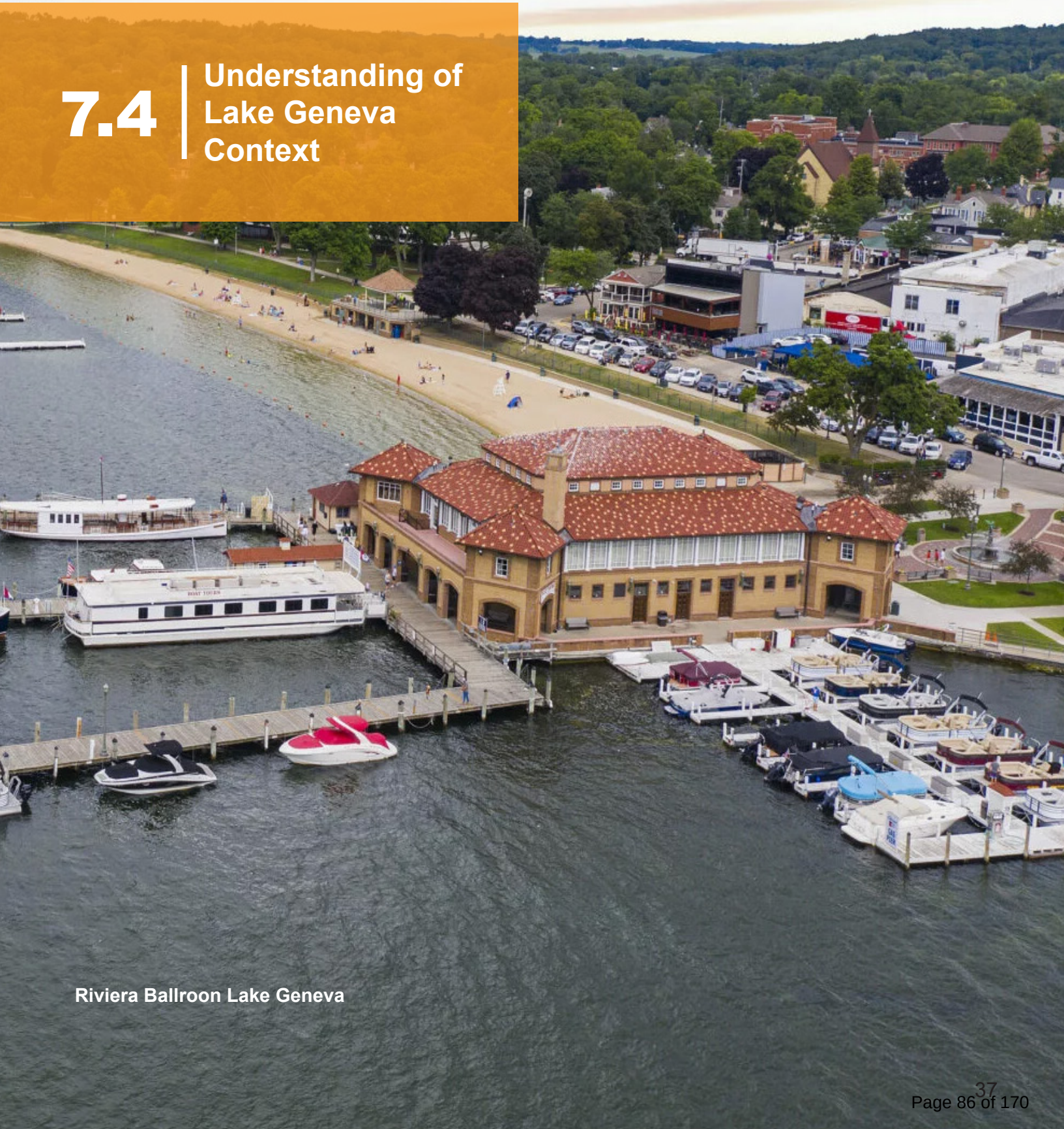
Advanced needs assessment analysis identified key unmet needs for facilities such as beach access, paved outdoor trails, and swimming pools, while fitness and wellness classes, special events, and art classes ranked among the programs with the highest unmet demand. Importance ratings further indicated that trails, beach access, and swimming pools were the most important amenities to households, and fitness and wellness classes, pickleball leagues and lessons, and swimming lessons were the most important program types. Using ETC Institute's PIR, high-priority investment areas included beach access, paved trails, cross-country ski/snowshoe areas, off-leash dog parks, and pickleball courts, along with program priorities such as fitness and wellness classes, arts programming, and special events.

Deliverables included a comprehensive findings report, executive summary, PIR analysis, tabular data, and strategic insights to guide long-range capital planning, program development, communication strategies, and funding decisions for the District's 2025 Strategic Plan.



This chart illustrates the Priority Investment Rating for each of the 29 facilities and amenities assessed in the survey.

7.4 | Understanding of Lake Geneva Context



Riviera Ballroom Lake Geneva

Understanding Lake Geneva Context



The Upland Design team has in depth experienced in navigating the unique community dynamics and small-town character of the Geneva Lake region, with a strong understanding of the relationships among year-round residents, seasonal homeowners, local businesses, and municipal leadership. The park system needs to meet the needs of the community year round. Each of our team members brings perspective that will guide this plan including the following experience:

Upland has been working with the vacation destination municipalities in Southwest Michigan for the past decade by working closely with communities to understand their unique features, character and atmosphere and then building upon those features through solid planning. Understanding the distinctive needs of year-round and part-time residents, along with the increase in short-term rentals is key to success in the future CORP plan.

MSA is skilled in overseeing municipal marina operations within tourism-dependent communities, including budgeting, capital planning, regulatory compliance, customer service standards, and stakeholder engagement. Adept at understanding that maintaining financially sustainable operations while preserving community character and enhancing visitor experience, is key to success for Lake Geneva.

ETC has worked with vacation communities across the nation such as the Town of Snowmass Village in Colorado. ETC has the ability to address the challenges associated with significant seasonal population fluctuations, balancing tourism-driven economic vitality with the quality-of-life priorities of permanent residents with their survey work and will bring that to the planning process.

MSA is knowledgeable in leveraging Wisconsin Department of Natural Resources (DNR) grant programs, including the Stewardship and Land and Water Conservation Fund (LWCF) programs, to support waterfront access, park development, and conservation initiatives. In addition, Upland brings 28 successful years of working on municipal park grants including grant coordination, compliance, and aligning funding opportunities with long-term municipal planning objectives.



7.5 | Project Approach and Methodology



Veteran's Park Lake Geneva

Project Overview

Upland Design Ltd proposes to guide a comprehensive planning process along with our expert team of landscape architects, architects, recreation planners, waterfront specialist and strategists. Partnering with the City Joint Committee, staff, and the community, a vision will be created for City wide improvements, enhancements, and recommendations that will guide the City of Lake Geneva and secure a lasting and positive impact for decades to come.

We will begin by kicking the project off with City staff to confirm timing and finalize methodology to ensure the project meets the goals and time lines.

A three-phase approach is proposed for the core of the planning effort.

Phase I: Data Inventory & Analysis

Phase II: Outreach & Community Needs Assessment

Phase III: Implementation Plan

Communication and City Check-Ins: Once a month check-ins will take place throughout the planning process in a virtual setting to share information and keep the City staff informed of progress. These will often be working meetings where documents are shared and next steps are discussed. Two additional meetings will be incorporated to review public engagement planning and coordinate on-site meetings and pop-up events.

City Assistance: The City of Lake Geneva will assist the firm in managing the operational aspects of the project and coordinating work with the relevant parties. City staff will provide overall support for project tasks and will provide existing documentation as requested by the design team and compile contact information for stakeholders and local organizations. In addition, the City will provide locations and support of on-site and public meetings.



Project Approach

Upland Design along with lakefront specialist and architects at MSA and strategists at ETC will approach the comprehensive park and lakefront planning as a collaborative, data-driven, and implementation-focused process that results in a clear, actionable roadmap for decision-making. Our work balances technical analysis, inclusive engagement, and fiscal responsibility to ensure that the final plan is both visionary and achievable. Throughout the process, we work closely with City staff and the Joint Commission to build alignment, shared understanding, and long-term ownership of the plan.

Our phased approach allows each step of the process to build logically on the last, ensuring that community input, operational realities, and financial considerations directly inform recommendations and implementation priorities.

Phase I: Data Inventory & Analysis

Phase I kicks the project off with an in-depth data review by the project team that establishes a comprehensive understanding of existing conditions, recreation operations, and comparison to national standards. This phase includes a review of relevant documents; inventory and analysis of parks, facilities, amenities, and recreation services; assessment of operational and administrative practices and needs; and evaluation of demographic, market, and participation trends. Working corroboratively with staff and the Joint Committee, we will identify critical issues and opportunities; and forecast future needs related to parks and the lakeshore. The result is a clear baseline that identifies strengths, gaps, and emerging issues that will inform engagement and strategy development.

Phase II: Outreach & Community Needs Assessment

Phase II focuses on inclusive and meaningful engagement with community members, staff, and stakeholders. Engagement activities are designed to gather representative, actionable input regarding priorities, needs, and future direction. Variety of engagement styles and opportunities will be utilized to create an inclusive and thorough approach to hear community voices. Feedback is documented, synthesized, and summarized to ensure transparency and continuity throughout the planning process. Engagement findings are integrated directly into strategic discussions and decision-making in subsequent phases.

The design team will coalesce inventory, analysis, trends and engagement data to develop recommendations for facilities, sites, accessibility, programming, operations, staffing, and funding. These will be reviewed and refined through an in-depth and collaborative approach to ensure alignment with City goals and vision while balancing community needs and fiscal responsibilities.

Phase III: Implementation Plan

Phase III translates recommendations into integrated, actionable priorities and strategies. Through continued collaboration prioritized strategies addressing parks and facilities, organizational operations, staffing, capital planning and asset management, will be developed. Emphasis is placed on feasibility, organizational capacity, fiscal responsibility, and grant readiness. These will be evaluated to support realistic implementation over time then organized into a phased five-year detailed action plan and 10-year vision. This will provide a comprehensive implementation framework that identifies actions, timelines, responsibilities, cost considerations, and performance measures. They will be structured to function as a practical management and decision-making tool for the City. As the process concludes, with formal presentations to City leadership will be undertaken.

On the following pages, a detailed scope is presented in three phases. The numbering follows the RFP format.

4.1 Project Management

Project Kickoff: A kick-off meeting will be held with the Joint Committee and City staff to review the planning process. The following items will be discussed:

- Time line and Meeting Dates
- Confirm Scope, Methodology and Deliverables
- Project Goals and Objectives
- Roles and Responsibilities
- Focus Groups and Key Stakeholders

Shared Documents: The City will share past planning documents including current maintenance standards, programming, participation and membership data related to the YMCA for recreation for the past five years. Base files from the 2021 CORP will be provided and used as a base for the new CORP where appropriate the City's Long-and Short Range planning documents budgets and capital plan as they pertain to parks, lakefront system and related items along with past comprehensive outdoor recreation planning documents. In addition, LWCF grants, history of the City, the City's organizational chart, and any past ADA audit and transition plan will be shared. Each of these will be reviewed and incorporated as appropriate into the overall planning.

Joint Committee and Staff Input Meetings: At the beginning of the project, input meetings with the Joint Committee, administrative team members and other full-time staff persons pertaining to vision and agency goals for the park system will take place. These will be scheduled during one day, and allow for group meetings, including one for the Joint Committee alone to discuss the vision for the next 5 years. Key goals of these input meetings include:

- Share Planning Process and Time line
- Framing a Vision for the Future of the Park and Lakefront
- Discussion of Current Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis)
- Current Operations and Agency Standards
- A summary of these meetings will be prepared. Two additional meetings with the Joint Committee will be had during phase III.



4.2 Park System Planning

4.2.1 Full Inventory & Conditions

Upland Design will make a planning area tour to visit and assess the City's park and facility sites. Photos will be taken. Active recreational amenities including courts, fields and trails along with passive amenities, and landscapes will be reviewed. Support amenities such as parking lots, restrooms, concession areas and site furniture will be included and ranked. A summary of each park site will be created with base park data, condition ranking, inventory and in future phases, the recommendations will be added to the park sheets. Assessments will evaluate accessibility and ADA considerations, identifying physical barriers and recommending upgrades to improve equitable access while balancing ADA compliance with other operational and capital priorities.

This includes trail and sidewalk connections to ensure accessible routes within each park to each site amenity. Natural resources and environmental constraints will also be cataloged—stormwater management, tree canopy, soil conditions, and other sustainability factors—to identify opportunities to reduce long-term maintenance inputs and inform environmentally responsible project decision.

4.2.2 User Experience & Operations

The User Experience & Operations analysis will evaluate how people interact with the site through behavior mapping to understand site-specific use patterns, as well as assess seasonal variations in activity to ensure the space functions well year-round. The review will also examine parking and circulation to identify efficiencies and potential conflicts, along with a maintenance and operations assessment to support long-term functionality. Safety considerations will be integrated throughout the evaluation to help create a secure, accessible, and well-performing environment for all users. This will focus on five priority sites of Riviera Beach, Riviera Plaza, Boat Launch, Library Park, and Flat Iron Park. City staff will provide supplemental data and we will summarize to inform recommendations. Each will be visited three-four times with one hour visits at varying times of day, for both weekdays and weekends.

4.2.3 Needs Assessment

Once the outdoor and indoor facility visits are complete, the following analysis will be prepared:

1. Parkland Level of Service (LOS) Analysis based on park classifications:
 - a. Classify property infrastructure
 - b. Total acreage per classification
 - c. Compare to adopted national standards
2. Land Service Area GIS mapping of each park classification with radii:
 - a. Mini parks: ¼ mile
 - b. Neighborhood parks, school fields and playgrounds: ½ mile
 - c. Community parks: 1 mile
3. Facility Comparison Analysis Chart showing amenity surplus and



Phase I: Data & Inventory Analysis

deficiency compared to recognized amenity benchmarks (indoor and outdoor)

4. Review of park access and deficiencies by geographic area
5. Demand evaluation including sites that are currently under utilized or approaching the end of their useful life with recommendations regarding future use
6. Summary of future trends and potential recreation needs by potential demographic shifts as well as impact fee eligibility

4.3 Lakefront System Planning

Our MSA team members will lead the lakefront system planning. MSA has experience in marina assessments that is based on decades of design and engineering of facilities on inland lakes, rivers and The Great Lakes. We utilize ASCE Manual 50 Planning and Design Guidelines for Small Craft Harbors, Tobiasson's Marinas and Small Craft Harbors and States Organization of Boating Access (SOBA) Design Handbook for Recreational Boating and Fishing Facilities, leading documents for marina, launch, and waterfront engineering. To meet the needs of the CORP our team will address the requested services as follows.

4.3.1 Marina & Pier System

The team will conduct a site investigation of the slips, moorings, piers, boat launch lanes, and marine support facilities providing an inventory of existing conditions. During the site investigation we will extensively photograph and categorize all the facilities in Elm Park, Lake Geneva Beach, The Riviera, Marina, and Boat Launch. Areas will be identified that will need further evaluation with more stringent engineering condition assessments as a recommendation in the CORP. Design standards from Manual 50 will be utilized to explore potential expansion of the slips, piers, and docks within the water rights of the waterfront

The investigation will include evaluating existing conditions and comparing current ADA requirements, safety considerations, and code compliance. The team will then meet with staff to discuss seasonal operations and assess if any modifications are available to improve the current model.

4.3.2 Riviera Beach & Shoreline Experience

The beach area will be assessed while utilizing park planning standards to provide appropriate beach capacity numbers with improved circulation to enhance user experience. We will explore potential areas for added shade structures, seating opportunities, added accessible routes, address safety concerns if required, and indicate wayfinding opportunities. The current site conditions will then be evaluated to identify any safety or operational concerns.

4.3.3 Boat Launch & Waterfront Circulation

Utilizing SOBA Design Handbook, we will evaluate the existing trailer flow



and parking constraints at the boat launch and provide an analysis of the current conditions. The team will explore multi-modal access opportunities such as road improvements, bike lanes, and pedestrian walks along the waterfront as well as improved launching of motorized to personal watercraft. We will then evaluate the waterfront to explore improved safety considerations in the Flat Iron Park area and traffic flow of Wrigley Drive and Center Street.

4.3.4 Riviera Plaza & Vendor Zones

The project team will investigate user behavior and analyze activation opportunities. Areas for queueing and circulation for events in The Riviera and vendor activities in the plaza will be identified. Improvements to vendor access and infrastructure to better serve the plaza will be explored. The current commercial agreements will also be assessed and compared to other lakefront community operations and provide recommendations for consideration.

4.3.5 Shorepath Access

Shorepath access will be evaluated to ensure clear and effective wayfinding throughout the site, helping visitors easily navigate between key destinations. Accessibility to the shorepath, marina, boat launch, and beach will be assessed to confirm compliance and improve overall user experience for individuals of all abilities. In addition, maintenance needs and the interface with adjacent private property will be reviewed to support long-term functionality, appropriate transitions, and positive relationships with neighboring landowners.

4.4 Recreation Programming and YMCA Partnership

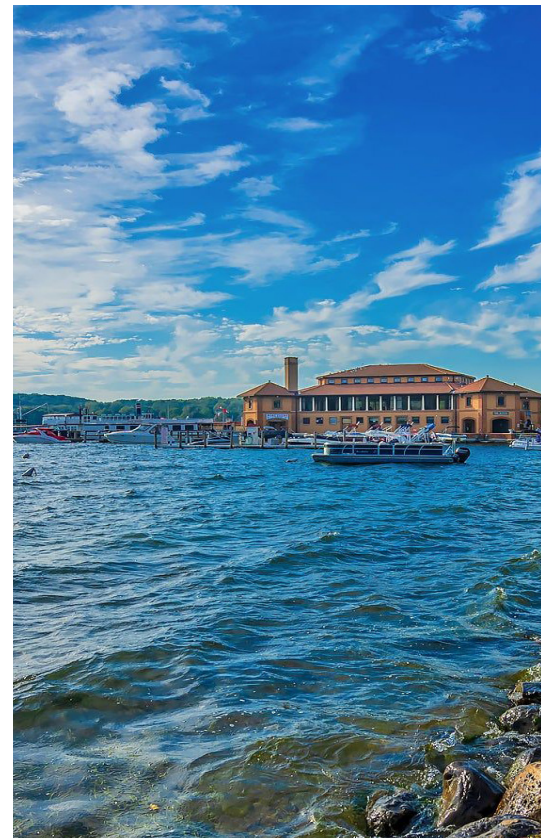
Our team provides architectural needs for community and municipal buildings that benefit quality of life experiences. We will work with the city to evaluate the benefits of a facility they may fit within the Hillmoor site.

4.4.1 Current Programming and Participation

- We will conduct a high-level inventory of exiting city community/recreational facilities.
- Investigate historic participation of community members in these facilities.
- Outline opportunities and constraints of a community/recreational facility.

4.4.2 Equity and Affordability Analysis

- Our team will work with the city to identify current residents and non-resident uses of existing facilities.
- We will utilize our understanding of accessibility and apply guidelines in the CORP.
- We will work with the city to identify potential areas for a new facility that will be equity based to benefit neighborhoods evenly.



4.4.3 Partnership SWOT analysis is included in a separate section

4.4.4 Future Partnership Options

We will work with the city to identify at a cursory level the amount and types of data will be beneficial to developing a program. We will use the information gathered to determine if there is a need for a more detailed scope of work to assess existing partnerships with strategies for new.

4.5 Community Center Feasibility (Concept Level)

Our team will provide up to 3 high-level concepts showing different models for a community center. We will explore a YMCA type facility, traditional community center, and a hybrid of both.

4.5.1 Community Interest

We will provide survey questions in the overall CORP engagement that will be based on community interest and demand for a facility.

4.5.2 Functional Needs

Our team will develop a list of desired spaces for each of the 3 conceptual facility types. The list will set the foundation for space planning diagrams.

4.5.3 Preliminary Space Program

We will prepare three space programming diagrams that will indicate use within a YMCA, community center and a hybrid version.

4.5.4 Site Considerations



Phase II: Outreach & Community Needs Assessment

The goal of the community engagement is to provide the City with clear and accurate insights based on residents' opinions and input. This phase will begin with a review of the public engagement plan and selection of dates. In addition, we will review the pertinent recent survey results, discuss marketing efforts for public engagement, and finalize focus group attendees.

Public Engagement Plan

The proposed engagement plan is designed to gather clear, representative, and actionable input from the community to inform future planning for the City. Elements of the plan include:

- Identify and interview key stakeholder persons for targeted outreach
- Undertake facilitated focus group meetings with specific user groups
- Hold pop-up engagement stations at key events and locations
- Welcome everyone to a Community Open House with interactive input stations
- Online input tool to capture broader public perspectives
- Statistically Valid Community Wide Survey

Together, these methods ensure both in-depth discussion and community-wide participation. Findings from all engagement activities will be synthesized and presented to City staff and the Joint Committee, providing a transparent basis for discussion and decision-making.

Stakeholder Interviews

Stakeholder interviews with businesses, tour boat operators, YMCA leadership, hospitality sector representatives, Department of Public Works, and major institutional users will take place via phone or virtually. Upland will send out invitations with calendar options to make it easy for all to participate. Up to 20 interviews are included.

Focus Group Meetings

Three community focus group meetings will be held with key stakeholders. Each will target specific user groups:

1. Boater and slip-holders at the marina
2. Diverse populations and under served groups: youth, families with children, seniors, low-income households and those often left out of recreation options.
3. Sports groups and special use (etc. disc golf) group representatives

We will work with Lake Geneva to create an appropriate list of invitees



Phase II: Outreach & Community Needs Assessment

and design a digital invitation for the City to send out. At the meetings, a short presentation with an overview of the park system and the planning process will be made.

Then we will lead an interactive discussion and input session where attendees can share digital feedback. Topics will include the opportunities and challenges, current attitudes about the parks, lake front and marina.

Pop-up Engagement Stations

Upland will work with Lake Geneva to host pop-up engagement stations at high-traffic recreation areas, including parks during events, Riviera Beach on summer weekends, Bar Harbor Marina during peak season, Shore Path access points, and downtown businesses. **Five pop-up stations** will be hosted by Upland and materials will be shared with the City if they would like to host additional events. These will include interactive tools such as intercept surveys (2–5 minutes), visual preference boards, mapping exercises, and family-friendly activities to gather input on park needs, amenities, maintenance, accessibility, and future investments.

The team will then compile and analyze feedback to identify priority improvements, geographic trends, and programming needs, with findings directly informing recommendations for the Comprehensive Plan.

Community Open Houses

Two community open houses will be held to gather the larger community input as well as public perceptions. At each community open house meeting a short presentation on the planning process will take place. Attendees can then visit multiple stations for various opportunities for input. A few options for stations are as follows:

- Parks
- Lakeshore and Shorepath
- Recreation Programming
- Did You Know? -about the City of Lake Geneva
- Mini Digital Survey Input
- Ask the Staff

Community-Wide Survey

ETC will conduct a **Statistically Valid Survey** for Lake Geneva as part of the community engagement phase.

Design the Survey and Prepare the Sampling Plan

Working with project team and City staff to develop the content of the survey. ETC Institute will meet by phone/video conference with Upland Design and the City to discuss the goals and objectives for the project. To facilitate the survey design process, ETC Institute will provide sample surveys created for similar projects. It is anticipated that 3-4



Phase II: Outreach & Community Needs Assessment

drafts of the survey will be prepared before the survey is approved by the City. The survey will be up to 6 pages in length.

Special attention will be paid to the demographic questions in this survey to ensure documented representation from a diverse set of demographics that accurately mirror that of the City. A pilot test of the survey will be conducted to ensure the questions are understood. Based on the results of the pilot test, ETC Institute will recommend changes (if needed) to the survey.

ETC will select a random sample of residents to be contacted for the survey. The sample will be address-based. ETC Institute will request from the City lists or information on seasonal residents, homeowners who do not live in the City, businesses, and residents. ETC Institute will request email addresses as well as any other information the City may have in order to reach respondents who are not within the Lake Geneva limits.

Administer the Survey

ETC will administer the mail and online survey.

The survey will be mailed with a cover letter on City letterhead to a sample of addresses in the City. The digital cover letter will contain a link to an online version of the survey. Residents who receive the survey will have the option of returning the printed survey by mail or completing it on-line. Only one survey per address will be sent or accepted – this will differ from the actual home address of a respondent if they live outside the City and own property in Lake Geneva – the renter and the owner will both have an opportunity to respond. Postage-paid envelopes will be provided by ETC Institute for each respondent that was randomly selected and received the survey in the mail.

ETC Institute will follow-up with the sample by sending texts, postcards, and a second mailing (if needed) to maximize participation in the survey. ETC will continue following up with households until reaching a minimum of 500 completed surveys. A sample size of 500 completed surveys will provide results that have a margin of error of +/-4.4% at the 95% level of confidence.

The project team will promote awareness of the survey using social media ads on Facebook and Instagram to encourage participation. All respondents who complete the survey online will be required to provide the address that the survey was sent to when they finish the survey. ETC Institute will match addresses from respondents who complete the survey online to the addresses that were selected for the sample to ensure the participant is part of the random sample. If a respondent does not provide an address or the address is not part of the random sample, it will not be included in the final database. Based on a discussion with Lake Geneva, these responses may be included, but ETC recommends that in order to keep the sample statistically significant the results should only include



Phase II: Outreach & Community Needs Assessment

those who were sampled by ETC Institute and have verified responses.

ETC will monitor the distribution of the sample to ensure that the sample reasonably reflects the demographic composition of the City with regard to geographic dispersion, age, gender, race/ethnicity and

other factors. ETC Institute will weight the data as needed if one or more demographic groups is over/underrepresented relative to recent Census estimates for the City's population.

Analysis and Final Report

ETC will submit a final report based on the statistically valid survey to the City. At a minimum, this report will include the following items:

- Formal report that includes an executive summary of the survey methodology and a description of major findings.
- Charts and graphs that show the overall results of each question on the survey.
- Priorities-Investment Rating analysis that will identify the facilities and programs that should receive the highest priority for investment from the City.
- Tabular data that shows the results for each question on the survey, including open ended questions.
- A copy of the survey instrument

The survey findings report will be prepared in an electronic format and the raw data in an Excel database, or other format as requested by the City will be provided.

Engagement Documentation & Integration

All Phase II engagement activities will be clearly documented and synthesized to ensure transparency and continuity throughout the planning process. Input from stakeholder meetings, community events, and online tools will be captured through notes, digital logs, visuals, and survey results. Upland Design will distill qualitative and quantitative feedback into clear themes, priority frameworks, and graphics that reflect community needs, preferences, and trade-off items. Engagement findings will be integrated into Phase II conclusions and carried forward into subsequent planning phases, including goal-setting, recommendations, and capital prioritization. Community input will be directly linked to recommendations to demonstrate its role in decision-making.

Joint Committee Meeting

The second Joint Committee meeting will take place at the close of phase II where the findings and analysis from both Phase I and Phase II will be presented and discussed. This will give an opportunity for the



Phase III: Implementation Plan

Joint Committee members to share thoughts and give additional input.

Phase III represents the culmination of the planning process, translating recommendations and strategies developed in prior phases into a clear, actionable road map in the form of a Comprehensive Outdoor Recreational Plan for the City of Lake Geneva Parks and Lakefront System.

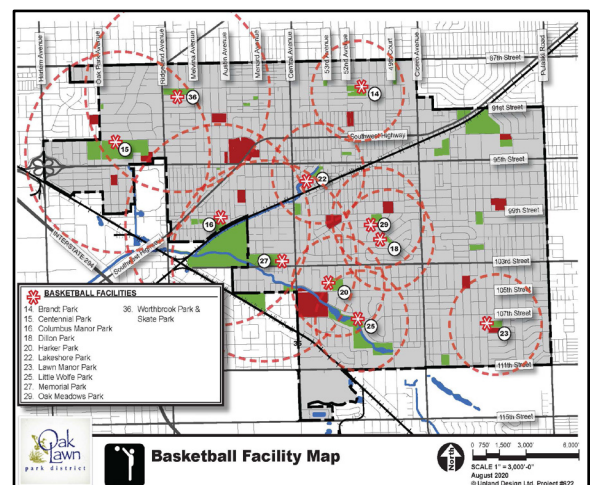
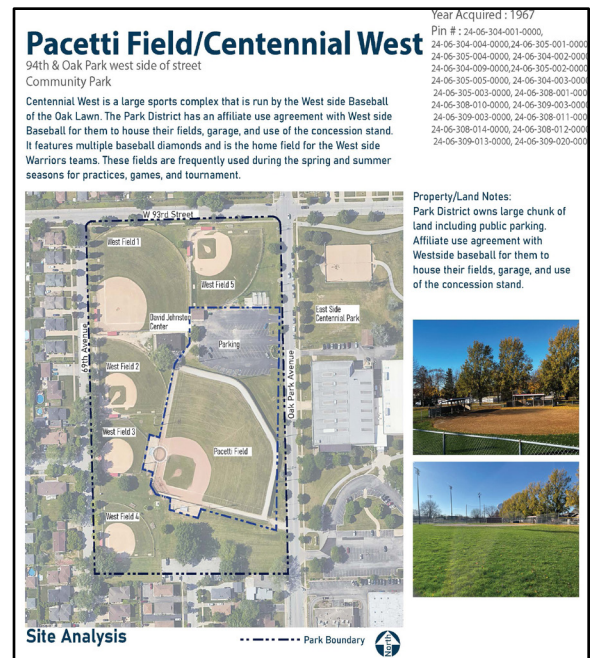
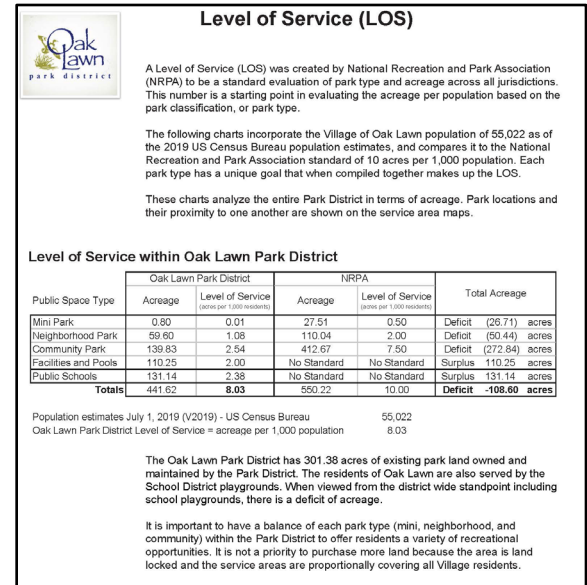
This phase focuses on finalizing specific actions, timelines, responsibilities, and performance measures to guide and support consistent implementation over the next **5-years with a vision for 10 years ahead**. The Implementation Plan will define the decision-making framework that guided how projects were prioritized in the plan and how those same criteria can be used in decision making with the City's annual bonding cycle and operational capacity.

The plans will integrate organizational, operational, park and facility, programming, and funding strategies into a coordinated framework that aligns with the City's mission, vision, and fiscal parameters for the system. Emphasis will be placed on prioritization, accountability, and grant readiness, ensuring the Implementation Plan functions as a practical tool for staff and elected officials rather than a static document. The capital plan will support ongoing evaluation and adaptation as community needs and funding opportunities evolve.

The **Implementation Plan** shall include the following:

- Establish clear prioritization logic based on community impact, feasibility, cost, and operational capacity
- Define phasing strategies across 1-2 years, 3-5 years and long-term, 5-10 visioning.
- Creation of a staffing framework for the City to build the parks and recreation department over time.
- Define potential capital investments related to ongoing maintenance, and long-term stewardship
- Identify potential grant and funding options within a 5 year plan that aligns with prioritized capital
- Highlight unique operational characteristics and opportunities for the lakefront amenities
- The capital plan and implementation framework will include a supplemental excel spreadsheet that allows updates to be made each year moving the plan forward as projects and action items are completed.

The CORP will include an **Executive Summary** and be divided into **five distinct chapters** and an appendix section. Cost estimates will be based on 2025/2026 construction costs with escalation



Phase III: Implementation Plan

Components of the Comprehensive Outdoor Recreational Plan for the City of Lake Geneva Parks and Lakefront System include:

Parks and Lakefront System Plan

- Park Site Inventory, Assessments and Recommendations
- Lakefront Inventory, Assessments and Recommendations
- Staff Framework for Park and Recreation System
- Level of Service and National Standard Comparisons
- Mapping of Parks and Facilities (GIS)
- Overall Recommendations for Parks and Facilities
- Action Plan

Trail & Connectivity Plan

- Trail and Shorepath Inventory, Assessments and Recommendations
- Existing and Proposed Trail Map (GIS)
- Overall Recommendations Trails and Connectivity
- Action Plan

Community Recreation & Programming Assessment

- Recreational Programming and Partnership Review
- Resilient Equity Summary and Recommendations
- Summary of Community Interest for Community Center
- Community Center Needs

Capital Improvement Plan

- Capital Plan with high level cost estimates
- Plan to include Parks, Lakefront, Trails and Accessibility Improvements for 5 year detailed plan, and a 10 year visioning plan (without cost for items beyond 5 years)
- Align Capital Costs with the City's bonding cycle, potential grants and funding capacity
- List of Potential Revenue Generating or Impact Fee Options
- Grant Summary by Grant Program, eligibility criteria, match requirements, and realistic award timelines based on recent award patterns

ADA Transition Plan

- Prioritized ADA Transition Plan by Park Site, Lakefront Site or Trail
- Costs will be included in the Capital Improvement Plan section
- Elements of the plan will focus on major barrier identification and access but **not include detailed** pavement slope, architectural deficiencies, or detailed non-compliant furniture or amenities

Appendices

- Summary of Community Input
- Community Wide Survey Summary and Detailed Public Input



Phase III: Implementation Plan

Staff Preliminary Plan Review: The preliminary plan will be shared with staff for an initial review and comment. Updates will be made and then the plan.

Joint Commission Review of Preliminary Plan: The preliminary plan will be presented to the Joint Commission with a third workshop. The priority recommendations will be highlighted, and the Joint Commission will give guidance for updates or clarifications. The planning team then make final adjustments and prepare the plan for Board review.

Council Presentation & Plan Adoption

The final Comprehensive Outdoor Recreational Plan for the City of Lake Geneva Parks and Lakefront System will be presented to the City Council by the design team. The Board will have the opportunity to view the final document, ask questions, and deliberate on adopting the plan as part of a public meeting.

Plan Format

The final plan report will be prepared with chapters in booklet format, including text, photographs, maps, tables and other appropriate methods to convey the information. The final plan will be presented in Department of Natural Resources (DNR) format with an indexed digital PDF. The base files will be shared. The action plan and capital plan will be shared in the final plan PDF format as well as excel files for future updating. All prepared maps will be delivered in editable GIS format compatible with ESRI ArcGIS.

4.10 Optional Add-On Scope Items

Our team has experience developing system-wide *Design Standards Toolkit* and *Wayfinding & Signage System* programs. These are highly desired implementation tools that would reduce future consultant dependency and accelerate project delivery. Since these are not required for DNR compliance, a more detailed scope of services and associated fee to develop **these standards is not included at this time**. This effort will help reduce future design costs, streamline amenity selection, and create system-wide consistency.



7.6 | Project Schedule

Seminary Park Lake Geneva

Below is a summary schedule to guide the project. Final dates will be developed with the City.

City of Lake Geneva

	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27
2026 CORP Planning												
Project Management (4.1)												
Kick-Off and Two Joint Committee Meetings (2 in person)												
Joint Committee and Staff SWOT and Visioning (1 in Person Day)												
Monthly Check In Meetings (9 virtual)												
City Council Presentation												
Phase I - Data Inventory & Analysis (4.2-4.5)												
4.2.1 Park System and Trail Planning												
4.2.1 User Experience & Operations												
4.2.3 Level of Service, Mapping and Analysis												
4.3 Lakefront System Analysis and Recommendations												
4.4 Recreation Programming & YMCA Partnership												
4.5 Community Center Feasibility												
Phase II - Community Engagement (4.6)												
Pop-up Engagement Stations (in person)												
Stakeholder Interviews (virtual)												
Focus Group Meetings (3 in person)												
Community Open House (2 in person)												
Community Wide Survey												
Document of Influence												
Phase III- Implementation Plan (4.7)												
Parks and Lakefront System Plan												
Trail & Connectivity Plan												
Community Recreation & Programming Assessment												
Capitol Improvement Plan												
ADA Transition Plan												
Plan Adoption												
Final Plan Adoption												
DNR Grant Submissions												

The background image shows a winter scene at a festival. In the upper left, a child in a dark jacket and a white beanie with a pom-pom is climbing a bare tree. In the center, a child in a dark camouflage jacket is sliding down a large, smooth pile of snow. To the right, a wooden ramp with railings leads up a snow-covered area. A tree in the background is decorated with white snowflake ornaments and red lights. A black lamppost stands near the tree. The sky is blue with some clouds.

7.7 | Fee Proposal

Winter Fest 2026 Lake Geneva

Fee Proposal: 2026 CORP Planning

2026 CORP Planning	Upland Design	MSA	ETC	Total all Partners
Project Management (4.1)				
Kick-Off and Two Joint Committee Meetings (2 in person)	\$ 3,224.00			\$ 3,224.00
Joint Committee and Staff SWOT and Visioning (1 in Person Day)	\$ 2,832.00			\$ 2,832.00
Monthly Check In Meetings (9 virtual)	\$ 8,082.00			\$ 8,082.00
City Council Presentation	\$ 2,209.00			\$ 2,209.00
Phase I - Data Inventory & Analysis (4.2-4.5)				
4.2.1 Park System and Trail Planning	\$ 10,968.00			\$ 10,968.00
4.2.1 User Experience & Operations	\$ 7,844.00			\$ 7,844.00
4.2.3 Level of Service, Mapping and Analysis	\$ 5,796.00			\$ 5,796.00
4.3 Lakefront System Analysis and Recommendations	\$ 770.00	\$ 13,656.00		\$ 14,426.00
4.4 Recreation Programming & YMCA Partnership	\$ 868.00	\$ 4,320.00		\$ 5,188.00
4.5 Community Center Feasibility	\$ 868.00	\$ 5,300.00		\$ 6,168.00
Phase II - Community Engagement (4.6)				
Pop-up Engagement Stations (in person)	\$ 3,488.00			\$ 3,488.00
Stakeholder Interviews (virtual)	\$ 4,992.00			\$ 4,992.00
Focus Group Meetings (3 in person)	\$ 5,092.00			\$ 5,092.00
Community Open House (2 in person)	\$ 7,840.00			\$ 7,840.00
Community Wide Survey	\$ 1,856.00		\$ 19,500.00	\$ 21,356.00
Document of Influence	\$ 2,052.00			\$ 2,052.00
Phase III- Implementation Plan (4.7)				
Parks and Lakefront System Plan	\$ 2,852.00			\$ 2,852.00
Trail & Connectivity Plan	\$ 2,340.00			\$ 2,340.00
Community Recreation & Programming Assessment	\$ 2,212.00			\$ 2,212.00
Capital Improvement Plan	\$ 4,516.00			\$ 4,516.00
ADA Transition Plan	\$ 4,004.00			\$ 4,004.00
Reimbursables	\$ 4,000.00	\$ 650.00	\$ -	\$ 4,650.00
Total by Partner	\$ 88,705.00	\$ 23,926.00	\$ 19,500.00	
Grand Total:				\$ 132,131.00

Cost Justification: The proposed fee exceeds the stated budget due to several key factors. First, the project requires a high level of technical expertise and experience to ensure that planning and proposed implementation are both functional and responsive to the community. Second, the scope includes detailed analysis, coordination, and deliverables that are aligned with the RFP and the hours required to complete the tasks have been detailed for each consultant. Less hours would not allow the tasks to be completed. While the fee is above the baseline budget, it reflects the value and reliability of delivering a successful project that meets both technical and community expectations. We have included potential reductions and are happy to discuss the scope and fee with the City.

Potential Reductions

Reduce Survey to 300 Respondants	\$ (4,500.00)
Remove On Site User Inventory 4.2.1	\$ (4,200.00)
Remove Council Presentation	\$ (2,209.00)
Remove Pop-up Engagement	\$ (3,488.00)

Total Reductions	\$ (14,397.00)
New Grand Total	\$ 117,734.00



Hour Breakout, Fee Schedule & Scope Notes

Upland Design Ltd

	Michelle Kelly Principal Landscape Architect	Maria Blood Project Manager	Liz Dafoe Quality Control	Jessie Flatly Landscape Designer II	Total Hours Per Task	Total Fee Per Task
Rate	\$ 226.00	\$ 208.00	\$ 208.00	\$ 128.00		
Project Management (4.1)						
Kick-Off and Two Joint Committee Meetings (2 in person)	12			4	16	\$ 3,224.00
Joint Committee and Staff SWOT and Visioning (1 in Person Day)	8			8	16	\$ 2,832.00
Monthly Check In Meetings (9 virtual)	9	18		18	45	\$ 8,082.00
City Council Presentation	4.5	4.5		2	11	\$ 2,209.00
Phase I - Data Inventory & Analysis (4.2-4.5)				Total Phase 0	88	\$ 16,347.00
4.2.1 Park System and Trail Planning	4	5	4	64	77	\$ 10,968.00
4.2.1 User Experience & Operations	2	4	2	48	56	\$ 7,844.00
4.2.3 Level of Service, Mapping and Analysis	2	4	2	32	40	\$ 5,796.00
4.3 Lakefront System Analysis and Recommendations	1	2		1	4	\$ 770.00
4.4 Recreation Programming & YMCA Partnership	2	2			4	\$ 868.00
4.5 Community Center Feasibility	2	2			4	\$ 868.00
Phase II - Community Engagement (4.6)				Total Phase I	185	\$ 27,114.00
Pop-up Engagement Stations (in person)		2		24	26	\$ 3,488.00
Stakeholder Interviews (virtual)		24			24	\$ 4,992.00
Focus Group Meetings (3 in person)	18			8	26	\$ 5,092.00
Community Open House (2 in person)	16	8		20	44	\$ 7,840.00
Community Wide Survey		4	2		6	\$ 1,856.00
Document of Influence	2	2	2	6	12	\$ 2,052.00
Phase III- Implementation Plan (4.7)				Total Phase II	138	\$ 25,320.00
Parks and Lakefront System Plan	2	4	2	9	17	\$ 2,852.00
Trail & Connectivity Plan	2	4	2	5	13	\$ 2,340.00
Community Recreation & Programming Assessment	2	4	2	4	12	\$ 2,212.00
Capitol Improvement Plan and Cost Estimates	2	4	2	22	30	\$ 4,516.00
ADA Transition Plan	2	4	2	18	26	\$ 4,004.00
				Total Phase III	98	\$ 15,924.00
Hours	92.5	101.5	22	293	509	\$ 84,705.00
Fees	\$ 20,905.00	\$ 21,112.00	\$ 4,576.00	\$ 37,504.00		

Reimbursables will include printing, plotting, foam core, mileage at current IRS rates, tolls, and travel lodging up to 4 nights.

Total Fee \$ 84,097.00
 Reimbursables \$ 4,000.00
Total Fee & Reimburs \$ 88,097.00

Scope Notes:

- Structural or engineering evaluation of amenities, structures or piers are not included. Below water evaluation is not included.
- Risk assessment will be high level rather than detailed nor include contingency planning.
- The community center assessment is at survey/concept level only.
- Architectural plans and renderings are not included.
- Accessibility analysis is at a planning level.
- Additional meetings will be charged at hourly rates upon approval of the City.
- Mailing costs for surveys/postcards in included in the fee.

MSA

Lakefront System and Marina

	Dan Williams Principal Waterfront -LA Rate \$ 210.00	Emma Waterfront-LA Rate \$ 135.00	Morgan Planner Rate \$ 126.00	
Phase I - Data Inventory & Analysis (4.2-4.5)				
Task 4.3.1 Marina & Pier System	16	8		
Task 4.3.2 Riviera Beach & Shoreline Experience	8	8		
Task 4.3.3 Boat Launch & Waterfront Circulation	8			
Task 4.3.4 Riviera Plaza & Vendor Zones	8	8	16	
Hours	40	24	16	
Fees	\$ 8,400.00	\$ 3,240.00	\$ 2,016.00	
			Total Fee \$	13,656.00
			Reimbursables \$	500.00
			Total Fee & Reimbursables \$	14,156.00

YMCA-Community Center

	Carter Arndt Sr. Architect Rate \$ 200.00	Justin Good Architect Rate \$ 130.00	
Phase I - Data Inventory & Analysis (4.2-4.5)			
Task 4.4.1 Current Programming and Participation	2	8	
Task 4.4.2 Equity and Affordability Analysis	2	8	
Task 4.4.4 Future Partnerships Options	2	8	
Hours	6	24	
Fees	\$ 1,200.00	\$ 3,120.00	
		Total Fee \$	4,320.00
		Reimbursables \$	75.00
		SubTotal Fee & Reimbursables \$	4,395.00

Phase I - Data Inventory & Analysis (4.2-4.5)			
Task 4.5.1 Community Interest	1	2	
Task 4.5.2 Functional Needs	2	8	
Task 4.5.3 Preliminary Space Program	2	8	
Task 4.5.4 Site Considerations	2	12	
Hours	7	30	
Fees	\$ 1,400.00	\$ 3,900.00	
		Total Fee \$	5,300.00
		Reimbursables \$	75.00
		SubTotal Fee & Reimbursables \$	5,375.00

ETC Institute

Community Wide Survey

	Ryan Murray Sr. Project Manager Rate \$ 190.97	
Phase I - Data Inventory & Analysis (4.2-4.5)		
Task 4.3.2 Riviera Beach & Shoreline Experience	102	
Hours	102	
Fees	\$ 19,500.00	
	Total Fee \$	19,500.00
	Reimbursables \$	-
	Total Fee & Reimbursables \$	19,500.00

7.8 | References



West End Pier Lake Geneva



Upland Design Ltd

St. Charles Park District

Holly Cabel

Director of Parks and Recreation

630-513-4333

hcabel@stcparks.org

2025 COMPREHENSIVE PLAN UPDATE & STRATEGIC PLAN

Comprehensive master plan, community outreach, data & Inventory analysis focus groups, visioning and strategy development, strategic action plan

Oak Lawn Park District

Ryan Gory

Superintendent of Parks and Planning

708-857-2225

rgory@olparks.com

2025 10-YEAR COMPREHENSIVE MASTER PARKS PLAN

Comprehensive master plan, park visits to review aesthetics, use, existing and future needs and provide recommendations for updates and improvements, prepare park improvement budgets, district-wide mapping public input community outreach, detailed capital projects along with cost estimates

Homewood-Flossmoor Park District

Doug Boehm

Executive Director

708-957-0300

dboehm@hfparks.com

2025 COMPREHENSIVE PLAN, COMMUNITY-WIDE SURVEY & FINANCIAL SUSTAINABILITY

Data & Inventory analysis, community outreach, focus groups, surveys, develop a financial sustainability strategy, plan recommendation development, deliver final comprehensive master plan

Hanover Park District

Steve Bessette

Superintendent of

Parks and Planning

630-837-2468

s.bessette@hpparks.org

2025 10-year Comprehensive Master Plan

Facilities Analysis, community outreach, develop final plan with recommendations, cost estimates, and an implementation strategy



Upland Design Ltd

Glencoe Park District
Lisa Sheppard, Executive Director
lsheppard@glencoe parkdistrict.com
847-835-7531

2024 COMPREHENSIVE MASTER PLAN

Community engagement, to recreation, programming, maintenance, development and sustainability recommendations in areas such as recreation and programming, maintenance and development, sustainability, district wide mapping, identification of trail links delivery of final comprehensive master plan

ETC Institute

Village of Glencoe, Illinois
Sammy Hanzel, Communications Manager
shanzel@villageofglencoe.org
847-461-1104

City of Lake Forest, Illinois
A. George Issakoo, Assistant City Manager
issakoo@citylakeforest.com
847-810-3680

Conduct Community-wide Survey

Conduct Community-wide Survey

MSA

TRANSIENT MARINA STUDY & DESIGN
Patrick Mohorcic, Executive Director
Lake Development Authority
PMohorcic@ldaaauthority.org
(440) 330-5343

MONROE TRANSIENT MARINA
Morgan McCallister, City Engineer
City of Monroe, LA
morgan.mccallister@ci.monroe.la.us
(318) 329-2210

STORM SHELTER AND COMMUNITY CENTER
ADDITION
Scott Hildebrand, City Administrator/HRA
Executive Director
City of Landfall
shildebrand@cityoflandfall.com
(651) 739-4123

Proposed Payment Schedule

Below is a the proposed payment schedule.

City of Lake Geneva	Proposed Payment Schedule	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27
2026 CORP Planning Project Management (4.1) Kick-Off and Two Joint Committee Meetings (2 in person) Joint Committee and Staff SWOT and Visioning (1 in person Day) Monthly Check In Meetings (9 virtual)	\$ 3,224.00	\$ 2,832.00											
	\$ 898.00	\$ 898.00	\$ 898.00	\$ 898.00	\$ 898.00	\$ 898.00	\$ 898.00	\$ 898.00	\$ 898.00	\$ 898.00	\$ 898.00	\$ 2,209.00	
Phase I - Data Inventory & Analysis (4.2-4.5) City Council Presentation 4.2.1 Park System and Trail Planning 4.2.1 User Experience & Operations 4.2.3 Level of Service, Mapping and Analysis 4.3 Lakefront System Analysis and Recommendations 4.4 Recreation Programming & YMCA Partnership 4.5 Community Center Feasibility	\$ 10,968.00	\$ 5,484.00	\$ 5,484.00										
	\$ 7,844.00	\$ 3,922.00	\$ 3,922.00										
	\$ 5,786.00	\$ 2,888.00	\$ 2,888.00										
	\$ 14,426.00	\$ 7,213.00	\$ 7,213.00										
Phase II - Community Engagement (4.6) Pop-up Engagement Stations (in person) Stakeholder Interviews (Virtual) Focus Group Meetings (3 in person) Community Open House (2 in person) Community Wide Survey Document of Influence	\$ 3,488.00	\$ 872.00	\$ 872.00	\$ 872.00	\$ 1,248.00	\$ 1,248.00							
	\$ 4,992.00	\$ 1,248.00	\$ 1,248.00	\$ 1,248.00	\$ 2,546.00	\$ 2,546.00							
	\$ 5,092.00	\$ 2,546.00	\$ 2,546.00	\$ 2,546.00	\$ 5,339.00	\$ 5,339.00							
	\$ 7,840.00	\$ 2,136.00	\$ 2,136.00	\$ 2,136.00	\$ 1,026.00	\$ 1,026.00							
Phase III- Implementation Plan (4.7) Parks and Lakefront System Plan Trail & Connectivity Plan Community Recreation & Programming Assessment Capital Improvement Plan ADA Transition Plan	\$ 2,852.00						\$ 570.40	\$ 570.40	\$ 570.40	\$ 570.40	\$ 570.40		
	\$ 2,340.00						\$ 468.00	\$ 468.00	\$ 468.00	\$ 468.00	\$ 468.00		
	\$ 2,212.00						\$ 442.40	\$ 442.40	\$ 442.40	\$ 442.40	\$ 442.40		
	\$ 4,516.00						\$ 903.20	\$ 903.20	\$ 903.20	\$ 903.20	\$ 903.20		
Plan Adoption Final Plan Adoption DNR Grant Submissions	\$ 4,004.00						\$ 800.80	\$ 800.80	\$ 800.80	\$ 800.80	\$ 800.80		
Proposed Payment Schedule by Month (fee only)		Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27
		\$ 3,224.00	\$ 38,930.00	\$ 36,098.00	\$ 9,383.00	\$ 9,383.00	\$ 4,082.80	\$ 4,082.80	\$ 4,082.80	\$ 4,082.80	\$ 11,922.80	\$ 2,209.00	\$ -

go outside





PROPOSAL FOR:
CITY OF LAKE GENEVA
**INTEGRATED PARKS +
LAKEFRONT SYSTEM PLAN**

MARCH 5, 2026



**VANDEWALLE &
ASSOCIATES INC.**
Shaping places, shaping change



Contacts: Jackie Mich, AICP, Project Manager | C: 608.772.0132 | Email: jmich@vandewalle.com

Madison Office: 120 E. Lakeside St. Madison, WI 53715 | **Milwaukee Office:** 247 Freshwater Way, Milwaukee, WI 53204

P: 608.255.3988 F: 608.255.0814 | vandewalle.com

TABLE OF CONTENTS

Cover Letter & Executive Summary	1
Firm and Team Qualifications	3
Comparable Project Experience	20
Understanding of Lake Geneva Context	29
Project Approach and Methodology	34
Project Schedule	47
Detailed Fee Proposal	50
References	53

BUSINESS IDENTIFICATION AND CONTACTS

Primary Contacts

Vandewalle & Associates, Inc.

Year Established: 1976

Milwaukee:

247 Freshwater Way
Milwaukee, WI 53204

Madison:

120 E Lakeside Street
Madison, WI 53715
(608) 255-3988 Phone
(608) 255-0814 Fax
Website: www.vandewalle.com



Project Manager

Jackie Mich, AICP
Phone: (608) 772-0132
Email: jmich@vandewalle.com



David Winger, Parks Director
City of Lake Geneva
626 Geneva Street | Lake Geneva, WI 53147
parkdirector@cityoflakegeneva.com

Dear Mr. Winger:

The Vandewalle & Associates team is pleased to submit our proposal for the City of Lake Geneva's integrated Parks and Lakefront System Plan. **Vandewalle & Associate's** work with the City over the years has familiarized us with the City's vibrant spirit, deep community engagement, and commitment to its residents. We are excited about the opportunity to partner with the City in shaping a forward-looking, community-driven vision that builds upon the strong foundation of past planning efforts while addressing important emerging priorities and opportunities in Lakefront Systems planning. The City's RFP highlights the pragmatic yet impactful approach to planning that the City is taking by creating a Comprehensive Outdoor Recreation Plan that looks towards the longevity and care of recreational facilities and parks but also looks towards the next chapter in the future of the iconic lakefront of Geneva Lake.

Our team brings deep expertise in outdoor recreation planning, lakefront and marina planning, community engagement, and municipal planning. Vandewalle & Associates has completed over 40 Comprehensive Outdoor Recreation Plans across our firm's history, and we prioritize implementable plans and market-based strategies as well as a planning process that integrates broad community input and vision.

Vandewalle & Associates has been the City of Lake Geneva's community planning consultant since 1986. Across several decades, we have prepared multiple Comprehensive Park and Open Space Plans and updates, providing us with a strong familiarity with the park system. We also prepared all of the City's Comprehensive Plans and most recently the ten-year update, adopted in 2020. This process fostered significant community involvement and challenging community conversations – notably with the planning for the future of the Hillmoor property and hearing the community's wishes for a natural space available to Lake Geneva residents that was rooted in sustainability principles. We also prepared the City's first Bicycle and Pedestrian Plan, giving us insights into future trail recommendations. Through this long relationship leading planning efforts on behalf of the City, our knowledge of Lake Geneva, its regional economic position, land use vision, and community desires is unmatched.

We are also pleased to include two expert partners integral to our project team and approach. **Edgewater Resources** are specialists in lakefront planning and design and are a trusted name in the field. This award-winning firm is comprised of industry innovators who are at the forefront of developing revolutionary sustainable design and engineering practices. With clients in the Midwest, North America, and across the globe, they bring years of experience and success in all coastal environments.

Bill Clevenger brings extensive experience in operations and management for park and recreation systems, and developing and managing community recreation projects. He served as Executive Director for the Decatur Park District for nearly 30 years, during which he managed 4,000 acres of land, a budget of \$22 million and a staff of 550 full-time and seasonal employees. He is a longstanding member of the National Recreation & Parks Association (NRPA).

Our approach brings together the strengths of the three teams to tackle the wide-ranging needs for this timely and important project.

Project and Community Understanding

We understand Lake Geneva's unique character as a high-quality lakefront community with permanent and seasonal residents. As outlined in our proposal, our approach is tailored to the City's scale, values, and budget-conscious priorities, and we are committed to delivering a streamlined, visually engaging, and actionable plan that supports both public and private investment.

As a lakefront community with a rich history, evolving residential base, strong downtown, and first-rate waterfront, Lake Geneva needs a plan that responds to its unique assets and challenges. Our team understands the importance and necessity of future-oriented planning that is pragmatic in addressing the priorities and evolving needs of the community within available resources. The plan must meet DNR standards and maintain the City's eligibility for grants, while providing analysis and guidance for the entire recreation system – including its parks, trails, recreational programming and partnerships, lakefront assets and infrastructure, and operations – delivering a coordinated and cohesive vision for the entire recreation system. To achieve this vision, the City also needs pragmatic guidance in the form of cost estimates, capital recommendations, and staffing and organizational frameworks. Equally important is an inclusive public participation process to understand and meet community desires.

Our proposal outlines a 12-month work plan that integrates statutory requirements with a context-sensitive Parks and Lakefront System Plan, ensuring that the final product is visionary and consistent with state requirements.

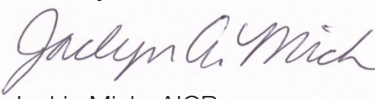
Summary of Approach

Our team's approach and scope of work respond directly to the City's RFP in a creative and thoughtful manner. Highlights of our approach include:

- Comprehensive, holistic, and place-based process
- Multi-faceted public engagement that produces meaningful public participation
- Visioning and goal setting
- Alignment with ongoing Hillmoor planning efforts
- Lakefront planning and evaluation effort tailored to Lake Geneva
- Organizational guidance for the Park Department
- Continuous communication
- Parkland needs assessment and level of service analysis
- Formation of tangible recommendations and implementation
- Compelling and useful plan products
- Grant readiness

Thank you for considering our proposal. We look forward to the opportunity to collaborate with the City of Lake Geneva and contribute to its continued success.

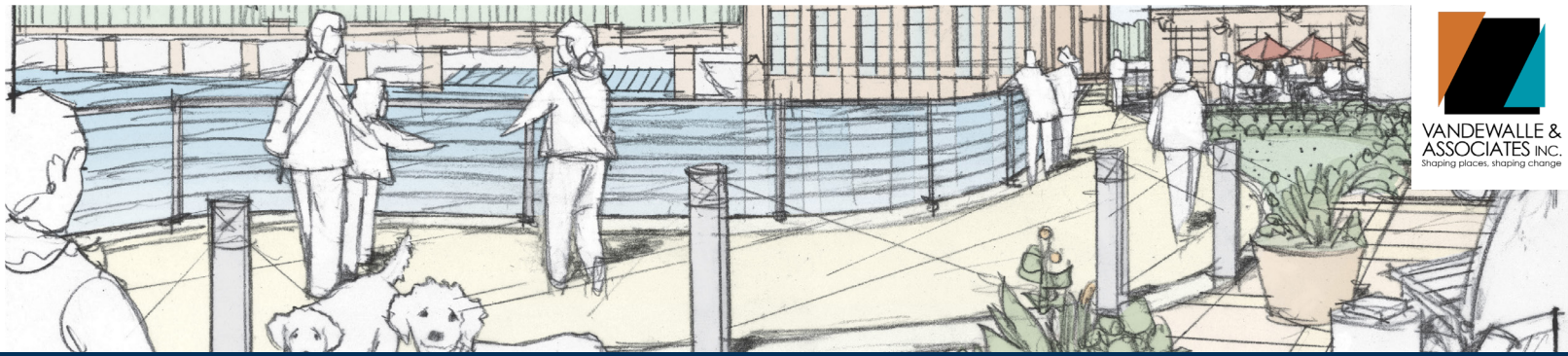
Sincerely,

A handwritten signature in cursive script that reads "Jackie Mich". The signature is written in dark ink and is positioned above the printed name and title.

Jackie Mich, AICP
Project Manager



FIRM + TEAM QUALIFICATIONS



V&A: FIRM OVERVIEW

Vision-Driven Planning for People, Place, and Prosperity

Vandewalle & Associates is a collection of passionate professionals with expertise in disciplines that converge to best impact change and make places work better for people.

Established in 1976, V&A has been a Midwest leader in community planning, zoning, public participation, place-based analysis, economic strategies, visioning, and implementation for more than 40 years. We work in partnership with our clients to identify core, place-based opportunities and translate them into strategic plans, innovative projects, and custom regulations.

Vandewalle & Associates is at the forefront of comprehensive park, recreation, and open space planning in Wisconsin. Fundamental to our philosophy is the belief that park systems should not only act as an integrated system of green spaces, but also serve to improve the health and quality of life for all community residents. A community's park, recreation, and open space system should meet the needs of all citizens and showcase the unique natural features and attributes that shape and define a community. V&A's approach to community-wide park, recreation, and open space planning is to help communities develop plans that are comprehensive and visionary in their scope. The plan should explore all of the community's recreation and open space opportunities, ranging from regional parks to future linkages to existing park facilities and open space areas.



2 offices
40+ years

► **Who we are:**

Transforming places, shaping communities, building economies, and creating lasting impact since 1976

► **Areas of Expertise:**

- Park & open space facility planning
- Community planning & zoning
- Land use & neighborhood design
- Intergovernmental relations & grant assistance
- Economic strategy & market analysis
- Asset, demographic & economic data analysis
- Redevelopment, design & architecture
- Marketing, branding & real estate
- Public-private partnerships

► **Our Approach:**

Collaborative partnerships to identify place-based opportunities, delivering strategic plans, innovative projects, and customized regulations

► **Leadership:**

Over 40 years as a Midwest leader in community planning, public participation, economic strategies, and implementation

► **Website:**

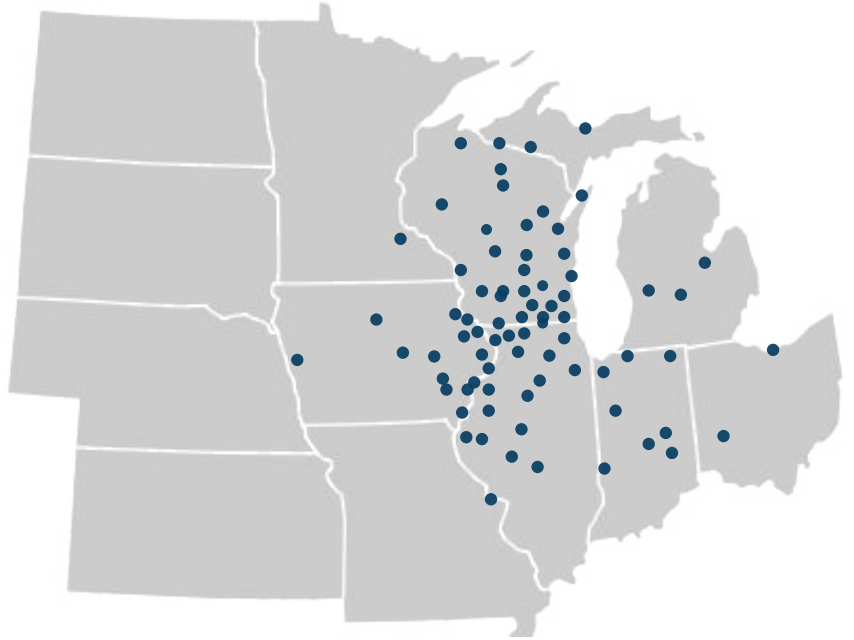
Visit our website at vandewalle.com to see some of our highlighted projects

AREAS OF EXPERTISE

TOGETHER WE CREATE GRAPHICS THAT “SPEAK VOLUMES.” THEY INFORM, EXPLAIN, EXCITE, & INSPIRE

Vandewalle & Associates is uniquely qualified

to deliver inspired communications to accelerate public space and development proposals. Our multidisciplinary expertise in public space design, social and market force analysis, redevelopment, and communication means we know what makes places work, how to set a clear vision, and how to design spirit, function, and character into spaces.



Insightful designers who uncover, focus, and crystallize ideas. We read places and find hidden opportunities in places, translating these to people’s needs and experiences there today. We design places to inspire connections, gathering, and desired activities for success in the public realm.



Decades of communications with human empathy at the heart. Our landscape architects, architect, and graphic designers listen deeply to understand ideas and the purpose behind communication to each specific audience and at every stage—from process, to vision, to implementation.



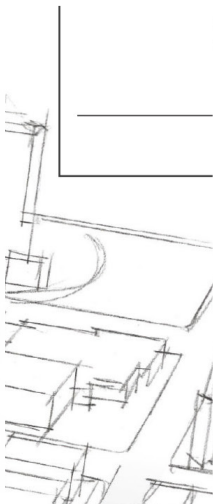
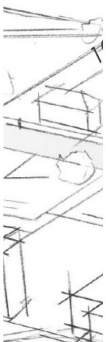
A hand in capturing, distilling, and selling big ideas. We hand-sketch quick images that capture ideas and concepts—sometimes on the spot. We think and envision quickly in three dimensions, creating perspective drawing at all scales, from the air, and on the ground.



Scaling up your digital graphic capabilities. Our team also works digitally—from maps at regional and community scale, to plans at district and site scales, to sections for sites and streets, to illustrative sections and elevations. Three dimensional studies in CAD and SketchUp support design decisions and inform the process and the outcome.



Part of the client team ... and a natural extension of yours. We are well-versed at working within a team, supporting planners and economic development specialists, and translating ideas efficiently into graphics that communicate visions to detailed recommendations.





AREAS OF EXPERTISE

Vandewalle & Associates has developed a unique expertise in site assessment, opportunity analysis and redevelopment implementation. Our approach to site design includes applying a variety of layers of analysis of existing conditions and future opportunities to design sites for preservation or redevelopment, as well as special places, parks, streetscapes and corridors, significant buildings, parking, pedestrian circulation, and transit and rehabilitation sites. Our team includes skilled graphic communicators of complex ideas. We can provide a mix of high quality sketches, photo examples, and plan graphics to communicate design concepts, and integrate design characteristics.

► **Park Design**

- Contextual park and architectural design
- Architectural character assessment and design guidelines
- Visioning graphic communication
- Historic preservation and reuse design
- Redevelopment guidelines
- Waterfront design
- Site and parking design
- Downtown branding

► **Public Engagement**

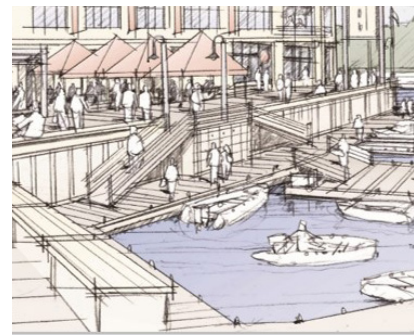
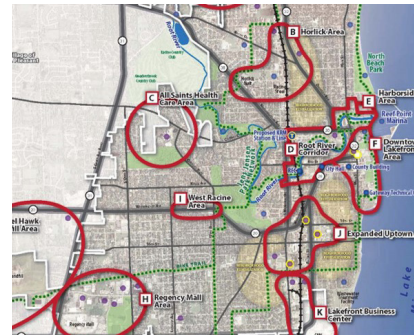
- Facilitated public visioning workshops
- Design charrettes
- Virtual public meeting tools
- Live polling for instant feedback
- Individual interviews with subject matter experts
- Convene meetings with key stakeholders

► **Site Assessment and Opportunity Analysis**

- Analysis and Assessment of lakefront sites and marina
- Understanding community perspective, market potential, big picture context, and local needs
- Defining Redevelopment objectives and measurable indicators
- Synthesize analysis and develop realistic and visionary development opportunities

► **Redevelopment Vision Planning**

- Design and facilitating a robust public process and community conversation
- Bring compelling graphic communication expertise to communicate data and ideas
- Conceptualization of alternative development scenarios with illustrations and impacts



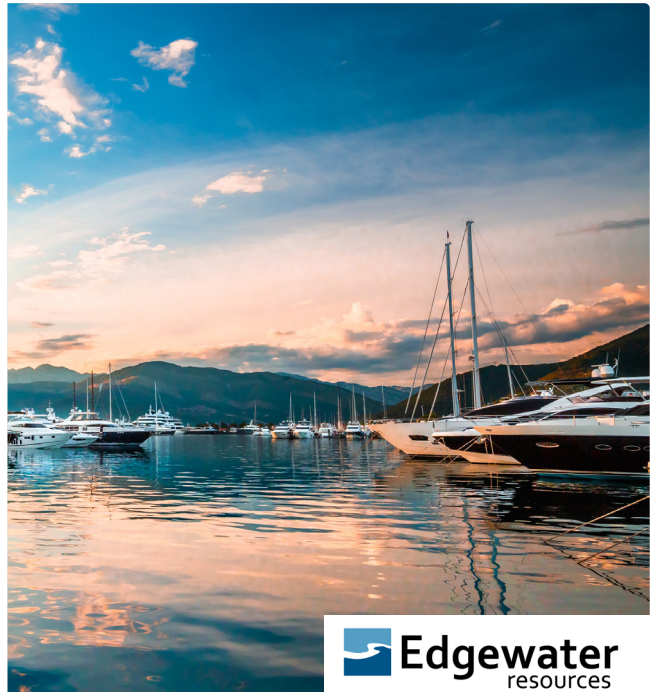
Resilient Coastlines and Innovative Waterfronts Worldwide.

Edgewater Resources was founded with the goal of enhancing community waterfronts, with a focus on planning, design, and development solutions based in economic reality.

Edgewater Resources is a design and engineering consultancy based in the United States, with offices in Michigan, Washington, Wisconsin, and South America. Our work is focused entirely on marinas, mixed-use waterfront developments, coastal improvements, and harbor works. We create waterfront projects that respect and celebrate the local culture and natural environment, respond to natural forces with resilient and durable designs, and consider financial realities to ensure the long term economic viability of our work.

Our team provides skilled and thoughtful professionals practicing in the fields of architecture, planning, landscape architecture, environmental science, development finance, and marine, civil, coastal, geotechnical, mechanical, and structural engineering. Our specific services include:

- + Marina, Civil, Structural, and Geotechnical Engineering
- + Mechanical Engineering and Dry Stack Engineering Design
- + Coastal, Port, and Navigation Engineering
 - Shoreline Processes Studies
 - Hydrodynamic and Wave Modeling
 - Marinas and Harborworks
 - Nearshore Structures Design
- + Market Analysis, Funding, and Financial Feasibility
- + Regulatory, Permitting, Assessments, and Mitigation Support
- + Architecture, Landscape Architecture, and Master Planning
- + Public Process and Stakeholder Engagement
- + Development Finance, Economics, and Grant Funding
- + Expert and Forensic Analyses



Edgewater Resources places an equal emphasis on design and engineering in all of our work, ensuring that all that we build is beautifully and thoughtfully designed to complement its setting, and thoroughly engineered to function, operate, and serve its purpose for decades. Our principals include award winning CLARB certified landscape architects and planners licensed to practice across the United States, LEED Accredited Professionals, Clean & Resilient Marina Professionals, and Board Certified Port, Coastal, and Navigation Professional Engineers. Our team works together on every project in a collaborative environment without divisions or departments, ensuring our work is well thought out and considered from many points of view, and we engage local partner firms and specialists to provide additional design resources as needed. Most importantly, we love the specialized work that we do and pursue only those projects where we can really make a difference for our clients and their communities.

PROJECT TEAM STRUCTURE + ROLES

Our team brings deep expertise in outdoor recreation planning, lakefront and marina planning, community engagement, and municipal planning. Vandewalle & Associates has completed over 40 Comprehensive Outdoor Recreation Plans across our firm's history, and we prioritize implementable plans and market-based strategies as well as a planning process that integrates broad community input and vision.

Our integrated project team brings the right expertise to lead the City of Lake Geneva's Parks and Lakefront System Plan. **Jackie Mich** will serve as Project Manager, providing day-to-day leadership, coordination, and continuity throughout the process. **Greg Weykamp** will lead the waterfront and marina planning, bringing specialized insight into lakefront systems and design. **Bill Clevenger** will guide park and recreation operations and organizational strategies, drawing on decades of experience managing complex park systems. Together with Vandewalle & Associates' deep history with the City and our partners' nationally recognized expertise, this team is uniquely positioned to deliver a comprehensive, implementable plan tailored to Lake Geneva's needs.

PROJECT ORGANIZATION

PROJECT MANAGEMENT

JACKIE MICH



ROLE: Project Manager,
Principal-in-Charge,
Parks Planning Specialist

KEY PERSONNEL

JEFF MALONEY



ROLE: Design Lead,
Park Design Specialist

GREG WEYKAMP



ROLE: Waterfront/Marina
Specialist Lead

BILL CLEVINGER



ROLE: Park & Recreation
Operations and Organization

KYLE ESTRADA



ROLE: Document
Author and Community
Engagement Lead

NENG LOR



ROLE: Assistant Park
Designer

DAN ECKBERG



ROLE: GIS Specialist

SUZIE FROMSON



ROLE: Waterfront/
Marina Specialist

JACKIE MICH, AICP

PRINCIPAL PLANNER, DIRECTOR OF MILWAUKEE OFFICE

As Director of V&A's Milwaukee office, Principal Planner Jackie Mich leads a diverse portfolio of redevelopment and implementation projects across the Greater Milwaukee area. She heads the Milwaukee team in redevelopment planning, community planning, park planning, and bicycle and pedestrian planning, bringing deep expertise and strategic insight to each of her projects.

Jackie's work spans community planning, zoning assistance, economic development implementation, transportation planning, and project management. She has managed a wide range of economic development efforts in the Village of Slinger, including the Downtown Slinger Vision & Strategy and the creation of Slinger's Redevelopment District No. 2.

Her leadership has extended to neighborhood revitalization projects for LISC Milwaukee, where she conducted market analyses for the Fond Du Lac & North Area, Clarke Square Neighborhood, and the Near West Side. She also developed marketing materials for the King Drive Business Improvement District. She currently serves on the Economic Development Corporation for the Uptown Crossing BID in Milwaukee.

She was the project manager for Envision Elk Grove: The Community Revitalization Master Plan, a multi-year initiative that helped Elk Grove Village, Illinois, shape a forward-looking vision for its industrial and commercial districts.

Jackie has led over 15 ten-year Comprehensive Plan updates for communities across Wisconsin, including Greenfield, Brookfield, Manitowoc, Lake Geneva, Shorewood, Bayside, and Altoona. Her experience also includes numerous park and open space plans.

Over her decade-plus with the firm, Jackie has served as interim city planner for Franklin, Whitewater, Lake Geneva, and Monroe, and has completed three full zoning ordinance rewrites. She currently provides on-call planning services to several communities in southern Wisconsin.

A passionate bicycle advocate, Jackie has led the development of bicycle and pedestrian plans for Portage County, Lake Geneva, and Glendale, and contributed to public engagement efforts for Madison in Motion: The Sustainable Madison Transportation Master Plan.



EDUCATION

- M.S. Urban and Regional Planning
University of Wisconsin - Madison, WI
- B.A. History / Spanish
University of Wisconsin - Madison, WI

PROFESSIONAL LICENSES & MEMBERSHIPS

- Member, American Institute of Certified Planners (AICP)
- Member, American Planning Association (APA) & Wisconsin Chapter (APA-WI)
- Excellence in Planning Award for "Village of Oregon Sign Code" – APA-WI Chapter, 2017
- American Institute of Certified Planners Outstanding Planning Student Award (2013)
- American Planning Association-Wisconsin Chapter Scholarship (2011-2013)

JEFF MALONEY

PRINCIPAL DESIGNER

Jeff Maloney is a Principal Urban Designer with more than two decades of experience specializing in urban redevelopment, mixed use neighborhood design, public space planning, and implementation of complex redevelopment initiatives. His work centers on identifying place based assets, shaping reinvestment strategies, developing site plans, and designing public improvements that support long term community vitality.

Jeff collaborates closely with municipal staff to advance redevelopment goals, including development recruitment, Tax Increment District (TID) establishment, developer negotiations, pro forma evaluation, and securing grant funding. He has also guided private development projects through municipal entitlements with an emphasis on site planning, landscape architecture, and rezoning.

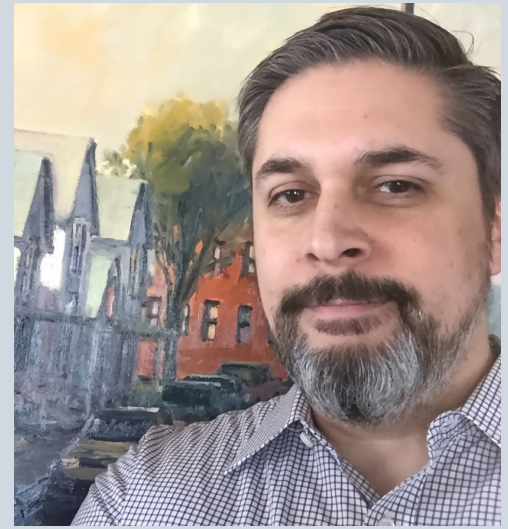
As a lead designer, project manager, and implementation strategist for communities of varying sizes across the Midwest, Jeff brings a strong ability to align community priorities with achievable revitalization strategies and capital improvement programs.

In Middleton, Wisconsin, Jeff has partnered with City staff to implement TID projects that have contributed to more than \$1 billion in increased land value. His work includes the creation of detailed development concepts to attract private investment, the design of public improvements, and the preparation of historic design guidelines and greenway conservation plans.

Currently, Jeff is leading efforts in Muncie, Indiana, to revitalize waterfront and downtown neighborhoods facing long term disinvestment, elevated unemployment and poverty rates, and a concentration of brownfield sites. His planning and implementation work focuses on neighborhood stabilization, creating a strong sense of place that aligns with new investment while meeting community needs. Jeff also leads public engagement, including workshops, outreach events, and interactive community discussions.

Jeff's recent clients include public and private organizations throughout the Midwest, such as Middleton, Racine, Thiensville, Hartford, Watertown, Jefferson, and previously Wauwatosa, the Milwaukee Regional Medical Center, and the Milwaukee County Research Park.

Beyond design and redevelopment expertise, Jeff maintains a strong focus on visual communication. He excels at translating complex planning and urban design concepts into clear, compelling graphics and continually explores new techniques to enhance public understanding and stakeholder decision making.



EDUCATION

- B.S. Landscape Architecture
University of Wisconsin - Madison, WI

PROFESSIONAL LICENSES & MEMBERSHIPS

- Associate, American Society of Landscape Architects National and State Chapters
- Co-Chair, University of Wisconsin Planning and Landscape Architecture Alumni Committee

KYLE ESTRADA

ASSISTANT PLANNER

Kyle Estrada is an Assistant Planner working with the V&A team out of the Milwaukee office. As a young, community-oriented practitioner, he has dedicated himself to the field of urban planning and community development - particularly as it shapes neighborhoods and impacts diverse populations in the city.

At V&A, he has also worked on a variety of plans including a comprehensive plan, outdoor recreation plans, and a bicycle and pedestrian plan. During the planning process, he has been engaged in the public input process to gather resident feedback and turn qualitative data into key plan recommendations. Given his experience working in a variety of different communities, Kyle would make an excellent addition to any municipality's planning efforts.

From an undergraduate background of geography and social sciences, Kyle has shaped both his post-graduate urban planning studies and career around the belief that access to affordable housing, vibrant public spaces, and reliable transportation are keys to a thriving community.

As a teaching assistant, he has facilitated group discussions on race and diversity, and led students of diverse backgrounds through difficult conversations and complex topics.

From his work as planner in the town of Mead, Colorado Kyle gained solid experience in managing municipal and development projects as well as with meeting directly to listen to and engage with members of the public in the planning process. He has adopted and honed an approach of treating people with compassion and dignity in a community-centered approach to problem-solving.

Kyle is also experienced in intergovernmental collaborations, fielding zoning questions, and serving as point of contact for residents working through the complexities of the development process. This is exemplified by his current work with V&A as the zoning administrator for Roscoe, IL. In addition, he has also done a variety of zoning administration tasks in communities around southeastern Wisconsin.



EDUCATION

- M.S. Urban and Regional Planning
University of Wisconsin -
Madison, WI
School of Architecture & Urban
Planning
- B.S. Geography / Social Sciences
Florida State University -
Tallahassee, FL

PROFESSIONAL LICENSES & MEMBERSHIPS

- Member, American Planning
Association National
and Wisconsin Chapters

NENG LOR

ASSISTANT DESIGNER

Neng Lor is an Assistant Designer with Vandewalle & Associates. Neng believes strongly in the value of places designed to support equality and positive connection to their environment. "I feel a space should be welcoming, allowing imagination, creation, and being themselves when occupying a space," Neng explains.

Her work with people from many different backgrounds, identities, and values in both her internship and her volunteerism has helped deepen her understanding of human needs and potential solutions for creating inclusive spaces for people.

Skilled with AutoCAD, Adobe Creative Suite (Illustrator, Photoshop, and InDesign), Sketchup and Lumion, Neng is also trained in using computer and hand skills to create evidence-based designs, site analysis, maps, and renderings. Neng is multi-lingual; fluent in both English and Hmong.

VOLUNTEER ACTIVITIES

- Volunteer, Bayview Foundation Inc. (2023-2024)
 - Volunteered for three hours per month and collaborated with other volunteers to unpack, organize, and distribute groceries and canned goods.
 - Directed and assisted residences and community members through the distribution process to maintain a smoother process and transitioning in the area.
 - Translated for senior Hmong residences and guided them through the shopping process.
- Club Member, Circle K International (2020)
 - Collaborated with club members to complete various serve projects, mainly focusing on food insecurity, childhood development, and mental health.



EDUCATION

- B.S. Landscape Architecture
University of Wisconsin -
Madison, WI
- Certificate - Asian American
Studies
University of Wisconsin -
Madison, WI

PROFESSIONAL LICENSES & MEMBERSHIPS

- Member, American Society of
Landscape Architects National
and State Chapters

DAN ECKBERG, AICP

GIS PLANNER

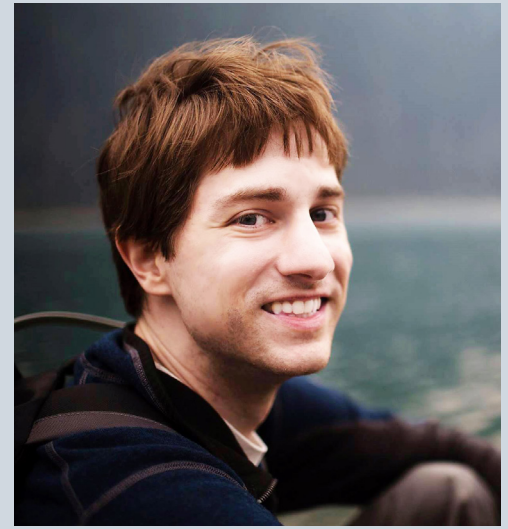
Dan Eckberg is a native of southeast Minnesota, and a GIS Planner who specializes in temporal and spatial data analysis.

Dan has extensive experience with ESRI ArcGIS software packages and utilizes this knowledge to analyze and map geospatial data for a range of planning projects.

Dan has worked on a variety of projects while at Vandewalle. These include identifying developable land for a comprehensive housing feasibility analysis in Delavan and East Troy, Wisconsin, creating environmental site suitability basemaps for developers, mapping natural hazards for the Grant County, WI Hazard Mitigation Plan, evaluating bike trail routes for the Village of Oregon, analyzing demographics of food deserts in Freeport, Illinois, designing and creating a database of potential Brownfield sites for the City of Janesville, creating and editing numerous comprehensive plan maps, and mapping Environmental Justice populations and developing novel approaches for ensuring NEPA compliance for DOT highway studies.

He is also a licensed commercial Unmanned Aircraft System (drone) pilot registered with the FAA and is able to provide clients with high quality aerial video footage and photography.

Prior to joining Vandewalle & Associates, Dan worked as a GIS research assistant at the Minnesota Population Center where he helped update digital United States census tract boundaries in the National Historic Geographic Information System (NHGIS). Before that, Dan worked at East View Geospatial and held an internship with U-PLAN, a community planning group for the Frogtown/Rondo neighborhood of St. Paul, Minnesota. In the latter position, Dan helped design a traffic impact analysis for the neighborhood using the CommunityViz extension of ArcGIS.



EDUCATION

- B.A. Geography (City Systems)
Minor - Geographic Information Systems
University of Minnesota -
Minneapolis, MN

PROFESSIONAL LICENSES & MEMBERSHIPS

- Member, American Institute of Certified Planners (AICP)
- Member, American Planning Association
- Commercial SUAS (Drone) Remote Pilot Certification
FAA 2018-Present

AWARDS AND RECOGNITION

- Excellence in Planning Award,
"Madison Metropolitan School District Enrollment Projections: 2017-2037 - APA-WI Chapter, 2017
- Guest Lecturer (Applications of GIS in Planning) – University of Wisconsin-Madison, 2012



PRESIDENT | PRINCIPAL

Gregory Weykamp

CLARB, LEED AP, CRMP, WEDG

Greg has over thirty-three years of experience in the planning and design of the public realm, with an emphasis on the implementation of sustainable landscapes and urban waterfront environments. His project experience spans waterfront parks, marinas, Master Planned communities, urban revitalization, streetscapes, parks and recreation facilities, medical and university campuses, and military installations.

Relevant Experience

31st Street Harbor

Greg served as Principal-in-Charge, leading the combined design and engineering team in the development of a new 1000-slip harbor for the Chicago Park District. The design included a green roof-covered parking area providing heated winter boat storage below and expanded park space above. Additionally, the marina project was leveraged to create a new regional destination play area and a new 1.5-acre park space offshore in Lake Michigan, providing views of the Chicago skyline. Key elements included improved pedestrian and bicycle safety by realigning the Lakefront Trail and the integration of extensive sustainable design strategies including green roof-covered parking, bioswales, bio-infiltration, materials selection, habitat creation, alternative energy generation, boat wash, and LEED Certified structures.

Navy Pier Marina

The Navy Pier Marina project includes the design and development of a new transient marina located at the heart of Chicago's waterfront at Navy Pier. The facility provides 132 new transient slips on a combination of fixed and floating dock infrastructure. Additional amenities such as boater services, showers, lockers, and a public waterfront promenade will enhance the visiting boaters' experience. As Principal of the design team, Greg led the design, permitting, planning, and engineering for all aspects of the project.

Michigan Maritime Museum

The Michigan Maritime Museum project included the condition assessment, planning, and design for the renovation and expansion of the Michigan Maritime Museum campus. The scope of work included a complete campus Master Plan, site civil engineering, landscape architecture, and architectural services for an \$8 million new museum building, and marine engineering for all harbor elements for the Museum fleet, as well as visiting boats. As Principal of the design team, Greg led the design and planning of all aspects of the project.



Education

Bachelor of Landscape
Architecture, Michigan
State University

Registrations/Certifications

Registered Landscape Architect
in the States of IL, IN, MI, OH,
NY, NC, and WI

Council of Landscape
Architecture, Registration Board
(CLARB) Certified

LEED Accredited
Professional Building,
Design & Construction

Clean & Resilient Marina
Professional (CRMP),
Association of Marina Industries

WEDG Associate Credential

Honors & Awards

Great Lakes Sea Grant
Network, Great Lakes Outreach
Programming Award, Sustainable
Small Harbors Project

American Society of Landscape
Architects, Illinois Chapter, 2013

Gregory Weykamp

CLARB, LEED AP, CRMP, WEDG

Douglas Waterfront Master Plan

Edgewater worked with the City of the Village of Douglas and the community to prepare a waterfront Master Plan for all properties and key adjacent parcels within the city limits. The goal of the effort was to perform a high-level assessment of all properties along the waterfront within the city limits to identify potential opportunities for enhancing public access to the waterfront. Potential opportunities, among others, included the expansion of public waterfront parks and access trails, the creation of new watercraft access sites (canoe, kayak, etc.), the creation and/or acquisition of a municipal marina facility, improved ADA-compliance, and improved connections between adjacent neighborhoods and the waterfront. Greg led the planning, design, and community outreach and stakeholder workshops for all elements of the project.

Renard Island Master Plan

The Renard Island Master Plan transformed an inaccessible facility into a vibrant waterfront park that serves as the centerpiece of a revitalized Green Bay waterfront. A primary goal of the plan was to create revenue-generating facilities in order to drive sufficient funding to construct the public park improvements, which was accomplished through a variety of elements including a marina, waterfront entertainment district, and adjacent landside developments. Greg was responsible for the overall financial feasibility and development economics for the project, as well as the design of the marina and waterfront entertainment district.

Decatur Parks and Recreation Master Plan, Nelson Park Master Plan and Marina

The Nelson Park Master Plan project created a new vision for the 180-acre Nelson Park and adjacent parkland along the shores of Lake Decatur in Decatur, Illinois, with the fundamental goal of achieving both financial sustainability for the park and spurring economic growth within the greater Decatur economy. In addition to the reconstruction of over two hundred boat slips, the project included a waterside restaurant entertainment district, regional destination waterpark, and pedestrian loop around Basin Two of Lake Decatur. The design effort included an extensive public involvement process and the development of strategies to expand biologically diverse native habitats, improve the durability of the built environment, and apply improved stormwater management techniques while reducing maintenance and environmental impacts. The Parks' Master Plan was a comprehensive document that included inventory and future recommendations for all of the city's parks and natural areas.

President's Award, 31st Street Harbor
Chicago, Illinois, ISS Fabien Cousteau
Blue Award, 31st Street Harbor
Chicago, Illinois, AIA
Chicago SustainABILITY Leadership
Merit Award 2012, 31st Street Harbor
First Place, Engineering News Record
Midwest "Best Projects" 2012, 31st
Street Harbor
Design Evanston Urban Design Award
2010, Evanston Lakefront Master Plan
Air Force Design Award, Planning/
Design Guidelines Category, Misawa AB,
2005
Merit Award for Research, Summer
Student Program 2001
Colorado Chapter ASLA, 2001
Great Plains Chapter ASLA, Merit Award
for Planning, Omaha City Parks Master
Plan
National APA Honor Award
GASLA Merit Award
Georgia APA Honor Award, Gateway to
Coastal Georgia
Atlanta Urban Design Commission,
Award of Excellence, Centennial
Olympic Park
Atlanta Urban Design Commission,
Award of Excellence, John Wesley
Dobbs Plaza
GASLA Honor Award, University of
Arkansas, Pine Bluffs
Graphics published in Landscape
Architecture Magazine, August 1996
Graphics published in Landscape
Australia Magazine, Issue 2, 1998
Transportation by the American Public
Works Association, New York Chapter,
Project of the Year, Port of Rochester
Marina
Holland Civic Center, Honor Award
George & Lucile Heeringa Civic Center,
2019 Building Award, Holland, Michigan



Education

Bachelor of Landscape
Architecture, Michigan
State University

Registrations

Registered Landscape
Architect in the State of MI

Accomplishments

2019 Honor Award,
American Institute of Architects
Grand Rapids Chapter, Holland
Civic Center

2016 Project of the Year,
Transportation by the American
Public Works Association,
New York Chapter, Port of
Rochester Marina

President of St John's, MI Board
of Parks and Recreation.

Suzanne Fromson

LEED AP, PLA

Suzanne possesses over two decades of experience managing diverse projects, including community and site Master Plans, restoration and resource management plans, park and recreation design and administration, and urban design. Suzanne brings a rare blend of project management skills, public engagement expertise, design creativity, and construction knowledge. Her comprehensive skill set makes her a vital contributor to successful project implementation.

Relevant Experience

City of Neenah Parks, Shoreline Improvements

Edgewater was retained by the City of Neenah Parks and Recreation Department to perform an initial design and cost estimate to restore two lakefront parks of which the protection infrastructure had reached its useful limit. At the time of contracting, Kimberly Point and Doty Park used a combination of wooden seawalls and cement riprap along the water's edge. The site had significant recreational value to the city, which wanted to open the parks for greater accessibility and improve upland amenities. Suzanne led the project team through concept development, preliminary engineering, grant research, and application, as well as all aspects of site permitting.

Baileys Harbor Waterfront Master Plan

Edgewater was retained by the town of Baileys Harbor to complete design work, construction documentation, bidding, and administration for their waterfront park space. As the project manager, Suzanne oversaw and participated in every step of the design and implementation of the Master Plan. This included the layout of the park, grading, and landscape design. The park had a significant investment in creating an inclusive community landmark and included ADA compliant pathways, recreational waterfront access, and amenities.

Decatur Park District Master Plan

The Parks' Master Plan was a comprehensive document that included inventory and future recommendations for all the city's parks and natural areas. The Nelson Park Master Plan would revitalize Nelson Park and provide an economic catalyst for the long-term economic success of the City of Decatur. The implementation strategy for the plan included several revenue-generating elements, including a marina Master Plan for up to 500 new slips over the coming years. Suzanne led both the 2013 Master Plan project and the 2021 update.

Certifications

LEED (Leadership in Energy and Environmental Design), 2003

Teaching Experience

Graphics for Landscape Designers at The George Washington University, Washington, D.C.

Landscape Graphics at Front Range Community College, Westminster, Colorado

Suzanne Fromson

LEED AP, PLA

Lexington Harbor Upland Master Plan

Edgewater was engaged by the Michigan Department of Natural Resources to prepare the Lexington State Harbor Master Plan in 2018, which was completed in coordination with the Village of Lexington Master Plan. As part of that effort, Edgewater's team collaborated with the village planners on the concept design of the proposed Patrick Tierney Park Redevelopment and engaged the residents of Lexington in the design of the new State Harbor facilities and Tierney Park. Suzanne served as project manager for the park planning work, coordinated with architects and civil engineers, and worked in parallel with the engineering team as they managed the marina planning process.

South Haven Master Plans - Monroe Bluff

The city of South Haven engaged Edgewater to explore Monroe Bluff design alternatives. The team started by completing a study of visitor traffic and uses, which drove the creation of design concepts for the redevelopment of the area. The project, which was part of the overall South Haven Master Plan update, would expand parking, pedestrian walkways, access to the beach and the existing waterfront promenade. A primary component of the study included recommendations for the preservation and management of South Haven's dune ecology to balance recreational use with habitat protection and dune stabilization. The Monroe Bluff Master Plan provided enhanced spaces and trails for beach visitors while protecting the very resources that those visitors come to South Haven to enjoy. Suzanne served as project manager for the project.

Douglas Waterfront Master Plan

Edgewater worked with the Village of Douglas to prepare a waterfront Master Plan. Suzanne and the Edgewater team led community outreach and stakeholder workshops for all elements of the waterfront and worked with business owners, residents, permitting agencies, and local interest groups. The goal was to perform a high-level assessment of all properties along the waterfront to identify potential opportunities for enhancing public access to the waterfront. Some of the prepared designs included the expansion of public waterfront parks and access trails, the creation of new watercraft access sites (canoe, kayak, etc.), the creation and/or acquisition of a municipal marina facility, improved ADA compliance, and improved connections between adjacent neighborhoods and the waterfront.



Bill Clevenger

Bill Clevenger has served in the Parks & Recreation field for over 35 years. He is a member of the American Academy for Parks & Recreation Administration and the National Recreation & Parks Association (NRPA) Revenue School Board of Regents. He was formerly a member of the NRPA Council on the Accreditation of Parks & Recreation Curricula, as well as Advisory Boards for the University of Illinois and Eastern Illinois University Departments of Recreation, Sport & Tourism.

Education

Education Specialist
Community Education/Public
Administration
University of Virginia

Master of Science
Parks & Recreation Administration
Indiana University

Bachelor of Science
Parks & Recreation Administration
Indiana University

Professional Affiliations

National Recreation and Parks
Association

Illinois Parks and Recreation
Association

Illinois Association of Park Districts

Golf Course Superintendents
Association of America

Association of Zoos & Aquariums
(AZA)

Projects Developed & Operated

- Decatur Indoor Sports Center, 87,000 Sq Ft Facility, \$7.5M
- The "The Devon G Buffett" Lakeshore Amphitheater, \$6M
- Splash Cove Outdoor Water Park, \$15M
- Overlook Adventure Mini Golf, Ropes & Batting Cage Complex, 3.5M
- Red Tail Run Golf Course by Raymond Floyd, \$8M
- Rotary Park Baseball/Softball Complex, \$3M
- Decatur Soccer Complex, \$5M
- Scovill Zoo Visitor Center & Education Building, \$2.5M
- Hickory Point Golf Course Clubhouse, \$800,000
- Al & Anne Swartz Pavilion at Hickory Point, \$800,000
- Fairview Park Tennis Complex & Clubhouse, \$1M
- Scovill Golf Course Clubhouse, \$600,000

Community Involvement

- Decatur District #61 School Board Member, September 2022 -Present
- Decatur District #61 School Board President, May 2023-Present
- Macon County Regional Planning Commission, 2011-2021
- Economic Development Corporation of Decatur/Macon County, 2003-2021
- Economic Development Corporation of Decatur/Macon County, Vice-Chair, 2005
- Decatur School District #61 High School Task Force, 2009-2010
- DUATS (Decatur Area Urbanized Transit Study), 2000-2021
- Decatur/Macon County Chamber of Commerce President's Council
- Decatur/Macon County Chamber of Commerce PARAGON, 2008-2009
- Decatur 501 Club, Board Member, 2008-2010
- Macon County/Decatur Comprehensive Plan Steering Committee, 2007-2010

Awards & Recognition

Legacy of Excellence Award,
IAPD 2021

Professional of the Year, IPRA
2021

Joseph J. Bannon Practitioner
Award, U of I 2012

Robert M. Artz Award (Highest
State Recognition), IPRA 2011

American Academy for Parks
& Recreation Admin., Elected
1998-Present (Highest
recognition in the Parks &
Recreation Profession)

Presidential Citation, IAPD
2001

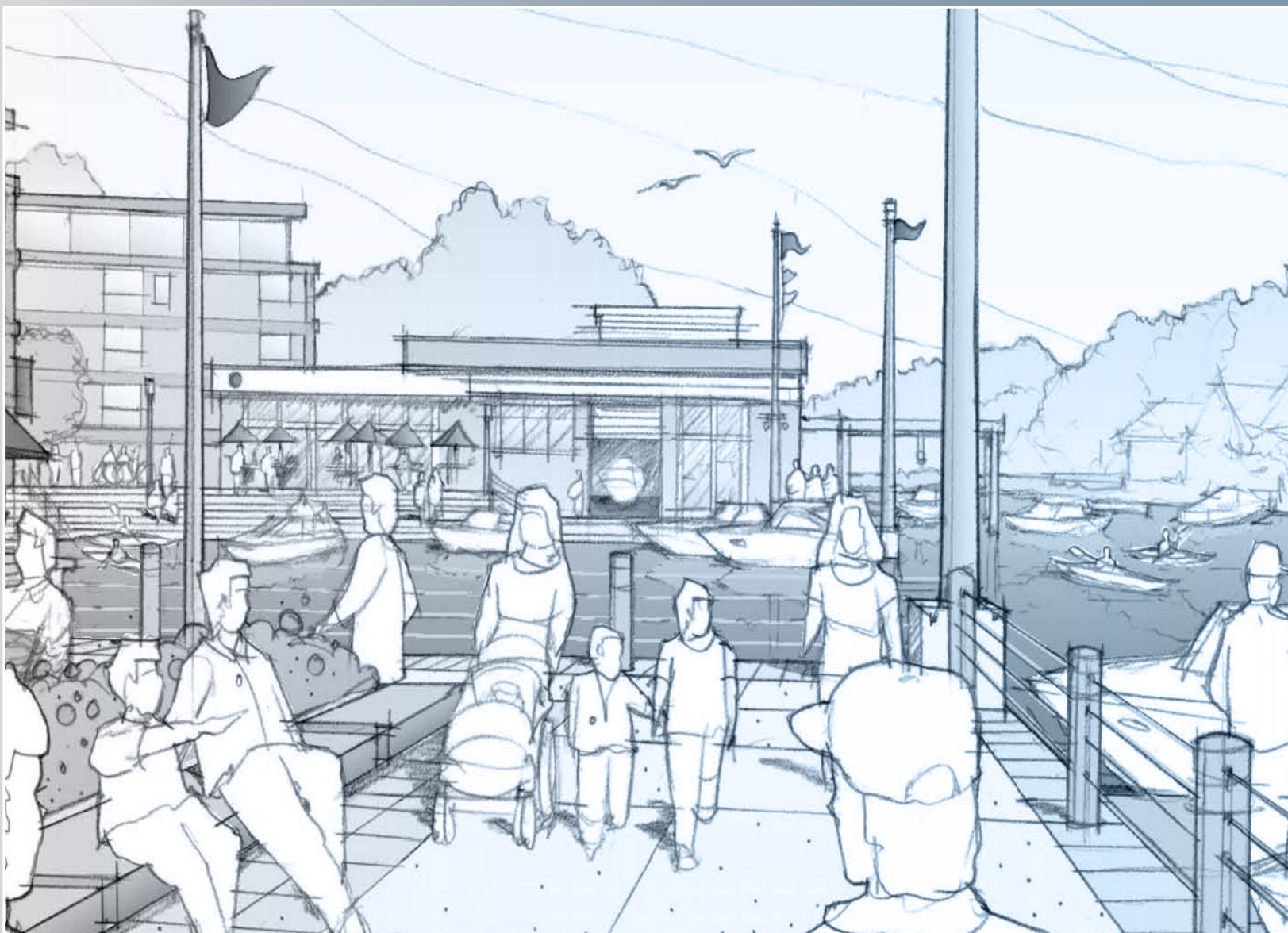
Distinguished Professional,
APRS/NRPA 2001

Tommy Wilson Award,
American Assoc. of Physical
Activity & Recreation 2006

Outstanding Alumnus, Decatur
Leadership Institute 2007

CPRP (Certified Park &
Recreation Professional),
1981-Present

- Lutheran School Association Basketball Coach, 2005-2006
- City of Decatur, Planning Commission, 1989-2021, Vice-Chair, 1994-1996
- Fellowship of Christian Athletes Decatur Area Council, 2001-2005
- Decatur/Macon County Chamber of Commerce Community Air Service Task Force, 2002
- Rotary Club, 1989-Present
- Partners in Education Board of Directors, 1998-2000
- Westminster Presbyterian Church Finance Committee Chair, 1996-1999
- Decatur Symphony Guild Board of Directors, 1997-2000
- Decatur Symphony Guild Education Committee Chair, 2000
- Macon County EDC Foundation Advisory Group, 1997-1999
- DPS #61, High School Reorganization Steering Committee, 1997-1998
- Northwest Baseball Coach, 1994-1997 & 2000
- DPS #61, Strategic Plan Steering Committee 1994
- Decatur Athletic Council Board of Directors, 1993-2000
- Decatur SummerStart Festival Board of Directors, 1992-2004
- Macon Co. Red Cross Board of Directors 1991-1994
- Red Cross Finance Committee Chair, 1993
- Decatur YMCA Board of Directors, 1988-1995
- Decatur YMCA Finance Committee, 1988-1995
- Westminster Presbyterian Church Session, 1991-1994
- Westminster Presbyterian Church Elder, 1991
- Decatur Leadership Institute Steering Committee, 1990
- Decatur Leadership Institute, 1989
- YMCA Soccer Coach, 1991-1992
- Khoury League Baseball Coach, 1989-1990
- YMCA Youth Basketball Coach, 1989-1995
- Decatur/Macon County Chamber of Commerce Lake Decatur Promotion Committee, 1990
- Decatur Advantage II, Recreation, Leisure & Infrastructure Committees, 1988-1990
- Charleston Distance Run Committee, America's 15 Miler, 1983-1987
- South Hills, Charleston WV, Little League Baseball Coach, 1985-1987
- Little League Baseball Board of Directors, 1986-1987
- Elizabeth Memorial United Methodist Church
- Elizabeth Memorial Pastoral Parish Relations Committee, 1985-1988
- Elizabeth Memorial Finance Committee, 1987-1988



PROJECT EXPERIENCE AND REFERENCES

PRIOR EXPERIENCE

Over the past several decades, Vandewalle & Associates has worked with many communities across the state, including many within Walworth County, including updates to Lake Geneva's Park & Open Space Plan in 2008 and 2015, on a wide variety of projects. With years of regional project experience, our team of experts continues to put its deep understanding and knowledge of the greater southern Wisconsin region to help municipalities meet the needs and desires of their residents while growing in response to the challenges they are facing today.

Vandewalle & Associates' keen understanding of strategic planning, community engagement, landscape analysis and design, and implementation-focused recommendations is the difference between a plan that steers development and gets positive results – rooted in the community's vision – and a plan that simply provides a catalog of desired potential outcomes.

Park planning is a valuable tool that will help to ensure that investment best fits the needs and desires of the community, including existing businesses, property owners, and the residents of the surrounding areas. A well thought out planning effort includes attention to placemaking strategies, walkability, cycling, public space improvements, park and open space infrastructure, neighborhood connection enhancements, and parking. The following table illustrates our past and current experience in park planning and master plan design.

Park & Open Space Plans

City of Beloit, WI
City of Belvidere, IL
Village of Black Earth, WI
Village of Cambridge, WI
Village of Clinton, WI
Village of Cottage Grove, WI
Village of Cross Plains, WI
Village of DeForest, WI
City of Delavan, WI*
Dodge County, WI
City of Edgerton, WI
City of Elkhorn, WI*
Village of Fontana, WI*
Village of Grafton, WI
City of Greenfield, WI
Town of Jacksonport, WI
City of Janesville, WI
Village of Johnson Creek, WI
City of Lake Geneva, WI*
City of Lake Mills, WI
City of Manitowoc, WI
Village of McFarland, WI
City of Merrill, WI
City of Middleton, WI
Village of Mount Horeb, WI
Town of Oakland, WI
Village of Oregon, WI
Village of Paddock Lake, WI
Village of Pleasant Prairie, WI
Rock County, WI
Village of Silver Lake, WI
Village of Slinger, WI
City of Sun Prairie, WI
City of Verona, WI

City of Watertown, WI
City of Whitewater, WI*
Village of Wind Point, WI
Village of Wrightstown, WI

Park Master Plans & Design

Village of McFarland, WI
- Discovery Garden Park
- McDaniel Park
- Urso Schuetz Park
- Larson Park
City of Middleton, WI
- Pheasant Branch Preserve
- Quarry Park
- Sticker's Pond
City of Delavan, WI
- Lauterbach Park
- Tower Park
- Congdon Park
- Phoenix Park
Village of Mount Horeb, WI
- Boeck's Park
- Grundahl Park
- Depot Plaza & Military Ridge
City of Janesville, WI
- Heritage Bridge Design
- Town Square
City of Monona, WI
- Grand Crossing Park
City of Lancaster, WI
- Klondike Park
Village of Oregon, WI
- Keller Alpine Meadows Park

Examples

To view examples of some of our featured Comprehensive Outdoor Recreation Plans, please visit:
<https://tinyurl.com/VA-ParkPlans>

Village of Barneveld, WI
- Memorial Park
City of Madison, WI
- Meriter Park Campus
- Truax Air Park
City of Oak Creek, WI
- Abendschein Community Park
City of Jefferson, WI
- Renewable Energy Park
City of Ottumwa, IA
- Electric Park Concept
- Riverwalk Design
Village of Sussex, WI
- Civic Campus
Village of Crivitz, WI
- Community Veteran's Park
City of Milton, WI
- Goodrich Square
Village of East Dundee, IL
- Dundee Crossings
Fayetteville, NC
- North Carolina Veteran's Park
Janesville, WI
- Town Square Park & Plaza
Minnesota State University
- Campus Gathering Space
Village of Slinger, WI
- Breuer Park

*Walworth County Plans



Elm Grove Comprehensive Outdoor Recreation Plan

The Village of Elm Grove engaged Vandewalle & Associates to update its 2015 Comprehensive Park and Open Space Plan. The update evaluated the Village's parks, trails, and recreation system—including Village Park and the pool—in a highly built-out community committed to sustainability and a vibrant downtown. With limited opportunities for new parkland, the CORP focused on enhancing existing parks, updating facilities, and maximizing available open space.

The plan included a concept for Village Park, exploring ways to strengthen the central activity area and expand programming around the pool, including options for a permanent beer garden and community building or shelter. Protecting natural areas, preserving open space, and addressing invasive species were also key considerations. The CORP emphasized that implementation depends on available resources and will likely require a range of grants to support the Village's financial stewardship.

Using data analysis and extensive public input, V&A identified opportunities to improve existing parks and amenities. Strong community interest in walking and biking guided an emphasis on trail connections linking neighborhoods, schools, destinations, and the park system. Vandewalle & Associates is also supporting the Village through its Comprehensive Plan and Downtown Master Plan updates, to be completed next year.

OUTCOMES:

- Prepared concept plan for Village Park, including phased recommendations for additional programmable space, including a permanent beer garden and ADA playground
- Inventoried existing park system and determined current parkland level of service (acres/1,000 people)
- Determined future parkland acreage needs based on the Village's projected population through the year 2045
- Mapped geographic park service areas to understand where park access is needed
- Recommended enhancements for existing parks and private recreation facilities, including public and private school fields
- Recommended potential funding resources to aid recommendation implementation, including state, federal, and private grants, and community partnerships and sponsorships
- Mapped comprehensive network of bicycle/pedestrian trails linking school and park facilities
- Identified five-year implementation priorities for Village staff

Client

Village of Elm Grove
Tom Harrigan, Village Manager
262-782-6700
tharrigan@elmgrovewi.org

Scope & Deliverable

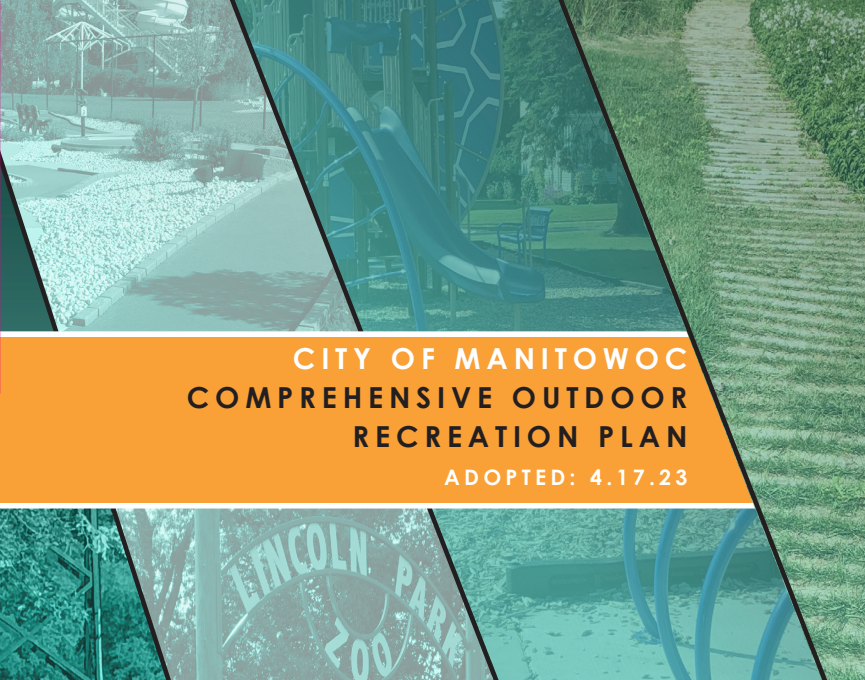
The scope included a DNR-compliant CORP with one park concept plan and a facilitated public engagement process that included a public survey.

Budget: \$20,700. No budget variances

Timeline: Sept 2024-Apr 2025; completed on schedule

Implementation:

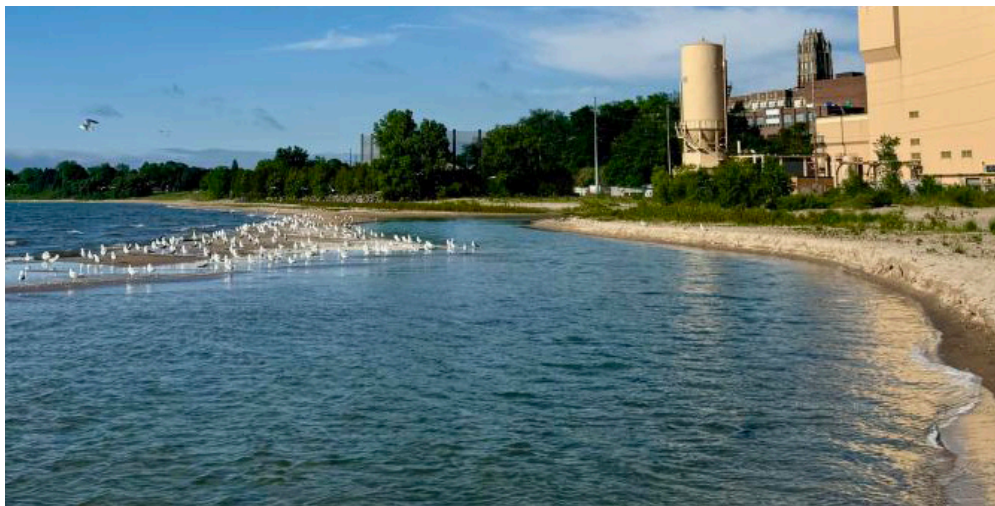
Just under a year into implementation, Elm Grove has moved forward with park board-level implementation efforts, including playground studies and investigating grant opportunities. The Village also continues to advance the Underwood Creek Daylighting project which predated the CORP but was included in the CORP's implementation recommendations. This CORP was written to include a large range of potential projects to maintain grant eligibility. It was not intended to be completed within five years



Manitowoc Comprehensive Outdoor Recreation Plan

The City engaged Vandewalle & Associates to complete an update of both the City's Comprehensive Plan and Comprehensive Outdoor Recreation Plan in the summer of 2022. Manitowoc (35,000 residents) enjoys nearly 40 parks and 700 park acres within its borders, with several parks bordering Lake Michigan and the Manitowoc River. Due to the large number of parks already within the community, the plan has focused on strategic improvements to each and enhanced connectivity of the multi-use trail networks between them. Guided by the feedback generated through both plans (500 total people engaged) and reflecting many of the City's recently adopted plans, the new CORP acts as an overarching guide for all implementation projects related to parks and recreation over the next five years and beyond.

OUTCOME: The plan was [adopted](#) in April of 2023, in conjunction with the Comprehensive Plan.



Client

City of Manitowoc
Curtis Hall, Parks & Recreation Division
Manager
920-686-3061
chall@manitowoc.org

Scope & Deliverable

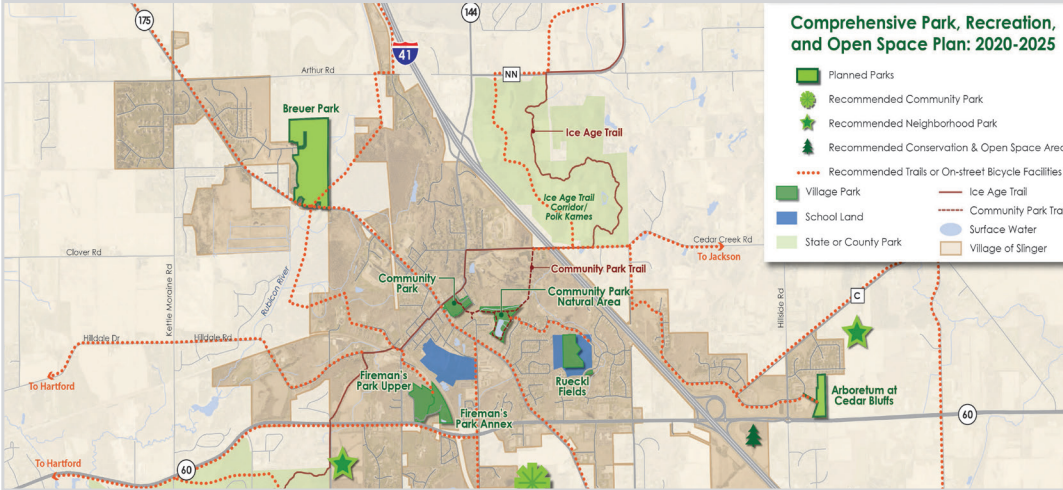
Like Lake Geneva, Manitowoc is a lakefront community with a large park system. The scope was limited to a DNR-compliant CORP with maps of each individual park.

Budget: \$40,000. Public input and meetings were combined with concurrent Comprehensive Plan update, allowing for cost savings. No budget variances

Timeline: Sept 2022-Apr 2023;
completed on schedule

Implementation:

The Bayshore Trail was completed in 2025, which connects Mainers Trail to the Lincoln Park Zoo. This trail, which was identified as a priority project in the CORP, was made possible by a Knowles-Nelson Stewardship grant. This CORP was written to include a wish list of potential projects to maintain grant eligibility. It includes a wide range of recommendations, which were not intended to be completed within five years. Implementation is based on funding availability.



Slinger Comprehensive Park, Recreation, and Open Space Plan

The Village of Slinger wished to update [Comprehensive Park, Recreation, and Open Space Plan](#) in order to guide the acquisition, preservation, and development of land for parks, recreation trails, and other open spaces in the Village to meet the needs of a changing population. The Village also sought recommendations to protect and enhance the community's natural resource base into the future. Although this Plan addresses the long-range park and open space needs of the community, the Parks, Recreation, and Forestry Department was particularly interested in recommendations for development over the next five and ten years, as a number of opportunities were on the horizon.

Vandewalle & Associates has worked as the Village's economic development and planning consultant since 2015. Given our deep familiarity with the community, we were able to hit the ground running and synthesize input from the Park Board and public to quickly establish key policy issues and questions. Although Slinger planned for steady population growth and had acquired a large new park site on the northwest side, the Village had not identified any other future park locations to serve population growth in other areas of the community. Vandewalle & Associates worked with the Village to recommend locations for future community-wide and neighborhood-scale parks, based on the Village's projected population, current park service area gaps, and planned residential growth areas. The plan also included a master plan for a community park and mapped a comprehensive network of bicycle/pedestrian trails that linked all Village parks. Vandewalle & Associates is currently working with the Village on a five-year update of the plan, to be completed this year.

OUTCOMES:

- Prepared master plan for Breuer Park – a new community park serving the north side of the community
- Inventoried existing park system and determined current parkland level of service (acres/1,000 people)
- Determined future parkland acreage needs based on the Village's projected population through the year 2040
- Mapped geographic park service areas to understand where park access is needed
- Recommended locations for one future community park serving the south side of the Village, three future neighborhood parks, and one future conservation area
- Mapped a comprehensive network of bicycle/pedestrian trails linking school and park facilities
- Identified five-year implementation priorities for Park & Recreation staff

Client

Village of Slinger
 Tony Dobson, Parks Director
 262-644-2420
 tdobson@vi.slinger.wi.gov

Scope & Deliverable

Like Lake Geneva, Slinger is a community of choice with a strong residential base. It's population is similar to Lake Geneva as well. The scope included a DNR-compliant CORP, public engagement, and a conceptual master plan for Breuer Park.

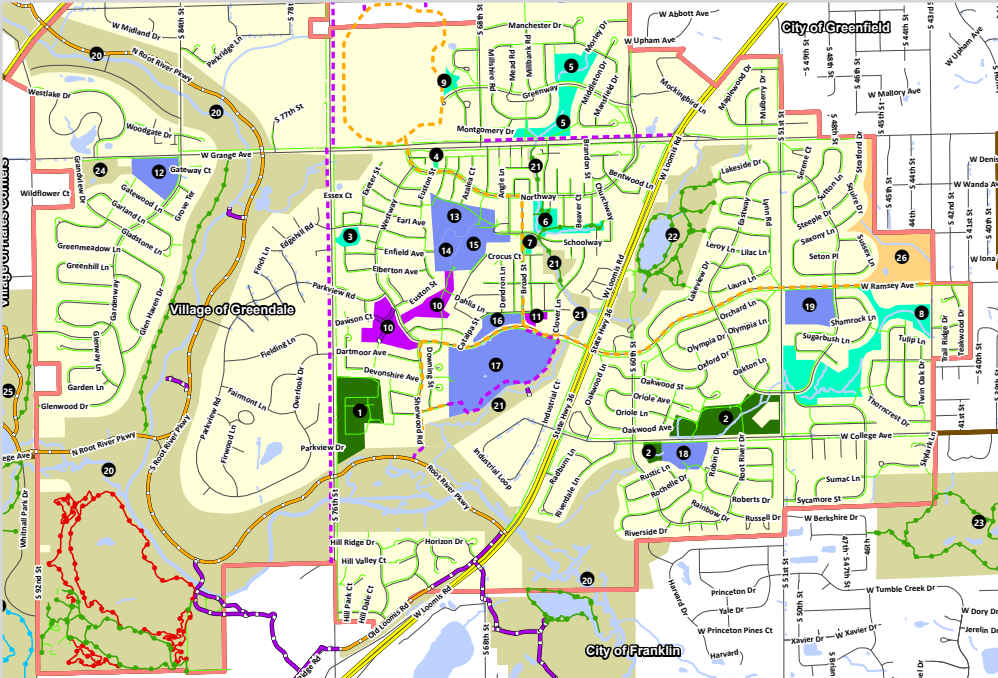
Budget: \$36,000. No budget variances

Timeline: Mar-Nov 2020; completed on schedule

Implementation:

The Village of Slinger has made significant progress implementing this plan, including major upgrades to Rotary Park, completion of Breuer Park Phase 1, and opening the new Ice Age multi-use trail in 2020. The trail—featuring a segment of the Ice Age National Scenic Trail—was originally conceived by Vandewalle & Associates and realized through strong partnerships with the Village, WDNR, the Ice Age Trail Alliance, local landowners, and community groups.

This CORP also includes aspirational projects to maintain grant eligibility, many of which were not intended for completion within a five-year period.



Greendale Comprehensive Outdoor Recreation Plan (Municipal Recreation Partnership Example)

This Village of Greendale Comprehensive Outdoor Recreation Plan (CORP) is part of a joint Recreational Facilities Study undertaken by both the Village of Greendale and the Greendale School District. The project was led by Groth Design Group. Vandewalle & Associates led the project's public engagement and prepared the Village's first-ever CORP.

Greendale's public parks and open spaces are operated and maintained in coordinated partnership by the Village's Department of Public Works and the Greendale School District. The CORP was prepared under the direction of Village and School District staff, the Village of Greendale Parks and Recreation Committee, and Village Board. Vandewalle worked closely with all entities to guide this unique partnership, manage the project, prepare a CORP, and provide guidance for its ongoing preservation and the future improvement and expansion of the system.

Together with the School District Athletic/Recreational Facilities Study prepared by Groth Design Group, the project provided both the Greendale Department of Public Works and the Greendale School District with a shared plan that compiles, reviews, and updates information on the physical facilities and lands that make up the community's existing park, outdoor recreation, and open space system. In addition, the shared plan provides guidance for ongoing preservation and the future improvement and expansion of the system.

Public engagement included a detailed survey, community engagement session, stakeholder group meetings, and an open house. More information about the project is available [here](#).

Client

Village of Greendale
Mike Hawes, Village Manager
414-423-2100
mhawes@greendale.org

Scope & Deliverable

The scope included a DNR-compliant CORP and public engagement. Concurrently, Groth Design Group prepared a School District Athletic/Recreational Facilities Study.

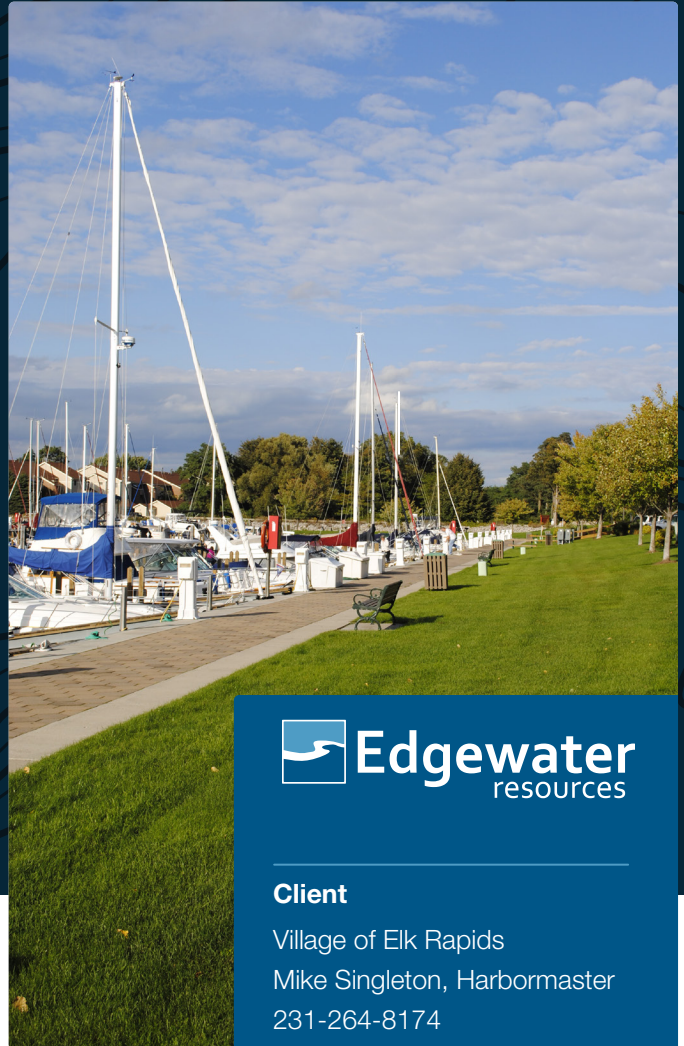
Budget: \$30,000 for the CORP components. Public input and meetings were combined with the preparation of the Recreational Facilities Master Plan, allowing for cost savings. No budget variances

Timeline: May-Dec 2023; completed on schedule

Implementation:

Since adoption, the Village has implemented major playground replacements at Community Center Park and a land swap with Milwaukee County that gives the Village ownership of Dale Creek Parkway. Jaycee Park in downtown Greendale also received significant upgrades in 2025, which was identified as a top priority in the CORP.

This CORP was written to include a large range of potential projects to maintain grant eligibility. It was not intended to be completed within five years.



Client

Village of Elk Rapids
Mike Singleton, Harbormaster
231-264-8174
harbormaster@elkrapids.org

Original & Actual Budget
\$72,500

Original Timeline vs. Actual Delivery: Planning Phase
Achieved Original 6 Month
Schedule (11/23 - 5/24)
Implementation Phase On-going

Implementation Rate
Phase One in Final Design

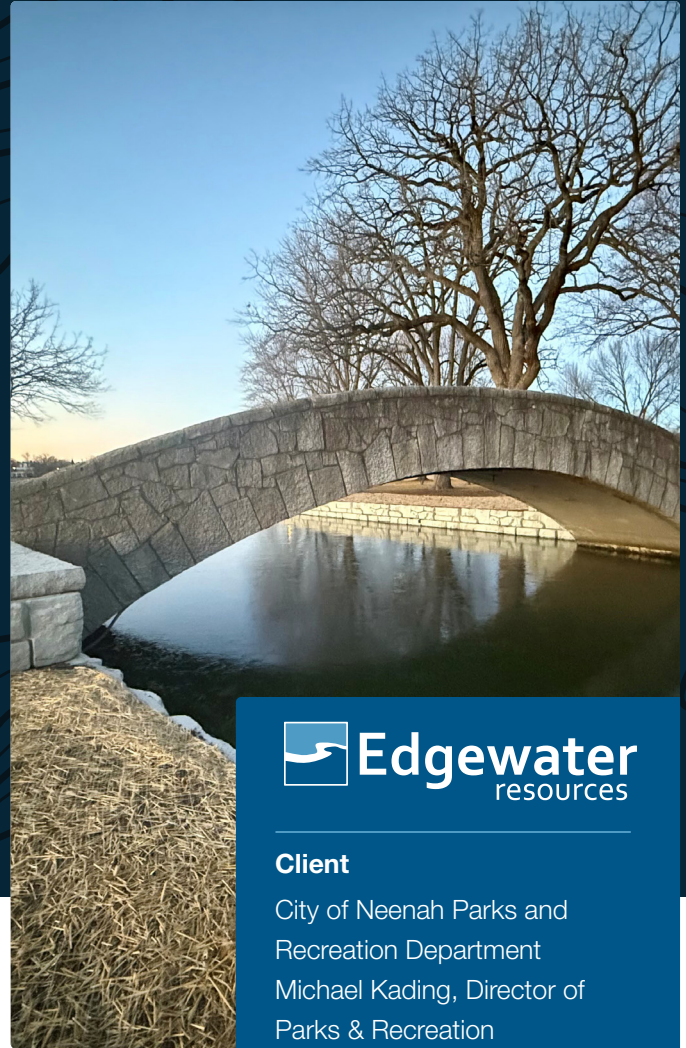
Services
Marina Planning/Architecture/
Landscape Architecture
Existing Conditions Analysis
Permitting
Construction Administration

ELK RAPIDS HARBOR EXPANSION

Connecting the Community's Interests to the Downtown Area

The Village of Elk Rapids on Grand Traverse Bay boasts a beautiful marina and downtown area that attracts visitors from all over the Great Lakes. Edgewater worked with the community to address several desired improvements, including transforming a park space into a more native dune ecology with greater ADA access, converting revetments to a soft shoreline capable of filtering water before it enters the harbor, and improving marina facilities to reduce the need for dredging.

Through the community visioning process, improvements were made to public access to the waterfront, which had been limited by excessive parking demands and vehicular circulation issues. This was partly resolved by an improved vehicular drop-off and expanded shuttle system, opening the waterfront for more paddlecraft access and improved wayfinding. The harbor was also reconfigured for improved circulation of the Elk River through the marina basin.



CITY OF NEENAH, DOTY PARK SHORELINE IMPROVEMENTS

Creating Ecologically Sensitive Solutions through “Engineering with Nature”

The Edgewater team prepared new site design alternatives with a mixture of vertical seawalls and living shoreline features that will restore the degraded timber seawall and introduce new habitats for native plant and animal species. The final plan will be grounded in the necessary marine engineering principles to ensure sustainability and adopt the philosophy of “Engineering with Nature” to ensure the most ecologically sensitive and naturally conforming solution. This park, with its dozens of mature shade trees and historic structures and bridges, has significant recreational and cultural value to the city, and the shoreline restoration will allow for greater accessibility and improved upland amenities for the community. The Project was completed in 2025.



Client

City of Neenah Parks and Recreation Department
Michael Kading, Director of Parks & Recreation
920-886-6062
mkading@neenahwi.gov

Original Budget: \$2,000,000

Actual Budget: \$1,885,000

Original Timeline: 9/25-2/26

Actual Delivery: 9/25-12/25

Implementation Rate

100%

Services

Living Shoreline Design
Seawall
Habitat Restoration
Public Access



Client

Visit Sheboygan
Nicholas Warminsky
920-458-6665
nick.warminsky@sheboyganwi.
gov

Original & Actual Budget:
\$22,800

**Original Timeline vs. Actual
Delivery:** Non-Applicable

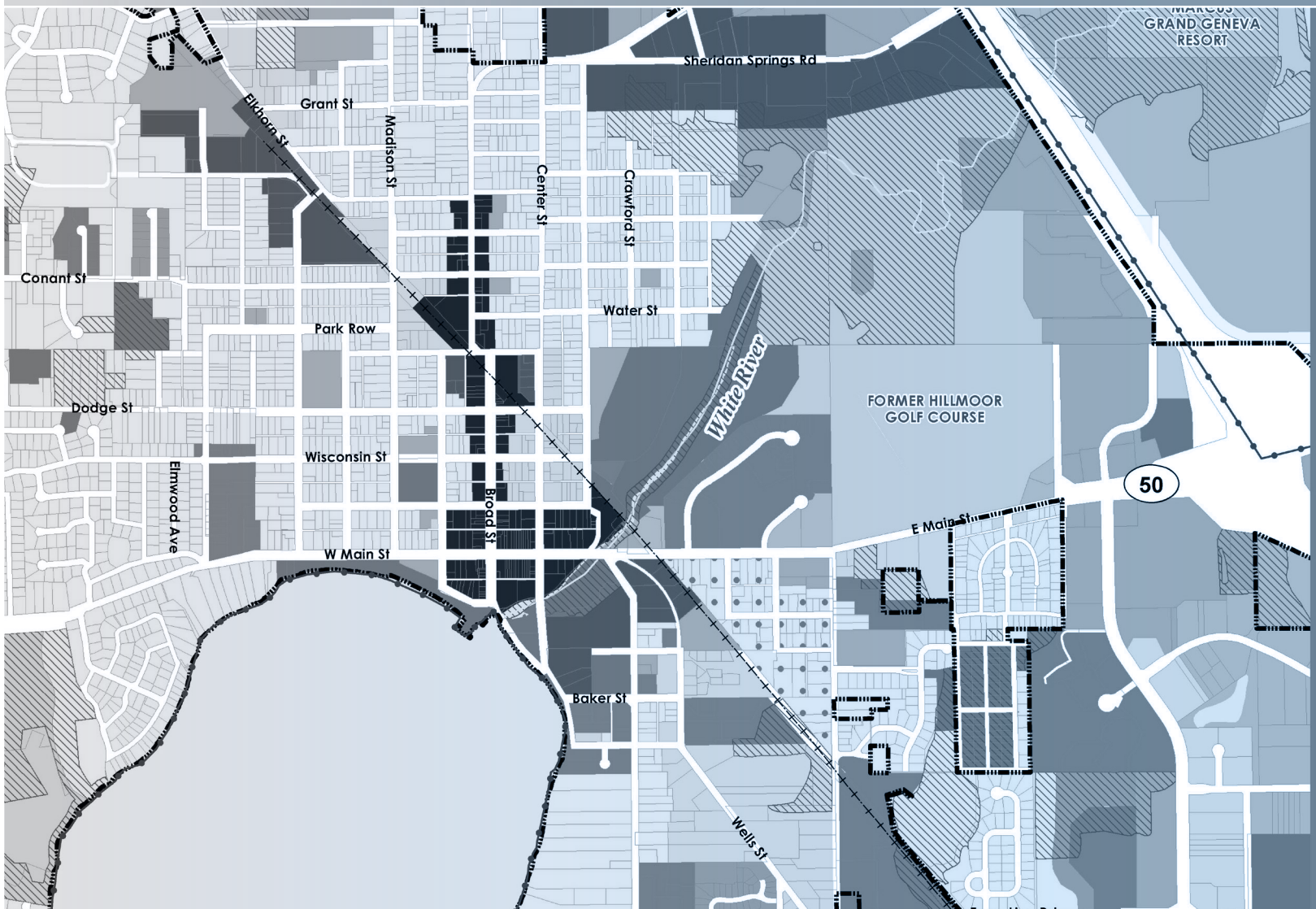
Implementation Rate
Currently in Phase One Design
of marina

Services
Marina Market Analysis
Economic Feasibility

SHEBOYGAN MARINA MARKET ANALYSIS

Ensuring the Long-Term Viability of a New Marina Facility

Edgewater Resources prepared a comprehensive marina market analysis for Harbor Centre Marina in the fall of 2024 that documented the current demand for marina services along the length of the Lake Michigan shoreline from Kenosha to Sturgeon Bay, Wisconsin. The analysis identified current market rates and demand for slips of various sizes, as well as supplemental marina services and associated upland services that affect demand and revenues. The marina market analysis provides information that can be used to refine the marina master plan prepared for Harbor Centre Marina to ensure the new facility meets the current and future needs of the marina market to ensure long term financial viability. The market analysis was completed in 2024.



UNDERSTANDING OF LAKE GENEVA CONTEXT

PROJECT UNDERSTANDING

Our team understands the importance and necessity of future-oriented planning that is pragmatic in addressing the priorities and evolving needs of the community within available resources. This will result in a coordinated and cohesive vision for the entire recreation system. To be successful, the City needs pragmatic guidance in the form of cost estimates, capital recommendations, and staffing and organizational frameworks. Equally important is an inclusive public participation process to understand community and meet desires. We pride ourselves on creating plans that offer a vision for the future that is dynamic, yet achievable through the development of strategy-based action items that are grounded in implementation and market realities.

Our custom approach, as highlighted in our past experience, scope of work, and planning process, will help the City not only meet, but exceed the desired outcomes outlined in this RFP. In preparing this proposal, we drew on our deep familiarity and history with Lake Geneva to develop a custom approach tailored to your specific needs built around our proven approach to comprehensive outdoor recreation and lakefront planning.



LAKE GENEVA LISTENING SESSION

Key Project Objectives:

- Create an **integrated Comprehensive Outdoor Recreation Plan** that meets DNR requirements and ensures eligibility for grants while incorporating a unifying vision for park, trail, and lakefront facilities.
- Develop a Lakefront System Plan that **considers the complexities of lakefront operations and management**, including marina and beach management and operations, shoreline access, and boat launch management.
- Address plan recommendations through a **lens of sustainability principles** that applies to both fiscal and environmental considerations.
- Develop a **prioritized implementation plan with actionable steps** that serves as a guide for City staff, assesses the YMCA partnership, directs investment in the City's recreational facilities and programming, and provides organizational direction for City Parks and Public Works Departments.
- Execute a **cost-effective approach** that utilizes existing City data and resources and the Vandewalle team's longstanding familiarity with Lake Geneva to make the most of financial resources.

Key Challenges

- **Inclusive Community Engagement:** The City seeks diverse, meaningful, and comprehensive public engagement. We will achieve high civic involvement through inclusive and cost-effective outreach, reaching core stakeholders such as boaters, as well as populations that are typically underrepresented in the planning process.
- **Seasonal Population:** As tourism is a core component of the City's economy, plan recommendations must first meet the needs of year-round residents, yet balance tourism needs and population fluctuation during the summer season.
- **Scope of Work:** The City's scope is ambitious but accurately reflects the City's urgent need for a detailed, informed, and honest assessment of the lakefront and recreation system necessary to chart a visionary yet achievable path for the future. Our proposed approach balances the need to deliver the City's overarching goals and core deliverables while meeting the City's project budget expectations. Additional or expanded scope options with cost estimates are provided for consideration.

BRINGING A CUSTOMIZED, REGIONAL APPROACH TO THIS PROJECT

Vandewalle & Associates Expertise and Efficiency – Our team does not employ one-size-fits-all solutions. The Vandewalle & Associates team consists of seasoned experts matched with young talent and our team will approach this integrated project from a unique position as true “regional thinkers” who have crafted strategies, influenced development, hosted big ideas and plans, and implemented visionary work at a variety of levels throughout Wisconsin and across the Midwest. We will utilize this proven approach and local knowledge and apply it to the specific tasks as outlined in the RFP and as described in our scope of work.

To meet the City’s goals and the challenges presented by this project, we will bring:

- Proven success in comprehensive and downtown planning for communities of similar size and complexity.
- Familiarity with Wisconsin planning law and local governance.
- An integrated and combined planning processes, including leveraging opportunities to combine data and existing conditions analysis, mapping, and public participation events, to provide an efficient and cost-effective process.
- A thoughtful, inclusive, dynamic, and accessible public engagement strategy that centers resident’s and business owners’ experiences and aspirations for the future to develop a grounding vision for the plan and inform recommendations and desired outcomes.
- Experience working with a variety of clients and stakeholders, including community residents, elected officials, department heads, subject matter experts, developers, real estate professionals and more, to develop actionable, market-based recommendations.
- A collaborative, transparent project management style that collaborates with City staff through regular updates and clear project milestones.
- A core team with designated project management and leadership that provides consistent client management but also brings deep bench of expertise through other team members.
- A commitment to cost control and responsiveness to scope adjustments throughout the planning process.
- Experience with project and plan implementation that drives our commitment to creating a plan focused on achievable actions and strategies.



LAKE GENEVA TRAIL OPEN HOUSE

ENGAGEMENT STRATEGY

GIVING EACH VOICE POWER & A PLACE IN A COLLECTIVE VISION

A thoughtful, inclusive, accessible approach to Public Engagement is the most direct and transparent way to ensure all voices in the community are valued with ample chance to be heard.

REACHING DIVERSE VOICES RIGHT

WHERE THEY ARE. For each community, we design a thoughtful strategy to engage as many voices as needed to create a balanced, relevant, and dynamic conversation.

It is vital that these constituents are not just heard but are part of the process with ownership in the collective vision:

- Local leaders
- Cultural groups
- Grassroots organizations
- Residents and neighbors

DYNAMIC ENGAGEMENT: We tailor the project's engagement platform specifically to the unique needs, goals, and makeup of the community.

We also constantly tailor the mix to align with the preferences and realities of the people who live in the community. Some of the tools we use:

- Interactive workshops
- Online surveys and other digital platforms
- Pop-up events
- One-on-one conversations

RELEVANT AND EMPOWERING RESULTS

THE KEY IS TO CREATE MULTIPLE OPPORTUNITIES FOR PEOPLE TO SHARE their ideas, concerns, and aspirations. To listen to what is said, and what is not. To create a dynamic feedback loop to guide the process and inspire new ideas.

This ensures the process and results are not only relevant, but also empowering, fostering trust and creating spaces that reflect the true needs and desires of the community.

PUBLIC ENGAGEMENT STRATEGY

DIVERSE PUBLIC ENGAGEMENT TOOLS: TAILORED TO THE GOALS AND REALITIES OF THE COMMUNITY

Sample Community-Based Public Engagement Strategies

As unique as each community, this list may include:

- **Pop-up event examples**
 - Guided Site Tour
 - Tent or Table at Community Events and Farmers Market
 - Culturally & Historically Relevant Music Events
 - School & Youth Events
 - Potlucks in the Park
- **Interactive community design workshops**
- **Updates at existing community meetings**
- **Live polling exercises**
- **Mapping exercises**
- **Stakeholder interviews/focus groups**
- **Steering committee meetings**
- **In-person meetings coupled with online engagement opportunities (two ways for people to engage)**
- **Appointed and elected officials workshops**
- **Public open house**



**Pop-Up
Event**



**Interactive
Map
Engagement**

Sample Online and Alternative Media Public Engagement

In addition to in-person meetings, we provide interactive virtual options to help meet more people where they are. These tools include:

- **Social media engagement with a Plan Update hashtag**
- **Targeted social media posts**
- **Regular updates on community website**
- **Newsletter updates**
- **Leverage mailing lists of partner agencies**
- **Live & recorded educational presentation series**
- **Online surveys / Questions of the Week** on the Client Website and social media utilizing SurveyMonkey or Polco
 - Interactive map-based online surveys
 - Interactive workshops/visual preference surveys
- **Email blast announcements**
- **Project website**
- **Branding materials**
- **Video summaries**



**Project
Website**



**Online
Survey**



PROJECT APPROACH + METHODOLOGY

PROJECT APPROACH

Vandewalle & Associates' approach to Comprehensive Outdoor Recreation Planning is grounded in our philosophy that park and recreation systems are a necessary component in helping communities realize their broader objectives for environmental sustainability, community development, community character preservation, economic and community health, and quality of life. More than simply a plan for the future of each individual park or trail, a Comprehensive Outdoor Recreation Plan is an opportunity to explore and advance these relationships as a connected system. In general, the Plan will be designed to guide future improvements to the City's park and recreation system; guide operations and management of the lakefront and associated facilities; advance interconnectivity between parks and local assets; and emphasize the important connection between the City's park system and community partners such as the YMCA.

In addition, the new Plan will mesh seamlessly with and support other existing plans and analyses, such as the Comprehensive Plan, the Walworth County Park and Open Space Plan, State Comprehensive Outdoor Recreation Plan, and others. We will work continuously with City Staff to confirm that this plan builds on the successful elements of other planning initiatives and policies to develop the most effective implementation tool possible.

Vandewalle & Associates' approach and scope of work responds directly to the City's RFP in a creative and thoughtful manner. Highlights of our approach include:

Comprehensive, holistic, and place-based process – A truly comprehensive park and recreation plan considers the broader impacts that a vibrant park system and lakefront have on quality of life throughout the community and region. This also includes taking a holistic approach in fostering regional coordination and collaboration with ongoing and future projects and their interconnectedness, leveraging the knowledge of state, regional, county, and neighboring jurisdictions in developing the update to the City of Lake Geneva Comprehensive Outdoor Recreation Plan.

Multi-day, kickoff meetings and site visit – A multi-day kickoff will enable the consultant team to immerse themselves in Lake Geneva's physical environment and establish a baseline for understanding the City's existing conditions, unique assets and opportunities.

Multi-faceted public engagement that produces meaningful public participation – Events are designed to allow community stakeholders to participate in a variety of ways early in the process and remain engaged from beginning to end.

Visioning and Goal Setting – Building on the input and data gathered and analyzed throughout the process forms the vision for the City. This also works seamlessly with the development of goals, objectives, and policies that build on the community's vision to drive future implementation and move the City towards its established vision.

Alignment with ongoing Hillmoor planning efforts – Vandewalle & Associates fully embraces the City's vision for Hillmoor and the once-in-a-lifetime planning effort led by the City and its consultants. Our team brings a strong understanding of the site, the character of the landscape, and its natural systems, which we will incorporate into this process.



WALKING TOUR OF HILLMOOR SITE

PROJECT APPROACH

Lakefront planning and evaluation effort tailored to Lake Geneva – Based on a review marinas on Geneva Lake and their extensive expertise across the globe, Edgewater Resources will conduct a condition assessment of marina and pier system, evaluate the beach and shoreline experience, recommend strategies for boat launch and waterfront circulation, provide input on Riviera Plaza and vendor zones, make recommendations for shorepath access, and lead outreach to the boater community.

Organizational guidance for Park Department – Primarily conducted through a series of planned work sessions with City staff, Bill Clevenger will provide organizational guidance for the Parks and Public Works Departments, provide input on YMCA partnership, and advise on the final implementation action plan and prioritization.

Interactive meetings and continuous communication – Throughout the process, consistent communication with staff during all phases ensures the project meets expectations and stays on schedule. Each meeting is designed to make the best use of limited time and stimulate thoughtful input on draft documents, analysis, and public feedback generated.

Parkland needs assessment and level of service analysis – Utilizing a proven approach, Vandewalle & Associates assesses community needs by:

- Conducting site evaluations; leveraging technical knowledge, understanding, and expertise; combining qualitative and quantitative data; and analyzing geographical, financial, and economic factors.
- Employing our time-tested level of service analysis, which has been used throughout the state to assist small- to mid-sized communities and builds on the Wisconsin DNR model to compare the City to other similar communities and national standards, determine a customized best-fit, and match both the community's vision and resource capabilities.
- Identifying and incorporating emerging trends and best practices into all plans to proactively prepare the community for future changes, maximize available facilities and resources, and maintain a high quality of life by meeting the needs of an evolving population.

Data collection and analysis – Utilizing a proven methodology, we collect upfront data from a multitude of sources in order to provide the building blocks for the analysis of each facility's performance, future needs, specific project improvements, estimated costs, and park fees. This includes:

- Demographic, housing, economic, public health, environmental, land use, transportation, and other relevant data from the Census, State, County, and City. Based on this data, we develop future population and housing projections and prospective park user profiles.
- Leveraging real park bid figures from our work in assisting communities across Wisconsin in the development of various park and recreational facilities.
- Conducting an existing conditions site visit, review, and analysis of the park system to develop a matrix and map of existing facilities and amenities.
- Reviewing and analyzing financial and capital improvements planning data from the City.



Lake Geneva Comprehensive Plan Public Workshop

PROJECT APPROACH

Formation of tangible recommendations and implementation – In combination, we apply the quantitative and qualitative results of the above steps to form the prioritized recommendations and implementation action item schedule. We identify and include an extensive list of potential funding sources to help support and drive the implementation of plan recommendations. We have also developed a future park evaluation tool that is customized for each community and utilized long-term in the assessment process of any future park acquisition.

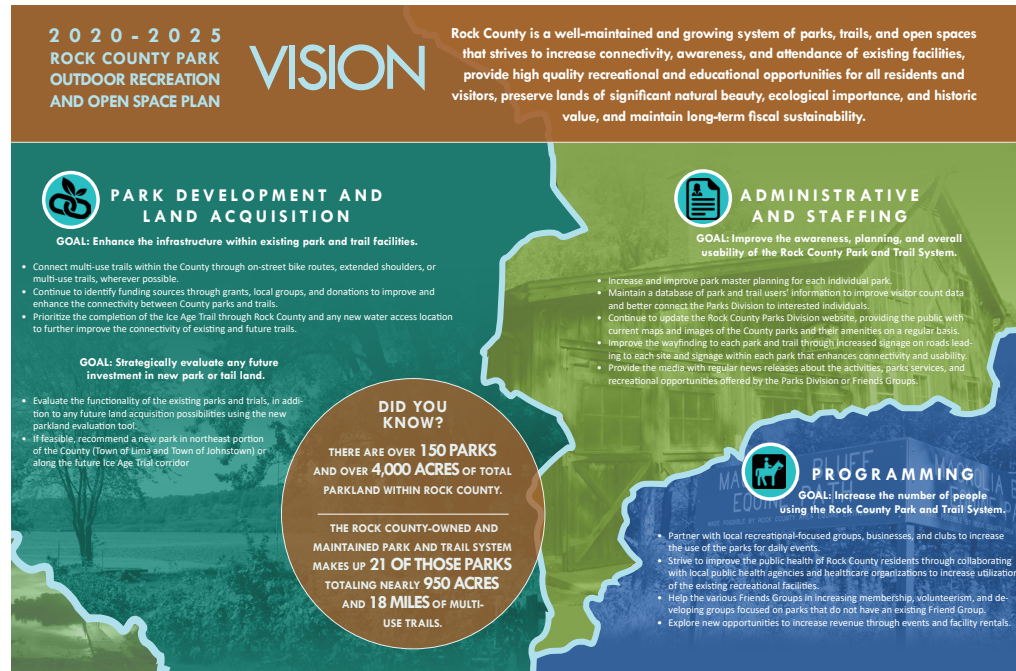
Compelling and useful plan products – Our plans feature visually appealing maps, interactive online tools, dashboard style executive summaries, and a graphics-driven, straightforward document design to build support for plan implementation and prepare the City for subsequent budgeting, grant procurement, and project bidding.

Grant readiness – We have a proven ability to bring plans to life through implementation. The final products produced through this process will offer the City a list of alternative funding opportunities, the ability to be state and federally grant eligible, and understand the highest priority projects that will have the most impact, the foundation of award-winning grant applications.

The Vandewalle & Associates Advantage

Our team has extensive experience guiding both public and private site design and can apply these planning skills to create plans that maximize public open space, integrate public art, stormwater management, and sustainability features, and provide the recreational amenities that the City and its residents need. Our firm has completed over 40 Comprehensive Outdoor Recreation Plans throughout Wisconsin over the past 20 years. Each one has been approved by the Wisconsin DNR. This level of expertise cannot be matched in Wisconsin. Additional competitive advantages we bring to the table include:

- Providing the City with in-house experts in park and land use planning, landscape architecture, neighborhood design and development, park development, geographic analysis, project implementation, and grant procurement. We have successfully secured over \$93 million dollars for our clients and communities through state and federal grants.
- Our team is well-versed in seeking and aligning alternative funding sources that can be leveraged to implement plans through the development of private park and recreational facilities, coordinating the establishment of conservation and parks groups, leveraging volunteers, fostering the creation of relationships between stakeholder groups, combining resources with other local institutions and governments, and grant procurement (as mentioned above).
- Unmatched conceptual park planning experience that has resulted in the implementation of over 20 different municipal parks, some of which were directly a part of the overall Comprehensive Outdoor Recreation Plan process.
- Our ability and desire to create highly productive, successful, and long-term working relationships with our client communities, bolstered by our proven ability to complete a wide variety of projects on time and within budget.



Rock County PORUS Vision Summary Graphic

SCOPE OF SERVICES

Except where noted otherwise, the following Work Elements and Tasks will be led by Vandewalle & Associates with input as needed from the rest of the Consultant team.

Work Element 1: Project Management

Task 1.1: Initial Research

Conduct preliminary project research including a review, inventory, and analysis of existing plans and maps, as well as data and existing conditions research to inform plan development. This includes preliminary demographic analyses and an assessment of the park system in relation to national standards and peer communities.

Task 1.2: Site Visit and Project Kickoff Meetings with City Staff

This multi-day kickoff will enable the consultant team to immerse themselves in Lake Geneva's physical environment and establish a baseline for understanding existing conditions and opportunities. The following meetings and site visits will be scheduled across a two-to-three-day period to ensure efficient orientation for the consultant team and to accommodate busy City staff schedules.

Full Consultant Team

- In-person project kickoff meeting with Park staff, DPW staff, and other key staff or partners to review project schedule; data needs; initial steps; staff and consultant roles; and the communication strategy for elected officials, committees, staff, and the public.
- Joint Park Board and Piers, Harbors, & Lakefront Commission Kickoff described in Task 1.4.

Vandewalle & Associates

- Site visit to each individual park to evaluate existing conditions, user experience and operations, ADA review of trails, sidewalks, and park connections.
- Work session with Parks and DPW staff to review initial parks inventory and opportunities.

Edgewater Resources

- Site visit to lakefront to evaluate existing conditions, conduct visual condition assessments, etc.
- Work session with City staff to review initial findings, determine additional data needs, and discuss opportunities.
- Conduct Boater Focus Group Meetings (described in Work Element 6)

Bill Clevenger

- Site visit to Lake Geneva Family YMCA, City parks, and lakefront to evaluate existing conditions and gain an on-the-ground understanding of the existing recreation system.
- Work session with City staff to discuss organization of the transition to a dedicated Parks Department, determine additional data needs, and discuss needed resources.



SCOPE OF SERVICES

Task 1.3: Monthly Meetings with City Staff (Virtual)

Vandewalle & Associates will be in continuous communication with City staff throughout the process, holding monthly check-in and progress update meetings. Other members of the consultant team will be included as needed.

Task 1.4: Joint Park Board and Piers, Harbors, & Lakefront Commission Kickoff (Meeting 1)

Meetings with the Park Board and PHL Commission will be critical to guiding the plan development.

- Facilitate an in-person kickoff meeting with both entities to review the project schedule and project goals. To be conducted in conjunction with the Site Visit in Task 1.2. (One 1-hour, in-person meeting)

Work Element 2: Park System Planning

Task 2.1: Full Inventory and Existing Conditions Evaluation

- Summary of full inventory and evaluation of existing conditions conducted in Work Element 1.
- For each park, this will include documentation of amenities, infrastructure and site characteristics, discussion of natural resource assets and constraints, and identification of barriers to ADA accessibility for trails, sidewalks, and park connections.

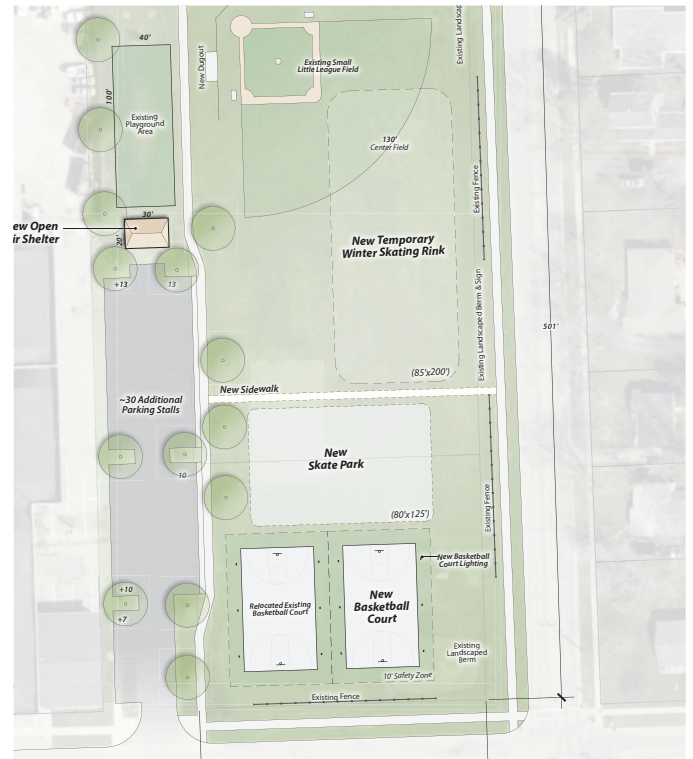
Task 2.2: User Experience and Operations Summary

- Based on observed conditions by the consultant team and insights from City staff, prepare a summary of park-specific use patterns, seasonal activity variations, parking, circulation, maintenance/operations assessment, safety considerations.

Task 2.3: Park Needs Assessment

The Needs Assessment is essential component of the CORP and a Wisconsin DNR requirement.

- Conduct a park needs assessment based on geographic analysis, facility level capacity and demand, community demographic trends, parkland/recreation trends.
- Evaluate park system against a custom parkland standard, developed based on Lake Geneva's unique qualities, assets, and population needs, described as desired number of acres of parkland per 1,000 residents. This assessment will inform impact fee calculation and will separate parkland needs based on incremental growth from existing parkland deficiencies.
- Update impact fee calculations and recommend potential changes to parkland dedication fee ordinance.



City of Elkhorn Conceptual City Park Design

SCOPE OF SERVICES

Task 2.4: Complete Parks and Lakefront

System Plan Draft #1

- Utilizing our proposed approach as detailed above, develop a first draft of the Parks and Lakefront System Plan and send to staff for review and feedback.
- For maximum cost efficiency, we will use demographic, housing, and economic data from the City's recent Strategic Plan, supplemented with new data, as needed. We will also use all available City data related to parks and existing conditions.
- Prepare up to three park system maps, showing existing parks, trails, and recreation facilities, park service areas, and recommended parks, trails, and recreation facilities
- The Draft Plan will include all elements of the project. **See outline of the plan in the side bar.**

Task 2.5: City Staff Review Meeting on Draft #1 (Virtual)

- Facilitate a virtual meeting with staff project team to review Draft #1. [\(One 1-hour, virtual meeting\)](#)

Task 2.6: Complete Parks and Lakefront

System Plan Draft #2

- Following input from staff in Task 2.5, prepare Draft #2 for review by the Park Board and PHL. Draft #2 will be reviewed at two meetings of the Park Board and PHL, as described in Work Element 6.

Task 2.7: City Staff Review Meeting on Draft #2 (Virtual)

- Following Park Board and PHL input in Work Element 6, facilitate a virtual meeting with staff project team to review revisions to Draft #2. [\(One 1-hour, virtual meeting\)](#)

Task 2.8: Complete Parks and Lakefront System Plan Draft #3 (Final Draft)

- Following input from staff in Task 2.7, prepare Draft #3, Final Draft.

Deliverables. Digital copies of all drafts of the Parks and Lakefront System Plan, meeting agendas, and presentation-ready meeting materials.

PRELIMINARY OUTLINE

Integrated Parks and Lakefront System Plan

1. Parks and Lakefront System Plan

- Executive Summary
- Documentation of Community Input (How Public Engagement Shaped Plan Recommendations)
- Evaluation of Existing Facilities & Programming:
 - Parks and Open Spaces**
 - Lakefront**
- Goals, Objectives, and Policies
- Park and Open Space Standards
- Park Needs Assessment
 - Quantitative Analysis
 - Qualitative Analysis
 - Review of Statewide CORP
 - Impact Fee Calculations
- Recommendations
 - Parks and Open Spaces**
 - Lakefront**
- Implementation Plan:
 - Grant strategies and funding options
 - Action Plan Matrix with prioritized recommendations
 - Capital improvements planning
 - Estimated facility costs

2. Trail & Connectivity Plan

- Evaluation of Existing Facilities
- Goals, Objectives, and Policies
- Recommendations

3. Community Recreation and Programming Assessment

- Recreation Programming
- Community Center

4. Capital Improvement Plan

5. ADA Transition Plan

6. Appendix

- Community Engagement Summary and Full Results
- Summary of Data Findings

SCOPE OF SERVICES

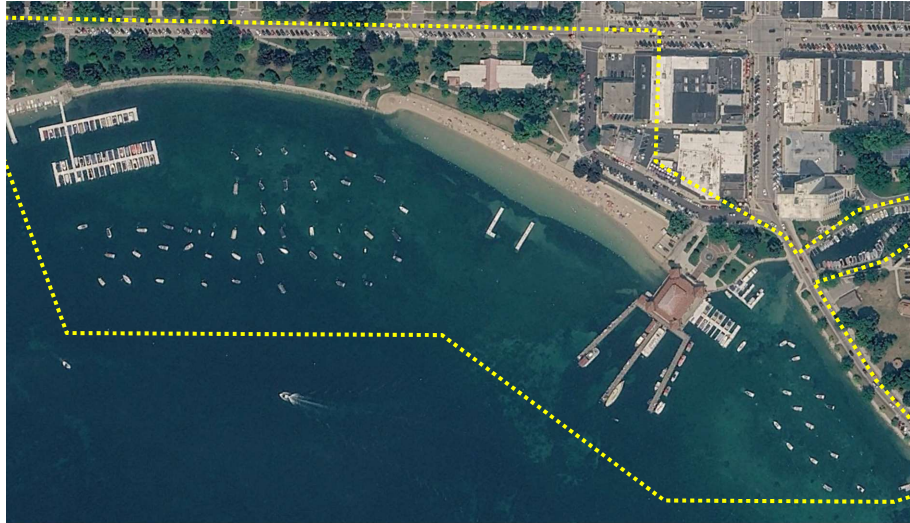
Work Element 3: Lakefront System Planning

This Work Element will be led by Edgewater Resources

Task 3.1: Visual Condition Assessment

3.1.a: Data Collection

- Collect available background information from the city, including but not limited to:
 - Existing Survey Data including Property Boundaries
 - Existing Drawings, Master Plans, and Documents
 - Existing Historic photos
 - Use data
 - Background reports
 - Utility Data
 - Soundings/bathymetry and/or surveys
 - Soil Borings/Geotechnical reports



3.1.b: Marina & Pier System

- This effort will include a visual inspection of the slips, moorings, docks, launch lanes, and associated structures. We will identify elements requiring additional detailed investigations, such as a dive survey or material inspections. We anticipate one trip to visit the site (described in Task 1.2, above) and complete the inspection, followed by completion of a summary report documenting our findings. This inspection will be limited to the portions of the existing infrastructure that is above the current water level along with that which is observable by underwater camera only. No dive survey is included in this proposal but can be provided for additional scope. Underwater camera observation will be subject to current water clarity during the time of the site visit.
- Identify potential ADA issues within the marina, and review the possibility of expanding access to the water through additional slips, piers, or launch facilities. We will also review potential alternative operational methodologies for seasonal marina operations.

3.1.c: Riviera Beach & Shoreline Experience

- Evaluate beach capacity, circulation, and user experience patterns, and provide recommendations on shade, seating, accessibility, safety, and wayfinding. We will also review environmental conditions that may affect the use and long term maintenance of the beach and shorelines, identifying opportunities for improving water quality, user access, and habitat creation.

3.1.d: Boat Launch & Waterfront Circulation

- Visual inspection of the launch ramp infrastructure, and outline strategies for addressing parking constraints, vehicular circulation, multi-modal access, and safety/operational considerations.

3.1.e: Riviera Plaza & Vendor Zones

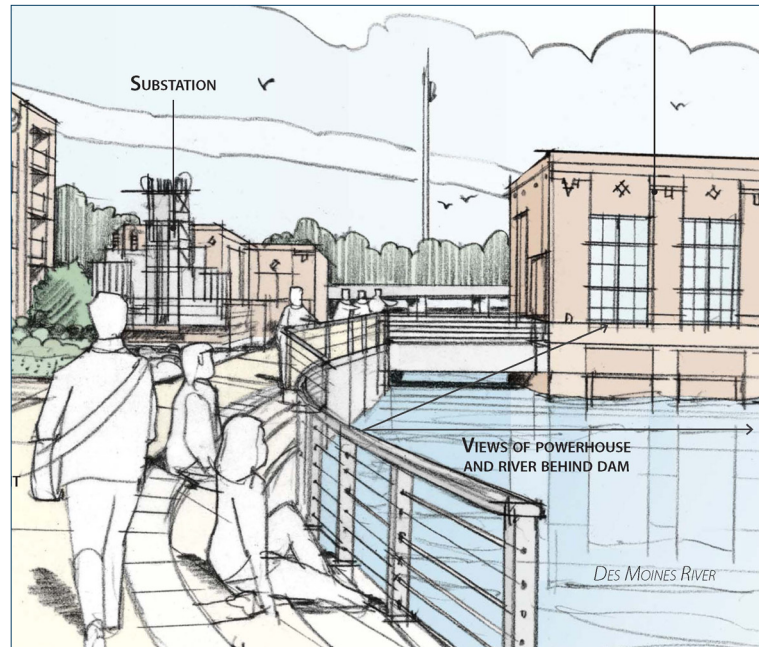
- This effort will include stakeholder interviews with existing tenants and city operational staff to identify existing use patterns, activation opportunities, and queuing and circulation issues, as well as opportunities for improvement to the facilities and organization of the site. We will also engage in a high level overview of the existing partnership agreements and provide feedback on the existing structure based on our experience with other similar public private partnerships.

SCOPE OF SERVICES

- This specifically excludes primary research and ongoing observations of behavioral use patterns; however, we will suggest methodologies that could be implemented by City staff to perform these observations. This effort also excludes detailed analyses of individual leases, contracts, and agreements; however, we have provided a supplemental scope of work and budget to perform more detailed services upon request.

3.1.f: Shorepath Access

- Review the shorepath, marina, boat launch, and beach access for accessibility and identify ADA concerns and potential strategies to address any issues that may arise. We will evaluate the existing wayfinding system and suggest strategies for improvement; however, this excludes the development of graphics and signage system recommendations.



Task 3.2: Marina Benchmarking

- Review the other relevant public and privately owned marina operations that lease slips to the general public on Lake Geneva. This will exclude those owned and/or managed by condo or homeowner associations. The purpose of this exercise is to identify the level of quality, program, and costs of other nearby facilities to provide context for comparison to the existing facilities. This will provide the background information necessary to suggest improvements to the marina facilities to expand access to the water, improve product offerings, and improve the overall finances of the marina operation.
- We have provided a supplemental scope of work and budget to perform more detailed marina market analysis and financial feasibility services upon request.

Work Element 4: Recreation Programming & YMCA Partnership

This Work Element will be led by Vandewalle & Associates with input from Bill Clevenger

Task 4.1: Evaluate Current Programming & Participation

- Evaluate existing conditions, facility constraints, and identify opportunities for improvement. Program inventory, metrics, historic participation trends, and known facility constraints and opportunities to be provided by the City or YMCA.

Task 4.2: Equity & Affordability Analysis

- Based on data provided by the City or YMCA, evaluate equity factors such as resident/nonresident participation and distribution of benefits across income levels and neighborhoods. Consultant will review discount structures and note barriers to entry for community members.

Task 4.3: Conduct Partnership SWOT Analysis

- Based on input from City and YMCA, prepare a SWOT analysis of existing City-YMCA partnership.

Task 4.4: Future Partnership Options

- Outline ideas for future partnership improvements such as enhanced collaborative operations with local schools and/or YMCA, City-led programming with YMCA as a service provider, hybrid models, facility-sharing, and in-house programming alternatives – noting pros and cons of different options.

SCOPE OF SERVICES

Work Element 5: Community Center Feasibility

Task 5.1: Community Interest

- Summarize community interest in a City-funded Community Center, based on questions posed in the survey conducted in Work Element 6.

Task 5.2: Functional Needs and Preliminary Space Program

- Identify desired recreational spaces to be included in a potential Community Center (gyms, studios, meeting rooms, wellness spaces, multipurpose rooms, etc.).
- Prepare a worksheet with high-level estimates of square footage of desired spaces to guide future feasibility work.

Task 5.3: Community Center Site Evaluation

- Consultant team will note pros and cons of potential Community Center sites: 1) new construction in Zone 5 of the Hillmoor site, and 2) reuse or adaptive use of one existing building, as identified by the City.

Work Element 6: Community Engagement

Task 6.1: Online Community Survey

- Launch, analyze, and summarize one online survey to gather feedback from residents on park system use trends and key assets, issues, opportunities, and needs for the City's park and recreation system – including interest and needs for a potential Community Center. This survey will be made available online for the public to complete for approximately one month during the planning process. Results from the survey will be summarized and provided to staff and used to inform the recommendations of the plan.
- The online survey will be promoted via existing digital channels. A printer-friendly version of the survey will be provided for printing and distribution by the City. The cost estimate for this task includes a fully online survey based Vandewalle's proven 22-question CORP survey template. Cost estimates for an expanded survey, physical mailings, or additional features will be provided upon request.

Task 6.2: Pop-Up Engagement

- To broaden community engagement over the planning period, increase awareness of the project, and gather targeted public input, Vandewalle & Associates will attend up to two community events. Events will be selected in consultation with City staff.

Task 6.3: Stakeholder Focus Groups (Virtual)

- Facilitate up to five focus group meetings with local user group stakeholders to gather input on the existing park system and future needs. Focus groups will be grouped as follows: 1) businesses, 2) tour boat operators, 3) YMCA leadership, 4) hospitality sector representatives, and 5) major institutional users. (Five 1-hour, virtual meetings) DPW and other City staff input will be gathered in Work Element 1.



SCOPE OF SERVICES

Task 6.4: Boater Focus Group Meetings

This Work Element will be led by Edgewater Resources

- Facilitate up to two focus group meetings with local boaters and slip-holders to gather input marina existing conditions and future needs. (Two 1-hour meetings, could be conducted virtually if preferable to boaters)

Task 6.5: Joint Park Board and Piers, Harbors, & Lakefront Committee Meeting (Meeting 2)

- Facilitate an in-person meeting with both committees to review Draft #2, Part 1. (One 1-hour, in-person meeting)

Task 6.6: Joint Park Board and Piers, Harbors, & Lakefront Committee Meeting (Meeting 3)

- Facilitate an in-person meeting with both committees to review Draft #2, Part 2. (One 1-hour, in-person meeting)



Deliverables. Meeting agendas, meeting materials, online survey and link, printer-friendly version of survey, all survey responses, summary of public input.

Work Element 7: Implementation Plan

Task 7.1: Prioritization Recommendations

- Evaluate and score plan recommendations based on community impact, feasibility, cost, operational capacity. Prioritize recommendations based on scoring. This chapter will also include a description of funding options, an Action Plan Matrix with prioritized recommendations, discussion of capital improvements planning, and estimated facility costs.

Task 7.2: Organizational Recommendations for Parks Department

This Work Element will be led by Bill Clevenger

- Provide organizational recommendations to support the establishment and long-term operation of a standalone Parks Department, including recommendations for staffing levels, roles, needed skillsets, and outline of an organizational structure; coordination and roles for Parks and DPW; and a framework for long-term operational budgeting and capital planning. (5-8-page report)

Work Element 8: Final Plan Documents

Task 8.1: Joint Adoption Meeting (Meeting #4) and Open Houses (2)

- Facilitate two in-person public open houses to present the draft plan to the public and gather input on the final draft prior to plan adoption
- Facilitate one joint, in-person meeting with the Park Board and Piers, Harbors, & Lakefront Committee, Plan Commission, and City Council to review, recommend, and adopt the plan. (One 1-hour, in-person meeting)

Task 8.2: Adopted Parks and Lakefront System Plan

- Complete any remaining plan edits, prepare final plan, and deliver to City in digital format (PDF)
- Send final plan to Wisconsin DNR for approval.

Deliverables. Digital and printed copies of Final Plan, digital versions of all meeting agendas, and meeting materials.

SCOPE OF SERVICES

Optional Supplemental Services

The services outlined below are separate from the base fee and would be authorized on a task by task basis.

Optional Task A: Design Standards Toolkit (Vandewalle)

- Provide park design standards with integrated ADA compliance, including:
 - List of typical amenities for neighborhood parks, community parks, natural areas, and lakefront parks and estimated development costs
 - Recommended standards for trails including surface, width, trailhead amenities, and wayfinding
 - Recommended standards for furnishings, lighting, and landscaping
 - Recommended standards for playground equipment and surfaces
 - Recommended standards for lakefront amenities and furnishings
 - Recommended sustainability features that support climate resilience and energy efficiency such as green infrastructure, native plant species, dark-sky certified lighting, etc.
- Cost estimates based on recent projects completed by the consultant team.

Optional Task B: Wayfinding and Signage System – Streamlined (Vandewalle)

- The following streamlined approach could be accomplished with the City's available budget:
 - Project Kickoff Meeting
 - Base Map Preparation
 - Existing Conditions Assessment
 - Wayfinding Signage System Framework (1 draft, 1 final)
 - Draft Wayfinding Signage Locations (1 draft, 1 final)

Optional Task C: Wayfinding and Signage System – Complete (Vandewalle)

- This expanded scope of work includes the above tasks, plus:
 - Signage Designs for up to five sign typologies (for each sign typology: 2 drafts, 1 final)
 - Preliminary Cost Estimates
 - Public Presentation or Open House

Optional Task D: Conceptual City Park Site Design (Vandewalle)

- Prepare a concept plan for the improvement of one city park (excluding Hillmoor); two drafts and one final.

Optional Task E: Interactive Online Park and Trail Map (Vandewalle)

- Develop, create, and map a City-wide digital interactive map. This map will feature all City parks, facilities, and trails in a user-friendly format to help guide residents, inform guests, and potentially be used as a promotional tourism application.
- Create the map using ArcGIS online and provide access to the digital application for City staff following completion of the plan. An example of a digital story map that could be utilized as a model can be seen in the adjacent image and viewed at the link provided [here](#).

Optional Task F: Riviera Plaza & Vendor Zone Commercial Partnership Services (F|3 and Edgewater Resources)

- This effort will engage F|3, a Milwaukee based Real Estate, Property, and Marina Management firm, to provide detailed review and analysis of the existing contracts, lease structures, financial terms, and comparisons with similar operations across the region. They will provide detailed strategies for improving operations, reducing costs, and optimizing revenues. The founder of F|3, John Matheson, grew up boating on Lake Geneva and knows the lake, Riviera Plaza, and the community well.

SCOPE OF SERVICES

Optional Task G: Local/Regional Marina Survey (Edgewater Resources)

In order to provide detailed benchmarking of nearby marina facilities, which would provide data for justification of alternate rate strategies, modification of slip mix, and optimize revenues, we usually provide the more detailed services outlined below:

- We will survey and document the relevant local regional marinas to identify the following:
 - Slip count, size, mix, seasonal/ guest mix, occupancy, rates, and waiting lists
 - Mooring types, rack storage, and storage facilities
 - Facility conditions, boat launch, showers/restrooms, boater lounge, ship's store, Wi-Fi, and parking
 - Utilities, including shore power, water, pump out, fuel, cable, and phone
 - Services, including lift/hauling, repairs, and rental

We will also provide information on regional trends identified in our recent broader market surveys of dozens of marinas around the country. This will provide a helpful context that will help us better understand the local data collected specifically for this project. Our analysis of available waiting list and occupancy data will determine the specific slips sizes that are in demand. The analysis will also identify relevant impacts on demand due to pricing, amenities, and services provided

Deliverables:

- Marina Market Analysis, including:
- Marina Survey Data
- Pricing/Amenity Analysis
- Slip Size and Mix Analysis

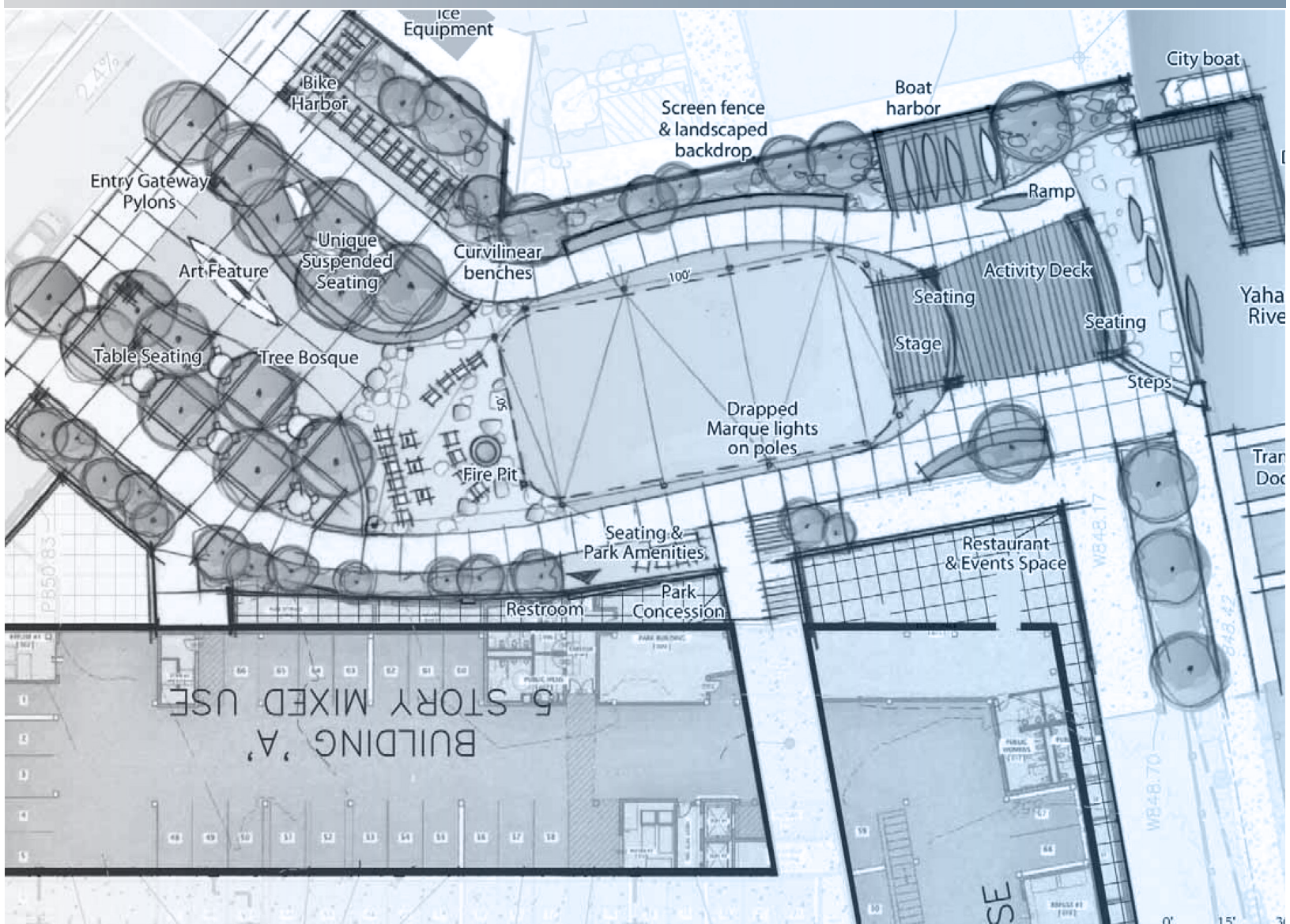
Optional Task H: Site Master Plan and Financial Feasibility Analysis (Edgewater Resources)

Task H.1 Development of Concept Alternatives

Based on the efforts outlined above, we will prepare a series of up to three alternative concept plans for the site that explore a variety of strategies to meet the market demand for various marina and upland elements and achieve the most cost-effective development plan. These alternatives will consider the organization of wet slips and marina operations. The proposed improvements will be organized by priority, cost, and funding, which will result in a conceptual improvements plan for the overall development. We will work with you to refine these alternatives to create a single plan for use in establishing priorities, phasing, and funding strategies.

Task H.2 Financial Feasibility Assessment and Implementation Recommendations

Utilizing the refined concept master plan and recommended slip rates and financial data collected during the marina market analysis, we will prepare an initial one-year static financial analysis of the proposed improvements. In addition, we will outline a recommended implementation plan that will address potential grant funding sources, permitting considerations, phasing, and construction scheduling to maintain existing operations.



PROJECT SCHEDULE

PROJECT SCHEDULE

City of Lake Geneva Parks and Lakefront System Plan SCHEDULE*		Proposed Project Schedule																							
		April		May		June		July		August		September		October		November		December		January		February			
Tasks from Scope of Services																									
1. Project Management																									
1.1	Initial Research																								
1.2	Site Visit and Project Kickoff Meetings with City Staff																								
1.3	Monthly Meetings with City Staff																								
1.4	Joint PB and PHL Kickoff																								
2. Park System Planning																									
2.1	Full Inventory & Existing Conditions Evaluation																								
2.2	User Experience and Operations Summary																								
2.3	Park Needs Assessment																								
2.4	Complete Parks and Lakefront System Plan Draft #1																								
2.5	City Staff Review Meeting on Draft #1 (Virtual)																								
2.6	Complete Parks and Lakefront System Plan Draft #2																								
2.7	City Staff Review Meeting on Draft #2 (Virtual)																								
2.8	Complete Parks and Lakefront System Plan Draft #3 (Final Draft)																								
3. Lakefront System Planning																									
3.1	Visual Conditions Assessment																								
a	Data Collection																								
b	Marina & Pier System																								
c	Riviera Beach and Shoreline Experience																								
d	Boat Launch & Waterfront Circulation																								
e	Riviera Plaza & Vendor Zones																								
f	Shorepath Access																								
3.2	Marina Benchmarking																								
4. Recreation Programming & YMCA Partnership																									
4.1	Evaluate Current Programming & Participation																								
4.2	Equity & Affordability Analysis																								
4.3	Conduct Partnership SWOT Analysis																								
4.4	Future Partnership Options																								
5. Community Center Feasibility																									
5.1	Community Interest																								
5.2	Functional Needs and Preliminary Space Program																								
5.3	Community Center Site Evaluation																								
6. Community Engagement																									
6.1	Online Community Survey																								
6.2	Pop-Up Engagement																								
6.3	Stakeholder Focus Groups (5, virtual)																								
6.4	Boater Focus Groups (2, in-person)																								
6.5	Joint Meeting with PB and PHL- Review Draft #2, Part 1																								
6.6	Joint Meeting with PB and PHL- Review Draft #2, Part 2																								
6.7	Documentation of public input/influence																								
7. Implementation Plan																									
7.1	Prioritization of Recommendations																								
7.2	Organizational Recommendations for Parks Department																								
8. Final Plan Documents																									
8.1	Joint Adoption Meeting & Open Houses																								
8.2	Adopted Parks and Lakefront System Plan																								

*If any of the optional tasks are selected Lake Geneva for inclusion within this project, the project schedule would be modified to reflect additional time needed to complete selected task(s).

PROJECT SCHEDULE DETAILS

Anticipated City Review Periods:

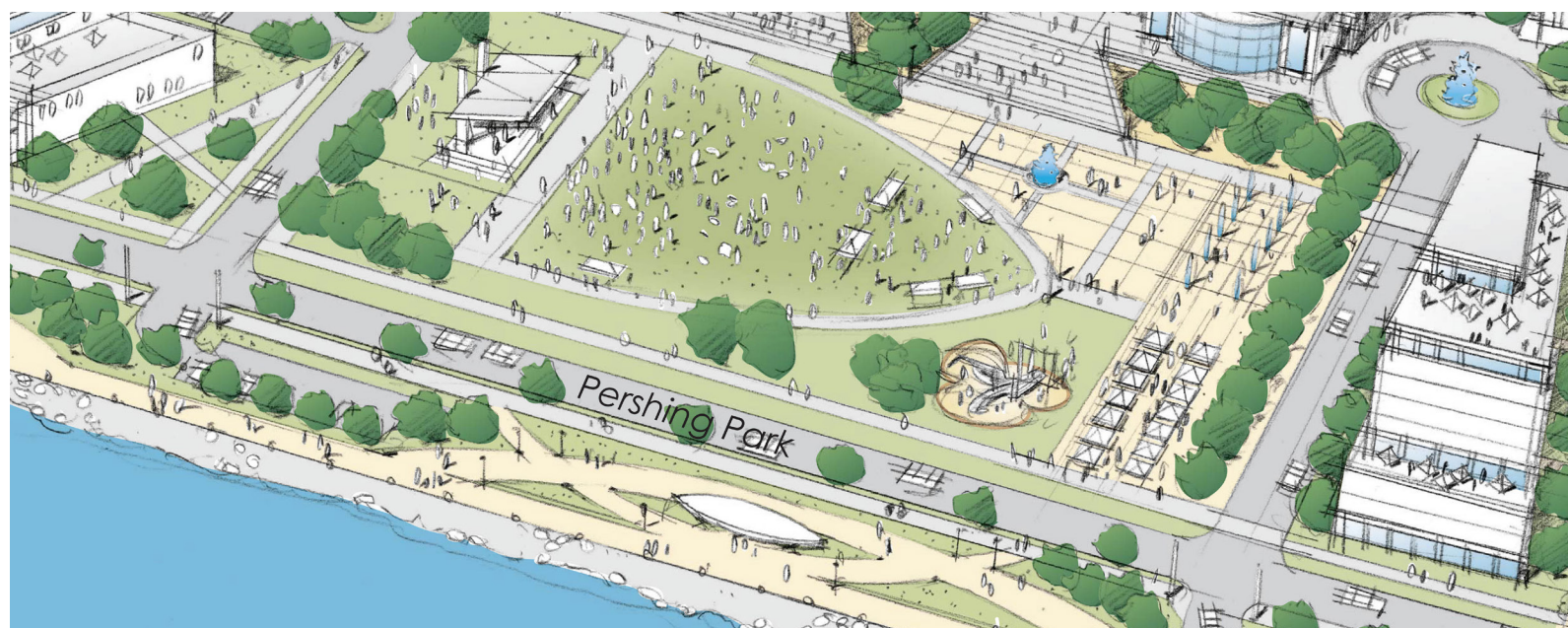
- Provide available data to consultants – April/May
- City review of draft public engagement materials – May
- Draft #1 of Parks & Lakefront System Plan ready for Staff Review – Late September
- City review of Draft #1 – late September/early October (2-4 weeks)
- Draft #2 ready for Staff and Park Board/PHL Review: late October
- City review of Draft #2 – November and December (4-8 weeks)
- City review of Draft #3 (final) – late January/early February (2 weeks)

Community Engagement Strategy:

- Stakeholder and Boater Focus Groups in conjunction with project site visit
- Survey duration during summer months so we can get the word out
- Survey open for approximately 30 days in June timeframe to allow enough time to analyze and respond to results, option to extend survey later in the summer to capture seasonal population
- Pop-up meetings (attendance at summer events) to be determined with input from the City; ideally in June and July
- Open Houses in early 2027

Critical Path Items and Key Decision Points

- Conclusion of data collection – May
- Conclusion of Community Engagement – August
- Preliminary capital recommendations with Draft #1 – late September
- Review of Key Policy Questions by Park Board and PHL – November and December meetings



EXAMPLE HAND-DRAWN PERSPECTIVE GRAPHIC



DETAILED FEE PROPOSAL

COST OF SERVICES

Vandewalle & Associates is focused on providing the City of Lake Geneva with a project that provides excellent value and clear direction.

The Proposed Project Budget on the following page provides estimates for each task and an overall cost. While the actual cost of individual tasks may ultimately be more or less than the amount presented in this proposed budget, the **total project cost** for completing the work described in the Scope of Services will not exceed a lump sum fee amount of \$73,148, not including any optional tasks. Any combination of optional tasks may be selected by the City. During the contract development process, each selected optional task will be added to the project scope and final budget figure.

Tasks beyond those identified in the final contract can be completed through an additional scope and budget or Work Order and billed on a time and materials basis.

Payment Schedule Proposal

Project will be billed monthly, on a time and materials basis, not to exceed the lump sum fee of \$73,148.

Cost Justification

The proposed budget exceeds the City's base budget of \$70,000. This was necessary to ensure that the core elements of the project are addressed. The primary cost drivers for this project include the number of public meetings, site visits, and the level of graphic production required. The proposed scope of services has been intentionally designed to maximize value for the City by meeting the project goals within the available budget. We are confident that this scope will result in a meaningful and actionable plan that will guide the future of the park and lakefront system.

In addition, the proposed optional tasks offer opportunities to enhance the project beyond the foundational scope. These elements respond directly to several higher-touch items referenced in the City's RFP and would provide deeper analysis and additional value. If selected, they would elevate the overall project outcomes and further support the City in long-term decision-making.

COST OF SERVICES

City of Lake Geneva Parks and Lakefront System Plan PROPOSED COST OF SERVICES		Hours by Position								Travel Expenses	Printing Expenses	Total Cost
		Vandewalle & Associates					Sub-Consultants					
		Jackie Mich Principal Planner	Kyle Estrada Assistant Planner	Jeff Maloney Principal Designer	Neng Lor Assistant Designer	Dan Eckberg GIS Planner	Greg Weyklamp Waterfront/Marina Lead	Suzie Fromson Waterfront/Marina Specialist	Bill Clevenger Park & Rec Operations Lead			
		190	110	225	110	125	274	220	175			
		Hourly Rate										
TASKS FROM SCOPE OF SERVICES												
1. Project Management												\$15,672
1.1	Initial Research	4	4									\$1,200
1.2	Site Visit and Project Kickoff Meetings with City Staff	10			24		8	8	8	\$750		\$10,642
1.3	Monthly Meetings with City Staff	12							2			\$2,630
1.4	Joint PB and PHL Kickoff	4	4									\$1,200
2. Park System Planning												\$16,420
2.1	Full Inventory & Existing Conditions Evaluation	1	1		6	6				\$200		\$1,910
2.2	User Experience and Operations Summary	1			6							\$850
2.3	Park Needs Assessment	1	8									\$1,070
2.4	Complete Parks and Lakefront System Plan Draft #1	6	26		1	24						\$7,110
2.5	City Staff Review Meeting on Draft #1 (Virtual)	2	2									\$600
2.6	Complete Parks and Lakefront System Plan Draft #2	2	12		4							\$2,140
2.7	City Staff Review Meeting on Draft #2 (Virtual)	2	2									\$600
2.8	Complete Parks and Lakefront System Plan Draft #3 (Final Draft)	2	12		4							\$2,140
3. Lakefront System Planning												\$10,436
3.1	Visual Conditions Assessment						3	3				\$1,482
a	Data Collection						1	4				\$1,154
b	Marina & Pier System						3	4				\$1,702
c	Riviera Beach and Shoreline Experience						1	4				\$1,154
d	Boat Launch & Waterfront Circulation						1	4				\$1,154
e	Riviera Plaza & Vendor Zones						1	4				\$1,154
f	Shorepath Access						1	3				\$934
3.2	Marina Benchmarking						3	4				\$1,702
4. Recreation Programming & YMCA Partnership												\$3,200
4.1	Evaluate Current Programming & Participation	1	10									\$1,290
4.2	Equity & Affordability Analysis	1	4									\$630
4.3	Conduct Partnership SWOT Analysis	3	3									\$900
4.4	Future Partnership Options	2										\$380
5. Community Center Feasibility												\$3,620
5.1	Community Interest	2	2									\$600
5.2	Functional Needs and Preliminary Space Program	2	4	4								\$1,720
5.3	Community Center Site Evaluation	2	2	2		2						\$1,300
6. Community Engagement												\$14,526
6.1	Online Community Survey	10	12							\$50		\$3,270
6.2	Pop-Up Engagement	1	20							\$150		\$2,540
6.3	Stakeholder Focus Groups (5, virtual)	8	16									\$3,280
6.4	Boater Focus Groups (2, in-person)						4	4				\$1,976
6.5	Joint Meeting with PB and PHL- Review Draft #2, Part 1	6								\$150		\$1,290
6.6	Joint Meeting with PB and PHL- Review Draft #2, Part 2	6								\$150		\$1,290
6.7	Documentation of public input/influence		8									\$880
7. Implementation Plan												\$3,850
7.1	Prioritization of Recommendations	4	4	1					2			\$1,775
7.2	Organizational Recommendations for Parks Department	4			4				5			\$2,075
8. Final Plan Documents												\$5,424
8.1	Joint Adoption Meeting & Open Houses	12	16							\$450		\$4,490
8.2	Adopted Parks and Lakefront System Plan		3		1		1	1				\$934
Base Cost for Core Tasks											\$	73,148
Optional Supplemental Services												
A	Design Standards Tool Kit	8	8	8	4	2					\$125	\$5,015
B	Wayfinding Signage System - Streamlined	6	16	18	20	3				\$300	\$150	\$9,975
C	Wayfinding Signage System - Complete	40	62	80	82	24				\$300	\$250	\$44,990
D	Conceptual Park Design	1	4	4	24	2						\$4,420
E	Interactive Online Park and Trail Map	1	4		6	24						\$4,290
F	Riviera Plaza & Vendor Zone Commercial Partnership Services	\$15,000										\$15,000
G	Local/Regional Marina Survey	\$12,500										\$12,500
H	Site Master Plan and Financial Feasibility Analysis	\$15,000										\$15,000



REFERENCES

VANDEWALLE & ASSOCIATES REFERENCES

COMPREHENSIVE OUTDOOR RECREATION PLAN PROJECT REFERENCES

Village of Elm Grove, Wisconsin

Client Contact: Tom Harrigan, Village Manager | P: 262-782-6700 | E: tharrigan@elmgrovewi.org

Project Title: Elm Grove Comprehensive Outdoor Recreation Plan

Year Completed: 2025

Scope & Deliverable: The scope included a DNR-compliant CORP with one park concept plan and a facilitated public engagement process that included a public survey.

City of Manitowoc, Wisconsin

Client Contact: Curtis Hall, Parks & Recreation Division Manager | P: 920-686-3061 | E: chall@manitowoc.org

Project Title: Manitowoc Comprehensive Outdoor Recreation Plan

Year Completed: 2023

Scope & Deliverable: Similar to Lake Geneva, Manitowoc is a lakefront community with a large park system. The scope was limited to a DNR-compliant CORP with maps of each individual park.

Village of Slinger, Wisconsin

Client Contact: Tony Dobson, Parks Director | P: 262-644-2420 | E: tdobson@vi.slinger.wi.gov

Project Title: Slinger Comprehensive Park, Recreation, and Open Space Plan

Year Completed: 2020

Scope & Deliverable: Similar to Lake Geneva, Slinger is a community of choice with a strong residential base. It's population is similar to Lake Geneva as well. The scope included a DNR-compliant CORP, public engagement, and a conceptual master plan for Breuer Park.

MUNICIPAL RECREATION PARTNERSHIP PROJECT REFERENCE

Village of Greendale, Wisconsin

Client Contact: Mike Hawes, Village Manager | P: 414-423-2100 | E: mhawes@greendale.org

Project Title: Greendale Comprehensive Outdoor Recreation Plan

Year Completed: 2023

Scope & Deliverable: The scope included a DNR-compliant CORP and public engagement. Concurrently, Groth Design Group prepared a School District Athletic/Recreational Facilities Study.



EDGEWATER RESOURCES REFERENCES

WATERFRONT / MARINA PROJECT REFERENCES

Village of Elk Rapids, Michigan

Client Contact: Mike Singleton, Harbormaster | P: 231-264-8174 | E: harbormaster@elkrapids.org

Project Title: Elk Rapids Harbor Expansion

Year Completed: Planning Phase completed 2024. Implementation Phase On-going

Services Provided: Marina Planning, Architecture/Landscape Architecture, Existing Conditions Analysis, Permitting, and Construction Administration

City of Neenah, Wisconsin

Client Contact: Michael Kading, Director of Parks & Recreation | P: 920-886-6062 | E: mkading@neenahwi.gov

Project Title: City of Neenah, Doty Park Shoreline Improvements

Year Completed: 2025

Services Provided: Living Shoreline Design, Seawall, Habitat Restoration, and Public Access

Visit Sheboygan - Sheboygan, Wisconsin

Client Contact: Nicholas Warminsky | P: 920-458-6665 | E: nick.warminsky@sheboyganwi.gov

Project Title: Sheboygan Marina Market Analysis

Year Completed: Currently in Phase One Design of marina

Services Provided: Marina Market Analysis, Economic Feasibility

