



CITY OF MARSHFIELD
MEETING NOTICE

ECONOMIC DEVELOPMENT BOARD
Monday, May 18, 2015
City Hall Plaza, Room 108
11:30 a.m.

AGENDA

1. Call to order
2. Consider allocating funding for North Central Community Action Program micro loan program
3. Review and update strategic planning goals/priorities
4. Announce next regular meeting date/time – Thursday, June 4th at 3:00 p.m.
5. 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.



City of Marshfield Memorandum

TO: Economic Development Board
FROM: Jason Angell, Director of Planning & Economic Development
DATE: May 18, 2015

RE: Funding for North Central Community Action Program (NCCAP) micro loan program

Background

As part of the 2014 budget process, the EDB consider a funding request from NCCAP to partner with them to offer small business loans for new business start-ups. The purpose of the loan program is to provide funding to businesses that may not be able to secure conventional financing for all of their business needs.

After discussing the request, the EDB allocated \$14,000 in their 2014 budget to be used to support the program. These funds would be paid to NCCAP on a per loan basis and would not exceed 50% of the loan request, with the other 50% coming from existing grant funds that NCCAP has dedicated to the program.

When it came time to review the program and consider funding for 2015, the EDB ultimately decided not to include a direct line item in the budget. The basis for this decision was that no loans were ultimately approved for funding in 2014. Instead the EDB allowed the original \$14,000 to revert back to the "205 reserve account" but did indicate that they were still willing to partner on the loan program if/when a request came forward.

Analysis

Carla Lenk from NCCAP has recently informed me that she has been working with a local business owner for funding assistance. She is now at the point where the application and supporting materials have been completed and she is ready to take it to her committee for review and action.

Seeing as funding for this program was not included as a line-item in the 2015 budget, I am asking the EDB for direction on how they would like to proceed with funding this request. Carla has indicated that the applicant is looking for a total of \$15,000, of which the EDB would contribute \$7,500.

Although I have not reviewed the application, I am a member of the committee and will be reviewing the application and making a decision on the funding request. Therefore, my suggestion would be that any approval to provide funding for this application be contingent upon the NCCAP Loan Committee approving the request.

If the EDB agreed to fund this request, I would recommend that we use a portion of the \$20,000 that was included in the 2015 budget for "Entrepreneurial Start-Up Loan Program". Doing so will allow us to process this request sooner and avoid having to get a budget resolution approved at this time. Once a program and funding request has been properly established for the "Entrepreneurial Start-Up Loan Program" I would suggest we could then go through the process of budget resolution to re-establish/establish the proper funding for the program.

Staff Recommendation

Approve the funding request by North Central Community Action Program for the EDB to provide matching funds for a micro loan based upon the following terms and conditions:

1. Proof of NCCAP Loan Committee's review and approval of the loan request and all conditions shall be provided to the Director of Planning & Economic Development prior to the release of funds; and
2. The EDB's portion of the loan shall not exceed \$7,500 or 50% of the awarded funds, whichever is less; and



City of Marshfield Memorandum

TO: Economic Development Board
FROM: Jason Angell, Director of Planning & Economic Development
DATE: May 18, 2015

RE: Strategic Planning Discussion

To assist you in your preparation for our upcoming strategic planning discussion, the following documents have been included for your review:

1. List of recommendation and subsequent strategies from the Action Plan. At the very end of this list there is a section labeled “Add On’s”. When we first reviewed the list of recommendations (2013) the EDB suggested these additional areas be added to the list of priorities for consideration.
2. Task “detail sheets”. As part of the 2013 discussion on implementing the Action Plan, the EDB and staff prepared the attached sheets to provide a little more direction and detail on how certain tasks could/should advance. Some of these 12 tasks have been completed or are in process, others may not have taken off yet and should therefore be included as part of this strategic planning discussion.
3. 2013 Economic Development Action Plan. The full report is attached for you to refer to as you feel necessary. I am not asking you to re-read this document in its entirety. Please use the document as you see necessary to refresh your memory on things or to look for additional opportunities in areas that you have an interest in advancing.

Chair Sennholz has asked that all individuals take time prior to this meeting to identify a list of their top 5 priority areas that they would like to see the EDB focus their efforts on for the next 12-18 months. Please use the attached documents to help you formulate your ideas but know that you are not limited to only these strategies.

At the meeting the Chair will be looking for the Board to establish short list (suggested 3) of priorities that we will focus our efforts on for the coming months. Several members have stated it’s “time to get something done”, so the main goal of the strategic plan will be to identify where the EDB can have an immediate and meaningful impact on economic development.

Marshfield Economic Development Action Plan
 Recommendations

Infrastructure Recommendations
1. Undertake a "Technology Assessment" to determine current business demand and future.
2. Consider planning for, financing and connecting fiber optic where and when practical,
3. Introduce Wi-Fi throughout the downtown,
4. Work with Wisconsin DOT District 4 staff to plan future extension of US Highway 10 west to I-94 near Osseo, or in the alternative, Highway 13 North.
5. Continue planning and investing in local street pavement management.
Organizational Structure Recommendations
1. Relocate the city's inspection function into the Marshfield Department of Planning and Economic Development
2. In the near future when EDA model is adopted and implemented, move the Marshfield Area Chamber of Commerce' economic development activity over to the city's Department of Planning and Economic Development
3. Re-structure the Marshfield CDA so that the city's Director of Planning and Economic Development becomes the CDA's Executive Director.
4. Reduce funding to Main Street over the next two years.
Community Partner Recommendations
1. Host a dialogue session with the leaders of the medical community as well as one with the leaders in the agriculture (and supportive services) sector twice a year to find out what their major issues are and what the City of Marshfield is working on to assist growth and development for each sector. This would be similar to individual retention visits, but in a group setting the sector as a whole can collaborate on issues as well as solutions. Start with the two groups identified here and move on to other sectors of the economy in the future.
2. Set up a task force with medical campus marketing staff to focus on ways the community and the medical groups may work together to promote one another and welcome patients and visitors to the community.
3. Contact Marshfield Clinic Director of Corporate Communications, Stephanie Smith to discuss ways the City can collaborate with the Clinic to assist in celebrating their 100 th Anniversary.
4. Develop relationships with key community partners such as: Commercial bankers, commercial real estate brokers, developers, contractors, regional utility providers, corp recruiters for large employers, transportation providers, workforce development board members, NCWRPC.
Recommendations for utilizing the Economic Development Fund:
1. Create a trust account and dedicate \$400,000 to the account so that interest can be collected and get that income working in the community each year. If no activities are investible then save that interest money too and let it accumulate in an account different from the trust account. One idea with the interest would be to utilize it to replenish the façade loan fund: 5% per year will generate \$20,000 annually, thus enough to replenish the façade renovation loan fund each year.
2. \$100,000 could be earmarked for non-TIFable activities, as they arise. If a company requires a certain unique incentive (connecting fiber-optic to the main service station for example) utilize this fund for non-recurring special incentives.

3. Dedicate a portion of the fund (depending on federal, state and local funds) to the development of the business incubator. For example, money could be used to outfit the new facility with commercial kitchen equipment or high-tech video conferencing equipment.
4. If development of the incubator can be funded through TIF and Federal grants and others (leverage public investment from Rural Development, WEDC, EDA, Universities, others), then set aside a portion of the fund to create a special loan fund for start-ups only, who have a solid idea but need venture or seed capital and would not qualify for a bank loan. This is risky lending but it should be, otherwise the startup would be eligible for a bank loan.
5. Set aside \$30,000 to fund staff economic development training and travel to trade shows for marketing and business attraction purposes.

Implement system for measuring success utilizing metrics identified in the plan on pages 14-15

Business Retention/Expansion Recommendations

1. Pursue opportunities for local manufacturers to fill supply chain gaps and replace imported components for the manufacturing industry. This is most successfully completed by developing solid relationships with every manufacturer in the community and being aware of their specific products, components and needs.
2. Invest in data (market intelligence) which is manufacturing specific and related to the sectors which exist in Marshfield. Make it available to businesses in the community and share it one-on-one with them. Show them how such information can make them more competitive. EMSI data may be available through the North Central Wisconsin Regional Planning Commission at no charge to the City. Become familiar with the data that is available and discover the relevant and helpful data to share with local businesses.
3. Improve the industrial efficiency of the manufacturing sector through the connection to lean manufacturing services, zero waste, energy management services and other forms of process improvement. Facilitate the sharing of training events by matching manufacturers with the same needs to offset costs for individual manufacturers.
4. Implement a multi-faceted international strategy to expand export of local products and expertise, and attract foreign investment. Based on need, facilitate a foreign trade mission with local companies to promote the community as well as international networking opportunities for the local companies. Or participate in the next state-led mission overseas while representing local manufacturers.
5. Encourage small firms to be flexible in their products, services and overall offerings in an effort to spur partnerships with larger firms and facilitate collaboration. To implement this strategy, keep the support industries informed as to changes that may be coming, as well as advising them that flexibility in their respective field could enhance their position. In turn, increased flexibility in the lower tiers becomes an added advantage to the cluster as a whole in terms of resources, versus importation.
6. Facilitate joint ventures on purchasing, training, and research & development for companies which may not be able to make the investment on their own but would be able to split the cost with a non-competing or complementary company.
7. Encourage collaboration among local companies of all sizes. Promoting companies to work together can have a beneficial effect on all concerned. Some of the smaller support firms may be too specialized to take on a particular job, but if they are aware of another firm that can do the needed work, they can refer that firm.
8. Investigate opportunities for joint purchasing of raw materials, training and research and development. Commonality of interest is a strong motivating force and it becomes more so, when those interests can operate more efficiently and less costly. Economies of scale could go a long way in enhancing the clusters and the groups that are directly or indirectly linked to their supply chain.

Business Attraction Recommendations

1. Focus on attracting businesses in existing strong sectors, specifically health care services, machinery and equipment manufacturing and metals fabrication. When conducting retention surveys with existing Marshfield companies, ask which members of their supply chain would benefit them to have geographically closer to their operation. Develop a list of target businesses and business categories.
2. Build Relationships - Economic development is about relationships. When thinking about what it takes to build those relationships, think about the tools and tactics required. Make that the City's focus. Meeting businesses and making connections through existing Marshfield companies, investigating their growth plans, visiting incubators in other communities, all contribute to starting and building relationships.
3. Research and target overseas companies in targeted sectors looking for new markets in which to expand. Search in and around like climates and cultures (Germany, the UK, other Scandinavian countries) and countries to which local manufacturers already export.
4. Manage Time Horizon Expectations - A win (big or small) does not happen quickly. In fact it often takes years. Inform the City Council and other stakeholders of this fact. Be prepared for buildings and sites to sit a while before the most suitable and sustainable client is ready to invest.
5. Balance Local Goals With Client Needs - Too often attraction strategies are based on the needs of the economic development organization or community goals. Change that. Put the client needs first. Collect information on what various industry sectors need in a site or building at various points in their growth process. Smaller firms have different needs than larger firms. Service firms are different from distribution.
6. Qualify the City's Assets – Be Specific - Move beyond the "Great place to raise a family" rhetoric. What can Marshfield offer that no other place can? Is it a research resource, talent base, or emerging cluster? Is it the housing stock, small town feeling or other unique place-based asset?
7. Create a "Community of Interest" - What is the better ask, "Locate Your Business Here" or "Join Our Industry Coalition." By doing some advance homework and building a community interest around a targeted sector need, market opportunity or other relevant industry issue, many businesses can be invited to join in that dialogue, creating a community of interest. This will help build a relationship, create a database and help businesses learn of Marshfield's competitive position.
8. Think Wealth Creation - Jobs are the bottom line, but at what cost? Any? Will Marshfield give up a high value site or building for a lower wage offering or a known volatile market outlook? Move the performance metric needle to include both job and wealth creation. The return on an attraction strategy investment should produce the highest and most sustainable economic impact for Marshfield.
9. When a new business comes to the community whether proactively recruited or arriving on its own, meet with the business and document the reasons the business chose Marshfield. Use that information in future attraction efforts.
10. Attend trade shows of industry clusters in Marshfield. For example, Process Expo is the food processing industry's international trade show held at McCormick Place in Chicago this year November 3-6, 2013. Work with local manufacturers who plan to attend this show, or organize a trip to accompany them and go as a group. Market Marshfield and the innovative cluster you have already in place. More information at : <http://www.myprocessexpo.com/>
11. This year at Process Expo, the North American Meat Association (NAMA) and the Meat Import Council of America (MICA) along with the International Dairy Show are co-locating at Process Expo so the City could receive four times the exposure and impact to attend this show for the purposes of business recruitment. Members of the EDB and City Staff along with MACCI staff should plan to attend this show to promote land and existing building available in Marshfield, promote connections to other companies in the industry with which prospects may already do business, get name recognition for the City to begin to build an interest in the market.

Downtown and Redevelopment Recommendations:
1. Acquire, raze and plan to redevelop the property at 206 W. 1st Street
2. Relocate Baltus Tire and Express Lube, acquire, raze and redevelop property
3. Relocate, raze and redevelop the City's Dept of Public Works garages into a public green space and gathering space
4. Acquire, raze and land-bank for redevelopment the properties on the western half of the block bounded by Central Avenue, Chestnut, 2nd and 3rd Streets.
5. Relocate the City's Public Works Facility from 2nd Street and redevelop site
6. Create a downtown plaza consisting of walkways, landscaping, sitting areas and a water feature/fountain.
7. Implement angled parking on South Central Avenue on alternating blocks beginning with the east side of the street in an effort to calm traffic and soften the environment.
8. Continue to capitalize the existing downtown commercial rehabilitation program for historic and other downtown properties.
9. Seek a developer to develop a high density, high quality multifamily development in downtown Marshfield.
Entrepreneurial Development Recommendations:
1. Reach out to local companies through retention surveys or independent conversation to assess the amount of intrapreneurship that is going on. Intrapreneurship is internal innovation which takes place within companies that could benefit from additional technical support or capacity building assistance to move new products or innovation forward within the company. Public support for this type of innovation goes a long way toward business retention and expansion of local companies.
2. Establish a formal system of technical assistance and capacity building tools under a branded tool box, specifically for startups. Market the service through MACCI, SCORE, and City of Marshfield web site/newsletters to citizens, essentially creating an incubator-without- walls concept.
3. Conduct a formal feasibility study for an incubator concept for the City of Marshfield. A study will help to determine the focus of the concept behind services offered based on the market, current and potential future conditions and demand, and size appropriate for Marshfield. Additionally a feasibility study will satisfy any substantial grant requirements to assist in meeting funding needs.
4. There is interest in the community for a community kitchen concept, in which local growers and food producers can have access to a commercial kitchen in which they can produce, prepare and package local food products. This concept can be combined with a larger incubator facility and kitchen equipment can be funded through local grants or larger federal requests (to Economic Development Administration, EDA). Kitchen equipment and facilities can be leased on an hourly or daily basis. Facility should be located in the downtown, in a currently underutilized space, fulfilling the goals of eliminating blight, reusing existing property, and serving this sector of the local economy. Contact Allison Lindquist, manager at Blue Heron Brew Pub for access to potential tenants and user groups.
5. Look to reuse space in an existing downtown building for a business center, small space incubator to facilitate high-tech, office based or small, clean, research orientated startups. A Solopreneur is a one man or one woman business built around a niche product, service, or expertise. Many are viable because of the marketing and communication possibilities offered by the Internet. One executive from the medical community thought Marshfield would benefit from offering this kind of space and it could be used as an attraction to trailing spouses of employees recruited from out of town, as an opportunity to start their own business. Market this service through the clinic, hospital and educational sector recruiting offices.
6. Create a formal network of professionals who volunteer to donate their time in one-hour increments to advise startups on specific topics such as accounting, human resources, legal, tax, insurance, IT and other questions. Even engineers who volunteer to give advice to inventors have been helpful to startups.

7. Promote development of a network of investors and entrepreneurs interested in investing and/or leading taking fledgling businesses and products to market.

8. Promote development of a young professionals group that is interested in living in Marshfield and growing a business in the community. Link these people to business opportunities.

9. Support and invest in linking the Marshfield Clinic Research division with business leaders that can help take research discoveries to market.

Workforce Development Recommendations

1. The City of Marshfield should sponsor an “open house” type event where education providers can demonstrate to businesses what types of skilled labor training programs are being offered by Marshfield School District, Mid-State College, and UW-Marshfield.

2. The City should facilitate meetings between businesses and educators so businesses can demonstrate what types of skills are needed in the work place. If this is already taking place within MACCI’s program offerings, City of Marshfield should encourage inclusion of specific businesses which would benefit from this information.

3. The City can assist with development of a compilation of technical classes offered by educational institutions and provide that information to businesses.

4. City can support additional publicity of the Marshfield School District School to Career program within the Marshfield business community.

5. Considering new and evolving technologies "robotics" may be an area to begin considering to be incorporated into local companies and manufacturing settings. Collaboration between Marshfield Clinic, Midstate Technical College, UW-Wood County and UW-Stevens Point engineering partnership relative to engineering application of robotics should be considered. As a model the regional 'Momentum Chippewa Valley' has a goal to create new robotic applications for its area's work and business centers.

Commercial Real Estate Recommendations

1. Examine ways the community can assist in having more “shovel ready” commercial development land available. Approve zoning, map utilities, identify specific incentives available and market synergies with neighboring businesses.

2. Develop a stronger working relationship with the commercial brokers in Marshfield. This might include quarterly meetings one-on-one or together, to understand what is happening in the market. There doesn’t appear to be a strong relationship with the brokers at this time, and they are on the front lines of economic development and need to be the City’s development partners.

3. Confidentiality with real estate brokers is always challenging. They may be reluctant to share pertinent information regarding a certain client so a deal is not jeopardized or control is not lost. Sometimes brokers are bound by a confidentiality agreement with their clients which doesn’t allow them to share much information. The EDB should work to establish a Statement of Confidentiality with brokers, so that there is a level of confidence in the EDB – and that the EDB can perhaps come in earlier on a potential development to help guide it along from the City standpoint.

4. It’s important for the City of Marshfield to get on the radar of other commercial brokers in surrounding communities. Look at hosting an annual broker/developer event, reaching out to Wausau, Stevens Point, etc. Other communities have had good success with doing a tour of the community (via bus), stopping at key points in the community, as well as showing off development sites, properties for redevelopment, properties for sale, properties for lease. Use the couple of hours to sell the Marshfield story, and then end up at a local restaurant for light food, beverage and networking.

Housing Recommendations

1. Designate an agency responsible for directing and managing the city's housing program and developing needed programs to improve housing Marshfield's housing stock. A probable candidate would be the city's Planning & Economic Development Department.
2. Undertake a "Housing Assessment" for the City of Marshfield to include a market study, an identification of current inventory, housing needs and opportunities for new development.
3. Create a local committee to include real estate professional, builders, developer, MACCI, the City of Marshfield to consider one or a variety of incentives to encourage and stimulate housing development.
4. Meet with the residential brokers to understand their supply and demand situation.

Community Marketing Recommendations

1. Continue to maintain high quality content on the City's web site.
2. Track web site performance with Google analytics or other tracking tool. Analyze data to see if you are reaching your target audience.
3. Develop an email marketing effort to site selectors and target businesses in the dairy, food processing and specific medical equipment and health care solution manufacturing sectors. Focus the list and target very specific prospect. This list does not have to be extremely large, but very specific. Provide relevant content including profiles of successful businesses in Marshfield, a good mix of content and images, and content specific to answering the questions listed above. Send out every other month. Keep email newsletters short and compelling, and enable social sharing.
4. Develop single sheet double sided high quality marketing pages to take to Process Expo or other trade shows. The flyers can then be offered in pdf format on the web site. Flyers should highlight incentive programs, tax rates, contact information, recent announcements, industry-targeted information, a map of the area, largest employers and area colleges/universities. These can be provided to private business representatives when they travel if they are willing to promote the City to their networks.
5. Position the City competitively by answering the following questions:
 - a. Who are the target customers?
 - b. What are their needs?
 - c. What type of community is Marshfield in their minds?
 - d. What needs of theirs does Marshfield meet?
 - e. What needs does Marshfield meet better than other communities?
6. Staff should participate in Linked-In groups specific to site selection and the clusters or targeted industries Marshfield is interested in.
7. Utilize Facebook (business page) and Twitter to share positive news about Marshfield. Target site selectors and industry leaders with invitations to follow/like. Start conversations with solutions to business problems that only Marshfield can provide. Promoting existing business on Facebook and Twitter also works as a retention tool.
8. Building relationships with site selection consultants is important. The key is to facilitate a conversation. Ways to build relationships with site selectors include
 - a. Hosting an informational luncheon
 - b. Invite them to special events in the community
 - c. Meet one-on-one when in their home market
 - d. Email updates about Marshfield
 - e. Connect at conferences and trade shows
 - f. Attend Site Selector's Guild
 - g. Ask for a critique (this will cost the City some money but would be money well-invested)

9. Social media is growing in importance within the economic development space, in part because it does not need a large budget in order to have an impact. Be aware that site selectors are more actively using Linked-In and blogs. Marshfield should show up where site selectors are already looking by being active on Linked-In and blogging (then sending links to the blog out) on a regular basis.

ADD ONS

Image - City of enduring value

Partnerships - CDA becoming more involved

Technology Assessment for the entire community (universal wi-fi, fiber optic, Dairy robotics)

Develop a metric to figure out how we measure our progress

Maintain local ownership

Market more to the senior population

Think tank (open to business and residents) - Succession plans

Increase recreation opportunities to keep people in town (needs assessment for recreational uses)

Promotion/Marketing of housing programs (CDBG) - blighted property (THOUGHT: We don't have property maintenance standards).

Community diversity opportunity (ex. Hispanic clinic) - programs and training

Advisory boards - CEO network assistance

Website feedback - how are we doing?

Task: COMMUNITY REDEVELOPMENT**Description:**

Identify properties and areas of the community that are “underutilized” and/or blighted and develop a plan to redevelop the areas into a more suitable use for the surrounding area. An emphasis will be placed upon redevelopment projects that are located in or near the core of the community. Projects should incorporate, but are not limited to, redevelopment that results in a final product consisting of a business or residential use.

Timeframe to complete:

Ongoing

Recommendation(s):

1. Staff recommends that the EDB work to identify an area in the community that is in need of redevelopment and will create a positive buzz in the community once complete. Staff feels a successful redevelopment project should be able to be accomplished within 3-4 years.

Year 1 – Identify the area and draft redevelopment plan

Year 2 – Identify funding sources, work to acquire property(s) and finalize redevelopment plan.

Year 3 – Clear property and begin reconstruction

Year 4 – Occupancy! Move on to the next project!

2. Update the Downtown Master Plan to include additional direction and support for redevelopment opportunities within the Downtown area.

Any anticipated costs:

Project based. Funding assistance should also be pursued with each project through competitive grant programs (i.e. Community Development Block Grant – CDBG).

The cost to update the Downtown Master Plan is estimated at \$30,000 – \$40,000.

Measurement(s):

Ways to measure progress in the area of redevelopment can be accomplished in several ways:

1. Identify the areas within the community that you feel need to be redeveloped and then set a goal to redevelop ___ acres/parcels each year.
2. As part of drafting the plan we should try to identify an anticipated new tax base once the redevelopment is complete. Compare the new with the old, once complete. This obviously doesn’t work so well when you are converting to “green space”.
3. Did the project spark reinvestment or redevelopment of other properties within the area? How much?

Staff Responsible:

Jason – lead; Mary – Assist

Task: ORGANIZATIONAL STRUCTURE/RELATIONSHIP

Description:

There are several divisions or agencies which play a role in Marshfield's economic development organization. The recent Economic Development Action Plan suggests that "Marshfield can better deliver development services, improve its culture and become a more effective economic development model by considering structural changes in its organization."

Timeframe to complete:

The EDB should establish the desired organizational structure within the next **30-60 days**. The majority of the structure changes can be done by simple action of the EDB, but a few others may require Council and/or other Board action prior to implementation.

Recommendation(s):

1. The Director of Planning & Economic Development shall be the individual accountable in determining roles, assignments, responsibilities, communications and decision making within the EDB's overall economic development function. The DP&ED would also be held responsible and evaluated upon the expanded organization's performance and ultimate success in achieving objectives.
2. Establish a communications subcommittee of the EDB. The purpose of the subcommittee would be for EDB Board Representatives (2 or 3) to get out and attend meetings with other subsets of the partner organizations boards (i.e. MACCI) and provide updates to Common Council.
 - a. The Communications Subcommittee should be established immediately and begin working on a plan on how to conduct regular meetings with partner organizations. Staff would recommend the regular meetings be conducted on a semi-annual basis with each organization as well as when important issues arise.
3. Evaluate the following recommendations of Redevelopment Resources:
 - a. Move the City's Building Inspection Department under the Department of Planning & Economic Development. The evaluation and any recommendation should be communicated to the Common Council within **60 days** for City budgeting purposes.
 - b. Reduce funding to Main Street Marshfield over the next two years. The EDB should determine if they agree with this recommendation as stated, or if they wish to modify it in any way. A determination in this area should be made within the next **30 days** to allow Main Street time to develop their annual budget as well as identify alternate funding sources, if necessary.
 - c. Re-structure the Marshfield CDA so that the City's DP&ED becomes the CDA'S Executive Director. Before a change like this can be consider, ALL EDB members need to have a better understanding of the powers and capabilities of the CDA model. Training related to the CDA model is set for late July and early August for the EDB. Once the training has concluded, staff is recommending the EDB and the CDA board meet to discuss how the two bodies can work together to accomplish common goals in the years ahead.
4. Work with MACCI to better understand the role and responsibilities of the Business Development Director position. Request the position be appointed as the "lead position" for MEDA and that all budgeting related to the position be conducted under MEDA's budget to better understand cost sharing as it relates to the position.

Any anticipated costs:

Staff does not foresee any increased costs, but the decisions made will definitely impact how departments/organizations prepare their budgets on an annual basis.

Measurement(s):

Changing the organizational structure will impact how services are provided to the general public and business community. Areas to measure would consist of:

- How quick the services are delivered (i.e. time for an applicant to complete a process)? Did the change improve efficiencies?
- Satisfaction surveys. Follow-up with individuals and business owners after they have gone through a process to see where problems might lie or where we can make improvements (and making sure we make these improvements when they are determined to be appropriate by staff and/or EDB).
- Is the individual or organization able to meet the needs of economic development based upon the task(s) assigned? Should additional resources be provided to an organization to continue to meet/grow with the demand?

Staff Responsible:

Economic Development Board to discuss and set structural changes.

Jason – Lead

Task: INCUBATOR/CERTIFIED KITCHEN

Description:

Business incubators are programs designed to support the successful development of entrepreneurial companies through an array of business support resources and services, developed and orchestrated by incubator management and offered both in the incubator and through its network of contacts. Incubators vary in the way they deliver their services in different startup ecosystems, in their organizational structure, and in the types of clients they serve. Successful completion of a business incubation program increases the likelihood that a startup company will stay in business for the long term: older studies found 87% of incubator graduates stayed in business, in contrast to 44% of all firms.

Timeframe to complete:

3-6 months to complete a feasibility study depending upon scope; **9 months-1 year** to purchase building and remodel.

Recommendation(s):

An incubator feasibility study should first be conducted to determine actual demand, associated costs and type of incubator (light manufacturing, certified kitchen, office). An increase in local farmers markets, as well as home-based kitchens and other businesses, lead us to believe a certified kitchen incubator should be considered. However, J&J's Bakery, opening on Chestnut St. late summer/early fall will include a small certified kitchen incubator, offering 4-5 leasable areas. Recommendation would be to support and help market this concept and gauge the need for additional kitchen facilities. Note: since there are many existing resources available locally to assist business start-ups, such as Central WI. SCORE, SBDC, MACCI & City Staff etc., a virtual incubator may also be considered (making sure all start up needs are being met and then marketing/promoting those resources as well as having a point of contact clearly identified).

Any anticipated costs:

EDB would fund an incubator assessment study and may need additional investment identified by the action plan strategies. The fee to conduct this study would range between \$15,000 - \$20,000. Consideration would need to be given on purchasing a building and remodeling costs, hiring management staff, and additional dollars needed annually to support the incubator (incubators typically need an influx of funding each year to survive). See attached reading, "The truth about incubators".

Measurement(s):

1. Number of businesses interested in incubator
2. Utilization of existing resources/organizations to assist businesses
3. If incubator is developed, number of businesses starting up in the incubator and number graduating out.

Staff Responsible:

Karen – Lead; Jason – Assist

Task: WORKFORCE DEVELOPMENT**Description:**

Identify current and future workforce attraction/recruitment and retention needs of area businesses. Partner with all educational entities to create awareness of opportunities and to develop programs to address industry specific needs.

Timeframe to complete:

Ongoing

Recommendation(s):

Align local workforce strategies with existing regional and state organizations. Strengthen current efforts already coordinated through MACCI to bridge the gap between businesses and educators and to focus on barriers to keeping and recruiting talent to the area. A job bank listing is being considered on the new MACCI/Economic Development website. Other existing programs include:

1. Youth Apprenticeship Program- 13 different industry sectors available
2. MAHRA (Marshfield Area Human Resources Association)- Provide a network for area business and industry professionals for the purpose of sharing human resource information issues and ideas of mutual concern
3. Workforce Paradox: Bridge the gap between Educators and Businesses.
4. Workforce Recruitment: Create Jobs, Keep jobs and bring people to the area, and assist with making the unemployable more employable.
5. Young Professionals: Organize networking opportunities for YP's

Any anticipated costs:

MACCI has a Workforce Development position with current programs and staffing funded through a State YP Grant and MACCI budget. Additional costs for the EDB to consider may be for specific projects such as funding a heavy metal bus tour, developing additional marketing materials, intergenerational workforce education, spousal employment and community connectivity and continuation of industry specific training programs (ie: stainless steel welding program at MSTC).

Measurement(s):

1. Jobs attracted, created or retained.
2. Wages/salaries of jobs created.
3. Companies assisted with specific workforce development programs.
4. Training programs conducted for Human Resources, YPs and other departments.

Staff Responsible:

MACCI – Lead; Karen – Assist

Task: HOUSING STOCK AND RENTAL PROPERTY

Description:

Conduct Housing Study and Needs Analysis to identify 1). Current housing stock/conditions, and rental property 2). Examine demographic trends and employment data for the City while assessing current and anticipated market conditions to assist in the identification of future areas of housing need.

Timeframe to complete:

Study Process (**6 months**):

Publish RFP- 1st week in March 2014

Selection of Consultant- 1st week in May 2014

Execution of Contract- Mid-May 2014

First Draft of Study- Mid -July 2014

Final Presentation of Study- Mid-August 2013

Develop Property Maintenance Standards (Ordinance):

Estimated at **9 months** to complete process.

*Development of housing related programs may come from the results of the study as well as the Property Maintenance Standards.

Recommendation(s):

1. CDA to commission a Housing Study and Needs Analysis.
2. The Department of Planning & Economic Development would undertake the process to research and develop an ordinance to establish property maintenance standards for the community.

Any anticipated costs:

1. The estimated cost to complete a community housing assessment is \$25,000.
2. Costs associated with the development of an ordinance for property maintenance standards would be general department staff time, publication costs (notices) and general office supplies.

Measurement(s):

See timeframe above.

Staff Responsible:

Mary and Jason – Co-Lead

Task: TECHNOLOGY**Description:**

To enhance the telecommunications infrastructure needs of the greater Marshfield area, to improve the competitiveness of its businesses and quality of life for its residents. In order for communities to compete for new businesses and for attracting talented workforce, it is imperative for them to be well wired.

Timeframe to complete:

3-6 months depending upon scope.

Recommendation(s):

A Technology assessment of the area was completed in 2006 by MACCI and a committee was formed to address the recommendations of the consultant. This group raised the awareness of current structure and gaps and helped to facilitate fiber being brought into Mill Creek Business Park. Due to initial cost, the scope of the study was scaled back for a cost of \$9400. Recommendation would be to assess the current level of telecommunications infrastructure in the Marshfield area through a Telecommunications study and create an action plan. Suggestion would be to work with potential partners such as Marshfield Utilities to assist with costs and implementation of the plan.

Any anticipated costs:

EDB would fund a new telecommunications assessment and may need to fund additional costs identified by the action plan. A complete assessment plan would be estimated between \$20,000 – \$25,000.

Measurement(s):

1. Increase in fiber connectivity throughout community
2. Wi-Fi access in community
3. Growth in tech-oriented businesses
4. Access to broadband internet
5. New or expanding businesses assisted with telecommunications cost (ie: fiber connections).

Staff Responsible:

TBD

Task: MAINTAIN LOCAL OWNERSHIP/THINK TANK/CEO NETWORK ASSISTANCE

Description:

Staff felt these were inter-related and might be best summed up as “Growing and Fostering Businesses in the Community”. Create networks/programs to assist new and existing businesses as they start, expand or sell (succession planning).

Timeframe to complete:

??

Recommendation(s):

1. Create cross list of businesses looking to sell/retire and those interested in purchasing (involve Realtors, Banks and SCORE group). Identify red flags for businesses that may be having financial or other issues and develop a plan to assist; be proactive rather than reactive.
2. Existing Central Wisconsin SCORE group offers counseling/mentoring and occasional seminars; however there is a need to identify experience gaps (ie: social networking) and to also include existing business owners as resources.
3. MACCI currently hosts a CEO network of business executives every spring and fall. Identify if EDB is looking for a different type of network.
4. Centergy regional economic development group has formed an Entrepreneurial committee to identify existing programs, (national, state and local) that assist businesses. This may lead to identifying gaps in organizations/programs that need to be addressed.

Any anticipated costs:

Travel and marketing costs associated with training of staff and clients, mentoring, and speakers/programs to assist entrepreneurs. Estimated at: (??)

Measurement(s):

1. Number of businesses kept in the community
2. SCORE clients assisted
3. New Business starts
4. CWED loans made locally
5. CEOs engaged in programs (participation and topics)

Staff Responsible:

Karen – Lead; Assist –

Task: MARKETING**Description:**

Market the uniqueness and strengths of the Marshfield area to internal and external customers. Create a community marketing strategy to encompass various tools including social media, website, trade shows, marketing materials etc.

Timeframe to complete:

Ongoing

Recommendation(s):

An inventory and review of current marketing efforts and materials by all entities should be completed by a sub-committee of the EDB. The internal/external customers and targeted industries of Marshfield need to be identified. Gaps can then be identified and recommendations to reach those audiences can be explored. Social media is currently underutilized and needs to be part of this strategy. Three newer areas to pay special attention to include:

- Seniors: 14.4% of Wisconsin's population is seniors, up 13.7% from 2010.
- Hispanics: Population has grown 5.8% in two years and Wisconsin's fastest growing population is multi-racial (includes some Hispanics), with growth of 7.2% in 2 years.
- Agriculture- Huge impact on the economy in our area:
 - Wood Co.-4,616 jobs; \$1/B in business sales; \$253/M to county income
 - Clark Co.-7,696 jobs; \$1.5/B in bus. Sales; \$403.5/M to county income
 - Marathon Co.-13,266 jobs; \$2.4/B in bus. Sales; \$629.6/M in county income.

An Economic Development strategy was completed in 2011 by KinzieGreen Marketing Group with MEDA funding. The strategy involved creating a new slogan for Marshfield, "Life. Science. Fueling Our Growth", a community elevator speech, various positioning statements (industry specific) and an 8-page Bio Tech marketing brochure was created. Color schemes and specifics were also created for the new website. This information needs to be distributed and utilized by all economic development partners in order to have an impact.

Any anticipated costs:

Some funding from MEDA (City funds), the USDA grant and MACCI is designated to fund a new website with a strong focus on economic development which will be completed by fall 2013. The majority of funds that City of Marshfield, Wood and Marathon County designate to MACCI, along with funds from MACCI are utilized for marketing expenses. City's current investment is \$20,375.00; overall investment \$149,175

Measurement(s):

1. Number of hot and warm leads received at trade shows
2. Increase in web site hits
3. Increase in inquiries from local and out of the area prospects
4. Increase in integrated marketing offerings to reach various audiences
5. Targeted marketing campaigns undertaken

Staff Responsible:

Karen – Lead; Assist – All Staff

Task: COMMUNITY IMAGE**Description:**

Work to improve the overall image of the community to represent a “City of enduring value”.

Timeframe to complete:

On-going

Recommendation(s):

The EDB and Common Council need to take charge and lead the way in improving the overall appearance of and attitude within the community. The following are examples of how the EDB can lead by example:

1. First impressions mean a lot! When given the opportunity to describe/sell the community, individuals should focus on the positives of the community. Don't set the table with a negative attitude.
2. When an EDB representative (board or staff) is in the presence of someone that is speaking negatively about the community or providing false information, that representative should quickly respond to highlight the positives and/or correct the information.
3. The EDB is not swayed from their goals and objectives by nay sayer's in the community. The decisions made by the EDB are done within the best interest of the overall community and not in response to any one particular individual or group.
4. When conflicts arise, the EDB will work to bring the appropriate parties together to discuss the issues at hand to try and resolve them in a face-to-face discussion where all points can be shared.
5. Develop strong communications with area media so that projects and improvements are properly communicated to the general public and surrounding area. Use the media to celebrate our successes!

Any anticipated costs:

None.

Measurement(s):

Success in this area is largely going to come from the “buzz” in the community. If we continue to have to fight the battle of more negative comments than positive, it will represent we still have work to do. For physical projects, these will be measured in the same way as noted in the “Community Redevelopment” section of this report.

Staff Responsible:

EDB – Lead; EVERYONE ELSE – Assist

Task: PARTNERSHIPS

Description:

A number of different groups and organizations play an important role in the success of economic development through-out the community. Maintaining an open dialogue with each of these groups and understanding how the decision or action of one can impact another, will weigh heavily upon the success of the community as a whole.

The following is a list of groups and organizations that should be included in the efforts of the EDB:

Realtors	Healthcare complex	Mfld Utilities	BID
MEDA	CDA	MACCI	IPA
CVB	Main Street	Bankers/Commercial Lenders	

Timeframe to complete:

Within the first **12-15 months** develop a plan that will allow the organizations to become more involved in the economic development process. The process should be such that it continues on a regular basis moving forward.

Recommendation(s):

1. Work with MACCI to revamp the role of MEDA. Many of the organizations stated above already have a seat at the table. MACCI has expressed a desire to revamp MEDA but has put that plan on hold waiting to hear the direction EDB was heading.
2. Review the role of the current IPA structure and make a formal request to the Common Council that the IPA be dissolved and that the responsibilities be transferred to the EDB. This should be able to be accomplished with **60-90 days**.
3. Develop an annual meeting/presentation for the realtors and possibly bankers/commercial lenders, to discuss projects and plans for the upcoming year. This should be able to be accomplished in **6 months**.
4. Work with MACCI to continue to offer programs like "Where's the Money", to help the local bankers understand the various funding programs that are out there to assist residents and business owners.
5. Coordinate regular meetings (semi-annual?) wherein CVB, MACCI and Main Street are all in the same room with EDB representatives to better understand their approach to events and promotions.

Any anticipated costs:

None.

Measurement(s):

1. Monitor the attendance and participation in the areas stated above. If the group finds certain organizations/industry sectors are not participating on a regular basis, identify the reason why and address it.
2. Make sure that the information shared within the various groups is carried back to their organization and shared with the appropriate people.
3. Programs are promoted well in advance and in a location where the appropriate crowd will see it. Continue to grow the attendance to assure the time and effort put into

developing/conducting the program is worthwhile. If the attendance remains low or drops off, the program should be revamped or cut.

Staff Responsible:

Jason, Karen and Matt – Co-Leaders

Task: COMMUNITY DIVERSITY

Description:

Educate the community about why diversity (define) as an important value in creating and nurturing our local community/economy, reflective of the world that we strive to serve. Identify existing diverse groups (i.e. ages, ethnicity, abilities, values etc.) and current and new groups/resources to support community and organizational education.

Timeframe to complete:

Initial Planning/Information Gathering Stage **Six Months- 1 year**

Sustain Communication/Education- Monthly Coordination/Updates/ Planning

Recommendation(s):

Create sub-group to work on the development of key messages and activities to be incorporated into existing and new efforts throughout the City of Marshfield, Business and Partner Organizations

Any anticipated costs:

\$8,000 – \$10,000 (Coordination and Accountability) from EDB + Private Match??

Measurement(s):

Initially = Organizations participating, attendance at educational sessions or events, employee and employer surveys (to be developed).

Staff Responsible:

TBD

Task: RECREATIONAL OPPORTUNITIES

Description:

A community's recreational facilities can have a huge impact on a family's or business owners' decision to locate in your community. Trails and ball fields are a basic expectation within virtually every community. However, it's the unique features, such as a zoo, that can truly win a family or business over. People want to be able to get outside and enjoy the community with friends and family, and having the facilities in place for them to walk, bike, or participate in their favorite sport(s), demonstrates a community's commitment to its residents.

Timeframe to complete:

On-going

Recommendation(s):

1. Work with the Parks & Recreation Department as it updates the Comprehensive Outdoor Recreation Plan (CORP) over the next **6-9 months**.
2. As new developments or property are brought into the community, recreational opportunities should be considered and pursued at the appropriate time (i.e. reserve trail corridors for future connections).
3. With water being so scarce in the area, the EDB should identify partners and establish aquatic opportunities in the area (i.e. new/improved community pool, man-made lake with swimming beach).

Any anticipated costs:

The cost to update the CORP has already been budgeted for as part of the Parks & Recreation Department's annual budget. No additional costs should be incurred by the EDB.

Recreational facilities can be very costly to construct and maintain. The Parks & Recreation Department monitors these expenses through their general budget and CIP. The EDB should work with the Parks & Recreation Department, as well as the Parks, Recreation and Forestry Committee to identify projects and opportunities on an annual basis.

Measurement(s):

The easiest way to measure recreational facilities are by the number of "users" that sign up for the different programs or pay the entry fees to the pool. However, areas like trail use are usually something done by simply "seeing" the amount of activity that occurs on any given day.

Staff Responsible:

Ed Englehart – Lead; Matt & Jason – Assist

OTHER TASKS TO CONSIDER

Business Retention/Recruitment

- Is the board aware of how things are currently handled?
- EDB should identify “one process” and one person to coordinate. Staff recommends Karen.
- How should this be presented at budget time?

Old RLF Account – Million dollar fund

- EDB needs to develop a policy on how these funds will be used. This will provide direction to staff and others to prevent the fund from being depleted. Whatever policy is drafted will need to be presented to, and approved by, the Common Council.