

## 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*

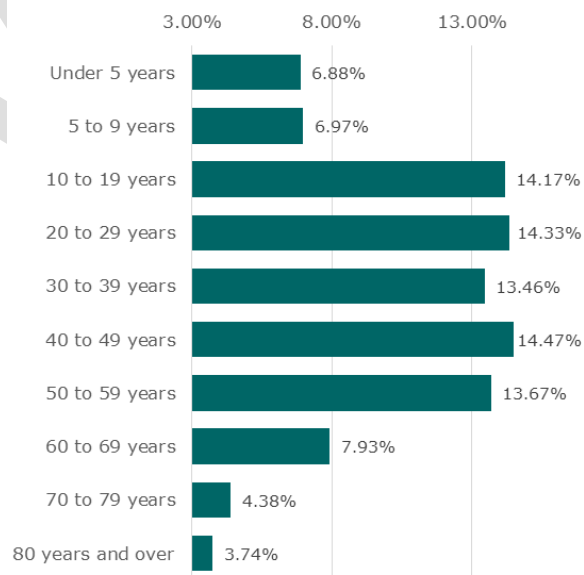
## Age Distribution

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

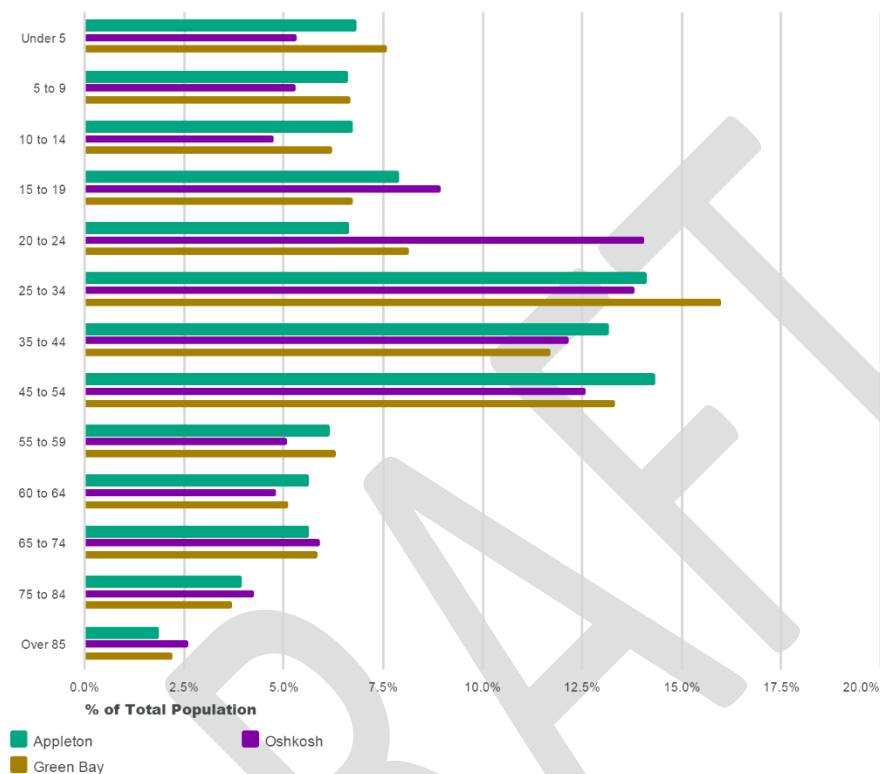


*Source: U.S. Census Bureau, 2010*

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 report<sup>1</sup> 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.

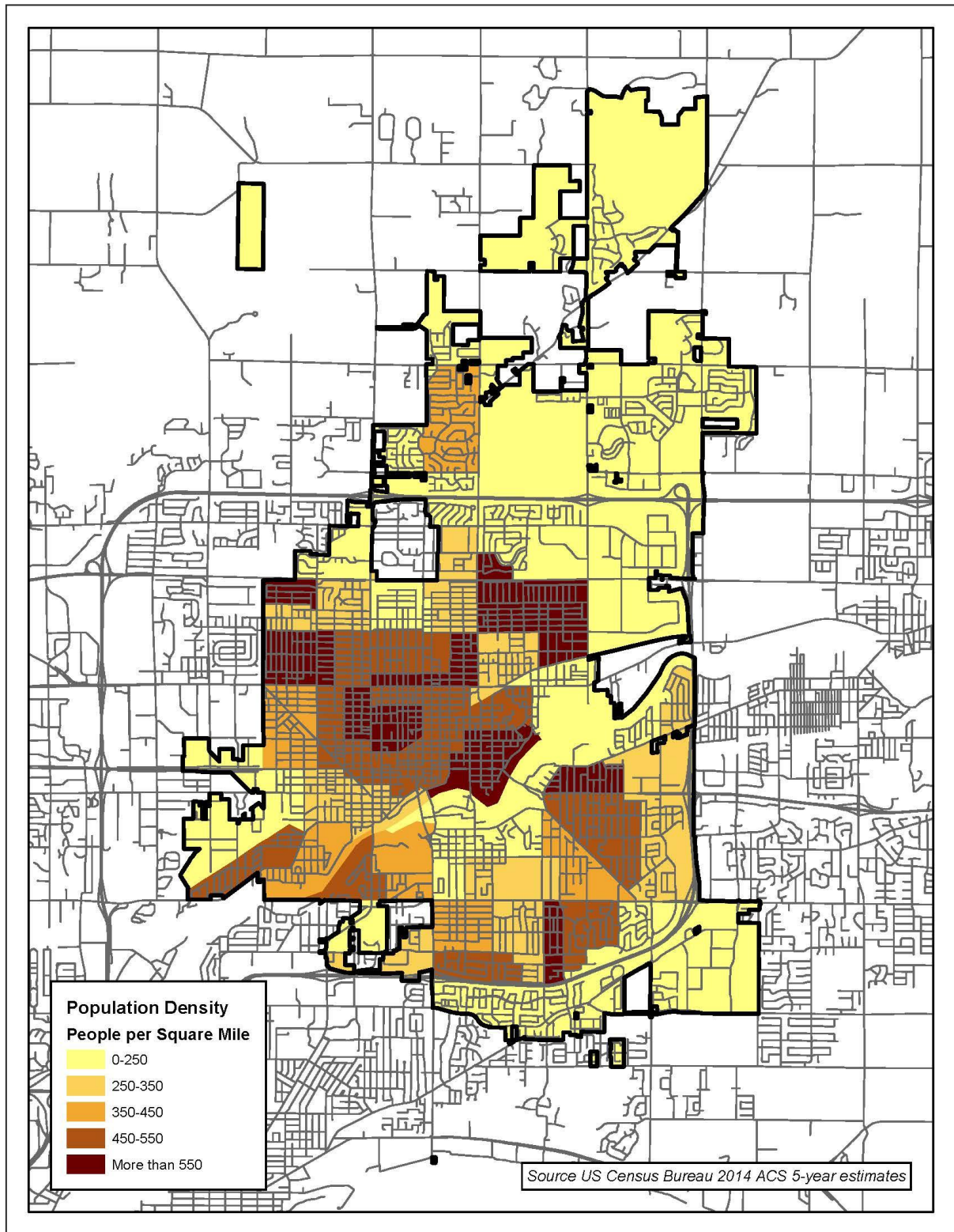
#### Population Density

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.

<sup>1</sup> 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.

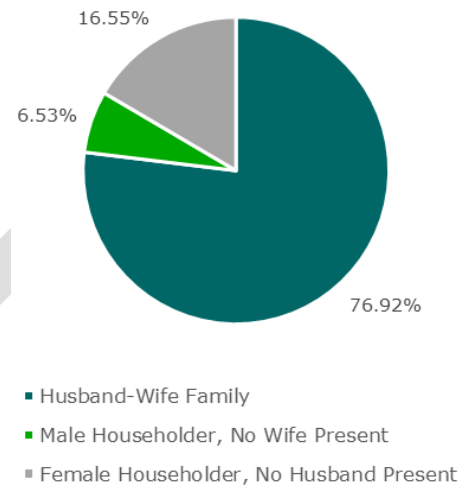
The City of Appleton prides itself on inclusion. Inclusion refers to how diversity is leveraged to create a fair, equitable, healthy, and welcoming community where all individuals are respected, feel engaged and motivated, and their contributions toward meeting societal goals are valued. Appleton established 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

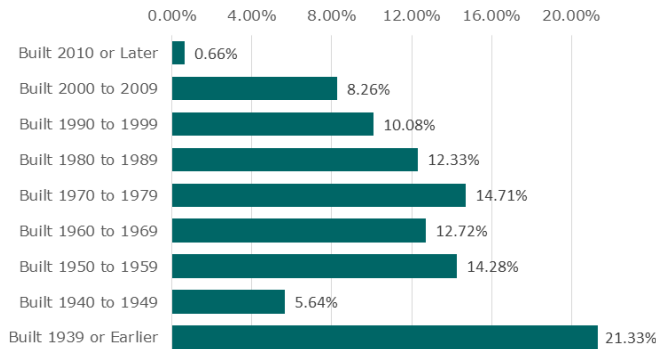
As of the 2010 Census, there were 30,348 housing units available in the City of Appleton. 28,874 of the available housing units were occupied (95.1 percent) with 67.3 percent of occupied housing units being owner-occupied and 32.7 percent being renter-occupied. Of the 1,474 vacant housing units (4.9 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 regional<sup>2</sup> 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.

<sup>2</sup> 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              |
| <b>Total, All Occupations</b>                              | <b>323,664</b>       | <b>348,446</b> | <b>24,782</b> | <b>7.7%</b>    | <b>2,689</b>                      | <b>7,614</b> | <b>10,303</b> | <b>\$33,670</b>       |

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     |
| <b>Total, All Nonfarm Industries</b>                                    | <b>323,664</b>            | <b>348,446</b>            | <b>24,782</b> | <b>7.7%</b> |
| <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                     | <b>607</b>    | 7.4%        |
| Manufacturing   | 67,700                    | 68,837                    | <b>1,137</b>  | 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                    | <b>2,915</b>  | 5.2%        |
| Information   | 2,879                     | 3,084                     | <b>205</b>    | 7.1%        |
| Financial Activities  | 16,123                    | 17,420                    | <b>1,297</b>  | 8.0%        |
| Professional and Business Services                                      | 27,659                    | 32,241                    | <b>4,582</b>  | 16.6%       |
| Education and Health Services<br>(Including State and Local Government) | 61,237                    | 69,444                    | <b>8,207</b>  | 13.4%       |
| Leisure and Hospitality   | 30,300                    | 32,236                    | <b>1,936</b>  | 6.4%        |
| Other Services (Except Government)                                      | 8,197                     | 8,691                     | <b>494</b>    | 6.0%        |
| Government  | 17,188                    | 18,085                    | <b>897</b>    | 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.

DRAFT