

*Find yourself next to the water.*



**City of Ashland, Wisconsin ~ Parks and Recreation Department**  
400 4<sup>th</sup> Ave West Ashland ~ WI 54806 ~ [www.coawi.org](http://www.coawi.org)

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**Parks and Recreation Committee Meeting**

Monday January 22, 2023

5:00-6:30pm

City Hall Council Chambers

**I. Call to Order**

- a. Roll Call
- b. Agenda Modification
- c. Approval of Minutes
  - i. Approval November 13, 2023 meeting minutes

**II. Public Comment Period**

**III Information Items/Updates**

- Parks
- Recreation
- Urban Forestry
- Community Garden
- Other

**IV. Business Items:**

- Discussion on Updating Policy 603: Youth Sports Policy
- Discussion and Approval to apply for Sport First Restoration Grant for the Kreher Park Boat Landing
- Discussion and Approval of Contract with MSA Professionals to assist in the Creation of a City of Ashland Master Parks Plan
- Discussion and Possible Action on the East End Community Park Warming House Renovation

**Next Meeting Date**

February 19, 2024

**VI. Comments and Questions**

**VII. Adjourn**

*It is possible that members of and a possible quorum of members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information or speak about a subject, over which they have decision-making responsibility. Any governmental body at the above stated meeting will take no action other than the governmental body specifically referred to above in this notice. The City of Ashland does not discriminate based on race, color, national origin, sex, religion, age or disability in employment or provision of services, programs or activities. NOTE: Upon reasonable notice, the City of Ashland will accommodate the needs of disabled individuals through auxiliary aids or services. For additional information or to request this service, contact Sara Hudson at (715) 685-1644.*

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**PARKS & RECREATION COMMITTEE MEETING MINUTES**

**Monday Nov 13, 2023 5:00 pm**

**Ashland City Hall**

**I. Call to Order**

- a) Roll Call: Meghan Salmon-Tumas, Mike Amman, Sara Jackson, Jen Weiler, Axel Peterman, David Ullman
  - a. Excused: Nancy Szyndor, Kevin Seefeldt, Philomena Kebec
- b) Agenda Modification
- c) Approval of Minutes
  - a. Approval of July 23, 2023 Minutes
    - i. Motion: Ullman
    - ii. Second: Weiler
    - iii. Passes unanimously

**II. Public Comment Period**

**III Information Items**

- Parks
  - Campground were closed on Monday Oct 16, 2023
  - Camping revenue will be presented at the next meeting
  - Splash pad Update: bids are expected to go out in December. Contract will be selected by Jan. Construction is expected to begin after June 2024. Rotary is still short some funding
  - Prentice Park Playground – new playground was installed around October 20.
  - Parks Master Plan RFP – City staff sent out Parks Master Plan Request for Proposal on Oct 30, proposals are due Monday November 20. The RFP is attached for you information.
  - Ashland Oredock Redevelopment: Diamond Access Project was completed around October 15, 2023. There is a small punch list that needs to be completed by June 2024 which includes seeding of the area at the end of the 1916 section with native plants.
  - East End Community Park – Pickleball net was purchased and set up in late October. New playground equipment will be installed in the spring 2024.
  - City Staff submitted a proposal to WCMP to assist in updating the City’s CORP in 2024, the current CORP “expires” in 2025.
- Recreation
  - Fall programming:
    - Flag Football, Tennis, Gymnastics, No School Days, Mini Masterpiece Mondays, climbing, and Cheer! have been successful.
  - Boo Bash has 300+ participants, Loose Caboose had just over 200 runners
  - Pickleball continues to be VERY popular, we could use more court space and more time to play
  - SPARK and INGITE continue to use our gym space
- Urban Forestry
  - 60 trees were planted in early Nov along 6<sup>th</sup> St E, 4<sup>th</sup> Ave W, by AADC and in City parks
  - The City hosted a free Urban Forestry training on trimming and planting with Rich Hauer, formerly of UWSP, on Sept 21. Nine City PW and Parks employees participated in the event
  - Application for the 2024 DNR Urban Forestry Grant was submitted on Oct 2, 2023, this proposal was to continue to treat Ash trees, replanting trees, establishing a gravel bed for tree growth, and updating the City’s Tree Management Plan.

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- Sara is working on update the City's tree map hosted by the WDNR and on the tree removal list for 2024.
- Community Garden
  - Axel will provide us with an update on the Beaser Community Garden
- Other
  - 2024 Budget is attached
  - BRICK Draft MOU to use the CRYCB as a temporary food pantry is also attached while their building is under construction.

**VI. Business Items:**

Update on the City of Ashland Bike/Pedestrian Plan update

- Ulman shares updated bike plan map. New map highlights five intersections in need of improved crossings. It also includes a proposed bike lane on Third St. W. to divert bike traffic off of Main St.
- Next steps: reach out to area cycling orgs and venues, organize a forum to collect feedback. Possible survey in future. Looking for help.
- Hudson offers staff help, suggests tabling at BATB tent.
- Discussion of costs, which Ullman explains depends upon the frequency of repainting.
- Ullman suggests exploring the designation of pedestrian paths along right-of-ways running East-West south of 11<sup>th</sup> St W.

Discussion and Action on the Proposed Changes to the 2024 Comprehensive Fee Schedule

- Each November the City Council approves the Comprehensive Fee schedule as part of Codification of Ordinances Chapter 165. Attached are the proposed changes APR is suggestion for fee associated with the department. Suggested changes are in **Red**.
- Jackson recommends not removing any fees
- Ullman suggests moving business fees to vendor section instead of removing it.

Discussion Master Parks Plan RPF Representative

- Attached is the RFP to find a consultant to assist in creating a master parks plan for the City of Ashland. Sara is looking for a representative to serve on the stakeholder committee.
- Master Plan will include development of a land acknowledgement and some budget-relevant specifics about how to implement the CORP.
- Process will begin in late January and finish by end of 2024.
- Amman emphasizes that the Master Plan should complement the CORP, not reinvent it.

Discussion and Approval to Renew Bird City USA Status

- Each January the City needs to renew its Bird City status. City staff is seeking approval from the PRC to continue this membership/award. The Chamber has historically paid the membership/application fee.
  - Motion to renew by Amman
  - Second by Jackson
  - Motion passes unanimously.

Discussion on Updating Policy 603: Youth Sports Policy

- The Youth Sports Policy has not been reviewed since 2012. A copy of the proposed updated policy will be provided at the meeting. Attached is a current policy.

Discussion of progress on building a boat launch at Kreher Park:

- Mayor Mackenzie shares that we have been unable to secure funding for a deep water landing for the boat launch.
- Hudson explains that the Joint Finance Committee recently rejected the funding recommended by the waterways commission (1.4 million); JFC suggested a more limited funding.
- Representatives need convincing that the boat launch would be an asset for the state, attracting boats that otherwise would not stop here.

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- Mackenzie asks if the launch could be relocated or downsized in order to move forward.

**V. Next Meeting Date**

Monday January 22<sup>nd</sup>, 2023 at 5 pm

**VI. Comments and Questions**

**VII. Adjourn**

- Motion to adjourn by Jackson Second by Ullman, motion passes unanimously

*It is possible that members of and a possible quorum of members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information or speak about a subject, over which they have decision-making responsibility. Any governmental body at the above stated meeting will take no action other than the governmental body specifically referred to above in this notice. The City of Ashland does not discriminate based on race, color, national origin, sex, religion, age or disability in employment or provision of services, programs or activities. NOTE: Upon reasonable notice, the City of Ashland will accommodate the needs of disabled individuals through auxiliary aids or services. For additional information or to request this service, contact Sara Hudson at (715) 685-1644.*

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**Parks and Recreation Committee Meeting**

Monday January 22, 2023

5:00-6:30pm

City Hall Council Chambers

**Information Items/Updates**

- Parks
  - o Master Parks Plan
  - o East End Skating Rink Warming House
  - o Kreher Park Campground and Boat Launch
- Recreation
  - o Winter Programming
  - o After School Program
    - Starts January 29, 2024
- Urban Forestry
  - o Received 2024 DNR UF Grant
- Community Garden
  - o Axel will give us an update
- Other
  - o RCPI – Resilient Coastal Projects Initiative program thru the Great Lakes and St Lawrence Cities Initiative
  - o Bay City Creek: UFWWS Coastal Grant and GLRI FA2
  - o EPA and PSC Solar Array Grants

**Business Items:**

- Discussion on Updating Policy 603: Youth Sports Policy
  - Please see the suggested updates to Policy 603 in the attached document
- Discussion and Approval to apply for Sport First Restoration Grant for the Kreher Park Boat Landing
  - The APR director is looking for approval to apply for the DNR Sport Fish Restoration Grant to assist in funding the Kreher Park Boat Launch Project.
- Discussion and Approval of Contract with MSA Professionals to assist in the Creation of a City of Ashland Master Parks Plan
  - The City of Ashland received funding from the Wisconsin Coastal Management Program to hire a consultant to assist in the creation of a City of Ashland Master Parks Plan. The City created and sent out a Request for Proposals (RFP) for the project. Four very well written proposals were received. The Public Works Director, City Administrator, Parks and Recreation Director and a PRC Committee member reviewed and scored the proposals based on a rubric. MSA's proposal was unanimously selected. Attached is the RFP, rubric and the selected proposal by MSA.
- Discussion and Possible Action on the East End Community Park Warming House Renovation

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The City of Ashland has hired Kraus Anderson to do an inventory and assessment of all City owned buildings. The East End Skating rink is old and is need of repair. The City's buildings and maintenance foreman did an concept design and estimate renovation. The Parks and Recreation Director is wondering if funding from the fundraising efforts done by community members should be used to get a second estimate on the renovation project.

**Next Meeting Date**

February 19, 2024

Policy: Parks and Recreation 603	Youth <del>Sports Programming</del> Policy
Date Approved: 7.18.12	Approving Entity: PRC
Date Revised: 7.16.12	Approving Entity

## Purpose

It is the purpose of this policy to provide guidelines necessary to administer youth sports and recreation programs organized and run by the City of Ashland Parks and Recreation Department.

## Policy

The Ashland Parks and Recreation Department provides youth ~~programingsports~~ to allow all children an opportunity to have fun, participate, and learn fundamental ~~sports~~ skills. ~~APR is We are~~ committed to providing both educational and recreational programs and services. Participants will learn sportsmanship, respect, teamwork, fair play, creativity and self-confidence. The ~~sports-program~~ environment will be safe and well maintained. Prudent behavior by adults is mandatory. Ashland Parks and Recreation ~~youth-youth programssports~~ policies and procedures have been developed for:

- Ashland Parks and Recreation youth ~~sports~~-programs
- Implementation and monitoring program for volunteer ~~coach's~~ certifications and training

## Essential Components of Ashland Parks and Recreation Youth ~~SportsProgram~~ Philosophy

1. All children in our community who meet the basic program registration requirements have a right to participate in youth ~~sports~~-programs.
2. Ashland Parks and Recreation will offer programs at a reasonable cost in accordance with the Recreation Program Fee Policy
3. Ashland Parks and Recreation youth ~~sports-leaguesprograms~~ operate on an equal playing time philosophy for all participants.
4. Youth ~~sports~~-athletes may participate on only one Ashland Parks and Recreation Department team per sport.
5. Ashland Parks and Recreation will recruit volunteers ~~s-coaches and staff~~ who have the ability to act as role models, mentors, and facilitators for its programs.
6. Youth ~~sport~~-program practices and games should be an enjoyable, challenging, and learning experience for all participants
7. Individuals in coaching and leadership positions in youth ~~sport~~ programs shall lead by example through the promotion of fair play and sportsmanship
8. Youth sports programs focus on the enjoyment of the sport – NOT the score.
9. All Ashland Parks and Recreation Department youth ~~sports~~ programs ~~s~~ will embrace the concept of encouraging multiple sport athletes and that seasons will be structured to minimize overlap of programs.

## Requirements and Accountability

~~1.~~ It is required that each team's Head Coach and listed assistant coaches be certified in CPR/First Aid and AED. ~~certified as a youth sports coach by a recognized certification program. The coaches education course must include the following information:~~

- ~~coaching philosophy~~
- ~~coaching responsibilities including examining your priorities as a coach~~
- ~~effective communication with athletes, parents, and officials~~

- ~~teaching sport skills~~
- ~~provide for safety and respond to injuries~~
- 1. practice planning

2. Ashland Parks and Recreation will complete background checks on all volunteer coaches in cooperation of the Ashland Police Department. All decisions to not allow an individual to coach will be determined by the APR Director or designee.
3. Prior to the start of each season, each youth sport program operated by Ashland Parks and Recreation will offer a Parent Orientation Meeting. It is highly recommended that one or both of the parents/guardians attend one of the meetings. The Youth Sports Program Policy will be passed out and discussed, and other important information will be distributed.
4. ~~The Ashland Parks and Recreation Department will maintain a database of all youth sport coaches who meet the requirements of completing an education course and background check.~~
5. Each youth sport coach is required to document receipt of the youth programsports policy.

### **Ashland Parks and Recreation Complaint Against Coach Procedure**

When Ashland Parks and Recreation receives a complaint about a coach, within three (3) days the Parks and Recreation Department will initiate a review process that includes:

1. Gather information and document eyewitness accounts of the event(s) that took place from interested parties involved to determine if a violation has occurred. This may include the site supervisor, game officials, other coaches, parents and children.
2. Require the coach to attend a meeting with the league supervisor to address the complaint and to offer his/her side of the incident. This meeting will be documented.
3. The Ashland Parks and Recreation Department has the authority to determine the severity of the situation and whether or not the affected coach has violated the expected behaviors outlined under the Youth Sports Policy. The disciplinary actions will be enforced and logged.

### **Enforcement of Code of Conduct**

Ashland Parks and Recreation is dedicated to raising the standard of service to youth in sports through the enforcement of this Code of Conduct in youth sport programs. This Code of Conduct defines the expectations for individuals serving as coaches in youth sports and provides the tools to be used by Ashland Parks and Recreation, when necessary, to check behavior and to protect all children from the psychological, emotional, physical or social abuses that can be perpetrated against them by youth sport coaches.

Ashland Parks and Recreation firmly believes that for the sports experience to be positive, safe and a learning experience for youth, volunteer coaches must be trained and held accountable for their behavior when working with and around children. It is the duty of the Ashland Parks and Recreation Department to respond to complaints against a coach in an Ashland Parks and Recreation youth sports program. This is accomplished by initiating the “Complaint Against a Coach Procedure” detailed in the section above. The purpose of this procedure is to hear the complaints and to determine what, if any, action should be taken towards correcting the Ashland Parks and Recreation coach’s behavior.

In order to provide Ashland Parks and Recreation the flexibility to take appropriate action when a coach is found to have violated this policy and/or the Coaches’ Code of Conduct, a range of possible actions have been developed.

Possible actions include:

- Warning to and/or apology from the coach
- Probation
- One Game Suspension
- Multiple Game Suspension
- Season Suspension
- Permanent Revocation of Coaching Certification

Factors that might suggest a more lenient sanction include:

- First Offense
- Remorse
- Apparent Desire to Reform
- Other Good Coaching Attributes
- Dedication to Youth Sports

Factors that might suggest a harsher sanction include:

- Child Endangerment
- Violation of Law
- Prior Complaints/Review Action
- Lack of Remorse
- Number of Ethics Violated
- Number of Expected Behaviors Violated
- Breach of Duties as a Role Model
- Extraordinarily Poor Judgment Around Children

**NAME OF ATHLETE/COACH :** \_\_\_\_\_

**ASHLAND PARKS AND RECREATION CODE OF CONDUCT**

As an athlete for Ashland Parks and Recreation, the coach, my parent and I agree to the following Code of Conduct. We agree that each of us play an important role in the success of the team and players.

We all agree to:

Practice good sportsmanship by sincerely celebrating the efforts of all athletes.

Show honesty and respect for coaches, other athletes, officials, parents and myself through words and actions.

Demonstrate teamwork with all athletes, parents and coaches.

As well as know and follow our role:

**ATHLETES: PLAY**

**PARENTS: PARENT**

**COACHES: COACH**

**As an Athlete I will:**

Be generous whether I win or lose.

Listen and follow the directions of the coaches during practices and meets.

Show a positive attitude by coming to practice ready to work and have fun, ~~in order to improve my playing.~~

Take care of my belongings and turn in anything that does not belong to me to a coach.

Respect other people's property by leaving other's things alone.

Show sportsmanship to all athletes by sharing equipment, coaches' time etc.

Respect all people by not intimidating or harassing through any foul language, gestures, back talking, gossip etc.

**As a Parent I will:**

Transport my child promptly to and from practices and games/meets.

Refrain from coaching my child or other athletes during practices or games/meets.

Respect the coaches' time by not talking to them during practice.

Encourage my athlete to be gracious in victory and turn defeat into victory by working towards improvement.

Respect other people's property by leaving other's things alone.

Give my athlete positive reinforcement, rather than criticism.

Allow my athlete to have their athletic career, not to relive mine.

Show respect to all people by not intimidating or harassing them through any foul language, gestures, gossip etc.

Notify coaches if my athlete cannot participate in a game/meet.

Discuss disqualifications and other games/meet issues with the coaches, **NOT** the officials.

**As a Coach I will:**

Treat each athlete with dignity; respect and fairness taking into account each individual's strengths and weaknesses.

Serve as a positive role model for all children.

Celebrate team triumphs even though losing.

Come prepared for practices and meets.

When concerns arise about an athlete, contact the parent to work out a solution.

Show respect to all people by not intimidating or harassing them through any foul language, gestures, gossip etc.

Leave the transportation responsibilities to parents of athletes.

By signing below, we agree to the above code. We understand that breaking any part of the code can result in the coaches or Ashland Parks and Recreation Staff giving some or all of the following consequences. Consequences will be determined for each offense. Parents and athletes will be notified if there is a problem:

\_\_\_\_\_

Signature of Athlete/Date

Signature of Parent/Date

Signature of Coach/Date



City of Ashland  
**REQUEST FOR PROPOSALS**

RFP #23-10

City of Ashland  
Parks Master Plan

- Date of Request: October 30, 2023
- Project Title: Parks Master Plan
- Submittal Due: 4 PM Local Time, Monday, November 20, 2023. There will not be a public opening for this RFP.
- Late Proposals: Any proposal received by the City after the exact time and date specified will not be considered.
- Submittal Format: (1) Electronic File (email or flash drive) of the proposal are to be submitted for evaluation by the City. *Label submittal: Parks Master Plan*
- Submit to: City of Ashland Parks and Recreation  
Attn: Sara Hudson, Director  
Bretting Community Center  
400 4<sup>th</sup> Ave West  
Ashland, Wisconsin 54806  
[shudson@coawi.org](mailto:shudson@coawi.org)
- Withdrawal: Proposals may be withdrawn by written notice received at any time prior to the proposal closing date and time. Proposals may also be withdrawn in person by an officer or by a representative of the firm, provided that the representative signs a receipt for return of the proposal.

## **INVITATION**

The City of Ashland is seeking proposals from qualified consulting firms to provide services to the Ashland community to develop a Parks Master Plan. The mission for the City of Ashland is to *always promote the betterment of Ashland* and the Parks and Recreation Department's mission is *to meet the needs for recreational resources by improving the quality of life for the regional residents and visitors*. The City's vision is a *thriving community that values its natural environment, rich history, unique and diverse cultures, its way of life and stewardship to Lake Superior*. Our motto is *Find Yourself by the Water*

The plan should create a roadmap for ensuring just and fair quantity, proximity and connections to quality parks and green space, and recreation facilities throughout the community now and into the future. Ashland is seeking a system-wide approach in order to develop goals, policies and guidelines and prioritize strategies based on current and future funding scenarios.

The Parks Master Plan that will be created from this work will be a guiding document for future development and redevelopment of the community's system of parks and green space over the next 10 years.

## **BACKGROUND**

Ashland is located in Northern Wisconsin on the shores of the Chequamegon Bay of Lake Superior. The City of Ashland has a current population of ~7,800 residents, US Highway 2 and State Highway 13 run through town and it is a regional hub that serves the greater Chequamegon Bay region providing essential services from medical to commercial and educational. As major industries became obsolete and relocated abroad

At the turn of the 20th century, the City of Ashland was a booming metropolis with a population of 16,000 people and an industrial hub with five ore docks, numerous lumber mills, and multiple railroads exporting the area's natural resources. Though Ashland is now half the size, it remains a regional hub to the greater Chequamegon Bay area, , Ashland suffered a shrinking population as people followed jobs to urban areas, creating a smaller tax base to fund the services and maintain the structures used in public services. Ashland faces the challenge of maintaining public infrastructure and redeveloping its former industrial places.

The City currently maintains 22 parks, 350+ acres of greenspace/parkland, 10 playgrounds, 4 public swimming beaches, 7 ballfields, 1 skate park, 11.5 miles of paved pedestrian trails, 2 miles of ADA compliant and primitive hiking trails, 7 pavilions, 2 municipal campgrounds and one 1 acre dog park with a staff of 4 FTEs, 10 LTEs and a \$533,000 operating budget for the Parks and Recreation Departments.

As a whole, the City employs 110 full time employees (FTE), 50 limited term employees (LTE), a proposed (2023) annual operating budget of \$11,734,000 and a proposed (2023) Capital Improvements Projects Budget of \$5,632,00.

## **PROJECT DESCRIPTION**

Ashland is seeking proposals from qualified consulting firms to provide services to the Ashland community to develop a Parks Master Plan. The Ashland community has a strong commitment to provide fair and just access to high-quality parks, green space, recreation facilities and programs for all members of the

community and this master plan will help us achieve our commitment. Specifically, the consultant will collect and analyze data to develop a clear set of goals, policies and standards for the community's park system, green space, trails, recreation facilities and program development for the next 5 years. The consultant will work closely with City of Ashland staff, Parks and Recreation Committee, Northland College Sustainable Community Development Department, Ashland City Council and other key stakeholders in preparing the Parks Master Plan. The consultant will guide the City of Ashland in creating a City of Ashland Parks Master Plan document and develop a comprehensive vision for the City's park system through a staff and community input process.

The goal of this project is to create a usable, concise document with the long-term organizational framework for improving parks and recreation (as it relates to parks) facilities to better serve the community. Master planning process will allow the City to assess current and future recreational needs, evaluate feasible options, develop a strategic action plan, and budget for long-term or phased-in development and improvements.

The master plan must also take into account the limitations of current and future funding available to a small, rural community - it is therefore necessary that the plan balances wants and needs with fiscal reality. Moreover, the expectation is that the plan will analyze the size and number of parks and facilities the City operates, and whether or not the current level of service is sustainable into the future.

As part of the proposal narrative, please answer the following questions:

- A. How will you design and implement an "equity-driven" planning process to ensure a dissemination and gathering of information from a broad community spectrum, and how will you develop an equity-driven Master Plan and plan recommendations (programs, services, facilities, amenities, partnerships)?
- B. Protection from climate change and resiliency are a priority of the City. How will that priority be identified throughout the planning process and be incorporated into the plan and recommendations?
- C. the City of Ashland has a significant amount of Park and Recreation related assets, and we operate our parks system with limited staffing and financial capacity. How will you incorporate those factors into the planning process and recommendations while still striving for the highest quality parks system and programming possible?
- D. When looking at the varied condition of our park and trail facilities how will you develop a sustainable model for the ongoing maintenance and renewal of our built assets?

The Parks Master Plan will need to be approved by the Parks and Recreation Committee, Public Works Committee and the Ashland City Council by December 2024.

To be considered, interested parties must submit, by the deadline, one digital copy on a thumb drive or emailed to [shudson@coawi.org](mailto:shudson@coawi.org) that includes the following:

- Letter of interest - must be no more than two pages (note: one page is one side of an 8½" x 11" paper) in length and include contact information and signature.
- Summary of qualifications, experience and availability - must be no more than four (4) pages in length. It should summarize qualifications, relevant experience, and availability to participate in

the RFP process (including Interviews) and provide services to the City. It should also identify key staff members who will be participating.

- Proposed approach to the process, including a proposed schedule and description of proposed public involvement methods - must be no more than four (4) pages summarizing method and approach to providing consulting services to the City.
- Proposed budget - must be no more than one two pages and include detailed project costs, by task and estimated hours. Actual compensation is subject to contract negotiation. A third page may be added, if additional tasks (and associated costs) that could be performed by the consultant team, in the event that the project budget was to be increased, are proposed and described.
- List of professional references - must be no more than one page listing most recent professional references and their contact information.
- A minimum of three examples of relevant written work related to Park Master or Parks and Recreation Master Planning prepared on behalf of a City or comparable entity.
- Ability to meet the City's insurance requirement for minimum amounts of insurance: commercial general liability insurance and professional (errors and omissions) insurance in amounts not less than \$2 million for the duration of the project.

## **EVALUATION CRITERIA**

The following will be considered in evaluating each proposal:

- Completeness of response to the RFP requirements
- Experience with similar projects
- Creativity of approach
- Experience in effective public involvement and incorporating citizen input
- Demonstrated facilitation skills in successfully working with city councils/staff, boards and commissions, community organizations, businesses and citizens
- Demonstrated knowledge/experience with actual development of strategic plans and implementation of possible strategies
- Demonstrated experience in municipal finance
- References
- Not to exceed cost

## **GENERAL INFORMATION**

- The City of Ashland, as an Equal Opportunity Employer, requires all consultants to affirm that they do not discriminate against individuals or firms because of their race, color, marital status, age, sex, national origin, disability, creed or sexual orientation.
- All proposals submitted become public information and may be reviewed by anyone requesting to do so at the conclusion of the evaluation process.
- Small Diverse Business Information. The City encourages participation by minority, women, and veteran-owned businesses as prime contractors, and encourages all prime contractors to make a significant commitment to use minority, women, veteran owned and other disadvantaged business entities as subcontractors and suppliers.
- All proposals received by the City of Ashland in response to this RFP shall remain valid for ninety (90) days from the date of submittal.

- The City reserves the right to cancel or reissue the RFP or to revise the timeline at any time.
- The City reserves the right to reject any and all proposals and to waive minor irregularities in the proposal process. The City may accept any proposal if such action is believed to be in the best interest of the City.
- The City is not liable for any cost incurred by the proposer prior to execution of a contract.
- This is a City project and holds liability for work with its consultants. The contract between the successful proposer and Ashland shall include all documents mutually entered into specifically, including the contract instrument, the RFP, and the response to the RFP. The contract must include, and be consistent with, the provisions stated in the RFP.
- The prime consultant will be required to assume the responsibility for all services offered in the proposal whether or not directly performed by the prime consultant.
- Further, the prime consultant will be the sole point of contact for the City of Ashland with regard to contractual matters.
- The project team shall be approved by the City of Ashland. The City must approve any changes in the project team.

#### **DEVELOPMENT OF FINAL PLANS AND SUPPORTING MATERIALS**

- The Master Plan must include written goals, objectives, policy statements, a financial and action plan that articulate a clear vision and “roadmap” and model for the City of Ashland Parks and Recreation department’s future.
- A summary of existing conditions, inventories and system-wide metrics, distribution metrics, and population demographics and outcome metrics. *Refer to “System-Wide Metrics” in the [Resource Guide](#)*
- Charts, graphs, maps and other data as needed to support the plan and its presentation to the appropriate audiences.
- Up to four (4) meetings with key stakeholders for required adoption of the Master Plan.

#### **PRELIMINARY PROJECT SCHEDULE**

The following tentative schedule is anticipated for selection, contract negotiations and contract award.

- Proposals due November 20, 2023.
- Proposal review and interviews to take place December, 2023.
- Contract award expected in December, 2023
- The Master Plan associated with this proposal will commence on or about January, 2024.
- The timeline that is projected for the preparation and completion of the Parks Master Plan is ten (10) months from the City Council award date.

**Parks Master Plan RFP #23-10**

**RFP Rubric**

Each firm is graded on a their ability, as stated in their Proposal, to accomplish the items in the RFP: *Project Descriptions and Evaluation Criteria* of the RFP . Please grade each firm with a 0, 1, 2 or 3. 0 = Did not meet, 1 = Somewhat met deliverables, 2 = Met deliverable, 3 = Exceed deliverables

		<b>FIRMS:</b>	<b>Parkitecture</b>	<b>MSA</b>	<b>Ayres</b>	<b>SRF</b>
		<b>Proposal Costs</b>	\$ 39,432.00	\$58,000.00	\$55,075.00	\$58,030.00
<b>Proposal Requirements</b>						
Required	Letter of Interest					
Required	Summary of qualifications, experience and availability, relevant experiences, availability to woth parteners (NC and indigenou commuities), key staff members and services to the City					
Required	Proposed approach to the process, including a proposed schedule and description of proposed public involvement methods .					
Required	Budget (must be under \$60K)					
Required	List of Reference					
Required	Examples of relevant work					
Required	Meets Insurance Requirements					
Question A	How will you design and implement an “equity-driven” planning process to ensure a dissemination and gathering of information from a broad community spectrum, and how will you develop an equity-driven Master Plan and plan recommendations (programs, services, facilities, amenities, partnerships)?					
Question B	How will protection from climate change be identified throughout the planning process and be incorporated into the plan and recommendations?					
Question C	Incorporation of the City's parks and rec related assets and limited staff and budget into the planning process and recommendations while still striving for the highest quality parks system and programming possible?					
Question D	Development of a sustainable model for the ongoing maintenance and renewal of our built assets?					
	Other Considerations					
<b>Total Points</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# PROPOSAL TO PROVIDE

## Parks Master Plan



Photo courtesy of Ashland website

**Prepared for:**  
Ashland, WI  
November 20, 2023





Photos courtesy of Ashland website

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## MSA PROFESSIONAL SERVICES, INC.

1702 Pankratz Street, Madison, WI 53704

Contact: Emily Soderberg  
Phone: (608) 579-9909  
Email: [esoderberg@msa-ps.com](mailto:esoderberg@msa-ps.com)  
Website: [www.msa-ps.com](http://www.msa-ps.com)



November 20, 2023

Sara Hudson, Director  
Bretting Community Center  
400 4<sup>th</sup> Ave West  
Ashland, WI 54806

Re: Proposal to Provide Parks Master Plan

Dear Sara,

MSA Professional Services, Inc. (MSA) is excited for the opportunity to work with you and the Parks and Recreation Department on the development a long-term, sustainable framework to manage Ashland's park and recreation assets. We applaud the City for focusing directly and strategically on a core challenge of communities across the U.S. – the growing gap between public interest in park and recreation amenities and budget capacity to maintain those amenities. MSA works with many communities to plan park systems and design individual parks, and we bring lots of experience in the hard conversations about life-cycle cost. We know very well that it is easier to find grants and benefactors to acquire land and build amenities than it is to maintain those investments over decades.

Shaping the future of Ashland's park system requires a special understanding of its context as a small, post-industrial community and its desired future as a resilient waterfront destination. Our team is comprised of skilled landscape architects, planners, and municipal finance specialists who are committed to leveraging Ashland's past and present to develop a sustainable framework for managing its parks into the future. We see resilience to climate change and sustainable land management practices as core features of this framework, and we will integrate into the evaluation the priorities and needs we hear from the public through our community engagement process. We look forward to crafting that engagement process in collaboration with you and students from Northland College, building on City Staff expertise and understanding of the City.

It is a pleasure to propose on a master planning process for a community with as deep a history and passion for sustainability, not least because we think the approach you are seeking will position Ashland as a national leader in thoughtful, proactive fiscal sustainability. We welcome the opportunity to discuss our approach and qualifications with you further. Please do not hesitate to contact me directly at (608) 579-9909 or [esoderberg@msa-ps.com](mailto:esoderberg@msa-ps.com).

Sincerely,  
MSA Professional Services, Inc.

A handwritten signature in black ink that reads "Emily Soderberg". The signature is written in a cursive style and is positioned above the printed name and contact information.

Emily Soderberg  
Project Manager  
(608) 579-9909  
[esoderberg@msa-ps.com](mailto:esoderberg@msa-ps.com)

## QUALIFICATIONS

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 consists of 400+ engineers, architects, planners, landscape architects, funding experts, surveyors, GIS experts and environmental scientists. 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**

**400+**  
TEAM MEMBERS



**POSITIVELY IMPACTING**  
THE LIVES OF OTHERS SINCE 1919

**17**  
OFFICE  
LOCATIONS

**33**

INDUSTRY  
AWARDS  
EARNED SINCE  
2017



**\$625+ MILLION**  
GRANTS & LOW-INTEREST LOANS  
We've helped our clients  
secure to help offset the cost  
of infrastructure projects

## RELEVANT EXPERIENCE

**Our environment plays a critical role in our physical, mental and social well-being. MSA has helped numerous clients shape the built environment to improve their quality of life.**

### PLANNING

MSA's Planning + Design Studio is our team of dedicated planning experts. At MSA, we know that every project starts with a plan – a clear and consensus-driven vision for the future that can be realistically implemented. We have specialists in all areas of community planning, urban design, and economic development. The professional planners that comprise the Studio have helped hundreds of communities and private organizations define their vision, obtain funding, and implement the improvements they seek. Our award-winning planners work to understand the challenges our clients face and help them develop sustainable, implementable plans to provide guidance in overcoming those hurdles. And, because our planners are part of a multi-disciplinary firm, they are able to engage our professional engineers and architects in the planning processes.

### LANDSCAPE ARCHITECTURE

Making the most of the environment is both an art and a science that requires expertise in multiple disciplines, from planning, green infrastructure and stormwater management, to branding and wayfinding. At MSA, our professional landscape architects understand how people interact with their environment in various settings. We use that knowledge to craft distinctive plans while supporting implementation through our strong understanding of construction principles. Our multidisciplinary expertise and collaborative approach to design empowers you to do more with your space. Even while we're creating outdoor spaces for people to use and enjoy, we're thinking innovatively about how to balance budget and maintenance goals. By collaborating with MSA, you get smart, well-built solutions for your investment.

## RELEVANT EXPERIENCE (CONTINUED)

### FUNDING

**MSA helps your community explore funding options that go beyond traditional public sources.** Our dedicated funding specialists bring to the table a broad knowledge base of public funding sources, and are resourceful when it comes to identifying private, non-profit and other sources of funding. We provide full-service grant writing, grant administration, and public and private funding options. We've been on the community's side of funding projects and understand the complexities of project funding. Our long-standing relationships with agencies allows us to position your projects to be more successful.

We turn over every stone to find both public and private sources to help you fund your project. MSA knows the ins and outs of a variety of funding programs and can help bundle funding sources, manage timelines, and take care of any details to satisfy funding requirements. With MSA's support, you can complete the projects you must, and deliver more of the projects you want, all while getting closer to the balanced, sustainable community you've always envisioned.

### PUBLIC ENGAGEMENT

**We specialize in working alongside our clients and selecting the best-available methods to hear the voices of many citizens through the process.** The type and combinations of methods selected help ensure a balance of informing, consulting, involving, collaborating and empowering the public. Therefore, engagement can and should be accomplished by tapping into a variety of sources. Listed below are a few techniques we use to strengthen public involvement for your community.

- Neighborhood advisory committees
- Open houses
- StoryMaps
- POLCO community engagement polling
- Pop-up booths at community events
- Community surveys
- Media relations
- Project websites
- Project newsletters/direct mailers
- Neighborhood office hours
- Stakeholder interviews/focus groups
- Interactive community mapping tools
- Door hangers/leave behinds
- Translation of materials into other languages

### WATERFRONT COMMUNITIES

Planning and designing for environmental challenges like storms, ice events, floods and droughts requires a strong, time-tested blend of experience and technical knowledge. **Our waterfront specialists are contributing authors to the recently revised "ASCE Manual No. 50: Planning and Design Guidelines for Small Craft Harbors," and as a group, we have over 75 years of waterfront development experience.** As planners, designers and engineers, we are dedicated to embracing waterfronts and strengthening the connection between land and water for all of our clients. It's simply what we do, and what we enjoy doing. Our Great Lakes projects have endured ice conditions, fluctuating water levels, and wind events without failure. We take projects from the original concepts and market studies through engineering and design, permitting and financing all the way to construction and initial operation. We understand the unique challenges and opportunities of locating, planning, developing, and funding recreational amenities that improve quality of life, specifically in waterfront communities.

### TOURISM COMMUNITIES

Navigating infrastructure planning and development in communities experiencing tourism surges involves addressing challenges such as dynamic resource needs and strained local amenities—all within the constraints of tight budget limitations. Ensuring long-term sustainability requires the implementation of robust and adaptable systems capable of meeting varying demands without compromising the overall well-being and functionality of the community. MSA specializes in crafting resilient planning solutions that optimize existing resources, prioritize essential infrastructure enhancements, and implement cost-effective measures. Our expertise lies in striking the delicate balance between community well-being, resource efficiency, and fiscal responsibility, ultimately fostering long-term sustainability. **Examples of representative communities we work with include Wisconsin Dells, Lake Delton, Madison, Milwaukee, Green Bay, Lake Geneva, Door County, Vilas County, Oneida County, among others across the state.**

## AVAILABILITY TO PARTICIPATE IN THE RFP PROCESS (INCLUDING INTERVIEWS)

MSA submits this proposal with the commitment that our staff will be available to participate in the RFP process (including interviews) and provide services to the City in sequence and according to established timetables. Our team has the capacity to handle this project and provide excellent service. When our team starts a project, we analyze the proposed schedule and compare it to each team member's potential workload. On that basis, we have the ability to provide our services for this project.



**Emily Soderberg**  
PROJECT MANAGER

Emily is an experienced project leader with diversified planning experience. She has successfully led the completion of community-wide plans across Wisconsin. Emily also has six years of experience throughout the sustainability sector, ranging from industrial compost management and rooftop farming to food systems research and solar energy system design. As a skilled communicator, she is adept at leading public engagement, building consensus among project stakeholders, and keeping her clients informed as a project progresses.

**Education**

M.S., Urban and Regional Planning, University of Michigan  
B.S., Sustainable Built Environments, University of Arizona  
Honors College

**Registration/Certification**

American Society of Adaptation Professionals (ASAP)  
American Planning Association-WI

**Selected Project Experience**

- Sustainability Plan Development & Design, Madison, WI
- Comprehensive Plan Update, La Crosse, WI
- CORP/Bike-Ped Update, Waunakee & Westport, WI
- Parks Planning, La Crescent, MN
- Comprehensive Plan, La Crosse, WI
- San Damiano Community Vision and Master Plan Process, Monona, WI
- Memorial Park Master Plan and CORP Update, Hillsboro, WI
- CORP Update, Beaver Dam, WI
- CORP, Fort Atkinson, WI
- CORP Update, Wausau, WI
- CORP Update, Wisconsin Dells, WI
- Housing Study Update, Monticello, MN
- Residential Rooftop Solar Design & Sales, Tucson, AZ\*
- Green Roof Farm Operations & Management, Washington, DC\*
- Industrial Compost Operations & Management, Tucson, AZ\*
- Sauk County Farm Master Plan, Baraboo, WI\*
- Mid-Atlantic Food Port Feasibility Report, Washington, DC\*
- Tree Ordinance & Master Plan Review, Washtenaw County, MI\*



**Heidi Putnam**  
ASSISTANT PLANNER

Prior to joining the MSA team in May 2023, Heidi had five years of experience across planning and natural resource management projects and strives to engage communities and professionals together to tackle water resource problems to prepare for the future. In past work Heidi has worked in the public sector for state, county, and non-profit organizations as well as in the private sector in engineering consultation across Wisconsin. She brings these multi-faceted experiences from data inventory, analysis, and client liaison work to facilitate discussions, prepare captivating visuals and reports, and cultivate integrative solutions.

**Education**

M.S., Urban and Regional Planning, University of Wisconsin-Madison (in progress);  
M.S., Water Resource Management, University of Wisconsin-Madison (in progress);  
B.S. Natural Resource Planning, University of Wisconsin-Stevens Point

**Registration/Certification**

Geographic Information Systems for Urban and Regional Planning, University of Wisconsin-Stevens

**Selected Project Experience**

- Watershed Program Specialist – Vilas County Land and Water Conservation Department, Vilas County, WI\*
- Water Resources Specialist – Miller Engineers & Scientists, Sheboygan, WI\*
- Sustainability Analyst & Transportation Coordinator – UW-Stevens Point Office of Sustainability, Stevens Point, WI\*
- GIS Project Assistant – UWSP GIS Center, Stevens Point, WI\*
- Trail Recreation Intern – Schmeeckle Reserve, Stevens Point, WI\*
- Event Planning Intern – Central Rivers Farmshed, Stevens Point, WI\*
- Conservation Biology Intern – Wisconsin Department of Natural Resources, Rhinelander, WI\*



**David Patten, PLA,  
ASLA, CLARB**  
SENIOR LANDSCAPE ARCHITECT

David is a senior landscape architect with experience in public and private development projects, including land development, residential, commercial, industrial, recreation, parks, recreation facilities, trails, streetscapes, and master plans. With over 25 years of experience, David has worked on challenging site design projects and has sat on several park and recreation boards. With a strong background in technology, management, communication, historic preservation, graphics, technical drafting, manufacturing, and installation, David delivers concise results from concept planning through final construction closeout in order to achieve consistent successful project outcomes. His mission is to create beautiful, functional, and sustainable landscapes that enhance quality of life and the environment of the communities he serves.

**Education**

Bachelors of Landscape Architecture, North Dakota State University  
 B.S., Environmental Design, North Dakota State University  
 A.S., Structro-Architectural Drafting and Design with AutoCAD, Northwest Technical Institute  
 Pre-Architecture / Pre-Landscape Architecture, University of Minnesota

**Registration/Certification**

Licensed Professional Landscape Architect (PLA), WI, MN, IA, SD, MI, TX, AZ, CO  
 American Society of Landscape Architects (ASLA)  
 Council of Landscape Architectural Registration Boards (CLARB)

**Selected Project Experience**

- Various MN DNR projects involving amphitheaters, trails, water access and landings, housing facilities, sanitation and visitor buildings, cabin remodels, parking, landscape remediation, and campground restoration at the following state parks: Itasca, LaSalle Lake SRA, Maplewood, Camden, Forestville, William O'Brien, Sibley, and Tettegouche\*
- Baldwin Township Comprehensive Park, Trail & Open Space Plan, Baldwin Twp, MN\*
- Young Park 80-acre Master Planning and development, Baldwin Twp, MN\*
- Goose Lake 32-acre Natural Park Plan & Development, Baldwin Twp, MN\*



**Diane Wessel, AICP,  
ICMA-CM**  
COMMUNITY DEVELOPMENT  
SPECIALIST

Diane is dedicated to creating equitable, healthy, sustainable, and resilient communities. As both a planner and public administration professional, she understands the needs of both the built environmental and organizational operations of local communities and their governing bodies. This understanding helps Diane forecast needs and connect needs with funding sources. Diane's strong work ethic, dedication, local government experience, communication skills, planning and prioritization skills, and commitment to teamwork make her an asset to multi-disciplinary project teams. As a Community Development Specialist with MSA, Diane provides interim municipal administration, planning, and zoning; grant resourcing, application, and administration; and strategic planning services. Prior to joining MSA, Diane served 25 years in Wisconsin local government.

**Education**

MPA, Masters of Public Administration, University of Wisconsin-Oshkosh  
 B.S., Forest Management, University of Wisconsin-Stevens Point

**Registration/Certification**

American Institute of Certified Planners (AICP)  
 International City/County Manager Association – Credentialed Manager (ICMA-CM)

**Selected Project Experience**

- Grant Identification and Management, De Pere, WI
- Interim Local Government Administrator: Village of Sister Bay, WI; Town of Freedom, WI; and City of Omro, WI
- Reconnecting Communities Pilot Grant Program Application (USDOT) Shafer, MN and Wrightstown, WI
- Interim Community Development Director, Rib Mountain, WI
- Wisconsin Neighborhood Investment Program Grant Application: Park Falls, WI; Wrightstown, WI; and Beaver Dam, WI

**MSA understands that the City must approve any changes in the project team.**

\*Experience prior to joining MSA



Photo courtesy of Ashland website

## PROPOSED APPROACH TO THE PROCESS

MSA's approach to this planning process will be driven by the following goals:

### AN EQUITY-DRIVEN PLANNING PROCESS

MSA understands that an array of diverse stakeholders must be brought into the planning process to help ensure all voices, needs, and concerns are factored into the final plan. In particular, we recognize the importance of building a partnership with the Bad River Band of Lake Superior Chippewa given Ashland's location within traditional Chippewa lands, including the need to acknowledge historic gathering sites located within existing City parkland. Other key stakeholders include, but are not limited to, Northland College, Ashland School District, Ashland Area Chamber of Commerce, Parks & Recreation Committee, Public Works Committee, and Sustainability Committee. The feedback we gather from these key stakeholders at the outset of the project will help drive the priorities and desired outcomes of the final master plan.

### RESILIENCE TO CLIMATE CHANGE

We see parks as essential City infrastructure in the fight against a changing climate. Our park maintenance strategies will focus on nature-based solutions to manage flooding and stormwater, reducing impervious surfaces, using building materials resistant to weathering, and more. We are inspired by projects like [Climate Park Change](#), [Naturally Resilient Communities](#), and [the Sustainable SITES Initiative](#) and would look to embed these kinds of climate-oriented strategies into our sustainable maintenance framework.

### MAXIMIZING LIMITED RESOURCES

Ashland—along with communities across Wisconsin and the United States—is confronted with a difficult challenge: how to maximize its outdoor recreation assets in an increasingly constrained financial and labor environment. Our team sees developing a realistic and sustainable framework that tackles this challenge as the key function of this plan. We will explore creative opportunities for public-private partnerships and grants, as well as operational changes geared toward reducing costs.

### SUSTAINABLE MODEL FOR MAINTENANCE

Our team will assess the current condition of Ashland's natural and man-made outdoor recreational assets against the long-term vision and priorities gathered through our engagement with the community and collaboration with City staff. The goal of our sustainable maintenance framework will be to close gaps between the current state of the City's assets and the community's priorities.

## PHASE I: Project Kick-Off & Community Engagement

### January – March 2024

- Hold a project kick-off meeting in January with MSA team members and Parks Department staff to finalize roles, project work plan, and schedule. At this meeting, we will also finalize a list of key community stakeholders.
- Develop and execute a community engagement plan in collaboration with Ashland City staff and Northland College students in the Sustainable Community Development Department. We propose the following methods of engagement be carried out collaboratively between MSA staff (working virtually) and Northland College students in-person over the course of late January to March:
  - *Key stakeholder interviews and focus groups (up to 4 meetings).* These meetings would be held virtually and/or in-person, as determined by the project team.
  - *Public Open House/Input Meeting.* This meeting would include interactive activities and exercises to help the public discern their top priorities and concerns for the Ashland Parks system.
  - *Online Survey.* Surveys are useful tools for reaching folks unable to attend in-person meetings. The survey can be promoted through local media channels, utility bills, and at key community gathering places and institutions.
  - We view these engagement methods as flexible and hope to work with City staff and the Northland College students to design an engagement plan that leverages your on-the-ground understanding of the community.

- The goal of this community engagement push at the outset of the project will be to assess what the greatest concerns, opportunities, and priorities are from an array of different voices. The feedback gathered will provide the foundation for the plan and help guide the rest of the planning process.

## PHASE II: Existing Systems & Future Needs Analysis

### April – June 2024

- Before we can develop improved policies and standards for Ashland’s park system, we first need a thorough accounting of its existing systems and operation. We will conduct an examination of Ashland’s existing parks and recreation operations through staff interviews and data analysis, including (but not limited to):
  - Department funding sources and mechanisms (both internal and external)
  - Capitol improvements planning
  - Seasonal landscape maintenance operations and costs
  - Built structures (i.e., playgrounds, park shelters) maintenance operations and costs
  - Staffing/labor needs and deficits
  - Administrative functions
  - Operations overlap with Public Works and other City departments
- As we map out the Department’s existing operational structure, we will work with City staff to identify the park system’s short-, medium-, and long-term needs. This includes long-term improvement projects like the Ashland Oredock and Superfund site located near Kreher Park.

## PHASE III: Plan Development

### June – August 2024

- With the Department’s existing operational structure and future needs mapped, we can then identify the points of tension and begin the process of creative problem solving. Overall, our team will focus on identifying sustainable strategies and investments that reduce costs over the long term.

- MSA will leverage our expertise in sustainable landscape management and municipal planning, finance, and grant funding to develop a long-term framework for improving and sustaining a high level of service for Ashland’s parks system. Our strategies will center around:
  - Passive landscape maintenance, with an emphasis on native plant species that support wildlife.
  - Green infrastructure and low-impact development, especially as flood management tools.
  - Facility maintenance and replacement alternatives.
  - Local and regional public-private partnerships that leverage the City’s draw as a tourist destination.
  - Unique grant funding opportunities, in particular through the Great Lakes Restoration Initiative (GLRI), Inflation Reduction Act (IRC), and Infrastructure Investment and Jobs Act (IIJA).
- We will also review case studies from other communities that demonstrate successful implementation of sustainable park management strategies that Ashland can replicate.
- Our proposed budget includes one (1) MSA staff member traveling to Ashland during Phase II for two (2) days of in-person strategy meetings with Department staff and park site assessments/tours.

## PHASE IV: Plan Adoption & Implementation

### September – October 2024

- At the discretion of City staff, MSA will present the final Parks Master Plan to the appropriate City Commission/Committee for their review and recommendation for adoption by the City Council. This could include the Parks and Recreation Committee, Sustainability Committee, and/or Plan Commission. MSA will also present the final plan to the Ashland City Council for adoption.
- MSA will attend these Commission/Committee and Council meetings virtually.

## PROPOSED BUDGET

Project Overview	Cost	Approx. Hours
<b>PHASE I</b>	<b>\$7,460.00</b>	<b>60</b>
Project Team Kick-Off Meeting (Virtual)	\$1,610.00	10
Engagement Plan Development with Northland College	\$2,520.00	21
Engagement Plan Implementation	\$2,520.00	21
Engagement Feedback Summary	\$810.00	8
<b>PHASE II</b>	<b>\$15,330.00</b>	<b>128</b>
Data Collection & Staff Interviews	\$4,200.00	35
Existing Systems Assets Mapping & Operational Structure	\$11,130.00	93
<b>PHASE III</b>	<b>\$22,715.00</b>	<b>171</b>
Plan Development	\$16,800.00	125
MSA Site Visit: Park Tours and Inventory	\$1,120.00	8
MSA Site Visit: Staff Strategy Sessions	\$1,120.00	8
MSA Site Visit Expenses (Lodging, food, travel)	\$2,100.00	15
Case Studies	\$1,575.00	15
<b>PHASE IV</b>	<b>\$1,400.00</b>	<b>10</b>
MSA Presentation to City Committee/Commission (Virtual)	\$700.00	5
MSA Presentation to City Council for Plan Adoption (Virtual)	\$700.00	5
<b>PROJECT MANAGEMENT</b>	<b>\$11,095.00</b>	<b>80</b>
Project Team Meetings (Monthly)	\$4,270.00	34
MSA Team Coordination & Communication	\$4,025.00	26
Project Administration	\$2,800.00	20
<b>TOTAL</b>	<b>\$58,000.00</b>	<b>449</b>

## REFERENCES

Specific projects with some of the client references below are provided in the following pages.

### CITY OF WISCONSIN DELLS, WI

#### **Thad Meister, Parks, Recreation & Waterways Director**

P: (608) 254-7458

E: [tmeister@dellsparkandrec.com](mailto:tmeister@dellsparkandrec.com)

### MARATHON COUNTY, WI

#### **Jamie Polley, Parks, Recreation, and Forestry Director**

P: (715) 261-1554

E: [jamie.polley@co.marathon.wi.us](mailto:jamie.polley@co.marathon.wi.us)

### VILLAGE OF LAKE DELTON, WI

#### **Tim McCumber, Administrator/Clerk/Treasurer**

P: (608) 254-2558

E: [tim@lakedelton.org](mailto:tim@lakedelton.org)

### SAUK COUNTY, WI

#### **Matt Stieve, Parks & Recreation Manager**

P: (608) 355-4800

E: [matt.stieve@saukcountywi.gov](mailto:matt.stieve@saukcountywi.gov)

#### **Lisa Wilson, Director**

P: (608) 355-4840

E: [lisa.wilson@saukcountywi.gov](mailto:lisa.wilson@saukcountywi.gov)

### VILLAGE OF WEST BARABOO, WI

#### **William Clary, Director of Public Works**

P: (608) 356-2516

E: [w.clary@villageofwestbaraboo.us](mailto:w.clary@villageofwestbaraboo.us)

## WORKING WITH SMALL COMMUNITIES WITH SURGES IN TOURISM

For several decades, MSA has worked alongside the City of Wisconsin Dells and Village of Lake Delton. Both are small communities and see a large influx of visitors to the area throughout the year. As a result, they continue to grow their infrastructure to support increased demands to their roadways, parks, and open spaces. Because these communities are small in population and have limited resources to address increased demands, they turn to MSA to help them develop ways to be more sustainable in their approaches to development, maintenance, and projects. The need to increase efficiency and lower maintenance requirements is constantly being reviewed at both the City and Village levels. Standards have been developed for each to support the approach of lowering maintenance demands on staff throughout the year and especially during peak influx times of visitors to the community. The following are just two examples of how we've worked with both communities to develop sustainable solutions.

### NEWPORT PARK

Newport Park is situated off County Highway A, on the northeast side of Lake Delton, at the confluence of the Wisconsin River and Dell Creek. The Newport Park project was a successful cooperative effort between federal, state, and local agencies as well as private parties. MSA team members worked closely with the Village of Lake Delton to apply for funding and provide design and construction services. Bundling several state and federal grant programs (totaling \$1.4 million) reduced project costs by 65%.

Permits, along with multiple WDNR plan reviews due to grants involved, took a large portion of the planning, design and time for this project by approximately 50%. The constructed park includes a public ADA-accessible boat launch, boarding dock and fishing pier that can all accommodate extreme fluctuations in water levels; adequate parking for the boat launch and park with good traffic flow/patterns; preservation of an existing effigy mound, which was centrally located in the middle of the park; ADA-accessible restrooms, permanent park structures in the upper park area, and shade structures with amenities down by the beach; shoreline restoration along the adjacent creek side; site lighting, park signs, native landscape plantings; large site retaining wall and decorative safety railing; and stormwater management and bio-infiltration facility. The overall developed park plan also needed to take into account the flooding potential of the site and required a sustainable way to maintain the park knowing the park will flood several times each year. The park was design and constructed to withstand this flooding and allow for ease in maintaining the park after each event knowing items would need to be cleaned and restored. This sustainable design approach was tied into the plan, design and final construction stages for each bid packet let for the project's development.

Through these efforts, the project was a complete success. Park use is typically at 100%+ during the summer months, and it has become a Dells destination. The overall project and development process demonstrates how a well-thought-out and planned project can be completed in a short amount of time even with several parties involved representing their own interests.



### ROAD RECONSTRUCTION PATHS

Over the last decade, the City of Wisconsin Dells and the Village of Lake Delton have collaborated to develop a 7-mile corridor featuring grade-separated paths that link USH 12 in the Village to the Chula Vista Resort in the northernmost region of the City. This collaborative effort is significantly enhancing connectivity and accessibility for cyclists in the region. Notably, the Dells area boasts an unusually high concentration of cyclists compared to its surrounding areas, a phenomenon attributed in part to the substantial presence of international seasonal workers. The City is constructing the last segments of the corridor, with final completion scheduled for fall 2024. The new paths have been constructed as part of corresponding road construction projects on Trout Road/ Clara Avenue, Fitzgerald Road, CTH A, Commercial Avenue and River Road. Most recently, the City of Wisconsin Dells worked with MSA on trail design and funding. MSA's funding team successfully obtained two WDNR Stewardship grants for the Commercial Avenue (~\$200,000) and River Road (~\$700,000) segments that are currently under construction. MSA worked to identify stakeholders to provide support for the grant applications, including the Easter Seals, who operate a campground for special-needs clients along the River Road corridor. We believe that the Easter Seals support was pivotal to the approval of the River Road segment.



## VILLAGE FOREST PARK

### WEST BARABOO, WI

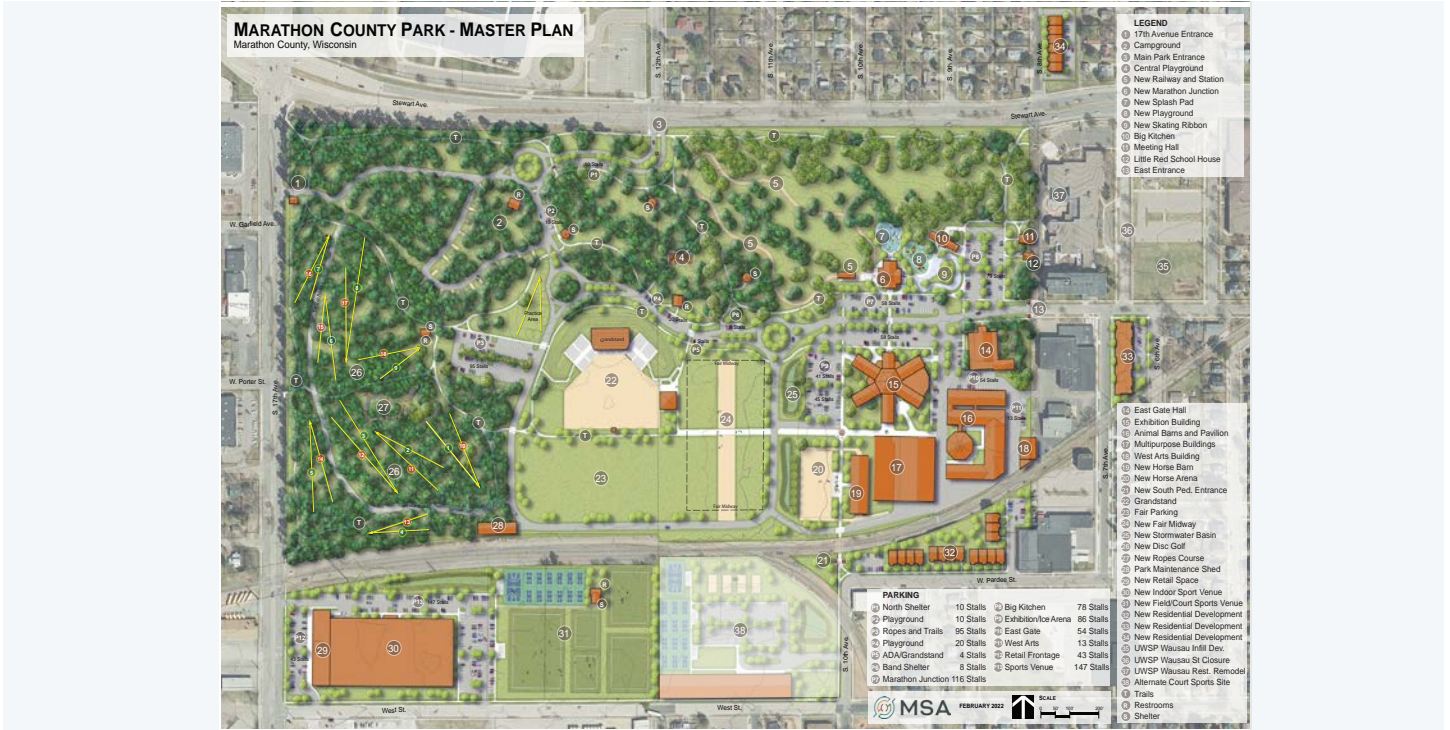
In 2020, MSA began a study for the Village of West Baraboo to assess 38 acres of geographically rich pine forest land owned by the Village to inform the development of a master plan for a proposed new park in the area. As the master plan developed, the Village purchased an additional seven acres from a private property owner, which expanded the usable area to 45 acres. The property is heavily forested with hilly terrain and, at the time, had been mainly used as a local hiking area with a network of informal trails throughout.

After review of the site conditions and opportunities, MSA formalized the guiding document which would assist in creating the largest park in the West Baraboo system: Village Forest Park. Plans for the park included expanding and looping the existing hiking trails to create longer hiking distances that would also connect into the National Park Service's Ice Age National Scenic Trail, a 1,000-mile footpath contained entirely within the state of Wisconsin. Other park amenities would include new multiuse connection trails, new 250-foot pedestrian and bicycle bridge, overlook, pavilion building with restrooms, a pump track for off-road bikes, playground and seasonal sledding hill. Upon developing the sense of place for the park as a natural, wooded forest park, the Village wanted to ensure the park was blended into the natural settings and provided a more

sustainable approach to the overall park for not only its uses but their maintenance of the park. The forested area was meaningful to many residents and they wanted a sustainable approach to its development and use.

The Village pursued various funding opportunities to finance the project and ultimately secured a \$2.5-million Community Development Block Grant (CDBG), which served as a catalyst to begin construction of the first phase of park development. MSA was asked to lead the design of the phase-one improvements which involved extensive site grading of the hilly terrain to create accessible, ADA-compliant trail and recreational spaces, construction of a new park pavilion with restrooms and a seasonal kitchenette, new playground area, new parking area, connecting trails into West Baraboo business districts, new trailhead amenities and open green and lawn space.

The new Village Forest Park design was completed in the summer of 2022. The project was divided into separate bid packages to allow for phased completion of tree removal, site development and park pavilion construction. The packages were all bid successfully, and construction commenced in the summer/fall of 2022.



## WESTSIDE MASTER PLAN MARATHON COUNTY, WI

Marathon County selected MSA to help prepare a 15-year plan for the improvement of a cluster of County-owned facilities, including Marathon Park, UW-Stevens Point – Wausau, and the County’s Highway Department and Parks Department operations. The project area is located centrally in the City of Wausau, surrounded by a mix of residential neighborhoods and retail and industrial uses, and easily accessible from the regional highway system. The planning needed to be sensitive to the needs of many departments, agencies, and institutions plus the interests of surrounding residents and members of the wider community. The master plan effort required a blend of architectural, site design and engagement skills to develop design alternatives and refine those down and develop consensus around a single vision for the future of the area.

The master plan for the park focuses on improving fairground and park use areas. Replacement facilities are planned for aging park amenities that will ultimately meet or exceed current codes and regulations. The project also includes use areas south of the existing park proper that are development opportunities with potential to enhance the park experience. One proposal is the relocation of a regional hockey facility to a new three-sheet arena with seating, concessions and rooms for tournaments. The hockey rinks will also serve as a soccer complex in the warmer months. Outdoor sport

fields and court sports are planned to share restroom and locker rooms with the adjacent hockey facility.

The planning process took into consideration the idea of developing a more sustainable and maintainable park due to the rearrangement of the overall park uses and flow. The current park is very disjointed causing the flow of maintenance and needs to be challenging to oversee. With such a highly useable park space, considerations for a better flow were required in the plan to lower the overall maintenance of the park and lessen the burden on staff and departments. This concept was woven into the new layout wherever possible.

The completed Westside Master Plan identifies and prioritizes investments into this high-profile, high-use site based on an understanding of facility conditions, project sequencing requirements and cost feasibility. Over the next 15 years, this document is intended to help the County and other stakeholders make decisions about when, where, and how to invest in the continued success of these sites and the activities and users they support. Once complete, the Marathon County Park will be a regional open space that will balance passive and active recreation with a multi-functional fairground site for year-round and unlimited uses.



## GREAT SAUK TRAIL

SAUK COUNTY, WI

MSA worked with Sauk and Dane Counties to perform a feasibility analysis and preliminary design for the Great Sauk State Trail – Walking Iron Trail Bridge crossing the Wisconsin River. MSA led the team and conducted several public engagement and stakeholder meetings throughout the process. MSA's trail design experts and landscape architects created the design context and aesthetic design components for the bridge as well as a concept for a gateway feature and rendering to assist in the visualization of the proposed project.

Building upon our feasibility study work, MSA was additionally contracted to provide existing plan review, funding services, regulatory permits, construction documents, bid administration, construction administration and grant administration services. The proposed bridge will be approximately 500 feet long and consist of three 165-foot spans with associated approaches and be supported by new pile abutments at each end and two new piers with caps in the river. The bridge will be designed to accommodate bicycle and pedestrian users in the summer and predominately snowmobile use in the winter. The proposed bridge will meet or exceed all ADA requirements and WisDOT/Federal Rails-to-Trails requirements as well as have the ability to be converted back to a freight rail bridge in the future. With meeting trail requirements for the design, the project is also considering how it will be maintained long term in the design. Access and amenities are being considered to make this a sustainable trail for the counties and state.

Additional work includes the preliminary and final design, computations, QA/QC and plan development, and permitting for the proposed Dane County Segment of the trail. This phase includes approximately three miles of trail construction, new parking lot construction at the trailhead, rehabilitation of eight bridge structures, regulatory permitting, environmental and archaeological review to support an anticipated WisDOT TAP application, and legal survey services to support acquisition of temporary/permanent access easements.

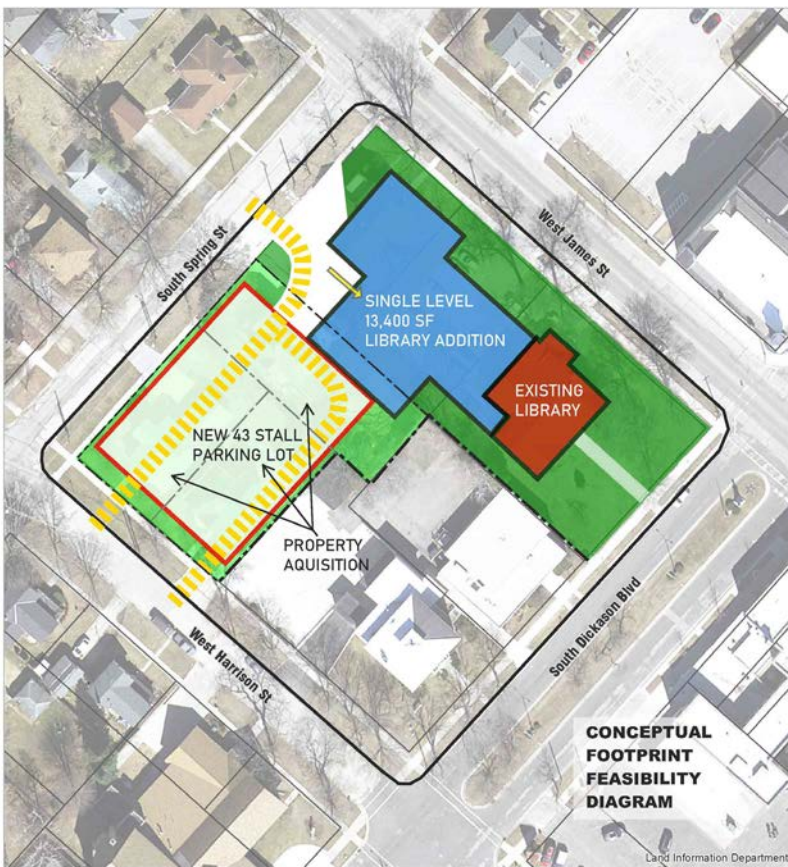
MSA helped with identifying, applying for, and obtaining more than \$5.6M in TAP funds for the Walking Iron Bridge portion and is currently helping with a TAP application for the Dane County Segment of the trail phase.

The bridge will serve as a multi-use trail connection to the Lower Wisconsin Riverway in Dane County, Sauk Prairie Recreation Area, and Devils Lake in Sauk County and will provide a permanent crossing for snowmobilers to safely connect to routes east of Sauk City. The bridge essentially connects two trail systems: the recently constructed Great Sauk State Trail in Sauk County and the proposed Walking Iron Trail in Dane County.

# LONG-RANGE FACILITIES PLAN

## COLUMBUS, WI

With the goal of managing change and growth within statutory levy limits, the City enlisted MSA's assistance to evaluate the condition and investment needs of key municipal facilities and craft a long-term strategy for prioritizing and timing needed investments. This project featured a mix of in-depth staff interviews, community engagement to identify preferences and priorities, and analysis of the City's long-range borrowing capacity for capital projects. The resulting Roadmap 2050 identifies a mix of facility replacement, reinvestment and expansion needs and projects costs for each major City department and facility, including Emergency Services, Library, Public Works, Community Center, and City Hall. Investments are set in order, and a tentative schedule was established to manage debt loads and community expectations, and to clarify the need for interim maintenance investments. Fiscal sustainability in balance with community service needs is at the core of this important, long-range plan for the City.



**Potential Library Expansion at Current Location**  
 City of Columbus  
 City of Columbus Roadmap 2050

City of Columbus  
 Columbia and Dodge Counties, WI

Parcel Boundary

MSA

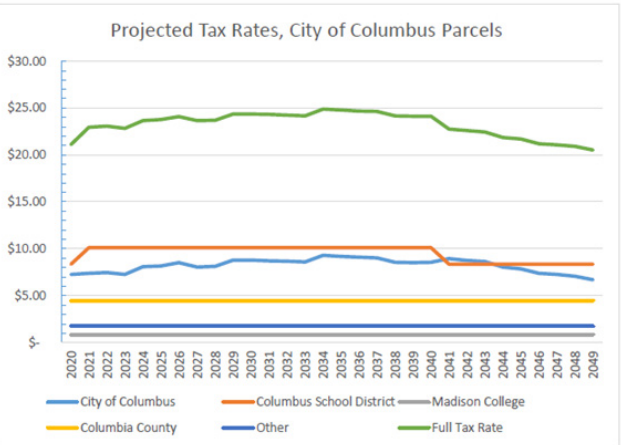
Years 2020-2029

Budget Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Estimated Value (2020 TRM 1% Growth)	\$ 1,475,538,490	\$ 1,591,018,490	\$ 1,706,498,490	\$ 1,821,978,490	\$ 1,937,458,490	\$ 2,052,938,490	\$ 2,168,418,490	\$ 2,283,898,490	\$ 2,399,378,490	\$ 2,514,858,490
Debt Capacity (1% of Eq Val)	\$ 23,776,870	\$ 25,456,292	\$ 27,135,714	\$ 28,815,136	\$ 30,494,558	\$ 32,173,980	\$ 33,853,402	\$ 35,532,824	\$ 37,212,246	\$ 38,891,668
Debt Capacity (Less Debt)	\$ 20,968,824	\$ 22,648,246	\$ 24,327,668	\$ 26,007,090	\$ 27,686,512	\$ 29,365,934	\$ 31,045,356	\$ 32,724,778	\$ 34,404,200	\$ 36,083,622
Existing Debt Outstanding (Net Lend)	\$ 8,258,644	\$ 8,258,644	\$ 8,258,644	\$ 8,258,644	\$ 8,258,644	\$ 8,258,644	\$ 8,258,644	\$ 8,258,644	\$ 8,258,644	\$ 8,258,644
<b>Available Debt Capacity</b>	<b>\$ 12,710,180</b>	<b>\$ 14,389,602</b>	<b>\$ 16,069,024</b>	<b>\$ 17,748,446</b>	<b>\$ 19,427,868</b>	<b>\$ 21,107,290</b>	<b>\$ 22,786,712</b>	<b>\$ 24,466,134</b>	<b>\$ 26,145,556</b>	<b>\$ 27,824,978</b>
<b>Required Debt Capacity</b>	<b>\$ 14,807,228</b>	<b>\$ 16,904,276</b>	<b>\$ 19,001,324</b>	<b>\$ 21,098,372</b>	<b>\$ 23,195,420</b>	<b>\$ 25,292,468</b>	<b>\$ 27,389,516</b>	<b>\$ 29,486,564</b>	<b>\$ 31,583,612</b>	<b>\$ 33,680,660</b>
<b>Remaining Debt Capacity (Less Lend)</b>	<b>\$ 4,402,328</b>	<b>\$ 5,485,326</b>	<b>\$ 6,568,324</b>	<b>\$ 7,651,322</b>	<b>\$ 8,734,320</b>	<b>\$ 9,817,318</b>	<b>\$ 10,900,316</b>	<b>\$ 11,983,314</b>	<b>\$ 13,066,312</b>	<b>\$ 14,149,310</b>
Debt Service	\$ 1,038,000	\$ 1,061,950	\$ 1,085,900	\$ 1,109,850	\$ 1,133,800	\$ 1,157,750	\$ 1,181,700	\$ 1,205,650	\$ 1,229,600	\$ 1,253,550
Debt Service (Less Lend)	\$ 212,120	\$ 224,120	\$ 236,120	\$ 248,120	\$ 260,120	\$ 272,120	\$ 284,120	\$ 296,120	\$ 308,120	\$ 320,120

Estimated 2020 tax rate for debt service: \$2.14/\$1,000

The fire station has added about 50.76 to the tax rate

The cost of all "Potential Borrowing" in years 2020-2025 has added \$2.42 to the tax rate, a net increase of about \$1.61



## **INSURANCE REQUIREMENTS**

MSA confirms our ability to meet the City's insurance requirement for minimum amounts of insurance: commercial general liability insurance and professional (errors and omissions) insurance in amounts not less than \$2 million for the duration of the project.

## **GENERAL INFORMATION**

MSA affirms that we do not discriminate against individuals or firms because of their race, color, marital status, age, sex, national origin, disability, creed or sexual orientation.

**IT'S MORE THAN A PROJECT. IT'S A COMMITMENT.**

PARKS MASTER PLAN | ASHLAND, WI | NOVEMBER 20, 2023

