



City of Reedsburg
134 South Locust Street, P.O. Box 490
Reedsburg, WI 53959
Ph. 608-524-6404 Fax. 608-524-8458
www.reedsburgwi.gov

City Plan Commission Agenda
April 28, 2021
Reedsburg City Hall Council Chambers
4:00 PM

DUE TO THE RESTRICTIONS CAUSED BY THE COVID-19 PANDEMIC, SOME VOTING MEMBERS MAY BE PRESENT VIA TELECONFERENCE OR VIDEO CONFERENCE, AS PROVIDED BY THE RECOMMENDATIONS OF THE WISCONSIN DEPARTMENT OF JUSTICE. [HTTPS://WWW.DOJ.STATE.WI.US/NEWS-RELEASES/OFFICE-OPEN-GOVERNMENT-ADVISORY-CORONAVIRUS-DISEASE-2019-COVID-19-AND-OPEN-MEETINGS](https://www.doj.state.wi.us/news-releases/office-open-government-advisory-coronavirus-disease-2019-covid-19-and-open-meetings)

NOTICE IS HEREBY GIVEN THAT A MAJORITY OF THE MEMBERS OF THE COMMON COUNCIL MAY ATTEND THIS MEETING TO GATHER INFORMATION ABOUT A SUBJECT OVER WHICH THE COMMON COUNCIL HAS DECISION-MAKING AUTHORITY. IF A QUORUM OF THE COMMON COUNCIL ATTENDS THIS MEETING, NO ACTION WILL BE TAKEN BY THE COMMON COUNCIL AT THIS MEETING.

CALL TO ORDER

THE COMMITTEE WILL RECEIVE INFORMATION ON NON-AGENDA TOPICS BROUGHT BEFORE THE COMMITTEE BY MEMBERS OF THE PUBLIC. THE COMMITTEE WILL NOT DISCUSS THESE TOPICS, AND WILL NOT TAKE ACTION ON ANY OF THEM AT THIS MEETING

I. GENERAL BUSINESS:

- A. Interview and review Comprehensive Plan bid proposals.

II. ADJOURN:



The City of Reedsburg does not discriminate on the basis of disability in the admissions or access to, or treatment of or employment in, its programs or activities. Disability-related aids or services, including printed information in alternate formats, to enable persons with disabilities to participate in public meetings and programs are available by calling (608) 524-6404. To be able to meet the needs of a request for a different format contact the City Clerk-Treasurer at 134 S. Locust Street, Reedsburg, WI at least 48 hours prior to the commencement of the meeting so that any necessary arrangements can be made to accommodate each request.



City of Reedsburg, WI

COMPREHENSIVE PLANNING SERVICES





7044 S. Ballpark Drive, Suite 200 | Franklin, WI 53132 | (414) 336-7900 | www.foth.com

March 2021

Brian Duvalle, City Planner

City of Reedsburg | 143 S. Locust Street | PO Box 490 | Reedsburg, WI 53959

Re: Comprehensive Planning Services

Dear Mr. Duvalle,

Thank you for the opportunity to submit our qualifications for the City of Reedsburg's Comprehensive Plan 2022-2042. The combination of our experience, understanding of Smart Growth State law, and unique and technologically focused approaches, lends us to best collaborate with and serve the City.

Reedsburg is a special and rare community. It is not easy to successfully propel development and economic growth, while still preserving an established, small-town charm culture. The comprehensive plan should not only take current and future expansion, such as that with industrial and business parks or retail venues, into consideration, but also maintain the family-oriented character embraced by members within your community.

Having the ability to draw upon the wide breadth of experience found within our more than 600 members, provides opportunity to not only solve what is potentially one of your greatest challenges (sufficiently supporting community growth), but to lead those efforts in a way that incorporates meaningful participation from the community. Based out of our Milwaukee office, our dynamic project team provides more than 40 years of collective planning experience.

Again, we sincerely appreciate the opportunity to present our qualifications and are genuinely excited to work with you and your community. Should you have any questions or need any additional information to assist you in making your decision please do not hesitate to contact me by my cell phone at (414) 916-6465.

Sincerely,

Foth Infrastructure & Environment, LLC

A handwritten signature in blue ink, reading "Jeff Muenkel".

Jeff Muenkel, AICP CeCD EDFP

Project Manager



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Understanding & **APPROACH**

PROJECT UNDERSTANDING

The City of Reedsburg, Wisconsin is seeking an inspired partner to collaborate on an innovative Comprehensive Plan. The new Plan will exemplify the ambitious and visionary aspirations of the community in order to inform decision-making and guide future development over the next 20 years. To achieve true success, the community needs a consultant with the necessary passion and energy to recapture the enthusiasm and momentum generated by the 2017 Community Design Charrette. The hub of this effort will be a digital participation platform that shifts the public engagement process online. Foth will assist the City in empowering a broad set of stakeholders including a diverse cross section of residents, property owners, business leaders, elected officials, City Staff, and City Commissioners. Online engagement will build capacity, improve trust, assure transparency, and foster ownership of this catalytic planning effort.

PROJECT APPROACH | OVERARCHING TASKS

Project Orientation and Kickoff

At the onset of the project we will conduct an orientation and kick-off meeting with City staff, the Plan Commission, Steering Committee, and other client representatives. Our intent is to confirm the goals of the Comprehensive Plan, review the timeline for the project, and to identify specific issues the projects will need to address.



Meetings:
One meeting.



Deliverables:
Summary of the meeting and any determined revisions to the services or timeline.

Continuing Coordination

As project manager, Jeff Muenkel, will maintain communication with City staff to ensure the project is moving forward consistent with the adopted timeline and resolve any issues that arise during the project.



Meetings:
Bi-weekly meetings (Microsoft Teams).



Social Media

Foth will collaborate with City Staff to provide content to be posted to the City's website and social media. Also, MindMixer has deep integration with the most popular social media sites allowing participants to share their contributions with their social following and help expand Reedsburg's audience. In addition, Reedsburg can integrate MindMixer with the City's existing website.



Deliverables:
Content for posting throughout the duration of the project.



Online Engagement

Foth recommends using MindMixer as the online engagement platform for Reedsburg’s Comprehensive Planning Process. MindMixer is a Midwest company based in Kansas City, Mo. Leveraging this technology will allow Reedsburg to provide engagement opportunities that are inclusive, promote community dialogue, and are sensitive to the status of the COVID-19 pandemic in Wisconsin

MindMixer’s platform engagement tools include:



-  **Idea Submissions**
Invite participants to submit their own, unique ideas, or support other ideas and leave feedback in a comments field.
-  **Map Community Ideas**
Tie community ideas to any location on a map. You can define geographic boundaries using Esri Map integration.
-  **Instant Polling**
Allows participants to select from a list of choices determined and controlled by your site administrators.
-  **Challenge**
Get citizen solutions to challenges Reedsburg is facing, then take direct action based on participant’s votes.
-  **Online Surveys**
Offer a comprehensive list of open- or closed-ended questions that participants can answer quickly on a specific subject.
-  **Photo Share**
Create a visual of Reedsburg by asking participants to submit their own photos, or interact to yours in a visual preference survey.



PROJECT APPROACH | THE COMPREHENSIVE PLAN

The Comprehensive Plan will be a guiding document that reflects the community's unique character and provides a clear process, together with specified objectives and policies, of how the City can build upon its strengths.

Review of Adopted Plans

Based on input from City staff, Foth will complete a review of adopted planning documents that provides an overall analysis of past pertinent plans, status of implementation, and impact to the community. Foth will also evaluate the City's current Zoning and Land Division Ordinances (Chapters 674 and 690). Discussions will take place with staff on existing known shortfalls and issues with these ordinances, resulting in recommendations on how the City can fully integrate these ordinances with the new Comprehensive Master Plan. These analyses will provide a basis for starting a dialogue with the community about new initiatives, policies, recommendations, and ultimately a vision for the new comprehensive planning effort.

Field Study

The team will complete necessary on-the-ground visual assessments of the City to fully understand current land uses and development patterns as the planning process unfolds. It is anticipated that City staff may take Foth on various tours to assist with this task as needed.



Deliverables:

Summary of Past Plan Implementation, Community Data, Trends Impacting Development and Growth.

Community Engagement

Throughout the tasks associated with the comprehensive plan a series of community engagement efforts will take place ensuring that all stakeholders and interested parties have a voice and a seat at the table in forming the future vision for Reedsburg. The community engagement techniques proposed for this process are as follows:

- Monthly meetings with a Steering Committee (Microsoft Teams).
- Online Engagement via MindMixer's platform.
- Full day of Stakeholder Interviews – work with City Staff to identify individuals, organizations, and businesses to gather input about past and future land use and development decisions.
- Interactive Public Workshop to review Goals, Objectives, Trends, and Survey Results. Gather input to direct changes to the Smart Growth Elements.
- Open House to review proposed recommendations.
- Plan Commission and Council Meetings during the adoption process.



Deliverables:

Meetings noted above.



Land Use Fiscal Analysis

Fiscal solvency is lense through which the entire Planning Process, Recommended Policies, and Decision-Making proecess will be anchored. Foth can provide data and facilitate discussions that will help stakeholders visulaize how growth and development have a direct relationship on Reedsburg’s fiscal health and resiliency. Examples of such analyses include: street replacement liabilities, revenue and infrastructure cost gap (ex: roads), comparing population growth and the City’s land footprint, comparing the value of development patterns (downtown vs. big box), comparing appraised value and revenue per acre, forecasting fiscal impacts of development, analyze the fiscal impact of land use and zoning patterns.



Deliverables:

All analysis and associated graphics, and mapping.

Smart Growth Planning

The comprehensive planning effort will utilize the Wisconsin Stats. 66.1001 smart growth planning law as guidance on the process and updating this content as part of the new Plan for the community. While each of the required nine (9) elements will have their place during the planning process, there are other additional factors that may be addressed as stand-alone elements and/or integrated throughout the Plan. Furthermore, **areas of focus will include housing, sustainability, health, creative place making, and growth management.** Foth has expertise in these topics and plans to provide increased leadership in these areas during the planning process.

Revisions, Policies & Implementation Strategies



Meetings:

Monthly Steering Committee direction along with Online Engagement.



Deliverables:

All analysis associated with authoring the new smart growth elements; associated graphics and mapping.



An updated vision and direction for the City of Reedsburg will become apparent after the stakeholder involvement, review of past planning efforts, and analysis of the smart growth elements takes place. Coupled with this vision will be a set of policies and recommendations for the community to utilize in their daily and long range decisions affecting future policy and financial decisions.

As part of this task Foth will develop a set of implementation strategies revolving around all aspects of future planning and growth for Reedsburg. Implementation strategies will include specific improvement or program; responsible parties; timing and priority; cost estimate if possible. Foth will also provide an analysis of potential funding mechanisms that can be utilized toward implementing public and economic improvements.

A final deliverable for the City of Reedsburg will consist of a Comprehensive Plan document that has two distinct parts. The bulk of the document will consist of the analysis as presented in the tasks above while the remainder will be the “vision” document. The Team sees this vision document standing on its own and presented in a highly graphic format for easy understanding so current and future elected officials recognize the direction and reasoning that went into the recommendations originally proposed.



Meetings:
Monthly Steering Committee direction along with Online Engagement and a Public Workshop.



Deliverables:
All analysis associated; mapping; implementation strategies; background document; Vision document.

Final Preparation & Presentation

Upon completion of the planning process, a final draft of the new Comprehensive Plan will be presented to the Planning Commission and Common Council for formal adoption. Foth will facilitate a presentation before the boards and incorporate final comments or changes.



Meetings:
Plan Commission and Common Council final adoption meetings.



Deliverables:
(1) 20 bound copies of plan, and (2) electronic files (Microsoft Word and PDF) of all related documents.

Digital Version of Vision Document

As described above, the Comprehensive Plan could consist of the analysis portions and the “Vision and Recommendations” portion. Foth intends to provide the City with a digital flipbook of the Vision and Recommendations section of your Plan. This digital flipbook will create an easy viewable and interactive experience for readers from the City website when complete. An example of how these flipbooks work and present themselves on the web can be found here: [Digital Flipbook Link](#)

THE FOTH DIFFERENCE

We've fully reviewed the City's current Comprehensive Plan and we're confident that our approach will result in a more compelling and thought-provoking Plan. The National, State, and Sauk County economies have evolved over the past nine (9) years and so should your Comprehensive Plan. Here are a number of items we believe will be fresh and different than the current Comprehensive Plan with the Foth Team at the helm:

Vision: We structure our plans differently. The Vision and Recommendations will be found in the front of the document and will include a Vision Map to tell the future 20 year story the community foresees. This vision map can be a powerful storyteller for the community to market and embrace!

New Format: We intend to provide a much more graphical end product that uses images, tables, maps, and renderings (2D/3D) to provide the 20 year vision of the community.

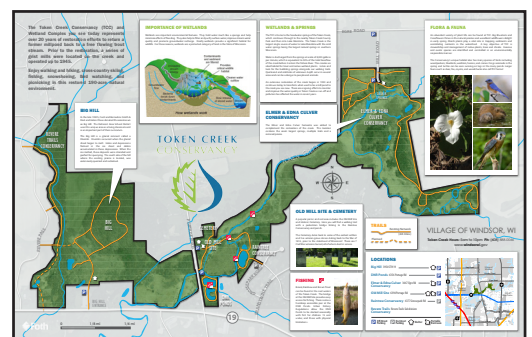
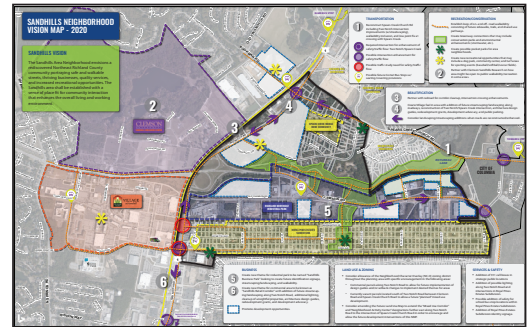
Current Data: A new Plan wouldn't be complete if based on old data and demographics. Foth intends to utilize forthcoming 2020 Census data and has subscriptions to ESRI Business Analyst and CoStar Analytics to help paint a true picture of the future economy. Foth will use the new data to prepare estimates, projections, and forecasts for five, ten, and twenty-year planning horizons.

Economic Development: We're proud of our passion for economic development and it will show true in the development of the new Comprehensive Plan for the City. We intend to investigate and apply many new economic development initiatives for the updated plan including:

- Downtown Revitalization
- Creative Placemaking
- Prioritizing Infill Development
- Small Development
- Beautification Efforts
- Grants/Loans
- Development/Redevelopment
- Marketing
- Business Park Development
- TID Opportunities

Recreation: Outdoor Recreation is another specialty for our team. We'll go beyond the basics to explore topics like active transportation, age-friendly facilities, and changing the built environment to improve health.

Public Engagement: Plan for the future, at a safe distance! Foth embraces the use of leading edge tools to execute inclusive and meaningful engagement. After establishing Reedsburg's target audience(s) we'll setup an online hub for resident participation via MindMixer's online engagement platform. We'll provide multiple ways to participate to accommodate different needs and comfort levels. To ensure technology doesn't become a barrier to involvement, we can also provide a phone number and email address for comments and mail out comment cards to certain target audiences.



PROJECT BUDGET & TIMELINE

TIMELINE

Foth anticipates a start date of July 1, 2021 with completion within fourteen (14) months from the start date.

Overarching Tasks	Month													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1.1 Project Orientation and Kickoff	■													
1.2 Continuing Coordination	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1.3 Public Participation Plan	■													
1.4 Online Engagement	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1.5 Social Media Content	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Comprehensive Plan														
2.1 Review Adopted Plans		■	■											
2.2 Field Study			■											
2.3 Community Engagement		■	■	■	■	■	■	■	■	■	■	■	■	■
2.4 Land Use Fiscal Analysis			■	■	■	■								
2.5 Smart Growth Planning				■	■	■	■	■	■					
2.6 Revisions Policies and Implementation Strategies										■	■	■		
2.7 Final Preparation and Presentation													■	■
2.8 Digital Version of Document														■

BUDGET

Foth proposes a lump sum fee amount of \$90,000 to complete the tasks identified in the probable Work Plan presented herein. Foth will hold to this fee regardless of additional hours required to perform this Work Plan unless tasks are negotiated with the City that are outside the original scope. This cost includes all reimbursable expenses and mileage.

Additional Services

Planner: \$135/hour

Mileage: \$0.56/mile

City Staff Involvement

City staff communication and involvement will play an important role in the successful completion of this project. Staff may assist with the following tasks:

Provide background information and past planning documents

- Offer continuous feedback to the Project Team
- Consolidate and submit comments on various drafts
- Participate in working sessions with the Project Team
- Provide notices and feedback for public meetings
- Serve as a liaison between the public and consultant

YOUR PROJECT TEAM

The Foth Team has a wealth of planning experience in the municipal realm. Our team has worked on the public and private sides of municipal government planning with over seventy-five (75) years of experience collectively. The project will be led by Jeff Muenkel, AICP, CeCD, EDFP, with aid from Orrin Sumwalt, AICP throughout the process. Jeff and Orrin will receive strong graphics and GIS support from Shaun Mularkey as well as engineering support from Andy Schultz, PE. This strong team of certified individuals is sure to lead the City through a visionary comprehensive planning process.



City Council

City Administrator | Timothy Becker

City Planner | Brian Duvalle

Stakeholders

Commissions/Officials

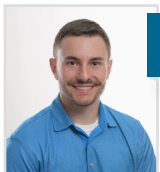
Residents/Businesses

Local Organizations



Jeff Muenkel, AICP CeCD EDFP

Project Manager
Community Engagement
Smart Growth Elements



Orrin Sumwalt, AICP

Community Engagement
Economic Development
Smart Growth Elements



Shaun Mularkey

GIS/Graphics
Community Engagement
Land Use Analysis/ROI



Andy Schultz, PE

Project Engineer
Infrastructure Analysis/ROI



Jeff Muenkel, AICP CEcD EDFP
Project Manager

Jeff has 20 years of experience in a wide range of community planning initiatives in the public sector with a special passion for leading new economic development tasks for growing Wisconsin communities. Jeff has led the development of comprehensive plans as well as many more intricate neighborhood and corridor planning efforts. Jeff has had the pleasure to provide unique and innovative public engagement efforts including interactive planning charrettes and the use of digital technology (360-degree videos, virtual reality).

Certifications

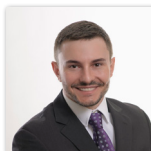
American Institute of Certified Planners (AICP)
International Economic Development Council (CEcD)
National Development Council (EDFP)

Education

B.A., Urban Studies | University of Wisconsin-Green Bay

Related Project Experience

Sandhills Neighborhood Plan, Richland County, SC
Comprehensive Corridor Plan, Somers, WI
I-94 Comprehensive Corridor Study, Caledonia, WI
Comprehensive Plan, Muskego, WI



Orrin Sumwalt, AICP
Planning Lead

Orrin has 13 years of experience serving municipal governments as a planner and project manager in both the public and private realms. Orrin provides ongoing planning services to several communities including comprehensive plans, outdoor recreation plans, streetscaping enhancement plans, neighborhood plans, zoning administration, ordinance creation/revision, and development review. Orrin has successfully applied National Charrette Institute (NCI) Tools and Techniques to community planning to achieve transformative collaboration.

Certifications

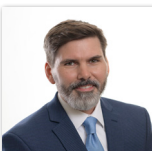
American Institute of Certified Planners (AICP)

Education

B.A., Land Use Planning | University of Wisconsin-Stevens Point

Related Project Experience

Sandhills Neighborhood Plan, Richland County, SC
Streetscaping & Wayfinding Signage Master Plan, Mukwonago, WI
Comprehensive Plan, Franklin, WI



Shaun Mularkey
Planner I

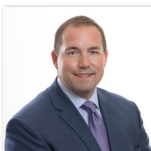
Shaun has 21 years community planning experience including a proven history of comprehensive plan development for Wisconsin Cities, Villages and Towns. Shaun provides ongoing planning efforts to a variety of communities including ordinance creation/revision, design guidelines, comprehensive plans, neighborhood/revitalization/corridor plans, urban design (2D/3D), streetscaping, site development, public participation, development review, and geographical information systems (GIS) analysis and mapping.

Education

Masters of Urban Planning | University of Wisconsin-Milwaukee
B.S., Architectural Studies | University of Wisconsin-Milwaukee
Leadership Institute | International College-Naples

Related Project Experience

Comprehensive Plan, Vernon, WI
Comprehensive Plan, Waukesha, WI
Comprehensive Plan, Windsor, WI
Comprehensive Plan, Burnett Co, WI
Sandhills Neighborhood Plan, Richland County, SC
Comprehensive Corridor Plan, Somers, WI
I-94 Comprehensive Corridor Study, Caledonia, WI



Andy Schultz, PE
Project Engineer

Andy is a project manager and civil engineer specializing in municipal infrastructure design and construction. He has over 15 years of project experience in water distribution, sewage conveyance, municipal development, roadway design, and construction management. He has managed projects from inception through budgeting, design, and construction. Mr. Schultz handles and resolves Client and public concerns promptly and maintains positive relations with all stakeholders.

Andy is exceptionally skilled at infrastructure project identification and cost analytics (ROI) which will be utilized as part of this comprehensive planning effort.

Certifications

Professional Engineer - WI (PE)

Education

B.S., Civil Engineering | University of Wisconsin-Platteville
B.S., Environmental Engineering | University of Wisconsin-Platteville

Related Project Experience

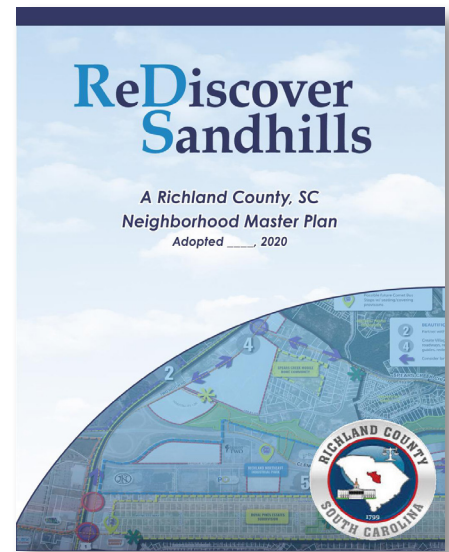
TID 5/Foxconn Infrastructure Analysis, Mt. Pleasant, WI
TIDs 1-5 Infrastructure Analysis, Caledonia, WI
Four Mile Road Design/Construction, Caledonia, WI

EXPERIENCE & REFERENCES

Sandhills Neighborhood Plan Richland County, SC

The Foth Planning Team is currently completing a robust neighborhood revitalization plan within Richland County, South Carolina. This planning effort is actually a full comprehensive planning effort directed to revitalize a local community. The Plan explores issues and opportunities while providing full analyses on housing, economic development, land use, zoning, transportation, recreation, infrastructure, and conservation. The Sandhills Plan culminates with an overall Vision Plan that includes a robust amount of recommendations to revitalize the area.

The exciting part of this effort is that the comprehensive planning implementation opportunities are a direct result of an immense amount of public engagement that is being performed. At the beginning of the planning effort a Community Engagement Plan (CEP) was adopted in concurrence with the client. The community engagement efforts have included all the opportunities below providing the public in-person and online techniques to let their voice be heard (See examples of all efforts on the following pages). Foth intends to utilize many of the same methods from this Sandhills planning effort for the City of Altoona!



Project Reference: Brian Crooks - Plan Director; Crooks.Brian@richlandcountysc.gov; 803-576-2198

Community Engagement Efforts

Project Website

Social Media

Facebook

Twitter

Youtube

Online Survey #1

Charrette #1

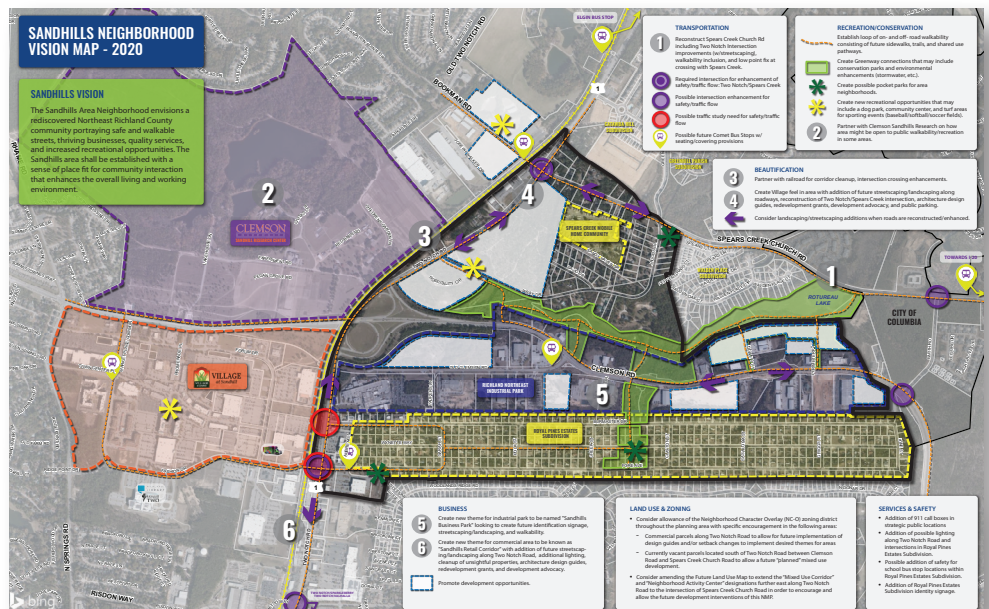
Presentation

Interactive Preference Survey

Kid Station & Food

Stakeholder Interviews

360-Degree Video Integration



Charrette #2

Presentation

Dot Mapping Exercise

Visual Preference Survey

Kid Station & Food

Online Survey #2 - Validation

Community Engagement Efforts Continued:

1 Draft Plan Web Link:
<https://drive.google.com/file/d/1dirrtb12S29nvg8ce-wemms89uV0UaH4/>

2 Community Engagement Plan



3 Social Media



4 Dot Mapping Exercise



5 Charrette Invites (english/spanish)



6 Visual Preference

3. Business



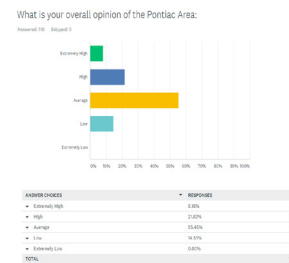
7 Interactive Preference Material



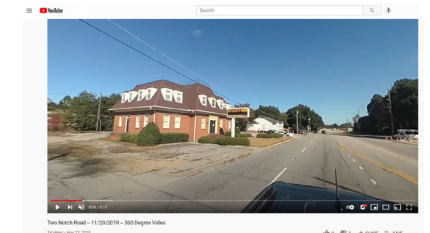
8 Renderings



9 Online Survey



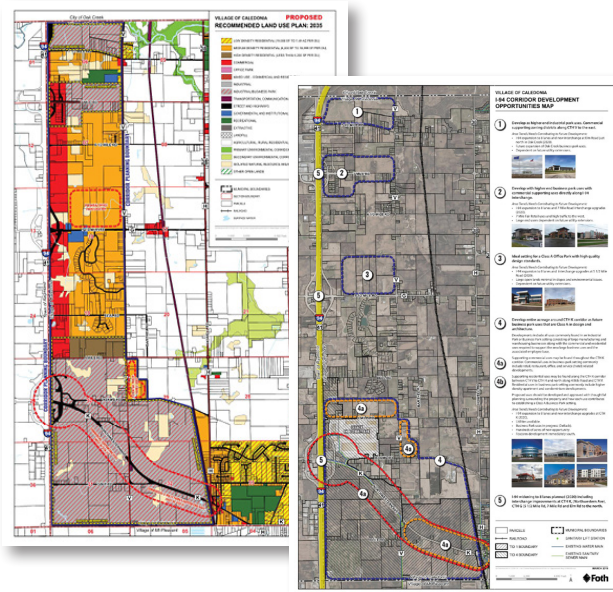
10 360-Degree Videos
<https://www.youtube.com/watch?v=OfpzR1GbUMQ>



The Foth Planning Team recently completed the two (2) planning efforts below for local Wisconsin communities. Both of these plans required full comprehensive planning analyses and community engagement. Each plan resulted in amending the Village's current Comprehensive Plans with these new updates.

I-94 Comprehensive Land Use Plan Village of Caledonia, WI

The western half of the Village has begun to experience faster original Comprehensive Plan anticipated. This is due to interstate infrastructure extensions, and the overall housing market in Wisconsin. The Foth Team took on the task of providing a full Plan update specific an 8+ square mile area along the Interstate planning effort took a current view approach providing analyses housing, recreation, economic development, roads, and utilities. analysis was completed in order to affirm housing and land future business target industries. Public engagement included interviews, monthly steering committee meetings, and a set of meetings. The resulting effort culminated with a newly adopted Map and implementation measures shaping the housing, resources of the area.



Project Reference: Tom Christensen - Village Administrator, (262) 835-6404 TChristensen@caledonia-wi.gov

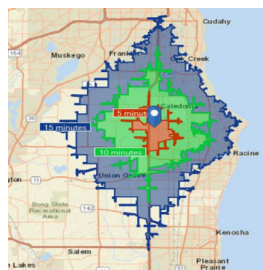
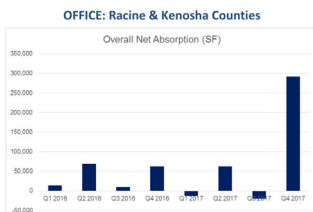
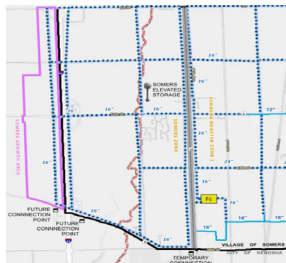
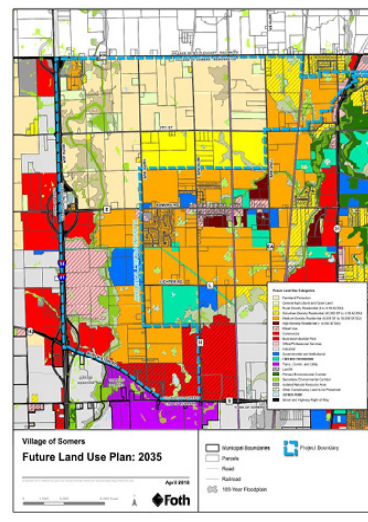
Plan Link: https://drive.google.com/file/d/138IMgA9w_q-KhXzeAvg5LU7CflxL6SLa/view?usp=sharing

Comprehensive Land Use Plan Village of Somers, WI

The Village of Somers shares immediate borders with the Village of Mount Pleasant, WI where the global technology giant Foxconn is now building. The sudden changes in the future economy and need for infrastructure to support future housing and business growth necessitated the need to update the Comprehensive Plan and take a deep look at all smart growth elements for the Village. Public engagement aided in building consensus for this Comprehensive Plan update and a variety of new implementation measures were formed to guide the future land uses, infrastructure investments, recreational opportunities, and conservancy efforts for the community.

Project Reference: Jason Peters - Village Administrator; 262-859-2822 jpeters@somers.org

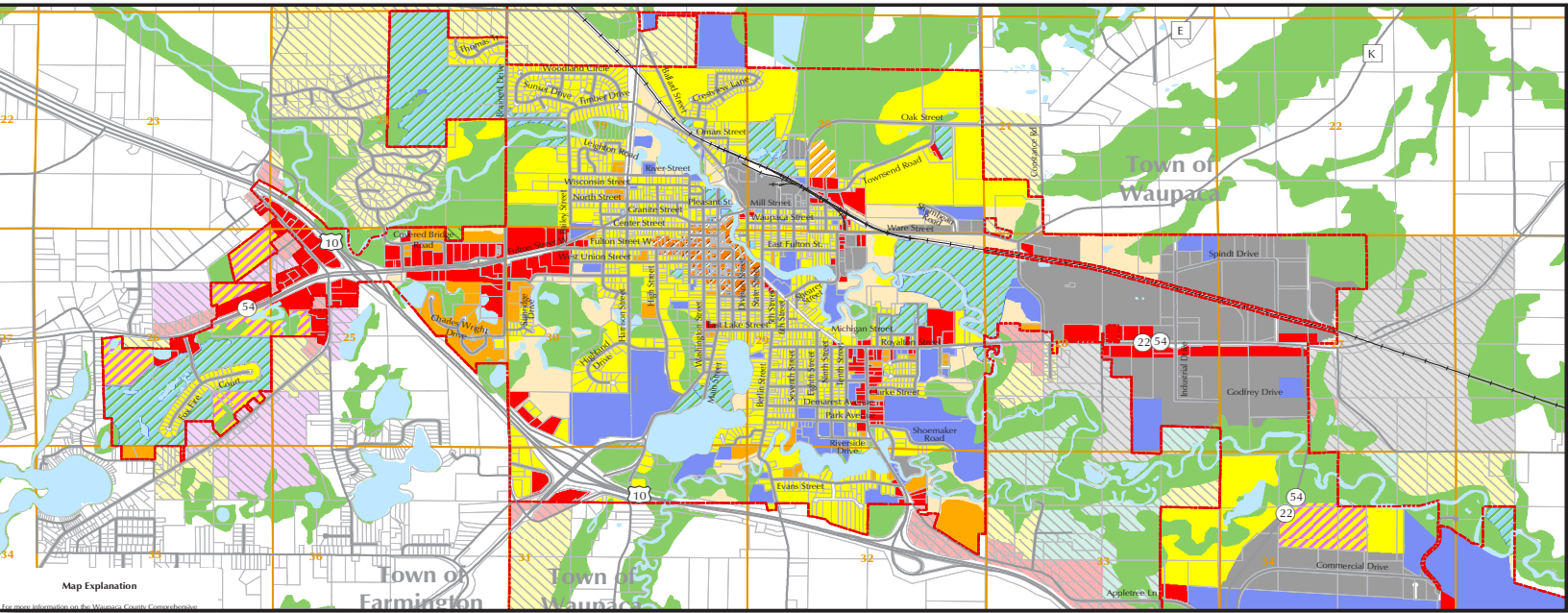
Plan Link: https://drive.google.com/file/d/1Is56rwmzRakFuF5n-Z_eJXKqg3NXcz6d/view?usp=sharing



Overall Comprehensive Planning Experience

Foth is proud to have a wide range of Comprehensive Planning experience in the State of Wisconsin including towns, villages, cities, and county plans. Our plans not only meet the State “Smart Growth” legislation requirements, but are also innovative and customized to each community’s values, vision and needs including:

- Illustrated growth scenarios
- Farmland preservation strategies
- Redevelopment and catalyst projects
- Before and after development imaging
- Land use border strategies
- Overlapping jurisdictions analyses
- Susceptibility to change analyses
- Sustainability goals and practices



Plans Thru the Years

Cities

- City of Muskego, WI
- City of Franklin, WI

Villages

- Village of Windsor, WI
- Village of Walworth, WI
- Village of Coleman/Town of Pound - Marinette Co., WI
- Village of Egg Harbor - Door Co., WI
- Village of Windsor, WI Towns of Amberg/Athelstane/Silver Cliff - Marinette Co., WI

Counties

- Waupaca Co., WI
- Vilas Co., WI
- Burnett Co., WI
- Calumet Co., WI
- Clark Co., WI
- Dodge Co., WI

Towns

- Town of Vernon, WI
- Town of Waukesha, WI
- Town of Calumet - Dodge Co., WI
- Town of Clayton - Polk Co., WI
- Town of Delta - Bayfield Co., WI
- Town of Emmet - Dodge Co., WI
- Town of Hazelhurst - Oneida Co., WI
- Town of Holland, Sheboygan Co., WI
- Town of Manitowoc Rapids - Manitowoc Co., WI
- Town of Milltown - Polk Co., WI
- Town of Nasewaupee - Door Co., WI
- Town of Newbold - Oneida Co., WI
- Town of Newton - Manitowoc Co., WI
- Town of Oxford - Marquette Co., WI
- Town of Pine Lake - Oneida Co., WI
- Town of Sumner - Jefferson Co., WI
- Town of Tainter - Dunn Co., WI



PROPOSAL FOR COMPREHENSIVE PLAN 2022-2042

City of Reedsburg, WI
March 31, 2021



Photos courtesy of:
<https://reedsburgartslink.org/wp-content/uploads/2018/04/mission-reedsburg-arts-link.jpg>



WE BELIEVE:

Diverse options are essential to healthy, thriving communities, and we believe that local government plays an important role in planning for and guiding investment.

WE CAN:

Help you understand your market, offer realistic options for local action to meet change in demand, and facilitate discussions on policy and implementation options in your community.

Proposal to Provide:
COMPREHENSIVE
PLAN
2022-2042

March 31, 2021

Brian Duvalle
City of Reedsburg
134 S. Locust Street
Reedsburg, WI 53959

Dear Mr. Duvalle,

Reedsburg is a resilient, vibrant community. You have active community organizations, you are attracting private investment in new housing and commercial uses, and you are making public investments in recreation amenities that complement the driftless region features around you. With growth and change ongoing, it's time to get people talking about the City's next 10-20 years. It's time for a Comprehensive Plan update.

MSA Professional Services, Inc. (MSA) is an active partner of the City of Reedsburg through our collaboration on the new splash pad design and Baraboo River Corridor planning project. We are deeply experienced in comprehensive planning in communities of all sizes and circumstances, including others like Reedsburg. We understand the challenge of generating public interest in long-range, community-wide plans, and we bring strategies to make the process relevant to people.

Our proposal suggests a new approach to comprehensive planning for Reedsburg. We will work with you to engage more people in an effective way. We will help you build consensus toward action on critical topics such housing policy and environmental performance. And we will hand off for your use a set of documents that are generous with images and frugal with text, so that everyone can more easily digest the policy contents they contain. Starting from a baseline scope crafted to achieve your updated plan efficiently, we offer a series of optional tasks that you may select to further enhance the process and products of this plan. One of these options is the parallel completion of an update to your Comprehensive Outdoor Recreation Plan (CORP), which can be completed more efficiently by sharing the public engagement process.

We are ready to assist Reedsburg and we are committed to collaborating with you. We have the staffing capacity to be involved in many different outreach activities in the City. Our proposal includes a specific scope and cost, but our approach also requires collaboration to finalize the public engagement strategy. We are excited to begin doing that with you. Please do not hesitate to contact Steve at (608) 242-6621 or stremlett@msa-ps.com.

Sincerely,
MSA Professional Services, Inc.



Steve Tremlett, AICP, CNU-A
Project Manager



Jason Valerius, AICP
Principal in Charge

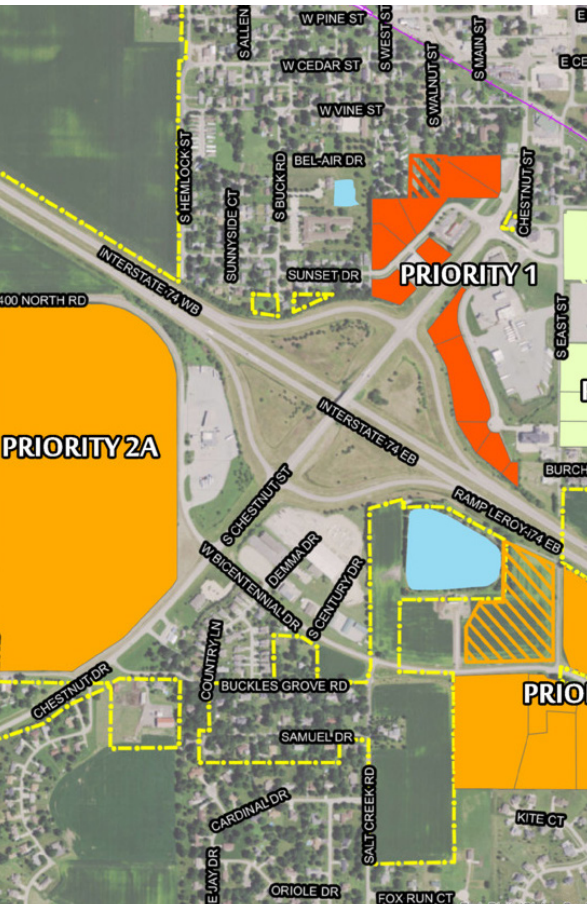
Steve Tremlett, AICP,
CNU-A
Project Manager

MSA Professional
Services, Inc.
1702 Pankratz Street
Madison, WI 53704

MSA PROFESSIONAL SERVICES, INC.

1702 PANKRATZ STREET, MADISON, WI 53704

Contact: Steve Tremlett, AICP, CNU-A
Phone: (608) 242-6621
Email: stremlett@msa-ps.com
Website: www.msa-ps.com



FIRM PROFILE

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

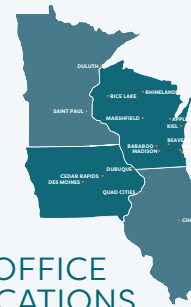
MSA's roots reach back to the 1930s. Once a rural land survey company, our firm now consists of approximately 350 engineers, architects, planners, funding experts, surveyors, GIS experts and environmental scientists. MSA excels at helping clients identify grant and funding sources and then delivering high-quality, cost-effective solutions.



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INDUSTRY AWARDS
EARNED SINCE 2010

350+
TEAM MEMBERS



17 OFFICE
LOCATIONS

WE'RE PROUD TO BE 100%
EMPLOYEE-OWNED

\$500+ MILLION
GRANTS & LOW-INTEREST LOANS
We've helped our clients secure
to help offset the cost of
infrastructure projects



ENABLING PEOPLE TO
POSITIVELY IMPACT THE LIVES
OF OTHERS SINCE 1962

CLIENT EXPERIENCE

Percentage of clients who say MSA met or exceeded their expectations based on the following categories.

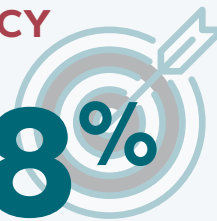
How does the Client Experience work in Proposals/SOQs?

As part of our ongoing quality assurance program, we periodically request feedback from clients and project stakeholders to create better project outcomes for you.

These easy-to-complete surveys offer you the opportunity to comment on several areas of our performance throughout the duration of your project, which in turn helps us adapt our processes to your unique needs. Your feedback is specific to your project, and is returned directly to the people working with you. We pledge to respond to any issues you identify as the project proceeds.

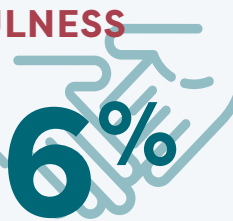
ACCURACY

98%



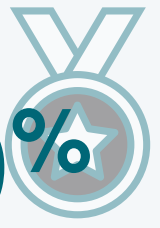
HELPFULNESS

96%



QUALITY

99%



SCOPE & FEES

97%



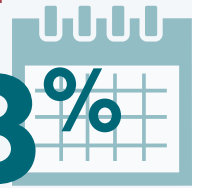
RESPONSIVENESS

98%



SCHEDULE

98%





PLANNING AND DESIGN STUDIO

At MSA, we know that every project starts with a plan – a clear and consensus-driven vision for the future that can be realistically implemented. Our Planning + Design Studio features certified planners, licensed landscape architects, housing experts, and funding specialists. Our passion is helping communities thrive through creative visioning and practical implementation. We value equity, inclusion and sustainability.

CORE SERVICES

Below is a sample of the services that MSA's Planning + Design Studio can offer.

- Capital Improvement and Strategic Plans
- Comprehensive Plans
- Zoning: Ordinance Creation, Code Rewrites, Development Regulations and Zoning Administration
- Community Blight Studies
- Cooperative Boundary Agreements
- Economic Development: Market Analysis, Tax Increment Financing, Feasibility Studies
- Funding: Grant Writing, Grant Administration, Fundraising
- Housing Studies: Analysis of Impediments to Fair Housing, Market Analysis
- Impact Fee Studies
- Landscape Architecture
- Park and Recreation Planning: Park Master Plans, Comprehensive Outdoor Recreation Plans, ADA Studies
- Public Engagement
- Redevelopment Studies: Downtown, Neighborhood, Corridor, and Site Planning
- Transportation Planning: Bicycle + Pedestrian Plans, Safe Routes to Schools Plans, Access Management Studies
- Urban Design: Wayfinding, Streetscaping, and Design Standards



PLANNING & LANDSCAPE ARCHITECTURE

MSA has specialists in all areas of community planning, urban design and economic development. Our award-winning planners work to understand the challenges our clients face and help them develop sustainable, implementable plans to provide guidance in overcoming those hurdles.

- Comprehensive Planning
- Neighborhood and Corridor Planning
- Park and Recreation Planning
- Downtown Revitalization
- Housing
- Economic Development
- Capital Improvement and Strategic Planning
- Public Administration
- Urban Design
- Transportation Planning

FUNDING

Our funding experts excel at coordinating grant and loan applications, and fulfilling the requirements of various agencies to help our clients turn project ideas to reality.

- Tax Increment Financing (TIF)
- Grant Writing
- Grant Administration
- Project Financing
- Stormwater Utility Studies and Creation

ENGINEERING

We know the key to strong communities is the happiness of their residents and the health of their economies. MSA focuses on working alongside public and private clients to achieve both these ends by designing and constructing projects that solve age-old problems and encourage new development.

- Street and Utility Design and Reconstruction
- Potable Water Supply, Treatment and Distribution
- Wastewater Collection and Treatment Systems
- Stormwater Management
- Park and Recreational Space Design
- Site and Land Development Civil Design
- Airport Planning and Design
- Agricultural Engineering
- Bridge Design and Construction
- Traffic Planning and Engineering
- Real Estate Acquisition

ARCHITECTURE

From intricate historical restorative projects to high-rise programming and design, our team of architects aspires to design buildings that enrich the lives of our clients and enhance their futures.

- Architectural Design
- Mechanical, Electrical and Plumbing Design
- Building Planning and Feasibility Studies
- Park, Recreation and Aquatic Facility Design
- Programming and Space Planning
- Site/Building Evaluation
- LEED® and Sustainable Design

SURVEYING

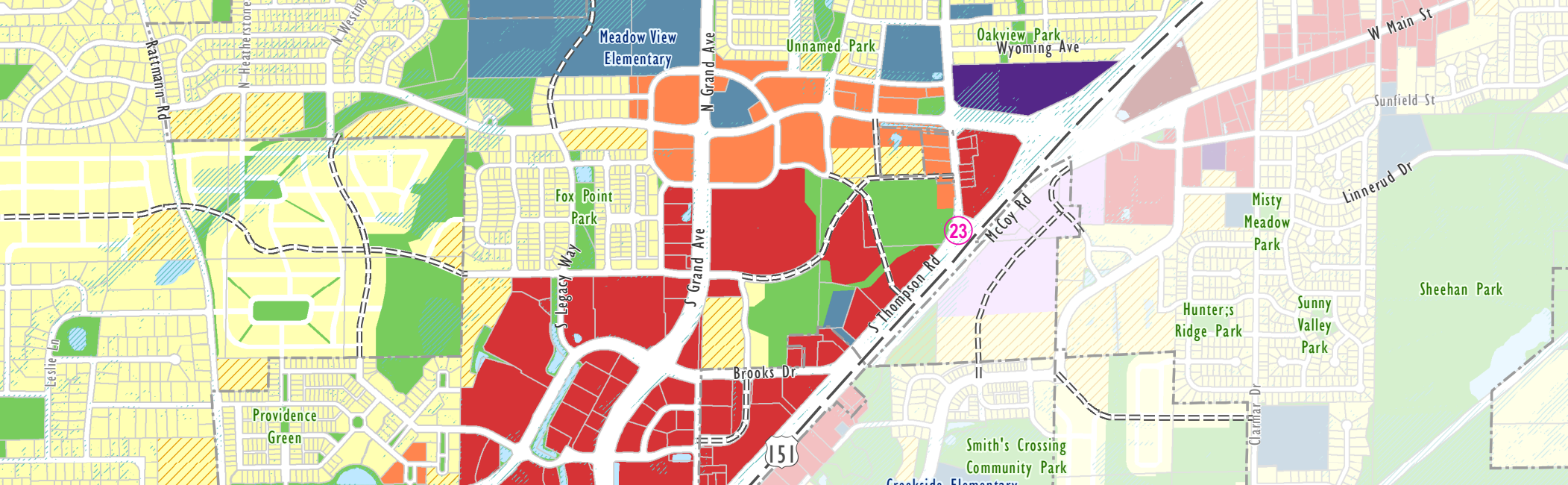
MSA's surveyors have the resources and expertise to efficiently and accurately complete fieldwork and to provide high-quality survey documents.

- Land Surveys (Boundary Location or Establishment)
- Subdivision Surveys
- Topographical Surveys for Development Projects
- Redevelopment/Streetscape Surveys
- Infrastructure/Facility Design Surveys
- Utility Surveys
- Flood Elevation Surveys
- Construction Staking
- Control Surveys for Environmental Assessments
- ALTA/NSPS Land Title Surveys
- Mobile and Web-Based GIS Development

ENVIRONMENTAL SERVICES

MSA's environmental scientists and technicians help communities identify and clean up contamination. We understand regulatory requirements and have built critical relationships with regulatory agencies.

- Phase I and II Environmental Site Assessments
- Wetland Design, Delineation, Restoration and Permitting
- Brownfield Site Development
- Asbestos, Lead and Mold Inspection/Remediation
- Spill Investigation and Remediation
- Solid and Hazardous Waste Management
- Permitting and Planning
- NPDES Compliance, Adaptive Management Plans, and Nutrient Trading



GENERAL SCOPE OF WORK

1) PLAN ELEMENTS

Comprehensive Plans have evolved over the last decade to be more illustrative, concise documents driven by public feedback and relevant data trends. MSA takes pride in our ability to create user-friendly planning documents and this has been a focus in our development of Comprehensive Plans – to make them more useful to not only the decision makers but to the general public. We will use images and graphics to enliven the plan, and we will avoid lengthy blocks of text – all of which create a document optimal for viewing online, while also allowing it to function well in printed form.

Document Format

MSA will develop the Reedsburg Comprehensive Plan update to address the required elements under State Statute 66.1001 (issues and opportunities; housing; transportation; utilities and community facilities; agricultural, natural and cultural resources; economic development; intergovernmental cooperation; land use; and implementation). However, it is not necessary to follow that structure to satisfy the law. We recommend a more contemporary and engaging thematic structure for the plan – see the Document Content section.

The document will be formatted as a “magazine style” plan consisting of 2-page “spreads” that can be viewed side-by-side both digitally and in the hard copy version. Key public input and relevant background data will be shared within the body of the plan to reinforce the goals, policies and actions established, while the in-depth existing conditions information (branded as the “Community Indicators Report”) will be placed in an appendix. This allows the vision, goals, and implementation strategies to be at the front of the plan with detailed existing conditions information provided a resource.

The 2012 Comp Plan included extra focus on sustainability, and we see the merit of continuing to identify and establish sustainable measures through policies and implementation. We suggest incorporating sustainable and best management practices throughout the plan, integrated with similar goals, actions and implementation strategies, rather than in a separate section. We have successfully highlighted sustainable measures through the use of icons and/or a different text color to draw attention to this content throughout the plan.

Document Content

Section 1 - Introduction: This section will serve as the introduction and provide the foundation for the Comprehensive Plan. It outlines the planning process, provides community context through background information, including key community indicators, and summarizes existing City plans and studies relevant to the planning project. **Most importantly, this section will identify critical issues and opportunities and present the City's Overall Vision for the Community over the next 10-20 years.**

> COMMUNITY VISION <

Visioning is about choosing the future. It is an opportunity to look beyond present conditions to describe the community that residents want 20 years from now. All of our interactions and inquiries in the first few months of the process will include exploration of this perspective. Once established, the statements and images describing a shared vision of the future will then become the foundation of the plan. As we consider policies from the current plan, and suggestions for new policies and actions, we will be looking for consistency with the community vision.

Section 2 – Public Input: This section will highlight and summarize the key public input from the varying public outreach techniques and events. Full detailed summaries of these efforts will be provided in an appendix.

Sections 3-6 – Goals and Strategies: We propose a contemporary grouping of planning elements:

- Resource Protection (*agricultural, natural and cultural resources*)
- Public Services and Partnerships (*utilities and community facilities; Intergovernmental Cooperation*)
- Economic Success (*economic development; housing*)
- Community Design (*transportation; land use*)

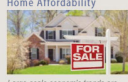
Each section will feature one or more goals and strategies to achieve those goals. Strategies are either policies (rules describing how the City will react to certain events) or actions. **We will carry forward and highlight in each element particularly salient statistics, public input, and the top issues and opportunities, to provide context for the goals and policies.**

Plan Layout Example

HOUSING

ISSUES & OPPORTUNITIES

Home Affordability



Large-scale economic trends are bringing housing affordability into focus. Over the last 50 years middle income households have seen 10% increase, while inflation-adjusted housing costs have risen roughly 50% for rental housing and 10% for homeownership in that period. Locally about 23% of owners and 43% of renters in Ford du Lac pay more than 30% of the Area Median Income (which is the affordable threshold).

Attracting Young Adults and Families



Attracting families is important to the local economy and to maintain the quality of life present in Ford du Lac. A concerning metric identified more than half (56%) of survey respondents likely to move in the next five years will not remain in (or move to) the City.

HOUSING GOAL #1

The City will achieve balanced neighborhoods with a mix of housing types and price-points that provide suitable housing for everyone.

Policies

- #1 - New neighborhood and subdivision development should include a wide mix of housing types and densities.
- #2 - Support gradual increases in density that allow homeowners to age in place and homebuyers to generate additional income (e.g., twin homes, accessory dwelling units, and other split owner-occupied tenancy dwelling types).

What is the benefit of increasing density within existing neighborhoods?

Accessory Dwelling Units (ADUs) can respectfully increase density in built environments without changing the character of the neighborhood. ADUs can be a separate cottage in side/rear yard, apartment in the basement, a space above a garage or a unit attached to the home. While financing can be difficult, ADUs allow homeowners to create an additional dwelling unit on their own property for family members, caretakers, and friends who are in need of housing. They are also commonly used by aging households to "downsize" their own housing, while maintaining ownership of the property as either an income generating rental, or housing for family members serving as caretakers later in age.

- #3 - Locate workforce and affordable housing in places with good walking access to jobs and shopping and/or where public transportation is available or planned. It should not be concentrated in any single neighborhood.
- #4 - Pursue opportunities to purchase and assemble property, as appropriate, to support the housing needs of the community.
- #5 - Encourage the development of housing in every neighborhood for people of all abilities. This includes, for example, the use of universal design principles in new housing.

What is Universal Design?

Universal Design is an approach to the design of the physical environment that allows access and use by anyone, of any ability. It includes accessibility features as required by the Americans with Disabilities Act, such as wider doorways, door openers, air-grade entries and grab bars in bathrooms, with a focus on having one set of features for everyone. It also includes design for intuitive use without the need for instructions and elements helpful to people with limited hand dexterity such as lever door handles and rocker light switches. Universal design principles can be applied to any housing unit, even if not required by law or specifically intended for senior residents.

66- Encourage facilities that allow residents to age-in-place, including neighborhood-based senior living communities of all assistance levels and second unit options/additions on owner-occupied property.

67- Encourage owner-occupied (multi-tenant) rental properties, including providing them with new landlord and property maintenance resources.

What are owner occupied units?

One of the best tools to generate wealth is through homeownership, but low- and moderate-income earners seeing housing become less affordable as costs to enter the ownership market are rising. Owner-occupied rentals help fill some of that financing gap by allowing purchasers to buy a small multi-unit home (4 units or less), and lease out the other units to generate income and offset housing costs.

Actions

1. Utilize the annual Housing Affordability Report to track key market trends and metrics that can be reported to City leadership, creating a baseline and measure of potential program/development impact.
2. Prepare a detailed housing study that evaluates all aspects of local housing market conditions as a tool to better understand specific needs (e.g. cost, age, structure, type, location, etc.).
3. Address housing affordability through the following strategies:
 - a. Underwrite quality, affordable housing initiatives that leverage local gap financing when it will assist in securing other public and private sources of equity (e.g. Section 42 tax credits) at least annually.
 - b. Create an Affordable Housing Fund that can be used to support a variety of affordability initiatives. Sources of money include but are not limited to the City's general fund, private donations, and TIF districts ready for closure (per state statute, district closure can be delayed one year and all funds collected in the bonus year may be used for affordable housing anywhere in the City).
 - c. Review and amend the zoning ordinance as appropriate to enable the development of housing formats that limit cost, including smaller lots, smaller homes, attached units and "cottage court" clusters of detached homes. Identify locations for these formats in neighborhood plans for new and existing neighborhoods.
 - d. Help promote the availability of down payment assistance programs through digital media.

VOICES FROM THE COMMUNITY

Quality and Tenure of Housing Stock

The Community Survey asked people about the quality of housing option in the City. While most responses indicated a healthy housing stock, roughly a quarter of the respondents (27%) indicated the overall quality of housing stock is "poor." There is strong overall support for increased affordable homeownership options in the community, however, a third (32%) of homeowners disagreed or strongly disagreed that the City should support rental affordability efforts.

75% of all survey respondents who are currently renters are concerned about affordability

Building on Strengths

Focus group discussions on housing identified the following:

- Neighborhoods are close-knit and support community members
- Homeownership opportunities exist for moderate-income households
- The City is safe with plenty of opportunities for families
- Community location creates easy access to other areas

32 | HOUSING

FORD DU LAC 2040 COMPREHENSIVE PLAN | 33

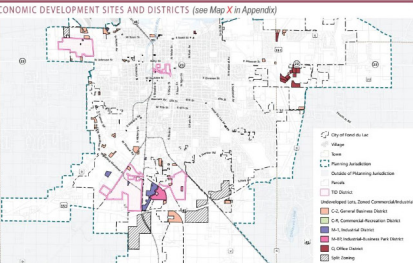
2020 SNAPSHOT: ECONOMIC DEVELOPMENT

Economic development activities play a key role in the quality of life of the community and the long-term viability of the City. This economic development snapshot explores the City's current environment, and inventories efforts that support economic development in the community.

TOP 5 GROWTH INDUSTRIES (2000-2017)

Industry	% Increase
Information	56.3%
Finance/insurance, real estate, rental/leasing	39.3%
Agriculture, forestry, fishing and hunting, mining	27.2%
Arts, entertainment, recreation & accommodation/food service	9.7%
Education services, health care/social assistance	5.4%

ECONOMIC DEVELOPMENT SITES AND DISTRICTS (see Map X in Appendix)



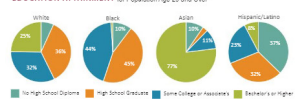
BUSINESS AND INDUSTRIAL PARKS

Park	Total Size	Available Size (Acres)	Cost per Acre
Southwest Industrial Park	202 acres	216.8 acres	\$26,000
West Industrial Park	70 acres	2,015 acres	\$20,000
Fox Ridge Business Park	276 acres	34 (237 acres)	\$32,000 - \$50,000

COMMUTING PATTERNS



EDUCATION ATTAINMENT for Population Age 25 and Over



EMPLOYMENT BY INDUSTRY

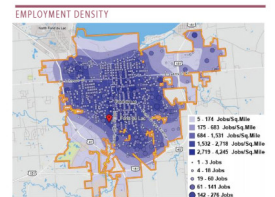
Source: 2013-2017 U.S. Census Bureau

Industry	City of Ford du Lac	County
Agriculture, forestry, fishing and hunting, mining	1.5%	4.0%
Construction	5.0%	7.8%
Manufacturing	15.1%	13.0%
Wholesale trade	3.8%	3.3%
Retail trade	10.2%	10.5%
Transportation and warehousing, utilities	4.1%	3.9%
Information	2.6%	1.8%
Finance/insurance, real estate, and rental/leasing	6.0%	5.3%
Professional, scientific, management, administrative and waste management services	6.0%	5.2%
Arts, entertainment, recreation, & accommodation/food services	10.2%	10.4%
Public administration	3.8%	4.0%

TOP 20 EMPLOYERS, 2018

Major Employer	Employees
Mercury Marine	1,000+
AgriSource/AgriSource Cooperative	1,000+
AgriSource/AgriSource Cooperative	1,000+
AgriSource/AgriSource Cooperative	1,000+
Manitowish Technical College	1,000+
CO Union Construction	250-499
Weston Spinning Co	250-499
Steel Machine Systems	250-499
JF Arem Co	250-499
Robt Reinhardt	250-499
Holiday Automotive - Ford	250-499
Wellspring & Associates	250-499
Warren Superior	250-499
Weston Spinning Co	250-499
Manitowish Technical College	250-499
Recreation Construction	250-499
Ford du Lac Lutheran Home	250-499
Eastman Healthcare Living	250-499
Eastman Healthcare Living	250-499
Weston Spinning Co	250-499

EMPLOYMENT DENSITY



Local Resources

- Industrial Resource Bids
- TIF Districts
- Downtown Loan Programs

Educational Training

- Ford du Lac School District
- UW - Ford du Lac
- Marquette Park Technical College
- Marian University
- Fox Valley Workforce Development Board
- ADVOCAP

State/Federal Programs

- WEDC
- CEEO
- Community Development Zones
- Rural Economic Development (RED)
- Early Planning Grant Program
- W Development Fund (WDF)
- Transportation Facilities Economic Assistance and Development Program
- Opportunity Zones
- Focus On Energy

0 | ECONOMIC DEVELOPMENT

FORD DU LAC 2040 COMPREHENSIVE PLAN | 31

Plan Layout Example

Land Use 9

iii. There must be off-street parking consistent with City ordinance and on-street parking adjacent to the lot to accommodate visitors.

iv. If approved either through the Planned Unit Development (PUD) zoning process or Conditional Use Permit (CUP) process



d. Larger multi-unit buildings with 12+ units or exceeding 12 units per lot area have a place in balanced neighborhoods. These more intensive forms are generally most appropriate close to major streets, mixed-use areas, or commercial / employment areas to provide convenient, walkable access to transit, shopping, restaurants, and other amenities.

4. Buildings within a neighborhood, or within a single development, should be both cohesive and varied. Consider the best practice design strategies shown on the previous page.



Potentially Acceptable Zoning Districts

- Central Area Residential (R-3)
- Multi-Family Residential (R-4)

NMU Neighborhood Mixed Use

NMU category includes existing and planned activity centers with retail, restaurant, service, institutional and civic uses primarily serving nearby residents. Residential is also a component of the NMU district, both in mixed use developments and as stand-alone multi-unit residential developments. Development and design within NMU areas should be compact and walkable. NMU areas should be well-connected and integrated into neighborhoods.

1. As part of the zoning approval process, the appropriate mix of land uses, densities, and intensities will be determined with consideration of market conditions and compatibility with adjacent neighborhoods. Typically residential densities in NMU areas will be 12-40 units per net acre (excluding streets, parks, outlots, etc.).

2. While both residential and non-residential uses are accommodated within this mixed-use district, not every building in a mixed-use district needs to include both residential and non-residential uses. However, special attention should be paid to maintaining commercial street frontages along mixed-use streets without creating residential "gaps" along streets that otherwise have commercial tenants at ground level. Nonresidential development within NMU areas should be service and retail to support surrounding residential uses, as well as attract a wide customer base.

3. An individual building should not include more than 25,000 square feet of commercial space, except for buildings containing grocery stores and/or community facilities (such as libraries).

When larger commercial uses are present, the building should still be designed with extra care to ensure compatibility with the surrounding neighborhood. Commercial spaces should be constructed in a range of sizes to add variety and encourage a mix of different commercial uses.

4. New buildings in NMU areas are expected to be one to four stories in height with a preference towards multi-story buildings.

5. One-story gas stations with an accompanying convenience store may be considered in newly developing NMU areas if the proposed development is designed in a manner that does not impede or substantially detract from the existing or planned development in the surrounding area.

6. Drive-thru establishments may be allowed in NMU areas if designed to mitigate the typical auto-centric design, including placing the building close to the street with a public entrance from the public sidewalk and placing the majority of the parking and drive-thru lane facility along the back or side of the building.

7. Buildings in NMU areas should be oriented towards streets with minimal setback from the public sidewalks.

8. Private off-street parking should be located primarily behind buildings, underground, or shielded from public streets by line buildings or substantially landscaped.

Potentially Acceptable Zoning Districts

- Multi-Family Residential (R-4)
- Traditional Neighborhood Development (TND)
- Planned Unit Development (PUD)

BEST PRACTICE DESIGN STRATEGIES



1. 1.5 to 2-story neighborhood commercial with side-yard parking

2. Two-story facade with gabled roof to blend with residential development

3. First floor retail with upper story office or residential with shallow setbacks

4. Mixed use developments provide two or more uses either on a single tract of land (i.e., horizontal mixed use - see below), or within a single building (i.e., vertical mixed use). Typically the first floor is retail, but office or a public use may also occupy the first floor.

5. As shown in the images on the left, mixed use developments can come in variety of scales and styles that can complement the surrounding commercial and residential character.

6. Townhomes with zero front- and side-yard setbacks

7. Elements to consider: building height, roofline (pitched vs. flat), building materials, building setback from the street, parking location, etc.

8. Home-to-office conversions are a good transition between single family residential and non-residential uses.

9. Potential building design strategies shown on the previous page.

10. Potential building design strategies shown on the previous page.

11. Potential building design strategies shown on the previous page.

FOND DU LAC 2040 COMPREHENSIVE PLAN | 57

We understand that the City has several areas of concern that will receive extra attention in this process, as follows:

- Downtown development and preservation; Commercial corridor planning; Industrial/business development and retention (**Community Design, Economic Success**)
- Affordable housing development (**Economic Success**)
- Baraboo River and floodplain management; Farmland preservation (**Resource Protection**)
- New regional park; Future relocated WWTP; Public water service (**Public Services & Partnerships**)

Section 7 – Implementation: This section will present actions per element in tabular format and clearly call out who needs to be involved in the action, approximately when it should occur, and any viable funding sources (other than general revenue funds). We will include explicit policies and procedures for amending the plan from time to time, both on a routine basis and to accommodate opportunities not anticipated in the plan at the time of adoption. This section will also identify the various collaborative partnerships necessary for success, including those with private organizations, county and state government, neighboring towns, etc. **Most importantly, we will work with you to establish policies and practices in the plan that integrate the comprehensive plan into City's annual**

> PLAN IMPLEMENTATION <

Good plans have specific and achievable implementation strategies. Each plan element will have action-oriented strategies, and we will assemble them in one place to help you track progress on intended actions.

goal setting, budgeting and capital improvement planning.

Appendix A: This appendix will include the public participation plan resolution, adoption ordinance and future amendments.

Appendix B: This will be the Community Indicators Report (also known as the existing conditions report), which includes a compilation of data supporting each core plan topic. We present this data graphically whenever possible, using tables and infographics.

Appendix C: This appendix will summarize input from each of the public outreach efforts.

Appendix D: Maps in the plan will be sized to fit the spreads in the 8.5" by 11" format. This appendix will provide all plan maps at the full 11" by 17" format to allow for review and printing of the maps at full scale.

2020 SNAPSHOT: HOUSING

The following numbers illustrate those conditions in Fond du Lac most relevant to the formation of housing goals and policies for the next 10 years.

19,430 - The number of housing units as of 2018.

60% - The percentage of units that are single-family detached housing, compared to 71% for the County. As costs continue to rise for new construction, these unit types may become increasingly unaffordable and households may need to look for new options in the housing market.

59% - The percentage of all units that are owner-occupied, based on the American Community Survey (ACS). This is unchanged over the past decade - and indicates stability in unit occupancy types year-to-year.

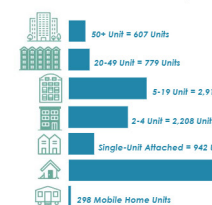
5% - The percentage of all units that are attached units (e.g. townhomes, townhouses), based on ACS surveys. Attached and two-unit building forms are becoming more common, and are important to adding gradual density in land use decisions.

35% - The percentage increase in the median owner-occupied home value since the market bottom in 2012 - representing a strong sellers real estate market for all types of homes in the City.

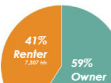
8.3% - The vacancy rate in 2018, which is an increase from 6.9% vacancy recorded in 2010. While owner-occupied housing is seeing tighter markets and less available units, increasing desirable rental choices is important to offer options within the housing market.

23%, 43% - The percentages of owner households and renter households, respectively, that pay more than 30% of their annual income on housing costs. 30% is the generally recognized housing "affordability line" for households before budgets are cut for other essentials - food, healthcare, childcare, etc. These can be thought of as "families that cannot afford" housing in Fond du Lac.

TOTAL NUMBER OF UNITS BY STRUCTURE, 2018



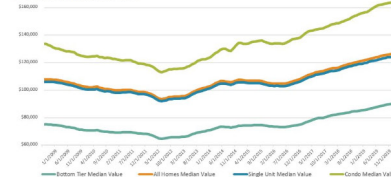
HOUSEHOLDS, TENURE



36 | HOUSING

Housing 7

HOME VALUE TREND, 2009-2019



MEDIAN HOME VALUE, 2018



MEDIAN VALUE BY YEAR BUILT, 2018

Year Built	Median Value
2014 or Later	\$217,500
2010 to 2013	-
2000 to 2009	\$210,200
1995 to 1999	\$179,400
1990 to 1994	\$174,700
1980 to 1989	\$136,500
1970 to 1979	\$123,500
1960 to 1969	\$123,500
1950 to 1959	\$138,000
1940 to 1949	\$97,600
1939 or Earlier	\$96,600

RENTAL VACANCY RATE



RENTAL COST BY BEDROOM SIZE, 2018

Number of Bedrooms	Median Gross Rent	Number of Units
No Bedroom	\$629	423
1 Bedroom	\$684	1,923
2 Bedroom	\$727	3,089
3 Bedroom	\$895	-
4 Bedroom	\$1,321	1,564
5 or More Bedroom	\$1,029	-

FOND DU LAC 2040 COMPREHENSIVE PLAN | 37



Confab "Booth" Event

GENERAL SCOPE OF WORK

2) PLAN PROCESS & PUBLIC PARTICIPATION

Correspondence & Meetings

We understand the need for quality and frequent communication to make the process run smoothly. As such, we propose the following procedure for communication between MSA and the City regarding materials, draft documents, and meetings:

Typical Schedule:

- **3 weeks** prior to Plan Commission meeting: MSA to provide draft materials to Planning staff.
- **2 weeks** prior to Plan Commission meeting: Skype/Conference call with staff to review revisions and comments.
- **1 week** prior to Plan Commission: Provide meeting materials.
- **Plan Commission Meeting:** Present draft materials with the majority of the effort focused on several key factors / hot button issues with opportunities for Plan Commissioners to ask additional questions per the materials provided.

Staff Meetings

We will hold a staff meeting to kick-off the project prior to the first Plan Commission meeting, as well as meet virtually prior to each future Plan Commission working session (discussed above in the typical schedule). Additionally we will work with City staff via email and phone conversation to move the plan along and work through any issues or opportunities which may arise.

Plan Commission Meetings

We will meet with the Plan Commission for working meetings seven (7) times throughout the process:

1. **Project Kick-off:** Visioning Session | Project Process Review
2. **Review:** Public Input Summary | Economic Success (Economic Development)
3. **Review:** Economic Success (Housing) | Community Design (Transportation)
4. **Review:** Resource Protection | Public Services and Partnerships
5. **Review:** Community Design (Land Use - Policies)
6. **Review:** Community Design (FLU Map) | Implementation
7. **Final Review:** Full Draft Plan | Open House Feedback. [Recommendation to Council](#)

City Council

We will meet in-person with City Council at three (3) junctures in the planning process, as follows:

1. Process Kick-off | Public Participation Plan Adoption
2. Draft Comprehensive Plan
3. Plan Adoption



Photo courtesy of: <https://www.firstweber.com/community/wi/sauk-county/reedsburg/>

City Committee/Commission Meetings

Reedsburg has several committees and commissions, which can provide valuable input toward the planning process. MSA can attend a regularly scheduled meeting to discuss relevant topics, when appropriate, with the following committees and commissions during this planning process.

- Reedsburg Area Development Commission
- Reedsburg Industrial & Commercial Development Commission
- Historic Preservation Commission
- Reedsburg Arts Committee
- Community Development Authority
- Utilities Commission
- Parks & Recreation Committee (not necessary if working on CORP update simultaneously - see Appendix A)

NOTE: All meetings throughout the process are to be set up by the City. MSA will provide draft materials, notice language and timing, but the meeting location and notification will be coordinated by City staff.

Public Engagement Process

We recognize that the City is committed to a strong effort to engage stakeholders. To provide the most effective engagement process, we recommend several techniques and events (as detailed below) with optional tasks that can increase opportunities for feedback. This process will be efficient and effective to ensure a true community vision for the City of Reedsburg.

Alternative Virtual Models

We pivoted to a “virtual” format for most meetings during the past year, and we have found success (and more attendance) with online public engagement meetings using Zoom and a virtual whiteboard app (Miro) to help facilitate discussion. For public meetings with a presentation component, we can record the presentation and make it available online for anyone that missed the meeting. This virtual format can replace any in-person meeting at no added cost, or we can offer both options for an additional fee.

Public Participation Plan

The Public Participation Plan is required by statute and must be approved by City Council. It is also essential to the success of the planning process. The components described in this proposal will be the starting point for that plan, but we need input from various stakeholders to help us craft a plan, including City staff, the Plan Commission, and others.

This is very important! We would like to help present the Public Participation Plan to Council, to help kick off the process and ensure Council understanding of and buy-in for the process.

Focus Groups

Our team proposes to facilitate interviews with key stakeholders through focus groups near the beginning of the planning process. We are primarily interested in speaking with community leaders, community organizations, business leaders, high school students, and other key stakeholders from across the community. MSA will consult with City staff to identify and schedule focus groups. The objective of the interviews will be to gain a better understanding of the growth plans and preferences of departments, institutions, organizations and businesses.

We have budgeted for five (5) focus groups, and we suggest the following:

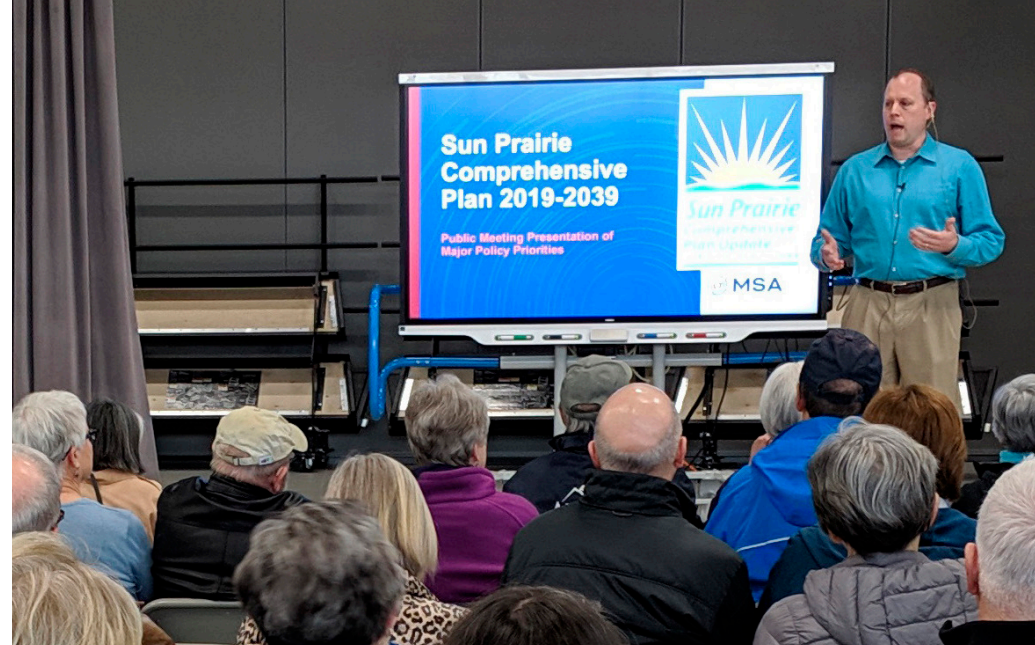
- Developers and realtors
- Chamber of Commerce and local business owners
- Renters
- High school students
- Residents at local senior facilities

Open Houses

One of the cornerstones of our process will be the open houses, one near the beginning and one near the end of the process. We have found that bringing meetings to where the residents have already congregated can increase attendance. There is an opportunity to host the open house in conjunction with an existing community event such as the Farmers Market, Party in the Park, Concert in the Park, etc., working with the neighboring church/school adjacent to the park to host the open house. In addition to traditional notification methods, to bolster participation, we will work with the City to post sandwich boards or other signage directing residents to the open house.

We propose several strategies to boost overall attendance:

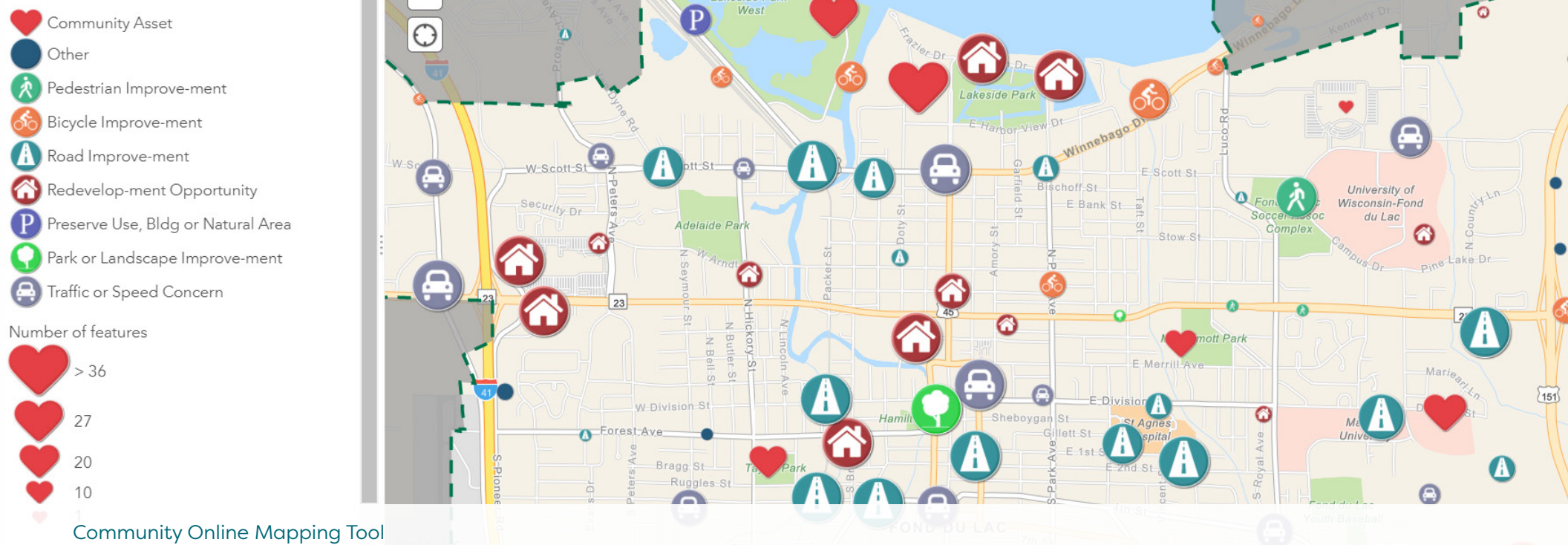
- **Youth activities** – We want people with kids to attend. We will promote and host a “Planning College” youth activity for any school-age kids in attendance, concurrent with the rest of the meeting. The activity will engage kids in discussion about how planning works and their own ideas about things they like, focused on maps of the City.
- **On a weekend** – Lives are busy and there is opportunity to increase turnout if the meeting is held during a Saturday morning or Sunday afternoon, potentially tied to another local event.
- **Food** – We would like to eliminate conflicts with lunch/dinner by holding the event in conjunction with another event that provides food.



Indoor Public Open House



Outdoor Public Open House



Community Input Mapping

This interactive, online tool allows for engagement at the fingertips of the public at their leisure. We will provide a sharable link to an online map with opportunities to identify strengths and weaknesses spatially within the planning area. The online tool is simple: 1) pick a topic and identify it as an issue or opportunity; 2) select a location on the map to place the point; 3) snap or select a picture to include (optional); and 4) leave your thoughts for the plan. The application allows anyone, at anytime and anywhere convenient for them, to contribute to a Issues and Opportunities Map using a computer or mobile device.

Quick Poll Survey

MSA will provide the link to a quick, 3-4 question survey, which will be used to garner input from elected officials, City committees, and City staff. This will support the SWOT and Visioning exercises and will be combined with feedback from the City committee meetings.

Online Community Survey

Surveys are an important component of any multifaceted planning project – they are a convenient method of participation for stakeholders and they result in measurable data. We propose a Survey Monkey survey to collect opinions on a wide range of topics. We

have had great success and broad reach using online surveys, especially when promoted with a mailed postcard. We can also create a hard copy version of the survey to be made available on request at City Hall, the public library, etc.

Community Organization Meetings

We can meet with the Reedsburg School District and Chamber of Commerce to maintain open dialogue with these two important entities. The purpose of these visits will be to explain the planning process and facilitate discussion about issues and opportunities facing the community. Each conversation will be tailored to the interests of the organization.

Promotional Methods

The success of our participation methods relies upon knowledge of the opportunities for involvement. We propose the following methods to inform people about the process:

1. Project Branding

We prefer to use a consistent title, theme and project logo for projects with extensive public involvement over a long period of time. This project logo and theme will vetted by City staff prior to its use.

2. *Project Website*

We will work with City staff to populate a dedicated page on the City's website with draft documents and information about upcoming events. *For additional costs, MSA can set up a website specific to the project with links and notifications shared with the City to promote.*

3. *City Mailer / Billing Notice*

Open houses and online feedback tools (survey and community input mapping) can be promoted through the City's mailers or (utility) billings. MSA can support this effort by providing draft language/images to include in the notice(s).

4. *Flyers/posters*

Physical flyers or posters can be used to help reach people that are otherwise relatively hard to reach, such as renters and minority residents. We suggest the posting of flyers, with permission, at churches, laundromats and large multi-unit complexes.

5. *Newspaper Articles*

We will work with City staff as appropriate to reach out to the local paper prior to key project events and milestones, to encourage and inform articles about the process.

6. *Emails*

Email announcements can help to promote events and input opportunities. We will also work with City staff to request and encourage the promotional assistance of various community organizations and neighborhood associations to share our participation invitations with their own members. MSA has found school districts and chambers of commerce as effective partners in community outreach.

7. *Social Media*

We will support City staff in promoting public engagement events and project milestones, as well as provide fun facts throughout the planning process. Consistent and regular postings on the City's existing Facebook and Twitter feeds will inform and keep the community interested in the ongoing project. *Nextdoor* is another site which can reach the masses, but requires someone that lives in the City to share information.

ADDITIONAL PARTICIPATION AND PROMOTIONAL METHODS

The following efforts could be added to the process to further enhance the depth and breadth of public involvement. These are not included in our cost proposal.

- *Postcards (\$3,500 per postcard run)*. Physical postcards mailed to every residential unit with the Reedsburg zip code through EEDM (Every Door Direct Mail). The postcard can be double-sided, and promote public open house and online feedback tools (survey and community input mapping).
- *Radio or Video Interviews (\$400 per interview)*. Additional buzz can be shared with the general public through the media, discussing the plan and the process.
- *Public Event "Confab" Booth (\$2,500 per event)*. One of the best ways to get public input is to go where they are. We can set up a tent with 1-2 planners at a local event (e.g., Party in the Park) and offer an opportunity to provide feedback and input through displayed maps and a polling question.
- *"What you love about Reedsburg" Photo Share (\$1,500)*. This engagement tool encourages kids, teens and families to show what aspects of the City are assets to maintain and/or enhance. This is most successful through social media with Instagram and Facebook; however, it can also be attached to an online engagement platform/software. MSA will work with the City to develop posts that can be shared and promoted through City social media accounts. We will provide an illustrative summary of the results in the appendix and include excerpts that support policy statements or reinforce issues and opportunities.



Photo courtesy of: <http://countrytimegazette.com/reedsburg-wi-guide/city-of-reedsburg-services/>

GENERAL SCOPE OF WORK

3) ADDITIONAL ITEMS

- Steve Tremlett will be the point of contact throughout this process.
- As part of the land use element, we will recommend an action to amend the zoning and subdivision ordinance with clear items to be considered per our review of these ordinances.
- Our GIS specialists are experienced in data collection, presentation and mapping output. We provide the following maps in digital PDF format and provide the corresponding data per request of the City.
- As part of the Land Use element, we will provide projections on population, housing units/households, and household size to forecast land use needs over a 20-year horizon in 5-year increments.
- Each element will include goals, policies and actions that can be prioritized based on the top issues and opportunities. The implementation section will include an action plan that will identify likely completion timeframes, lead agencies/departments and potential funding strategies.

GENERAL SCOPE OF WORK

4) DELIVERABLES

Draft & Final Plan

We will provide twenty (20) copies of the draft and final Comp Plan, including color maps and appendices. The plan will also be shared as a digital PDF. While the document will utilize color, including photos and illustrations, we take care to ensure that all tables and charts also read effectively in black and white (often preferred when printing drafts for review).

Executive Summary

We will provide a concise compilation of core plan information, including overview, goals, policies, actions and the Future Land Use Map. This executive summary can function as reference tool for use by first-time users, elected officials, and developers. The recommended length is at least four pages and no more than eight pages.

Data & Exhibits

Tables, graphs and images can be provided in the final deliverable. Maps and associated data are delivered in ESRI GIS geodatabase format and ArcMap version 10 or higher.



> BENEFITS TO CONCURRENTLY UPDATING THE COMPREHENSIVE PLAN AND CORP <

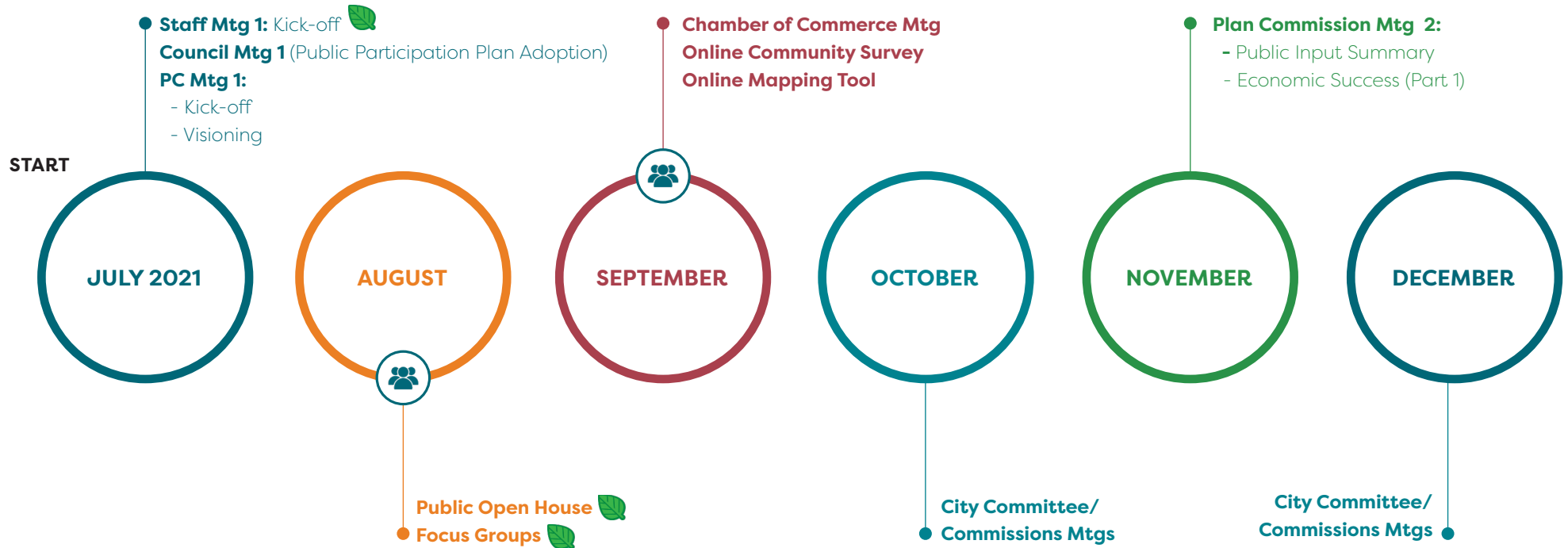
A number of the activities outlined in the proposal to update the CORP are coordinated with the update of the Comprehensive Plan as a cost savings and/or way to expand public engagement:

- Public Open House
- Additional Focus Group Meetings
- Community Input Mapping
- Online Community Survey Outreach
- Project Promotional Methods (project branding, website, mailings, flyers, newspaper articles, emails, and social media)

In addition to cost savings and increased public engagement, updating the plans concurrently will ensure recommendations and policies from the CORP are incorporated into and consistent with the Comprehensive Plan. See [APPENDIX A](#) for more details.

PROPOSED TIMELINE

MSA anticipates a 14-month planning process with the following project milestones. Note the leaf symbol (🌿) identifies activities/events that could be shared with the addition of the Comprehensive Outdoor Recreational Plan (CORP).



KEY

Combined Effort Between
Comp Plan and CORP 🌿

Public Engagement
Activity 👥





Photo courtesy of: <https://www.firstweber.com/community/wi/sauk-county/reedsburg/>

BUDGET

MSA bills monthly based on the work completed. Based on the proposed scope of work outlined in this proposal, the lump sum costs (inclusive of reimbursables) is **\$79,200**. **We Through contracting (if selected) we welcome the opportunity to collaborate with you on finalizing the scope and budget to meet your desired outcome.**

Additional Public Engagement (not included in the above project costs)

Our proposal identifies additional tasks that can further enhance the depth and breadth of public involvement process. **Page 11** identifies these additional tasks and costs.

COMPREHENSIVE OUTDOOR RECREATION PLAN (CORP) ADDITION

Joint Project Opportunity

The City has noted a need to update their existing CORP, and this Comprehensive Planning process offers an opportunity to provide that plan utilizing the same public outreach activities and promotional materials. This joint project opportunity, if hired for both projects, would increase the overall budget by an additional **\$23,800**.

ORGANIZATIONAL CHART

The team we have organized includes experienced planners and technical service leads who bring an efficient blend of skills that will assist the City of Reedsburg with the upcoming projects. What you may not see, however, is that this team is backed by more than 350 engineers, architects, planners, funding experts, surveyors, GIS experts and environmental scientists. **Rest assured, you will always have the support necessary to achieve a successful project.**

PROJECT MANAGEMENT: Steve will serve at the City's main point of contact throughout the project. Jason will serve as overall project quality assurance and quality control with the remaining members supporting Steve in facilitating the public engagement activities and drafting content development. Specific roles are described under each person on the right.

AVAILABILITY: Based on our honest commitment to our clients, we immediately establish accountability of all personnel involved in a project's completion. When our team starts a project, we analyze the proposed schedule and compare it to each team member's potential workload. We then obtain commitments from all individuals on the project team to complete the work as identified within the proposed schedule. This approach helps to foster a team mentality and results in personal accountability of all team members involved. **See Appendix B for project team resumes.**

COORDINATION WITH THE CITY: MSA expects to have one point of contact for the project. All public or committee inquiries shall be directed to City Staff. The City will be responsible for the scheduling of interviews and meetings, including all official meeting publications and notices. MSA will provide 20 draft/final copies, but any additional copies staff shall provide as may be requested by Plan Commission members, City Officials, City Staff, and the public. We have established a general practice of review of draft materials with City staff, as outlined on [Page 7](#).



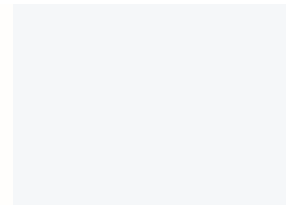
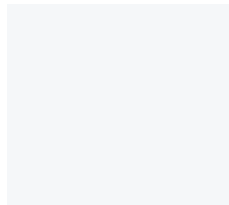
Steve Tremlett, AICP, CNU-A
Project Manager

Steve will serve as the project manager and primary contact for this project. He will also take the lead role in facilitating project meetings, public outreach and creation of plan content.



Jason Valerius, AICP
Principal In Charge

Jason will be responsible for overseeing the project, including strategic direction and collaborative refinement of all deliverables.



Ria Hull, AICP
Planner

Ria will support content creation, document development and zoning review.



Becky Binz, AICP

Planner | CORP Project Manager
Becky will support public engagement in the Comprehensive Plan and have a leading role in the Comprehensive Outdoor Recreation Plan (if approved).



Sarah Morrison
GIS Specialist

Sarah will assist with the creation of all planning maps.



PLANNING EXPERIENCE

COMPREHENSIVE PLANNING

Comprehensive plans are the cornerstone of all local planning efforts. They establish a shared vision for the future of a community and provide a framework for policy and action on many topics, typically with land use and growth policies at the core. MSA can help craft a process that fits the needs of your community, either for a completely new plan or an incremental update. We recognize the importance of effective public engagement to ensure that a plan has legitimacy and is a good fit to the needs and wants of residents and other community stakeholders.

RECENT PROJECT EXPERIENCE

COMPREHENSIVE PLANS

- City of Sun Prairie, Wisconsin
- Village of Fox Crossing, Wisconsin
- City of Brodhead, Wisconsin
- City of Hiawatha, Iowa
- Village of Waunakee, Wisconsin
- Village of Holmen, Wisconsin
- City of La Crescent, Minnesota
- City of Le Roy, Illinois
- City of Sparta, Wisconsin
- Story County, Iowa
- City of Tuscola, Illinois
- City of Williamsburg, Iowa
- City of Monticello, Illinois
- City of Solon, Iowa
- City of Eureka, Illinois
- City of Tomah, Wisconsin
- City of Burlington, Iowa

HOUSING STUDIES

- City of Monona, Wisconsin
- City of Janesville, Wisconsin
- City of Beloit, Wisconsin
- City of Superior, Wisconsin
- City of Eau Claire, Wisconsin
- City of Oshkosh, Wisconsin
- City of Madison, Wisconsin
- City of Green Bay, Wisconsin

COMPREHENSIVE OUTDOOR RECREATION PLANS

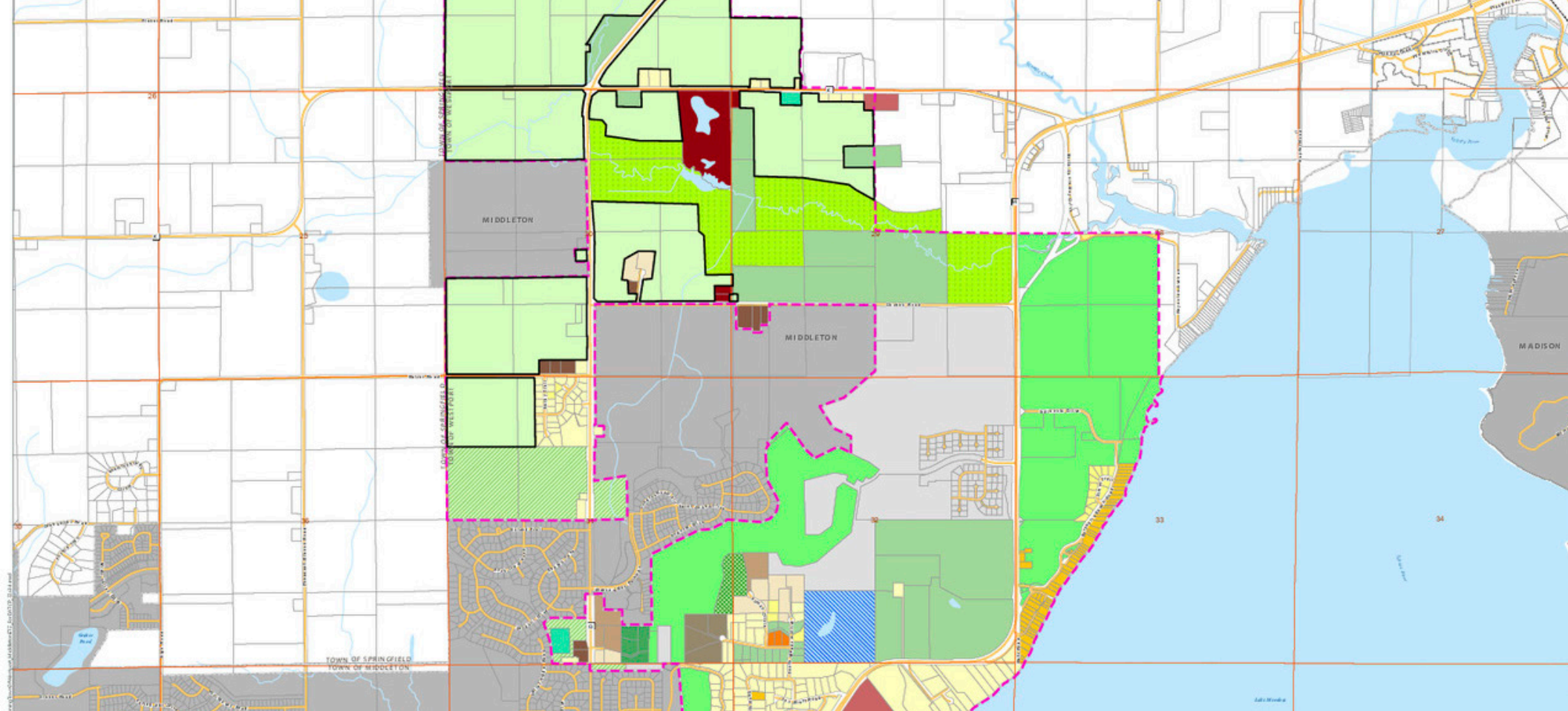
- City of Middleton, Wisconsin
- Marathon County, Wisconsin
- City of Hartford, Wisconsin
- Village of North Freedom, Wisconsin
- Village of West Baraboo, Wisconsin
- Village of Mukwonago, Wisconsin

- Village of Waunakee/Town of Westport, Wisconsin
- City of Waupun, Wisconsin
- City of Verona, Wisconsin
- City of Beaver Dam, Wisconsin
- Village of Lake Delton, Wisconsin
- City of Wisconsin Dells, Wisconsin
- City of Port Washington, Wisconsin
- Village of Biron, Wisconsin
- Village of Belleville, Wisconsin
- City of Brodhead, Wisconsin
- City of Hiawatha, Iowa
- Village of Palmyra, Wisconsin

DOWNTOWN PLANNING

- City of La Porte City, Iowa
- City of Burlington, Iowa
- City of Dubuque, Iowa

- City of Elkader, Iowa
- City of Guthrie Center, Iowa
- City of McGregor, Iowa
- City of Solon, Iowa
- City of Strawberry Point, Iowa
- City of Wilton, Iowa
- City of Creston, Illinois
- Village of Elizabeth, Illinois
- City of Tuscola, Illinois
- City of Gilbert, Minnesota
- City of La Crescent, Minnesota
- City of Beaver Dam, Wisconsin
- Village of Cross Plains, Wisconsin
- City of Ladysmith, Wisconsin
- City of Mauston, Wisconsin
- City of Platteville, Wisconsin
- City of Richland Center, Wisconsin
- City of Sauk City, Wisconsin



WAUNAKEE AND WESTPORT, WI

JOINT COMPREHENSIVE PLAN & BICYCLE, PED, AND OUTDOOR REC PLAN

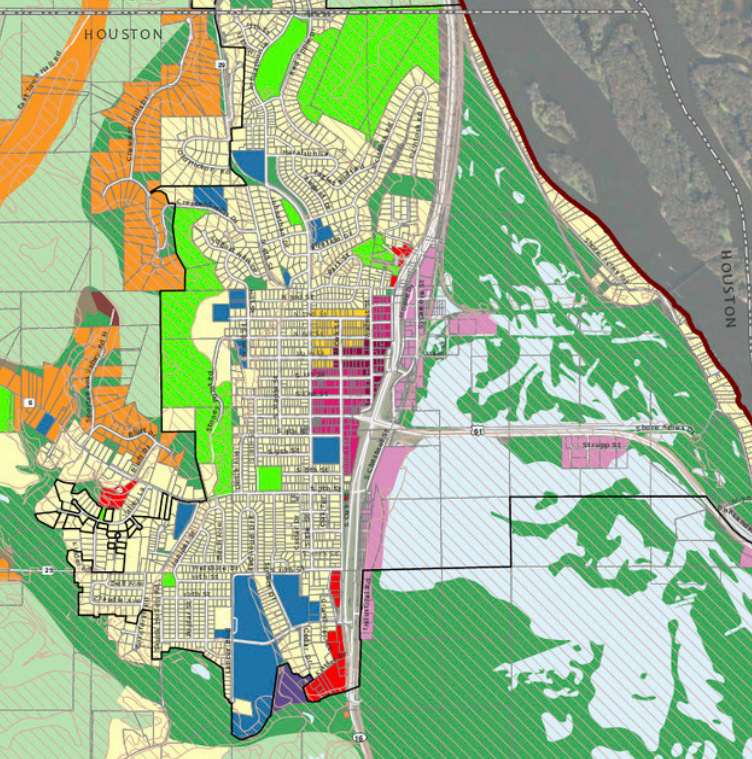
LINK TO FINISHED PRODUCT:

[https://issuu.com/msaprofessionalservices/
docs/waunakee_westport_corp](https://issuu.com/msaprofessionalservices/docs/waunakee_westport_corp)

In January 2017, the Village of Waunakee and the Town of Westport adopted two plans – a Joint Comprehensive Plan and a Joint Bicycle, Pedestrian and Outdoor Recreation Plan. These adoptions culminated a year of careful coordination and shared effort, led by MSA.

The two communities had originally sought update of a total of seven plans, including independent comprehensive plans, and selected MSA to assist with these updates based on our proposal to consolidate those seven plans into two coordinated and jointly adopted plans.

In adopting these plans, the Village and Town renewed their commitment to collaboration and cooperation, extending a 20-year history of pragmatic effort around shared interests and community assets.



LA CRESCENT, MN

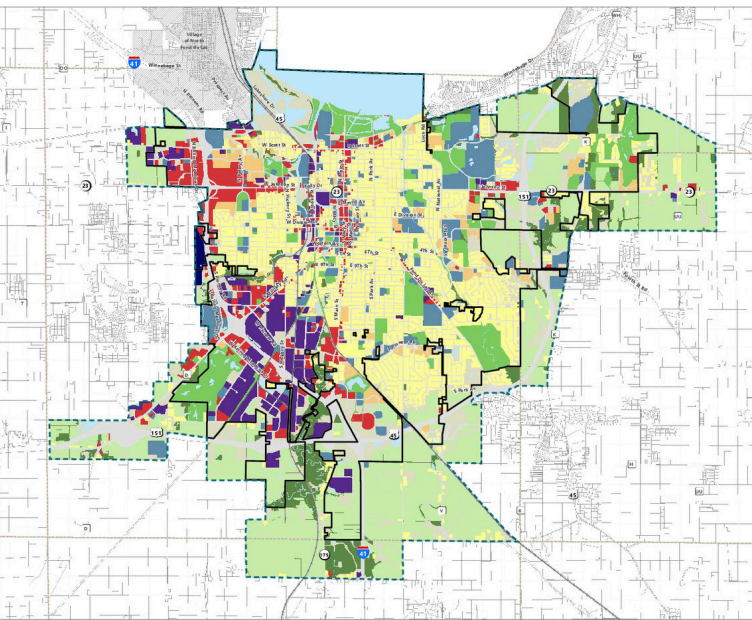
COMPREHENSIVE PLAN

MSA led creation of a comprehensive plan update for the City of La Crescent, its first in nearly 20 years. La Crescent is one of several municipalities in the La Crosse Metro area that is seeing growth and infill development opportunities as a result of a strong regional employment market. The planning process was unique - we helped form and facilitate a series of seven different study groups, one for each of the core policy chapters of the plan. After a city-wide kickoff visioning event, we worked with each of the individual committees to craft vision statements, goals, objectives and actions specific to each topic. We then wove those pieces into a coherent whole, including efforts to show the relationship among the topics. The resulting plan, adopted in 2016, clarified a community priority on family housing, infill development, downtown revitalization, and outdoor recreation investments.

We also facilitated work sessions with the City's Ad-Hoc GreenStep Committee, a group of staff and citizens that selected and prioritized best practices for local implementation, from the hundreds identified in the GreenStep program. Many of those selections were policies that were integrated into the Comprehensive Plan.

LINK TO FINISHED PRODUCT:

https://issuu.com/msaprofessionalservices/docs/la_crescent_comp_plan



FOND DU LAC, WI

2040 COMPREHENSIVE PLAN UPDATE

Since Fond du Lac adopted their current Comprehensive Plan (in 2010), there have been many changes in the local and regional economy. While population has remained stable, the major commercial corridors have seen significant vacancies (including the Forest Mall). There is a lack of diverse and affordable housing options in the City, specifically high-quality rentals and income-limited units. Many of the recommendations in the 2010 Comprehensive Plan had been implemented, so there was need for new direction for the next 10 to 20 years.

During this planning process, public input was gathered through a variety of tools, including a public open house, community survey, online mapping feedback tool, focus groups and interviews. This public engagement has verified the importance of putting a greater focus on economic development, housing, special area planning, and sustainability. The adopted plan includes a strong call to action that will help guide land use decisions that meet the needs of the current and future Fond du Lac community.

LINK TO FINISHED PRODUCT:

https://issuu.com/msaprofessionalservices/docs/1878058_fdl_2040_compplan_no_appendices_adopied_20

FOX CROSSING, WI

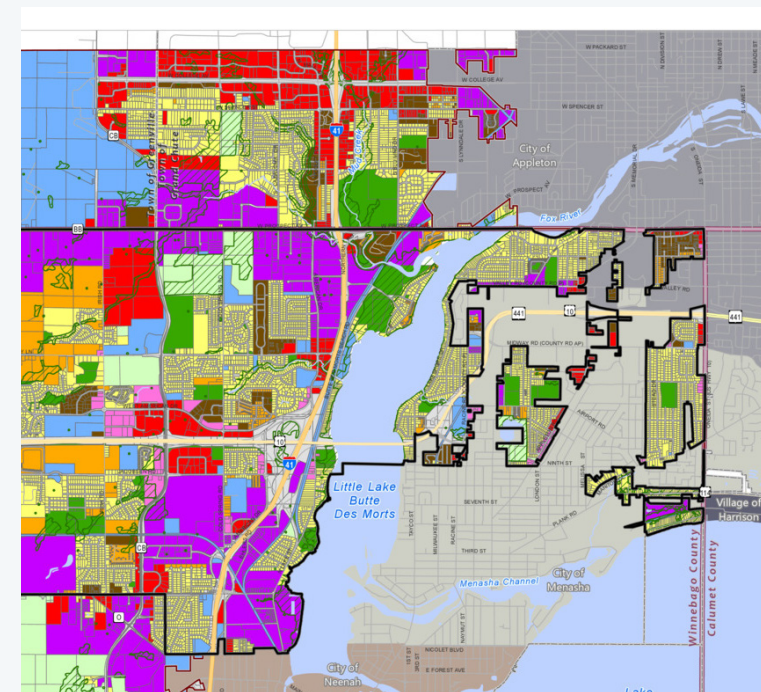
COMPREHENSIVE PLAN UPDATE

In 2016, the former Town of Menasha incorporated as the Village of Fox Crossing. Fox Crossing is located between the cities of Neenah and Appleton and is one of the fastest growing communities in the Fox Valley. The community of nearly 20,000 residents has a number of land use issues and opportunities. The Village is bisected by Little Lake Butte des Morts, Federal Highway 41 and State Highway 10. The land on the east side of Little Lake Butte des Morts has been developed for a long time and includes several older commercial and industrial corridors that are in need of redevelopment. West of the lake, the Village is experiencing increased demand for residential, commercial and industrial development in greenfield areas. The community includes large manufacturing industries and has begun to attract large-scale office uses such as the new \$70 million Secura Insurance headquarter campus.

The Village hired MSA to work with the community to develop a new comprehensive plan that addresses the growing complexity of its community with the need to manage reinvestment of existing neighborhoods and plan for continued growth and expansion. With MSA's assistance, a new community vision was developed that will guide community development over the next 20 years and beyond.

LINK TO FINISHED PRODUCT:

https://issuu.com/msaprofessionalservices/docs/10967004_fox_crossing_comprehensive_plan



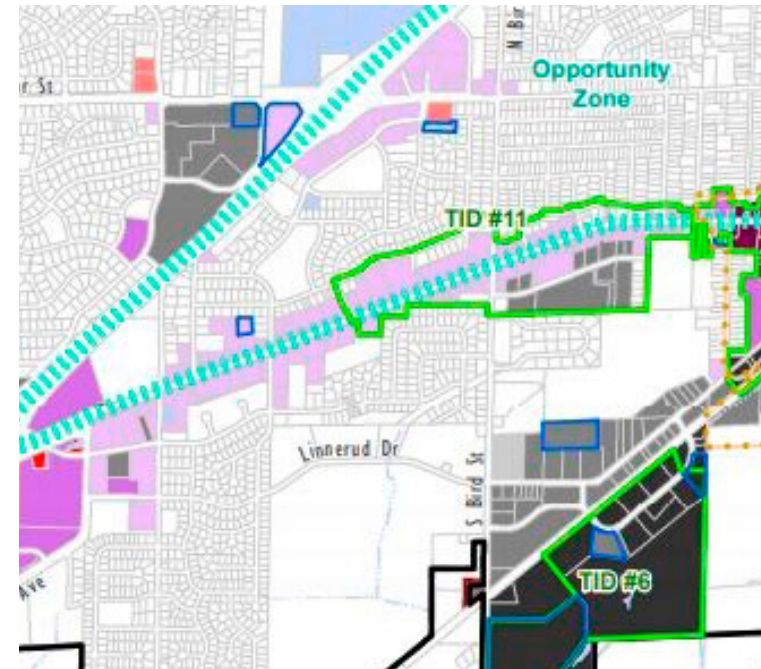
SUN PRAIRIE, WI

COMPREHENSIVE PLAN UPDATE

The City of Sun Prairie has been one of the fastest growing communities in the state over the past two decades. The community of nearly 35,000 residents continues to grow and add new development. This growth has yielded serious conversations within the community about how much the City should grow and what growth looks like. To address this broad question and develop a vision for the future, the City of Sun Prairie and MSA worked together to update its 2009 Sun Prairie Comprehensive Plan.

To ensure many community voices were heard throughout the planning process, there was a large public engagement component which included monthly meetings with a citizen steering committee, two series of community forums, a comprehensive community survey and 15+ focus-group discussions with community residents and organizations. In order to get more involvement and buy-in from residents, the planning effort also had more of a neighborhood focus which allowed people to comment and express concerns about the areas they live in and care most about. The top issues that were brought up during these public engagement events included: community growth, climate change impacts, a tight labor market, ensuring Sun Prairie is attracting the right jobs, housing affordability, public transportation, bicycle and pedestrian facilities, incomplete neighborhoods, urban design guidance and partnership with the school district. The updated plan features a concise Sustainability Commitment, and it distributes and integrates sustainability policies and actions throughout the plan, tying them to the corresponding elements of the plan.

LINK TO FINISHED PRODUCT: <https://cityofsunprairie.com/1282/Comprehensive-Plan-2019-2039>



REFERENCES

CITY OF SUN PRAIRIE, WI

Tim Semman | Director of Planning

City of Sun Prairie
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tsemman@cityofsunprairie.com

CITY OF LA CRESCENT, MN

Bill Waller | Administrator

City of La Crescent
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VILLAGE OF FOX CROSSING, WI

George Dearborn | Director of Community Development

Village of Fox Crossing
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CITY OF FOND DU LAC, WI

Dyann Benson, AICP | Community Development Director

City of Fond du Lac
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CITY OF RIPON, WI

Lori A. Rich, CPA, CGMA | City Administrator/Treasurer

City of Ripon
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VILLAGE OF WAUNAKEE

Kevin Even | Village Engineer

Village of Waunakee
(608) 849-6276
keven@vil.waunakee.wi.us

COMPETING OR POTENTIAL CONFLICT OF INTERESTS

We do not have any competing or potential conflict of interests in the City of Reedsburg.



APPENDIX A: CORP SCOPE EXPERIENCE REFERENCES



PROJECT UNDERSTANDING

MSA will approach this Comprehensive Outdoor Recreation Plan (CORP) planning project with the following factors in mind:

- Understand the important role a CORP plays in providing a vision to guide and prioritize investments in the City's park system to meet current and future needs. Wants and needs usually outnumber available funding, so the plan must serve to both identify and prioritize improvements based on input from all stakeholders and identify potential funding sources.
- Recognize the vital role the City's park system plays in supporting the local economy. The plan should highlight this value to demonstrate the direct, indirect and induced benefits these investments in the City's park system have on its overall economy.
- The plan will be an important tool in maintaining eligibility for the City to apply for and receive federal and state aid for the acquisition and development of outdoor recreation, open space sites and facilities the plan will be set up to meet the Wisconsin Department of Natural Resources Guidelines for the Development of Local Comprehensive Outdoor Recreation Plans.
- The plan needs to include a robust community engagement effort. In a world where people are increasingly strapped for time, it's important to give a variety of options to encourage individuals to participate in the planning process. Community engagement efforts will be coordinated with the Comprehensive Plan to reduce redundancy and realize cost savings when possible.
- The plan needs to be user-friendly, serving the dual purpose of providing a vision for continued investment in the City's park system while also advocating the importance of the park system/department. A well-crafted plan will serve as a strategy for the department to make the best impacts economically feasible.

PROJECT APPROACH

We are proposing a start date in July 2021 to coincide with the Comprehensive Plan update.

PHASE I | OUTLINE MISSION, GOALS, AND OBJECTIVES

(JULY - AUGUST 2021)

TASK 1 | JOINT STAFF KICK-OFF MEETING – CORP AND COMPREHENSIVE PLAN

MSA will coordinate a joint project start-up meeting staff involved in the Comprehensive Plan update and with the Director of Parks and Recreation and Parks and Recreation Committee Chair.

- Review project scope and schedule.
- Review draft Community Survey and discuss outreach methodologies.
- Review list of available and desired data and planning documents, including City GIS data, previous relevant plans and documents, current and previous department budgets, capital improvement plans, recreation program participation totals and current park fees.
- Discuss public open house and outreach methodologies.

TASK 2 | EXISTING CONDITIONS

MSA will review the following plans and incorporate applicable recommendations and policies into the CORP:

- Reedsburg Comprehensive Outdoor Recreation Plan (2017-2021)
- Baraboo River Corridor Phase 2 Plan
- Downtown Waterfront Plan
- Sauk County CORP
- WI State CORP 2018-2023



Recommendations and policies will be coordinated with the concurrent Comprehensive Plan update.

TASK 3 | PUBLIC OPEN HOUSE

MSA is proposing one joint public open house for the CORP update and Comprehensive Plan update. The strategies for this meeting are described in greater detail on page 9 but generally include bringing the meeting to where residents have already congregated in order to increase attendance. MSA is proposing to host this meeting at an event at City Park. We are also proposing an alternative virtual model using Zoom and virtual activities to facilitate discussion if the City has interest.

PHASE II | UPDATE PARK STANDARDS AND INVENTORY (AUGUST-SEPTEMBER 2021)

TASK 1 | PARK INVENTORY & ASSESSMENT

MSA will tour the City's parks to complete an inventory and evaluation of existing park facilities. MSA will utilize existing data provided by the City related to the type of facilities and year built and supplement this data with a general evaluation of existing park facilities through on-site observation. This information will be used to assist with the development of recommendations for maintenance, replacement or new facilities.

In addition, this assessment will consider the current local and national trends for further review of the parks in the plan.

TASK 2 | GEOGRAPHIC/LOCATIONAL ANALYSIS

- **Map 1 - Existing Parks and Trails.** A map of the location of existing City parks and trails using available GIS data. This map will also include the locations of county and state park and recreational facilities.
- **Map 2 - Park Facility Distribution.** A map visually depicting the type of recreational facilities available in each City park, including whether the facilities are lighted. This map is useful in determining where portions of the City may, or will be underserved or overserved by certain types of amenities.
- **Map 3 - Park Service Areas.** A map identifying service areas for each City park.
- **Map 4 - Potentially Underserved Areas.** A heat map combining population density and park service areas to identify places in the community which are underserved by parks, and parks which might require additional maintenance and repair due to heavy use.

PHASE III | PARK NEEDS ASSESSMENT (SEPTEMBER-OCTOBER 2021)

TASK 1 | QUANTITATIVE ANALYSIS

MSA will analyze the amount of park land per person available to City residents based on current and estimated population projections. The results of this analysis will indicate projected deficits or surpluses of total park land, in five-year increments, through 2040. MSA will also compare this data to that of similar sized communities using the National Recreation and Park Association's latest metrics.



Photo courtesy of: <http://countrytimegazette.com/reedsburg-wi-guide/city-of-reedsburg-services/>



Photo courtesy of: <http://countrytimegazette.com/reedsburg-wi-guide/city-of-reedsburg-services/>

TASK 2 | STAFF COORDINATION

For all PRC and public meetings for this project, MSA proposes the following sequence of staff meetings via conference call, email, or Skype:

- Three weeks before PRC meeting - transmit draft meeting materials to staff for review.
- Two weeks before PRC meeting - audio or video conference call with staff to review materials.
- One week before PRC meeting - transmit to staff for delivery to PRC revised draft materials as necessary and a summary memo highlighting important topics for discussion.

TASK 3 | PARKS AND RECREATION COMMITTEE MEETING #1

MSA will meet with the PRC to:

- Review project scope and schedule.
- Discuss draft Community Survey and outreach methodologies.
- Review prior recommendations from the 2017-2021 CORP that have either been completed, not completed but still valid, and not completed and are possibly no longer valid.
- Review Maps 1-4 and the summary results of Tasks 1 and 2.
- Obtain initial feedback on issues, opportunities and desired improvements within the City's park system.

During the time between the first and second Commission meetings, MSA will invite members of the Commission to individually tour the City's parks. MSA will provide Commission members with a Park Assessment Form (PAF). The PAF will lead Commission members through a process to identify improvement projects (wants vs. needs) considering a number of aspects (i.e. parking, signage, equipment, restrooms, etc.) per park. This process will aid Committee members in reviewing the "status" of City parks and will serve to inform the recommendations of the updated CORP.

PHASE IV | PUBLIC ENGAGEMENT/QUALITATIVE ANALYSIS (SEPTEMBER-NOVEMBER 2021)

TASK 1 | STAFF COORDINATION

MSA will coordinate Phase IV activities with the Director of Parks and Recreation and Parks and Recreation Committee Chair. Completion of these activities are anticipated to be done remotely (e.g. email, phone).

- Review PRC Meeting #1 outcomes.
- Review the Public Engagement Campaign being coordinated with the Comprehensive Plan update.
- Discuss revised draft survey – finalize survey and distribution methods.
- Prepare for Phase IV project meetings.

TASK 2 | PARK SURVEYS

Surveys are an important component of any multifaceted planning project – they are a convenient method of participation for stakeholders and they result in measurable data. After the Comprehensive Plan survey, we propose using a brief online survey (administered via Survey Monkey) to gather opinions about existing and desired park and recreation facilities and programming. MSA will draft the survey for review by the Director of Parks and Recreation and the Committee at their first meeting. Survey promotion will use the same methods as the Comprehensive Plan. The survey would be available for approximately three to four weeks. The City is responsible for printing any hard copies of the survey, if desired, as well as entering any hard copy responses into Survey Monkey. MSA will provide a summary report of the survey results.

Results of the survey will be used to gauge user preferences and determine potential changes or additions to the parks to better serve the population.

TASK 3 | COMMUNITY INPUT MAPPING

As part of the Comprehensive Plan process we will also create a community input map, an online tool to promote additional public engagement. As it relates to the CORP update process, this Community Input Map will allow anyone to go online and leave their thoughts on existing parks and trails, as well as suggest locations for new parks and trails. All feedback will inform the recommendations of the updated CORP.

TASK 4 | STAKEHOLDER FOCUS GROUP/QUESTIONNAIRE

MSA will hold one virtual focus group with representatives from private sports organizations and other organizations who regularly use City parks to discuss field usage and other park and recreation needs. MSA will also draft a one-page questionnaire that the City can distribute to stakeholder organizations unable to attend the focus group to obtain feedback on existing parks and amenities and improvements their organization would like to see. The City is responsible for printing any hard copies of the questionnaire, if desired, as well as providing responses to the questionnaire in an electronic format (i.e. Microsoft Word or Excel, PDF) to MSA.

As part of the Comprehensive Planning process, we are proposing to conduct five additional focus groups. At these five focus groups (held in August) we will ask targeted questions of under-represented park user groups, those who dedicate land for parks (developers), and local business owners, many of whom view parks and recreation as an integral part of attracting new residents and businesses to the community.



“Wow, I got a lot out of that meeting. I love the chat [feature and] how they would ask questions and other attendees would answer...We even heard from people I bet we would never hear from “the old face to face” way.”

- Parks Planning and Design Manager | City of Madison, WI



Photo courtesy of: <http://countrytimegazette.com/reedsburg-wi-guide/city-of-reedsburg-services/>



Photo courtesy of: <http://countrytimegazette.com/reedsburg-wi-guide/city-of-reedsburg-services/>

PHASE V | PRELIMINARY RECOMMENDATIONS

(NOVEMBER 2021-JANUARY 2022)

TASK 1 | PRELIMINARY PARK NEEDS

Based on the work completed in Phases I-IV, MSA will develop a preliminary list of proposed park and recreation improvements by park. These proposed improvements will reference local and national trends with consideration to the National Recreation and Parks Association's current Three Pillars: Conservation, Equality and Health/Wellness.

TASK 2 | STAFF MEETING #2 – WORKING SESSION (RECOMMENDATIONS REVIEW)

MSA will coordinate Phase V activities with the Director of Parks and Recreation and Parks and Recreation Committee Chair.

- Review Phase IV Outcomes.
- Work through Plan Recommendations.

PHASE VI | DRAFT PLAN (JANUARY - MARCH 2022)

TASK 1 | PLAN DEVELOPMENT

MSA will draft the Reedsburg Comprehensive Outdoor Recreation Plan, which will include the following chapters:

- **Executive Summary:** A clear and concise synopsis of park needs and recommendations, using images and figures in place of text where possible.
- **Chapter 1—Introduction:** Summary of the purpose of the plan and summary of the planning process.
- **Chapter 2—Description of Reedsburg:** Matrix of existing parks and open space throughout the City including location, existing characteristics, classification, and amenities; Map 1 (Existing Parks and Trails); summary of local recreational facilities not owned or operated by the City; summary of significant natural resources such as waterways, greenways, topography and woodlands; summary of existing and projected demographics; summary of other applicable planning efforts/studies and their impact on park planning.
- **Chapter 3—Goals and Strategies:** An update of the previous CORP's outdoor recreation goals, objectives and policies. Updated goals and strategies will be based on City staff and PRC input, best practices, and alignment with the National Recreation and Park Association's Three Pillars: Conservation, Equity and Health/Wellness. These goals and strategies will be integrated into Public Services and Resource Protection elements of the Comprehensive Plan.
- **Chapter 4—Analysis of Park Needs and Demands:** A summary of the quantitative, geographic, and qualitative analyses completed in Phases I-IV, including Map 2 (Facility Distribution), Map 3 (Park Service Areas and Populations Served) and Map 4 (Potentially Underserved Areas). Determine gaps and deficiencies based on projected future needs. A summary of current and emerging trends in recreation facilities and programming demand (state, NRPA, peer communities).

• **Chapter 5—Recommendations:**

- **Existing Parks.** MSA will create a one- to two-page summary sheet for each existing park similar to the spread view shown to the right. The spread will include the following information: name of park; address; park acreage; park type; a summary table of existing facilities including year installed (as provided by staff); any current issues; a summary table of recommendations including priority (e.g. low, medium, high) and planning-level cost estimates. The two-page spread will also include a picture and a map of each park.
- **New Park Facilities.** MSA will summarize areas proposed for future City parks, or expansions to existing parks, and new trails as determined through the planning process. MSA will identify the general location of these proposed improvements on Map 5 (Proposed Park and Trail Facilities).
- **Trail Facilities.** Identification of proposed trail facility improvements, focusing on connecting existing and proposed multi-use trails to parks and other community facilities, and further focused on upgrading deficient routes currently marked but unsafe for use. These will be depicted on Map 5.
- **Recreation Programming.** Identification of new and expanded recreation programming opportunities based on trends and public feedback.

• **Chapter 6— Implementation:**

- **Capital Improvement Summary.** A summary table of recommendations from Chapter 5 outlining recommendations by park, estimated cost (planning level/ball park cost estimates or cost ranges) and priority.
- **Fee, Funding and Staffing Review.** A comparison and benchmark of Reedsburg's staffing levels, park revenue and expenses, and park development fees to data from up to four other Wisconsin communities of comparable size. This section will include a calculation of the funding the City will need to collect from fee-in-lieu (or another source) to fund new park land acquisition as well as the funding the City will need to collect from park development fees (or another source) to develop parks over the next 10 years to meet the needs of new residents while maintaining the current level of service.
- **Funding Opportunities.** A summary table of common state and federal park grant programs including information on maximum awards and application due dates.
- Identification of other non-traditional funding options to help mitigate potential funding gaps.
- Identification of potential partnerships to coordinate regional and other local park and trail planning efforts.

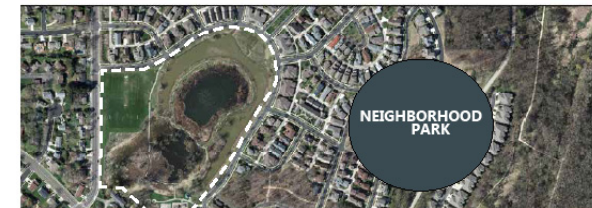


MIDDLETON HILLS PARK - SOUTH

Park Address: 6805 Frank Lloyd Wright Avenue
Park Size: 4.8 Acres

EXISTING FACILITIES

TYPE	INSTALL YR	ISSUES
Playground (2)		
Swings (4)		
Teele Totter		
Open Air Shelter		
Basketball Court		needs resurfacing and repainting
Volleyball Court		
Soccer Fields		
Picnic Tables (5)		
Benches (3)		damaged bench
Bike/Walking Trails		



RECOMMENDATIONS

IMPROVEMENT	PRIORITY (LOW-MED-HIGH)	COST ESTIMATE
Resurface basketball court* (2023 CIP)	HIGH	\$20,000
Remove trail roundabout*	LOW	\$1,500
Install concrete "bug box" near volleyball court*	LOW	\$2,500
Clean/paint pergola	MED	\$2,500-\$5,500
Replace damaged metal bench	HIGH	\$1,500
Replace playground equipment (2023 PIP)	HIGH	\$52,000

* = recommendations outlined forward from the City's 2014 CIP
PIP = Playground Improvement Plan
CIP = Capital Improvement Plan

SITE PHOTOS



OUTDOOR SHELTER



PLAYGROUND



VOLLEYBALL COURT



SOCCER FIELD



Photo courtesy of: <http://countrytimegazette.com/reedsburg-wi-guide/city-of-reedsburg-services/>



Photo courtesy of: <http://countrytimegazette.com/reedsburg-wi-guide/city-of-reedsburg-services/>

- Appendix

- Appendix A: *Complete Survey Results and Public Open House Feedback*. Chapter 4 will provide an abbreviated summary of the key results from the survey, focus groups and public open house. Appendix A will provide a complete summary of the surveys and questionnaires.
 - Appendix B: *Park and Open Space Classifications/ Standards*. A summary of classifications and general park system guidelines from the National Park and Recreation Association.
 - Appendix C: *Maps*. 11" x 17" copies of the following maps:
 - Map 1: Existing Parks and Trails
 - Map 2: Park Facility Distribution
 - Map 3: Park Service Areas
 - Map 4: Potentially Underserved Areas
 - Map 5: Proposed Park & Trail Facilities

TASK 2 | STAFF MEETING #3 – WORKING SESSION (DRAFT PLAN REVIEW)

MSA will coordinate Phase VI & VII activities with the Director of Parks and Recreation and Parks and Recreation Committee Chair.

- Review Draft 2022-2026 CORP
- Prepare for Phase VII Meetings

TASK 3 | PLAN COMMISSION REVIEW

Once draft recommendations and goals and strategies are complete, Plan Commission will review these items at the meeting where they will be discussing the Public Service and Resource Protection elements of the Comprehensive Plan. This will facilitate incorporation of CORP recommendations into the Comprehensive Plan and allow Plan Commission to offer feedback before the Parks & Recreation Committee does its final review of the CORP.

TASK 4 | PLAN UPDATES

MSA will update the plan per the outcomes of Task 2 and 3.

At the City's discretion, Common Council, the Parks & Recreation Committee, or Plan Commission could hold a public hearing before adopting the plan; however, this is not a requirement of the WDNR.

PHASE VII | ADOPTION

(APRIL-JULY 2022)

TASK 1 | PARKS & RECREATION COMMITTEE MEETING #2

MSA will present the final plan to the PRC for review and recommendation to Common Council.

TASK 2 | PLAN COMMISSION MEETING

MSA will present the draft CORP for review and recommendation to Common Council.

TASK 3 | COMMON COUNCIL MEETING

MSA will present the final CORP plan to Common Council for adoption.

DELIVERABLES

Throughout the duration of the project, draft deliverables will be provided to the Director of Parks and Recreation and Parks and Recreation Committee Chair in digital (PDF) format. Once a draft plan is available, MSA will provide the draft in PDF format. After plan adoption, MSA will provide a final digital copy of the plan, including any supporting documents. Hard copies of the plan can be added as an additional service.



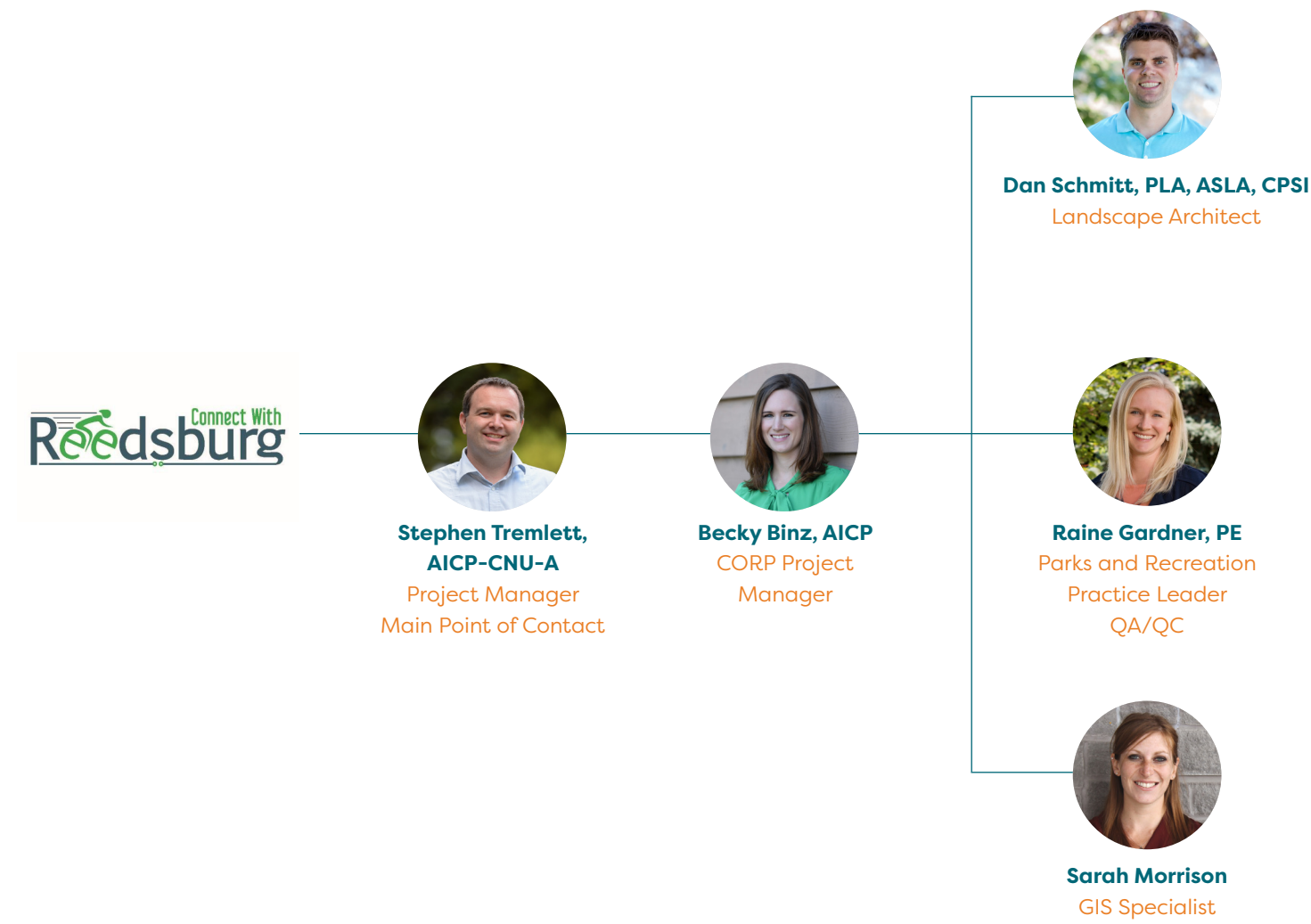
> BENEFITS TO CONCURRENTLY UPDATING THE COMPREHENSIVE PLAN AND CORP <

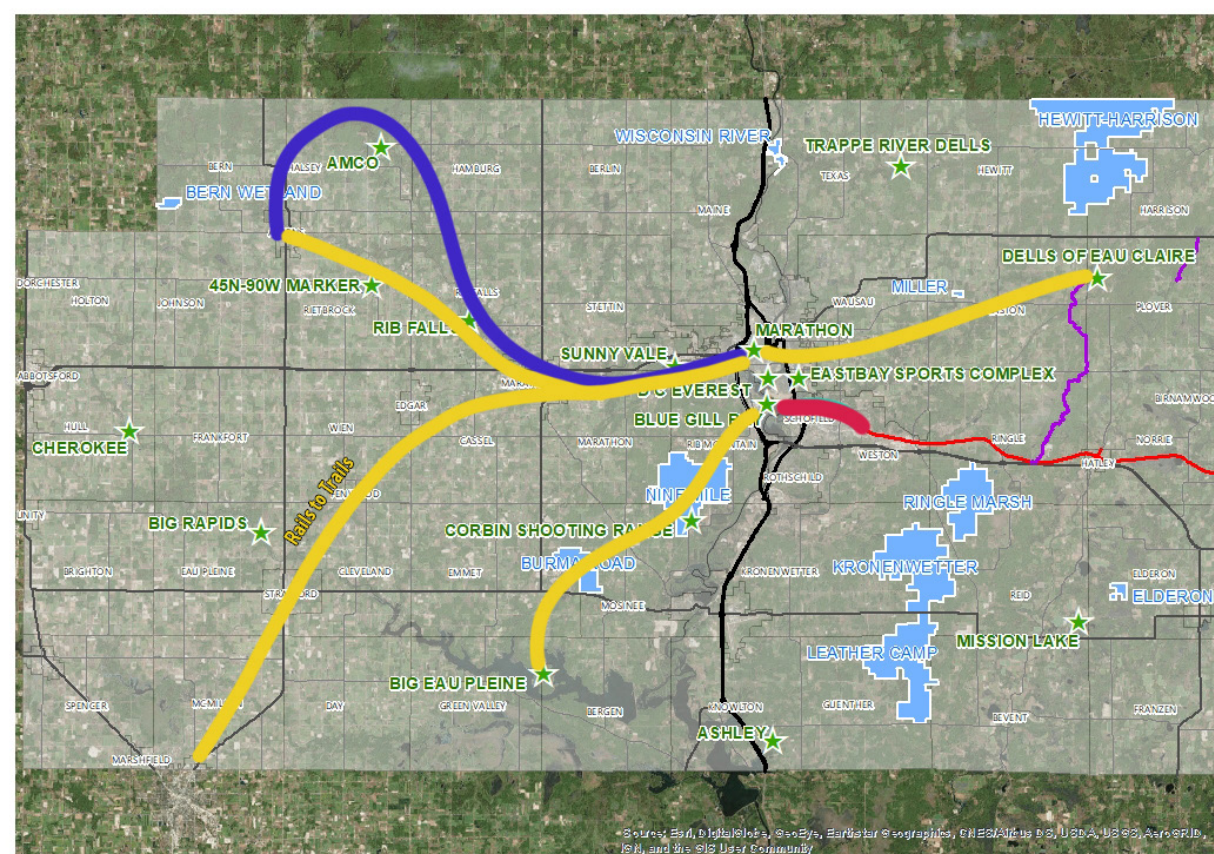
A number of the activities outlined in the proposal to update the CORP are coordinated with the update of the Comprehensive Plan as a cost savings and/or way to expand public engagement:

- Public Open House
- Additional Focus Group Meetings
- Community Input Mapping
- Online Community Survey Outreach
- Project Promotional Methods (project branding, website, mailings, flyers, newspaper articles, emails, and social media)

In addition to cost savings and increased public engagement, updating the plans concurrently will ensure recommendations and policies from the CORP are incorporated into and consistent with the Comprehensive Plan.

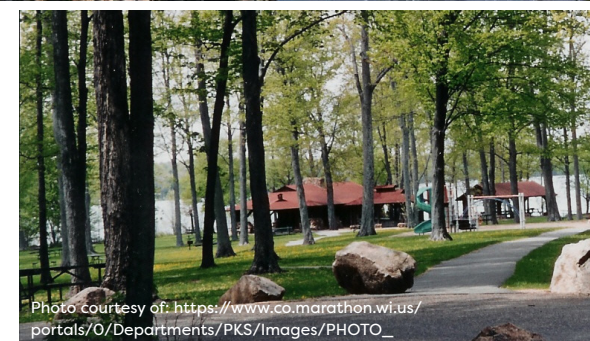
ORGANIZATIONAL CHART





★ County Parks ■ County Forest Units ■ Communities — Ice Age Trail — Mountain Bay Trail

Use the map to draw your own future trails or park locations.



MARATHON COUNTY, WI

COMPREHENSIVE OUTDOOR RECREATION PLAN

LINK TO FINISHED PRODUCT:
https://www.co.marathon.wi.us/Portals/O/Departments/PKS/Documents/PLAN_CORP20202024.pdf

Looking to their CORP as more than just a tool for funding, the Marathon County Department of Parks and Recreation was looking for a comprehensive guidebook for land acquisition and programming priorities that aims to shift the focus of the Department to the economic development initiatives of the County.

As the “Healthiest County in the State,” Marathon County attracts many new residents craving the exposure to their outdoor recreational activities. Due to rather consistent population increase, the County needed to plan for long-term growth to maintain and expand levels of service to residents. To do this, MSA partnered with the County to not just assess the park system itself, but dive into best practices that would enable the department to better execute its mission for the future. This would include budgeting, staffing, efficiency and prioritization of improvements, and how to better connect County communities with the plethora of natural amenities.

Issues identified through the development of this plan have been taken up by both County staff and community stakeholders to collaboratively build off recommendations for the future, utilizing the CORP as a basis for continued engagement and capacity-building to further assess the availability of recreational opportunities.



Existing Park: Walter Bauman Pool (Aquatic Center)

MIDDLETON, WI

COMPREHENSIVE OUTDOOR RECREATION PLAN

LINK TO FINISHED PRODUCT:

[https://issuu.com/
msaprofessionalservices/docs/04928079_
middleton_corp_01212021](https://issuu.com/msaprofessionalservices/docs/04928079_middleton_corp_01212021)

Middleton is known as “The Good Neighbor City,” a northwestern suburb of the capital city of Madison perched along the banks of Lake Mendota. Home to approximately 17,000 residents and witnessing tremendous, consistent growth, the City recognized the need to both fortify their existing park and recreational facilities as well as plan for the wise use of remaining acreage as the community continues to grow and parcels are absorbed by residential and retail development.

Middleton leaders chose to begin the process with the development of a CORP and asked MSA to lead the study, public engagement and guide to implementation of the vision for the next five years and beyond.

One of the community’s main goals for the CORP is to address the rapid influx of urban infill development in the community. As Middleton grows and residential properties such as apartment and multi-unit buildings become more popular, so does the demand for convenient and accessible outdoor space. City officials are concerned about having enough park land to meet future demand, as well as enough funding to support park maintenance, staffing, potential new park development and associated programming.

MSA began phase one of the CORP by reaching out to local sports organizations to assess their needs and how such needs align with city planning, available space and use agreements. Once all the localized information is collected, phase two will contact surrounding communities and regional sports and recreation organizations to discuss potential partnership opportunities. The goal is to see where regional park and recreational needs align, and ultimately, to implement a variety of shared-use options including public sports fields, pools and trails to meet demand and balance investment between parties.

A robust public engagement component was also key to the development of the CORP. The City expressed interest in gathering input from citizens as early in the planning process as possible, but due to restrictions associated with COVID-19, did not want any meetings to be held in person. MSA planners shifted to conduct the public input meeting entirely online, including activities that residents could participate in after the meeting ended. The meeting was recorded, and activities made available afterwards for those who were not able to attend at the scheduled time.

When complete, the City of Middleton will have a clearly defined set of needs, wants, opportunities and potential partnerships to guide it toward the implementation of a new and exciting recreation plan—one that will provide a variety of engaging and accessible places for residents to visit.



CITY OF HARTFORD

Comprehensive Outdoor Recreation Plan

2018-2023



HARTFORD, WI

COMPREHENSIVE OUTDOOR RECREATION PLAN UPDATE

LINK TO FINISHED PRODUCT:

https://issuu.com/msaprofessionalservices/docs/00216040_hartford_corp_10052018_com_7ee4103b2c3ce6

The City of Hartford engaged MSA to update its comprehensive outdoor recreation plan (CORP) and create conceptual plans for two City parks. The CORP included a variety of engagement methods to gather opinions and feedback on this City's park and trail system from residents, sports organizations and the Park and Recreation Committee. Throughout the planning process, we also met bi-weekly with the City's Parks and Recreation Director to review materials, discuss upcoming milestones and gain additional insight into the park and recreation needs of the community. Using all of these methods of engagement, we partnered with the City to develop a plan which best positioned it to meet and exceed residents' park needs now and in the future.

During updating of the CORP we also helped identify one of the conceptual plan sites (Centennial Park) as a promising candidate for state and federal funding. We partnered with the City to write an application for funding and the City currently has a pending state/federal award of nearly \$500,000 for the \$2.7 million park project. Our team of architects is also in the process of designing the new park shelter/restroom facility/amphitheater building for Centennial Park which was identified in the CORP. The City continues to secure donations to bring the vision for the park to life and will use the building design images to bolster this effort. Once complete, the City envisions this park as a point of pride where residents gather for a variety of recreation and social activities, and where visitors are intrigued to stop and explore as they drive by along the City's main street.

REFERENCES

CITY OF MIDDLETON, WI

**Matt Amundson, Director of Public Lands,
Recreation & Forestry**

City of Middleton

(608) 577-2459

mamundson@cityofmiddleton.us

Project: Comprehensive Outdoor Recreation Plan

Project Budget: \$26,000

Timeline: February 2020 – January 2021

CITY OF HARTFORD, WI

Mike Hermann, Parks and Recreation Director

City of Hartford

(262) 670-3730

mikeh@ci.hartford.wi.us

Project: Comprehensive Outdoor Recreation Plan

Project Budget: \$23,000

Timeline: March 2018 – October 2018

MARATHON COUNTY, WI

Jamie Polley, Parks Director

Marathon County Parks

(715) 261-1550

Jamie.polley@co.marathon.wi.us

Project: Comprehensive Outdoor Recreation Plan

Project Budget: \$28,000

Timeline: November 2018 – October 2019

VILLAGE OF WAUNAKEE, WI

Sue McDade, Community Services Director

Waunakee, WI 53597

(608) 850-5992

smcdade@vil.waunakee.wi.us

*Project: Comprehensive Bicycle, Pedestrian and Outdoor
Recreation Plan*

Project Budget: \$35,000

Timeline: February 2016 – January 2017



APPENDIX B: KEY STAFF



Stephen Tremlett, AICP, CNU-A

PROJECT MANAGER | URBAN DESIGNER

With more than 13 years of consulting experience, Steve has taken on primary roles in downtown planning and design projects, commercial/residential development concept plans, bike/pedestrian plans, and the development of comprehensive plans and design standards. His architectural and planning background includes emphases in site planning, urban redevelopment, zoning administration and urban design using a variety of applications, including AutoCAD, Photoshop, InDesign, Illustrator, GIS, SketchUp, Lumion and Microsoft Office applications.

EDUCATION

M.S., Architecture & Urban Planning
University of Wisconsin-Milwaukee

B.S., Architecture
University of Wisconsin-Milwaukee

CERTIFICATIONS

American Institute of Certified
Planners

AFFILIATIONS

Congress of New Urbanism –
Accredited American Planning
Association

AREAS OF EXPERTISE

- Urban Design and
Redevelopment
- **Comprehensive Planning**
- Park Planning
- **Streetscape Planning**
- 3-D Modeling

SELECTED PROJECT EXPERTISE

2040 Comprehensive Plan, Fond du Lac, WI

Led the project from start to finish, as well as crafted the content, designed the plan layout, and facilitated the public engagement process. This process had to be altered as it began before and ended during the pandemic. The draft plan review and adoption process were facilitated through hybrid meetings with recordings available during the 30-day public comment period.

2019-2039 Comprehensive Plan, Sun Prairie, WI

Developed the plan (content and plan layout), and facilitated portions of the public engagement process. Involved in all staff meetings to review and consider edits to the draft plan.

Comprehensive Plan, Burlington, IA

Provided design standards, land use policies and designed the plan layout.

Downtown Design Standards & Sign Ordinance Rewrite, Wisconsin Dells, WI

Managed the project, developed the content, and presented draft materials to the Design Review Commission.

Anton Drive Redevelopment Plan, Fitchburg, WI

Provided development strategies and actions for undeveloped lands surrounding an established residential neighborhood and commercial corridor. Working with MSA's stormwater, transportation and engineering teams, established a plan for the future growth of the area.

Downtown Plan, Verona, WI

Developed long-term redevelopment concepts based on the traffic redesign scenarios. Provided conceptual design for downtown park and streetscaping improvements.

Downtown Plan, Mauston, WI

Developed the plan (content and plan layout), and facilitated portions of the public engagement process. Involved in all steering committee meetings to review and consider edits to the draft plan.

Downtown Plan, Richland Center, WI

Managed the project, developed the plan, and facilitated the steering committee meetings and public engagement process.



Jason Valerius, AICP

Principal in Charge

Jason has more than 20 years of community planning and design experience across the Midwest. He has led the development of comprehensive plans, neighborhood plans, redevelopment plans, and zoning ordinances. Jason manages a talented staff with expertise ranging from comprehensive planning and transportation planning to park and recreation plans, landscape architecture, and urban design.

Education

M.S., Architecture & M.S. Urban Planning | University of Wisconsin-Milwaukee
B.A., Government/Psychology | Lawrence University

Certification

American Institute of Certified Planners

Selected Project Experience

- **Comprehensive Plan**, Burlington, IA
- **Waunakee-Westport Joint Comprehensive Plan Update**, Waunakee and Westport, WI
- **Comprehensive Plan**, Sun Prairie, WI
- **Coulee Vision 2050 Plan**, La Crosse, WI
- **Comprehensive Plan**, La Crescent, MN
- **Comprehensive Plan**, Fox Crossing, WI



Ria Hull, AICP

Planner

Ria is an experienced planner who focuses on development of environmentally and economically responsible policies that enable communities to thrive, foster growth and create a high-quality life for their residents. Ria joined the MSA team in January 2020, after 12 years with the Village of Fox Crossing.

Education

M.S., Urban and Regional Planning | University of Wisconsin-Madison
B.A., English | University of Wisconsin-Madison

Certification

American Institute of Certified Planners

Selected Project Experience

- **Comprehensive Plan Update**, Ripon, WI
- **Comprehensive Plan Update**, Fond du Lac, WI
- **Comprehensive Plan Update**, Lodi, WI
- **Vilas Park Master Plan**, Madison, WI
- **Zoning Administration**, Lowell, WI
- **Zoning Administration**, Dane, WI

COMPREHENSIVE PLAN AND CORP PROJECT TEAM MEMBERS



Becky Binz, AICP

Planner | CORP Project Manager

Becky is a planner experienced in park and recreation planning, including the development of eight recent CORPs. In addition to developing park and recreation plans, Becky helps clients apply for state and federal funding for specific park projects. Her project management experience has spanned a range of unique and interesting work with a primary focus on housing and parks and recreation planning. In 2019, Becky presented the Baraboo River Corridor Planing effort and best practices for regional recreation planning at the Wisconsin Park and Recreation Association's Annual Conference.

Education

M.S., Urban & Regional Planning | University of Wisconsin-Madison

B.A., Economics and Spanish | University of Wisconsin-Eau Claire

Certification

American Institute of Certified Planners

Selected Project Experience

CORPS

- Middleton, WI
- Hartford, WI
- Mukwonago, WI
- Waupun, WI
- Waunakee/Westport, WI
- Verona, WI

COMPREHENSIVE PLAN UPDATES

- Middleton, WI
- Sun Prairie, WI
- Waunakee/Westport, WI
- Fox Crossing, WI

OTHER PARK PLANS

- Baraboo River Corridor Plan, Phases I & II, Baraboo, WI
- Blufflands Recreation and Conservation Plan, La Crosse, WI
- Rock River Stormwater Group Education, Janesville, WI



Sarah Morrison

GIS Specialist

Sarah's experience includes field collection and observation, GPS post-processing and assisting with design, plans, reports, maps, schedules and various documents. Sarah is also familiar with GIS and creating maps and exhibits for both internal and external clients. She also has experience coordinating with utilities and municipalities, assisting with public involvement meetings and discussing projects with both project staff, officials, and members of the public, completing wetland delineation field work and reports, Phase I and II reporting and inspections and NEPA reports.

Education

B.S., Geography | University of Wisconsin-La Crosse

Selected Project Experience

CORPS

- Middleton, WI

COMPREHENSIVE PLANS

- Shorewood Hills, WI
- Fond du Lac, WI
- Lake Delton, WI

HOUSING STUDIES

- Green Bay, WI
- Beaver Dam, WI
- Sheboygan, WI
- Monticello, MN
- Price County, WI
- Manitowoc, WI

STORMWATER SYSTEM MODELING

- Urbandale, IA

CORP PROJECT TEAM MEMBERS



Dan Schmitt, PLA, ASLA, CPSI

Landscape Architect

Dan is a professional landscape architect and plays a key role in each of our recreation-based projects. His experience with on-site construction management provides a valuable understanding of construction detailing and construction workflow including permitting and local code and zoning requirements. His academic focus was to design enriching outdoor spaces for children and he enjoys working on playground projects and exploring techniques for implementing Natural Play. His experiences provide a comprehensive knowledge of site inventory, concept development, landscape plans, planting design and construction details.

Education

M.A., Landscape Architecture | University of Wisconsin-Madison

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

Registration | Certifications

Professional Landscape Architect, MN, WI, IL

Certified Playground Safety Inspector (CPSI)

Selected Project Experience

DEVELOPMENT

- Sauk City Riverfront Park, Sauk City, WI
- Fireman's Park, Verona, WI
- Riverfront Park, Wisconsin Rapids, WI
- Recreation Complex, Wisconsin Rapids, WI
- Lowe Park, Marion, IA
- Riverfront Pocket Park, Sauk City, WI
- Jones Park, Appleton, WI

CONCEPT/MASTER PLANS

- Sauk City Riverfront Park, Sauk City, WI
- Zoo, Wisconsin Rapids, WI
- Fireman's Park, Verona, WI
- Barber Park, Mahomet, IL
- Indianhead and Field Park Master Plan, Mukwonago, WI



Raine Gardner, PE

QA/QC

As our Parks and Recreation practice lead, Raine leads a team of landscape architects, waterfront development specialists and project engineers. She also works with governments in planning, design and constructing infrastructure systems. Raine has worked on a variety of projects including recreational parks and trail projects, waterfront development/access, river corridor planning, park master planning and concepts, stormwater, water main, and sanitary sewer design, roadway reconstruction, lake dredging, and streetscaping plans.

Education

M.S., Civil Engineering | University of Wisconsin-Madison

B.S., Civil Engineering | Michigan Technological University

Registration

Professional Engineer, WI, MN, IA, MI

Selected Project Experience

CORPS

- North Freedom, WI
- Middleton, WI

OTHER PARK PLANS

- Baraboo River Corridor Project
- Baraboo River Communities

DESIGN AND DEVELOPMENT

- Erb Park and Swimming Pool, Appleton, WI
- Clara Avenue Multiuse Trail, Lake Delton, WI
- Witter Field and Pool, Wisconsin Rapids, WI
- Town of Rome Splash Pad, Rome, WI
- Mead Field Splash Pad, Wisconsin Rapids, WI
- Riverside Park, Mauston, WI

IT'S MORE THAN A PROJECT. IT'S A COMMITMENT.
COMPREHENSIVE PLAN 2022-2042 | REEDSBURG, WI | MARCH 31, 2021