



**City of Neenah
Parks & Recreation Commission
Thursday, September 17, 2026, 4:30 P.M.
Hauser Room
Neenah City Hall
211 Walnut Street**



-
- I. Call to Order
 - II. Public Appearances
 - III. Approval of Minutes – Regular Meeting August 20, 2026
 - IV. Bill Vouchers
 - V. Quarterly Financial Report
 - VI. Correspondence
 - VII. Mission Action Report
 - VIII. Unfinished Business
 - IX. New Business
 - A. Carpenter Preserve Task Force (Ondresky)
 - B. Neenah Marina Facility Analysis
 - C. 2026 CIP Review
 - D. Announcements & Future Agenda Items
 - X. Reports of Special Committees and Liaisons/Task Forces
 - XI. Adjournment

NOTICE: Pursuant to the requirements of Wis. Stats. Sec. 19.84 (Open Meeting Notice Law), a majority of the Neenah Common Council may be present at this meeting. Common Council members may be present to gather information about a subject on which they have decision-making responsibility. This may constitute a meeting of the Neenah Common Council and must be noticed as such. The Council will not take any formal action at this meeting.

In accordance with the requirements of Title II of the Americans with Disabilities Act (ADA), the City of Neenah will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities. If you need assistance, or reasonable accommodation in participating in this meeting or event due to a disability as defined under the ADA, please call the Clerk's Office (920) 886-6100 or e-mail clerk@neenahwi.gov at least 48 hours prior to the scheduled meeting or event to request an accommodation.

PARK & RECREATION COMMISSION MINUTES

REGULAR MEETING – August 20, 2026

Members Present

X	Jim Wise	X	Kate Hancock-Cooke		Gary Lawell
X	Peter Kelly	X	Eric Maggio	X	Ted Galloway
X	Lee Hillstrom	X	Ashley Ondresky	X	Scott Weber

Staff Present

X	Michael T. Kading, Director of Parks & Recreation
X	Kristine Butteris, Superintendent of Recreation
X	Trevor Fink, Superintendent of Parks
X	Megan Thompson, Recreation Supervisor
	Clinton Williams, Parks Supervisor

Others Present: Frank Cuthbert, Gloria Smedema, Becky Heidke-Kwiatkowski, Flo Bruno

MEETING CALLED TO ORDER BY Commissioner Ondresky at 4:30 P.M.

APPEARANCES

None

CORRESPONDENCE

None

APPROVAL OF MINUTES

MSC Hillstrom/Galloway approve the minutes of July 16, 2026, Regular Commission and July 30, 2026, Special Commission Meetings. All voting aye. Motion carried.

BILL VOUCHERS

Commissioner Ondresky reviewed the vouchers for August and found them to be in order.

QUARTERLY FINANCIAL REPORT

No report

MISSION ACTION REPORT

The following items were discussed:

- Commissioner Galloway thanked staff for the tree inventory that was included in the packet.
- Commissioner Ondresky expressed her appreciation for the effort to keep programs and parks running in spite of the tornado damage.
- Director Kading reviewed the known volunteer activities that have been occurring throughout the park system.

UNFINISHED BUSINESS

None

NEW BUSINESS

A: Doty Cabin – Accession/Deaccession

Director Kading summarized the list found in the packet.

Action: MSC Galloway/Weber to grant permission to staff to deaccession items as listed per policy. All voting aye. Motion carried.

B: Accept/Recommend Proposed 2027 Operational/Maintenance and CIP Budgets

Director Kading provided an overview of the proposed 2027 budget noting that the budget was held to a 2% increase. Staff wages continue to drive the increase, printing/mailing of the 2027-2028 Fall/Winter Activity Guide was removed from the budget, and Doty Park play area was moved to 2028.

Commissioners expressed desire to include the future cost of replacing “Rocket Play Area” in future CIP planning.

Commissioners questioned no proposed expenditures for Arrowhead. Director Kading noted that the project is pending judicial review and that carryforwards existed for some improvements if desired.

Action: MSC Hillstrom/Galloway to accept and recommend the proposed 2027 Operational/Maintenance and CIP budgets as presented. All voting aye. Motion carried.

C: Renaming of Island Park (Weber)

Commissioner Weber presented a case to consider renaming Island Park to Ellis Park in honor of the long-time Ellis family, who have served the City of Neenah for many years.

Several commissioners spoke on the uncertainty of the park and future use and felt that until this is worked out that renaming should not be considered.

Commissioners directed staff to meet with Community Development to explore future options and report back.

Action: No action taken

D: Carpenter Preserve Task Force (Ondresky)

Agenda item was tabled to the September 17 meeting.

Action: No action taken

E: Accept Neenah Marina Facility Analysis

Director Kading noted that the analysis was included in the Commission packet but recommended that we delay discussion until Commissioners have time to fully read the report.

Action: MSC Hillstrom/Galloway to accept the report as presented and to place on the September 17 meeting for discussion. All voting aye. Motion carried.

F: 2026 CIP Review

Progress report was given.

G: Announcements and Future Agenda Items

Commissioner Hancock – Cooke met with Tracy Hames, Executive Director, Wisconsin Wetlands to review conditions at Wildlife Preserve. Remediation work would be beneficial to the overall health of the wetlands.

Liaison Reports

CORP Task Force: Maggio reported that a brief meeting was held, but given the circumstances, not much work has been accomplished.

Plans Commission: Hancock-Cooke – No report

Harbor Committee: Galloway – No report

Meeting adjourned at 5:17 P.M.

Recorded for the Commission by Michael T. Kading, CPRP



Parks & Recreation MISSION ACTION REPORT

September 17, 2026

Provide recreational experiences.

- **Children's Playtime 3K** began on September 9. We have once again partnered with **Washington Early Learning School** to help provide social opportunities for children participating in early intervention services. This has been a wonderful partnership for the past few years, and we are looking forward to it again!
- Our **Summer Program Registration Report** is attached. Overall, families were thrilled with the numerous opportunities we offered to keep our youth and families active, involved, and engaged throughout the summer. We are so grateful to our seasonal staff, who really are the reason we can offer so many wonderful opportunities!
- The **2026-2027 Fall/Winter Activity Guide** was released online on August 21, which contains the upcoming programs and events. All City of Neenah residents were mailed the guide. Registration began immediately upon release, and we have been seeing consistent signups.
- Please see the **upcoming special events** below.



2026 REMAINING SPECIAL EVENTS

HOWL-O-WEEN
SAT., OCT. 3
9:00-10:30AM
NEENAH DOG PARK



BULD-A-SCARECROW
SAT., OCT. 10
10:30AM-12:00PM
RIVERSIDE PARK



GRINCH BREAKFAST
SAT., DEC. 5
9:00-10:15AM
WASHINGTON PARK



Foster human development.

- Next week, Kristine will be attending the **WPRA Fall Workshop**, which has sessions focusing on cost recovery and sponsorship connections.
- Kristine started **Leadership Fox Cities** on Wednesday, September 16 with a retreat at Round Lake Farms in Brillion, WI. This series is the second Tuesday of each month through May.

Promote health and wellness.

- **Zumba, Yoga and Tai Chi** have all started this week with full sessions through the end of the year.

*Creating Community Through People,
Parks & Programs*

Parks & Recreation MISSION ACTION REPORT

Facilitate community problem solving.

- Maggie, along with IS staff, has been attending training sessions for the **CivicPlus Recreation Management software** that our department will be transitioning to from RecTrac. Trainings continue for the next few weeks, with a closeout meeting scheduled for October 6. After that meeting, the software will be fully ready for use, and we will spend a couple months testing and working out any issues prior to the official launch on January 4.

Protect environmental resources.

- Edgewater Resources expects to submit the preliminary permit application for the **shoreline restoration project** to the WI-DNR.
- **Arrowhead:** A new judge has been assigned to review the case. The plan is to wait until the judicial review is completed and then develop a team of individuals to weigh options.
- A **community tree replanting program** is being worked on and will be released to the public by mid-October.

Strengthen community image and sense of place.

- Sunday, September 13 wrapped up the **70th season of Riverside Players “Theatre in the Park”** with the play ***Rumors: A Farce***. It was well received and there were many ticket purchases all weekend long. Overall, average ticket sales were at 57% each night.
- The **Kimberly Point Lighthouse Preservation Project Groundbreaking Ceremony** took place on September 9. There was a great turnout to take part in the celebration, which included speeches, music by David Paul Martin, activities, and Dairy Queen.



Photo credit (both photos): Miron Construction

Support economic development.

- The proposed 2027 Operational and Maintenance budget has been submitted to the Mayor's office for review.

Parks & Recreation MISSION ACTION REPORT

PROGRAMS	*2020	2021	2022	2023	2024	2025	2026
PLAYGROUND TOTALS	3,390	4,541	4,633	5,590	5,856	5,718	4,841
ADVENTURE PLAYGROUND	121	254	232	237	204	212	167
ARCHERY	42	100	88	56	82	56	60
BIKE CLUB	11	14	15	10	10	X	12
COMMUNITY KIDS	16	25	21	X	X	X	X
CRAFTS	15	45	40	91	76	X	X
BOGGIE BALLROOM CLASS	X	X	X	20	20	14	11
FLAG RUGBY	X	7	19	X	9	X	X
GO GIRLS GO	8	16	18	15	18	12	13
KIDSTAGE	14	42	30	30	23	30	31
NATURE (HECKRODT)	x	38	41	50	50	50	60
WILDERNESS SURVIVAL	20	X	20	25	26	25	25
OP REC	2529	3212	3278	3112	3265	3240 (69)	3132 (58)
OP REC JR				1103	1295	1404 (37)	707 (19)
SPORT EXPLORERS	53 (NEW)	89	66	36	34	29	20
TOT SPORTS	43	100	105	109	74	65	59
SPORTS BASICS CAMPS						48 (NEW)	48
BOUNDLESS ADVENTURES			23	38	30	X	12
START SMART GOLF	X	10	10	10	10	6	x
TENNIS	137	181	191	206	210	170	147
TENNIS/ ACCELERATED	49	47	10	22	24	24	24
TENNIS/ PEE WEE	18	44	42	41	53	40	41
FREE TENNIS TOURNAMENTS	246	206	289	289	260	228	207
TOT LOT	48	79	89	81	83	65	65
FUN SCIENCE	20	32	X	X	X	X	x
ZUMBA KIDS	X	X	6	9	X	X	x
SPECIAL EVENTS TOTALS	843	1,711	1,844	1,804	1,619	1,423	1,158
BABYSITTER CLINIC	28	64	110	83	60	88	58
BOWLING FIELD TRIP	X	92	71	83	47	49	44
LEARN TO KNIT					12	6	6
LEARN TO BOWL	X	X	11	3	15	10	9
FILTHY FUN KIDS RUN	45 (105)	129 (550)	183 (550)	279 (550)	201 (500)	208 (473)	142 (425)
GRANDPARENT AND ME	11	16	31	X	X	X	x
OUTDOOR MOVIE NIGHT	100	105	175	150	40	35	30
KARATE BOOT CAMP	8	32	18	20	28	19	15
MULBERRY LANE FARM	20	31	30	22	28	20	14
NIGHT GAMES	20 (1)	85	123	77	114	62 (2)	68 (2)
PARK KART	380	462	465	470	430	350	280
PHOTOGRAPHY WORK	21	14	16	X	4	X	x
YOUTH ENRICHMENT LEAGUE	20	43	41	46	34	24	24

Parks & Recreation MISSION ACTION REPORT

TIME TRAVELERS CAMP	35	38	40	48	54	48	22
TREE CLIMBING	66	43	45	81	75	81	58
TOP GUN TENNIS	29	36	25	42	34	38	34
KIDS TRIATHLON		100	82	72	73	80	65
DISCOVER MUSIC			11	17	7	X	x
LEARN TO FISH				27 (40)	24 (40)	21 (40)	x
GREEN BAY ADVENT. TRIP					24	X	6
CAMP TOTALS	0	290	330	411	328	319	281
GIRLS VOLLEYBALL CAMP	X	114	197	215	155	166	159
GIRLS BASKETBALL CAMP	X	135	133	196	173	153	122
WRESTLING CAMP	X	41	X	X	X	X	x
ADULT TOTALS	61	139	113	177	229	143	131
ADULT TENNIS LESSONS	10	16	20	28	23	X	8
PICKLEBALL DRILLS & SKILLS					81	44	38
PICKLEBALL	46	113	93	149	125	99	85
HIIT	5	10	X	X	X	X	X
GRAND TOTALS:	4,048	6,478	6,630	7,680	7,816	7,356	6,411

Parks & Recreation MISSION ACTION REPORT

NEENAH POOL - 2026 FINAL REPORT

SEASON - June 6 August 16 (72 Days with a possible 460 open swim hours)

8 days partially closed and 7 full days closed due to rain/storms/low temp/low attendance/smoke

MONTHLY AIR TEMPERATURES

	<u>June</u>	<u>July</u>	<u>August</u>	<u>Season</u> <u>Avg.</u>
NEENAH POOL AVE. ACTUALS	74°	77°	76°	75°
NEENAH'S AVERAGE	78°	85°	81°	81°

ATTENDANCE TOTALS

LESSONS	OPEN SWIM *	LAP SWIM	WATER EXERCISES	TOTAL 2026 ATTENDANCE
9:00 AM – 12:30 PM	1:00 – 8:00 PM	6:00 – 8:30 AM	NOON – 12:45 PM	
Mon – Thurs (8 WKS)	Mon-Sun (72 DAYS)	Mon – Thurs (40 DAYS)	Mon – Thurs (36 DAYS)	
10,133	23,044	767	584	

* Open swim numbers include DAILY SALES, PUNCH PASSES, RAIN CHECKS, & SEASON PASS USES.

SWIM LESSONS REGISTRATION (\$64/\$74 Res/Non-Res., \$155/\$175 Private Lessons)

SESSION I June 15-July 9 427
SESSION II July 13 - August 12 425
TOTAL= 852

SEASON PASSES

TYPE OF PASS	RESIDENTS PASSES SOLD/2026 price
YOUTH / SENIOR	52 (\$67.00)
ADULT	9 (\$82.00)
FAMILY -2 (total including Additional Family Pass)	827 (\$115.00) (\$35.00)
TOTAL PASSES = 888	
12 Punch Passes sold = 235 (\$50.00)	
Lap Swim Passes sold = 38 (\$36.00)	

PRIVATE POOL PARTIES Times New this year 11:00 a.m. – 1:00 p.m. or 6:15 -8:15 p.m. -5 rentals (\$600.00)

SPECIAL EVENTS

Kids Triathlon – 65 participants
Cardboard Boat Regatta – 9 registered teams/boats
Father's Day Cannonball Contest - 4 Dad's
Snorkeling Class – 6
Scuba Class - 8

Parks & Recreation MISSION ACTION REPORT

NEENAH POOL - ATTENDANCE RECORD

<u>YEAR</u>	<u>DAYS SCHEDULED</u>	<u>HOURS</u> <u>OPEN</u>	<u>SEASON ATTENDANCE</u>	<u>AVERAGE HOURS</u>	<u>BEST DAY</u>
1971	101	698	97,748	140	3,156 - June 28
1972	94	597	76,382	128	2,600 - July 11
1973	80	612	73,951	121	2,089 - June 14
1974	94	596	69,855	117	2,103 - July 8
1975	94	486	61,001	126	2,220 - June 23
1976	101	626	73,545	117	2,296 - June 8
1977	101	561	56,924	101	2,168 - July 19
1978	101	625	58,741	94	1,920 - June 26
1979	101	555	45,292	82	1,627 - July 12
1980	81	528	44,427	84	1,642 - June 26
1981	81	544	39,937	73	1,572 - July 7
1982	81	503	34,603	69	1,153 - July 14
1983	88	567	47,709	84	1,430 - July 11
1984	79	558	49,384	89	1,480 - July 18
1985	86	520	45,247	87	1,686 - July 8
1986	79	529	44,271	84	1,841 - July 17
1987	79	575	53,083	92	1,664 - July 22
1988	85	643	56,887	87	1,841 - July 20
1989	72	567	43,525	76	
1990	72	555	41,559	75	
1991	72	528	47,146	89	1,990 - June 25
1992	80	546	26,546	48	1,320 - June 10
1993	72	447	19,324	43	731 - June 22
1994	78	483	15,834	43	1,247 - June 16
1995		Pool Closed due to age/condition of the facility			
1996		Pool Closed-construction of new pool in progress			

NEW POOL OPENS

				<u>AVG. DAY</u>	
1997	85	-	51,640	608	1,505-June 10
1998	80	-	65,905	823	1,977-June 23
1999	82	-	65,258	795	1,919-June 24
2000	89	-	64,023	719	1,765-June 19
2001	83	-	66,369	800	1,963-June 26
2002	83	-	58,679	707	1,987-June 25
2003	83	-	58,312	702	1,896-July 1
2004	85	-	43,042	506	1,968-June 30
2005	85	-	55,910	658	1,772-June 27
2006	80	-	51,081	598	1,507-July 31
2007	80	-	53,644	671	1,727-June 26
2008	83	-	56,825	685	1,771-July 15
2009	82	-	49,192	600	2,095-June 23
2010	82	-	54,763	668	1,785-June 22
2011	77	-	51,473	669	1,638-July 19
2012	77	-	56,325	731	1,617-June 28
2013	77	-	49,371	641	1,512-July 15
2014	83	-	44,759	539	1,740-June 16
2015	83	-	49,973	602	1,387-June 23
2016	83	-	53,103	640	1,351-July 19
2017	83	-	47,597	573	1,622-June 15
2018	82	-	48,814	594	1,473-June 28
2019	76	-	45,534	599	1,493-June 25
2020	69	-	21,247	307	683- June 30
2021	75	-	37,865	504	937- June 10
2022	78	-	38,630	495	1,460-June 14
2023	78	-	39,045	501	1,163-July 27
2024	79	-	36,401	460	1,391-June 18
2025	78	-	37,992	487	1,234 -July 28
2026	72	-	34,528	480	1,015 – June 29



City of Neenah Parks & Recreation Commission Meeting September 17, 2026

BUSINESS ITEM A: Carpenter Preserve Task Force (Ondresky)

Commissioner Ondresky will be appointing a task force to improve coordination and communication to residents regarding development of the preserve.

Suggested Action: Motion to accept the appointments to the Carpenter Preserve Task Force made by Ondresky

BUSINESS ITEM B: Discussion of Neenah Marina Facility Analysis

Staff is seeking discussion and recommendation regarding the Neenah Marina Facility based upon the analysis. Any recommendations will need to be incorporated into the 5-Year Capital Improvement Plan

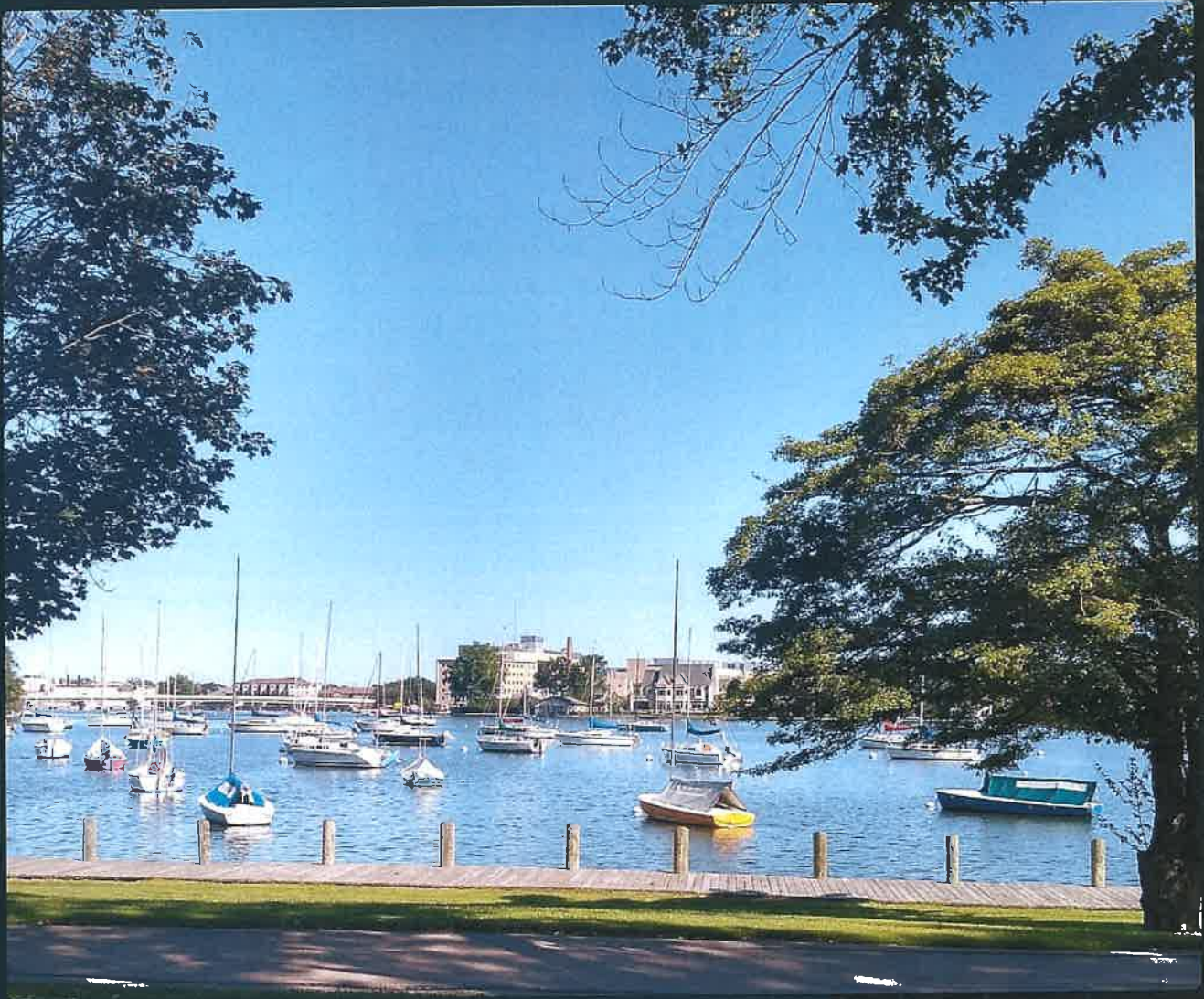
Suggested Action: Discussion and a possible motion to recommend

BUSINESS ITEM C: 2026 CIP Review

Suggested Action: Discussion only

BUSINESS ITEM D: Announcements & Future Agenda Items

Next Meeting – October 15, 2026, 4:30 P.M.



MARINA MARKET ANALYSIS

Neenah Marina Facilities

PREPARED FOR
CITY OF NEENAH

JULY 2026

PREPARED BY
EDGEWATER RESOURCES



PREPARED BY



518 Broad Street, Suite 200
St. Joseph, Michigan 49085

Table of Contents



Section 1	Executive Summary	04
Section 2	Goals & Objectives	04
Section 3	Methodology	05
Section 4	Recent Trends	07
Section 5	Regional Market Analysis	08

I - Executive Summary

The purpose of this study is to verify the existing demand for and supply of marina services in the local marketplace, generally described as the Neenah region. This report identifies the demand for slips, including slip sizes, slip mix, rates, amenities, and location. Research methods included site visits to each of the facilities determined relevant to the Neenah market area, direct interviews with marina management and staff, review of publicly available website information, and supplemental online research.

The study area included five marinas; all located within two miles from the Shattuck Park Boat Stalls. Regional occupancy levels were consistently strong, with nearly all facilities except the Shattuck Park (owned and operated by City of Neenah) and Jefferson Park (owned and operated by the neighboring City of Menasha) facilities reporting effective occupancy at or nearly 100%.

The range of amenities offered is reasonably consistent across four of the five facilities, with the exception of Menasha Marina, which offers a higher level of amenities more typical of full service marinas for vessels 30' and over. The age and level of quality of the other four marinas is reasonably consistent, with Neenah Boat and Dock Club demonstrating somewhat better maintenance efforts than the others.

It would appear that the primary reason occupancy is low at Shattuck Park and Menasha's Jefferson Park is not cost, quality, location, or amenities, but rather generally low demand for slips under 25' in length. Boats in this size range are easily stored on trailers on land and are generally the most sensitive to external economic pressures. Rather than making a significant investment in maintenance and repairs to the existing docks, it is recommended to reconstruct the facility to modern standards to support larger boats from 30'-35' in length.

2 - Goals and Objectives

The goal of this marina market analysis is to assess the current state of the recreational boating market in Neenah area that will guide the design of future improvements to the Neenah marina facilities.

The market analysis will consider a wide range of factors among marinas in the region including:

- Marina location and adjacency to recreational and shopping opportunities
- Current occupancy considering slip size, mix, rates, and transient/seasonal mix
- Services and amenities offered, such as utilities, repairs, and landside boater lounges, restrooms, internet access, etc.
- Any unique features

SINCE 2020, BOATING HAS INCREASED DRAMATICALLY

The steady growth of tourism spending from 2009-2019 indicates a strong tourism economy into the next decade. Since the onset of the Covid pandemic in early 2020, the popularity of boating has increased dramatically, with record-high participation rates, boat sales, and occupancy for both transient and seasonal slips that continues to this day.

DATA FOR ANALYSIS WAS COLLECTED IN THE SUMMER OF 2026

The study area included five marinas, all located within two miles of the Shattuck Park Boat Stalls.

3 - Methodology

Our Approach

The data cited in this report was collected by Edgewater staff in the spring of 2026 unless otherwise noted. The sources of the data included direct conversations with marina staff, physical inspections, and marina websites.

During the course of the market analysis, marina sites were physically inspected in the spring of 2026 to assess the general conditions of the facility and adjacent amenities. Information was collected for the marinas through visual inspections, utilizing available data online, and phone interviews with local marina staff to seek additional input. Data on amenities, utilities, and services are tabulated for ease of comparison.

In addition to the marinas studied, this analysis is informed by multiple additional market analyses performed over the last five years throughout the United States. These studies included site visits to dozens of marinas and boater surveys of more than 4,000 boaters. Over the past fifteen years, Edgewater has completed dozens of market analyses for marinas across the United States, which provides broader relevant context for the overall direction of the marina industry.

ANALYSIS INCLUDES

- Marina location and adjacency to recreational and shopping opportunities
- Current occupancy considering slip size, mix, rates, and transient/seasonal mix
- Services and amenities offered, such as utilities, repairs, and landside boater lounges, restrooms, internet access, etc.
- Unique features



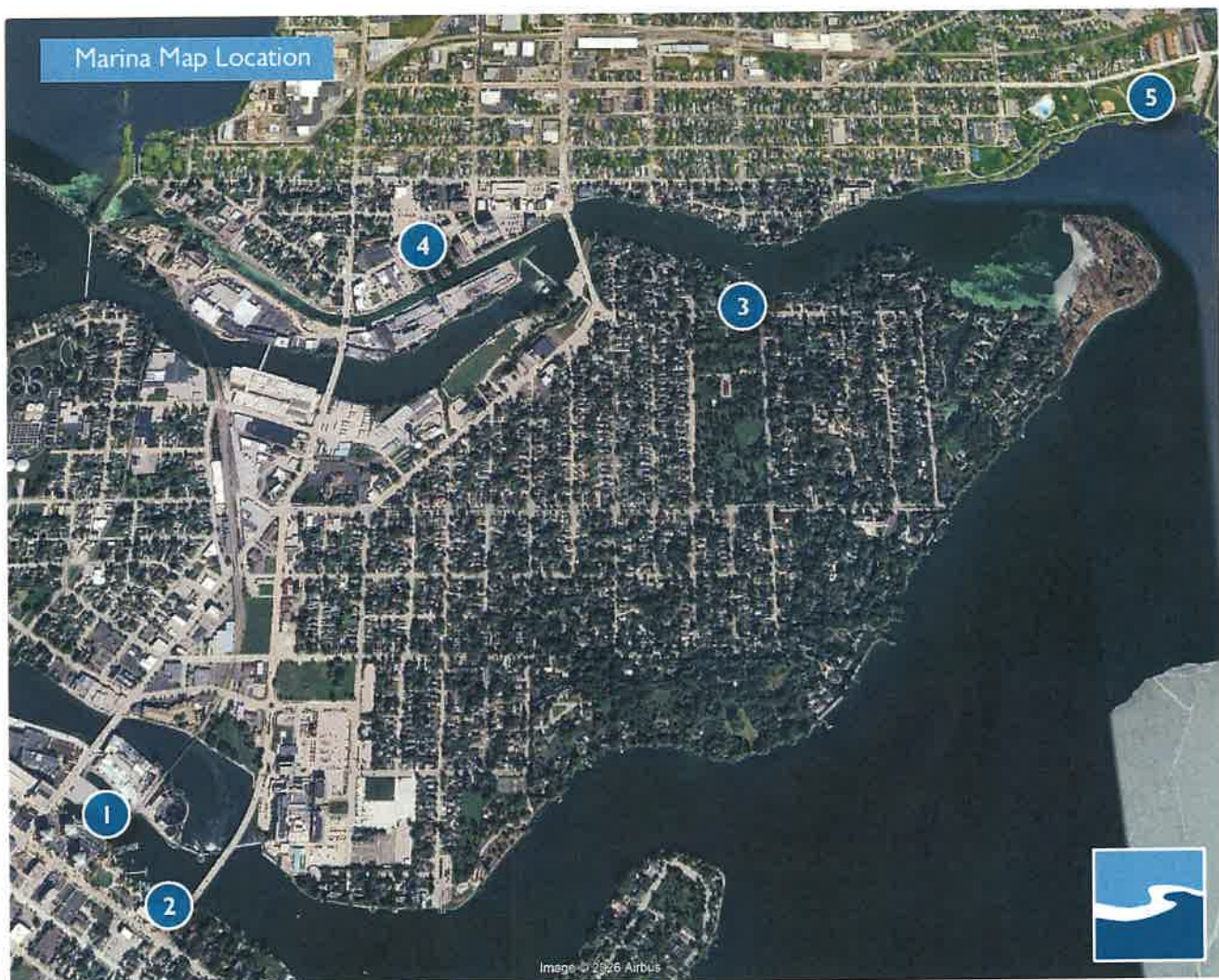
Study Area

The primary market area for this study is the Neenah, Wisconsin region.

This market analysis includes detailed information on five marinas located in the region, two being privately owned and operated.

MARINAS ANALYZED

1. Shattuck Park Boat Stall | Neenah, WI
2. Neenah Boat & Dock Club | Neenah, WI
3. Menasha Dock Association | Menasha, WI
4. Menasha Marina | Menasha, WI
5. Jefferson Park | Menasha, WI



4 - Summary of Recent Trends

In the aftermath of the ongoing Covid Pandemic, the popularity of recreational boating has increased dramatically.

Slip occupancy, boat sales, used boat sales, and participation are at record setting levels. Market analyses performed over the last ten years have identified a number of key trends that directly relate to the ongoing success of marinas, while also highlighting the source of challenges faced by marinas that are struggling.

These include:

- Boats continue to get larger, wider, and deeper, with greater power demands.
- Occupancy in slips 35' and longer is generally much higher than slips less than 35' in length. The number of larger boats has increased steadily over the last twenty years, and owners of larger boats are typically more affluent and less affected by the economy than owners of smaller boats. Additionally, the cost to store large boats on land is not significantly less than keeping them in the water at the marina, so if expenses are an issue, the boat will simply leave the dock less often. Owners of smaller boats that can be trailered and stored at low cost at home are the first to leave the marina when finances are tight.
- Marinas that have been renovated in the last five to ten years and now provide slips suited to the new market for larger boats are generally more successful than those with slip configurations geared towards smaller boats. While larger slips take up more space, resulting in a lower total number of slips, they are generally more profitable overall.
- Slip demand between one marina and another is driven more by the relative quality and location of the facilities much more than pricing. Differences in rates are not generally significant, and generally not the key deciding factor.
- The general list of amenities provided by marinas is reasonably consistent from one marina to another, with few marinas lacking any significant amenities compared to their competitors. The age and quality of maintenance of those amenities does make a difference, however, and obviously newer facilities are more desirable than dated facilities.
- Marinas have become more and more a part of the hospitality industry, and boater expectations for service have increased. Friendly, competent, and helpful marina staff create a significant intangible culture at a marina that can make a difference in a boater's choice of marina.
- Transient slip occupancy is driven by two key factors: location of the transient marina and the quality of the destination. Transient marinas located directly along a transit route generally see more activity than marinas located at the end of confined waters regardless of the quality of the destination and adjacent recreational opportunities. Transient marinas located adjacent to exceptional destinations see more activity than those without significant attractions nearby.
- Compliance with current National and Federal standards remains low, providing an opportunity for marinas to reduce their liability exposure while also providing a safer, higher quality boating experience for their customers. In particular, the Americans with Disability Act enacted specific requirements for recreational boating facilities in 2010. All facilities, even those privately owned, that provide services to the general public must comply. Additionally, there has been a dramatic increase in the awareness of electrical shock drowning prevention within marinas, with new National Electric Codes requiring individual protection for leaks greater than 30mA.

5 - Regional Marina Market Analysis

Five marinas in the region were studied in detail during this marina market analysis. A wide range of criteria and characteristics were documented and are summarized on the following pages.



FIGURES 1 AND 2

Identify the general characteristics of the marinas relating to slip availability, including slip size and mix, rate structure, and occupancy.

FIGURE 3

Identifies occupancy availability.

FIGURE 4

Identifies and compares a variety of services and amenities offered at the marinas studied, including lift/haul-out service, repairs, boat rental, condition of shower/restroom facilities, laundry, boater lounge, and ship's store.

FIGURE 5

Identifies and compares elements of the general infrastructure of each marina, including components such as the overall condition of the facility and presence of boat launches, shore power, water, pump-out, and fuel.

Slip Availability Analysis

Wet Slip Breakdown

The marinas included in the study provide approximately 220 slips. Menasha Marina is the largest marina with 84 slips and is somewhat of an outlier in this study as it services larger vessels and offers amenities found in larger facilities. The other marinas in the study generally focus on slips 25'-30' in length. The two facilities with the lowest occupancy are Shattuck Park and Menasha's Jefferson Park, both of which offer 25' and less in length slips. In general, boats less than 25' in length or more commonly stored on trailers on land rather than in marinas, which is likely a factor in the lower occupancy at Shattuck Park.

Slip Size/Mix

The marinas provide a range of slip sizes, and the configuration of the slip sizes is referred to as the slip "mix". As different size slips generate different amounts of revenue, the slip mix is as important to the overall financial performance of the marina as the total number of slips. Generally, larger slips are more profitable, as linear foot slip rates are often higher for larger boats while the increase in the cost of the infrastructure associated with the larger slips is not usually directly proportional. Further, larger slips mean fewer boaters in a given space, which reduces the overall burden on marina staff. The smallest slips provided in marinas we studied were less than 25', with the largest being 40'+. The majority of slips in the market area range in size from 25' to 30' in length, however national trends are leaning towards the 35' – 40' size.

Marina	Slips total	Slips <25	Slips 25	Slips 30	Slips 35	Slips 40	Slips 45	Slips 50	Slips 55	Slips 60	Slips 70	Slips 80	Slips >80
Shattuck Park Boat Stall	31	31	-	-	-	-	-	-	-	-	-	-	-
Neenah Boat & Dock Club	44	-	20	20	4	0	-	-	-	-	-	-	-
Menasha Dock Association	51	-	-	45	-	6	-	-	-	-	-	-	-
Menasha Marina	84	-	14	18	35	17	-	-	-	-	-	-	-
Jefferson Park	10	9	1	-	-	-	-	-	-	-	-	-	-

Figure 1 - Slip Mix

Slip Rates

Regional Rate Analysis

The data below represents the annualized average cost per foot for each of the specified marinas. This data was collected through direct conversations with marina staff, web sites, and/or rate sheets provided by the marinas during our site visits. Both Jefferson Park and Shattuck Park offer the lowest rates by a significant margin, and both have the lowest occupancy. This suggests that price is not a factor in occupancy, but rather low demand for the smaller sizes offered at these facilities. Menasha Marina is significantly more expensive than the others by a factor of 400% higher, while maintaining strong occupancy. This is due to the fact that they offer larger slips that naturally cost more, as well as more amenities. It also demonstrates that while cost is always important to consider, higher prices by

themselves are rarely the primary driver of marina occupancy. In our experience, many boaters are happy to pay higher rates for better quality facilities. Higher rates tend to correlate with boaters who have newer and better maintained boats, which overall makes a marina more attractive to the boaters willing to pay higher rates for higher quality. Just like buying a home, no one wants to live next door to the house that is poorly maintained. Boaters appreciate "living in a nice neighborhood", where all the boats are in good shape and well maintained. There is a smaller subset of boaters focused primarily on finding the lowest price, and in our experience, trying to serve that low cost budget market is nearly impossible to do profitably.

Rate Summary and Recommendations

As Shattuck Park already offers rates among the lowest in the study area, it is clear that the cost of leasing a slip in this facility is not the main reason for low occupancy. Rather, the lack of demand for very small slips is likely the primary cause, so we do not recommend any rate changes.

Seasonal Slip Occupancy

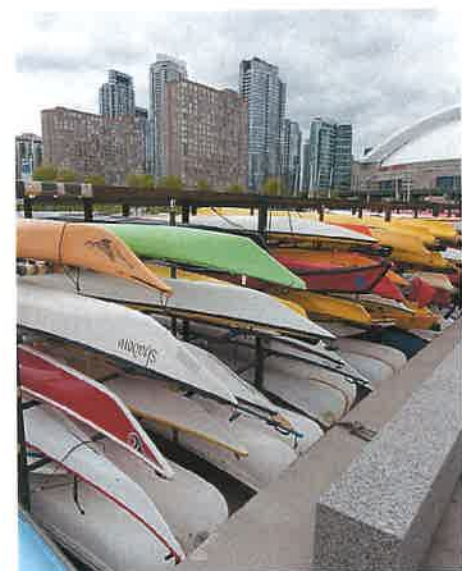
We generally recommend marinas target seasonal occupancy around 95% effective occupancy, which balances the need to keep space available for new customers, with rates near the top of what the market will bear. If a marina is 100% full with a waiting list, we would usually recommend increasing rates until demand drops to about 95%. Menasha Marina appears to be following this approach with success, while the Menasha Dock Association and Neenah Boat and Dock Club are both at 100%.

Marina	Average Seasonal Slip Rate	Annual Rate/Slip Size
Shattuck Park Boat Stall	\$418.00	\$17.42
Neenah Boat & Dock Club	\$820.00	\$27.38
Menasha Dock Association	\$850.00	\$24.17
Menasha Marina	\$1365.00	\$113.75
Jefferson Park	\$120.00	\$7.97

Figure 2 - Slip Rates

Marina	Occupancy Percentage
Shattuck Park Boat Stall	55%
Neenah Boat & Dock Club	100%
Menasha Dock Association	100%
Menasha Marina	95%
Jefferson Park	80%

Figure 3 - Occupancy



Marina Infrastructure Elements, Services, and Amenities

Figures 4 and 5 address elements related to the quality of the facilities, as well as the type of facilities offered. Successful marinas are judged by the size and quality of their docks, the type and capacity of utilities provided, and landside amenities including the quality of the landscape, parking, and boat launch facilities.

Modern marinas servicing boats larger than 30' must have adequate parking, shore power suitable for the energy demands of the boats accommodated, water, and sanitary pump-out. Amenities such as showers, restrooms, laundry, and Wi-Fi, are expected, and they must be kept exceptionally clean and/or well maintained at all times. The distinction between marinas is made in the overall quality of the marina facilities, and the age of the amenities. With the exception of Menasha Marina, the facilities in this study area do not offer the full range of amenities and are clearly focused on smaller boats with lower power demands.

Other elements that make a difference to marina finances and operations, but not necessarily the popularity of the marina among seasonal boaters include boat launches, lift/haul-out service, on-site repairs, and boat rental. None of the facilities in this study area provide those amenities.

Marinas should perform regular boater surveys to stay current on boater needs, and marinas that commit to staying current will be rewarded with strong boater loyalty. While this may not be critical in an underserved market, these distinctions can make a significant difference as supply catches up with demand.

Marina	Life / Haul Service	Repairs	Boat Rental	Shower / Restroom	Laundry	Boater Lounge	Ship's Store	WiFi
Shattuck Park Boat Stall	N/N	N	N	N/Y	N	N	N	N
Neenah Boat & Dock Club	N/N	N	N	N/Y	N	N	N	N
Menasha Dock Association	N/N	N	N	Y/Y	N	N	N	N
Menasha Marina	N/N	N	N	Y/Y	N	N	Y	Y
Jefferson Park	N/N	N	N	N/N	N	N	N	N

Figure 4 - Amenities

Marina	Facility Condition	Boat Launch		Electric			Water	Pump Out	Fuel
		Y/N	# of Lanes	Y/N	Capacity	Paid			
Shattuck Park Boat Stall	Fair	N	-	N	-	-	N	N	N
Neenah Boat & Dock Club	Fair	N	-	Y	20 amp	-	Y	N	N
Menasha Dock Association	Fair	Y	1	Y	20 amp	-	Y	N	N
Menasha Marina	Fair	N	-	Y	30 amp	-	Y	Y	Y
Jefferson Park	Poor	N	-	N	-	-	N	N	N

Figure 5 - Facility Infrastructure



CONTACT

518 BROAD ST, SUITE 200
ST. JOSEPH, MICHIGAN 49085

GWEYKAMP@EDGEWATERRESOURCES.COM
EDGEWATERRESOURCES.COM

M 269 408 6562
O 269 932 4502

Summary of Recommendations

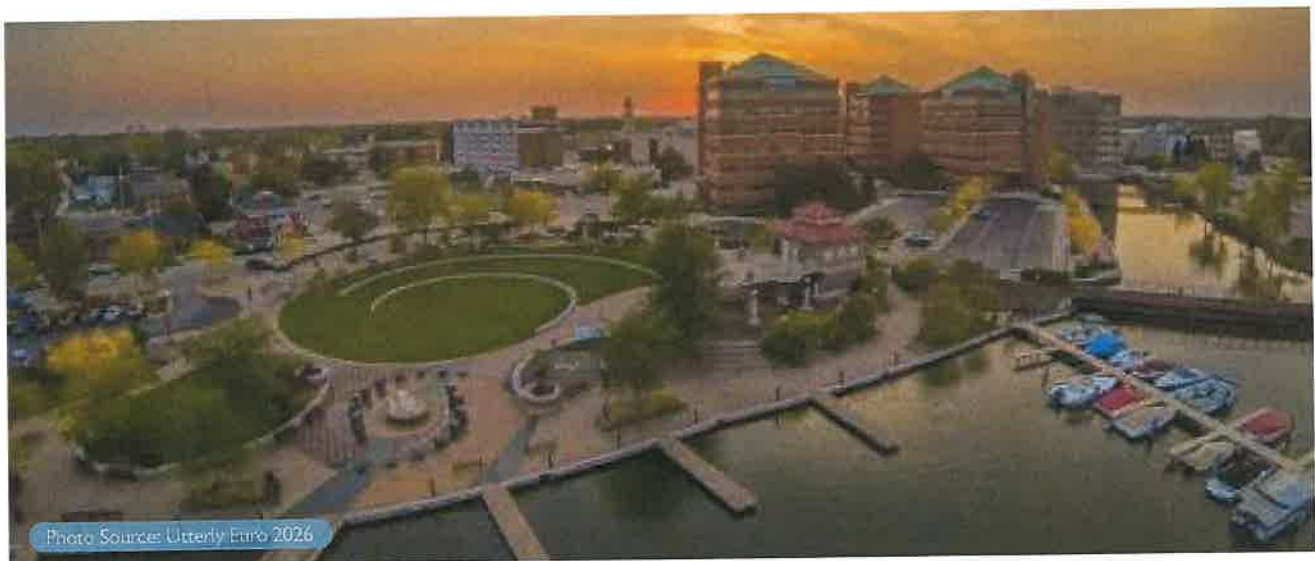
The market analysis suggests reasonably strong demand for small slips in the area, with most competing facilities operating at or near capacity. However, the subject facility is only approximately half occupied, raising questions about the level of demand for its existing configuration. The adjacent docks are newer, better maintained, have improved security, and offer larger 25-foot slips compared with the subject facility's 18-foot slips, which may be contributing to their stronger performance.

If financially feasible, the preferred approach would be a full replacement of the docks with somewhat larger slips. This could improve the facility's competitiveness and attract additional boaters. However, the potential increase in occupancy may not be sufficient to justify the investment. There is also some risk associated with the small-boat market, as these boats can often be stored at a homeowner's garage or driveway, making demand more vulnerable during an economic downturn.

If a full replacement is not financially justified, investing in repairs while retaining the existing 18-foot slips presents a greater risk of not recovering the City's costs. In that scenario, the City should consider whether there is a strong policy objective to continue providing lower-cost boating access. If not, given the current approximately 50% occupancy, discontinuing the facility may be a more prudent option than making a substantial investment in an underutilized asset.

We recommend replacing the existing docks with larger slips if the City elects to invest in the facility at all. A complete dock replacement, including larger slips, a wider ADA-accessible main pier, a new gate, and updated water and power, is estimated at approximately \$482,000 in construction costs, excluding demolition, dredging, engineering, permitting, and other related costs. Including a 20% construction contingency, the estimated cost is approximately \$580,000.

Given the facility's current occupancy and the risks associated with the small-slip market, investing in repairs to maintain the existing configuration may not provide sufficient return. If the City proceeds with an investment, a full rebuild with larger slips would provide the best opportunity to improve the facility's competitiveness and attract additional boaters.



[illegible]