



# Village of Friendship Comprehensive Plan 2018



# ***Village of Friendship***

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North Central Wisconsin Regional Planning Commission

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# Chapter One

## Demographics and Community Issues

### Introduction

The Village of Friendship is located in Adams County. The village is bounded by the City of Adams to the south and the Town of Adams to the north, east, and west.

See the Planning Area Map.

### Public Participation

Public involvement is an important part of any planning process. Public involvement provides the citizens of the village an opportunity to express their views, ideas, and opinions on issues that they would like to address related to the future development of the village. Local officials use this input to guide policies and decisions with greater awareness of the public's desires and consensus. See Public Participation Plan in Attachment A.

### Demographics

#### Population

The Village's population has declined slightly over the last several years according to the U.S. Census. As displayed in Table 1, the Village of Friendship experienced a decrease of seven percent between 2000 and 2010. Meanwhile the county grew nearly five percent over that same time period. Of the surrounding towns, the Town of Adams had a growth rate of six percent, while the Town of Preston had a growth

rate of just over two percent. The village is 3.5% percent of the total population in Adams County.

Annually, the Wisconsin Department of Administration publishes population estimates for all minor civil divisions. These numbers vary slightly from the U.S. Census information. For the 2015 estimates, all of the municipalities except the Village of Friendship and the county were expected to grow.

If the ten year growth trend were maintained, the village would expect to lose approximately 50 people over the next ten years. However, if the village grew at the same pace as the county it would expect to gain about 35 residents.

#### Age

The age trend in the Village of Friendship is significantly different than in the city, the county, the state, or the surrounding towns. The median age has been steadily increasing across the state, county, and in surrounding municipalities. Meanwhile the Village of Friendship showed a significant decline in median age between 1990 and 2000, from 44.2 to 39.7, and a significant increase back to 45.6 years of age by 2010. Yet this is still a significant decline in median age when looking as far back as 1980, when the median was 54.4. During that same period the median age in the county went up by 9.1 years, and in the Town of Preston it went up by 11.8 years.

**Table 1: Population**

	1990	2000	2010	2015	% Change 2000-2010
Village of Friendship	728	781	725	700	-7.2%
City of Adams	1,715	1,831	1,967	1,940	7.4%
Town of Adams	1,170	1,267	1,345	1,355	6.2%
Town of Preston	1,057	1,360	1,393	1,400	2.4%
Adams County	15,682	19,920	20,875	20,857	4.8%
Wisconsin	4,891,769	5,363,675	5,686,986	5,753,324	6.0%

Source: U.S. Census, Wisconsin DOA



**Table 2: Median Age**

	1990	2000	2010	% Change 2000-2010	Net Change 2000-2010
<b>Village of Friendship</b>	44.2	39.7	45.6	14.9%	1.4
<b>City of Adams</b>	35.2	38.7	42.2	9.0%	7.0
<b>Town of Adams</b>	36.8	42.4	48.9	15.3%	12.1
<b>Town of Preston</b>	40.7	44.4	52.5	18.2%	11.8
<b>Adams County</b>	40.1	44.5	49.2	10.6%	9.1
<b>Wisconsin</b>	32.9	36.0	38.5	6.9%	5.6

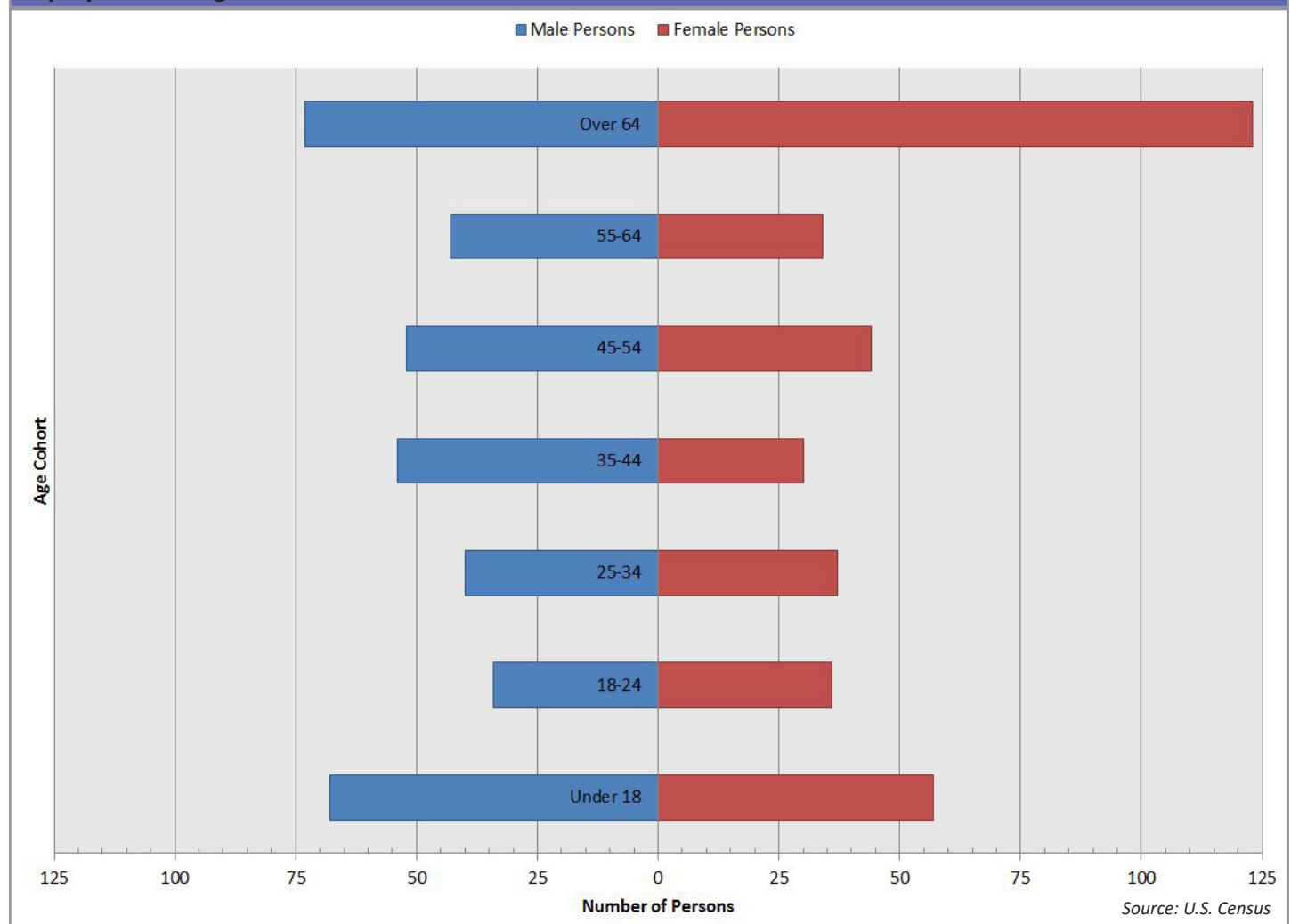
Source: U.S. Census

The number of people aged 65 and older that lived in the village decreased from 240 in 1990, to 196 in 2010, a decline of 18.3 percent. Currently the population of the village is 20.4 percent under the age 20 and 27.0 percent over the age of 65. There are also 22.2 percent of the population between the ages of 25 and 44. This is the same trend in the rest of the county where the population is aging. The relatively high median age in 1980 indicated a very old population. Yet in 2010, the median age of 45.6 in the village is still lower than the median age in Adams County of 49.2, but higher than the state's 38.5. Perhaps most significant,

where the population in 2010 was split roughly 50.2 to 49.8 percent men to women, in 1980 the village was fifty-nine percent female.

Display 1 shows the population pyramid for the village in 2010. Women over 64 years old are by far the largest group (cohort) in the village. The median age for women is 50 years, seven years higher than the median age for men. In 2000, 24 percent of the population was under the age of 18, but by 2010 that had declined to 18.5 percent. There has also been an increase of individuals 65 and over, from

**Display 1: 2010 Age Cohorts**



22.3 percent of the population to 27 percent in 2010. The changes in these two categories seem to explain the increase in median age between 2000 and 2010.

## Race

The village is made up of mostly white residents. In 2000, 686 of the village's 712 residents were white, 6 were American Indian, 8 were Asian, 1 was African American, and 11 some other race. In 2010, 689 of 725 residents listed themselves as white, 1 as American Indian, 4 as Asian, 14 as African American, and 11 as some other race.

## Educational Level

Educational levels in 1990 showed that 527 had completed high school and of those 527, 74 had some college, 29 had associate degrees, 24 had bachelor degrees and 7 had graduate or professional degrees. The 2010 American Community Survey showed that 431 had completed high school and of those 431, 95 had some college, 32 had associate degrees, 26 had bachelor degrees and 7 had graduate or professional degrees. Only those 25 years of age and older are reflected in these statistics. Table 3 provides a summary of the highest level of educational attainment in the Village of Friendship, Adams County, and the State.

The Village of Friendship has a higher percentage of high school graduates or less as the highest level of educational attainment compared to the county and the state. Many

of the persons with educational attainment lower than high school graduate are residents over 64. The village compared to the county and state has a lower percentage of persons with any higher education.

## Households

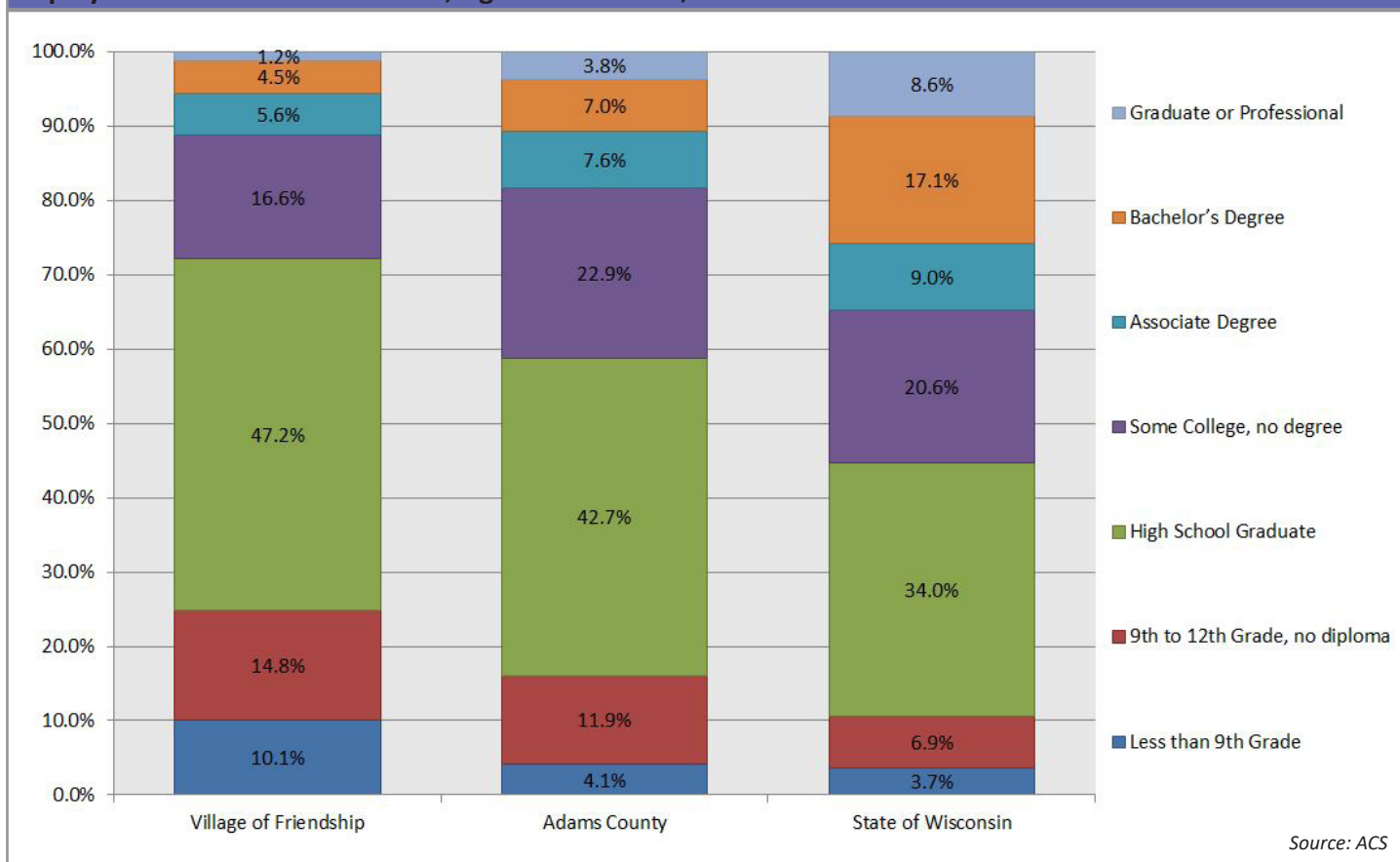
The number of households in the village has grown by 2.4 percent over the previous two decades, from 251 in 1990 to 256 in 2010. There was a one household decline between 2000 and 2010. Of the 256 total households, in 2010, 62.9 percent were family households and 24.2 percent had their own children under 18. 41.4 percent were married couple households.

34.4 percent of all households included someone 65 years old or older, while 28.9 percent included someone 18 or younger. The average household size in 2010 was 2.29 people, down slightly from 2.31 in 2000.

## Employment

Between 2000 and 2010 the village's employed residents increased 6.64 percent, from 226 to 241. The two industries with the most employed in 2000 were Educational, Health, & Social Services, and Arts, Recreation, Entertainment, Accommodation, & Food Service. In 2010 Retail Trade had the most employed residents while Educational Services, and Health Care and Social Assistance had the second most employed residents. Two industries with no reported

**Display 2: Educational Attainment, Age 25 and Older, 2010**



**Table 3: Households 2000 - 2010**

	2000	2010	% Change 2000-2010	Net Change 2000-2010
Village of Friendship	257	256	-0.4%	-1
City of Adams	769	886	15.2%	117
Town of Adams	547	580	6.0%	33
Town of Preston	561	619	10.3%	58
Adams County	7,900	8,666	9.7%	766
Wisconsin	2,084,544	2,279,768	9.4%	195,224

*Source: U.S. Census***Table 4: Total Employed**

	2000	2010	% Change 2000-2010	Net Change 2000-2010
Village of Friendship	226	241	6.64%	15.1%
City of Adams	691	667	-3.47%	10.7%
Town of Adams	632	673	6.49%	5.2%
Town of Preston	572	550	-3.85%	11.7%
Adams County	7,847	8,354	6.30%	8.4%
Wisconsin	2,734,925	2,869,310	4.91%	6.7%

*Source: U.S. Census***Table 5: Median Household Income**

	2000	2010	% Change 2000-2010	Net Change 2000-2010
Village of Friendship	\$24,615	\$39,643	\$8,473	27.18%
City of Adams	\$26,250	\$26,097	-\$7,143	-21.49%
Town of Adams	\$34,286	\$38,821	-\$4,595	-10.58%
Town of Preston	\$33,491	\$41,372	-\$1,037	-2.45%
Adams County	\$33,408	\$39,885	-\$2,419	-5.72%
Wisconsin	\$43,791	\$51,598	-\$3,854	-6.95%

*Source: U.S. Census***Table 6: Per Capita Income**

	2000	2010	% Change 2000-2010	Net Change 2000-2010
Village of Friendship	\$14,773	\$16,670	-\$2,037	-10.89%
City of Adams	\$14,744	\$16,882	-\$1,788	-9.58%
Town of Adams	\$18,225	\$22,733	-\$345	-1.50%
Town of Preston	\$19,117	\$21,137	-\$3,071	-12.69%
Adams County	\$17,777	\$21,917	-\$594	-2.64%
Wisconsin	\$21,271	\$26,624	-\$311	-1.16%

*Source: U.S. Census*



**Table 7: Poverty Rate**

	1999	2009
<b>Village of Friendship</b>	23.4%	25.4%
<b>City of Adams</b>	13.1%	22.0%
<b>Town of Adams</b>	9.0%	8.3%
<b>Town of Preston</b>	9.6%	9.2%
<b>Adams County</b>	10.4%	12.6%
<b>Wisconsin</b>	8.7%	11.1%

Source: U.S. Census

employment were Information and Agriculture, Forestry, Fishing and Mining. More detailed employment information can be found in the Economic Development chapter.

### Household Income

The 2010 median household income in the village was \$39,643, less than both Adams County and the State, which were \$39,885 and \$51,598 respectively. While Friendship had the lowest median household income among the comparisons in 2000, it was the only community to show income growth (adjusted for inflation) over the decade, at 27 percent, bringing it to a comparable level to the county and the Town of Adams.

In 2010, of the 304 households in the village, 10.5 percent had a household income of less than \$10,000, almost 34 percent reported incomes less than \$24,999 and only 1.3 percent had incomes above \$100,000. No household incomes above \$150,000 were reported. Despite the growth in median household income in Friendship, the adjusted per capita income declined by over 10 percent between 2000 and 2010. This is especially odd considering household size continued to decline between 2000 and 2010.

Over 25 percent of the population is below the national poverty rate. The Village of Friendship showed a similar increase in the poverty rate as Adams County and the state, while Adams City experienced a significant increase in the poverty rate. However, Friendship's poverty rate is still much higher than the county and state, and slightly higher than Adams City.

The clearest indicator of poverty in Friendship Village is that 71.7 percent of female-headed households are below the poverty line, and 22.2 percent of children ages five to seventeen live in poverty. The poverty threshold varies by size of household and number of children. As an example, the annual income threshold in 2010 for a single person was \$11,139, for a householder and one child was \$15,030, for a householder and two children was \$17,568, and for two adults and two children was \$22,113.

### Community Issues

Discussions with the Plan Commission identified a variety of village issues, from population decline, to residential development, to economic development. These issues are critical to the long-term success of the village.

- Rejuvenation of Main Street: the revitalization of businesses along Main Street utilizing existing historic buildings has the potential to increase activity in the center of the Village.
- Demands of an Aging population. Need to develop and maintain services and programs for this growing segment of the community.
- Desire to expand commercial uses along Main Street, County J, and North Avenue across from the shopping center.
- Storm/Sanitary Sewer and Water Issues: a need was seen to develop a sewer/water plan for the Village, develop secure funding for water/sewer improvements, increase storm sewer coverage, and improve water delivery systems within the village.
- Lack of Parking Downtown: parking on Main Street was seen as a problem, especially in the area around the Courthouse.
- Parks and Recreation: concern was expressed about the quality of Friendship Lake, integrating Friendship Mound into the parks system, and the need for more green space along Main Street.
- Village is a Retirement/Bedroom Community: because of its low cost of living, quality schools and health-care facilities, and natural environment the village has potential to attract both retirees and families looking for affordable housing.
- Intersection Obstruction/Access onto Highway 13: a number of intersections (County Road J, North Street, 3rd Street) were cited as difficult places to cross/enter traffic on State Highway 13.
- The need for economic development/business development and employment in the Village.
- Quality of Life: the physical setting and clean natural environment were seen as positive assets for the village, as was the local hospital, nursing home, clinics and schools, all of which make the village a good place to live.
- Regional Recreation Area: with the continuing increase in visitation to Wisconsin Dells and the development taking place along Lakes Petenwell and Castle Rock, the

village was seen as well positioned to act as a hub for recreational activities in the future if the proper assets are developed there.

- Livability and Health is becoming an important goal among community residents. There has been an increasing demand for more active lifestyle facilities, such as biking trails, etc.
- Increase residential development. Residential development should take place both to the east and west of the village.
- Future annexation is toward Friendship Lake, where old and outdated septic systems might fail creating demand for sewer and water service.
- Long-term viability of the Fairgrounds. Redevelopment and best use of the County Fairgrounds, adjacent to the hospital and Little Roche a Cri Creek. Although the County has not expressed an intention to relocate the Fair, there has not been a significant level of investment in the facility in recent years.
- Redevelopment of the former County Highway garage. Site requires further environmental assessment and possible cleanup. The location offers an excellent opportunity for infill development.
- Replacement and upgrading of aging infrastructure with limited financial resources.
- Tourism is an area where the Village could become more proactive to increase visitors to the area. Work with local chambers and other organizations.









# Chapter Two

## Natural, Agricultural, and Cultural Resources

### *Previous Studies and Plans*

#### **Adams County Land and Water Resource Management Plan**

The Land & Water Resource Management Plan provides a framework for county and local conservation efforts. Implementation of this plan helps to protect and improve the valuable water and soil natural resources in Adams County. Some of the plan's recommendations include reducing sediment and animal waste delivery to surface waters, protection of wetlands and uplands for wildlife habitat, and maintain prime farmland by minimizing non-farm development.

#### **Adams County Farmland Preservation Plan**

The Farmland Preservation Plan identifies productive agricultural areas for preservation throughout the unincorporated areas of the county. Based upon a variety of factors land is identified for preservation and these lands also discourage development. It is important for the village to be aware of those areas along the village limits. This plan is currently being updated.

### *Natural Resources*

The village lies in the mid-latitude continental climatic zone, which is characterized by long, snowy winters and short, warm summers. Spring and fall are often short with rapid changes from summer to winter and winter to summer. Annual precipitation, throughout the area, averages about 32 inches. About one-half to two-thirds of the annual precipitation falls between May and September. Snowfalls range between 45 and 80 inches annually, with a continuous snow cover from November to early April.

The protection of certain natural features is necessary for the functioning of the environment and for health and enjoyment of future generations. Certain environmental features and assets have more than merely aesthetic and leisure-time activity values. They are essential to long-term human survival and the preservation of life, health,

and general welfare. As such, the protection and/or management of these environmental features and assets is clearly in the public's best interest.

The environmental features and assets that were examined in this plan include soils, wetlands, floodplains, water and woodlands.

### **Water, Wetlands & Floodplains**

The combined surface area of ponds, lakes, and streams total about 28 acres. The major water body is the Friendship Lake and Little Roche a Cri Creek. These surface water resources replenish the groundwater as part of the hydrologic cycle. See the Natural Resources Map.

Under natural conditions, the aquifers generally receive clean water from rainfall percolating through the overlying soils. However, contamination of groundwater reserves can result from such sources as percolation of water through improperly placed or maintained landfill sites, private waste disposal located near the water table, leaks from sewer pipes, and seepage from some types of mining operations into the aquifer. Runoff from livestock yards and urban areas and improper application of agricultural pesticide or fertilizers can also add organic and chemical contaminants in locations where the water table is near the surface. Protection of these groundwater reserves is necessary to ensure adequate water to domestic, agricultural and commercial uses. If groundwater is not protected, contamination could result; thus, endangering the quality and supply of the water in the village.

Wetlands perform many indispensable roles in the proper function of the hydrologic cycle, and local ecological systems. In a natural condition, they control floodwater by moderating peak flows, and some may act as groundwater recharge sites. All wetlands have valuable water purification capabilities and make significant contributions to surface and groundwater quality. They act as settling areas for inflowing

streams as well as functioning in the reduction of water nutrients through uptake of these compounds into plant tissues. They also have a buffering effect on water acidity or alkalinity and are helpful in the elimination of harmful bacteria, which may be found in surface or groundwater. They also serve as breeding and nesting grounds for waterfowl and many other animals that depend on aquatic habitats; they are an important recreational, education, and aesthetic resource. In many instances, wetlands serve in the combined roles of flood moderation, water purification and aquatic habitat, wetlands are important to the maintenance of downstream habitat as well. See the Water Features Map.

Wetlands generally occur in areas where water stands near, at, or above the soil surface during a significant portion of most years. Vegetation is generally aquatic in nature and may vary from water lilies and rushes in marsh areas to alder and tamarack in lowland forest. Swamps, bogs, marshes, potholes, wet meadows, and sloughs are all wetlands. The soils in these areas are usually saturated during the growing season within a few inches of the surface.

When drainage of wetlands occurs, or drainage patterns are altered, the water table is locally lowered and soils are exposed to oxidation at depths usually saturated. Nutrients held in the wetland soils can then be leached away. Heavy siltation can occur downstream as water previously held by the soils is swept away. Wildlife population and habitat in drained areas and downstream locations may be negatively affected, lowering the recreational and educational value. Eradication of wetlands can also occur in urban locations through the use of fill material. This can destroy the hydrologic function of the site and open the area to improper development. The Wisconsin Department of Natural Resources (WisDNR) has delineated the location of wetlands and has standards for managing wetlands. Friendship Lake is in the northeast part of the village and the Little Roche a Cri Creek runs through the village in an east to west direction.

Floodplains are a natural feature not conducive to development. Inappropriate location of roadways in floodplains can result in serious flood damage. Periodic roadbed saturation and embankment washing eventually lead to an increase in road maintenance costs. In addition to roads, floodwaters can create a number of problems by damaging foundations of homes, electrical equipment, heating units, etc. Basements constructed on permeable sands and silts of floodplains are especially susceptible to damage resulting from seepage through walls. Thus, it is advisable to restrict development in such areas. In the village, the areas that are designated as floodplains by the Federal Emergency Management Agency (FEMA) are mainly adjacent to Friendship Lake and Little Roche a Cri Creek.

## **Soils**

Soils are an important natural resource. Knowledge of the potential uses and/or limitations of soil types is necessary when considering construction of buildings, installation of utilities, or other uses of land. Problems that limit development on certain soils include poor filtration, slow percolation, flooding or ponding, wetness, slope, and subsidence. A “severe” limitation indicates that one or more soil properties or site features are so unfavorable or difficult to overcome that a major increase in construction effort, special design, or intensive maintenance is required. Fortunately the village has available sewer and water facilities that mitigate many of these issues.

There are a variety of soil types within the village according to the 1984 USDA Soil Survey of Adams County. See that document for more detailed information on soils. Soil pattern within the village include scattered areas of Newson Loamy Sand (Ne), Brems Loamy Sand (BrA) and Delton Sands (DeA and DeB). Some area soils present limitations for construction, including Algansee Loamy Sand (AIA) and Plainfield Sand [(PfB), (PfC), and (PfD)]. Other soils in the village include Brems Loamy Sand (BrA), Wyeville Loamy Sand (WeA), Delton Sand [(DeA) and (DeB)], and Meehan Loamy Sand (MoA). See the Soils Map.

## **Woodlands**

Forest cover provides many vital functions, which are diverse in nature; forested lands provide for recreational opportunities, scenic beauty, economic commodity (timber products), and wildlife habitat as well as protection of sensitive environmental areas. From the NCWRPC GIS Inventory, of the 604 acres of land in the Village of Friendship 160.91 acres, or 26.63 percent, are woodlands. Tree cover is essential, especially for erosion control and to reduce effluent and nutrient flows into surface water bodies and courses.

## ***Agricultural Resources***

There is some limited agricultural activity within the village, mainly focused along the western border near the former land fill and the eastern border near the Adams Colombia Electric Co-op.

There are substantial agricultural uses in the Town of Adams. Development patterns within the village can affect the agricultural land surrounding the village.



## ***Cultural Resources***

The area now known as Adams County was inhabited by multiple Native American people over the centuries. The nearby rock formation of Roche A Cri has an abundance of rock art that suggests that this place had special significance to the ancient inhabitants of the region. It is estimated that the petroglyphs were carved before A.D. 900 and pictographs appeared only 400-500 years ago. The artists are believed to be ancestors of the Ho-Chunk people.

French explorers in the 17th and 18th centuries called the mound “Roche-A-Cris” or “Crevice in the Rock,” referring to the large cleft in the rock structure that is visible from some distance from various vantage points. Government survey notes taken in 1851 refer to “hieroglyphs of antiquated appearance” on the side and in a cave at Roche-A-Cri.”

The Village of Friendship has a long recorded history, which began in 1857 when Luther Stowell and William Burbank established a gristmill at a spot on Little Roche a Cri Creek at the foot of what was at that time known as Rocky Rock. They named the settlement Friendship after their hometown in New York.

Friendship soon eclipsed other similar villages located along Little Roche a Cri Creek after Stowell and other villagers offered to build a new courthouse if voters approved moving the county seat from Quincy, which happened in 1858. As the seat of the County government, the Village of Friendship became more important in the life of Adams County. The Village was home to such prominent local citizens as Dr McGowan and Solon Wesley Pierce who was a state legislator, Civil War veteran, County judge, and the County Attorney for twenty-six years. He was also publisher of the Adams County Press. The Village of Friendship is the site of the longest continuously operating post office in the county.

By the turn of the twentieth century Friendship was still unincorporated and the smallest county seat in Wisconsin. Adams County also was the last county in the state to receive railroad service. The Milwaukee Road skirted the county to the south, crossing the Wisconsin River at Kilbourn (Wisconsin Dells) in 1857, and extended its line to Necedah in 1872, headed north. The Chicago & Northwestern extended its line east to Necedah and built a bridge across the Wisconsin River in 1882. The Wisconsin Central ran north from Portage to Steven Point, roughly along the route of I-39, with a depot at Liberty Bluff. An improved wagon road, which evolved into a state road and what is today County Road J, provided access to Friendship.

A number of proposals for rail lines through the county were floated all requiring some form of support from the County, including an electric railroad powered by the new dam at Kilbourn. But in the end the Chicago & Northwestern

used its own money to build a new connecting line from north of Milwaukee to Necedah, and passing right through Adams County. The 1893 survey that had been done for the Princeton Line passed right through Friendship, but when the final survey was done for the new railroad it passed “one mile south of the village.” Stories of the C&NW changing the route of the railroad in order to avoid land that several prominent village resident offered at perhaps too high a price are staples of county lore; or perhaps it was that there was not sufficient dry land to support the extensive switching yard that the railroad had planned available closer to the village. In any case when, after fifty years, the railroad finally came to Friendship it didn’t actually come there at all.

When the new line opened on December 12, 1911 it was assumed that Friendship would expand south to reach it. At an earlier time a spur line to serve Friendship had been promised and this might have been what inspired Frank Wrchota in 1912 to build the largest hotel in the county a mile from the railroad in the center of Friendship. In that same year the County Board decided to build a new courthouse on the site of the old one despite an offer of free land near the new railroad depot. In the next year the new Village of Adams was chartered. Adams grew to the south of Friendship to serve the railroad, and access to the railroad eventually led to Adams growing larger than Friendship and becoming a center for industry reliant on access to rail.

Over the last century the Village of Friendship has continued to grow and change together with its friendly rival to the south. Each has taken on a unique character, but Friendship has retained more of the historic character it has as seat of government and one of the oldest settlements in the county. It benefits from both a picturesque setting and large stock of historic buildings. Of eighty-one historic buildings identified in Adams County sixty-five are in the village. In many ways the history of Adams County is embodied in the Village of Friendship more than in any other area of the county.

There are sixty-two structures in the village that are on the Architecture and History Inventory. Fifty-three of these structures are houses mostly built in the late 1800’s or early 1900’s, with numerous different styles. The Adams County Courthouse is in the neoclassical style built in 1913, and the Hotel Wrochota in the second empire style built in 1912. There are also several original homes and buildings in the village, which have not been examined for inclusion on the Inventory.

The most outstanding cultural asset in the village is the McGowan House, which houses the Adams County Historical Society. Built in 1889, this Gothic Revival style home has been painstakingly restored to reflect how it would have been when Dr. McGowan operated a home-office there. After Dr. McGowan’s death his wife and family continued to

live in the house for many years, until it was finally donated to the County. When STH-13 was widened the building was moved slightly north on the lot to its current site. Preliminary assessments done at the time by DOT stated that the house is a strong candidate for listing on the National Register of Historic Places.

The museum holds regular hours during the summer and the Historical Society maintains extensive archives in the building. The village also hosts the Adams County Fair. Located on the Fair Grounds is the Tractor Museum, which has hours during the summer.

## ***Goals, Objectives, and Policies***

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The following goals, objectives and policies are intended to provide a guide for the future development of the Village.

### **Goals:**

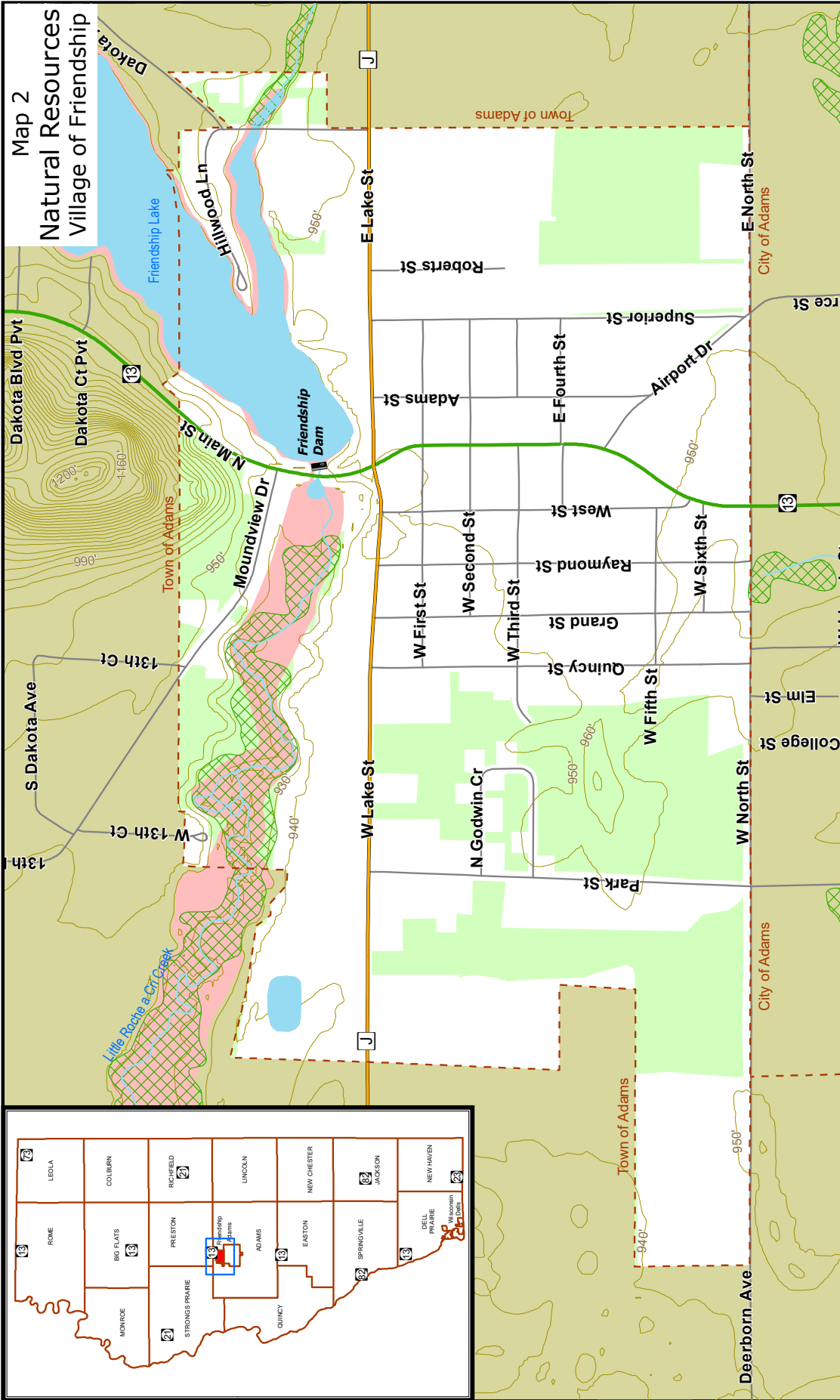
1. Protect natural areas, including wetlands, wildlife habitats, ponds, woodlands, open spaces and groundwater resources.
2. Preserve cultural, historic and architectural sites.
3. Build community identity by revitalizing Main Street.

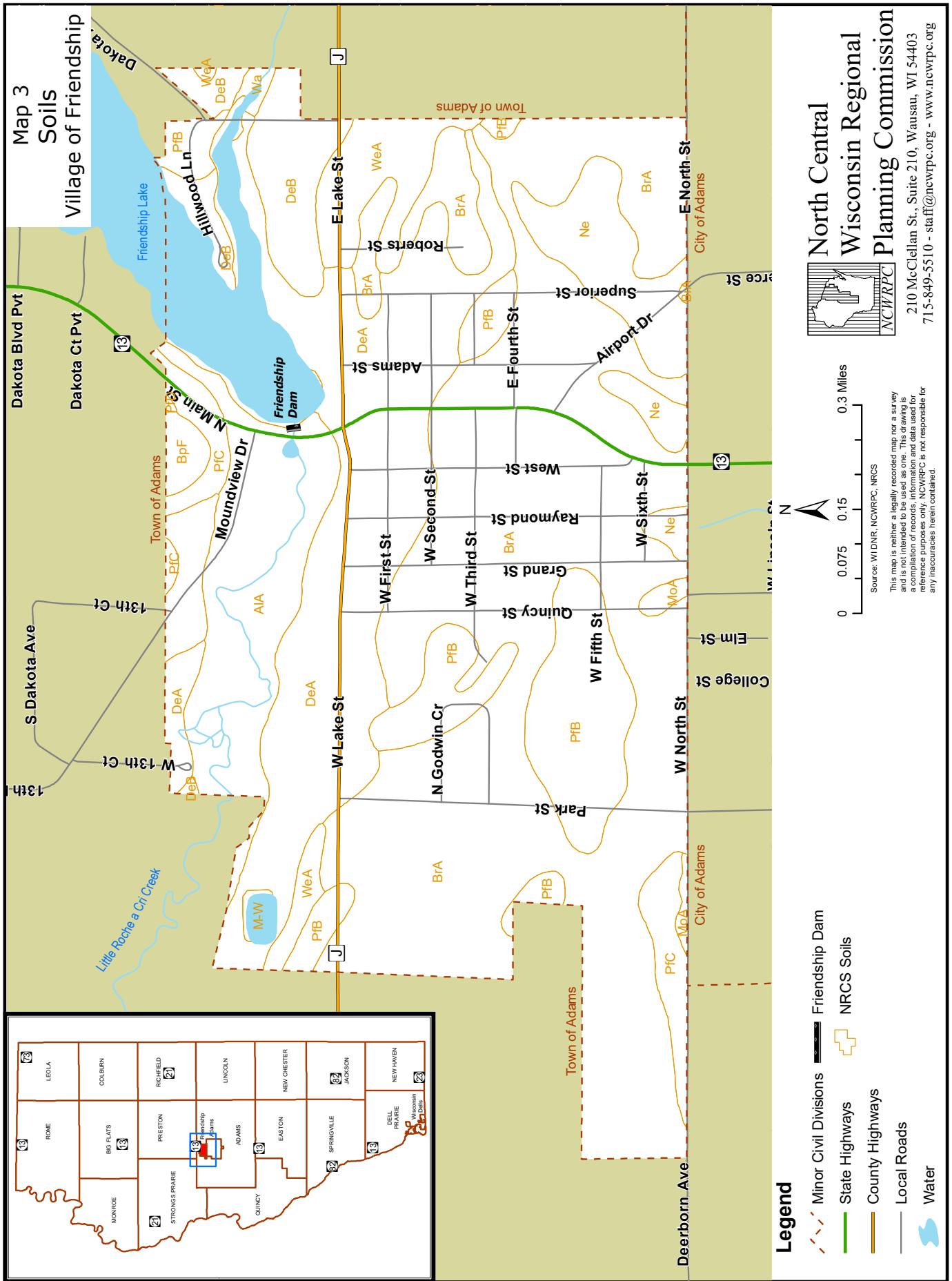
### **Objectives:**

1. Development adjacent to surface water and wetlands needs to be carefully planned to not negatively impact these resources.
2. Seek methods to improve the appearance and economic viability of the commercial buildings along Main Street.

### **Policies:**

1. Consider the implementation of a façade restoration program or Business Improvement District as a way of upgrading downtown businesses.
2. Develop and enforce design standards throughout the village.
3. Seek National Register of Historic Places status for the McGowan House
4. Consider the need in the future to extend sewer and water service to properties along the shore of Lake Friendship, where failing on-site disposal systems may endanger water quality.
5. Consider a village beautification effort, including installing planters, benches and other decorative items.





# Chapter Three

## Housing

### Previous Studies

#### North Central Wisconsin Regional Livability Plan, 2015

Housing is one of four elements included in the Regional Livability Plan, adopted by the North Central Wisconsin Regional Planning Commission. The Housing Assessment Report, a component of the Plan, looks in detail at the housing stock and the affordability of housing throughout the 10-county region and identifies trends and issues facing housing. The Regional Livability Plan addresses two issues: the type of housing stock and housing affordability. The housing goal of the RLP is as follows: Promote a variety of safe and affordable housing options that meet the needs of all community members.

#### Wisconsin State Consolidated Housing Plan

The Consolidated Housing Plan is a five-year strategic plan, updated annually, that is required by the Department of Housing and Urban Development (HUD) in the application process required of the State in accessing formula program funds of Small Cities Community Development Block Grants (CDBG), HOME Investment Partnerships, Emergency Shelter Grants, and Housing Opportunities for Persons With AIDS. The State Consolidated Housing Plan (CHP) is primarily focused on how government action can address special needs, not on the workings of the private housing market. This plan also maintains eligibility for housing grants.

The Consolidated Plan assesses a number of different factors related to housing needs, and affordability is a primary consideration. Federal guidelines state that a family should not have to spend more than thirty percent of its income on housing for that housing to be considered affordable. Nearly 80 percent of households that make less than 30 percent of the area median income (AMI) are in housing that is not affordable under these guidelines. Adams County is included in the Central Wisconsin Region for many of these housing related programs. This is a multi-county effort to provide housing assistance.

### Inventory & Trends

#### Housing Units

Between 1990 and 2010, the number of housing units in the village grew by 53 (17.7%), despite a decline in housing units between 1990 and 2000. During the same period, the state, Adams County, and surrounding towns and cities experienced a significantly larger percent increase. This housing unit growth has been strong over the last decade, despite a decline in both population and households during the same period.

**Table 8: Total Housing Units**

	1990	2000	2010	% Change 2000-2010	Net Change 2000-2010
Village of Friendship	300	293	353	17.7%	53
City of Adams	791	846	999	26.3%	208
Town of Adams	721	862	920	27.6%	199
Town of Preston	844	992	1,109	31.4%	265
Adams County	12,418	14,123	17,067	37.4%	4649
Wisconsin	2,055,774	2,321,144	2,593,073	26.1%	537,299

Source: U.S. Census



## Year Built

The Village of Friendship has an older housing stock than the county and the surrounding towns. The building age is much more comparable to the housing stock in the City of Adams and the state. For the state overall, 40 percent of housing units were built before 1960, while in the City of Adams, 44 percent were built before 1960 and in the Village of Friendship 46 percent were built before 1960. This is to be expected since the Village of Friendship is the oldest remaining settlement in the county. The age of the housing stock presents both a challenge and an opportunity. Older buildings require higher levels of maintenance and their design may not be as up-to-date as newer buildings, but the level of craftsmanship and the quality of materials is hard to replicate in modern construction. The historic ambiance that goes along with historic construction and development patterns in a community can be an intangible cultural asset that the Village may be able to utilize in its development efforts.

## Type of Housing

Detached and attached single-family residences, at 69 percent of the housing stock, are the dominant housing type in the Village of Friendship, as they are in the city, towns, the county, and the state. Duplexes are more common in the Village of Friendship than in Adams City or the county, but are about equal to the state. Apartments with more than 20 units are more common in the State and the City of Adams. The most notable difference between the village and the county and surrounding towns is that mobile homes make up a much larger percentage of housing units in the towns and county. Friendship is comparable to the state and City of Adams in the percentage of mobile homes.

## Value

The median value of an owner-occupied home in the Village of Friendship is about 69 percent of the median value for the county. The median value in the village has remained slightly above the median in Adams city throughout the

**Table 9: Year Built, 2010**

	<1940	1940-59	1960-79	1980-99	2000-10	Total
Village of Friendship	26%	20%	26%	22%	6%	353
City of Adams	20%	24%	25%	26%	6%	999
Town of Adams	11%	10%	24%	43%	13%	920
Town of Preston	5%	9%	37%	36%	13%	1,109
Adams County	8%	8%	32%	36%	15%	17,067
Wisconsin	22%	18%	25%	24%	11%	2,593,073

Source: U.S. Census

**Table 10: Housing Type, 2010**

	Single Family	Duplex	3 to 19 Units	Over 20 Units	Mobile Homes
Village of Friendship	69%	7%	21%	0%	3%
City of Adams	62%	3%	22%	10%	4%
Town of Adams	70%	0%	1%	0%	28%
Town of Preston	70%	0%	0%	0%	30%
Adams County	72%	1%	4%	1%	24%
Wisconsin	71%	7%	12%	7%	4%

Source: U.S. Census

**Table 11: Median Home Value**

	1990	2000	2010	% Change 2000-2010	Net Change 2000-2010
Village of Friendship	\$43,800	\$64,100	\$116,200	165.3%	\$72,400
City of Adams	\$36,100	\$58,200	\$76,600	112.2%	\$40,500
Town of Adams	\$42,400	\$82,600	\$124,100	192.7%	\$81,700
Town of Preston	\$52,700	\$86,500	\$126,200	139.5%	\$73,500
Adams County	\$46,500	\$83,600	\$130,700	181.1%	\$84,200
Wisconsin	\$62,500	\$112,200	\$169,000	170.4%	\$106,500

Source: U.S. Census



period but both are well below median values in surrounding towns. As in most rural areas, the towns and city are below the state median value.

## Rent

More than 36.3 percent of housing units in the Village of Friendship are renter occupied. This is significantly higher than the 16.9 percent of county residents who rent. The median rents in the village are somewhat below the comparable rent in the city and is growing at a slightly slower rate. Rents in the surrounding towns are higher than in the village, but the City of Adams' rent is growing faster than the village, while Preston's is growing slower. Gross rent includes the costs of utilities.

## Affordability

The standard definition of affordability is for a family to spend thirty percent or less of its income on housing. In the Village of Friendship, 47 percent of homeowners with mortgages, 27 percent of homeowners without a mortgage, and 43 percent of renters report that they spend more than thirty percent of their income on housing. For homeowners, the rate is almost identical to Adams city and much higher than the state and Adams County. The rate of renters paying more than thirty percent of their income on housing is comparable across the Village of Friendship, City of Adams, Town of Adams, the county and the state (here the Town of Preston is the exception, with a much higher percentage). The high percentage of renters spending more than thirty

percent of income on housing in the village represents a troubling fact, which may be a symptom of the very high (25.4%) and rising poverty rate in the village. Quality, affordable housing is something that the Village will have to take steps to provide in the future to reduce the number of cost-burdened residents.

There are 177 subsidized housing units in Adams County, or one unit for every 118 people. By contrast in Juneau County there is one unit for every 70 people. Nearly two thirds of these units are designated for the elderly. A third are for families and six are designed for the disabled. Disabled and low-income citizens often require special housing accommodations. How best to meet these needs should be a focus of any planning process that the Village engages in.

## Owner occupancy

Owner occupancy rates tend to be higher in rural than in urban areas, thus owner occupancy rates in Adams County have, over the last twenty years, been significantly higher than the state. In 2010, there was 14.7 point difference between Adams County and the state, but Village rates were slightly lower than the state average. The owner occupancy rate in the Village slumped during the 1990s. From 1990 to 2000, there was a steady decline in owner occupancy. From, 2000 to 2010 there was a slight increase in owner occupancy. From 1990 to 2010, owner occupancy rates in Adams City have decreased steadily to 49.8 percent in 2010.

**Table 12: Median Gross Rent**

	2000	2010	% Change 2000-2010	Net Change 2000-2010
Village of Friendship	\$425	\$502	18.1%	\$77
City of Adams	\$388	\$513	32.2%	\$125
Town of Adams	\$425	\$593	39.5%	\$168
Town of Preston	\$525	\$595	13.3%	\$70
Adams County	\$443	\$589	33.0%	\$146
Wisconsin	\$540	\$713	32.0%	\$173

Source: U.S. Census

**Table 13: Monthly Housing Cost > 30% of Income, 2010**

	Owner		Renter
	With Mortgage	Without Mortgage	
Village of Friendship	47%	27%	43%
City of Adams	51%	28%	40%
Town of Adams	29%	16%	44%
Town of Preston	37%	19%	73%
Adams County	41%	20%	43%
Wisconsin	34%	17%	47%

Source: U.S. Census

**Table 14: Owner Occupancy**

	1990	2000	2010	% Change 2000-2010	Net Change 2000-2010
Village of Friendship	68.4%	62.6%	63.7%	1.2%	2
City of Adams	60.2%	59.4%	49.8%	-3.5%	-16
Town of Adams	80.2%	85.9%	84.3%	4.0%	19
Town of Preston	82.6%	89.3%	85.9%	6.2%	31
Adams County	81.4%	85.3%	83.1%	6.9%	464
Wisconsin	66.7%	68.1%	68.4%	8.8%	125,197

Source: U.S. Census

**Table 15: Housing Vacancy, Percent of Total Units**

	2000	2010	% Change 2000-2010	Net Change 2000-2010
Village of Friendship	12.6%	20.7%	81.1%	30
City of Adams	9.2%	10.5%	33.3%	26
Town of Adams	36.1%	35.1%	1.3%	4
Town of Preston	41.6%	46.6%	35.6%	142
Adams County	44.1%	50.3%	40.9%	2,547
Wisconsin	10.2%	13.1%	45.6%	107,990

Source: U.S. Census

**Table 16: Seasonal Units**

	1990	2000	2010	% Change 2000-2010	Net Change 2000-2010
Village of Friendship	25	18	24	-4.0%	-1
City of Adams	12	23	26	116.7%	14
Town of Adams	231	288	261	13.0%	30
Town of Preston	388	401	473	21.9%	85
Adams County	5,946	5,769	7,724	29.9%	1,778
Wisconsin	150,280	142,313	193,046	28.5%	42,766

Source: U.S. Census

**Vacant/Seasonal**

Table 15 shows that vacancy rates in the Village of Friendship are significantly higher than the rate for the state and much lower than Adams County. Approximately 67 or 20.7 percent of the 323 total housing units in the Village are considered vacant. The number of vacant units increased from 2000 to 2010 in the Village of Friendship. The rate of vacancy is lower in Adams city, and much higher in the surrounding towns, largely due to the presence of seasonal housing. This relatively high vacancy rate may be an indication of a kind of transition that may be occurring in the village's housing stock.

Table 16 shows the number of seasonal housing units in the Village of Friendship and surrounding areas. Seasonal, recreational and occasional use housing is included in the number of vacant housing units. In 2010, 24 of the 323 housing units were described as being vacant for seasonal or occasional use. In the county, over 7,700 housing units

are seasonal. In the Town of Adams 261 housing units are seasonal while in Preston 473 units are seasonal.

**Person per Household**

The general trend in persons per household is downward, but at a slower rate in the village than the state. Friendship Village and Adams County have experienced 4.2 percent decline in persons per household between 1990 and 2010. As shown by Table 17, household size is decreasing in all places used as a comparison. This means that although population may be growing slowly or actually declining, housing and household growth may continue, thus continuing to increase the demand for residential land.

**Projections**

An important part of the planning process is the projection of growth trends. There are a number of different methodologies that can be used to determine possible future growth. The Wisconsin Department of Administration

(DOA) prepares population estimates and projections that are based on birth, death, and age data, and other information available to the State. The twenty-year growth trend (1990-2010) for the county has been approximately 33 percent, while the village population declined slightly during the same period.

The DOA projections yield a net loss of 50 people by 2035, while a continuation of the twenty-year growth trend would result in a decrease of three residents. The DOA projects that by 2035, the number of households in Friendship will be equal to the 2015 projection. The population loss could lead to reduced demand for housing units, even as household size continues to decrease leading to higher vacancy rates, along with the eventual loss of existing units. This also means a reduction in labor force to fill jobs and potentially less purchasing power to support local businesses.

## Housing Programs

Locally the Adams County Housing Authority helps county residents with housing options. They manage affordable apartments for low income and senior populations; provide financial support, and other housing related assistance.

See Appendix B for other housing related programs.

**Table 17: Average Persons per Household**

	1990	2000	2010	% Change 2000-2010	Net Change 2000-2010
Village of Friendship	2.4	2.3	2.3	-4.2%	-0.1
City of Adams	2.3	2.3	2.2	-4.3%	-0.1
Town of Adams	2.6	2.3	2.3	-11.5%	-0.3
Town of Preston	2.5	2.4	2.3	-8.0%	-0.2
Adams County	2.4	2.3	2.2	-4.2%	-0.1
Wisconsin	2.6	2.5	2.4	-7.7%	-0.2

Source: U.S. Census

**Table 18: Population Projections**

	2015 Est.	2020	2025	2030	2035	2040
Population	700	685	690	680	650	610
Households	259	261	268	267	259	247

Source: U.S. Census

## **Goals, Objectives, and Policies**

The following goals, objectives and policies are intended to provide a guide for the future development of the Village.

### **Goals:**

1. Promote a variety of safe and affordable housing options that meets the needs of all community members.
2. Ensure that the quality of the housing stock in the village is improved and that it meets the needs of all residents.

### **Objectives:**

1. Reduce the percentage of income spent on housing, especially by renters.
2. Preserve and maximize the quality of the village' housing stock.
3. Work with County to locate housing for elderly and low income residents in the Village.

### **Policies:**

1. Develop and enforce design standards throughout the village.
2. Explore options for a revolving loan fund to finance improvements to housing within the village, such as USDA or Small Cities Housing CDBG programs.
3. Eliminate blighted areas and redevelop with new housing.
4. Work with residential developers to locate housing within the village.
5. Work with County and other housing agencies to assist housing efforts in the village.

# Chapter Four

## Transportation

### ***Previous Studies***

#### **2014 – 2018 Adams County Locally Developed, Coordinated Public Transit – Human Services Transportation Plan**

The purpose of this plan is to assess transportation services provided for the elderly and disabled residents of Adams County. The designated keeper of the plan is the Aging and Disability Resource Center (ADRC) – Adams County. This assessment identified that evening and weekend services are limited, that employment needs are underserved, and that more rural, inter-city, and across-county services are needed. The plan identifies a five-year work program to prioritize and address the gaps identified.

#### **Adams County Bicycle & Pedestrian Plan, 2013**

This plan is intended to be utilized in developing a safe and bicycle and pedestrian friendly transportation network throughout Adams County. There are three goals that were identified to achieve this end, to make all roads safe to walk or bike, to provide parking for bicycles, and to provide safe routes to schools. The plan provides policies and implementation steps to achieve these goals, as well as a network of bicycle routes.

#### **State Trails Network Plan, 2001**

This document describes a Wisconsin Department of Natural Resources (WDNR) role and strategy in the provision of all types of trails. The plan identifies a series of potential trail corridors that would link existing trails, public lands, natural features, and communities. This statewide network of interconnected trails would be owned and maintained by municipalities, private entities, and partnerships of the two. Preserving transportation corridors, such as old rail lines, is specifically discussed as a very important strategy in the creation of recreational and alternative transportation corridors.

Segment 18 —Tomahawk to Wisconsin Dells of the State Trails Network Plan is applicable to the Village of Friendship. From Stevens Point to Wisconsin Dells, a potential trail route should use roadways that generally follow the Wisconsin River and its flowages and may provide access to Roche-A-Cri and Buckhorn state parks for trail users. With the support of the counties, this could become a designated bike route. Paved shoulders should be included with any future road improvements.

The Ice Age Trail is planned to cross this potential corridor near the intersection of County Highway Z and State Highway 82

#### **Connections 2030**

This is Wisconsin's latest long-range, statewide multi-modal transportation plan, written by the Wisconsin Department of Transportation (WisDOT). Connections 2030 identifies a series of system-level priority corridors that are critical to Wisconsin's travel patterns and the state's economy.

### ***Background***

The transportation system in the village includes all the state, county and local roads. The local transportation network is an important factor for the safe movement of people and goods, as well as to the physical development of the town. There is no transit, rail, air or water transportation service within the Village's jurisdiction.

Adams County operates some specialized transit services for those in need. The nearest transit service is available in the City of Adams to Wisconsin Dells; rail service is provided by Union Pacific. Commercial air service is available at Central Wisconsin Airport in Mosinee or in Madison, both about equally distant from the Village of Friendship. There are no water transportation facilities in the area.

## ***Road Network***

The Village of Friendship has 0.80 miles of minor arterial streets, 0.79 miles of major collector streets, 1.65 miles of minor collector streets, and 7.18 miles of local streets.

The road system in the Village of Friendship plays a key role in development by providing both access to land and serving to move people and goods through the area. The interrelationship between land use and the road system makes it necessary for the development of each to be balanced with the other. Types and intensities of land uses have a direct relationship to the traffic on roadways that serve those land uses. Intensely developed land often generates high volumes of traffic. If this traffic is not planned for, safety can be seriously impaired for both local and through traffic flows.

See the Transportation Map.

The village utilizes a WisDOT PASER computer program to maintain an inventory of its local roads and monitor conditions and improvements of its roads. Ideally, this system will enable the Village to better budget and keep track of roads that are in need of repair. Since long-range road repair was mentioned by a fifth of respondents in the Village survey as an area that required more planning in the future use of the PASER system is crucial to attaining that goal.

Traffic volumes on select roads within the Village of Friendship are shown on the transportation map, with 2014 counts in yellow and 2011 counts in pink. Highway 13's AADT between Mound View Drive and Lake Street was 6,000. On Mound View Drive west of Highway 13 the AADT count was 770. On West Lake Street west of West Street the AADT count was 2,900; on West Lake Street on either side of Main Street the AADT count was 1,900. On West Street south of Lake Street the AADT count was 1,300. On Main Street just south of Lake Street the AADT count was 6,600; and on Main Street on the south edge of the village the AADT was 7,600. These counts all show a decrease in traffic occurred between 2001 and 2011-2014. These counts need to be monitored as a way to gauge the change in traffic in the village.

As development continues and land use changes, the cost of maintaining the road system will increase. More traffic requires more maintenance and expansion of the local road system. Encouraging more compact and mixed development patterns can reduce the increase in maintenance costs by improving alternative transportation options and reducing the distance that people must travel.

## ***Goals, Objectives, and Policies***

The following goals, objectives and policies are intended to provide a guide for the future development of the Village.

### **Goals:**

1. Encourage neighborhood design that supports a range of transportation choices.
2. Provide an integrated, efficient and economical transportation system that affords mobility, convenience and safety and that meets the needs of all citizens, including transit-dependent and disabled citizens.

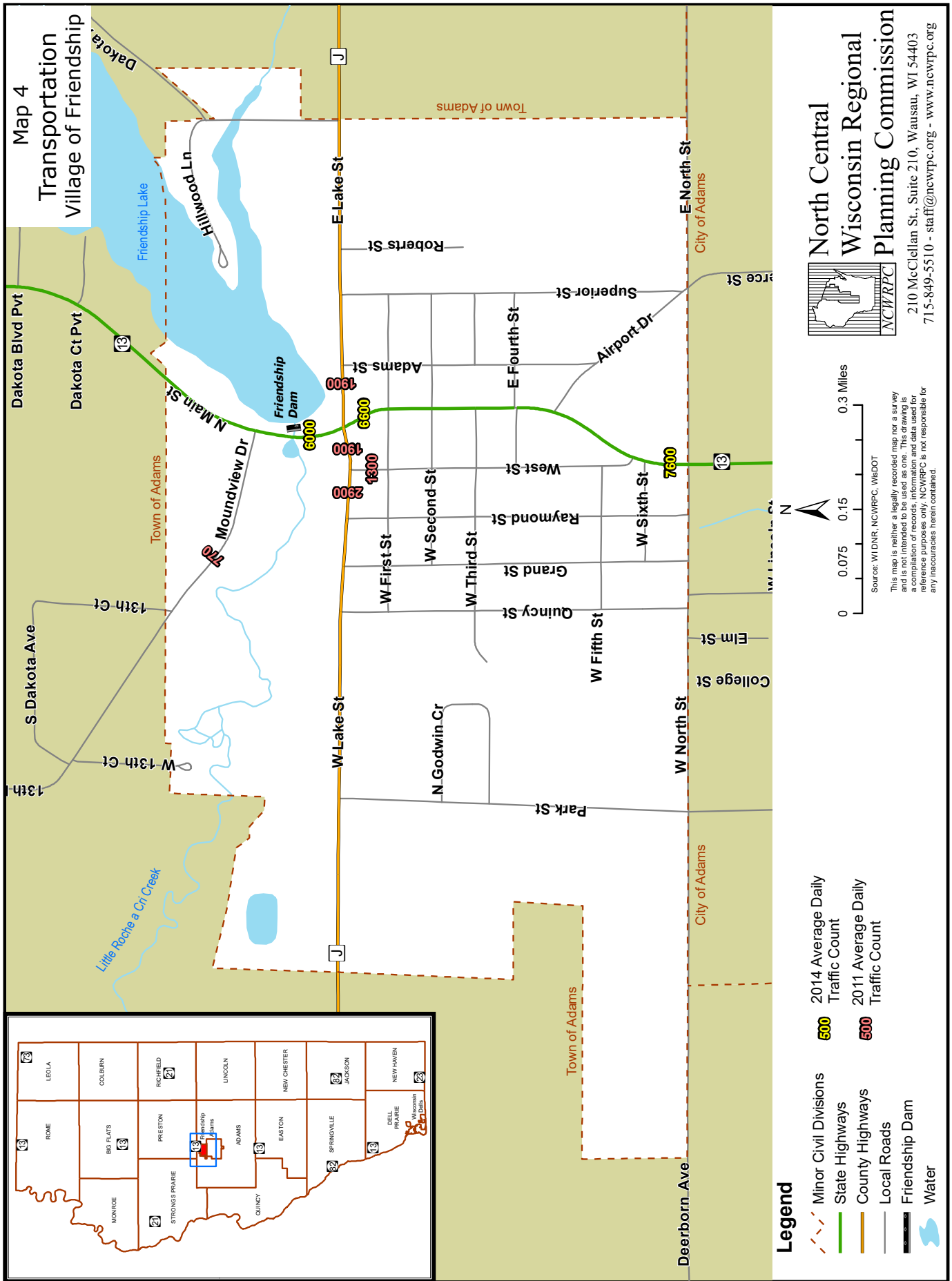
### **Objectives:**

1. Improve existing roads before constructing new roads.

### **Policies:**

1. Establish and maintain a five-year street layout plan using PASER software to inventory and rate the local roads.
2. Upgrade County Road J to accommodate increasing traffic.
3. Establish a maximum number of miles of paved roads that can be maintained based on existing tax base and projected growth of the village.
4. Work with the City, County and WisDOT to coordinate transportation planning.







# Chapter Five

## Utilities and Community Facilities

### Previous Studies

#### Adams County Community Resource Team Report

In September of 2002 Wisconsin Rural Partners organized a Community Resource Team that, over a week of intense study, provided a “big picture” assessment of Adams County. In the section of the Team’s report that addressed Community Amenities it suggested that every effort should be made to program activities at the new Community Center that include all of the community, especially young people. It goes on to suggest other facilities that will provide activities for youth, including a skate park or possibly reopening the swimming pool, which is currently closed because of problems with the building. The most pressing infrastructure need identified by this report is for high-speed Internet access.

#### Adams County All Hazard Mitigation Plan, 2015

The report looks at general conditions in Adams County, including population, transportation, land use and economics. A detailed description of the county’s wetlands, floodplains and water bodies sets the stage for subsequent discussions of flooding events. An inventory of utilities, community facilities and emergency services form the background for understanding how the County might respond to a disaster.

Risk assessment is at the heart of the All-Hazards Mitigation program. In order to mitigate the risks it’s necessary to assess their relative importance. The report looks at a series of natural disasters, how they have affected the county in the past and how future instances are likely to affect the county and how local government should respond to such occurrences. Based on historical data an estimate is made of the likelihood of any given hazard. This is done for floods, tornadoes, winter storms, drought, fire, and hazardous materials accidents. Finally the report goes on to suggest mitigation measures that might be taken by local governments to reduce the risk from the identified hazards.

#### 2011-2016 Statewide Comprehensive Outdoor Recreation Plan (SCORP)

To help with planning for outdoor recreation, the WDNR updates the Statewide Comprehensive Outdoor Recreation Plan (SCORP) every five years. The purpose of the SCORP is to offer a sourcebook and overall guide for providers of recreational activities/facilities.

#### 2013-2018 Adams County Outdoor Recreation Plan

The purpose of this plan is to provide direction toward meeting current and future recreation needs of the county and the municipalities within the county. This plan includes background information on the environmental and social characteristics of the county, an inventory of the existing recreational system, and recommendations for strategies and a five-year action program to implement the plan.

#### Expect Success: A Blueprint for the Future -- Adams-Friendship Area School District Strategic Plan

This plan, although dated 2003-04, articulates a mission, vision, and a set of goals for the Adams-Friendship Area School District, and for its component parts. The District’s mission is “to educate and empower every student to be a life-long learner.” The vision that accompanies this mission is for the District “to be recognized for the quality of its programs and the caliber of its staff.” One of the action steps pursued to fulfill this vision is “provide schools that are well equipped with learning materials and technology”. The plan lists District Goals, including: “To infuse technology into all aspects of School District operation.”

Most of the plan is devoted to programmatic improvements to the quality of the education provided by the District, and that is appropriate. The commitment of the District to including the latest technology in its programs has significance for the Village Plan by reinforcing the importance of access to the latest technologies, specifically broadband Internet access, within the county.

## **Inventory & Trends**

### **Water-related Assets**

#### **Drinking water**

Although the Village does not have a sewage treatment plant or water system it has for many year contracted with the City of Adams for water and sewer at wholesale rates. The City of Adams maintains four high capacity wells and two large water towers. The City administers wellhead protections zones around its wells.

An agreement has been negotiated between the City and Village formalizing the allocation of water and sewer capacity to the village. The village consumes roughly 150,000 gallons of water a day and about half is used by the Grande Cheese Company (the company treats its own water before discharging it). The Village receives water through three connections between the two water distribution systems, owned separately by the two municipalities. Sewer and water service reaches all streets within the Village limits.

#### **Waste-water**

A municipal wastewater treatment facility that serves the Adams-Friendship area is located on the west side of Friendship along the Little Roche a Cri Creek. The current City of Adams wastewater treatment plant was originally built in 1972, and was rebuilt in 2000 and expanded to a capacity of over 430,000 gallons per day.

A wholesale service agreement, similar to that in effect for water service, applies to the Village.. Under City ordinance, sewer service may be provided only to areas that have been annexed, with the exception of the agreement with the Village to provide service at wholesale rates. There is one industrial wastewater permit for Grande Cheese, which buys water from the Village but disposes of it individually. Sewerage output from the village runs at about 60,000 gallons per day.

#### **Stormwater**

The Village of Friendship has a stormwater handling systems. Roughly forty percent of the village is served by storm sewers, which drain directly into Friendship Lake or Little Roche A Cri Creek. Most recently the Village completed a rebuilding of Quincy Street that included curb and gutter and storm sewers.

#### **Dams**

The dam at Lake Friendship was built for power generation. After several decades of operation the dam was turned over to the Village in the 1940s. In 1995 Charles Pfeiffer purchased the dam and reconditioned the generating equipment and now sells power to Alliant Energy. The dam is currently for sale. Pfeiffer also owns and operates nearby hydro-plants at Arkdale and White Creek.

### **Solid Waste-related Assets**

Adams County operates a landfill that serves the majority of the county. The Village of Friendship provides curbside garbage and recyclable pick-up.

### **Public Works**

#### **Village Hall**

The Village Hall is owned and maintained by the Village. The Village Hall functions as a multi-purpose building. It includes a garage that houses the road maintenance equipment of the Village, and the equipment of the Friendship Volunteer Fire Department. The Village owns trucks and other heavy equipment used to perform road maintenance and garbage collection.

#### **Adams County Courthouse Complex**

The Adams County Courthouse is located on Main Street. The original building was completed in 1911. It has been expanded several times over the years, and today houses the County Jail, courtrooms and all County offices, except for the Highway Department. Including parking the Courthouse complex occupies most of four city-blocks at the center of the village.

#### **Adams-Friendship School District**

The administrative offices of the Adams-Friendship School District are located in the former Friendship Elementary School at Raymond Street and West 5th Street in the village. There are several athletic fields owned and operated by the district on the block bounded by Raymond and Grand Streets north of the administrative offices.

#### **Cemeteries**

Mount Repose Cemetery is located just outside the village on West Lake Street.



The Adams Columbia Electrip Co-op is located in Friendship.





Adams Friendship School District



Friendship Post Office

## **Public Safety**

### **Sheriff/Police**

The County Sheriff provides law enforcement services throughout the County, and by contract to the Village of Friendship. The County Sheriff's Office is located in the same block as the Adams County Jail and other county offices. The Sheriff's Office is also the dispatch center for emergency calls. In addition to the Sheriff, Chief Deputy, the department has general patrol officers, community policing, school resource, and recreation officers, and a team of investigators.

### **Fire**

The Village of Friendship, although within the area served by the Adams Fire Department, maintains its own department that serves only the Village. The Friendship Volunteer Fire Department maintains fire trucks, pumper-engines and a hook & ladder unit at the Village Hall. The (Insurance Services Offices (ISO) rating for the village is five in the areas with fire hydrants. ISO's fire protection insurance is rated on a scale of one to ten, with one representing the best protection and 10 representing an essentially unprotected community.

### **Jail**

Adams County Jail was built in 1996 as an addition to the County Courthouse in Friendship. It handles all prisoners for the County, including those from the Village of Friendship.

### **Emergency Medical Service**

The ambulance service provider to the Village is Moundview Hospital, which has its own fleet of ambulances.

### **Health-care**

The Village is served by the Moundview Hospital. The hospital has approximately existing 25 in-patient beds to qualify as a "critical access" facility allowing it to receive equitable, cost-based reimbursement from Medicare. Clinic expansion will broaden the range of outpatient services available.



Moundview Hospital

Long-term care facilities are provided at Villa Pines Nursing Home, which is 92% occupied and approaching the limit of its 85 bed capacity. Adams House provides facilities for those suffering from alcoholism. Friendship House is planned to provide facilities for people with disabilities.

## **Education, Recreation & Culture**

### **Libraries**

The Adams County Library serves the village, the city, and all 17 towns in the county. The space available for their 18,000 books, reference works, CDs, videos, and cassettes has been nearly tripled. The co-location with the Senior Center provides an activity for seniors and a built-in patron base for the library. As programming for the Community Center grows it is hoped that a broader range of county residents, including those from the village, will utilize the resources offered by the library.

The library also participates in the Inter-Library Loan Program that can place virtually every library book in Wisconsin in patrons' hands. In its former location an average of 1,500



library patrons check out 4,000 items each month. Over 1,100 children and adults attended one or more of eight summer programs offered at the library, with 285 kids served during the summer reading program alone. It is anticipated that in the new location usage of the library will increase.

### **Parks, Trails & Natural Areas**

Adams County and the Village of Friendship provide a wide range of recreational activities on a year-round basis. Friendship park is the largest park in the village and contains playground equipment, a picnic pavilion, volleyball fields, walking paths and a small bridge across Little Roche a Cri, which transects the park. Across State Highway 13 from the main section of the park is a swimming beach on Friendship Lake. There are separate paved parking areas for the two sections of the park. Friendship Mound is adjacent to the park, and although it is not part of the park, its proximity is a major scenic amenity to the park, and one of its premier assets.

The necessity to cross Highway 13 in order to reach the swimming area from the main section of the park and the lack of safe, well delineated crossing facilities constitutes a real obstacle to its effective functioning. Because of the configuration of the highway as it crosses the dam and enters the village, DOT has been hesitant to install an official crosswalk between the two sections. There has been some discussion of a separated crossing such as a bridge or a tunnel in order to connect the two sections of the park, but the expense and functionality of such a connection has been questioned.

Roche a Cri State Park is roughly a mile north of the village in the Town of Preston. The park offers a range of facilities, but most prominently contains petroglyphs of prehistoric origins, as well as graffiti from the early pioneer period of the county. The archeological value of these pictographs constitute the premier cultural asset in the county, and one of the most important resources in the state.

### **Schools**

The Village of Friendship is served by the Adams-Friendship School District. The district has several schools: a high school, middle school and elementary school, all located in the City of Adams; as well as four elementary schools in other parts of the county.

After years of growth, the district first experienced a decline in enrollment in 2004. Declining enrollment, especially in rural school districts, has continued to be a trend through 2014. Over the coming years the major issue will be how to adjust to a shrinking student population while maintaining high-quality education.

The Village of Friendship is within the Mid-State Technical College district. MSTC has a branch campus on Main Street



County Fairgrounds

in the City of Adams. There are no four year institutions in the county, but there are several within a 60 mile radius.

### **Museums**

The only functioning museum in the county is the McGowan House in Friendship, which also houses the Adams County Historical Society. Built in 1889 by Dr Washington McGowan, who practiced medicine there for several years, until his death in 1893. His descendents lived in the house until it was purchased by WisDOT and moved as part of a Main Street improvement project. It was sold to the Historical Society. The museum is open to the public during summer weekends. It also houses an archive of historic documents and artifacts. Located at the Fair Grounds is a Tractor Museum.

### **Day Care**

According to the Wisconsin Department of Children and Families, there are no regulated child care centers within the Village of Friendship, although there are four licensed child care facilities within the City of Adams.

### **County Fairgrounds**

The Adams County Fairgrounds is located in the Village of Friendship along West Lake Street, between Moundview Hospital and the City wastewater treatment plant, stretched along the south bank of Little Roche a Cri Creek for nearly half a mile. The County has not invested extensively in the Fair facilities in recent years. If another location for the County Fair is established, the current site has a great deal of redevelopment potential.

## **Energy & Telecommunication**

### **Electric**

Alliant Energy provides electricity within the village. The Adams-Columbia Electric Cooperative does not serve the Village, but their headquarters facility is located within the corporate limits of the Village and the company is a significant employer and corporate citizen.

### **Natural Gas**

The Wisconsin Gas Company distributes natural gas in the Adams-Friendship area, the entire village lies within the Wisconsin Gas service area.

### **Telecommunication**

According to the Public Service Commission of Wisconsin, Charter and Frontier (Verizon) provide telecommunications service to the Adams-Friendship area. There are several wireless phone providers that serve the county. There are several providers of wireless broadband in the village with advertised download speeds up to 10 Mbps, and wired broadband is available with advertised speeds up to 100 Mbps. Wireless telephone coverage is intermittent throughout the county. Cable TV service is available from Charter Communication in the city and village.

## **Goals, Objectives, and Policies**

The following goals, objectives and policies are intended to provide a guide for the future development of the Village.

### **Goals:**

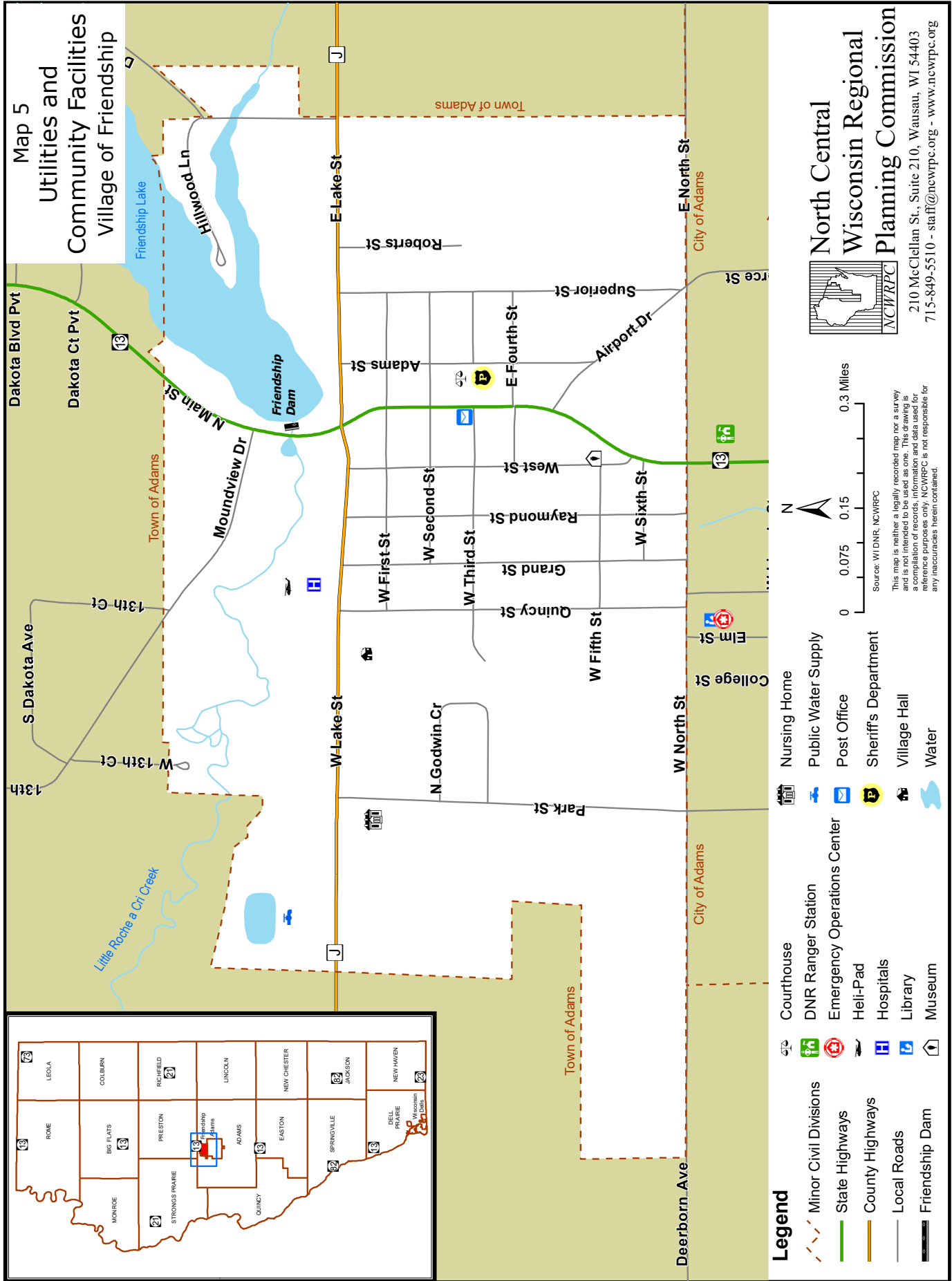
1. Provide adequate infrastructure and public services and an adequate supply of developable land to meet existing and future market demand for residential, commercial and industrial uses.
2. Ensure that stormwater runoff is handled in a manner that protects surface and groundwater resources.
3. Provide sufficient park resources to meet the outdoor recreation needs of residents.

### **Objectives:**

1. Continue cooperation with the City of Adams in providing sewer and water service to residents of the Village of Friendship.
2. Provide the kind of services and community facilities that respond to the special needs of an aging population.
3. Maximize use of village parks by residents and visitors.

### **Policies:**

1. Continue to provide ambulance and volunteer fire services to residents.
2. Encourage recycling by residents.
3. Seek to make the village a part of any county-wide trail planning process.
4. Pursue methods of increasing broadband Internet access to residents.



# Chapter Six

## Economic Development

### *Previous Studies*

#### **North Central Wisconsin Regional Livability Plan, 2015**

North Central Wisconsin Regional Planning Commission's Regional Livability Plan (RLP) was adopted in 2015 as an update to their Regional Comprehensive Plan. The RLP includes an Economic Development Assessment identifying the issues and opportunities in the region. The RLP focuses on specific economic development issues affecting the region's livability. The plan discusses the projected shortage in labor force, the need for employment opportunities providing living wages, and broadband issues. The plan also comprehensively discusses how transportation, housing, economic development, and land use affect livability in the region. The RLP provides a variety of goals, objectives, and strategies to increase livability in the region that are to be used by counties and municipalities while updating their long term strategies. Many of the goals and objectives are specifically applicable to the Village of Friendship.

#### **North Central Wisconsin Comprehensive Economic Development Strategy, 2014**

Adams County is one of ten counties included in the North Central Wisconsin Economic Development District as designated by the U.S. Department of Commerce, Economic Development Administration. The North Central Wisconsin Regional Planning Commission is the agency that is responsible for maintaining that federal designation. As part of maintaining that designation, the NCWRPC annually prepares a Comprehensive Economic Development Strategy report. The report summarizes and assesses economic development activities of the past year and present new and modified program strategies for the upcoming year.

Key findings from this regional level plan involve an inventory of the physical geography of the Region and its resident population. Labor, income, and employment data are covered with analysis of the economic status of the Region. State and federal government programs are identified that can be used to enhance the economy of the Region.

### *Inventory & Trends*

#### **Economic Overview**

Nationally, the three industries projected to have the most employment growth over the next decade are health care and social assistance, professional and business services, and construction.

The county's population increased two times faster than the state between 1990 and 2010. If this trend continues, the county will add another 6,900 residents by 2030. However, more recent trends from 2000 to 2010 show a drastic slowdown in population growth. The Wisconsin DOA estimates the growth over the next 20 years to be approximately 3,000 additional residents. Much of that growth will likely be concentrated along the Wisconsin River. This increased population will generate additional demand for services. The total number of persons employed in Adams County has grown by 63 percent in last twenty years, but many residents are still commuting outside the county to work in places like Wisconsin Rapids and Wisconsin Dells.

Economic analysis indicates that the county's economy is primarily driven by agriculture, but trends indicate a shift toward service industries. Adams County derives approximately 14 percent of its employment from on-farm and food processing related jobs. The county appears to be making a transition from slow-growth industries into rapid growth industries, but this shift will necessitate workforce development and training before the economy and employment reaches equilibrium. Adams County has remained competitive in agriculture, manufacturing, transportation, and utilities during the past twenty years.

#### **Economic Sectors**

Overall, in 2010, there were 4,578 persons employed in the 12 broad economic sectors in the county, an increase of over 60 percent since 1990. Between 1990 and 2010, the three fastest growing sectors were leisure and hospitality,

**Table 19: Adams County Average Annual Employment by Sector 1990 - 2010**

Industry Super Sector (NAICS)	1990		2000		2010		Change 1990-2010	
	Total	%	Total	%	Total	%	Net	%
<b>Natural Resources &amp; Mining</b>	233	8%	187	5%	399	9%	166	71%
<b>Construction</b>	113	4%	192	5%	153	3%	40	35%
<b>Manufacturing</b>	413	15%	396	10%	346	8%	-67	-16%
<b>Trade, Transportation, Utilities</b>	496	18%	675	18%	669	15%	173	35%
<b>Information</b>	24	1%	35	1%	S*	S	S	S
<b>Financial Activities</b>	68	2%	70	2%	90	2%	22	32%
<b>Professional &amp; Business Services</b>	42	1%	142	4%	188	4%	146	348%
<b>Education &amp; Health Services</b>	537	19%	743	20%	742	16%	205	38%
<b>Leisure &amp; Hospitality</b>	253	9%	616	16%	1158	25%	905	358%
<b>Other Services</b>	75	3%	100	3%	131	3%	56	75%
<b>Public Administration</b>	562	20%	632	17%	702	15%	140	25%
<b>Unclassified</b>	0	0%	0	0%	S	S	S	S
<b>Totals:</b>	2,816	100%	3,788	100%	4,578	100%	1,786	63%

Source: Department of Workforce Development QCEW (ES202)

\*Data has been suppressed for confidentiality.

professional & business services, and other services. In terms of total employment, leisure and hospitality is the largest segment of the economy, followed by education & health services, and public administration. Table 19 displays employment data for the county for 1990, 200 and 2010 for each of the eleven primary economic sectors.

It should be noted that the number of employees in certain sectors, particularly those workers engaged in agriculture, forestry & fishing, may be understated because this information utilizes Department of Workforce Development and Bureau of Labor Statistics data; those who are self-employed or work in family businesses are not reflected in this data.

1. **Natural Resources and Mining:** Between 1990 and 2010, this sector grew substantially; however, this sector is small and is subject to wide range changes. The state's growth rate in this sector was 47 percent, while at the national level the sector grew by only three percent. About 399 persons are employed in this sector, nine percent of the county's employment.

This natural resource based sector is critical to the county and surrounding counties. Agricultural production of

milk, potatoes, oats, barley and hay, snap beans, green peas, sweet corn, soybeans, and cranberries is critical for the dairies and food processing industries. The timber produced in the area supplies the lumber mills, the pulp and paper mills, the millwork and housing components industries and the factory-built housing industry. Non-metallic mining activity within the county typically involves sand and gravel extraction for local use and some granite quarrying.

2. **Construction:** Between 1990 and 2010 this sector grew by 35 percent, outpacing both the state and national growth rates of nine and six percent. Over 150 persons are employed in this sector. Construction is the eighth-largest sector, accounting for about 3 percent of total employment.
3. **Manufacturing:** Between 1990 and 2010, this sector declined by 16 percent, which is lower than the state decline rate of 19 percent and far lower than the national rate of decline of 36 percent. Almost 350 persons are employed in this sector. Manufacturing is the sixth largest sector, accounting for about eight percent of total employment.



**Table 20: Labor Force Analysis**

	1990	2000	2010	% Change 2000-2010	Net Change 2000-2010
<b>Labor Force</b>	6,310	8,522	9,139	44.8%	22.1%
<b>Employed</b>	5,640	7,859	8,354	48.1%	20.2%
<b>Unemployed</b>	670	663	768	14.6%	56.4%
<b>Unemployment Rate</b>	10.6%	7.8%	8.4%	-20.8%	28.8%
<b>Participation Rate</b>	49.6%	56.0%	50.9%	2.6%	2.1%

Source: U.S. Census

- Trade, Transportation, and Utilities: Between 1990 and 2010, this sector grew by 35 percent outpacing the nine percent growth of both the state and national economies. This category includes wholesale and retail trade. Over 650 persons are employed in this sector. Trade, Transportation, and Utilities is the fourth-largest sector, accounting for over 15 percent of total employment.
- Financial Activities: This includes finance, insurance, and real estate rental and leasing. Between 1990 and 2010, this sector grew by about 32 percent, which exceeded both the state and national growth rates of 23 and nine percent. About 90 persons are employed in this sector. Financial Activities is the tenth-largest sector, accounting for about two percent of total employment.
- Professional and Business Services: Between 1990 and 2010, this sector grew by 348 percent, which far exceeded the state growth rate of 83 percent and the national growth rate of 60 percent. About 188 persons are employed in this sector. Professional and Business Services is the seventh largest sector, accounting for about four percent of total employment. It showed the second most growth over the 20 year period.
- Education and Health Services: Between 1990 and 2010, this sector grew by about 38 percent, lagging both the state and national growth rates of 53 and 75 percent. Over 742 persons are employed in this sector. Education and Health Services is the second-largest sector, accounting for about 16 percent of total employment.
- Leisure and Hospitality: Between 1990 and 2010, this sector grew by 358 percent, far outpacing both the state and national growth rates of 31 and 38 percent. Over 1,150 persons are employed in this sector. Leisure and Hospitality is the largest sector, accounting for about 25 percent of total employment. This sector also grew the most over the 20 year period.
- Other Services: Between 1990 and 2010, this sector grew by 75 percent, outpacing the state and the national growth rates of 17 percent and 26 percent. Over 130

persons are employed in this sector. Other services are the ninth-largest sector in the county, accounting for about three percent of total employment.

- Public Administration: Between 1990 and 2010, this sector grew by 25 percent, outpacing the state and the national growth rates of 17 percent and 22 percent. Over 700 persons are employed in this sector at the local, state and federal levels. Public Administration is the third-largest sector in the county, accounting for about 15 percent of total employment.

## **Labor Force Analysis**

### **Labor Force**

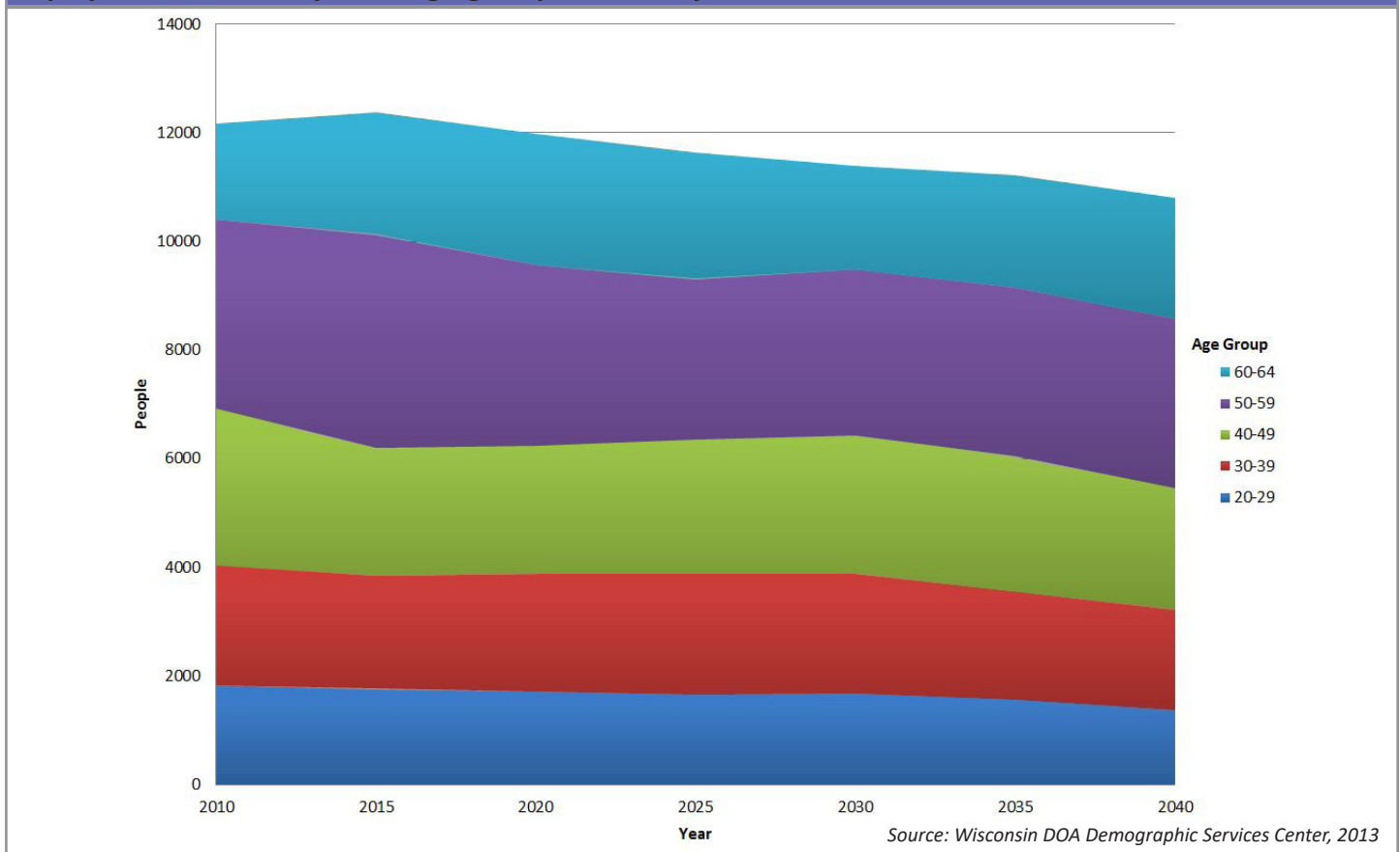
Overall, the labor force has grown from 6,310 in 1990 to 9,139 in 2010. That represents a growth of 44.8 percent. The labor force is defined as the number of persons, sixteen and over, that are employed or searching for employment. In 1990, 5,640 residents were employed and that increased to 8,354 in 2010, an increase of 48.1 percent. However, when looking at Display 2 it is evident that working age population is expected to begin to decline in the near future, halting the growth of the labor force, assuming the participation rate among the working age population remains the same. See Table 20.

### **Unemployment**

In 1990, the county had 10.6 percent unemployment and the state 5.2 percent unemployment. In 2010, the county had 8.4 percent unemployment rate, compared to the state rate of 6.7 percent. Unemployment is defined as the difference between the total civilian labor force and total persons employed. Stay-at-home parents, retirees, or persons not searching for employment are not considered unemployed because they are not considered to be part of the labor force.

Over the last twenty years, Adams County has generally had higher unemployment rates than the state average. Adams County also has much more seasonal variability in unemployment than the state and the nation, with the winter months often have four percent higher unemployment. This is likely influenced by the tourism sector of the Wisconsin Dells and the seasonal population of the county.

**Display 3: Adams County Working Age Population Projections**



### **Workforce Participation**

Some of the growth in the county's labor force has been due to the increase in the participation rates, and the remainder of the growth is likely due to increases in the working age population. In 1990, about 50 percent of the population over 16 was in the labor force. By 2000, that rate increased to 56 percent. However in 2010, there was a drop to 50.9 percent workforce participation. The national participation rate in 2010 was 65 percent, and the state rate was 69 percent. By comparison Adams County has fewer members of the working age population employed or seeking employment. These persons may not seek employment due to retirement, disability, choice to be a homemaker, or simply are not looking for work. In any event, these persons are not receiving unemployment benefits, nor are they seeking employment in any capacity.

### **Education & Training**

Worker productivity has often been cited as an important strength of Wisconsin's economy. Both education and training is critical to maintaining that productivity.

The level of educational attainment is an important indicator of the skills of the labor force. Formal education and job training reflect a community's ability to provide a labor force for certain types of industry. Educational attainment in the county is very similar to the national average in terms of those with a high school diploma or better, and bachelor's

degrees or higher, although, the county does lag behind the state in both areas.

Training is another labor force indicator. Partnerships between local businesses, governments, and educational institutions are very useful in developing the Regional economy. Institutions such as UW-Stevens Point and Midstate Technical College often direct their programs to the training needs of local workers and businesses. Training services for dislocated workers are provided at the "Job Center" located in the City of Adams. The center is a one-stop resource for employers to meet their workforce needs and job seekers to get the career planning, job placement, and training services they need to obtain jobs. Organizations such as the North Central Wisconsin Workforce Development Board are important to this process as well.

Shrinking workforce due to retiring baby boomers will cause labor shortages in the future. Attracting and retaining talent should be by now the most critical undertaking of businesses and communities over the foreseeable future. Technology can assist in reducing the demand for labor, but will require a more highly trained workforce.

### **Incomes & Wages**

There are two basic measures of income: median household income and per capita income. Median household income provides an indication of the economic ability of the typical household unit while per capita income provides a measure

of relative earning power on a per person level. The Median Household income for Adams County in 2010 was \$39,885 and the Per Capita income was \$21,917. Both Median and Per Capita Incomes have declined over the last ten years when adjusted for inflation, by 5.7 percent and 2.6 percent respectively. Similar adjusted declines were seen in the state.

Table 21 compares average annual wages by industry for the NAICS eleven major or Supersectors for Adams County and the State. This highlights some disparities, such as a \$20,000 difference in average annual wages in the construction industry and professional and business services industry, and a \$30,000 difference in annual wages in the financial industry.

### **Economic Development Infrastructure**

Overall, Adams County's economic development infrastructure is concentrated in the central part of the county along Highway 13. This infrastructure investment provides a wider range of opportunities for the prospective entrepreneur and greatly increases the county's chances of developing and maintaining a stable employment base for its workforce in the future.

Adams County's variety of infrastructure amenities includes:

- A fully serviced 75 acre industrial park located in the City of Adams, including rail service. Another 28 acre industrial park with full utility service, frontage directly on WI-13 and a rail connection is currently under development by the City.
- Three industrial type buildings available for immediate occupation totaling 172,300 square feet.
- 98 miles of state highway, including State Highways 13, 21, 23, 73, and 82.
- Approximately 234 miles of County maintained highways.
- A public-use airport with a 6,000' runway suitable for commercial and freight service. It is classified as a Basic Utility – B Airport.
- The Union Pacific Railroad with a terminal in the City of Adams.

### **Major Employers**

Table 22 identifies the major employers in the County. The largest employer in Adams County is Chula Vista, Inc, then the Adams-Friendship Public School System, followed by the Federal Prison and Rock Tenn Services, Inc.

### **Village of Friendship**

#### **Employment**

According to data provided by Economic Modeling Specialists International (EMSI), the largest employers in the

**Table 21: Average Annual Wage by Industry (NAICS Supersector)**

	Adams County	Wisconsin
<b>Natural Resources &amp; Mining</b>	\$34,756	\$30,613
<b>Construction</b>	\$29,019	\$49,135
<b>Manufacturing</b>	\$46,117	\$50,183
<b>Trade, Transportation, Utilities</b>	\$30,626	\$34,132
<b>Information</b>	S*	<b>\$51,764</b>
<b>Financial Activities</b>	\$22,329	\$53,332
<b>Professional &amp; Business Services</b>	\$27,045	\$46,516
<b>Education &amp; Health Services</b>	\$30,704	\$42,464
<b>Leisure &amp; Hospitality</b>	\$14,452	\$14,597
<b>Other Services</b>	\$15,496	\$22,682
<b>Public Administration</b>	\$42,340	\$41,653
<b>Unclassified</b>	S*	\$46,846

Source: U.S. Census 2000, 2010  
\* Suppressed for Confidentiality

**Table 22: Major Employers, 2013**

Establishment	Service or Product	Number of Employees
<b>Chula Vista, Inc.</b>	Hotels and Motels	500-999
<b>Adams-Friendship Public School</b>	Elementary and Secondary Schools	250-499
<b>Federal Prison System</b>	Correctional Institutions	250-499
<b>Adams County</b>	Government	100-249
<b>Rock Tenn Services Inc.</b>	<b>Corrugated and solid fiber box manufacturing</b>	<b>100-249</b>
<b>Moundview Memorial Hospital</b>	General medical and surgical hospitals	100-249
<b>Heartland Farms, Inc.</b>	Potato farming	50-99
<b>Spencer Super/A-F County Market</b>	Supermarkets and other grocery stores	50-99
<b>Villa Pines Living Center</b>	Nursing care facilities	50-99

Source: Wisconsin DWD, QCEW Sept 2013

53934 zip code, which contains the Village of Friendship, are Moundview Memorial Hospital, Village Pines Living Center, Adams-Columbia Electric Co-op, School District, and Adams County. There are also a number of small businesses that operate in the Village.

2006-2010 ACS data shows that nearly 1,200 workers work in the Village of Friendship, up from 1,036 in 2000. This is a growth of 15 percent. This shows that the village is a net importer of labor, considering there are only 284 Friendship residents in the labor force and 695 total residents. However, very few of the people that work in Friendship are coming from the village, indicating a potential spatial mismatch between the jobs and housing offered in the village. Many workers are commuting in from other towns within Adams County, but workers are also coming in from other counties including Columbia, Juneau, La Crosse, Marquette, Portage, Sauk, and others.

Table 23 includes information on the 1,195 positions in the Village. The largest category of occupations in the village is the management, business, science, and arts occupations with 443 workers. The second largest category of jobs in the village is service occupations with 336 workers.

Table 24 includes additional information 1,195 positions in the Village. The industry with the most jobs in the village is educational services, and health care and social assistance, with 42 percent, or 504 of the jobs. The next two largest industries in the village are public administration with 13 percent, and transportation and warehousing, and utilities with 9 percent.

#### **Labor Force**

The number of employed residents in the Village has increased between 2000 and 2010, from 226 to 241, or 6.6 percent. Nearly a quarter of the population in the village reported income below the poverty level. While the poverty rate within the village stayed the same during the previous decade, a period when poverty increased drastically in the city and slightly in the county and the state. Based on 2006-2010 ACS figures, at a time when unemployment for the state was 6.7 percent and Adams County had unemployment of 8.4 percent, the village had an unemployment rate of 15.1 percent and the city had a rate of nearly 10.7 percent.

Many village residents commute to employment areas. Approximately 37 percent of the 241 working village residents regularly commute outside of the village for work and 13 percent commute outside of Adams County. A very high percentage of working residents, 17 percent, walk as their primary means of transportation to work. This is concentrated among female residents, almost 33 percent walk to work. 73 percent of workers have more than one vehicle available, while 27 percent have one vehicle available. The mean travel time to work is 10.5 minutes, and

**Table 23: Worker Occupation 2010**

Occupation	Total Employed in Village of Friendship	
Management, business, science, and arts occupations	433	36%
Service occupations	336	28%
Sales and office occupations	185	15%
Natural resources, construction, and maintenance occupations	115	10%
Production, transportation, and material moving occupations	126	11%
Military specific occupations	0	0%
<b>Total</b>	<b>1,195</b>	<b>100%</b>

Source: U.S. Census ACS

**Table 24: Worker Industry 2010**

Industry	Total Employed in Village of Friendship	
Agriculture, forestry, fishing and hunting, and mining	9	1%
Construction	75	6%
Manufacturing	91	8%
Wholesale trade	9	1%
Retail trade	65	5%
Transportation and warehousing, and utilities	110	9%
Information	0	0%
Finance and insurance, and real estate and rental and leasing	23	2%
Professional, scientific, and management, and administrative and waste management services	51	4%
Educational services, and health care and social assistance	504	42%
Arts, entertainment, and recreation, and accommodation and food services	68	6%
Other services (except public administration)	32	3%
Public administration	158	13%
Armed forces	0	0%
<b>Total</b>	<b>1,195</b>	<b>100%</b>

Source: U.S. Census ACS

nearly 70 percent of all workers take less than 10 minutes to get to work. This is a major contrast to Adams County as a whole, where the average commute time is above the state average, nearly 30 minutes.

There are no industrial parks in the Village of Friendship, but there are several industrial parks nearby in the Cities

**Table 25: Resident Industry 2010**

Industry	Village of Friendship	City of Adams	Adams County	State of Wisconsin
Agriculture, forestry, fishing and hunting, and mining	0%	3%	4%	2%
Construction	4%	9%	8%	6%
Manufacturing	12%	13%	15%	19%
Wholesale trade	2%	1%	3%	3%
Retail trade	28%	12%	14%	11%
Transportation and warehousing, and utilities	10%	1%	7%	5%
Information	0%	2%	1%	2%
Finance and insurance, and real estate and rental and leasing	5%	0%	4%	6%
Professional, scientific, and management, and administrative and waste management services	3%	3%	5%	8%
Educational services, and health care and social assistance	26%	30%	16%	22%
Arts, entertainment, and recreation, and accommodation and food services	5%	22%	15%	8%
Other services (except public administration)	0%	0%	4%	4%
Public administration	6%	4%	4%	3%
<b>Total</b>	<b>241</b>	<b>667</b>	<b>8,354</b>	<b>2,869,310</b>

Source: U.S. Census ACS

**Table 26: Resident Occupation 2010**

Occupation	Village of Friendship		City of Adams		Adams County		State of Wisconsin	
Management, business, science, and arts occupations	42	17%	173	26%	1,698	20%	947,672	33%
Service occupations	37	15%	194	29%	1,788	21%	462,097	16%
Sales and office occupations	109	45%	66	10%	2,034	24%	702,658	24%
Natural resources, construction, and maintenance occupations	10	4%	69	10%	1,012	12%	262,749	9%
Production, transportation, and material moving occupations	43	18%	165	25%	1,822	22%	494,134	17%
<b>Total</b>	<b>241</b>	<b>100%</b>	<b>667</b>	<b>100%</b>	<b>8,354</b>	<b>100%</b>	<b>2,869,310</b>	<b>100%</b>

Source: U.S. Census ACS

of Adams and Wisconsin Rapids that provide employment opportunities. In looking at the composition of the workforce how these and other major employers affect the pattern emerges in the number of workers in each employment type.

The largest segment (28 percent) of the resident workforce is employed in retail trade. Twenty six percent are employed in educational services, health care and social assistance, which reflects three of the largest employers in the village: the hospital, school district and the County. Twelve percent of workers are employed in manufacturing, which would reflect Grande Cheese as well as such nearby employers as Smurfit & Stone (formerly Castle Rock Containers) and Terrace Homes.

Over the last decade the retail trade industry has grown to

be the largest employer of Friendship residents. That such a large percentage of the workforce would be involved in this kind of work indicates that these may be people employed in the Wisconsin Dells area who commute to their jobs.

Sales and office workers are the largest component of the labor force in the Village of Friendship, constituting a much larger segment of the workforce than in either the county or the state. Production, transportation, and material moving are the next largest group, lower than the level in the county but close to the level for the state. The sales and office employment category, as a percentage of the labor force, has approximately doubled in the last decade.

#### **Tax Incremental Financing (TIF) Districts**

TIF is an economic development program that helps promote local tax base expansion by using property tax revenues



**Table 27: Employment Projections**

	2010	2015	2020	2025	2030	2035
<b>Employed Residents</b>	241	249	257	265	273	281
<b>Jobs</b>	1,195	1,286	1,378	1,470	1,562	1,654

Source: U.S. Census

to fund site improvements to attract new development, rehabilitation/conservation, industrial, mixed-use, eliminate blight and environmental remediation. Currently, there are two TIF districts in the village. One is designed to facilitate expansion at Grande Cheese Company on the west side of the Village, while the other is directed at the redevelopment of a “blighted” area to extend sewer service to an area on the west side of the village.

When a TID is created, the municipality and other taxing entities agree to support their normal operations from the existing tax base within the district, since if not for the creation of a TID, there would be no growth to the existing tax base. Property tax rates for the school, county, technical college, and municipality are based on the taxable value of the TID at the time it is created. These rates are then applied to the TID value increment, which results in additional revenues collected for the district’s fund. Eligible TID costs, diminished by any income, special assessments or other revenues, including user fees or charges are paid from these revenues before the added tax base is shared.

### **Employment Forecasts**

Using the growth rate shown by the census as a basis it is possible to project a ten-year trend, which shows a job growth of 15.3 percent and a 6.6 percent growth in the number of employed residents over the decade of the 2000s, in five-year increments to 2035. However, these numbers do not account for potential shrinking of the labor force due to further population declines predicted by the Wisconsin DOA.

Over the twenty five-year period this yields an increase of 38 percent in the number of jobs within the Village. The actual number of jobs created over the next twenty years is in large part dependent on growth among the large employers in the village, such as Adams County Government, Moundview Hospital, Grande Cheese, Adams-Columbia Electric Cooperative, and the Adams-Friendship School District.

### **Economic Development Programs**

#### **Adams County Rural and Industrial Development Commission**

The Adams County Rural and Industrial Development Commission (ACRIDC) was created in 1993 with the goal of helping coordinate and direct the economic development throughout Adams County. The ACRIDC strives to create

as many new viable business opportunities and jobs as possible, while at the same time taking care to help our existing businesses expand.

See Appendix C for other economic development related programs.

### **Goals, Objectives, & Policies**

The following goals, objectives and policies are intended to provide a guide for the future development of the Village.

#### **Goals:**

1. Build community identity by revitalizing Main Street and enforcing design standards.
2. Promote the stabilization of the current economic base.

#### **Objectives:**

1. Plan for industrial space needs to encourage existing industries, such as Grande Cheese and Adams-Columbia Electric Coop, to remain and expand in the village.
2. Encourage greater commercial development along Main Street, Lake Street and North Street
3. Industrial development must not negatively impact environmental resources or adjoining property values.

#### **Policies:**

1. Encourage job-training and economic development activities that will foster high-paying jobs for village residents and increase skill levels within the local workforce.
2. Use existing TIF districts to foster appropriate development within the village.
3. Cooperate in county-wide economic development initiatives.
4. Encourage new ordinances that establish minimum aesthetic standards to eliminate commercial and industrial property with excessive debris, blighted property, and dilapidated buildings.
5. Develop a downtown revitalization plan, perhaps in conjunction with the City of Adams.

# Chapter Seven

## Land Use

### Previous Studies

#### Regional Livability Plan

Land Use is one of four elements included in the Regional Livability Report, adopted by the North Central Wisconsin Regional Planning Commission in 2015. The Land Use Assessment Report, a component of the Plan, looks in detail at the land uses through the 10-county region and identifies trends and issues facing land use. The Regional Livability Plan addresses two issues: housing density and farmland preservation. The two land use goals of the Plan are as follows:

- Goal 9: Preserve and protect the region's landscape, environmental resources, and sensitive lands while encouraging healthy communities.
- Goal 10: Manage and reduce vacant land and structures.

#### Village of Friendship Comprehensive Plan, 2005

The Village of Friendship prepared its last Comprehensive Plan about ten years ago. The Plan covered a variety of topics that influence the plan update, including natural resources, housing, economic development, and land use. Some issues identified include little growth, unclear provisions of the zoning code, a desire to preserve historic and cultural resources of the village, and housing affordability.

### Existing Land Use 2015

The Village of Friendship covers an area of about 289 acres. The Existing Land Use Map was developed using air photos from 2015. Woodlands dominate about 27 percent of the area, followed by Residential with 23 percent, Governmental with 11 percent, and Transportation with about 15 percent. See the Existing Land Use Map.

In general, agricultural, forest lands and residential uses are scattered in a "mixed" pattern. Residential development is distributed on the east and west sides with commercial

**Table 28: Existing Land Use 2015**

Land Use Type	Acres	Percent
Agriculture	41.2	6.8%
Commercial	16.6	2.7%
Governmental / Institutional	67.3	11.1%
Industrial	16.2	2.7%
Open Lands	36.6	6.1%
Outdoor Recreation	8.3	1.4%
Residential	137.7	22.8%
Transportation	90.3	14.9%
Utility	1.1	0.2%
Water	28.1	4.6%
Woodlands	160.9	26.6%
Total	604.3	100%

*Source: NCWRPC GIS*

development stretched mainly along STH-13.

### Future Land Use

The Future Land Use Plan Map represents the long-term land use recommendations for all lands in the village. Although the map is advisory and does not have the authority of zoning, it is intended to reflect community desires and serve as a guide for local officials to coordinate and manage future development of the Village. The planning horizon here is about twenty years.

The Future Land Plan strives to group land uses that are compatible, while separating conflicting uses. To create the Plan, nine basic future land use categories were created. The majority of the classifications generally correspond to the districts within the Village of Friendship Zoning Ordinance, to ease future implementation of the plan. Again, the classifications are not zoning districts and do not have the authority of zoning. However, the preferred land use map and classifications are intended to be used as a guide when

reviewing re-zoning requests, and revisions to the Village zoning map as necessary.

### ***Future Land Use Plan Map Overview***

The future land use plan map has identified approximately areas for a variety of land uses. Based on projected future land use needs there is more than adequate area for development. The Future Land Use Map provides a surplus of land over what is likely to be required based on current growth trends.

The Village of Friendship Plan Commission envisions an increase in the amount of residential development within the village, with expansion in the southeast corner of the village east of Roberts Street and south of the Adams-Columbia Electric headquarters. Residential would also expand north of East Lake Street along the south shore of Friendship Lake. On the west side of the village residential would expand to fill the area between Quincy and Park Streets. Residential would also fill the area of the north of Little Roche a Cri Creek.

Commercial use lines both sides of Main Street, except for the area occupied by the Courthouse and McGowan House. Commercial is also seen along the south side of West Lake Street, and the north side of North Street, adjacent to the Shopko/IGA plaza. The area around the Adams- Columbia Electric Co-op building is commercial, with an expansion east along East Lake Street. An industrial area is included to allow the company to expand their headquarters operation along the street and buffer any expansion of the storage yard facility, while at the same time buffering this activity from more intensely developed residential areas. West of Park Street industrial use is expended from the current site of Grande Cheese to include all areas, including the former landfill site in the southwestern-most corner of the village.

The goal of this land use plan is to balance individual private property rights with the village's need to protect property values community-wide, minimize the conflicts between land uses and keep the cost of local government as low as possible. An essential characteristic of any planning program is that it be ongoing and flexible. Periodic updates to the plan are needed to maintain that it is reflective of current trends

### ***Extra-territorial Jurisdiction***

The Village of Friendship has authority to provide extraterritorial review of subdivision requests in the towns within one and one-half mile of its corporate limits. There is also the potential for extra-territorial zoning to be implemented within this area. To do this, however, requires a lengthy three-step process including the creation of a joint committee consisting of representatives from the village and the town. This joint committee prepares a proposed plan

and regulations for the extraterritorial area and submits it to the Village, which may adopt it as proposed or resubmit the proposal to the joint committee for changes. In either case, the proposed regulations must receive a favorable majority vote from the joint committee before the village can adopt them.

### ***Village Zoning***

The Village currently has its own Zoning Ordinance. Zoning is a major implementation tool of the comprehensive plan. Other implementation tools include such things as purchase of land or easements, a subdivision ordinance, mobile/manufactured home requirements, nuisance regulations, design review for commercial and industrial developments, infrastructure improvements (sewer and water, utilities), road construction and maintenance, and public services, among others.

A zoning ordinance should be derived from, and be consistent with, the policy recommendations adopted in the comprehensive plan. The desired land uses should "drive" the development of specific zoning ordinance provisions including district descriptions, permitted uses, conditional uses and the zoning map. This consistency has been important in upholding legal challenges in the Courts. Following the planning process the zoning ordinance should be reviewed and updated as needed to incorporate the findings of the plan.

### ***Vision Statement***

*The Village of Friendship is a safe and peaceful community: a good place to retire or to raise a family. The Village is rich in history and natural environment. We wish to ensure our small-town tradition, preserve and conserve our most valuable resource of historic architecture, small business and to protect sensitive and unique resources within the Village.*

## ***Land Use Descriptions***

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A general description of each classification follows:

### **Residential**

Identifies areas recommended for residential development typically consisting of smaller lot sizes.

### **Rural Residential**

Identifies areas that are recommended for less dense residential development, consisting of larger minimum lot sizes than the residential category. These areas will also allow a mixture of residential uses, and provide a good transition from more dense development to the rural countryside.

### **Commercial**

Identifies areas recommended for commercial development, as well as existing commercial establishments located throughout the village.

### **Industrial**

Identifies areas recommended for industrial development, as well as existing industrial areas located throughout the village.

### **Governmental/Public/Institutional**

Identifies existing or planned governmental/public/institutional facilities within the village, including recreational facilities such as parks.

### **Multi-Family**

This generally includes areas with structures that have 4 or more units per structure.

### **Water**

This includes areas of open water, such as Friendship Lake.

### **Transportation**

Identifies the existing road network along with the recommendations for improved and safe traffic movement in the village, including airports and rail facilities.

### **Preservation & Open Space**

Contains sensitive environmental areas, such as 100-year floodplains as defined by the Federal Emergency Management Agency, DNR wetlands, steep slopes of 12 percent or greater, and open water. This could include endangered species habitat or other significant features or areas identified by the Village.

## **Goals, Objectives, & Policies**

The following goals, objectives and policies are intended to provide a guide for the future development of the Village.

### **Goals:**

1. Promote the redevelopment of lands with existing infrastructure and public services and the maintenance and rehabilitation of existing residential, agricultural, commercial and industrial structures.
2. Encourage land uses, densities and regulations that promote efficient development patterns and relatively low municipal, state governmental and utility costs.
3. Provide adequate infrastructure and public services and an adequate supply of developable land to meet existing and future market demand for residential, agricultural, commercial and industrial uses.
4. Balance individual property rights with community interests and goals.

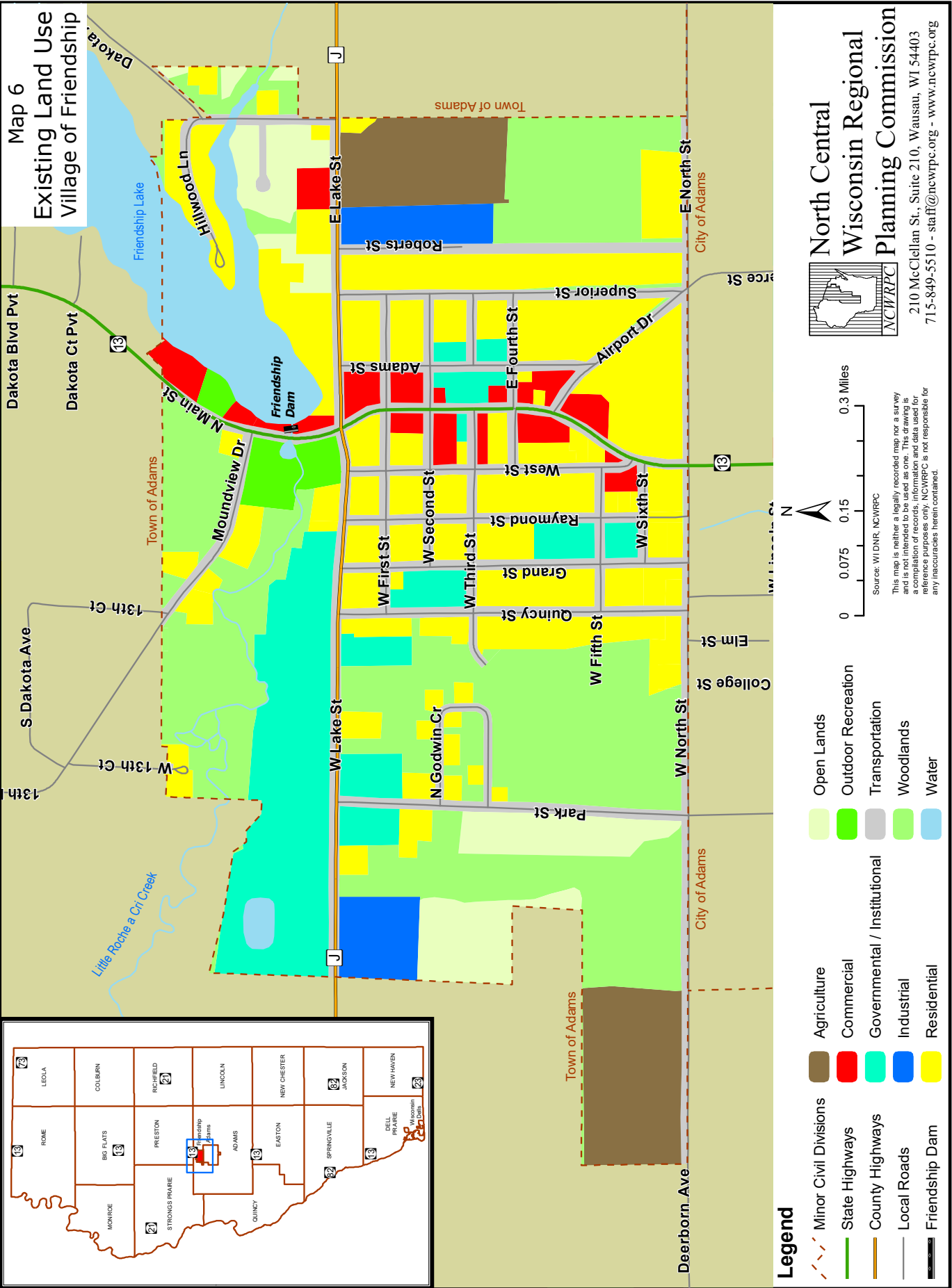
### **Objectives:**

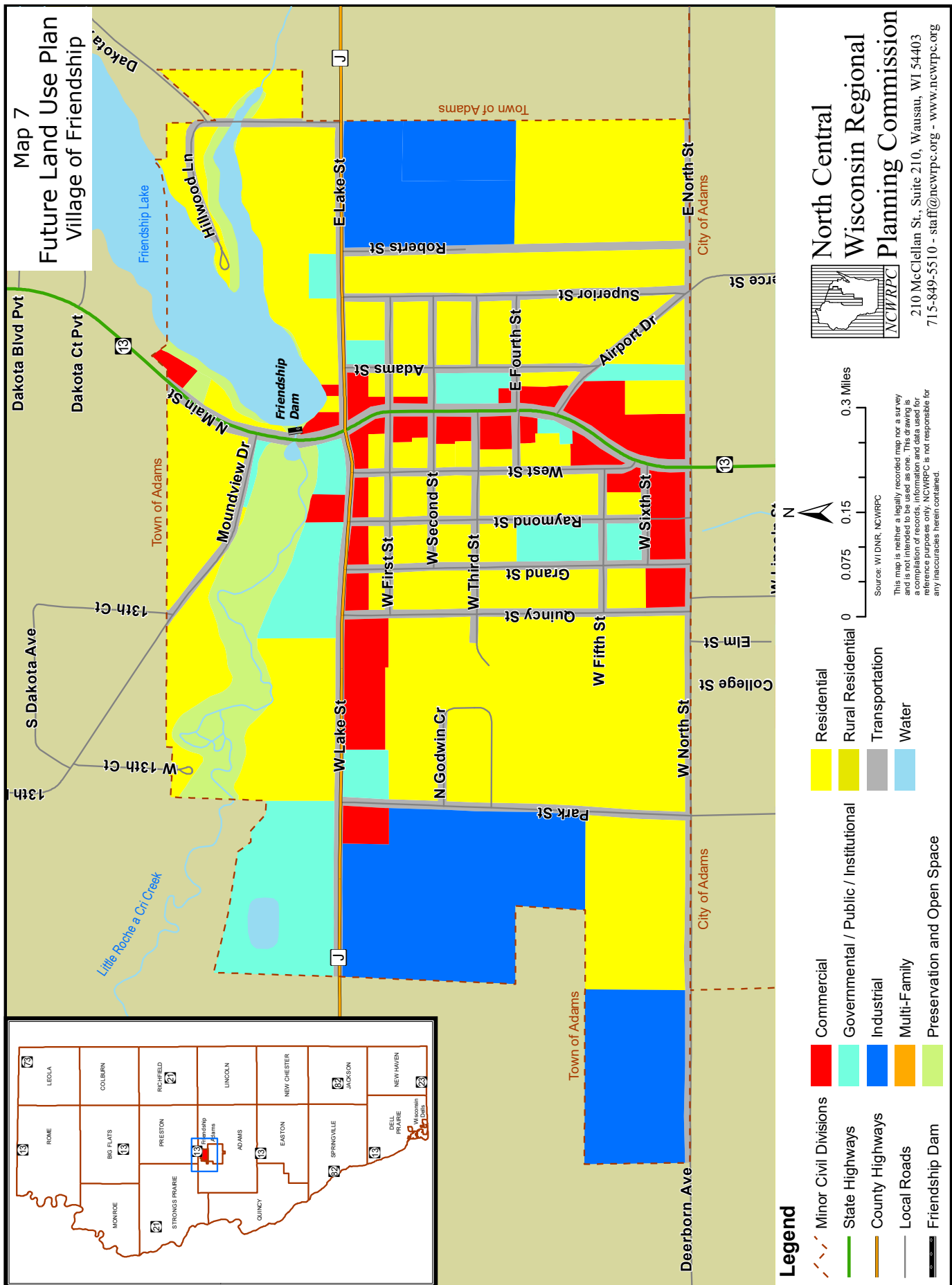
1. All new development in the village must not negatively impact environmental resources or adjoining property values.
2. Coordinate land use regulations with surrounding communities to ensure compatibility of development.
3. Plan and develop land uses that create or preserve the urban and rural community.
4. Provide for a mix of land uses within the village.

### **Policies:**

1. Carefully examine the existing Village of Friendship Zoning Ordinance and Subdivision Ordinance with the following goals in mind:
  - Simplifying and streamlining the organization of the existing Ordinances;
  - Ensuring consistency with the vision and policies embodied in this Plan;
  - Comparing the Ordinances with the City of Adams' to maximize compatibility of districts and procedures.
2. Establish policies incorporating areas of growth or likely annexation into the village.







# Chapter Eight

## Intergovernmental Cooperation

Governmental relationships can best be described as “vertical” relationships, such as between federal, state and local units (county/city/town) are relatively well established in law. Unfortunately, there is little public policy in Wisconsin law that requires, horizontal governmental relationships such as town to town and municipality to county or town. The result is that towns, municipalities, and counties act more as adversaries than as partners.

The Village of Friendship and the City of Adams are involved in various forms of intergovernmental cooperation, most notably in the degree to which they share sewer and water facilities. As described in the Utilities and Community Facilities Element, the City water system, consisting of two water towers and four wells and wastewater treatment plant (located in the village) that provides service to the Village. Each separately owns and maintains a system of distribution lines. The two systems are connected at three points. The City provides service to the Village at wholesale rates, and has recently negotiated a new agreement covering the expanded capacity of the City treatment plant.

Wisconsin Statute s.66.30, entitled “Intergovernmental Cooperation”, does enable local governments to jointly do together whatever one can do alone. Typically, intergovernmental cooperation and coordination refers to the management and delivery of public services and facilities. It is also dependent upon a defined geographic area within which cooperation and coordination may be feasible.

A variety of other factors, some long-standing and some of fairly recent origin, are combining to force citizens and local governments in both urban and rural area to confer, cooperate, and in some cases, to join together in a search for better ways to deliver public services in their respective areas.

These factors include:

- population settlement patterns;
- local government structure, finance, and politics;
- high population mobility;
- economic and environmental interdependence; and
- high cost, capital-intensive functions.

### **Adjoining Units of Government**

The Village of Friendship shares borders with the City of Adams and the Town of Adams, and the 1.5 mile extraterritorial jurisdiction extends into the Town of Preston and the Town of Strong's Prairie. The Town of Adams and the Town of Preston are both currently in the process of updating their comprehensive plans.

### **Goal, Objective, & Policies**

The following goals, objectives and policies are intended to provide a guide for the future development of the Village.

#### **Goal:**

1. Encourage coordination & cooperation among nearby units of governments.

#### **Objective:**

1. Determine the efficiencies and cost-savings that can be secured by coordinating services and facilities with the City of Adams.

#### **Policies:**

1. Continue to study issues surrounding the consolidation of services and operations with area governments.
2. Initiate joint planning efforts with the City of Adams, related to coordination of zoning ordinances and procedures.



# Chapter Nine

## Implementation

This chapter identifies the process to adopt the plan, amend the plan, as well as a process for updating the plan, which is required every 10 years at a minimum. The plan is intended to be used as a guide by local officials, both town and county, when making decisions that affect growth and development in white lake. It is also important that local citizens and developers become aware of the plan.

Steps taken to implement this plan include the adoption of written public participation guidelines, plan commission formation, a plan commission resolution recommending plan adoption by the village board, a formal public hearing, village board approval of the plan by ordinance, distribution of the plan to affected government units and ongoing plan commission reviews and updates.

### **Recommendation 1: Plan Commission**

It is incumbent upon the village board that once the plan is approved, it will be used to guide decisions that affect development in the village.

The village of white lake plan commission is to review the plan's effectiveness on an annual basis, and make a comprehensive review of the plan every five years.

The primary implementation tool for this plan is the village of white lake zoning ordinance, which provides the underlying regulatory framework that supports many of the plan's policies.

### **Recommendation 2: Information and Education**

Copies of this plan should be made available to the public and all materials, maps, programs and information mentioned in the plan should be assembled and displayed at the village hall, available for anyone to review when the facility is open or upon reasonable request. In addition, the same information should be made available on the internet.



Amendments to this plan may include minor changes to plan text or maps or major changes resulting from periodic review. Frequent changes to accommodate specific development proposals should be avoided. The comprehensive planning law requires that the same process used to adopt the plan will also be used to amend it, specifically:

An amendment or change may be initiated by either the plan commission or the village board and may result from a regular review or a request from a resident.

The plan commission prepares the specific text or map amendment being considered, holds a public meeting and votes to recommend approval or disapproval of the proposed amendment, by resolution to the town board.

A copy of the proposed plan amendment is sent to all affected government units, including Adams County.

Village clerk publishes a 30-day class 1 notice announcing a village board public hearing on the proposed changes. The village board conducts the public hearing and votes to either approve, disapprove or approve with changes, by ordinance.

Any approved changes are sent to affected government units.

### **Plan review and update**

Periodic review is to be completed by the plan commission, comparing how each land use decision made during the year measured up to the goals and policies of the plan. If a pattern of land use decisions inconsistent with the goals and policies of this plan is found, the following options are to be considered:

- Appropriate revision should be made to bring decision-making back in line with plan goals and policies
- Goals and policies themselves should be reviewed to ensure they are still relevant and worthwhile
- New implementation tools such as a local land division ordinance or building permit/site plan ordinance should consider gaining more control over land use decisions.

A comprehensive plan update is required by the state every ten years. An essential characteristic of any planning program is that it reflects the desires of the village's citizens.

### **Plan Consistency between Chapters**

The state comprehensive planning law requires that the implementation element or chapter describe how each element of the plan will be integrated and consistent with the other elements. Preparing all the elements of the village of white lake comprehensive plan simultaneously has ensured that there are no known inconsistencies between

# Appendix A

## Public Participation Plan



## **Village of Friendship Public Participation Plan (PPP)**

The Village of Friendship recognizes the importance of public participation in the planning process. As such, a goal during the comprehensive planning process will be to inform and involve the public in the planning process.

### **I. Plan Development:**

Throughout the plan process, the Plan Commission will provide oversight for the update of the Comprehensive Plan and will also recommend adoption of the Public Participation Plan to the Village Board.

The public participation plan will incorporate the following:

1. All meetings for the planning process will be posted and open to the public.
2. Plan materials will be available at the Village Hall for review by the public.
3. The draft plan and maps will be available on the website for review by the public.
4. Surrounding communities will be informed of the planning process.
5. A public hearing will be held to solicit comment from the public.
6. Upon adoption the Comprehensive Plan will be distributed.

The Plan Commission will review and recommend adoption of the Comprehensive Plan to the Village Board.

### **II. Implementation, Evaluation & Update:**

The Comprehensive Plan will be used as a general guideline for development in the Village. The plan will support the existing zoning and other regulations that the Village has in place.

As with all plans, it is critical for the Comprehensive Plan to be maintained and updated on a regular basis to keep it current as things change.

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Any planning process is subject to change, and this public participation plan is no different. Over the planning period the process may vary from that presented.





# Appendix B

## Housing Programs

Below is a listing of the major programs utilized for housing. Each year these programs change, so check with the appropriate regional, state, or federal agency.

### *Regional*

#### **Central Wisconsin Community Action Council, Inc.**

CWCAC is one of 16 Community Action Agencies in the state of Wisconsin with its primary mission to help poor families and individuals who subsist in poverty by providing a variety of services and programs to help them achieve independence and increased levels of prosperity. Many of their programs relate to housing, including: Home Weatherization, First-Time Home Buyer Financial Assistance, Handicapped Home Accessibility Renovations, Home Repair and Rehabilitation, Homeless Housing, and Homeless Prevention and Intervention. CWCAC serves a five county area, including Adams, and is located in the city of Wisconsin Dells.

### *State Programs*

#### **Wisconsin Department of Administration**

The Wisconsin Community Development Block Grant (CDBG) program, administered by the Wisconsin Department of Administration, Division of Housing (DOH), provides grants to general purpose units of local government for housing programs which principally benefit low and moderate income (LMI) households. These funds are primarily used for rehabilitation of housing units, homebuyer assistance, and small neighborhood public facility projects. CDBG dollars are flexible and responsive to local needs.

In addition to addressing LMI housing needs, CDBG can be used to leverage other programs or serve as a local match. The grant also can be used as an incentive to involve the private sector in local community development efforts or to respond to area needs. The CDBG program often serves as a catalyst for other community development projects.

The Low-Income Housing Tax Credit (LIHTC), like HOME, aims to encourage the production and rehabilitation of affordable housing. It provides an incentive for private entities to develop affordable housing. The credit reduces the federal taxes owed by an individual or corporation for an investment made in low-income rental housing. LIHTC provides funding for the construction of new buildings or the rehabilitation or conversion of existing structures. To qualify, a property must set aside a certain share of its units for low-income households.

### *Federal Programs*

#### **USDA-RD**

Section 502 Homeownership Direct Loan Program of the Rural Health Service (RHS) provides loans to help low-income households purchase and prepare sites or purchase, build, repair, renovate, or relocate homes.

Section 502 Mutual Self-Help Housing Loans are designed to help very-low-income households construct their own homes. Targeted families include those who cannot buy affordable housing through conventional means. Participating families perform approximately 65 percent of the construction under qualified supervision.

Section 504, the Very-Low-Income Housing Repair Program, provides loans and grants to low-income homeowners to repair, improve, or modernize their homes. Improvements must make the homes more safe and sanitary or remove health or safety hazards.

Section 521 Rural Rental Assistance Program provides an additional subsidy for households with incomes too low to pay RHS-subsidized rents.

Section 533 Rural Housing Preservation Grants are designed to assist sponsoring organizations in the repair or rehabilitation of low-income or very-low-income housing. Assistance is available for landlords or members of a

cooperative.

## **Department of Housing and Urban Development (HUD)**

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Self-Help Homeownership Opportunity Program finances land acquisition and site development associated with self-help housing for low-income families. Loans are made to the nonprofit sponsors of development projects and are interest-free. Portions of the loans are forgiven if promised units of housing are completed within a given period. These forgiven “grant conversion” funds may be used to subsidize future development projects.

HOME Investment Partnership Program aims to encourage the production and rehabilitation of affordable housing. HOME funds may be used for rental assistance, assistance to homebuyers, new construction, rehabilitation, or acquisition of rental housing.

# Appendix C

## Economic Development Programs

Below is a listing of the major programs utilized for economic development. Each year these programs change, so check with the appropriate regional, state, or federal agency.

### *Regional Programs*

#### **North Central Wisconsin Development Corporation**

The North Central Wisconsin Development Corporation (NCWDC) manages a revolving loan fund designed to address a gap in private capital markets for long-term, fixed, rate, low down payment, low interest financing. It is targeted at the timber and wood products industry, tourism, and other manufacturing and service industries.

### *State Programs*

#### **Wisconsin Economic Development Corporation (WEDC)**

WEDC is the state's primary department for the delivery of integrated services to businesses. Their purpose is to 1) foster retention of and creation of new jobs and investment opportunities in Wisconsin; 2) foster and promote economic business, export, and community development.

#### **Wisconsin Small Cities Program - CDBG**

The Wisconsin Department of Administration provides federal Community Development Block Grant (CDBG) funds to eligible municipalities for approved housing and/or public facility improvements and for economic development projects. Economic Development grants provide loans to businesses for such things as: acquisition of real estate, buildings, or equipment; construction, expansion, or remodeling; and working capital for inventory and direct labor.

#### **The Wisconsin Innovation Service Center (WISC)**

This non-profit organization is located at the University of Wisconsin at Whitewater and specializes in new product and invention assessments and market expansion opportunities

for innovative manufacturers, technology businesses, and independent inventors.

#### **Wisconsin Small Business Development Center (SBDC)**

The University of Wisconsin SBDC is partially funded by the Small Business Administration and provides a variety of programs and training seminars to assist in the creation of small business in Wisconsin.

#### **Transportation Economic Assistance (TEA)**

This program, administered by the Wisconsin Department of Transportation, provides immediate assistance and funding for the cost of transportation improvement necessary for major economic development projects.

### *Federal Programs*

#### **Economic Development Administration (EDA)**

EDA offers a public works grant program. These grants are administered through local units of government for the benefit of the local economy and, indirectly, private enterprise.

#### **U.S. Department of Agriculture – Rural Development (USDA – RD)**

The USDA Rural Development program is committed to helping improve the economy and quality of life in all of rural America. Financial programs include support for such essential public facilities and services as water and sewer systems, housing, health clinics, emergency service facilities, and electric and telephone service. USDA-RD promotes economic development by supporting loans to businesses through banks and community-managed lending pools. The program also offers technical assistance and information to help agricultural and other cooperatives get started and improve the effectiveness of their member services.

**Small Business Administration (SBA)**

SBA provides business and industrial loan programs that will make or guarantee up to 90% of the principal and interest on loans to companies, individuals, or government entities for financing in rural area. Wisconsin Business Development Finance Corporation acts as an agent for the U.S. Small Business Administration (SBA) programs that provide financing for fixed asset loans and for working capital.

# Appendix D

## Resolution and Ordinance





VILLAGE OF FRIENDSHIP  
PLAN COMMISSION RESOLUTION  
RECOMMENDATION TO ADOPT  
COMPREHENSIVE PLAN

RESOLUTION NO. 2017-11-15

Village of Friendship  
Adams County, Wisconsin

The Plan Commission of the Village of Friendship, Adams County, Wisconsin, by this resolution, adopted on proper notice with a quorum and a roll call vote of a majority of the Village Plan Commission present and voting resolves and recommends to the Village Board of the Village of Friendship as follows:

Adoption of the Village Comprehensive Plan.

The Village of Friendship Plan Commission, by this resolution, further resolves and orders as follows:

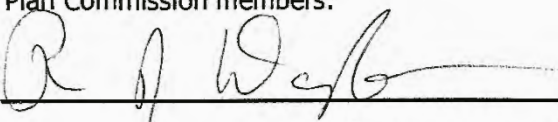
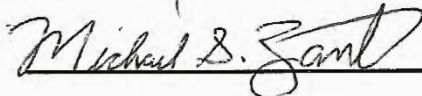
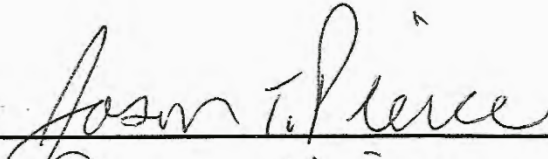
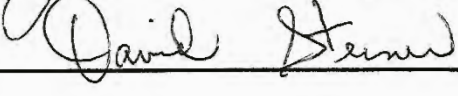
All maps and other materials noted and attached as exhibits to the Village of Friendship Comprehensive Plan are incorporated into and made a part of the Village of Friendship Comprehensive Plan.

The vote of the Village Plan Commission in regard to this resolution shall be recorded by the clerk of the Village Plan Commission in the official minutes of the Village of Friendship Plan Commission.

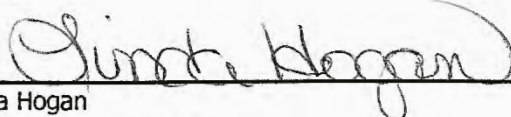
The Village Clerk shall properly post or publish this resolution as required under s. 60.80, Wis. Stats.

Adopted this 15<sup>th</sup> day of November 2017.

Plan Commission members:

Attest:



Linda Hogan  
Deputy Clerk/Treasurer  
Village of Friendship, WI

Publish 11/22/17

## **VILLAGE OF FRIENDSHIP ORDINANCE NUMBER 79**

STATE OF WISCONSIN  
Village of Friendship, Adams County

### **SECTION I – TITLE/PURPOSE**

The title of this ordinance is the Village of Friendship Comprehensive Plan Ordinance. The purpose of this ordinance is for the Village of Friendship to lawfully adopt a comprehensive plan as required under s. 66.1001 (4)(c), Wis. Stats.

### **SECTION II – AUTHORITY**

The Village Board of the Village of Friendship has authority to appoint a village plan commission under ss. 60.62 (4) and 62.23 (1), Wis. Stats. and under s. 66.1001 (4), Wis. Stats. to adopt this ordinance. The comprehensive plan of the Village of Friendship must be in compliance with s. 66.1001 (4) (c), Wis. Stats. in order for the Village Board to adopt this ordinance.

### **SECTION III – ADOPTION OF ORDINANCE**

The Village Board of the Village of Friendship by this ordinance, adopted on proper notice with a quorum and roll call vote by a majority of the Village Board present and voting provides the authority for the Village of Friendship to adopt its comprehensive plan under s. 66.1001 (4), Wis. Stats., and provides the authority for the Village Board to order its publication.

### **SECTION IV – PUBLIC PARTICIPATION**

The Village Board of the Village of Friendship has adopted written procedures designed to foster public participation in every stage of the preparation of a comprehensive plan as required by s. 66.1001 (4) (a), Wis. Stats.

### **SECTION V – VILLAGE PLAN COMMISSION RECOMMENDATION**

The Plan Commission of the Village of Friendship by a majority vote of the entire commission, recorded in its official minutes, has adopted a resolution recommending to the Village Board the adoption of the Village of Friendship Comprehensive Plan, which contains all of the elements specified in s. 66.1001 (2) Wis. Stats.

### **SECTION VI – PUBLIC HEARING**

The Village of Friendship has held at least one public hearing on this ordinance, with notice in compliance with the requirements of s. 66.1001 (4) (d), Wis. Stats.

## SECTION VII – ADOPTION OF VILLAGE COMPREHENSIVE PLAN

The Village Board of the Village of Friendship by the enactment of this ordinance, formally adopts the document entitled Village of Friendship Comprehensive Plan Ordinance pursuant to s. 66.1001 (4)(c), Wis. Stats.

## SECTION VIII – SEVERABILITY

If any provision of this ordinance or its application to any person or circumstance is held invalid, the invalidity does not affect other provisions or applications of this ordinance that can be given effect without the invalid provision of application and to this end, the provisions of this ordinance are severable.

## SECTION IX - EFFECTIVE DATE


This ordinance is effective upon publication or posting.

The Village Clerk shall properly post or publish this ordinance as required under s. 60.80, Wis. Stats.

Adopted this 5<sup>th</sup> day of March, 2018 by a vote of 7 for, 0 against, 0 absent, 0 abstained.

  
\_\_\_\_\_  
Ronald J. Doyle, Village President

ATTEST:

  
\_\_\_\_\_  
Kathleen M. Pierce, Clerk/Treasurer

**Village of Friendship  
Comprehensive Plan  
2018**