



CITY OF MARSHFIELD
MEETING NOTICE

ECONOMIC DEVELOPMENT BOARD
Thursday, January 5, 2017
City Hall Plaza, Room 108
3:00 p.m.

AGENDA

1. Call to order – Chairman Sennholz
2. Approval of minutes:
 - a. December 1, 2016 – regular meeting
3. Identify potential conflicts of interest
4. Receive citizen comments
5. Consider funding request by NCCAP for “Rural Crowdfunding Project”
6. Review Economic Development Chapter for 2017 Comprehensive Plan Update
7. Discussion and possible action on matters related to EDB priorities
 - a. Housing
 - b. Economic Development Corporation
 - c. Downtown Redevelopment
 - i. Wenzel Family Plaza
8. Economic development activity updates
9. Items for future agendas
10. Adjourn

NOTICE

It is possible that members of and possibly a quorum of other governmental bodies of the municipality may be in attendance at the above-stated meeting to gather information; no action will be taken by any governmental body at the above-stated meeting other than the governmental body specifically referred to above in this notice

Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request this service, contact Deb M. Hall, City Clerk, at 630 South Central Avenue or by calling (715) 384-3636.

**Economic Development Board meeting
December 1, 2016**

Present: Buttker, Dickrell, Martin, Meissner (left at 3:45 p.m.), Trussoni, Wagner, Staab
(arrived at 3:05 p.m.), and Sennholz
Absent: None
Others: Angell, Krogman, Eloranta, Olson, Casperson and Knoeck

Chairman Sennholz called the meeting to order at 3:00 p.m. in City Hall, Room 108.

Approve minutes – September 1, 2016 and September 15, 2016

Buttker moved and Dickrell seconded the motion to approve minutes from the September 1st and September 15th meetings as presented. Motion carried.

Identify potential conflicts of interest

None

Citizen comments

None

Discussion and possible action on EDB priorities

Housing: There is nothing to report. After 1st of year this needs to be worked on. Angell has talked to the ACE Academy and doesn't know if there is any interest on their part.

Economic Development Corporation: Sennholz has people who are interested in being involved.

Wenzel Family Plaza: So far \$875,000 has been raised. This includes the \$200,000 from the City and \$200,000 from EDB. Looking for a donor for naming rights for the performance stage. Goal was to get fundraising done by the 1st of the year.

The CDI grant was resubmitted. Made some changes based on feedback they had received. Optimistic they will get a \$250,000 grant

Committee discussed who would be responsible for maintenance. Knoeck stated currently the planters and parking lots are taken care of by volunteers, but this could be ending soon due to the fact that not enough volunteers are coming forward. He stated upkeep on the park would be very extensive. Angell will contact Wausau to see who is responsible for upkeep of the 400 Block.

Discussion was held as to whether or not we could pay another entity with Room Tax dollars to manage the park.

Dickrell moved and Buttker seconded the motion to have staff come back to the committee with a plan as to who will be responsible for the maintenance and scheduling of Wenzel Family Plaza. Motion carried

Knoeck stated that SEH has questions as to what events they committee is thinking will be held at the park. The following is a list of possible events:

- 3 to 5 member bands
- Farmer's Markets

Block Parties - 2 x a year, 500 people
Hub City Days
Movies in the Park
Food Trucks
Picnic in the Park
Holiday parade/tree lighting
Art show
Car show
Reindeer day
5K run/walks
Winter festivals

The ice skating rink was discussed. Casperson said ice over grass is very hard on the grass.

Economic development activity updates

Olson reported on the following:

- Working with business retention
- Meeting with Wolfcraft next week
- Retailers did well on Black Friday
- ICE Retailer Show had 60 attendees. Was hoping for more
- New Tech Council involving Clinic, Alliance, and Prevention Genetics

Eloranta reported on the following:

- Homestead Pantry open Wednesday and Saturday. Had around 200 people at their grand opening. A lot of interest
- Really pushing the pop up shops
- Bella's Boutique & Antique Attic opened
- Spring Green moved into the old Derrico's building
- Fairway Mortgage has expanded into the 301 building

Angell reported on the following:

- The City of Marshfield Inspection staff is working on getting Muscle & Fitness building issues addressed.
- Next month the Economic Development Chapter of the Comp Plan will be discussed

With no objections from Board members, Sennholz adjourned the meeting at 4:30 p.m.

Respectfully submitted,
Amy Krogman
Administrative Assistant III



City of Marshfield Memorandum

DATE: December 28, 2016
TO: Economic Development Board
FROM: Steve Barg, City Administrator *SB*
RE: Request to consider payment of \$5,000 as the City's pledge for a NCCAP grant request for Small Business Innovative Research funds under "Rural Crowdfunding Project".

Background

Staff received the attached request from Carla Lenk of North Central Community Action Program (NCCAP) looking for a \$5,000 pledge in support of a Small Business Innovative Research grant application to the U.S. Department of Agriculture. The objective is to help rural areas provide technology necessary to help entrepreneurs solicit funding for start-up businesses. Only 10 sites across the nation were to be chosen, so this is quite competitive. In order to be considered, NCCAP needed \$15,000 to help offset staffing, administrative, and travel costs. They requested \$5,000 in pledges from the City of Marshfield, the City of Wisconsin Rapids and Wood County, and the commitments were needed within a very short window of time in order to meet the grant application deadline.

Council action

On August 23rd, the City Council approved a motion (minutes attached) authorizing staff to make the requested commitment, subject to the following conditions: 1) confirmation that the City of Wisconsin Rapids and Wood County made pledges; and, 2) identification of the most appropriate funding source for this expense. We've now heard that NCCAP's application was chosen, and we have confirmation that the City of Wisconsin Rapids and Wood County have made their payments, so we need the funding source for our payment. At the time of our commitment, funding alternatives included the Development Services budget and general fund contingency, but as we end 2016, there are no available monies in either of these budgets.

Request

Since this project is economic development in nature, I am asking that the Board consider providing the funds, either from the EDB budget or from the former RLF fund sometimes used for other economic development projects. I apologize for making this request "after the fact", but there wasn't a Board meeting before the application deadline to run this past you, and as I said earlier, this is an economic development related project. I'll be present at the January 5th EDB meeting to address any questions or concerns that you might have.

CC16-175 Motion by Earll, second by Feirer to approve Budget Resolution No. 21-2016, transferring \$5,405 within the Deferred Revenue Law Enforcement Restitution Fund to the Protective Services Contractual Repair and Maintenance Fund for painting the police department's new armored rescue vehicle. Ayes - 10

Motion carried

CC16-176 Motion by Buttke, second by Jockheck to approve Resolution No. 2016-40, exemption from Wood County Library tax.

Motion carried

CC16-177 Motion by Wagner, second by Jockheck to authorize staff to provide the commitment of a \$5,000 pledge in connection to an application from North Central Community Action Program for a Small Business Innovative Research grant under the "Rural Crowdfunding Project" with 2 conditions; 1) Confirmation that the City of Wisconsin Rapids and Wood County are onboard to make their \$5,000 pledges; and 2) Identify the most appropriate funding source for this expense. Ayes - 7; Nays - 3 (Feddick, Zaleski, Spiros)

Motion carried

CC16-178 Motion by Hendler, second by Spiros to authorize including the City's \$1,000,000 contribution to the UW-Marshfield/Wood County STEM project in the Fall 2016 borrowing plan, and direct staff to prepare the required budget resolution for approval on September 13, 2016. Ayes - 9; Nay - 1 (Wagner)

Motion carried

Finance Director Strey gave an overview of the 2017 budget.

City Administrator Barg presented options for renovation and funding Community Center project improvements.

Aldersperson Spiros asked for projected operational costs for the Community Center.

Aldersperson Buttke requested that the next time this is discussed he would like to hear a plan on how this will be financed.

First reading of the appointment of Gary Cummings, 1709 S. Washington Avenue to fill the vacant position on the Committee on Aging. This appointment will expire in 2018.

CC16-179 Motion by Feirer, second by Earll to suspend the rules and vote on the appointment.

Motion carried

CC16-180 Motion by Feirer, second by Spiros to approve the appointment of Gary Cummings to the Committee on Aging.

Motion carried

CC16-181 Motion by Wagner, second by Zaleski to go into closed session pursuant to Wisconsin Statutes, chapter 19.85 (1)(e) "Deliberating or negotiating the purchase of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session."

- Development Agreement for project located in TIF District #7.

Roll call vote, all ayes (Time: 8:55 p.m.)

Motion carried

Wisconsin Rapids Office
2111 8th St. So., Suite 102 • Wisc. Rapids, WI 54494
(715) 424-2581

Wausau Office
911 Jackson St. Room 104 • Wausau, WI 54403
(715) 842-0681



Merrill Office
503 S. Center Ave., Suite 1 • Merrill, WI 54452
(715) 536-9581

Marshfield Office
156 S. Central Ave. • PO Box 1072 • Marshfield, WI 54449
(715) 387-2626

November 1, 2016, 2016

Steve Barg
City Administrator
Marshfield City Hall
630 Central Avenue, #501
Marshfield, WI 54449

Dear Steve,

I am pleased to let you know that the North Central Community Action Program, Inc. was notified that we were selected as the only demonstration site in Wisconsin for the Crowdfunding Project. I am attaching the letter of notification for your confirmation. We will need the \$5,000 the City Council agreed to give to support this endeavor. Please send the check to North Central Community Action Program, Inc., 2111 8th. Street South, Suite 102, Wisconsin Rapids, Wisconsin 54494.

Wisconsin Rapids has also agreed to funding (see attached news article) and it is on the public budget already posted that Wood County has agreed to fund us for \$5,000.

As a new technology for funding businesses in Wood County, and especially in Marshfield, this allows the NCCAP to go beyond the low income, poverty parameters that we are bound to in our normal program. Household incomes that go beyond the federal formals can now be included in this type of funding approach.

Thank you for all your help.

Sincerely,

A handwritten signature in cursive script that reads "Carla M. Lenk".

Carla M. Lenk, Coordinator
NCCAP

Enclosure

Wisconsin Rapids Office
2111 8th St. So., Suite 102 • Wisc. Rapids, WI 54494
(715) 424-2581

Wausau Office
911 Jackson St. Room 104 • Wausau, WI 54403
(715) 842-0681



**NORTH CENTRAL
COMMUNITY ACTION PROGRAM**

Merrill Office
503 S. Center Ave., Suite 1 • Merrill, WI 54452
(715) 536-9581

Marshfield Office
156 S. Central Ave. • PO Box 1072 • Marshfield, WI 54449
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August 10, 2016

Steve Barg
City Administrator
City of Marshfield
630 S. Central
P.O. Box 727
Marshfield, WI 54449

Dear Mr. Barg,

Recently the North Central Community Action Program, Inc. (NCCAP) sent a Request for Proposal (RFP) in to a company, The Local Crowd, LLC, which had received a Small Business Innovative Research (SBIR) grant from the U.S. Department of Agriculture. The SBIR wished to find out why rural areas are lacking in using technology to start businesses, while urban areas are much more successful in obtaining start-up money.

The Local Crowd, LLC is into the second phase of their grant, which is allowing them to do the implementation of their research, i.e. select 10 national sites for their crowd funding idea. The implementation would allow the 10 sites to receive software, and other resources that they developed, for putting the crowd funding onto the Internet and solicit funds in a new way for start-up businesses. Similar to *KICKSTARTER*.

In order to actually do the project, if we receive the award, NCCAP has to find \$15,000 to compensate 25% of my salary, some administration costs, and some travel. Since our proposal is for Wood County, I have asked the City of Wisconsin Rapids for \$5,000, which Mayor Vruwink agreed to. I hope to be on the calendar for the County Board, to ask them for \$5,000. I am requesting \$5,000 from the City of Marshfield to complete the amount that would be needed for the year 2016/2017.

The ability to be a national site would indeed be a coup, since no one else in Wisconsin has applied for this particular RFP. The marketing itself would be valuable for the county. The City of Marshfield would benefit from this endeavor since there is a real gap in finding financing for start-ups in Central Wisconsin. NCCAP can, by federal law, only work with poverty/low income people. Many people that come to me are not in that category, yet they cannot receive bank funding because of a low credit score or a previous bankruptcy, and I cannot aid them because my mission is to work with the poverty/low income people. I do believe this could fill the gap that exists and ultimately benefit all.

Sincerely,

Carla M. Lenk, Coordinator
North Central Community Action Program, Inc.



NORTH CENTRAL COMMUNITY ACTION PROGRAM, INC.

2111 8th Street S., Suite 102 • Wisconsin Rapids, Wisconsin 54494-6154 • (715) 424-2581 Fax (715) 424-0771

August 4, 2016

Diane Wolverton
Co-Founder, CEO
The Local Crowd, LLC
4218 Cheyenne Drive
Laramie, Wyoming 82072

Dear Ms. Wolverton,

I am submitting our proposal for the RFP request to become a possible demonstration site for the Rural Crowdfunding Project. Wood County organizations will support and have committed in-kind volunteer aid to become a demonstration site. Wood County's commitment includes, but does not exclude, other types of support.

Upon selection as a site, our commitment is as follows;

1. Establish a virtual incubator at the NCCAP offices
2. Bring Wood County leaders into the team membership
3. Attendance at all training as designated
4. Provide all research assistance as requested
5. Provide marketing to Wood County through Local Access TV Channels, reporting successes to other CAP agencies within the state, using WI Public Radio to market the program, as well as, press releases, web-site and social media
6. Sharing experiences with local communities, or state governmental bodies, that may be interested in the ramifications of this program

North Central Community Action Program, Inc., established in Wood County in 1966, is one of sixteen community agencies existing in the state of Wisconsin. NCCAP is a private, non-profit that aids low- to - moderate income residents of Wood County to attain economic self-sufficiency. The different programs cover a wide range of emergency needs and includes a Jobs and Business Development program that assists in the creation and expansion of businesses in Wood County with a goal of job creation for low to moderate income residents. More and more individuals with high household incomes, however, come to this office for aid in writing a business

The Rural Crowdfunding technology will enable our clients to expand their options for funding their businesses. It will teach them about the technology and be instrumental in the use of social media to better their existence through success of their business.

Sincerely,

Carla M. Lenk
Jobs & Business Development Coordinator
NCCAP

Wausau Office
911 Jackson St., Room 104
Wausau, WI 54403
(715) 842-0681

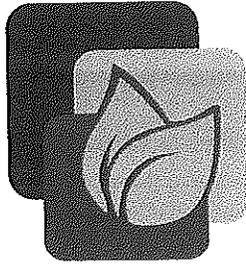
Merrill Office
401 West Main, Suite 3
Merrill, WI 54452
(715) 536-9581

Marshfield Office
P.O. Box 1072
Marshfield, WI 54449
(715) 387-2626

Storefront Learning Center
605 1/2 Third St.
Wausau, WI 54403
(715) 842-7556



Partner Program



The
LocalCrowd
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*Request for Proposals for
Rural Crowdfunding Demonstration Sites
June 1, 2016*

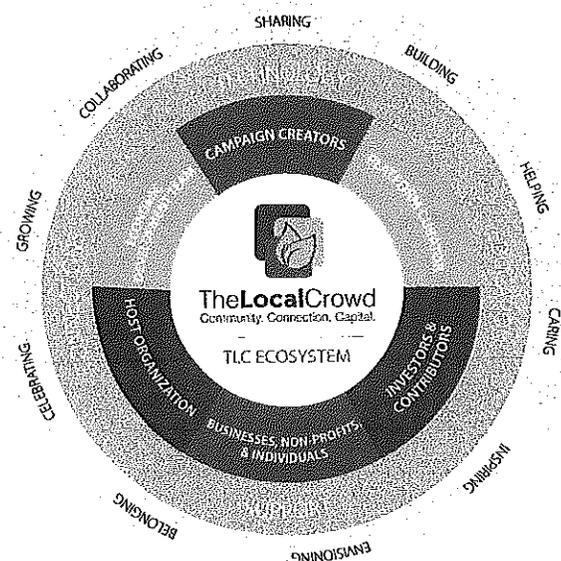
TO: Rural economic and community development groups interested in becoming a Demonstration Site for a new, locally-focused crowdfunding incubation system.

BACKGROUND

Crowdfunding is changing the way businesses raise capital—yet America’s rural communities, where capital is needed most, are being left behind. Crowdfunders raised more than 34 billion dollars in 2015—up from 16 billion the year before. This growth rate could double again this year. Of the 1,200 platforms studied, few are focused on local or rural needs. Yet localism is the emerging response to sustainable economies. Studies show that every dollar spent with a local business equals 2-4 times the economic impact of national chain stores—more jobs, more income, more tax revenues, and more charitable giving.

The Local Crowd, LLC (TLC) has designed an innovative crowdfunding tool for rural communities that can be used to break down barriers to capital and stimulate a spirit of localism. The model has been designed for use by economic development groups as a turnkey solution that includes implementation and ongoing support. The model is more than a crowdfunding platform—it is a crowdfunding incubator that cultivates an ecosystem of community investment and support. It includes an education package for users as well as an implementation system that trains and prepares the selected community hosts and their teams to successfully operate their own crowdfunding tool.

The Local Crowd™ platform has been built from the ground up with local, rural communities in mind and features locally-focused functions that are not available on big, nationally-focused platforms such as Kickstarter and Indiegogo. These features include in-kind contributions, off-line contributions, and locally-sponsored rewards. The Local Crowd’s innovative model captured the attention of the U.S. Department of Agriculture SBIR program, and in 2014 TLC was awarded a grant to test the feasibility of the model. During the test period, two pilot communities in rural Wyoming deployed the program and raised more than \$12,000 for four local businesses in about 30 days. Based on the success of the feasibility study, the USDA granted a Phase II award to roll out the model on a national level for further testing and



refinement. We are seeking up to 10 communities that would like to participate as Demonstration Sites for Phase II.

As part of the USDA grant project, The Local Crowd™ will deploy the full TLC package including installation, subscription to software, education and support (a \$7,500 value) in the ten selected communities for no charge for the first year. The selected communities may also be eligible to receive a subscription for an additional year at no charge (a \$5,000 value).

WHO SHOULD RESPOND TO THIS RFP?

We are looking to create partnerships with 10 rural communities that are excited about the Localist movement and recognize the importance of including strategies such as buy local, invest local, and shop local in their economic development plans. We want to work with pioneers and out-of-the box thinkers who are passionate about supporting their local businesses and organizations. The Local Crowd™ provides a powerful tool that can exponentially increase the effectiveness of rural local programs and we are eager to work with community leaders who can envision this model successfully operating in their communities, and who can provide the leadership required to make it happen.

Because the SBIR Grant is funded by USDA for the purpose of rural development, the applicant community must be rural. In general, USDA considers a rural area to be **any area other than** a city or town that has a population of greater than 50,000 residents.

The applicant can be any economic development organization or community organization that is willing to take the lead on the project.

TLC IS LOOKING FOR COMMUNITIES THAT WILL:

1. Commit to the process of establishing a crowdfunding incubator and work to integrate it into their community infrastructure, organizations and social networks.
2. Create a TLC team to launch and manage the crowdfunding incubator. (Members may include one or more representatives from the host organization, a social media maven, the curator (see item #4 below), entrepreneurs, nonprofit representatives, economic development professionals and others you know who will be great workers, networkers and assets to the program.)
3. Provide a representative to serve on the TLC Advisory Group. This person will engage with participants from other communities, share ideas, provide feedback about the TLC program, and widen your community's network of supporters.
4. Identify and engage one or more persons on your team to serve a Curator. The Curator will approve the projects for the platform. The Curator needs to be a member of the host organization and must participate in training provided by The Local Crowd.
5. Identify and engage one or more persons on your team to serve as Campaign Advisor(s) to work with businesses and organizations that want to raise funds. (We recommend people already involved in business consultation such as SBDC counselors, Women's Business Center personnel, ag extension personnel and other similar professionals. The role of Campaign Advisor will give them access to a stream of new clientele in a specialty area.) The Campaign Advisor must participate in training provided by The Local Crowd.
6. Spread the word! Build a community-wide coalition of supporters for the program—people who will develop funding campaigns, provide funding for campaigns, share the campaigns with their networks, offer rewards for the campaigns and be cheerleaders throughout the process of starting and growing the program.

7. Attend the online training programs provided by The Local Crowd.
8. Assist with the research component of the project. This may include participation in focus groups, interviews, and/or surveys. We have retained the services of Michael Shuman (<http://www.postcarbon.org/our-people/michael-shuman>, economist, author and international expert on local economies, to conduct a study on the socio-economic impact of the crowdfunding incubator. In addition, we will assess the impact the incubator has on local networking activity. Participants will have access to the final research reports. We have also retained the services of Dr. Jeni Cross, CSU specialist in Networking Science to study the affect TLC has on local networks.
9. Be a resource to other communities interested in hosting the program by answering their questions and sharing your experiences.

THE LOCAL CROWD CROWDFUNDING INCUBATOR PACKAGE INCLUDES:

1. Installation and a 1-year subscription to the Crowdfunding platform software (a \$7,500 value).
2. Based on the outcomes of Year 1, the host communities will have an option to receive a second year's subscription at no charge (a \$5,000 value).
3. Robust onboarding system for host communities to enable successful launch and management of your own crowdfunding platform
4. Online Learning Community to increase networking opportunities, sharing of ideas and fundraising success by users of the platform
5. Ongoing education support through webinars, clinics, and videos.

PROPOSAL FORMAT

Please submit a letter of interest, no more than three pages in length (not including letters of support.) The letter should include answers to the following questions:

1. Name and address of applicant (Host Organization) and contact information for the person who will serve as team leader and liaison with TLC.
2. Population of your community.
3. Do you have any localist programs in your community, such as shop local, invest local, local foods? If so, please describe them. Also describe how you see a crowdfunding tool assisting these efforts.
4. What strategies will you use to integrate the TLC program into your existing services and programs for small businesses?
5. Who will be your curator and campaign advisors? Please provide a brief bio and rationale for selecting these persons.
6. Social media is a key pillar of crowdfunding. Does your community have an active social media culture? Do you have any social media power-users who would serve on the TLC team?
7. What are the resources available in your community to support this project?
8. Describe the makeup of your team. Who will serve, and what qualifications and capabilities do they bring?
9. How will your community make a great Demonstration Site?

In addition, please submit letters of support/commitment from your chosen curator, advisors and team members.

DELIVERY INSTRUCTIONS:

Responses to this RFP must be submitted electronically by August 29, 2016 to kim@thelocalcrowd.com, 888-465-9622.

TIMELINE:

RFP issue date	June 1, 2016
Pre-Submittal Webinar: This webinar will provide an overview of the project and introduction to the Crowdfunding Platform.	July 15, 2016 at 9 a.m. Mountain Time You can register here http://bit.ly/1TZtWuN for the webinar. A recording will be made available if you are unable to attend the live version of this webinar.
RFP Due Date: Proposals must be sent electronically to kim@thelocalcrowd.com	August 29, 2016 11:59 PM MST
Presentations: The Local Crowd will invite the finalists to provide telephone interviews.	Week of September 12, 2016
Notification of Winners	Week of September 26, 2016
On-Boarding Process Begins	Week of October 26, 2016
Targeted Launch of Community Platform	January 2017

ABOUT US

Diane Wolverton is the co-founder of The Local Crowd, LLC, a company devoted to bringing new capital resources to rural America. She has served in leadership roles in economic and community development in Wyoming for the past 21 years. She was Executive Director of the Wyoming Smart Capital Network, a capital resource for Wyoming entrepreneurs for four years. Prior to that, she served as State Director of the Wyoming Small Business Development Center for 17 years, bringing many new innovations to the program including the addition of a Market Research Center and Procurement Technical Assistance Center. She is currently a member of the Wyoming Women's Business Center Board of Directors, and former board member and national Chairperson of the Association of Small Business Development Centers.

TLC Co-Founder **Kim Vincent** has worked extensively in both privately held and public service organizations. Her expertise has evolved to creating and implementing business development strategies for small businesses in Wyoming as she has worked for the Wyoming Women's Business Center and the Wyoming Small Business Development Center. She also has a variety of marketing, sales, finance and management experience in the private sector. Kim broadened her business accounting experience doing corporate tax prep for several tax seasons with a local CPA firm and worked in private industry providing accounting and support services for a portfolio of diverse companies. She has also been an adjunct marketing instructor for the UW College of Business.

The Local Crowd™ uses the technology and crowdfunding platform developed by **Community Funded, Inc.** Community Funded is crowdfunding platform developer based in Fort Collins, Colorado. They specialize in local and education based platforms. In addition to TLC, they have developed platforms for institutions such as Colorado State University, Portland State University, University of Colorado, Oklahoma State University and others.

DEFINITIONS

Crowdfunding is the practice of funding an idea, project or venture by raising small contributions from a large number of people via the internet.

Platform – the technology (i.e. website portal) that provides the connection between the projects and its supporters.

Campaign or Project Creator- the person that initiates the Project (idea, product or service) for funding.

Rewards based crowdfunding – the project creator offers a gift, perk, reward or pre-sells products or services in exchange for funds provided. The TLC Crowdfunding model currently includes rewards-based and donation-based functionality.

Donation-based crowdfunding – Donors offer funds to a project without any expectation of return or reward.

Debt-based crowdfunding – Contributors lend money to the project and expect to receive interest in return for use of their money.

Equity-based crowdfunding – Contributors invest in the company and expect to receive a return on their investment as equity owners of the company.

Localism – preference for a locality, particularly for one's own area or region. The Business Alliance of Local Living Economies defines it this way: Localism is about building communities that are more healthy and sustainable – backed by local economies that are stronger and more resilient. It means we use regional resources to meet our needs – reconnecting eaters with farmers, investors with entrepreneurs, and business owners with the communities and natural places on which they depend. It recognizes that not one of us can do it alone and that we're all better off, when we're all better off.

For more information, attend our pre-submittal Friday, July 15 at 9:00 a.m. Mountain Time.

Register here: <http://bit.ly/1TZtWuN>



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<http://www.TheLocalCrowd.com> • 888-465-9622

Kim Vincent: kim@thelocalcrowd.com



City of Marshfield Memorandum

TO: Economic Development Board Members
FROM: Josh Miller, City Planner
DATE: January 5, 2017

RE: Economic Development Chapter

Each month, the Steering Committee has been reviewing a new chapter for the City's Comprehensive Plan Update. The primary focus of the Steering Committee is to review the Goals, Objectives, and Programs, Policies, and Recommendations sections. In December, the Committee reviewed the Economic Development Chapter. Because the chapter is addressing economic development, staff felt it was important to have the Economic Development Board review and provide feedback on the chapter.

The Programs, Policies, and Recommendations are really the teeth of the Comprehensive Plan and provide the guidance to staff, the Common Council, and committees, boards, and commissions on future planning related decisions. There are many recommendations identified in the Economic Development Action Plan and the purpose of the Comprehensive Plan is not to restate the recommendations already provided in other plans, but merely to point to those plans and recommend that they are followed and updated.

The entire draft chapter is attached for your review. At the very least, staff is requesting members of the EDB review the Goals, Objectives, and Programs, Policies, and Recommendations section prior to the meeting. Staff will be on hand to go over this section and discuss any comments or changes you may have.

7 Economic Development

Introduction

Economic development has traditionally been viewed as increasing employment and income within a community. It involves the economic well-being of area residents. Conventional economic development strategies to attract new jobs to communities include providing incentives, loan or wage subsidies, and infrastructure investments. The providing of technical assistance and streamlined permitting are additional tools used to encourage firms to locate in an area. Increasingly, innovative strategies such as developing business incubators, providing research and development subsidies and developing joint public-private ventures are being used to encourage new local business formation and entrepreneurship.

Marshfield's diverse local economy is comprised of a growing and highly respected medical service industry, combined with an expanding research, manufacturing, dairy food processing, wood products, distribution, and metal fabrication industries.

The Economic Development Chapter is organized under the following topics:

- Introduction
- Assessment of Existing Conditions: Economic Development
- Economic Development Projections and Future Growth
- Economic Development Strengths and Weaknesses
- Summary of Issues and Opportunities
- Economic Development Programs
- Community Values: Quality of Life, Health and Safety, Economic and Environmental Sustainability, and Community Design
- Goals, Objectives, and Programs, Policies, and Recommendations

Assessment of Existing Conditions: Economic Development

Labor Force

Marshfield's labor force is the portion of the City's population age 16 and over that is employed, unemployed or actively seeking work. The character of the City's labor force – the skills, education, aptitudes and availability of its population – represents one of the most important resources for existing and potential economic investors. According to the U.S. Census, 10,251 Marshfield residents were in the

labor force in 2010. Over 88% of the workforce was private wage and salary workers. Additional employment characteristics are described in Table 7.1.

According to the most recent census, the workforce is nearly evenly split between males and females with females making up 50.4% of the total labor force.

Table 7.1: Employment Status of Marshfield Residents, 2010

Employment Status	Number	Percent
Population 16 years and over	15,081	100.0%
In Labor Force	10,251	68.0%
Civilian Labor Force	10,211	67.7%
Employed	9,651	64.0%
Unemployed	560	3.7%
Armed Forces	40	0.3%
Not in Labor Force	4,830	32.0%
Females 16 years and over	8,114	100.0%
In Labor Force	5,164	63.6%
Civilian Labor Force	5,134	63.3%
Employed	4,894	60.3%
Class of Worker	Number	Percent
Private wage and salary workers	8,526	88.3%
Government Workers	771	8.0%
Self-employed workers in not incorporated business	354	3.7%
Unpaid family workers	0	0.0%

Source: U.S. Census Bureau, 2010

Table 7.2 shows that Marshfield’s residents were primarily employed in the “Education, health and social services” industry (37.2%).

Other major industries in which Marshfield residents were employed were “Retail trade” (14.6%) and “Manufacturing” (13.1%). The two largest increases in percent of the labor force between 2000 and 2010 were “Educational services, and health care and social assistance” (increase from 33.1% to 37.2%) and “Arts, entertainment, recreation, accommodation, food services” (increase from 3.2% to 7.8%). The two industry sectors that saw the largest decrease in percentage were “Manufacturing” (decrease from 16.2% to 13.1%) and “Retail Trade” (decrease from 16.9% to 14.6%).

Table 7.2: Labor Force Characteristics of Marshfield Residents, 2010

Industry	2000 Percent of Total	2010 Percent of Total
Agriculture, forestry, fishing, hunting, mining	0.7%	1.2%
Construction	5.5%	5.0%
Manufacturing	16.2%	13.1%
Wholesale trade	2.9%	1.9%
Retail trade	16.9%	14.6%
Transportation, warehousing, utilities	3.9%	2.9%
Information	1.1%	2.0%
Finance, insurance, real estate, rental, leasing	3.1%	4.5%
Professional, scientific, management, administrative, waste mgmt services	4.1%	4.0%
Educational services, and health care and social assistance	33.1%	37.2%
Arts, entertainment, recreation, accommodation, food services	6.2%	7.8%
Public administration	1.8%	2.2%
Other services	4.5%	3.6%

Source: U.S. Census Bureau, 2000; 2006-2010 5-Year American Community Survey

Table 7.3 below shows the breakdown of the different income and benefits levels per household and the percent of households for each category. Over 42% (42.1%) of households make \$50,000 or more per year in income and benefits, whereas, 27.4% of households make less than \$25,000 per year.

Table 7.3: Income and Benefits of the City of Marshfield Residents, 2010 Inflation-Adjusted Dollars

Income and Benefits	Estimate	Percent
Total Households	8,618	100%
Less than \$10,000	561	6.5%
\$10,000 to \$14,999	547	6.3%
\$15,000 to \$24,999	1,256	14.6%
\$25,000 to \$34,999	1,145	13.3%
\$35,000 to \$49,999	1,478	17.2%
\$50,000 to \$74,999	1,629	18.9%
\$75,000 to \$99,999	934	10.8%
\$100,000 to \$149,999	658	7.6%
\$150,000 to \$199,999	125	1.5%
\$200,000 or more	285	3.3%
Median household income	\$43,476	-
Mean household income	\$57,196	-

Source: U.S. Census Bureau, 2010

Education attainment refers to the highest level of education an individual has completed. Generally, there is a correlation between educational attainment and income. Essentially, groups with the highest educational attainment are among those with the greatest wealth. Table 7.4 shows education levels in Marshfield and surrounding counties. The City of Marshfield has a higher percentage of residents with a bachelor’s degree or higher (26.7%) when compared to Wood County (19.2%) or Marathon County (20.8%). This can be attributed, in part, to the City’s employment base which includes the Marshfield Clinic and St. Joseph’s Hospital, which together comprise the largest medical facility in central Wisconsin. Overall, the City’s population has become more educated with a greater percentage of the population attaining higher levels of education in 2010 than they did in 2000.

Table 7.4: Educational Attainment, 2000 and 2010

	City of Marshfield, 2000	City of Marshfield, 2010	Percent of Total, 2010	Wood County, 2010	Percent of Total	Marathon County, 2010	Percent of Total
Less than 9th Grade	938	414	3.3%	1,959	3.8%	4,712	5.3%
9th to 12th Grade, no diploma	1,267	1,000	7.9%	3,621	7.0%	5,591	6.3%
High school graduate (incl. equivalency)	4,430	4,165	32.9%	19,793	38.3%	33,537	37.8%
Some college, no degree	2,346	2,396	18.9%	10,763	20.8%	16,832	19.0%
Associate degree	1,122	1,303	10.3%	5,619	10.9%	9,622	10.8%
Bachelor's degree	1,680	2,166	17.1%	6,496	12.6%	12,374	13.9%
Graduate or Professional degree	1,019	1,213	9.6%	3,450	6.7%	6,118	6.9%
Percent high school graduate or higher	82.8	88.8	-	89.2	-	88.4	-
Percent bachelor's degree or higher	21.1	26.7	-	19.2	-	20.8	-
Total (population 25 and over)	12,802	12,657	100%	51,703	100%	88,786	100%

Source: U.S. Census Bureau, 2000; American Community Survey, 2006-2010

Economic Base

Table 7.5 identifies the major employers in the Marshfield area, the product or service they deliver and the number each employs. The table below is a mix of businesses and employment bases in the City of Marshfield and in the surrounding area. Health care is the most dominant industry in the area. Two of the top three employers are health care related (Marshfield Clinic and St. Joseph’s Hospital).

Major employers in the City of Marshfield employ 10,669 workers. Because the number of jobs exceeds those in the labor force, a number of employees commute to Marshfield from the surrounding area. Major employers outside the City, but within the area employ 1,222 people.

Table 7.5: Major Employers in the Marshfield Area, 2015

Name	Product or Service	Number of Employees
Marshfield Clinic	Medical specialty care (includes Marshfield staff and Security Health Plan employees)	4,179
Roehl Transport, Inc.	Transportation of general commerce	
Saint Joseph's Hospital	500+ bed acute care Hospital	1,613
Masonite /Marshfield DoorSystems	Wood doors, steam-through door core	577
Figi's, Inc.	Mail order cheese, sausage, & gifts	445 (Plus 800 Seasonal)
A&B Process System Corp. (Stratford, WI)	Process flow systems	442
de Boer Inc. - (Blenker, WI)	Transportation of General Commerce	350
Land O' Lakes (Spencer WI)	Processed cheese	332
V & H Heavy Trucks, Inc.	Truck Sales & Service/Truck	316
H&S Manufacturing	Manufacturer of farm equipment	230
Felker Bros. Corp	Stainless steel fabrication & component fittings	197
Atrium Acute Care Center	152-bed skilled nursing home	157
Nelson/Jameson	Dist. of equip. and supplies, dairy food processing	151
Stratford Homes (Stratford, WI)	Housing Manufacturer	140
Wisconsin Homes	Manufactured Housing	135
PreventionGenetics	DNA banking and testing	129
Weinbrenner Shoe Company	Shoes & outdoor leather footwear	120
Prince Corp. (Town of Marshfield)	Industrial & Wholesale Dist. of farm supplies/mfg. of animal feeds	98
Marshfield School District	Education	TBD
City of Marshfield	Government	TBD

Source: Marshfield Area Chamber of Commerce, 2016

In addition, the Wisconsin Department of Workforce Development (DWD) estimated the top industries by employment for 4th Quarter 2014 for both Marathon and Wood Counties.

Marathon County Top Industries by Employment

- Ambulatory Health Care Services
- Educational Services
- Food Services and Drinking Places
- Fabricated Metal Product Manufacturing
- Hospitals

Wood County Top Industries by Employment

- Ambulatory Health Care Services
- Educational Services
- Truck Transportation
- Paper Manufacturing
- Food Services and Drinking Places

Poverty Level

In 2010, the American Community Survey estimates 4.9% of Marshfield’s families were below the poverty level, whereas 7.7% of families in Wisconsin were below this level. Marshfield had a lower percentage of residents below the poverty level than the State in all demographic categories listed in Table 7.6 below. In 2010, the federal poverty level for a household of one was \$10,830.

Table 7.6: Poverty Level of Marshfield Residents, 2010

Poverty Status	Percent Below Poverty Level (Marshfield)	Percent Below Poverty Level (Wisconsin)
Families	4.9%	7.7%
With related children under 18 years	10.6%	13.2%
With related children under 5 years	13.2%	15.9%
Individuals	10.0%	11.6%
18 years and over	13.1%	15.8%
Related children under 18 years	12.6%	15.3%
Related children under 5 years	14.7%	19.0%
Related children 5 to 17 years	11.5%	13.9%
65 years and over	7.2%	7.9%
Unrelated individuals 15 years and over	21.9%	23.4%
Unrelated individuals 15 years and over	21.9%	23.4%

Source: 2006-2010 5-Year American Community Survey

Tax Increment Finance Districts

Tax Increment Financing (TIF) Districts are an economic tool approved by the State of Wisconsin. TIF funds originate from the tax money generated from an improvement or development greater than the tax generated by the site before the improvement or development. This tax increment money is then allocated to the City for its use in making infrastructure improvements and incentives in the District during the life of the District. At the end of the TIF term, all of the taxes will again be paid to the regular taxing bodies but at a much higher assessed valuation than would have been possible without the TIF.

Marshfield has seven Tax Increment Districts that are currently active or under development (TID #2 – Purdy Building, TID #4 – Downtown, TID #5 – Mill Creek Business Park, TID #7 – Yellowstone Industrial Park, TID #9 – Hartl Site, TID #10 – Marshfield Mall, and TID #11 – Kwik Trip site).

Tax Incremental Financing (TIF) is one of the most important tools the City can offer to promote economic development. Each potential project needs to be evaluated on a case-by-case basis for impacts to the City and its compliance with the State’s TIF law.

Commuting Patterns

The 2013 Wisconsin Department of Workforce Development Profile of Marathon County estimated that approximately 8,591 Marathon County residents worked outside the County (about 12%) and roughly 10,867 workers from other counties commuted in (filling about 16% of the jobs located in the County). According to that same report, “About 4,300 Marathon County residents work in Wood County, while fewer than 1,900 Wood County residents work in Marathon County. The relationship is likely due to the location of Marshfield—one of Wood County’s two largest cities.”

The Wood County profile estimated that approximately 6,341 Wood County residents worked outside the County (16%) and approximately 10,248 workers from other counties commuted in (filling about 28% of jobs located in the County). Again, most of those commuting into Wood County likely work in Marshfield because of high wages and job concentration in health care and its spillover effects (the information sector, for example, is higher than most non-metropolitan counties).

According to the 2006-2010 American Community Survey, mean travel time to work for Marshfield residents was 14.8 minutes (up 2 minutes from the 2000 Census) which means that most residents still worked in or very close to the City. This compares to the State mean travel time of 21.3 minutes. Of Marshfield’s labor force, 79.3% drove to work alone, 10.4% carpooled and 4.5% walked. In Wisconsin, 79.8% drove to work alone, 9.3% carpooled and 3.4% walked.

Tourism

The Marshfield area has a number of tourist attractions and local events that draw people throughout the year from all over the State and beyond. The Marshfield Convention and Visitors Bureau (CVB) is the primary entity involved in promoting community events. Other organizations such as Main Street Marshfield also play a large roll in attracting visitors to the area to support downtown businesses. Continued efforts to support tourism will likely have a positive impact on the local economy. Successful events that continue to grow and have a broad appeal have the potential to draw and maintain a strong workforce for the area.

Economic Development Programs

A variety of resources, programs, and funding mechanisms are currently available to support business development in the Marshfield area:

- **Marshfield Economic Development Board (EDB)** – The purpose of the Economic Development Board (EDB) is to direct, oversee, and coordinate all economic development activities related to the investment of City funds, to adopt plans and strategies designed to foster business growth and development, and to ensure that the City and participating organizations work in a cooperative manner to promote coordinated economic development in the community.

- **Marshfield Area Chamber of Commerce & Industry (MACCI)** – The Marshfield Area Chamber of Commerce & Industry encourage and support Entrepreneurship. Their goal is to provide mentoring and guidance to those interested in purchasing an existing business or starting one from the ground up. MACCI offers assistance in:
 - Developing a business plan
 - Finding the perfect location
 - Accessing grant and loan programs
 - Connecting you to local, state and federal resources
 - Navigating licensing, permits, etc.
- **Business Improvement District (BID)** – The Common Council of the City of Marshfield created a BID on November 27, 1990 and authorized the levy of assessments on properties located within the district for the purpose of funding Marshfield's Main Street Program costs.
- **Main Street Marshfield** – Main Street Marshfield, Inc., was founded in the spring of 1990 by a group of about 40 local business people, professionals and city officials. As a not-for-profit volunteer corporation, Main Street Marshfield is designed to act as a catalyst for revitalizing the downtown area through concentrated efforts of organization, promotion, design and economic restructuring.
- **Marshfield Convention and Visitors Bureau (CVB)** – Marshfield CVB is a not-for-profit organization with a mission statement to provide small-town friendliness and a sense of community along with an active city scene to groups of all sizes and types.
- **Marathon County Economic Development Corp (MCDEVCO)** – Marathon County Economic Development Corp (MCDEVCO) provides site selectors, business leaders, employees and residents with key initiatives and resources that help them establish businesses, identify financing resources, expand their opportunities, receive the training and education they need to advance, capitalize on Marathon County's resources and connectivity, and help them establish business partnerships that are mutually beneficial.
- **Wood County Conservation, Education and Economic Development (CEED Committee)** – Conservation, Education and Economic Development (CEED) Committee is a standing committee of the County Board.
- **SCORE** – SCORE is a nonprofit association dedicated to helping small businesses get off the ground, grow and achieve their goals through education and mentorship.
- **Centergy** – Central WI Alliance for Economic Development, is a nonprofit organization created to attract and retain thriving businesses and a high-quality workforce, to foster entrepreneurial activity, and to inspire continuous improvement in our quality of life.
- **Central Wisconsin Economic Development Fund CWED Fund** – The Central Wisconsin Economic Development Fund (CWED) Revolving Loan Program works with entrepreneurs and their lenders to structure financing packages for start-up and expanding businesses to encourage economic growth in the area. CWED loans usually have low interest rates, reduced collateral requirements, and flexible terms.
- **North Central Wisconsin Workforce Development Board** – The mission of the North Central Wisconsin Workforce Development Board (NCWWDB) is to cultivate a skilled and competitive

workforce which meets the demands of employers in the region. NCWWDB serves nine counties: Adams, Forest, Langlade, Lincoln, Oneida, Marathon, Portage, Vilas, and Wood. NCWWDB is uniquely structured to guide workforce development in the region by:

- engaging and connecting local employers, educators, and community organizations to more effectively align workforce resources;
 - identifying, obtaining, and directing resources toward skilling, re-skilling, and building a future pipeline of workers to meet regional demands;
 - identifying and disseminating regional labor market data and trends which impact short-term and long-term development of a skilled labor pool;
 - overseeing publicly-funded WIOA programs and the One-Stop Job Centers in the region.
- **Tax Increment Financing (TIF)** – Tax Incremental Finance (TIF) is a financing tool that allows municipalities to invest in infrastructure and other improvements, and pay for these investments by capturing property tax revenue from the newly developed property. TIF laws are established by the State and overseen by the Wisconsin Department of Revenue.
 - **Community Development Block Grant (CDBG)** – Community Development Block Grant (CDBG) funds are awarded to local governments to assist businesses to create or retain jobs for individuals with low and moderate incomes. Examples of eligible projects include: business loans to expand facilities or purchase equipment, specialized employee training, or business infrastructure projects. Oversight for this program is provided by the Wisconsin Department of Administration.
 - **Wisconsin Economic Development Corporation (WEDC)** – The Wisconsin Economic Development Corporation (WEDC) leads economic development efforts for the state by advancing and maximizing opportunities in Wisconsin for businesses, communities and people to thrive in a globally competitive environment. Working with more than 600 regional and local partners, WEDC develops and delivers solutions representative of a highly responsive and coordinated economic development network.
 - **Wisconsin Housing and Economic Development Authority (WHEDA)** – WHEDA’s mission is to stimulate the state’s economy and improve the quality of life for Wisconsin residents by providing affordable housing and business financing products. Since 2004, WHEDA has received \$500 million in New Market Tax Credits to foster business development in Wisconsin.

Economic Development Projections and Future Growth

Employment projections specific to Marshfield are not available. The Wisconsin Department of Workforce Development provides employment projections for a nine county region (North Central Wisconsin comprised of Adams, Forest, Langlade, Lincoln, Marathon, Oneida, Portage, Vilas, and Wood Counties) which looks at the projected industry growth from 2012-2022.

Table 7.7 provides employment projections by industry sector from North Central Wisconsin. The three largest industry sectors by jobs in 2012 were Trade, Transportation, and Utilities with 43,393 jobs; Education & Health Services with 35,891 jobs; and Manufacturing with 30,819 jobs. These sectors are

projected to be the top three industry sectors in 2022 and are also projected to add 8,069 of the 14,005 (57.6%) additional jobs.

Table 7.7: Employment Projections by Industry for North Central Wisconsin - 2012-2022 (Adams, Forest, Langlade, Lincoln, Marathon, Oneida, Portage, Vilas and Wood Counties)

Industry	2012 Employment	Projected 2022 Employment	Change (2012-2022) Employment	Change (2012-2022) Percent
All Industries	190,647	204,652	14,005	7%
Natural Resources	2,907	2,657	-250	-9%
Construction	5,925	7,006	1,081	18%
Manufacturing	30,819	31,263	444	1%
Trade, Transportation, and Utilities	43,393	45,964	2,571	6%
Information	2,232	2,370	138	6%
Financial Activities	12,315	13,176	861	7%
Professional and Business Services	9,860	11,654	1,794	18%
Education and Health Services	35,891	40,945	5,054	14%
Leisure and Hospitality	18,269	19,693	1,424	8%
Other Services	6,122	6,447	325	5%
Public Administration	12,484	12,893	409	3%
Self-Employed and Unpaid Family Workers	10,430	10,584	154	1%

Source: 2015 Wood County Workforce Profile, Wisconsin Department of Workforce Development

Contaminated Sites and Brownfields

Brownfields are locations that are contaminated, or believed to be contaminated, therefore limiting the potential for development, redevelopment, or expansion of viable businesses in that location. A brownfield limits the economic activity of the site, affects the viability of the surrounding area, and potentially poses a threat to human health and the natural environment.

While brownfield redevelopment can present complicated problems, these sites provide an opportunity to engage public and private funding sources to promote economic development. Brownfield redevelopment is significant, not only from an environmental standpoint, but also a community prosperity standpoint. The redevelopment of brownfields can remove blighting influences from corridors and neighborhoods, revitalize neighborhoods, and increase property values.

There are different levels of contamination on Marshfield’s existing sites. Many sites have received funding for environmental remediation from the Wisconsin Department of Commerce. The Wisconsin Department of Natural Resources (WisDNR) keeps a list of self-reported brownfield sites and hazardous spill sites. As of January 2016, the City of Marshfield had 293 sites listed in WisDNR’s Environmental Remediation and Redevelopment Program website. According to the website, 276 contaminated properties were located in Wood County, of which only 22 are still listed as “open” sites. There were 17

sites listed in Marathon County with only one site still listed as “open”. The vast majority of the sites have a “closed” status, meaning an investigation and cleanup of the contamination has been completed and the state has approved all cleanup actions. All of the sites are mapped on the WisDNR website.

Available Land for Economic Development

There are approximately 426 acres of land that are classified as having either commercial or industrial zoning, considered vacant, shown in Map 7.1. Some of the lands shown as vacant may contain wetlands and may have limitations on development. Most but not all lands shown have direct access to infrastructure and utilities. It should also be noted that some land in the industrial park and other places fall under the agricultural use because the land is currently being farmed. Therefore, the map and acreage calculation is underselling how much land is actually developable or vacant.

Marshfield currently has an available supply of platted lands that have infrastructure and services ready for industrial or business park development. As of January 1, 2017, the following is an estimate of available land:

1. Yellowstone Industrial Park (60 Acres Available with an additional 120 acres adjacent to the park that could be developable)
2. Marshfield Air Business Park (3 Acres Available)
3. Marshfield Mill Creek Business Park (111 Acres Available)
4. Norwood Industrial Park (23 Acres Available)
5. Marshfield East Industrial Park (0 Acres Available)

Economic Development Strengths and Weaknesses

Strengths

- High quality health care.
- Advantage of transportation modes; air, highway, rail.
- There are several viable agricultural industries in the areas surrounding the City.
- Good inventory of downtown commercial building stock.
- Available industrial land and land for commercial and residential growth.
- Excellent school system: K-12 and post-secondary.
- Excellent local utilities (electric, gas, wastewater, high speed internet).
- Marshfield benefits from having both improved land ready for growth and other land with few development constraints surrounding the City.
- Marshfield supports a wide range of economic activities for a community its size.
- Generous community – high volume of local philanthropy.

Weaknesses

- Lack of seed money and other incentives to stimulate redevelopment projects.
- Lack of skilled workforce needed for high-tech industries.

- Marshfield’s economic development efforts are somewhat limited by its highway access.
- No major natural body of water in close proximity.
- Lacking support for high-tech industry and support for “blue collar workers.”
- Lack of public awareness of the City-wide Economic Development Strategy.

Summary of Issues and Opportunities

The following economic development issues and opportunities have been identified in previous plans and by City staff, consultants, and the public. These issues include:

Issues

- Address the concerns and needs of an aging population.
- Lack of jobs – non-medical white collar jobs.
- Not enough high paying jobs.
- “Brain Drain” - those who grow up or are schooled in Marshfield - only to leave to pursue their careers.
- Too reliant on one main industry – the medical industry.
- High tax rates.
- Income inequality.
- Aging of local business owners.
- People leaving town do to their shopping, dining, etc.
- Empty business park.
- Labor force participation rates are declining (Nation, State and County wide trend).

Opportunities

- Focus on the retention and expansion of existing businesses.
- Continue to improve regional highway access.
- Emphasize the growth of economic clusters - including a high priority on growing health care and medical spin-off industries.
- Attract companies that offer above minimum wage jobs.
- Enhance medical complex to be on the same level as the Mayo Clinic.
- Build synergy off medical complex (retirement communities, medical research/development).
- Grow and develop along U.S. Highway 10.
- Full time Manufacturing, Health, and Professional Service jobs are desired in Marshfield.
- Economic viability and development of the downtown.
- More restaurants, outdoor dining, food trucks, shops, and outdoor events in the downtown.
- Better relationships between medical facilities and businesses.
- More entrepreneurial opportunities.
- Capitalize on the daytime population.
- Downtown businesses having extended hours.

- Consider the following industries that have been recommended as key target industries for the Marshfield-Stevens Point-Wausau region:
 - Health Care: Build economic activity in medical research, medical education and training, regional health care delivery, medical supplies, and medical software/bioinformatics.
 - Research: Support existing and seek new research companies, centers, and projects that will enhance and increase research activity and make it a major economic driver in Central Wisconsin.
 - Agriculture and Food Processing: Build upon an already strong base in food processing and production of regionally grown crops such as dairy, potatoes, cranberries, and ginseng.
 - Biofuels and Energy Production: Support and invest in research, technology transfer, and businesses that will make Central Wisconsin a player in the alternative fuels/biofuels energy market.
 - Paper: Support and invest in value added products and processes that enhance and grow the existing world-class paper making assets and labor pool in the region.
 - Logistics: Build on the existing base and attract new businesses that further develop the strong logistics position of Central Wisconsin.
 - New Business Development: Encourage and support the growth of new regional business establishments.
 - Workforce Education and Training: Capitalize on the region's central location and the presence of workforce training institutions to deliver workforce education and training. Exploit the region's central location to establish and promote the region as a center for workforce training.
 - Wood Products and Composites: Leverage the existing base of natural resources, experience with wood and paper manufacturing, and new, emerging technologies related to cellulose to capitalize on possibilities for economic growth.
 - Finance, Insurance, and Real Estate (FIRE): Grow the existing FIRE sector and encourage spin-offs and new businesses to serve a growing market for financial services.
 - Retirement Markets: Explore market potential in various services to serve aging homeowners and residents in the region.
 - Tourism: Build on tourism opportunities associated with historic character, community events, recreation, arts and entertainment, and regional draws that bring people into the community.

Community Values

Quality of Life

- Based on comments in the public forums, residents would like to see different businesses in Marshfield such as: a brewery with a tour, live music/dance venue, food trucks, and better public transportation.
- If people feel there are fun community events year round, they have a better chance of connecting with the community and may want to stay connected and establish roots. In the resident survey and in the stakeholder forums, people consistently mentioned the need for additional community events.
- Marshfield has the following: a low crime rate, quality health care, parks and recreation, expanding trail system, natural resources, and good education systems, including K-12 and post-secondary.
- Provide a variety of shopping, restaurants, and dining options.
- Provide more activities for the youth in the area.

Health and Safety

- Good jobs and a healthy economy was the top response when asked for the most important factors in a healthy community on the resident survey (selected by 55% of the respondents).
- Health care is one of the predominant industry sectors and it will be important to continue to provide high quality medical care in Marshfield.

Economic and Environmental Sustainability

- The resident survey indicated a desire for full time manufacturing jobs, health and medical, and professional, scientific, and technical services. All received over 50% of the votes. Slightly less than half of respondents think there is a need for more full time jobs in jobs related to education and information technology. About a third of respondents see a need for more full-time retail jobs, while one in five said they would like to see more full-time jobs in the arts and food service. Additional full-time tourism jobs were desired by 16%. Full-time government jobs finished last among the listed choices at 12%.
- Cleaning up brownfield and contaminated sites will be important for some redevelopment opportunities.
- Concentrating on creating and maintaining jobs in the City is a priority for many residents.

Community Design

- Character of the community was very important or extremely important to 61% of the respondents in the resident survey.
- High quality commercial development is more attractive for the community.
- Protect future areas for industrial expansion.

Goals, Objectives, and Programs, Policies, and Recommendations

Economic Development

Goals

1. **Ensure the City of Marshfield remains the economic hub for the local trade area.**
2. **Diversify the City’s employment base and attract additional retail/commercial businesses and “higher-technology” businesses, jobs, and employees to Marshfield.**
3. **Encourage high quality and aesthetic commercial development.**
4. **Maintain an adequate infrastructure, services, and supply of land for industrial and commercial development in a cost effective manner.**
5. **Promote the redevelopment of vacant, blighted, and underdeveloped commercial and industrial properties.**

Objectives

1. Provide appropriate funding mechanisms to encourage development for economic purposes.
2. Promote business development efforts, with a strong and strategic focus on retaining and enhancing existing businesses and business clusters.
3. Enhance Marshfield’s identity as a healthy, safe, sustainable, and attractive City that provides a quality of life that attracts and retains a creative, skilled labor force.
4. Work with MACCI, Main Street, Economic Development Board, and other economic development partners to coordinate efforts and improve communication between all entities.
5. Support a variety of tourism opportunities.
6. Beautify existing commercial areas and corridors and support aesthetic design for new development.
7. Encourage shared uses such as driveways, parking, building space, resources, etc.
8. Determine locations for new and redevelopment; provide possible incentives; and identify working relationships necessary for City economic growth.
9. Provide adequate infrastructure to support future business growth and development
10. Actively encourage the infill of vacant parcels and redevelopment of underutilized properties that are already served by utilities.

Programs, Policies, and Recommendations

2. The City should utilize and encourage businesses to take advantage of the resources, programs, and funding sources identified in this chapter to provide incentives and funding for economic development projects.
3. Update the Tax Incremental Finance Summary and Strategic Plan on a regular basis and consider the plans recommended strategies and alternatives for the existing TIF Districts.
4. Utilize following guidelines when creating or amending a Tax Incremental Finance (TIF) District:

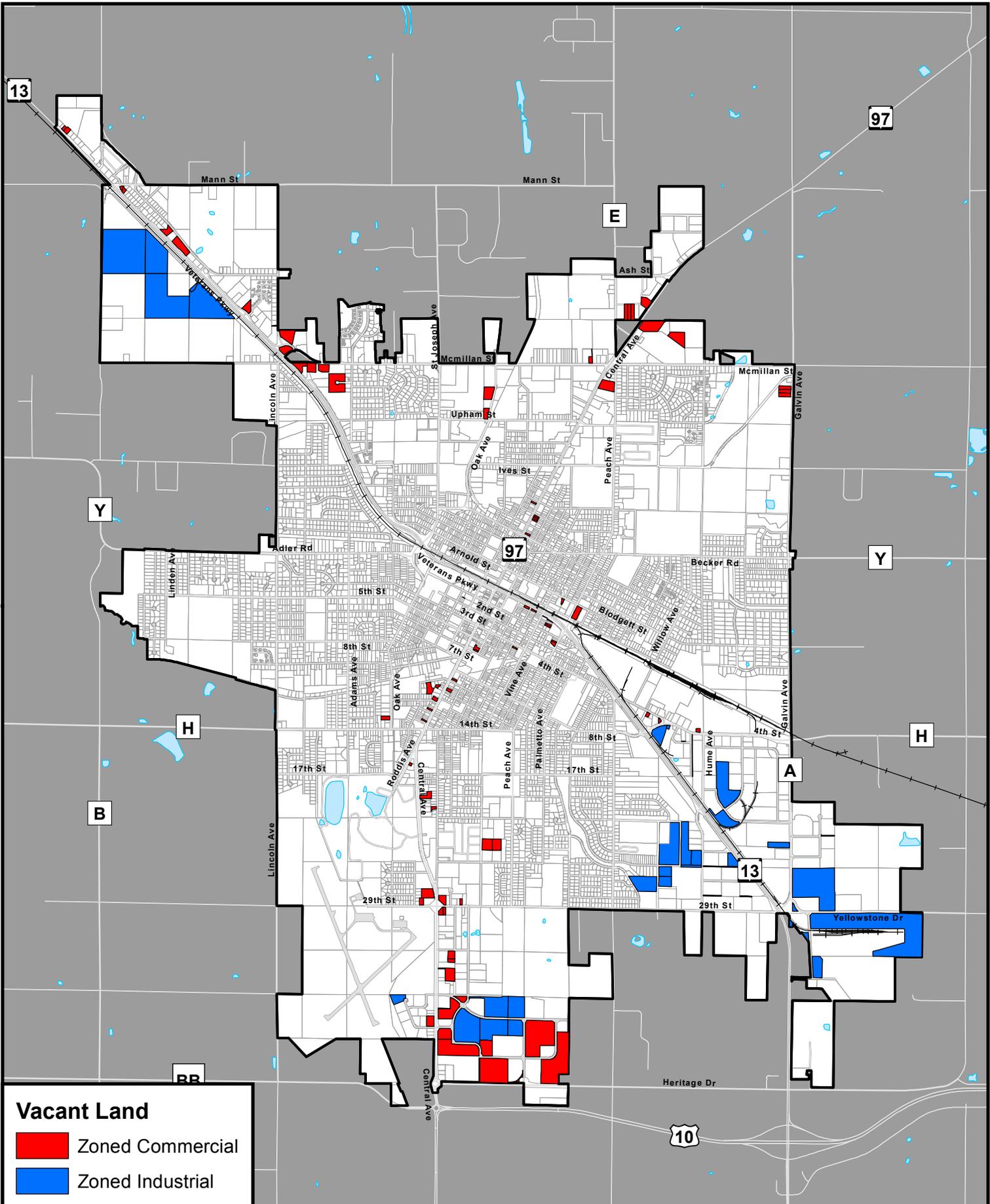
- The desired outcome (defined as desired number of jobs, type of jobs, location, aesthetics, or similar outcome) would not occur without the TIF funding.
 - The developer is in need of a public subsidy to advance the project. Public money should only be used to create benefits for the City of Marshfield and its residents.
 - The number and type of jobs that development will create should be evaluated.
 - The City should determine costs associated with new development. This includes possible new housing development; regional and local transportation impacts; and added municipal services, including fire and police protection, EMS, administrative services, street and stormwater maintenance, new vehicles and equipment, etc.
 - Development receiving TIF funding should meet and exceed all benchmarks for exemplary building and site design, including those contained in this Plan.
 - The TIF plan must comply with existing community plans.
 - Approval by other taxing entities (all school systems, City, County).
5. Work with MACCI to develop an active business retention and expansion visitation program, including an evaluation of existing retention efforts in future strategic planning ventures.
 6. Consider working with MACCI and Main Street to update and maintain an accurate database on local employment and employer data. In addition, encourage these partners to continue proactively working with area businesses to identify space, training, or workforce needs to keep employers in the community.
 7. Maintain and update the following plans/reports and follow the recommendations of the adopted plans approved or accepted by the Common Council:
 - TIF District Summary and Strategic Plan (2011)
 - Economic Development Action Plan (2013)
 - Marshfield Housing Study (2014)
 - City of Marshfield Comprehensive Outdoor Recreation Plan (2014)
 - City of Marshfield Downtown Master Plan (2015)
 8. The City should look to adopt and implement a Communications Plan that addresses ways of communicating with other government and nongovernment entities as well as local residents.
 9. Work with local entities such as CVB and Main Street to help support tourism that draws people to Marshfield and enhances the City's connections to natural and cultural resources, local history, physical activities, conventions/conferences/tradeshows, and community events.
 10. Focus on beautifying commercial and business park development and consider establishing programs for improving the exterior of exiting development and establishing design standards for new development.
 11. Continue to revitalize Downtown Marshfield by encouraging more retail and dining and entertainment uses and enhancing the appearance of the Downtown by looking at ways to expand the Downtown façade program.

12. Maintain business and industrial park areas that are attractive and contribute to the economic stability of Marshfield, without degrading the natural environment or nearby neighborhoods.
13. Support mixed use developments that carefully integrate non-residential and residential uses into high-quality, unified places.
14. Encourage shared uses and consider supporting shared business driveways, shared parking spaces, and coordinated site plan designs when updating local ordinances and policies.
15. The City should consider taking a more active role in establishing redevelopment plans for projects of a substantial size or level of complexity if such efforts are necessary in moving the project forward. Projects involving land assembly, environmental remediation, or other complexities may need to follow guidance from a statutory “redevelopment plan.”
16. Consider developing or expanding infrastructure to support planned economic development activities when they support the goals, objectives and recommendations identified in City plans. Traditionally, infrastructure has included all forms of utilities (e.g. water, sewer, gas, electric, and telephone); transportation services (e.g. roads, parking, airports, and rail); schools, hospitals, and other public services sometimes referred to as “social infrastructure”; and communication infrastructure (e.g. advanced data, voice, and video transmissions). In addition, consider infrastructure investments in business and industrial parks and to develop an inventory of sites and buildings, including brownfields, suitable for development and redevelopment.
17. Look at ways to support the cleanup of brownfield or contaminated sites where future redevelopment opportunities are available and have been identified by City plans and consider developing strategies for brownfield or contaminated site area to be site-specific depending on issues such as ownership patterns, environmental concerns, as well as past and proposed uses. In instances in which the City is involved, consider developing a detailed environmental site assessment and market study be performed as part of the project.
18. To assist in creating the type of jobs that attract and retain persons from the area, the City should look at ways to address the “Brain Drain” Issue. The term “Brain Drain” refers to the trend in which people that are educated in local or state institutions ultimately leave the area to pursue their careers. Over time, the City should consider supporting the following policies to increase the appeal of the community to young residents and new graduates:
 - Support increased opportunities for first-time home ownership through existing programs.
 - Support the creation of planned, mix of housing types and uses within the City, including the development of neighborhoods that cater to younger residents with such design elements such as condominiums, small lot size, mix of uses, parks, trails, and similar amenities.
 - Enhance Marshfield’s image as a healthy community. Continue the investment in infrastructure related to trails and on-street bicycle facilities as outlined in the bike

and trail plan. Maintain and preserve existing parks and natural areas as key components of the City’s “green” infrastructure.

- Support and encourage new membership in Marshfield’s many business and service organizations.
- Continue to develop and maintain the Downtown, cultural attractions, community events, dining and shopping options, and leisure opportunities that contribute to the community’s high quality of life.

DRAFT



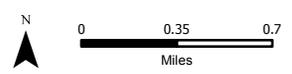
Vacant Land
■ Zoned Commercial
■ Zoned Industrial



Nonresidential Vacant Land - Map 7.1

City of Marshfield - 2016 Comprehensive Plan

7/5/2016



Sources: City of Marshfield GIS Dept.

DOWNTOWN PARKING TEAM REPORT (November 17, 2016)

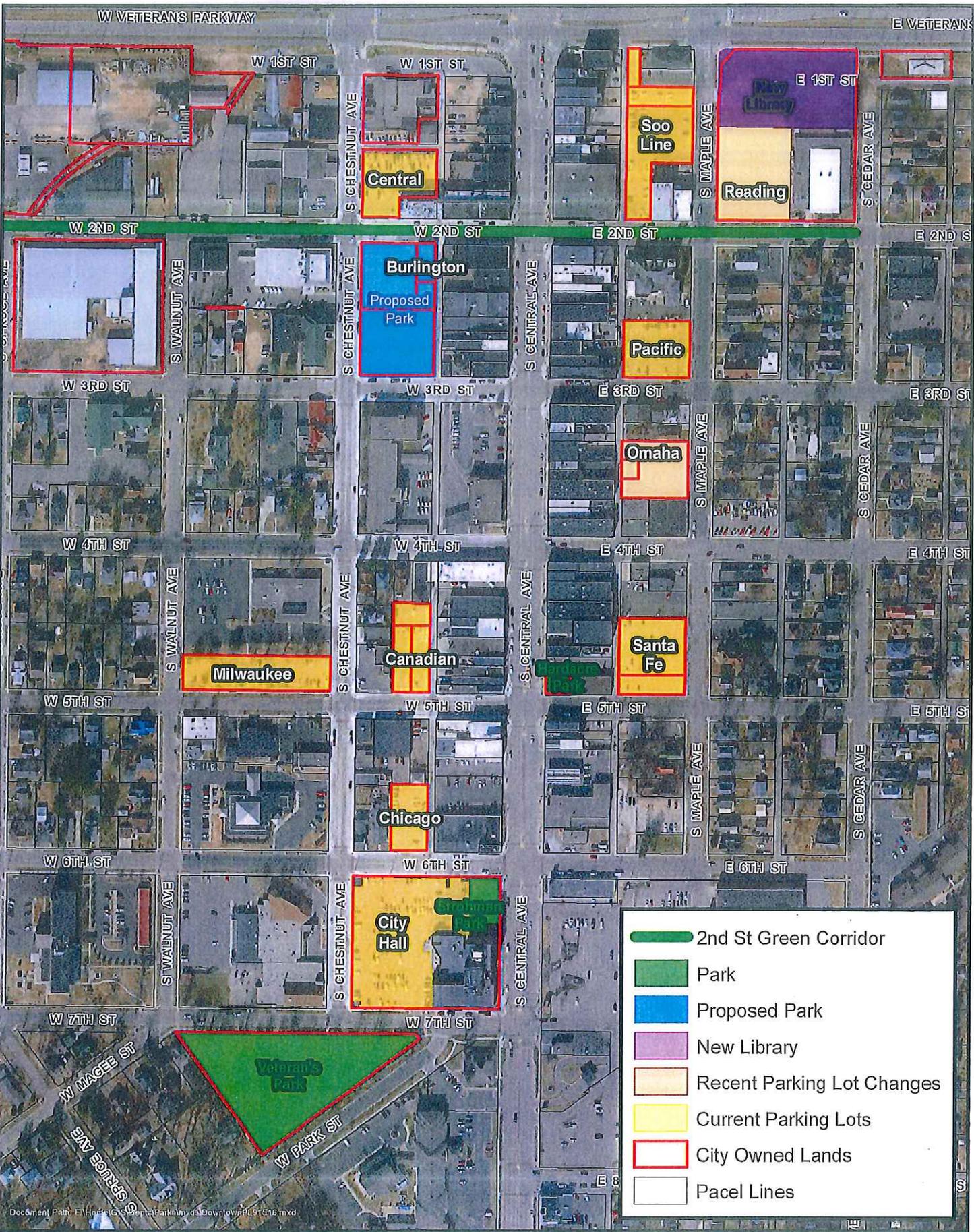
BACKGROUND

The Downtown Parking Team was created in early 2016 to conduct a comprehensive review of our downtown parking situation. This team is made up of 12 members, including 6 City officials, 4 representatives from the downtown business community, the MACCI Executive Director, and the Main Street Marshfield Executive Director. Rather than only looking at one particular aspect of downtown parking, the team was directed to study this issue more broadly, including but not limited to the areas of on-street parking, availability of parking, and parking permits. During the period from February-November, the team met 6 times and also conducted a thorough survey of downtown business owners/managers. That survey had a participation rate of roughly 90%, and it provided some excellent input. (A summary of the results is attached to this report.)

RECOMMENDATIONS

After much consideration, the team would like to make the following recommendations:

1. On-street parking
 - a. Remove 90-minute parking limit on side streets west of Chestnut and east of Maple
 - b. Remove 90-minute parking limit along West 1st Street in front of the police station
2. Parking lots
 - a. Designate 2 parking lots where permits are not required (Milwaukee, Omaha)
 - b. Standardize signage among all City parking lots in order to clarify restrictions
3. Permit parking
 - a. Allow pro-rated payment plan (annual fee divided by number of remaining months)
 - b. Track permits to specific parking lots by asking applicants where they intend to park
4. Pedestrian safety
 - a. Direct group(s) to review and make recommendations on pedestrian safety issues



	2nd St Green Corridor
	Park
	Proposed Park
	New Library
	Recent Parking Lot Changes
	Current Parking Lots
	City Owned Lands
	Parcel Lines

Document Path: F:\Projects\GIS\Dept\Park\mxd\3DowntownLE1916.mxd



Public Own Lands
 Downtown City of Marshfield
 9/15/2016

This is not a legal survey document. This map was compiled by the City of Marshfield's Geographic Information System based on interpretation of resources to the data printed herein, duplication without consent is prohibited.

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 Feet

Barg, Steve

From: Miller, Josh
Sent: Wednesday, December 28, 2016 2:26 PM
To: Barg, Steve
Subject: Downtown Parking Survey
Attachments: 2015 Spring and Fall - 200 Block Parking Survey Summary.pdf

Hi Steve,

Attached is the summary I put together a little over a year ago. It starts with the Fall 2015 survey and ends with the Spring 2015 survey (even though that's not chronological). Because there were changes to the daytime parking regulations (additional daytime permits were allowed in the Burlington Lot), construction taking place on Maple Avenue, and 2nd Street having a different configuration, I would still recommend that additional surveys be taken before making decisions on the parking occupancy in this area.

Thank you,

Josh Miller
City of Marshfield
City Planner
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Marshfield, WI 54449

2015 Fall Parking Survey

Visual surveys of the parking situation for the East 200 block of South Chestnut Avenue the week of November 16-20, 2015. Surveys took place at 9 am, 12 pm, and 3 pm each day for five consecutive business days.

The following areas were surveyed:

- East and west side of the 200 block of South Chestnut Avenue – on street (12 stalls)
- North and south side of the 100 block of West 2nd Street – on street (19 stalls)
- West side of the 200 block of South Central Avenue – on street (9 stalls)
- North and south side of the 100 block of West 3rd Street – on street (17 stalls)
- Central Municipal Lot (65 stalls)
- Burlington Municipal Lot and adjacent gravel parking areas (70 stalls)

Below is a summary of the data collected:

Study Area

- The total available parking for the above areas is 192 stalls (this estimates the gravel areas provide a maximum of 20 stalls).
- The average occupancy survey count for the total study area was 83.2 vehicles (average occupancy of 43.3%).
- The busiest survey period was Wednesday at 12 pm. The total survey count was 102 occupied parking spaces (for an occupancy rate of 53.1%).
- The slowest survey period was Friday at 3 pm. The total survey count was 60 occupied parking spaces (for an occupancy rate of 31.3%).

East 200 Block of South Chestnut Avenue

- Parking for the east 200 block of South Chestnut Avenue (includes Burlington Municipal Lot, adjacent on-street parking, and parking directly across the street except for the east side of Central Avenue) accounts for 127 parking stalls.
- The average number of vehicles parked in this area was 53.1 (average occupancy of 41.8%).
- The maximum number of vehicles parked was 65 vehicles, which occurred at noon on Wednesday (average occupancy of 51.2%).

Municipal Lots

- Municipal parking lots account for 135 available stalls.
- Burlington Municipal Lot had an average of 34.3 vehicle parked per survey (average occupancy of 49%).
- Central Municipal Lot had an average of 30.1 vehicles parked per survey (average occupancy of 46.3%).

- Together, both lots had an average of 64.4 vehicles parked per survey (combined average occupancy of 47.7%).
- Of the 102 occupied stalls on Wednesday at 12 pm, 80 of them were in the two municipal lots (37 vehicles in the Central Municipal Lot and 43 vehicles in the Burlington Municipal Lot). These were the busiest periods for both lots.

On-street

- On-street parking accounts for 57 available stalls.
- The total on-street parking had an average of 18.9 vehicles parked (average occupancy of 33.2%).
- The busiest on-street parking period was Thursday at noon with 25 vehicles parked (43.8% on-street parking occupancy).
- The busiest on-street parking was on Central Avenue (average of 5.9 parked vehicles).
- The 2nd busiest on-street parking area was on the north side of West 3rd Street (average of 3.7 parked vehicles).
- The least used on-street parking was the east side of South Chestnut Avenue (average of 0 parked vehicles).

Table 1: Average and Percent Parking Spaces Occupied*

Location	Available Spaces	Average	Percentage
100 Block	171	73.8	43.2%
S Chestnut Ave (Central Municipal Lot)	65	30.1	46.3%
W 2nd St (Burlington Municipal Lot)	89	37.9	42.5%
(north)	70	34.3	49.0%
(south)	10	2.5	24.7%
W 3rd St	9	1.1	12.6%
(north)	17	5.9	34.5%
(south)	9	3.7	41.5%
	8	2.1	26.7%
200 Block	21	9.4	44.8%
S Central Ave (west)	9	5.9	65.9%
S Chestnut Ave (east)	12	3.5	28.9%
(west)	3	0	0.0%
	9	3.5	38.5%
Grand Total	192	83.2	43.3%

Maximum Occupancy

Table 2 shows the maximum number of vehicles surveyed throughout the week at each location as well as the percent occupancy. Based on the survey, if every space was at its peak occupancy, the total number of vehicles parked in the study area would be 117(60.9% occupancy), well above the overall average of 83.2 (43.3% occupancy) and the max observed period of 102 (53.1% occupancy).

Table 2: Comparison of the Maximum and Minimum Occupied Spaces*

Block Number	Street	Side of Street/Municipal Lot	Available Spaces	Max	Percent	Min	Percent	Average	Percent
100 Block	W 2nd St	(north)	10	5.0	50.0%	1.0	10.0%	2.5	24.7%
100 Block	W 2nd St	(south)	9	4.0	44.4%	0.0	0.0%	1.1	12.6%
200 Block	S Central Ave	(west)	9	9.0	100.0%	3.0	33.3%	5.9	65.9%
100 Block	W 3rd St	(north)	9	7.0	77.8%	1.0	11.1%	3.7	41.5%
200 Block	S Chestnut Ave	(east)	3	0.0	0.0%	0.0	0.0%	0.0	0.0%
200 Block	S Chestnut Ave	(west)	9	7.0	77.8%	1.0	11.1%	3.5	38.5%
100 Block	W 3rd St	(south)	8	5.0	62.5%	0.0	0.0%	2.1	26.7%
100 Block	S Chestnut Ave	(Central Municipal Lot)	65	37.0	56.9%	22.0	33.8%	30.1	46.3%
100 Block	W 2nd St	(Burlington Municipal Lot)	70	43.0	61.4%	21.0	30.0%	34.3	49.0%
Total			192	117	60.9%	60.0	31.3%	83.2	43.3%

2015 Spring Parking Survey

A similar survey was conducted in March/April of 2015. The overall parking occupancy was similar (an average of 82 vehicles were parked in this area in the Spring of 2015 compared to 83.2 vehicles in the Fall of 2015); however, there are some notable changes to the parking situation:

- The gravel parking areas next to the Burlington Municipal Lot were not there in the spring survey. Vehicles were temporarily allowed to park there until the site was to be redeveloped. To calculate percent occupied, the gravel areas were assigned 20 stalls. It is possible that more than 20 vehicles could be parked there since there are no pavement markings; however, there were never more than 20 vehicles parked in the gravel areas at any point during the surveys.
- Spaces for 15 day permits were made available in the Burlington Municipal Lot in June of 2015. This was done to accommodate the additional employees at the Brown’s Living office space. Opening up the gravel areas for parking and allowing the additional day permit stalls in the Burlington Municipal Lot caused a shift in location of parking occupancy.

From the Spring of 2015 to the Fall of 2015, parking demand shifted from the Central Municipal Lot and on-street, to the Burlington Municipal Lot, likely in large part because of the above mentioned changes. An average of 42.3 vehicles in the Spring of 2015 were parked in the Central Municipal Lot compared to 30.1 vehicles in the Fall of 2015 (a reduction of 12.2 parked vehicles). And an average of 27.8 vehicles in the Spring of 2015 were parked on-street in this area compared to 18.9 in the Fall of 2015 (a reduction of 8.9 parked vehicles). The total reduction in parking demand for the Central Municipal Lot and on-

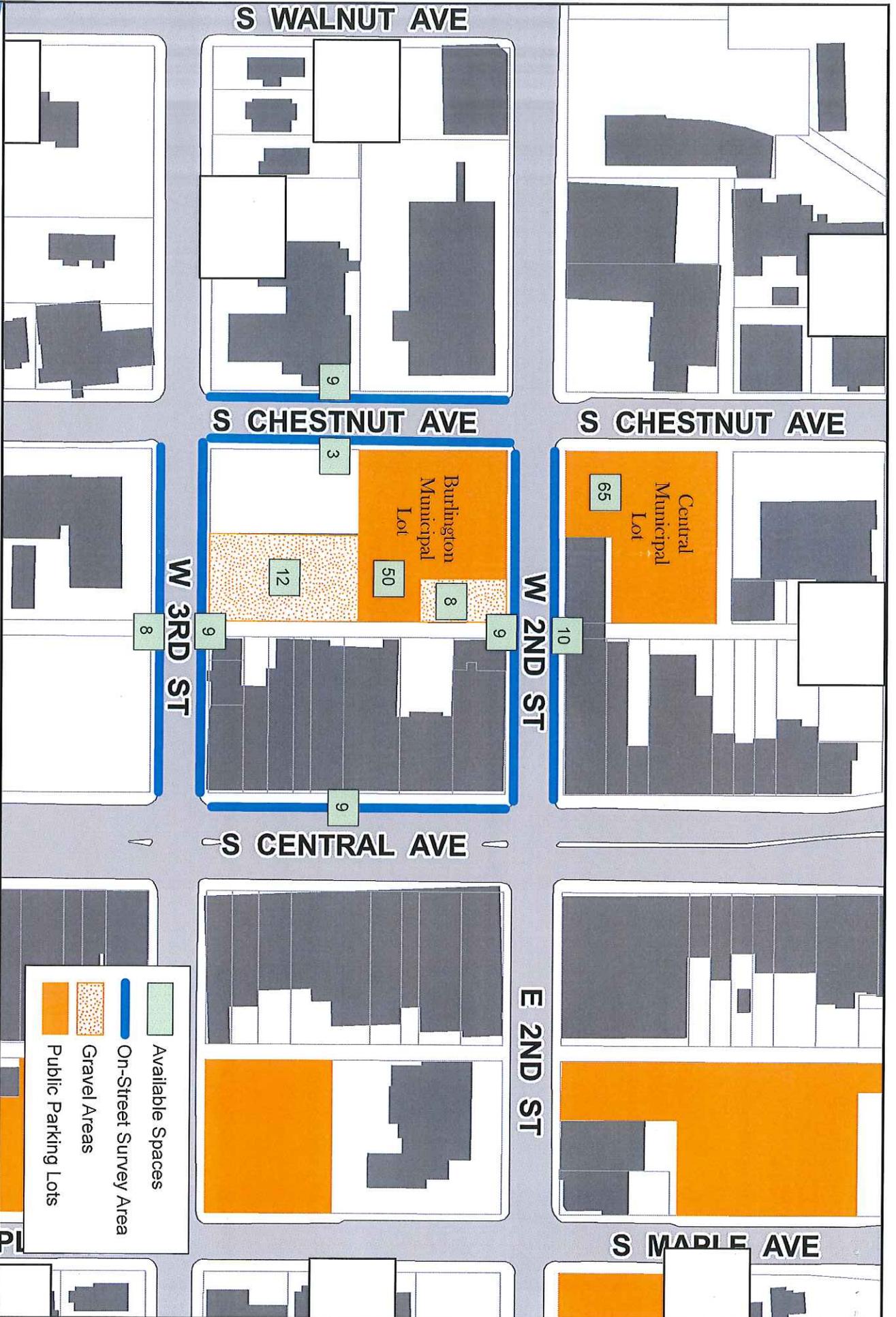
street parking from the Spring of 2015 to the Fall of 2015 was 21.1 vehicles. The Burlington Municipal Lot saw an increase in average parking stalls occupied from 11.9 in the Spring of 2015 to 34.3 in the Fall of 2015 (increase of 22.4 parked vehicles). The net increase in the average parking demand from the Spring of 2015 to the Fall of 2015 was 1.2 vehicles (82.0 vehicles to 83.2 vehicles).

*Note: Surveys were not conducted in the evenings or on the weekends.



Downtown Parking - 200 Block Survey Area
 City of Marshfield, WI
 November 16, 2015

Map Not To Scale
 For Reference Only



	Available Spaces
	On-Street Survey Area
	Gravel Areas
	Public Parking Lots

ATTENTION: The representation of data presented herein is intended for reference purposes only; the City of Marshfield assumes no responsibility for the accuracy of the information provided. Any duplication without consent is prohibited.

