



City of Beloit
2021-2022
STRATEGIC PLAN UPDATE
March 2022



City of
Beloit
WISCONSIN



Left to Right: Brittany Keyes, Clinton Anderson, Regina Dunkin, Mark Preuschl, Sherry Blakely, Kevin Leavy, Nancy Forbeck.

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Mission & Values

The City of Beloit's 2021-2022 Strategic Plan Update has a five-year outlook with a current year implementation plan.

Mission

The City of Beloit's mission is to provide outstanding public service.

Core Organizational Values

- B - Be safe:** Safety comes first. We each play a role in the health, safety and welfare of the public at large and must act in ways that enhance our own personal safety, the safety of our co-workers and those we serve.
- E - Ethical behavior:** We are dedicated to high ethical and moral standards and uncompromising honesty in our dealings with the public and each other. We do what we say we are going to do.
- L - Leadership** is developed and shared throughout the organization with an emphasis on continuous improvement.
- O - Outstanding public service:** We are committed to providing outstanding services to our diverse public and internal customers.
- I - Inclusion of diverse people and ideas, creating a sense of belonging:** We respect the unique contributions of our fellow employees, residents, groups, and organizations throughout the community by seeking out their opinions, talents, and needs.
- T - Teamwork to creatively solve problems:** We are a team of diverse employees, working internally across departments and divisions, as well as externally with our many stakeholders to creatively solve problems.



Strategic Framework

We are committed to incorporating frameworks of **Equity, Diversity, Inclusion & Belonging** and **Sustainability** in all areas of the Strategic Plan and in the daily operations of the City of Beloit.

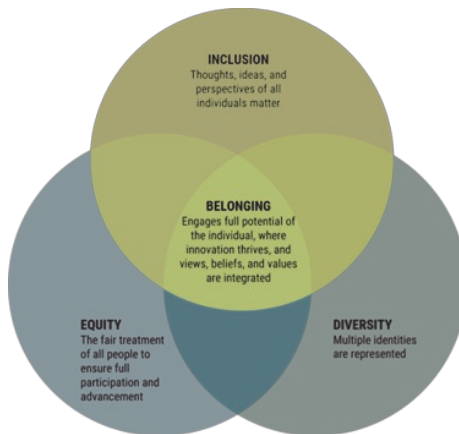
Equity, Diversity, Inclusion & Belonging

What are equity, diversity, inclusion and belonging?

Inclusion of diverse people and ideas is a core organizational value for the City of Beloit. It is also a lens through which we view everything we do both inside the organization (internal) and for the community (external). This lens requires the understanding and integration of the concepts of diversity, equity and inclusion to achieve the ultimate goal of belonging.

These words are commonly used interchangeably. It is essential to differentiate these terms and to create shared meaning in order to achieve mutual understanding.

One of the ways to achieve this is to acknowledge unconscious bias. All humans have biases based on their experiences and viewpoints. Rather than pretending to be all-inclusive all the time, we must tap into our vulnerability and openly acknowledge biases—no more claiming color, age or gender blindness. Recognizing unintentional bias helps create learning that moves organizations and communities toward inclusion and environments where all individuals feel they can be authentic and belong.





Sustainability

What is sustainability?

The City of Beloit supports a simple model of sustainability that consists of three “pillars”: **environmental sustainability, economic sustainability, and social sustainability**. These three pillars are interrelated and true sustained community wellbeing is not achievable without addressing all three.

The most widely accepted definition of sustainable development emerged from the United Nation’s Brundtland Commission, which in 1987 defined it as **“development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”** This framework establishes the necessity of responsibly managing our environment and resources.

Environmental Sustainability:

Environmental sustainability requires that we live within the means of our natural resources and work to preserve and improve the natural environment. We must use land, water, and energy in a responsible manner that ensures the health of our natural environment and considers the scarcity of the resources we are consuming. This is achieved by adopting policies and programs that preserve, protect, and enhance our natural environment to protect future generations. The City of Beloit wants to foster a resilient community that maintains and protects existing resources.

Economic Sustainability:

Economic sustainability means that we make decisions in an economically and fiscally responsible way. We must consider the health of our local economy and strive to establish an environment that allows businesses to grow and thrive in the City of Beloit. The success of the local economy and businesses allows the City of Beloit to maintain financial solvency and continue to provide residents with outstanding public services that ensure a high quality of life. Economic sustainability also means equitable access to employment opportunities. The City of Beloit wants to strengthen the economic outlook and encourage private adoption of sustainable business practices.

Social Sustainability:

Social sustainability means that we make decisions that are in the best interest of the health and well-being of our residents. The City of Beloit must be committed to building a healthy community. The City of Beloit should provide its residents with information and resources on healthy living and invest in programs that promote healthy lifestyles or prevent negative health consequences. A massive element of social sustainability is also the strength of the community, which is measured by the sum of the social connections and shared values. The City of Beloit wants to improve the health and wellness of Beloit residents and create a shared community value of sustainability and environmental protection.

Goal 1: Create and Sustain *Safe and Healthy Neighborhoods*



Create and sustain safe and healthy neighborhoods by reducing crime, fear, and disorder through community collaboration, community revitalization, and ensuring public safety and economic security using honorable and progressive methods.

Key Initiatives

- A. Reduce crime, fear, and disorder.
- B. Engage residents, businesses, and community organizations.
- C. Minimize injury; prevent loss of life, property, and natural resources.
- D. Focus on community revitalization that incorporates people, property and physical security.
- E. Ensure public infrastructure to provide for public safety and economic security.
- F. Provide quality fire inspection and enforcement initiatives to minimize potential hazards.
- G. Modernize emergency operations management.

Goal 1: Create and Sustain *Safe and Healthy Neighborhoods* HIGHLIGHTS

17% Reduction in Vehicle Accidents

Traffic accidents decreased from 1,246 in 2018 to 1,102 in 2021. Slight increase from 2020 when fewer people were on the road.

-21% Reduction in Property Crime

While work continues to address increasing crimes against person and society (a nationwide trend), property crimes decreased from 1,772 in 2020 to 1,404 in 2021.

CBDG Programs Help Residents

Hundreds of residents were assisted directly from Community Development Block Grant funds in 2021:

- Job training/life skills: 469 (up 141%)
- Youth programming: 100 (up 70%)
- Assisted by systems navigators: 152 (up 27%)

2 Neighborhood Cleanups Held

City staff joined Community Action in holding the annual neighborhood cleanups in the Hackett and Merrill neighborhoods. Dumpsters were provided to help dispose of larger items.

21% Increase in Residential Building Permits

In 2021, the value of residential improvement projects totaled \$3.01 million. That's a 21% year over year increase and a 53% increase from 2018.

14 Houses Sold

The city has sold 14 houses to ACTS Housing homeownership program from 2019-2021. In 2021, 20 families became homeowners through this program.

76% of Fire Code Violations Corrected

Beloit Fire continued to work with the community to ensure fire code violations are corrected.



2 Community Picnics Held; National Night Out Returns

The Beloit Police Department, in partnership with Community Action, held two summer picnics at parks. City Councilors and Department/Division heads joined to hear feedback from residents. COVID-19 vaccines were also provided.

National Night Out returned in August 2021 after taking a year off due to COVID-19. Officers spent time interacting with residents at Riverside Park and in neighborhoods throughout the city.

2.4% Reduction in Rental Unit Density

Over time, the city's rental unit density has decreased from 46.8% to 44.4% (2018 to 2021).

36% of City Owned Street Lights Converted to LED

Of the 358 city-owned street lights, 136 were converted to LED bulbs in 2021.

116 Lead Pipes Removed

116 lead water service laterals were removed in 2021.

Goal 2: Create and Sustain *A High Performing Organization*



A high performing organization is one with a common sense of purpose, constant improvement, taps into employee talent and innovation, recognizes leadership at all levels, and is representative of the community we serve.

Key Initiatives

- A. Foster a diverse and inclusive workplace and build a workforce that reflects the cultural, ethnic, and racial diversity of the community we serve.
- B. Establish an organization-wide understanding of what high quality public service means through proper training to sustain current industry trends
- C. Implement schedules, wages, and working conditions that increase motivation, performance, and satisfaction of employees, while maintaining organizational flexibility, oversight, and responsiveness to our community.
- D. Partner with other jurisdictions and organizations.
- E. Emphasize fiscal responsibility.
- F. Identify, create, and implement operational synergies that accentuate service delivery and efficiency across all City departments and divisions.
- G. Expand partnerships in order to maintain an efficient and highly trained organization that is capable of providing needed fire and EMS related services.

Goal 2: Create and Sustain A High Performing Organization

HIGHLIGHTS

City's Fund Balance Improves

The City's fund balance, which is its rainy day fund, increased by 5% from 2020 to 2021. Increased fund balance helps improve our bond rating, which will result in lower interest rates.

Shared Services Continue

The City of Beloit and Town of Beloit have continued its cooperative sharing of a fire chief. This has resulted in streamlined training and enhanced service in the Greater Beloit region.

Maintained Bond Rating

The City of Beloit's Standard & Poor's bond rating was increased in 2020 from an A+ to a AA- rating. This improved bond rating helps the city to borrow at a lower interest rate. This bond rating was maintained in 2021.

199 Employees Received DEI Training

199 City of Beloit employees received training on diversity, equity and inclusion, including 102 members of the Beloit Police Department (sworn and civilian). Additional training opportunities will be provided in 2022.

7,973 Training Hours

Beloit firefighters trained with other jurisdictions to promote efficiency and expedite responses to all emergencies.

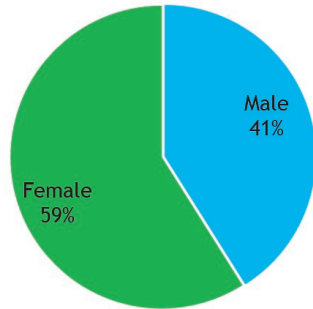
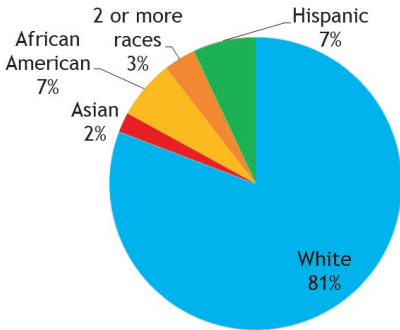
Improved MOD Rating

Worker's Compensation claims have been significantly reduced. Our program has resulted in a safer work environment and a reduced mod rating (1.21 in 2018 to .65 in 2021), which leads to significant budgetary savings.



2021 Hiring Report

The City of Beloit hired 32 full-time employees, 21 part-time employees, and 176 seasonal/casual employees in 2021. The City of Beloit continues to take appropriate steps to ensure the workforce is more reflective of the community we serve.



Goal 3: Create and Sustain *Economic and Residential Growth*



Construction began in October 2021 on the new Spray-Tek facility in the Gateway Business Park. Photo credit: Ryan Davis photography.

Foster investment and job growth thereby improving the quality of life, educational attainment, housing availability and affordability, resulting in prosperity for all.

Key Initiatives

- A. Retain and expand existing business.
- B. Stimulate business attraction in all sectors.
- C. Connect educators, workforce organizations, and employers to ensure a diverse talent pipeline.
- D. Foster regional partnerships to promote sustainable development.
- E. Increase inclusive housing inventory to serve existing and new residents.

Goal 3: Create and Sustain Economic and Residential Growth

HIGHLIGHTS

126 Business Contacts

The Economic Development team visited 126 businesses in its business retention and recruiting efforts.

42

Developer and broker contacts.

\$116 Million

Businesses invested \$116 million in Beloit.

20 Jobs

20 new jobs were created by new development in 2021.

779,671 Square Feet

New investments resulted in nearly 800,000 in square footage.

28 Acres

Developers purchased 28 acres in Beloit for new investments.

126 New Residential Units

Economic Development met with 14 residential developers with 126 residential units either added to the inventory or contracted to build.

46 Sites

Developers were shown 46 sites in the city's development initiatives.



Recent and Upcoming Economic Development Activity

- Ho-Chunk Nation Casino and Resort received Gov. Tony Evers concurrence. We remain hopeful for a 2022 ground breaking.
- ABC Supply Stadium was completed with the minor league baseball team finishing its 2021 season downtown.
- Spray-Tek, Inc. is building a 75,000-square-foot Beloit facility in the Gateway Business Park.
- Interstate 39/90 project was completed by the Wisconsin Department of Transportation.
- Construction completed on the first Wright and Wagner Lofts building.
- 20th Anniversary of the Gateway Business Park celebrated in 2021.
- Welder Supply is expanding to a property on Park Avenue.
- OrthoWisconsin is under construction on Freeman Parkway.
- Construction on the Stateline Boys and Girls Club and the Lincoln Academy was completed and are now operational.
- Kwik Trip is constructing a convenience store at Prairie Avenue and Inman Parkway.
- Phoenix Investors is planning a 500,000 square foot development in the Gateway Business Park; closing on the land anticipated in spring 2022.
- Popeyes, Jiffy Lube, and Verizon opened in the Milwaukee Road corridor.

Goal 4: Create and Sustain *A High Quality of Life*



Provide and maintain a vibrant community to work, live, and play within a sustainability framework that creates environmental, economic, and social opportunities to ensure the long-term viability of the community for current and future generations.

Key Initiatives

- A. Provide clean, safe and well maintained parks and their related facilities.
- B. Provide access to diverse recreational activities for health, well-being, entertainment, character, and social development.
- C. Increase literacy and provide lifelong learning opportunities.
- D. Remove trees that present a risk to the public and grow the urban forest canopy.
- E. Promote sustainability efforts within the organization and throughout the community.
- F. Promote alternative modes of transportation to reduce reliance on motorized vehicles.

Goal 4: Create and Sustain *A High Quality of Life* HIGHLIGHTS

2.94 Miles of New Bike Lanes

Projects in 2021 added nearly 3 miles of bike lanes in our community. We now have nearly 14 miles in bike lanes and 14 miles in bike paths.

189 New Trees

We planted 189 new trees on city properties and residential terraces.

16 Ash Trees Removed

Forestry removed Ash trees in 2021. There are less than 200 trees left to remove. These trees are being removed due to the damage from Emerald Ash Borers.

Drafted Idling Policy

A policy that prevents unnecessary idling of city vehicles will be implemented this spring.

2,958 Tons of Yard Waste

Yard waste is taken to a commercial composter to enhance sustainability.

58 Attendees at Sustainability Forum

The City held a virtual sustainability forum to educate the community about our sustainability efforts. Audience members were provided an opportunity to rank future projects.

2,618 Tons Recycled

Solid waste recycled 2,562.67 tons through curbside pickup. An additional 55.9 tons of electronics were recycled through the recycling center.

Splash Pads, Ice Rinks Opened

The splash pads at Summit and Vernon parks were opened for the first season after being installed in 2019. Parks staff also cleared off the lagoon in Riverside Park and flooded Vernon Park to make free outdoor ice rinks available to the community.



3 Born Learning Trails Installed

Three Born Learning Trails were installed at Summit, Riverside and Turtle Creek parks to help kids develop valuable literacy skills while playing in the park. The trails were installed by volunteers and were funded by community partners working with the United Way Blackhawk Region. Beloit's Rising Professionals group installed this Born Learning Trail at Turtle Creek Park in June 2021.

27 Literacy Programs

Parks & Recreation offered 27 literacy and learning opportunities in its 2021 programs. This included 85 books that were provided to area families during the wildly successful inaugural Pumpkin Walk.

11 Books/Month

We provided 11 books a month to community children from the bookcase at City Hall. We will reinvigorate the book case when City Hall construction is completed.

43% More Digital Materials

The Beloit Public Library expanded its electronic offerings from 153,000 items to 218,000 items.



Goal 5: Create and Sustain *High Quality Infrastructure & Connectivity*



Provide high quality infrastructure and connectivity; including roads, bridges, streets, sidewalks, bike paths and fiber optics, as well as water, wastewater, storm water and solid waste services. Maintain city facilities and plan for future needs.

Key Initiatives

- A. Create ongoing funding and planning for extended fiber optic network.
- B. Create citywide facility maintenance program, incorporating buildings and fleet.
- C. Manage CIP program and adequately plan for future needs.
- D. Continue to promote public transportation and explore new routes to serve future development and existing areas that are underserved.
- E. Develop long-range plan for future water and wastewater needs.
- F. Reduce dependence on fossil fuels.
- G. Reduce dependence on chemicals and other manufacturing substances that accumulate in the environment.
- H. Encourage natural resource conservation.

Goal 5: Create and Sustain High Quality Infrastructure & Connectivity

HIGHLIGHTS

Started City Hall Improvements

Safety and security improvements are underway on the 2nd and 3rd floors of City Hall.

Water Meter Program Nearing Completion

The water meter and transmitter replacement program is nearly completed. Nearly 3,000 water meters and transmitters were replaced in 2021 with only a few hundred accounts remaining. This has been a multi-year, cross-functional project.

Henry Ave Construction

The first phase of the highly anticipated Henry Avenue road improvements was completed in 2021. The road is significantly improved and the second phase will be completed in 2024.

Transit Ridership Increased

Beloit Transit ridership increased 22% from 2020 to 2021. Additional work is underway to increase ridership levels to pre-pandemic levels.

Joined Green Tier Legacy Communities

The City of Beloit joined an elite group of Wisconsin communities that are committed to sustainable practices in October 2021. The city's initial baseline information for the GTLC's scorecard will be completed in 2022.

Cranston Road Safety Improvements

Cranston Road underwent safety improvements in late 2021 to reduce speed and traffic accidents in the corridor.



Wastewater Treatment Plant Upgrades

The design for the wastewater treatment plant upgrades has been completed. Construction on the project is expected to begin in the spring. These upgrades will allow our wastewater group to efficiently serve the community for the next several decades.

Use of Biogas Reduces Dependence on Fossil Fuels

Public Works used 23 million cubic feet of biogas generated at the wastewater treatment plant to run the boilers that heat the digesters. This innovative use saves a significant amount of fuel each year.

Reduced Infiltration in Wastewater Collection System

Wastewater saw a reduction of .56 million gallons per day of water infiltration and inflow into the wastewater collection system. This trend is positive as it helps save electricity, chemicals and reduces wear and tear to the equipment.

Goal 6: Create and Sustain Enhanced Communications & Community Engagement, While Maintaining a Positive Image



Provide engaging and transparent information to residents and community members using inclusive, modern and strategic methods.

Key Initiatives

- A. Continue to provide important, timely and accurate information to residents and customers using a variety of communication channels.
- B. Continue to provide a detailed citywide communications, outreach and engagement strategy that involves enhanced internal communications, media relations, and community involvement.
- C. Develop and implement inclusive messaging plans that reflect the diversity of our community.
- D. Develop plan for the employee intranet to integrate communication, outreach and engagement strategies throughout the organization.
- E. Update city website content so that it positively showcases our community, reaches a digital audience, is easy to navigate, and contains accurate, updated information.

Goal 6: Create and Sustain Enhanced Communications & Community Engagement, While Maintaining a Positive Image

HIGHLIGHTS

City Receives PAFR Award

The City of Beloit introduced Popular Annual Financial Reporting documents starting with financial year 2018. We have received awards for 2018, 2019, and expect to be notified in spring about 2020's submittal. The 2021 PAFR will be available in July 2022.

Maintained Strategic Partnerships

We work collaboratively to provide unified messaging with other government and non-profit partners. This collaboration can happen during a time of crisis and during a time of celebration.

City Increases Reach Through Social Media

The City of Beloit social media pages continue to grow each year. The following pages reached more people in 2021:

- Beloit, WI government: 6,800 followers; up 25.28%
- Beloit Fire: 7,200 followers; up 18.52%
- Beloit Parks & Rec: 5,200 followers; up 7.24%
- Beloit Public Works: 2,209 followers; up 13.04%
- Beloit Police: 30,400 followers; up 19.43%

Inclusive Images

Careful consideration is given to the City's social media accounts and printed materials to ensure the images being used are reflective of the community's diversity.



20th Anniversary of the Gateway Business Park

The City of Beloit and Greater Economic Development Corporation put together a 20th anniversary Gateway Business Park celebration in October 2021. This celebration included several events like the Spray-Tek ground breaking, a Pumpkin Walk at Eagles Ridge Park, a tree planting, and a reception that included local, state and federal dignitaries at G5 Brewing Company. This event helped highlight the economic development success the community is experiencing due to the vision of our community leaders decades ago.

Beloit Report Open Rates Above Industry Average

The Beloit Report open rate is 44%; this is significantly higher than the average 28.77% open rate for government marketing emails.

Increased Website Visitors

The City of Beloit website had 141,603 unique visitors in 2021, a 5.23% increase compared to 2020.

CONNECT WITH THE CITY OF БЕЛОИТ



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Website

www.beloitwi.gov



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