



Village of Stratford Comprehensive Plan 2017



Village of Stratford

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1. PLAN INTRODUCTION

Introduction

The Village of Stratford Comprehensive Plan is intended to guide village decision-makers, property owners, developers, civic and non-profit organizations and community members in the growth, development, and improvement of the Village of Stratford. Each chapter of this plan documents existing conditions in the village and identifies primary issues or concerns the village may need to address in the future. It includes information on the village's demographics, natural resources, land use, transportation, utilities, housing, cultural resources, community facilities, parks, economic development, and intergovernmental cooperation.

The chapters of this plan also outline the community's goals and objectives to address the issues and opportunities identified, and guide future growth. Goals and objectives have been developed for each of the plan elements. For each of the goals and objectives, specific policies, strategies and/or actions are recommended to guide the community to achieve the established goals. The implementation chapter at the end of this document compiles and prioritizes all the recommended action steps and identifies who is responsible for implementation.

Local plans must also address the state's fourteen planning goals outlined in Wisconsin Statutes 66.1001, to the extent applicable. The state planning goals are summarized in Appendix C.

Some key findings include:

- The Village of Stratford is located in the southwestern portion of Marathon County, Wisconsin. During the last decade, the total population for the village has increased 3.6 percent to 1,578.
- The Village has been improving the functionality of the transportation network with plans for redevelopment of roads, sidewalks and trails. STH 97 and STH 153 are the major roadways that run through the Village. Most development is located along STH 97 with minor collectors branching off into residential and commercial areas. The village has developed a trail that connects many of the western portions of the village, called the Heritage Trail.
- The Stratford wastewater treatment facility is in good shape. It currently operates with ample capacity to serve anticipated future development

within the service area. The wastewater collection system (pipe network and lift stations) is generally in good condition, although some pipes are very old. The village distributes water to properties within its municipal boundary, and is replacing lead distribution laterals in 2017.

- Most of the housing in the village is single-family housing. There is a need to increase the amount of multi-family housing available; many renters have difficulty finding available rental housing.
- Housing is generally more affordable in Stratford than in surrounding towns, but incomes are also lower.
- The Village of Stratford runs a library, police station, a fire station, and several parks. These facilities are utilized by village residents and local townships.
- The village is a major local employer containing many businesses, and service providers. Stratford has a 115 acre business park located adjacent to STH 153, ¼ mile west of STH 97. The park is owned by the village, with sewer, electric, and water service provided by the village. There is a need to revitalize the downtown.
- The large majority of workers in the village commute from outside of the village.
- The Village of Stratford has good relationships with the surrounding towns and shares emergency response service to outlying areas including the towns of Eau Claire, Day, Green Valley, Cleveland and Frankfort, and the village of Fenwood.

Public Participation

Public participation is an important part of the planning process. Allowing and encouraging public involvement in the planning process provides the citizens of the village an opportunity to express their views, ideas, and present issues that they would like addressed of the future development of the town. Local officials should use this input to guide the policies and decisions made. A robust public engagement strategy will lead to a better plan that has broader support from the people of the village. During the development of this plan, public meetings were held that allowed the public to provide their input. The plan was available for anyone to view at various draft stages throughout the process on the North Central Wisconsin Regional Planning Commission (NCWRPC) website. NCWRPC

staff members were also available to receive comments throughout the process.

Goals, Objectives, Policies

Goals and objectives have been developed for each of the plan chapters. For each of the goals and objectives, specific policies, strategies and/or actions are recommended to enable the community to achieve them. The implementation chapter at the end of this document compiles and prioritizes all the recommended action steps and identifies who is responsible for implementation. Definitions are provided below to clarify the purpose and intent of each category.

Definitions:

Goal: A goal is a statement that describes a desired future condition. The statement is broad in scope and describes general concept the community hopes to accomplish.

Objective: An objective is a more specific target that will help to achieve a goal or address an issue.

Policy: A policy is a general course of action or rule of conduct to be followed to achieve community goals and objectives.

Strategies: A strategy is an approach that involves a series of individual actions to achieve a goal or objective.

Actions: An action describes a specific effort that will be undertaken to achieve a goal or objective.

List of Acronyms

303 (d) list—waters designated as “impaired” under section 303 (d) of the U.S. Clean Water Act.

AHI—Architecture & History Inventory (a database of the Wisconsin Historical Society).

ATC—American Transmission Company

BMPs—Best Management Practices

CCC—Civilian Conservation Corps (a 1930s construction and conservation program).

CCR&R—Child Care Resource and Referral Network

CDBG—Community Development Block Grant

CES—Cropland Evaluation System (Marathon County)

Comm 83—Chapter 83 of the Wisconsin Administrative Code under the Department of Commerce, setting

standards for regulation of private sewage systems. This was renumbered in 2013 to SPS 383 as administration transferred from the Department of Commerce to the Department of Safety and Professional Services.

CPI—Consumer Price Index

CPZ—Department of Conservation, Planning and Zoning (Marathon County)

CRP—Conservation Reserve Program

CTH—County Trunk Highway

CWA—Central Wisconsin Airport

DWD—Department of Workforce Development

EMS—Emergency Medical Services

ERW—Exceptional Resource Waters, a designation by the Wisconsin Department of Natural Resources.

ETZ—Extra-Territorial Zoning

FCL—Forest Crop Law

FEMA—Federal Emergency Management Agency

FIRM—Flood Insurance Rate Maps, the official source of flood data from FEMA.

HOME—Home Investment Partnerships Program

HUD—U.S. Department of Housing and Urban Development

LHOG—Local Housing Organization Grant

LWRMP—Land and Water Resource Management Plan (Marathon County)

MFL—Managed Forest Law

NCHC—North Central Health Care

NCWRPC—North Central Wisconsin Regional Planning Commission

NRHP—National Register of Historic Places

NTC—Northcentral Technical College

ORW—Outstanding Resource Waters, a designation under the U.S. Clean Water Act.

PASER—Pavement Surface Evaluation Rating

PMP—Pavement Management Plan

PSCW—Public Service Commission of Wisconsin

SHPO—State Historic Preservation Office

STF Data—Summary Tape File, referring to data files of the 2000 U.S. Census.

STH—State Trunk Highway

TIP—Transportation Improvement Program (Marathon County)

USDA—United States Department of Agriculture

UW-MC—University of Wisconsin—Marathon County

Wausau MPO—Wausau Area Metropolitan Planning Organization

WDA—Wisconsin Department of Agriculture

WDNR—Wisconsin Department of Natural Resources

WDOA—Wisconsin Department of Administration

WEDC—Wisconsin Economic Development Corporation

WisDOT—Wisconsin Department of Transportation

WHEDA—Wisconsin Housing and Economic Development Authority

WISLR—Wisconsin Information System for Local Roads

WPS—Wisconsin Public Service Corporation

2. DEMOGRAPHICS

This chapter describes the existing demographics of the Village of Stratford and identifies the major trends impacting the village. This section mainly focuses on data from 2000 to 2010, both from the U.S. Census as well as the American Community Survey. The latest data available is from the 2014 American Community Survey and this data is included to assess the direction of village trends. Both Marathon County and the State of Wisconsin are also listed for comparison, along with the surrounding Towns of Cleveland and Eau Pleine.

Population and Households

Historical Trends

Table 2-1 shows demographic changes in the Village of Stratford. The Village of Stratford increased 27.4 percent in total population between 1970 and 2010. Between 2000 and 2010, population increased by 3.6 percent, which was 2.6 percentage points more than the previous decade's growth. From 2010 to 2014, the Village has grown approximately 6.1 percent, while the state has only grown 0.7 percent during this time. In

2015, the Wisconsin Department of Administration estimated the population to be 1,599.

Meanwhile, Marathon County grew 37.6 percent from 1970 to 2010. From 2000 to 2010, the county's population growth rate was double the village's growth rate, at 6.0 percent. The Town of Eau Pleine grew 3.1 percent from 2000 to 2010, while the Town of Cleveland's population grew 6.5 percent.

During the last decade, the number of households has increased by 10.4 percent in Stratford. The increase in total households over the past 40 years was substantially higher than the increase in population. This is due to a decrease in household size of 25.2 percent, which reflects the national trend of families having fewer children and more people are living alone. The average household size was 2.37 people in 2010.

In 2010, 65.0 percent of households, or 433, were family households. 78.1 percent of family households were married, and of these married households 43.8 percent had children under the age of 18. The average family size was 2.97 persons. There were 233 nonfamily

Table 2-1: Demographic Change, 1970-2010

Minor Civil Division	1970	1980	1990	2000	2010	2014	2000 -2010 % Change
Total Population							
V. of Stratford	1,239	1,385	1,515	1,523	1,578	1,674	3.6%
T. of Eau Pleine	796	759	688	750	773	824	3.1%
T. of Cleveland	n/a	n/a	n/a	1,160	1,488	1,542	28.3%
County	97,457	111,270	115,400	125,834	134,063	134,886	6.5%
State	4,417,821	4,705,767	4,891,769	5,363,675	5,686,986	5,724,692	6.0%
Total Households							
V. of Stratford	391	537	560	603	666	664	10.4%
T. of Eau Pleine	195	229	225	275	298	311	8.4%
T. of Cleveland	n/a	n/a	n/a	396	530	544	33.8%
County	29,771	37,865	41,534	47,402	53,176	53,392	12.2%
State	1,328,804	1,652,261	1,822,118	2,084,544	2,279,768	2,293,250	9.4%
Average Household Size							
V. of Stratford	3.2	2.6	2.7	2.5	2.37	2.52	-5.2%
T. of Eau Pleine	4.1	3.3	3.1	2.7	2.59	3.11	-5.1%
T. of Cleveland	n/a	n/a	n/a	2.9	2.81	2.83	-4.1%
County	3.3	2.9	2.8	2.6	2.49	2.49	-4.2%
State	3.2	2.4	2.7	2.5	2.43	2.43	-2.8%

Source: Wisconsin Department of Administration, 2010. 2010 U.S. Census DPDP1

Table 2-2: Population Projections, 2010-2040

Total Population by Year									
	2010	2015	2020	2025	2030	2035	2040	% Change	Net Change
V. of Stratford	1,578	1,605	1,660	1,700	1,730	1,740	1,740	10.3%	162
T. of Eau Pleine	773	770	790	805	810	810	805	4.1%	32
T. of Cleveland	1,488	1,545	1,665	1,775	1,875	1,955	2,015	35.4%	527
Marathon County	134,063	136,510	142,200	146,595	150,130	152,120	152,790	14.0%	18,727

Source: Wisconsin Department of Administration Population Projections, 2013

Table 2-3: Household Projections, 2010-2040

Total Households by Year									
	2010	2015	2020	2025	2030	2035	2040	% Change	Net Change
V. of Stratford	666	684	714	738	758	772	780	17.1%	114
T. of Eau Pleine	298	300	310	319	324	328	329	10.4%	31
T. of Cleveland	530	556	604	650	693	732	762	43.8%	232
Marathon County	53,176	54,657	57,394	59,611	61,524	62,958	63,730	19.8%	10,554

Source: Wisconsin Department of Administration Household Projections, 2013

households, and 89.7 percent of these households were single person households. Over a quarter of total households had individuals who were 65 years of age or older, while 33.3 percent of all households had children under the age of 18.

Projections

Table 2-2 shows population projections completed by the Wisconsin DOA Demographic Services Center in 2013. The DOA population projections are recognized as Wisconsin’s official population projections in accordance with Wisconsin Statue 16.96. These projections are based on historical data population trends, with recent years carrying a greater weight. The population projections begin for the year 2015, but in many communities across North Central Wisconsin, the DOA population estimates have been lower than projected.

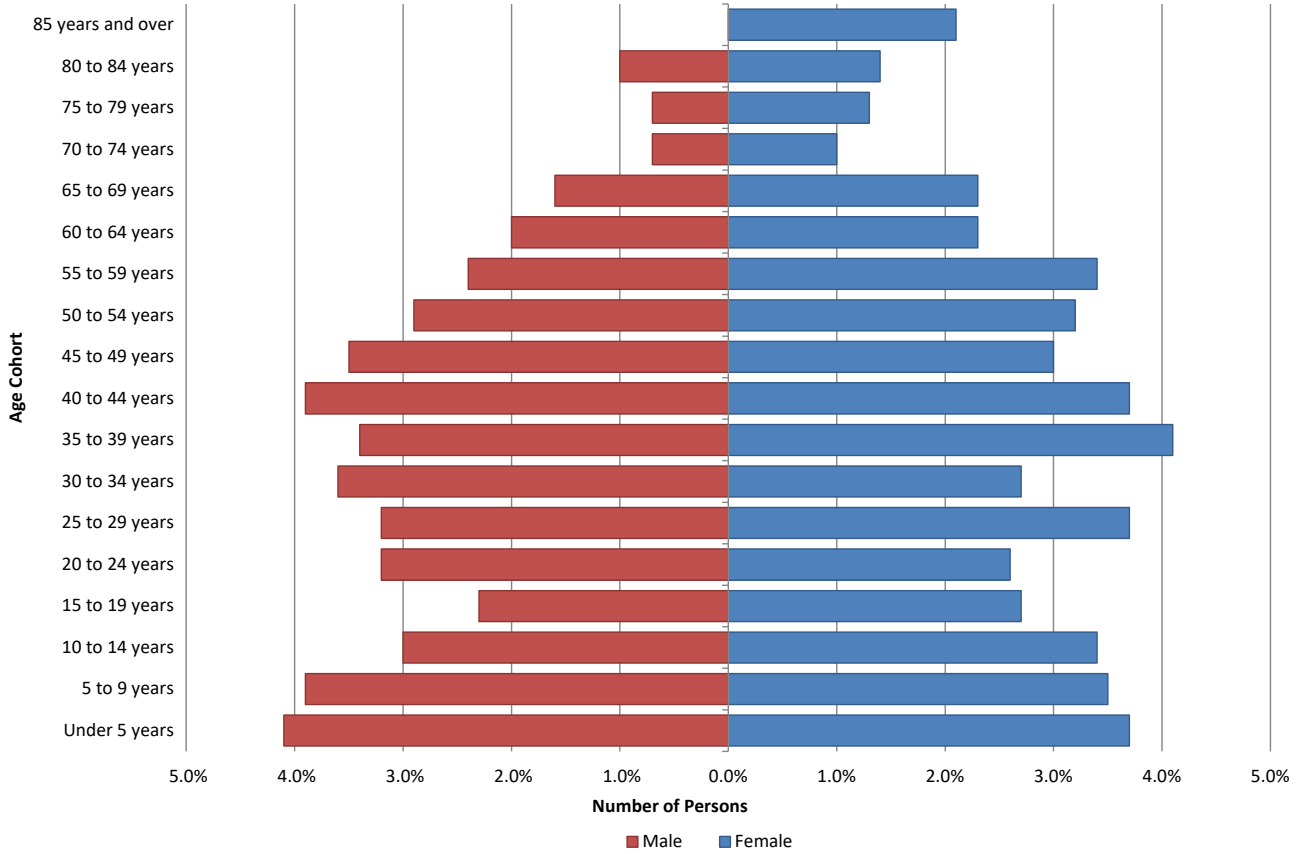
From 2010 to 2040, the Village of Stratford is projected to increase by 162 persons, or by 10.3 percent. This is four percentage points less than the county (14.0%). The Town of Cleveland was expected to grow 35.4 percent, adding 527 persons. Between 2035 and 2040,

the village population is expected to be stagnant. However, many other small rural communities in the North Central Wisconsin region are expecting to see population decreases during that period.

Like population, household projections were completed by the Wisconsin DOA in 5-year increments between 2015 and 2040 and are displayed in **Table 2-3**. The number of households was calculated by dividing the average persons per household into the total population for each 5-year increment.

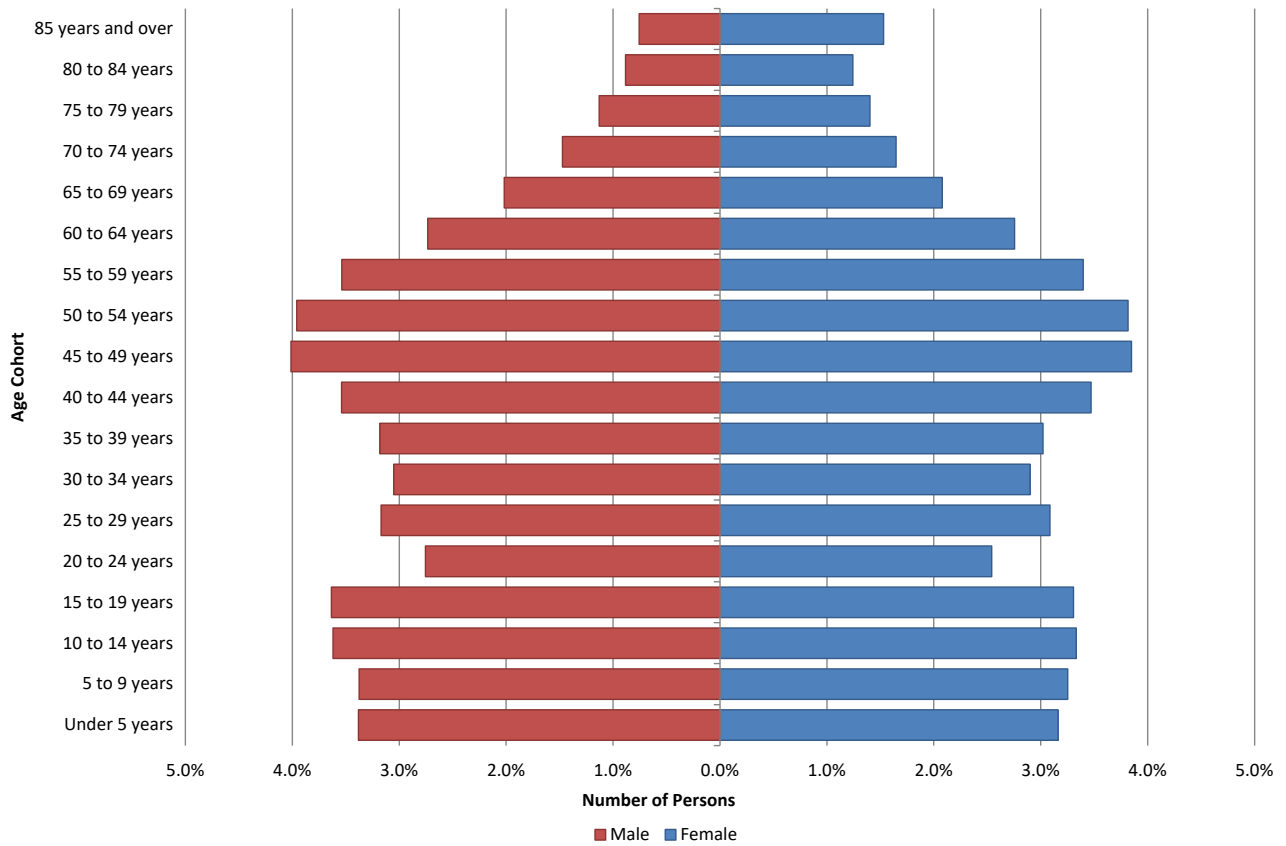
The number of households was estimated to increase by 114, or 17.1 percent between 2010 and 2040. This was slightly less than the county increase of 19.8 percent. As shown in **Table 2-1**, the average household size was estimated to be 2.37 persons in 2010. While the population is expected to stagnate after 2035, households are expected to continue growing slowly. Stratford is expected to gain approximately 114 new households between 2010 and 2040.

Figure 2-1: Village of Stratford Age Cohorts



Source: 2010 Census

Figure 2-2: Marathon County Age Cohorts



Source: 2010 Census

Age

The median age for the village was 36.4, which is 2.4 years lower than the county and 1.7 years lower than the state, at 38.8 and 38.1 respectively in 2010. Stratford's median age was 2.6 years higher than in 2000, which reflects the general aging population of Wisconsin. **Figure 2-1** shows an age population pyramid for the Village of Stratford, illustrating the age distribution of the population, while **Figure 2-2** shows an age population pyramid for Marathon County.

In 2010, 26.9 percent of the village was under the age of 18, compared to 24.5 for the county. 14.0 percent of the population was over the age of 65 years old, compared to 14.2 for the county. Roughly 59 percent of the population is between the ages of 18 and 65, the prime working age. Interestingly, while the village had a lower percentage (4.9%) of young adults between the ages of 20 and 24 compared to the county (5.3%) there was greater percentage of individuals between the ages of 25 and 29 than in the county and the state.

Racial and Ethnic Composition

Racial composition of the village remained the same during the first decade of the new millennium. In 2010, 98.5 percent of the population was white, compared to 98.2 percent in 2000. In 2000, 1.0 percent of the population self-identified as Hispanic or Latino.

In 2010, 1.5 percent of the population identified as Hispanic or Latino.

Education and Income Levels

Education

According to 2010 Census data, 87.9 percent of village residents had a high school education or higher, as shown in **Table 2-4**. This was 4.9 percentage points higher than the previous decade. At the same time, 88.4 percent of the county's residents had a high school degree and 89.4 percent for the State.

14.8 percent of residents in the village had a bachelor's degree or higher. This was lower than the number of persons with a bachelor's degree or higher in the County (20.8%), and significantly lower than the State (25.8%). However, the number of people with a bachelor's degree or higher increased 3.2 percentage points since 2000 in Stratford. Comparing Stratford to the surrounding towns shows that Stratford has a higher proportion of residents with a bachelor's degree or higher than the Town of Eau Pleine, but a lower proportion than the Town of Cleveland. Cleveland also has a higher proportion of residents with an associate's degree than the Village of Stratford.

Table 2-4: Educational Attainment, 2010

Educational Attainment	V. of Stratford		T. of Cleveland	T. of Eau Pleine	Marathon County	Wisconsin
	Number	Percent	Percent	Percent	Percent	Percent
Less than 9th Grade	56	5.9%	5.7%	3.2%	5.3%	3.7%
9th to 12th Grade, No Diploma	59	6.2%	7.3%	7.4%	6.3%	6.9%
High School Graduate	445	46.8%	38.2%	50.0%	37.8%	34.0%
Some College, No Degree	190	20.0%	19.3%	20.9%	19.0%	20.6%
Associates Degree	59	6.2%	10.4%	7.5%	10.8%	9.0%
Bachelor's Degree	94	9.9%	12.0%	7.0%	13.9%	17.1%
Graduate or Professional Degree	47	4.9%	7.2%	4.0%	6.9%	8.6%
Percent high school graduate or higher	835	87.9%	87.0%	89.5%	88.4%	89.4%
Percent bachelor's degree or higher	141	14.8%	19.2%	11.1%	20.8%	25.8%

Source: U.S. Census Bureau, 2010

Table 2-5: Household Income Levels, 2010

Income Level	V. of Stratford		T. of Cleveland	T. of Eau Pleine	Marathon County	Wisconsin
	Number	Percent	Percent	Percent	Percent	Percent
Less than \$10,000	38	6.4%	2%	1.9%	4.2%	6.0%
\$10,000 - \$14,999	39	6.5%	3%	0.0%	4.5%	5.4%
\$15,000 - \$24,999	69	11.6%	7%	7.1%	10.7%	11.0%
\$25,000 - \$34,999	62	10.4%	5%	6.5%	11.4%	11.0%
\$35,000 - \$49,999	115	19.3%	13%	17.2%	15.8%	15.0%
\$50,000 - \$74,999	144	24.2%	23%	36.0%	22.0%	20.6%
\$75,000 - \$99,999	62	10.4%	21%	15.3%	15.2%	13.7%
\$100,000 - \$149,000	49	8.2%	17%	10.4%	11.4%	11.6%
\$150,000 - \$199,999	18	3.0%	2%	2.6%	2.7%	3.1%
\$200,000 or More	0	0.0%	6%	2.9%	2.1%	2.6%
Total Households	596	100%	517	308	52,708	2,274,611
Median Household Income	\$46,184	-	\$66,161	\$59,118	\$53,471	\$51,598

Source: U.S. Census Bureau, 2010

Income*Household Income*

Median household income for village residents was \$46,184 in 2010. This was significantly lower than the surrounding towns, as displayed in **Table 2-5**. It was also below the median household income for the county (\$53,471) and the state (\$51,598). The Stratford median family income was \$54,531 and the nonfamily household incomes was \$21,926, which was also significantly lower than the county at \$65,566 and \$29,013 respectively. This was also true for the surrounding townships and the state.

During the first decade of the new millennium, household incomes stagnated across the country. When adjusting for inflation, the median household in Stratford had 14 percent more buying power in 2000 than it did in 2010. The 2014 estimated median household income was \$50,217, which is \$8,305 less than the adjusted median income in 2000.

Per Capita Income

In 2000, the per capita income was \$17,934, which equated to \$22,709.73 in 2010 dollars. The Stratford income per capita was \$21,789 in 2010, indicating that individual incomes also did not correspond with inflation. The per capita income was lower than the surrounding townships as well as the county and the state, as shown in **Table 2-6**. By 2014, the income per was \$23,409, a 1.0 percent decrease from 2010, when adjusted.

Poverty Rates

In 2010, 8.4 percent of individuals in Stratford were below the poverty level. This was higher than Cleveland at 7.1 percent and Eau Pleine at 3.0 percent. Poverty for individuals was higher in the county (8.7%) and the state (11.6). In Stratford, 10.4 percent of children under 18 years old lived below the poverty line. 13.8 percent of residents 65 years or older were also below the poverty line, which is much higher than

Table 2-6: Per Capita Income, 2010

	V. of Stratford	T. of Cleveland	T. of Eau Pleine	Marathon County	Wisconsin
Per capita income (dollars)	\$21,786	\$29,794	\$26,069	\$25,893	\$26,624

Source: U.S. Census 2010

the surrounding townships, the county, and the state and went against the national trend.

Employment Characteristics

Jobs, Labor Force Participation Rates, and Unemployment Rates

Table 2-7 illustrates the breakdown of the employed population of the village in 2010 by industry. The “employed population” is defined as people living in the village who are 16 years and older and had a job at the time of the Census. In 2010, the Village had an employed population of 775, a 1.2 percent decrease from 2000. The educational services, health care and social assistance sector was the largest employer of residents in the village, employing 25.7 percent of workers. This was followed by manufacturing (19.5%) and retail trade (14.2%).

In Stratford, there were 797 persons in the labor force in 2010. The village had a labor force participation rate of 74.2, higher than both the state and the county. The labor force participation rate is the number of employed residents and those actively seeking work as a percentage of residents age 16 or older. The unemployment rate was 2.7 percent, when the state had unemployment of 4.6 percent and the county had 4.7 percent unemployment.

In 2014, the village had 894 employed residents, an increase of 15.4 percent since 2010. Still the labor force participation rate fell to 73.6 percent. The unemployment rate was 1.1 percent.

The median earnings for a Stratford worker were \$25,804. The mean earnings for a full-time, all-year worker were \$44,124. At the same time, the mean full time earnings for a male were \$48,684 while it was \$36,132 for a female worker.

The majority of employed residents work outside of the village, with 675 (76%) leaving the area. The largest destination for employed village residents is Marshfield, which employed 283 Stratford residents (32%) in 2010. 66 people were employed in the City of Wausau, or 8.5 percent of the employed residents. Only 44.6 percent of village residents worked in Marathon County, with 39.4 percent commuting to Wood County. The average commute time for employed residents was 18.8 minutes, lower than the state average.

Table 2-7: Employment by Industry

Industry	Number	Percent
Agriculture, forestry, fishing and hunting, and mining	36	4.6%
Construction	55	7.1%
Manufacturing	151	19.5%
Wholesale trade	20	2.6%
Retail trade	110	14.2%
Transportation and warehousing, and utilities	52	6.7%
Information	0	0.0%
Finance and insurance, and real estate and rental and leasing	33	4.3%
Professional, scientific, mgt, admin waste mgt services	30	3.9%
Educational services, and health care and social assistance	199	25.7%
Arts, entertainment, recreation, accommodation and food services	51	6.6%
Other services, except public administration	35	4.5%
Public administration	3	0.4%
Total Employment*	775	100%

Source: Wisconsin Department of Administration; American Community Survey 2008-2012

* “Total Employed” represents employed civilian population 16 years and over

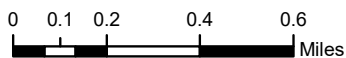
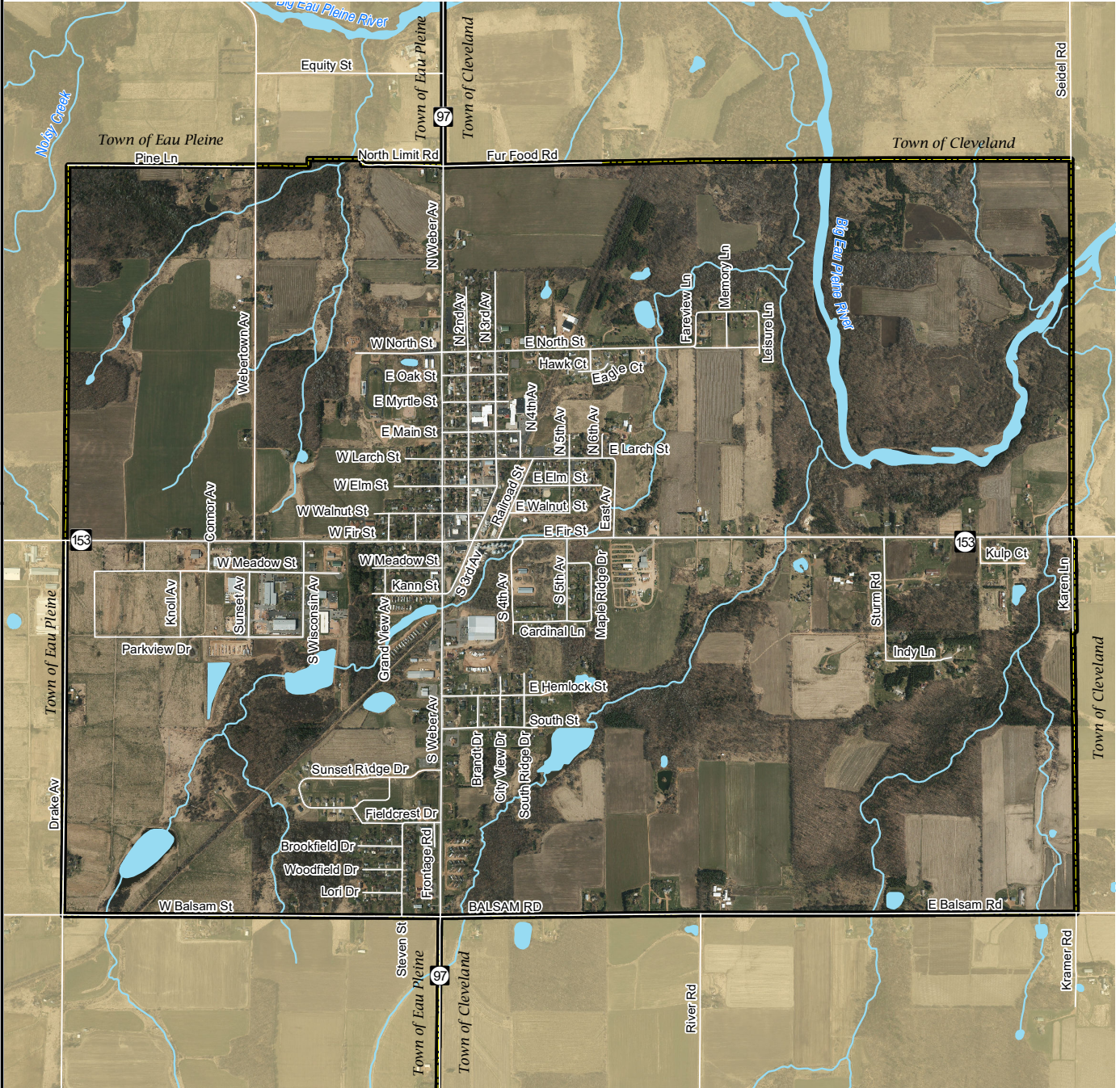
** Some changes may be due to changes in name and categorization of occupations between the 2000 and 2010 Census.

Demographic Trends

- The Village of Stratford increased in total population between 1970 and 2010 by 27.4 percent. Between 2000 and 2010, population increased by 3.6 percent.
- Median age for the village was 36.4 in 2010, which was slightly lower than the State overall, at 38.1 years.
- 87.9 percent of village residents had a high school education or higher. This compared to 88.4 percent for the County, and 89.4 percent for the State.
- Median household income for village residents was \$46,184 in 2010 and incomes in the village have not kept up with inflation.
- In 2010, there were 775 residents who were employed.



Map 1
Location
 Village of Stratford
 Marathon County, Wisconsin



Source: WI DNR, NCWRPC, Marathon County Geo Services

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.



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3. NATURAL, AGRICULTURAL AND CULTURAL RESOURCES

Natural resource features do not follow geopolitical boundaries; therefore it is important to consider their patterns and inter-relationships on a broader, regional scale. In addition, many of the programs for protecting or mitigating impacts to natural resources are administered at the County, State or Federal level. Thus, an overview of recent county-wide natural resource planning efforts is described below, followed by a description of local natural resource conditions. Natural resources covered in this chapter include biology, geology, and geography including terrain, soils, water, forests, wetlands, wildlife and habitat.

Cultural resources include a community's heritage, archaeological sites and cemeteries, historic buildings and landscapes, historic transportation routes, or traditional cultural properties important to indigenous peoples or other cultural groups. Cultural resources also include arts and the way of life in a community. Cultural resources are those elements around us that signify our heritage and help to evoke the sense of place that makes an area distinct.

Recent Planning Efforts Related to Natural and Agricultural Resources

In the last decade, several plans were prepared by the county specifically to address protection and management of natural resources. These plans may be used as resources to guide local policy and decision-making regarding resource management and protection. In addition to the plans listed below, Marathon County and several local communities have adopted park and outdoor recreation plans that discuss natural resource based recreational facilities and protection strategies. These are described in more detail in the Utilities, Community Facilities, and Parks section.

Marathon County Land and Water Resource Management Plan

The Marathon County Land and Water Resource Management Plan outlines a comprehensive strategy for the implementation of soil and water conservation in Marathon County from 2010 to 2020. The Land Conservation and Zoning Committee identified the following long-term program outcomes for the natural resource protection efforts in Marathon County:

- Land use activities are well planned to enhance community development, minimize conflicts,

maximize infrastructure investments, and protect rural character.

- Maintain the soil and water resources as productive assets through topsoil and organic matter conservation.
- Marathon County agriculture and woodlot producers are economically strong.

Marathon County encompasses portions of 22 watersheds. The Wisconsin Department of Natural Resources (WDNR) has ranked these watersheds according to water pollution impacts and designated five as "priority" watersheds to receive special planning and funding through the voluntary, State-funded Priority Watershed Program. The County's Department of Conservation, Planning and Zoning (CPZ) works with the WDNR to implement the program. Program funding is used to hire staff to assist in developing management plans for each watershed and to provide cost sharing to landowners for implementation of "best management practices" (BMPs) to achieve the program objectives.

Marathon County Groundwater Protection Guide, 2001

This guide is an extension of the efforts established with adoption of the Marathon County Groundwater Plan in 1988. It is intended to guide local and County officials in setting policy. It also serves as a resource of information about groundwater and other natural resources and recommends strategies to address issues related to groundwater protection.

Marathon County Forest Ten-Year Comprehensive Land Use Plan

This plan includes recommendations to guide management of forest land in Marathon County in accordance with the County Parks, Recreation, and Forestry Department's mission to manage and protect the County forest on a sustainable basis for ecological, economic, educational, recreational, and research needs of present and future generations. It provides substantial information on existing forest resources and information regarding the roles of the various agencies and regulatory framework related to forest management.

Marathon County Farmland Preservation Plan, 2013 - 2028

The Marathon County Farmland Preservation Plan is required under Chapter 91 of the Wisconsin Statutes. The purpose of this plan is to guide and manage growth and development in a manner that will preserve the rural character, protect the agricultural base and natural resources, and contribute to the county's overall goal of promoting public safety, health and prosperity within the county. This plan is the primary policy document in directing preservation of agricultural production capacity, farmland preservation, soil and water protection, and future land development while respecting private property rights and individual units of government.

Natural and Agricultural Resources

Water Resources

Marathon County contains abundant water resources. Many have remained in a fairly pristine state and others are in need of focused efforts to improve water quality. Navigable waterways in Wisconsin are owned by and available to Wisconsin citizens through the Public Trust Doctrine in the state constitution, making them an exceptionally important recreational asset. Water quality is important for wildlife habitat and outdoor recreation, such as fishing, boating and swimming.

Outstanding Resource Waters (ORW) and Exceptional Resource Waters (ERW) designations are derived from an amendment to the U.S. Clean Water Act, which directed states to identify waters that were largely unaffected by pollution and should remain that way. States were required to develop "anti-degradation" policies to protect these waters from pollution. As a result, wastewater entering an ORW must be as clean as the water in the "outstanding" water body. The anti-degradation policies only apply to point sources of pollution, such as an industrial discharge pipe. However, Wisconsin has other programs in place to control non-point source pollution, such as animal waste and pesticides in farm runoff, urban runoff, and failing septic systems.

The Wisconsin Natural Resources Board also wanted to extend higher levels of protection to top trout waters. As such, the WDNR established a second category of waterways to be protected under the anti-degradation policy; these are the ERW. Wastewater entering ERW must meet minimum clean water standards, although higher standards are encouraged where feasible.

There are no ORW or ERW in the Village. There is an ERW running near the northwest corner of the Village.

The Big Eau Pleine River that runs through the Village is considered a Priority Navigable Water (PNW).

Water resources that have been significantly degraded are identified as "impaired waters". Four of the 22 watersheds in Marathon County have been identified as "impaired waters" on the "303 (d) list" of the U.S. Clean Water Act. The list identifies waters that do not meet current water quality standards and merit water quality improvement and protection. In Stratford, these include:

- Upper Big Eau Pleine in western Marathon County

Resource management plans for these watersheds and the Lower Big Rib River watershed have been completed as part of the Priority Watershed Program, a state-funded, voluntary program administered by the county. The county's resource management planning efforts are described in more detail in the *Marathon County Land and Water Resource Management Plan*.

The Upper Big Eau Pleine River is undergoing Total Maximum Daily Load (TMDL) planning. A TMDL is a quantitative analysis of the amount of a pollutant that a stream or lake can receive before exceeding water quality standards. If pollution is not addressed comprehensively for both point and non-point sources, a TMDL may hinder economic growth and tourism.

Streams/Rivers

The Big Eau Pleine River and its tributaries run through the village. The entire village is within the Big Eau Pleine River Watershed, which is considered an impaired watershed.

Floodplains

Much of the northeast part of the village adjacent to the Big Eau Pleine River is located within the floodplain. Floodplains consist of land likely to be covered by floodwater during the regional (100-year) flood. Floodplain areas are based on information compiled by the Federal Emergency Management Agency (FEMA) on Flood Insurance Rate Maps (FIRM). The floodplain includes the floodway, which is the channel that the floodwaters flow through, and the flood fringe, which is generally covered by standing water but not flowing water.

Wetlands

Wetlands serve vitally important ecological functions as well as functions that directly benefit humans. Once damaged, wetlands are difficult and costly to replace. Wetlands protect the quality of surface waters by reducing erosion and intercepting filtering sediment,

excess nutrients, heavy metals and other pollutants. Wetlands also provide natural flood control and damage prevention by reducing flood peaks. Wetlands are also important sources of food, shelter, breeding, spawning, nesting, and wintering habitats for fish and wildlife. Development in wetlands should be avoided to prevent the loss of these valuable functions. If development in wetlands is unavoidable, existing wetland functions should be replaced in the same sub-watershed through the restoration or creation of additional wetlands or in-lieu-fee mitigation. In many cases if wetlands are destroyed, replacement in the same watershed is required.

Some wet environments are universally perceived as wetlands while others can be recognized and delineated only by trained experts. Wetlands in Wisconsin were defined by the state legislature in 1978 as: "an area where water is at, near, or above the land surface long enough to be capable of supporting aquatic or hydrophytic (water-loving) vegetation and which has soils indicative of wet conditions."

Programs in three levels of government - local, state and federal - regulate activities in wetlands. There are dozens of wetland types in Wisconsin, characterized by vegetation, soil type and degree of saturation or water cover. Some of the more prominent wetland types are:

- Aquatic Bed wetlands contain plants growing entirely on or in a water body no deeper than 6 feet. Plants may include pond-weed, duckweed, lotus and water-lilies.
- Marshes are characterized by standing water and dominated by cattails, bulrushes, pickerel-weed, lake sedges and/or giant bur-reed.
- Sedge or "Wet" Meadows wetlands may have saturated soils, rather than standing water, more often than not. Sedges, grasses and reeds are dominant, but look also for blue flag iris, marsh milkweed, sneeze-weed, mint and several species of goldenrod and aster.
- Scrub/Shrub wetlands include bogs and alder thickets and are characterized by woody shrubs and small trees such as tag alder, bog birch, willow and dogwood.
- Forested wetlands include bogs and forested floodplain complexes. They are characterized by trees 20 feet or more in height such as tamarack,

white cedar, black spruce, elm, black ash, green ash and silver maple.

Wetlands in the village are located near the Big Eau Pleine River and its tributaries.

Groundwater

Groundwater is moderately deep to shallow, ranging from within 20 feet of the surface to within 50 feet of the surface. Generally, groundwater supplies near Stratford are low, especially where bedrock is close to the surface.

Land use activities have the potential to impact the natural quality of water. A landfill may leach contaminants into the ground that contaminate the groundwater. Gasoline may leak from an underground storage tank into groundwater. Fertilizers and pesticides can seep into the ground from application on farm fields, golf courses or lawns. Intentional dumping or accidental spills of paint, used motor oil, or other chemicals on the ground can result in contaminated groundwater.

Additionally, impervious surface, such as pavement, housing, and parking lots affect the availability of groundwater. As impervious surfaces increase, rain water runs off into lakes, streams and wetlands, picking up contaminants as it goes. The results are: less recharge to groundwater, thereby reducing the amount of groundwater that can be withdrawn from the aquifer; more runoff during precipitation events can cause more flooding; and as precipitation runs off the land it picks up fertilizers or pesticides, oil and other waste products from the land surface, degrading the quality of the runoff as it moves toward a stream. The reductions in baseflow, increased flood flows and nonpoint source pollution may have significant impacts on the flora and fauna that inhabit a stream, lake or wetland. An outstanding trout stream may be adversely affected by a change in streamflow quantity or quality.¹

Soil Resources

Soil Types

Soils in the village consist of either Loyal-Withee-Marshfield and Fenwood-Rietbrock-Rozellville soils. Susceptibility for soil erosion is high in this part of Marathon County, at approximately 2.0-2.99 tons per acre per year.

¹ Lindorff, Dave, Christine Mechenich and Chuck Warzecha. 2002. Groundwater and Its Role In Comprehensive Planning. Comprehensive Planning and Groundwater Factsheet 1. Wisconsin Groundwater Coordinating Council. Wisconsin Department of Natural Resources

Steep Slopes

Some steep slopes are found along the Big Eau Pleine River. Steep slopes are defined as slopes with gradients over 12 percent. These areas are prone to erosion and development should be avoided here as it increases erosion and stormwater runoff.

Soil Erosion

Soil erosion can lead to the loss of prime farm soils and the degradation of water quality due to nutrient runoff. Soil erosion can occur through crop tilling, construction sites, and nonmetallic mining. As the impervious surface of an area increases, storms produce more runoff and increase the erosion due to higher runoff speeds. According to the 2010 Marathon County Land and Water Resource Management Plan, susceptibility for soil erosion within Stratford is higher than the average soil loss experienced by Marathon County as a whole, which is two tons lost per acre per year. Three to five tons per acre per year is considered “tolerable,” and the watersheds in Stratford show erosion rates between 2.0 and 2.99 per year.

Prime Farm Soils

Nearly half of the village contains Class 1 or 2 prime farmland soils. Class 1 soils are the best soils in Marathon County for growing all crops. Class 2 soils are also very good agricultural soils, but prone to wetness and are therefore less desirable than Class 1 soils. It should be noted that not all prime farm soils are used for farming; some have been developed with residential or other uses. The “prime farm soils” designation simply indicates that these soils are good productive farmland.

Biological Resources

Vegetation

Most vegetation in the developed areas of the village consists of urban type landscaping of trees, shrubs and private gardens. Wooded areas are generally concentrated near the river and streams. The Klemme Reserve and School Forest also provide vegetation.

Wildlife Resources and Habitat

Wildlife resources include a variety of game and non-game species of birds, mammals, fish, reptiles and amphibians that typically live in Marathon County. Common types of wildlife include deer, wild turkeys, raccoon, squirrels, songbirds, waterfowl and raptors. Wildlife resources are abundant in the many undisturbed sanctuaries, refuges, reserves, and scattered habitats located throughout the County.

Numerous other species of migrating birds use habitat in Marathon County for food, shelter, and resting stops during seasonal migration.



The Red-shouldered Hawk is a bird listed as threatened that is highly associated with the Floodplain Forest natural community present near Stratford

Image Source: Jim Woodford, Wisconsin DNR

There is a significant amount of protected wildlife habitat in Marathon County. In addition to county parks and forest units, major wildlife habitat areas include: the George W. Mead Wildlife Area, the McMillan Marsh State Wildlife Management Area, Burma Road Forest Unit, Nine Mile Recreation Area, School Forest, and Rib Mountain State Park. Private undeveloped land and even urban park systems serve as important habitat and corridors for wildlife, and it is essential for these features to be connected to serve as habitat and migration corridors.

Threatened and Endangered Species

Terrestrial and aquatic endangered, threatened, or special concern species are located near the Village, including the Greater Prairie Chicken, a threatened species. The Town of Eau Pleine and Town of Cleveland also contain the Northern Mesic Forest, the Floodplain Forest, and the Fast, Hard, Cold Stream biological communities that serve as habitat for several threatened and endangered species in Wisconsin. However, some specific information is not available at the local community level, and may only be available at the county level.



The Greater Prairie Chicken is a threatened species present in the Stratford Area.

Image Source: Gerald Bartelt, WDNR

Cultural Resources

Brief History of the Village of Stratford

The construction of the Milwaukee, Lake Shore & Western Railroad, from Wausau to Marshfield, gave rise to the community of Stratford. Settlement had occurred in the area in the 1870s when loggers arrived to harvest the forest along the Big Eau Pleine River. The anticipation of the railroad led lumberman Robert Connor from Wood County to construct a new sawmill along the route and name the community after his Canadian birthplace, Stratford. Stratford grew up as a company town around Connor’s Mill. Boarding houses near the mill provided shelter and Connor scrip or tokens served as cash at the company-owned stores. The village was incorporated in 1891. As in the other logging communities in the county, the decline of lumbering was followed by the rise of the dairy industry and establishment of the Stratford Co-operative Creamery Company in 1919. There were as many as seven cheese factories operating in the area in the 1930s.

Historic Properties

There are no properties in Stratford listed on the National Register of Historic Places (NRHP). The community does not have a local historic preservation commission. Archaeological sites are identified only at the town level. The Stratford Area Historical Society coordinates public exhibits at the Historical Museum located in Klemme Park.

The Wisconsin Historical Society maintains the Wisconsin Architecture & History Inventory (AHI) that identifies any properties that may have been surveyed in the past; the Inventory does not convey special status and may not be current. No historic

properties in Stratford have been previously surveyed and included in the AHI.

Cemeteries, Burial Mounds, Other Burials

Wisconsin Statute 157.70 provides for the protection of all human burial sites, including all marked and unmarked burials and cemeteries. There are currently 133 cemeteries and burial areas identified in Marathon County, and it is likely that other cemeteries and burials may be present. Suspected burial mounds or unmarked burials must be reported to the State Burial Sites Preservation Office. If human remains are uncovered during excavation, all work must cease pending review of the Burial Sites Preservation Office. All cemeteries and burials in Marathon County should be cataloged under Wis. Stat. 157.70 to provide maximum protection of these sites. There are no municipal-owned cemeteries. There are, however, two denominational cemeteries owned and maintained by St. Joseph Catholic Church and Zion Lutheran Church, and Old Settler's Cemetery off of STH 153.

Events and Activities

The Village of Stratford has an annual community celebration in summer, a celebration of the diverse ethnicity of the community. This celebration can include rides, games, historical displays, a car show, a walk/run, live music, bed races, and other events.



A restored castle originally built by Frank Marohl in the 1920s. Public art is a part of a community's cultural resources, and can contribute to the image residents and visitors have of a community.

Image Source: Village of Stratford

Tree City USA

The Village of Statford was first recognized as a Tree City USA in 2016 and will continue efforts to maintain the annual designation. This is a national recognition program sponsored by the Arbor Day Foundation in partnership with the U.S. Forest Service and National

Association of State Foresters. The community benefits daily from the cleaner air, shadier streets, and aesthetic beauty that a healthy, well-maintained urban forest provides.

Issues

- Environmental Protection – There is a desire to protect woodlands, wetlands, and open space from haphazard and fragmented development.
- Groundwater Contamination - Land uses such as auto repair, gasoline stations, and industrial have the potential to contaminate groundwater supplies, especially in areas with shallow groundwater or permeable soils.
- Changes in Climate – According to the Wisconsin Initiative on Climate Change Impacts, local impacts of a changing climate may include changes in the growing season, increased likelihood of droughts and fires, higher frequency of strong storms and flooding, and changes to temperature sensitive habitats such as cold water trout streams. These changes may impact the health of the community by changing agriculture, diseases borne by food, water, and wildlife, and affecting levels of some air pollutants. It is important for the village to adapt to these changes by updating stormwater infrastructure, incorporating green infrastructure into developments, keeping development outside of floodplains, and preserving wildlife habitats and native species.
- Invasive Species - Diseases and non-native invasive pests such as Emerald Ash Borer and Oak Wilt have the potential to devastate vegetation in the village. While Emerald Ash Borer has not yet been found in Marathon County, it has been found in the nearby counties of Portage, Wood and Oneida and has spread rapidly.
- Agricultural/Residential Land Use Conflicts – The Village of Stratford is surrounded by and includes some agricultural lands, but mostly contains residential land. There is the potential for conflicts between these land uses due to noise, odors, and pollution on the agricultural side and the fragmentation of farmland and nuisance complaints on the residential side. Maintaining an orderly growth pattern that avoids sprawling and fragmented residential development and maintaining buffers between agricultural and residential land can help to reduce these conflicts.
- Lack of Current Information - Although a brief countywide historic properties survey was carried out in 1975-77, there has been no update. Many properties identified at that time may be gone, while other properties not previously surveyed may now be evaluated in a new context. It is necessary for the county to have current information about cultural resources in order to maximize planning and make the best use of historic properties.
- No Recognition Process - Outside the City of Wausau, there is no process to recognize historic buildings or begin to plan for their protection. Once historic properties are identified, towns and villages do not have an established mechanism for recognizing them or integrating them into ongoing planning processes.
- Rural Character and Historic Resources - In Marathon County, residents have expressed a strong desire to preserve the rural character of the county and raised concerns about increasing ex-urban development and the decline of working farms. An important part of rural character is the rural landscape and the buildings that convey that sense of place. While it is important to address the location and type of new development, there is also a need to preserve some visible reminders of rural character, including working farms. Without preserving some of the existing resources, including farmsteads and farmlands, the very characteristics that attracted residents will increasingly be lost.
- Protection of Archaeological Sites and Cemeteries – Cultural resources planning includes identification and protection of archaeological sites and historic cemeteries. The Wisconsin Historical Society maintains a list of reported sites and cemeteries, representing a fraction of sites that are actually present. This information is often overlooked and should be incorporated into the planning process for local communities.

Goals, Objectives and Policies

Goal 1: Maintain good groundwater quality.

Objectives

- Monitor existing aquifers for depletion and contamination issues.
- Limit uncontrolled runoff and other contamination issues that may affect groundwater.

Policy

- Require appropriate stormwater infrastructure to slow and treat runoff for properties with the potential to contaminate groundwater.

Strategies/Actions

- Evaluate water quality on a periodic basis.
- Report instances of possible groundwater contamination to the WDNR.
- Enhance monitoring efforts in areas thought to contain possible contamination hazards.
- Obtain funding from WDNR or WEDC for remediation and redevelopment of potentially contaminated properties or brownfields.
- Obtain and distribute educational materials from the Wisconsin Bureau of Drinking Water and Groundwater.

Goal 2: Protect and enhance water quality in existing river and stream corridors.

Objectives

- Minimize uncontrolled runoff, overuse of fertilizers, and other waterway contaminants from entering surface water.
- Increase the water quality and maintain the habitat diversity near the Big Eau Pleine watershed.
- Discourage development in areas that will affect surface water resources through increased runoff, loss of vegetation, or improper landscaping especially along the Big Eau Pleine River.
- Protect wetland areas from the encroachment of development.
- Continue working with WDNR to ensure appropriate preservation of wetland and shoreline.

Policies

- Promote water resource protection.
- Use green infrastructure in village projects, such as road construction.
- Limit development in and around wetlands.

Strategies/Actions

- Communicate the desire for waterway and wetland protection to the WDNR and request materials for distribution.
- Invite UW-Extension personnel to a Village meeting to discuss appropriate stormwater management and clean water practices.
- Update and revise development ordinances to incorporate modern stormwater management best management practices and green infrastructure.
- Encourage developers to consult with WDNR officials before submitting development proposals.
- Report instances of possible wetland regulation infraction to the WDNR.

Goal 3: Preserve forestland.

Objectives

- Explore opportunities for public ownership of forestland (purchase, donation, Transfer of Development Rights, Purchase of Development Rights, etc.).
- Encourage private participation in programs, such as the Managed Forest Law, to preserve forests.
- Promote conservation subdivisions in appropriate areas of the village, such as near sensitive natural resources.

Policy

- Inform property owners of state and local programs that preserve forestlands.

Strategies/Actions

- Send owners of private forestland information on preservation programs, such as terms and how to enroll in programs. Contact WDNR for potential information.
- Encourage developers to maintain as much forestland as possible in new developments.

- Develop a zoning district for conservation subdivisions based on model ordinances.

Goal 4: Preserve historically significant buildings and sites.

Objectives

- Identify historic resources so they may be considered in future planning.
- Ensure that any known cemeteries, human burials or archaeological sites are protected from encroachment by roads or any development activities.

Policy

- Preserve historically significant structures and locales within the jurisdiction.

Strategies/Actions













- Contact the Marathon County Historical Society for tips on how to inventory significant structures.
- Help interested property owners obtain information on their property if they feel it is historically significant.
- Celebrate historic local sites with a pamphlet or other materials for dissemination.
- Consider forming a historic preservation committee to deal with historic preservation issues.

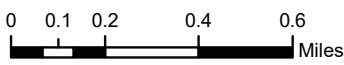
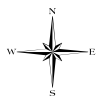
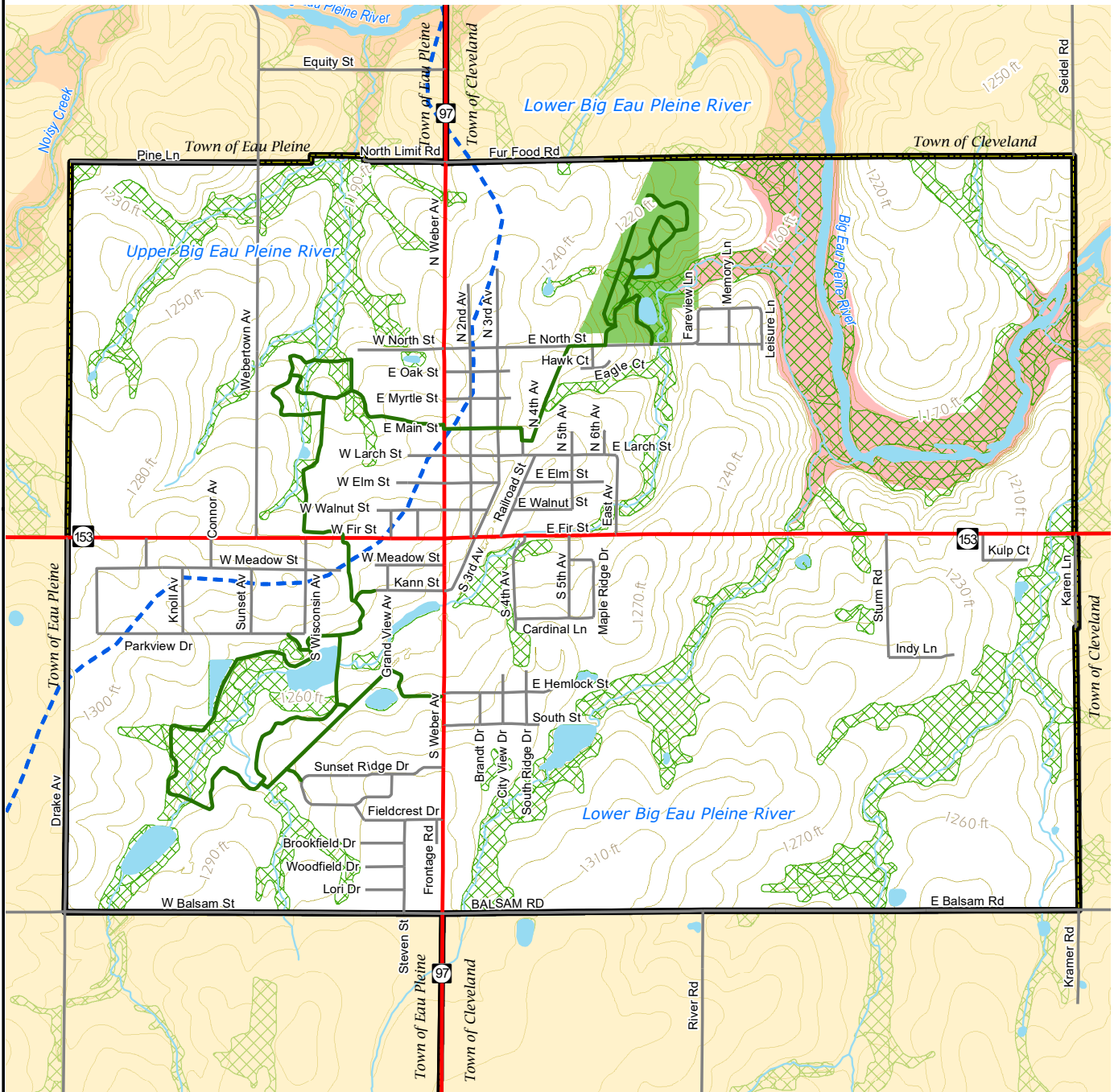
Natural Resources

Village of Stratford

Marathon County, Wisconsin

Legend

-  Minor Civil Divisions
-  US Highway
-  State Highways
-  County Highways
-  Local Roads
-  Heritage Trail
-  Water
-  Contours 10ft
-  Wetlands
-  Floodplains
-  Watershed Boundaries
-  Reserve



Source: WI DNR, NCWRPC, Marathon County Geo Services, NRCS

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.



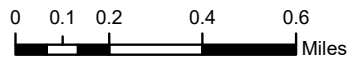
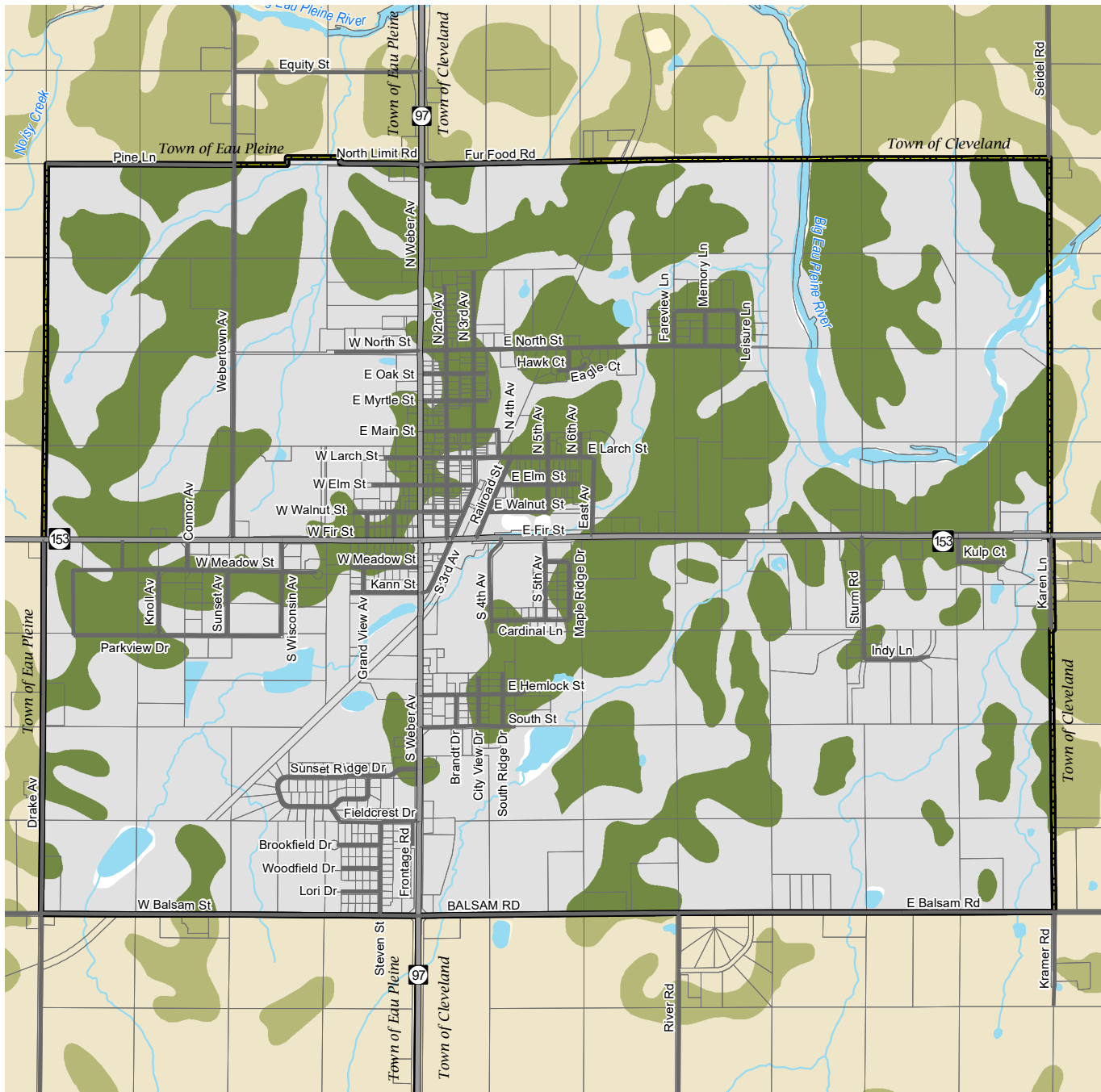
North Central Wisconsin Regional Planning Commission

210 McClellan St., Suite 210, Wausau, WI 54403
715-849-5510 - staff@ncwrpc.org - www.ncwrpc.org

Legend

-  Minor Civil Divisions
-  Parcels
-  State Highways
-  Local Roads
-  Poorly Drained
-  Moderate to Well Drained

Map 3
Soil Drainage
 Village of Stratford
 Marathon County, Wisconsin



Source: WI DNR, NCWRPC, Marathon County Geo Services
 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.



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4. HOUSING

Housing characteristics and trends are an important component of a comprehensive plan. This chapter explores past planning efforts, discusses relative housing issues for the community, analyzes the housing inventory and trends, and provides information on housing assistance programs. Planning for housing will better help the Village of Stratford and the local housing market provide housing opportunities for households of all ages, races, and income levels.

Recent Plans and Studies Related to Housing

Regional Livability Plan

Housing is one of four elements included in the Regional Livability Plan, adopted by the North Central Wisconsin Regional Planning Commission in 2015. The Housing Assessment Report, a component of the Plan, looks in detail at the housing stock and the affordability of housing throughout the 10-county region and identifies trends and issues facing housing. The Regional Livability Plan addresses two issues: the type of housing stock and housing affordability. The housing goal of the Plan is as follows:

- Goal 1: Promote a variety of safe and affordable housing options that meet the needs of all community members.

Wisconsin State Consolidated Housing Plan

The Consolidated Housing Plan is required by the Department of Housing and Urban Development (HUD) in the application process required of the State in accessing formula program funds of Small Cities Community Development Block Grants (CDBG), HOME Investment Partnerships, Emergency Shelter Grants, and Housing Opportunities for Persons with AIDS. The State Consolidated Housing Plan (CHP) is primarily focused on how government action can

address special needs, not on the workings of the private housing market.

Marathon County Comprehensive Plan

Housing is one of the issues addressed in the Marathon County Comprehensive Plan. The plan discusses affordability for renters and owners, showing that rental affordability is worse than the Wisconsin average, but owner affordability is better than the Wisconsin average. Ten issues were identified that include rising housing costs, rural character, migrant worker housing, homelessness, and housing rehabilitation. Several objectives relate to housing, including a variety of safe and affordable housing options and safe and walkable neighborhoods.

Housing Inventory

The following information provides a summary overview of the type, character and conditions of the housing stock in the Village of Stratford.

Housing Type and Tenure

The 2010 Census shows the Village of Stratford had 596 occupied housing units, a decrease of eight units from 2000. 70.6 percent of these units were owner-occupied, increase of 3.7 percentage points from 2000. The village has an average household size of 2.37 persons. 31.4 percent of all households were classified as being “1 person households”. In the village, 25.7 percent of households had a householder 65 years or older.

Changes in Housing Stock

Table 4-2 shows changes in the housing stock between 2000, 2010, and 2014 according to U.S. Census Data. Total housing units increased by 65 between 2000

Table 4-1: Number of Housing Units by Type and Tenure

Area	V. of Stratford	T. of Cleveland	T. of Eau Pleine	Marathon County	Wisconsin
Total Housing Units	713	578	308	57,734	2,624,358
Total Occupied Housing Units	666	530	298	53,176	2,279,768
Owner Occupied Units	70.6%	91.9%	90.6%	73.5%	68.1%
Renter Occupied Units	29.4%	8.1%	9.4%	26.5%	31.9%
Average Household Size	2.37	2.81	2.59	2.49	2.43
% 1 Person Households	31.4%	16.1%	20.1%	25.1%	28.2%
% With Someone 65 years or older	25.7%	20.6%	27.9%	24.4%	24.0%

Source: 2010 Census DPDP1

Table 4-2: Changes in Housing Stock

	2000	2010	2014	2000 -2010 Change	2000 - 2010 % Change
Total Housing Units	648	713	702	65	10.0%
Occupied Housing Units (Households)	603	666	664	63	10.4%
Vacancy %	7%	7%	5%	-0.4%	-5.7%
Owner Occupied Housing Units	455	470	513	15	3.3%
Renter Occupied Housing Units	148	196	151	48	32.4%
Owner Occupied Housing Units as % of Total	75%	71%	77%	-4.4%	-5.9%
Number of Homes for Seasonal/Rec Use	9	3	0	-6	-66.7%
Number of Single Family Homes	437	492	504	55	12.6%
*Detached Single Family	432	486	504	54	12.5%
**Attached Single Family	5	6	0	1	20.0%
Number of Duplexes	42	50	15	8	19.0%
Multi-Family Units 3-9 units	54	33	43	-21	-38.9%
Multi-Family Units 10+	14	22	42	8	57.1%
Mobile Homes	101	69	98	-32	-31.7%

2000 and 2010 Census, 2010-2014 American Community Survey DP04

* This is a 1-unit structure detached from any other house

**In row houses (sometimes called townhouses), double houses, or houses attached to nonresidential structures, each house is a separate, attached structure if the dividing or common wall goes from ground to roof.

Table 4-3: Age of Housing Stock

Total Units	Year Built								
	2010 or Later	2000 to 2009	1990 to 1999	1980 to 1989	1970 to 1979	1960 to 1969	1950 to 1959	1940 to 1949	1939 or earlier
702	3	69	112	94	141	59	61	23	140
100%	0.4%	9.8%	16.0%	13.4%	20.1%	8.4%	8.7%	3.3%	19.9%

Source: 2010-2014 American Community Survey

Table 4-4: Physical Housing Stock Characteristics

Community	Median Rooms	Characteristic (% of Total Units)			
		1 unit, detached or attached	In buildings with 10 or more units	Lacking complete plumbing facilities	Lacking complete kitchen facilities
Stratford	5.9	71.8%	6.0%	0.6%	0.6%
Marathon County	5.9	76.8%	6.5%	0.5%	0.8%
Wisconsin	5.5	70.9%	9.9%	0.5%	0.9%

Source: 2010-2014 American Community Survey DP04

and 2010 and the number of occupied housing units rose by 63. Vacancy rates remained constant during this decade, but decreased two percentage points by 2014. The number of owner-occupied housing units increased by 15, or roughly 3.3 percent. The census reported increases in the number of single-family units and duplexes, but decreases in multi-family units and mobile homes.

Housing Age

The age of a community's housing stock typically reflects several important factors including size, offered amenities, and overall maintenance costs. Age of the home often also reflects different regional and national trends in housing development. Housing predating the 1940s, for example, was typically smaller and built on smaller lots. In subsequent decades, both average lot

and home sizes have continuously increased. In some cases this can be due to higher minimum lot and home sizes in zoning codes and restrictions created in the post war years. Additional bedrooms, bathrooms, and attached garage space are among the amenities often found in newer housing units.

Table 4-3 shows housing age for the community. In the Village of Stratford, data showed that a significant portion of the local housing stock was built prior to 1939. Recent housing growth from the 1990s made up approximately 16.8 percent of the total housing stock. That was slightly higher than overall percentages for the county. However, there has been little building since this period.

Physical Housing Characteristics

Table 4-4 shows several select measures of physical characteristics and compares them to figures for Marathon County and Wisconsin. The median house size in the Village of Stratford is the same as the county and larger than the state, when measured by number of rooms, which is likely tied with the higher average household size in the town. Over two-thirds (72%) of the community’s housing units are single family units, similar to Wisconsin, and lower than Marathon County. Approximately 4.0 percent of units are in two to four unit structures, 13.4 percent of units are in structures with 5 or more units, and 13.5 percent are mobile homes or another type of housing. Approximately 0.6 percent of occupied housing units in Stratford lack complete plumbing and kitchen facilities, close to the county and state, although they are within a 0.8 percent margin of error.

Housing Values

Median Value

Table 4-5 shows the median home values for the village, surrounding communities, county and state. These values only included single-family houses that were located on less than 10 acres. Additionally, this statistic only considers homes without a business or medical office on the property. Census data indicates that the Village of Stratford has historically had median homes values well below the surrounding areas, the county, and the state.

In 2010, the median home value was \$107,100, a 35 percent increase from 2000. The median home value would have been \$100,417 in 2010 if home values had only risen by inflation. Meaning that while median household incomes and per capita incomes have fallen behind in terms of inflation, as discussed in chapter 2,

Table 4-5: Median Housing Values

	2000	2010	2014
V. of Stratford	\$79,300	\$107,100	\$124,300
T. of Cleveland	\$93,100	\$172,200	\$180,900
T. of Eau Pleine	\$83,300	\$142,600	\$143,500
Marathon County	\$95,800	\$139,500	\$142,900
Wisconsin	\$112,200	\$169,000	\$165,900

Source: U.S. Census Bureau 2000 & 2010, 2010-2014 American Community Survey DPO4

while the median house values have surpassed it. By 2014, the median value had increased by \$17,200.

Range of Values

Table 4-6 shows the range of housing values that exist in the community and the surrounding area. Compared to Marathon County, the Village of Stratford has a higher percentage of houses valued less than \$100,000.

Housing Affordability

In Marathon County, median and per capita income levels are generally lower than the state. For many of these people this poses a difficulty in paying for decent, safe and sanitary housing. This fits a pattern throughout rural America, where rural households had a greater housing cost burden than their urban counterparts.

Those spending in excess of 30 percent of their total household income on housing costs are recognized by the U.S. Department of Housing and Urban Development (HUD) as being “cost burdened” by housing. HUD recommends that rental-housing costs not exceed 30 percent of the monthly income, and HUD also indicates that mortgage lenders are more willing to make loans if the scheduled mortgage payment is less than 29 percent of the monthly household income.

The percentage of households in the Village of Stratford that pay more than 30 percent of their income on housing costs was 24 percent in 2013. Despite lower median incomes in the village, this is lower than the county (25.1%) and the state (31.1%). Of homeowners, 18.8 percent are cost burdened, and 41.4 percent of renters were cost burdened. Renters are usually more likely to be cost burdened because many renters have lower incomes and they are not insulated from housing price increases over time like owner occupants. 40.0

percent of Marathon County renters and 43.7 percent of Wisconsin renters were cost burdened.

Additionally, **Table 4-7** shows that select village median owner-occupied costs, especially those with a mortgage, were lower when compared to median figures for Marathon County. Median renter costs also appeared to be less in the village compared to the county. Contract rent is the monthly rent agreed to or contracted for, regardless of any furnishings, utilities, fees, meals, or services that may be included. For vacant units, it is the monthly rent asked for the rental unit at the time of enumeration. Gross rent is the contract rent plus the estimated average monthly cost of utilities (electricity, gas, water and sewer) and fuels (oil, coal, kerosene, wood, etc.) if these are paid by or for the renter.

Multi-family housing and accessory dwelling units are two more affordable housing choices. An accessory dwelling unit is a second dwelling unit created on a lot with an existing house. One of the more persistent objections to multi-family housing and accessory dwelling units is that these units compromise the property values of single-family dwellings. In

recent years evidence has emerged that, rather than diminishing the value of single-family housing, well-designed and maintained multi-family housing can increase the value of nearby neighborhoods as well as reduce overall local government costs.



A bungalow court is a high density housing option that can be affordable, low maintenance, and attractive.
Image Source: The Cottage Company

Table 4-6: Range of Housing Values

Value	V. of Stratford	T. of Cleveland	T. of Eau Pleine	Marathon County	Wisconsin
Less than \$50,000	12.8%	7.3%	17.9%	5.4%	6.5%
\$50,000 to \$99,999	58.8%	51.3%	52.6%	49.3%	35.4%
\$100,000 to \$149,999	22.2%	25.4%	16.8%	30.3%	30.6%
\$150,000 to \$199,999	4.4%	10.9%	12.6%	8.7%	15.5%
\$200,000 to \$299,999	1.9%	5.2%	0.0%	4.6%	8.5%
\$300,000 to \$499,999	0.0%	0.0%	0.0%	1.5%	2.7%
\$500,000 to \$999,999	0.0%	0.0%	0.0%	0.1%	0.7%
\$1,000,000 or more	0.0%	0.0%	0.0%	0.0%	0.1%
Total housing units	648	422	278	50,360	2,321,144

Source: US Census Bureau, 2010

Table 4-7: Median Monthly Costs by Tenure, 2010

	Owner Occupied		Renter Occupied	
	With Mortgage	No Mortgage	Median Contract Rent	Median Gross Rent
Stratford	\$1,082	\$398	\$433	\$579
T. of Cleveland	\$1,453	\$515	\$383	\$683
T. of Eau Pleine	\$1,214	\$490	\$506	\$775
Marathon County	\$1,287	\$481	\$574	\$690
Wisconsin	\$1,431	\$533	\$648	\$772

Source: U.S. Census Bureau, 2010

Local governments can take actions to foster affordable housing. An affordable Housing Trust Fund is one such alternative, perhaps using a Small Cities CDBG grant to start the fund. The Low Income Housing Tax Credit program (LIHTC) can be used to help developers construct new affordable housing units.

One of the most widely used and easily available forms of affordable housing is the manufactured home. Modern manufactured housing is virtually indistinguishable from site-built housing, but can be constructed for roughly 75 percent of the cost. Manufactured housing offers a realistic alternative for providing affordable homes that can fit well with existing neighborhoods or be developed as new communities.



A duplex configured as a two-flat offers another more affordable and lower maintenance type of housing.
Image Source: missingmiddlehousing.com

Elderly/Retiree Housing Needs

Wisconsin is aging. This rise of seniors creates a special set of housing issues. As people age they have more need for specialized services. The most obvious of these is for health care, but there is a more subtle relationship between an aging population and their housing needs. An integrated view of senior housing needs to be developed that includes a continuum of housing options ranging from assistance to age in place all the way to assisted care facilities.

According to research by the Department of Housing and Urban Development, the overwhelming majority of seniors prefer to “age in place” or remain in their home throughout retirement. This can be difficult in rural areas for many residents that are no longer able to access the necessary goods and services or keep up with the property maintenance of larger parcels.

Strategies that promote and allow aging in place can reduce the need for senior housing by allowing seniors

to stay in their homes longer. These strategies include strengthening transportation access to services and goods such as health care, assistance with household care and maintenance, and designing housing to serve the needs of the resident throughout their life, such as visitable design and universal design. For new housing these standards may be incorporated into the zoning code, or negotiated in a developer agreement. For retrofitting existing housing, the village can provide assistance to residents that need to upgrade their homes to continue living in them.

The southwestern portion of Marathon County is served primarily by housing options in the Villages of Stratford and Spencer, and the City of Marshfield. Secondary senior housing options are in the Cities of Abbotsford, Colby, and Wausau. The Village of Stratford is home to the Donald Sykes Villa, the Country Terrace of Wisconsin in Stratford, the Northside Apartments, and the Weber Avenue Apartments.



An accessory dwelling unit above a garage is an affordable type of housing. Accessory dwelling units can also be separate structures.
Image Source: missingmiddlehousing.com

Homelessness

Data on homelessness is difficult to collect. According to the Wisconsin Department of Public Instruction, during the 2015/2016 school year the Stratford District reported two homeless students. It is likely that there are more homeless children and adults that go unnoticed or uncounted. Homelessness is often thought of as people living on the streets, but it is often a more hidden problem, consisting of people that have unstable housing, living in shelters, staying with friends or family temporarily, or living in a vehicle.

The efforts of most organizations working on preventing homelessness in Marathon County are directed towards preventing people from becoming homeless. Preventing homelessness is the preferred

means of intervention, as it is less costly to all involved, and it helps maintain household stability. It is also widely recognized that homelessness is often the result of other problems such as housing costs, unemployment, poor credit, mental illness, domestic abuse, housing discrimination and drug addictions. Vice versa, homelessness and housing insecurity can also cause many of the aforementioned issues, such as unemployment, drug abuse, and mental illness.

Tight rental markets increase the likelihood of a family becoming homeless for minor transgressions, or even for reporting unsafe housing conditions to officials. As such, providing an integrated network of support is essential to address this complex issue. In some cases, better quality basic services such as housing assistance, schools, employment services, transportation, and grocery stores can prevent homelessness. To address these issues the Marathon County Housing and Homelessness Coalition was created in 2012. Their mission is to raise awareness, find solutions, and eradicate homelessness.

Assistance Programs

There are a variety of State and Federal housing programs geared at addressing a variety of housing issues. Grants and low interest loans are available for counties, communities, or individual homeowners and renters. The following are some housing resources administered through the State using State or Federal funds that are available to participants.

Wisconsin Housing and Economic Development Authority (WHEDA)

- Low Income Housing Tax Credit (LIHTC)
- Rental Assistance (Section 8) Programs
- Multifamily Loan Fund
- National Foreclosure Mitigation Counseling
- WHEDA Advantage
- FHA Advantage
- First-Time Home Buyer Advantage
- WHEDA Tax Advantage
- WHEDA Foundation Grant Program

Wisconsin Department of Administration, Division of Housing

- Housing Grants and Loans

- Shelter for Homeless and Transitional Housing Grants
- Wisconsin Fresh Start
- Projects for Assistance in Transition from Homelessness
- Homebuyer and Rehabilitation Program
- Rental Housing Development Program
- Tenant-Based Rental Assistance Program
- Emergency Solutions Grant Program
- Continuum of Care Supportive Housing Program
- Housing Rehabilitation Program – Small Cities Community Development Block Grant (CDBG)
- CDBG Emergency Assistance Program
- Neighborhood Stabilization Program
- Housing Opportunities for Persons with AIDS Program (HOPWA)

Wisconsin Department of Administration, Division of Energy Services

- Home Energy Assistance Program
- Low Income Weatherization Program

Wisconsin Department of Agriculture, Trade and Consumer Protection

- The Trade and Consumer Protection Division is responsible for the investigation of unfair and deceptive business practices and handles individual consumer complaints involving landlord/tenant complaints, and home improvement transactions.

Trends

- The 2010 Census showed that the Village of Stratford had 666 occupied housing units. 470 (70.6%) of these units were owner-occupied.
- Between 2000 and 2010, total housing units increased by 65 and the number of occupied housing units rose by 63. Vacancy declined from 7 to 5 percent.
- While recent housing growth from the 1990s made up approximately 14 percent of the total housing stock, little housing growth has happened later than 2005.

- Just over 69 percent of the community’s housing stock was classified as being a “single family” home. This was an increase of two percentage points from 2000.
- Over one in five households were cost burdened in 2010. When a household is burdened with housing costs, it has less income to spend on other essential goods, such as groceries or healthcare, and may struggle to make ends meet. While the median value of a house in Stratford is much lower than county and state values, the median values of a home have greatly outpaced the growth in the median household income over the past fifteen years. This is likely to burden renters and people looking to buy a home most, as existing homeowners are somewhat insulated from rising housing costs.

Issues

- Rental housing availability – The Village has a shortage of rental housing. Specifically it seems to be mid-range rental housing that has the most unmet demand. This causes people who work in Stratford and would otherwise like to live in Stratford to find housing in other communities, and may pose trouble for Stratford businesses in recruiting workers. Anecdotal evidence indicates there may be a shortage of properties for sale as well.
- Housing affordability – While Stratford has fewer households that are cost burdened than surrounding towns, there is still a substantial proportion of renter occupied households that pay more than 30% of their income towards housing. Working to reduce this burden can result in more money for residents to spend locally. Increasing the supply of what's known as the "missing middle" housing can improve the affordability of housing at market rates, and can often be appropriate for seniors that are looking to downsize as they age, and young people looking to buy their first home.

- Housing maintenance and appearance – Some properties in the Village have fallen into disrepair. Some property owners may not be able to afford property upkeep or there may be other reasons for properties to fall into disrepair. A combination of incentives, code enforcement, and financial assistance could improve the appearance of Village housing.
- Aging population - As the population ages, the housing needs will change. Most people would prefer to stay in their community as they age, and many would like to remain independent as long as possible. There are several strategies that can help people to do this, including promoting universal design, promoting the supply of smaller and lower maintenance housing types, such as bungalow courts, multifamily housing and townhomes, and improving the services available to help residents with property maintenance and transportation.



A bungalow court is a high density housing option that can be affordable, low maintenance, and attractive.
Image Source: missingmiddlehousing.com

Goals, Objectives and Policies

Goal 1: Encourage greater diversity in housing options.

Objectives

- Expand the zoning code to include a wider range of housing options within residential zoning districts.
- Encourage development of senior living facilities and other multi-unit housing.
- Explore state and federal programming options for low - moderate income (LMI) housing.

Policies

- Support and pursue housing opportunities for people of all income levels and stages of life.
- Encourage universal design in new housing.

Strategies/Actions

- Consider developing a housing plan to inventory supply of affordable housing and identify programming to ensure proper upkeep.
- Communicate with surrounding communities the willingness to share costs for further affordable or special needs housing.
- Explore creating a housing committee to promote housing opportunities and programming.
- Expand residential zoning code to include regulations for a wider array of housing options.
- Adopt a Traditional Neighborhood Development (TND) ordinance to allow for a greater variety of housing options.
- Adopt a conservation subdivision ordinance to allow for greater variety of housing options near environmentally sensitive areas.
- Contact the Department of Housing and Urban Development to inquire about housing programming funds and eligibility requirements.
- Consider reducing minimum lot sizes, minimum home sizes, parking requirements and minimum setbacks, and increasing the allowable floor area ratio (FAR) in residential zoning districts.
- Consider explicitly allowing less common types of housing that may improve affordability, including tiny homes, bungalow courts, and rowhouses.

- Consider amending codes to require or incentivize a proportion of new housing units be constructed to universal design standards.

Goal 2: Locate new residential development in appropriate areas.

Objectives

- Discourage development in natural, environmentally sensitive areas.
- Guide new housing to locations where the extension of services will be most cost efficient.

Policies

- Direct new housing developments to the most appropriate areas for residential development.
- Direct new housing development to areas contiguous with already developed land.
- Encourage a mix of neighborhood commercial and residential uses.
- Use the future land use map as a guide for locating new development.

Strategies/Actions

- Adopt a Traditional Neighborhood Development (TND) ordinance to allow for a greater variety of housing options.
- Adopt a conservation subdivision ordinance to allow for greater variety of housing options near environmentally sensitive areas.

Goal 3: Increase the code compliance and appearance of local housing stock.

Objectives

- Explore low or zero interest financing for home rehabilitation.
- Promote available state and county resources for home improvement.

Policies

- Housing stock within the village will be code compliant.
- Prioritize code enforcement on potential health and safety issues.

Strategies/Actions

- Identify in-need properties or areas to focus redevelopment efforts.
- Establish a housing committee to work on property condition issues and identify grant funding.
- Work with local non-profit groups, including churches, to identify support or volunteer programs for housing issues.
- Consider establishing a historic preservation commission and a historic district.

5. UTILITIES AND COMMUNITY FACILITIES

This section discusses the utilities available to the Village of Stratford, including sewage disposal, water supply, power supply, stormwater management, and telecommunication facilities and services. This chapter also discusses community facilities, services and parks, such as schools, trails, public space, community centers, meeting areas, fire, ems, and law enforcement.

Utilities

Sanitary Sewer Service

Sewer Service Area

The sewer service area for Stratford encompasses the area within the current village boundaries. However, the village accepts sanitary waste from septic haulers serving residents in surrounding towns.

Sewer Treatment and Collection Facilities

The Stratford wastewater treatment facility is in good shape. It currently operates with ample capacity to serve anticipated future residential development within the service area. Industrial development may need additional capacity, depending on the industry. The village is currently accepting waste from waste haulers. The wastewater collection system (pipe network and lift stations) is generally in good condition, although some pipes are very old. Sewer pipes and mains are replaced and upgraded in conjunction with road reconstruction or in response to known problems. The village maintains a capital improvement program (CIP) to establish priorities for improvements.

Table 5-1: Stratford Sanitary Treatment and Collection Facilities

Type	Secondary
Average Load	141,000 gallons/day
Peak Load	650,000 gallons/day
Design Load	235,000 gallons/day

Source: Village of Stratford

Private On-Site Waste Disposal Systems

Some properties in Stratford are served by private on-site waste disposal systems. On-site waste disposal systems generally fall into four categories:

- Conventional Systems – these systems include an absorption field that is buried under the natural

ground level. These systems cannot be built in areas where soils do not allow percolation due to high clay content or bedrock where groundwater is too near the surface, or where soils percolate too rapidly and thus pose problems for groundwater contamination.

- Mound Systems – these systems include an absorption field that is constructed above ground, creating a “mound.” This type of system is generally used where clay soils, groundwater, rapid permeability or bedrock prevent construction of conventional systems.
- Mechanical Treatment Components – these generally replace or augment the septic tank component and may include aerobic treatment tanks and/or self-contained artificial media or sand filters to clean the effluent prior to its discharge into the soil absorption component.
- Holding Tanks - Holding tanks are considered the system of last resort and are only allowed if other types of septic systems cannot be used. Temporary holding tanks (e.g., less than 2 years) are sometimes allowed in areas where public sewer is approved for installation in the near future.

Private on-site waste disposal systems can pose water quality concerns. Any properties that are developed at an appropriate density for public sanitary service should be hooked up to the system. The Village may want to discourage any development within the Village boundaries that cannot be served by public utilities.

Public Water Service

Service Areas and Supply

The village obtains its public water supply entirely from groundwater. The village distributes water to properties within its municipal boundary. It is the village’s policy to not supply service to property outside the village limits. The village currently has five operating wells. The five wells provide adequate supply to meet the needs of existing and anticipated development.

The capacity of the water system has increased in the last ten years, while the average consumption has decreased, peak consumption is higher than it was ten years ago.

The village does not have a centralized treatment plant, but adds chlorine to the water supply at the well

Table 5-2: Stratford Public Water Supply

Storage Capacity	190,000 gallons
System Capacity	676,800 gallons/day
Average Consumption	91,411 gallons/day
Peak Consumption	273,000 gallons/day

Source: Village of Stratford

houses. Well contamination has not been a concern, however there are potential sources of contamination, such as leaking underground storage tanks, animal housing, agriculture, a stormwater retention pond, auto service and repair, grain storage, petroleum storage, and others. Additionally, there have been a number of wells in the Stratford area with nitrate-nitrogen concentrations between 5 and 20 milligrams per liter.

Groundwater is an important source of water for the village. Groundwater is discussed in further detail in the natural resources section. It is important to protect groundwater supplies, especially near the wells that withdraw the village's public water supply. The village has a wellhead protection plan in place. Wellhead protection plans and ordinances are tools that can be used to prevent future contamination by restricting land uses in proximity of the wells. The village also has a municipal well recharge area overlay district to protect village water supply.

Storage Facilities

The village has two elevated water towers; one built in 1971 and the other built in 1920. The older tower is not insulated and is therefore only used seasonally.



Village of Stratford water tower.
Source: Wisconsin DNR

Distribution Systems

The village's water distribution system is in good working condition. Water loss due to leakage is estimated at approximately six percent. Generally old pipes are replaced in conjunction with road reconstruction or in response to a known problem. Old pipes are more likely to leak and can cause significant water loss and expenses if they are not maintained or replaced.

The village was awarded a grant for the replacement of all lead pipes, which is scheduled for completion in 2017. The 90th percentile value for lead testing in 2014 was 6.6 micrograms per liter, below the EPA action level of 15 micrograms per liter or parts per billion. The 90th percentile in 2011 was 7.6 micrograms per liter. There are approximately 590 meters in service.

Storm Water Management

In 2010, Marathon County adopted an updated Land and Water Resource Management Plan (LWRMP) in accordance with Wisconsin Statutes (Wisconsin Act 27, Chapter 92.10). The primary intent of this plan is to identify a vision for natural resource management in Marathon County and outline strategies to protect the quality and quantity of soil and water resources.

The county is particularly concerned about nonpoint sources of pollution, including failing septic systems, urban runoff, and issues often identified with rural areas such as soil erosion, animal waste and pesticides. Nonpoint pollution is best addressed by watershed. Marathon County encompasses portions of 22 watersheds. The Wisconsin Department of Natural Resources (WDNR) has ranked these watersheds according to water pollution impacts and designated five as "priority" watersheds to receive special planning and funding through the voluntary, state-funded Priority Watershed Program. Resource management plans for the following watersheds have been completed:

- Springbrook in the Town of Harrison
- Upper Yellow River in the Town of Spencer
- Upper Big Eau Pleine in western Marathon County
- Lower Big Eau Pleine in the south-central part of the County.
- Lower Big Rib River

Stormwater management is important to reduce the impacts of runoff, soil erosion, animal wastes and pesticides and prevent contamination of the water

supply and natural resources in the village. Stormwater management is necessary to reduce flooding and other issues caused by storms in developed areas.

There are multiple methods of stormwater management. These include traditional grey infrastructure systems of stormwater conveyance pipes, and green infrastructure that mimics the natural hydrological process. Grey infrastructure efficiently collects and moves stormwater, but can create water quality problems when urban runoff is collected by the stormwater system and discharged into a body of water without treatment. Green infrastructure can be used to replace or reduce the load on grey infrastructure if the soil characteristics are appropriate. Green infrastructure increases infiltration and filtration, recharging the groundwater and reducing water quality impacts of runoff. Green infrastructure can also serve as attractive landscaping features in medians, terraces, and in other landscaped areas. Some examples of green infrastructure include bioswales and rain gardens.

Stormwater incentive programs can encourage residents of the village to manage their own stormwater. For example, a stormwater fee can be

charged to property owners based on impervious surface area, and credits can be issued to property owners that manage their own stormwater on-site through rain gardens, bioswales, or rain barrels. These incentives then reduce the load on the stormwater system, reducing the need for public stormwater infrastructure.



Permeable pavement reduces runoff.
Source: epa.gov/green-infrastructure



Green infrastructure such as bioswales and rain gardens can be incorporated into streets and parking lots.
Source: epa.gov/green-infrastructure



Rain gardens reduce runoff while adding a landscaping element.
Source: epa.gov/green-infrastructure

Electrical and Gas Utilities

The village purchases power from Wisconsin Public Service Corporation (WPS) but owns the electrical distribution system (poles, lines, transformers). The electrical system has been completely rebuilt over the last 30 years. Rebuilding consists of replacing poles and transformers and updating voltage. It was noted that in some newer subdivisions, electric lines have been buried underground. Burying electrical lines improves the aesthetics of an area and reduces damage to wires caused by trees and storms. Burying wires in pedestrian heavy areas such as downtown can

improve the sidewalks and create a more attractive streetscape.

Natural gas service is provided by WE Energies, which is the trade name of the Wisconsin Electric Power Company and Wisconsin Gas Company.

Telecommunication Facilities and Services

- Television/Cable providers – Charter Communications
- Telephone/Fiber Optics – Frontier North Inc.
- Cell towers: There are eight FCC registered cell phone or antennae towers in Stratford.
- Broadband: Most of the Village is covered by 25+ Mbps broadband service

Solid Waste Management

The village contracts with a private company for waste management.

Solid waste management is best dealt with in a hierarchical structure under the following hierarchy: reduce, reuse, recycle, waste to energy, incinerate, and landfill. Studies have shown that it is possible to significantly reduce the volumes of both solid and hazardous waste generated by the United States.

Likewise, recycling reduces the amount of waste that might otherwise have to be disposed of in a landfill. Waste to energy, incineration, and gasification have proven to be effective as part of a larger waste disposal strategy. Land disposal is the least desirable means of managing solid and hazardous waste because the amount of space they require and the dangers associated with them create adverse effects to human and ecosystem health. Composting can help reduce food waste and provide beneficial mulch or soil as a byproduct. The village operates a compost site for village residents.

The Marathon County Solid Waste Management Department is in charge of waste management for non-hazardous solid waste. It consists of the 575-acre landfill, recycling programs, composting, and waste-to-energy. The department opened a household hazardous waste collection facility in May 1997, where county residents can drop off hazardous waste free of charge.

Recycling

Curbside recycling greatly increases the amount of recycled materials, reducing the landfill space needed. Single-stream recycling also increases the amount of

materials recycled by residents. Recycling pick-up is provided by a private contractor every week.

Community Facilities and Services

This section describes the schools, libraries, and other community facilities for the Village of Stratford.

Community Hall

The Stratford Community Hall is located at 300 East Larch Street and serves as a gathering space that can seat approximately 50 people. The community hall includes a full kitchen and is ADA accessible.



Source: Village of Stratford

Schools

Primary and Secondary Schools

The Village of Stratford is served by the Stratford School District. The Stratford School District has an elementary school and combined junior and senior high school, located on N. 3rd Avenue in the Village of Stratford. While school enrollment declined slightly between 1996 and 2002, it has been increasing in recent years. **Table 5-3** shows enrollment in the Stratford School District from 1996 through 2016. The school district is currently working on an extensive addition and remodel in 2017.

Post-Secondary Educational Facilities

The University of Wisconsin – Marathon County (UW-MC), located in Wausau, offers lower level (freshman/sophomore) college classes, leading to a baccalaureate degree. Associate degrees are offered in arts & sciences, and bachelor’s degrees (through collaborative degree programs with UW - Oshkosh and UW - Stevens Point) offered in business administration, general

studies, and nursing. Enrollment in 2014-2015 was approximately 1,100 students, down slightly from the enrollment in 2002-2003 of approximately 1,300 students.

Northcentral Technical College (NTC), located in Wausau, offers 40 one and two-year programs and certificates in business, technical, health and industrial fields. Enrollment in 2013-2014 was approximately 17,000 people. Local continuing education classes are offered for adults through the Stratford Continuing Education program.

University of Wisconsin – Marshfield/Wood County - Residents of the Village of Stratford also have access to the UW-Marshfield site for local educational opportunities. Programs and degrees offered are similar to UW-MC.

Table 5-3: Stratford School District Enrollment

Year	Enrollment Pre-K - Grade 12
1996-1997	838
1997-1998	798
1998-1999	775
1999-2000	835
2000-2001	771
2001-2002	757
2011-2012	896
2012-2013	910
2013-2014	939
2014-2015	938
2015-2016	959

Source: State of Wisconsin, Department of Public Instruction, WISEdash Portal



The Stratford branch of the Marathon County Public Library system.
Source: Village of Stratford

Libraries

The village is served by the Marathon County Public Library system, which includes eight branches across the county. The Marathon County Public Library System had a total circulation of 939,268 items in 2015, and also has access to materials through interlibrary loans. The Stratford branch library is located at 400 N. 4th Avenue, and was constructed in 1995.

Police

The Village of Stratford maintains its own police department with one full-time village police chief, one full-time officer, and three part-time officers.



Source: Village of Stratford

Fire/ Emergency Response

The Stratford Area Fire Department includes the towns of Eau Pleine, Day, Green Valley, Cleveland and Frankfort, and the Villages of Stratford and Fenwood. A new fire and emergency medical services station was recently constructed using funds from a public facilities grant awarded in 2002.



The Stratford Fire Station.
Source: Village of Stratford

E-911 Dispatch Service

The Marathon County Sheriff's Department Communications Division provides E-911 Dispatch for all Police, Fire, and Emergency Medical Services (EMS) agencies in Marathon County. The Communications Division services 85 user agencies and also provides alert paging support for the Emergency Management Office, District Attorney, and Medical Examiner's Office.

The users are served by a microwave linked voted repeater radio system, consisting of a control center at the Sheriff's Department, and nine remote radio tower sites spread throughout the county. The system is also utilized by the Marathon County Highway Department and the Wausau Fire Department to support their radio communications.

Hospitals

There are two major hospitals in Marathon County, Aspirus Wausau Hospital at 425 Pine Ridge Boulevard in Wausau and Ministry St. Clare's Hospital in Weston. The Wausau Hospital is a multi-specialty regional health center.

Marshfield Medical Center is located at 611 Saint Joseph Avenue in Marshfield and offers a full array of services, specialty services and a complete rehabilitation unit.

Two physicians provide pediatric and internal medicine services at the Marshfield Clinic Stratford Center, currently housed in a facility in Stratford's Business and Industrial Park. Stratford Chiropractic and Sport and Spine, located on N. 3rd Avenue, offer physical and occupational therapy to area residents. Treatment programs include post-operative, sports injury, neck and back care, women's health issues, and chronic pain/headache management.

The Stratford Dental Clinic, located at 429 North 3rd Avenue, is a full service branch of the Dental Clinic of Marshfield. The facility offers general and children's dentistry and orthodontic services.

North Central Health Care (NCHC)

In addition to the hospitals and clinics described above, Marathon County is served by NCHC, a public agency that also serves Langlade and Lincoln counties. There are two offices in Wausau, one of which operates a nursing home, one in Antigo, one in Merrill, and one in Tomahawk. According to their web site, NCHC offers outpatient, day hospital, community support and inpatient services for mental/emotional

problems; vocational, life skill training, early intervention, housing and care management services for the developmentally disabled; and assessment, individual and outpatient group counseling, intensive programming, day hospital, referral for residential and inpatient treatment, and education for alcohol and other drug problems. Services for detoxification and for persons suffering from problems with gambling addiction are also offered.

NCHC operates a nursing home (Mount View Care Center) that offers skilled nursing services at the main campus in Wausau. This facility has a licensed capacity of 320 and serves persons requiring either short term or long term skilled nursing care because of complex physical needs, psychiatric and neurological diseases, dementia or behavior problems.

Child Care

The Wisconsin Child Care Resource and Referral (CCR&R) Network is a membership organization made up of community-based CCR&R agencies serving the State of Wisconsin. Marathon County is within Region 6, which is served by Childcaring, Inc., located in Wisconsin Rapids.

CCR&R agencies assist parents in selecting quality childcare, help to increase the supply of childcare in areas that may be lacking sufficient care, offer information and technical support to potential child care providers, and give technical assistance and support to existing childcare programs.

Each agency manages a database of existing childcare providers and programs, collects data about childcare rates, provider and teacher salaries, the number of parents and children using their services, the type of care requested and the children's ages.

There are three licensed child care facilities in the Village of Stratford.

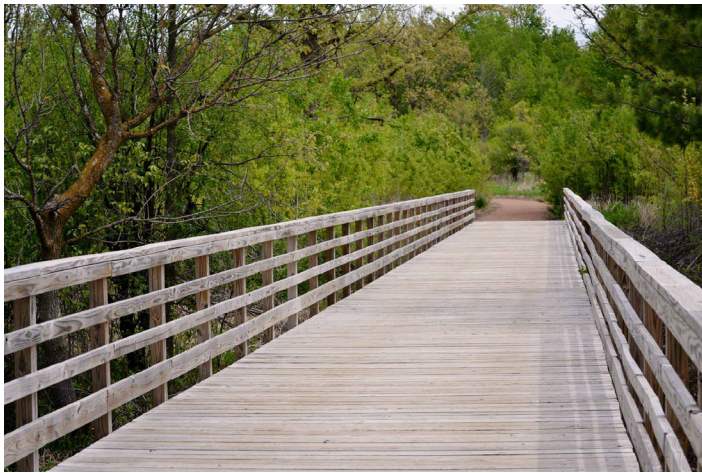
Parks, Trails, and Open Space

Local Parks, Trails and Open Space

The Village of Stratford has a park system consisting of village parks and Stratford School District facilities. The Village of Stratford adopted an updated Comprehensive Outdoor Recreation Plan (CORP) in 2008. The village should update the CORP every five years to maintain eligibility for park funding. Park names and main features are given below.

Connor Recreation Area (Lion's Ball Park)

This 4.4-acre recreation area is located south of Elm Street between East Avenue and Railroad Street. A full complement of recreation facilities are located at Connor, including a lighted baseball and softball diamond, and courts for tennis, basketball, and volleyball. It also includes a concession stand and new restrooms. A recreational ice skating rink is also provided with a shelter house. A small neighborhood playground is also part of the park.



The Heritage Trail in Stratford.
Source: Village of Stratford

Heritage Trail

Construction for this multi-use trail linking community parks, athletic venues, and other destinations in the village was completed in 2010. The trail is open year round for hiking, bicycling, snowshoeing and cross country skiing. This trail covers a variety of terrain and is ADA accessible. This trail can also function as an indirect transportation link for some areas of the village, during spring, summer and fall (e.g. to bypass parts of STH 153 or STH 97). There are plans to expand the trail to the east side of the village, including a segment along the Eau Pleine River valley.

Klemme Reserve

This is a 68-acre woodland conservation reserve located at 601 E. North Street. Trails have been constructed and linked to the Heritage Trail System, and a shelter is available. Klemme Reserve is also the location of a community garden with plots available on a first come-first serve basis.

Klemme Park

Located at the corner of E. Larch Street and N. 3rd Avenue, Klemme Park is a 2-acre neighborhood park. Facilities include picnic tables, toilets, a shelter, play equipment, and a performance stage. It is also home to the Stratford Historical Museum.



The bandshell in Klemme Park.
Source: Village of Stratford

Sunset Ridge Park

Sunset Ridge Park is a 0.6 acre neighborhood park with green space and open play areas, located on Sunset Ridge Drive.

Stratford School District Facilities

Recreational facilities owned by the school district are found at the high school, elementary school, and a separate athletic field. Facilities include baseball and softball fields, a football field, track, tennis courts, basketball courts, and play equipment. The school also owns a 40-acre school forest with a trail system that connects to the Heritage Trail.

County and State Parks, Forest and Trails

Big Rapids Park

Big Rapids Park is a 33-acre park located on the Big Eau Pleine River just north of Stratford. The river is impounded in the park to create a swimming area and fishing opportunities. Facilities include picnic tables, grills, restrooms, changing rooms, a shelter, play equipment, and hiking trails.

Cherokee Park

Cherokee Park is 69 acres located on the Big Eau Pleine River, with an impoundment that provides for swimming and fishing. A handsome and well-maintained Civilian Conservation Corps (CCC)-era shelter overlooks the river and provides space for group gatherings. Facilities at Cherokee Park include benches, picnic tables, grills, restrooms, play equipment, and a hiking trail.

McMillan Marsh

The McMillan Marsh is a 4,172 State Wildlife Management Area, which straddles the town line between McMillan and Spencer. A bicycle and hiking trail provides access to the McMillan Marsh on an abandoned railroad right of way. This trail is closed during certain times of the year to minimize the impact on wildlife.

George W. Mead Wildlife Area

The George W. Mead Wildlife Area is a very large Wisconsin Department of Natural Resources (WDNR) conservation and recreation area in the southeast portion of the Town of Day, extending across Green Valley and into the Town of Bergen, creating a conservation area of approximately 20,000 acres. Much of the area is wetland surrounding a series of lakes and flowages connected by the Little Eau Pleine River. Portions of the Mead Wildlife Area are open for biking, hiking, hunting, and fishing.

Nine Mile Forest Unit

Located in Rib Mountain and the Town of Mosinee, Nine Mile County Forest has a recreation area with many miles of hiking, mountain biking, and cross-country ski trails. There are 10 miles of singletrack mountain bike trails that range in difficulty from beginner to expert. Bicycling is also allowed on the cross-country ski trails during the skiing off-season. Skiing is promoted with a ski chalet and over 25 kilometers of one-way loops. The forest is open to hunting and snowmobiling. Nine Mile has 4,755 acres of mixed uplands, marshes, and water impoundments.

Burma Road Forest Unit

Located in the towns of Mosinee and Emmet, the 1,473-acre forest is a mix of aspen and northern hardwood, with recreational opportunities including an ATV trail, hunting, snowmobiling, and camping.

Rib Mountain State Park

Rib Mountain State Park is located within the Town of Rib Mountain. The park's main feature is Rib Mountain, which at 1924 feet above sea level is one of the highest elevations in the State of Wisconsin. The park surrounds the mountain and has the following facilities: a picnic area with 65 tables, a camping area with 31 developed sites, 3 hiking trails, a nature trail, an enclosed shelter available for rent, and a private downhill skiing area.



Rib Mountain State Park
Source: Wisconsin DNR

Issues

- Topography - Topographic and geographic constraints limit the expansion of water and sewer services to some areas of the village.
- Private well and waste disposal systems – Some rural village households are not served by public water and sewer, and rely on private well and waste disposal systems.
- Continuing development of the Heritage Trail - The village must work to continue to identify funding and location opportunities for implementing the remaining phases of the Heritage Trail.
- Outdoor recreation plans - The village must maintain an updated comprehensive outdoor recreation plan in order to be eligible for WDNR funding for park and recreation development and improvement.
- Increasing school district enrollment - Past trends show increasing enrollment in the Stratford School District, this may lead to expansion of school district facilities. The village should work closely with the school district to plan for future facilities and needs and ensure the village's interests are represented in those decisions.
- Replacing old distribution systems - Parts of the water and wastewater distribution system in Stratford are old. The village should continue using a CIP to plan for and replace old infrastructure as street projects occur.

Goals, Objectives and Policies

Goal 1: Maintain current provision of services.

Objectives

- Utilize an annual budget process, such as a capital improvement plan, to fund public services.
- Explore methods of cost sharing, such as equipment sharing, with surrounding communities to increase the efficiency by which services are provided.

Policy

- Provide sufficient services as desired by a majority of local residents.

Strategies/Actions

- Perform annual review of service provision costs.
- Communicate with surrounding communities the willingness to share services/costs.
- Consider creating a services committee to identify areas for consolidation, sharing, or privatization.

Goal 2: Maintain high quality sewer and water services within the village.

Objectives

- Provide funding to plan and program for operation and maintenance of the wastewater treatment facility and public water system.
- Increase usage of green stormwater management techniques to reduce the need for grey stormwater infrastructure.

Policies

- Provide high quality sewer and water services to users.
- Use native vegetation in the landscaping of public parks and public properties.
- Use permeable paving, rain gardens, bioswales and other green infrastructure in areas where they will reduce runoff.

Strategies/Actions

- Perform periodic maintenance of the existing facilities.
- Plan for utilities upgrades incrementally over time.

- Prepare a plan for facilities enhancement and explore assessing special fees for new development to defray costs.
- Consider developing a street tree planting program.

Goal 3: Plan utility extensions for future development.

Objectives

- Determine the most suitable locations for future development and analyze current utility extension capabilities.
- Explore adopting policies that provide initial start-up funding for new utility extension to aid development in specified areas.

Policy

- Plan for cost effective and land efficient utility extensions.

Strategies and Actions

- Continue to use a capital improvements plan to establish goals, identify specific improvements, and attain funding.
- Consult the comprehensive plan in planning for extensions of utilities.

Goal 4: Maintain the quality of municipal drinking water.

Objectives

- Maintain good quality water supply.
- Replace lead service lines in the village.

Policies

- Provide safe drinking water.
- Enforce the municipal well recharge area overlay zoning district.

Strategies/Actions

- Perform annual review of water supplies and facilities.
- Update facilities and operation procedures on periodic basis to ensure up-to-date service delivery.

Goal 5: Support and maintain existing community facilities.

Objectives

- Maintain the Municipal Building as a seat of local government.
- Support proper funding for the Stratford Public Library.
- Maintain the Community Hall as a local meeting place.

Policy

- Continue to provide a local meeting hall that is available for local gatherings, both public and private.

Strategies/Actions

- Ensure adequate condition of Municipal Building and Community Hall by performing periodic review.
- Make repairs and improvements to existing facilities on a timely basis.
- Appropriately budget for planned community facilities improvements incrementally over time.
- Conduct public listening sessions with the community when plans for new community facilities are being discussed.

Goal 6: Ensure adequate fire and emergency service provision.

Objectives

- Maintain the Stratford Police Department and adequate staffing.
- Maintain communication with the Marathon County Sheriff's Department.
- Provide sufficient fire service to the village and surrounding town.

Policy

- Provide appropriate levels of emergency service delivery.

Strategies/Actions

- Participate in long-term facilities and equipment planning with service-sharing entities.

- Annually review contracts with service receivers and evaluate delivery of services.
- Participate in recruitment efforts, especially concerning fire and emergency response, with other communities.

Goal 8: Investigate construction of a community center.

Objectives

- Explore development of a multi-use facility where seniors, youth, or daycare facilities are available.
- Explore programming and development of a senior citizen recreation center.

Policies

- Provide appropriate facilities for all residents.
- Recognize the importance of community education and activities programming.

Strategies/Actions

- Participate in long-term facilities and equipment planning with surrounding towns in an effort to distribute costs.
- Establish a committee to assess the feasibility and interest for a community center and/or senior center.
- Identify funding, including private donations, for construction of facilities.
- Consider user fees as a method to pay for programming.

Goal 9: Provide adequate park and recreation space and facilities to serve new and existing residents.

Objectives

- Ensure appropriate funding for maintenance of current park system.
- Ensure appropriate and convenient park access for residents within the Village.
- Continue development of the Heritage Trail system.
- Update the Village of Stratford Comprehensive Outdoor Recreation Plan.

Policies

- Provide adequate parks and open spaces.
- Provide funding for proper maintenance and upkeep of the existing park system.
- Maintain an up to date Comprehensive Outdoor Recreation Plan to remain eligible for Wisconsin DNR grants.

Strategies/Actions

- Work with citizens to ensure adequate facilities provision and identify areas for improvement.
- Maintain park maintenance equipment and upgrade on periodic basis.
- Update the Village of Stratford Comprehensive Outdoor Recreation Plan.
- Identify funding to help defray construction costs of trail system.
- Create a plan or feasibility study for continuation of the Heritage Trail system.
- Identify property easements that would allow linkages between parks to be developed for trail use.
- Apply for funding to construct park improvements.

Goal 10: Support the Marathon County and state park system.

Objectives

- Encourage proper funding for maintenance of local Marathon County parks.
- Encourage proper funding and maintenance at McMillan Marsh, Rib Mountain State Park, and the George W. Mead Wildlife Area.

Policy

- Encourage appropriate development of public spaces throughout the region.

Strategies/Actions

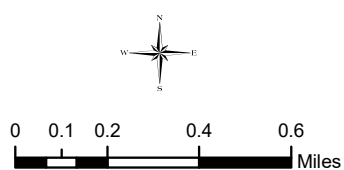
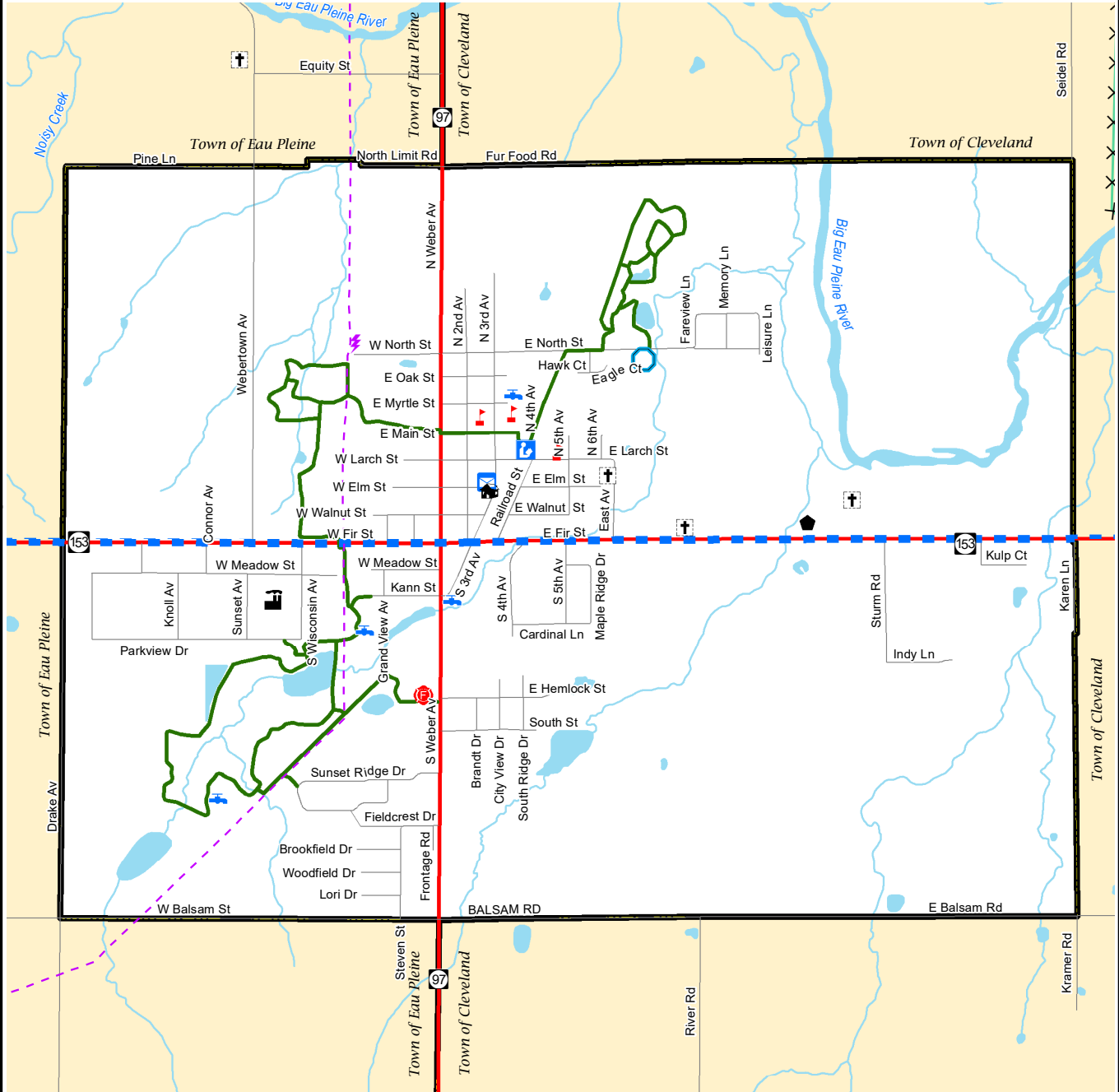
- Encourage proper maintenance and upkeep of the existing county and state park system.
- Communicate desires for recreational facilities and uses to the appropriate entities.

Legend

- Minor Civil Divisions
- US Highway
- State Highways
- County Highways
- Local Roads
- Water
- Proposed Regional Bike Routes
- Heritage Trail
- Public Water Supply
- Waste Water Treatment Plant
- Gas & Oil Pipeline
- High Voltage Powerline
- Substations
- Former Landfill
- Cemeteries
- Fire Station / Ambulance Service
- Industrial Park
- Library
- Police Department
- Post Office
- Schools
- Village Hall

Map 4 Utilities & Community Facilities

Village of Stratford Marathon County, Wisconsin



Source: WI DNR, NCRWPC, Marathon County Geo Services

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. NCRWPC is not responsible for any inaccuracies herein contained.

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6. TRANSPORTATION

The transportation chapter inventories the components of a community's transportation system consisting of roads, sidewalks, paths and trails, airports, railroads, and public transit. Some roads are owned and maintained by local officials, others are part of the county or state road systems. In addition to roads, the transportation system includes separate facilities for pedestrians (e.g., sidewalks), bicyclists (e.g., trails), railroads, airports, and public transit. This section describes the transportation system in the Village of Stratford and related improvements or issues affecting the system.

The village has recently taken steps to improve the functionality of the transportation network with plans for redevelopment of roads, sidewalks and trails. STH 97 and STH 153 are the major roadways that run through the village. Most development is located along STH 97 with minor collectors branching off into residential and commercial areas.

Recent Plans and Studies Related to Transportation

Transportation planning in Marathon County is coordinated between Marathon County Department of Conservation, Planning and Zoning (CPZ) staff and the Wausau Area Metropolitan Planning Organization (MPO), the body designated by the Federal Department of Transportation to be responsible for transportation planning in the metropolitan area. Marathon County provides staff for the Wausau Area MPO. The county also does transportation planning for areas outside the Wausau metropolitan area. Local governments, the Wisconsin Department of Transportation, and North Central Wisconsin Regional Planning Commission are also responsible for transportation planning in the area.

Connections 2030

Connections 2030 is the Wisconsin Department of Transportation's (WisDOT) long-range transportation plan for the state. Adopted in 2009, the plan addresses all forms of transportation over a 20-year planning horizon: highways, local roads, air, water, rail, bicycle, pedestrian, and transit.

North Central Wisconsin Regional Livability Plan

Transportation is one of four elements included in the Regional Livability Report, adopted by the North Central Wisconsin Regional Planning Commission

in 2015. The Transportation Assessment Report, a component of the plan, looks in detail at the transportation network through the 10-county region and identifies trends and issues facing transportation. The Regional Livability Plan addresses three issues: the modes of transportation to work, the age of drivers in the region, and the high transportation maintenance cost. The three transportation goals of the plan are as follows:

- Goal 6: Provide and improve transportation access to people of all ages and abilities to ensure lifelong mobility and accessibility.
- Goal 7: Fund the maintenance and expansion of the transportation system.
- Goal 8: Enhance the regional economy by supporting airports and freight rail.

Marathon County Transportation Improvement Program 2016-2019

The TIP includes all programmed transportation projects receiving federal and/or state funds. The TIP is updated every two years.

State Trunk Highway 29 Corridor Land Use Review

This plan was prepared in 1997 by a multi-departmental team working with communities along the STH 29 corridor in the western part of Marathon County. The primary goal was to identify recommendations to allow local communities to protect STH 29 from impacts related to unplanned growth.

Marathon County Functional/Jurisdictional Highway Classification Study

This 1998 plan identifies and groups classes of roadways that provided similar levels of service. The plan recommended that the unit of government having the greatest basic interest in the roadway's function would carry out the operation, maintenance, and improvement of the classified roadways.

Marathon County Coordinated Public Transit – Human Services Transportation Plan

This plan analyzes service gaps and needs in public transit and human services transportation then proposes strategies to address the gaps and needs. A five-year work plan was written to cover 2014 through 2018.

Marathon County Transportation Program Needs Assessment

The study, prepared by the North Central Wisconsin Regional Planning Commission, was completed in October 2014. The study looked at transportation services for elderly and disabled residents within the Wausau area provided by the Marathon County Transportation Program and MetroRide. This study identified numerous issues and deficiencies with regard to providing demand responsive services for persons in the Greater Wausau Area and Marathon County. The study also provides a plan and recommendations for enhancing paratransit services over a five-year period primarily.

North Central Wisconsin Regional Bicycle Facilities Network Plan

This 2004 plan is intended to guide the development of an interconnected bikeway system for the North Central Wisconsin Region, including the Counties of Adams, Forest, Juneau, Langlade, Lincoln, Marathon, Oneida, Portage, Vilas and Wood. The plan vision is to increase the mobility of people in the region by making bicycling a viable and attractive transportation choice, connecting people to destinations. The plan includes facility design recommendations, policies, and network recommendations to improve bicycling in the region.

Road Network

Classification

A functionally classified road system is one in which streets and highways are grouped into classes according to the character of service they provide, ranging from a high degree of travel mobility to land access functions. At the upper limit of the system (principal arterials, for example) are facilities that emphasize traffic mobility (long, uninterrupted travel), while at the lower limits are local roads and streets that emphasize access over speed and efficiency.

The functional classifications are generally defined as:

- Principal Arterials serve corridor movements having trips length and travel density characteristics of an interstate or interregional nature. These routes generally serve all urban areas greater than 5,000 population or connect major centers of activity, the highest traffic volumes and the longest trip desires.
- Minor Arterials, in conjunction with principal arterials, serve cities, large communities, and other

major traffic generators providing intracommunity continuity and service to trips of moderate length, with more emphasis on land access than principal arterials.

- Collectors provide both land access service and traffic circulation within residential neighborhoods, commercial areas, and industrial areas. The collector system distributes trips from the arterials through the area to the local streets. The collectors also collect traffic from the local streets and channel it onto the arterial system.
- Local Streets comprise all facilities not on one of the higher systems. They serve to provide direct access to abutting land and access to the higher order of systems. Local streets offer then highest level of access, but the lowest level of mobility.

Jurisdiction

Roads are commonly classified in one of two ways: by ownership or by purpose. Jurisdictional responsibility refers to ownership of a particular road, while functional classification, as described above, identifies the road by the level of service it provides.

Jurisdiction refers to governmental ownership, not necessarily responsibility. For example, some State owned roads are maintained by local jurisdictions. Additionally, the designation of a public road as a “federal-aid highway” does not alter its ownership or jurisdiction as a state or local road, only that its service value and importance have made that road eligible for federal-aid construction and rehabilitation funds.

Ownership is divided among the federal, state, and local governments. States own over 20 percent of the national road network. The federal government has responsibility for about 5 percent, primarily in national parks, forests, and Indian reservations. Over 75 percent of the road system is locally controlled.

In some cases, local municipalities are responsible for conducting routine maintenance and minor repairs on state and federal highways within their jurisdictional boundaries. In return, the state generally provides financing to those jurisdictions. However, major repairs and reconstruction are generally still the responsibility of the state department of transportation.

Major Road Facilities

Following is a brief description of the major road facilities located in the village. Functional classification, jurisdiction, and annual average daily traffic (AADT), when available, are summarized for all major roads.

Looking at AADT over time can provide some insight into roads that may need upgrading or increased maintenance in the future. As shown in **Table 6-1**, the AADT on most roads with counts in Stratford has remained fairly steady.

- STH 97 is a principal arterial running north and south through the Village. This road also serves a major local function, especially south of STH 153 where there are no continuous parallel roads. Traffic volumes held steady during the early 2000s, then increased by 2010.
- STH 153 is an east-west major collector west of STH 97 and a minor arterial east of STH 97. The highway provides connections to STH 13 to the west and to I39 to the east. The AADT volume west of STH 97 has generally increased over the last 20 years, while the AADT has fluctuated east of STH 97. 2016 AADT was lower than 1998 AADT east of STH 97.
- 3rd Avenue is a local road that spans the northern and central portion of the village. 3rd Avenue serves as Stratford's "main street," with many of the commercial businesses, the municipal building, post office, and both the high school and elementary school located here. Traffic has held steady over the last two decades.
- Other local roads that have traffic counts include Larch Street between North Weber and N 2nd Avenue, and East Railroad Street between Walnut Street and East Larch Street. The 2010 AADT on Larch Street was 830, up from 760 in 2004. The 2010 AADT on Railroad Street was 500, down from 640 in 2004.



STH 153 leading into the Village.
Source: Village of Stratford

Crashes

There were approximately 103 reported crashes in the village between 2005 and 2015. Most (over 80%) crashes in Stratford only result in property damage, likely because most roads in the village have relatively low speeds. About 45 percent of all crashes and 74 percent of crashes resulting in injuries occurred on Highway 97. About 37 percent of all crashes and 26 percent of all injuries occurred on STH 153.

One fatal crash has occurred between 2005 and 2015 in the village, on STH 153 east of East Avenue. The high proportion of injuries relative to crashes on STH 97 suggests traffic calming measures should be analyzed and further research should be performed to determine if there are specific areas that should be addressed with safety improvements.

Road Maintenance

Roads have a mix of conditions. The village uses a capital improvement program (CIP) to budget and plan for road projects in the near term. The village has road maintenance agreements with the towns of

Table 6-1: Traffic Counts (Annual Average Daily Traffic)

Road	Location	1998	2001	2004	2007	2010	2013	2016
STH 97	North of Fir St.	6,700	6,900	N/A	6,400	9,000	8,700	N/A
STH 153	West of STH 97	2,600	2,000	N/A	2,900	3,000	3,600	N/A
STH 153	East of STH 97	5,200	N/A	N/A	N/A	4,600	6,100	4,200
3rd Ave.	Between Walnut St. and Larch St.	1,300	1,600	1,000	N/A	1,100	N/A	N/A
Larch St.	Between N. Weber St. and N. 2nd Ave.	N/A	N/A	760	N/A	830	N/A	N/A
Railroad St.	Between Walnut St. and E. Larch St.	N/A	N/A	640	N/A	500	N/A	N/A

Source: Wisconsin DOT

Cleveland and Eau Pleine. Road surface ratings in 2015 are generally slightly better than they were in 2004, as explained below.

The PASER system, which was designed by the Transportation Information Center of the University of Wisconsin-Madison, is the rating system used most by Wisconsin communities. PASER rates road surfaces on a scale of 1 to 10. This scale is broken down as follows:

- “1” and “2” = very poor condition
- “3” = poor condition
- “4” and “5” = fair condition
- “6” and “7” = good condition
- “8” = very good condition
- “9” and “10” = excellent condition

The rating system gives communities a detailed assessment of the appropriate maintenance method for each road segment under their jurisdiction. This assessment is then incorporated into the community’s pavement management plan (PMP). The latest road rating in the village was 2015.

The village has approximately 15 miles of roads within its boundaries, almost 11 miles of which are paved, and nearly four that are gravel. Of the paved roads, about 11 miles are in “good” condition or better. 0.05 miles are in “fair” condition, and no roads are rated as “poor.” Of the gravel roads, 2.56 miles are in “very good” condition and 1.34 miles are in “good” condition. 0.08 miles of road are not rated.

Roads exhibiting a surface condition rating at or below “fair” must be examined to determine what type of reconstruction or strengthening is necessary. Those roads without data should be examined to ensure safe travel conditions exist along these routes. The roads that display a surface rating of “Good” or better will only require minimal preventative maintenance to promote safe travel conditions. The majority of the roads within the Village of Stratford will require preventative maintenance, however, two one-mile segments of roadway will require some sort of reconstruction.

Other Transportation Modes

Pedestrian

Walkability is increasingly becoming a desirable trait in a place to live. Walkability consists of more than sidewalks, also requiring a well-connected layout of

streets and a land use pattern that promotes mixed uses and provides destinations within walking distance.

The village has sidewalks in some areas, most prominently near the downtown where Fir Street meets 2nd and near the Stratford Schools. The major roads in Stratford, STH 153 and STH 97 are missing sidewalks in some segments that have employment or housing destinations. Highway 97 is often used by pedestrians and bicyclists because it is an essential connection, but segments have no facilities, which can create safety hazards on these higher volume and higher speed roads. There are no sidewalks connecting the residential and commercial destination north of North Street or east of 3rd Avenue. Many segments of road have sidewalks only on one side of the Street. Safe crossings are an important component of the pedestrian transportation network as well.

The village’s growing multi-use trail network can also serve as a pedestrian network, and these trails should be built to Americans with Disabilities Act (ADA) standards. Walkways or paths can also be used to connect dead-end streets in the village to enhance the walkability of the Village. The village should consider creating an active transportation plan to help identify and prioritize bicycle and pedestrian infrastructure improvements, such as filling in sidewalk gaps, crossing enhancements, paved shoulders, bicycle lanes, multi-use trails, and other safety improvements. Having such a plan in place will make the village more competitive when applying for funding to complete improvements.

Bicycle

Bicycling is a very economical and efficient mode of transportation. All roads within the village are open to bicycles. However, safety concerns keep many people that would like to bicycle from doing so. Providing safe facilities for bicycling usually attracts people to bicycle that would not do so without those facilities.

The Bicycle & Pedestrian Plan for the Non-Urbanized Area of Marathon County, Wisconsin, 1996 identified recommended bicycle routes in Marathon County. These recommended routes were based on traffic counts and condition of pavement. Formal action has not occurred to adopt these as designated bicycle routes. The Marathon County Bicycle and Pedestrian Plan identified STH 153 through the Village of Stratford as a recommended bike route.

The Wisconsin DOT rates the suitability of state and county highways for bicycle travel, most recently in

2015. This assessment rated both STH 97 and STH 153 east of the village as “undesirable.”

The village has a plan to create multi-use trails to link all parks, and phase 1 of this plan has been completed. The Heritage Trail connects Klemme Reserve, FFA Park, School Forest, and links into other streets and destinations around Stratford. The abandoned rail corridor that runs through Stratford has been used for a portion of this trail. This abandoned rail corridor may present regional opportunities to connect to other communities, such as Marshfield, Edgar, Marathon City, and Wausau, and places such as the McMillan Marsh State Wildlife Area. Future plans for the Heritage Trail include an eastern segment connecting the northern and southern parts of the village, and trails near the Eau Pleine River valley.

There was one bicycle crash reported in Stratford between 2005 and 2015 that resulted in a severe injury. This crash was reported on South Weber Avenue at the intersection with East Hemlock Street.

Transit

There is no public transit service available in the village. Elderly, needy, and disabled transit service is provided throughout the county through North Central Health Care (NCHC). The services include semi-fixed routes that are scheduled, and demand services available with a 48-hour notice. Public transit needs are likely to increase as the population ages, although the median age in Stratford is lower than Marathon County.

Rail

There is no rail service to the village.

Airports

The Central Wisconsin Airport (CWA) is a joint venture of Marathon and Portage Counties. It is the only airport within Marathon County or neighboring counties that provides scheduled air passenger services, connecting to Chicago, Minneapolis, and Detroit. The CWA is located east of Mosinee and accessible via I-39.

Land Use and Transportation

Land use and transportation have a reciprocal relationship. Both the use and the pattern of land use affects the demand for transportation to and from a given geographic area and the viability of the various modes of transportation. Likewise, improved transportation facilities affect land use decisions. Scattered development can make public transportation inefficient and can isolate vulnerable populations that are unable to drive.

Access Management

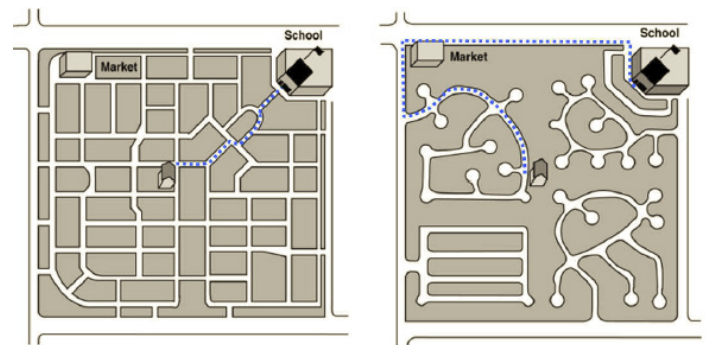
Wisconsin was one of the first states to recognize the relationship between highway operations and the use of abutting lands. Under Chapter 233, the WisDOT was given the authority to establish rules to review subdivision plats abutting or adjoining state trunk highways or connecting highways. They require new subdivisions to: (1) have internal street systems; (2) limit direct vehicular access to the highways from individual lots; (3) establish building setbacks; and (4) establish access patterns for remaining unplatted land.

Connectivity

Providing a strong connected network of roads and pedestrian facilities can help distribute traffic, reduce travel distances and times, improve routing for transit and reduce walking distances. Good connectivity also provides better routing opportunities for emergency and delivery (solid waste, recycling, snow plow, mail) vehicles. They can also reduce speeding and increase safety. All of these effects can play a positive role in reducing congestion and traffic on the street network.

Figure 6-1 demonstrates the difference between a well connected street network on the left and a less connected network on the right.

Figure 6-1: Connectivity and Trip Distance



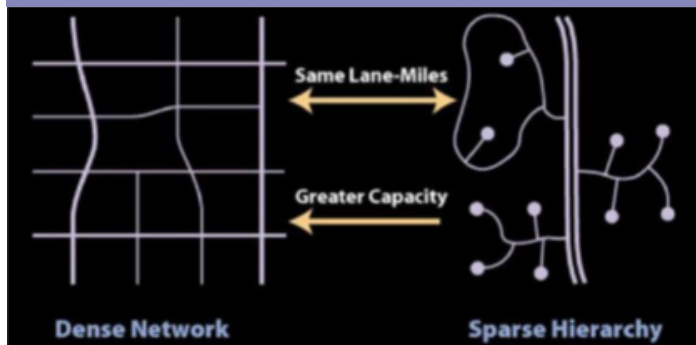
Source: Kentucky Transportation Cabinet. Street Connectivity Zoning and Subdivision Model Ordinance

For automobiles, a poorly connected network increases travel distances and requires traveling on larger collector and arterials for local trips, increasing the amount of traffic on these roads. In well-connected networks, streets can be narrower because there are more options to distribute traffic, improving safety and speeds.

Connectivity is achieved by providing connections within individual developments, between developments and by having a well planned collector road network to compliment the arterial highway network. Well connected road networks typically

have shorter road lengths with more intersections, minimize the use of dead-end streets, strategically use but minimize cul de sacs, create bicycle and pedestrian connections, and offer multiple options in route choice. Research has also shown that a network of many small highly connected streets has the same number of lane miles, but higher capacity than a less connected network of large streets, as demonstrated in the **Figure 6-2**.

Figure 6-2: Connectivity and Capacity



Source: Atlanta Regional Commission Strategic Regional Throughfare Plan

The portion of the village roughly between North Street and East Fir Street, east of North Weber Avenue, already has a very well connected street network, which makes this area more bicycle friendly and walkable, and reduces the likelihood of congestion or delays for motor vehicles and emergency responders. The remainder of the village has fewer through streets with more dead ends and looping roads. This essentially requires people to travel on the larger arterial and collector streets, even for local trips. This also has the effect of increasing the distance between destinations, reducing the likelihood that people will walk or bicycle for transportation.

Trip Patterns

The village is located 10 minutes from the City of Marshfield and acts as a bedroom community for many workers. According to US Census Longitudinal Employer-Household Dynamics data, approximately 783 people traveled into the village for work in 2014, while 631 left the village for work. Only about 104 people both lived and worked in the village. Approximately 34 percent of working Stratford residents commute to Marshfield for work, while eight percent commute to Wausau and three percent commute to Weston. About 40 percent work less than 10 miles from the village, 43 percent between 10 and 24 miles, and 17 percent greater than 25 miles away.

Village residents likely do most of their shopping in the Marshfield, Wausau, Stevens Point, and Wisconsin Rapids areas.

Land Use and Development

On average, single-family residential uses generate about ten trips per dwelling unit per day. The amount of traffic generated from new households and employment will depend on the location of new development in relation to typical trip destinations. Some car trips can be avoided by locating development in close proximity to destinations, and by ensuring appropriate infrastructure exists for walking and bicycling.

Issues

- Implementation of Improvements – The village has completed road, sidewalk, and trail plans. These plans have been partially implemented. The next step is to create implementation and funding strategies to help realize the goals set forth in the plans.
- Connectivity – The village contains dead-end streets, which limit access in some areas of the village. This also forces traffic and bicycles and pedestrians onto a single busy road and reduces or eliminates alternative routes. Some sections of the main highways do not have any pedestrian or bicycle infrastructure, which creates safety hazards. Connectivity is limited in some area due to wetlands and topography that make it difficult, expensive, or undesirable to build roads. Given the environmental constraints in the village of Stratford, a fused grid street system that uses parks and pedestrian/bicycle paths to connect dead end streets could alleviate many of the connectivity issues in the village for pedestrians without requiring the construction of roads through wetlands and along steep slopes.
- Bicycle and Pedestrian Transportation – There are some areas of the village, particularly along major highways, that pose safety concerns for bicyclists and pedestrians. Many of these areas do not have sidewalks and require walking in the road or in the unimproved right of way amongst high traffic volumes and speeds, with no alternative routes. This situation is hazardous for citizens without the ability to drive a vehicle, and it creates dependency on a motor vehicle for those that would otherwise choose to walk or bicycle. A frequently occurring example is people walking along Highway 97. This is also the case for Highway 153. Highway 97 is an important connection between residential, commercial, and schools.
- Trail Development - Abandoned rail corridors have provided opportunities for developing multi-use trails in many communities. Given the length and direction of the abandoned rail corridor that runs through the village, there may be an opportunity to create a trail along this corridor that would link to the Wausau metro area and ultimately to the Mountain Bay Trail, as well as the City of Marshfield. This trail would require regional cooperation and likely assistance from the state, but it would serve as a regional trail that enhances tourism. Parts of this rail corridor have already been developed into the Heritage Trail within the village. Regional trails are identified in the North Central Wisconsin Regional Bicycle and Pedestrian Plan.
- Reliance on Arterials Outside of the Village – There is a large inflow and outflow of workers between the Village of Stratford and other communities, creating reliance on arterial roads outside of the village that lead to other communities, such as Highway 97. The village cannot directly affect the safety or efficiency of these roads, but they are very important to the local economy. The Village has extraterritorial subdivision/plat review and zoning authority to influence development nearby that can affect the operation of these roads. The 12-mile section of Highway 97 between Marshfield and Stratford has had 82 crashes within the last 6 years, according to a report by WSAU. WisDOT is planning a safety study of this section of STH 97 to be finished in 2017.
- No Official Map – The village does not have an official map in effect to reserve right of way for future streets, roads and trails. An official map is a tool that can help the village to create a connected street network as new development occurs. An official map serves as a formal public record of where the village is likely to require right-of-way, easements, land for future roads, drainageways, utilities, recreation facilities, and other public land. This is an excellent way to implement the recommendations in this comprehensive plan.
- Changing Transportation Systems – New technologies including electric vehicles (EVs), plug-in hybrids, and autonomous (driverless) vehicles (AVs) have been rapidly advancing and growing in popularity. Ordinances and road designs will likely need to be updated to accommodate new technologies. AVs may need segregated lanes, and eventually lanes may be narrowed, freeing up right of way space for bicycles and pedestrians. Intersection design is likely to change to accommodate AVs and keep traffic flowing. Local infrastructure, such as the availability of charging stations, has the potential to influence sales of EVs.

Goals, Objectives and Policies

Goal 1: Maintain village roads.

Objectives

- Continue to plan and budget for maintenance and new construction in the pavement management plan.
- Budget for regular maintenance of village roads.
- Continue to employ a pavement evaluation system, like PASER, to help prioritize roadway improvement.
- Improve the safety of and reduce injuries on STH 97.

Policies

- Continue to maintain and update current transportation facilities.
- Evaluate and prioritize traffic calming measures during road projects.

Strategies/Actions

- Perform biennial roadway evaluations.
- Perform appropriate analyses within the pavement management plan to account for future growth.
- Hold public hearings to discuss roadway condition and determine priority areas.
- Identify patterns or areas of injuries and crashes on State Highway 97.
- Implement traffic calming and other safety improvements in problem areas.

Goal 2: Improve bicycling and walking in the Village.

Objectives

- Finish developing the Heritage Trail.
- Improve bicycle and pedestrian connectivity in the village.
- Improve regional bicycle and pedestrian connections.

Policies

- Provide safe facilities for multi-modal travel.
- Encourage WisDOT and Marathon County to make bicycle and pedestrian improvements to the

highways intersecting Stratford, particularly those between Stratford and Marshfield.

- Maintain safe crossings for bicycles and pedestrians.

Strategies/Actions

- Establish a sub-committee to address bicycle and pedestrian issues and recommend bicycling and walking improvements and implementation of the trail plan.
- Hold public hearings to discuss possible improvement strategies and identify priority areas.
- Apply for funding to help sidewalk and trail facility development.
- Participate in the safety study of the STH 97 corridor between Stratford and Marshfield, identifying the need for multimodal improvements to Marshfield.
- Analyze creation of a regional trail along the abandoned rail corridor to ultimately connect to Wausau and Marshfield.
- Create multi-use trail and sidewalk connections between dead ends and other poorly connected areas of the village where new roads are not feasible or desirable in the near future.
- Consider amending village ordinances to allow bicycling on sidewalks in areas of the village with high traffic volume or speed, limited driveways or cross streets, low pedestrian traffic, or no convenient and safe alternative routes.
- Amend village ordinances to make exceptions for children riding bicycles on sidewalks while in the learning stage (i.e. under 12 years old, smaller than 26 inch wheels, or when accompanied by an adult).

Goal 3: Increase road connections throughout the Village.

Objectives

- Identify areas for connection of dead-end streets and explore completion of a full grid system linking isolated areas of the village.
- Explore developing an additional access route for the River Hills subdivision.
- Develop and adopt an official map to reserve road right of way and create a connected road network for new development.

Policies

- Continue to improve the efficiency and effectiveness of the village transportation network.
- Consider connectivity and future developments while reviewing any development proposals.

Strategies/Actions

- Perform an evaluation of access points and identify areas for improvement.
- Hold a public meeting to discuss routes or facilities development opportunities to increase efficiency of current system.
- Start budgeting for gradual improvements in yearly roadway funding plans.

Goal 4: Increase transportation options for seniors.

Objectives

- Explore reduced taxi fares, or other funding programs for private transportation.
- Explore resident and business donations of vehicles, time, or money to help transport seniors.
- Explore public transportation options.

Policy

- Help seniors and people with special needs find adequate transportation.

Strategies/Actions

- Establish a committee to review currently available options through Marathon County, or other non-profits.
- Identify local residents to participate in volunteer programs for transportation of senior citizens.
- Investigate methods of transportation used in other communities, such as providing public funding to reduce taxi fares.
- Maintain a brochure on transportation options at the Village Hall and on the village website.

Goal 5: Adapt to a changing transportation system.

Objectives

- Update village ordinances and road designs as more information becomes available about the needs of electric vehicles and autonomous vehicles.
- Accommodate non-motorized transportation.
- Accommodate and adapt to new technologies and transportation modes.

Policies

- Consider the needs of autonomous vehicles (AVs) and electric vehicles (EVs) as road construction occurs and as more information becomes available regarding these technologies.
- Accommodate bicycles and pedestrians with road maintenance, construction and reconstruction projects by considering expected volume of traffic, amount of truck traffic, and potential bicycle and pedestrian traffic to provide suitable bicycle and pedestrian accommodations.
- Ensure public transportation options meet the needs of the aging population.
- Update ordinances as new information regarding autonomous vehicles and electric vehicles becomes available and best practices are released.

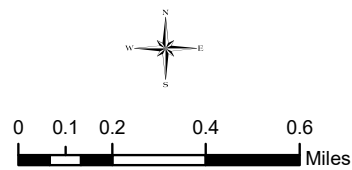
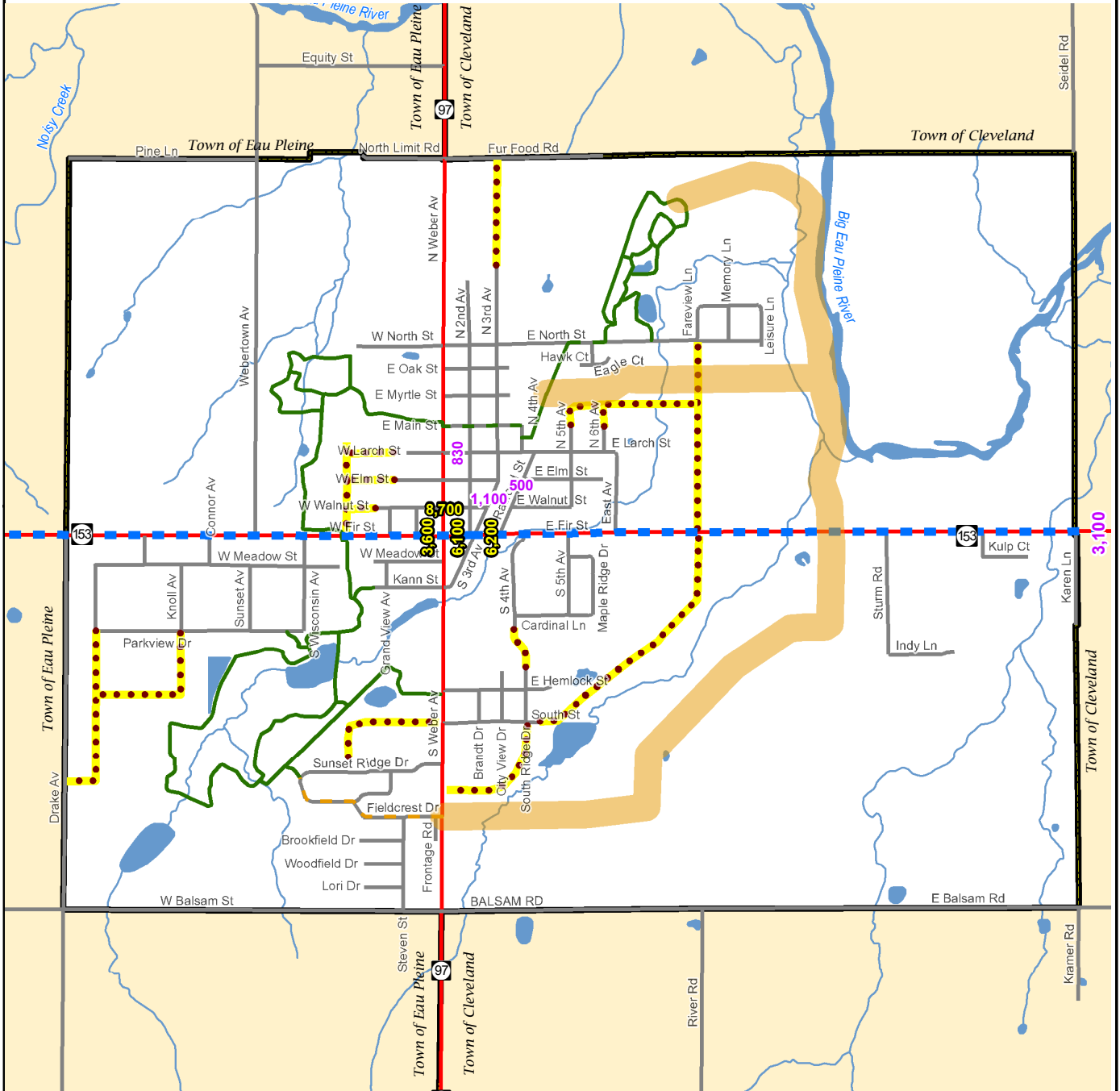
Strategies/Actions

- Accommodate bicycles and pedestrians when road projects occur by providing appropriate infrastructure based on the volume, speed of traffic, and destinations.
- Explore public and private on demand transportation options to assist seniors and others without access to a motor vehicle.
- Change parking spots to dedicated drop-off zones as AVs increase in use.
- Update intersection designs to safely and efficiently accommodate all modes of transportation, possibly including dedicated space for AVs, standard automobiles, bicycles, and pedestrians.
- Consider the location of EV charging stations in the village.
- Consider how parking demand will likely be lower as new development occurs and as roads are resurfaced or reconstructed.
- Consider relaxing or reducing parking requirements in the village zoning code.

Map 5 Transportation Village of Stratford Marathon County, Wisconsin

Legend

- US Highway
- State Highways
- County Highways
- Local Roads
- Water
- Proposed Regional Bike Routes
- Proposed Road Corridors
- Heritage Trail**
 - Existing Off Road
 - Existing On Road
 - Proposed On Road
 - Proposed Off Road
- 500 Average Daily Traffic Count, 2013
- 500 Average Daily Traffic Count, 2010



Source: WI DNR, Wis DOT, NCWRPC, Marathon County Geo Services
 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.



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7. ECONOMIC DEVELOPMENT

The condition of the local economy directly influences local growth and development, and therefore must be considered when planning for a community's future. Employment patterns and economic trends generally occur on a regional scale. Residents of one community often work in another. Similarly, changes in a major industry can impact jobs and growth far beyond the community where the business is physically located.

It is therefore important to understand a local community's economy in light of its regional context. The following section provides a brief overview of the economy in Marathon County, in terms of the economic environment, key economic sectors and the regional labor force and employment projections. A more specific description of Stratford includes employment trends, major local employers or industries, and commuting patterns. Potential economic development opportunities and/or issues regarding the local economy are also identified.

Recent Plans and Studies Related to Economic Development

Comprehensive Economic Development Strategy (CEDS)

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

Key components from this regional level plan include an inventory of the physical geography of the Region and its resident population. Labor, income, and employment data are reviewed as well as an in-depth analysis of the economic status of the Region.

Regional Livability Plan (RLP)

Economic Development is one of four elements included in the Regional Livability Report, adopted by the North Central Wisconsin Regional Planning Commission (NCWRPC) in 2015. The Economic Development Assessment Report, a component of

the plan, looks in detail at the economic health of the 10-county region and identifies trends and issues facing the local economy. The Regional Livability Plan addresses three issues: the disparity between the available labor force and employment, the need for a living wage, and broadband internet access. The four economic development goals of the plan are as follows:

- Goal 2: Ensure the future availability of a skilled and flexible workforce.
- Goal 3: Support and develop a diverse economic base ensuring economic growth and resiliency.
- Goal 4: Support infrastructure needed for economic development.
- Goal 5: Develop tourism and the knowledge-based economy into leading economic sectors.

United Way LIFE Report

The LIFE Report is a joint effort of Marathon County and the United Way. Its purpose is to provide a reference for the community to evaluate strengths and weaknesses and identify priority issues. The report, which is published every two years, serves as a tracking vehicle to show how the community has changed over time. Two of the sections of the report focus on education and on the economic environment.

The education report tracks childcare, kindergarten readiness, enrollment by racial and economic differences, school district expenditures, reading comprehension, mathematics proficiency, high school graduation rates, and higher education. Challenges facing education according to the 2013 report include limited access to child care in rural areas, school district revenue cuts, an increase in economically disadvantaged students, and fewer residents attaining post-secondary education relative to state averages.

The economic environment report tracks many economic indicators including employment, job satisfaction, income, unemployment, poverty, economic impacts of transportation, and tourism. Challenges facing the economic environment according to the 2013 report include high unemployment despite employer needs in select industries, resident concerns about jobs providing living wages and career advancement, and a strain on county services to unemployed residents.

Marathon County: A Next Generation Talent Magnet

This report, developed by Next Generation Consulting, addresses the question, “What will it take for Marathon County to be a destination for top talent?” As part of the research process, a “handprint” for Marathon county was developed to contrast the county’s assets with other communities. According to the study, Marathon County meets or exceeds the standards of its peer regions in five of the seven measured indexes – vitality, earning, cost of lifestyle, after hours, and around town. The county falls short in two categories – social capital and learning. The report also identifies nine priority areas of focus to address moving forward. The top four priority areas were:

1. Engage emerging leaders
2. Create green economy, e.g. industries
3. Create “next generation” businesses, and
4. Develop a long-term funded plan.

ALICE Report: Asset Limited, Income Constrained, Employed

This report, developed by the United Way of Marathon County, describes the 31 percent of households in Marathon County that are above the federal poverty level (10 percent of households are below the poverty level) but still struggle to afford basic household necessities, or ALICE households. These households are largely employed but do not earn enough in wages to meet the “household survival budget,” which does not allow for any savings. The report states that many ALICE households provide vital services, such as retail, health care, child care, and security, but cannot make ends meet on the income from these jobs.

It also breaks down the data by the municipal level, and shows that 43 percent of the households in the Village of Stratford are either below the federal poverty level or are ALICE households, higher than the Towns of Cleveland and Eau Pleine but similar to the Villages of Spencer, Weston, and Marathon City, and the City of Schofield.

County Economic Environment

Originally, the Marathon County economy was based on forest resources and diversified agriculture. Increased population and infrastructure – railroads, roads and dams for power enabled the area to evolve beyond simple agricultural and logging operations. Resources that once left the area unprocessed were transformed into finished products in the County,

providing employment opportunities and adding value in forest products and agricultural processing. A number of related manufacturing operations grew up in the area, some based on forest products and agricultural products, others supplying the existing industries with fabricated metal products. As these industries progressed, so did industries such as transportation, communications, public utilities, government, trade, finance, insurance and real estate.

Key Economic Sectors

Key sectors of a regional economy can be identified by size, by growth or decline in employment, or by a concentration of the industry in the local area exceeding the national concentration. An industry that shows a higher concentration of employment than the national average is considered a “basic industry” and is identified by a technique called “Location Quotient” analysis. Basic industries are those sectors that export a product or service from the local community into the national or international economy. They are a critical part of the “economic engine” for a region, affecting the growth and health of many dependent sectors such as retail, transportation, construction, and local services.

If an LQ is equal to one, then the industry has the same share of its area employment as it does in the United States). An LQ greater than one indicates an industry with a greater share of the local area employment than the United States. Industries that have a high location quotient (LQ) and employ a large number of people reflect both significant size and importance as businesses that export a product or service and bring new wealth to the region.

Industries with high location quotients in Marathon County are shown on **Table 7-1**. Industries with high employment are shown in **Table 7-2**. The three top industry subsectors in Marathon County by location quotient are wood product manufacturing, paper manufacturing and animal production and aquaculture. However, all three industry subsectors have declined in total employment between 2010 and 2015, by 18%, 17% and 8% respectively. Other industries have grown in employment, including nonstore retailers, fabricated metal product manufacturing and primary metal manufacturing, each with over 30% growth in employment.

Comparing **Table 7-1** and **Table 7-2** demonstrates that industries with the highest location quotient do not necessarily have the highest employment. The top three industries in terms of total employment are local government, ambulatory health care services,

and food services and drinking places, each with over 4,000 employees. Many of these industries are not relatively concentrated in Marathon County, but they serve an important function as top employers. Of the top three employment industries, local government is the only industry subsector that declined between 2010 and 2015.

Agricultural Economy

Located in the agricultural area of western Marathon County, the economic health and vitality of the Village of Stratford is affected by the economic health of the agricultural economy. The Marathon County agricultural economy contributed 821 million dollars to the county's income, or 12.1 percent of the county's

income in 2012. The crop and animal production (NAICS 11) provided employment for 1,043 persons in 2016. The county's top commodities in 2012 were milk (\$249.8 million), grain (\$78.8 million), and cattle (\$40.1 million). Twenty-two plants process milk in the county providing jobs.

There are 485 farms in the county. Forty-eight percent of the county's land, or 479,045 acres, is devoted to agricultural production. This is an 18.31 percent reduction in farmland since 1987. In 1987, an acre of farmland was valued at 751 dollars, while in 2012 an acre was valued at 2,916 dollars.

Other forces that create an environment of change in the rural area include:

Table 7-1: Top 10 Economic Sectors by Location Quotient, Marathon County (2015)

Industry Code	Industry Description	Location Quotient	Total Employment	LQ Change 2010-2015
NAICS 321	Wood Product Manufacturing	10.68	2,471	-3.33
NAICS 322	Paper Manufacturing	9.49	2,030	-0.94
NAICS 112	Animal Production and Aquaculture	6.70	626	-0.22
NAICS 327	Nonstore Retailers	5.71	908	0.57
NAICS 333	Machinery Manufacturing	5.10	2,282	0.46
NAICS 332	Nonmetallic Mineral Product Manufacturing	5.08	2,586	0.24
NAICS 524	Fabricated Metal Product Manufacturing	4.83	3,540	0.79
NAICS 424	Primary Metal Manufacturing	3.19	2,330	0.59
NAICS 337	Insurance Carriers and Related Activities	2.56	409	-0.59
NAICS 311	Food Manufacturing	2.56	1,578	0.35

Source: EMSI 2015.3

Table 7-2: Top 10 Economic Sectors by Employment, Marathon County (2015)

Industry Code	Industry Description	Employment	Employment Change 2010-2015	Location Quotient
NAICS 903	Local Government	6,553	-154	0.96
NAICS 621	Ambulatory Health Care Services	4,903	2,177	1.38
NAICS 722	Food Services and Drinking Places	4,150	54	0.76
NAICS 332	Fabricated Metal Product Manufacturing	3,487	894	4.83
NAICS 524	Insurance Carriers and Related Activities	3,293	-480	2.56
NAICS 333	Machinery Manufacturing	2,800	507	5.10
NAICS 424	Merchant Wholesalers, Nondurable Goods	2,442	91	2.38
NAICS 622	Hospitals	2,398	-498	1.01
NAICS 541	Professional, Scientific, and Technical Services	2,361	88	0.49
NAICS 238	Specialty Trade Contractors	2,353	392	0.90

Source: EMSI 2015.3

- The average age of the current agricultural owner/operator is nearly 53.6; a large number are nearing retirement.
- The low entry rate into agriculture reflects the high capital investment and low profit margins. Furthermore, there are fewer farm operators who are reporting farming as their primary occupation.
- The number of dairy farms decreased by nearly 16 percent between 2007 and 2012. This continues a decade long trend.
- Local milk production is not sufficient to reliably meet the demand of local dairy processors.



Signs of the agriculture industry in Stratford.
Source: The Village of Stratford

Within the village, 18.8 percent of the village’s workforce was aged 55 or older in 2010. By 2014, the percentage had increased to 19.3 percent. However, as the number of workers has decreased, the number of workers over the age of 55 has actually decreased by one since 2010 as seen in **Table 7-3**.

In 2010, manufacturing was the largest industry by jobs in the village, employing roughly 253 people. This was a slight decrease from 2002, but by 2014 283 people were employed in this sector. Construction employed the second largest number of people in 2010 with 145 jobs. Jobs in this sector decreased to 108 by 2014. The third largest employer was educational services, which employed 137 in 2010 and virtually employed the same amount of people in 2014.

Business growth in the village has been approximately equal between local businesses and businesses relocating from outside of the village. Increases in manufacturing have largely been from clean manufacturing businesses. **Table 7-4** displays the largest local employers.



A local business in Stratford
Source: The Village of Stratford

Local Economic Environment

Local Jobs

In 2010, there were 913 people working within the Village of Stratford which was a decrease of 35 jobs since 2002. By 2014, there were only 887 people working in the village.

In 2010, 44.1 percent of workers were earning more than \$3,333 per month, while 20.4 percent were earning less than \$1,250 per month. By 2014, 56.1 percent of workers were earning more than \$3,333 per month, while 13.5 percent were earning less than \$1,250 per month.

Education

Educational attainment was not available for all workers in the village or from the year 2002. However, the educational attainment of workers has increased from 2010 to 2014. In 2010, 264 workers had a high school diploma and that had fallen to 247 by 2014. The number of workers with some college or an associate

Table 7-2: Jobs in Village

	2002	2010	2014
Total Primary Jobs	948	913	887

Source: U.S. Census, On the Map 2016

degree decreased as well from 228 to 210. The number of workers with a bachelor's degree or advanced degree increased from 143 to 160.

Commutes

Only 11.6 percent of the workers in Stratford lived in the village in 2010. The village imported 88.4 percent of its workforce from the surrounding areas. Roughly 11.1 percent of workers in Stratford were living in the City of Marshfield. Only 60.8 percent of workers lived in Marathon County, with 17.6 percent commuting from Wood County and another 8.8 percent coming from Clark County.

Business and Industrial Space

Stratford has a traditional downtown that is an important space for business. There are several successful businesses downtown, including a relatively new mixed use building. However, there are also several vacant buildings in the downtown. Per acre property values in the downtown are typically much higher than other types of development, and the return on investment of downtown revitalization is often high. Investing resources into improving the downtown may help attract businesses and improve the downtown business environment.

Stratford has a 115 acre business park located adjacent to STH 153, a quarter mile west of STH 97. The park is owned by the village, which provides sewer, electric, and water services. The southern portion of the park features a pond and wooded area that is zoned as a conservancy district. The park's design and landscape covenants ensure the beautiful rural setting will be maintained.

Businesses located in the business park include: Marshfield Clinic, A & B Process Systems, AMS Bowfishing, Dairy Services/Northern WI Enterprises, Foxland Harvestore, Omega Thermo Products, Polster Electric, Stratford Sign Company, and Wausau Window and Wall Systems, Trimpac, and Webertown Medical.

Tax Increment Financing

The village has 2 active tax increment financing districts (TID) that includes the business/industrial park and a large northeastern portion of the village. This district allows the village to issue debt to make improvements within the district to incentivize development that would otherwise not happen. The debt service is paid using the additional tax increment generated from the improvements for the overlapping local governments (the village, county and school district).

Table 7-3: Jobs by Worker Age

	2002		2010		2014	
Age 29 or Younger	287	30.3%	205	22.5%	214	24.1%
Age 30 or 54	519	54.7%	536	58.7%	502	56.6%
Age 55 or Older	142	15.0%	172	18.8%	171	19.3%

Source: U.S. Census, On the Map 2016

Table 7-4: Major Local Employers

Industry	Employees	Type of Business
JBT Corporation / A&B Process Systems	445	Stainless steel fabrication
ProVision Partners Cooperative	190	Farm supply
Stratford School District	108	Public Education PreK-12
Stratford Homes	90	Modular construction
Wausau Windows & Wall Systems	86	Window unit manufacturing
Omega Thermo Products	42	Stainless steel laser welding
Stratford Sign Company	39	Commercial signs and design services
Riesterer & Schnell	36	John Deere implements (sales and service)
Trimpac	33	Interior wood products
AMS Bowfishing	25	Bowfishing equipment manufacturing, online retail

Source: Village of Stratford

Employment Projections

Employment projections on a small scale are difficult to produce. However, employment projections are available at the zip code level from Economic Modeling Specialists International (EMSI). These projections are derived from county and state level trends, and applied to the zip code. The EMSI 2017.2 class of worker dataset shows an increase of 276 jobs in the 54484 zip code between 2010 and 2027, from 918 to 1,194 jobs. Most of this increase has taken place between 2010 and 2017, as it is projected that the number of jobs will increase by 23 between 2017 and 2027.

Issues

- Business park visibility – The Stratford Business Park is not easily visible from the two main thoroughfares through the village, which may hinder its potential. Stratford has begun marketing efforts to increase visibility of the business park.
- Downtown vacancy and condition – While the downtown is active and successful for the most part, there are some properties in the downtown that need maintenance and some that are vacant. Wayfinding directing travelers from the highway through the downtown may help increase the visibility of this area.
- Limited commercial space on major highways – Much of the space along Highways 97 and 153 in the village is already developed, so there is little potential for additional commercial development in these high visibility locations. Additionally, the main street in the village is located away from these highways, which reduces the visibility of commercial establishments. Signage and wayfinding improvements to attract commuters and people passing through may improve the viability of the downtown area.
- Labor and employment mismatch – A large majority of people who work in the village commute in from other communities, and a majority of village residents commute out of the village for work.
- Rental housing shortage – A shortage of quality affordable rental housing in the Village can make it more difficult for employers to attract workers.

Goals, Objectives and Policies

Goal 1: Increase the attractiveness of the downtown.

Objectives

- Develop a downtown revitalization/redevelopment plan.
- Renovate existing business facades to increase the appeal of the downtown area.
- Explore development of downtown design guidelines or designation of historic districts.
- Investigate the potential of creating a downtown Business Improvement District (BID).
- Improve the retail environment of the downtown.

Policies

- Use appropriate design elements within the downtown.
- Prioritize urban design and walkability in the downtown to maintain its historic small town character and attractiveness as a shopping destination.

Strategies/Actions

- Establish a downtown overlay district that includes special regulations, beyond zoning, for appearance of structures and facades.
- Work with existing businesses, property owners, history experts and committees to identify a design theme and establish guidelines.
- Identify funding, such as a revolving loan fund, to encourage property owners to make exterior renovations and façade improvements.
- Explore designation of downtown districts, or special signage to identify the downtown area.
- Work with interested stakeholders to educate business owners and investigate the feasibility, interest level, and long-term goals of a potential Business Improvement District (BID).
- Explore ways to attract retail establishments to the downtown.
- Survey residents and Stratford workers on shopping locally.

- Amend the B-1 zoning district to allow amenities such as coffee shops, neighborhood groceries, and taverns.
- Post additional wayfinding directing people to the downtown from the highway.

Goal 2: Promote business development opportunities in Stratford.

Objective

- Work closely with the Stratford Area Economic Development Foundation and Chamber of Commerce to identify strategies for redevelopment of underutilized or blighted areas.
- Promote the business park.
- Redevelop and reuse vacant, underutilized, and blighted properties.
- Consider developing a one-stop shop for community development where businesses and residents can go for information regarding economic development, technical assistance, zoning, and development.
- Reduce site level restrictions on businesses while adequately protecting the environment, residents of the village and quality of life.

Policies

- Welcome business development in identified areas.
- Work with developers to identify funding and to expedite approval processes.
- Strive to create a business friendly environment while protecting residents and the environment from impacts of pollution, noise, traffic and other negative externalities.

Strategies/Actions

- Work with the Marathon County Development Corporation (MCDEVCO) and Wisconsin Economic Development Corporation (WEDC) to promote and market the Stratford business park.
- Create a development guide to guide developers and property owners through the development process in the village.
- Develop promotional materials to market the business park.

- Develop a business development plan with the Stratford Area Economic Development Foundation and identify key catalysts for development.
- Work with MCDEVCO, WEDC, Wisconsin DOA and other agencies to identify funding for business development, workforce housing, job training and property renovation.
- Encourage the Stratford Area Economic Development Foundation to act as the community liaison to business interests, and recommend development projects to the Village Board.
- Identify potentially contaminated sites and apply for funding to evaluate potential contaminants and remediate and redevelop these brownfields through the Wisconsin DNR, WEDC and other appropriate agencies.
- List available business and industrial sites and buildings with WEDC and any other economic development search tools.
- Evaluate and consider relaxing the zoning code related to home occupations, home based businesses, and neighborhood scale commercial uses in residential areas.
- Evaluate and revise the zoning ordinance to ensure an adequate mix of commercial and industrial uses is possible in the same district (e.g. a cabinet maker that also sells cabinets on site, or allowing a retail store on the same site as a cheese manufacturing facility.)
- Consider allowing neighborhood scale commercial uses (i.e. small coffee shops, grocers, barbers, small dental offices, etc.) in residential districts, especially multi family and two- family districts.
- Consider reducing the off-street parking and loading requirements in residential, commercial, and industrial zoning districts, especially in areas where on-street parking is available.
- Evaluate the effect of restrictions and/or placement of commercial zoning districts on older village lots. (i.e. a 50 foot setback requirement on 100 foot long lots in the highway commercial district, applied to traditional downtown sized lots may reduce the building potential and cause a lot to remain vacant without a variance).
- Continue hosting the municipal code online.

Goal 3: Diversify the local economy.

- Attract employers to the area that can take advantage of existing business products or services.
- Encourage desired businesses to develop in the downtown (retail pharmacy, restaurants, grocery, etc.).

Policy

- Work to diversify the local economic base.

Strategies and Actions

- Complete an economic development assessment and strategy that identifies the area's industries, strengths and weaknesses.
- Charge the Stratford Area Economic Development Foundation with identifying a business recruitment strategy that includes a diversity of businesses.
- Identify areas geographically and through zoning for different commercial usages and densities.
- Work to attract a catalyst or magnet that will draw other businesses to the area.
- Work with interested business developers to share a clear vision of the future for Stratford and develop how they will be a part of that vision.

Goal 4: Support local business/industry.

Objectives

- Retain current businesses or aid in expansion efforts.
- Encourage expansion of local industries.
- Be responsive to the needs of local industry.

Policies

- Support the development of industry.
- Work to provide technical aid to existing businesses.
- Communicate regularly with local businesses about opportunities and challenges.

Strategies and Actions

- Perform an evaluation of current business entities and identify needs.
- Work with regional and state entities to identify business support programming and services.

- Utilize Marathon County Development Corporation (MCDEVCO), SCORE, Small Business Development Council (SBDC) and other agencies to provide materials or presentations on new business techniques or planning tools.
- Develop a business retention and expansion framework that includes business visits and surveys.
- Celebrate private business accomplishments with awards or other special recognition.

Goal 5: Ensure the availability of a skilled and flexible workforce prepared to meet the needs of both existing and emerging industries and technologies.

Objectives

- Further examine the education gap between those who work in the village and those that live in the village but work elsewhere.
- Ensure village residents and workers have the skills needed to compete in a changing economy.

Policies

- Align workforce needs and business needs.
- Coordinate with appropriate organizations, such as the North Central Wisconsin Workforce Development Board, Northcentral Technical College, and the Stratford School District.

Strategies/Actions

- Survey residents regarding local employment opportunities.
- Survey workers and business owners/human resource departments regarding employment opportunities, workforce issues and skills.
- Coordinate with the North Central Wisconsin Workforce Development Board to ensure workers and residents have the skills needed.
- Coordinate with Northcentral Technical College, the Stratford School District, and local employers to align education and skills with current and future employment needs.

8. LAND USE

The Village of Stratford is surrounded by the towns of Cleveland and Eau Pleine in the southwest part of Marathon County. Both STH 153 and STH 97 run through the village.

Previous Studies

North Central Wisconsin Regional Livability Plan

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

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

Marathon County Farmland Preservation Plan

The purpose of the Farmland Preservation Plan is to guide and manage growth and development of land use in a manner that will preserve the rural character, protect the agricultural base and natural resources, and contribute to the safety, health, and prosperity of Marathon County's communities. The Farmland Preservation Plan identifies 15 year growth areas and farmland preservation areas for each town within the County. Farmland preservation areas are generally around prime farmland and existing productive agricultural areas. This plan forms the basis for farmland preservation tax credits.

Marathon County Comprehensive Plan

The Marathon County Comprehensive Plan is a policy plan. The overall goal of the Comprehensive Plan is to add a county-level perspective and planning direction that complements and strengthens local planning efforts, as well as provide guidance to the communities within Marathon County. The plan describes existing and future land uses, and regulatory tools for land use.

Current Pattern of Land Use

The Village of Stratford has a primary commercial center along the old railroad tracks. This area follows the development pattern of a traditional downtown. There are more highway oriented commercial uses along the highways in the southern and northern portions of the village. A business and industrial park lies in the western portion of the village.

Single-family and small scale multi-family housing surrounds this commercial center. A mix of both single-family and multi-family housing extends to the west of the village, and more housing exists to the south and the north of the village.

Recreational land is scattered throughout the developed area of the village in the form of reserves, a school forest, local parks, and a trail. There are also blocks of forest, open, and agricultural land within the more developed area. Commercial, industrial, and residential uses line the state highways through the village.

Outside of the more urban and developed area of the village are rural land uses, such as agricultural, woodlands, and some limited large lot residential development.

Existing Land Use

Table 8-1 describes the various land use categories. The acreage and percent of land shown on **Table 8-1** were determined from aerial photos and are not intended to be accurate to the parcel level. **Map 6** shows existing land use in the village.

Current Land Use Plans and Regulations

Comprehensive Plan

A Comprehensive Plan was developed in 1968. This Comprehensive Plan was originally adopted in 2005 and was comprehensively updated in 2017.

Subdivision Ordinance

Stratford has a subdivision ordinance that includes design standards.

Zoning

The village enforces its own zoning ordinance. The ordinance was adopted in 1988 and is updated on an as-needed basis. The entire code of ordinances was

Table 8-1: Existing Land Use, 2015

2015 Land Use	Description	Acres	% of Total Land Area
Agriculture	Tilled agriculture, prime farmland, pasture, agricultural related structures, farm residences, limited scattered rural residential.	1,165	34.1%
Commercial	Retail stores, coffee shops, taverns, restaurants, truck stops, gas stations, farm coops, farm implement dealerships, clinics, automobile dealerships, business offices, motels/hotels, offices, telephone/gas company, business incubators, etc.	80	2.3%
Governmental / Institutional	Schools, churches, cemeteries, town halls, fire departments, community centers, etc.	31	0.9%
Industrial	Saw/paper/lumber mills, manufacturing facilities, industrial parks, trucking operations, distribution centers, mining operations, landfills, quarries, agricultural related processing facilities, maker spaces, etc.	63	1.9%
Open Lands	Open land in wooded areas, along streams, prairies and savannas, wetlands.	373	10.9%
Outdoor Recreation	Ball fields, golf courses, playgrounds, parks, trails, campgrounds, shooting ranges.	39	1.2%
Residential	One family structures, multiple family structures with three or more households, condos, duplexes, townhouses, subdivisions.	356	10.4%
Transportation	Airports, highways, road right-of-ways, railroads, logging roads.	164	4.8%
Water	Open waters, such as lakes, ponds, streams, rivers, and reservoirs.	66	1.9%
Woodlands	Forested land, tree nurseries, paper forests, forested wetlands, limited scattered rural residential.	1,076	31.5%
Total Land Area		3,416	

Source: Marathon County Land Use, 2015 Aerial Photo Interpretation by NCWRPC

recodified into a searchable online database in 2010, including the zoning code.

Shoreland Zoning

Shoreland, shoreland wetlands, and floodplain regulations are applicable in all geographic areas of the county. Wisconsin law mandates counties to adopt and administer a zoning ordinance that regulates land

Table 8-2: Land in Forest Preservation Programs (in acres), 2002 - 2015

Year	Forest Crop Law	Managed Forest Law Open	Managed Forest Law Closed
2002	N/A	N/A	70
2017	N/A	N/A	88
Change	N/A	N/A	+18
% Change	N/A	N/A	26%

Source: Local assessors with Municipal Board of Review and Wisconsin Department of Revenue, 2017 Data from Wisconsin DNR

use in shoreland/wetland and floodplain areas for the entire area of the county outside of villages and cities. Villages and cities are not required to adopt shoreland zoning, but shoreland/wetland zoning may still apply in some circumstances. The shoreland/wetland and floodplain area covered under this zoning is the area that lies within 1,000 feet of a lake and within 300 feet of a navigable stream or to the landward side of a floodplain, whichever distance is greater. While the village is not required to adopt shoreland zoning, it helps protect sensitive natural resources from the adverse impacts of development and helps maintain good quality surface and groundwater, spawning grounds, fish and aquatic life.

Forest Crop Law (FCL) and Managed Forest Law (MFL)

With a large amount of forest land in the County, forest tax laws have a major effect on land uses. The tax laws require 25- to 50-year contracts, so they are a good indicator of the amount of land that is intended to remain undeveloped for the near future.

Table 8-3: Change in Assessed Land Value (per acre) 2008 - 2016

Land Classification	Characteristics in Stratford	2008	2016	Change 2008 - 2016	Percent Change 2008 - 2016
Residential	Parcel Count	591	586	-5	-0.8%
	Number of Acres	430	432	2	0.5%
	Land Only Value	\$25,107.91	\$26,118	1,010	4.0%
Commercial	Parcel Count	78	80	2	2.6%
	Number of Acres	99	117	18	18.2%
	Land Only Value	\$23,070.71	\$21,567.52	-1,503	-6.5%
Manufacturing	Parcel Count	14	22	8	0.0%
	Number of Acres	78	86	8	0.0%
	Land Only Value	\$10,235.90	\$10,688.37	452	0.0%
Agriculture	Parcel Count	53	58	5	9.4%
	Number of Acres	1,151	1,156	5	0.4%
	Land Only Value	\$147.96	\$149.39	1	1.0%
Undeveloped	Parcel Count	1	10	9	900.0%
	Number of Acres	15	45	30	200.0%
	Land Only Value	\$200.00	\$211.11	11	5.6%
Agricultural Forest	Parcel Count	25	28	3	12.0%
	Number of Acres	467	482	15	3.2%
	Land Only Value	\$942.83	\$976.35	34	3.6%
Forested Land	Parcel Count	11	9	-2	-18.2%
	Number of Acres	256	195	-61	-23.8%
	Land Only Value	\$1,081.25	\$1,094.87	14	1.3%
Other	Parcel Count	6	7	1	16.7%
	Number of Acres	11	12	1	9.1%
	Land Only Value	\$5,000.00	\$4,600.00	-400	-8.0%
Total	Parcel Count	779	800	21	2.7%
	Number of Acres	2,507	2,525	18	0.7%
	Land Only Value	\$5,913.12	\$6,196.91	284	4.8%

Source: Wisconsin Department of Revenue, Statement of Assessment

Because high taxes had encouraged the cutting of timber for revenue, the laws were developed to encourage better forest management and provide tax relief to the woodland owners. Land set aside under the FCL (which was combined into the MFL in 1986) required at least 40 acres in one quarter-quarter section, set aside under a 25- or 50-year contract, and public access for hunting and fishing activities. Current contracts will continue until their expiration dates. This land is typically shown in plat books to identify locations. Land set aside under the FCL in Marathon County is often owned by forest products companies, although many individuals also own large enough parcels to participate.

The MFL was enacted in 1985 and requires at least 10 acres of contiguous forest land. Due to the smaller acreage requirement, many individual landowners take advantage of the MFL. Landowners may close to public access up to 320 acres of their forest lands set aside under MFL. The remaining program acres must be open to public access for hunting, fishing, hiking, sight-seeing and cross-country skiing. Landowners must choose a 25 or 50 year contract. The landowner pays an acreage share amount as part of their tax bill in lieu of taxes. If the land is withdrawn from MFL prior to the contract period it is subject to a withdrawal tax.

Table 8-2 shows current estimates of land set aside under the FCL and MFL programs. There were 27 acres of land estimated to be enrolled in the FCL program in 1998, and about 70 acres currently enrolled in MFL programs in the village.

Development Trends

Land Supply

The Village of Stratford includes a large amount of undeveloped land. Because the more developed area of Stratford is surrounded by agriculture, woodlands, and other land developed at rural densities, there is likely enough land available within the existing boundaries of the village to accommodate development into the foreseeable future. Factors affecting the supply of land will primarily be the desires of the land owners, the market, village regulations, infrastructure availability and environmental factors.

Land Values

Table 8-3 shows the change in assessed land values between 2008 and 2016 for various types of land use in the Village of Stratford. The number of acres assessed as residential decreased by five. At the same time, the amount of land assessed as agriculture and undeveloped increased by 11 acres. This is likely due to a change in the assessment of land rather than a change in the use of the land. Land assessed as forest or agricultural forest also increased over this time period. All types of land, except commercial and other increased in value slightly over the time period.

Land Demand

The Wisconsin Department of Administration Demographics Services Center projects that there will be an increase of approximately 96 households in the Village of Stratford between 2015 and 2040. If we assume that 96 new units will be needed to accommodate these households, and assume an average net density of 4 units per acre (approximately a 10,000 square foot average lot size for a single-family home), there would need to be approximately 24 acres of land available for residential development through 2040. Net density does not factor the land needed for public streets, sidewalks, or other non-residential land. This estimate would be lower for smaller lots and higher for larger lots.

The Wisconsin Department of Revenue Statement of Assessments shows that land assessed as non-residential land has increased by 26 acres between 2008 and 2016. Using this rate of increase to project non-residential land demand into the future results

in 133 acres needed for non-residential development between 2010 and 2040.

Factors affecting Land Demand

Many zoning codes in use today were developed during periods of rapid growth, and local governments were struggling to control that growth so it doesn't overwhelm local services. In the years since, it has been realized that these zoning codes promoted sprawl, decreasing the land use efficiency and walkability of communities. There are some simple amendments that could increase the development potential of the land in Stratford, and possibly reduce the amount of vacant land that is not being used for agriculture, woodlands or wildlife habitat.

Figure 8-1: Development potential in the R-4 district under current zoning vs. a more relaxed code.



The bottom row of sites shows potential developments under the current zoning code, while the top row shows potential developments with some modest reductions in minimum lot size, parking requirements, and floor area ratio restrictions.

Models created by NCWRPC using SketchUp Pro

Some ways to improve the development potential of the land are to reduce the regulatory burdens through the zoning and subdivision codes, such as allowing higher density development, smaller lot sizes, less parking, and smaller units. The older neighborhoods in Stratford would accommodate these zoning changes easily, and there are several other ways to do this for new developments without compromising the small town character of the village, including conservation subdivisions, traditional neighborhood development, and using planned unit developments (PUDs) to allow development at a higher density in exchange for higher design standards.

The smaller lot sizes typical of these developments often make them more affordable for buyers and renters, allow for more efficient public services, and reduce sprawl. These developments also increase the efficiency of land use by increasing density.



A Traditional Neighborhood Development made up of affordable housing on a former industrial site in Seattle's High Point neighborhood.

Source: Brett VA, Flickr, Licensed Under Creative Commons

Excessive parking reduces walkability and reduces the cluster of destinations that makes traditional downtowns successful. If parking is replaced by destinations, downtowns become more attractive places to visit. Reducing parking requirements and redeveloping existing surface parking and other vacant lots can improve the viability of the downtown.

Future Land Use

The Village of Stratford Future Land Use map ([Map 7](#)) illustrates a potential future pattern of land uses. This map is not a projection of future land use, but a depiction of the best ways to use the land in the future based on current information about environmental limitations and conditions, transportation facilities, economic factors, and utility/community facility factors discussed throughout the document.

Village of Stratford Comprehensive Plan 2017

Table 8-4 shows the acreage calculations on the future land use map and shows a description of the future land use categories. **Map 7** shows most future residential development in contiguous areas to existing residential development in the Village, concentrated near the schools and around and between existing residential neighborhoods. Future commercial is concentrated in the downtown area and along the major highways, while future industrial is concentrated in the business and industrial park.

Map 7 also shows potential future road and Heritage Trail corridors to assist the village in planning the right of way space needed in new developments. These are general corridors that may change based on environmental conditions or specific development proposals, but following these or similar general recommendations should improve connectivity and access for adjacent land uses in the future.

Table 8-5 shows land use projections based on trends in assessment data and household growth. This is an estimate of the total acreage that would be needed every five years for the planning horizon of this comprehensive plan. As shown in **Table 8-4**, the future land use map provides more space than projected to be needed for the various types of development until 2040.

Redevelopment

There are many contaminated sites that may need a contamination identification and remediation in order to be redeveloped. Contamination can reach private wells, soil, groundwater, and surface water.

Pursuing funding from state agencies for redevelopment of contaminated sites can reduce the uncertainty that otherwise prevents contaminated properties from being redeveloped. Action by the village to evaluate contaminants or to begin remediating the property is often necessary before the private sector will be willing to invest in redevelopment. While this may require some upfront investment from the community, property values around the redeveloped properties often increase, providing increased tax revenue. Redevelopment also reduces the conversion of land from agriculture and woodland uses.

The Wisconsin DNR tracks confirmed polluted sites through the Bureau for Remediation and Redevelopment. The Bureau for Remediation and Redevelopment Tracking System (BRRTS) only tracks reported contamination, so it is possible that other unreported contamination exists within Stratford, and there may be potential for the identification,

Table 8-4: Future Land Use, 2017

Land Use Category	Description	Acres	% of Total Land Area
Rural Development	Agriculture and related uses, rural subdivisions, farm residences, woodlands, open lands, outdoor recreation, some limited rural oriented commercial or industrial uses.	1,941	56.8%
Commercial	Retail stores, taverns, restaurants, truck stops, gas stations, farm coops, farm implement dealerships, automobile dealerships, business offices, motels/hotels, offices, telephone/gas company	217	6.3%
Governmental / Institutional	Schools, churches, cemeteries, libraries, government buildings, National Guard, utility facilities.	51	1.5%
Industrial	Saw/paper/lumber mills, dairies, industrial parks, trucking operations, distribution centers, mining operations	203	5.9%
Recreation	Public and private parks, trails, ball fields, golf courses, playgrounds, camp grounds, shooting ranges, etc.	257	7.5%
Residential	One family structures, farm residences, mobile homes, multiple family structures with three or more households, condos, duplexes, apartments	512	15.0%
Transportation	Airports, highways, road right-of-ways, railroads, logging roads	171	5.0%
Water	Open waters, such as lakes, ponds, streams, rivers, creeks, reservoirs, etc.	66	1.9%
Total Land Area		3,416	

Source: Future Land Use map

remediation and redevelopment of contaminated properties.

There are 46 contaminated sites identified within Stratford. All but four polluted sites identified by the Wisconsin DNR BRRTS have been cleaned and closed. Contaminants present on these remaining sites include volatile organic compounds (VOCs), both leaded and unleaded gasoline, polynuclear aromatic hydrocarbons, lead, engine waste oil and chlorinated solvents.

Consistency between Land Use and Zoning

Land use and zoning designations are related, but not necessarily identical. Land use categories tend to be fairly general, whereas zoning districts regulate specific land uses and development requirements. Because the land use categories are general, it is common for more than one zoning district to correspond to each land use category. It is also possible that some zoning districts will be consistent with more than one

land use designation. Additionally, although **Map 7** shows parcel lines, the future land use categories are not expected to precisely follow parcel lines, but instead show general areas where certain land uses are appropriate. For example, the development of a single family residence or a multi-family building would both be consistent in an area designated as residential. Zoning categories, on the other hand, are specific to each parcel.

Consistency between land use and zoning is required by state statutes. This requirement generally occurs when a community is considering a proposed zoning change. The decision to approve a zoning change must be based on the adopted comprehensive plan, and specifically, the future land use map. Generally, if the requested zoning is consistent with the land use designation on the property, it should be approved, unless unique circumstances indicated the rezoning would negatively impact surrounding properties or the community. If a rezoning request is not consistent

Table 8-5: Land Use Projections, 2020-2040

	Estimated Total Acreage Needed by Year						
	2010	2015	2020	2025	2030	2035	2040
Agricultural	1,151	1,147	1,143	1,139	1,135	1,131	1,127
Residential	430	434	438	442	446	450	454
Nonresidential	179	196	215	236	259	284	312

Data Source: Wisconsin Department of Revenue, 2015 NCWRPC Aerial Photo Interpretation, Wisconsin Department of Administration, NCWRPC Calculations

with the land use designation, the community should consider denying the rezoning request.

In situations where a rezoning request is not consistent with the land use designation - but the community believes the requested zoning is appropriate in the specific location and would benefit the community - the zoning change can be approved, however, the land use map should be amended accordingly to establish land use and zoning consistency. The process for amending the land use map is discussed in greater detail in the implementation chapter.

Issues

- Topography – Topography and geographic constraints exist that prohibit the expansion of sewer and water service to some areas of the village.
- Access – Primary access is from STH 97 and 153. Access is good overall and allows area residents and businesses to locate in Stratford and take advantage of these highways for commuting.
- Future Development – Current residential lots are limited within the village, however there is adequate space within the village that is suitable for residential development, assuming landowners are willing to develop or sell their property.
- Lack of Developable Land – While the village has quite a bit of land that is developable within the current boundaries, landowner decisions and the state of the market are preventing development from occurring.
- No Official Map – Land use patterns and streets are left to land developers without an official map to reserve right of way. This has led to a disconnected street network and a lack of valuable highway frontage for commercial development. This disconnected street network also hinders walking and bicycling.
- Employment – Housing Mismatch – A significant number of people that work in the village commute in from outside, while a significant number of village residents commute out to other jobs. Investigating the reasons for this mismatch may allow the village to increase the number of people that both live and work in the village.
- Brownfields – Brownfield sites are potential tax revenue producing areas that are already served with village services, so public investment into cleaning them up and making them available for development generally provides a positive return on investment and increases the surrounding property values.

Goals, Objectives and Policies

Goal 1: Provide a range of options for land use decision-making.

Objectives

- Continue to update the zoning code to provide tools for managing new development.
- Adopt or revise ordinances that increase the flexibility of development while enhancing the quality of life and environment of the village.

Policies

- Review zoning ordinances on a periodic basis to identify areas that need improvement.
- Direct future industrial growth to areas contiguous with existing industrial sites.
- Direct future residential growth to areas contiguous with existing residential or mixed-use growth.
- Avoid developing in sensitive environmental areas, including steep slopes, wetlands, floodplains, and areas critical to groundwater recharge.

Strategies/Actions

- Assemble a committee to collect zoning ordinances from other communities and evaluate them for possible local use.
- Evaluate zoning code requirements, such as minimum lot sizes and minimum unit sizes, to ensure they do not create an unnecessary burden on property owners or hinder the development of a range of affordable housing options.
- Adopt a Traditional Neighborhood Development ordinance.
- Adopt a conservation subdivision ordinance.
- Revise codes to allow and encourage a wider variety of subdivision and neighborhood designs, including pocket neighborhoods, townhouses and bungalow courts.

Goal 2: Coordinate with adjacent communities on projects that will affect them.

Objectives

- Meet with the towns of Cleveland and Eau Pleine concerning future development plans.

- Ensure that annexations proceed in an orderly manner.

Policy

- Inform local towns of development plans.

Strategies/Actions

- Send adjacent towns information on development plans in the discussion phase of review.
- Request development updates from the towns on a periodic basis.
- Explore creating a committee that includes members from adjacent towns to discuss long-term plans and current development proposals.

Goal 3: Improve code enforcement.

Objectives

- Identify properties and buildings in violation of current ordinances, especially building and property maintenance.
- Create incentives and assistance programs to help low and moderate income property owners with property maintenance and code compliance.

Policy

- Enforce municipal property codes.

Strategies/Actions

- Collect information on properties that may be in violation of code on a report basis.
- Inspect properties identified as being in violation of local codes.
- Send property owners letters of code violations and a schedule for improvement or possible citation.
- Make property reporting a regular agenda item at either the Village Board, or Plan Commission meetings.
- Develop an incentive and assistance program to help low and moderate income property owners with maintenance and code compliance.

Goal 4: Plan for future community assets.

Objectives

- Reserve land for future segments of the Heritage Trail or other multi-use trails.

- Consider adopting an official map showing future village facilities and right of way.

Policies

- Require that right of way is reserved for future multi-use trail extensions.
- Enforce the requirements of an official map, if adopted.
- Require that right of way is reserved for future roads adjacent to new developments.

Strategies/Actions

- Consider adopting an official map.

Goal 5: Clean up and redevelop existing brownfields.

Objectives

- Work with the Wisconsin DNR and property owners to identify brownfield locations in the village.
- Identify and pursue funding sources for the identification and remediation of brownfield sites.
- Coordinate with developers and investors to promote re-investment in existing brownfield sites.
- Identify future uses for existing brownfield sites.

Policies















- Work with property owners to cleanup brownfield sites
- Prioritize brownfield development over greenfield development when possible.

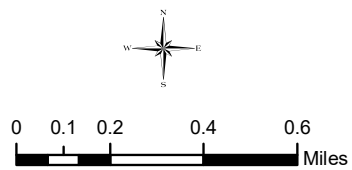
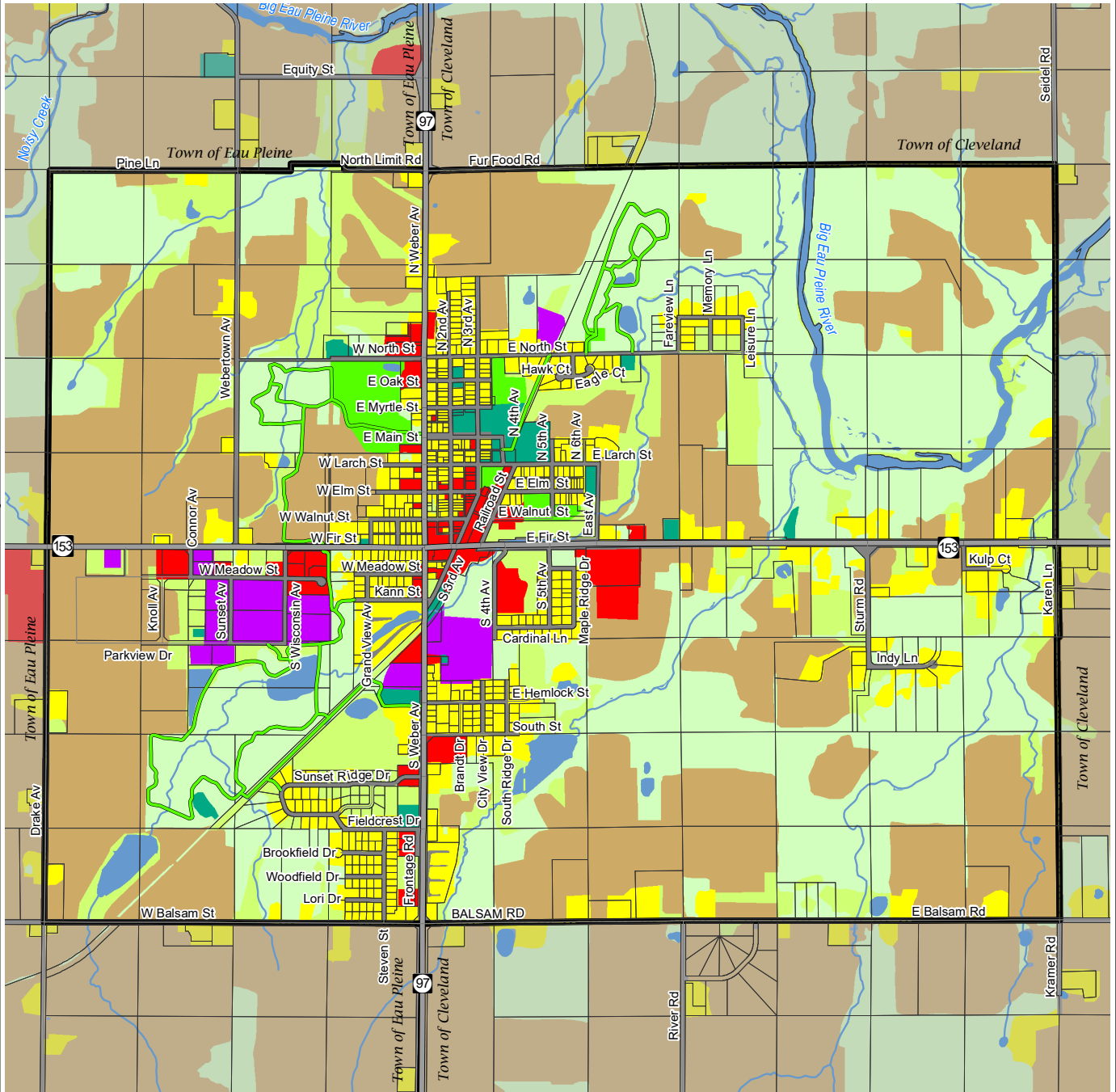
Strategies/Actions

- Identify brownfields in the village.
- Meet with property owners to develop a strategy to cleanup brownfield sites.
- Work with the Wisconsin DNR, property owners, and potential investors and developers to identify and secure funding for the cleanup of brownfields.
- Identify future uses for existing brownfield sites.

Map 6 Existing Land Use Village of Stratford Marathon County, Wisconsin

Legend

- | | |
|--|--|
|  Minor Civil Divisions |  Industrial |
|  State Highways |  Open Lands |
|  Local Roads |  Outdoor Recreation |
|  Parcels |  Residential |
|  Agriculture |  Transportation |
|  Commercial |  Water |
|  Governmental / Institutional / Utility |  Woodlands |



Source: WI DNR, NCWRPC, Marathon County Geo Services, 2015 Airphoto interpretation

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.



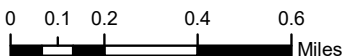
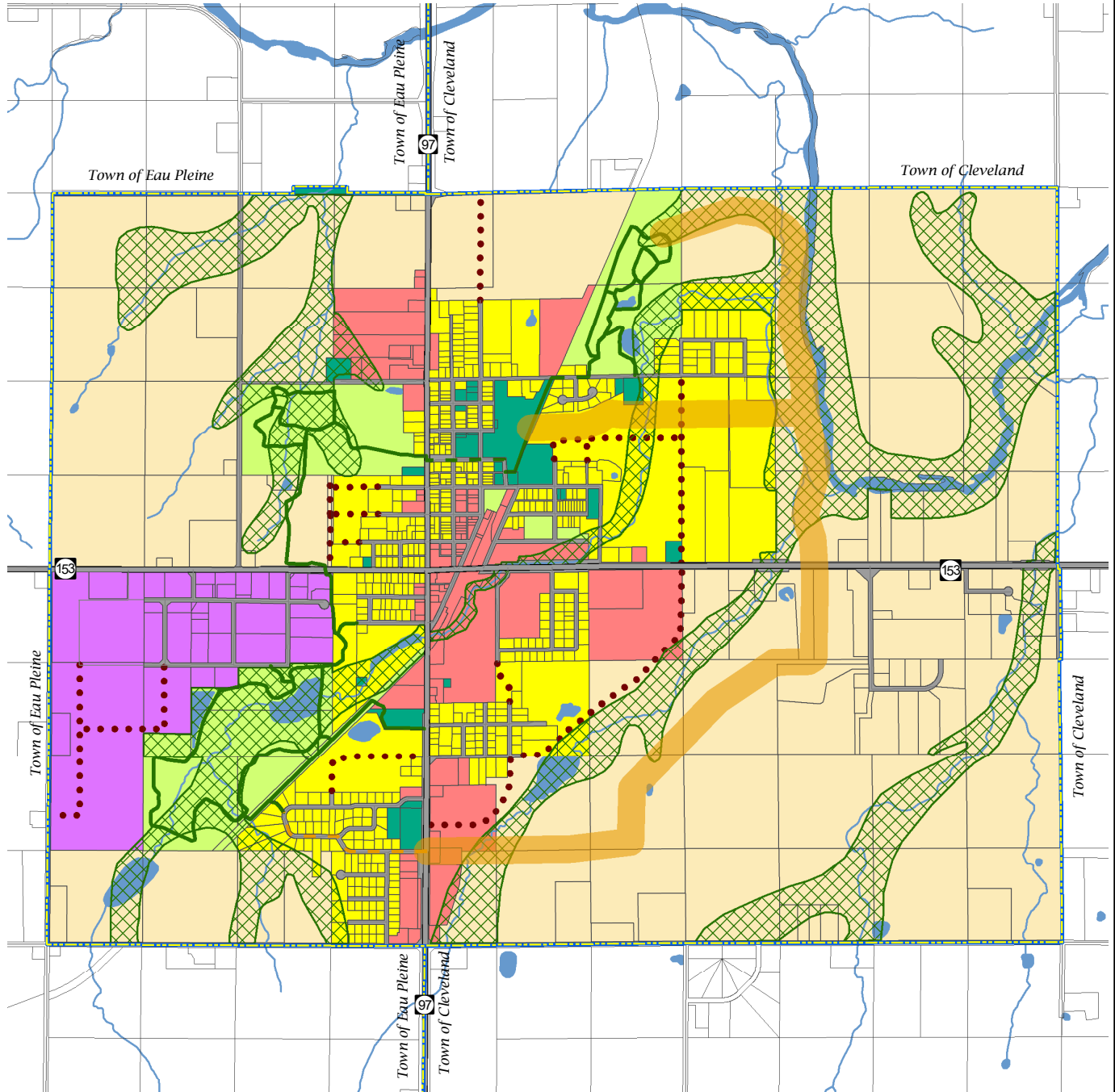
North Central
Wisconsin Regional
Planning Commission

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Map 7 Future Land Use Village of Stratford Marathon County, Wisconsin

Legend

- | | | |
|-----------------------|-------------------------|------------------------------|
| Minor Civil Divisions | Proposed Road Corridors | Governmental / Institutional |
| Parcels | Conservancy | Recreation |
| Heritage Trail | Rural Development | Residential |
| Existing Off Road | Commercial | Water |
| Existing On Road | Industrial | Transportation |
| Proposed On Road | | |
| Proposed Off Road | | |



Source: WI DNR, NCWRPC, Marathon County Geo Services

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9. INTERGOVERNMENTAL COOPERATION

This chapter presents an inventory of existing mechanisms that the Village of Stratford uses to coordinate with other units of government, including Marathon County, adjacent towns, the school district, the State of Wisconsin and the federal government. The purpose of this analysis is to identify the existing cooperative mechanisms and summarize the major challenges and issues regarding intergovernmental cooperation and regional planning, including:

- Opportunities to reduce or eliminate duplication of services;
- Incompatible goals, policies and development;
- Mechanisms for conflict resolution;
- Opportunities for joint planning and decision-making.

Mechanisms for cooperation and coordination primarily take the form of intergovernmental agreements, leases and contracts, and regulatory authority. These can occur between the Village of Stratford and other local, regional, state or federal entities. Following is a brief description of the various functional areas and services that require intergovernmental coordination at various levels.

Local and Regional Level Cooperation

Shared Services

Fire and Emergency Response

The Stratford Area Fire Department includes the towns of Eau Pleine, Day, Green Valley, Cleveland and Frankfort, and the Villages of Stratford and Fenwood.

Cooperative Practices

Surrounding Towns

There are road maintenance agreements with Towns of Cleveland and Eau Pleine.

School District

Stratford provides elementary, junior- and high school facilities utilized by surrounding towns. There is also one private school located within the village.

Regional Agencies

The North Wisconsin Central Regional Planning Commission (NCWRPC) provides planning and mapping assistance and creates regional level plans.

Marathon County

The county provides several services to the village, including: law enforcement through the Sheriff's Department, 911 dispatch service, access permits, maintenance and improvement of county highways, planning and permitting oversight regarding shoreland, wetland and floodplain regulation, private sewage system regulation, and animal waste and manure management. The county also provides oversight on compliance with county soil and water conservation policy for the Farmland Preservation Program. The village also works with the county through the library system and the Family Resource Center.

State and Federal Cooperation

The village has little direct contact with state or federal agencies. However state agencies regulate activities, such as access onto state roads, shoreland, floodplain and wetland zoning oversight, navigable waters protection, compliance with water quality standards, farmland preservation tax credits and managed forest tax credit programs.

The federal government provides grant and program funding that is distributed through the State, such as the Community Development Block Grant (CDGB), HUD programs, Transportation Alternatives Program (TAP) and others. The federal government also requires certain protections such as the Clean Water Act that are implemented through federal and state agencies such as the US Army Corp of Engineers and the Wisconsin DNR.

Goal, Objectives and Policy

Goal 1: Maintain and enhance ongoing relationships with surrounding governments.

Objective

- Ensure that annexations proceed in an orderly manner.

Policy

- Maintain communication with the towns of Cleveland and Eau Pleine to discuss potential annexations.

Strategies/Actions

- Analyze new housing developments for their impact of service provision and infrastructure development.
- Work with Cleveland and Eau Pleine to develop formal procedures for announcing annexation petitions.
- Consider adopting an official map to reserve areas where future roads may be needed.

Goal 2: Increase communication with local agencies.

Objectives

- Invite pertinent agencies to local board and committee meetings.
- Increase interaction with agencies to address specific local strategies like economic development expansion.
- Interact with Cleveland and Eau Pleine concerning development of infrastructure (especially roads) for new development occurring near borders.

Policy

- Continue to work with intergovernmental agencies concerning important local interests.

Strategies/Actions

- Establish regular meeting dates with local towns, Marathon County, WisDOT and others to communicate local accomplishments and discuss future plans.
- Hold a local seminar on business development, and become active in regional economic development strategies.

- Provide all service providers with regular updates, or meeting minutes, from official Village meetings.

10. IMPLEMENTATION

The primary reason a community prepares a comprehensive plan is to establish a framework to guide and influence decisions regarding management of growth and regulation of development, to protect and maintain the health, safety and welfare of the community, and to set priorities for public expenditures. To be effective, this plan should be actively used as a tool to guide decisions concerning:

- The implementation and enforcement of regulatory ordinances based on the goals and objectives identified in this plan.
- The development of programs and support systems that further the goals and objectives set forth in this plan.
- The implementation of specific community improvements as identified in the comprehensive plan.
- The establishment and support of a continued planning process providing for periodic review and updates to this plan and other land use control measures.

Implementation Tools

Having the appropriate tools to implement the recommendations in this comprehensive plan are critical. The most common implementation tools are the village official controls or regulatory codes. In particular, the zoning ordinance and subdivision (or land division) regulations comprise the principal regulatory devices used to protect existing development and guide future growth and development as identified in this comprehensive plan. There are also non-regulatory approaches to implementing the comprehensive plan; these generally involve decisions about how the community will spend its limited funding resources on capital improvements and staffing.

The state planning law requires that by January 1, 2010 certain programs and/or actions that affect land use must be consistent with the locally adopted comprehensive plan. The Village Board officially adopts these regulatory and land use control measures as ordinances (or as revisions to the existing ordinances).

Zoning Ordinance and Map

Zoning is used to manage and control how land is used and developed. Zoning ordinances typically

establish detailed regulations concerning how land may be developed, including setbacks, the density or intensity of development, and the height and bulk of building and other structures. The general purpose of zoning is to minimize undesirable side effects resulting from development by segregating and/or buffering incompatible uses and by maintaining standards that ensure development will not negatively impact the community's health, safety or welfare, including both the natural and built environment. The zoning ordinance also controls the scale and form of development, which heavily influences how people will interact with their environment and their neighbors.

The establishment of zoning districts and the zoning map indicates where specific types of development can and should be located. Zoning districts shown on the zoning map should be coordinated with the land use plan and map. While the zoning map and land use map do not need to directly match at the time the land use map is adopted, the intent is that the land use map will serve as a guide indicating how the property should eventually be zoned. Therefore, indiscriminate zoning changes may result in weakening of the comprehensive plan. In fact, changes to zoning district boundaries should only be made if they are consistent with the adopted land use map.

However, there may be situations where changing the zoning district boundary makes sense and is in the best interest of the community. If changing the zoning would result in a conflict with the future land use map, the land use map should also be changed. However, the future land use map should only be changed if it does not accurately reflect the community's desired land use pattern. Achieving consistency between zoning and land use is also discussed in the land use section.

Many communities have or are considering changing their zoning districts from a use based code to a form based code. A form based code primarily regulates the scale and form of development rather than the specific uses. This often provides more flexibility to developers and better achieves a more walkable and efficient land use patterns. Uses that are truly incompatible with each other, such as heavy industrial and residential, are still separated.

Subdivision (Land Division) Ordinance

Subdivision regulations serve as an important function by ensuring the orderly development of unplatted and/or undeveloped land. These regulations may set forth

reasonable regulations for lot sizes, road access, street design, public utilities, storm water drainage, parks and open space, and other improvements necessary to ensure that new development will be an asset.

Capital Improvement Plan (CIP)

This is an ongoing financial planning program that allows local communities to plan ahead for capital expenditures and minimize unplanned expenses. A capital improvement plan consists of a list of proposed projects according to a schedule of priorities over a four-to-six year period. It identifies needed public improvements, estimates their costs, and identifies financing methods and sources. Public improvements or expenditures typically considered in a CIP include:

- Public buildings (i.e., fire and police stations)
- Park and trail acquisition and development
- Roads and highways (maintenance and new construction/paving)
- Utility system construction/expansion, treatment plants, water towers, wells, etc.
- Joint school and other community development projects
- Fire and police protection equipment

A CIP is simply a method of planning for and scheduling expenditures for public improvements over a period of several years in order to maximize the use of limited public funds. Each year the CIP should be reviewed and extended one year to compensate for the previous year that was completed. This keeps the improvement program current and allows for modifications to meet the community's changing needs.

The preparation of a CIP is normally a joint responsibility between the village board, plan commission, staff, and citizen commissions. The preparation of a CIP program may vary from community to community depending on local preferences, the local form of government and available staff. The proposed CIP should be reviewed in light of the priorities outlined in the comprehensive plan.

Purchase of Development Rights (PDR)

Purchase of Development Rights (PDR) programs provide a way to financially compensate willing landowners for not developing their land. When buying development rights, the community obtains

¹ Definition source: Gayle Miller & Douglas Krieger. Purchase of Development Rights: Preserving Farmland and Open Space. PlannersWeb. Plannersweb.com

² Definition source: John Theilacker. Pennsylvania Land Trust. Conservationtools.org

a legal easement, sometimes referred to as a conservation easement, that (usually) permanently restricts development on the land. The landowner, however, still owns the land and can use or sell it for purposes specified in the easement, such as farming, timber production, or hunting.

PDR programs are flexible; program administrators can customize purchases of development rights to meet the objectives of both landowners and communities. For example, an easement designed to preserve agricultural resources might allow the landowner to build an additional home or two as long as their placement does not limit the property's long-term agricultural potential.¹

Transfer of Development Rights (TDR)

Transfer of Development Rights (TDR) programs enable landowners within valuable agricultural, natural and cultural resource areas to be financially compensated for choosing not to develop some or all of their lands. These landowners are given an option under municipal zoning to legally sever the "development rights" from their land and sell these rights to another landowner or a real estate developer for use at another location. The land from which the development rights have been purchased is permanently protected through a conservation easement or other appropriate form of restrictive covenant, and the development value of the land where the transferred development rights are applied is enhanced by allowing for new or special uses, greater density or intensity, or other regulatory flexibility that zoning without the TDR option would not have permitted.²

Brownfield Redevelopment

Pursuing funding from state agencies for redevelopment of contaminated sites can reduce the uncertainty that otherwise prevents contaminated properties from being redeveloped. Action by the village to evaluate contaminants or begin remediating the property is often necessary before the private sector is willing to invest in redevelopment. While this may require some upfront investment from the community, property values around the redeveloped properties often increase and it reduces the conversion of land from agriculture and woodland uses and improves the cost efficiency of public infrastructure, reducing the tax rate on property owners.

Plan Adoption, Monitoring, and Amendments

While this comprehensive plan provides a long-term framework to guide development and public spending decisions, it must also respond to the continuous stream of changes that occur in the community and region that may not have been foreseen when the plan was initially adopted. It is appropriate that some elements of the plan are rarely amended while others are subject to updating on a more regular basis. Plan maps should also be updated periodically. In general, key maps, such as the future land use map, should be reviewed annually to make sure they are still current.

Plan Adoption

The first step in implementing this plan is the adoption of the plan by local officials. The formal review and adoption process involves plan review by the Plan Commission (or other planning committee) who must adopt the plan by resolution of majority vote. The Plan Commission recommendation is forwarded to the Village Board who must adopt the plan by ordinance (of majority vote). A public hearing is required to allow public comment on the ordinance prior to Board final action to adopt the plan. Adoption formalizes the plan document as the framework to guide local development decisions over the next 20 years. The adopted plan should also be recognized as a tool for communicating the community's land use policy and goals and objectives regarding coordination of growth and development.

Plan Use, Monitoring and Evaluation

The adopted plan should be used as a tool by Stratford when making land use and development decisions. Decisions concerning private development proposals, public investments, regulations, incentives, and other actions should be consistent with the goals, objectives, policies, and recommendations outlined in this plan.

Although this plan describes policies and actions for future implementation, it is impossible to predict the exact future condition of Stratford. As such, the goals, objectives, and actions in this plan should be monitored on a regular basis to maintain concurrence with changing conditions and respond to unanticipated events.

This plan should be evaluated at least every 5 years, and updated at least every 10 years. Members of the Village Board, Plan Commission, and any other local decision-making bodies should periodically review the plan and identify areas that might need to be updated. The evaluation should involve first reviewing the goals and objectives to ensure they are

still relevant and reflect current community desires. Then the strategies and actions should be reviewed and refined to eliminate completed tasks and identify new approaches if appropriate. The evaluation should also include an updated timetable of actions to clarify priorities.

Plan Amendments

The Stratford Comprehensive Plan may be amended at any time by the Village Board following the same process described above for initial plan adoption, regardless of how minor the proposed amendment or change. Amendments may be appropriate throughout the lifecycle of the plan, particularly if new issues emerge or trends change. These amendments will typically consist of minor changes to the plan text or maps. Large-scale changes or frequent amendments to meet individual development proposals should be avoided or the plan loses integrity.

As noted above, proposed amendments must be reviewed by the Plan Commission prior to final action and adoption by the Village Board. The public should be notified of proposed plan changes and allowed an opportunity for review and comment. For major amendments, the village might consider soliciting public opinion through surveys and/or community meetings prior to the official public hearing.

Plan Updates

According to the State comprehensive planning law, comprehensive plans must be updated at least once every ten years. As opposed to the more routine amendments described above, plan updates often involve re-writing of whole sections of the plan document and significant changes to supporting maps. A plan update should include a thorough examination of the community's goals and objectives based on an analysis of current growth trends and major changes that have occurred since the plan was initially adopted or last amended. Plan updates must be formally adopted following the same procedure described above for initial plan adoption.

The following criteria should be considered when reviewing plan amendments and updates:

- The change is consistent with the overall goals and objectives of the Stratford Comprehensive Plan.
- The change does not create an adverse impact on public facilities and services that cannot be mitigated.

- Development resulting from the change does not create an undue impact on surrounding properties. Such development should be consistent with the physical character of the surrounding neighborhood or would upgrade and improve its viability.
- The change allows a more viable transition to the planned uses on adjacent properties than the current land use.
- The change does not have a significant adverse impact on the natural environment including trees, slopes and groundwater, or the impact could be mitigated by improvements on the site or in the same vicinity.
- There is a change in town actions or neighborhood characteristics that would justify a change.
- The change corrects an error made in the original plan.
- There is a community or regional need identified in the comprehensive plan for the proposed land use or service.
- The change does not adversely impact any landmarks or other historically significant structures or properties unless mitigated through relocation, commemoration or dedication.

Consistency Among Plan Chapters

The State of Wisconsin planning legislation requires that the implementation chapter describe how each of the required elements will be integrated and made consistent with the other elements of the plan. Since Stratford completed all planning elements simultaneously, no known inconsistencies exist. It is noted that some overlap naturally exists between the nine plan elements. Where deemed appropriate, goals, objectives, and actions have been repeated under all applicable elements to ensure they do not get “lost”.

This comprehensive plan also references previous and concurrent related planning efforts (e.g., LRTP, Groundwater Study) to ensure they are considered in planning decisions in conjunction with the recommendations of this plan. Summary descriptions of recent and concurrent planning efforts are provided throughout this plan. Recommendations from other plans have been summarized and incorporated in this plan as deemed appropriate, to foster coordination and consistency between plans. Some related plans, such as the Marathon County Hazard Mitigation Plan, are incorporated by reference in this plan and are

essentially considered appendices of this plan even though they are separate documents.

Action Plan

Table 10-1 provides a list of the major actions listed in each previous chapter to complete in order to fulfill the goals and objectives and this comprehensive plan. The table includes short, mid, and long-term prioritization of the actions described in each of the plan elements to assist the local government in prioritizing the implementation of the plan. This table is not intended to be a rigid action plan, but a guide to assist with implementation. As the plan is implemented, better courses of action may become apparent.

Table 10-1 is intended to be used by local officials in setting priorities for capital budgeting and project assignment. It is expected that this table will be reviewed annually and revised, as necessary, to respond to changing priorities, financial limitations, and other unforeseen events. It should be noted that many of the actions require considerable cooperation with others, including the citizens of Stratford, committees, and other local/county/state agencies.

Priority ranking is defined as follows:

- Immediate = As soon as possible
- Short-term = 1-4 years
- Mid-term = 5-9 years
- Long-term = 10+ years
- On-going = Activities to continue indefinitely

Table 10-1: Implementation Plan Actions

Action	Priority
Natural, Agricultural, and Cultural Resources	
Evaluate water quality levels on a periodic basis.	Ongoing
Report instances of possible groundwater contamination to the WDNR.	Ongoing
Enhance monitoring efforts in areas thought to contain possible contamination hazards.	Ongoing
Obtain funding from WDNR or WEDC for remediation and redevelopment of potentially contaminated properties or brownfields.	Short-Term
Obtain and distribute educational materials from the Wisconsin Bureau of Drinking Water and Groundwater.	Immediate
Communicate the desire for waterway and wetland protection to the WDNR and ask about materials for distribution.	Immediate
Invite UW-Extension personnel to a local meeting to discuss appropriate stormwater management and clean water practices.	Immediate
Update and revise development ordinances to incorporate modern stormwater management best management practices and green infrastructure.	Short-Term
Encourage developers to consult with WDNR officials before submitting development proposals.	Ongoing
Report instances of possible wetland regulation infraction to the WDNR.	Ongoing
Send owners of private forestland information on preservation programs.	Immediate
Encourage developers to maintain as much forestland as possible in new developments	Immediate
Develop a zoning district for conservation subdivisions based on model ordinances.	Short-Term
Contact the Marathon County Historical Society for tips on how to inventory significant structures, if any.	Short-Term
Help interested property owners obtain information on their property if they feel it is historically significant.	Long-Term
Celebrate historic local sites with a pamphlet or other materials for dissemination.	Short-Term
Consider forming a historic preservation committee to deal with historic preservation issues.	Short-Term
Housing	
Consider developing a housing plan to inventory supply of affordable housing and identify programming to ensure proper upkeep.	Immediate
Communicate with surrounding communities the willingness to share costs for further affordable, or special needs housing.	Immediate
Explore creating a housing committee to promote housing opportunities and programming.	Short-Term
Expand residential zoning code to include regulations for a wider array of housing options	Short-Term
Adopt a Traditional Neighborhood Development (TND) ordinance to allow for a greater variety of housing options.	Mid-Term
Adopt a conservation subdivision ordinance to allow for greater variety of housing options near environmentally sensitive areas.	Short-Term

Consider reducing minimum lot sizes, minimum home sizes, parking requirements and minimum setbacks, and increasing the allowable floor area ratio (FAR) in residential zoning districts.	Short-Term
Consider explicitly allowing less common types of housing that may improve affordability, including tiny homes, bungalow courts, and rowhouses.	Short-Term
Consider amending codes to require or incentivize a proportion of new housing units be constructed to universal design standards.	Short-Term
Contact the Department of Housing and Urban Development to inquire about housing programming funds and eligibility requirements.	Short-Term
Identify in-need properties or areas to focus redevelopment efforts.	Short-Term
Establish a housing committee to work on property condition issues and identify grant funding.	Short-Term
Work with local non-profit groups, including churches, to identify support or volunteer programs for housing issues.	Short-Term
Consider establishing a historic preservation commission and a historic district.	Short-Term
Utilities and Community Facilities	Priority
Perform annual review of service provision costs.	Ongoing
Communicate with surrounding communities the willingness to share services/costs.	Ongoing
Consider creating a services committee to identify areas for consolidation, sharing, or privatization.	Immediate
Perform periodic maintenance of the existing facilities.	Ongoing
Consider developing a street tree planting program.	Short-Term
Plan for utilities upgrades incrementally over time.	Short-Term
Prepare a plan for facilities enhancement and explore assessing special fees for new development to defray costs.	Short-Term
Continue to use a Capital Improvements Plan to establish goals, identify specific improvements, and attain funding.	Ongoing
Consult the comprehensive plan in planning for extensions of utilities.	Ongoing
Perform annual review of water supplies and facilities to ensure quality.	Ongoing
Update facilities and operation procedures on periodic basis to ensure up-to-date service delivery.	Ongoing
Ensure adequate condition of Village Hall by performing periodic review.	Ongoing
Make repairs and improvements to existing facilities on a timely basis.	Ongoing
Appropriately budget for planned community facilities improvements incrementally over time.	Short-Term
Conduct public listening sessions with the community when plans for new community facilities are being discussed.	Ongoing
Participate in long-term facilities and equipment planning with service-sharing entities.	Immediate
Annually review contracts with service receivers and evaluate delivery of services.	Ongoing
Participate in recruitment efforts, especially concerning fire and emergency response, with other communities.	Immediate
Participate in long-term facilities and equipment planning with surrounding towns in an effort to distribute costs.	Mid-Term

Establish a committee to assess the feasibility and interest for a community center and/or senior center.	Short-Term
Identify funding, including private donations, for construction of facilities.	Mid-Term
Consider user fees as a method to pay for programming.	Long-Term
Work with citizens to ensure adequate facilities provision and identify areas for improvement.	Short-Term
Maintain park maintenance equipment and upgrade on periodic basis.	Ongoing
Update the Village of Stratford Comprehensive Outdoor Recreation Plan.	Short-Term
Identify funding to help defray construction costs of trail system.	Mid-Term
Create a plan or feasibility study for continuation of the Heritage Trail system.	Short-Term
Identify property easements that would allow linkages between parks to be developed for trail use.	Mid-Term
Apply for funding to construct park improvements.	Mid-Term
Encourage proper maintenance and upkeep of the existing County and State park system.	Ongoing
Communicate desires for recreational facilities and uses to the appropriate entities.	Mid-Term
Transportation	Priority
Perform biennial roadway evaluations.	Ongoing
Perform appropriate analyses within the Pavement Management Plan to account for future growth.	Ongoing
Hold public hearings to discuss roadway condition and determine priority areas.	Ongoing
Identify patterns or areas of injuries and crashes on State Highway 97.	Immediate
Implement traffic calming and other safety improvements in problems areas.	Short-Term
Establish a sub-committee to address bicycle and pedestrian issues and recommend bicycling and walking improvements and implementation of the trail plan.	Short-Term
Hold public hearings to discuss possible improvement strategies and identify priority areas.	Mid-Term
Apply for funding to help sidewalk and trail facility development.	Mid-Term
Participate in the safety study of the STH 97 corridor between Stratford and Marshfield, identifying the need for multimodal improvements to Marshfield.	Immediate
Analyze creation of a regional trail along the abandoned rail corridor to ultimately connect to Wausau and Marshfield.	Mid-Term
Create multi-use trail and sidewalk connections between dead ends and other poorly connected areas of the Village where new roads are not feasible or desirable in the near future.	Long-Term
Consider amending village ordinances to allow bicycling on sidewalks in areas of the village with high traffic volume or speed, limited driveways or cross streets, low pedestrian traffic, or no convenient and safe alternative routes.	Mid-Term
Amend village ordinances to make exceptions for children riding bicycles on sidewalks while in the learning stage (i.e. under 12 years old, smaller than 26 inch wheels, or when accompanied by an adult).	Short-Term
Perform an evaluation of access points and identify areas for improvement.	Long-Term
Hold a public meeting to discuss routes or facilities development opportunities to increase efficiency of current system.	Long-Term

Start budgeting for gradual improvements in yearly roadway funding plans.	Immediate
Establish a committee to review currently available options through Marathon County, or other non-profits.	Long-Term
Identify local residents to participate in volunteer programs for transportation of senior citizens.	Mid-Term
Investigate methods of transportation used in other communities, such as providing public funding to reduce taxi fares.	Mid-Term
Maintain a brochure on transportation options at the Village Hall and on the village website.	Mid-Term
Accommodate bicycles and pedestrians when road projects occur by providing appropriate infrastructure based on the volume, speed of traffic, and destinations.	Ongoing
Explore public and private on demand transportation options to assist seniors and others without access to a motor vehicle.	Mid-Term
Change parking spots to dedicated drop-off zones as AVs increase in use.	Long-Term
Update intersection designs to safely and efficiently accommodate all modes of transportation, possibly including dedicated space for AVs, standard automobiles, bicycles, and pedestrians.	Long-Term
Consider the location of EV charging stations in the village.	Mid-Term
Consider how parking demand will likely be lower as new development occurs and as roads are resurfaced or reconstructed.	Long-Term
Consider relaxing or reducing parking requirements in the village zoning code.	Short-Term
Economic Development	Priority
Establish a downtown overlay district that includes special regulations, beyond zoning, for appearance of structures and facades.	Short-Term
Work with existing businesses, property owners, history experts and committees to identify a design theme and establish guidelines.	Short-Term
Identify funding, such as a revolving loan fund, to encourage property owners to make exterior renovations and façade improvements.	Short-Term
Explore designation of downtown districts, or special signage to identify the downtown area.	Immediate
Work with interested stakeholders to educate business owners and investigate the feasibility, interest level, and long-term goals of a potential Business Improvement District (BID).	Short-Term
Explore ways to attract retail establishments to the downtown.	Mid-Term
Survey residents and Stratford workers on shopping locally.	Mid-Term
Amend the B-1 zoning district to allow amenities such as coffee shops, neighborhood groceries, and taverns.	Short-Term
Post additional wayfinding directing people to the downtown from the highway.	Short-Term
Work with the Marathon County Development Corporation (MCDEVCO) and Wisconsin Economic Development Corporation (WEDC) to promote and market the Stratford business park.	Short-Term
Create a development guide to guide developers and property owners through the development process in the Village.	Mid-Term
Develop promotional materials to market the business park.	Short-Term
Develop a business development plan with the Stratford Area Economic Development Foundation and identify key catalysts for development.	Immediate
Work with MCDEVCO, WEDC, Wisconsin DOA and other agencies to identify funding for business development, workforce housing, job training and property renovation.	Short-Term

Encourage the Stratford Area Economic Development Foundation to act as the community liaison to business interests, and recommend development projects to the Village Board.	Mid-Term
Identify potentially contaminated sites and apply for funding to evaluate potential contaminants and remediate and redevelop these brownfields through the Wisconsin DNR, WEDC and other appropriate agencies.	Mid-Term
List available business and industrial sites and buildings with WEDC and any other economic development search tools.	Short-Term
Evaluate and consider relaxing the zoning code related to home occupations, home based businesses, and neighborhood scale commercial uses in residential areas.	Mid-Term
Evaluate and revise the zoning ordinance to ensure an adequate mix of commercial and industrial uses is possible in the same district (e.g. a cabinet maker that also sells cabinets on site, or allowing a retail store on the same site as a cheese manufacturing facility.)	Mid-Term
Consider allowing neighborhood scale commercial uses (i.e. small coffee shops, grocers, barbers, small dental offices, etc.) in residential districts, especially multifamily and two-family districts.	Short-Term
Consider reducing the off-street parking and loading requirements in residential, commercial, and industrial zoning districts, especially in areas where on-street parking is available.	Short-Term
Evaluate the effect of restrictions and/or placement of commercial zoning districts on older village lots. (i.e. a 50 foot setback requirement on 100 foot long lots in the highway commercial district, applied to traditional downtown sized lots may reduce the building potential and cause a lot to remain vacant without a variance).	Short-Term
Continue hosting the municipal code online.	Ongoing
Complete an economic development assessment and strategy that identifies the area's industries, strengths and weaknesses.	Short-Term
Charge the Stratford Area Economic Development Foundation with identifying a business recruitment strategy that includes a diversity of businesses.	Mid-Term
Identify areas geographically and through zoning for different commercial usages and densities.	Mid-Term
Work to attract a catalyst or magnet that will draw other businesses to the area.	Mid-Term
Work with interested business developers to share a clear vision of the future for Stratford and develop how they will be a part of that vision.	Immediate
Perform an evaluation of current business entities and identify needs.	Immediate
Work with regional and state entities to identify business support programming and services.	Short-Term
Utilize UW-Extension and other agencies to provide materials or presentations on new business techniques or planning tools.	Ongoing
Develop a business retention and expansion framework that includes business visits and surveys.	Short-Term
Celebrate private business accomplishments with awards or other special recognition.	Mid-Term
Survey residents regarding local employment opportunities.	Short-Term
Survey workers and business owners/human resource departments regarding employment opportunities, workforce issues and skills.	Short-Term
Coordinate with the North Central Wisconsin Workforce Development Board to ensure workers and residents have the skills needed.	Short-Term
Coordinate with Northcentral Technical College, the Stratford School District, and local employers to align education and skills with current and future employment needs.	Short-Term

Land Use	Priority
Assemble a committee to collect zoning ordinances from other communities and evaluate for possible local use.	Mid-Term
Evaluate zoning code requirements, such as minimum lot sizes and minimum unit sizes, to ensure they do not create an unnecessary burden on property owners or hinder the development of a range of affordable housing options.	Short-Term
Adopt a Traditional Neighborhood Development ordinance.	Mid-Term
Adopt a conservation subdivision ordinance.	Short-Term
Revise codes to allow and encourage a wider variety of subdivision and neighborhood designs, including pocket neighborhoods, townhouses and bungalow courts.	Short-Term
Send adjacent towns information on development plans in the discussion phase of review.	Immediate
Request development updates from the towns on a periodic basis.	Ongoing
Explore creating a committee that includes members from adjacent towns to discuss long-term plans and current development proposals.	Immediate
Collect information on properties that may be in violation of code on a report basis.	Immediate
Inspect properties identified as being in violation of local codes.	Immediate
Send property owners letters of code violations and a schedule for improvement or possible citation.	Ongoing
Make property reporting a regular agenda item at either the Village Board, or Plan Commission meetings.	Short-Term
Develop an incentive and assistance program to help low and moderate income property owners with maintenance and code compliance.	Mid-Term
Consider adopting an official map.	Short-Term
Identify brownfields in the Village.	Ongoing
Meet with property owners to develop a strategy to cleanup brownfield sites.	Ongoing
Work with the Wisconsin DNR, property owners, and potential investors and developers to identify and secure funding for the cleanup of brownfields.	Ongoing
Identify future uses for existing brownfield sites.	Ongoing
Intergovernmental Cooperation	Priority
Analyze new housing developments for their impact of service provision and infrastructure development.	Ongoing
Work with Cleveland and Eau Pleine to develop formal procedures for announcing annexation petitions.	Immediate
Consider adopting an official map to reserve areas where future frontage roads may be needed.	Short-Term
Regularly meet with local towns, Marathon County, WisDOT and others to communicate local accomplishments and discuss future plans.	Ongoing
Hold a local seminar on business development, and become active in regional economic development strategies.	Short-Term
Provide all service providers with regular updates, or meeting minutes, from official Village meetings.	Ongoing

ATTACHMENTS

APPENDIX A: PLAN RESOLUTION/ORDINANCE

VILLAGE OF STRATFORD MARATHON COUNTY, WISCONSIN

RESOLUTION 2017-06

Plan Commission Resolution Recommending the Adoption of the Village of Stratford Comprehensive Plan

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

Adoption of the Village Comprehensive Plan.

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

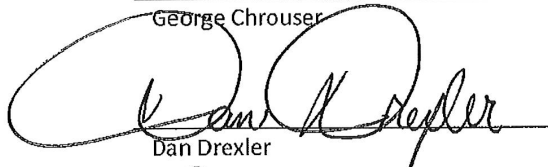
1. All maps and other materials noted and attached as exhibits to the Village of Stratford Comprehensive Plan are incorporated into and made a part of the Village of Stratford Comprehensive Plan.
2. The Village Clerk shall properly post or publish this resolution as required under § 60.80, Wisconsin Statutes.

Adopted this 17th day of July, 2017.

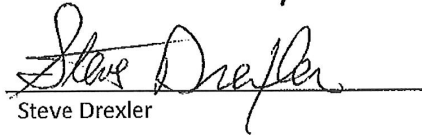
PLAN COMMISSION:

Absent

George Chrouser




Dan Drexler



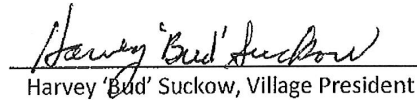
Steve Drexler

Absent

Clayton Foster



Steve Schoenfuss



Harvey 'Bud' Suckow, Village President



Tom Kolb, Village Trustee

ATTEST:



June Krueger, Village Clerk

APPENDIX A: PLAN RESOLUTION/ORDINANCE

VILLAGE OF STRATFORD, MARATHON COUNTY, WISCONSIN
AN ORDINANCE TO ADOPT
THE COMPREHENSIVE PLAN OF THE VILLAGE OF STRATFORD

CHAPTER 528. COMPREHENSIVE PLAN

The Board of Trustees of the Village of Stratford, Marathon County, Wisconsin, do ordain as follows:

SECTION 1: Pursuant to section 62.23(2) and (3) of the Wisconsin Statutes, the Village of Stratford is authorized to prepare and adopt a comprehensive plan as defined in Section 66.1001(1)(a) and 66.1001(2) of the Wisconsin Statutes.

SECTION 2: The Board of Trustees of the Village of Stratford, Wisconsin, has adopted written procedures designed to foster public participation in every stage of the preparation of a comprehensive plan as required by section 66.1001(4)(a) of the Wisconsin Statutes.

SECTION 3: The Plan Commission of the Village of Stratford, by a majority vote of the entire commission recorded in its official minutes, as adopted a resolution recommending to the Board of Trustees the adoption of the document entitled "Comprehensive Plan of the Village of Stratford," containing all of the elements specified in section 66.1001(2) of the Wisconsin Statutes.

SECTION 4: The Village of Stratford has held at least one public hearing on this ordinance, in compliance with the requirements of section 66.1001(4)(d) of the Wisconsin Statutes.

SECTION 5: The Board of Trustees of the Village of Stratford, Wisconsin, does, by enactment of this ordinance, formally adopt the document entitled, "Comprehensive Plan of the Village of Stratford," pursuant to section 66.1001(4)(c) of the Wisconsin Statutes.

SECTION 6: This ordinance shall take effect upon passage by a majority vote of the members-elect of the Village Board of Trustees and publication as required by law.

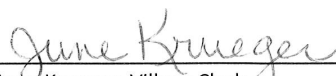
Adopted this 12th day of September, 2017.

VILLAGE OF STRATFORD



Harvey 'Bud' Suckow, Village Board President

ATTEST:



June Krueger, Village Clerk

APPROVED: 9/12/2017

PUBLISHED/POSTED: 9/20/2017

APPENDIX B: PUBLIC PARTICIPATION PLAN

VILLAGE OF STRATFORD, MARATHON COUNTY RESOLUTION 2016-13

RESOLUTION FOR THE ADOPTION OF A PUBLIC PARTICIPATION PLAN FOR THE COMPREHENSIVE PLAN UPDATES

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

1. Plan Development:

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

The public participation plan will incorporate the following:

- A. All meetings for the planning process will be posted and open to the public.
- B. Plan related materials will be available at the Village Hall for review by the public.
- C. The draft plan and maps will be available on a website for review by the public.
- D. A public hearing will be held to solicit comment from the public.
- E. The Comprehensive Plan will be distributed as outlined in state statute.

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

2. Implementation, Evaluation and Update:

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

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

THE VILLAGE OF STRATFORD DOES HEREBY RESOLVE AS FOLLOWS:

WHEREAS, the Village is updating its Comprehensive Plan as outlined in Wisconsin Statutes; and

WHEREAS, public participation is critical for the development of a plan; and

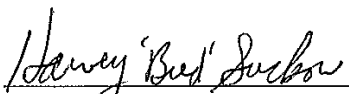
WHEREAS, it is necessary for the Village Board to approve a process to involve the public in the planning effort; and

NOW, THEREFORE, BE IT RESOLVED, that the Village Board does approve and authorize the Public Participation Plan as attached to this resolution.

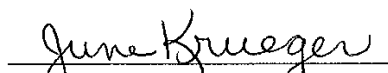
This Resolution shall become effective upon its adoption and approval.

Adopted at a Village Board meeting, held at the Village Hall on the 15th day of November, 2016, at 7:00 p.m.

VILLAGE OF STRATFORD


Harvey "Bud" Suckow, President

ATTEST:


June Krueger, Clerk

APPENDIX C: STATE COMPREHENSIVE PLANNING GOALS

State Comprehensive Planning Goals

Wisconsin Statutes 66.1001 requires that the goals, objectives, policies, and programs of local governmental units be consistent with the fourteen planning goals in the State planning legislation, which include:

1. Promote the redevelopment of lands with existing infrastructure and public services and the maintenance and rehabilitation of existing residential, commercial, and industrial structures.
2. Encourage neighborhood designs that support a range of transportation choices.
3. Protect natural areas, including wetlands, wildlife habitats, lakes and woodlands, open spaces, and groundwater resources.
4. Protect economically productive areas, including farmland and forests.
5. Encourage land uses, densities, and regulations that promote efficient development patterns and relatively low municipal, state government, and utility costs.
6. Preserve cultural, historic, and archaeological sites.
7. Encourage coordination and cooperation among nearby units of government.
8. Build community identity by revitalizing main streets and enforcing design standards.
9. Provide an adequate supply of affordable housing for all income levels throughout each community.
10. Provide adequate infrastructure and public services and a supply of developable land to meet existing and future market demand for residential, commercial, and industrial uses.
11. 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.
12. Balance individual property rights with community interests and goals.
13. Plan and develop land uses that create or preserve varied and unique urban and rural communities.
14. Provide an integrated, efficient, and economical transportation system that provides mobility, convenience, and safety, which meets the needs of all citizens including transit-dependent and disabled.

**Village of Stratford
Comprehensive Plan
2017**