

Chapter 4: Issues and Opportunities

Population and Housing

Work Force and Industry

Overall Community Goals



Figure 1 Houdini Plaza during Octoberfest



The Issues and Opportunities Element of the **Comprehensive Plan** provides "a statement of overall objectives, policies, goals and programs of the local governmental unit to guide the future development and redevelopment of the local governmental unit over a 20-year planning period," as well as economic and demographic information about the City of Appleton. It analyzes current trends to identify issues important to residents. This report and analysis serves as a foundation for the City of Appleton's Comprehensive Plan.

Population and Housing

As of the 2010 U.S. Census, Appleton's population totaled 72,623 people. According to the Wisconsin Department of Administration, the City had an estimated 73,737 residents in 2015.

The City's population has steadily increased throughout recent decades and continued growth is projected through 2040. According to the Wisconsin Department of Administration, by 2040, the population is projected to be 80,605 persons, an approximate 9.3 percent increase since 2015. Regionally, Outagamie, Calumet, and Winnebago counties continue to add population as well.

Population and Projections										
	Population				Estimate	Population Projection				
	1980	1990	2000	2010	2015	2020	2025	2030	2035	2040
Appleton	58,913	65,695	70,087	72,623	73,737	76,370	78,680	80,570	81,165	80,605
Outagamie County	128,730	140,510	160,971	176,695	180,995	191,635	200,630	208,730	213,500	215,290
Winnebago County	131,772	140,320	156,753	166,994	169,925	177,050	183,230	188,680	191,710	193,130
Calumet County	30,867	34,291	40,631	48,971	50,315	54,555	58,010	61,255	63,210	64,210

Source: United States Census & Wisconsin Department of Administration

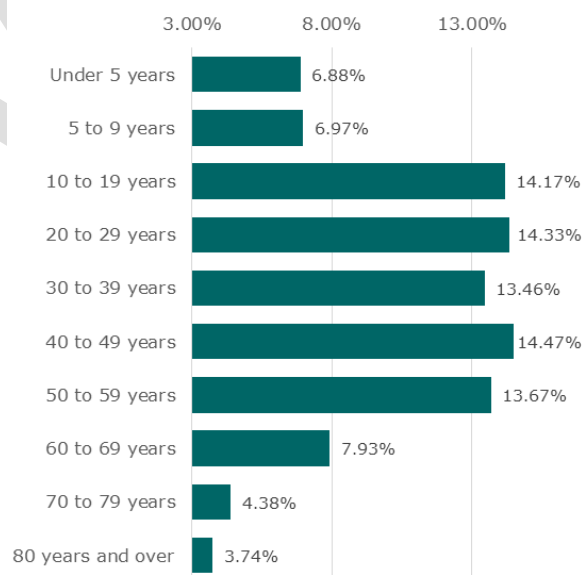
Age Distribution

According to the 2010 U.S. Census, approximately 18.13 percent of Appleton's population consists of K-12 school aged children (5 to 17). 6.88 percent of the City's population was under the age of 5. Over half (52.78 percent) of the City's 2010 population was within the working age cohort (18 to 54 years old) with approximately 10.88 percent within retirement age (55 to 64 years old). Persons aged 65 years and older comprised 11.33 percent of the population with 3.74 percent 80 years and over.

The median age within Appleton in 2010 was 35.3 years old. This is a slight increase from the 2000 median age of 33.8.

When comparing to other similarly sized cities in the region, Appleton has a higher percentage of children age 14 and under. Appleton also has a higher percentage of

Age Distribution in the City of Appleton

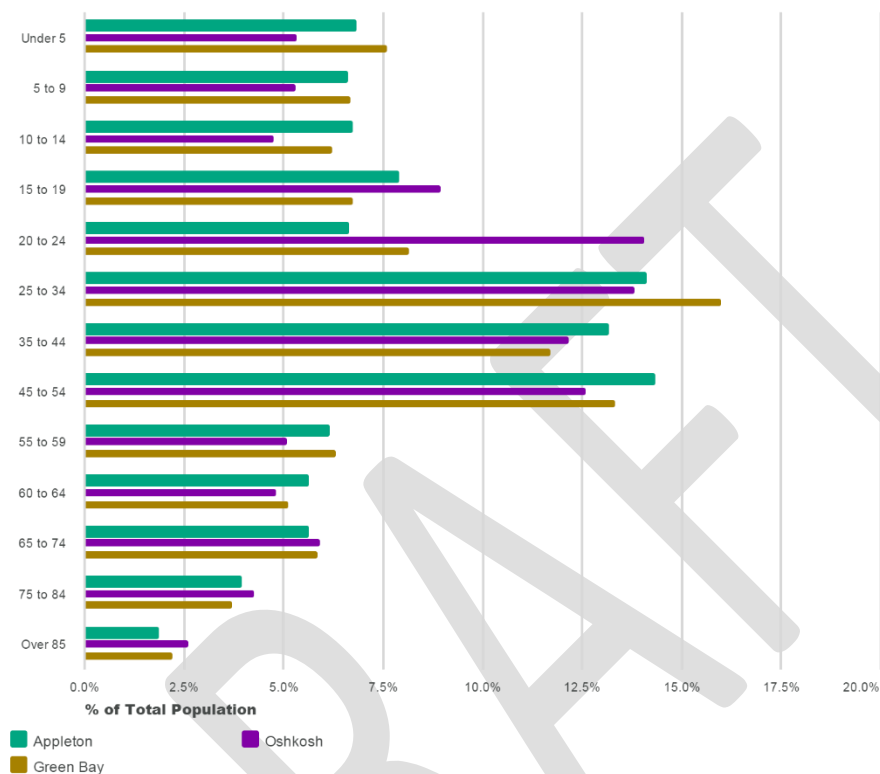


Source: U.S. Census Bureau, 2010

working adults in the 35 to 44 and 45-54 age cohorts compared with both Oshkosh and Green Bay.

Age Totals

Appleton



mySidewalk.com - U.S. Census Bureau, 2010-2014

Looking ahead, the City of Appleton can expect to experience the same demographic trends which are occurring at the national and state level in terms of aging. For example, according to a report¹ by the Wisconsin Department of Administration over the period 2010-2040:

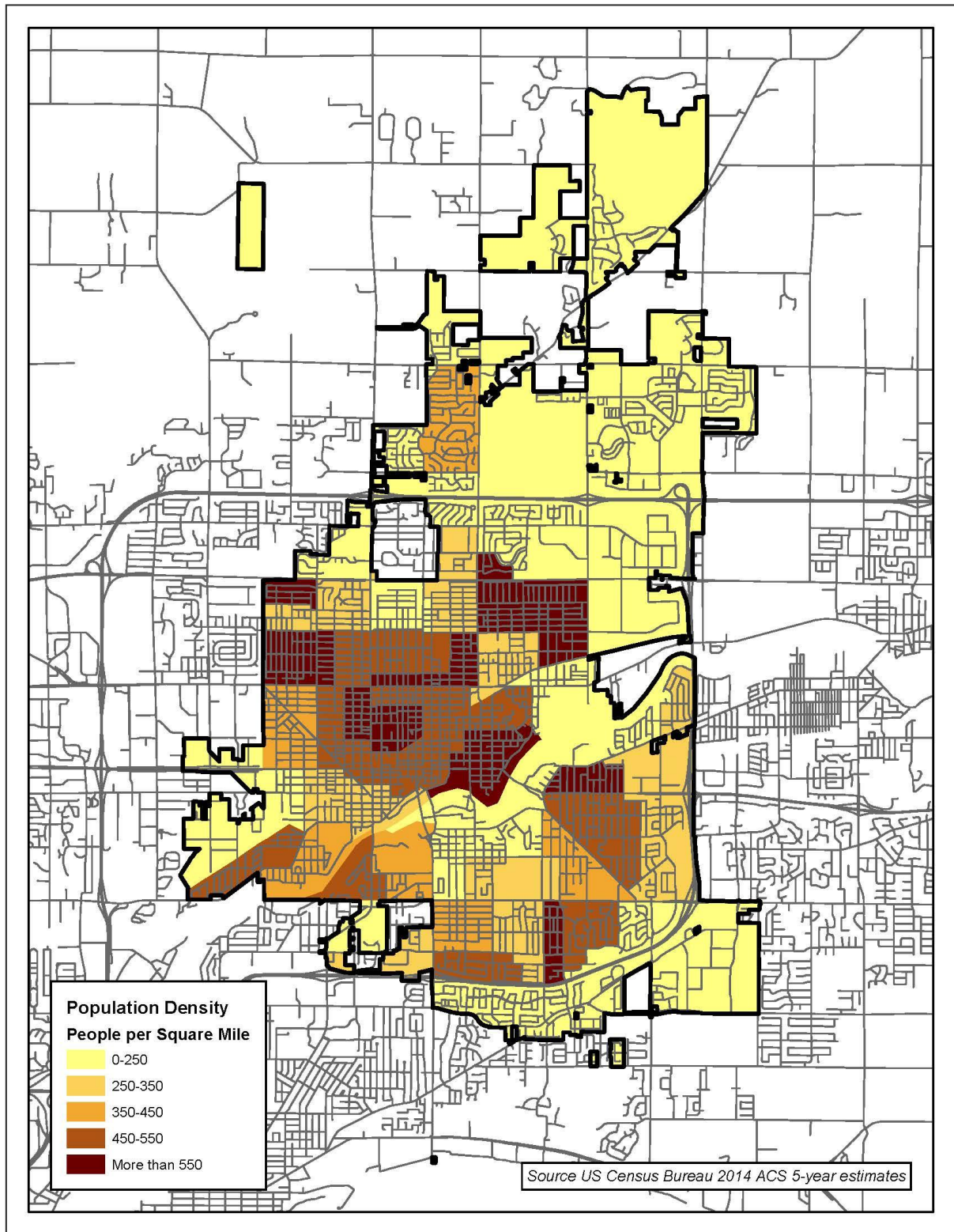
- The elderly population—age 65 and over—will increase rapidly in every five-year interval, from 777,500 in 2010 to 1,535,500 in 2040, nearly doubling in 30 years.
- The very elderly population – age 85 and over – will increase 140%.
- The shares of three broad age groups will change across the 30-year time span in this manner: --Ages 0-17: from 23% in 2010 to 21% in 2040 --Ages 18-64: from 63% in 2010 to 55% in 2040 --Ages 65 & over: from 14% in 2010 to 24% in 2040.
- The state's median age is projected to rise from 38.4 years in 2010 to 42.4 in 2040. In comparison, the Census Bureau projects the national median age will rise from 37.7 to 40.4 years across the same period.

Population Density

Appleton's population is concentrated in central portions of the City. These areas tend to have housing units that were constructed prior to 1950 and higher proportions of multi-family housing.

¹ Wisconsin's Future Population Report: Projections for the State, Its Counties, and Municipalities, 2010-2040 (December 2013)

Population Density in the City of Appleton



Educational Attainment

The average educational level of Appleton residents surpasses that of the State of Wisconsin. According to the 2010 Census, 91.8 percent of Appleton's population aged 25 years and over graduated high school, compared to the 90.8 percent statewide. In addition, 31.9 percent of Appleton's population 25 and older held a bachelor's degree or higher while only 27.4 percent of Wisconsin's population achieved this level of education.

The concentration of colleges and universities within an hour of Appleton contribute to its positive educational attainment statistics. Fox Valley Technical College, Lawrence University, St. Norbert College, and three University of Wisconsin campuses (Fox Valley, Oshkosh, and Green Bay) provide higher educational opportunities to residents of Appleton and the region.

Diversity

Appleton has seen tremendous growth in diversity over the past few decades. In the 1980's, 1.75 percent of individuals in the City identified as a race other than white. By the year 2000, that number had grown to 8.7 percent. Representation of minority communities almost doubled between 2000 and 2010, bringing the total to 15 percent. The City projects that this growth trend will bring the total closer to 23 percent minority population by the 2020 Census. In the 2010 Census, the largest minority population in the City of Appleton was Asian at 5.9 percent, followed by Hispanic/Latino at 5.0 percent. The Hispanic/Latino population currently makes up the largest minority group in Wisconsin. The City of Appleton anticipates a similar trend by the 2020 Census. The 2010 Census indicated that the African American population made up 1.7 percent of the total population, and that is also expected to increase. In addition, the City of Appleton has seen a number of incoming refugees in the past two years, with people coming from Iraq, Afghanistan, The Congo and Cuba. Although not represented in Census data, the City is home to a diversity of religions, people with disabilities and Lesbian, Gay, Bisexual and Transgender individuals, all of whom contribute to the rich diversity of the community.

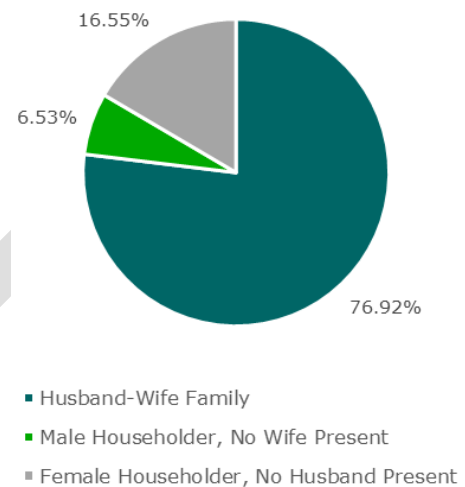
The City of Appleton prides itself on inclusion. Inclusion refers to how diversity is leveraged to create a fair, equitable, healthy, and welcoming community where all individuals are respected, feel engaged and motivated, and their contributions toward meeting societal goals are valued. Appleton established a position for a Diversity & Inclusion Coordinator in its city budget in 1997, and that position currently remains. This position works with City leaders to make a more welcoming community for all.

Housing and Households

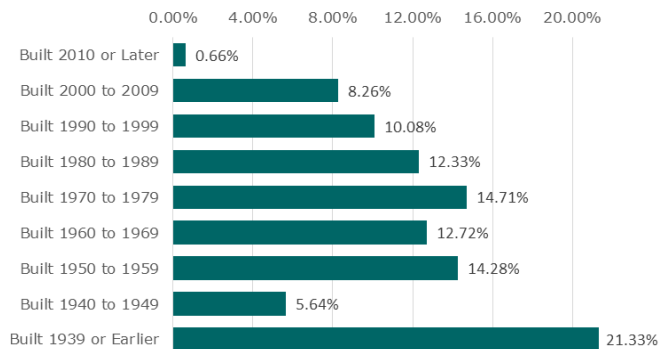
As of the 2010 Census, there were 30,348 housing units available in the City of Appleton. 28,874 of the available housing units were occupied (95.1 percent) with 67.3 percent of occupied housing units being owner-occupied and 32.7 percent being renter-occupied. Of the 1,474 vacant housing units (4.9 percent), only 83 were due to seasonal, recreational, or occasional purposes.

The majority of the occupied housing units (63.3 percent) consisted of family households. As depicted by the adjacent chart, a majority of family households are occupied by a husband-wife family (76.92 percent). 44.57 percent of these families had children under the age of 18 years living in the same household unit.

Family Household Composition in the City of Appleton



Percentage of Housing Units by Date Constructed in the City of Appleton



The average household size was 2.43 persons and the average family size was 3.04 persons.

According to the American Community Survey completed in 2014, out of the 30,460 total housing units they estimated, a housing unit in the City of Appleton most likely consists of 3 bedrooms (40.38 percent) with 5 rooms in total (20.08 percent). Of the 19,519 owner-occupied units, 70.01 percent

currently have an outstanding mortgage and 43.54 percent have a value between \$100,000 and \$149,999.

The City has a high percentage of older housing units. Based off of the 2014 American Community Survey, over half (53.97 percent) of all housing in Appleton was constructed prior to 1970, compared to 47.48 percent in the State of Wisconsin as a whole.

In terms of new construction, Appleton's percentage of regional² new housing unit construction averaged 21% over the period 2007 through 2014, compared with an average share of 10% over the period 2000 through 2006. This trend can be partially explained by Appleton's relatively strong performance in terms of new multi-family construction.

² As the City of Appleton's municipal boundaries extend into Outagamie, Winnebago and Calumet Counties, we have determined that the primary market area includes both the Appleton MSA (Outagamie and Calumet Counties) and the Oshkosh-Neenah MSA (Winnebago County), and is hereinafter defined as the Appleton-Oshkosh-Neenah Combined Statistical Area or CSA.

Newly Constructed Building Units

	2007		2008		2009		2010		2011		2012		2013		2014	
	Appleton	Region	Appleton	Region	Appleton	Region	Appleton	Region	Appleton	Region	Appleton	Region	Appleton	Region	Appleton	Region
Total Units	91	800	136	694	82	517	78	587	171	648	281	833	206	830	198	935
Appleton % of Region		11.4		19.6		15.9		13.3		26.4		33.7		24.8		21.2
Units in...																
Single Family Structures	85	673	54	488	74	421	64	413	37	298	45	375	77	517	58	513
2-Unit Structures	6	46	14	34	8	64	6	28	6	34	0	24	4	28	2	36
3- and 4-Unit Structures	0	3	20	20	0	0	8	8	4	4	24	40	12	28	28	40
5+ Unit Structures	0	78	48	152	0	32	0	138	124	312	212	394	113	257	110	346

(Region is defined as the Appleton – Oshkosh – Neenah Combined Statistical Area)

Source: U.S. Bureau of the Census, State of Cities Database

The number of households within the City is anticipated to grow well into the future. Data from the 2010 US census shows that there were 28,874 occupied households in the City of Appleton. Wisconsin Department of Administration population projections show an estimated 34,983 occupied households in the City in 2040.

Households and Projections

	Households			Household Projections				
	1990	2000	2010	2020	2025	2030	2035	2040
Appleton	25,528	26,864	28,874	31,623	32,983	34,200	34,853	34,983

Source: US Census of Population and Wisconsin Department of Administration

Work Force and Industry

Appleton is part of the Appleton-Oshkosh-Neenah Combined Statistical Area (CSA), which includes Outagamie, Calumet, and Winnebago Counties. This area approximates the local labor pool and reflects the integrated nature of the Fox Valley economy.

Employment and Work Force

Employment in the region grew by over 6,000 jobs (5.3%) between 2005 and 2015. This is much slower growth than the region saw between 1995 and 2005 (14.1%). In numerical terms, this was led by growth in the service providing sector, followed by education and health services and the health care and social assistance sectors. Several industries saw job retraction during this ten-year period, including the goods producing section (largely in non-durable goods), retail trade, information, and state government.



Industry Growth 2005-2015

	Wisconsin		Appleton CSA		Change	Percent Change
	2005	2015	2005	2015		
Total non-farm employment	2,839,600	2,888,900	116,800	123,000	6,200	5.3%
Total private employment	2,426,900	2,478,900	105,500	110,800	5,300	5.0%
Service Providing	2,199,800	2,306,600	84,100	91,500	7,400	8.8%
Goods Producing	639,800	582,300	32,700	31,500	-1,200	-3.7%
Manufacturing	506,500	468,600	23,900	24,000	100	0.4%
Trade, Transportation, Utilities	540,000	532,200	22,500	23,400	900	4.0%
Retail Trade	315,900	305,000	14,900	14,400	-500	-3.4%
Nondurable Goods	189,200	183,700	14,000	12,700	-1,300	-9.3%
Professional, Scientific, Technical	91,300	104,200	12,700	13,400	700	5.5%
Educational and Health Services	385,600	435,600	12,000	14,800	2,800	23.3%
Government	412,700	409,900	11,300	12,200	900	8.0%
Leisure and Hospitality	257,200	269,200	10,700	11,900	1,200	11.2%
Health Care and Social Assistance	336,200	385,000	10,700	13,500	2,800	26.2%
Local Government	280,100	284,000	10,500	11,300	800	7.6%
Durable Goods	317,300	284,800	9,800	11,300	1,500	15.3%
Financial Activities	158,600	151,000	6,800	7,100	300	4.4%
Other Services, Excluding Public	135,300	147,900	6,000	7,200	1,200	20.0%
Wholesale Trade	117,600	122,300	4,100	5,800	1,700	41.5%
Transportation, Warehousing	106,500	104,900	3,500	3,300	-200	-5.7%
Information	49,500	48,800	2,100	1,500	-600	-28.6%
Federal Government	29,200	28,800	500	700	200	40.0%
State Government	103,400	97,100	300	200	-100	-33.3%

Source: Wisconsin Department of Workforce Development

In terms of commuting patterns, Appleton's work force lives generally close to their place of employment. Over 65% of Appleton workers have less than a 10-mile commute. The table below illustrates commuting patterns by home destination and work destination. Home destination statistics indicate where workers live who are employed in Appleton. Just under one quarter of the people who work in Appleton (22.2%) also live within the City of Appleton. Three fourths of the people that work in Appleton commute in from across the region.

TABLE
COMMUTING PATTERNS
CITY OF APPLETON, WISCONSIN
2013

Place of Residence for Appleton Workers			Place of Employment for Appleton Residents		
<u>Place of Residence</u>	<u>Count</u>	<u>Share</u>	<u>Place of Employment</u>	<u>Count</u>	<u>Share</u>
Appleton, WI	10,084	22.2%	Appleton, WI	10,084	28.1%
Neenah, WI	2,450	3.8%	Neenah, WI	1,719	6.8%
Kaukauna, WI	1,566	3.5%	Kaukauna, WI	1,599	4.4%
Menasha, WI	1,248	3.3%	Menasha, WI	1,484	3.5%
Oshkosh, WI	1,171	2.7%	Oshkosh, WI	1,232	3.3%
Little Chute, WI	866	2.4%	Little Chute, WI	1,085	2.4%
Green Bay, WI	751	2.0%	Green Bay, WI	929	2.1%
Harrison, WI	706	1.9%	Harrison, WI	862	2.0%
Kimberly, WI	571	1.6%	Kimberly, WI	747	1.6%
De Pere, WI	514	0.9%	De Pere, WI	395	1.4%
All Other Locations	15,896	55.6%	All Other Locations	25,235	44.4%
Distance Traveled to Work for Appleton Workers			Distance Traveled to Work for Appleton Residents		
Total Primary Jobs	35,823	100.0%	Total Primary Jobs	45,371	100.0%
Less than 10 miles	23,454	65.5%	Less than 10 miles	26,014	57.3%
10 to 24 miles	5,223	14.6%	10 to 24 miles	7,784	17.2%
25 to 50 miles	2,419	6.8%	25 to 50 miles	4,694	10.3%
Greater than 50 miles	4,727	13.2%	Greater than 50 miles	6,879	15.2%

Sources: US Census Bureau Local Employment Dynamics

There are about 10,000 more people that travel into Appleton for work, than those that travel from Appleton elsewhere for jobs.

According to the 2015 American Community Survey 5-year estimates, approximately 69.9 percent of the population aged 16 and older is in the work force; participation by females of age 20-64 is approximately 77.5 percent and participation by males in this age range is approximately 87.6 percent. The private sector employs 87.4 percent of the work force, while government employs 8.9 percent. A total of 1,382 persons were self-employed in businesses which had not been incorporated. These persons make up 3.6 percent of the work force. As of January of 2016, the unemployment rate within the City of Appleton CSA was 4.4 percent. This is approximately the same rate as in January of 2015 (4.7%). Comparatively, the Bay Area Workforce Development Area had a January 2016 unemployment rate of 5.1%, while Wisconsin had an unemployment rate of 5.2%.

The majority of residents of the City of Appleton work in white collar occupations. This is a change from the city's historical manufacturing background. Management, professional, and related occupations make up the largest segment in the community.

Appleton Residents by Occupation

Occupation	Number of Workers	Percent of Work Force
Management, Business, Science, and Arts	13,136	34.4%
Service	6,259	16.4%
Sales and Office	9,762	25.6%
Natural Resources, Construction, and Maintenance	2,544	6.7%
Production, Transportation, and Material Moving	6,478	17.0%

Source: U.S. Census of the Population 2014 American Community Survey

The Wisconsin Department of Workforce Development projects occupational growth through 2022 by Workforce Development Area. The Bay Area Workforce Development area includes Brown, Door, Florence, Kewaunee, Manitowoc, Marinette, Menominee, Oconto, Outagamie, Shawano and Sheboygan Counties. The occupations projected to grow most substantially by 2022 include the Health Care Practitioners and Technical Occupations (19.5%) and Legal Occupations (16.8%). Projections for the Fox Valley Workforce Development Area, which includes Calumet, Green Lake, Fond du Lac, Waupaca, Waushara, and Winnebago Counties, show similar growth for these occupations. Occupations with the largest growth projections in the Fox Valley Workforce Development Area include Occupational Therapy and Physical Therapist Assistants and Aids (23.68%) and Physical Scientists (21.32%).

Occupation Employment Projections for Bay Area Workforce Development Area - 2012 to 2022

Occupational Title	Estimated Employment				Estimated Average Annual Openings			Average Annual Salary
	2012	2022	Change	Percent Change	New Jobs	Replacements	Total	
Computer and Mathematical Occupations	5,759	6,439	680	11.8%	70	95	165	\$63,339
Healthcare Practitioners and Technical Occupations	16,057	19,184	3,127	19.5%	313	328	641	\$57,592
Healthcare Support Occupations	7,988	9,083	1,095	13.7%	110	152	262	\$28,272
Food Preparation and Serving Related Occupations	26,386	27,977	1,591	6.0%	168	987	1,155	\$18,564
Construction and Extraction Occupations	12,254	14,016	1,762	14.4%	176	196	372	\$45,684
Personal Care and Service Occupations	14,154	16,050	1,896	13.4%	194	277	471	\$21,364
Transportation and Material Moving Occupations	26,005	27,492	1,487	5.7%	160	583	743	\$30,799
Business and Financial Operations Occupations	13,645	14,838	1,193	8.7%	122	281	403	\$53,758
Installation, Maintenance, and Repair Occupations	12,081	12,941	860	7.1%	94	273	367	\$42,013
Building and Grounds Cleaning and Maintenance Occupations	10,267	11,545	1,278	12.4%	128	210	338	\$22,720
Community and Social Services Occupations	3,406	3,731	325	9.5%	32	80	112	\$37,766
Legal Occupations	1,036	1,210	174	16.8%	17	17	34	\$56,297
Office and Administrative Support Occupations	44,891	47,632	2,741	6.1%	321	1,028	1,349	\$31,575
Life, Physical, and Social Science Occupations	3,705	3,979	274	7.4%	28	123	151	\$50,119
Sales and Related Occupations	31,092	32,432	1,340	4.3%	147	942	1,089	\$24,086
Production Occupations	43,393	44,645	1,252	2.9%	221	864	1,085	\$35,008
Education, Training, and Library Occupations	17,164	18,467	1,303	7.6%	130	371	501	\$44,662
Management Occupations	15,139	16,313	1,174	7.8%	119	308	427	\$82,570
Arts, Design, Entertainment, Sports, and Media Occupations	4,701	5,026	325	6.9%	38	109	147	\$36,214
Protective Service Occupations	5,844	6,251	407	7.0%	42	173	215	\$31,062
Farming, Fishing, and Forestry Occupations	3,333	3,531	198	5.9%	23	89	112	\$32,025
Architecture and Engineering Occupations	5,364	5,664	300	5.6%	35	131	166	\$64,071
Total, All Occupations	323,664	348,446	24,782	7.7%	2,689	7,614	10,303	\$33,670

Source: Wisconsin Department of Workforce Development



Table 1 Appleton Residents by Industry (Source: Wisconsin Department of Workforce Development)

Appleton Residents by Industry		
	Number	Percent
Civilian Employed Population 16 Years and Over	38,179	100.00%
Agriculture, Forestry, Fishing and Hunting	160	0.42%
Mining, Quarrying, and Oil and Gas Extraction	9	0.02%
Construction	1,443	3.78%
Manufacturing	8,085	21.18%
Wholesale Trade	1,325	3.47%
Retail Trade	4,260	11.16%
Transportation and Warehousing	1,210	3.17%
Utilities	262	0.69%
Information	951	2.49%
Finance and Insurance	1,949	5.10%
Real Estate and Rental and Leasing	569	1.49%
Professional, Scientific, and Technical Services	1,736	4.55%
Management of Companies and Enterprises	10	0.03%
Administrative and Support and Waste Management Services	1,662	4.35%
Educational Services	3,330	8.72%
Health Care and Social Assistance	4,777	12.51%
Arts, Entertainment, and Recreation	517	1.35%
Accommodation and Food Services	3,536	9.26%
Other Services, Except Public Administration	1,555	4.07%
Public Administration	833	2.18%

The Wisconsin Department of Workforce Development projects industrial growth through 2022 by Workforce Development Area. The Bay Area Workforce Development area includes Brown, Door, Florence, Kewaunee, Manitowoc, Marinette, Menominee, Oconto, Outagamie, Shawano and Sheboygan Counties. By 2022, the industries projected to see the largest increases include the Professional and Business Services Industry (16.6%) and the Education and Health Services Industry (13.4%). Projections for the Fox Valley Workforce Development Area, which includes Calumet, Green Lake, Fond du Lac, Waupaca, Waushara, and Winnebago Counties, show similar growth in these industries. Industries with the largest growth projections in the Fox Valley Workforce Development Area include the Construction Industry (19.75%) and the Professional and Business Services Industry (17.14%).

Bay Area Workforce Development Area Industry Projections

Industry	2012 Estimated Employment	2022 Projected Employment	Change	
			Number	Percent
Total, All Nonfarm Industries	323,664	348,446	24,782	7.7%
<i>Goods Producing</i>	<i>86,655</i>	<i>90,404</i>	<i>3,749</i>	<i>4.3%</i>
Natural Resources and Mining / Construction	8,255	8,862	607	7.4%
Manufacturing	67,700	68,837	1,137	1.7%
<i>Services-Providing</i>	<i>219,185</i>	<i>239,718</i>	<i>20,533</i>	<i>9.4%</i>
Trade, Transportation, and Utilities	55,602	58,517	2,915	5.2%
Information	2,879	3,084	205	7.1%
Financial Activities	16,123	17,420	1,297	8.0%
Professional and Business Services	27,659	32,241	4,582	16.6%
Education and Health Services (Including State and Local Government)	61,237	69,444	8,207	13.4%
Leisure and Hospitality	30,300	32,236	1,936	6.4%
Other Services (Except Government)	8,197	8,691	494	6.0%
Government	17,188	18,085	897	5.2%
<i>Self Employed and Unpaid Family Workers</i>	<i>17,824</i>	<i>18,324</i>	<i>500</i>	<i>2.8%</i>

Source: Wisconsin Department of Workforce Development

(1) Employment is a count of jobs rather than people, and includes all part- and full-time nonfarm jobs. Employment does not include jobs among self-employed, unpaid family, or railroad workers. Employment is rounded to the nearest ten, with employment less than five rounded to zero. Totals may not add due to rounding.

(2) An estimate of non-covered employment is included in NAICS 8131 (Religious Organizations), but not in any other industries.

(3) Government employment includes tribal owned operations, which are part of Local Government employment.

Income

Appleton's median household income was \$53,439 based on the 2010 US Census. This exceeds the median household income of the state at \$52,738. However, the per capita income for Appleton is \$27,548, which is slightly lower than Wisconsin's per capita income of \$27,907.

The Wisconsin Department of Workforce Development reports annual per capita income for Wisconsin counties and metropolitan areas. In 1969, per capita income in Appleton was less than both the state average and the average for the Fox Valley Workforce Development Area. By 1979, Appleton incomes had overtaken the region, and by 1999 Appleton residents were earning more than the state average. Income in the Appleton CSA continued to grow faster than that of the state as a whole through the mid-2000's, but since then has been lagging behind statewide growth.



Income Growth in the Appleton Region

Area Name	Per Capita Income					Four-Year Change
	1989	1999	2005	2010	2014	
Wisconsin	\$17,283	\$27,135	\$33,635	\$38,225	\$44,186	15.6%
Calumet County, WI	\$16,234	\$27,610	\$34,772	\$41,601	\$44,305	6.5%
Outagamie County, WI	\$17,389	\$27,243	\$34,104	\$37,046	\$43,665	17.9%
Winnebago County, WI	\$17,362	\$26,775	\$32,641	\$36,034	\$40,498	12.4%
Appleton CSA	\$17,161	\$27,317	\$34,247	\$38,034	\$42,405	11.5%

Source: Wisconsin Department of Workforce Development

The poverty status was determined for the City of Appleton in the 2014 American Community Survey and it concluded that 11.7 percent (8,218 persons) fell below the poverty level. From this portion of the population for whom poverty status was determined, 33.9 percent (2,789 persons) were under the age of 18. The US Census Bureau determines poverty on a family by family basis. The bureau assigns each family one of 48 poverty thresholds based on the size of the family and the age of its members. If a family falls below its appropriate poverty threshold, every member of that family is considered to be in poverty.

Overall Community Goals

The City of Appleton conducted an extensive visioning process in 2016 to gain insight into community needs and desires. This process included three community workshops and an on-line survey. The full process and its results are documented in detail in Chapter 3, and along with other City and regional plans, were the basis for the overall goals identified in this chapter. These broad goals are further explored and defined in subsequent chapters, where additional objectives, policies, and initiatives are discussed.

- **Goal 1 – Community Growth (Chapter 10)**

Appleton will continue to provide opportunities for residential, commercial, and industrial growth, including appropriate redevelopment sites within the downtown and existing neighborhoods, and greenfield development sites at the City's edge.

- **Goal 2 – Neighborhood Development (Chapter 10)**

Appleton will preserve and enhance existing City neighborhoods, and require quality design in newly developed areas, to continue to provide an attractive setting for living and raising a family.

- **Goal 3 – Housing Quality, Variety, and Affordability (Chapter 5)**

Appleton will provide a variety of rental and ownership housing choices in a range of prices affordable to community residents, and ensure that existing housing is adequately maintained in terms of physical quality and market viability.

- **Goal 4 – Transportation (Chapter 6)**

Appleton will support a comprehensive transportation network that provides viable options for pedestrian, bicycle, highway, rail, and air transportation, both locally and within the region.



- **Goal 5 – Utilities and Community Services (Chapter 7)**

Appleton will provide excellent public utility and community services at a reasonable cost, and will work with private utility companies to ensure quality service delivery.

- **Goal 6 – Education (Chapter 7)**

Appleton will collaborate with public and private schools, colleges, and other educational facilities to ensure that the community continues to provide outstanding and diverse educational opportunities for residents of all ages.

- **Goal 7 – Agricultural, Natural, and Cultural Resources (Chapter 8)**

Appleton will continue to protect and enhance its environmental quality and important natural resources, preserve historic sites, and support cultural opportunities for community residents.

- **Goal 8 – Economic Development (Chapter 9)**

Appleton will pursue economic development that retains and attracts talented people, brings good jobs to the area, and supports the vitality of its industrial areas, downtown, and neighborhood business districts.

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