



**Beloit**  
WISCONSIN



PROPOSAL FOR:  
CITY OF БЕЛОИТ  
**COMPREHENSIVE PLAN**  
MARCH 24, 2023



**VANDEWALLE &  
ASSOCIATES INC.**

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# COVER LETTER

Julie Christensen, Community Development Director  
City of Beloit | 100 State Street | Beloit, WI 53511  
christensenj@beloitwi.gov

RFP Response: City of Beloit Comprehensive Plan

Dear Ms. Christensen:

It is with great enthusiasm that we submit this proposal on behalf of Vandewalle & Associates summarizing our extensive experience with comprehensive planning and how we can meet the needs of the City of Beloit. We have enjoyed our past experiences working with the community in preparing the 2008 Comprehensive Plan and our work with the Downtown Association and Beloit 200 on riverfront and downtown revitalization planning that served to catalyze the renaissance that has since taken place within the community. The City has achieved great success in its many revitalization efforts over the last 25 years, and our approach to the new Comprehensive Plan will build off of that momentum to set a course of continued, positive growth for the next 20 years.

The process and scope of work outlined in this proposal not only meet the requirements outlined in the RFP, but include tasks and work products that, in our experience, are critical for a successful, data-driven, implementation-oriented, public planning process. In putting this proposal together, we have begun to research the many changes that have taken place in Beloit since we completed our previous work, and we have crafted a thorough and unique proposal in response to your specific needs. Highlights of our approach and team include:

- **Interactive Public Engagement.** Meaningful public engagement must be at the heart of any community planning effort. With the pace of life being more hectic than ever for most people, engagement opportunities need to be highly varied to meet people where they are. While there is still great value in bringing the community together in large forums, it's also critical that residents have options to participate online and in more informal and quick interactions, such as in focus groups and at pop-up events. More importantly, engagement forums need to be welcoming to bring diverse voices and perspectives to the table, including those that have historically been underrepresented. Accordingly, our proposal includes a robust public outreach program including partnering with local organizations to reach all members of the community.
- **Foundational Vision and Strategic Objectives.** The front end of our public outreach and community assessment efforts will focus on confirming or refreshing the community's vision, identifying the key issues to be addressed over the next 20 years, and establishing a handful of strategic objectives that will become the foundations for the rest of the plan. In so doing, the plan will have a purposeful, strategic bent to ensure and drive implementation.
- **Streamlined, User-friendly Format.** Through the use of impactful graphics and an economy of words, the plan will be designed to be accessible, engaging, and compelling for all readers, whether they are residents, developers, business owners, or City officials. This will be augmented by the supporting data and information as appendices for those needing more information. The final product will be provided in both hardcopy and electronic formats. Further, a concise executive summary will be prepared in one or more electronic formats as desired by the City, which may include PowerPoint, e-book, or other accessible and interactive format.
- **Redevelopment and Growth Strategy.** Several areas of the community have great potential for new development and redevelopment. The east side of the City presents significant growth potential, and opportunities in particular to address Beloit's many housing needs. Additionally, downtown and its surroundings have continued redevelopment potential. A section of the plan will be devoted to presenting a comprehensive, updated land use strategy that further integrates these areas into the community, builds upon Beloit's character and strengths, and supports desirable future investment. The format of the section also will allow it to be used separately from the rest of the plan to help market and promote the areas to developers, businesses, and residents.

- **An Implementation-Focused Mindset.** Project implementation drives us. While we develop plans to advance reinvestment in communities like Beloit, we are unique in our field in that we are actively involved in implementation activities in many of our client communities. As a result, we know first-hand what does and doesn't work and how to craft and carryout high-level, yet realistic visions, strategies, and recommendations.
- **A Proven Approach.** We are experts in uncovering and describing redevelopment and economic opportunities, communicating powerful ideas with clarity, building a strong coalition of support from local champions, and developing detailed action plans to make it happen. Included in this proposal are profiles of projects where you can see our approach at work.
- **Unparalleled Local and Regional Knowledge.** Vandewalle & Associates has been continually working in southern Wisconsin and northern Illinois since our inception more than 45 years ago. Founder Brian Vandewalle was intimately involved in many of Beloit's early downtown revitalization efforts and will bring his unparalleled expertise in redevelopment, real estate, and economic develop to this project. In addition, our project manager, Ben Rohr, is a Rock County native and has spent his entire career working with communities in the greater region. As demonstrated further in our proposal, Vandewalle & Associates is unmatched in our understanding of the area's challenges and opportunities that must be addressed to ensure a sustainable future for Beloit.

Based on the above qualifications, and our local and regional experiences, we are ready to hit the ground running with you, the Steering Committee, Plan Commission, City Council, residents, and community stakeholders. Thank you for your consideration of our proposal. We look forward to discussing this opportunity with you in greater detail and hope you will not hesitate to reach out to Ben at (608) 449-4912 or [brohr@vandewalle.com](mailto:brohr@vandewalle.com) if any additional information is needed.

Sincerely,

Ben Rohr, AICP  
Project Manager

Scott Harrington, AICP  
Principal-in-Charge

**Madison office:**

120 East Lakeside Street  
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**Project Manager**

Ben Rohr, AICP | [brohr@vandewalle.com](mailto:brohr@vandewalle.com) | C: 608.449.4912

**Principal-In-Charge**

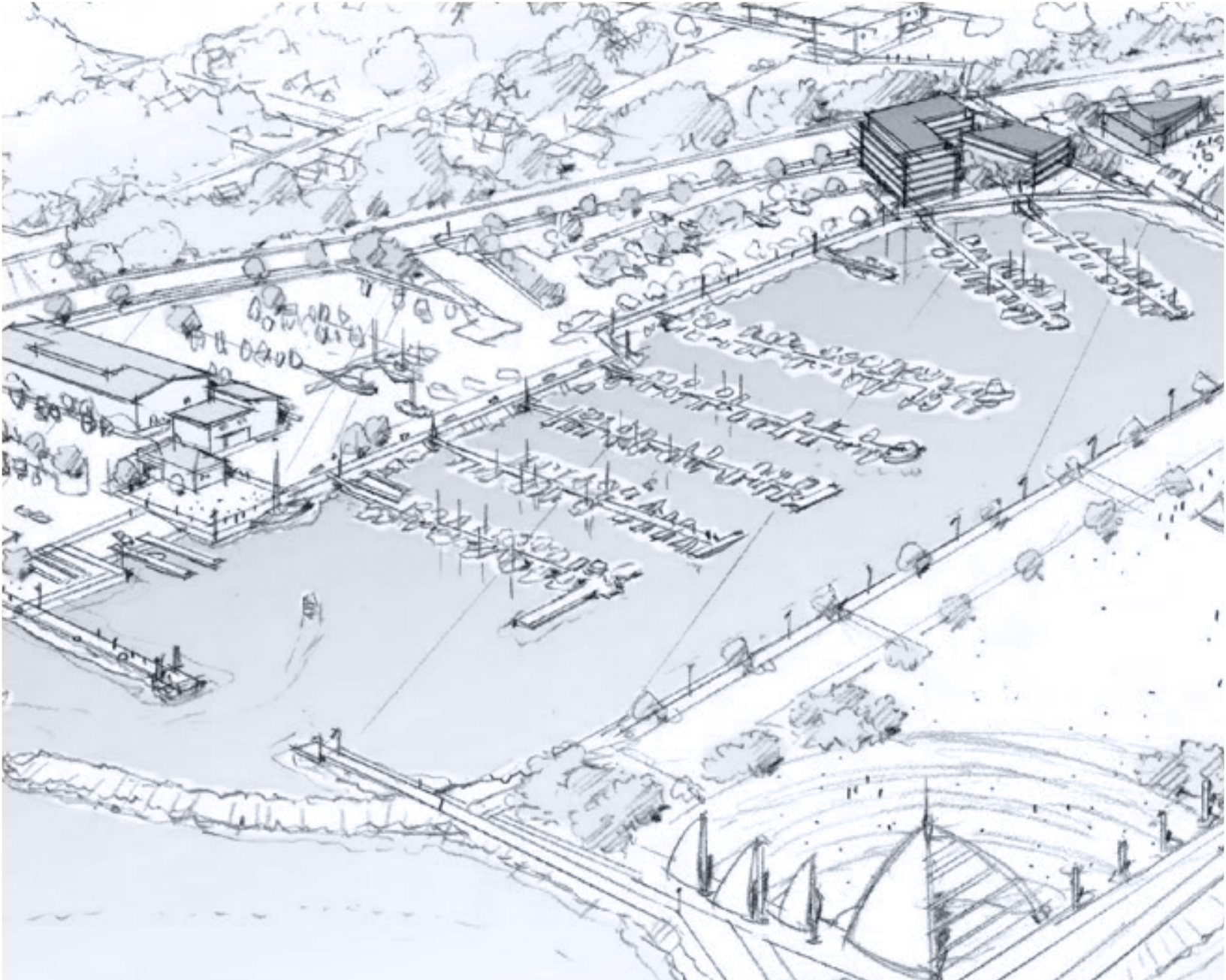
Scott Harrington, AICP | [sharrington@vandewalle.com](mailto:sharrington@vandewalle.com) | C: 608.843.2632

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## FIRM BACKGROUND AND PERSONNEL QUALIFICATIONS



## VANDEWALLE & ASSOCIATES: WHO WE ARE

**Top-level teams turning assets into  
economic opportunities, transformational projects,  
and impactful solutions**

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

- **Community planning and zoning**
- **Comprehensive planning**
- **Intergovernmental relations**
- **Sign regulations**
- **Zoning and municipal ordinances**
- **Development review**
- **Multi-layered asset analysis**
- **Economic strategy**
- **Market analysis**
- **Redevelopment**
- **Design and Architecture**
- **Marketing**
- **Real estate**
- **Public-private partnerships**

With offices in Madison and Milwaukee, our firm is comprised of nearly 20 talented professionals including community and regional planners; urban designers; housing, economic development, land use, and real estate specialists; and redevelopment experts. Our team brings a depth and breadth of experience, knowledge, skills, and perspective to the Comprehensive Plan. Founded in 1976 by president and owner Brian Vandewalle, the firm has established itself as the Midwest leader in community planning, zoning, public participation, place-based analysis, economic strategies, visioning, planning, and implementation for more than four decades. We work in partnership with our clients to identify core, place-based opportunities and translate them into strategic plans, innovative projects, and custom regulations.



2 offices  
40+ years

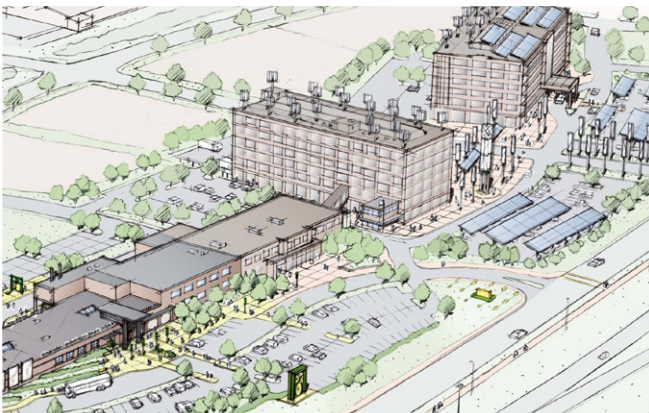




# WHY PARTNER WITH V&A?



From Concept to Construction. Above: Capitol East District. Below: Courtyard Marriott Hotel at TechWorks, on former John Deere site.



## It takes a different kind of team to tackle unprecedented change.

To help answer the highly complex challenges facing your community, Vandewalle & Associates has assembled a multi-disciplinary team of innovative professionals—each applying their unique expertise to work as an extension of your team.

## A Plan that implements the City's vision.

Our extensive experience working in the Midwest with communities throughout Wisconsin, Illinois, Iowa, Ohio, Indiana, and Missouri has given us an unparalleled perspective on the issues, concerns, and opportunities that will drive this process.

- **Count on us to uphold and integrate the big picture.** We are known for our ability to integrate uncovered assets and opportunities into every phase of the project—from identifying emerging or hidden opportunities, to keeping the community vision front and center.
- **Rely on our depth of experience and expertise.** Many firms offer comprehensive planning services. Yet no other team can compare with the commitment and experience our experts have gained through decades of experience working together.
- **Foster meaningful public outreach and participation touchpoints.** Our approach provides feedback avenues that include in-person, web-based, and social media. We are ready to make meaningful connections with community members and leaders to find out what is important to them in long-term planning for Beloit and to reach them where they are – beyond public meetings.

**The proof is in the projects.** We invite you to make us part of your team ... and see just how efficiently we can move Beloit toward a sound discovery and vision process, achieving the right balance of land use and tax base, and shaping strategic projects that fulfill community goals.



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

# EXPERT AREAS OF SERVICE

## Innovative Comprehensive Planning and Smart Growth Expertise



Our mission is to preserve and enhance quality of life through long-range planning. Our comprehensive plans provide communities with the necessary tools to manage growth effectively and achieve their desired character. We accomplish this by working with each community to uncover what makes it special, then by providing clear, highly visual recommendations on how to protect and enhance its unique combination of attributes, resources, and opportunities. This process involves a proactive and ongoing approach to public involvement.

Since 1999, Vandewalle & Associates has finished or is nearing completion on more than 100 comprehensive plans and 10-year updates that meet Smart Growth requirements. Our clients range in population from fewer than 1,000 to more than 50,000.

Our experienced, diverse team of professionals assures that plans are truly “comprehensive” in their scope. We then provide expertise to help turn plans into reality through zoning ordinances, subdivision ordinances, official maps, and more detailed plans and market analysis. We also assist communities in processing and reviewing development proposals and other day-to-day planning activities including TIF creation and developer incentive negotiations.

The Vandewalle & Associates team of expert planners has firsthand insight into the Smart Growth legislation and how it has evolved over time. Over the last 40 years, we have learned what works, where to focus energy, and how to create flexible, action-oriented plans that meet the letter of the law but also serve our clients’ day-to-day and long-term planning needs.



## Urban Planning



Planning and building cities and townscapes that are both functional and exciting lies at the heart of Vandewalle & Associates’ professional practice. We excel in designing timeless and memorable urban environments that are tailored to local conditions and are rich in local character. We bring our skills to a variety of complex challenges, including comprehensive planning; downtowns, special districts, transit-oriented, mixed-use developments; urban corridor redevelopment plans; brownfield site reuse planning; neighborhood redevelopment projects; market and economic impact analysis; and architectural design guidelines.

Over the past 40 years, the firm has demonstrated success in building the public and private partnerships necessary to leverage the opportunities implicit in the community, find the capital needed to get the job done, and serve our clients as a multi-disciplinary, ongoing economic development advisor and growth management consultant. Our goal is to prepare plans that are highly creative, implementable, and acceptable to all players and stakeholders in the public and private sectors.



# EXPERT AREAS OF SERVICE

## Environmental Planning and Landscape Architecture



Vandewalle & Associates' planning philosophy is also sensitive to the protection, preservation, and celebration of a community's natural resources. Our approach incorporates conscientious environmental planning into our comprehensive planning, redevelopment, and economic development analysis and planning projects. The firm is at the forefront of comprehensive park and open space planning in Wisconsin. Fundamental to our philosophy is that park systems should not only act as an integrated system of green spaces, but also serve to improve the quality of life for all community residents. A community's open space system should meet the needs of all citizens and showcase the unique natural features and attributes that shape and define a community. Vandewalle & Associates' approach to environmental planning is to help communities develop plans that are comprehensive and visionary in their scope.

Our multi-disciplinary team includes landscape architects who are able to seamlessly integrate natural elements into site design and highlight natural resources as the important community assets they are. Our landscape architecture services include greenway planning, site planning, streetscape planning, park master planning, planting and landscape material guidelines, and trail design. Furthermore, our firm has assembled a consortium of planners, engineers, and attorneys that specialize in developing strategies for reusing abandoned central city sites including brownfields areas. Infill development on brownfields is becoming an increasingly important issue in community planning as cities struggle to revitalize their central areas and quell the inefficiencies and problems associated with sprawl development on the urban fringe. Our firm facilitates brownfields redevelopment from site identification and analysis to site remediation and planning for reuse, and, ultimately, through developer recruitment and project implementation.



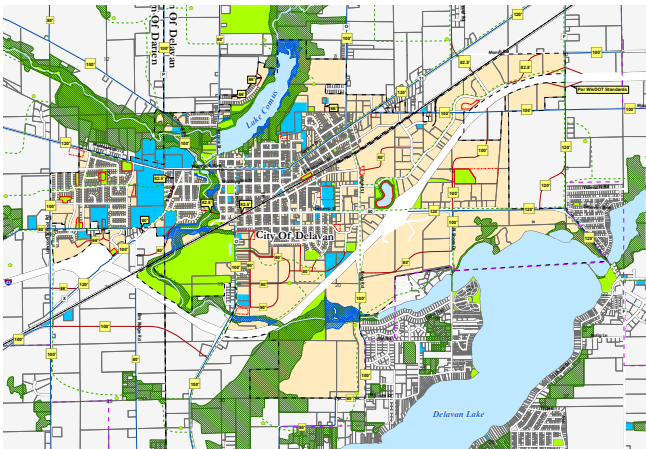
## Transportation Planning



Vandewalle & Associates has assembled a team of planners and designers with extensive experience in creating new places that are community focal points and yet are integrated into their surroundings. Our firm's design philosophy is focused on creating places that are well-designed, identifiable, and visually exciting, but also are strategically incorporated into the surrounding transportation infrastructure – including road networks, pedestrian and bicycle facilities, and transit stations and routes. We also build on existing transportation plans within the

scope of Comprehensive Plan updates to seamlessly integrate priorities identified in Official Maps, Capital Improvement Plans, and Intergovernmental Agreements with the recommendations and action plans of the Comprehensive Plan.

In too many communities, the proliferation of conventional subdivisions and poorly planned developments that prioritize the car over the human, while also ignoring the relationship between land use and transportation, has resulted in the loss of community identity and open space, often isolating residents who are less mobile. Instead, we seek to create districts that contain a variety of related land uses that utilize transit opportunities and create safe, pedestrian-oriented streets.



# EXPERT AREAS OF SERVICE

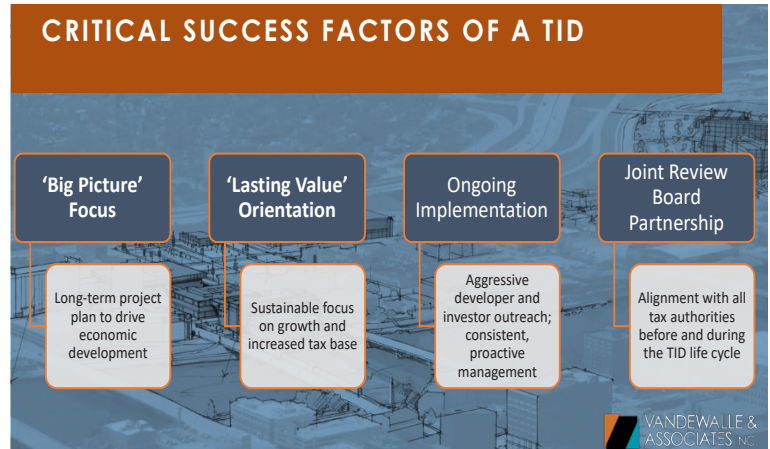


## Economic and Fiscal Planning

Cultivating economic development opportunities among growing and emerging industries and economic sectors is a hallmark of Vandewalle & Associates’ expertise. Our firm has the capability to identify—and help our client communities position themselves for—economic opportunities based on emerging economic trends, locational and demographic advantages, and special government initiatives. Our understanding of the workings of “economic geography” and the dynamic interplay that exists between various economic clusters at the local, regional, national, and even global levels has been key to our success in this area.

Understanding the local development market and forecasting the potential economic impacts of development choices are critical components of successful planning. The Vandewalle & Associates team of experts brings a thorough understanding of the economic and fiscal impacts of land use decisions to all of the firm’s projects. As part of the firm’s practice, Vandewalle & Associates can provide detailed financial analysis of development scenarios to help communities comprehend the potential economic costs and benefits associated with land use concepts under consideration. With experience in public sector budgeting and fiscal planning as well as private sector development and financial analysis, the Vandewalle & Associates team has the unique ability to understand how a local market will respond to land use choices and how those choices will influence the overall fiscal health of the community.

We have worked on economic development plans and projects at both the local and regional level. We recognize the importance of approaches that engage both the public and private sectors, leverage local assets, and raise regional awareness of the relationship between land use, transportation, and economic development. Vandewalle & Associates has a wealth of experience in preparing Tax Increment Finance Plans, Downtown Redevelopment Plans, and Economic Opportunity Analyses.



## Community Engagement Tools and Techniques



Vandewalle & Associates’ approach to visioning and thoughtful urban design is as directly tied to people as it is embedded in place. Our multi-faceted public engagement process is inspired to foster inclusive and meaningful public participation. Every point of engagement with the community is designed to allow community stakeholders to easily participate, feel heard, get excited about the possibilities, and see themselves in the result. We aim to involve the public early in the process and keep them engaged from beginning to end.

We endeavor to craft and achieve a living vision by leading communities through a Visioning process that is as exciting as it is inclusive and engaging. Building both on the input and the data gathered and analyzed throughout the process, we create a compelling Vision for the project that works seamlessly with the development of goals, objectives, and policies. The result is a Visioning Framework that can be used to drive future implementation and move the community towards building on and realizing its established vision.



# TOOLS FOR INFUSING DIVERSE PUBLIC VOICES INTO THE PROJECT

## Community-Based Public Engagement Strategies

- **Pop-Up Outreach at Community Events/Locations**
  - Farmer's Markets
  - School Events
  - Music Events and Festivals
  - Grocery Stores
  - Parks
  - Local Businesses
- **Public Vision Workshop**
- **Community Art / Self-Expression** for residents to freely communicate what they love and what is important to them
- **Youth Engagement**
- **Brown Bag Discussion Events**
- **Pitches and Updates at Existing Community Meetings**
- **Empowering Plan Champions** including Steering Committee Members, Plan Commission Members, City Staff, Business Owners and Community Leaders
- **Meetings in a Box**



Pop-Up Event



Community Art/Expression

## Online and Alternative Media Public Engagement Strategies

**Online Public Engagement.** Vandewalle & Associates provides a wide variety of interactive virtual nonparticipating options. We use tools like:

- **Project websites with sign-ups for project updates** ([example](#))
- **Social Media Engagement with a Plan Update Hashtag**
- **Online Surveys / Questions of the Week** on the Client Website and Social Media utilizing SurveyMonkey or Polco
  - Interactive map-based online surveys ([example](#))
  - Interactive online workshops/visual preference surveys ([virtual polling](#))
- **PowerPoint presentations recorded with full audio or as videos** and the option to auto advance, which can be distributed electronically
- **Idea Boards** posted on the City website to generate feedback on key topics in an interactive format ([example](#))
- **Email blast announcements**

For virtual meetings of all kinds we have the following technologies available: Microsoft Teams, GoToMeeting, Zoom, Zoom Webinars, Webex, Adobe Connect



Project Website



Online Survey

# PROJECT TEAM

**Vandewalle & Associates.** With offices in Madison and Milwaukee, our firm is comprised of nearly 20 talented professionals including community and regional planners; urban designers; housing, economic development, land use, and real estate specialists; and redevelopment experts. Our team brings a depth and breadth of experience, knowledge, skills, and perspective to the City of Beloit 2025-2045 Comprehensive Plan project.

Our firm's approach to overall management and integration of all activities in our scope of services is guided through the designation of a project manager to oversee all aspects of the project - within the firm and directly with the client. Ben Rohr will serve as the Project Manager for the Beloit Comprehensive Plan and be the face of the project, Scott Harrington will serve as the Principal-in-Charge, and Jeff Maloney will serve as our Design Principal. We pride ourselves on our ability to provide cost effective, just-in-time solutions that are responsive to constantly evolving project needs and deadlines, which may arise on a moment's notice. All Project Team members will be available and have the capacity to complete the project.

## PROJECT ORGANIZATION

**BEN ROHR**



**ROLE:** Project Manager, Client Communication, and Document Author

**SCOTT HARRINGTON**



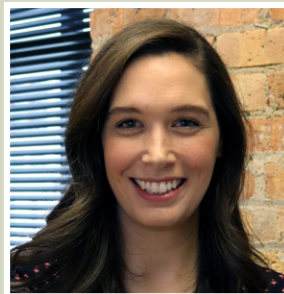
**ROLE:** Principal-in-Charge, Fiscal Analysis, Redevelopment Planning, Quality Control

**JEFF MALONEY**



**ROLE:** Design Principal, Graphic Management, Site Reuse Planning

**MEREDITH PERKS**



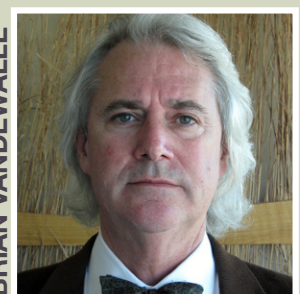
**ROLE:** Public Outreach Coordinator, Client Communication

**BRIAN MUNSON**



**ROLE:** Housing and Neighborhood Planning Expertise

**BRIAN VANDEWALLE**



**ROLE:** Economic Development & Positioning Expertise

**ELIAS VARELDZIS**



**ROLE:** Project Assistant, Data Analysis & Research, Document Author

**SUSAN HANSEN**



**ROLE:** Communications Principal, Website, Graphic Design, Public Communications

**DAN ECKBERG**



**ROLE:** GIS Data Analysis, Graphic Coordination

# PROJECT TEAM



Ben Rohr is an Associate Planner at Vandewalle & Associates and works on a variety of Growth Management projects. In this role he provides planning services to municipalities in the form of comprehensive planning, park and open space planning, development review, zoning and sign ordinance rewrites and amendments, redevelopment planning, GIS mapping, grant writing, and many other services. Ben is also a firm leader in participatory strategies, techniques, and integration that leverage available resources to maximize public input and involvement in various planning processes. Ben was accredited by the American Planning Association with his AICP credentials in 2019.

Since joining V&A, Ben has been the project manager for 30+ projects including Comprehensive Plan updates, Park and Open Space Plan updates, Housing Reports, redevelopment planning and implementation, full zoning and sign ordinance rewrites, minor zoning ordinance amendments, and TIF District plans and amendments, among others.

Prior to joining V&A, Ben worked as a Land Use Planner for Region 1 Planning Council in Rockford, IL where he focused on both short- and long-range land use planning projects including a full rewrite of the Boone County Comprehensive Plan, the City of Loves Park Comprehensive Plan, and the Rockford Regional Bicycle and Pedestrian Study. Ben also worked as a Planner/GIS Specialist for Southwestern Wisconsin Regional Planning Commission in Platteville, WI, and held multiple planning internships during undergraduate and graduate school at the City of West Allis, Southwestern Wisconsin Regional Planning Commission, and the City of Janesville.

In all of these roles, Ben has worked to actively foster public engagement, more efficiently integrate government systems, and establish links between planning, public health, sustainability, and equity. He is passionate about utilizing planning to make smarter decisions, effectively leverage available assets, and better the community as a whole.



**Ben Rohr, AICP**  
**Associate Planner**  
Phone: 608.255.3988  
brohr@vandewalle.com

## EDUCATION

- M.U.P. Urban Planning  
University of Wisconsin - Milwaukee  
Milwaukee, Wisconsin
- B.S. Geography  
Minor in Urban and Area Development  
University of Wisconsin - Whitewater  
Whitewater, Wisconsin

## PROFESSIONAL LICENSES & MEMBERSHIPS

- American Planning Association AICP Accreditation
- Member, American Planning Association, State and National Chapters

## AWARDS AND RECOGNITION

- Award Winner: 2020 APA-WI Excellence in Planning Award, "City of Wausau Zoning Code and Zoning Map"
- 2022 APA Wisconsin Conference Session Presenter
- 2022 Wisconsin Municipal League Conference Presenter
- 2020 WEDA Conference Presenter



# PROJECT TEAM



Scott Harrington is a Principal Planner and project manager at Vandewalle & Associates, contributing special expertise in the creation and implementation of urban redevelopment initiatives. Since 1986, Scott has worked on the front lines in a number of cities in the Midwest, Southern and Western U.S. He is well-versed in the complex processes of management, community participation, financing and negotiations required to craft and implement long-range planning and large-scale revitalization efforts. His ease among elected bodies, plan commissions, the public, and government finance is second to none.

Given his diverse background, Scott leads and assists with a wide variety of projects at Vandewalle & Associates including everything from regional economic positioning initiatives, to municipal comprehensive plans and zoning regulations, to redevelopment strategies for downtowns, corridors and sites. Recently, Scott has served as the principal in charge of several projects focused on revitalizing urban corridors and neighborhoods. These include “The Current”, a \$45-million riverfront redevelopment in Monona; the visioning and master planning for the Alliant Energy Center and surrounding “Destination District” in Madison; the East Washington Capital Gateway Corridor in Madison; Northwest Gateway in Downtown Fayetteville, North Carolina; Downtown and North Division Street Corridor in Stevens Point; Janesville Town Square; Downtown Mount Horeb; and Downtown Slinger. His projects have included a wide range of interactive methods and forums for engaging the public – including pop-up events, keypad polling, online surveys, charrettes, and visual preference surveys – as well as engaging historically under-represented communities through bi-lingual staff and by partnering with community organizations.



**Scott Harrington, AICP**  
**Principal Planner**  
Phone: 608.255.3988  
sharrington@vandewalle.com

## EDUCATION

- M.U.P. Urban Planning  
University of Michigan - Ann Arbor, Michigan
- B.S. Natural Resources  
University of Michigan - Ann Arbor, Michigan

## PROJECT AWARDS

- Outstanding Urban Design from the Wisconsin Chapter of the American Planning Association in 2010 – for the City of Madison East Washington Avenue Capitol Gateway Corridor Plan
- Award of Merit from the American Society of Landscape Architects for Urban Planning and Design – for the Gulf Stream, Florida Design Manual

## PROFESSIONAL LICENSES & MEMBERSHIPS

- Member, American Institute of Certified Planners
- Member, American Planning Association, National, Wisconsin, and Illinois Chapters
- Former Member, Technical Advisory Committee to Legislature on Intergovernmental Coordination, Florida Department of Community Affairs
- Former Board Member, Colorado Chapter of the American Planning Association
- Presenter, “Market-Ready Redevelopment” American Planning Association Upper Midwest Conference (2015)
- Presenter, “Using Charrettes as a Planning Tool” WCCMA & WAMCAM Annual Conference (2010)
- Presenter, “Content Sensitive Design and Corridor Planning” Innovations in Transportation Conference (2008)
- Presenter, “Preserving Neighborhood Character” American Planning Association National Conference (1996 and 2002)
- Co-author, “Innovative Water Conservation Ratemaking,” Florida Water Resources Journal (August 1995)

# PROJECT TEAM



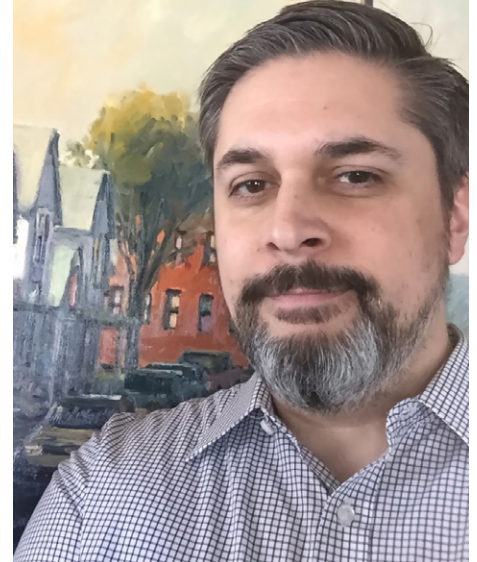
Jeff Maloney is a Principal Urban Designer specializing in urban redevelopment, mixed-use neighborhood design, and streetscape/riverwalk design. Jeff has over two decades of experience leading design and public processes for redevelopment projects by envisioning site reinvestment opportunities through place-based assets, preparing site plans, and recommending and designing associated public improvements. He works closely with municipal staff to implement projects including development recruitment, TIF District establishment, and grant funding procurement. He also has experience guiding private projects through the entitlement process, focusing on site design, landscape architecture, and site rezoning.

As the lead designer, project manager, and implementation specialist for communities of various populations throughout the Midwest, Jeff is able to prioritize community needs to create a revitalization strategy and associated public improvement program.

As an example, Jeff's work in Racine's RootWorks and Uptown areas include detailed urban design strategies for public and private space development within areas fraught with disinvestment and higher than average unemployment and poverty rates as well as a disproportionate level of brownfield sites. Plans and implementation focus on creating a sense of place that complements planned new investment, while also honoring the existing urban fabric and meeting the needs of residents. In his work in urban redevelopment planning and design, Jeff has led public meeting outreach and interactive discussions.

Jeff has worked in recent years with public and private sector clients throughout the Midwest, including Middleton, Racine, Hartford, Sussex, Wauwatosa, Milwaukee Regional Medical Center, and the Milwaukee County Research Park.

In addition to both design work and redevelopment projects, Jeff holds a keen awareness of visual communication. He possesses the ability to visually explain complex planning concepts and continuously develops new methods in graphic communication. Jeff also oversees design team workflow and daily graphic production.



**Jeff Maloney**  
**Principal Urban Designer**  
Phone: 608.255.3988  
jmaloney@vandewalle.com

## EDUCATION

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

## PROFESSIONAL LICENSES & MEMBERSHIPS

- Associate, American Society of Landscape Architects National and State Chapters
- Member, University of Wisconsin Landscape Architecture Department Alumni Committee

# PROJECT TEAM



Meredith Perks is an Associate Planner at Vandewalle & Associates. As part of our Milwaukee team, she brings a unique combination of professional experience along with an avid interest in planning, public service, local community and economic development, downtown redevelopment, active transportation plans, and a deep love of her city.

Meredith works on Comprehensive Plans with clients across Southeast Wisconsin and beyond, including the Village of West Milwaukee, City of Glendale, City of Jefferson, and City of Sturgeon Bay, Hancock County, IN, as well as the implementation of the City of Jefferson's Downtown and Economic Recovery Plans. Meredith is also actively engaged, on behalf of Vandewalle and Associates, with emerging planning trends and grant and financing resources, in order to better serve clients and connect them with new opportunities.

Having worked in the past as Regional Director for Senator Joe Donnelly, Meredith traveled to communities across Indiana and learned about their unique assets and character as well as the innovative approaches they were taking to face their challenges. These interactions provided valuable perspective on the constraints that communities of all sizes experience. At Vandewalle & Associates, Meredith aims to assist Midwest communities like these in overcoming such barriers. Meredith is excited by the opportunities Midwest communities have to grow and reinvent themselves using the tools of effective planning that can prepare their economies, residents, and institutions for the future. Active transportation is a particular passion for Meredith; she has worked on Complete Streets research projects in Chicago, reviewing policies and their connections to public health and equity. She also worked with the Chicago Department of Transportation Bike Program in the implementation of their Streets for Cycling Plan 2020. Her work included bike facility mapping, data analysis, and public engagement and communication.

Applying her experience with community outreach and public speaking, Meredith is skilled at effectively facilitating an inclusive planning process that is meaningful to a wide range of stakeholders and clients, including elected officials, non-profit advocacy groups, and community residents. She is excited by opportunities to engage with communities in a variety of innovative ways that foster communication, dialogue, and understanding. She has proven herself to be an active and engaged listener who can consider diverse viewpoints while developing targeted alternatives to address interrelated economic development, land use, and transportation priorities.



**Meredith Perks**  
**Associate Planner**  
Phone: 608.988.8632  
mperks@vandewalle.com

## EDUCATION

- M.U.P.P. Urban Planning and Policy  
University of Illinois at Chicago - Chicago, Illinois
- B.A. Political Science  
The Hesburgh Program of Public Service  
University of Notre Dame - Notre Dame, Indiana

## PROFESSIONAL LICENSES & MEMBERSHIPS

- Member, American Planning Association, National, Wisconsin, and Chicago Chapters
- Member, Women in Planning & Development – Chicago
- Phi Kappa Phi Honor Society
- Leadership South Bend Mishawaka Emerging Leaders Program



## PROJECT TEAM



Brian Munson leads the Neighborhood Design, Project Facilitation, and Bicycle/ Pedestrian Planning initiatives for Vandewalle & Associates. Focused on building strong sustainable communities, this team specializes in creating vibrant and unique projects from concept through construction. Brian has led multi-disciplinary design teams on projects ranging from mixed-use infill/redevelopment projects to large- scale traditional neighborhoods and small-scale village downtowns to community wide bicycle & pedestrian networks. These projects feature a unique blend of land uses, residential options, open spaces, and people focused environments; all of which, are combined to create projects that are grounded in sustainable smart growth principles that balance community character with development potential and enhanced mobility.

Brian's experience in neighborhood design, entitlement and implementation enables him to facilitate the creation of a wide range of diverse projects from greenfield sites to Main Street. He is currently engaged in the implementation and project management of The Grandview Commons Neighborhood and Smith's Crossing on behalf of Veridian Homes, a 2016 National Housing Quality Award Gold Standard developer. Brian is leading the Gateway Master Residential Development Plan for the City of Eau Claire and recently completed the Downtown Area Master Plan for the City of Stevens Point. He is also involved with implementing several redevelopment projects within Madison, Wisconsin, Cedar Falls, Iowa, and Seattle, Washington with challenges ranging from brownfields and levees to multi-jurisdictional review and approvals.



**Brian Munson**

**Principal Planner**

Phone: 608.255.3988

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### EDUCATION

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

### PROFESSIONAL LICENSES & MEMBERSHIPS

- Associate, American Society of Landscape Architects
- Member, Congress for New Urbanism
- Licensed Realtor



## PROJECT TEAM

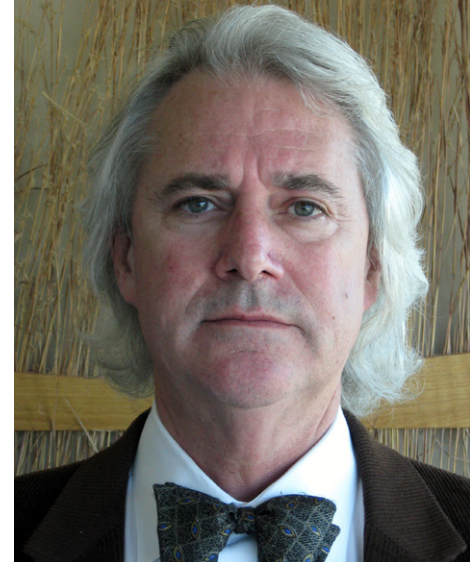
Brian Vandewalle has been a leading strategic urban planner, economic development adviser, and development consultant to the Upper Midwest's communities, corporations, institutions, and developers for over forty years. He is a respected master in the areas of urban planning, urban redevelopment, and urban design.

Educated at Ball State University in the College of Architecture & Planning, Brian amassed a wide range of planning experience working in the public sector before establishing the team of Vandewalle & Associates—now a well-respected urban planning, economic redevelopment, and design consulting firm known for producing some of the most visionary and impactful land use plans in the country. Brian was the lead Master Planner for American Family's Madison headquarters and campus, and for the redevelopment of the Caterpillar campus in downtown East Peoria. He has served as master planner to the Quad Cities, for John Deere and Deere communities for over 25 years, and for the Milwaukee County Grounds Research Park/Milwaukee Regional Medical Center for over 20 years.

While carefully building a guild-like, multi-disciplinary team over several decades, Brian has led the firm's development of a comprehensive approach to economic repositioning, which integrates planning, design, and market analysis while skillfully leveraging the area's land, cultural, and human assets. He pursues a purpose of creatively rebuilding and retooling post-industrial central cities and economies, helping them emerge stronger through the tides of change. He is a highly sought-after expert at using redevelopment tools to build tax base, eliminate blight, and create new urban housing and employment opportunities. The developments that result are long-range efforts that are standing the test of time as sustainable examples of market-driven design.

With his finger on the pulse of the region's emerging technologies and economic sectors, Brian synthesizes market dynamics with deep knowledge of communities and a broad experience working with urban centers to craft new, place-based economies that are future-ready. Beyond planning, Brian provides expertise bringing projects to implementation and fruition by generating consensus, forging partnerships, making key government and business linkages, determining financing sources, and recruiting end-users for urban development and redevelopment. Brian is also a licensed real estate broker in the State of Wisconsin, and professionally practices commercial and industrial brokerage. This hands-on experience with project tenants and buyers helps him combine a sense of planning vision with a very realistic perspective on project feasibility.

Brian was awarded the "Best of Madison Business" in 2005 for his visionary work on the Madison, Wisconsin Mayor's "Healthy City" economic development initiative. In recent years, Brian has grown into a serial entrepreneur, harnessing local assets and turning them into a series of small entrepreneurial side businesses including a hotel, coffee house, restaurant and culinary school, and spirits and distillery company. He continues to nurture and guide new talent at Vandewalle as he advises on economic development, redevelopment, retooling, and repositioning projects for companies, cities, and regions touching virtually every project that moves through both the Madison and Milwaukee offices of Vandewalle & Associates.



**Brian Vandewalle**  
**CEO / Founder**

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## PROJECT TEAM



Elias Vareldzis is an Assistant Planner with Vandewalle & Associates, working to provide research, analysis, and other project assistance to a variety of community planning projects stemming from the Milwaukee-office team.

Environmental issues are an area of keen interest for Elias. Prior to joining the company, Elias worked as Assistant Planner and Floodplain Manager for the City of Glendale, Wisconsin. There he gained valuable experience in planning and design review, preparing reports, and providing subject area expertise and recommendations to community stakeholders. He also honed his public engagement skills by assisting residents and developers in understanding and navigating local, state, and federal floodplain regulations in ways that both ensured safety from flood damage while minimizing environmental impacts. Elias has experience in navigating the complex relationships between public and private sector partners and regulatory policy systems, coordinating and implementing federal grant and regulatory programs, administering local zoning ordinances, site selection, and implementing land use planning at the local level.

Since joining V&A, Elias has completed several Park and Open Space Plan updates, two full Comprehensive Plan updates, supported ongoing planning services in client communities, assisted on multiple small area and downtown revitalization plans, redevelopment, and implementation planning efforts, among other projects. He has a strong interest in creative placemaking, infill redevelopment projects and neighborhood area planning, sustainability and equity in planning and design, local and regional economic development, and bicycle and pedestrian planning.

Elias is passionate about the potential of planning to help communities identify and recognize their unique assets, values, and characteristics through authentic, equitable, and inclusive community engagement practices. Working with community members and colleagues, Elias aims to use planning as a tool to create collaborative and innovative solutions that meet the needs and desires of the local population and help communities grow and reinvent themselves in response to the challenges they are facing today.



**Elias Vareldzis**

**Assistant Planner**

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### EDUCATION

- M.U.P. Urban Planning  
University of Wisconsin - Milwaukee, Wisconsin  
School of Architecture & Urban Planning
- B.S. Cum Laude  
History / Middle/Secondary Education  
Minor: Political Science  
Marquette University - Milwaukee, Wisconsin

### PROFESSIONAL LICENSES & MEMBERSHIPS

- Member, American Planning Association National and Wisconsin Chapters
- Volunteer, Milwaukee Habitat for Humanity
- Volunteer, River Revitalization Foundation



# PROJECT TEAM



Susan Hansen is a marketing communications specialist, focused on development of communication materials and concepts. Her responsibilities at Vandewalle & Associates include finding marketing solutions for Vandewalle & Associates and its clients; and directing, designing and producing creative documents and marketing materials.

Susan has more than fifteen years of advertising agency experience as copywriter, designer, and creative director. She has worked to create selling concepts, marketing platforms, design, and copy tone for a wide range of clients. Susan has developed print materials, as well as materials for radio, television, and video. Her related background in landscape architecture further aids in the clear presentation of place-based concepts and their differing relevance to a variety of users.

Over the years at Vandewalle, Susan has been involved with countless marketing communications pieces including: Madison Healthy City Initiative; Capitol East District; Deforest Marketing; Uptown Fitchburg; Racine RootWorks and Machinery Row vision development; Rifle River Town/Energy Village Opportunity Analysis; Milwaukee 7; Janesville Towne Square; Oscar Mayer Special Area Plan; Alliant Energy Center Destination District; and StartingBlock Madison.

Susan specializes in unique and easy-to read infographics and vision graphics that can help take audiences through complex processes and bring new concepts to life. Particularly inspired by the process of transformation in art and communication, she continually experiments with new media including everything from paint, to animation, to audio and video.

## EDUCATION

- B.A. Journalism  
University of Wisconsin - Madison, Wisconsin
- Minor studies in graphic design  
University of Wisconsin - Madison and Milwaukee
- Studies in Professional Landscape Architecture  
University of Wisconsin - Madison, Wisconsin

## PROFESSIONAL LICENSES & MEMBERSHIPS

- Phi Beta Kappa
- Winner of American Advertising Federation Addy gold, silver, and mention (Madison, Milwaukee, and Fox Valley regions) for print ad campaigns, and several Telly Awards for broadcast



**Susan Hansen**  
**Principal, Marketing**  
**Communications**  
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# PROJECT TEAM

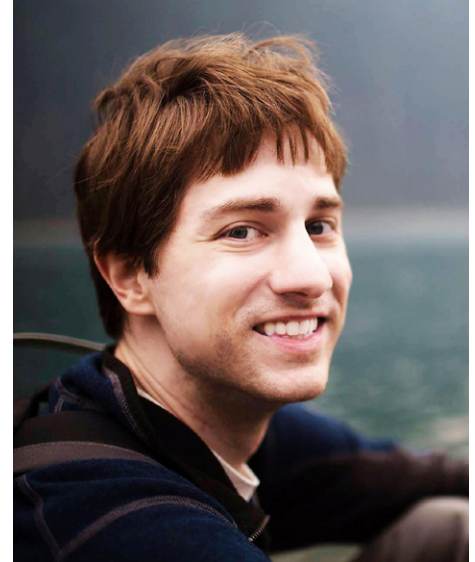
Dan Eckberg is a GIS Planner whose primary responsibilities include map creation and spatial data acquisition, organization, manipulation, and analysis.

Dan utilizes extensive experience with ESRI's ArcDesktop GIS software, including Python scripting, to apply cartographic techniques to a range of planning projects. These include conducting and writing a formal analysis of potential Fire Station sites for the City of Watertown, mapping Environmental Justice populations and developing novel approaches for ensuring NEPA compliance for WisDOT highway studies, evaluating bike trail routes for the Village of Oregon, analyzing demographics of food deserts in Freeport, IL, geo-coding survey results for city development projects, designing and creating a database of possible Brownfield sites for the City of Janesville, managing Urban Service Area applications, producing numerous Comprehensive Plan maps, and preparing Official Zoning Maps for nearly a dozen Wisconsin communities.

Dan has also worked on several large-scale highway corridor impact analysis studies with Vandewalle & Associates. These include the US 14 project in Rock County, the Wis 23 project in Fond du Lac County, the Wis 29 project in Marathon County, the US 51 project in Dane County, and the US 41 Interstate conversion between Green Bay and Milwaukee. Dan's work on these projects has focused on preparing mosaics of local and regional maps from a broad variety of sources into corridor-wide maps which compile data depicting soils, natural resources, existing land use and adopted land use plans from towns, villages, cities, counties, and regional and federal agencies. These maps are the focus of the Expert Panel analysis of highway alternatives for the Indirect and Cumulative Effects portion of the DEIS and EIS phases of WisDOT's analysis under NEPA and WEPA.

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

Previously Dan held an internship with U-PLAN, a community planning group for the Frogtown/Rondo neighborhood of St. Paul, MN where he helped design a traffic impact analysis for the neighborhood using the CommunityViz extension of ArcGIS.



**Dan Eckberg, AICP  
GIS Planner**

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## EDUCATION

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

## AWARDS & MEMBERSHIPS

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



## SCOPE OF REQUIRED SERVICES

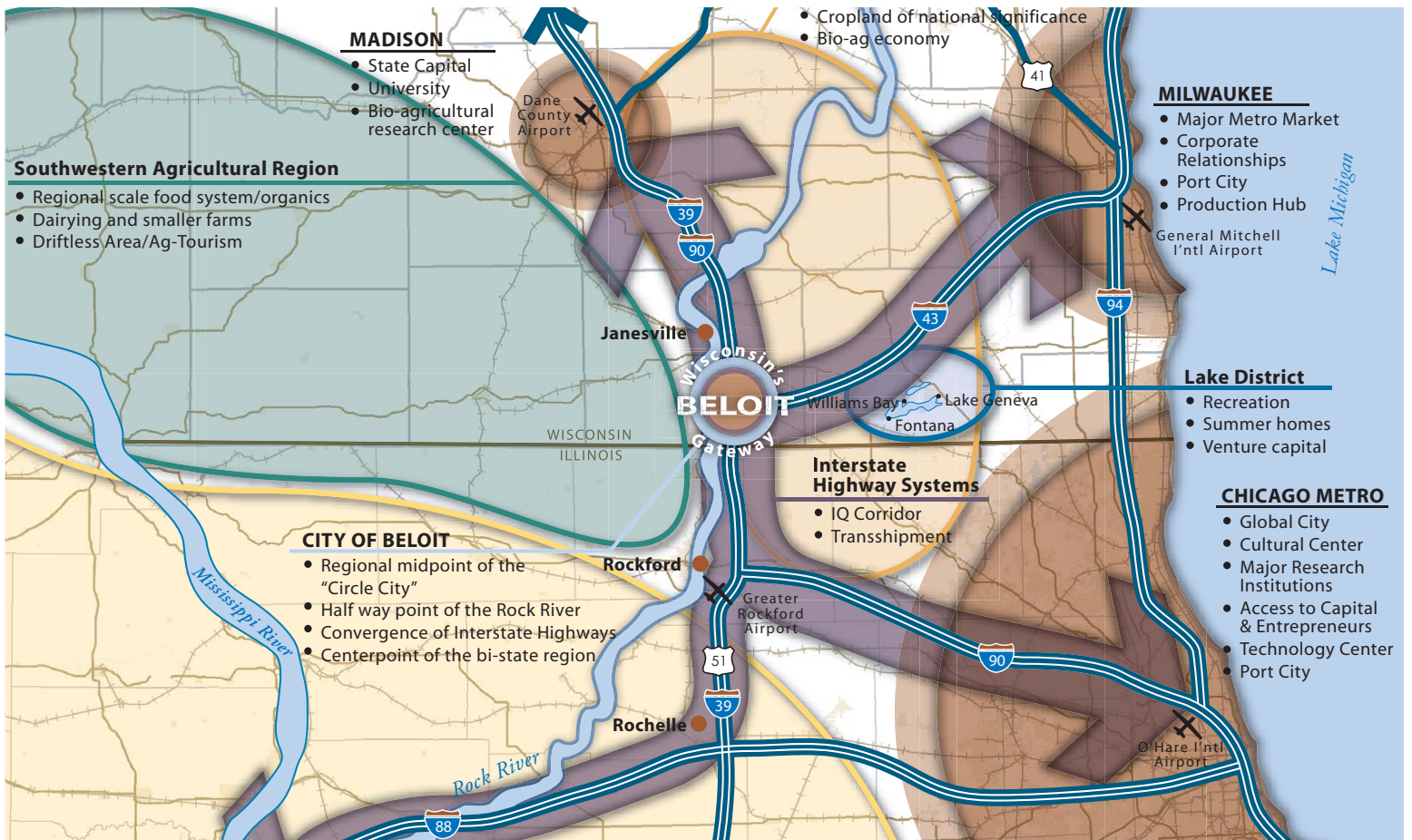


# PROJECT UNDERSTANDING

As a strategically located community along the Rock River and Wisconsin-Illinois border, Beloit has transformed over the past few decades into an economic engine for southern Wisconsin and the Rock River valley. In our work with communities across southern Wisconsin, we have seen the continued growth and reinvestment that has occurred across the region. However, we understand that there are still challenges facing communities like Beloit, including affordable housing, preservation of environmental assets, blighted areas, equity and inclusiveness, and rising costs of services. The Comprehensive Plan is an opportunity to explore where future growth should occur and what that growth should look like through identification of the issues of today, establishing a shared community vision, and planning for the future that residents, businesses, and visitors seek for tomorrow.

We also believe that there are many more opportunities that present themselves, given the City's proximity to Rockford International Airport and its transformation into a commerce hub, the tax burden experienced by Illinois residents and businesses, the recent completion of the I-90 expansion project, and accessibility to the Chicago, Madison, and Milwaukee Metro Areas. In addition to our experience in the Rock River valley, we also are familiar with several existing and ongoing initiatives within Beloit. These include significant transformation of downtown, industrial and warehousing growth, the planned casino, addressing community equity, inequality, and affordable housing, and further leveraging the unique assets and location of the City.

An excellent way to grapple with these many opportunities and challenges is through scenario planning. Not only can scenarios provide a means to explore how different growth patterns produce different outcomes (number of housing units created, open space acres preserved, character of development, etc.), but they also can provide a way to meaningfully engage with housing affordability, climate action, social equity, and fiscal sustainability through this planning process. We look forward to working with the City to navigate these sometimes complementary and sometimes competing objectives.



Beloit Comprehensive Plan Regional Opportunities Map

# PROJECT UNDERSTANDING

In addition, we recognize that Beloit has prioritized meaningful, inclusive, and fun public engagement as part of the Comprehensive Plan update. The City wishes to find a healthy and safe balance of in-person and virtual public participation opportunities. We know from experience that a diverse array of public engagement options and formats helps to foster more inclusive participation and reach groups who are not usually represented in the planning process. A fully inclusive planning process can facilitate productive dialogues and set the stage for building trust and developing restorative practices. We look forward to applying practices in Beloit that have been successful throughout southern Wisconsin, Milwaukee County, Dane County, and our other client communities throughout the state.

In summary, we understand that Beloit wants to use the comprehensive planning process to pursue sustainable growth, incorporate planning best practices, build on past successes, and generate community buy-in through thoughtful and inclusive public engagement. Our Project Approach on the following pages reflects our understanding of the City's desires and our intention to continue the momentum and make the most of the process. We are thrilled at the prospect of working with the City on this unique opportunity to create a meaningful, proactive, user-friendly, and innovative Comprehensive Plan.



## ENGAGING WITH БЕЛОIT'S DIVERSE STAKEHOLDERS

We see this planning process as an opportunity to bring essential voices into the process. While we will work closely with the City to develop this list, we have identified the following initial list of stakeholders who **can be engaged with through a number of ways:**

- Local leaders and residents of color
- Representatives from established community and neighborhood groups such as Greater Beloit Chamber of Commerce, Rising Professionals, Rock County Leadership Development Academy, and more
- Beloit Memorial Hospital and representatives from the hospitality sector
- School District representatives and education advocates as well as students or youth representatives
- Sustainability advocates
- Major institutions and organizations such as Beloit College, Blackhawk Technical College, and National-Louis University, etc.
- Representatives from the business community as well as young professional organizations

# METHODOLOGY & APPROACH

The Vandewalle & Associates team consists of seasoned experts matched with young talent. Our team will approach this project from a unique position as true “regional thinkers” who have crafted strategies, influenced development, hosted big ideas and plans, and implemented visionary work at a variety of levels throughout Wisconsin, including Rock County and south central Wisconsin. Our proven approach and local knowledge will allow us to hit the ground running by bringing our team’s regional experience and knowledge and applying it to the specific tasks as outlined in this RFP.

Beloit is poised to continue its housing and economic growth, building on the area’s natural resource amenities, tourism, transportation accessibility, and strategic location. We propose that the City of Beloit adopt a dynamic, action-oriented Comprehensive Plan that provides leadership and plots a course for shaping Beloit’s future in light of these trends, while positioning itself to capitalize on lifestyle and economic shifts.

Our team’s approach, as detailed below, includes creating an aspirational, achievable, and dynamic long-term plan with defined goals and strategies – and crafting an implementation program to make it all happen. The following Scope of Work outlines our recommended approach to establishing and advancing Beloit’s vision and delivering an action-oriented Comprehensive Plan.

## INCORPORATING COMMUNITY VALUES AND PRIORITIES.

Vandewalle & Associates often uses the Comprehensive Plan to not only explore the various topics as required by state statutes, but to also take a deep dive into other innovative planning ideas based on community needs, desires, and values. As part of the planning process, we will look to integrate innovative planning components and incorporate diverse community perspectives and experiences into the Plan and its recommendations. We believe this will result in a Comprehensive Plan that serves and benefits the whole community. We will incorporate the following elements and planning lenses into Beloit’s Comprehensive Plan to ensure that these critical issues are reflected in the goals, objectives, policies, and recommendations:

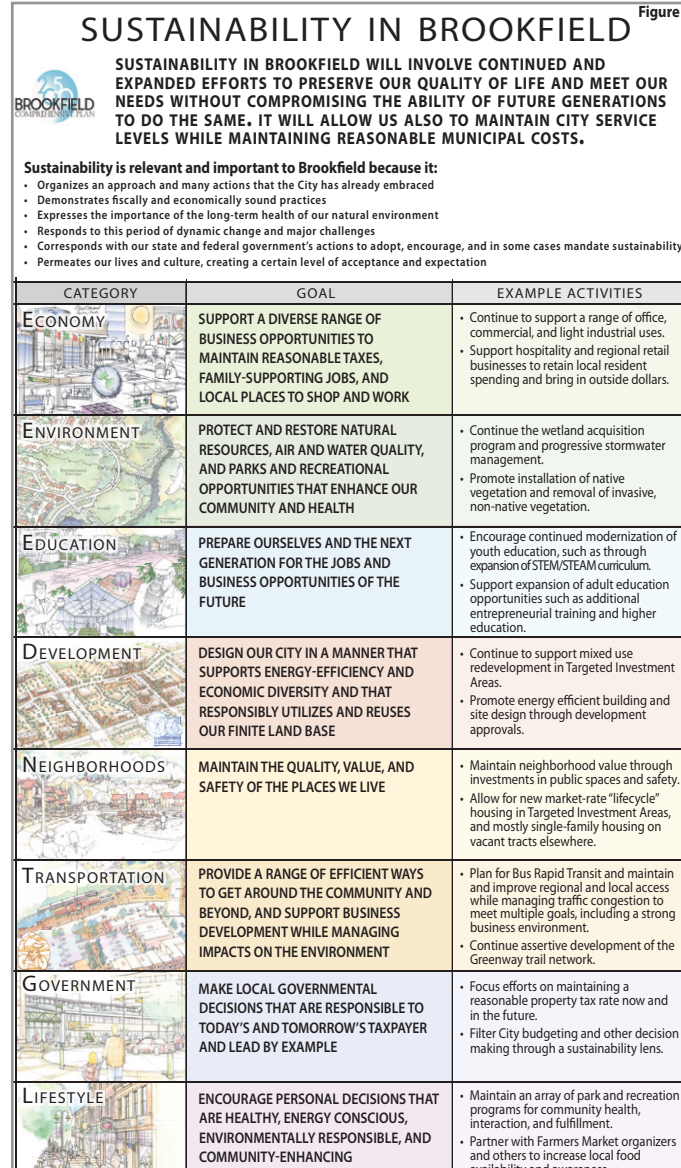
- **Equity.** A primary concern of any planning process is seeking an inclusive, equitable approach to public input and incorporating equity throughout the document and its policy recommendations. We take the approach of utilizing a wide variety of public engagement opportunities to gather as much input during the process in the most equitable way possible. This is often done through providing childcare, transportation options, or food at in-person events, identifying underrepresented groups and community leaders and utilizing their networks to distribute information and seek feedback, or more broadly seeking input from people of all ages, income levels, racial groups, and preferred languages throughout the process. Additionally, we also evaluate all planning elements based on equity to help identify potential gaps and possible inequitable outcomes, particularly the City’s existing policies and policies incorporated into the Comprehensive Plan. Equity will be a key topic explored and continuously evaluated throughout the process.
- **Climate Resilience and Sustainability.** We see climate resilience and sustainability as core elements of modern comprehensive planning – not only to prepare a community for future climate changes and impacts, but also to proactively advance a community toward positive and sustainable practices and outcomes. For this reason, we address climate resiliency and sustainability throughout the document because these issues impact nearly every element of the Comprehensive Plan.





# METHODOLOGY & APPROACH

- Public Health.** Today, more than ever, the importance of public health has come to the forefront. Additionally, the symbiotic relationship between community planning and public health has become more widely recognized, particularly as it relates to how built environments influence active lifestyles, spread of communal disease, environmental exposures, access to food and nutrition, access to health and human services, social cohesion, and mental health. Beloit's Comprehensive Plan will recognize these public health impacts and include recommendations that support healthy lifestyles.
- Fiscal Sustainability.** Often overlooked in comprehensive planning, a community's financial sustainability cannot be ignored. There is no way for plan implementation to take place without evaluating all planning elements, policies, and recommendations through the lens of fiscal sustainability. Additionally, the comprehensive planning process also provides the opportunity to think proactively about how growth can impact the community's financial stability long-term to avoid overextending resources when future potential changes in the pace of growth occurs. Vandewalle & Associates has in-house experts who actively work with communities throughout the state on overcoming financial challenges associated with local government, plan implementation, and advancing community priorities. This is often done through well managed TIF Districts, seeking grants, and other creative funding solutions. If awarded, we plan to bring this expertise to the City of Beloit comprehensive planning process.
- Transportation and Mobility.** The social, economic, and environmental impacts of providing efficient transportation opportunities, including alternative transportation options, within and between communities is pivotal to any community's long-term growth and sustainability. Beginning with an analysis of each community's existing transportation facilities, assets, and challenges, we incorporate forward-thinking alternative transportation policies, recommendations, and implementation action items in all Comprehensive Plans we complete.
- Community Image.** Based on input from City officials, staff, and the public, we will gain an understanding of how the community sees itself today and what it wishes to be and look like in the future. Examining Beloit's existing assets and potential opportunities, including areas of potential change, we will articulate an authentic, desired community image that suits Beloit now and into the future. This will be captured in the vision statement and integrated throughout the Comprehensive Plan, including in the city-wide and focus area opportunity analysis. Vandewalle & Associates will use the vision statement to help guide the development of policies and recommendations that permeate throughout the Comprehensive Plan to help the community achieve its desired vision, identity, and image.
- Character of Development.** In conjunction with a community's identity and image, the character of development plays a key role in how a City feels to residents and visitors alike. Through the Comprehensive Plan, we take the approach of establishing policies that guide all new development and redevelopment efforts, building on the vision statement and overarching goals. While these policies will be central to the Land Use Chapter, they also will be incorporated throughout the Comprehensive Plan.



Sustainable Brookfield Graphic: Brookfield Comprehensive Plan

# SCOPE OF SERVICES

Our team’s approach incorporates the values and principles detailed above to create an aspirational, achievable, and dynamic long-term plan with defined goals and strategies – and crafts an implementation program to make it all happen. The following Scope of Work outlines our recommended approach to establishing and advancing Beloit’s vision and delivering an action-oriented Comprehensive Plan.

## WORK ELEMENT A. PROJECT MANAGEMENT & COMMUNICATION

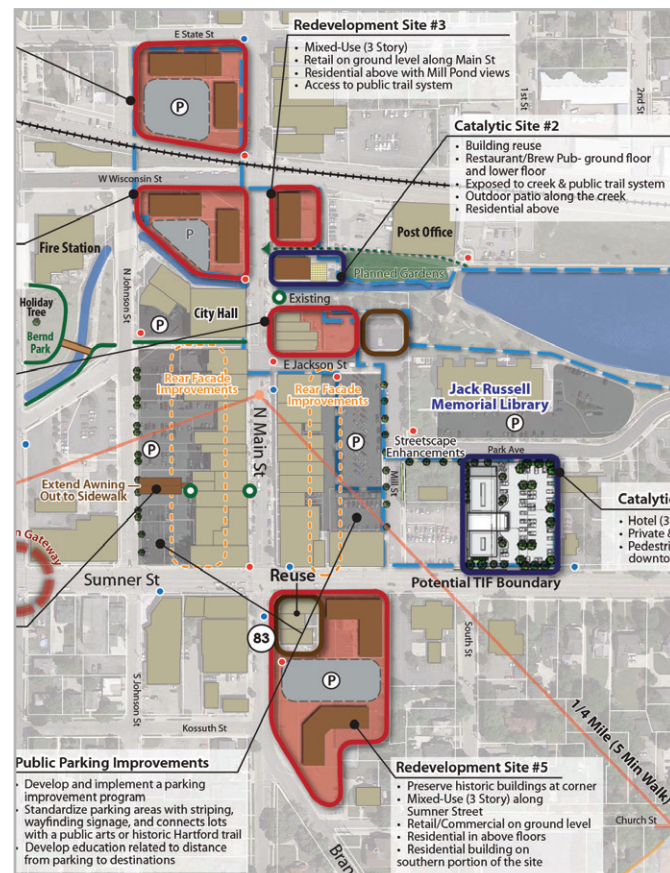
Vandewalle & Associates (V&A) utilizes a time-tested approach to project management and communication that ensures from start to finish our clients get the best products and services. This includes consistent and continuous communication with staff, Steering Committee members, elected officials, Plan Commission members, and the public, in addition to robust due diligence and active budget tracking. This key work element confirms that the City’s investment in this project yields the intended results. Included within Work Element A are the following tasks:

- **Site Visit, City Tour, & Project Kickoff:** In-person kickoff meetings with City staff, Steering Committee, and community tour.
- **Monthly Staff Meetings (12):** Established at the forefront of the process, regularly scheduled virtual update meetings throughout the process with City staff.
- **Steering Committee Review & Input Meetings (6):** Regular updates and milestone project deliverables review meetings with the Plan’s Steering Committee. The Steering Committee will be identified by City staff and will provide key planning guidance throughout the planning process.
- **Project Website, Newsletter, or Social Media:** Our in-house design/communications staff will develop and launch a clearinghouse project website that is continuously updated throughout the process. We will also develop content for social media posting at key stages of the process.

## WORK ELEMENT B. DATA ASSESSMENT & OPPORTUNITY ANALYSIS

V&A approaches all Comprehensive Plan updates through the lens of holistically understanding the community’s needs, desires, issues, and opportunities. This understanding is formed through our assessment of key data and trends, understanding of existing conditions as well as recent community planning efforts, graphical depiction of ideas and information, and geographical analysis within the region and the City’s boundaries. As the City of Beloit, Rock County, and nation have evolved and changed over the years, this baseline understanding provides the framework for establishing existing conditions and how they could be influenced by the actions of the City over the next 20 years. Work Element B is proposed to include the following tasks:

- **Review Past Plans and Relevant Studies:** Detailed research and review of existing adopted plans, achievements, and ongoing projects to identify relevant findings, goals, values, and recommendations for incorporation into the Comprehensive Plan to ensure its harmony with other community planning efforts.
- **Data Collection and Projections:** Data collection to form an understanding of existing conditions and trends, forming the basis for population, jobs, housing, and land use projections in the future. This information and analysis will be communicated through graphics, charts, tables, and geospatial demographic mapping.





# SCOPE OF SERVICES

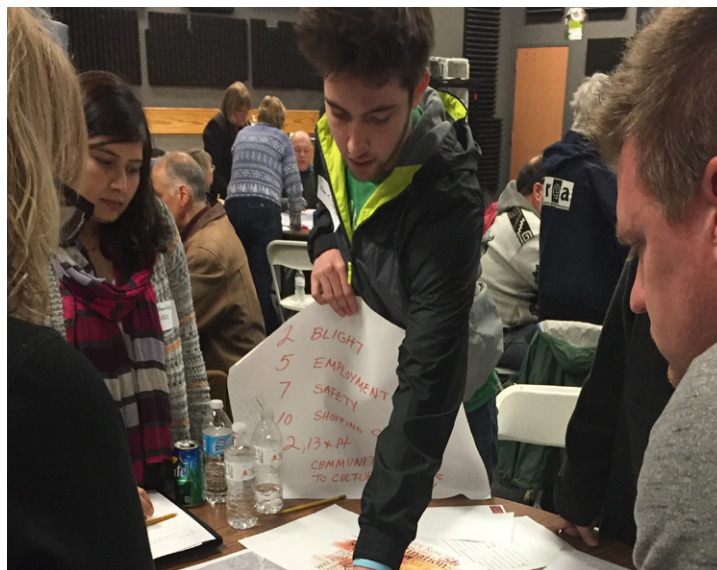
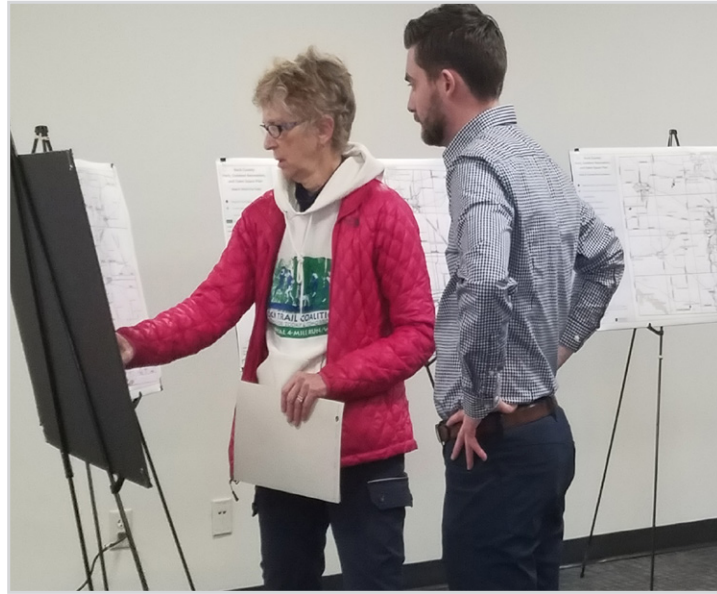
- **Base Mapping and GIS Analysis:** Collection of GIS and any other relevant digital mapping data sets provided by the City, County, or regional jurisdictions. V&A will work with City staff to acquire necessary data files.
- **Draft City-Wide - Issues and Opportunities Analysis:** V&A will conduct a multi-layered city-wide assessment of key issues and opportunities for the City of Beloit and the Comprehensive Plan over the next 20 years. These issues and opportunities could include land use, housing, redevelopment, emerging economic markets, and social trends and policies.
- **Draft Focused Planning Area - Issues and Opportunities Analysis (2 Planning Areas):** Similarly, V&A will assess up to two (2) focused planning areas to identify key opportunities. These small areas may include critical districts such as downtown, riverfront areas, industrial areas, neighborhoods, or areas of potential growth.

## WORK ELEMENT C. PUBLIC PARTICIPATION & OUTREACH.

V&A matches quantitative analysis with qualitative data collection and analysis in creating any community plan. Most importantly, this includes diverse, robust, equitable, and continuous public input integrated throughout the process. Using a seamless combination of virtual and in-person opportunities, we aim to build consensus around key ideas, generate feedback from a wide-ranging audience of representative groups, and utilize different formats, techniques, and technologies to make for fun, engaging, and quality experiences. Feedback from the community will be generated at various stages of the process to provide the building blocks for the development and review of deliverables, work products, and the overall Comprehensive Plan. V&A works with communities across the Midwest and has a proven ability to provide high-quality and equitable public engagement opportunities from anywhere. Leveraging technological tools and time-tested strategies, our approach broadens opportunities for participation to create a more inclusive planning process.

We anticipate being able to hold in-person meetings but are prepared to shift to virtual or hybrid formats as circumstances may require. In past planning efforts, we have successfully worked with community partners and consultants to provide translation services for in-person events and online engagement opportunities - potential collaboration with Beloit College could be utilized for this effort if desired. This work element will feature a wide array of public engagement events and tools throughout the entire process.

As described in Work Element A, Vandewalle & Associates aims to keep City staff involved and informed with regular correspondence, project tracking, and document review, while also maximizing meeting time. We see the City staff playing essential roles in providing key input, knowledge, and local expertise to help guide the development of the plan, and also helping to move the project forward with supporting materials and guidance from Vandewalle & Associates.

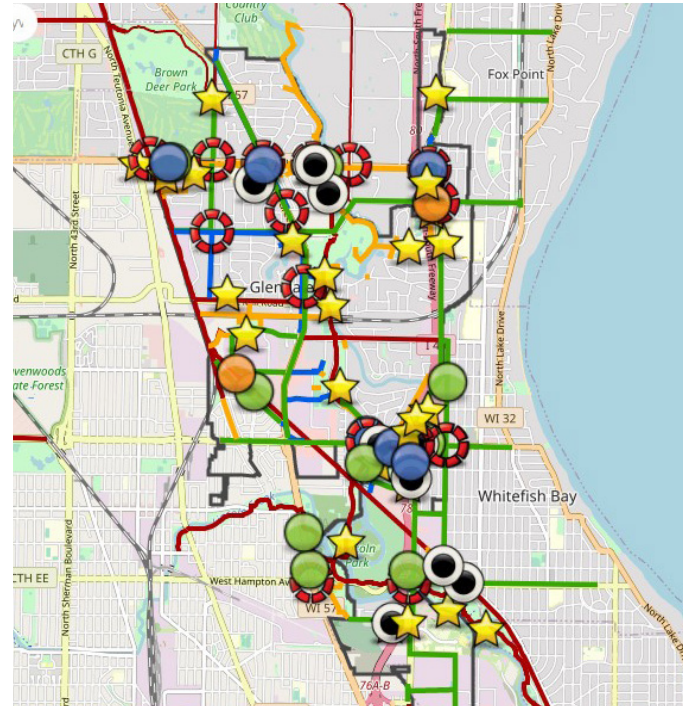




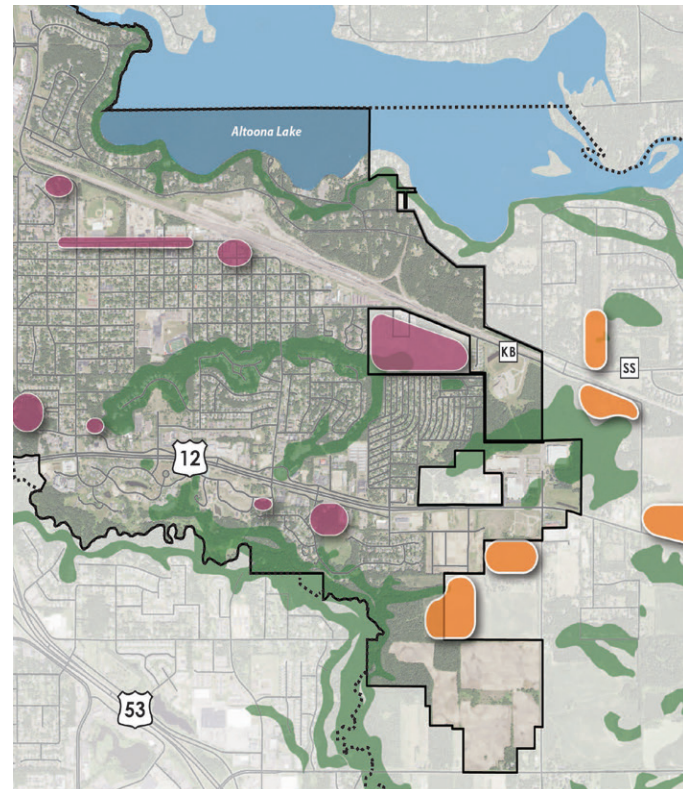
# SCOPE OF SERVICES

Additionally, assistance from City staff will be sought in scheduling and publicizing public events while V&A will handle all content and materials generation as well as facilitation of these input opportunities:

- **Prepare Public Participation Plan & Resolution:** Established at the forefront of the process, an inclusive, diverse, and wide-ranging public engagement strategy is developed to facilitate meaningful input through the process. This will also satisfy state comprehensive planning requirements.
- **Joint Plan Commission and City Council Kickoff Meeting:** V&A will attend a kickoff meeting with key elected and appointed officials of the City Council and Plan Commission to introduce the Comprehensive Plan and planning process, including the public participation plan.
- **Focus Group Interviews (6):** We use focus groups to gather insights directly from the subject matter experts in the community. Participants in stakeholder focus groups will be selected in consultation with staff and the Steering Committee, but are likely to include outside public agencies such as the school district and adjoining municipalities, area realtors and developers, civic leaders and organizations, local and regional employers, economic development organizations, and representatives from key city committees, among others. Up to six focus groups will be held at the start of the project to identify potential issues.
- **Public Online Interactive Map Survey:** Community members will have an opportunity to provide input by adding features and comments to a simple to use, digital interactive map platform. This opportunity allows residents and stakeholders the option to provide geographic input on areas of concern or areas for redevelopment as well as highlighting community assets and preservation priorities.
- **Public Visioning Workshop and Online Follow Up Survey:** Featuring both virtual and in-person input opportunities, this event will generate the feedback needed to establish the community vision for the future. The Vision Workshop will be facilitated by V&A's experienced team members and will be highly interactive with numerous activities to solicit a wide variety of input. Workshop materials will also be posted to the project website for individuals unable to attend in person to contribute feedback. Community members also will have an opportunity to provide input and share thoughts on the future of the community via an online survey. This online survey will be comprised of a mix of multiple-choice and open-ended questions. Results will contribute to the development of the Vision, Opportunity and Critical Issues Analysis, and Comprehensive Plan goals, policies, and recommendations. The survey will be widely promoted through existing City channels, community groups, and the project website.



Connecting Glendale 2020 Interactive Map ([Map.Social](#))



Altoona Residential Scenario Map

# SCOPE OF SERVICES

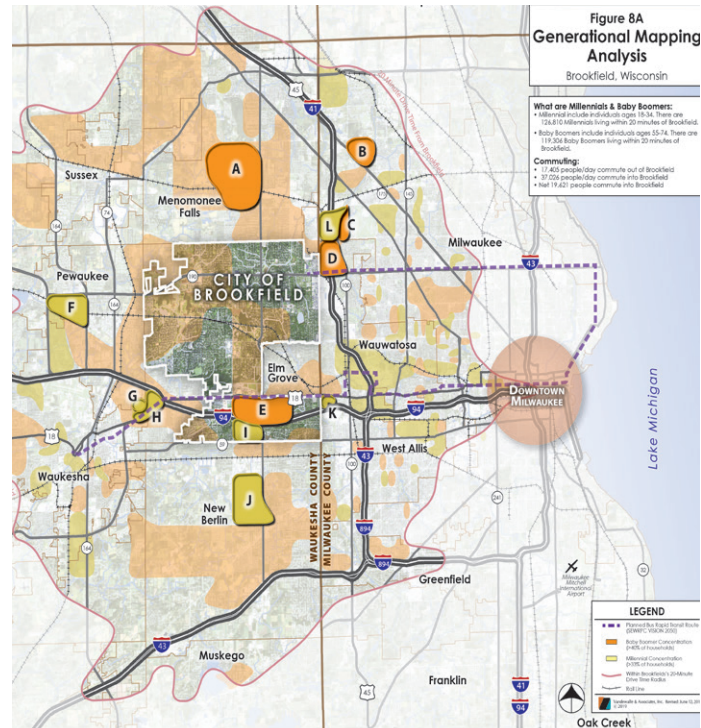
A printer-friendly version of the survey will be provided for further distribution by the City.

- **Community Pop Up Events (4):** These will coincide with established community events where possible and will provide residents with an opportunity to learn about the planning process and provide input. We anticipate pop-ups could be held during the Beloit Farmers Market, Beloit Heritage Days, in conjunction with youth-oriented events held by the Beloit School District, and at local gathering places or small businesses.
- **Public Open House to Review Draft #3 and Online Follow Up Survey:** Following the development of the draft Comprehensive Plan, community members can review and provide feedback on key elements through both virtual and in-person opportunities. An Open House will be held with materials for review and comment and also made available on the project website.

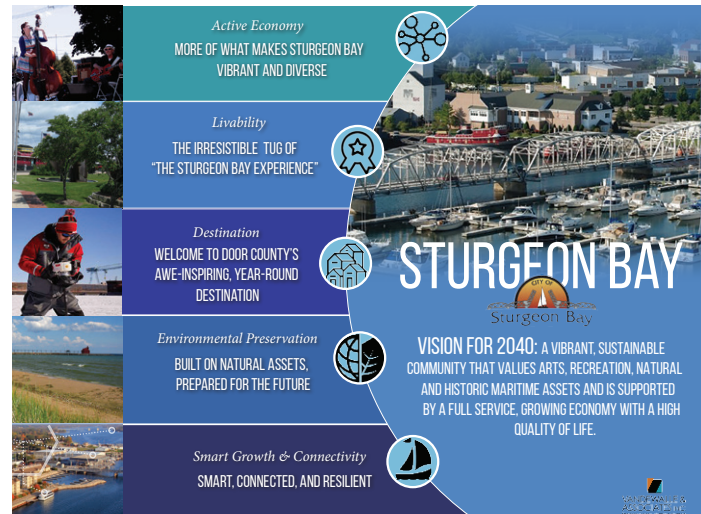
## WORK ELEMENT D. DRAFT PLAN DEVELOPMENT

Building on the successful implementation of the existing Comprehensive Plan and other recent planning efforts, V&A will develop the new City of Beloit Comprehensive Plan. Our approach to creating the new plan will integrate the information and feedback gathered through the other work elements into a comprehensive guide for the City's next 20 years. A full review and update of the City's vision, goals, objectives, policies, recommendations, and action items will be conducted through this work element. Utilizing a streamlined approach in plan development, the Plan will be a graphic-oriented, narrative-light document that is useful to City staff and officials while being accessible and user-friendly to the public. The Plan will feature user-friendly call out boxes, graphical summaries, tables and charts, photographs, concept plans, and narrative, while meeting Wisconsin state statute requirements for Comprehensive Plans. The following deliverables will be prepared as part of this work element:

- **TIF Check:** As a complimentary service, V&A's team of municipal fiscal experts will review the City's TIF policy and TID activity to provide recommendations for TID management and optimization. Scott Harrington, V&A's in-house TIF expert, will review the current Tax Incremental Financing Districts in the City and provide recommendation for TIF management and optimization. This includes a review of district finances, identification of priority development sites and public improvement needs, plus suggested strategies for leveraging existing TIF Districts for maximum impact. The findings and recommendations from this task will be incorporated into the draft plan.
- **Vision Summary Graphic:** A graphical illustration of the community's vision for the future and key issues framework that serves as a foundation for the rest of the plan will be produced.



Generational Mapping Analysis: Brookfield Comprehensive Plan



Sturgeon Bay Comprehensive Plan Vision Summary Graphic



# SCOPE OF SERVICES

- **Final Draft City-Wide - Issues and Opportunities Analysis:** Summarizing and synthesizing layers of previous analysis and input into user-friendly graphics that depict and highlight key issues for the Comprehensive Plan to address in the City.
- **Final Draft Focused Planning Area - Issues and Opportunities Analysis (2):** Summary graphics depicting the key existing features, issues, and opportunities of two key focused planning areas in the City.
- **Alternative Scenario Planning (3 Alternative Scenarios):** V&A will develop three data-driven alternative policy scenarios that compare various land use options before identifying a best-fit solution for incorporation into the Plan and Future Land Use Map.
- **Draft Comprehensive Plan Document:** During the process, iterations of the draft plan will be produced, reviewed, and refined by V&A, City staff, the Steering Committee, elected and appointed officials, and the public. Draft iterations of the Plan will include:
  - Draft #1: Staff Review Version
  - Draft #2: Steering Committee Review Version
  - Draft #3: with Changes from Steering Committee
- **Joint Plan Commission and City Council Meeting to Review Draft #3 and Open House Results:** To help facilitate the review of the draft Plan, V&A will participate in a joint meeting of the Plan Commission and City Council to review the draft plan and public input outcomes.

## DEVELOPING REALISTIC POLICY-BASED SCENARIO PLANS

In every Comprehensive Plan that Vandewalle & Associates completes, there is inherently some form of scenario planning that takes place. The most common type completed by many small to mid-sized communities in Wisconsin, especially those that have experienced little to no growth since the Great Recession in 2008, is a single scenario. In the case of Beloit and other growing communities, this element often needs to be expanded upon within their comprehensive planning process to include multiple scenario plans.

In these instances, we develop multiple policy-based scenarios to compare various build-out options. Utilizing a data-driven approach, we analyze how different policy decisions will affect future population projections, housing unit and job projections, number of acres needed, number of new units developed, and the diversity of units and land uses. Then, we map each scenario and produce user-friendly graphical representations of each. In combination, this provides policy makers, City staff, and the public with an opportunity to qualitatively and quantitatively view, compare, and weigh the various options of a particular policy decision.

We recommend that the City of Beloit use this approach to evaluate at least three different City-wide policy-based scenarios, with focus placed on future growth areas on the City's periphery and infill development locations. Based on initial upfront feedback by City staff and elected officials, multiple policy options will be determined. Typically, these policies are focused on increasing infill and redevelopment, greenfield development, concentrating on job growth, or different residential development patterns with targeted percentages for single-family, two-family, multi-family, workforce, or low-income housing units. Once the different policies are determined, Vandewalle & Associates will apply our proven approach to scenario planning utilizing the data-driven analysis, mapping, and representative graphics which will give City staff, elected officials, and the public the opportunity to compare each. Then, various forms of input opportunities will be employed to build a consensus around how and where the City should grow over the next 20 years. While all scenarios will be included in the Comprehensive Plan, once the best-fit policy is determined, it will be further explored, analyzed, and incorporated into the various other elements of the document. Beloit's chosen scenario will be integrated into its new Future Land Use Map as part of the adopted Comprehensive Plan.



# SCOPE OF SERVICES

## WORK ELEMENT E. FINAL DRAFT, PUBLIC HEARING, & ADOPTION

V&A recognizes the importance of delivering a final product that drives change through implementation. Our approach features generating community buy-in throughout the planning process, a strategic set of steps for development and adoption of the Plan, and leveraging the momentum at the conclusion of the process to begin implementation. There is no time like the present to start taking meaningful steps toward achieving the community's vision and goals. This work element is proposed to feature the following steps:

- **Prepare Final Draft with Changes from Joint Meeting and Open House:** Recommended changes and input from the City Council, Plan Commission and Public Open House will be incorporated into a final draft.
- **Joint Plan Commission and City Council Meeting Public Hearing:** Followed by a Plan Commission Recommendation and City Council Adoption, a public hearing will take place before the Plan Commission and City Council to ensure that all voices are heard before action is taken on the Plan. Following the public hearing, the Plan Commission will consider recommending the Plan to the Common Council and the Council will consider adoption of the Plan.
- **Prepare Adopted Plan:** Following adoption, the final document will be produced in a digital format as outlined in the RFP.



# ROLE OF THE CITY

## WORK AS PARTNERS WITH THE CITY

**Engaging Boards and Commissions.** Many of the techniques and strategies outlined above can also be utilized to gather input from elected officials or other City committees and boards. However, since many of these groups meet on a regular basis, it is just as important to leverage that time to gather feedback, provide project updates, determine key policy decisions, and guide the process. We take an approach of maximizing our time in front of these groups by providing succinct and efficient presentations, facilitating targeted discussions, and building consensus around key ideas or topics. While this can be done using either an in-person or virtual approach, the outcomes of these meetings provide educational opportunities, facilitate meaningful discussion, and reach intended outcomes.

**Role of the City.** In an effort to maximize efficiency and control costs, we suggest City staff maintain the following responsibilities throughout the project:

- Provide detailed insights about the community, key issues, and property owners, not readily available or apparent to the consultant.
- Provide V&A with copies of all existing plans and ordinances, research, inventory information, and digital mapping data relevant to this Code update process, as needed.
- Review and provide Vandewalle & Associates with professional feedback on all draft documents.
- Print/copy and distribute all documents and meeting materials, in addition to providing any meeting refreshments. Post all official notices as required by state statutes.
- Identify and reserve adequate meeting facilities, finalize meeting dates and times, and provide all accommodations for disabled participants as may be required by law.
- Provide a parcel-based ArcView shapefile including existing zoning, existing land use, planned land use, property ownership, and addresses for each parcel.

**Regular Staff-Consultant Communication.** Throughout the planning process, Vandewalle & Associates will keep City staff involved and informed with regular correspondence, project tracking, and document review, while also maximizing meeting time. We see the City staff playing essential roles in providing key input, knowledge, and local expertise to help guide the development of the plan, and also helping to move the project forward with supporting materials and guidance from Vandewalle & Associates.

Our project management techniques include:

- Preparation and regular updates of a detailed project schedule and public outreach schedule.
- Regular progress reports and frequent communication to ensure project coordination and clear understanding of expectations and assignments.
- Active internal budget management to monitor progress towards successful project completion against the available budget.



## PROJECT TIMELINE

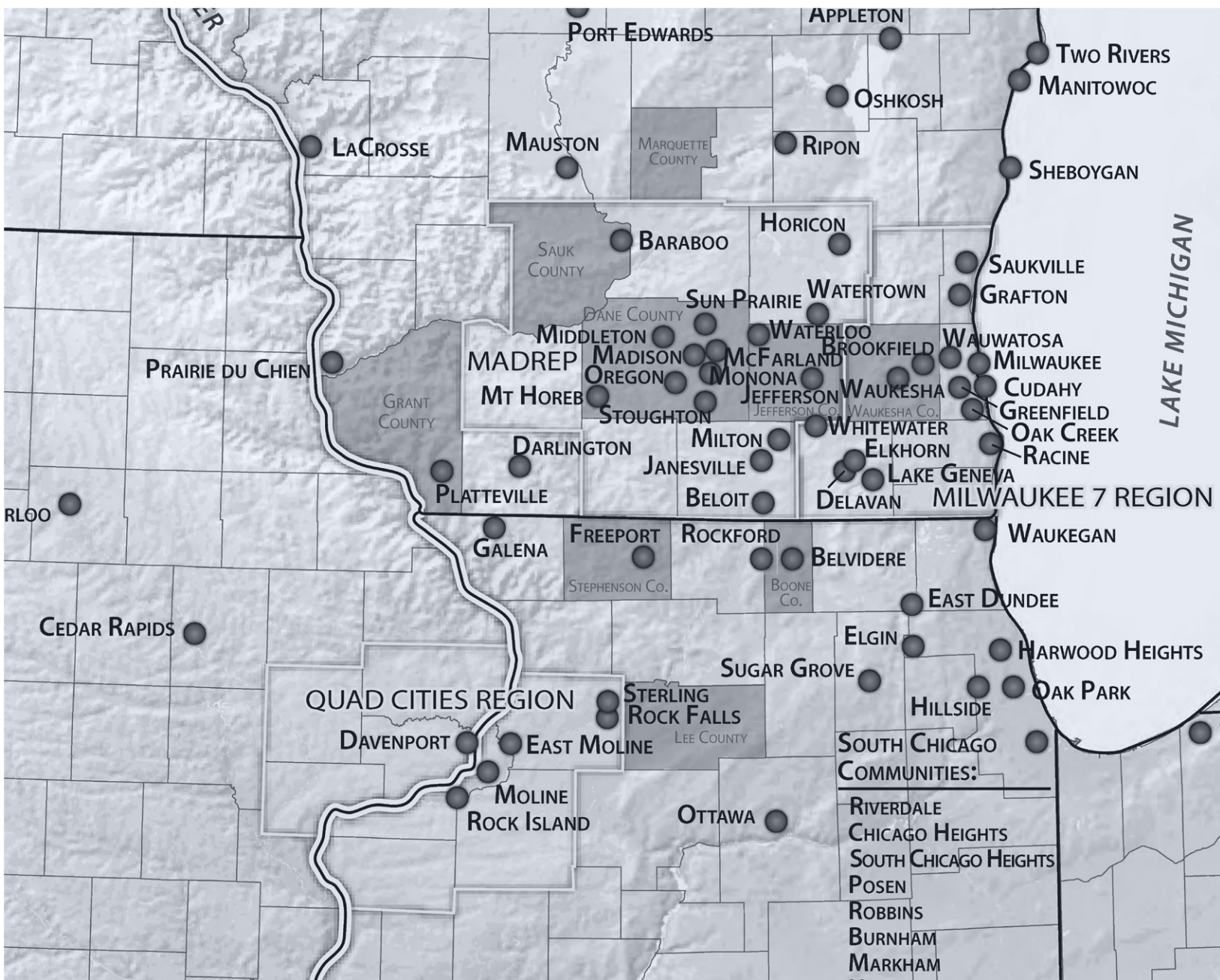


# PROPOSED PROJECT TIMELINE

After careful review of the City’s requested project timeline, we have provided an amended timeline for the development of the new Comprehensive Plan – one that still provides for final adoption in 2024 but that builds in additional time to ensure a quality planning process and final deliverable. As depicted in the project timeline table below, we recommend extending the final plan approval and adoption date to June 2024 in order to build in more time for public engagement, thoughtful plan drafting, and realistic staff review time that will allow both the public and the City to iteratively inform the plan throughout its development. According to our amended timeline, a full first draft of the plan will still be completed by the end of 2023. But by extending the final project deadline by several additional months, we can ensure that the City is provided with ample time to shape the direction and content of the draft plan authentically so that the final Comprehensive Plan is a true reflection of the community and a working document that helps guide policy and decision making.

City of Beloit Comprehensive Plan Proposed Timeline		2023						2024							
		May	June	July	August	September	October	November	December	January	February	March	April	May	June
<b>PHASES &amp; TASKS:</b>															
<b>A. Project Management &amp; Communication</b>															
1	Site Visit, City Tour, and Project Kickoff Meeting with City Staff & Steering Committee	★													
2	Monthly Staff Meetings														
3	Steering Committee Review and Input Meetings														
4	Project Website, Newsletter, or Social Media														
<b>B. Data Assessment &amp; Opportunity Analysis</b>															
1	Review Past Plans and Relevant Studies														
2	Data Collection and Projections														
3	Base Mapping and GIS Analysis														
4	City-Wide - Issues and Opportunities Analysis														
5	Focused Planning Areas - Issues and Opportunities Analysis														
<b>C. Public Participation &amp; Outreach</b>															
1	Prepare Public Participation Plan & Resolution														
2	Joint Plan Commission and City Council Kickoff Meeting		★												
3	Focus Group Interviews			★											
4	Public Online Interactive Map Survey														
5	Public Visioning Workshop and Online Follow Up Survey														
4	Community Pop Up Events														
7	Public Open House to Review Draft #3 and Online Follow Up Survey														★
<b>D. Draft Plan Development</b>															
1	TIF Check														
2	Vision Summary Graphic														
3	City-Wide - Issues and Opportunities Analysis														
4	Focused Planning Area - Issues and Opportunities Analysis														
5	Alternative Scenario Planning														
6	Prepare Draft #1 (Staff Review Version)														
7	Draft #1 Review with City Staff														
8	Prepare Draft #2 (Steering Committee Review Version)														
9	Steering Committee Meeting to Review Draft #2														
10	Discuss Draft #3 with City Staff														
11	Steering Committee Meeting to Review Draft #3														
12	Prepare Draft #3 with Changes from Steering Committee														
13	Joint Plan Commission and City Council Meeting to Review Draft #3 and Open House Results														★
<b>E. Final Draft, Public Hearing, and Adoption</b>															
1	Prepare Final Draft with Changes from Joint Meeting and Open House														
2	Joint Plan Commission and City Council Meeting Public Hearing, Followed by a Plan Commission Recommendation and City Council Adoption														★
3	Prepare Adopted Plan														

★ Milestone Meeting Dates (Estimated)



## PROPOSED COST OF SERVICES

# PROJECT FEES

**Vandewalle & Associates is focused on providing the City of Beloit with a project that provides excellent value and clear direction.**

This will be accomplished through expert project management and reliance on City staff to complete certain tasks as described in the City's Request for Proposals.

The table below provides a breakdown of billing rates by position and charges for other items. A cost breakdown by Work Element is outlined on the following page with estimated budget for each. Time and materials for completing the work described in the **Scope of Services section will not to exceed \$94,944.**

Costs quoted in this proposal will be honored for a minimum of 90 days from the date of submission.

Tasks beyond those identified in the final contract will be completed through a Work Order and billed on a time and materials basis.

## FEE SCHEDULE

2023 Billing Rates			
Principal	\$190 to \$300	Other Charges: Invoice charges to the client consist of (1) Professional fees rendered at current billing rates (2) Reimbursable expenses billed at cost multiplied by 1.1 (3) Technology/Software expenses billed at \$50/month	
Associate	\$120 to \$150		
Assistant	\$85 to \$100		
GIS Technician/Specialist	\$100 to \$110	Expense	Cost
Communications Specialist	\$65 to \$150	Mileage	IRS Rate
Project Assistant	\$55 to \$80	Printing and Postage	Cost plus 10%



# PROPOSED BUDGET

<h2 style="margin: 0;">City of Beloit</h2> <h3 style="margin: 0;">Comprehensive Plan</h3> <h3 style="margin: 0;">Proposed Cost of Services</h3> <th colspan="10" style="text-align: center; background-color: #f2f2f2;">HOURS BY POSITION</th> <th rowspan="3" style="text-align: center;">Total V&amp;A Hours</th> <th rowspan="3" style="text-align: center;">Total V&amp;A Labor</th> <th rowspan="3" style="text-align: center;">Printing &amp; Software Costs</th> <th rowspan="3" style="text-align: center;">Round Trip Miles</th> <th rowspan="3" style="text-align: center;">TOTAL COST for PHASE</th>		HOURS BY POSITION										Total V&A Hours	Total V&A Labor	Printing & Software Costs	Round Trip Miles	TOTAL COST for PHASE		
		Principal Staff	Associate Planner	Associate Planner	Associate Planner	GIS Planner	Assistant Designer	Communications	Project Assistant	Total V&A Hours								
		\$200	\$125	\$125	\$90	\$105	\$90	\$90	\$130	\$70	Nicole Anderson						Susan Hansen	
<b>PHASES &amp; TASKS:</b>																		
<b>Work Element A: Project Management &amp; Communication</b>																		
Site Visit, City Tour, and Project Kickoff Meeting with City Staff & Steering Committee		14	50	42	10	2	0	35	0	153	\$19,960	\$0	\$200	\$20,160				
1. Steering Committee		8	12	12	12	2	2	2	2	34	\$4,810	\$0	\$200	\$5,010				
2. Monthly Staff Meetings		6	20	16	16	2	2	2	2	42	\$5,700	\$0	\$0	\$5,700				
3. Steering Committee Review and Input Meetings		6	20	16	16	2	2	2	2	42	\$5,700	\$0	\$0	\$5,700				
4. Project Website, Newsletter, or Social Media		16	36	4	40	46	4	2	0	148	\$17,250	\$0	\$0	\$17,250				
<b>Work Element B: Data Assessment &amp; Opportunity Analysis</b>																		
1. Review Past Plans and Relevant Studies		1	53	56	30	32	0	0	22	194	\$21,425	\$2,200	\$1,369	\$24,994				
2. Data Collection and Projections		2	4	4	20	6	4	2	2	38	\$3,800	\$0	\$0	\$3,800				
3. Base Mapping and GIS Analysis		6	12	2	8	2	40	2	2	48	\$5,280	\$0	\$0	\$5,280				
4. City-Wide - Issues and Opportunities Analysis		8	10	2	8	2	2	2	2	28	\$3,670	\$0	\$0	\$3,670				
5. Focused Planning Areas - Issues and Opportunities Analysis		1	8	8	6	29	2	2	2	20	\$3,100	\$0	\$0	\$3,100				
<b>Work Element C: Public Participation &amp; Outreach</b>																		
1. Prepare Public Participation Plan & Resolution		1	1	8	2	2	2	2	2	3	\$305	\$0	\$0	\$305				
2. Joint Plan Commission and City Council Kickoff Meeting		8	10	10	4	22	2	2	2	22	\$2,540	\$0	\$200	\$2,740				
3. Focus Group Interviews		6	6	6	6	30	2	2	2	48	\$5,070	\$1,000	\$200	\$6,270				
4. Public Online Interactive Map Survey		8	12	12	4	2	2	2	2	32	\$3,490	\$500	\$200	\$4,190				
5. Public Visioning Workshop and Online Follow Up Survey		12	12	12	8	2	2	2	2	36	\$4,000	\$0	\$569	\$4,569				
6. Community Pop Up Events		1	8	8	6	29	2	2	2	29	\$3,160	\$500	\$200	\$3,860				
7. Public Open House to Review Draft #3 and Online Follow Up Survey		24	44	23	108	28	48	20	16	311	\$33,875	\$50	\$200	\$34,125				
<b>Work Element D: Draft Plan Development</b>																		
1. TIF Check		2	2	2	2	2	2	2	2	2	\$0	\$0	\$0	\$0				
2. Vision Summary Graphic		4	4	1	1	8	2	2	2	13	\$1,665	\$0	\$0	\$1,665				
3. City-Wide - Issues and Opportunities Analysis		2	2	1	1	4	12	2	2	23	\$2,535	\$0	\$0	\$2,535				
4. Focused Planning Area - Issues and Opportunities Analysis		2	2	1	1	4	30	2	2	41	\$4,155	\$0	\$0	\$4,155				
5. Alternative Scenario Planning		10	12	4	4	20	6	2	2	52	\$6,640	\$0	\$0	\$6,640				
6. Prepare Draft #1 (Staff Review Version)		6	12	8	80	106	2	2	2	106	\$10,900	\$0	\$0	\$10,900				
7. Prepare Draft #2 (Steering Committee Review Version)		2	4	2	20	42	4	4	4	42	\$4,170	\$0	\$0	\$4,170				
8. Prepare Draft #3 with Changes from Steering Committee		1	2	2	4	4	4	4	4	15	\$1,610	\$0	\$0	\$1,610				
9. Joint Plan Commission and City Council Meeting to Review Draft #3 and Open House Results		1	6	6	4	19	2	2	2	19	\$2,200	\$50	\$200	\$2,450				
<b>Work Element E: Final Draft, Public Hearing, and Adoption</b>																		
1. Prepare Final Draft with Changes from Joint Meeting and Open House		1	2	2	4	7	2	2	2	7	\$810	\$0	\$0	\$810				
2. Joint Plan Commission and City Council Meeting Public Hearing, Followed by a Plan Commission Recommendation and City Council Adoption		6	6	6	4	16	2	2	2	16	\$1,860	\$100	\$200	\$2,160				
3. Prepare Adopted Plan		1	1	1	2	5	2	2	2	5	\$445	\$0	\$0	\$445				
<b>TOTAL PROJECT COSTS</b>		56	192	131	198	108	52	57	40	834	\$95,625	\$2,350	\$1,969	\$99,944				



## PROJECT EXPERIENCE & REFERENCES

## REFERENCES & WORK SAMPLES

Vandewalle & Associates has been helping communities write and update their Comprehensive Plans for well over 40 years. This has included counties, villages, cities, and towns throughout Wisconsin and the Midwest, from large metro areas to small rural areas. This wealth of diverse experience has made Vandewalle & Associates a leader in statutory compliant, progressive, user-friendly, and action-oriented comprehensive planning throughout the state. Below are municipal references for the projects identified in the following Firm Experience section.

In addition to these recent work samples, Vandewalle & Associates prepared the City's previous Comprehensive Plan adopted in 2008. We are very gratified to hear that it has played such a key role in guiding development and redevelopment in the community and look forward to providing a newer more streamlined plan that the City can continue to be proud of.

### **Comprehensive Plan and East Neighborhood Plan - City of Altoona, Wisconsin**

Mike Golat, City Administrator | City of Altoona | (715) 839-6092 | michaelg@ci.altoona.wi.us

*Work Sample:* <https://www.altoonacompplan.com/>

### **Comprehensive Plan - City of Glendale, Wisconsin**

Rachel Safstrom, Administrative Services Director | Village of Bayside | (414) 206-3913 | rsafstrom@baysidewi.gov

*\*Formerly City Administrator for the City of Glendale*

*Work Sample:* <https://www.glendale-wi.org/DocumentCenter/View/1623/Glendale-Comprehensive-Plan>

### **Comprehensive Plan Update - City of Manitowoc, Wisconsin**

Adam Tegen, Community Development Director | City of Manitowoc | (920) 266-6930 | ategen@manitowoc.org

*Work Sample:* <https://www.manitowoc.org/DocumentCenter/View/33591/Manitowoc-Comp-Plan-Update---Draft-3>

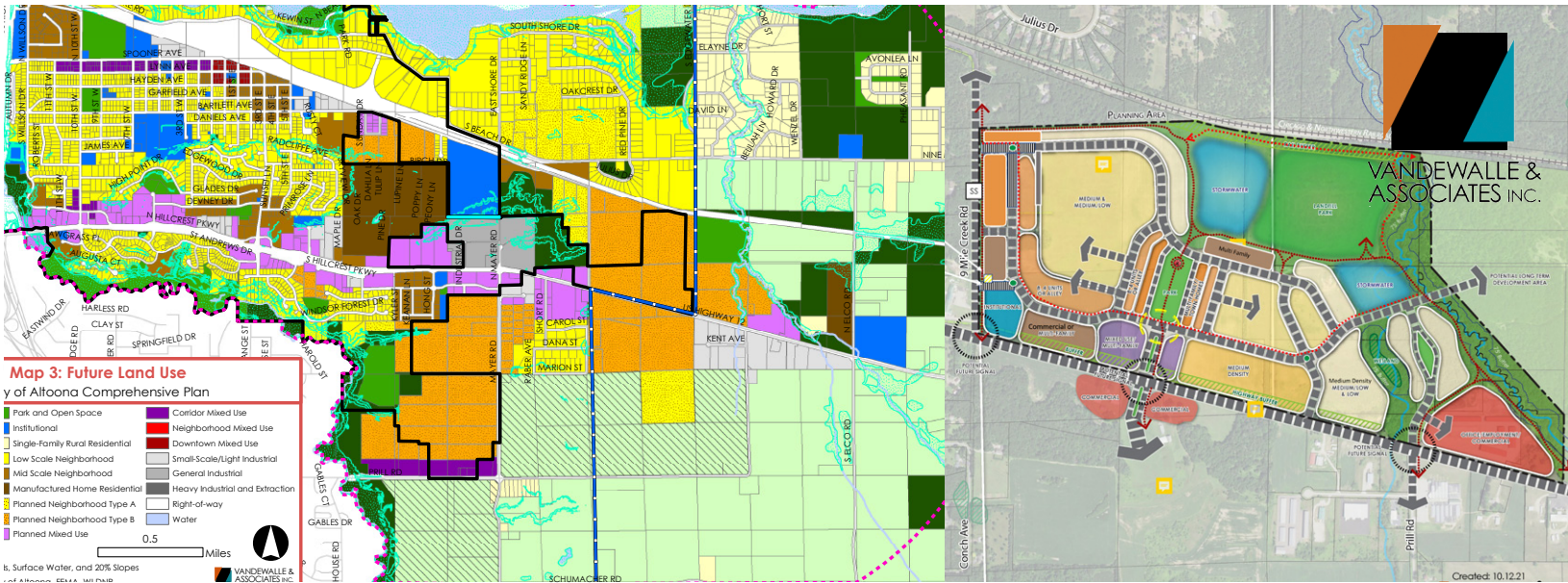
### **Comprehensive Plan Community Outreach - City of Fitchburg, Wisconsin**

Mike Zimmerman, Economic Development Director | City of Fitchburg | (608) 270-4245 | michael.zimmerman@fitchburgwi.gov

*Work Sample:* <http://www.fitchburgwi.gov/DocumentCenter/View/19989/Boards-for-Open-House>

<http://www.fitchburgwi.gov/DocumentCenter/View/19984/Open-House-Presentation-Nov-20-2019>

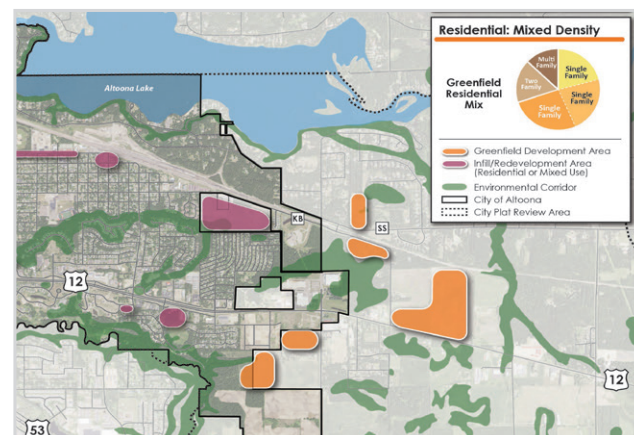




## Comprehensive Plan and East Neighborhood Plan - City of Altoona, WI

Altoona (9,000 residents) is one of the fastest growing communities in the state but has historically been a bedroom community within the greater metropolitan area. However, a proactive, community-led approach has encouraged significant mixed-use redevelopment to take place and has resulted in growing demand for higher-density housing options.

At the forefront of the process, the City established the Comprehensive Plan’s three key lenses to inform the planning process: social equity, fiscal sustainability, and climate action. Each lens influenced and was integrated within the plan’s vision, goals, and strategies. Additionally, the process featured robust public input opportunities similar in nature to those desired as part of the City of Beloit’s Request. Vandewalle and Associates generated public feedback during the planning process through a diverse set of events and media, including: three different online surveys, multiple virtual and in-person workshops, ten different focus group interview sessions, a summer concert series informational booth, project website creation and social media updates, and more. In total, over 700 people engaged in the planning process. Finally, two other key components of the Comprehensive Plan included a scenario planning exercise exploring residential, commercial, and industrial growth scenarios, land consumption, and fiscal impacts, in addition to an economic opportunity analysis that explored and highlighted the interconnections between the local and regional economies. As Beloit plans for future growth potential along its eastern municipal limits and continues to diversify and strengthen its economy, Vandewalle & Associates can draw heavily from the firm’s experience in growth expansion scenario planning and economic opportunity analysis to inform the development of the City’s new Comprehensive Plan.



**Residential Mixed Density Development Scenario**

Vandewalle & Associates also developed The East Neighborhood Plan concurrently with the Comprehensive Plan. On 80+ acres of City-owned greenfield land, the plan featured a conceptual traditional neighborhood layout and design featuring diverse housing, integrated nonresidential land uses, parks and open space, natural resource preservation, multi-modal/active transportation options, stormwater best management, and alternative energy promotion/integration. Both plans were adopted in July 2022.

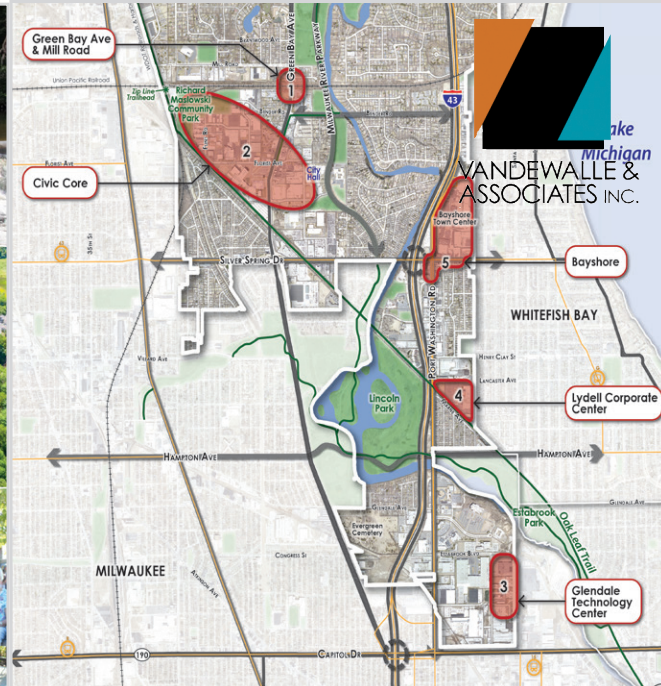


# Glendale 2040 Vision



The North Shore's established hub of commerce, employment and entertainment that's rich with diversity and offers a bright and sustainable future of friendly neighborhoods, high quality education and recreation opportunities.

DRAFT



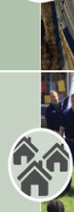
**Build a unified Glendale identity**

- Create an accessible, mixed-use gathering place for all Glendale neighborhoods and residents
- Connect all neighborhoods to the Glendale identity
- Emphasize consistent branding and connection to Glendale's values and vision in communications
- Build community events that distinguish Glendale and show community pride



**Capitalize on Glendale's central location and grow its role in the region**

- Continue to grow and enhance the greenway system in Glendale and its connection to the regional system
- Continue partnerships with North Shore communities to collaborate, share resources and build efficiencies
- Promote Glendale as a community of choice as a diverse, active, and sustainable place to live, work, and locate a business
- Maximize transportation and regional infrastructure connectivity by maintaining high-quality roads, intersections, trails, and transit



**Cultivate strong, connected neighborhoods**

- Promote strong housing maintenance and rehabilitation standards
- Encourage neighborhood-based events and celebrations to bring other parts of the community to the neighborhood
- Find ways to remove boundaries and help Glendale neighbors get to know each other across neighborhoods
- Review road and infrastructure between neighborhoods and how



**Be a regional leader in sustainability and resiliency**

- Engage community stakeholders in collaborative decision-making and implementation of environmental quality plans
- Accelerate efforts to replace impervious surfaces with green spaces and green infrastructure
- Recruit new businesses and employers focused on environmental sustainability and water quality
- Establish a policy and critical infrastructure review and response mechanism
- Partner with North Shore communities to advance best practices in stormwater management, energy efficiency, and community resiliency
- Prepare for and respond to potential future economic, housing, infrastructure, and natural resource demands due to environmental changes and future community growth



**Promote inclusion, diversity, and high quality of life**

- Celebrate Glendale's cultural diversity through community events and opportunities for arts and culture
- Focus on growing local businesses by supporting local entrepreneurs and connecting residents with small businesses
- Engage residents and community stakeholders through transparent communication and accountability
- Create housing opportunities that provide life-cycle housing options for residents at all price points and life stages and that promote wealth generation
- Utilize context sensitive, environmental design to create

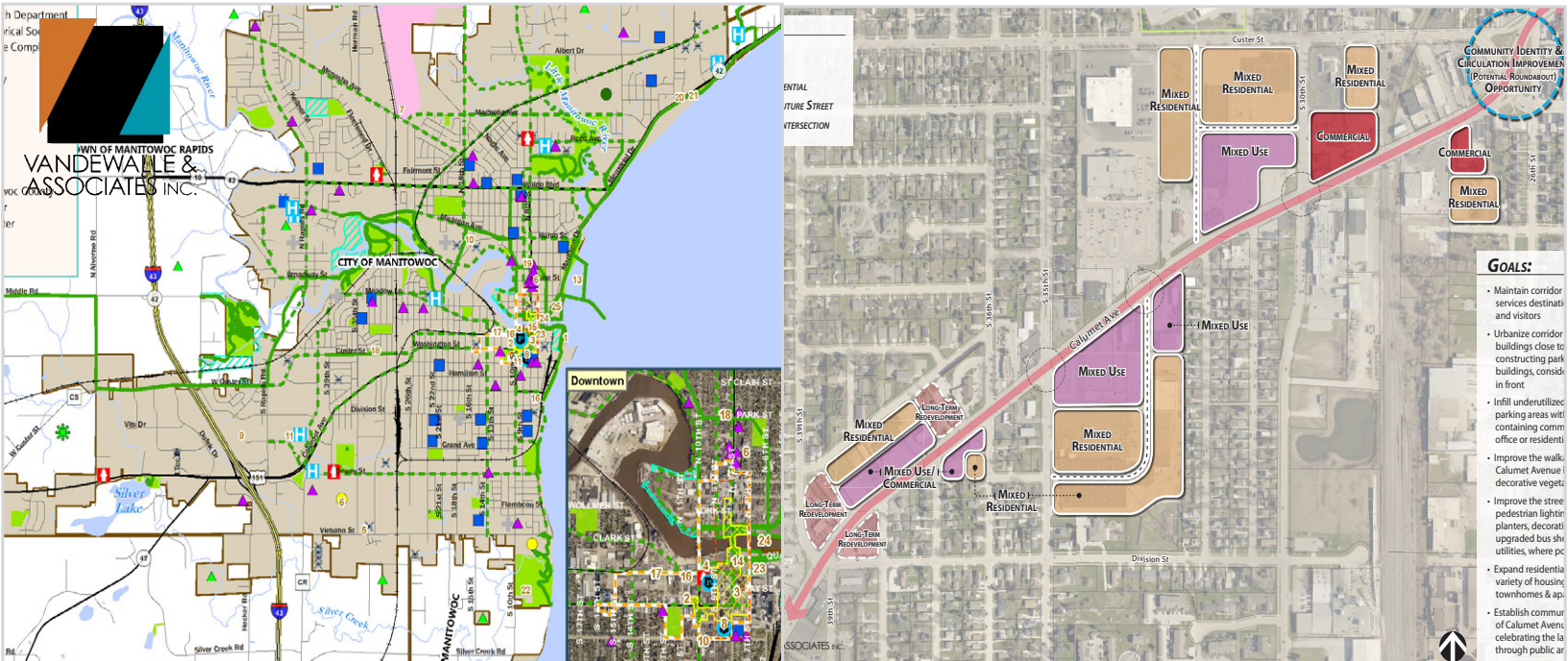
## Comprehensive Plan - City of Glendale, WI

In 2019, the City of Glendale selected Vandewalle & Associates to facilitate a full update of the City's Comprehensive Plan. Glendale is an inner-ring suburb of Milwaukee which is completely built-out. As one of the few inner-suburbs on the north side of Milwaukee with a substantial industrial base, the City wanted to utilize the Comprehensive Plan to help identify infill redevelopment and economic development opportunities, in addition to weaving sustainability, inclusivity, and support for diverse housing opportunities into the planning process and recommendations. The Plan featured targeted redevelopment planning and an economic opportunity analysis to best fit the City's objectives and reach intended outcomes for the continued strengthening and diversification of its economy.

Prior to onset of the pandemic and meeting restrictions, high-quality public input and feedback was generated throughout the process with in-person workshops, Plan Commission and City Council meetings, and a public open house. This feedback helped guide the development of the various goals, objectives, policies, and recommendations throughout the plan. A vision summary graphic was also developed by Vandewalle & Associates to highlight the plan's key goals, recommendations, and action items.

Following the adoption of the Comprehensive Plan, Vandewalle & Associates led the development of the City's first Bicycle and Pedestrian Plan designed to improve walkability and bikeability for both transportation and recreation. This process featured an online map-based survey using Map.Social and other virtual forms of public engagement to gather public feedback during the pandemic. The plan was adopted in February 2021.





## Comprehensive Plan Update - City of Manitowoc, WI

Vandewalle and Associates was retained to complete the City of Manitowoc's 2009 Comprehensive Plan and has worked over the past year to develop a 2023 Comprehensive Plan Update to help guide the community's future growth and development. With a population of 34,626 residents, a rich industrial history, and an identity, economy, and character strongly influenced by the river running through its borders, Manitowoc shares many similarities with the City of Beloit. Also experiencing minimal population growth in recent years, the City of Manitowoc has still seen significant and ongoing redevelopment opportunities, including the revitalization of its downtown over the past decade and the addition of many new businesses to the community.

Manitowoc identified many of the same focuses for the development of their Comprehensive Plan Update as are found in the City of Beloit's Request, including the need for a more accessible planning document, representative public engagement process, and strategies to support the creation of more diverse and affordable housing options. Vandewalle & Associates provided a complete overhaul of the community's original Comprehensive Plan, creating a more user-friendly and accessible document. To accomplish this, V&A analyzed the structure and content of the existing Comprehensive Plan and reworked it into a concept-forward document that presents the most vital plan components while preserving extra details, analysis, and data in a separate appendix. The process of updating the Comprehensive Plan involved a series of public events that engaged over 230 people, including a community visioning workshop, online mapping exercise, six focus group meetings, and a public open house. In order to engage the community's significant Hmong population, V&A coordinated with the City and local community members to provide a dedicated focus group meeting for Hmong residents. At the meeting, translation services were provided by local residents, and this underrepresented segment of the community was able to discuss their needs, challenges, and preferences for the community's future.

Additional components of the plan included the creation of a Vision Graphic summarizing key community values and priorities developed through public participation feedback, the identification of areas appropriate for strategic redevelopment opportunities, strategies for facilitating placemaking and further defining the community's identity, and a series of best practice recommendations tailored to help provide opportunities for the creation of a wider variety of housing formats. The plan is slated for adoption in April 2023.



## COMMUNITY SURVEY

**Growth rate:** 45% of respondents think Fitchburg should grow at the same rate it has over the past 30 years, 36% think it should grow slower

**Growth areas:**

- 70% think growth should occur in areas carefully evaluated by the City
- 64% think grayfield (infill) growth should be a priority, 26% think greenfield growth should be a priority

**“City center”:** 63% think Fitchburg does not have a “city center”

**Agriculture:** 75-80% think preserving ag land and development of local food system is important

**Housing:** 62% are satisfied with amount and availability of single-family homes, 56% for multi-family rentals

**Living and working:** 90% are satisfied with Fitchburg as a place to live, 41% are satisfied with Fitchburg as a place to work

**Playing:** 85% have used City parks in the past year and 72% are satisfied with the City’s off-street path/trail system

**Overall direction:** 50% are satisfied that Fitchburg is moving in the “right direction”



## Comprehensive Plan Community Outreach - City of Fitchburg, WI

As the public outreach consultant for the City of Fitchburg Comprehensive Plan update, Vandewalle worked to develop and execute a strategy for engaging the public with a focus on under-represented communities. V&A worked with City Staff to develop a public engagement strategy and timeline outlining the procedures to be used in the planning process to foster public participation.

Based on this strategy and timeline, V&A assisted City Staff with the planning and execution of a series of five highly interactive public workshops, organized by subarea districts as identified by the City, that addressed key priorities for the Comprehensive Plan Update. V&A staff led these meetings, utilizing a combination of facilitated written and map-based small-group exercises to build a robust record of public engagement, as well as an electronic polling system that allows participants to “vote” on key community issues and view the results in real time. These workshops were intended to facilitate a cooperative and transparent planning process and provide opportunities to share progress on the Plan, review community feedback, answer questions, and receive input. The public engagement process used to prepare the Comprehensive Plan Update ensured that a high degree of public input was received during the process. In addition, an informal, “drop-in” style Public Open House near the end of the process was held to review draft Plan recommendations before finalizing the document and the formal public hearing and adoption process.

Vandewalle and Associates recognizes the City of Beloit’s desire to create public engagement opportunities that equitably represent the diverse population within the community and give all types of residents meaningful opportunities to participate in the planning process. Within Fitchburg’s Comprehensive Planning Process, facilitating participation from under-represented groups, including a large proportion of residents for whom Spanish is their primary language, was highly encouraged by the City. Working with several community partners, V&A’s publicity, engagement, and programming efforts in several neighborhoods were designed to increase turnout and solicit input from Fitchburg’s Spanish-speaking community to the greatest extent possible. For two engagement meetings, V&A provided Spanish translations of all meeting materials, facilitated discussions in Spanish, and provided English translations of oral and written input in Spanish. With support from the City of Beloit and in partnership with fluent Spanish speakers, V&A can implement similar public engagement strategies to break down language barriers and provide a more accessible and equitable public participation process during the development of the Comprehensive Plan.

### VISUAL PREFERENCE SURVEY

The majority of survey respondents preferred **Image Set B**, entailing higher density/value land uses on busy corridors.



### COMMUNITY MEETINGS

- 5 Community Outreach Meetings
- 2 with Spanish translation at community locations
- 3 at City Hall
- Approximately 150 Total Attendees\*
- Avg. attendance 30 people per meeting
- Advertised widely with resources available
- 14,000 postcards, newspaper, social media, numerous e-mailing blasts

#### Meetings included:

- Informational presentations by City representatives
- Keypad polling surveys
- Individual worksheet questionnaires
- Small group mapping

### COMMITTEE MEETINGS

- 9 total meetings attended
- Including 2 Non-Committee Meetings:
  - Madison Area Builders Association
  - Capital Area Regional Planning Commission
- Committee on Aging Well
- Bicycle Committee
- Ag and Rural Affairs
- Resources Conservation Commission
- Parks Commission / Tree Advisory Committee
- Community and Economic Development Authority
- Board of Public Works





# SOUTHERN WISCONSIN PLANNING EXPERIENCE

**Comprehensive Plan (2015) – City of Milton, WI.** In 1999, Vandewalle & Associates completed a comprehensive plan for the City of Milton, Wisconsin. Milton is located just north of Janesville along Highway 26 in the south-central part of the State. Milton initially developed as two separate rail-oriented communities that later merged. The City still has two downtowns and a rich historical building stock. Over the past several years, Milton has experienced suburban development pressure from Janesville. Since then, V&A has updated the City's guiding document two more times – again in 2008 and most recently in 2015.

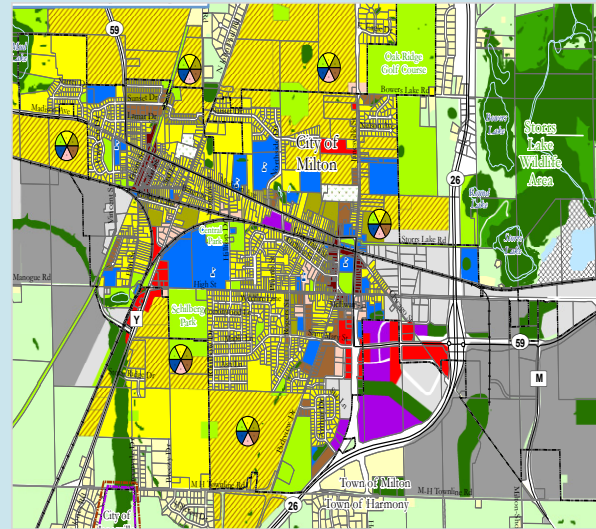
The comprehensive plan details several recommendations to retain small-town character while still accommodating new development, including:

- Rehabilitating, redeveloping, and linking historic sections of the City, including the two downtowns, the former Milton College campus, and the historic Old Milton House
- Assuring that the type, design, amount, and scale of new development contribute to the historic fabric of the community
- Planning for permanent community separation between the cities of Milton and Janesville, allowing Milton to retain its character as a distinct small community
- The plan also includes a multi-modal transportation component that proposes and lays out a community-wide bikeway system as well as identifies a location for a future passenger rail station. Other components of the plan address natural resource protection, stormwater management, public utility provision, future park locations, and industrial development. The plan proposes an urban service area for the community and provides several practical strategies for managing fringe area growth

## **Goodrich Square Master Plan (2008) & Junction Square Master Plan (2015) – City of Milton, WI.**

The City of Milton is unique in that it has two downtown districts only about one mile apart due to a merger of two villages in the 1960s: Milton and Milton Junction. The former area is now known as Goodrich Square and retains a historical character with landmark buildings. The latter area is now known as Merchant Row, an area at the crossroads of Highway 29 and the new Highway 26 bypass which is characterized by commercial and industrial uses. V&A crafted a Downtown Plan for Goodrich Square in conjunction with an update to the community's Comprehensive Plan in 2008. In 2015, the success of the Goodrich Square plan led the City to retain V&A to create a similar plan for Junction Square. Developed that year, the Junction Square Master Plan sets a vision for the downtown, identifies opportunities for this downtown area's growth, and details strategies for realizing these goals.

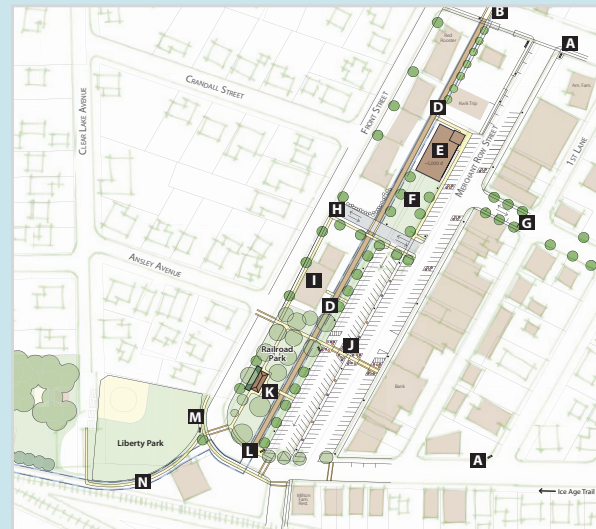
Separately, a new, 115-acre Crossroads Business Park was created in the Merchant Row area and positioned as Rock County's key business, workforce, and logistics connector with the Fox Valley to the north and Illinois' Chicagoland to the south, with easy access to the Janesville market to the west, and Whitewater to the east. Vandewalle helped the City plan and acquire strategic properties for the Park. The team also worked with the City to forge relationships, and facilitated dialogue with businesses and Ag processing, packaging, and printing business clusters that would complement the area's corporate, workforce, and locational assets.



**Milton Comprehensive Plan Future Land Use Map**



**Goodrich Square Master Plan Concept Plan**



**Junction Square Master Plan Concept Plan**



