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NORTH CENTRAL WISCONSIN REGIONAL PLANNING COMMISSION
REGIONAL LIVABILITY PLAN

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1 INTRODUCTION

Background

The North Central Wisconsin Regional Planning Commission (NCWRPC) is a voluntary association of governments created in 1973 under Wisconsin State Statute 66.945, now 66.0309. NCWRPC provides assistance throughout the region in the areas of economic development, geographic information systems (GIS), intergovernmental cooperation, land use, and transportation. Staff regularly provides professional planning services to communities, for projects of both local and regional significance. Under Wisconsin law ss. 66.0309(9), “The regional planning commission shall have the function and duty of making and adopting a master plan for the physical development of the region”. The statute was later revised to add that the master plan must incorporate the elements described in ss. 66.1001 – the states comprehensive planning law. To comply with that requirement, the NCWRPC adopted the 1981 “Framework for Regional Development” which was later replaced by the 2003 Regional Comprehensive Plan (RCP). The 2003 plan incorporates the elements described in 66.1001.

The Regional Livability Plan (RLP) builds upon and updates those previous efforts. In areas not directly addressed by the RLP or the Assessment Reports, the 2003 RCP is still in effect.

Regional Livability Plan

The Regional Livability Plan identifies ways to address the region’s opportunities and weaknesses to become more livable for all residents. The plan addresses four specific areas: Housing, Economic Development, Transportation, and Land Use. The RLP introduces goals, objectives, and recommendations that can help the region use the money we have more effectively and efficiently by investing in solutions that solve multiple problems. Mainly, livable and sustainable developments are less expensive to build, require fewer municipal services, result in higher property values, and generate a range of long-term social and environmental benefits.

Working as a region, all communities can be made more livable. When residents are able to live near their place of employment, travel costs, transportation maintenance, pollution, and congestion are reduced. Efficient use of land and support for walking, biking, and access to transit reduces energy consumption saving money for individuals, communities, and the region. The successful implementation of this plan will save tax dollars, create more housing options, provide more transportation choices, increase economic development, accommodate an aging population, retain and attract a knowledgeable workforce, improve community health, protect the region’s rural character, and enhance the region’s scenic beauty.

The process to develop the plan included the creation of long term goals for the region in addition to more specific objectives and recommendations that economic development organizations, businesses, community organizations, and county and local governments can adopt to make a more livable region a reality.

The Region

The region consists of a ten county area stretching one hundred and eighty-five miles in a north-south direction, extending from Forest and Vilas Counties in the north to Adams and Juneau Counties in the south. The Region roughly follows the upper Wisconsin River Valley and covers 9,328 square miles, or about 17 percent of the state’s total land mass.

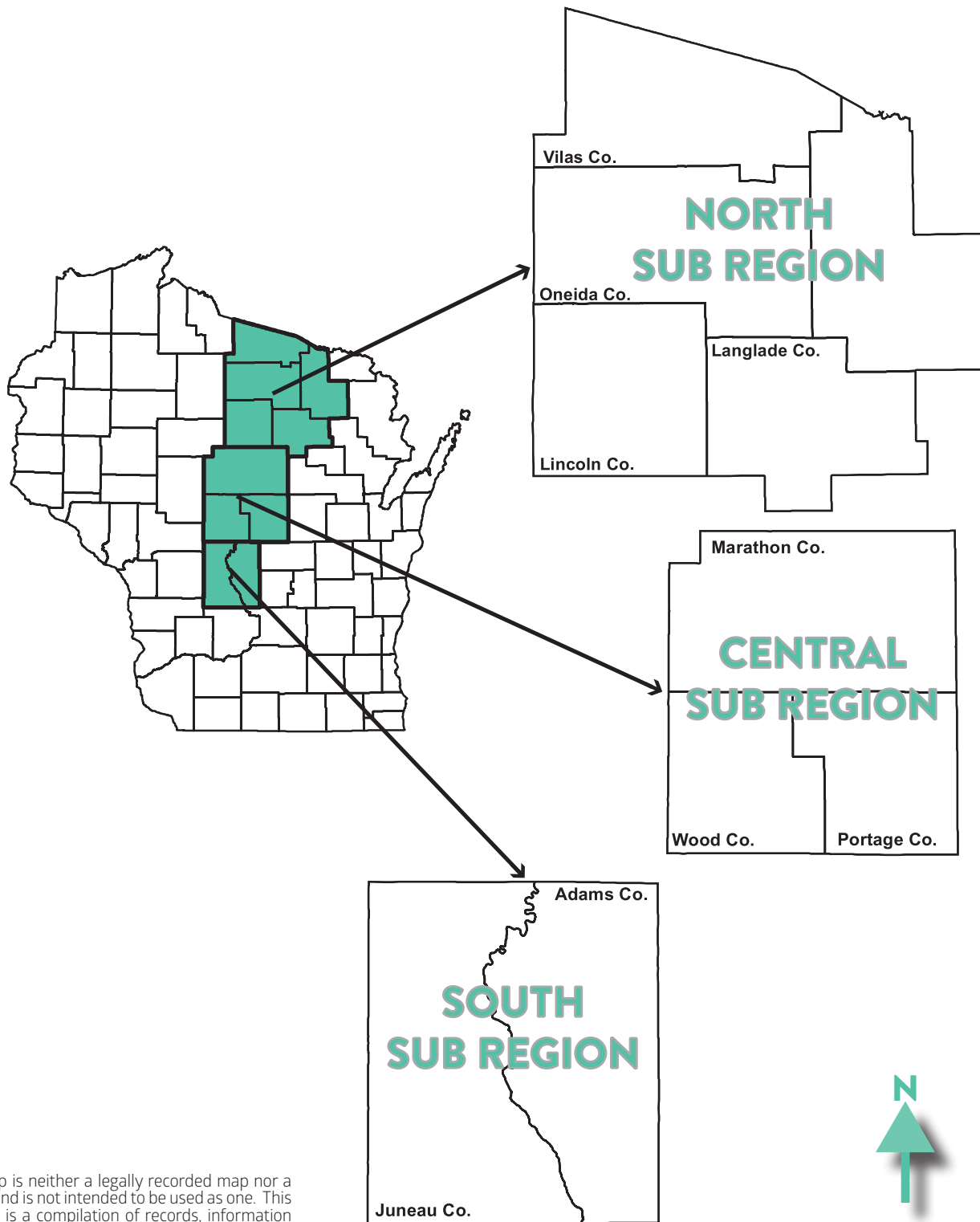
The ten counties are: Adams, Juneau, Forest, Langlade, Lincoln, Marathon, Oneida, Portage, Wood, and Vilas. The region includes 268 local units of government: 198 towns, 39 villages, 21 cities, and ten counties.

Sub-Regions

The north central region is large and diverse in its economy and geography. In order to present more detailed information, the ten counties have been categorized into three sub-regions: the north sub-region, the central sub-region, and the south sub-region. See Map 1.

The north sub-region includes Lincoln County, Langlade County, Forest County, Oneida County, and Vilas County. The northern sub-region has hundreds of lakes, large forests, and rural communities which are heavily dependent on wood products and tourism. The central sub-region includes Marathon County, Portage County, and Wood County. The central sub-region is a mix of agricultural and urban communities, with a strong manufacturing sector. The south sub-region includes Adams County and Juneau County. The southern sub-region is predominantly rural and heavily dependent on agriculture, but has shown significant growth in recreational uses, especially on the lakes along the Wisconsin River.

MAP 1 | NCWRPC Sub-Regions



This map is neither a legally recorded map nor a survey and is not intended to be used as one. This drawing is a compilation of records, information and data used for reference purposes only. NCWRPC is not responsible for any inaccuracies herein contained.

Data Sources: WI DOT, WI DNR, NCWRPC

What is Livability?

Multiple federal agencies, non-profit organizations, and professional associations have developed different definitions of livability. Livability is most often used to describe the diverse aspects of society, surroundings, and shared experiences that shape a community. It includes an interrelated set of economic, spatial, and social components that together are challenging to understand and measure in the defined work of planning and development. In addition, livability embraces the human experience of place, and is specific to the place and time in question. According to former Secretary of Transportation Ray LaHood, “Livability is about tying the quality and location of transportation facilities to broader opportunities such as access to good jobs, affordable housing, quality schools, and safe streets.”

Representative Definitions of Livability

Agency / Organization	Definition
U.S. DOT	Livable communities are places where transportation, housing, and commercial development investments have been coordinated so that people have access to adequate, affordable, and environmentally sustainable travel options
AASHTO*	AASHTO’s ‘livability’ objective is to use transportation investments to improve the standard of living, the environment, and quality of life for all communities, rural, suburban, and urban.
PARTNERS FOR LIVABLE COMMUNITIES	Livability is the sum of the factors that add up to a community’s quality of life—including the built and natural environments, economic prosperity, social stability and equity, educational opportunity, and cultural, entertainment, and recreation possibilities.
*AASHTO is the American Association of State Highway Officials	

Livability Principles

On June 16, 2009, the U.S. Department of Housing and Urban Development (HUD), U.S. Department of Transportation (DOT), and the U.S. Environmental Protection Agency (EPA) joined together to help communities nationwide improve access to affordable housing, increase transportation options, and lower transportation costs while protecting the environment.

The Partnership for Sustainable Communities works to coordinate federal housing, transportation, water, and other infrastructure investments with the goal of making neighborhoods more prosperous, allowing people to live closer to jobs, saving households time and money, and reducing pollution. The partnership agencies incorporate six principles of livability into federal funding programs, policies, and future legislative proposals. These six principles are the foundation of the various goals and objectives introduced in the Regional Livability Plan.

Department of Transportation Livability Principles:

- 1. Provide more transportation choices.**
Develop safe, reliable, and economical transportation choices to decrease household transportation costs, reduce our nation’s dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.
- 2. Promote equitable, affordable housing.**
Expand location- and energy-efficient housing choices for people of all ages, incomes, races, and ethnicities to increase mobility and lower the combined cost of housing and transportation.

3. Enhance economic competitiveness.

Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers, as well as expanded business access to markets.

4. Support existing communities.

Target federal funding toward existing communities—through strategies like transit-oriented, mixed-use development and land recycling—to increase community revitalization and the efficiency of public works investments and safeguard rural landscapes.

5. Coordinate and leverage federal policies and investment.

Align federal policies and funding to remove barriers to collaboration, leverage funding, and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.

6. Value communities and neighborhoods.

Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.

Why a Livability Plan?

Communities plan in order to make informed choices about the future—that is, to create and maintain places where people want to live, work, and recreate. The ability to live, work and recreate in one location connects citizens to their communities and helps ensure economic, equitable, and environmental sustainability for the region. The RLP is necessary for four major reasons:

1. Many issues are regional in nature, and as such, they cannot be dealt with effectively by any one unit of local government. Over the years, NCWRPC has identified issues of regional significance, including housing, land use, transportation and economic development. These issues are addressed in the Regional Livability Plan.
2. Planning coordination is essential for plan consistency and implementation. Throughout the region, for example, some single towns are planning without their surrounding communities, some counties are planning for only the unincorporated areas, and many areas have no planning at all. Many State plans and programs have an impact on all communities in the region. The RLP provides the needed framework for communities to plan.
3. State-adopted objectives, standards, and policies should be given their first operational meaning within the context of multi-county regional plans. A multi-county approach to planning is the most technically sound, cost-effective way in which to collect, analyze, and disseminate essential planning data; to develop and apply sound planning techniques; and to prepare and adopt a set of framework plans relating to land use, transportation, housing and economic development.
4. The Regional Livability Plan, while prepared on a multi-county basis, will be readily adaptable for county, city, town and village plans. One of the overall goals of this effort is to promote local comprehensive planning efforts across the region. Counties and municipalities will play a critical role in the regional planning effort by implementing portions of the RLP. Communities can select the goals that best address their most pressing challenges, while at the same time accomplishing regional goals.

Many of the challenges, issues, and trends the region faces are interrelated, which means that progress in one area can lead to improvements in another. Integrating efforts on multiple fronts helps businesses, community organizations, local governments, and residents become more focused and effective. The investments made in communities will build upon one another, making the entire region more livable for everyone.

The cumulative choices of ten counties, 21 cities, 38 villages, 198 towns, and four tribal nations determine the quality of life and economic prosperity across the region. These municipalities have local control over land use regulations, including the responsibility to consider how those decisions shape community livability and impact both neighboring communities and the whole region. The intent is to implement policies and invest in developments that make livability a top priority.

The region draws strength from its diversity, from the lakes and forests of the north to the farm fields of the south. Development should fit the local context, but should also emphasize the livability principles identified. Implementation of these principles will vary across the region's unique communities. It may look different in rural and urban communities, but will accomplish the same goals.

2 RLP PROCESS

Oversight of the planning effort was provided by a steering committee, called the Regional Livability Plan Committee. The RLP Committee provided oversight to all of the planning efforts, including review of demographic information, development of the four assessment reports (transportation, economic development, housing, and land use) and the overall Regional Livability Plan. From time to time other organizations were involved reviewing the various planning documents. In addition, the RLP committee adopted a public participation plan outlining efforts to engage the local governments, area organizations, and the public.

The Regional Livability Plan was prepared through a two year process involving five major phases.

Phase 1: Background

The first phase included general data collection of the region, mapping, and a review of existing planning documents. A gap analysis identified issues and future opportunities.

Phase 2: Assessment Reports

This phase included the development of the four assessment reports that establish the foundation for the RLP. These four reports are housing, economic development, transportation and land use. The assessment reports are the foundation of the Regional Livability Plan.

Each report analyzed and established base line information to identify problems, issues, and concerns for transportation, economic development, housing, and land use within the region. Benchmarks and metrics were established for monitoring and evaluation.

Phase 3: Regional Strategy

Based on the four assessments and other information, livability strategies were developed. The goals and objectives of the RLP were developed to articulate a vision based on public participation.

Phase 4: Final Livability Plan

The RLP was prepared incorporating livability and sustainability principles.

Phase 5: Adoption, Implementation, and Evaluation

The final phase of the process is adoption. The RLP identifies recommendations communities can implement to achieve the goals and objectives of the RLP. Using specific benchmarks and metrics, the NCWRPC will be able to monitor the plan and identify the recommendations that are successful and further develop recommendations that are unsuccessful.

REGIONAL LIVABILITY PLAN TIMELINE



Public Participation

Public participation was ongoing throughout the entire planning process. The constant flow of information between each phase was critical to the overall success of the Regional Livability Plan.

Livability Steering Committee

The creation of the RLP was led by the North Central Wisconsin Regional Planning Commission (NCWRPC) and the RLP Committee. The RLP Committee included representative(s) from Adams County, Forest County, Juneau County, Langlade County, Lincoln County, Marathon County/Wausau MPO, Oneida County, Portage County, Vilas County, and Wood County. The steering committee, comprised of county commissioners, provided guidance with on-going activities and advised staff on key elements of the Regional Livability Plan. All ten counties had a representative on the Steering Committee.

The Regional Livability Plan was influenced by a variety of stakeholders from state, county and local governments, workforce development organizations, regional and county economic development organizations, and other community organizations interested in having a regional conversation about the future. The regional livability plan stakeholders were comprised of the following partners:

Adams County, Forest County, Juneau County, Langlade County, Lincoln County, Marathon County, Oneida County, Portage County, Vilas County, Wood County, Centergy Economic Development Corporation, Grow North Economic Development Corporation, North Central Wisconsin Workforce Development, Langlade County Economic Development Corporation, Lincoln County Economic Development Corporation, Marathon County Economic Development Corporation, Oneida County Economic Development Corporation, Vilas County Economic Development Corporation, Forest County Economic Development Corporation, Wisconsin Economic Development Corporation, Marshfield Area Chamber of Commerce, North Central Community Action Program, City of Stevens Point, Marathon County Health Department, and UW Stevens Point Center for Land Use Education.



Public Meetings

A total of nine public meetings were held over the two year period introducing national and regional trends and statistics. Meetings focused on regional demographics and the four assessment reports. Participants discussed past and current trends and future projections identifying the key issues for their respective areas of the region and advised staff on the issues they

wanted to see investigated further. Participants helped develop the future vision, as well as objectives, and recommendations for the region. A Public Hearing was held on January 28, 2015, as required.

Young Professionals

In an effort to incorporate a younger segment of the region's population, members of the E3YP Young Professionals in the Wausau area were engaged in a discussion about livability in the region. Attendees represented a diverse range of community members between the ages of 20 and 40, including professionals working in both public and private organizations, as well as professionals who are originally from the region and professionals who moved to the region. Overall, young professionals enjoy living in the region and are optimistic the region will continue to grow, but feel the region needs to do a better job advertising the amenities and lifestyle to attract future young professionals.

The group identified the following issues and opportunities to increase livability and to attract and retain young professionals in the region:

- » a lack of middle income housing options
- » a lack of quality apartments for young professionals in downtown/ main street areas
- » the desire to live in higher density and diverse communities
- » the need to market the region as a desirable place to live to potential residents
- » the region needs homes that are low maintenance, e.g. townhomes, condos, apartments
- » the region should focus on sports and art/cultural tourism
- » the attraction of young professionals has less to do with the job itself and more to do with the community, activities, and sense of a high quality of life
- » to retain young professionals, there has to be an opportunity for job and professional growth
- » the region lacks activities for families with young children
- » the region needs better infrastructure for safe bike and pedestrian activity
- » roads should be engineered based on traffic and use, consider "road diets"
- » public sector should focus on using local professional services
- » region needs additional modes of transportation other than cars to attract the 20-29 year old demographic

Social Media and Website

North Central Wisconsin Regional Planning Commission (NCWRPC) created a livability website, as well as a Facebook page, to provide information and encourage feedback from people unable to attend the nine public meetings. The website (www.ncwrpc.org/rlp) included an overview of the process, agendas and minutes of all meetings, all PowerPoint presentations, the demographics and issues report, the four assessment reports, links to various livability resources, and the Regional Livability Plan.

NCWRPC's Facebook page (www.facebook.com/ncwrpc) included information on up-coming meetings and various articles relating to livability issues facing the region and nation. Posts included articles on an aging population, housing trends, the reduction in youth drivers, and the increases in the cost of rent in the United States.

3 PREVIOUS PLANNING EFFORTS

This section looks at other reports that have particular significance to the current planning effort. These older documents provide a planning context for the Regional Livability Plan (RLP). Each document was prepared for a different purpose, but together they offer a more complete perspective on the problems the RLP is meant to address. The RLP is an update to the previous regional comprehensive plans. The Comprehensive Economic Development Strategy, also prepared by NCWRPC, lays out the economic context for planning in the Region. Several major transportation plans, prepared by WisDOT, are reviewed. The Northern Initiative, prepared by DNR, addresses questions that have special significance for the northern parts of the Region. Several of these documents are touched on again in the other elements of the RLP.

A “A Framework for Regional Development, 1981”

In 1981, the NCWRPC adopted a regional plan entitled A Framework for Regional Development. The plan was prepared following Wisconsin Statute Section 66.945 (now 66.0309) and was intended to provide long-range policy guidance in north central Wisconsin. The Framework was the policy section of a larger document entitled A Development Guide for North Central Wisconsin.

The Framework contains three basic sections. The first section provides a general overview of the Region and lists seven overall goals. The second section identifies a variety of issues and opportunities within the Region. The third section provides a substantial list of policies for the Region; in total, 187 policies were identified. Much of the Framework is still relevant today. The Framework was intended to be used as a guide for local planning efforts and local decision-making. In addition, the Framework describes eight separate land-use activity areas. These are:

Urban Centers: cities within the region, densely built, which contain the majority of the employment, business establishments, and community facilities and services. The report identifies thirteen such centers.

Urbanizing Areas: areas adjacent to the thirteen urban centers, generally unincorporated towns that were, and continue to be, the major focus of growth within the Region.

Rural Centers: local trade centers, often associated with water and sewer service areas, sometimes unincorporated, these centers primarily serve the rural area surrounding them. Thirty-six such centers were identified.

Rural Places: unincorporated “crossroad” communities defined as having at least two commercial establishments and ten residences clustered together. Seventy-four rural places were identified.

Waterfront Areas: land within 1,000 feet of lakes or 300 feet of a navigable stream.

Agricultural Areas: land with active and productive farms.

Forestry Areas: woodlands.

Conservancy Areas: land set aside as wildlife or wilderness areas, floodplains, wetlands, steep slopes or land with similar environmental limitations.

Both urban and rural centers were seen as being essential to the economic vitality of the Region. In order to foster development that enhances the viability of these centers the report stresses that,

“It is important, then, to establish a strategy of supporting these centers, through investment policies which favor centers in the allocation of scarce public funds for economic and community development. Regional and local plans and ordinances should likewise be designed to strengthen urban and rural centers by

providing incentives for compact development within and adjacent to existing centers, and by discouraging random scattered development which uses land, energy, and public facilities inefficiently.”

The Framework went on to include seven overall goals for development of the region. These goals are used to determine both the type of programs, which the Commission seeks to undertake, and the reasons for these programs. The seven regional development goals are:

1. Promote orderly and economical development.
2. Conserve and revitalize older neighborhoods and commercial areas.
3. Maintain and enhance transportation services and facilities.
4. Conserve natural resources.
5. Improve housing opportunity.
6. Promote the growth and diversification of the region’s economy.
7. Enhance member governments’ authority, capability and accountability in the handling of their affairs.

B “Regional Comprehensive Plan - A Framework for the Future, 2003”

In 2003, the NCWRPC adopted the Regional Comprehensive Plan (RCP) entitled “A Framework for the Future” 2000-2020. The plan expanded on the long-range policy guidance developed in the 1981 regional plan entitled “A Framework for Regional Development” and complied with the 1999 Comprehensive Planning Law.

The 2003 Regional Comprehensive Planning effort had two basic goals. The first goal was to update the 1981 regional development plan. The second goal was to assemble the data and prepare base mapping for the region, which would save the member governments’ time and money as they prepared their own plans.

The planning process involved data collection, mapping, review of existing plans, surveys of elected officials and the general public, and open-house meetings. During the planning process a Steering Committee of 10 persons, one from each county was created and met every other month and, at times, every month, to provide review as the plan was developed.

The RCP contains nine elements, as required by Wis. Statute 66.1001. Each element contains three basic sections: 1) background, 2) inventory and trends, and 3) goals, objectives, and policies. These not only provide guidance to the NCWRPC, but to communities as they completed their own local plans.

The nine elements in the “A Framework for the Future” 2000-2020 plan are:

1. Regional Issues and Opportunities
2. Natural, Agricultural, and Cultural Resources
3. Housing
4. Transportation
5. Utilities and Community Facilities
6. Economic Development
7. Land Use
8. Intergovernmental Cooperation
9. Implementation Recommendations

“A Framework for the Future” 2000-2020 includes a variety of goals for the development of the region. The goals identified for each element are listed below, note that no goals were developed for elements one and nine:

Natural, Agricultural, and Cultural Resources

1. Protect natural areas and environments including air, wetlands, wildlife, lakes, woodlands, open spaces, and groundwater resources.
2. Protection of economically productive areas, including forestlands.
3. Protection of economically productive areas, including farmland.
4. Preserve cultural, historic, and archaeological sites.
5. Building of community identity by revitalizing main streets and enforcing design standards.

Housing

1. Providing an adequate supply of affordable housing for individuals of all income levels throughout each community.
2. Encourage compact housing development patterns, where appropriate.
3. Encourage the production of new units and the rehabilitation of existing units, including the development of large family units and elderly housing with accompanying support services.
4. Continue policies and activities that promote fairness and accessibility for all housing consumers, including enforcement and compliance with fair housing laws.

Transportation

1. Emphasize the preservation of the existing transportation system including highway, trucking, transit, pedestrian and bicycle, rail, air, and water facilities.
2. Provide for 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.
3. Foster economic development and productivity of the region, and its counties and municipalities, through an efficient transportation system.
4. Transportation planning and project development should protect and enhance the environment, promote energy conservation and improve quality of life.
5. Program transportation planning and project development to achieve multiple public objectives including, but not limited to: transportation, recreation, and economic development.
6. Consider the effects of transportation decisions on land use and development and be consistent with the provisions of all applicable short-term and long-term land use and development plans.
7. Encourage neighborhood designs that support a range of transportation choices.
8. Decisions regarding transportation should be consistent with other elements of the Comprehensive Plan.

Utilities and Community Facilities

1. Capacity of existing services and facilities should be used before new services and facilities are provided.
2. Promotion of the redevelopment of lands with existing infrastructure and public services and the maintenance and rehabilitation of existing residential, commercial, and industrial structures.
3. Strive to maintain the natural water balance (recharge, runoff, evapotranspiration) in all activities that influence landscape.
4. Manage groundwater and surface water as a single resource on a regional basis.
5. Provide adequate waste disposal sites within the region.
6. Provide adequate park and recreational facilities throughout the region.
7. Foster extension of the most advanced communication technologies throughout the region.
8. Provide reliable and affordable energy to all communities throughout the region.

Economic Development

1. Promote the expansion or stabilization of the current economic base and the creation of a range of employment opportunities at the state, regional, and local levels.

Land Use

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. Encouragement of land uses, densities, and regulations that promote efficient development patterns and relatively low municipal, state governmental, and utility costs.
3. Promotion of the redevelopment of lands with existing infrastructure and public services and the maintenance and rehabilitation of existing residential, commercial, and industrial structures.
4. Planning and development of land uses that create or preserve varied and unique urban and rural communities.
5. Balancing individual property rights with community interests and goals.

Intergovernmental Cooperation

1. Encouragement of coordination and cooperation among nearby units of government, including Tribes, and special districts.
2. Cooperative service arrangements should be made among local units of government to most feasibly handle some basic services.
3. Local units of governments should seek stable and adequate revenue sources for government operations and capital expenditures, and prepare “capital improvement programs” that are based upon adopted development plans.
4. The most cost-effective methods should be used for carrying out government programs and projects.
5. There should be equity in the distribution of costs and benefits of public facilities and services, as determined by local government.

Similar to previous comprehensive plans, the Regional Comprehensive Plan is intended to be used as a guide for local planning efforts and local decision-making. The Regional Comprehensive Plan is a model for local governments, where they can choose the parts that they feel are appropriate to their communities. The goals of the RCP are the starting point for the RLP planning effort.

C “Comprehensive Economic Development Strategy”

NCWRPC was designated as an Economic Development District (EDD) by the U.S. Department of Commerce, Economic Development Administration in 1980. As a condition of this declaration NCWRPC was required to produce an Overall Economic Development Program (OEDP, later renamed), which examines economic conditions and trends within the region. The initial OEDP was prepared in 1978-1979 and was substantially revised in 1993-1994. This report is updated annually. It is now called a Comprehensive Economic Development Strategy (CEDS) and is a planning effort which continues to unify the region.

In addition to some brief geographic and demographic information on the region, the report primarily focuses on the economic assets and liabilities of the Region and how these can be applied to a comprehensive strategy for economic development. In order to provide a detailed picture of economic conditions, the economy is broken down into ten clusters: government; agriculture, forestry and fishing; mining; construction; manufacturing; transportation and communication; wholesale trade; retail trade; finance, insurance and real estate; and services. Primarily utilizing employment figures obtained from the Wisconsin Department of Workforce Development (DWD), the report looks at each of the sectors using comparison analysis, location quotient methodology, and, where appropriate, shift-share analysis. These latter two methods focus on the position of an industry locally compared with the industry nationally.

The Region mirrors the national trends towards the more service-producing industries and less goods-producing industries. In spite of this general trend, the manufacturing sector in the region is strong with strong concentrations in food processing,

wood and paper products, plastics, metal fabrication, and various machine products. Agriculture and forestry remain as cornerstones of the regional economy while tourism is becoming an increasingly important component.

In addition to economic development strategies for the individual counties, the report puts forth a strategy for the entire region. It lays out the role that government can play in economic development by providing facilities and services, planning, marketing, and business assistance. The Regional Development Strategy is based on seven goals. In the most recently updated CEDS one of the goals is “Ensure the availability of a skilled and flexible workforce prepared to meet the needs of both existing and emerging industries and technologies.” The actions to further this goal can be distilled to prepare reports and studies; collect and analyze data; prepare maps, charts, and tables; and conduct regional studies in service of a comprehensive economic development plan for the region.

D “Connections 2030”

A variety of state transportation plans have significant impact on the ten counties of north central Wisconsin. Connections 2030 is Wisconsin’s statewide, long-range multimodal transportation plan. The goal of this plan was to create a 3,650 mile network of high volume highways connecting all areas of the state to national markets.

The 2030 Corridor network identified within the plan is divided between the “backbone” system, consisting of 1,550 miles of four-lane, freeway/expressway routes connecting all the major economic centers of the state to the national transportation network. Added to this is a 2,100 mile connector system made up of high quality two-lane highways connecting other significant economic and tourist centers to the backbone system. Using a complex formula based on determining primary and secondary centers of manufacturing, agriculture, forestry, and tourism, along with existing and projected levels of truck traffic and congestion, each highway was assessed in terms of how it fit with the overall transportation needs of the state.

The plan addresses all forms of transportation, integrates transportation modes, and identifies policies and implementation priorities to aid transportation decision makers when evaluating program and project priorities over the next 20 years.

Connections 2030 policy recommendations call for a comprehensive multimodal transportation approach to safely move passengers and freight, system modernization to address outdated infrastructure designs and improve connections between modes, and activities that combine more traditional approaches with innovation and technology.

4 REGIONAL TRENDS

As part of the Regional Livability Plan planning process, four Assessment Reports were prepared covering four foundational areas: Housing, Economic Development, Transportation and Land Use. The information presented here is taken from those Assessment Reports.

The north central region faces a complex future: uneven population and housing growth, an increase in population age, and a constantly changing economic landscape resulting in lower employment and lower incomes. The Great Recession had a tremendous impact on the national, state and the regional economies, and they are slowly showing signs of recovery. That recovery sets the stage the next 20 years. The purpose of the demographics and projections section is to better understand the possible future outcomes of maintaining existing regional trends, policies, and practices. This analysis can also allow reflection on areas where additional action may be needed in order to achieve a more livable region.

Population

In 2010, 441,822 people resided in the ten-county region. The region's growth rate lagged behind the state between 1980 and 2010, with the three decade growth rate of 16.5 percent for the region and 20.9 percent for the state. Overall, the region grew by 62,511 people over that period. A majority of that growth occurred prior to 2000. The region's population grew by 2.5 percent between 2000 and 2010, far below the 9.8 percent growth during the 1990s.

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » In 2010 the population in the north sub-region was 115,452 people.
- » The population decreased by 2.3 percent or 2,762 persons between 2000 and 2010
- » The population increased 12,124 people between 1980 and 2010, an 11.7 percent increase.

Central Sub-Region (Marathon, Portage & Wood)

- » The population in the central sub-region in 2010 was 278,831 people.
- » The population increased 10,260 people between 2000 and 2010, a 3.8 percent increase.
- » The population increased 37,342 people between 1980 and 2010, a 15.5 percent increase.

South Sub-Region (Adams & Juneau)

- » The population in the south sub-region in 2010 was 47,539 people.
- » The population increased 3,303 people between 2000 and 2010, a 7.5 percent increase.
- » The population increased 13,045 people between 1980 and 2010, a 37.8 percent increase.

Population % Change 2000 - 2010

County	% Change 2000 - 2010
ADAMS	4.8%
FOREST	-7.2%
JUNEAU	9.7%
LANGLADE	-3.7%
LINCOLN	-3.0%
MARATHON	6.5%
ONEIDA	-2.1%
PORTAGE	4.2%
VILAS	1.9%
WOOD	-1.1%
REGION	2.5%

SOURCE: US Census 2000, 2010

Population Projections

Population projections indicate that the north central region can expect a growth in population for the next 25 years increasing roughly 40,000 people from 441,822 people in 2010 to 481,350 people in 2035. Projections show that the highest rate of growth in population will occur between 2015 and 2020. Relative to the state trend, the region will experience slower growth from 2020 to 2035. The rate of growth for the region will go from 2.75 percent between 2015 and 2020 to .27 percent between 2030 and 2035. Overall, the region will increase the population 8.9 percent, 5 percent below the state's projected increase of 13.9 percent between 2010 and 2035.

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » The north sub-region is projected to increase population 8.8 percent over the 25 year period.

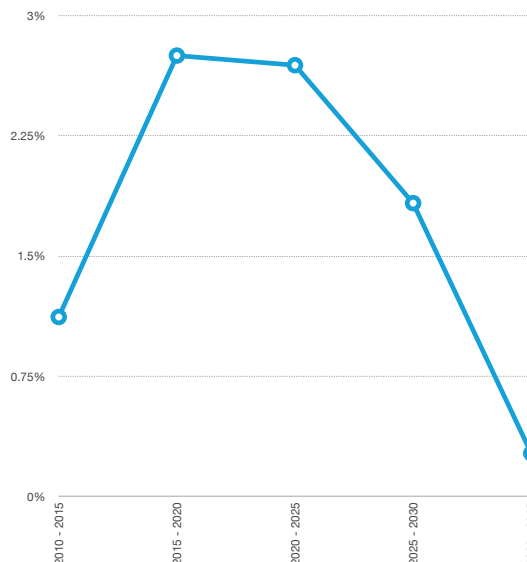
Central Sub-Region (Marathon, Portage & Wood)

- » The central sub-region is projected to increase population 8.4 percent over the 25 year period.

South Sub-Region (Adams & Juneau)

- » The south sub-region is projected to increase population 12.7 percent over the 25 year period.

Population Projection Rate of Growth



SOURCE: Wisconsin Department of Administration

An Aging Population

According to the Bureau of Labor and Statistics, the baby-boom generation will move entirely into the 65-years-and-older age group by 2030. Between 2000 and 2010, the percentage of the region's population over the age of 65 increased 1.7 percent from 15.2 percent in 2000 to 16.9 percent in 2010. Future population projections show the region's 65 to 84 years of age demographic increasing at a rate of 78.9 percent between 2010 and 2030 and the 85 and over demographic increasing 49.1 percent over the same period. In 2030, over 135,000 people (27.2 percent of the region's population) will be over the age of 65 compared to 74,780 people (16.9 percent of the region's population) in 2010. See Map 2.

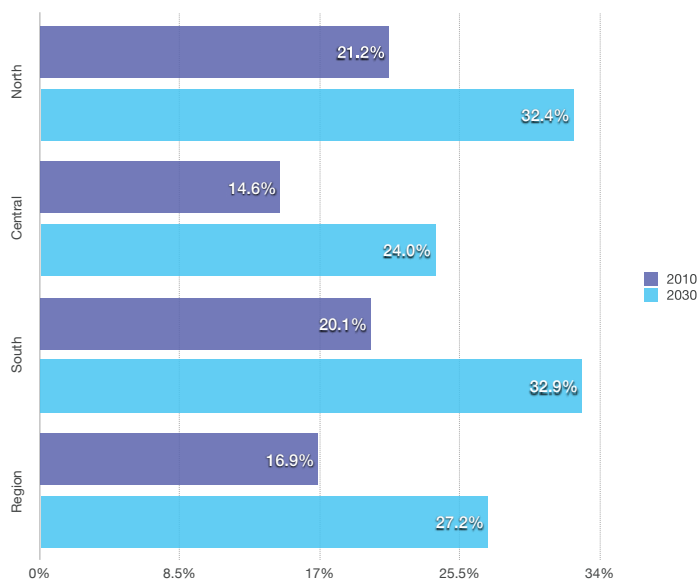
North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » The percentage of population over the age of 65 increased 2.3 percent between 2000 and 2010 from 18.9 percent to 21.2 percent.
- » Future projections show the north sub-region's 65 to 84 years of age population increasing at a rate of 67 percent and the population aged 85 and over increasing 65.1 percent between 2010 and 2030.
- » In 2030, the population over 65 years of age will be 40,855, 32.4 percent of the population.

Central Sub-Region (Marathon, Portage & Wood)

- » The percentage of population over the age of 65 increased 1.5 percent between 2000 and 2010 from 13.1 percent to 14.6 percent.
- » Future projections show the central sub-region's 65 to 84 years of age population increasing at a rate of 84.9 percent and the population aged 85 and over increasing 36.9 percent between 2010 and 2030.
- » In 2030, the population over 65 years of age will be 72,085, 24 percent of the population.

Percentage of Population Over 65



SOURCE: Wisconsin Department of Administration

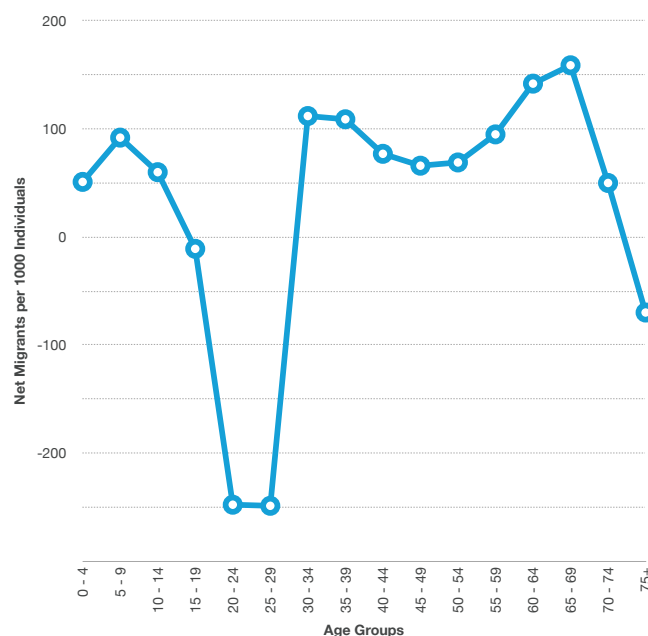
South Sub-Region (Adams & Juneau)

- » The percentage of population over the age of 65 increased 2.1 percent between 2000 and 2010 from 18.0 percent to 20.1 percent.
- » Future projections show the south sub-region's 65 to 84 years of age population increasing at a rate of 85 percent and the population aged 85 and over increasing 78.1 percent between 2010 and 2030.
- » In 2030, the population over 65 years of age will be 17,645, 32.9 percent of the population.

Migration

The region's growing population of people over 65 years of age is further impacted by the decrease in people aged 17 and under. Between 2000 and 2010, the north central region had a 3.9 percent decrease in population aged 17 and under. However, future projections show the 19 and under population increasing in the region at a rate of 1.6 percent between 2010 and 2030. The region continually struggles to keep young professionals aged 20-29. From 2000 to 2010, the north central region experienced a significant negative net migration by those ages 20 to 29. For every 2000 people who are expected to stay in the region turning ages 20 to 29, only 1,496 of them actually do stay in the region. Roughly 500 people, or 25 percent, choose to relocate to a different region. Future projections show population aged 20 to 64 decreasing 7.5 percent over the 20 year period. The inability to maintain and grow the younger demographic, combined with the baby boomer generation reaching retirement ages, results in a higher percentage of population aged 65 and older. Declining numbers of children also leads to declining enrollments in area schools.

2000 - 2010 Net Migration



SOURCE: www.netmigration.wisc.edu

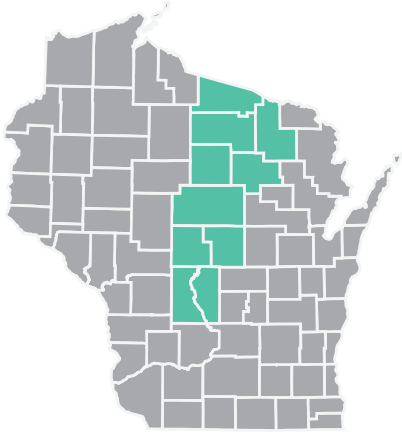
North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » The percentage of population aged 17 and under decreased 3.5 percent from 23.4 percent to 19.9 percent between 2000 and 2010.
- » The north sub-region had a negative net migration of population between the ages of 20 and 29 between 2000 and 2010. For every 1,000 people aged 20 to 29 who are expected to stay in the north sub-region, only 624 of them actually do stay in the region. Roughly 376 people, or 37.6 percent, choose to relocate to a different region.
- » Future projections show the population ages 20 to 64 decreasing at a rate of 8.2 percent, from 65,472 people in 2010 to 60,095 people in 2030.
- » Future projections show the population ages 19 years and under decreasing from 25,481 people in 2010 to 25,230 people in 2030, a 1 percent decrease.

Central Sub-Region (Marathon, Portage & Wood)

- » The percentage of population aged 17 and under decreased 2.7 percent from 25.8 percent to 23.1 percent between 2000 and 2010.
- » The central sub-region had a negative net migration of population between the ages of 20 and 29 between 2000 and 2010. For every 600 people aged 20 to 29 who are expected to stay in the region, only 553 of them actually do stay in the region. Roughly 47 people, or 7.8 percent, choose to relocate to a different region.
- » Future projections show the population ages 20 to 64 decreasing at a rate of 7.6 percent, from 165,268 people in 2010 to 152,630 people in 2030.
- » Future projections show the population ages 19 years and under increasing from 72,858 people in 2010 to 75,520 people in 2030, a 3.7 percent increase.

MAP 2 | Population Over 65 in 2010 & 2030



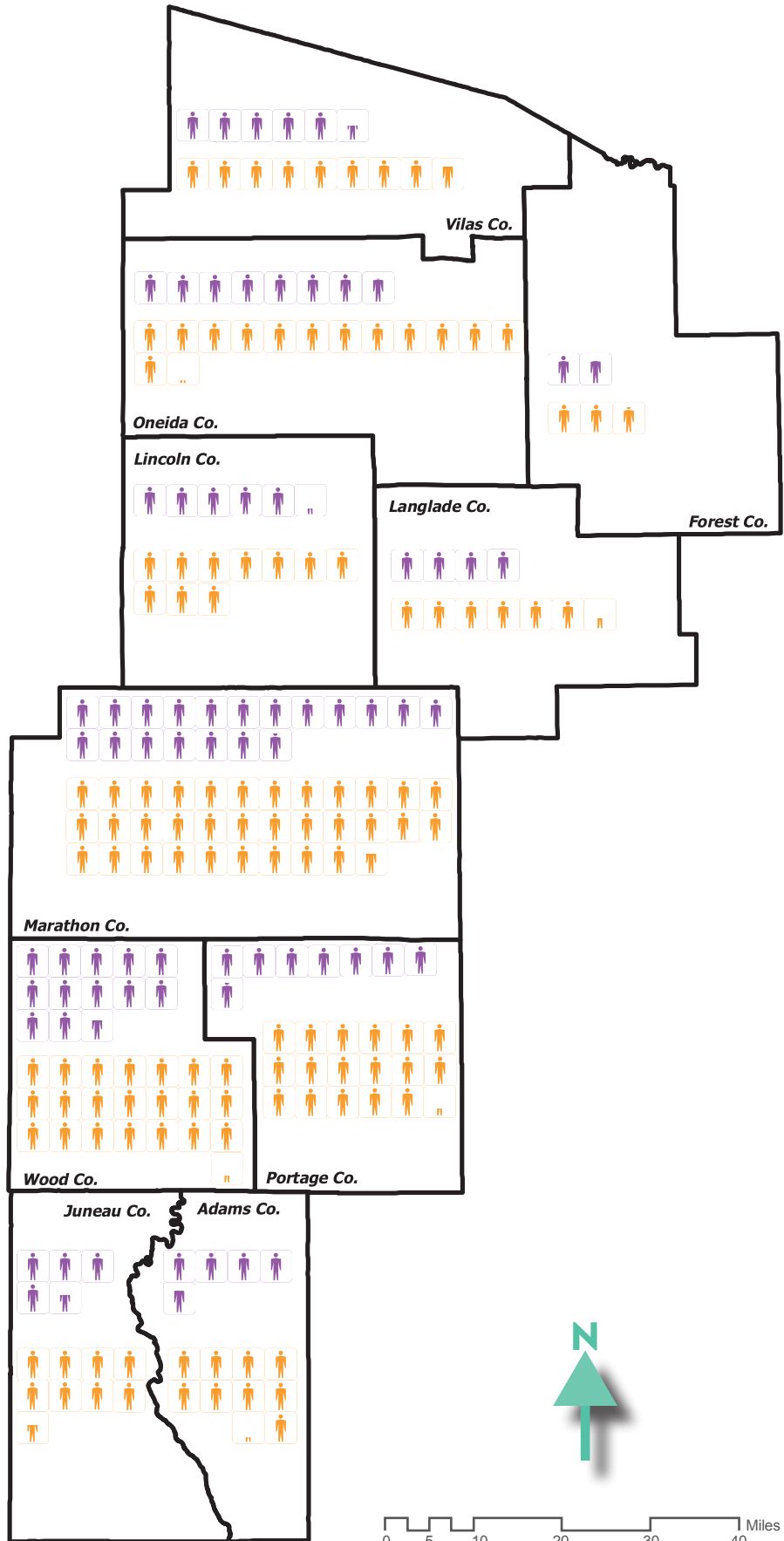
Legend

Population Over 65

2010 Population
1 = 1,000 People

2030 Population Projection
1 = 1,000 People

County Name	2010	2030
Adams	4,899	9,045
Forest	1,888	2,925
Juneau	4,677	8,600
Langlade	3,986	6,425
Lincoln	5,269	9,480
Marathon	18,988	33,650
Oneida	7,800	13,065
Portage	8,955	17,205
Vilas	5,556	8,960
Wood	12,762	21,230
Region	74,780	130,585



This map is neither a legally recorded map nor a survey and is not intended to be used as one. This drawing is a compilation of records, information and data used for reference purposes only. NCWRPC is not responsible for any inaccuracies herein contained.

Data Sources: Census 2010

South Sub-Region (Adams & Juneau)

- » The percentage of population aged 17 and under decreased 3.7 percent from 24.8 percent to 21.9 percent between 2000 and 2010.
- » The south sub-region had a negative net migration of population between the ages of 20 and 29 between 2000 and 2010. For every 400 people aged 20 to 29 who are expected to stay in the region, only 326 of them actually stay in the region. Roughly 74 people, 18.5 percent, choose to relocate to a different region.
- » Future projections show the population ages 20 to 64 decreasing at a rate of 4.8 percent, from 27,919 people in 2010 to 26,580 people in 2030.
- » Future projections show the population ages 19 years and under decreasing from 10,044 people in 2010 to 9,395 people in 2030, a 6.5 percent decrease.

What does this mean for the Region?

- » Support for older citizens will mean an increased demand for services.
- » A smaller tax base will lower support for services in non-growth areas.
- » Fewer young and middle age residents will lower contributions to the tax base.
- » An insufficient workforce will not be able to replace retiring workers and fill new positions.
- » Older citizens will require changes to facilities and homes to accommodate their needs.
- » Fewer young residents will mean a reduction in the school population.

What can be done to shift the trend?

Developing amenities that are likely to attract and retain new businesses and younger employees, including access to technology, arts and cultural experiences, places to shop, outdoor recreation, and vibrant walkable communities will help to create a more diverse employment landscape. Developing an entrepreneurial community that supports innovation and invention will result in a vibrant, exciting and fun community attracting young professionals to the region. Developing facilities, transportation and residences that accommodate the needs and abilities of an older population will be necessary to ensure that residents of all ages are welcome and are able to age in place.

Education - 4 Year High School Diploma/Equivalency

Educational attainment in the region improved overall from 1980 to 2010. The percentage of people living in north central Wisconsin over 25 years of age with at least a high school diploma (or the equivalency) went from 65.1 percent in 1980 to 88.7 percent in 2010, a 33.6 percent increase. In comparison, the percentage of persons over 25 years of age who graduated from high school for the state increased from 69.6 percent in 1980 to 90.1 percent in 2010, a 20.5 percent increase. Although the percentage of high school graduates is still below the state, the region is catching up. In 1980, the percentage of high school graduates in the region was 4.5 percent below the state level. In 2010, the percentage of high school graduates was only 1.4 percent below the state level, a 3.1 percent improvement.

Percentage of population over 25 who completed 4 years of H.S. (2010)

County	%
ADAMS	84.00%
FOREST	85.60%
JUNEAU	84.70%
LANGLADE	87.30%
LINCOLN	87.30%
MARATHON	88.40%
ONEIDA	91.90%
PORTAGE	90.40%
VILAS	91.70%
WOOD	89.20%
REGION	88.70%
STATE	90.10%

SOURCE: US Census 2010

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » Between 1980 and 2010, the north sub-region increased the number of people over 25 years of age with a high school diploma (or the equivalency) 28,512 people, a 70.1 percent rate of growth.
- » In 2010, 89.5 percent of people over the age of 25 had graduated high school (or the equivalency).

Central Sub-Region (Marathon, Portage & Wood)

- » Between 1980 and 2010, the central sub-region increased the number of people over 25 years of age with a high school diploma (or the equivalency) 57,717 people, a 65.4 percent rate of growth.
- » In 2010, 89.1 percent of people over the age of 25 had graduated high school (or the equivalency).

South Sub-Region (Adams & Juneau)

- » Between 1980 and 2010, the south sub-region increased the number of people over 25 years of age with a high school diploma (or the equivalency) 10,959 people, an 87.8 percent rate of growth.
- » In 2010, 84.3 percent of people over the age of 25 had graduated high school (or the equivalency).

Education - 4 or More Years of College

The growth rate of persons with a bachelor degree is increasing, but the region still lags behind the state. In 1980, 11.7 percent of the region’s population over the age of 25 had completed four or more years of college, 3.1 percent less than the percentage of people in the state (14.8%). In 2010, 19.8 percent of the region’s population over the age of 25 had completed four or more years of college, 6.5 percent less than the percentage of people over the age of 25 in the state (26.3%). While the region increased the percentage of people over the age of 25 who had completed four or more years of college by 8.1 percent, the state experienced an 11.5 percent increase. Between 1980 and 2010, the region increased the total number of people over the age of 25 who completed four or more years of college 34,596 people, a 135.8 percent increase.

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » Between 1980 and 2010, the north sub-region increased the number of people over 25 years of age who completed four or more years of college 9,158 people, a 134.3 percent rate of growth.
- » In 2010, 18.6 percent of the people over the age of 25 had completed at least four years of college.

Central Sub-Region (Marathon, Portage & Wood)

- » Between 1980 and 2010, the central sub-region increased the number of people over 25 years of age with a high school diploma (or the equivalency) 23,054 people, a 135.4 percent rate of growth.
- » In 2010, 21.8 percent of the people over the age of 25 had completed at least four years of college.

South Sub-Region (Adams & Juneau)

- » Between 1980 and 2010, the south sub-region increased the number of people over 25 years of age who completed four or more years of college 2,384 people, a 146.8 percent rate of growth.
- » In 2010, 11.5 percent of the people over the age of 25 had completed at least four years of college.

Percentage of Population Over 25 Who Completed 4 or more years of college (2010)

County	%
ADAMS	10.80%
FOREST	12.00%
JUNEAU	12.10%
LANGLADE	12.90%
LINCOLN	14.70%
MARATHON	20.80%
ONEIDA	22.40%
PORTAGE	27.10%
VILAS	25.00%
WOOD	19.20%
REGION	19.80%
STATE	26.30%

SOURCE: US Census 2010

Education and training are critical to maintaining worker productivity and keeping our region competitive. The vocational-technical education system and the training available are of particular importance. As business and industry continue to grow and change, the demand for highly trained and skilled labor grows. In 2013, 10 percent of the regional population had received an associate’s degree at a local institution.

What does this mean for the Region?

- » The region is increasing its ability to supply a workforce with the knowledge, skills, and abilities to meet the demands of the business and industrial community.
- » Portage and Vilas Counties will have an advantage in attracting high knowledge professional employment opportunities.
- » The region is improving its ability to compete for new businesses looking to expand and relocate.
- » A majority of job growth will be in positions requiring a high school diploma and on-the-job training.
- » The south sub-region will have the most difficulty attracting, expanding, and retaining business.
- » Although the education of the workforce is increasing, the region still needs to improve significantly to compete with the remainder of the state and nation.

What can be done to shift the trend?

For the region to be more prosperous, residents need the tools, resources, and education necessary to reach their full potential. This requires expanding education and training opportunities that meet the needs of critical growth sectors and small businesses. Increasing local awareness about the nature of jobs available locally and the types of education and skills necessary to succeed in these fields is also important.

Income

The median household income (adjusted for inflation) in the region rose 16 percent between 1980 and 2010, compared to a state increase of 4.7 percent. Meanwhile, the region's per capita income increased by nearly 50 percent, compared to the state increase of over 32 percent. Median household income in the region in 2010 was \$48,302, a 7.5 percent decrease from 2000. Median household income for the state was \$49,001 in 2010, a 14.7% decrease from 2000. Per capita income in the region increased 1.2 percent between 2000 and 2010 while per capita income decreased 5.5 percent for the state.

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » The median household income (adjusted for inflation) in the north sub-region increased 22.6 percent between 1980 and 2010.
- » The median household income (adjusted for inflation) decreased 5.1 percent between 2000 and 2010.
- » The per capita income (adjusted for inflation) increased 70.6 percent between 1980 and 2010, 9.7 percent between 2000 and 2010.
- » The 2010 median household income was \$43,774 and the per capita income was \$24,404.

Central Sub-Region (Marathon, Portage & Wood)

- » The median household income (adjusted for inflation) in the central sub-region increased 12.3 percent between 1980 and 2010.
- » The median household income (adjusted for inflation) decreased 9.5 percent between 2000 and 2010.
- » The per capita income (adjusted for inflation) increased 44.4 percent between 1980 and 2010, a 1.6 percent decrease between 2000 and 2010.
- » The 2010 median household income was \$51,214 and the per capita income was \$25,360.

South Sub-Region (Adams & Juneau)

- » The median household income (adjusted for inflation) in the south sub-region increased 28 percent between 1980 and 2010.
- » The median household income (adjusted for inflation) decreased 1.7 percent between 2000 and 2010.
- » The per capita income (adjusted for inflation) increased 51.8 percent between 1980 and 2010, a 0.2 percent decrease between 2000 and 2010.
- » The 2010 median household income was \$43,055 and the per capita income was \$22,539.

What does this mean for the Region?

- » Lower household incomes will reduce the amount of disposable income available.
- » Lower household incomes will increase the number of households spending greater than 30% and 35% of their take-home income on housing, as rents and home values continue to increase.
- » An increase in per capita income, combined with a lower cost of living, will attract quality workers to the area.
- » Smaller average household sizes and lower median household incomes will create a demand for smaller more affordable living options.

2010 Income

County	Median Household	Median Per Capita
ADAMS	\$39,885	\$21,917
FOREST	\$37,627	\$20,578
JUNEAU	\$45,664	\$23,026
LANGLADE	\$41,034	\$22,025
LINCOLN	\$46,625	\$23,793
MARATHON	\$53,471	\$25,893
ONEIDA	\$45,857	\$28,085
PORTAGE	\$51,456	\$24,837
VILAS	\$41,631	\$27,128
WOOD	\$47,204	\$24,893
REGION	\$48,302	\$25,011
STATE	\$49,001	\$25,458

SOURCE: US Census 2010

What can be done to shift the trend?

Providing living wage employment opportunities will attract a young and educated workforce. Incentives for companies with high hourly wages and high annual salaries will attract a higher quality workforce to the region and will increase the amount of disposable income available. The construction of housing options that are attractive to smaller household sizes and single-family incomes will also create a more attractive and affordable region.

Rural and Urban Population

Following each decennial census, the Census Bureau delineates urban and rural populations in each county. This information is presented for general informational purposes only.

Over the last 30 years, the north central region has become more urban, which follows a national trend of people moving to more urban areas. The region decreased the percentage of population living in rural areas from 59 percent in 1980 to 54 percent in 2010. In comparison, the state decreased the percentage of population living in rural areas from 35.8 percent in 1980 to 29.8 percent in 2010. The region increased its total population 62,511 people between 1980 and 2010, 24 percent of whom live in rural areas.

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » The percentage of population living in rural areas increased 2.4 percent between 1980 and 2010.
- » Rural population increased 11,379 people between 1980 and 2010.
- » In 2010, 85,076 people in the north sub-region lived in rural areas, 73.7 percent of the total population.
- » Between 2000 and 2010, rural population decreased 1,346 people.

Central Sub-Region (Marathon, Portage & Wood)

- » The percentage of population living in rural decreased 9.4 percent between 1980 and 2010.
- » Rural population decreased 8,047 people between 1980 and 2010.
- » In 2010, 110,353 people in the central sub-region lived in rural areas, 39.6 percent of the total population.
- » Between 2000 and 2010, rural population decreased 184 people.

South Sub-Region (Adams & Juneau)

- » The percentage of population living in rural areas increased 0.2 percent between 1980 and 2010.
- » Rural population increased 11,926 people between 1980 and 2010.
- » In 2010, 43,138 people in the south sub-region lived in rural areas, 90.7 percent of the total population.
- » Between 2000 and 2010, rural population increased 3,838 people.

What does this mean for the Region?

- » Rural residents will continue to live farther from services, which will continue to impact household budgets and health, especially low income and older residents.
- » Multimodal transportation options will be necessary to connect the rural population to the urban centers for medical needs.
- » Vehicle miles traveled and commute times will continue to be higher as workers travel greater distances for work.
- » Costly infrastructure will need to expand and maintained in rural communities.
- » The central sub-region and urban areas will need to prepare and plan for an increase in population as more people look to live in the urban areas.

2010 Urban Rural Population by Percent

County	Rural Population	Urban Population
ADAMS	100%	0%
FOREST	100%	0%
JUNEAU	84%	16%
LANGLADE	59%	41%
LINCOLN	54%	46%
MARATHON	43%	57%
ONEIDA	75%	25%
PORTAGE	36%	64%
VILAS	100%	0%
WOOD	37%	63%
REGION	54%	46%
STATE	30%	70%

SOURCE: US Census 2010

What can be done to shift this trend?

Expanding transit service to rural communities and connecting them to the urban areas will increase the health, safety, and welfare of rural residents. The location of satellite healthcare facilities and community grocery stores will ensure that people have access to medical care and healthy foods. Urban areas will need to plan for the increase in population providing additional housing options and new employment opportunities. Well planned developments can connect residential, retail, and employment providing greater options for residents to get to and from activities.

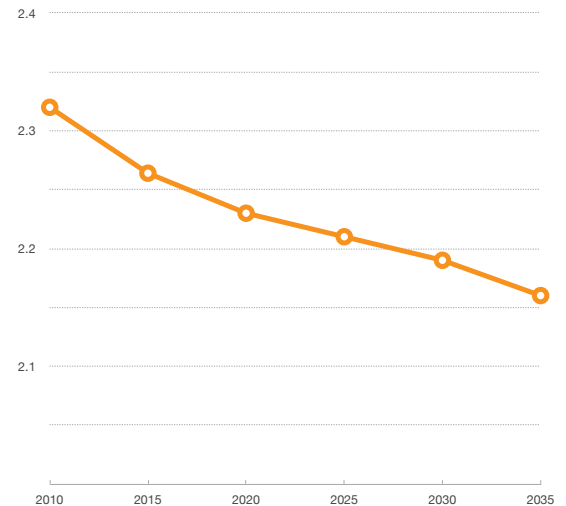
5 REGIONAL PLANNING ISSUES

HO Housing Stock

Communities that offer a variety of housing types, such as single family homes, townhouses, duplexes, and apartments, attract and retain residents at all life phases—from young families to retirees. To accommodate the projected population age increase over the next 25 years, the region will need to invest in housing options that will accommodate an older demographic while also attracting young professionals.

The region currently lacks housing diversity with over 82.2 percent of housing in the region being single family units (includes duplexes), compared to 77.5 percent for the state. Multifamily housing (3 or more units) represents 10.2 percent of the housing stock, 8.4 percent less than the state. This results in a lack of housing options to attract new residents and accommodate existing residents aging in place. Multifamily options and smaller single family homes will also accommodate the smaller household sizes in the region. Two trends are leading to smaller household sizes. First, the population over the age of 65 is increasing. Second, young adults, who are waiting longer to make life choices like marriage and children, are having fewer children. The median household size in the region decreased from 2.81 persons per household in 1980 to 2.32 in 2010. Projections show that household sizes will continue to decrease over the next 25 years from 2.32 in 2010 to 2.16 in 2035.

Projected Median Household Size



SOURCE: Wisconsin Department of Administration

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » In 2010, 86.7 percent of all housing units were single family units (includes duplexes).
- » In 2010, 5.9 percent of all housing units were multifamily units.
- » In 2010, 7.4 percent of all housing units were mobile homes.
- » The household size in 2010 was 2.26 people per household and is projected to be 2.13 people per household in 2035.

Central Sub-Region (Marathon, Portage & Wood)

- » In 2010, 81.3 percent of all housing units were single family units (includes duplexes).
- » In 2010, 14.4 percent of all housing units were multifamily units.
- » In 2010, 4.3 percent of all housing units were mobile homes.
- » The household size in 2010 was 2.42 people per household and is projected to be 2.29 people per household in 2035.

South Sub-Region (Adams & Juneau)

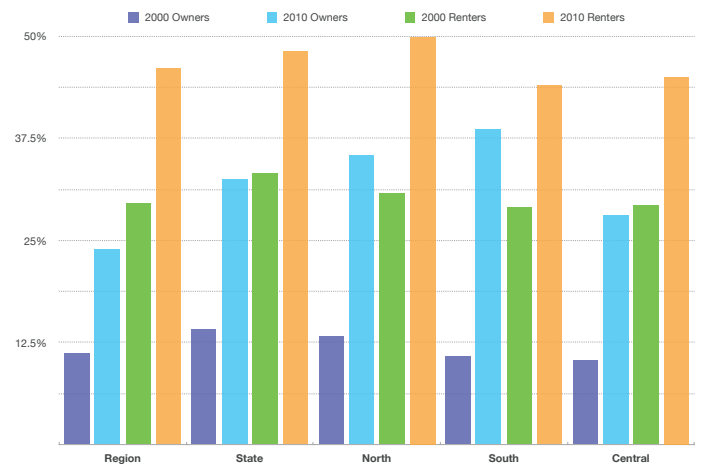
- » In 2010, 72.0 percent of all housing units were single family units (includes duplexes).
- » In 2010, 6.5 percent of all housing units were multifamily units.
- » In 2010, 21.5 percent of all housing units were mobile homes.
- » The household size in 2010 was 2.32 people per household and is projected to be 2.07 people per household in 2035.

HO Housing Affordability

The region needs to create communities where everyone—including elderly, disabled, and low-income residents—have access to affordable housing. Housing affordability involves more than the purchase price, but also includes property taxes, utilities, maintenance, and repairs.

Currently, a high percentage of the region is spending more than 30 percent of their household income on housing. The more money spent on housing the less disposable income available to spend on education, food, retail, and recreation. Between 2000 and 2010, the region's median household income decreased 7.5 percent (adjusted for inflation), while median values of homes and monthly rents increased. Between 2000 and 2010, the median value of homes increased \$48,327, a 52 percent increase and rents increased \$199 per month, a 45.9 percent increase. The increase in home value and rents, combined with a decrease in median household income, has forced a higher percentage of the population to spend more than 30 percent of their net income on housing. In 2010, 23.9 percent of home owners and 46.1 percent of renters spent more than 30 percent of their income on housing. In comparison, in 2000, only 11.2 percent of home owners and 29.6 percent of renters spent more than 30 percent of their income on housing. See Map 3.

Owners / Renter Costs > 30% of Income



SOURCE: US Census 2000, ACS 2008 - 2012

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » The average rent in 2010 was \$619 per month, a 44.9 percent increase from 2000.
- » The average home value in 2010 was \$153,019, a 55.3 percent increase from 2000.
- » In 2010, 35.4 percent of home owners in the north sub-region spent more than 30 percent of their income on housing and 49.9 percent of renters spent more than 30 percent of their income on housing.

Central Sub-Region (Marathon, Portage & Wood)

- » The average rent in 2010 was \$642 per month, a 36.4 percent increase from 2000.
- » The average home value in 2010 was \$136,067, a 47.6 percent increase from 2000.
- » In 2010, 28.1 percent of home owners in the central sub-region spent more than 30 percent of their income on housing and 45.0 percent of renters spent more than 30 percent of their income on housing.

South Sub-Region (Adams & Juneau)

- » The average rent in 2010 was \$641 per month, a 45.7 percent increase from 2000.
- » The average home value in 2010 was \$126,533, a 62.6 percent increase from 2000.
- » In 2010, 38.6 percent of home owners in the south sub-region spent more than 30 percent of their income on housing and 44.0 percent of renters spent more than 30 percent of their income on housing.

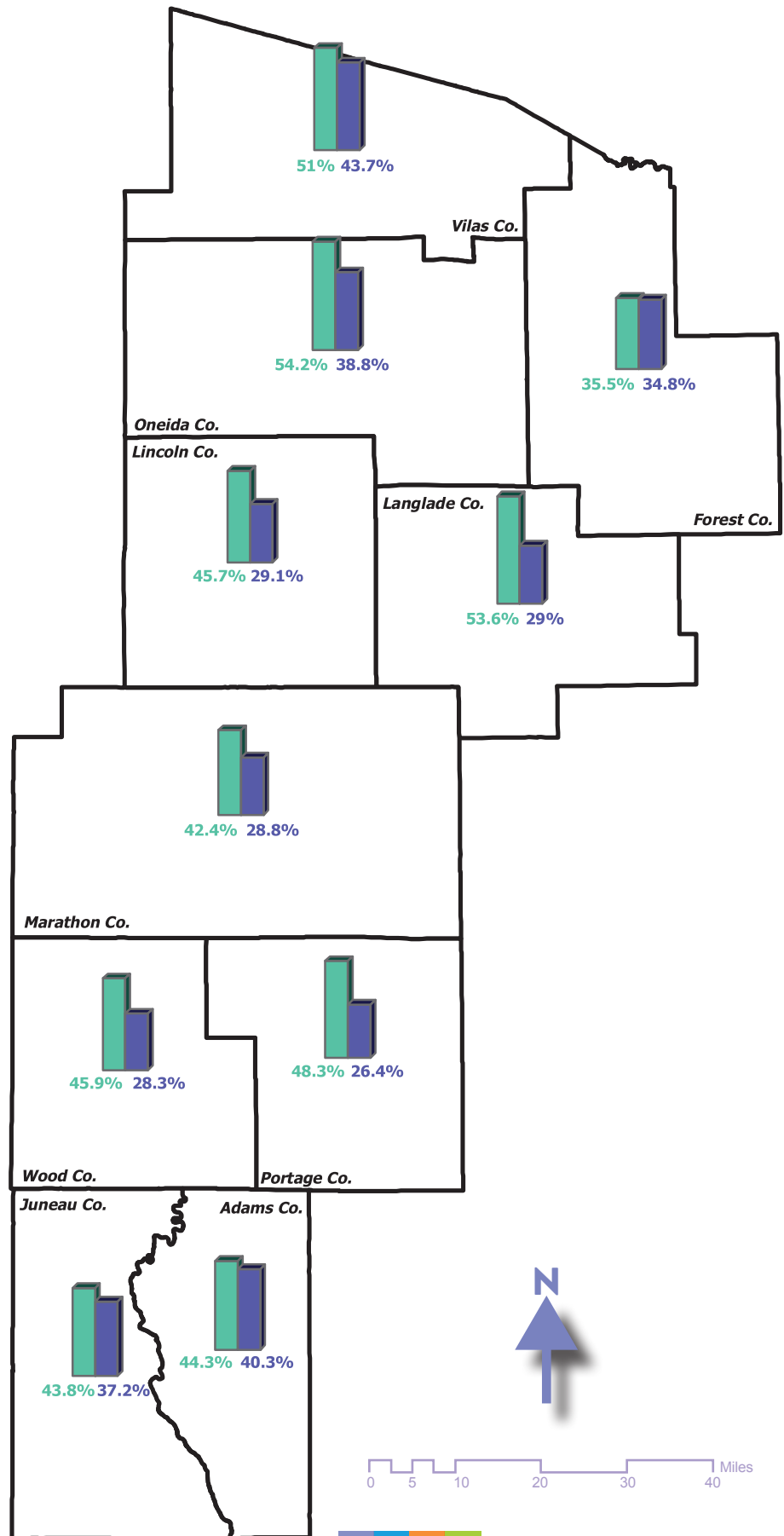
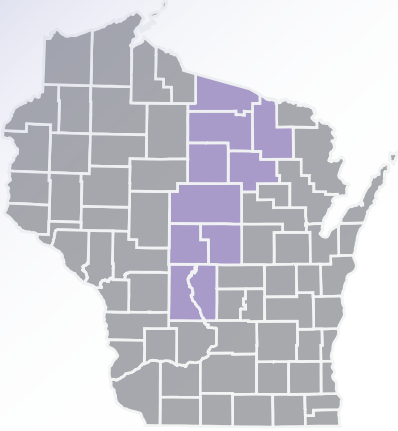
What does this mean for the Region?

- » Large 3-4 bedroom single family homes in rural areas and suburbs will be less attractive to an elderly population desiring low maintenance and accessible homes with wider hallways, no step entries, and single floor living spaces.
- » Young families in the region will not have the finances, due to student loan debt and low median incomes, or the need, due to smaller household sizes, to purchase large single family homes.
- » Smaller household sizes will require smaller, more affordable housing options.
- » A slow projected population growth and decrease in population aged 20-64 will reduce the demand on new and existing housing.
- » The increase in the age 65 and over population will increase demand for senior housing and assisted living facilities, as well as more transportation and health care options.

- » Increasing housing costs will increase the demand for access to lower cost transportation options to offset average household spending on housing.
- » Higher housing costs will decrease the amount of disposable income in the community.

What can be done to shift the trend?

More single family homes and more multifamily options should be developed. This allows residents and families of all ages, household sizes, and income levels to live in the region while spending less of their income on housing. Locating development close to transportation options will allow residents to reduce their transportation budget, resulting in more disposable income to spend within their community. Communities should encourage new developments and existing homes to incorporate “universal design” features that are accessible to residents of all ages and abilities.



Legend

- █ Renters Spending >30% of their Income on Housing
- █ Owners Spending >30% of their Income on Housing

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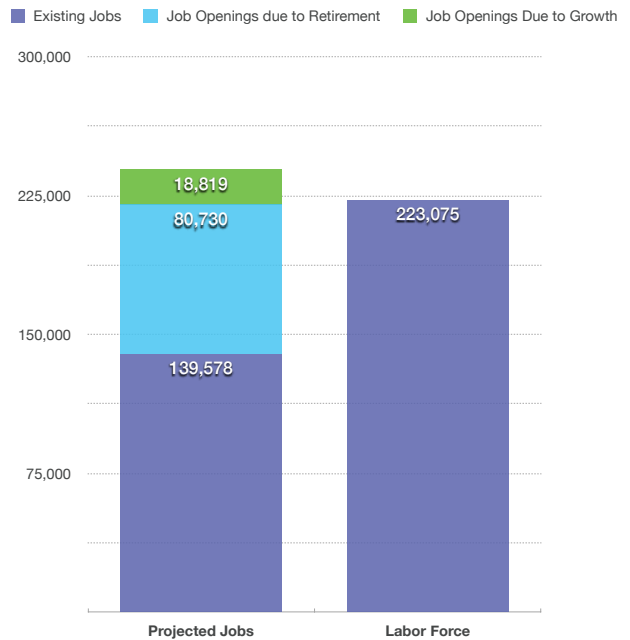
Data Sources: US ACS 2008 - 2012, WI DNR, NCWRPC



ED Available Labor Force and Employment

Businesses need the necessary workforce with the proper education. Employers require a well-educated and trained workforce. Employment projections forecast a total of 239,136 jobs in the region by 2025, which is an 8.5 percent increase (18,819 jobs) from 2013. Future population projections anticipate a total of 361,910 people over the age of 20 in the region at that time. Based on the 2010 labor force participation rate of 65.8 percent, the region will have 238,137 people participating in the labor force, 1,000 people less than the total number of job openings. Compounding this shortage further are commuter migration patterns. In 2012 data indicated that 40,457 workers commuted into the region for work on a daily basis, but 55,519 left the region for work, a negative net migration of 15,062 workers. Should these commuting patterns continue, the region will have 16,062 fewer workers than available jobs in 2025.

Over the next fifteen years, another factor that will impact the labor shortage are retirements. The projected increase in population over 65 will potentially increase the number of total job openings while decreasing the labor force. Utilizing EMSI, economic modeling software, 48 percent of the region's employed workforce was over the age of 45 in 2010. Based on the number of people who were 45 and over in 2010 and a retirement age of 65, there will be an average of 5,382 additional job openings per year from 2010 to 2025 due to retirement, or 80,730 additional job openings over the 15 year period, assuming each retiring worker is replaced. Total potential job openings over the next 15 years, when combining both job growth and retirements, is 99,549 jobs. See Map 4.



SOURCE: Economic Modeling Software Int., NCRWPC, Wisconsin Department of Administration

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

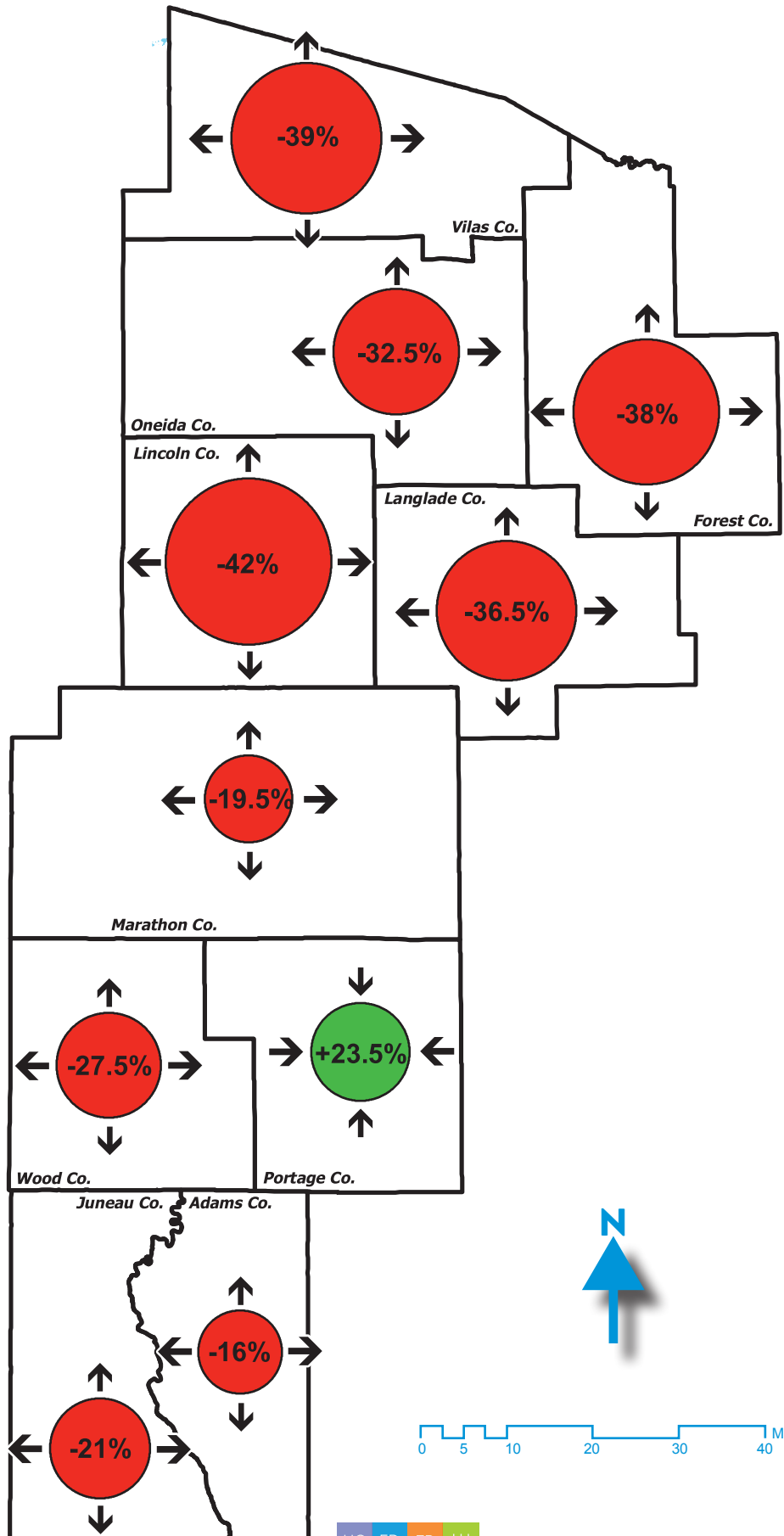
- » Between 2000 and 2010, the north sub-region experienced a negative net migration of 376 people aged 20 to 29. For every 1,000 people aged 20-29 who are expected to stay in the north sub-region, only 624 of the people actually do stay in the region. Roughly 37.6 percent of the expected population relocates.
- » The north sub-region currently experiences a negative net migration of workers. In 2011, 31,864 people who live in the region commuted outside the region for work while 10,353 people who live outside the region commuted into the region for work.
- » Between 2000 and 2013, employment increased 9.33 percent adding 4,365 jobs.

Central Sub-Region (Marathon, Portage & Wood)

- » Between 2000 and 2010, the central sub-region experienced a negative net migration of 47 people aged 20 to 29. For every 600 people aged 20-29 who are expected to stay in the central sub-region, only 553 of the people actually do stay in the region. Roughly 7.8 percent of the expected population relocates.
- » The central sub-region currently experiences a positive net migration of workers. In 2011, 38,747 people who work in the region commuted from outside the region while 34,559 people who live in the region commuted outside of the region for work.
- » Between 2000 and 2013, employment increased 10.2 percent adding 14,153 jobs.

South Sub-Region (Adams & Juneau)

- » Between 2000 and 2010, the south sub-region experienced a negative net migration of 74 people aged 20 to 29. For every 400 people who are expected to stay in the south sub-region, only 326 of the people actually do stay in the region. Roughly 18.5 percent of the expected population relocates.
- » The south sub-region currently experiences a negative net migration of workers. In 2011, 12,090 people who live in the region commuted outside the region for work while 4,175 people who live outside the region commuted into the region for work.
- » Between 2000 and 2013, employment increased 33.56 percent adding 4,079 jobs.

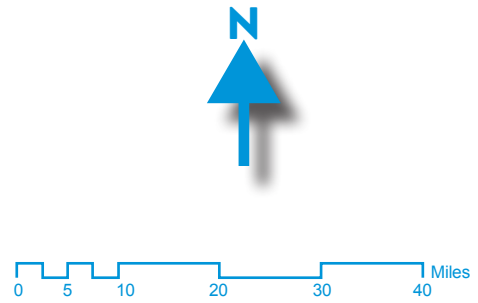


Legend

- County Boundaries
- Out Migration
- In Migration

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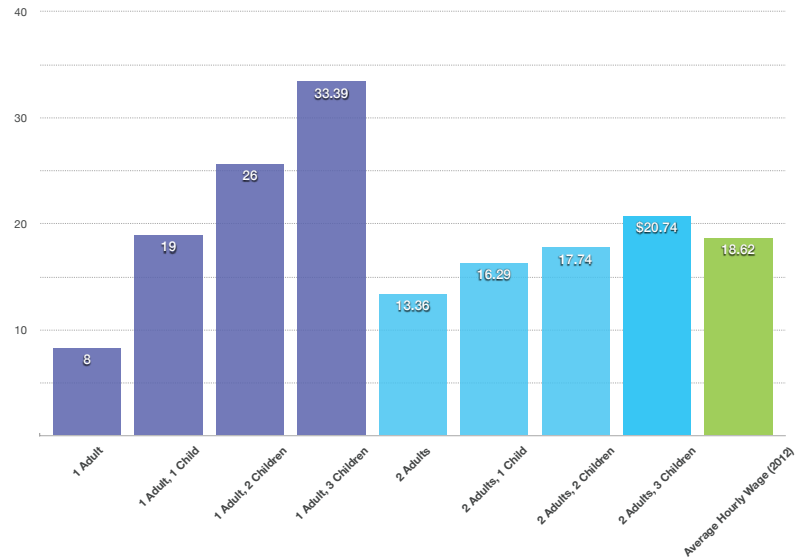
Data Sources: US ACS 2008 - 2012, WI DNR, NCWRPC



ED Living Wage

Families working in low-wage jobs make insufficient income to meet their daily needs given the local cost of living. In order to increase livability in the region, families must be able to live, work, and play in their communities. While the minimum wage sets an earnings threshold, it fails to account for the basic expenses of families. Over the past 10 years, the region's cost of living (i.e. home prices and rent) have increased faster than per capita and household incomes. Consequently, many working adults must seek public assistance and/or hold multiple jobs in order to meet the basic needs of their families. Establishing a living wage, an approximate income needed to meet a family's basic needs, enables families to achieve financial independence while maintaining housing and food security. Occupations paying a living wage provide families resources for savings, investments, education, and the purchasing of goods which improves the local economy and increases the quality of life of the region's population.

Required Minimum Living Wage in Region



SOURCE: Massachusetts Institute of Technology Living Wage Calculator, Economic Modeling Software Int.

According to the Massachusetts Institute of Technology (MIT), the minimum living wage threshold in the region ranges from \$8.28 per hour for a single adult to \$33.39 per hour for a single adult with three children. The minimum hourly wage for two adult households represents the combined family income. Their combined hourly wage must meet or exceed the livability threshold to meet their family's basic needs. The average 2012 salary ranges from \$16.52 per hour in the north sub-region to \$19.46 per hour in the central sub-region. The average median salary for the region is \$18.62 per hour. Based on the MIT living wage thresholds, the 2012 average salary in the region is sufficient to support single adults with no children and two adult households with and without children.

The three occupations that employ the most people in the region are Office and Administrative Support Occupations (with 14% of all employees and an average salary of \$15.31 per hour), Sales and Related Occupations (10%, \$14.81), and Production Occupations (10%, \$16.50). These occupations employ 34 percent of the region's workforce and are insufficient in meeting the minimum living wage threshold of single parents. Seven of the 24 occupations, representing 43 percent of the region's employment, do not pay a sufficient salary to meet the minimum living wage threshold for a one adult family with children. Food Prep Occupations (9% of total employment) has the lowest average salary in the region at \$9.59 per hour, only satisfying the living wage threshold for a single adult. Health Practitioners and Technical Occupations (6% employment; \$38.57) is the only occupation that earns an average salary that meets the minimum living wage threshold for all proposed scenarios.

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » The average salary in 2012 was \$16.52 per hour.
- » The minimum living wage for one adult without children is \$8.40 per hour and for two adults without children is \$13.32 per hour.
- » Living wage thresholds (per hour) are: Single: \$8.40; single one child: \$18.89; single two children: \$25.58; single three children: \$33.44; Two adult: \$13.32; two adult one child: \$16.26; two adult two children: \$17.71; two adult three children: \$20.79.

Central Sub-Region (Marathon, Portage & Wood)

- » The average salary in 2012 was \$19.46 per hour.
- » The minimum living wage for one adult without children is \$8.25 per hour and for two adults without children is

\$13.47 per hour.

- » Living wage thresholds (per hour) are: Single: \$8.25; single one child: \$19.02; single two children: \$25.71; single three children: \$33.39; Two adult: \$13.47; two adult one child: \$16.39; two adult two children: \$17.84; two adult three children: \$20.73.

South Sub-Region (Adams & Juneau)

- » The average salary in 2012 was \$16.76 per hour.
- » The minimum living wage for one adult without children is \$8.06 per hour and for two adults without children is \$13.29 per hour.
- » Living wage thresholds (per hour) are: Single: \$8.06; single one child: \$18.87; single two children: \$25.57; single three children: \$33.26; Two adult: \$13.29; two adult one child: \$16.24; two adult two children: \$17.69; two adult three children: \$20.61.

ED Broadband

Broadband connects people to the Internet. It is a high-speed transmission link from a home, business, or school to the World Wide Web and other digital resources. Broadband replaces a traditional “dial-up” or narrow-band telephone connection and is always on, allowing use of multiple services at the same time.

High-speed broadband connections are crucial for government services, healthcare, education, library systems, private businesses, and residents. Improving the region’s telecommunication network can assist existing businesses, attract new businesses, and allow residents to access education opportunities. With new online education tools and opportunities, residents located in urban and rural areas of the region can have access to the University of Wisconsin system and area technical schools to increase their knowledge, skills, and abilities and strengthen the region’s workforce.

Broadband enables telemedicine programs to expand care to rural communities and enables manufacturing companies to sell products to consumers or businesses as an e-commerce entity. Broadband connects seasonal residents and tourists to their businesses, enabling them to telecommute from their seasonal home, spend more time in the region, and potentially become full time residents working from home.

The region’s rural areas do not have sufficient access to high speed broadband internet. Data from the Public Service Commission’s Link WISCONSIN Demand Survey identifies unserved and underserved locations and is specific to a consumer/business address. Areas with a maximum broadband speed under 4 Mbps download speed do not meet the FCC broadband definition.

Based on this survey, 22 percent of the Region has maximum speeds of less than 3 Mbps, 23 percent has between 3 and 10 Mbps, and 55 percent has greater than 10 Mbps. At the county and sub-regional levels, speeds range greatly. At the greater than 10 Mbps speed, Adams County is the lowest with 6 percent and Wood County is the highest with 84 percent. Generally, urbanized areas and communities near highways have greater access to high speed broadband while rural areas have lower speeds or must rely on mobile internet options for a reliable connection. See Map 5.

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » According to the Link Wisconsin Demand Survey, 23 percent of the north sub-region is limited to speeds of less than 3 Mbps, 28 percent had speeds of 3 to 10 Mbps, and 49 percent had speeds of greater than 10 Mbps.
- » Urbanized areas like Eagle River, Merrill, Tomahawk, Rhinelander, Antigo, Crandon, Three Lakes, and Minocqua have greater access to high download speeds.
- » In 2010, 85,076 people lived in rural areas, 73.7 percent of the total population, and 30,376 lived in urban areas.

Central Sub-Region (Marathon, Portage & Wood)

- » According to the Link Wisconsin Demand Survey, 14 percent of the central sub-region is limited to speeds of less than 3 Mbps, 10 percent had speeds of 3 to 10 Mbps, and 76 percent had speeds of greater than 10 Mbps.
- » Urbanized areas such as Wausau, Stevens Point, Marshfield, Wisconsin Rapids, and Plover have greater access to high download speeds.
- » In 2010, 110,353 people lived in rural areas, 39.6 percent of the total population, and 168,478 people lived in urban areas.

Percent Population in Census Blocks with Advertised Maximum Download Speeds Available by County

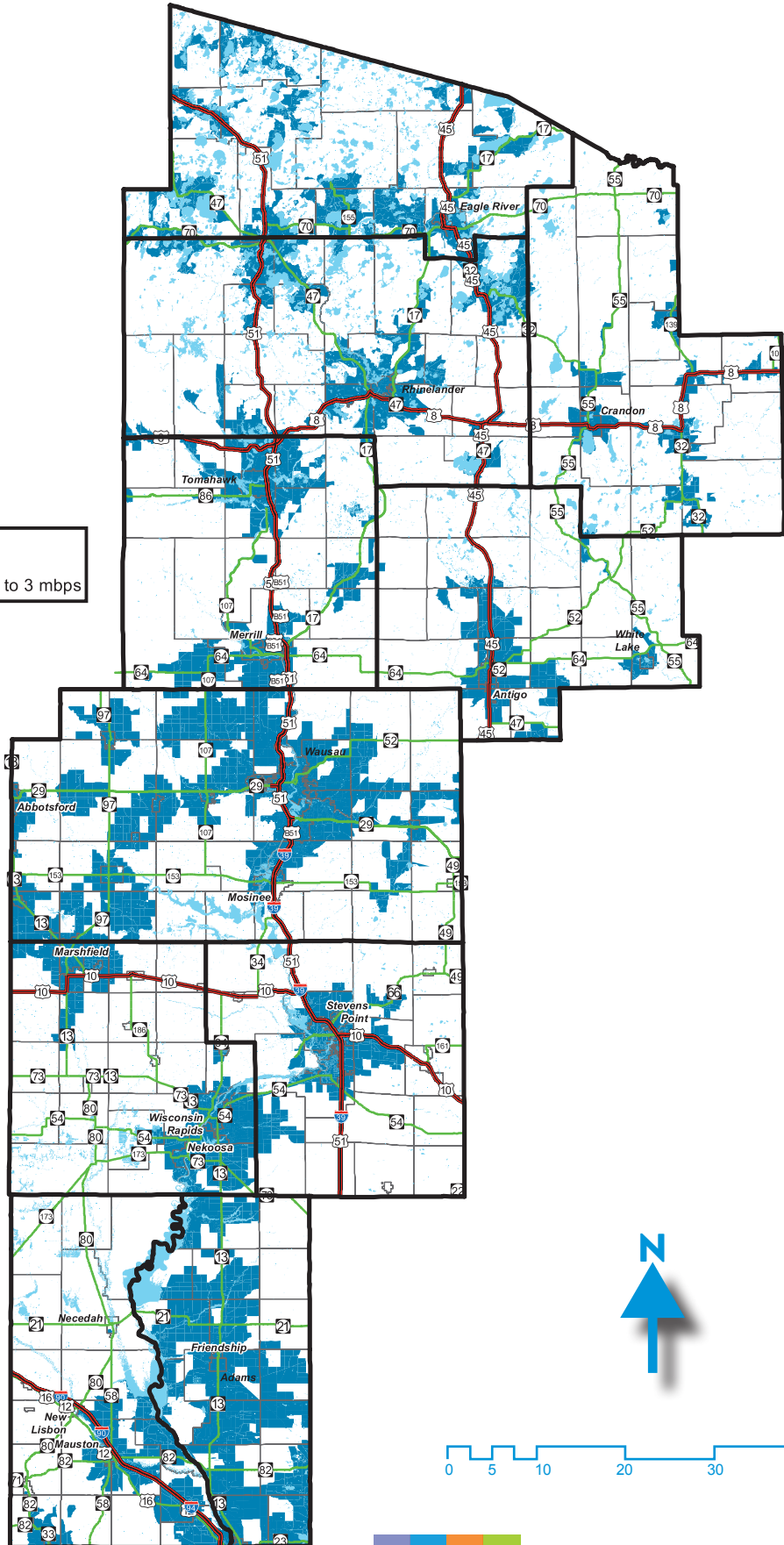
County	> 10 Mbps	3 to 10 Mbps	< 3 Mbps
ADAMS	6	47	46
FOREST	47	46	5
JUNEAU	66	17	17
LANGLADE	54	6	40
LINCOLN	37	25	37
MARATHON	74	8	18
ONEIDA	68	27	5
PORTAGE	70	18	12
VILAS	40	34	30
WOOD	84	4	13
REGION	54.54	23.28	22.24
NORTH	49.15	27.80	23.38
CENTRAL	75.90	9.94	14.16
SOUTH	36.00	32.00	31.50

SOURCE: US Census 2010



Legend

 Download Speeds Greater than or equal to 3 mbps



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Data Sources: Public Service Commission of WI



South Sub-Region (Adams & Juneau)

- » According to the Link Wisconsin Demand Survey, 32 percent of the south sub-region is limited to speeds of less than 3 Mbps, 32 percent had speeds of 3 to 10 Mbps, and 36 percent had speeds of greater than 10 Mbps.
- » Urbanized areas like the town of Rome, Adams/Friendship, New Lisbon/Camp Douglas, and Mauston have greater access to high download speeds.
- » In 2010, 43,138 people lived in rural areas, 90.7 percent of the total population, and 4,401 people lived in urban areas.

What does this mean for the Region?

- » The region will lack the necessary labor force to meet the 2025 job forecast.
- » A lack of available workforce will inhibit the expansion and retention of existing businesses and the attraction of new business in the region.
- » Existing businesses will struggle to replace their retiring workforce (knowledge and skill) as labor force projections are less than total jobs.
- » Lower median household incomes and an increase in the cost of living will necessitate people working past the age of 65.
- » Future financial uncertainty will discourage an aging population to invest in risky new business opportunities.
- » The region's hourly wage meets or exceeds the minimum living wage for dual income families making the region attractive to two adult working families.
- » A one adult family with children will have a difficult time meeting their basic needs.
- » With average hourly wages below minimum living wage threshold for a one adult family, the region will struggle to attract the best possible workforce.
- » Residents choosing to live in more rural areas, specifically the north sub-region, will have slower broadband speeds and less access to broadband.
- » Recruitment of future business and industry will be in central business districts and communities on major highways with access to quality broadband.
- » Attracting future workforce to rural communities without broadband will be difficult.
- » Rural communities without broadband will be reliant on service-based industries and tourism industries.

What can be done to shift the trend?

In-migration programs will be necessary to meet the future workforce requirement as natural birth migration will be inadequate. Communities will need to develop attractive facilities (e.g. roads, sidewalks, parks, and broadband) and create unique strategies which promote their assets and opportunities to attract new residents and retain existing residents to provide the necessary labor force to meet the projected job growth. The creation of vibrant, innovative, and exciting communities and businesses will be crucial to attracting and retaining young professionals. Educational institutions must collaborate with local businesses to create customized programs supplying a knowledgeable and highly skilled workforce who can meet the needs of the future economy. Municipalities will need to reduce the cost of living in their communities and increase the number of occupations paying above the minimum living wage threshold to attract new residents to the region. As a large portion of the population enters the age of retirement over the next 20 years, succession plans in ownership, leadership, and individual jobs are crucial ensuring that existing companies continue to grow and remain in the region. Communities must invest in high speed internet infrastructure to support economic growth and to attract entrepreneurs, businesses, and the labor force needed to meet the demands of the future economy. A majority of investment should be in central business districts where existing infrastructure is in place, but rural communities will need to meet the basic broadband requirements to increase business, full-time residents, education, healthcare and the overall quality of life.

TR Modes of Transportation to Work

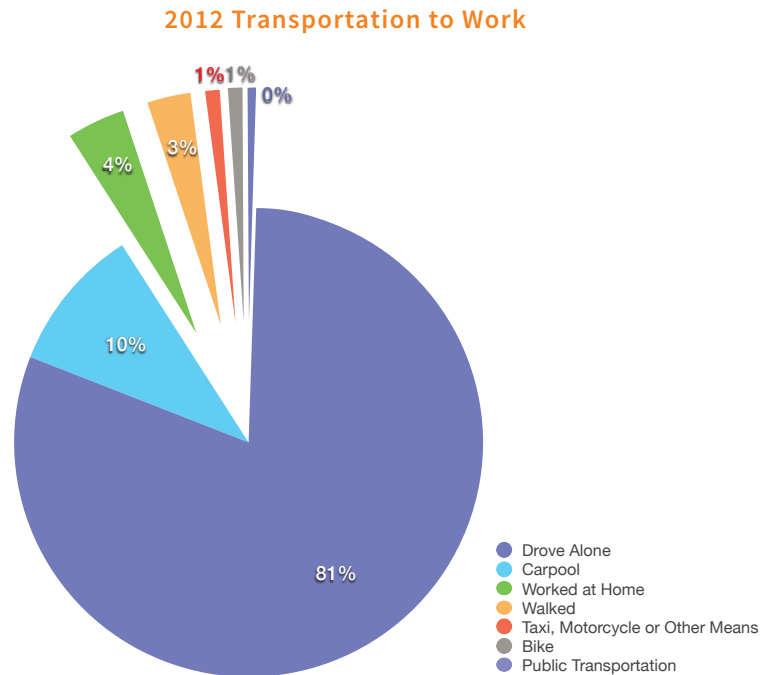
Integrating and aligning the region's transportation system helps increase the effectiveness of the entire system and allows the region to plan for future growth. Providing people with a variety of reliable transportation options to get to employment centers, educational opportunities, healthcare, and other basic needs will improve the connection between our counties and communities. By focusing on a variety of transportation options like biking, walking, and transit, in addition to the automobile, communities can create an attractive business environment and a more livable community for all residents.

Close walkable communities decrease commute times, reduce vehicle miles traveled, and raise the real estate value of office and retail space. A 2012 study by the Brookings Institute found that "real estate values increase as neighborhoods became more walkable, where every day needs, including working, can be met by walking, transit or biking." The report identified a five step "ladder" of walkability ranging from least to most walkable. On average, each step up the walkability ladder adds \$9 per square foot to annual office rents and \$7 per square foot to retail rents. The region is missing an economic opportunity to increase the value of commercial property, increasing property taxes, by creating communities that are dependent on individual automobile use.

The region's workforce is extremely dependent on the automobile. In 2012, over 80 percent of the region's workforce drove alone to work on a daily basis. Another 10 percent carpooled, resulting in over 90 percent of the workforce using an automobile to get to and from work. Workers'

commute times to and from work averaged less than 21 minutes. Over 33 percent of the workforce commutes at least 25 miles per day. The lack of transit options and harsh weather conditions between October and April resulted in less than one percent of the workforce using public transit or bikes to get to and from work in 2012 while 3.32 percent walked.

The high dependency on automobiles, specifically single occupant automobiles, had a direct effect on the total vehicle miles traveled in the region in 2012. An increase in vehicle miles traveled creates additional wear on the transportation infrastructure impacting overall maintenance costs. Total vehicle miles traveled in the region increased over 400 million miles between 2003 and 2012, a 7.5 percent increase. In comparison, total vehicle miles traveled in the state of Wisconsin decreased over 529 million miles (1% decrease) during the same time period.



SOURCE: US Census American Community Survey, 2008 - 2012

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » Total vehicle miles traveled increased over 270 million miles (16.5%), between 2003 and 2012.
- » The average mean travel commute time to work is 20.2 minutes.
- » Mode of transportation to work in 2012: Drove alone 80.1%; Carpool 9.9%; Transit 0.3%; Bike 0.3%; Walk 3.7%; Taxi, Motorcycle, Other 1.0%; Worked at Home 4.6%.

Central Sub-Region (Marathon, Portage & Wood)

- » Total vehicle miles traveled increased over 112 million miles (3.7%) between 2003 and 2012.
- » The average mean travel commute time to work is 18.7 minutes.
- » Mode of transportation to work in 2012: Drove alone 81.0%; Carpool 9.3%; Transit 0.5%; Bike 1.0%; Walk 3.3%; Taxi, Motorcycle, Other 1.2%; Worked at Home 3.8%.

South Sub-Region (Adams & Juneau)

- » Total vehicle miles traveled increased over 49 million miles (5.0%) between 2003 and 2012.
- » The average mean travel commute time to work is 25.5 minutes.
- » Mode of transportation to work in 2012: Drove alone 79.1%; Carpool 10.6%; Transit 0.1%; Bike 1.0%; Walk 2.7%; Taxi, Motorcycle, Other 1.4%; Worked at Home 4.4%.

TR Age of Drivers in the Region

A transportation system that provides reliable, safe access to jobs, education, health care, and goods and services is as important to rural communities as it is to urban areas. For those who cannot or choose not to drive, a variety of transportation choices is essential to their daily functioning. Providing high-quality pedestrian and bicycle infrastructure satisfies an important need in communities, as the future workforce is less interested in owning and driving cars than previous generations.

Millennials born (1984-2004) are more likely to choose not to drive, waiting for alternative transportation options as part of their choice to re-urbanize. This generation prefers biking, walking, and public transit options (2013-2015 Marathon County LIFE Project). The number of 19 year olds with a driver's license in the north central region decreased 1,219 people, a 20.8 percent decrease, between 2004 and 2013. Young adults aged 17 years old with a driver's license in the north central region decreased 1,040 people, a 20.5 percent decrease over the ten year period. Continuing to make improvements to the elements of the transportation network that are most attractive to the younger generations, such as transit, bicycle facilities, and walkable infrastructure, will be essential to attracting and retaining a young educated population in the region.

The personal vehicle is the dominant mode of transportation for older adults. The ability for this sector of population to access necessary facilities and navigate their communities in a safe and timely manner will be instrumental in developing a vibrant and livable community. Between 2004 and 2013, the number of people over 65 years of age with a driver's license in the region rose by 12,104 people, a 20 percent increase, to over 72,000 total people. Of the additional 12,104 people with a license, 2,825 were aged 85 and over. The number of people 85 and over with a driver's license increased 46.8 percent in the region between 2004 and 2013 to nearly 9,000 total people. Nationally, roughly 68 percent of drivers aged 85 and older report driving five or more days a week. As life expectancy increases, the region will continue to experience an increase in the number of older drivers. These drivers must be considered in future plans ensuring they have safe and reliable access to healthcare, food, and recreation. See Map 6.

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » The number of 17 year olds with a driver's license decreased 32.6 percent between 2004 and 2011.
- » The number of 19 year olds with a driver's license decreased 24.2 percent between 2004 and 2011.
- » The number of people 65 and over with a driver's license increased 15.0 percent between 2004 and 2011.
- » The number of people 85 and over with a driver's license increased 45.8 percent between 2004 and 2011.

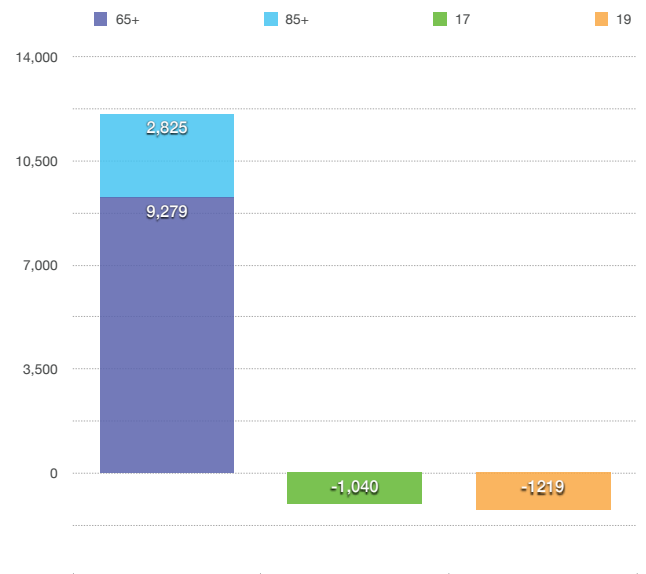
Central Sub-Region (Marathon, Portage & Wood)

- » The number of 17 year olds with a driver's license decreased 14.2 percent between 2004 and 2011.
- » The number of 19 year olds with a driver's license decreased 19.3 percent between 2004 and 2011.
- » The number of people 65 and over with a driver's license increased 23.5 percent between 2004 and 2011.
- » The number of people 85 and over with a driver's license increased 49.3 percent between 2004 and 2011.

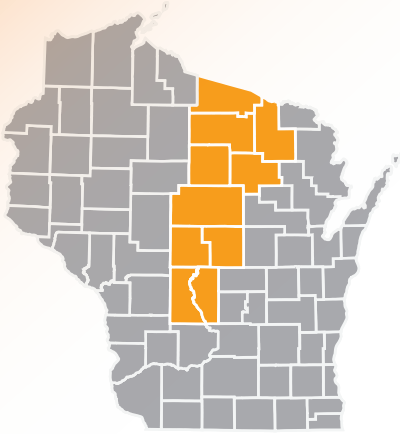
South Sub-Region (Adams & Juneau)

- » The number of 17 year olds with a driver's license decreased 27.7 percent between 2004 and 2011.
- » The number of 19 year olds with a driver's license decreased 22.3 percent between 2004 and 2011.
- » The number of people 65 and over with a driver's license increased 19.3 percent between 2004 and 2011.
- » The number of people 85 and over with a driver's license increased 36.8 percent between 2004 and 2011.

Change in Licensed Drivers in Region



SOURCE: Wisconsin Department of Transportation, Department of Motor Vehicles



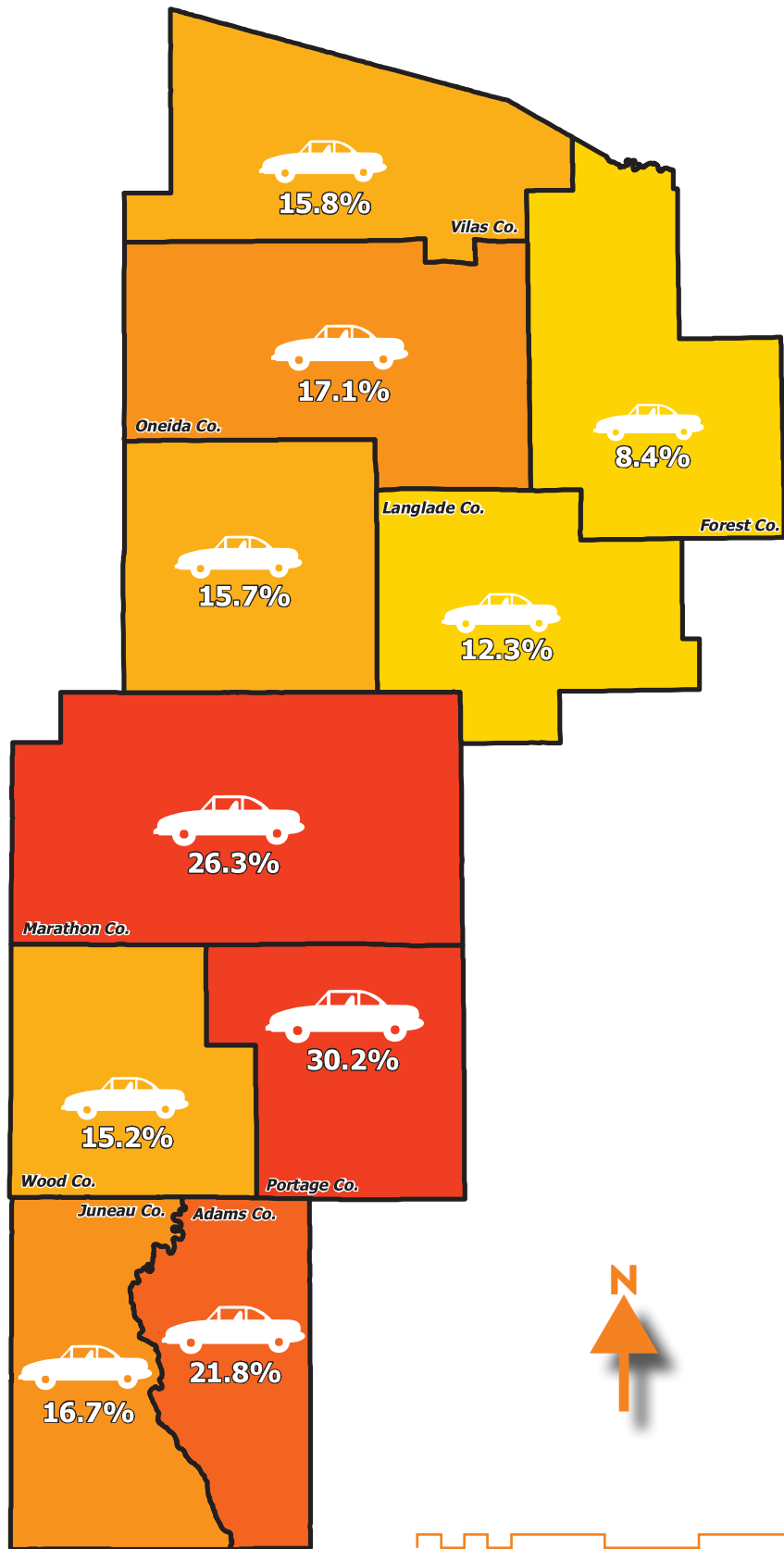
	2004	2013
Adams	3,879	4,723
Forest	1,711	1,854
Juneau	3,744	4,371
Langlade	3,383	3,798
Lincoln	4,383	5,072
Marathon	14,294	18,050
Oneida	6,855	8,024
Portage	6,825	8,889
Vilas	5,302	6,138
Wood	10,291	11,852

Region	60,667	72,771
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Legend

Rate of Growth of Drivers Over 65

- 8.40 - 12.30
- 12.31 - 15.80
- 15.81 - 17.10
- 17.11 - 21.80
- 21.81 - 30.20



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Data Sources: US DOT, WI DNR, NCWRPC



TR Transportation Maintenance Cost

The quality and safety of the region's transportation routes—from country roads and high-speed highways to walking trails and bike paths—are essential to the basic health and prosperity of residents and businesses. The ability to maintain the existing transportation infrastructure has become a major concern due to a lack of funding.

The north central region has over 18,000 miles of roadways. Vehicle miles traveled (VMT) have increased over 400 million miles during the past 10 years and truck freight increased 15 percent between 2007 and 2011. It is expensive to maintain the transportation infrastructure and the region is lacking the funds to meet the maintenance demand. One reason counties struggle to properly maintain the system is because the region is driving farther on less gasoline.

Currently, the primary revenue source for highway and road maintenance is General Transportation Aid (GTA), which is funded by the state and federal gasoline tax and vehicle registration. Fuel-efficient vehicles might have great societal benefits, but they do not diminish usage of the transportation system and the maintenance required by that usage. As a result of market demand and federal regulations, vehicles are able to travel more vehicle miles per gallon, resulting in hundreds of additional miles traveled for the same price. Fuel efficient vehicles buy less gas, which decreases funds for highway and road maintenance. With the invention of electric cars and hybrids, some vehicles using the transportation infrastructure currently pay no or very little gasoline tax to maintain the system.

The current reliance on fuel tax and registration fees is inadequate, unstable, and may soon be outmoded. Between 1970 and 2011, unleaded regular gasoline prices increased 129 percent and diesel 350 percent while the gas tax decreased 3.7 percent. The 2011 gas tax was \$0.02 cents cheaper than it was in 1970 while unleaded and diesel gasoline increased \$1.99 per gallon and \$3.00 per gallon respectively.

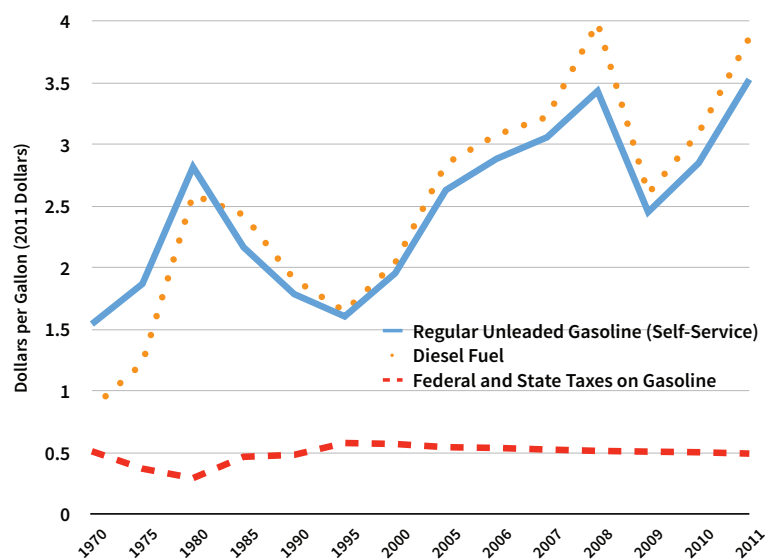
According to the Wisconsin County Highway Association, there continues to be a serious decline in GTA, which funds local roads and the County Truck Highway System. From 2011 to 2012, funding for counties decreased 9.4 percent. Over the past decade, the share of revenue going to counties has been on a steady decline. In 2012, only about 18 cents (18.12%) of every dollar being spent on the County Highway System was being returned to the counties in the form of GTA.

Fuel efficient vehicles, an increase in truck freight, and the lack of an increase in the gasoline tax have created a transportation system where maintenance funding is being outpaced by maintenance and improvement costs. The inability to fund improvements and maintenance on transportation infrastructure will have a significant impact on our region's ability to transport goods and provide safe, reliable, and efficient roads.

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » Over 11 million tons of freight (terminated, generated and internal) was transported via truck in 2011.
- » Almost 5.5 million tons of freight was originated in the north sub-region.
- » Only 637,000 tons of freight was transported via rail in 2011.

Wisconsin Fuel Retail Prices



SOURCE: Wisconsin Department of Transportation

Central Sub-Region (Marathon, Portage & Wood)

- » Over 28 million tons of freight was transported via truck in 2011.
- » Over 11 million tons of freight was transported via rail in 2011.
- » Over 9 million tons of freight transported via rail is terminated in the central sub-region compared to only 1.9 million tons originated.

South Sub-Region (Adams & Juneau)

- » Almost 3 million tons of freight was transported via truck in 2011.
- » Only 185,000 tons of freight was transported via rail in 2011.
- » Over 1.6 million tons of freight transported via truck is originated in the south sub-region compared to 1.2 million tons terminated.

What does this mean for the Region?

- » Dependence on automobile for travel will make the region less appealing to younger people who are less likely to drive and want to drive less.
- » A lack of efficient transportation options will increase the use of the automobile to navigate the region continuing the regional trend of driving alone.
- » High traffic volumes, of both automobiles and freight, will increase wear on road systems.
- » Greater fuel efficiency, electric vehicles, and stagnant gasoline taxes will mean less state and federal funding assistance for road construction and maintenance creating a budget deficit for county highway maintenance.
- » Increases in vehicle miles traveled, both personal vehicles and trucks, will increase wear on road surfaces, leading to a higher demand for maintenance and repair.
- » Decreases in rail and air travel, both passenger and freight, will lead to a reduction in services by these transportation means, increasing the demand for truck transportation.
- » Fewer young drivers, an increase in older drivers, and an aging population will lead to a greater percentage of driving populace over the age of 65.
- » Communities will need to create a transportation system that is easy to navigate to address the increase in older drivers.
- » The truck transportation industry will have a difficult time filling future jobs as the younger population is less interested in getting their driver's license.

What can be done to shift the trend?

Lifelong mobility and accessibility are vital to providing access and transportation to people of all ages and abilities, allowing older adults and persons with disabilities to live in their communities for as long as possible. Recognizing that there is no one-size-fits-all transportation solution, the north central region needs to develop an array of programs, policies, and design guidelines that ensure the needs of older adults, persons with disabilities, and non-drivers are considered in transportation planning and services. Incentives to reduce driving alone and the use of alternative modes of transportation can help decrease the independent use of automobiles, reducing the demand on the transportation infrastructure. Counties must develop alternative ways to fund road maintenance and construction and to decrease the daily usage of the transportation system to reduce the deterioration of the system. Creating dense, mixed-use, and multimodal communities will decrease the need for automobiles, increase foot and bike traffic, and increase the demand for shops, restaurants, businesses, and recreation in close proximity to housing.

LU Density

Each county and local community has a central business district consisting of a major city or Main Street with key community and business infrastructure. By focusing on these central places, communities can bring people closer to the places they need to go every day, a concept known as “access by proximity”. This is done primarily through land use changes, such as promoting higher density mixed-use developments and creating neighborhood centers which contain homes, workplaces, shops, and recreational facilities in close proximity to one another.

The north central region’s housing and population densities are low relative to state levels. Over the years transportation policies have been established to build infrastructure which facilitates the fast transport of people and goods over long distances. These policies encouraged residential developments outside of the central business district. In 2010, the region’s population density was 57.4 people per square mile below state levels and housing density was 21.9 housing units per square mile below state levels. While the region is becoming denser, the state is densifying much more quickly. Between 1980 and 2010, the state increased population density three times faster and housing density two times faster than the region.

According to a report by Smart Growth America and the University of Utah’s Metropolitan Research Center, people in compact, connected metropolitan regions are more likely to move up the economic ladder, have lower household costs, enjoy more transportation choices, and lead longer, safer, and healthier lives. To meet the needs of future generations and to accommodate current generations aging in place, policy will need to shift from transportation infrastructure construction and repair to planning for more dense communities that connect housing to employment, retail, and recreation opportunities and enable a variety of transportation options.

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » In 2010, population density was 24.4 and housing density was 19.7.
- » Between 1980 and 2010, population density increased 12.33 percent.
- » Between 1980 and 2010, housing density increased 32.29 percent.

Central Sub-Region (Marathon, Portage & Wood)

- » In 2010, population density was 88.8 and housing density was 38.8.
- » Between 1980 and 2010, population density increased 15.67 percent.
- » Between 1980 and 2010, housing density increased 42.23 percent.

South Sub-Region (Adams & Juneau)

- » In 2010, population density was 33.7 and housing density was 22.7.
- » Between 1980 and 2010, population density increased 37.93 percent.
- » Between 1980 and 2010, housing density increased 61.19 percent.

2010 Housing & Population Density

County	People Per Square Mile	Homes Per Square Mile
ADAMS	32.3	27
FOREST	9.2	8.8
JUNEAU	34.8	19.1
LANGLADE	22.9	14.2
LINCOLN	32.7	19.1
MARATHON	86.8	37.4
ONEIDA	32.3	27.1
PORTAGE	87.4	37.5
VILAS	25	29.3
WOOD	94.2	43
REGION	47.6	26.6
NORTH	24.4	19.7
CENTRAL	88.8	38.8
SOUTH	33.7	22.7
STATE	105.0	48.5

SOURCE: US Census 2010

LU Farmland Preservation

Agriculture is a major employer and industry for our country and our region. In 2013, over 9,000 people in the region were employed in the industry which encompasses agriculture, forestry, fishing, and hunting (NAICS 11). Employment in the agriculture industry is 3 times more concentrated in the region than the national average, indicating that the agriculture industry is an export industry. Employment in the agriculture industry has increased over the past 30 years at a faster rate than the national average, indicating that the industry is a driver economy for the region. Regional gross sales in the agricultural industry were greater than \$1.8 billion in 2013.

Protection of farmland in the region is critical to produce food. Farmland is also a unique and valuable resource that is difficult to restore once it is converted to non-farm uses. In addition, local food systems rely on locally produced farm products. As the region creates healthier, more livable communities, accessibility to fresh local produce will be a key element to creating a healthier lifestyle for local communities.

The United States is losing agriculture land to development at a rate of one acre per minute, according to the American Farmland Trust. Between 1980 and 2010, the region decreased agricultural land cover 31 percent from roughly 1.5 million acres in 1980 to 1 million acres in 2010. In 2010, the percent of land cover that was agriculture was 17.5 percent, compared to 25.4 percent in 1980. Future projections show farmland decreasing 109,000 additional acres between 2010 and 2020. Agricultural land has been converted into residential and commercial land, wetlands, and open space.

The development of green space and agricultural land surrounding communities has created an automobile dependent region. The construction of homes and other developments outside of central business districts on previous farmland has reduced the number of acres of farmland in the area and required the extension of municipal services. Communities will need to focus development in areas with existing infrastructure to better protect farmland and open space.

North Sub-Region (Forest, Langlade, Lincoln, Oneida & Vilas)

- » Between 1980 and 2010, agricultural land cover decreased from 287,918 acres to 168,870 acres.
- » In 2010, 5.2 percent of land cover was agricultural compared to 8.8 percent in 1980.
- » In 2010, 60.8 percent of the land cover was forest land, the highest percent in the north sub-region.

Central Sub-Region (Marathon, Portage & Wood)

- » Between 1980 and 2010, agricultural land cover decreased from 991,279 acres to 724,644 acres.
- » In 2010, 35.3 percent of land cover was agricultural compared to 48.3 percent in 1980.
- » In 2010, 35.3 percent of the land cover was agricultural land, the highest percent in the central sub-region.

South Sub-Region (Adams & Juneau)

- » Between 1980 and 2010, agricultural land cover decreased from 313,242 acres to 200,429 acres.
- » In 2010, 21.0 percent of land cover was agricultural compared to 32.8 percent in 1980.
- » In 2010, 46.5 percent of the land cover was forest land, the highest percent in the south sub-region.

What does this mean for the Region?

- » Residential development in rural areas will continue to increase in order to accommodate the region's increasing population, which will further place demands on land resources.

Land Cover Change 1980 - 2010

Land Cover	Region	North	Central	South
AGRICULTURE	-31.3%	-41.3%	-26.9%	-36.0%
COMMERCIAL/INDUSTRY	79.3%	96.1%	59.4%	146.7%
FOREST	1.8%	-0.3%	4.8%	7.5%
OPEN SPACE	423.9%	153.9%	744.8%	560.7%
OPEN WATER	20.0%	11.3%	76.3%	18.9%
RESIDENTIAL	365.4%	476.8%	272.6%	463.9%
WETLANDS	8.7%	4.8%	24.4%	-9.2%

SOURCE: NCWRPC

- » Household numbers will continue to increase as the population increases and the number of persons per household will continue to decrease requiring more housing units and more land to accommodate the region's growing population.
- » Regional density will continue to increase slowly as a result of more housing units to accommodate the growing population and smaller household sizes.
- » Land values will continue to increase as agricultural land is converted to nonagricultural uses.
- » The continued reduction in farmland use will increase the land value of farmland.
- » Lower housing and population densities (compared to state levels) will increase the burden on municipalities to provide services like utilities, emergency services, and broadband to citizens and rural homes will continue to be dependent on septic, well, and LP gas.
- » Rural residents will continue to live farther from services impacting household budgets and health, especially in low income residences and older residents.
- » The creation and protection of large continuous tracts of forestland and farmland will continue to make economies of scale better for those land uses to remain productive.

What can be done to shift the trend?

Improving land use planning and practices can help protect forest, farm, and water resources as well as enhance the rural character, scenic views, and opportunities for active recreation they provide. Interventions include offering incentives for higher density developments, encouraging the use of Transfer Development Rights (TDR), creating Agricultural Enterprise Areas (AEA), and developing of Farmland Preservation Plans protect future farm and forest land from development. The best approach to maintaining farmland continues to be minimizing the conversion to other uses. Farmland and forestland should be protected from future development by targeting existing infrastructure for development of residential and commercial buildings. Channeling investments into existing Main Streets and downtowns can preserve existing infrastructure, and historic character while spurring new economic opportunities.

Through a combination of local and regional land use approaches, it is possible to encourage new development within close proximity to established town centers and to preserve rural areas. Overtime, this would increase the number of residents living or working close enough to daily needs to make use of biking, walking, or transit. It would also help reduce the pressure of housing development on agricultural land, forest land, and open space in growth areas.

6 PLANNING SCENARIOS

As part of the planning process, two future regional scenarios were identified. One was the continuation of current trends and the other incorporating livability principles. The two scenarios are outlined below:

Status Quo 2035

If current trends continue for the next 20 years, the region will face several challenges. An unbalanced age distribution among the population will affect the workforce and school enrollments. The housing stock and location will not meet market demands and transportation costs will continue to increase. If alterations to current trends are not formulated and implemented, the reality of 2035 will likely resemble the following description.

The Region has a skewed population pyramid, with older citizens representing a disproportionately large percentage and children and young adults a too small percentage. Older citizens have retired and left gaps in the workforce that are going unfilled because the region has too few young workers to replace them. Fewer jobs and smaller retirement incomes have led to lower income tax revenues to support local governments and municipal services.

Limited housing is affordable and located near job centers. Rural housing continues to be in high demand among people with the means to commute for work and shopping. Most new housing has occurred on the edges of urban areas, increasing the reach and demand on municipal services. Housing in the urban areas is older, in greater need of maintenance, and home to a high percentage of the region's immigrant and low-income residents. Smaller households and those with lower relative incomes have led to a demand for smaller, more affordable homes. The large senior population has led to an increase in senior housing developments, because it is difficult to age-in-place away from urban areas which have proximity to services, community, and health care.

Transportation costs are high and the vast majority of people continue to drive alone to work and shop. The disconnect between homes and job centers, especially among the rural population, has led to increased vehicle miles traveled and greater wear on the road system. Road infrastructure is in need of repair and maintenance, but limited funding is available to cover these costs.

Due to increases in housing and transportation costs, the cost of living in the region is higher than in the recent past. This has led to more people relying on government assistance to meet basic needs, but the government has fewer resources to assist citizens. The region has a growing disparity between high and low income residents. Despite positive regional increases in education and job growth, the region is growing more slowly than the State. This has made the region less competitive and has contributed to a slower economy and lower migration rates.

Vision 2035

The vision for the north central region in 2035 is that of a thriving, livable region which sustainably and efficiently balances the demands of a growing population, a strong economy, and diverse natural resources. If the livability goals and principles in this plan are implemented, the region will take great strides toward the 2035 vision, described below.

A varied mix of community size, location, and amenities have given the region an advantage over competing regions, which leads to population and job growth. A livable, exciting, and sustainable region that includes educational opportunities, high paying jobs, and easy access to employment opportunities, retail outlets, and recreation amenities has kept the region competitive and growing.

In 2035, the region is home to a workforce with the knowledge, skills, and ability to meet the demands of the regional economy. Robust broadband infrastructure allows businesses to grow and expand, while also expanding residents' access to health care, education, and social networks. Central business districts and main streets include denser developments and a diverse range of populations, ensuring a mix in culture and leadership. Few of the region's households spend more than 30 percent of their income on housing costs, freeing up more discretionary spending to support local businesses. A mix of housing options are available in close proximity to employment, retail, and recreation opportunities.

The region is less dependent on individual automobiles, as people live in communities that offer a variety of safe and convenient transportation options. This reduces the wear on the transportation infrastructure and creates a region accessible to all people, those able and unable, willing and unwilling to drive. Communities planned ahead for transportation trends like increasingly fuel efficient vehicles, older drivers, and self-driving cars. By focusing development in urbanized areas, the region continues to protect and encourage farmland and forestland preservation, ensuring access to fresh, local produce and the continued vitality of the agricultural and forestry industries.

Following the U.S. Department of Transportation's Livability Principles, in 2035, the north central region will: provide more housing options; promote equitable, affordable housing; enhance economic competitiveness; support existing communities; coordinate and leverage federal policies and investment; and value neighborhoods and communities.

7 LIVABILITY STRATEGIES

In an effort to establish livability principles for the region the following goals, objectives, and recommendations have been developed. These can be used by counties and local units of government to incorporate into the update of their own local comprehensive plans. Counties and local communities should build on the strategies in this plan to create more specific and measurable objectives and recommendations tailored to their unique circumstances. However, this listing should not be considered all-inclusive. Each community should select the most applicable goals, objectives, and recommendations that best fit their community.

The implementation table identifies goals and objectives for the four foundational areas of housing, economic development, transportation and land use. Also listed are several policies or recommendations for these goals and objectives. Identification of the possible responsible party is included such as local government or other organizations.

Understanding the different challenges and opportunities of rural and urban communities, the recommendations are grouped into rural and urban. One size does not fit all, nor does one policy fit every community. Therefore, recommendations are grouped into the categories of urban and rural.

Measurable indicators for each recommendation are identified to help communities create more specific objectives. These indicators should be used to set baselines and benchmarks to improvement. When measured over time, the indicators can help determine whether the actions taken are helping to increase the overall livability of the region.

Livability Goals

1. Promote a variety of safe and affordable housing options that meet the needs of all community members.
2. Ensure the future availability of a skilled and flexible workforce.
3. Support and develop a diverse economic base ensuring economic growth and resiliency.
4. Support infrastructure needed for economic development.
5. Develop tourism and the knowledge-based economy into leading economic sectors.
6. Provide and improve transportation access to people of all ages and abilities to ensure lifelong mobility and accessibility.
7. Fund the maintenance and expansion of the transportation system.
8. Enhance the regional economy by supporting airports and freight rail.
9. Preserve and protect the region's landscape, environmental resources, and sensitive lands while encouraging healthy communities.
10. Manage and reduce vacant land and structures.

Goal 1: Promote a variety of safe and affordable housing options that meet the needs of all community members.			Responsible Party	Urban	Rural	Measures & Indicators	
H O U S I N G	R E C O M M E N D A T I O N S	Objectives					
		1.1.1	Promote smaller homes to accommodate smaller household sizes.	Municipality	●	●	Average number of rooms per household
		1.1.2	Promote mixed-income housing developments and a broad range of housing choice throughout the region.	Municipality	●	●	Number of single family and multifamily units
		1.1.3	Locate new affordable housing near commercial corridors and transit routes.	Municipality and County	●		Housing density per square mile, Housing affordability index
		1.1.4	Identify high priority sites located close to existing town and job centers and promote the development of workforce and affordable housing in these locations.	Municipality and County	●	●	Housing and population density per square mile, Percent of population spending greater than 30% of income on housing, Number of infill sites
		1.1.5	Encourage the public, private, and non-profit sectors to work together to increase the number of homes in closer proximity to job centers and recreation opportunities.	Municipality and County	●	●	Housing density per square mile, Population density per square mile
		1.1.6	Consider changing ordinances that make it more costly to develop multifamily housing, e.g. sprinkler requirements for 3 or more unit complexes.	Municipality and County	●	●	Number of multifamily units
		1.1.7	Increase the number of multifamily housing units in the region.	Municipality and County	●	●	Number of multifamily units
		1.1.8	Provide incentives to homebuilders and developers for developing affordable market rate housing.	Municipality	●	●	Percent of population spending greater than 30% of income on housing, Number of LMI, Subsidized housing developments.
		1.2.1	Use public investments towards housing reuse and rehabilitation.	Municipality and County	●	●	Total number of housing units, Average age of homes
		1.2.2	Expand housing preservation and rehabilitation incentive programs.	Municipality	●	●	Average age of homes
		1.2.3	Retrofit housing to improve energy efficiency and to accommodate an older population.	Municipality	●	●	Average housing costs plus utilities, percent of population spending greater than 30% of income on housing
		1.2.4	Provide incentives for repair and renovation of existing housing as well as retrofits that promote energy efficiency.	Municipality and County	●	●	Average age of homes, average housing costs plus utilities
		1.3.1	Support home modifications to assist aging-in-place creating “universal design”.	Municipality	●	●	Number of single story homes, Average median age of population
		1.3.2	Expand and coordinate support services to assist aging in place, including education and advocating.	Municipality and County	●	●	Average median age of population, Population over the age of 65.
		1.3.3	Encourage and incentivize builders and architects to design universal homes that include friendly design features in renovations and new construction.	Municipality and County	●	●	Number of ADA compliant homes
		1.3.4	Support the development of affordable assisted living and long term care close to community services and amenities.	Municipality and County	●	●	Number of assisted living developments
		1.3.5	Provide a wider variety of housing options for an aging population such as aging-in-place programs and accessory housing options.	Municipality and County	●	●	Number of single family and multifamily units
1.3.6	Provide incentives for repair and renovation of existing housing as well as retrofits that promote living-in-place and “universal design”.	Municipality and County	●	●	Average age of homes, ADA compliant homes		
1.3.7	Encourage housing development in close proximity to healthcare facilities.	Municipality and County	●	●	Number of homes within 20 minutes of a healthcare facility		
1.3.8	Provide reliable broadband infrastructure.	Municipality and County	●	●	Percentage of population with access to at least 3 mbps per WisLINK		

Goal 2: Ensure the future availability of a skilled and flexible workforce.				Responsible Party	Urban	Rural	Measures & Indicators	
E C O N O M I C D E V E L O P M E N T	Objectives	2.1.1	Connect regional businesses to educators better identifying the knowledge, skills, and abilities needed in the future.	Workforce Development, Regional EDO, County EDC	●	●	Unemployment rates, percentage of employment by age group, education completion, labor participation rate, employment growth rates	
		2.1.2	Educate highschool students about manufacturing careers through efforts like the "Heavy Metal Tour" program.	Workforce Development, County EDC	●	●	Employment in Manufacturing, Enrollment in "Heavy Metal Tour" program	
	2.1 Enhance education and workforce readiness, ensuring residents have the education and skills needed to reach their full potential.	R E C O M M E N D A T I O N S	2.1.3	Work with business leaders to increase opportunities for practical experience.	Municipality Workforce Development, Regional EDO, County EDC	●	●	Unemployment rates, Education completion, employment growth rates
			2.1.4	Provide reliable broadband infrastructure in all communities allowing residents to participate in online courses and programs.	Municipality, County EDC	●	●	Percentage of population with access to at least 3 mbps per WisLINK
			2.1.5	Support local universities, medical colleges and technical schools increasing enrollment and graduation	Workforce Development, UW System, NTC, Mid State, Nicolet College, County EDC, Regional EDO and County	●	●	Tech and 2 year enrollment
			2.1.6	Assist communities and businesses with seeking workforce training grants.	NCWRPC, Workforce Development, County EDC, Municipality and County	●	●	Number of grants applied for and received, total dollars allocated to workforce training, Amount of money received per employed person
			2.2.1	Develop site tours for college seniors in surrounding states to meet with region's top employers, learn about potential employment opportunities, and experience the region.	Workforce Development, Regional EDO, County EDC	●	●	Employment by Sector, unemployment rate, regional location quotients, population, labor force, labor force participation rate, net domestic migration
			2.2.2	Develop a marketing program to educate and attract labor force to the region.	Workforce Development, Regional EDO, County EDC	●	●	Employment by Sector, unemployment rate, regional location quotients, population, labor force, net domestic migration
	2.2 Continue to grown the regional labor force to satisfy future market demand		2.2.3	Continue developing communities that are attractive to current and future professionals that offer a variety of amenities, activities, and opportunities.	County and Municipality	●	●	Total population, Labor force
			2.2.4	Establish an occupational average hourly wage that is competitive with surrounding regions.	Workforce Development, Regional EDO, County EDC	●	●	Per Capita Income, Median Household Income, annual wage growth, annual wage
Goal 3: Support and develop a diverse economic base ensuring economic growth and resiliency.				Responsible Party	Urban	Rural	Measures & Indicators	
3.1 Support entrepreneurs and small business development to expand support services for new and growing businesses.		3.1.1	Identify and grow angel and venture capital investments and connect business to investors.	County EDC, Regional EDO	●	●	Total amount of venture capital invested	
		3.1.2	Foster innovation and new business start-ups.	Regional EDO, County EDC, Municipality	●	●	Total R&D expenditures per capita, Total business establishments, New startups, Total number of patents	
		3.1.3	Promote and encourage development of new business incubators, seed accelerators, maker spaces, and co-working spaces throughout the region.	NCWRPC, Regional EDO, County EDC, Municipality	●	●	Total business establishments, New startups, Number of incubators, seed accelerators and coworking spaces,	

Goal 3: Support and develop a diverse economic base ensuring economic growth and resiliency. Continued				Responsible Party	Urban	Rural	Measures & Indicators		
E C O N O M I C D E V E L O P M E N T	Objectives	RECOMMENDATIONS	3.1 Support entrepreneurs and small business development to expand support services for new and growing businesses.	3.1.4	Support start-up and small businesses with training, market research, financial assistance, strategic planning, and other assistance.	Regional EDO, County EDC, UW-Extension, Chamber of Commerce	●	●	New startups, success rate of new businesses, total employment
				3.1.5	Identify and support emerging business and industry clusters.	Regional EDO, County EDC, Municipality, Chamber of Commerce	●	●	Employment in emerging industries, Location quotients, New startups
	3.2 Encourage the retention and expansion of both existing and emerging industries..	RECOMMENDATIONS	3.2.1	Create and/or expand business retention and expansion programs identifying local issues and opportunities.	Regional EDO, County EDC, Chamber of Commerce	●	●	Total business establishments, Total employment, Unemployment, Gross regional product	
			3.2.2	Adopt a customer service management (CSM) system to document business meetings and retention/expansion efforts.	Regional EDO, County EDC, Chamber of Commerce	●	●	Number of businesses entered into CSM	
			3.2.3	Educate businesses on different grant and funding opportunities and programs.	NCWRPC, County EDC, Regional EDO	●	●	Number of grants applied for and received, Total dollars awarded, Funding per capita	
			3.2.4	Develop a succession planning program to assist businesses facing a retiring workforce or ownership.	County EDC, Workforce Development, Regional EDO, Chamber of Commerce	●	●	Total business establishments, Unemployment, Employment by sector	
			3.2.5	Develop a program to connect local restaurants and stores to local farms to improve access to local produce)	NCWRPC, County EDC, Regional EDO	●	●	Agricultural employment, Gross regional product of agricultural industry	
			3.2.6	Provide assistance to businesses helping identify additional markets and exporting opportunities.	UW- Extension, Chamber of Commerce, County EDC, Regional EDO	●	●	Gross regional product, Total sales, Location quotients, Export sales	
	3.3 Promote and attract new businesses.	RECOMMENDATIONS	3.3.1	Work with local governments, regional partners, and the state to assist with the attraction of new businesses in the area.	Regional EDO, County EDC, Municipality, Chamber of Commerce	●	●	Total establishments, New startups	
			3.3.2	Recruit new businesses and industries that complement existing clusters and place special emphasis on higher wage clusters.	Regional EDO, County EDC, Municipality, Chamber of Commerce	●	●	Total establishments, New startups, Employment by sector, Location quotients, Per capita income, Median household income	
			3.3.3	Diversify the region's economy fostering the development of emerging clusters.	Regional EDO, County EDC, Chamber of Commerce	●	●	Emerging industry establishments, Location quotients, Employment per sector, Startups in emerging industries, Employment growth/ percent of employment in emerging clusters	
			3.3.4	Ensure business parks and industrial parks are "shovel" ready.	County EDC, Municipality	●	●	Available business/ industrial park land with infrastructure, Brownfield redevelopment	
			3.3.5	Perform a retail analysis and market analysis showing key demographics and potential retail stores for communities	NCWRPC, UW-Extension, UWSP	●	●	Employment in retail, New retail establishments	
			3.3.6	Attend regional and national business development tradeshows representing the region, such as the International Conference on Shopping Centers.	Regional EDO, County EDC, Municipality, Chamber of Commerce	●	●	Number of business development tradeshows attended, Leads generated	
3.3.7			List vacant land and properties on the Locate in Wisconsin website.	Regional EDO, County EDC, Municipality	●	●	Number of sites listed on state website		

Goal 4: Support infrastructure needed for economic development.				Responsible Party	Urban	Rural	Measures & Indicators	
E C O N O M I C D E V E L O P M E N T	Objectives	4.1.1	Study WiMAX efficiency and effectiveness for the region.	County EDC, Regional EDO		●	Percentage of population with access to at least 3 mbps per WisLINK	
		4.1.2	Increase cellphone coverage to 100% of area.	County EDC, Regional EDO	●	●	Cellphone coverage map	
		4.1.3	Collaborate as a region to create co-op broadband programs.	County EDC, Regional EDO, Chamber of Commerce		●	Percentage of population with access to at least 3 mbps per WisLINK	
		4.1.4	Continue to negotiate with major broadband companies to provide service to rural areas	Regional EDO, County EDC, Chamber of Commerce		●	Percentage of population with access to at least 3 mbps per WisLINK	
	4.1 Provide quality (3+ MBPS or better) Broadband connection to all communities.	R E C O M M E N D A T I O N S	4.2.1	Align industrial zoning to areas with active industrial users and good highway, rail, and labor access.	County EDC, Municipality	●	●	Total number of industrial acres, Number of industrial parks
			4.2.2	Improve transportation options (rail, air) and utilities (broadband) to support businesses in the region.	Regional EDO, County EDC, Municipality	●	●	Number of industrial parks with access to air, rail and all utilities, Vacancy of industrial parks
			4.2.3	Maintain a region wide inventory of industrial and business parks.	NCWRPC, County EDC, Regional EDO	●	●	Annual update of inventory
			4.2.4	Collaborate regionally to identify the best location for industrial/ business park space.	Regional EDO, County EDC, Municipality	●	●	Number of industrial/business parks with access to necessary amenities.
	4.2 Ensure an adequate supply and distribution of industrially zoned land.	R E C O M M E N D A T I O N S	4.3.1	Develop transition plans for obsolete, “idle” industrial sites.	Municipality, County EDC, Regional EDO	●	●	Vacancy of industrial parks
			4.3.2	Rezone obsolete industrial sites for neighborhood compatible redevelopment.	Municipality, County	●	●	Total acres of industrial parks
			4.3.3	Encourage a mixed use of obsolete industrial sites, promoting live-work activity where appropriate.	Regional EDO, NCWROC, County EDC, Municipality	●	●	Total acres of industrial parks
			4.3.4	Identify resources and provide environmental remediation support for brownfields and other industrial sites.	NCWRPC, Regional EDO, County EDC, Municipality	●	●	Federal funding per acre, Number of brownfields remediated
	4.3 Redevelop and position former industrial sites for new users.	R E C O M M E N D A T I O N S	4.4.1	Review business and property tax policies and development processes to create a more development friendly environment.	County EDC, Municipality	●	●	Number of establishments, GDP growth, Job growth
			4.4.2	Provide incentives for the attraction and retention of jobs in the main street/ downtown areas.	County EDC, Municipality	●	●	Total employment, Job growth, Amount of funding per establishment, Number of vacant storefronts
			4.4.3	Restore and redevelop downtown/ main street properties.	Municipality, Main Street Program	●	●	Amount of funding per storefront, GDP, Price per square foot rental, Number of empty storefronts
			4.4.4	Prepare and implement downtown redevelopment plans.	NCWRPC, Municipality, Chamber of Commerce	●		Number of plans created, Number of plan recommendations implemented
			4.4.5	Collaborate regionally to perform market and retail studies.	NCWRPC	●	●	Percentage of communities with retail and market analysis complete
	4.4 Support and promote the main street/ downtown areas as the primary economic centers of communities.	R E C O M M E N D A T I O N S						
	Goal 5: Develop tourism and the knowledge-based economy into leading economic sectors.				Responsible Party	Urban	Rural	Measures & Indicators
5.1 Strengthen the region's tourism market.	R E C O M M E N D A T I O N S	5.1.1	Continue to seek and host tourism events and festivals.	Chamber of Commerce, Convention and Visitor Bureaus	●	●	Vistor spending, Number of tourism events, Number of conferences	

Goal 5: Develop tourism and the knowledge-based economy into leading economic sectors. Continued				Responsible Party	Urban	Rural	Measures & Indicators	
E C O N O M I C D E V E L O P M E N T	Objectives	R E C O M M E N D A T I O N S	5.1.2	Improve hospitality and visitor facilities and services, e.g. public restrooms, way finding, and signage.	County EDC, Municipality, Parks and Recreation, Forestry	●	●	Total number of visitors, Visitor spending
			5.1.3	Raise awareness, engage people, and create opportunities to celebrate the arts, cultural events, and historic resources	Historical Society, Arts Foundation, Main Streets, Chamber of Commerce	●	●	Total number of arts events, Total employment in arts and entertainment industry
			5.1.4	Establish a regional tourism marketing organization and develop a regional marketing plan.	Convention and Visitor Bureaus, Chamber of Commerce	●	●	Total number of visitors, Visitor spending
			5.2.1	Identify appropriate sites for future expansion and development of cultural facilities.	Chamber of Commerce, Convention and Visitor Bureaus, Historical Society, Arts Foundation		●	Total number of cultural activities, facilities and sites
	5.2.2		Provide adequate funding to area organizations to maintain their facilities and programming.	Local Foundations, Municipalities	●	●	Total funding per visitor	
	5.2.3		Provide incubators and “maker spaces” for entrepreneurial businesses and artists showcasing the region’s creative ability.	County EDC, Municipality	●	●	Total number of incubators, New startups, Total employment in “creative” industries, Number of patents	
	5.2.4		Build relationships with organizations that fall outside of those defined as “arts and culture” including organizations fostering outdoor recreation, tourism, and economic development.	County EDC, Municipalities, Chamber of Commerce	●	●	Total number of tourism activities	
	5.2.5		Create trail systems that connect community centers to outdoor destinations.	US Forestry, ATV Clubs, Local Parks and Recreation Agencies, DNR	●	●	Total number of trails	
	5.2.6		Expand arts instruction and utilize existing community arts and culture resources within school systems.	School districts, Art Foundations and Centers	●	●	Total employment in arts and entertainment	
	5.3.1		Restore and redevelop downtown properties and main streets.	County EDC, Municipality	●	●	Vacant storefronts, Infill lots available, Funding per storefront	
	5.3.2		Reuse vacant land and structures in innovative ways.	County EDC, Municipality, Chamber of Commerce, Local Parks and Recreation Agencies	●	●	Total value per squarefoot, Assessed value of land	
	5.3.3		Integrate existing community character into the design of community improvements.	County EDC, Municipality	●	●	Number of communities that have adopted design standards	
5.3.4	Encourage the registration of historical building on state and federal registers.	County EDC, Municipality, Historical Society	●	●	Total number of facilities on register			
5.3.5	Inventory cultural assets, historical sites, and related assets and identify priority sites for preservation.	County EDC, Historical Societies	●	●	Total number of assets and sites.			

Goal 6: Provide and improve transportation access to people of all ages and abilities to ensure lifelong mobility and accessibility.			Responsible Party	Urban	Rural	Measures & Indicators
Objectives	6.1.1	Create more bicycling and walking options that connect residential areas to community centers and business districts.	Municipality, County	●	●	Number of municipal bike plans, County bike plans, Regional bike plans, Percent of roads with bicycle and pedestrian accommodations
	6.1.2	Increase the number of park-and-ride lots to encourage rideshare programs.	WisDOT, County	●	●	Number of park and rides in region, Number of residents participating in the state's rideshare program, Miles of off-street bicycle and pedestrian facilities
6.1 Increase the number of workers who travel to work via carpool, public transit, bicycle, and walking.	6.1.3	Encourage employers to provide bicycle parking.	Municipality, Chamber of Commerce	●	●	Number of businesses with bicycle parking on site
	6.1.4	Conduct a transit needs assessments for the region to identify where new or expanded services are needed and to evaluate the effectiveness of existing services.	Municipality, County	●		Number of transit needs assessments, Transit ridership, Total number of population served by transit, Number of municipalities in the region served by transit
	6.1.5	Target investments toward projects that include more than one mode of transportation.	County, Municipality	●	●	Modes of transportation to work, Total vehicle miles traveled, Transit ridership
	6.1.6	Increase employment opportunities in close proximity to housing developments.	County, Municipality	●	●	Total vehicle miles traveled, Modes of transportation to work, Commute times and distances
	6.1.7	Maximize mobility for seniors, children, and other transit-dependent and vulnerable populations by mixing residential and commercial uses around multimodal areas.	County, Municipality	●	●	Housing density along and near multi-modal transportation facilities, Average distance from healthcare, Population by age cohort
	6.2.1	Provide safe and convenient bicycle and pedestrian routes.	County, Municipality	●	●	Number of bicycle and pedestrian accidents per year, Miles of signed bicycle routes
	6.2.2	Provide opportunities for bicycle and pedestrian education.	Workforce Development, Regional EDO, County EDC	●	●	Number of bicycle education programs, Number of people using bicycles to get to work, Number of safe routes to school programs
6.2 Improve walkability, bicycle facilities, and pedestrian safety.	6.2.3	Create a bike share program.	County, Municipality	●		Number of bike share programs, Number of people using bicycles to get to work, Vehicle miles traveled by bicycles
	6.2.4	Expand the availability and visibility of bicycle and pedestrian infrastructure.	County, Municipality	●	●	Number of accidents between bicycles, Pedestrians and vehicles/ miles of on and off road bicycle/pedestrian facilities
	6.2.5	Provide opportunities for low-income individuals to access and learn about bicycles.	County, Municipality	●	●	Number of bike commuters, Percentage of streets with bicycle accommodations, Number of bicycle education programs
	6.2.6	Facilitate active transportation by establishing safe, marked walking and biking routes between key destinations such as schools, recreation centers, waterfronts, neighborhood centers, parks, and employment and shopping centers.	County, Municipality	●	●	Vehicle miles traveled, obesity rates, Students using bikes to get to school, Accidents involving bicycles, Pedestrians and vehicles, Miles of signed bicycle routes, Miles of on and off street bicycle and pedestrian facilities
	6.2.7	Develop a safety education campaign that explains the rules of the road and emphasizes courtesy for all road users combined with improved enforcement of traffic and parking laws that affect pedestrians and bicyclists.	County, Municipality	●	●	Number of accidents between bicycles, pedestrians and vehicles, Total number of violations involving bicycles and pedestrians, Number of safe routes to school programs, Number of bicycle/pedestrian education programs for local law enforcement agencies

TRANSPORTATION

RECOMMENDATIONS



Goal 6: Provide and improve transportation access to people of all ages and abilities to ensure lifelong mobility and accessibility.				Responsible Party	Urban	Rural	Measures & Indicators
TRANSPORTATION	Objectives						
	6.2 Improve walkability, bicycle facilities, and pedestrian safety.	6.2.8	Expand the use of traffic calming devices to slow traffic and increase safety for all roadway users; e.g. ADA curb ramps, curb extensions, safety signage, median islands, traffic circles, and bicycle boulevards.	County, Municipality	●	●	Total vehicle accidents, Number of accidents between bicycles, pedestrians, and vehicles.
	6.3 Continue maintaining, upgrading, and modernizing existing streets and bridges to ensure a high level of reliability and safety for all users.	6.3.1	Prepare and implement a long-term infrastructure plan for the road system.	NCWRPC, County, Municipality	●	●	Percentage of county's with long-term plans, Number of plan infrastructure recommendations implemented
		6.3.2	Incorporate green infrastructure, including curb extensions and storm water planters, into street and highway improvements where practical.	Municipality, Chamber of Commerce	●	●	Percentage of streets considered "green streets"
		6.3.3	Exceed minimum signage requirements.	County, Municipality	●		Number of signs exceeding state DOT requirements
		6.3.4	Increase the number of electrical fuel stations/ CNG.	County, Municipality	●	●	Total number of electric fuel stations
		6.3.5	Target repairs and maintenance.	County, Municipality	●	●	Total number of repairs and hours spent on maintenance
		6.3.6	Improve the major regional transportation corridors that connect to employment centers.	County, Municipality	●	●	Road rating of key corridors
		6.3.7	Study the feasibility of passenger rail in the region.	DOT, County	●	●	Number of passenger rail stops and service in region
		6.3.8	Plan for transportation innovations such as driverless cars and ridesharing applications, such as Uber and Lyft.	County and Municipality	●	●	Number of objectives and strategies in county and local plans addressing future innovations
6.4 Implement a complete streets policy to ensure that the right-of-way will provide safe access for all users.	6.4.1	Reconsider width standards for new streets to ensure that pedestrians, bikes, parking, buses, and cars have adequate space.	County, Municipality	●		Miles of streets with bicycle and pedestrian accommodations	
	6.4.2	As streets are planned for reconstruction, redesign and rebuild them as complete streets with integrated transit and pedestrian, bicycle, and vehicular measures.	County, Municipality	●		Miles of streets with bicycle and pedestrian accommodations and transit routes	
Goal 7: Fund the maintenance and expansion of the transportation system.				Responsible Party	Urban	Rural	Measures & Indicators
7.1 Explore alternative ways to fund transportation infrastructure.	7.1.1	Support state policies identifying additional funding mechanisms, such as gas tax, registration fees, etc.	WisDOT	●	●	Increase in transportation budget, Number of additional transportation funding sources	
	7.1.2	Explore alternative modes of transportation such as passenger and freight.	County, Municipality	●	●	Total tons of freight shipped via rail and air, Tonnage of freight shipped via truck, Transit ridership, Modes of transportation to work	
	7.1.3	Support "road diet" design to reduce the width of streets where applicable.	County, Municipality	●		Average width of roads, Annual maintenance costs, Number of lane miles of streets	
	7.1.4	Research alternative road materials, e.g. gravel, concrete, pavers, and bricks.	County, Municipality	●	●	Average costs to maintain transportation system	
Goal 8: Enhance the regional economy by supporting airports and freight rail.				Responsible Party	Urban	Rural	Measures & Indicators
8.1 Strengthen air and rail options to move people and goods.	8.1.1	Enhance the capacity of CWA and RHI by adding more connection and destinations.	Regional EDO, Chamber of Commerce	●		Number of flights per day, Number of destinations	

Goal 8: Enhance the regional economy by supporting airports and freight rail. Continued				Responsible Party	Urban	Rural	Measures & Indicators	
TRANSPORTATION	RECOMMENDATIONS	Objectives	8.1.2	Encourage the use of regional airports for business and personal trips.	Regional EDO, County EDC, Chamber of Commerce	●		Total number and growth of enplanements, Total number of flights per day, Total number of destinations
		8.1 Strengthen air and rail options to move people and goods	8.1.3	Promote air freight in the region to local businesses.	Regional EDO, County	●	●	Enplanements and shipping use of airports
			8.1.4	Develop business and industrial parks with airports and rail access.	County, Municipality	●		Number of businesses using rail and air options
			8.1.5	Expand freight rail system in the region.	NCWRPC, Regional EDO, Northwoods Rail Coalition	●	●	Total miles of rail, Number of transloading/intermodal stations, Total tonnage of freight shipped via rail
			8.1.6	Study and identify ideal locations for multimodal and transloading facilities.	NCWRPC, Regional EDO, Northwoods Coalition	●	●	Multi-modal and transloading facilities identified for the region
Goal 9: Preserve and protect the region's landscape, environmental resources, and sensitive lands while encouraging healthy communities.				Responsible Party	Urban	Rural	Measures & Indicators	
LAND USE	RECOMMENDATIONS	9.1 Protect natural landscapes and ecosystems in the region and increase the percentage of land cover labeled wetlands, forestlands, agricultural, and open space.	9.1.1	Maintain a digital existing land use coverage.	NCWRPC	●	●	Continue to update and retain land use coverage
			9.1.2	Develop educational curriculum about natural landscapes and ecosystems.	Technical Colleges, UWMC, UWSP, local school districts	●	●	Number of school programs discussing land use and natural resources
			9.1.3	Ensure that open space is accessible and appealing to people of all ages and abilities.	County, Municipality	●	●	Number of parks and nature areas, Acres of green space, parks, open space, Communities with outdoor recreation plans, Number of these areas with disabled access facilities
			9.1.4	Develop a long range plan to protect and enhance natural landscapes.	NCWRPC, County	●	●	Percentage of counties with plans, Land cover change, Acres of environmentally sensitive areas
			9.1.5	Target land conservation programs to locations with the highest priority for preserving community character.	County and Municipality	●	●	Total acres of open space, parks, wetlands, water, Land cover change
			9.1.6	Protect and restore riparian areas in high priority watersheds.	County, Municipality, Lake Associations	●	●	Water Quality Levels, Total grant funding per house on lake, Miles of outstanding waterways/ impaired waters
			9.1.7	Encourage land donation or acquisition for conservation easements.	Lake Associations, UW-Ex, County, Municipality, Land Trusts	●	●	Total acres of land donated, Total acres of open space, water, wetlands, Land cover change, Acres of environmentally sensitive areas, Total acres in conservation easements
			9.1.8	Encourage land use policies that minimize negative environmental impacts from developments.	NCWRPC, County, Municipality	●	●	Number of policies protecting land, Total acres of protected land, Total acres of open space, wetlands, water, agriculture, and forests
		9.2 Protect sensitive lands from overdevelopment	9.2.1	Create controls to protect steep slopes from development	County, Municipality, Lake Associations	●	●	Total acres of steep slopes
			9.2.2	Create policies for developments already existing on sensitive lands to lessen impacts on the environment and public safety.	County and Municipality	●	●	Air quality, water quality

Goal 10: Manage and reduce vacant land and structures.				Responsible Party	Urban	Rural	Measures & Indicators	
L A N D U S E	Objectives	R E C O M M E N D A T I O N S	10.1.1	Work with regional, state, and federal agencies to rehabilitate parcels to “shovel ready” status.	County, Municipality, Regional EDO	●	●	Number of shovel ready sites, Total amount of federal and state funding granted
			10.1.2	Consolidate parcels where applicable for redevelopment.	County and Municipality	●	●	Total number of parcels, Total number of parcels and acres developed, Average value per acre
			10.1.3	Collaborate with regional economic development organizations to establish a single point of contact for developers.	County EDC	●	●	Number of successful projects generated from outside of the region, Number of development leads generated
			10.1.4	Create incentives and policies that encourage mixed-use developments to expand potential uses of sites.	County and Municipality	●	●	Total number of mixed-use developments, Average incentive dollars per development, Housing and population density
	10.2 Reuse vacant land and structures in innovative ways		10.2.1	Promote the reuse of vacant buildings for creative, mixed-use development.	Regional EDO, County, Municipality, Chamber of Commerce	●	●	Total acres of greenspace, Percentage of buildings vacant, Amount of funding awarded per vacant building, Housing and population density
			10.2.2	Give priority to property proposals that incorporate high-performance building practices.	County, Municipality	●	●	Average costs per square foot
			10.2.3	Support the use of land to extend parks and recreation opportunities.	County, Municipality	●	●	Total acres of park space and open space
			10.2.4	Identify vacant lots and structures for public arts projects, community gardens, incubators and maker spaces, and neighborhood gateways.	Regional EDO, County, Municipality	●	●	Total number of incubators, Number of community gardens, Number of public arts displays, Total number of vacant lots
			10.2.5	Utilize employment, housing, and population projections to identify future land uses.	County, Municipality	●	●	Updated projections, Land cover change, Percentage of future land uses

8 IMPLEMENTATION

The Regional Livability Plan is adopted as the Regional Comprehensive Plan outlined in Wisconsin Statute 66.1001. The RLP and the Assessment Reports form the comprehensive plan for the North Central Wisconsin Regional Planning Commission. As an advisory organization, the NCWRPC will encourage adoption of the RLP at the local level. As the region's many local units of government develop and update their comprehensive plans, they can incorporate the goals, objectives and recommendations of the RLP.

Consistency Among Plan Elements

The state comprehensive planning law requires that the implementation chapter discuss how each of the plan chapters or elements is integrated and consistent with each other. Since the Regional Livability Plan and the Assessment Reports were completed as part of one overall process there is no inconsistency, nor is there any contradiction to the previously adopted Regional Comprehensive Plan.

Responsible Organizations

The Regional Livability Plan will be implemented through the efforts of many. Since the NCWRPC has no implementation authority, it is the local communities that will integrate the RLP into their local plans to adopt policies fostering livability and sustainable practices and policies at the local level. As county and local units of governments develop and update their own comprehensive plans, often with the assistance of the NCWRPC, it is recommended that they review and incorporate many of the goals, objectives, and recommendations developed through the Regional Livability Planning process. Through these local efforts the RLP is implemented.

In addition, federal, state and regional government agencies and quasi-governmental organizations may be directly involved in project coordination, funding and execution based on the findings of the RLP. Although many of the strategies and objectives outlined in the Regional Livability Plan can only be fully implemented by government agencies, nonprofit and community organizations can carry out many activities that help make the vision of the Regional Livability Plan a reality. Various nonprofits' missions coincide with objectives in the Regional Livability Plan and many of the programs, activities, and events that these nonprofits sponsor further the goals outlined in the RLP.

Plan Adoption

The North Central Regional Planning Commission has followed the process for plan adoption as outlined in the State's comprehensive planning statute 66.1001(4) and the regional planning statute 66.0309(10). The first step towards implementation is adoption. Although the NCWRPC has no formal authority, it can undertake numerous activities to aid in the implementation of the Regional Livability Plan. Implementation activities will be incorporated into the NCWRPC's annual work plan, including providing assistance to county and local planning efforts.

Plan Monitoring, Amendments, and Update

The North Central Wisconsin Regional Planning Commission will regularly evaluate its progress towards achieving the goals of the Regional Livability Plan, as well as the level of incorporation at the county and local level. While the plan is intended to provide a long-term framework for the community, it must also be responsive to change. As circumstances change so should the plan. Over time it is expected that numerous things, from the economic climate to social demands will create need for change. As such, the comprehensive plan should be reviewed periodically.

This section suggests recommended criteria and procedures for monitoring, amending, and updating the Regional Livability Plan. The NCWRPC will also monitor State law for any changes that may clarify the amendment process.

Plan Monitoring

As part of the comprehensive planning process, a number of goals, objectives, and recommendations were developed. To measure progress towards meeting these goals, a variety of actions need to take place, as outlined in the

implementation table. Therefore, the task to measure plan progress is as simple as determining if any action was taken or not and if that action was taken according to the timeline. It should be noted that many of the recommendations identified in the plan are continuous or on-going. It is recommended that a periodic “Plan Status” report be prepared to summarize the progress toward implementation. The NCWRPC’s annual work program will also be evaluated and modified, if needed, to achieve implementation.

Plan Amendments

Amendments may be appropriate in the years following adoption, particularly in instances where the Regional Livability Plan contradicts emerging policies or trends. “Amendments” are generally defined as minor changes to the document text or maps.

Plan Update

The state’s planning law (66.1001) requires that plans, like the Regional Livability Plan, be updated at least once every ten years. An update results from revisiting the entire plan document. As opposed to an amendment, an update is often a substantial rewrite of the plan document and maps. The NCWRPC will complete a plan update on a ten-year cycle.

REGIONAL LIVABILITY TARGETS

A variety of performance measures were identified as part of the Regional Livability Plan (RLP) process. Each of the four Assessment Reports listed possible monitoring benchmarks to evaluate change in the region over time.

The following are some performance measures with some possible livability targets to measure the success of the Regional Livability Plan. These, along with others, will be reviewed and discussed further by the NCWRPC to use as the basis to provide periodic RLP Updates.

- » Monitor number of town, village, city and county comprehensive plan updates and increase the number of local units with their own comprehensive plans. Currently, about 50% of towns and 90% of cities and villages have plans in place. All counties have current comprehensive plans. Monitor the number of locally adopted comprehensive plans that incorporate livability principles.
- » Increase the percentage of multifamily housing 10 percent over the next 20 years. Currently 10.2 percent of housing stock.
- » Decrease the percentage of people spending more than 30 percent of their income on housing mortgage by 5 percent over the next 20 years. Currently 29.8 percent.
- » Decrease the percentage of people spending more than 30 percent of their income on rent by 15 percent over the next 20 years. Currently 45.8 percent.
- » Decrease the negative net migration of people 20-29 by 250 per 2,000 over the next 20 years. Current 2000-2010 net migration is -498 people per 2,000.
- » Increase the number of people with at least four years of high school by 9 percent over the next 20 years. Currently the estimate is 88.7 percent.
- » Increase the percentage of people who have completed four or more years of college by 10 percent over the next 20 years. Currently, estimates indicate about 19.8 percent of persons have degrees.
- » Increase median household and per capita incomes by 10 percent over the next 20 years. Current median income increase from 2000-2010 is -7.5%.
- » Continue to increase per capita income faster than the state. Current 2000-2010 percent increase is 1.2 percent compared to -5.5 percent.
- » Continue to increase the labor force to a 1:1 ratio of labor force to jobs over the next 20 years. Current labor force is 235,025 and jobs are 220,317.
- » Continue to lower unemployment to below state levels. Current unemployment in state is 6.9 percent and 7.8 in region (2012).
- » Increase the percentage of population with greater than 10mbps download broadband by 20 percent over the next 20 years. Current population with access to greater than 10mbps download is 54.54 percent.
- » Decrease total vehicle miles traveled (VMT) over the next 20 years. Current VMT is 6,117,435,770 miles (2012).

- » Decrease the percentage of people who drive alone to work by 10 percent over the next 20 years. Currently about 81 percent drive alone (2012).
- » Increase the number of people who bike and walk to work by 5 percent over the next 20 years. Currently about 3.32 percent walk to work (2012).
- » Reduce the percentage of people who drive longer than 10 minutes to work by 10 percent over the next 20 years. Current percentage driving longer than 10 miles is 54.51 percent.
- » Increase the number of people coming into the region for work to meet or exceed the number leaving the region for work. Current number of people coming into the region for work is 40,457. Current number of people who live in region and work outside of it is 55,519.
- » Increase the number of Air Enplanements by 10 percent over the next 20 years. Current enplanements are 120,637 at CWA and 11,353 in Rhineland/Oneida.
- » Increase housing density at a faster rate than the state. Current 30 year increase is 40.9 percent compared to the state's 41.28 percent.
- » Increase population density at a faster rate than the state. Current 30 year increase is 16.88 percent compared to the state's 21.26 percent.



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