WI Counties Association Environment & Land Use: *How Counties Protect Land and Water* Happy Earth Day!

Marathon County Conservation, Planning, and Zoning Department Becky Frisch





Ideas for Smart Planning: Marathon County Comprehensive Plan, 2016 Strategic Plan, 2018

Wisconsin's Comprehensive Planning Legislation

- 66.1001(2)(i) *Implementation Element*.
 Comprehensive Plans must be updated at least once every 10 years.
- 66.1001(3) Ordinances that must be consistent with Comprehensive Plans:
 - Official mapping
 - Local subdivision ordinances
 - County zoning ordinances
 - Town zoning ordinances
 - Shorelands zoning ordinances.

The Comprehensive Plan IS:

A reflection of the community's long-term vision, goals and priorities for the County

Establishes a framework to influence future policy decisions

Sets priorities for public expenditures

A guide for future growth and development

A flexible document that can be updated as conditions and trends change

The Comprehensive Plan is NOT:

A legally-binding document A permanent document An exact outline of every future project or program

Comprehensive Plan Elements

- Introduction
- Demographics
- Health and Human Services (new)
- Community Character
- Natural Resources
- Water Resources
- Public Safety
- Infrastructure
- Land Use
- Education, Workforce Development, and Economic Development
- Recreation, Tourism, and Cultural Resources
- Intergovernmental Cooperation
- Implementation

Marathon County Comprehensive Plan 2016

Comprehensive Plan Task Force

- Purpose: Update Comprehensive Plan
- Membership: Representatives from county board standing committees
- Emphasis on health, safety, prosperity
- Adopted February 16, 2016

Marathon County Comprehensive Plan 2016

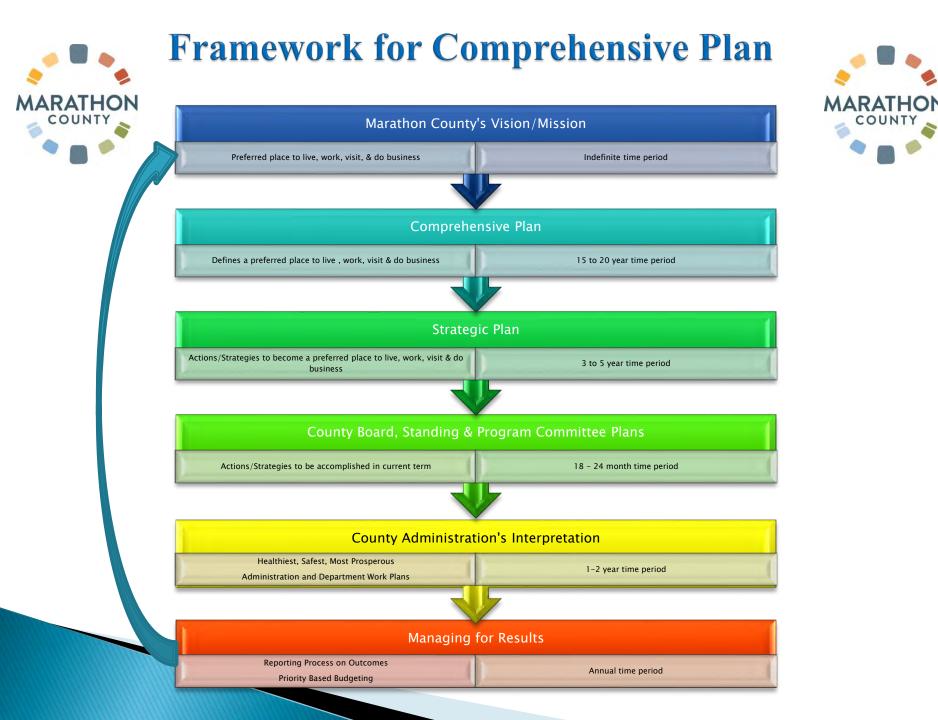
Standing Committees:

- Education and Economic Development
- Environmental Resources
- Executive
- Human Resources and Finance and Property
- Health and Human Services
- Infrastructure and Technology
- Public Safety

Planning "Pivot" Points

HEALTH AND HUMAN SERVICES CHAPTER

- Planners-NOT health, human services nor safety experts - THEY ARE.
- » Recognized opportunity for "Enhanced Planning"
- Planning, Health, Human Services and Safety Services to address very complex issues, how it will require sharing of human resources, knowledge and expertise across disciplines to reduce barriers and coordinate efforts toward common goals.
- Department Silos: This planning process enlightened a systemic reality "neglected critical partners" i.e. we were all planning, programming, and providing services toward common goals with limited or without shared collaboration.



10 Guiding Principles

Crossroads of Wisconsin

Encourage policies and programs that support options to allow safe and efficient movement of people and goods in and through Marathon County by a variety of modal means.

Education/Economic Development Epicenter

Encourage policies and programs that support lifelong education, workforce development, and diverse opportunities for economic development.

Environmental Stewardship

Encourage policies and programs that enhance the ecology and natural resources of Marathon County, while preserving and protecting them from human impacts and development, for the benefit of current and future populations.

10 Guiding Principles

Health Focused

Encourage policies and programs that promote the physical, mental, and social health of the community through affordable access, health education, health care systems, and infrastructure to encourage healthy living at all stages of life.

Multi-Partners Cooperation

Encourage policies and programs that support cooperation and collaboration with local, county, state, and federal governments, public/private partnerships, nonprofits, and other organizations to improve communication and efficiency.

Recreation Hub

Encourage policies and programs that enhance the cultural, entertainment, and outdoor recreation amenities to ensure Marathon County's future as a year-round destination for residents and visitors.

10 Guiding Principles

Safe and Sound

Encourage policies and programs that support the promotion of public safety and a sense of personal security within the community.

Sense of Place

Encourage policies and programs that support and enhance local history, heritage, culture, values, social pride, and community character in Marathon County through decisions that fosters growth and coordinated development to establish a vibrant sense of place.

Sustainable Agriculture

Encourage policies and programs that support preservation of productive farmland, growth of agribusiness, and promote innovative farming practices to maintain a strong local agricultural economy which contributes to the local and global food system.

Embrace Innovation

Encourage policies and programs that support the utilization of new technologies and opportunities for innovation.

Department Head Retreat Working Group Summary of Work

3 Department Head Retreats: 23 Department Heads

- > Reviewed Comprehensive Plan Framework
- Discussed and identified department programs related to the 10 Guiding Principles
- Determined Primary Issues impacting County in the next 20 years
- Determined Primary Issues with a DIRECT County Role (impacting and influencing)

Marathon County Comprehensive Plan 2016

Department Head Meetings:

- Facilitated discussion so that the comprehensive plan is meaningful, useful, and relevant to each department
- Understand the comprehensive vision of Marathon County as a collective unit.
- Identify goals and priorities.
- Recognize interconnections and opportunities to work together in order to accomplish specific county goals.

Marathon County Comprehensive Plan 2016

Department Head Meetings:

- Create a framework for multi-disciplinary approach across departments for county priorities.
- Sustain over time a team commitment.
- Create strategic thinking: collaboration rather than staying in our own isolated silos.
- Establish that the Comprehensive Plan will be the basis/framework for all Marathon County Board discussions in terms of direction and resources.

Primary issues with **DIRECT** county role.

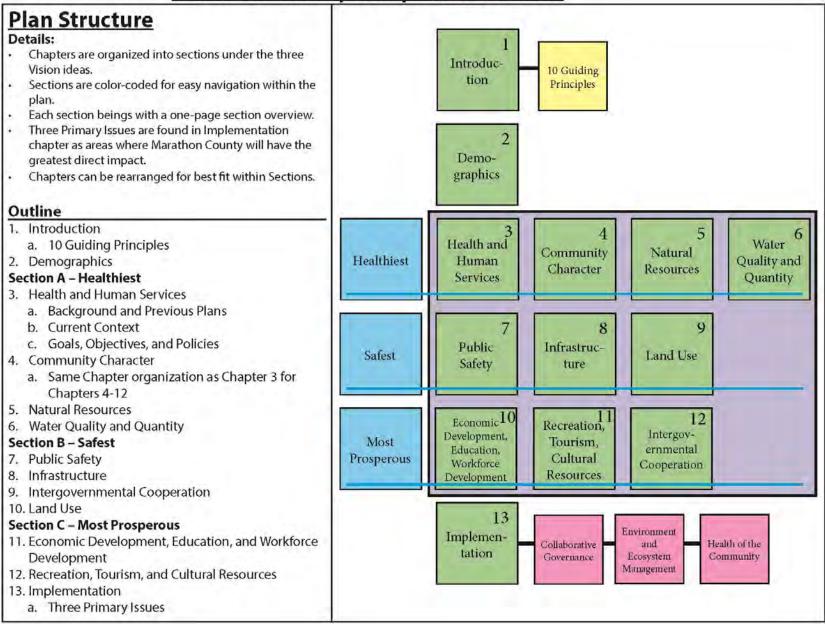
Environment and Ecosystem Management: Includes the conservation, preservation and protection of natural resources, includes planned development, balancing of economic demand with natural resource management, regulation, infrastructure, managing conflicting use and tensions that arise from multi use recreational demands, need for resources, etc. Includes safety and health of environment, people and community.

Primary issues with **DIRECT** county role. Health of Community: It is the overall health of the community at an individual and aggregate level. It includes the safety of at risk populations as well the public in general. It speaks to drugs, crime, alcohol abuse, domestic violence, child welfare, chronic disease, food safety, income insecurity, etc. It also speaks to emergency response, infrastructure that supports the vitality of community and health of individuals; protection of people from illness (food and environmental) and education to support people's wealth building capacity.

Primary issues with **DIRECT** county role.

Collaborative Governance: It is the process of civic engagement or the interaction of people and their relationships to help shape divergent opinions that will influence the sense of community, current and future policy decision-making, and intergovernmental relationships in a sustained, transparent, inclusive and responsive way.

Marathon County Comprehensive Plan



Marathon County Strategic Plan

The goal for the Marathon County Strategic Plan is for the plan to align with community and county initiatives, be actionable, forward thinking, integrated with public and private objectives, and of value to all users.

Marathon County Strategic Plan

- Selection of priorities based on the <u>comprehensive plan goals and</u> <u>objectives</u>
- Determined by County Board and Community Leaders through separate facilitated processes
- Assured alignment with community needs and values

What is a Goal, Objective, and Action?

- Goal: Broad idea that states a long-term desired outcome.
- Objective: Provides more specific direction in support of that goal.
- Strategy/Action: Specifies key steps or actions to be taken to achieve the objectives and reaching the overall goal.

A Strategic Plan

Identifies the strategies/actions needed in pursuit of the priority objectives, desired outcomes, and who will be responsible.

Marathon County Strategic Plan

- County Board determined 12 Priority Objectives
- Provided to Department Heads to
 - determine cross department collaborations/approaches
 - generate 5 year strategies
 - develop outcome measures for priorities

Marathon County Strategic Plan

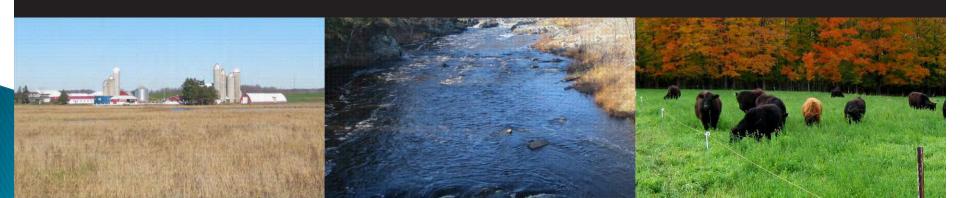
- Established as the basis/framework for Marathon County Board policy discussions in terms of direction and resources.
- Integrated into Administration and Department work plans



Marathon County Strategic Plan 2018–2022



WISCONSIN



STRATEGIC PLAN

The Strategic Plan Framework in Figure 1 captures how Marathon County's Vision and Mission drive our planning efforts, which then serve to assist our elected officials as they provide policy guidance to County Administration and each of Marathon County's respective operational departments.



2016 COMPREHENSIVE PLAN

TOPICS

Healthiest

- health and human services
- community character
- natural resources
- water resources

Most Prosperous

- education, workforce development, economic development
- recreation and tourism, cultural resources
- intergovernmental cooperation

Organizational Culture (Mission/Vision/Values)

Safest

- public safety
- infrastructure
- land use

HEALTHIEST

WHY IS THIS IMPORTANT?



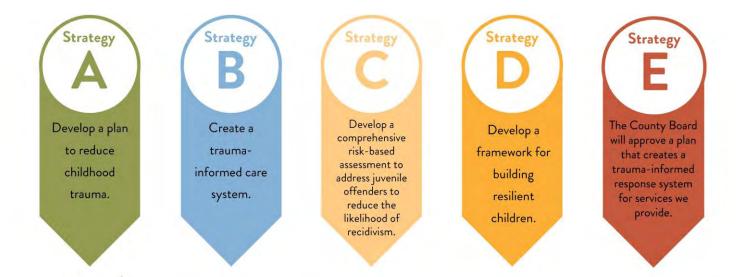
The social, economic, and physical environment in which a person lives shapes his or her individual characteristics and behaviors. The future health and social well-being of a community will be determined to a large extent by how effectively government, healthcare and human service providers, local non-profits, and the natural environment contribute to an individual's lifelong health and well-being.

HEALTHAND HUMAN SERVICES GOAL: Marathon County promotes the physical, mental, and social health of the community and takes steps to support healthy living for residents at all stages of life.

NATURAL RESOURCES GOAL: The natural resources of Marathon County are managed in a balanced way so they are protected and preserved for current and future generations' health, enjoyment, and benefit.

WATER RESOURCES GOAL: The water resources in Marathon County are of the highest quality for the safety of residents and the health of aquatic ecosystems and are protected from damaging behaviors like overuse and pollution.





OBJECTIVE 3.3: Ensure that every child makes it to adulthood with health, stability, and growth opportunities.

December 31, 2022, there will be an increase in high school graduation rates from 92% to 95% in Marathon County.

By

Baseline: 92% in 2015-2016 Source: 2017-2019 LIFE Report

> Outcome Measure

By December 31, 2022, there will be a reduction in the number of out-of-home care days experienced by children in Marathon County.

Baseline: 136 in 2015; 184 in 2016; 200 in 2017 (year placement equivalent) Source: Marathon County Department of Social Services

> Outcome Measure

2019, at least one practice change will be implemented that is aimed at decreasing the number of young adults (age 17-21) in Marathon County jail who were the subject of a court order for services as a child.

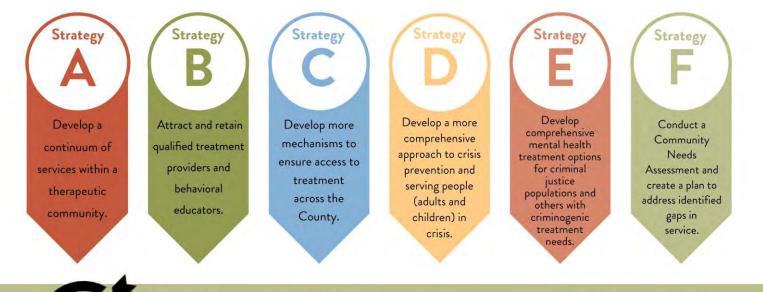
By

December 31,

Baseline: To Be Determined Source: Marathon County Department of Social Services

> Outcome Measure

Departments Contribution Clerk of Courts County Administration Corporation Counsel Health Library Parks, Recreation, and Forestry Sheriff's Office Social Services UW-Extension



OBJECTIVE 3.7: Ensure that every person has local access to effective mental health treatment.

December 31, 2022, Emergency Detentions in Marathon County will decrease by 25%.

By

Baseline: To Be Determined Source: North Central Health Care

> Outcome Measure



By

Baseline: 21.5% in 2017

Source: 2017-2019 LIFE Report Outcome

Measure

2022, the percentage of high school students in Marathon County who felt so sad or hopeless every day for two or more weeks in a row that they stopped doing usual activities during the 12 months before the survey will be less than 20%.

By

December 31,

Baseline: 23.6% in 2017 Source: 2017 Marathon County Youth Risk Behavior Survey

Outcome Measure

Departments Contrig County Administration **Corporation Counsel** District Attorney **Emergency Management** Health North Central Health Care Sheriff's Office Social Services Veteran's



OBJECTIVE 5.2: Promote sound land use decisions that conserve and preserve natural resources in decisions with economic development and growth.

December 31, 2022, phosphorous from cropland and farmsteads in the Fenwood Creek Watershed will be reduced by 20% or 14,016 pounds.

By

Baseline: 70,080 pounds in 2018 Source: Nine Element Plan (EPA*)

> Outcome Measure

December 31, 2022, four or more additional towns will adopt Marathon County Zoning Code,

By

Baseline: 18 of 40 towns, 2018 Source: Marathon County Conservation, Planning & Zoning

> Outcome Measure

December 31, 2022, an average of 320 acres of land per year will be acquired for the Marathon County Parks and Forests System.

By

Baseline: 4,273.91 Park acres and 30,194.79 Forest acres, 2018 Source: Marathon County Parks, Recreation and Forestry

Outcome Measure Departments Contribution Central WI Airport Highway Conservation, Planning & Zoning Corporation Counsel Parks, Recreation and Forestry Solid Waste UW-Extension

* Environmental Protection Agency



OBJECTIVE 6.3: Protect and enhance the quantity and quality of potable groundwater and potable surface water supplies.

December 31, 2022, the Marathon County Board of Supervisors will adopt a groundwater protection plan that provides stated outcome measures of groundwater quality and quantity.

By

Baseline: 2001 Groundwater Protection Plan Source: Marathon County Conservation, Planning & Zoning

> Outcome Measure

By December 31, 2022, the number of Private Onsite Wastewater Treatment Systems (POWTS) discharging sewage to the ground surface will be reduced by 750 systems or more.

Baseline: 1,250 systems in 2018 Source: Marathon County Conservation, Planning & Zoning

> Outcome Measure

December 31, 2021, discharges of animal waste to surface and ground water will be reduced by ensuring all idle animal waste facilities are closed in compliance with ordinance requirements.

By

Baseline: 40 animal waste facilities Source: Marathon County Conservation, Planning & Zoning

> Outcome Measure

Departments Contributingo Central WI Airport Conservation, Planning & Zoning Emergency Management Health Highway Parks, Recreation & Forestry Solid Waste

SAFEST

WHY IS THIS IMPORTANT?

It is important for the County to create and maintain a diverse network that protects the unique quality and character of Marathon County, enhancing community, County, and regional connections, while improving public safety services, improving traffic management, enhancing emergency access, and emphasizing health care services throughout the County. Community facilities, utility infrastructure, and county-wide internet access are required to meet current needs, to support public safety, to encourage future and current residential growth, and to foster economic growth both in rural and urbanizing areas of the County.

PUBLIC SAFETY GOAL: Marathon County is a safe and secure community for all residents and visitors.

INFRASTRUCTURE (UTILITIES) GOAL: The utilities infrastructure in Marathon County is maintained to the highest standards to support the residents and businesses of the County.





OBJECTIVE 7.1: Provide cost-effective and high quality public safety services.



Outcome Measure Departments Contribution Central WI Airport Corporation Counsel County Administration Emergency Management Finance Library North Central Health Care Sheriff's Office Social Services



OBJECTIVE 7.2: Mitigate the impacts of heroin and methamphetamine epidemics in Marathon County through evidence-based practices.

March 1, 2019, an outcome measure will be established to measure the quality of life for adults in counseling, mental health, or AOD related treatment programs seen at North Central Health Care.

By

Baseline: To Be Determined Source: North Central Health Care

> Outcome Measure

December 31, 2022, 3% or less of high school students in Marathon County will report having taken prescription drugs without a doctor's prescription one or more times in the past 30 days. Baseline: 4.6% in 2017, 3.8% in 2015 Source: 2017 YRBS' Survey

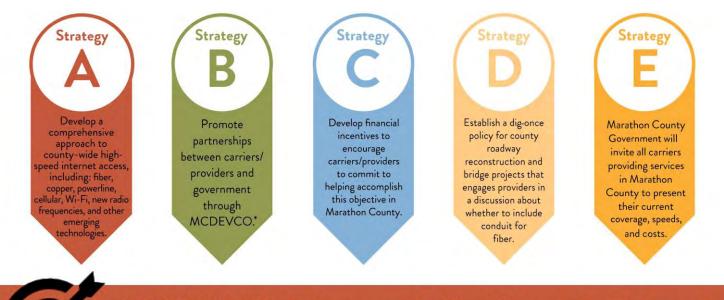
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Outcome Measure December 31, 2022, the rate of overdose deaths among residents in Marathon County will hold steady or decrease. Baseline: 9.8 per 100,000 residents/40 deaths, 2014-2016

By

Source: WISH" Outcome Measure Departments Contributingo Clerk of Courts Corporation Counsel County Administration District Attorney Health North Central Health Care Sheriff's Office

> * Youth Risk Behavior Survey ** Wisconsin Interactive Statistics on Health



OBJECTIVE 8.7: Strive to provide affordable, reliable, high-speed internet access throughout the County.



Source: City-County Information Technology Commission

> Outcome Measure



* Marathon County Development Corporation

MOST PROSPEROUS

WHY IS THIS IMPORTANT?



- The County needs to establish a positive and proactive business climate that encourages balanced and sustainable business expansion and diversification, contributes to the quality of life in the community, and respects the natural environment. The County shall work to retain and enhance its existing economic base while attracting new economic development.
- In order for Marathon County to be the most prosperous, the strategic economic development must be effective, and the County needs to foster an environment conducive to economic development activity. Retaining existing businesses and enabling their expansion should be a primary focus of the County's economic development program. The County should emphasize its exceptional quality of life and its many assets, including appropriate development sites and incentives for business development.
 WORKFORCE DEVELOPMENT GOAL: The utilities infrastructure in Marathon County is maintained to the highest standards to support the residents and businesses of the County.

• ECONOMIC DEVELOPMENT GOAL: Marathon County's a diverse economy—a place of opportunities where people and businesses can grow and be successful.

•INTERGOVERNMENTAL COOPERATION GOAL: Marathon County is a cooperative and collaborative partner with other municipalities and organizations to most effectively and efficiently provide services to residents.

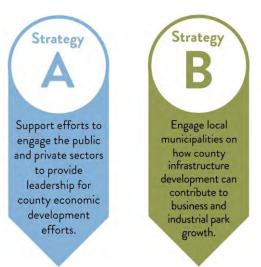




OBJECTIVE 10.6: Ensure the future availability of a skilled and flexible workforce prepared to meet the needs of both existing and emerging industries and technologies.



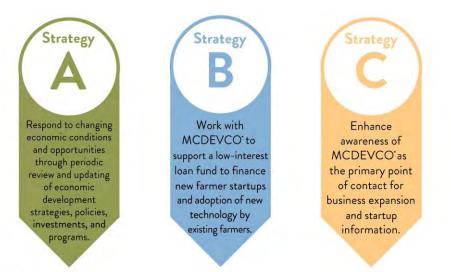
* Economic Modeling Specialists International



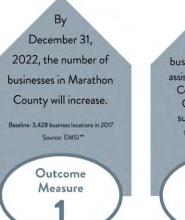
OBJECTIVE 10.8: Encourage development and redevelopment of key employment centers in areas that possess strong market potential, provide good transportation access for workers, and promote the efficient movement of goods.



* Economic Modeling Specialists International



OBJECTIVE 10.10: Create an innovative atmosphere to foster an entrepreneurial-supportive environment.



By December 31, 2022, 90% of businesses that receive assistance from Marathon County Development Corporation will be sustained for 3 years. Baseline: To Be Determined Source: MCDEVCO⁺

> Outcome Measure

Detaitments Contribution Central WI Airport Corporation Counsel County Administration Conservation, Planning & Zoning Education & Entrepreneurial Center Library Marathon County Development Corporation

> * Marathon County Development Corporation ** Economic Modeling Specialists International



OBJECTIVE 10.12: Maintain infrastructure to support economic growth.



Source: Marathon County Highway Department

> Outcome Measure

By December 31, 2022, the total automobile crash rate will be reduced by 5% in Marathon County to improve traffic flow, efficiency, and safety.

Baseline: New Measure Source: Wausau Area Metropolitan Planning Organization

> Outcome Measure





OBJECTIVE 12.3: Promote cost-effective public services.

December 31, 2020, all county departments will have employees with knowledge of continuous improvement and skills for facilitating improvement.

By

Baseline: To Be Determined Source: Marathon County Administration

> Outcome Measure

By December 31, 2022, the number of county employees who have completed the Marathon County Leadership Development Program will increase by 25%. Baseline: To Be Determined

> Outcome Measure

Source: Marathon County Administration

By December 31, 2020, a framework will be developed to share services with a local municipality, nearby county, or non-governmental entity to reduce cost and increase effectiveness, and thereafter meet at least once a year to discuss joint ventures. Baseline: To Be Determined

Baseline: To Be Determined Source: Marathon County Administration

Outcome Measure Departments Contributingo County Administration All Marathon County

Government Departments

* Emergency Medical Services

Marathon County Comprehensive Plan 2016

Questions?

http://www.co.marathon.wi.us/Excellence.aspx