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Retail Industry Overview

Only your most viable prospects are selected for inclusion in the **Retail Tenant Directory**. Of course, that means all the recognizable chains – both big and small – are here. It also means that you should stumble across some surprises as well, some companies with which you are not familiar. The editorial and research staff tracks over 8,000 retail chains across the United States and Canada throughout the year, but whittles that number down to 5,397 – only the most viable prospects – for publication in the directory. The following charts compile information from individual company profiles and are intended to give a general overview of the state of the retail industry and retail expansion. See which classes of trade are expanding most rapidly and which regions of the country are most impacted by new store development. All data, including expansion plan data, is a combination of information reported by the retailers themselves, projections based on that information and extensive research and analysis. Numbers are correct at the time of publication, but rankings may change, as plans are not static.

Categories Ranked by Growth Index

	# of Chains	Avg. # of Units Planned	Growth Index
Health clubs/gyms	29	113.9	1061.0
Beauty salons/barbers	44	91.5	851.5
Photocopies/printing	12	86.5	805.0
Computers/software	24	84.5	786.8
Fast food	345	75.3	701.5
Coffee bars/juice bars	70	75.1	698.8
Close-out stores	12	64.4	599.4
Signs/postal service	18	60.2	560.7
Dollar/variety stores	45	47.2	439.8
Cosmetics/body care/fragrance	37	42.5	395.3
Check cashing/pawn/thrift	39	35.1	326.4
Warehouses/wholesale clubs	5	28.5	265.4
Candy/ice cream/yogurt	90	27.4	254.8
Bakeries/bagels/pretzels	72	26.8	249.1
Child care/education	13	24.9	232.1
Wireless communications	41	24.8	230.8
Bed and bath linens	27	22	205.0
Fabrics	15	20.8	193.4
Discount stores	50	18.9	175.5
Pets/animal supplies	31	18.2	169.4
Electronics	92	18.1	168.9
Amusement/play centers	35	16.8	156.2
Off-price/outlet stores	50	15.2	141.9
Art supplies/crafts/hobbies	35	15	139.8
Toys/games/video games	29	14.9	139.0
Drug stores	148	14.7	136.7
Accessories	96	14.5	135.2
Office supplies/furniture	25	14.1	131.1
Major appliances	62	13.9	129.0
Children's apparel	165	13.5	125.9
Newsstands	9	13.3	124.1
Rental centers	21	11.9	111.1
Restaurants/bars	757	11.7	109.1
Home decor/lamps/drapes	112	11.6	108.4
Dry cleaning/laundry	17	11.6	108.4
Cutlery/kitchenware	27	11.2	104.3

	# of Chains	Avg. # of Units Planned	Growth Index
Auto supplies/car care	127	10.7	100.0
Women's apparel	405	10.5	98.0
Hardware/home improvement	172	10	93.2
Art/collectibles/frames	45	9.9	92.0
Photofinishing/portrait studios	17	9.8	91.2
Nutrition shops/diet centers	30	9.4	87.8
Men's apparel	322	9.1	84.5
Department stores	52	9.1	84.4
Shoes	252	8.5	79.0
Seasonal (temporary lease)	18	8.2	76.6
Video rental/sales	44	8.1	75.4
China/glassware	25	8	74.1
Cards/stationery	51	7.8	72.7
Housewares/small appliances	16	6.9	64.6
Agricultural/farm supplies	20	6.9	63.8
Cameras/video cameras	21	6.1	56.5
Florists/nurseries	22	6	56.3
Sporting goods/athletic wear	149	5.8	53.6
Furniture/beds	266	5.5	51.2
Medical equipment	10	4.9	45.6
CDs/music/tapes	28	4.7	43.4
Wall coverings/paint	54	4.6	43.2
Book stores	50	3.8	35.6
Movie theaters	59	3.5	32.6
Leather/luggage	47	3.4	31.5
Bridal/formal wear	30	3.3	30.7
Convenience stores	771	3.2	29.6
Fine jewelry/watches	113	3.2	29.4
Optical/eyewear	67	2.6	24.2
Paper/party goods	20	2.6	24.0
Beer/wine/liquor	97	2.4	22.1
Supermarkets	559	2.1	19.2
Floor coverings	37	1.6	15.4
Educational/environmental	11	1.2	11.0
Musical instruments/supplies	16	0.1	0.6

The accompanying chart ranks, in descending order by Growth Index, the retail categories demonstrating the most growth potential for the years 2005 through 2007.

Column one lists the total number of chains profiled in the book under each of our 71 retail categories. Column two is based on reported and projected expansion, and lists the average number of stores expected to open (per company) over the next three years. Column three lists the Growth Index for the entire category, as compared to the rest of the industry. Please note that numbers are rounded.

We derive the Growth Index by dividing the median number of units planned (approximately 10.73) into the average number of units planned in each category, and then multiplying that number by 100. For example, retailers in the category of bed & bath linens plan to add an average of 22 units. This number, divided by 10.73, then multiplied by 100 equals 205.

Health clubs/gyms (Growth Index 1,061.0) placed first again this year, with beauty salons/barbers trailing relatively far behind based on a growth index of 851.5. The photocopies/printing category ranks number three with 805 and is followed by computers/software (786.8). The fast food category rounds out the top five with a growth index of 701.5.

Categories Ranked by Expansion

	Total Chains	Total Stores Operated	Total New Stores Planned	% of Total Stores Operated
Fast food	345	159,053	25,995	16.3
Restaurants/bars	757	47,133	8,872	18.8
Coffee bars/juice bars	70	25,602	5,254	20.5
Women's apparel	405	44,461	4,262	9.6
Beauty salons/barbers	44	16,091	4,024	25
Health clubs/gyms	29	11,760	3,305	28.1
Men's apparel	322	27,862	2,924	10.5
Candy/ice cream/yogurt	90	32,646	2,463	7.5
Convenience stores	771	42,713	2,453	5.7
Children's apparel	165	18,918	2,231	11.8
Drug stores	148	22,568	2,173	9.6
Shoes	252	25,324	2,139	8.4
Dollar/variety stores	45	18,003	2,126	11.8
Computers/software	24	13,859	2,028	14.6
Bakeries/bagels/pretzels	72	20,630	1,927	9.3
Hardware/home improvement	172	23,525	1,722	7.3
Electronics	92	18,599	1,669	9
Cosmetics/body care/fragrance	37	9,326	1,571	16.8
Furniture/beds	266	11,415	1,463	12.8
Accessories	96	10,707	1,395	13
Check cashing/pawn/thrift	39	9,266	1,367	14.8
Auto supplies/car care	127	40,303	1,364	3.4
Home decor/lamps/drapes	112	8,331	1,304	15.7
Supermarkets	559	29,388	1,151	3.9
Signs/postal service	18	8,073	1,084	13.4
Photocopies/printing	12	8,978	1,038	11.6
Wireless communications	41	8,605	1,017	11.8
Discount stores	50	10,394	943	9.1
Major appliances	62	4,554	859	18.9
Sporting goods/athletic wear	149	9,790	858	8.8
Close-out stores	12	3,224	773	24
Off-price/outlet stores	50	12,235	762	6.2
Bed and bath linens	27	3,686	595	16.1
Amusement/play centers	35	2,580	587	22.8
Pets/animal supplies	31	3,144	564	17.9
Art supplies/crafts/hobbies	35	3,534	526	14.9
Department stores	52	7,238	472	6.5
Art/collectibles/frames	45	3,960	445	11.2
Toys/games/video games	29	5,787	433	7.5
Cards/stationery	51	7,583	398	5.2
Fine jewelry/watches	113	12,215	357	2.9
Video rental/sales	44	18,430	357	1.9
Office supplies/furniture	25	3,861	352	9.1
Child care/education	13	3,987	324	8.1
Fabrics	15	1,606	312	19.4
Cutlery/kitchenware	27	2,088	303	14.5
Nutrition shops/diet centers	30	8,825	283	3.2
Rental centers	21	5,587	251	4.5
Wall coverings/paint	54	5,563	251	4.5
Beer/wine/liquor	97	3,639	231	6.3
Movie theaters	59	2,693	207	7.7
China/glassware	25	3,035	199	6.6
Dry cleaning/laundry	17	1,840	198	10.8
Book stores	50	5,763	191	3.3
Optical/eyewear	67	6,158	174	2.8
Photofinishing/portrait studios	17	2,570	167	6.5
Leather/luggage	47	2,292	159	6.9
Seasonal (temporary lease)	18	14,382	148	1
Warehouses/wholesale clubs	5	1,321	143	10.8
Agricultural/farm supplies	20	1,001	137	13.7
Florists/nurseries	22	883	133	15.1
CDs/music/tapes	28	3,840	131	3.4
Cameras/video cameras	21	2,020	128	6.3
Newsstands	9	1,511	120	7.9
Housewares/small appliances	16	1,257	111	8.8
Bridal/formal wear	30	1,707	99	5.8
Floor coverings	37	1,710	61	3.6
Paper/party goods	20	1,596	52	3.2
Medical equipment	10	430	49	11.4
Educational/environmental	11	1,234	13	1.1
Musical instruments/supplies	16	1,280	10	0.8

The adjacent chart lists categories, organized in descending order by the total number of new units planned in each category for the period 2005 through 2007. Fast food restaurants, once again ranked number one, plan to open an unbelievable 25,995 new locations over the next three years. On the flip side, the 16 musical instruments/supplies stores in the directory plan just 10 new locations over the next three years.

Each line of the chart also provides a percentage reflecting the relationship between the total number of units planned by each category and the number of units currently operating in each category.

For example, the 112 home décor/lamps/drapes chains listed in the book plan to open a total of 1,304 units, representing 15.7 percent of that category's existing 8,331 units.

While these results are valuable in analyzing growth patterns, it is important to consider the chart as a whole. Some categories, such as supermarkets, show low percentages of growth (in this case 3.9 percent), but in comparison to other categories, plan to add a sizable number of stores (1,151).

The categories showing the highest expected growth by percentage include health clubs/gyms (28.1), beauty salons/barbers (25) and close-out stores (24).

Those categories with the lowest growth by percentage include musical instruments/supplies (.8), educational/environmental (1) and video rental/sales (1.9).

Top 50 "New" Space Users

The following chart provides an estimate of which chains we expect will utilize the most *new* retail space over the next three years, based on announced, planned expansion. Familiar names like Wal-Mart, Home Depot and Target linger near the top of the list, but once again the list is topped by a familiar name that you might not expect: Lowe's Companies. The home improvement chain topped our list last year with its plans to occupy 36 million new square feet of retail space. True to form, Lowe's advanced from number eight to number four on this year's "Top 50 U.S.-Based Retail Space Users" chart, reflecting that increase, and confirming our prediction from last year. This year again, we're estimating that Lowe's will open 465 new locations over the next three years, increasing its total square footage by over 58 million.

Other chains like the Grand Rapids-based Meijer, might not be opening a large number of stores, but justify their chart positions with relatively large locations. In the case of Meijer, its average store size is between 175,000 and 225,000 square feet. On the other hand, chains like Lady of America and Yum! Brands, both operating relatively small sized stores, make it onto the chart based on the sheer number of expected new locations.

	Company	Headquarters	Announced Planned Expansion (# of Units)*	Estimated Additional Sq. Ft.**
1	Lowe's Companies, Inc.	Mooresville, NC	465	58,125,000
2	Wal-Mart Stores, Inc.	Bentonville, AR	335	39,833,750
3	Lady of America Franchise Corp.	Fort Lauderdale, FL	3,000	24,300,000
4	Walgreen Company	Deerfield, IL	1,500	21,840,000
5	Sonic Corporation	Oklahoma City, OK	600	18,000,000
6	Dollar General Corporation	Goodlettsville, TN	1,360	16,660,000
7	The Home Depot, Inc.	Atlanta, GA	175	14,612,500
8	Sears, Roebuck & Co.	Hoffman Estates, IL	150	12,750,000
9	Bed Bath & Beyond Inc.	Union, NJ	263	11,878,125
10	Target Corp.	Minneapolis, MN	78	11,508,750
11	Costco Wholesale Corp.	Issaquah, WA	98	11,212,500
12	Ace Hardware Corporation	Oak Brook, IL	530	9,010,000
13	Big Lots, Inc.	Columbus, OH	290	8,700,000
14	Kohl's Corporation	Menomonee Falls, WI	95	8,027,500
15	Yum! Brands, Inc.	Louisville, KY	3,000	6,900,000
16	Steve & Barry's University Sportswear	Port Washington, NY	75	6,750,000
17	Best Buy Co., Inc.	Richfield, MN	173	5,449,500
18	Meijer, Inc.	Grand Rapids, MI	26	5,200,000
19	IKEA	Plymouth Meeting, PA	15	4,800,000
20	Jo-Ann Stores, Inc.	Hudson, OH	175	4,287,500
21	Family Dollar Stores, Inc.	Matthews, NC	500	4,250,000
22	Office Depot, Inc.	Delray Beach, FL	200	4,000,000
23	CVS Corporation	Woonsocket, RI	250	3,735,000
24	Hibbett Sporting Goods, Inc.	Birmingham, AL	260	3,575,000
25	Valvoline Instant Oil Change	Lexington, KY	100	3,000,000
26	Hobby Lobby Stores	Oklahoma City, OK	60	2,850,000

Top 50 "New" Space Users

	Company	Headquarters	Announced Planned Expansion (# of Units)*	Estimated Additional Sq. Ft.**
27	Famous Footwear	Madison, WI	400	2,800,000
28	The Children's Place Retail Stores, Inc.	Secaucus, NJ	600	2,700,000
28	Winn-Dixie Stores, Inc.	Jacksonville, FL	60	2,700,000
28	7-Eleven, Inc.	Dallas, TX	1,000	2,700,000
31	Century Theatres	San Rafael, CA	40	2,600,000
32	Smith's Food & Drug Centers, Inc.	Salt Lake City, UT	22	2,420,000
33	Gap Inc.	San Francisco, CA	125	2,359,375
34	Jack Loeks Theatres	Grand Rapids, MI	33	2,310,000
35	Pier 1 Imports, Inc.	Fort Worth, TX	190	2,280,000
36	Burlington Coat Factory Warehouse Corp.	Burlington, NJ	22	2,200,000
37	Cost Plus, Inc.	Oakland, CA	120	2,196,000
38	Farmer Boys Food Inc.	Riverside, CA	60	2,190,000
39	Sportsman's Warehouse	Midvale, UT	42	2,100,000
39	Aaron Rents, Inc.	Atlanta, GA	150	2,100,000
41	National Stores Inc.	Gardena, CA	75	2,062,500
41	Barneys New York, Inc.	New York, NY	17	2,062,500
43	Petco Animal Supplies Inc.	San Diego, CA	135	2,025,000
44	Gander Mountain Company	Minneapolis , MN	22	1,980,000
45	L.A. Fitness International LLC	Irvine, CA	55	1,925,000
46	Peebles Department Stores	South Hill, VA	75	1,875,000
47	Edible Arrangements LLC	Hamden, CT	1,200	1,800,000
48	Safeway Inc.	Pleasanton, CA	33	1,755,000
49	Bass Pro Shops Outdoor World	Springfield, MO	14	1,750,000
50	Wild Oats Markets, Inc.	Boulder, CO	63	1,718,750

* Three-year increase.

** Over a three-year period, based on announced plans.

Pop Facts: Census Demographic Overview 2004 Report

Prepared For: **Best Real Estate Group, Inc.** **Order #: 963702191**

Project Code: **Site: 01**

Trade Area: S CENTRAL AVE AT W 1ST ST, MARSHFIELD, WI 54449, Total

Description	0.00 - 0.50 Miles Radius	%	0.00 - 1.00 Miles Radius	%	0.00 - 3.00 Miles Radius	%
Population						
2009 Projection	2,731		8,396		20,025	
2004 Estimate	2,868		8,765		20,052	
2000 Census	2,965		9,124		20,032	
1990 Census	3,185		9,903		20,301	
Growth 1990-2000	-6.91%		-7.87%		-1.33%	
2000 Population by Single Race Classification	2,965		9,124		20,032	
White Alone	2,881	97.17	8,896	97.50	19,484	97.26
Black or African American Alone	9	0.30	21	0.23	74	0.37
American Indian and Alaska Native Alone	12	0.40	26	0.28	46	0.23
Asian Alone	34	1.15	105	1.15	266	1.33
Native Hawaiian and Other Pacific Islander Alone	0	0.00	1	0.01	1	0.00
Some Other Race Alone	4	0.13	15	0.16	39	0.19
Two or More Races	24	0.81	60	0.66	122	0.61
2000 Population Hispanic or Latino by Origin	2,965		9,124		20,032	
Not Hispanic or Latino	2,928	98.75	9,048	99.17	19,883	99.26
Hispanic or Latino:	37	1.25	76	0.83	149	0.74
Mexican	20	54.05	41	53.95	85	57.05
Puerto Rican	6	16.22	12	15.79	18	12.08
Cuban	0	0.00	1	1.32	3	2.01
All Other Hispanic or Latino	10	27.03	22	28.95	43	28.86
2000 Hispanic or Latino by Single Race Class.	37		76		149	
White Alone	26	70.27	52	68.42	105	70.47
Black or African American Alone	0	0.00	0	0.00	0	0.00
American Indian and Alaska Native Alone	0	0.00	1	1.32	1	0.67
Asian Alone	0	0.00	0	0.00	0	0.00
Native Hawaiian and Other Pacific Islander Alone	0	0.00	1	1.32	1	0.67
Some Other Race Alone	4	10.81	13	17.11	29	19.46
Two or More Races	7	18.92	10	13.16	12	8.05
2000 Population by Sex	2,965		9,124		20,032	
Male	1,403	47.32	4,290	47.02	9,547	47.66
Female	1,562	52.68	4,835	52.99	10,485	52.34
Male/Female Ratio	0.90		0.89		0.91	

Trade Area: S CENTRAL AVE AT W 1ST ST, MARSHFIELD, WI 54449, Total

Description	0.00 - 0.50 Miles Radius	%	0.00 - 1.00 Miles Radius	%	0.00 - 3.00 Miles Radius	%
2000 Population by Age	2,965		9,124		20,032	
Age 0 - 4	179	6.04	531	5.82	1,190	5.94
Age 5 - 9	155	5.23	510	5.59	1,236	6.17
Age 10 - 14	194	6.54	600	6.58	1,375	6.86
Age 15 - 17	97	3.27	382	4.19	892	4.45
Age 18 - 20	139	4.69	361	3.96	794	3.96
Age 21 - 24	217	7.32	480	5.26	933	4.66
Age 25 - 34	466	15.72	1,252	13.72	2,516	12.56
Age 35 - 44	411	13.86	1,338	14.66	3,145	15.70
Age 45 - 49	168	5.67	623	6.83	1,535	7.66
Age 50 - 54	164	5.53	557	6.10	1,306	6.52
Age 55 - 59	90	3.04	382	4.19	910	4.54
Age 60 - 64	77	2.60	324	3.55	767	3.83
Age 65 - 74	207	6.98	678	7.43	1,447	7.22
Age 75 - 84	267	9.01	752	8.24	1,398	6.98
Age 85 and over	134	4.52	353	3.87	588	2.94
Age 16 and over	2,402	81.01	7,352	80.58	15,929	79.52
Age 18 and over	2,341	78.95	7,101	77.83	15,339	76.57
Age 21 and over	2,202	74.27	6,740	73.87	14,545	72.61
Age 65 and over	608	20.51	1,783	19.54	3,433	17.14
2000 Median Age	35.87		38.33		38.43	
2000 Average Age	39.82		40.39		39.44	
2000 Male Population by Age	1,403		4,290		9,547	
Age 0 - 4	98	6.99	287	6.69	633	6.63
Age 5 - 9	79	5.63	264	6.15	633	6.63
Age 10 - 14	98	6.99	308	7.18	718	7.52
Age 15 - 17	44	3.14	188	4.38	447	4.68
Age 18 - 20	62	4.42	169	3.94	383	4.01
Age 21 - 24	110	7.84	225	5.24	436	4.57
Age 25 - 34	251	17.89	649	15.13	1,276	13.37
Age 35 - 44	203	14.47	642	14.97	1,493	15.64
Age 45 - 49	87	6.20	318	7.41	771	8.08
Age 50 - 54	85	6.06	267	6.22	625	6.55
Age 55 - 59	45	3.21	184	4.29	454	4.76
Age 60 - 64	39	2.78	165	3.85	387	4.05
Age 65 - 74	87	6.20	278	6.48	617	6.46
Age 75 - 84	76	5.42	242	5.64	503	5.27
Age 85 and over	37	2.64	104	2.42	170	1.78

Pop Facts: Census Demographic Overview 2004 Report

Prepared For: **Best Real Estate Group, Inc.** **Order #: 963702191**

Project Code: **Site: 01**

Trade Area: S CENTRAL AVE AT W 1ST ST, MARSHFIELD, WI 54449, Total

Description	0.00 - 0.50 Miles Radius	%	0.00 - 1.00 Miles Radius	%	0.00 - 3.00 Miles Radius	%
2000 Median Age, Male	33.33		35.86		36.66	
2000 Average Age, Male	36.50		37.62		37.35	
2000 Female Population by Age	1,562		4,835		10,485	
Age 0 - 4	81	5.19	244	5.05	556	5.30
Age 5 - 9	75	4.80	247	5.11	603	5.75
Age 10 - 14	95	6.08	292	6.04	657	6.27
Age 15 - 17	53	3.39	194	4.01	445	4.24
Age 18 - 20	77	4.93	193	3.99	411	3.92
Age 21 - 24	107	6.85	256	5.29	497	4.74
Age 25 - 34	215	13.76	603	12.47	1,240	11.83
Age 35 - 44	209	13.38	695	14.37	1,653	15.77
Age 45 - 49	81	5.19	305	6.31	764	7.29
Age 50 - 54	79	5.06	291	6.02	681	6.49
Age 55 - 59	45	2.88	198	4.10	456	4.35
Age 60 - 64	38	2.43	159	3.29	379	3.61
Age 65 - 74	120	7.68	400	8.27	830	7.92
Age 75 - 84	192	12.29	510	10.55	894	8.53
Age 85 and over	97	6.21	249	5.15	419	4.00
2000 Median Age, Female	38.79		40.60		40.04	
2000 Average Age, Female	42.80		42.84		41.35	
2000 Population Age 15+ by Marital Status*	2,497		7,529		16,220	
Total, Never Married	778	31.16	1,951	25.91	4,050	24.97
Married, Spouse present	1,037	41.53	3,788	50.31	8,837	54.48
Married, Spouse absent	72	2.88	194	2.58	411	2.53
Widowed	332	13.30	836	11.10	1,399	8.63
Divorced	277	11.09	760	10.09	1,522	9.38
Males, Never Married	401	16.06	1,033	13.72	2,122	13.08
Previously Married	166	6.65	407	5.41	787	4.85
Females, Never Married	377	15.10	918	12.19	1,929	11.89
Previously Married	461	18.46	1,239	16.46	2,270	14.00

Pop Facts: Census Demographic Overview 2004 Report

Prepared For: Best Real Estate Group, Inc. **Order #:** 963702191

Project Code: **Site:** 01

Trade Area: S CENTRAL AVE AT W 1ST ST, MARSHFIELD, WI 54449, Total

Description	0.00 - 0.50 Miles *Radius*	*%*	0.00 - 1.00 Miles *Radius*	*%*	0.00 - 3.00 Miles *Radius*	*%*
2000 Population Age 25+ by Educational Attainment*	2,049		6,350		13,586	
Less than 9th grade	182	8.88	539	8.49	993	7.31
Some High School, no diploma	278	13.57	647	10.19	1,314	9.67
High School Graduate (or GED)	734	35.82	2,281	35.92	4,698	34.58
Some College, no degree	458	22.35	1,213	19.10	2,480	18.25
Associate Degree	139	6.78	496	7.81	1,188	8.74
Bachelor's Degree	171	8.35	741	11.67	1,793	13.20
Master's Degree	52	2.54	232	3.65	597	4.39
Professional School Degree	12	0.59	148	2.33	435	3.20
Doctorate Degree	22	1.07	53	0.83	89	0.66
Households						
2009 Projection	1,414		3,968		8,890	
2004 Estimate	1,448		4,054		8,764	
2000 Census	1,463		4,142		8,647	
1990 Census	1,487		4,233		8,102	
Growth 1990-2000	-1.61%		-2.15%		6.73%	
2000 Households by Household Type	1,463		4,142		8,647	
Family Households	661	45.18	2,265	54.68	5,217	60.33
Nonfamily Households	802	54.82	1,878	45.34	3,430	39.67
2000 Group Quarters Population	28		189		370	
2000 Households Hispanic or Latino	25	1.71	30	0.72	60	0.69
2000 Households by Household Size	1,463		4,142		8,647	
1-person household	689	47.10	1,624	39.21	2,952	34.14
2-person household	418	28.57	1,317	31.80	2,893	33.46
3-person household	145	9.91	495	11.95	1,129	13.06
4-person household	126	8.61	454	10.96	1,071	12.39
5-person household	55	3.76	174	4.20	439	5.08
6-person household	21	1.44	55	1.33	121	1.40
7 or more person household	10	0.68	23	0.56	42	0.49
2000 Average Household Size	2.01		2.16		2.27	

Pop Facts: Census Demographic Overview 2004 Report

Prepared For: **Best Real Estate Group, Inc.** **Order #: 963702191**

Project Code: **Site: 01**

Trade Area: S CENTRAL AVE AT W 1ST ST, MARSHFIELD, WI 54449, Total

Description	0.00 - 0.50 Miles Radius	%	0.00 - 1.00 Miles Radius	%	0.00 - 3.00 Miles Radius	%
2000 Households by Household Income	1,555		4,188		8,655	
Income Less than $15,000	369	23.73	773	18.46	1,414	16.34
Income $15,000 - $24,999	314	20.19	652	15.57	1,230	14.21
Income $25,000 - $34,999	295	18.97	699	16.69	1,272	14.70
Income $35,000 - $49,999	258	16.59	724	17.29	1,494	17.26
Income $50,000 - $74,999	245	15.76	862	20.58	1,906	22.02
Income $75,000 - $99,999	52	3.34	236	5.64	579	6.69
Income $100,000 - $149,999	6	0.39	117	2.79	397	4.59
Income $150,000 - $249,999	10	0.64	83	1.98	239	2.76
Income $250,000 - $499,999	5	0.32	32	0.76	93	1.07
Income $500,000 or more	0	0.00	10	0.24	30	0.35
2000 Average Household Income	$33,403		$45,208		$51,590	
2000 Median Household Income	$28,193		$34,564		$39,129	
2000 Per Capita Income	$17,575		$20,855		$22,432	
2000 Household Type, Presence of Own Children*	1,463		4,142		8,647	
Single Male Householder	266	18.18	582	14.05	1,096	12.67
Single Female Householder	423	28.91	1,042	25.16	1,856	21.46
Married-Couple Family, own children	209	14.29	773	18.66	1,886	21.81
Married-Couple Family, no own children	273	18.66	1,025	24.75	2,411	27.88
Male Householder, own children	22	1.50	63	1.52	142	1.64
Male Householder, no own children	20	1.37	46	1.11	88	1.02
Female Householder, own children	89	6.08	235	5.67	453	5.24
Female Householder, no own children	48	3.28	121	2.92	237	2.74
Nonfamily, Male Householder	60	4.10	128	3.09	260	3.01
Nonfamily, Female Householder	53	3.62	125	3.02	218	2.52
2000 Households by Presence of People*	1,463		4,142		8,647	
Households with 1 or more People Age 18 or under:						
Married-Couple Family	217	14.83	788	19.02	1,916	22.16
Other Family, Male Householder	22	1.50	63	1.52	145	1.68
Other Family, Female Householder	93	6.36	245	5.92	472	5.46
Nonfamily, Male Householder	2	0.14	10	0.24	22	0.25
Nonfamily, Female Householder	1	0.07	1	0.02	1	0.01
Households no People Age 18 or under:						
Married-Couple Family	265	18.11	1,010	24.38	2,381	27.54
Other Family, Male Householder	20	1.37	46	1.11	84	0.97
Other Family, Female Householder	44	3.01	112	2.70	218	2.52
Nonfamily, Male Householder	324	22.15	700	16.90	1,334	15.43
Nonfamily, Female Householder	475	32.47	1,166	28.15	2,073	23.97

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Project Code: **Site: 01**

Trade Area: S CENTRAL AVE AT W 1ST ST, MARSHFIELD, WI 54449, Total

Description	0.00 - 0.50 Miles Radius	%	0.00 - 1.00 Miles Radius	%	0.00 - 3.00 Miles Radius	%
2000 Households by Number of Vehicles	1,463		4,142		8,647	
No Vehicles	236	16.13	501	12.10	764	8.84
1 Vehicle	706	48.26	1,643	39.67	3,253	37.62
2 Vehicles	418	28.57	1,504	36.31	3,378	39.07
3 Vehicles	93	6.36	371	8.96	961	11.11
4 Vehicles	8	0.55	80	1.93	242	2.80
5 or more Vehicles	12	0.82	26	0.63	49	0.57
2000 Average Number of Vehicles	1.32		1.51		1.64	
2000 Families by Poverty Status	666		2,271		5,242	
Income At or Above Poverty Level:						
Married-Couple Family, own children	222	33.33	832	36.64	1,955	37.29
Married-Couple Family, no own children	289	43.39	1,067	46.98	2,437	46.49
Male Householder, own children	28	4.20	55	2.42	128	2.44
Male Householder, no own children	15	2.25	23	1.01	50	0.95
Female Householder, own children	49	7.36	143	6.30	316	6.03
Female Householder, no own children	31	4.65	79	3.48	173	3.30
Income Below Poverty Level:						
Married-Couple Family, own children	0	0.00	6	0.26	35	0.67
Married-Couple Family, no own children	8	1.20	15	0.66	23	0.44
Male Householder, own children	0	0.00	5	0.22	12	0.23
Male Householder, no own children	1	0.15	5	0.22	16	0.31
Female Householder, own children	25	3.75	42	1.85	96	1.83
Female Householder, no own children	0	0.00	0	0.00	0	0.00
2000 Population Age 16+ by Employment Status	2,474		7,411		15,929	
In Armed Forces	0	0.00	1	0.01	2	0.01
Civilian - Employed	1,582	63.95	4,668	62.99	10,374	65.13
Civilian - Unemployed	80	3.23	249	3.36	535	3.36
Not in Labor Force	812	32.82	2,493	33.64	5,019	31.51
2000 Civilian Employed Pop. Age 16+ by Occupation	1,582		4,668		10,374	
Management, Business and Financial Operations	113	7.14	410	8.78	1,071	10.32
Professional and Related Occupations	285	18.02	908	19.45	2,226	21.46
Service	352	22.25	840	17.99	1,659	15.99
Sales and Office	349	22.06	1,169	25.04	2,583	24.90
Farming, Fishing and Forestry	13	0.82	29	0.62	55	0.53
Construction, Extraction, and Maintenance	153	9.67	463	9.92	963	9.28
Production, Transportation, and Material Moving	318	20.10	850	18.21	1,817	17.51

Trade Area: S CENTRAL AVE AT W 1ST ST, MARSHFIELD, WI 54449, Total

Description	0.00 - 0.50 Miles Radius	%	0.00 - 1.00 Miles Radius	%	0.00 - 3.00 Miles Radius	%
2000 Pop. Age 16+ by Occupation Classification	1,582		4,668		10,374	
Blue Collar	470	29.71	1,312	28.11	2,780	26.80
Service and Farm	370	23.39	878	18.81	1,768	17.04
White Collar	742	46.90	2,478	53.08	5,826	56.16
2000 Workers Age 16+, Transportation To Work	1,567		4,612		10,228	
Drove Alone	1,151	73.45	3,641	78.95	8,290	81.05
Car Pooled	196	12.51	443	9.61	937	9.16
Public Transportation	6	0.38	36	0.78	75	0.73
Walked	136	8.68	332	7.20	521	5.09
Motorcycle	0	0.00	0	0.00	2	0.02
Bicycle	8	0.51	23	0.50	39	0.38
Other Means	23	1.47	37	0.80	72	0.70
Worked at Home	46	2.94	100	2.17	290	2.84
2000 Workers Age 16+ by Travel Time to Work	1,520		4,512		9,937	
Less than 15 Minutes	1,155	75.99	3,364	74.56	7,197	72.43
15 - 29 Minutes	238	15.66	746	16.53	1,889	19.01
30 - 44 Minutes	62	4.08	195	4.32	389	3.91
45 - 59 Minutes	35	2.30	122	2.70	303	3.05
60 or more Minutes	31	2.04	85	1.88	160	1.61
2000 Average Travel Time to Work in Minutes	13.66		14.32		14.65	
2000 Tenure of Occupied Housing Units	1,463		4,142		8,647	
Owner Occupied	650	44.43	2,410	58.18	5,462	63.17
Renter Occupied	813	55.57	1,732	41.82	3,185	36.83
2000 Occ Housing Units, Avg Length of Residence	8		10		10	

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Prepared For: Best Real Estate Group, Inc. **Order #:** 963702191
Project Code: **Site:** 01

Trade Area: S CENTRAL AVE AT W 1ST ST, MARSHFIELD, WI 54449, Total

Description	0.00 - 0.50 Miles Radius	%	0.00 - 1.00 Miles Radius	%	0.00 - 3.00 Miles Radius	%
2000 All Owner-Occupied Housing Values	602		2,396		5,467	
Value Less than $20,000	5	0.83	22	0.92	226	4.13
Value $20,000 - $39,999	52	8.64	111	4.63	253	4.63
Value $40,000 - $59,999	190	31.56	508	21.20	751	13.74
Value $60,000 - $79,999	204	33.89	777	32.43	1,321	24.16
Value $80,000 - $99,999	98	16.28	463	19.32	1,179	21.57
Value $100,000 - $149,999	38	6.31	345	14.40	1,150	21.04
Value $150,000 - $199,999	3	0.50	88	3.67	333	6.09
Value $200,000 - $299,999	7	1.16	69	2.88	201	3.68
Value $300,000 - $399,999	5	0.83	12	0.50	43	0.79
Value $400,000 - $499,999	0	0.00	0	0.00	6	0.11
Value $500,000 - $749,999	0	0.00	0	0.00	1	0.02
Value $750,000 - $999,999	0	0.00	0	0.00	2	0.04
Value $1,000,000 or more	0	0.00	0	0.00	1	0.02
2000 Median All Owner-Occupied Housing Value	$65,317		$74,319		$83,102	
2000 Housing Units by Units in Structure*	1,544		4,329		9,042	
1 Unit Attached	19	1.23	77	1.78	201	2.22
1 Unit Detached	731	47.34	2,667	61.61	5,532	61.18
2 Units	343	22.22	642	14.83	947	10.47
3 to 19 Units	263	17.03	490	11.32	1,043	11.54
20 to 49 Units	52	3.37	119	2.75	462	5.11
50 or More Units	151	9.78	272	6.28	393	4.35
Mobile Home or Trailer	13	0.84	47	1.09	464	5.13
Boat, RV, Van, etc	0	0.00	0	0.00	0	0.00
2000 Housing Units by Year Built*	1,544		4,329		9,042	
Housing Unit Built 1999 to present	0	0.00	20	0.46	86	0.95
Housing Unit Built 1995 to 1998	20	1.30	61	1.41	352	3.89
Housing Unit Built 1990 to 1994	10	0.65	117	2.70	621	6.87
Housing Unit Built 1980 to 1989	133	8.61	422	9.75	1,331	14.72
Housing Unit Built 1970 to 1979	66	4.27	511	11.80	1,930	21.34
Housing Unit Built 1960 to 1969	118	7.64	497	11.48	1,099	12.15
Housing Unit Built 1950 to 1959	174	11.27	568	13.12	888	9.82
Housing Unit Built 1940 to 1949	160	10.36	513	11.85	742	8.21
Housing Unit Built 1939 or Earlier	892	57.77	1,604	37.05	1,992	22.03
2000 Median Year Structure Built* **	1939		1951		1968	
2000 Average Contract Rent	$354		$358		$371	

*In contrast to Claritas Demographic Estimates, "smoothed" data items are Census 2000 tables made consistent with current year estimated and 5 year projected base counts.

**1939 will appear when at least half of the Housing Units in this reports area were built in 1939 or earlier.

Downtown Marshfield Business Inventory

Business Type	Company	Business Address	Phone #
Accounting/ Tax Services			
	Data Flow Corporation	112 W 5th St	387-1782
	Georgette Frazer CPA, PFS, CFP	105 W 5th St	387-6933
	Gordon Adler CPA	104 E 3rd St	384-9176
	H&R Block	128 N Central Ave	384-8804
	Paul Mechler CPA	451 S Central Ave	384-8508
	Tabulated Bookkeeping	115 S Central Ave	384-9242
Advertising Services			
	Marshfield News Herald	111W 3rd St	384-3131
	Marshfield Yellow Pages	243 S Central Ave	389-1704
	Studio 17 Promotional Services	222 S Central Ave	389-1750
Antiques			
	Central Wisconsin Coin Company/ Guardian Jewelers	231 S Central Ave	387-2440
	Four Season's Antique Mall	355 S Central Ave	389-1059
	Railroad Antique Mall	119 S central Ave	387-0770
	The Back Porch	253 S central Ave	486-9817
Apartments/ Retirement Communities			
	Angelus Retirement Communities	305 S Chestnut Ave	384-6611
	Charles Apartments	103 W 2nd St	387-1171
	Marshfield Tower Hall	112 E 2nd St	
Apparel-Athletic/Promotional			
	Heinzen Printing & Promotional Products	550 S Central Ave	384-4959
	P&M Monogramming	108 E 4th St	384-8707
	Victory Apparel	170 S Central Ave	
Apparel-Men's			
	The Guys Shop	103 S Central Ave	
Apparel-Women's			
	Amanda's 7 Merle Norman	249 S Central Ave	384-8000
	Rae Baxlar's Fashions	345 S Central Ave	384-2080
Appliance Sales/ Repair			
	Boucher Radio and TV	107 W 3rd St	384-4323
	Mitten's Furniture, Appliance, and Electronics	171 S Central Ave	387-8605
Arts/ Entertainment			
	Chestnut Avenue Center for the Arts	208 S Chestnut Ave	
Attorneys			
	Feddick & Associates	252 S Central Ave	389-8444
	Gorski and Wittman Law Offices	223 S Central Ave	389-1388
	John Adam Kruse Law Office	113 W 2nd St	387-8657
	Juneau & Associates	120 N Central Ave	486-8870
	Loring Law Office	630 S Central Ave	389-8334
	Meissner law Office	223 S Central Ave	387-1231
	Minder, Gross, and Stevning - Roe SC	214 W 5th St	387-3451
	Robert Craig Law Offices	105 W 3rd St	389-2345
	Shari L. Post Attorney at Law	243 S Central Ave	387-2768
	Wolfgram, Juncer, Gamoke, Hutchinson	114 W 5th St	387-1155
	Wynia & Billings	248 S Central Ave	387-2580
Auto Parts/ Services/ Repair			
	Ace Custom and Repair	551 S Central Ave	384-7979
	Baltus Tire and Car Care	110 S Chestnut Ave	387-2563
	Car Quest Auto Parts of Marshfield	510 S Central Ave	384-2121
	Don's Standard Service	200 E 4th St	384-4333
	Marshfield Auto Electric	426 S Central Ave	384-3129
Awards/ Plaques/ Trophies			
	Events Etc.	252 S Central Ave	486-1644
	Heinzen Printing & Promotional Products	550 S Central Ave	384-4959
	Quality Promotional Products	108 E 4th St	389-2766
Bakeries			
	Big Apple Bagel	126 N Central Ave	389-2077
	Magic Kitchen	109 W 2nd St	389-1125
	Pick n' Save	641 S central Ave	387-2728
	Simply From the Hearth	126 S Central Ave	486-1646
Barbers/ Beauty/ Spa			
	Alliance Wellness Center	156 S Central Ave	384-9064
	Amanda's/ Merle Norman Spa	249 S Central Ave	384-8000
	Aniko's European Facial and Cosmetics	225 S Central Ave	486-0700
	Classic Cuts and Nail Care	107A W 5th St	387-3444
	Don's Barber Shop	107 W 5th St	387-8262
	Eclipse Nail Studio	103 E 5th St	486-0220
	Eliana Massage and Spa	319 S Central Ave	387-4488
	Expressions by Mary and Carol	230 S Central Ave	387-1000
	Forget Me Not Nails	252 S Central Ave	387-0904

Downtown Marshfield Business Inventory

Category	Business	Address	Phone
	Fran's Place	230 S Central Ave	387-3217
	Golden Sheer Family Hair Styling	201 S Maple Ave	387-1264
	High Street Salon and Travel	210 S Central Ave	387-1477
	Marshfield Massage Center	440 S Central Ave	486-0360
	Mary Kay Training Center	222 S Central Ave	687-3135
	Nail Artistry	222 S Central Ave	387-2200
	Serene Escapes	252 S Central Ave	486-0400
	Special Touch Massage	222 S Central Ave	384-7511
	Style Inn	111 W 2nd St	387-0330
	Suzette's Wigs	114 W 4th St	384-3685
	Tone and Trim	222 S Central Ave	387-4777
	Victoria's Hair and Body Works	230 S Central Ave	486-0909
Bookstores			
	Book World	315 S Central Ave	387-6667
	Thimbleberry Books	132 S Central Ave	387-3049
Bridal Shops			
	Bridal Boutique and Tuxedo Shoppe	253 S central Ave	384-3900
	Magic Moments Bridal and Formal	216 S Central Ave	387-4702
Cabinets			
	Kabinet Konnection	817 S Central Ave	387-0797
Candy Shops			
	Whey Cool Café & Chocolate Factory	144 N Central Ave	389-9439
Car Wash			
	Baltus Car wash	539 S Central Ave	387-0200
	Kwik Trip	101 N Central Ave	384-2400
Cellular/ Wireless Telephones			
	United States Cellular- (US Cellular)	401 S Central Ave	384-5125
Chiropractors			
	Alliance Wellness Center	156 S Central Ave	384-9064
Churches			
	Immanual Lutheran Church	604 S Chestnut Ave	384-5121
Coffee Shops/ Distributors			
	Big Apple Bagel	126 N Central Ave	389-2077
	Coffee Concepts	230 S Central Ave	387-8681
	Daily Grind	236 S Central Ave	387-6607
	Simply From the Hearth	126 S Central Ave	486-1646
	Whey Cool Café & Chocolate Factory	144 N Central Ave	389-9439
Coin Dealer			
	Central Wisconsin Coin Company/ Guardian Jewelers	231 S Central Ave	387-2440
Commerce/ Visitors Center			
	Main Street Marshfield, Inc.	222 S Central Ave	387-3299
	Marshfield Area Chamber of Commerce and Industry	700 S Central Ave	384-3454
	Marshfield Convention and Visitors Bureau	700 S Central Ave	384-3454
Computer Dealer/ Games			
	No End Entertainment	139 S Central Ave	486-0500
	Northside Computers	401 S Central Ave	384-5125
	SimplyMac	230 S Central Ave	
Contractors			
	Mid-State Contracting	440 S Central Ave	387-3468
Cooking School			
	Traditions on Chestnut	115 W 6th St	486-9229
Costume Rental			
	Barnyard Country Garden & Floral	107 W 2nd St	384-8666
Counseling Services			
	Elmergreen and Associates	333 S Central Ave	384-7579
Crafts/ Quiltors			
	Memory Gardens	222 S Central Ave	384-4983
	Quiltors Garden	302 S Maple Ave	384-3465
	Talented or Not-Stampin Fun	222 S Central Ave	384-7885
Dentists			
	Barry Cole DDS	106 S Chestnut Ave	387-1724
	Mabeus Dental	110 W 4th St	384-5444
	Thomas Smiley DDS	504 S Chestnut Ave	384-3315
Electronics			
	Mueller Electric	243 S Central Ave	387-2116
Engineering			
	MSA-Perry Carrington Division	214 W 2nd St	389-1359
Financial/ Lendingand Mortgage Institutions			
	Associated Bank	400 S Chestnut Ave	384-3171
	Countrywide Home Loans	146 S Central Ave	387-8560
	Guaranty Bank	641 S Central Ave	
	M&I Bank	101 W 4th St	387-1134
	Marshfield Savings Bank	207 W 6th St	387-1122

Downtown Marshfield Business Inventory

	McMillan Mortgage Company	144 S Central Ave	389-1113
	Moneywise Mortgage Company	211 S Central Ave	384-7878
	Pioneer Bank	725 S Central Ave	384-5117
	Speedy Loan	400 S Central Ave	486-1900
Fitness			
	Cardio Zone	168 S Central Ave	
	Curves	111A E 2nd St	387-8701
	Marshfield Muscle & Fitness	321 S Central Ave	389-2178
	Tone and Trim	222 S Central Ave	387-4777
Florists			
	Barnyard Country Garden & Floral	107 W 2nd St	384-8666
	Bows and Boards	217 S Central Ave	384-5190
	Hefko Floral Company	630 S Central Ave	387-1129
	More then Flowers…	242 S Central Ave	384-8818
	Pick n' Save	641 S Central Ave	387-2728
Food Pantries			
	Mainstreet Outreach/ Food Pantry	149 N Central Ave	
Framing			
	Creative Paint and Decorating	108 E 4th St	384-4737
	John H. Keel Photography	343 S Central Ave	384-5454
	Off the Wall Custom Framing and Art	108 W 4th St	384-4844
Funeral Homes			
	Hansen Funeral Home and Crematory	200 W 3rd St	387-1215
Furniture			
	HomeSpun Furnishings	125 S Central Ave	486-9859
	Mall Furniture of Marshfield	113 W 9th St	384-3166
	Mitten's Furniture, Appliance and Electronics	171 S Central Ave	387-8605
Gas/ Convenience Stores			
	Baltus-Bread & Butter Shop	539 S Central Ave	387-0200
	Kwik Trip	101 N Central Ave	384-2400
Gifts			
	Barnyard Country Garden & Floral	107 W 2nd St	384-8666
	Bows and Boards	217 S Central Ave	384-5190
	Hefko Floral Company	630 S Central Ave	387-1129
	HomeSpun Furnishings	125 S Central Ave	486-9859
	More then Flowers…	242 S Central Ave	384-8818
	Off the Wall Custom Framing and Art	108 W 4th St	384-4844
	Rentmeester's MC Variety	414 S Chestnut Ave	384-4466
	Senior Craft Shopps	450 S Central Ave	384-2230
	Stone Edge	435 S Central Ave	-553585
	The Back Porch	253 S central Ave	486-9817
	Trader Ike'is General Store	131 S Central Ave	
	Traditions on Chestnut	115 W 6th St	486-9229
	Wickersham Jewelry	112 N Central Ave	384-4102
Government			
	Marshfield City Hall	630 S Central Ave	384-3636
	Marshfield Police Dept.	110 W 1st St	384-3113
	Parks and Recreation Dept.	630 S Central Ave	384-4642
	Wood County Offices	630 S Central Ave	387-3791
Grocery			
	Pick n' Save	641 S Central Ave	387-2728
Hardware			
	Hiller's True Value and Just Ask Rental	751 S Central Ave	384-9101
Health Food			
	Plan-it Earth	137 N Central Ave	384-7100
Hearing Aids			
	Kaiser Hearing Aid Center	103 E 3rd St	384-3346
Hotels/ Conference Centers			
	Holiday Inn & Conference Center	750 S Central Ave	384-9101
Investments/ Insurance Services			
	All Insurance Agency Inc.	201 S Central Ave	387-6307
	American Family Insurance- Mary Luepke Agency	630 S Central Ave	387-1008
	Burns Insurance Company	500 S Central Ave	-552579
	Capital Management	211 S Central Ave	389-8663
	Catholic Knights- Rita Miller	101 W 4th St	384-3344
	Country Insurance and Financial Services	243 S Central Ave	486-9927
	Countrywide Home Loans	146 S Central Ave	387-8560
	Edward Jones Investments	554 S Central Ave	387-8662
	Farmers Insurance- Kevin Krizan Agency	119 S central Ave	389-8865
	Farmers Insurance- SOVA Insurance Agency	222 S Central Ave	387-1599
	Lifetime Financial Services	106 W 5th St	387-6933
	New York Life Insurance	110 E 2nd St	384-5481
	State Farm Insurance- Bob Baer Agency	507 S Chestnut Ave	384-3660

Downtown Marshfield Business Inventory

	Thrivent Financial For Lutherans	110 W 2nd St	387-0167
	Westland Insurance	112 E 4th St	387-1266
Janitorial Supplies/ Cleaning Services			
	All-Vac Janitorial Supply	301 S Central Ave	384-2767
	Clean Company	243 S Central Ave	389-8164
	Traditions Cleaners	721 S Central Ave	
Jewelry			
	Central Wisconsin Coin Company/ Guardian Jewelers	231 S Central Ave	387-2440
	Wickersham Jewelry	112 N Central Ave	384-4102
Kitchen Equipment/ Products			
	The Magic Kitchen	109 W 2nd St	389-1125
	Traditions on Chestnut	115 W 6th St	486-9229
Library			
	Marshfield Public Library	211 E 2nd St	387-8494
Limo Services			
	Last Minute Limo USA, Inc.	101 W 4th St	387-1530
Lodges			
	Elks Lodge #665	113 E 2nd St	384-4202
	VFW Hall	215 W Depot St	384-9171
Lounges/ Taverns			
	Country Kitchen Pub	820 S Central Ave	387-3445
	Crabby Dave's	501 S Central Ave	384-4868
	Elixer Night Club	434 S Central Ave	387-1828
	Fuzzy Duck	107 S Central Ave	387-8842
	Good Fellas Pub	141 S Central Ave	384-7610
	Hudson's Classic Bar & Grill	12 N Central Ave	387-3982
	Mr. G's Saloon	136 S Central Ave	389-1359
	Nutz Deep II	809 S Central Ave	387-2597
	Rack and Roll Billiards	113 E 4th St	387-0630
	The Dollar Bar	511 S Central Ave	389-8021
	Utopia Lounge	111 E 2nd St	384-4243
Machine Repair			
	Koh's Machine Shop	204 W 1st St	384-9800
Manufacturers/Sales			
	Felker Bros. Corp.	122 N Chestnut Ave	384-2931
	Johnson Industries	101 W 4th St	
Martial Arts			
	Derico's Black Belt School LLC	200 S Central Ave	389-8700
Monuments			
	Marshfield Monument	435 S Central Ave	384-5575
Museum/ Historical Society			
	North Wood County Historical Society-Upham Mansion	212 W 3rd St	387-3322
Music/ Musical Instruments			
	Cole's Music Store	148 S Central Ave	384-9151
	Innovation Studio of Music	222 S Central Ave	387-3993
Newspapers			
	Marshfield News Herald	111 W 3rd St	384-3131
	Wisconsin Ag Connection	252 S Central Ave	384-7767
Novelties			
	Shockwave	444 S Central Ave	387-1421
Organizations			
	American Red Cross- Wood County	837 S Central Ave	387-0235
	Big Brothers/ Big Sisters	837 S Central Ave	387-6198
	Chestnut Avenue Center for the Arts	208 S Chestnut Ave	
	Family Resource Center	630 S Central Ave	384-6616
	Main Street Marshfield Inc.	222 S Central Ave	387-3299
	Marshfield Area Community Foundation	101 W 4th St	384-9029
	Marshfield Senior Center	111 S Maple Ave	387-8004
	North Central Community Action	108 W 4th St	387-2626
	North Wood County Historical Society	212 W 3rd St	387-3322
Paint/ Wallpaper/ Decorating			
	Creative Paint and Decorating	108 E 4th St	384-4737
	Hiller's True Value and Just Ask Rental	751 S Central Ave	384-9101
	Sherwin-Williams Co.	337 S Central Ave	384-5585
Pawn Shop			
	AJ's Pawn Shop	135 S Central Ave	384-0024
Pet Supplies/ Grooming			
	Wiggles and Wags Pet Grooming	453 S Central Ave	387-6282
	Zoo Zone Pets and Supplies	454 S Central Ave	389-2211
Pharmacy			
	Clinic Pharmacy on Central	630 S Central Ave	389-5900
Photo Finishing/ Enhancement			
	Magic Marker Creations	222 S Central Ave	389-1665

Downtown Marshfield Business Inventory

	Main Street Photo & Studio	203 S Central Ave	389-1075
Photographers			
	John H. Keel Photography	343 S Central Ave	384-5454
	Main Street Photo & Studio	203 S Central Ave	389-1075
	Wibben Photography	252 S Central Ave	
Photographers- Aerial			
	American Images	104 E 2nd St	387-0076
Plumbing/ Heating			
	Gaffney Plumbing	851 S Central Ave	384-4606
	Schriener's Plumbing and Heating	106 E 4th St	387-1245
Podiatrists			
	Marshfield Podiatry Services	503 S Chestnut Ave	384-3323
Post Office			
	Marshfield Post Office	202 S Chestnut Ave	389-2922
Printers/ Color Copies			
	Graffix Solutions LLC	400 S Central Ave	486-0603
	Heinzen Printing & Promotional Products	550 S Central Ave	384-4959
Real Estate			
	Rohmeyer Realty Inc.	440 S Central Ave	384-3224
Rental Company			
	Hiller's True Value and Just Ask Rental	751 S Central Ave	384-9101
Resale Variety			
	St. Vincent de Paul Thrift Store	169 N Central Ave	387-4425
Restaurants			
	Big Apple Bagels	126 N Central Ave	389-2077
	China Chef	231 S Central Ave	384-9004
	Country Kitchen & Breadeaux Pizza	820 S Central Ave	387-3445
	Crabby Dave's	501 S Central Ave	384-4868
	Daily Grind	230 S Central Ave	387-6607
	Domino's Pizza	122 S Central Ave	387-3771
	Hudson's Classic Bar & Grill	12 N Central Ave	387-3982
	Kitchen Table	118 E 3rd St	387-2601
	Marshfield Family Restaurant	443 S Central Ave	384-9016
	Royal Tokyo	112 E 1st St	486-8868
	Scotty's Pizza & Chicken	100 S Chestnut Ave	384-8118
	Simply From the Hearth	126 S Central Ave	486-1646
	Whey Cool Café & Chocolate Factory	144 N Central Ave	389-9439
Schools			
	Immanual Lutheran School	604 S Chestnut Ave	384-5121
	Marshfield Alternative High School	208 S Chestnut Ave	384-6510
Shoes			
	311 Shoes	311 S Central Ave	
	LaDot Shoes	327 S Central Ave	384-3747
	The Guys Shop	103 S Central Ave	
Tanning			
	Curves	111A W 2nd St	387-8701
	Hawaiian Tanning Studio	222 S Central Ave	384-9933
	High Street Salon & Travel	210 S Central Ave	387-1477
	Tanning Beach	110 E 3rd St	384-3322
	Tropic Sun	717 S Central Ave	
Tattoo and Piercing Studios			
	Ace Tattoo	111A W 2nd St	389-1509
	Painkiller Tattoo and Piercing	160 S Central Ave	
Taxi Service			
	Radio Cab	400 S Central Ave	387-2525
Theaters			
	Roger's Cinema	419 S Central Ave	387-2566
Title/ Abstract Companies			
	Badger Title LLC	146 N Central Ave	389-2900
	Gowey Abstract and Title	145 S Central Ave	387-4270
	Integrity Title Company	207 W 6th St	
	Vanguard Title LLC	211 S Central Ave	486-0304
Travel Agencies			
	High Street Salon & Travel	210 S Central Ave	387-1477
	Marathon Travel and Cruise Shops	116 N Central Ave	387-3727
Vacuum Cleaners/ Service/ Repair			
	All-Vac Janitorial Supply	301 S Central Ave	384-2767
Vending			
	Canteen Vending	817 S Central Ave	384-8942
	Coffee Concepts	230 S Central Ave	387-8681

The MACCI Business Plan has the following goals for Economic, Industrial, and Commercial Development:

- Assist in expanding existing industries, bolster the job base, enhance entrepreneurial activity, and attract compatible companies to the area.
- Encourage growth and development of existing business and industry through needs assessment and training.
- Promote revolving loan fund and other financial resources along with writing Community Development Block Grants to the State of Wisconsin Department of Commerce.
- Promote agri-business through MACCI's annual Dairyfest celebration and tradeshows and through the development of the Dairy Research Facility.
- Coordinate assistance to small business through the Small Business Council.
- Sponsor Service Corps of Retired Executives (SCORE) workshops for people starting a business and provide assistance to the Small Business Council's programs.

City of Marshfield Planning and Economic Development Department

The mission statement for the Planning and Economic Development Department states:

> For economic development the mission is to encourage and promote city-wide economic development by providing professional assistance and support programs that help create a business climate that enhances development. This department also coordinates development activities between the public and private sectors to stimulate development in a planned and orderly way.

Recommendation

As the analysis section indicates, there are currently overlapping missions and goals among the various entities involved in local economic development activities. This has led to the inefficient use of personnel, a lack of coordination when dealing with current and potential businesses, and the lack of a coherent economic development strategy.

The first goal is to designate who is responsible for each economic development activity. Clarification of responsibilities should resolve many of the previously mentioned problems. Table 1 on page five summarizes the various economic development activities that occur within the city of Marshfield, as well as the recommended lead agency for each activity. The role of the lead agency is to serve as a one-stop shopping source for economic development inquiries. The lead agency will contact other agencies if additional information is required. Some activities have more than one lead agency. This is being suggested where multiple agencies have the expertise to deal with an inquiry and is also being suggested in order to spread out the work load.
The second goal is for all agencies to discuss and concur with the recommended areas of responsibility.

The third goal is to evaluate the new strategy for a period of time and recommend and implement changes should they be warranted.

Table 1 Areas of Responsibility for Economic Development Activities

Industrial and Business Park Sectors		
Industrial and Business Park design and construction		P&EDD
Business leads		P&EDD/MACCI
Potential business expansions within city parks		P&EDD/MACCI
Park covenant and other miscellaneous tenant issues		P&EDD
All other inquiries		P&EDD/MACCI
Commercial/Industrial/Retail Sectors (non-downtown)		
New construction or expansion of existing facility	**	P&EDD
Business leads		MACCI/P&EDD
Business retention activities		MACCI
All other inquiries		MACCI/P&EDD
Downtown Business Sector		
Organizing downtown business activities		MSMP
Promoting downtown activities		MSMP
Business retention activities	*	MSMP/MACCI
Business recruitment for vacant storefront properties	*	MSMP/MACCI
Oversight of façade improvements		MSMP
City-related questions (public property, building code, etc.)		P&EDD/ACD
All other inquiries		MSMP/P&EDD/MACCI
Miscellaneous		
Requests for demographic information, etc.		MACCI
General Development		
City-related questions (zoning, building codes, etc.)		P&EDD/ACD
New construction, major redevelopment activities	**	P&EDD

Key:

P&EDD	Planning and Economic Development Department
ACD	Appropriate City Department
MACCI	Marshfield Chamber of Commerce and Industry
MSMP	Main Street Marshfield Program
*	P&EDD, MACCI, and MSMP management will meet weekly to give an update on downtown business retention and recruitment activities.
**	P&EDD will serve as the point of primary contact and will determine the handling of each project on a case-by-case basis. Entities assisting with individual projects may include MACCI and Main Street representatives, as well as other entities deemed relevant to a particular project.

MARSHFIELD DOWNTOWN PLAN

EXISTING CONDITIONS ANALYSIS

OCTOBER 7, 2005

Table of Contents

EXISTING CONDITIONS

The first steps in the downtown planning process are to collect, review and thoroughly analyze existing conditions in the study area. This step provides the necessary background and understanding, combined with significant public input, which will lead to the successful implementation of the Downtown Plan. Analyzing this data will allow the City, participating organizations, the public, and the consultant team to understand the strengths and weaknesses of downtown. This understanding provides a basis for identifying opportunities such as physical improvements, the land use mix, and character and identity. This existing conditions study will help shape the future of downtown by specifically addressing needs that are currently not being met.

During the summer of 2005, the consultant team has conducted multiple meetings with downtown stakeholders, the Downtown Action Team, City staff, and general public; analyzed existing plans, studies, and ordinances, and other data sources related to the downtown and community; and begun to evaluate market conditions. The documents reviewed include: the Downtown Marshfield Master Plan, the Marshfield Comprehensive Plan Update, the Downtown Marshfield Redevelopment Plan, the South Central Avenue Reconstruction Design Charrette Summary Report, the City of Marshfield Zoning Code, and more. The thorough studies of all of the above have contributed to this Existing Conditions Analysis.

In addition to evaluating the existing conditions of downtown Marshfield, the process requires public input on how downtown should evolve and development. This was done by collecting data through interviewing stakeholders, conducting a community-wide visioning meeting and the first Downtown Action Team meeting. These events allowed residents and downtown users to express their opinions about the key issues and opportunities for downtown. The outcomes of this research can be found in the Goals and Opportunities Memo, which is a supplemental document to the Existing Conditions Analysis.

ANALYSIS OF CURRENT TRANSPORTATION SYSTEM

Street Classifications and Grid Pattern

The classification of roadways is determined based on existing physical characteristics (i.e. cross-section and traffic control) of each roadway, the connectivity each roadway has within a municipality, and its existing use via traffic counts. The following lists the classifications of roadways that exist in downtown Marshfield and the corresponding roadways that fit each criterion:

Arterials serve the major points of interest within a municipality as well as serve local and regional motorists traveling through the area. Because of this, arterials carry the highest number of vehicles and the highest proportion of heavy vehicles. To accommodate these needs, arterials typically have several through lanes for travel with exclusive turning lanes at major intersections. To promote traffic flow along arterials, traffic signals are utilized at major intersections and access control is implemented to reduce conflict points in the traffic stream. The arterials that reside in the downtown area are Central Avenue and Veterans Parkway.

Collectors serve as the primary link between the arterial roadway system and neighborhoods and developments. Collectors funnel traffic from residential areas, commercial, and industrial areas, and channel them to the arterials, and vice versa. Collectors typically have lower speed limits than arterials due to private access permitted on these roadways. Within central business districts, the grid system of roadways is comprised of collectors distributing traffic from the arterials onto local roads and land parcels. Numerous collectors are located within the downtown area; some examples are Arnold Street, Fourth Street, Oak Avenue, and Maple Avenue

Local roads primarily serve individual land parcels and channel this traffic to collectors. These roadways provide the lowest amount of traffic flow because of numerous access points, difficulty traveling across collectors and arterials, and lack of connection between areas of a municipality. Cut-through traffic utilizing local roads should be discouraged. Examples of local streets are Spruce Avenue, Depot Street, and Eighth Street.

A trademark characteristic of the central business district of Marshfield is the grid roadway system. The grid system is comprised of equally-spaced collector roadways that distribute traffic from the arterials (in this case, Central Avenue and Veterans Parkway) to private developments, other collectors, and local roadways. The distribution of traffic on these roadways reduces the traffic load at any one particular roadway, creating more efficient traffic flow not only on the collectors, but the arterials as well.

Parking

Conditions include the amount and location of dedicated parking areas, the connectivity of these parking areas to the retail centers, and the provision and level of comfort of non-vehicular modes of transportation (i.e. pedestrians, bicycles, and public transportation). A field review of the downtown area was conducted to determine

As can be seen in Figure 1, numerous on-street parking areas are provided for visitors to the downtown area, including along Central Avenue. In addition, six off-street, public parking lots are provided one to two blocks from the Central Avenue central business district. On-street parking permits ninety minutes of parking availability while the off-street parking lots permit three-hour parking. Off-street, private parking lots are also provided in the downtown area; however, the majority of these lots are accessed on the side or back of the parcel lot via side streets. This condition allows buildings to front Central Avenue as well as promote sufficient traffic flow on Central Avenue by limited access to the roadway.


Legend
On-street Parking
Off-street Public Parking Lo
Bicycle/Pedestrian Path
ARNOLD STREET
DEPOT STREET
VETERANS PARKWAY
SECOND STREET
SPRUCE AVENUE
WALNUT AVENUE
CHESTNUT AVENUE
CENTRAL AVENUE
MAPLE AVENUE
CEDAR AVENUE
OAK AVENUE
SIXTH STREET
SEVENTH STREET
THIRD STREET
FOURTH STREET
FIFTH STREET
PARK STREET
NINTH STREET
EIGHTH STREET
ELEVENTH STREET
0
300
600
Marshfield Downtown Plan
Existing Parking Locations & Bicycle/Pedestrian Trail
FIGURE 1
Project #2016 September 2005

Parking Demand

In order to determine the existing parking conditions in the downtown area, the existing parking supply was compared to the existing parking demand of the developments within the study area. The amount of public and private parking that is located within the downtown area was obtained from data maps published by the City of Marshfield. The parking demand of each site is based on the size, density, and particular land use that each development is comprised. From this, a parking generation rate was applied to each site to determine its projected parking demand. The existing parking supply was then compared to the projected parking demand to determine any parking surpluses or deficits that may occur. The analysis was performed on a block-by-block basis to show if certain areas of the downtown experience any parking shortages. The following table illustrates the results of the parking analysis.

It should be noted that the projected parking demand for the downtown sites were based on building footprints provided by the City; it is unknown neither how much of each building is devoted to a particular business nor the height of each building. Therefore, estimates were made to each parcel in terms of the effective building area to be analyzed. In addition, the parking demand for the downtown area is based on nationally-recognized parking rates; however, actual parking occupancy counts should be conducted to depict actual parking conditions within downtown Marshfield.

Table 1
DOWNTOWN PARKING COMPARISON

Block Location	Parking Supply	Parking Demand	Difference
West side of Central Avenue, 100 block	140	139	+1
East side of Central Avenue, 100 block	85	157	-72
West side of Central Avenue, 200 block	115	176	-61
East side of Central Avenue, 200 block	125	140	-15
West side of Central Avenue, 300 block	85	45	+40
East side of Central Avenue, 300 block	90	192	-102
West side of Central Avenue, 400 block	82	133	-41
East side of Central Avenue, 400 block	160	113	+47
West side of Central Avenue, 500 block	120	122	-2
East side of Central Avenue, 500 block	55	67	-12
West side of Central Avenue, 600 block	225	302	-77

The results of the parking comparison analysis indicate that seven of the eleven blocks analyzed experience a parking deficit during peak parking times. Of these seven locations, three project deficits of at least fifty percent of the existing parking supply. These findings would suggest that motorists experience parking shortfalls at several areas within downtown Marshfield and that these motorists have to park farther away from their intended destination. However, it should be noted that two public parking lots of significant size were not considered as part of the analysis for they are not located within the identified area; when included, these parking lots likely reduce the parking shortage in several areas. Furthermore, as stated earlier, parking occupancy counts should be conducted to generate a more thorough representation of parking conditions within the downtown area.

Pedestrian/Bicycle Conditions

Like most downtown areas, the automobile is the primary mode of transportation for visitors. Because of this, non-vehicular methods of transportation are not maximized. While the vast majority of the roadways provide sidewalks for pedestrians to utilize, the crosswalks that are provided on Central Avenue and Veterans Parkway do not provide a sense of comfort. These crosswalks are long (due to the four-lane cross-section of the aforementioned roadways) and provide little physical refuge for pedestrians crossing these roadways (as seen in Figure 1). Upon the construction of Veterans Parkway, a paved pedestrian/bicycle trail was provided on the south side of the roadway. The trail currently runs from Oak Avenue to Eighth Street and is currently being extended beyond Eighth Street. While this trail provides connectivity between residents on the north side of Veterans Parkway and the central business district (via a grade-separated structure over the roadway), no other identified pedestrian/bicycle trails are identified in or around the central business district.

Wayfinding

Numerous wayfinding signs are provided in the central business district to direct motorists and pedestrians to significant civic and institutional buildings, attraction areas, and public parking lots within the downtown area as well as the City of Marshfield (as seen in Figure 2). While these signs are clearly visible along Central Avenue, the order and frequency of these signs vary along the side streets as different signs are sporadically placed to offer direction for visitors. In addition, the placement of the Central Avenue signs may not provide the most conducive traffic flow for they are placed at their respective intersections instead of before the intersection. By placing them before the intersection, motorists, especially visitors not familiar with the downtown Marshfield area, are given opportunities to change lanes in order to turn onto the side streets instead of the last minute at the intersection.

Figure 2

Streetscape and Urban Design Character

The streetscape is the overall appearance of a street, including the width of the traveled way, sidewalk, and terraces, as well as a visual appeal a section of street may have to visitors (i.e. street lighting, landscaping, tree frequency and placement). Figure 3 and Figure 4 illustrate the street layout of Central Avenue through the downtown area. The difference between these figures is the provision of a nine-foot terrace separating the sidewalk from the parking aisles. This terrace provides a feel of comfort for pedestrians wanting to separate themselves from the traveled way of Central Avenue. While a 14-foot sidewalk is provided in the central business district, pedestrians are more likely to interact with vehicles, leading to potentially unsafe conditions. Many of the side streets consist of two through lanes and two parking lanes with sections outside of the curb and gutter dedicated to sidewalk or sidewalk and terrace space.

Within the central business district, most businesses that front Central Avenue have their buildings located next to the roadway's right-of-way, which is synonymous with downtown areas. However, the central business district lacks natural attributes (i.e. trees, terrace space, pocket parks) which adds to a monotonous feel to the area. In the north and south portions of the downtown area, parcels that front Central Avenue have their buildings located away from the roadway with parking in front of the buildings. This streetscape provides more interaction between pedestrians and vehicles, which creates an uncomfortable environment for pedestrians.

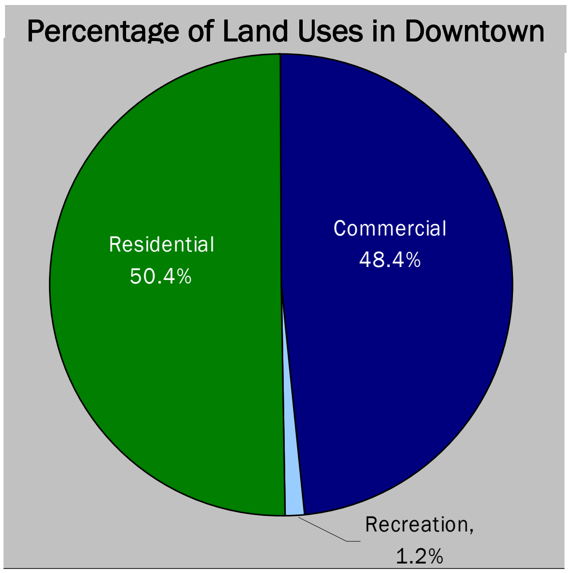
Figure 3

Figure 4

PROFILE OF EXISTING LAND USES

Land Use

Downtown Marshfield consists of a wide mix of land uses. These land uses serve a variety of needs for both residents, particularly those who live near the downtown, and to visitors. There are two major land uses located in downtown: commercial and residential. Commercial land uses comprise 48.4 percent of the downtown, and residential land uses comprise 50.4 percent. Recreation comprises just 1.2 percent of downtown lands.



Commercial uses front onto Central Avenue, Chestnut Avenue, Veterans Parkway, and the east side of Maple Avenue, creating a strong central business district throughout downtown. It is important to note that the significant civic uses such as City Hall, the library and post office also exist in this area and is counted in the "commercial land use" category. The commercial uses include a diversity of destinations such as retail, service, office, entertainment, financial, post office, and local government.

Figure 5

Table 2 Downtown Marshfield Land Use		
Land Use Type	**Acres**	**Percentage**
Commercial	98.65	48.4%
Recreation	2.38	1.2%
Residential	102.6	50.4%

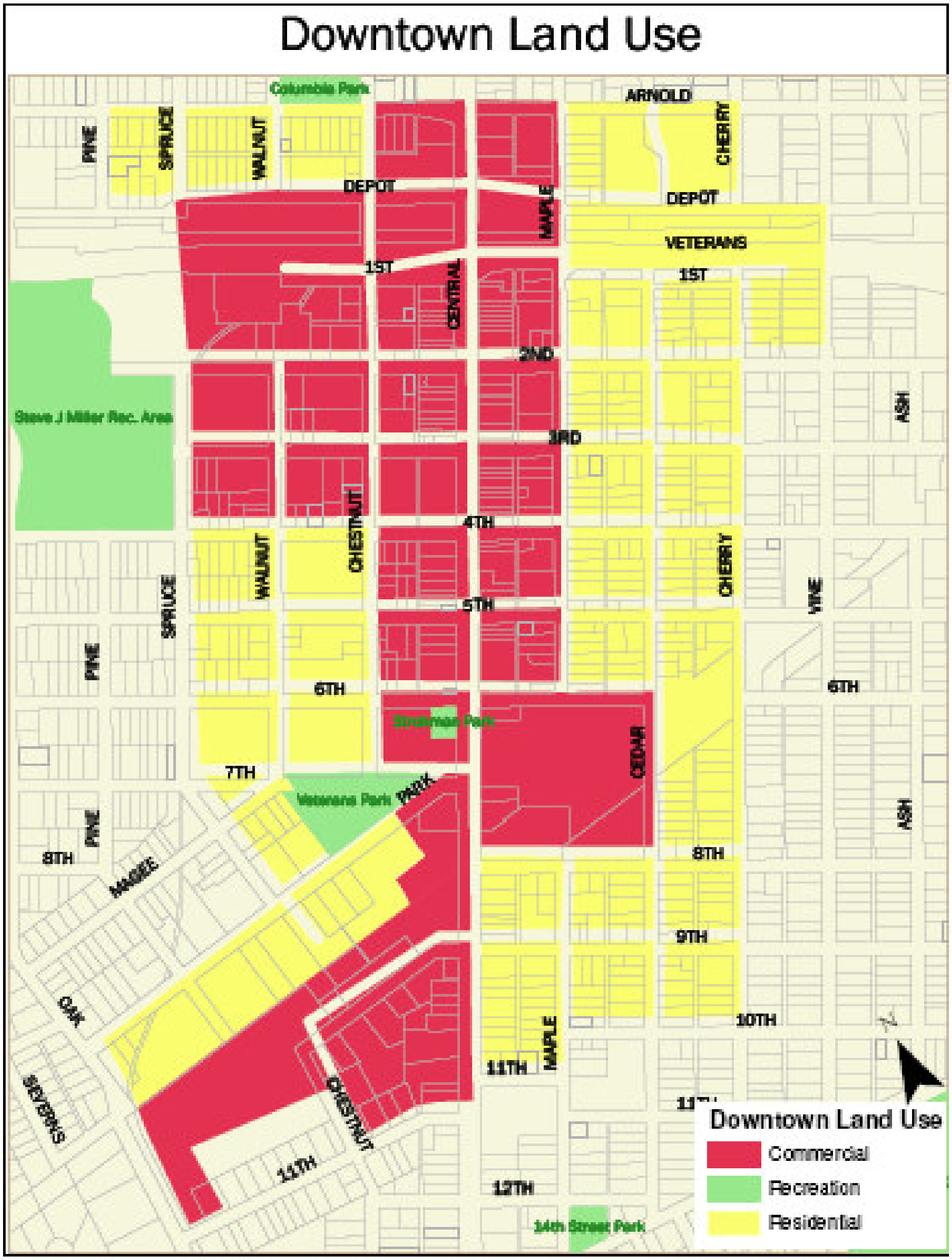

Downtown Land Use
Columbia Park
ARNOLD
PINE
SPRUCE
WALNUT
CHERRY
DEPOT
MAPLE
VETERANS
1ST
CENTRAL
2ND
Steve J Miller Rec. Area
3RD
ASH
CHESTNUT
4TH
5TH
VINE
6TH
CEDAR
7TH
Veterans Park
PARK
8TH
MAGEE
9TH
OAK
10TH
11TH
12TH
14th Street Park
Downtown Land Use
Commercial
Recreation
Residential

Figure 6

Residential land uses frame the downtown by surrounding each side of the central business district. Within the residential land use category, there is a variety of single family homes and multifamily buildings. This category does not include existing or potential upper floor housing opportunities.

There is a small amount of public open space downtown, just over two (2) acres, or about 1% of land downtown. The two small recreation areas within downtown are located near the southern boundary – Strohman Park and Veterans Park. The table above shows the amount of acres dedicated to each land use found in the downtown. The chart outlines the percentage breakdown of the land uses presented in the table. The map demonstrates where these uses are located.

Zoning

The majority of land in downtown is in the business and residential zoning classifications. However, there are over ten (10) unique zoning classifications in downtown. This provides the downtown with the ability to offer a wide array of services and goods within the downtown. The map below lays out exactly where the each of the classifications is located. In Marshfield, as in many downtowns across the state, business uses line Central Avenue, creating a Main Street destination. The north side of the downtown core, where there is a higher intensity of uses, is also bounded by commercial and manufacturing uses. On the southern half of the business core, residential uses skirt the fringe of Central Avenue, providing downtown with nearby patrons and employees, while residents live in close proximity to the services they use on a daily basis and jobs. The residential uses surrounding the lower intensity business uses, found on the southern half of Central Avenue, are classifications that encourage higher density residential.

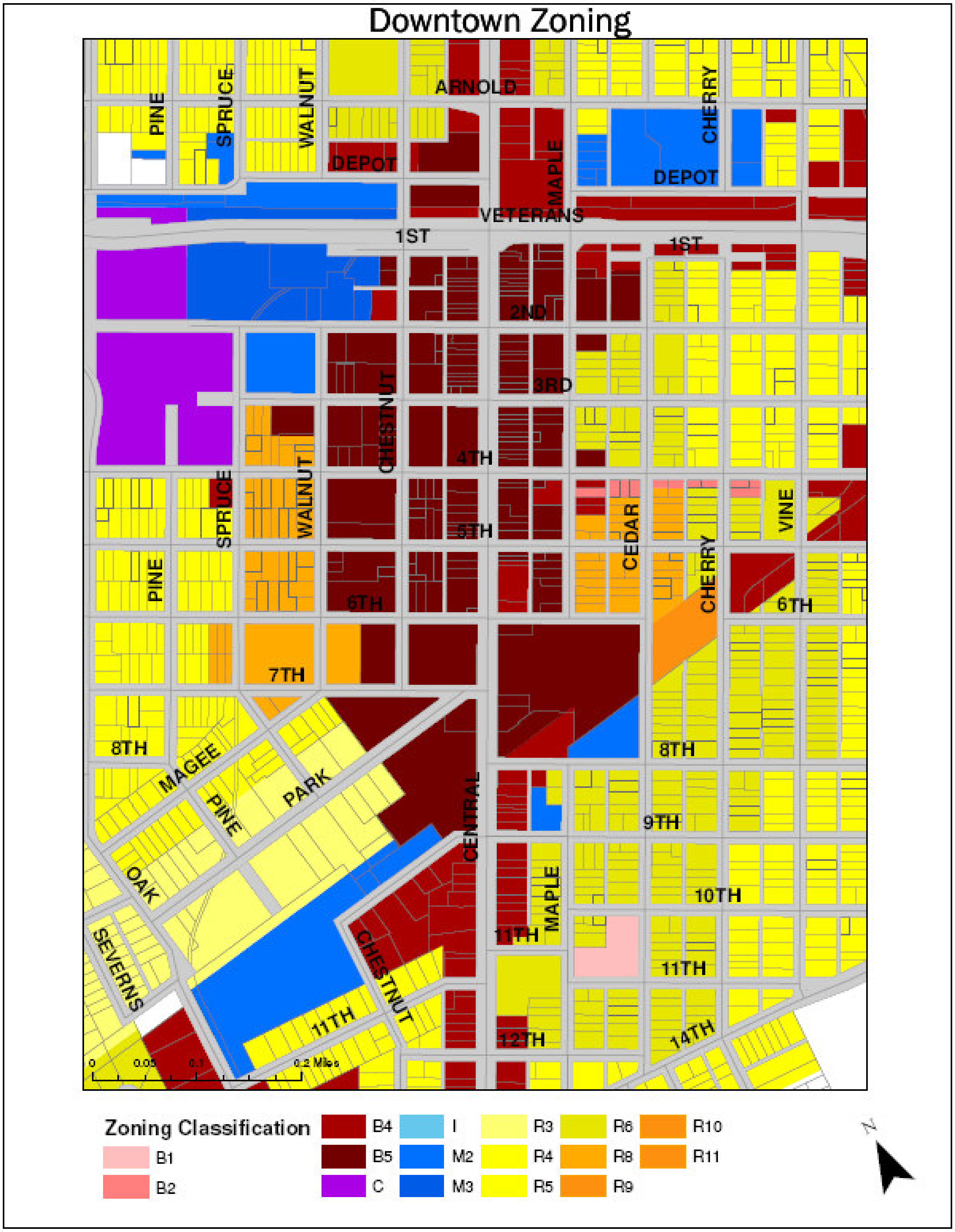

Downtown Zoning
ARNOLD
DEPOT
VETERANS
1ST
2ND
3RD
4TH
5TH
6TH
7TH
8TH
9TH
10TH
11TH
12TH
14TH
PINE
SPRUCE
WALNUT
CHESTNUT
CENTRAL
MAPLE
CEDAR
CHERRY
VINE
MAGEE
PARK
OAK
SEVERNS
0 0.05 0.1 0.2 Miles
Zoning Classification
B1
B2
B4
B5
C
I
M2
M3
R3
R4
R5
R6
R8
R9
R10
R11
N

Figure 7

The chart below outlines the wide variety of businesses located in downtown Marshfield. Residents are able to shop for groceries, take a cooking class, visit a dentist, and go to a restaurant all within downtown.

Table 3 Goods and Services Located in Downtown Marshfield		
Accounting/ Tax Services	Crafts/ Quilters	Museum/ Historical Society
Advertising Services	Dentists	Music/ Musical Instruments
Antiques	Electronics	Newspapers
Apartments/ Retirement Communities	Engineering	Novelties
Apparel-Athletic/Promotional	Financial/ Lending and Mortgage Institutions	Organizations
Apparel-Men's	Fitness	Paint/ Wallpaper/ Decorating
Apparel-Women's	Florists	Pawn Shop
Appliance Sales/ Repair	Food Pantries	Pet Supplies/ Grooming
Arts/ Entertainment	Framing	Pharmacy
Attorneys	Funeral Homes	Photo Finishing/ Enhancement
Auto Parts/ Services/ Repair	Furniture	Photographers
Awards/ Plaques/ Trophies	Gas/ Convenience Stores	Photographers- Aerial
Bakeries	Gifts	Plumbing/ Heating
Barbers/ Beauty/ Spa	Government	Podiatrists
Bookstores	Grocery	Post Office
Bookstores	Hardware	Printers/ Color Copies
Bridal Shops	Health Food	Real Estate
Cabinets	Hearing Aids	Rental Company
Candy Shops	Hotels/ Conference Centers	Resale Variety
Car Wash	Investments/ Insurance Services	Restaurants
Cellular/ Wireless Telephones	Janitorial Supplies/ Cleaning Services	Schools
Chiropractors	Jewelry	Shoes
Churches	Kitchen Equipment/ Products	Tanning
Coffee Shops/ Distributors	Library	Tattoo and Piercing Studios
Coin Dealer	Limo Services	Taxi Service
Commerce/ Visitors Center	Lodges	Theaters
Computer Dealer/ Games	Lounges/ Taverns	Title/ Abstract Companies
Contractors	Machine Repair	Travel Agencies
Cooking School	Manufacturers/Sales	Vacuum Cleaners/ Service/ Repair
Costume Rental	Martial Arts	Vending
Counseling Services	Monuments	

ANALYSIS OF REGULATORY ENVIRONMENT

Zoning Ordinance

The Marshfield Downtown Plan will address specific land use, design and economic development policies and strategies to sustain a healthy and economically viable Downtown. Zoning is the primary tool to implement land use policy, and site and building design.

This analysis examines existing zoning in the Downtown area to serve as the framework for community, Steering Committee, property owner, consultant and other interested party discussions during the Downtown revitalization planning and market analysis process.

This assessment is based on a review of the existing City of Marshfield Zoning Ordinance, which was adopted on September 23, 2003, and the City of Marshfield Zoning Map.

The purpose of this zoning assessment is to:

- ✓ Gain a clear understanding of the regulatory environment in Downtown Marshfield;
- ✓ Determine how the regulations affect the land use pattern, building and site design, parking, landscaping, lighting and overall aesthetics; and
- ✓ Identify important zoning issues that might not be readily found in the Zoning Ordinance or in the existing development patterns.

The table below is a reproduction of selected zoning districts in Section 18.61 of the City's Zoning Ordinance. The purpose of this table is to show building and site regulations for nonresidential land uses in commercial, industrial and office zoning districts downtown.

**TABLE 4: CITY OF MARSHFIELD
NONRESIDENTIAL INTENSITY STANDARDS**

Zoning District	Maximum Height	Maximum Floor Area Ratio	Minimum Lot Area	Minimum Lot Width
B1	35'	0.50	6,000 sf	40'
B2	35'	0.50	43,560 sf	120'
B4	35'	0.50	12,000 sf	80'
B5	100'	6.00	3,000 sf	20'
M2	35'	0.50	30,000 sf	150'
M3	100'	1.00	40,000 sf	200'
C	35'	N/A	5,000 sf	40'

Source: City of Marshfield Zoning Ordinance

Key to Table 4

Zoning District regulates the type of uses permitted on the site.
Maximum Height means the maximum vertical distance from the highest-grade level at the front wall of the building to the highest point of the coping of a flat roof or the highest roofline.
Maximum floor area ratio is the maximum permitted ratio calculated by dividing the total gross floor area of all buildings on a site by the Gross Site Area.
Minimum lot area is the minimum size lot permitted in the specified zoning district for a building with the listed number of floors.
Maximum lot width means the mean width of the lot measured at right angles to its depth.

The table below is a reproduction of selected zoning districts in Section 18.60 of the City's Zoning Ordinance. The purpose of this table is to show building and site regulations for residential land uses in all Downtown-zoning districts.

TABLE 5: CITY OF MARSHFIELD RESIDENTIAL DENSITY STANDARDS						
Zoning District	**Development Options**	**Maximum % of Lot Coverage**	**Maximum Floor Area Ratio**	**Maximum Height**	**Minimum Lot Area**	**Minimum Lot Width**
R3	Institutional	30%	N/A	30'	12,000 sf	80'
	Single-Family				10,000 sf	60'
R4	Institutional	30%	N/A	35'	12,000 sf	80'
	Single-Family				8,700 sf	60'
	Two-Family				10,800 sf	80'
R5	Institutional	40%	N/A	35'	12,000 sf	80'
	Single-Family				6,000 sf	40'
	Two-Family				10,800 sf	40'
R6	Institutional/ Limited Commercial	N/A	0.60	35'	12,000 sf (new residences must meet this standard)	80'
	Single-Family				6,000 sf	
	Two-Family				6,000 sf	
R8	Institutional/ Limited Commercial	N/A	0.80	45'	20,000 sf	100'
	Multi-Family				30,000 sf	150'

Source: City of Marshfield, Zoning Ordinance

Key to Table 5

Zoning District regulates the type of uses permitted on the site.
Maximum Percentage of Lot Coverage
Maximum Floor Area Ratio is the maximum permitted ratio calculated by dividing the total gross floor area of all buildings on a site by the Gross Site Area.
Maximum Height means the maximum vertical distance from the highest-grade level at the front wall of the building to the highest point of the coping of a flat roof or the highest roofline.
Minimum lot area is the minimum size lot permitted in the specified zoning district for a building with the listed number of floors.
Minimum Lot Width means the mean width of the lot measured at right angles to its depth.

Zoning District Analysis

B-1 Neighborhood Business District

There is one B-1 property located within the downtown planning boundary. This use is meant to "permit selected small businesses in areas adjacent to residential neighborhoods where such facilities are required and desirable to service the needs of the abutting residential populations." Small commercial and civic uses are permitted, as are residential uses with a conditional use permit.

Its presence in the southeast corner of downtown is an appropriate location for such a use. The property is located one block off of S. Central Avenue, the main commercial street, and is surrounded entirely by residential uses.

The setbacks required for this district are deep, but are appropriate for the amount of residential property surrounding this use. The minimum lot size and floor area ratio are appropriate for a use both in a residential area, as well as in a more mixed-use district, such as a downtown. While the zoning district in this location is appropriate, it contributes to the confusion of zoning uses permitted in the downtown. Because both small scale commercial and residential uses are considered for this property, this use could be consolidated with other business and residential uses within downtown to create a new Downtown Mixed-Use Zoning District.

B-2 Shopping Center District

The B-2 district is intended for businesses that require a larger building footprint and more parking and other accessory uses. Businesses located in this district are meant to have a larger service radius than businesses found in the B-1 district. Intended uses include civic, commercial, and professional service uses. More intensive commercial uses, such as automotive sales and repair shops, are considered with a conditional use permit.

The B-2 uses located in downtown Marshfield occupy a small stretch of land along the south side of E. 4th Street from Maple Avenue to Vine Avenue. These eleven (11) properties create an entrance into the downtown from the eastern neighborhood. They are surrounded by other businesses uses as well as medium and high density residential uses.

The minimum lot size for this district, 43,560 square feet, is too large for a district located two (2) blocks from downtown. Instead, because the setback minimums and the floor area ratio maximums are similar to the B-4 district, a new Downtown Mixed-Use District should be considered for these properties. This district would allow the properties to create a vibrant mix of uses with variety of properties surrounding this use.

B-4 General Commercial District

The inclusive B-4 district is permitted for a wide variety of commercial uses, and is permitted to allow residential with a conditional use permit. Commercial uses found in both the B-1 and B-2 districts are all permitted within this designation.

The majority of Central Avenue, south of 9th Street to 12th Street is designated as B-4. This use is also consists of the majority of uses found on Central Avenue north of Veteran's Avenue to the downtown boundary at Blodgett Avenue. The properties along Central Avenue serve as the gateway to downtown Marshfield. Currently, under this district, properties are allowed to be setback up to 20 feet from the front lot line. This creates a wide gap from highway uses to downtown uses.

Additionally, there are a select few properties designated B-4 throughout downtown. The majority of those properties are located one block off of Central Avenue, but are still surrounded by other businesses uses, particularly the downtown B-5 district.

Because this district comes into the core of downtown, the depth of setbacks should be shallower to accommodate a smoother transition to downtown. Additionally, because of the similarities to other commercial districts in downtown, and the possibility of housing in the area, this use should be included in a new Downtown Mixed-Use District.

Properties that are currently zoned B-4 in the downtown area should be converted to either the B-5 district or to a Downtown Mixed-Use District in order to provide a building types and uses that match the scale, size, and character of other downtown properties.

B-5 Downtown Central Business District

The intended purpose of this use is to develop business within the downtown area. The use specifically is written for Central Avenue, in the downtown area in order to preserve and foster business growth. The civic, commercial, and professional service uses permitted in the B-5 district provide property owners with a range of options. A variety of residential options are permitted with a conditional use permit.

The majority of Central Avenue, including the blocks between Depot Avenue and 9th Street, is designated as B-5. The designation goes as far west as Walnut Avenue and as far east as Cedar Avenue. This provides downtown Marshfield with a set type of zoning classification for their main street.

The minimum lot size and setbacks in this district are appropriate for a downtown district, as the require buildings to meet the street and sidewalk in the front and side yards. This creates an interesting pedestrian environment, with windows and building close to the pedestrian area of the street. The maximum height, one hundred feet (100 ft), and FAR (6.00) are very large in this district. This allows for buildings that can be up to three (3) times the current size of buildings along Central Avenue.

This use could be tailored to fit and become the model for a new Downtown Mixed-Use District. Maintaining the setbacks, and reducing the maximum building height and FAR would help set the parameters for that district. The current building stock should be used to guide what an appropriate maximum building height and FAR would be. Incorporating this use into a new Downtown-Mixed Use District would allow property owners the option of having retail or service on the first floor, while having office or residential on the floors above. The Downtown Mixed-Use District should allow for upper floors to be used as residential units as a permitted use as opposed to allowing them with a conditional use permit. Permitting residential units on upper floors would allow property owners an easier opportunity to fill second and third floor vacancies. It would also make adding residential units to downtown easier.

M-2 Light Industrial District

The M-2 district is a place that is "intended to provide a location for non-nuisance manufacturing uses which maybe located reasonably close to residential areas." This is certainly true in downtown Marshfield, where M-2 uses are found on all four corners of the downtown area. In many cases these districts create a buffer between residential areas and the B-5 downtown businesses.

Marshfield is fortunate to have such a strong manufacturing presence close to their downtown. These large employment sites contribute to the viability of downtown and help to provide a wide range of services offered there.
This district should remain where it is and with the requirements associated with it. The minimum lot size and setbacks, as well as the maximum height and FAR make this use appropriate for the downtown area.

M-3 General Industrial District

The general industrial district, M-3, allows for more intensive manufacturing uses, that should not be located near residential uses.

In downtown Marshfield there is one (1) M-3 property located on the north side of downtown at Central Avenue and Veterans Parkway. That property is owned by the city and is used as a garage and service station for city vehicles. While the property is conforming to the current code, it is an under utilization of the property.

Because of the prominence of this site, if the City were ever to be able to move the services offered at this location to a different site, this property should become apart of the new Downtown Mixed-Use district. It could be a gateway property for downtown for people entering downtown from the north and west.

C Conservancy District

The conservancy district is used to protect open spaces and natural resources within Marshfield. The standards for this district are regulated on a case-by-case basis in order to maximize the resources described above.

There is one parcel downtown Marshfield that is designated for conservancy use. The parcel is located on the northwest boundary of downtown and consists of the Steve J Miller Park. This park provides the community and downtown with several baseball and softball fields, as well as space for a winter ice rink. A bicycle path exists through the middle of this park.

Because of the relatively low amount and the location of greenspace in downtown, Marshfield should consider looking for and acquiring property that can be used for public gathering space in the core of downtown. Specifically, there should be a place for public events and passive recreation close to or on Central Avenue.

PUD Planned Unit Development

A planned unit development is typically intended for redevelopment sites on a large scale with a higher density and fewer zoning restrictions than a typical classification. While it is possible that a PUD may be proposed for downtown, due to the lot size requirements for PUD status it is very unlikely this type of development will occur in downtown Marshfield.

However in the occasion that a PUD is introduced in downtown Marshfield, there are a few changes that should be made to the PUD Ordinance to ensure a high quality development is constructed downtown. The first change would be to require a meeting between the proposer and City Planning Staff. This meeting should occur before a PUD General Development Plan (PUD-GDP) is submitted. This will allow Planning Staff to outline specific details about the property, surrounding properties, and specific zoning requirements prior to plans being drawn. This meeting would also make the proposer aware of any guidelines or recommendations that exist for the property in any Comprehensive or Downtown Plans.

The second change that should be made to the ordinance is to require the PUD be consistent with any guidelines and recommendations stated in the completed Downtown Marshfield Plan. Currently, the ordinance requires a PUD to be consistent with the comprehensive plan, but PUD occurring downtown should also be consistent with the downtown plan.

Finally, the PUD should be required to undergo an architecture character review. The PUD plans should meet set architectural standards for the downtown area in order to preserve the historic quality of downtown.

R-3 Standard Single-Family Home District

This district is meant for single-family home dwellings on ten thousand square foot (10,000 sq. ft.) lots. Institutional and small day-care services are also allowed within this district. Churches, group homes, and other home services are allowed with a conditional use permit.

This district is permitted in the southwest corner of downtown. This area is also an overlay district for the West Park Historic District. Therefore, the minimum lot size for single-family homes of ten thousand square feet (10,000 sq. ft.) should be preserved to protect the homes that are in this district. This district in the downtown area should not be incorporated into a Downtown Mixed Use district.

R-4 Low Density Single and Two-Family District

The R-4 district is meant to provide a district where single-family and two-family dwellings can be placed. In addition to residential, small day-care facilities and institutional permits are allowed. Group homes, bed and breakfasts, rehabilitation centers, and other home occupations are allowed in this district with a conditional use permit.

R-4 exists near the southern border of downtown, where it is placed between a B-4 and an M-2 district. This district is an appropriate residential district for this area in the downtown.

The single-family home minimum lot size is eighty seven hundred square feet (8,700 sq. ft.) which allows for homes to be closer together, which creates an appropriate transition to the more dense areas of downtown. Additionally, this district allows for home occupation and bed and breakfasts which, if properly regulated, could also help create a gateway to the downtown.

R-5 Medium Low Density Single- and Two-Family District

The R-5 district is intended to "encourage the remodeling and enhancement of the older residential neighborhood without appreciably increasing density or reducing open space," of single-family and two-family homes. In addition to the uses permitted with a conditional use permit, R-5 allows for more commercial uses, such as computer programming, interior decorating, bookkeeping services and other in home office uses.

This district is used to designate the residential properties on the edges of the downtown, specifically on the western and eastern borders of downtown. These districts create a transition from the neighborhoods to the core of downtown. By encouraging the remodeling of older homes, this district will also help to enhance the valuable historic character located in downtown Marshfield.

The requirements for this district are appropriate for the uses permitted in this district. Buildings are not allowed to cover more than forty percent (40%) of the lot, which provides for adequate greenspace on the lot. It also helps set the character of a neighborhood district as opposed to a downtown district. The R-5 district should be preserved downtown in its current state to promote a healthy transition from the neighborhood surrounding downtown.

R-6 Medium High Density District

This district allows for higher density residential units on smaller lots. It is intended to “encourage the gradual succession of land use in the older areas of the community and to encourage redevelopment of blighted or under-utilized parcels.” This is the first residential district in the downtown to allow multi-family units with a conditional use permit. In addition to residential, institutional uses are permitted, as are small commercial uses with a conditional use permit.

This district can be found along the eastern border of the downtown area. It is surrounded by R-4, R-8, and B-5 districts. The requirements in this district would permit a small multi-family building, but encourages more traditional single and two family properties.

The requirements for this district are appropriate for residential uses in the downtown. However, if a Downtown Mixed-Use District were to be created, it should include parcels on Maple Avenue and Cedar Avenue that are currently zoned R-6. This would provide a more consistent boundary between downtown uses and more traditional residential uses.

R-8 Very High Density Multi-Family District

The R-8 district is the highest residential density allowed within downtown Marshfield. This district allows for multi-family units, institutional uses, group home, and bed and breakfast uses. Home occupations, parking, and retail trade (under 5,000 sq. ft.) are permitted with a conditional use permit.

This district is located in two (2) areas within the downtown, both of which are directly adjacent to B-5 districts. The first is located between Spruce Avenue on the west, Walnut Avenue on the east, 3rd Street on the north, and Magee Street on the south. The second is located between Maple Avenue on the west, Cedar Avenue on the east, 4th Street on the north, and 6th Street.

The setbacks for this district should be smaller than they currently are to bring the buildings closer to the street. This would contribute to the downtown character and to create a more urban feel that currently exists in the downtown. This use should not be a transition zone between residential neighborhood and the downtown. This use should be considered and treated as a downtown use, which could be accomplished with smaller setbacks.

If a new Downtown Mixed-Use District is created, the R-8 district should be incorporated into the mixed-use district. There should be separate requirements for buildings containing residential uses within that district, but the mix of uses should be encouraged. Incorporating uses together would create a consistent standard for the downtown, that would make downtown unique, while at the same time being user friendly to property owners, developers, and City Staff. The building and lot scale should be that of a downtown district and would need to be further explored.

Parking Ordinance

The Traffic Code outlined in the City ordinance defines permitted driving characteristics within the City of Marshfield. The code is comprised of five parts: a general section that outlines permitted motorized vehicles within the City as well as general driving practices and their enforcement; a vehicle operation section that defines heavy vehicle use within the city and school bus regulations; a parking section that identifies parking regulations at public locations; a bicycle and skating section that summarizes bicycle and skating use within the City; and a snowmobile section that outlines the operation of snowmobiles in the City.

One point of concern upon review of the traffic code was the lack of context pertaining to the operation of bicyclists using defined bike lanes or bike paths. With the recent completion of the pedestrian/bicycle path along Veterans Parkway and the future possibility of defining bicycle lanes on public streets, guidance should be provided of the operation of bicycles in these lanes.

Historic Preservation Ordinance

The Historic Preservation Ordinance outlined in the Zoning Ordinance clearly explains the process needed to select, designate, and alter a historic property within the City of Marshfield. The ordinance appropriately requires coordination between residents, City Departments, and City Committees and Commissions. The roles of each of the above parties is clearly identified and explained for selection, designation, and alteration of a potentially historic property. There are two points which should be clarified to make the ordinance more effective.

The first issue concerns the need to clarify the role of property owners in the process of selection and designation. It is clear that the Historic Preservation Committee is intended to work with the Plan Commission to determine which properties are indeed historic and should be preserved. The ordinance does not explain the method in which the property owner is to lend support to or dissent from the actions taken by the City committee and commission. The role of the property owner must be more clearly defined.

Secondly, there is very little explanation of what will be done to historic property owners who do not follow the ordinance. There needs to be clear penalties for altering, damaging, or demolishing a historic property without approval from the Plan Commission and permits from the City. This needs to be addressed in order to make the ordinance enforceable.

Public Right of Way Ordinance

The recently passed Public Right of Way ordinance allows for business and property owners to add specific enhancements to the right of way in front of their property. The document clearly explains what types of enhancements are permitted, where they are permitted, and what form they can take. The ordinance makes provisions for many different enhancements including: freestanding signs, flower boxes, banners, and outdoor dining areas. The ordinance helps business owners find ways to make their businesses unique and attractive to customers. This is vital to the success of those individuals and to downtown Marshfield.

There are three points of clarification that should be considered in order to make this ordinance more clear and more effective for business and property owners. The first point of clarification falls in Section V part D, where the size, appearance and design of freestanding signs are outlined. Number 5 outlines that “every sign and all parts, portions, and materials shall be of professional quality…” The City and Main Street Marshfield should have a clearer definition of what professional means. This subjective term could have a wide range of meaning, while the City and Main Street Marshfield may perhaps be picturing a certain type of signage.

The second and third items concern the outdoor dining provisions. The overall substance of this section should encourage business owners to open outdoor cafes and seating areas. Section VIII notes the outdoor dining is permitted from May 1 to November 1. Due to the variable weather in Wisconsin, it would be practical to change the start date from May1 to April 1 in order to accommodate outdoor diners during the first warm days of the season.

The second outdoor dining item relates to the location of outdoor seating areas. Section VIII part C explains that “outdoor dining areas shall be located in front of the business it represents.” The ordinance should include a provision for businesses that are located on a corner and therefore could effectively use the side of their business for an outdoor café. Additionally it should have a provision that would allow an outdoor dining area adjacent to a public gathering space or a park. While there might not be an appropriate place for an outdoor dining area currently, when such a public space is found, the City should encourage restaurant activity nearby in order to help increase foot traffic throughout the gathering space.

Downtown Marshfield Sign Design Guidelines

The Downtown Marshfield Sign Design Guidelines are a supplement to the Article V Section 18.111 concerning signage in the B-5 Central Business District. These two documents work together to outline what types of signs, materials, and locations are appropriate for downtown use. The Downtown Marshfield Sign Design Guidelines provide business and property owners with a wide variety of options, descriptions, and pictures of signs that are appropriate for the downtown business area.

There are three main concerns that should be noted and further clarified within the document. The first is the need to clarify on page 3 in the middle column, what is the definition of “small” and “large” signs. This recommendation suggests that business owners avoid putting too many different colors on their signs. Further clarification here could help business and property owners provide quality signs.

The second item that needs to be addressed in the document is raised on page 6 under the Freestanding Signs section. One point in that section notes, “monument signs are the required design in the ‘B-5’ Central Business District.” This type of sign is not the most appropriate type of sign for the B-5 district and if it is required in that district, changing the requirement should be explored. The monument signs are more appropriate for the B-3 Highway Business District. Because the B-5 focuses on both pedestrian and automobile users, smaller, but distinct signs should be required for this area.

Finally, the third issue found within the document can be found on page 7. There are descriptions of both transom and franchise signs, which provide little direction of what is appropriate for either of those two types of signs. It would be beneficial for the City, and business and property owners to have a more defined vision of what the City is looking for in these two types of signs. The more distinct the City is concerning their desires, particularly with franchise signs, where standards often set outside of the community, the more satisfied the City and residents will be the final outcome.

Economic and Financial Profile

Downtown Business Districts and the Larger Marketplace

Over the last 25 years, communities both large and small have struggled to reposition their business districts. In many communities, those storefronts that were once filled with vital retail-type businesses serving the local community may now be vacant or recycled into more service or professional uses. With much improved transportation systems, residents in outlying communities now easily commute into larger metropolitan areas to shop, spreading their dollars much further outside the community than ever before. Local, independent businesses have taken a direct hit from national or regional retailers that can provide a broader selection of goods at lower prices. Many independents have either closed their doors, or have moved to new locations hoping to fortify their own competitive edge, leaving downtown shopping districts floundering for an identity.

This changing marketplace has also impacted the original shopping center model. Even though 60% of all retail dollars are spent in shopping centers, what worked 25 years ago in the shopping center world is not necessarily working well now. Centers are now being revamped, repositioned, reorganized and re-tenanted to stay in the game. It's not at all unusual to see entire shopping centers scraped in order to rebuild what is working today. But these shopping centers have a huge advantage, even when faced with impending change…they have control of their real estate! Imagine the challenge that communities face when they have multiple property owners and business owners, all who have different needs and goals!

Consumers have also changed over the last 25 years. Today's customers are much smarter, more sophisticated and more demanding than ever before. They have an expectation for low prices with a broad selection (such as Best Buy), or niche product lines with excellent service (such as Pottery Barn or The Sharper Image). Additionally, consumers have an unprecedented number of ways to shop outside of the traditional retail store, i.e. specialty catalogs, home shopping networks like QVC who launch more than 250 new products each week, firms selling via in-home party events, telemarketers selling hundreds of products utilizing infomercials, and more than 100,000 world wide web based retailing sites, each one taking their piece of the retail expenditures pie.

Nationally, independent retail and service businesses have had to deal with a flat or soft market in the last few years. Beyond the normal swings and changes of the American market place, changing economic conditions due to terrorism, wars and national disasters can't help but be felt everywhere, including on our Main Streets. Higher gas prices and lower disposable incomes, can and will change buying habits. It's definitely a time for independent businesses to be as smart as possible, and look for ways to create their own competitive edge. Monitoring and understanding their customers, the marketplace and their operations will give businesses the information necessary to navigate this highly competitive market.

This is also an important time for communities or business associations to provide whatever support systems they can for their local businesses. Organizing and offering workshops about store merchandising, inventory control and buying, internet opportunities, financial planning, promotion/marketing/advertising, customer service, employee hiring/retention and succession planning could perhaps breathe new life in a business. Additionally, programs that offer façade design and financing assistance, downtown promotions or events that increase pedestrian traffic, ongoing newsletters, updated consumer surveys, demographics and marketing materials can all be of assistance to existing businesses. Marshfield is fortunate to have the foundation of their Main Street organization to offer this type of support to their business district.

Consumer and Retail Trends

Downtown, independent businesses can not survive in isolation, but must be monitoring what is going on with their competitors, the larger market area, or even globally. They must pay attention to emerging trends that would help position themselves to meet consumers ever changing interests, and the change in how retail categories on a national level are expanding or contracting.

Each year, the national Retail Tenant Directory tracks over 8,000 retail chains across the United States and Canada. They select approximately 5,400 of the most active and viable prospects for inclusion in the directory. From these prospects, they compile several industry overviews that give us a picture of retail categories and how they are expanding within the next two years. This national trend data can be an indicator of what type of retailers may be stronger in the market place as we consider business mix. In order of ranking, the top ten retail categories demonstrating the most growth potential for the years 2005 through 2007 are:

Health Clubs / Gyms
Beauty Salons / Barbers
Photocopies / Printing
Computers / Software
Fast Food
Coffee Bars / Juice Bars
Close-Out Stores
Signs / Postal Service
Dollar / Variety Stores
Cosmetics / Body Care / Fragrance

There is another review of those categories that are ranked simply by expansion, or the number of new units planned in each category for the period of 2005 through 2007, and the Top 50 “New” Space Users. Both of these reviews are located in the Appendix.

We can also look for trend information from retail and consumer experts. For example, Marita Wesely-Clough, trends expert with Hallmark Cards, Inc. has been listed as one of the top five trendspotters/futurists in the nation. She published a paper on 2005 Retail Trends and Counter Tends outlining her thoughts on “Strengthening and Evolving Consumer Trends”. Here are a few of her thoughts: “Look for a wave of small to mid-size entrepreneur-owned businesses to spring up in the next five years. Watch for these new ventures to thrive. The energy, originality, vitality, and direct-to-consumer approach embodied by the next generation of business owners will give big box stores a run for their money”. “Refusing-to-age boomers may be returning to urban environments to retire, and cities will welcome them with open arms. Many will continue to resume working and will like being close to work, cultural events and old haunts. The North and Midwest may see their populations shrink as retirees head for Southern environments and enticements. Forward-looking municipal planners in Northern and Midwest cities and suburbs are deciphering the handwriting on the wall and courting developers to create maintenance-provided retirement communities designed to help those boomers settle to a new local lifestyle with the option of adjoining or nearby assisted living or extended care".

The Ernst & Young 2005 Retail and Consumer Products Industry Forecast predicted a fairly healthy year for retailers in general. They expect growth in retail sales to be in the range of 6.5%. However, rising interest rates and energy and health care costs will pressure middle-and lower-income consumers to spend less on retail. The real growth will come in luxury and niche markets, as wealthier consumers will be less affected by rising interest rates and costs, with mid-to low-range retailers expecting a more challenging 2005.

Melody Vargas is a retail consultant who also predicts retail and consumer trends. She suggests that there could be a resurgence of "Mom & Pop" stores, due to the increasing need for customer convenience…consumers want to get in and out of a business as quickly as possible, and don't want to get lost in the "big box" stores. She also feels that the delivery time of retail goods sold on the internet will continue to shrink and become more efficient. Delivery of goods has been a draw-back of internet shopping to consumers. Should delivery become next day, or even same day in some cases, this will become another competition point (in addition to selection and price) that internet vendors have addressed. Once again, this will continue to force store front retailers to work even smarter at maintaining their edge in the market.

In the publication "Retailing 2005" by Management Horizons, a division of Price Waterhouse, they make some of the following predictions as it relates to consumer trends: "It will get harder to make and keep a customer. Consumers will demand more for less from the shopping experience. Consumers will shop different formats for different needs. They will also spend less time shopping, making fewer trips and visiting fewer stores, while shopping more purposefully. Competition for the consumer's attention will be at a premium. Demographics will become more diverse, with lifestyles getting more divergent. Spending power will be more polarized and technology will be more pervasive".

It's certainly apparent from looking at only samples of consumer trend forecasts, that retailers and businesses must realize the critical advantage that trending data can provide to them. In the future it will be more challenging to secure and retain customers. The time is now for Main Street to follow the lead from national retailers, and start investing dollars into understanding your clients and the marketplace.

Retail Tenant Directory Industry Overviews are located in the Appendix.

How Main Street Businesses Can Compete

Successful retailers know that in good times or in bad, they must focus on core retailing principals. Selection, value, customer service, innovation and convenience, are the foundation to a sustainable business. Briefly, let's look at each category:

Selection: Overall, selection has topped out as the number one reason that customers choose a place to shop, followed by convenience and then pricing. Shoppers define selection as being "what I want is always in stock", "a good selection" and "unique merchandise".

Value: Today's consumers demand value, which can be defined as low prices, or competitive pricing for the quality of merchandise being purchased. Discounters such as Best Buy, Target and Kohl's Department Store have raised the bar with product quality at value pricing, and they have realized that perceived value is more than just low price. Even more traditional department stores have found that they can only be competitive in the market by continually running deep discounted sales to attract customers.

Customer Service: Customer service is an important component to all businesses, but especially those who may not market themselves as a "value" oriented retailer. Even in difficult economic times, the consumer desires quality service. Good service means products are in stock; staff is knowledgeable and helpful; and shopping is an easy and pleasant experience.

Innovation: Smart retailers understand that you simply can't compete in today's retail world by doing business "the same old way", and that they must be innovative in their approach. Today's customers are too smart, sophisticated and demanding, and they are seeking out retailers that have a vision and an intuition for their retail category. These retailers are watching trends and spending dollars to understand their customers. They know that new customer acquisition costs ten times more as current customer retention, and they work hard to provide the products, customer service and pricing that will keep their customers coming back.

Convenience: Lastly, customers are looking for the "ease" of the shopping experience. This would include: ease of locating the storefront (great signage, inviting windows that tell your story); ease of parking (adjacent parking, street parking or directional signage that is simple to read and follow); ease of locating the merchandise they want (well designed stores with identifiable categories of merchandise, excellent customer service); ease of transaction (well-trained and staffed register counters, clear understandings of store policies about returns, etc., assistance to take packages to their car if needed). Retailers need to examine every way that they can simplify their customer's needs and enhance their overall shopping experience.

Retail and service businesses have "softened" over the past two years with less new store/business openings. Current economic conditions have dealt a blow on the national, regional and local business fronts. However, those businesses that pay careful attention to their market and their operations will weather this period, and come out stronger. It's definitely a time for independent businesses to be as smart as possible and look for ways to create a competitive edge. Today consumers want a compelling reason to spend. They want to shop in stores where the service is attentive and knowledgeable, the prices are fair and the quality of the product is consistent and reliable. Retailers must have a clear understanding of their key internal strengths, their competition, and most importantly, their customer.

Demographics

There are many factors which help to define a market area and the market potential. These might include local and regional traffic connections, the current business mix, opportunities for development or redevelopment, competition from other market areas, and of course, the demographic make-up.

Demographics can allow us to look at current information about a specific area and trends that may help guide planning. It also gives us the opportunity to compare certain market areas to others which can be a bench-mark for understanding competition, or for validating the positives and negatives of a particular area.

Demographically, let's look at our study area from three different vantage points. Using the intersection of Central Avenue and Veterans Parkway as our center point, we will compare the market close up using a ½ mile radius, and then pushed out a bit further for a 1 mile radius look, and finally 3 miles out for an overall market look. These demographics are based on 2000 census numbers, with some future projections. A complete set of the demographic report is attached.

S. Central Avenue @ W. 1st Street – ½ mile radius:

2000 Census Population	2,965
2004 Estimated Population	2,868
2009 Projected Population	2,731
2000 Census Households	1,463
2004 Estimated Households	1,448
2009 Projected Households	1,414
2000 Average Household Size	2.01
2000 Average Household Income	$33,403
2000 Median Owner Occupied Housing Value	$65,317

S. Central Avenue @ W. 1st Street – 1 mile radius:

2000 Census Population	9,124
2004 Estimated Population	8,765
2009 Projected Population	8,396
2000 Census Households	4,142
2004 Estimated Households	4,054
2009 Projected Households	3,968
2000 Average Household Size	2.16
2000 Average Household Income	$45,208
2000 Median Owner Occupied Housing Value	$74,319

S. Central Avenue @ W. 1st Street – 3 mile radius:

2000 Census Population	20,032
2004 Estimated Population	20,052
2009 Projected Population	20,025

2000 Census Households	8,647
2004 Estimated Households	8,764
2009 Projected Households	8,890
2000 Average Household Size	2.27
2000 Average Household Income	$51,590
2000 Median Owner Occupied Housing Value	$83,102

These demographics are very encouraging. Household incomes and housing values are healthy. The population in the one and three mile radius is large enough to support quality retail and service businesses.

Complete demographic reports are located in the Appendix.

Business Mix

Retail was once the predominant use of storefront commercial space in most downtowns and business districts. Today, as the character and composition of these areas have changed, we now see a blend of retail and service businesses filling those same storefronts. Marshfield has also experienced this shift in business mix, and today has approximately 250 service businesses and retailers within the downtown market area. It's important to note that these service businesses and retailers represent a wide cross-section of consumer opportunities, and is not a sea of vacant storefronts. With bookstores, bakeries, dentists, banks, gift stores, dress shops, lawyers, pet stores, restaurants and travel agencies…downtown Marshfield represents a community that has made a commitment to its central business district.

In these 250 existing businesses, it's exciting to see certain niche categories occurring in downtown Marshfield. A niche is simply a specialization that allows a business district to gain dominance in certain categories of the retailer market. Niches can be based on many things, such as a particular group of customers, a specific kind of goods or services, or a specific shopping environment. Successful business districts often have two or three consumer niches, creating the environment to draw diverse shoppers from distance communities. The niche strategy can be used to make downtown retailers far more competitive than they would be if they acted alone. Even modest niches can work together in advertising and promotional campaigns. Working together they are able to project a more solid and robust image that instills in the consumer the impression of a broad selection of merchandise. This is evidenced in flyers that are already available, featuring some of downtown Marshfield niche businesses.

Examples of downtown Marshfield's consumer based niches include:

- **Bridal:** The wedding market is continually growing, as well as the total dollars spent on a wedding. The two bridal shops in your downtown are a great asset to Marshfield, as other expenditures will be made in addition to the wedding dress and formal wear. Invitations, photography, gifts, hotel nights, flowers, equipment rental, catering, etc. are all spin-off purchases. This is a business category that has an opportunity to be expanded on.

- **Antiques**: Not unusual to be blended with the Arts and Crafts or Gifts, there needs to be a certain density to the number of antique stores to really create a separate consumer niche. There seems to be good representation in downtown Marshfield in the antiques category. However, it could be interesting to consider a slightly different version of this category with a quality, upscale, recycled clothing store.

- **Gift Shops:** This category is also a perfect blend with the Antiques, and has many excellent stores already located in the central business district. Gift shops and antique shops are great at drawing leisure shoppers from outside a typical market area that may also combine a visit with lunch or dinner.

- **Heath & Wellness:** The Marshfield Clinic is a huge draw to this area, and this health related anchor in the community is reflected in some of the businesses that are already downtown. Fitness/gyms, health food stores, massage, and spa services already have a presence here. This is a growing consumer category, and especially here in Marshfield could be expanded.

- **Dining/Entertainment:** Also may be blended with other special niches, but can stand on its own when there is a depth of variety and options. Downtown Marshfield holds an excellent opportunity to expand its dining options for the community. Ethnic themed restaurants are very strong competitors in the restaurant industry, indicating consumer demand. Look at other ethnic restaurants concepts to enhance current dining options. Additionally, Marshfield is a rare downtown that still has an operating theatre, providing an evening and weekend venue for customers wanting entertainment!

To balance the niche strategy, it is vital to provide products and services that also serve the every day needs of the local community. So many towns have had neighborhood/community retail and service businesses move out of the downtown, literally relocating local traffic patterns out of the central business district completely. Marshfield is very fortunate that there are many of these important local consumer needs being met in your downtown area and not on a commercial strip.

Consumers regularly patronize certain business categories that are located near their homes or their workplace. Those businesses or services would typically include such categories as financial services, grocery stores, pharmacies, personal services (hair salon, tanning, etc.), fast food and even churches. With a wonderful grocery store, pharmacies, a variety of banking options and approximately 20 personal service businesses, downtown Marshfield has held their own against the migration of these essential businesses. Additionally, the fact that the City has maintained their presence in the downtown with City Hall, the Police Department and the Public Library, these “anchors” help make the downtown an important community destination.

Downtown Oconomowoc Business Inventory is located in the Appendix.

Building on What We Have

There are many wonderful attributes to downtown Marshfield that will be the foundation from which to enhance or grow this district. Some of these attributes are:

1. An identifiable, significant business district.
2. Impressive number and types of businesses.
3. Businesses serve both local and regional shoppers.
4. Great municipal parking options.
5. Excellent traffic counts.
6. Good street connections.
7. Public investment in new commercial projects.
8. Solid demographics.
9. The Main Street program.

Even with these great assets, a downtown district is never "done", and will always need continual nurturing, revitalization and reinvestment. Market conditions, physical conditions and time can work against you even under careful watch! The economy goes down, fuel is at $4.00 per gallon, street construction makes access impossible, buildings burn down, banners get old, business owners retire. There is always something that needs time and attention when you manage a downtown district. The fact that Main Street is here and organized is a huge benefit, but it doesn't mean you can let your guard down.

Today, there are some specific items that should be addressed that would better position downtown Marshfield in the marketplace.

1. **Visually, the downtown has no identity.** Given all the positives going on in downtown Marshfield, it's a shame that this is not reflected at the street level. Certainly, there are some bright spots with revitalized store fronts, merchandise spilling outside stores, and some planting areas. However, when driving through downtown Marshfield for the first time, this district does not reach out and invite you to stop. Streetscape planning and implementation is a must. Entrance features, landscaping, lighting, directional signage, benches…are tangible, visual enhancements that can really set the tempo of a business district. Whatever issues may have happened previously regarding safety and security with benches or street furniture needs to be addressed. Don't throw out the baby with the bathwater! Support the downtown business district by investing in a new identity that will attract customers. Investing in these kinds of improvements in your business district will provide a direct return to the residents and business of Marshfield. The vitality, look and "shop-ability" of your downtown will provide fertile soil for the growth of current businesses and the planting of new businesses!

2. **Continue efforts to recruit complimentary businesses.** Obviously the Main Street organization has worked hard to retain and recruit businesses to the downtown area. Continue these efforts by supplementing and capitalizing on the niche retail that is already in place. Bridal, antiques, gifts and health and wellness are all categories that can

be used to help foster new business concepts. Consider sites for more downtown dining, particularly an ethnic concept.

3. **Make downtown pedestrian friendly.** Even a visually inviting downtown will still have problems if your customers are intimidated to cross from one side of the street to the other. Traffic counts are strong and it move quickly, making pedestrian crossings an "at your own risk" situation. Create clearly identified pedestrian crossings at intersecting streets, and perhaps a safety zone of sorts in the median for those who may cross mid-street.

4. **Manage the traffic.** Traffic counts are important to businesses, but managing that traffic can make it even better. Look at ways to slow the traffic down by changing posted speed limits, enforcing speed limits, or using the streetscape plan to visually cue motorists to slow down.

5. **Identify the municipal parking lots.** It's great that there is on street parking along with many municipal parking lots. However, from a visitor standpoint, these lots are still not clearly identified. The planting beds at these municipal lots are wonderful, and really give a soft edge to the hard surfaces of the parking areas. These parking lots are a terrific asset…just let everyone know they are there.

6. **Look at residential redevelopment opportunities.** It is not unusual for the housing in a downtown business district to be the oldest in the community. What can be done to provide new and different housing options in the downtown Marshfield? This might include zero lot-line townhomes, condominiums, new multi-family units or apartments above the storefront retail. This concept of living in the downtown area is very hot in the larger markets, and will become important in smaller communities also. Evaluate properties that could be assembled for an infill project, or perhaps a larger commercial parcel that could be recycled into a residential opportunity.

7. **Analyze existing organizations that support downtown.** There can be many groups, with different missions and agendas that offer their support to a downtown. Sometimes the lines between these groups can become blurred or overlap in a way that is confusing or not an efficient use of resources. Ask each existing organization to provide a mission statement and a list of how they have supported downtown in the past and their plans for the future. Evaluate the resources and goals of each group, and see if there is a better way to manage their missions.

8. **Continue efforts to encourage façade and property improvements.** The economics of owning older, central business district properties can be very challenging for property and/or business owners. There is often a willingness to improve the real property, but not necessarily the financial capabilities to do so. Property owners who do not occupy their buildings but rent them, may not realize enough cash flow to warrant such improvements, or may feel that they couldn't raise the rent even if they did improve it. Property owners who also have a business in the property,

may not have enough cash flow in their business to support the cost of such improvements. In some communities, property owners shy away from significant improvements because they feel their property taxes will then just go up. These are all valid concerns, so all options of financial and technical assistance, or some property tax relief need to be explored. Current economics may require more creative financing packages to entice property owners to realize the value of doing such work.

Valuing Storefront Improvements

While storefront or façade improvements may difficult for a property owner to quantify, you might consider this information. Over 15 years ago, the University of Wisconsin Extension Service conducted a study called, "Economic Effects of Storefront Improvements". They looked at 89 merchants in 20 different Wisconsin communities that had recently improved their storefronts. Behavioral research indicates that people generally choose to spend their time in attractive surroundings, and retailers often say that they have improved storefronts in hope of attracting more customers. This study was organized to look at the relationship between storefront improvements and retail sales. In general, here's what they found:

- Merchants who made improvements to storefronts were generally happy with their decision. Eighty three percent of the merchants interviewed were "very pleased" with the results. Only five percent wished they had spent the money on something else.

- Nearly two thirds of the merchants interviewed thought the external appearance change had an influence upon their retail sales. Where sales had actually increased since façade remodeling, three out of four merchants gave the storefront improvements some credit for the positive change. More than a third, whose sales had not increased, indicated the storefront improvements probably helped to retard an inevitable decline in sales.

- The quality of the storefront was not associated with retail sales results. In this small sample, all levels of quality in renovation seemed to generate customer interest.

- Concurrent changes in business practices, particularly, increasing inventory level and improving the display of merchandise, showed a significant positive relationship to retail sales.

Although this study is focused on retail sales, the story is consistent with both service and professional businesses. Customers and clients are affected by the surrounds in which they buy services or goods, they have high expectations about their shopping experiences, and will be drawn to those businesses that strive to meet their expectations.

<u>Overview and Analysis of Existing Organizations</u>

There are many existing organizations currently working towards the success of downtown Marshfield. Who they are, what they are working on, and the issues they are facing are representative of what is and is not working within downtown.

The purpose of this overview is to:

- Understand what goals organizations are currently working on in Downtown Marshfield:
- Recognize who they partnering with to accomplish those goals;
- Be aware of the resources these organizations need to accomplish their goals as well as the recommendations in the final Marshfield Downtown Plan.

This information for this review was acquired through interviews with a leader of each organization, the organization's website, and other documents including annual plans, joint agreements, and other working documents for the organizations. At the conclusion of the document is an agreement between the City of Marshfield Planning and Economic Development Department, Main Street Marshfield, and Marshfield Area Chamber of Commerce and Industry (MACCI). It was agreed to in May 2005, and it further outlines how these three organizations plan to work together on economic development issues.

Main Street Marshfield

Mission:
To enhance our community identity and heritage, to foster a center of activity and to ensure economic stability for the heart of Marshfield through concentrated efforts or organization, promotion, design and economic restructuring.

Main St Marshfield is currently going through a transition of leadership at the Executive Director level, which has allowed the organization time to reflect upon their mission and goals. This transition has also allowed the organization to become invigorated about the opportunities and challenges that lay before them. Currently, Main St Marshfield is staffed by one (1) Executive Director and three (3) other full-time staff members. That staff is directed by a thirteen member (13) Board of Directors. These members and staff are able to build upon a strong past that includes accomplishing the following goals:

- Continued growth in the economic vitality of downtown
- Improved community buy-in to the importance of a healthy downtown environment
- Assisting in maintaining high occupancy rates for downtown buildings
    - Particularly the Hotel St. Charles Conversion project, where there is now 100% occupancy of the residential rental units in the building
- Constructing an aesthetically pleasing parking lot in the 100 block of S. Central Avenue

- Continually working towards creating a more pedestrian friendly environment

The organization hopes to build upon there past work by accomplishing the new goals they have set for themselves. Those new goals are:

- Maintain high rates of occupancy for downtown buildings
- Increase the amount of retail revenue that comes into downtown
- Maintain the historic character of downtown by working with property owners to improve their property's façade
- Be active in the downtown Marshfield planning process as well as during the S. Central Avenue reconstruction and streetscape process

The organization has members that are eager to accomplish those goals. They understand the work that is needed to be done to maintain and enhance downtown Marshfield. One concern they face in trying to accomplish all of the above is the lack of stable funding, as they are dependent on many different sources of income.

Marshfield Area Chamber of Commerce and Industry (MACCI)

Mission:
The Marshfield Area Chamber of Commerce & Industry is a volunteer partnership of business and professional people working together with local government to make the Marshfield Area a better place for everyone to live and work.

Seven (7) employees covering three (3) various pieces of this organization: the Marshfield Area Chamber of Commerce, the Marshfield Area Chamber Foundation, and the Marshfield Convention and Visitor's Bureau. They have successfully recruited over six hundred and forty (640) businesses in the Marshfield area to the organization. This amount of coordination has led to many successful projects over the past few years. Some of those successes include:

- Redevelopment of two (2) main downtown sites, including the new Hotel and Convention Center and the Washington Square site,
- Recruitment of many new businesses to the area
- Commencing of three (3) new business clubs, including an Inventor and Entrepreneur Club, a Networking and Young Professional Club, and an Angel Investment Network (now know as the Marshfield Investment Partners LLC),
- Successfully collaborated on Hot Time in the City with Main St Marshfield.

Building upon those past successes has allowed for an aggressive business plan for the following year for the organization. MACCI noted their largest challenge impeding their success is funding. Their budget comes from a variety of public and private sources, each of which is essential to their day-to-day operations. Secure funding would allow MACCI to accomplish their future goals for the Marshfield business community. Those include:

- Implementing the current 2005 business plan
- Creating the 2006 business plan
- Exploring the wireless infrastructure available to the Marshfield community
- Working with the City of Marshfield to bring Dairy Fest back to downtown.

City of Marshfield Planning and Economic Development Department

Mission:
For economic development the mission is to encourage and promote city-wide economic development by providing professional assistance and support programs that help create a business climate that enhances development. This department also coordinates development activities between the public and private sectors to stimulate development in a planned and orderly way.

There are three (3) full-time staff members, who are complemented by two (2) shared administrative staff. The department has been actively engaged in meeting their mission over the past few years, which has allowed them to accomplish many impressive goals, such as:

- Starting a GIS program and adding one staff person to it
- Creating a new Zoning Administrator position
- Creation of a Development Review Team that meets twice a month
- Writing and adoption of a Sign Code
- Crafting the Marshfield Downtown Sign Guidelines

Going forward the Department has a complete set of goals for the following year that need to be implemented in order to better service the City of Marshfield. Those goals are:

- Completion of the Comprehensive Plan, the Downtown Plan, and the Comprehensive Outdoor Recreation Plan
- Updating the subdivision ordinance
- Follow the above planning processes by making necessary technical and administrative zoning code changes
- Refine the enforcement of the zoning code, particularly concerning conditional use permits
- Implement TIF District #6

The Department has identified many issues that need to be improved in order to truly accomplish the goals they have set for themselves and downtown Marshfield. They see the need to improve the retail environment by adding a retail coordinator to the city staff. This full-time city staff member would be responsible for retail development solely in the downtown area. Second, the Department would like to continue educating the public about creating a safe pedestrian environment. Ideally, the third item the Department would like to see completed would be the relocation of the public works service site on the north end of downtown. Fourth, the Department feels downtown would benefit from a grant funding source that downtown businesses could apply for. This fund could be used for façade improvements, and other business development programs. Finally, the Department and City are fully committed to working with Main St Marshfield and MACCI to continue improving downtown Marshfield.

Planning and Zoning Commission

The plan commission has been occupied with implementing the day-to-day planning activities in the City of Marshfield. Their main accomplishment outside of their regular activities is the completion of a sign code. They were able to work well with the City Planning and Economic Development Department to complete this task, which directly affects downtown Marshfield.

The Commission consists of seven (7) members who represent a wide range of perspectives, which allows the commission to accurately view tasks before them objectively. Those members include: the Mayor, the Director of Public Works, one (1) Alderperson, and four (4) citizen members.

While the Plan Commission sets no formal goals, they do have plans to review and update the subdivision ordinance. One of their main concerns going forward with this process is simply the magnitude of the project. Their time is limited, as are resources, and therefore there is a concern about where and how to official begin this process that will lead to an effective end.

Historic Preservation Committee

Mission:

The Historic Preservations Committee is organized to implement Historic Preservation Ordinance. In addition to implementing the ordinance the Committee seeks to foster historic preservation throughout Marshfield in various ways along with educating the public on the importance preserving historic features of the city.

There are six (6) members of the Historic Preservation Committee, they are: one (1) Plan Commission member, one (1) Alderperson, one (1) historian, one (1) City Planning Staff member, and two (2) at large citizen members.

The Committee has implemented three (3) historic preservation districts, all of which are either located in or adjacent to downtown Marshfield. They have recently completed applications to have two (2) additional districts recognized by the state and national historic registers. In addition to creating new districts, the Committee has received an $18,000 grant to conduct a thorough historic survey of the City of Marshfield. They anticipate this survey will yield a larger base of properties to add to local, state, and national registries.

The main two issues facing the Historic Preservation Committee are the need for increased public relations and education and the desire to communicate and cooperate with other organizations working on historic preservation. Many citizens and business owners are fearful of the regulations of historic preservation, without being fully aware of how registry status could benefit them and their property. The Committee is working with the City Planning Staff to make their role and actions more prominent on the City's website, through an educational brochure and through public relation activities. Second, the Committee is eager to begin working with the new director of Main St Marshfield and the two other historic organizations active in Marshfield. They see the need identify their internal focus in order to work better with those organizations.

Other Organizations

There are many other active organizations working in and towards the success of downtown Marshfield. Those organizations are:

- ✓ Chestnut Avenue Center for the Arts
- ✓ Marshfield Historic Preservation Association
- ✓ Northern Wood County Historic Preservation Association

These organizations are equally as important as the organizations reviewed here, as they are active and engaged in the planning process, but were not requested for review. As the planning process continues and their voices are added to the process, those organizations will be added into the recommendations and implementation sections of the report.

Analytical Review of Organizations

Overall, downtown Marshfield is fortunate to have many active organizations working in it and for it. These organizations, while covering many different aspects of downtown, seem to have similar issues facing them. The two top concerns among downtown organizations are funding and cooperation and coordination with other downtown organizations. Funding is continually a concern particularly all organizations due to the current business climate in the private sector and the budget situation in the public sector. However, in light of such funding difficulties, all five organizations are eager and willing to coordinate with one another. This is essential as these groups help control what can happen in downtown. One goal they all have in common is the desire to educate the public on the benefits of downtown Marshfield. This is a beginning point for coming together to work on projects as a group rather than individually. Seeing that they are all willing to work together, which was not always the case, will allow them to move forward in both this planning process and the implementation of the plan, and in the implementation of their individual goals.

MARSHFIELD DOWNTOWN PLAN

VISION & GOALS
OPPORTUNITY ANALYSIS

UPDATED OCTOBER 7, 2005

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Downtown Marshfield Vision

Downtown Marshfield is the historic center and heart of the city and region where all facets of this great city come together: retail, employment, neighborhoods, arts and entertainment, education, and transportation. More than any other part of the city, the downtown defines Marshfield as a community.

Over the next 20 years, improvements will be made to strengthen the downtown by capitalizing on its unique assets – its historic character and function, cultural heritage, friendly and inviting businesses and people, grid street pattern, and diversity of uses and activities. City officials, business leaders, property owners and residents all recognize the importance of strengthening the social, cultural and economic position of the downtown for the betterment of everyone. By working together to define our collective vision for the downtown, we will make the City of Marshfield a more welcoming, attractive and vibrant place to live, work, shop, learn and recreate.

Marshfield Goals

1. Establish and promote downtown Marshfield as a vibrant central mixed use activity center for the city and region including retail, arts and entertainment, civic, office, cultural, residential, hospitality, and recreational uses.
2. Encourage additional downtown housing through upper floor apartments and appropriate infill development.
3. Retain and attract viable businesses to improve downtown Marshfield as a strong central business district.
4. Create a distinctive image and identity based on the downtown's historic character and function by preserving and encouraging the rehabilitation or renovation of historic buildings, while accommodating new urban infill development.
5. Develop attractive and prominent gateways and streetscapes to and within the downtown, including significantly expanding streetscape amenities.
6. Improve the pedestrian and bicycle experience and safety throughout the downtown.
7. Improve and create safe and clear connections between downtown and adjacent neighborhoods and community destinations for automobiles, pedestrians and bicycles such as the medical complex, Zoo, and Miller Park.
8. Improve wayfinding and signage to and within the downtown for destinations, parking, and events.
9. Improve cooperation and coordination for all groups, associations and government entities directly or indirectly involved in programming events, promoting, and improving the downtown.
10. Create a public gathering space or spaces in the center of downtown.

MARSHFIELD OPPORTUNITIES

DOWNTOWN BOUNDARIES

In general, we define the downtown planning area boundaries as follows: Arnold Street from Oak Avenue and Maple; Maple Avenue from Arnold Street to Depot Street; Cedar Avenue from Depot Street to 9th Street; 9th Street from Cedar Avenue to Central Avenue; Central Avenue from 9th Street to 12th Street; 12th Street from Central Avenue to Oak Avenue; Oak Avenue from 11th Street to 4th Street; 4th Street from Spruce Avenue to Oak Avenue; and Oak Avenue from 4th Street to Arnold Street. This larger planning area encompasses key business areas, parks and open space areas, civic uses, and employment centers.

TRANSPORTATION OPPORTUNITIES

1. Improve traffic flow on Central Avenue through intersection improvements, signalization improvements, and left-hand turning movements.

2. Provide alternatives for cars and trucks stacking at the railroad crossing.

3. Capitalize on the grid system road network of the city to provide travel alternatives, which could divert some traffic off of Central Avenue onto Chestnut Street and Maple Street.

4. A shuttle/transit service connecting the Marshfield Clinic, the north side Shopping District and Central Avenue could bring more people to downtown and into the unique retail environment offered there.

5. Implement the *South Central Avenue Reconstruction Design Charrette Results Summary Report* recommendations.

PARKING OPPORTUNITIES

1. Parking lots should continue to be maintained and improved with a coherent and efficient automobile and pedestrian circulation pattern. Streetscape improvements should be provided to make all parking areas pedestrian friendly and enhance the visual image for the downtown.

2. Parking areas should be interconnected with improved automobile and pedestrian access

3. Signage to parking areas should be improved.

4. Expand upon existing landscaping in public parking lots.

5. Create educational and incentive programs to encourage downtown employees to park at the rear of the parking lots rather than close to the front or back doors; these spaces should be reserved for customers only.

6. Continue to work with and encourage property owners to improve the backsides of their buildings to create inviting entrances from the rear parking lots.

Pedestrian and Bicycle Opportunities

1. Improve bicycle connections between the downtown and community destinations.

2. Establish downtown as a trail head for a regional bicycle system.

3. Provide an interconnected system of bicycle paths through the downtown, and improve downtown streets for safe bicycle riding.

4. Improvements should be provided to create a comprehensive pedestrian network with connections to business districts, parks, and parking, and civic uses within the downtown.

5. Improve pedestrian experience downtown by significantly enhancing the streetscape character and adding pedestrian amenities such as trash receptacles and benches.

6. Improve pedestrian safety downtown, particularly crossing S. Central Avenue.

Streetscape and Urban Design Opportunities

1. Downtown entrances/gateways should be improved with consistent landscaping, streetscaping and signage.

2. Identify a focal point and public gathering space downtown, which could be created with the construction of a new public open space centrally located along Central Avenue.

3. The historic character of the downtown should be preserved and expressed in the rehabilitation/renovation of existing buildings and the design of new buildings.

4. Current wayfinding and signage could be expanded so that downtown visitors are provided directions before their destination is reached (currently, some signage is provided too close to the street or destination, forcing last second decisions).

5. A wayfinding program for the downtown should be designed with a logo that expresses a coordinated identity.

6. An improved streetscape system should be provided for all downtown streets, which is possible on the wide sidewalks. Streetscaping should directly connect to Marshfield and the character of the city. Priority streetscaping should include S. Central Avenue, Chestnut and Maple Streets, and major cross streets such as 2nd, 4th, and 6th Streets. Streetscaping should include the existing and new flower beds, additional street trees, and pedestrian amenities.

7. Continue to encourage the façade treatment and rehabilitation in the downtown.

LAND USE AND REDEVELOPMENT OPPORTUNITIES

1. Build upon the quality of businesses that are located throughout downtown, particularly along Central Avenue.

2. Civic anchors within the downtown including City Hall, the library, post office, and senior center should be better connected physically.

3. Demand for the arts and recreation creates the opportunity for an arts and entertainment district. Identify and attract businesses that would support the success of such a district.

4. Continue to implement and fund the façade improvement program so that building owners have the opportunity to improve their properties. However, limited use of the existing program indicates that it should be evaluated to determine how it can be improved.

5. Redevelopment opportunities lie on the backsides, and back facades, of many businesses along Central Avenue, as many parking lots and downtown uses are adjacent to them.

6. Improve visibility and signage that directs people to business destinations such as banks, the cinema, hotels and the convention center.

7. Better integrate the mix of uses that occur on S. Central Avenue south of 10th Street as downtown transitions from predominately business to residential use and back to business use.

8. A broad range of residential choices should be integrated into all areas of the downtown to establish a 24/7 environment and reinforce the downtown as an activity center. This should include better utilization of existing second floor space and new housing as part of mixed use developments.

9. Integrate the historic features and districts that fall within the downtown boundaries into the downtown experience.

10. Preserve and renovate historic buildings rather than demolishing and replacing these resources. Create and provide incentives for such actions.

11. Stabilize and rehabilitate homes along 3rd Street and in close proximity to the east side of downtown.

12. Increase owner-occupied businesses and residents downtown; this may include condominiumizing smaller spaces in larger buildings.

13. Encourage the establishment of a business and activity mix that that attracts people of all ages and many interests.

Parks and Open Space Opportunities

1. Create a public gathering space in a central location along Central Avenue.

2. Make more visible connections, as well as walking and bicycling connections, between downtown and the surrounding parks.

Programming Opportunities

1. Organize and coordinate community events based on the existing programs offered in the downtown area.

2. Expand downtown activities such as Hub City Days and the farmer's market.

3. Collaboration between City Committees and private and non-profit organizations will provide support for a variety of downtown improvement programs and activities.

4. Downtown should be promoted as an orientation point and destination for Marshfield tourism.

5. Increase community awareness of downtown activities and businesses.

Image & Identity

1. Improve the perception of safety downtown, particularly for senior citizens. Downtown should be safe 24 hours per day.

2. Create an overall identity for downtown, and then promote the identity to business and property owners, the community, and visitors. Tie public and private improvements, regulations, and incentives to the implementation of this identity.

DOWNTOWN MARSHFIELD ISSUES

TRANSPORTATION

1. Traffic stacks up next to the railroad because of frequent train crossings.

2. Difficult and dangerous left hand turning movements on S. Central Avenue.

3. There is a large amount of heavy truck traffic downtown, and particularly on S. Central Avenue that creates a variety of adverse impacts such as congestion, noise, vibration, and pollution.

4. Parking spaces are reduced because of incomplete snow removal.

PARKING

1. The number of trees located along the periphery and in public parking lots could be increased to improve the pedestrian experience.

2. Parking lots located behind businesses should be treated as part of the building and therefore, should be improved.

3. Residents park in several commercial or public parking lots intended for businesses.

4. Employees park in the spaces closest to the front and back doors.

5. Additional parking is needed near the cinema.

PEDESTRIAN AND BICYCLE

1. S. Central Avenue is unsafe to cross for pedestrians and bicyclists.

2. Walking between downtown and the adjacent neighborhoods is difficult because there are very few natural connections between the two areas.

3. Existing pedestrian and bicycle connections are disrupted by man-made obstacles such as major roads (Veterans Parkway, Central Avenue).

4. Lack of path connectivity within the CBD in both North/South and East/West directions.

5. There is a need for improved signage for people walking and bicycling through downtown.

6. There is no downtown trailhead so people can determine where trails are accessible.

7. Currently, bicyclists compete for space on the road with cars and heavy truck traffic because there are no designated bike paths traveling through downtown.

8. Bicyclists also use the downtown sidewalks, which is unsafe for pedestrians, bicyclists, and automobiles.

9. Signage downtown is orientated towards automobiles, and should be orientated for both bicyclists and automobiles.

Streetscape and Urban Design

1. There is a lack of consistent streetscaping throughout all of downtown.
2. There is no gateway or entrance features into the downtown signaling to residents and visitors that they have entered downtown.
3. Historic facades are hidden and should be renovated or rehabilitated.
4. The signage in the city and the CBD does not reflect the character of Marshfield.
5. Signs directing visitors to downtown locations are placed at the intersection where the locations are, rather than a few blocks from the location.
6. There is a lack of consistent signage throughout downtown.
7. Planters are used in some sections of downtown extremely well, but significantly more landscaping could help to make downtown more inviting and welcoming.
8. The cement lane divider along Central Avenue could be more aesthetically pleasing and functional as a boulevard.
9. The width of S. Central Avenue combined with the lack of pedestrian amenities and street trees detracts from the historic character of the area, and may facilitate excessive motor vehicle speeds.
10. Private signage, particularly sound of the new hotel/convention center, needs to be replaced with consistent and clear signage. Many of the signs create visual clutter.

Land Use and Redevelopment

1. Downtown has no central focal point or destination location.
2. Peripheral development has siphoned off downtown businesses.
3. Many of the downtown buildings should be rehabilitated.
4. There are many buildings downtown that should be preserved because of their historic significance.
5. Several historic facades and architecture are hidden by poor quality or outdated finishes.
6. A couple of surface parking lots along Central Avenue take the place of valuable retail locations.
7. There are some vacant storefronts and closing businesses along Central Avenue.

8. There are industrial uses in downtown, particularly City owned land along Veteran's Parkway, that could be redeveloped.

9. The upper/second stories of several downtown buildings are underutilized. In addition, a large number of single story buildings could be expanded to two or three stories to increase the density and intensity of uses downtown while retaining the historic character.

10. The library needs to be expanded to accommodate its users' needs.

Parks and Open Space

1. There are only two small park spaces included within the boundaries of downtown, but these are either too small or are not well located to provide for significant public gathering spaces.

2. There is no central public gathering space in downtown.

Programming

1. There are many different organizations that are working to improve downtown but are not working together, which has led to a fragmentation of goals and implementation strategies.

2. Historic preservation grants should be better advertised to both existing landmark buildings and those that might qualify.

3. Residents may not be informed about downtown activities and businesses.

4. There are very few funding options available to small businesses for programming. Businesses are in need of small grants instead of low-interest loans that need to be repaid.

4. PUBLIC INPUT

4.1 DOWNTOWN STAKEHOLDER INTERVIEW NOTES

The consultant team conducted five focus groups with downtown stakeholders on July 27, 2005. Each focus group consisted of between two and six participants. Stakeholders consisted of business and property owners, residents, employees, and non-profit organizations.

This section provides the direct transcription of stakeholder comments during each of the five focus groups.

<u>Focus Group #1</u>

<u>Question: What are the key issues in Downtown Marshfield?</u>

- Little has resulted from the 1997 Downtown Plan – little has been created.
- Some changes in buildings since the first plan may have come without any plan at all.
- The new hotel and convention center was suppose to be a blight reduction process, but the buildings were not blighted. Good buildings were torn down to build a cheap hotel.
- Lots of buildings have been sold or remolded that have become smaller junk shops – no advantage at all – except that the space is occupied.
- Vacancy rate is high in smaller buildings. Why? Business is not coming to the downtown; rents are too high; units are too small and the costs are too high to renovate or do something with.
- Can't get money from full size buildings – just smaller businesses in larger buildings such as pawn shops and tattoo shops. Building owners can't do anything else.
- Downtown has not been this good or healthy in many years – the square footage rent is going up.
- Certain individuals are slumlords – residential and commercial buildings in and near the downtown – they are in it only for a profit – don't care anything about downtown or the community.
- Prices are going up.
- In the past five years there have been tremendous improvements in the downtown.
- The Pick N Save looks much better.
- Many buildings have been fixed up.
- Get shop owners to maintain existing look of their buildings – renovate their buildings – take off the facades to bring back the historic looks. Keep the downtown historic. Improve the facades. Make the downtown distinctive.
- Many owners don't want to go through the hassle to improve buildings.
- Kwik Trip bought 3 different historic buildings and demolished them for a new station. People don't want to register their historic buildings because of the restrictions, but then others are angry at the Historic Preservation Commission because they are not doing their job to protect historic buildings. There is a lot of controversy.

<u>Question: What would you like downtown to be?</u>

- Average citizen probably doesn't care.
- Some don't care about historic buildings, but we're doing a disservice if we don't protect them.
- Everyone wants to see businesses coming to Marshfield.
- Antique center might be a possibility.
- Biggest fear is when there is a building in the national historic district by a property owner – but nominate a building to the local register requires filling out forms for acceptable changes – buildings owners are scared about not being able to make changes – some of the fears are legitimate, for others it is the fear of the unkown.
- Stay historic, but wrong for the city to designate it – when owners feel the pain of vacancies, costs, etc… city doesn't understand the economies. Must have owners consent to register or designate a building.

- New Pick N Save looks great, but don't know if they're strong – they don't have the business. Didn't get the walk in trade they expected.

Question: What is needed to improve the economic base?

- Making S. Central Ave. a 1-lane road would have a devastating impact on the downtown.
- Parking has always been an issue. In some cases, there is ample parking in the rear, but there are some problems with it – fix-it shops, dry cleaning, etc.
- Most successful businesses are specialty stores – must come down to purchase something unique at these stores – not variety stores.
- Walmart is moving in which will sqeeze out mom and pop shops – hurting grocery stores.
- How do you control tattoo shops and adult shops?
- Not enough money in the buildings to change the storefronts.
- Downtown will get worse because rents will come down and attract more tattoo parlors, adult shops.
- 300 block of Maple – many of the houses are rentals. Many were bought up and now are poorly maintained – slum lords, group homes.
- Older homes could look nice.
- Used to be downtown block grants – must own the home you live in to apply for it.
- Absentee landlords may not want to sell.

Question: What is the one thing we need to think about with the downtown?

- City is in an advisory capacity and an education capacity – should not be a lendor or grantor – if it's economically feasible, it will be done.
- See it positively – could be a lot worse. As a whole, it is going in the right direction, but cost is getting out of reach of most people.
- Don't see that you can do very much – must give the same advantages to everyone.

Focus Group #2

Question: What are the key issues in Downtown Marshfield?

- Traffic pattern sucks – no left turn lanes, merchants don't mind slow traffic.
- Need better timed lights – this has been discussed for a long time.
- Like to see more parking around the 400 block – this is a strong, vibrant block. Redevelop half the block fronting Maple.
- Theater fills up parking (20,000 people per year).
- More development around the area – capitalize on more parking.
- Comments that the downtown is getting better.
- See the heart of the city come back to life.
- Like the success and revitalization of La Crosse – spruced up, then storefronts pick up.
- Still have a long way to go.
- More of a draw downtown from the mall – upscale malls and lifestyle centers.
- Historic commission wants to preserve buildings, but it hurts economic value – can cause issues and scares businesses away.
- Theater doesn't compete with other theaters – it competes with DVDs, etc. – need additional venues downtown to attract more people.
- Marshall café, high end dining, Crabby Dave's, Royale Tokyo, etc.
- Utopia – bring in a lot of bands, musicians, etc. to help struggling businesses and attract people in the 21-40 year old age group.
- Don't have the tourist draw. Not much to do downtown – no hook to them there – the theater is the biggest draw. Need more of a pull.
- Good mix of things.
- Farmers Market at Pick N Save with a band is a great thing.

- Specialty shops downtown are needed for success.
- There are five financial centers downtown.
- Possible Marshfield Clinic Shuttle
- 16-20 year olds would like a movie store downtown.
- BID Board only meets twice per year – hard to get started.
- Hub City Days are terrific. Wonderful event. Should be more vendors. Had a band, closed S. Central Ave. for it.

Question: Is there one clear vision for downtown?

- Organize the Chamber MACI and Downtown Association with Main Street Program
- Success of Main Street is Hub City Days – there is so much potential – need the right person with a budget to make it happen – need magicians, jugglers, face-painters, etc. to create activities to attract people.
- Need to have a block by block strategy.
- Bring in families.
- Need cafes, town square, activities.
- There are currently no major attractions.
- There are no amenities – no benches – took them all out because the kids drove the seniors out of downtown.
- Need a focal point for attractions.
- Spruce up storefronts and street.
- Need more retail, but economics play a role.
- Coordinate MACI and Downtown Assoc.

Focus Group #3

Question: What are the key issues downtown?

- Good, viable arts scene in Marshfield
- Facilitated process to brainstorm arts needs
- Communication gap – harder to get the word out about the arts and performances.
- Started arts center – community needs a high profile center for the arts – started in the downtown.
- Destination for the arts.
- Downtown as the arts center – there are also venues at the high school, etc.
- Downtown – convenient, easy, attractive to come to, pedestrian friendly is the goal. However, the downtown design charrette – local businesses said we need 4-lanes to handle the traffic – a real conundrum.
- Public housing, apartments for the elderly, Section 8, developmentally disabled, etc.
- On the side of pedestrian safety for S. Central Ave. for seniors
- Key issues – 200 elderly folks within a few blocks of Central Ave. and 90% walk.
- Library is very busy – Wisconsin Rapids is the next closest library
- 560 people per day visit the library.
- At the library, internet stations seeing more use. 330 people per day using computers – online databases, etc. – accessing what happens beyond the walls of the library. The question is where do we go in the future – we are at a great decision making point and have a good library board. Will aim to purchase land on the north side. Develop a cultural center, etc. – bigger destination.
- Need pedestrian safety which fits into the bike trails.
- Great to see families use the trails.
- Need trails within the downtown to bring all the trails together.
- Connect trails and connect the trails to the schools.
- Need to bring together all stakeholders related to healthy lifestyles to make downtown Marshfield a healthy place.

- Working with schools, restaurants, etc. Get the message out throughout the community – walk to school day.
- Work with businesses – a tool kit – how they can make a healthier lifestyle for employees.
- Major business in town is health care – connections between people's whose business is medicine and everyone else.
- Mission for the downtown – get people more people to live on second stories downtown, and then more people to live, work and shop downtown – need to monitor how this trend is evolving.
- Beginning to get a sense of mission the arts and culture.
- Places for antiques, coffee houses, books, historical context from 1800s structures, sense of what Marshfield is – and wants to value its historical past.
- Plan must capture the energy in and for the downtown and focus it, but it is still unrealized.
- Landlords have allowed it to decline, only in for the rent they receive.
- Wonderful opportunities for more improvements.
- Walk, bike through the downtown.
- Sense of place and time is needed.
- Must have places for people to have lunch together – to make connections – in downtown.
- Must create incentives for the improvements to occur.
- Foundations laid by people 100 years ago is still solid.
- Tie it all together – a vibrant, alive place for people to live, work and play.
- City fathers not in concert with their own plans for the downtown – what is the sense of what's going on here.
- Background with historic structures – a place people want to be – recreational opportunities from 7 a.m. to 10 p.m. downtown.
- Capture lots of energy.
- Downtown has repurposed itself with the bigger boxes to the north.
- Historical downtown died in the late 1970s.
- Problem with the downtown has always been the traffic flow. People like being there, but then it is difficult to get around.
- Backs of buildings face Veterans Parkway – they should open to it.
- Mix of people is needed.
- Must be easy to get around.
- Some form of urban transit is missing.
- Clinic should have transit to downtown – CDA has heard this from the elderly.
- Parking is in the back of buildings, but there is a need to make the back attractive.
- Make the recently burned down building a park in the center of downtown, a pass through, court yard, restaurant, etc.
- A greener downtown appeals to all people.
- No retail on the south side of the city (the downtown).
- Will see downtown move itself south with a brew pub and a hotel.
- City leadership has been too laisez faire. Sometimes this is obstructionist. They can be obstructionist.
- Public art was donated but the city said no because it was too tall.
- Downtown needs to be a point of identity or pride for citizens.

Focus Group #4

Question: Is downtown a good place to conduct business?

- Probably – downtown is a retail corridor could use some help; the north side of town is booming
- With the reconstruction of S. Central Ave. the 3-lane road would have killed it – nothing less than 4 lanes. The smaller road would have resulted in congestion so bad that it would have forced people out.
- Not for a location sensitive business.
- Some businesses are probably less sophisticated – tattoo shops, pawn shops, used book shops, etcc.
- Traffic is a major factor for the success of businesses.

- Some people look at Marshfield as a larger town – finding on street parking causes anxiety – particularly people from the surrounding rural communities.
- Great location for professional services with close proximity to restaurants, etc.
- Some businesses may be coming because it is cheaper.

What is needed to make downtown successful?

- Need more work on the exteriors of buildings – to draw in more businesses; there is a hodgepodge of businesses now.
- Banks participate in lending up to $30K to Main Street, but there are only one or two loans out. Is $30K enough? This program never took off – maybe the City needs to promote it.
- Maybe tie loans to implementing design guidelines.
- Sometimes cutting large buildings into several smaller offices is a good thing – not everyone needs a large building to conduct business in.
- Look at the old Penny's building – a large building – cut up into smaller businesses because large tenants are not coming downtown.
- People say there is no shopping here, but there is not enough money to support many types of retail stores such as clothing stores.
- Wausau is just 45 minutes away – tough to compete with them.
- Shops competing with high volume stores is hard. The great ideas are for unique shops and entertainment businesses. There is a concern that we cannot support several different play houses – Marshfield is in the middle of a rural area with few people to draw in.
- Pick N Save could encourage more housing downtown – there would certainly be less housing without a grocery store.
- Most shopping will still be at larger stores.
- Specialty shops – book stores, Amish, antiques, toys – the key is to get a couple of neat stores in a row. Unfortunately, most of it can be bought on the internet.

Focus Group #5

Question: What are the key issues and opportunities for downtown?

- There is an increase in the number of people who see downtown as a shopping district – events help attract people downtown who shop, but we are missing an opportunity to create a strategic marketing campaign to tie events to shopping.
- 70% of the people coming to downtown to shop are coming from out of town – only 30% are in town.
- MACI, Main Street and City need an educational campaign and leverage resources to improve downtown and coordinate activities.
- 4 lenders said we needed more businesses on the south side.
- The Farmers Market at Pick N Save is taking off like wildfire – there are 600-700 people every week, this is a great social time, there is music – downtown needs to be events-based with customers aware and knowledgeable about the events.
- Main Street Marshfield has been fragmented.
- Downtown is from 7th street to Brewery Ave – these are the bookends; people come in, come back
- Menomonee Falls and Sheboygan downtowns are good examples of successful downtowns.
- Need good signage to promote the downtown.
- Want to become pedestrian friendly, but it's not.
- Can't do angled parking with the trains because it reduces the number of lanes and extends the congestion further downtown.
- Need more foot traffic downtown.
- New parking has been great; signage and education about parking have helped; ancillary parking on Maple Ave. helps take the parking pressure off of Central Avenue.
- South bound traffic is bad and will continue to get worse.

- People will walk a mile at the Mall of America but will only park in the front of a store in downtown Marshfield.
- Delivery trucks must remain on Central Ave.
- Pool of shoppers in Marshfield is increasing with the big box stores – people are not just going to Madison, Wausau and Portage – they are staying and coming to Marshfield.
- This is the longest Main Street in the world – easy to find and provides a good North-South link in the city.
- There will be many more pedestrians with the completion of the bike path.
- 5000-6000 people per day are going to the Marshfield clinic.
- Use the Marshfield clinic for promotional efforts – attract people to the downtown that travel to Marshfield for the clinic and are waiting while their friends, family are at the clinic.
- Need street life downtown.
- Must become business friendly.

4.2 DOWNTOWN ACTION TEAM MEETING #1

The first Downtown Action Team (DAT) meeting was also conducted on July 27, 2005. One part of this meeting consisted of asking DAT members to briefly state their priorities for the downtown. The list below summarizes many of the key statements members made.

<u>DAT Member Comments</u>

- Need more street trees
- Needs to be pedestrian friendly, feel welcoming, brickways, walk-outs for the community and citizens, find ways for people to enjoy the downtown
- Have downtown retailers come together within the same area to understand their issues and opportunities, and then work together to make improvements
- There has been much progress over the past 10 years – traffic is the lifeblood of downtown
- Concerned about pedestrian and bicycle traffic – not pedestrian friendly and a lack of bicycle connections to the downtown; health-wise, people will do more walking and biking;
- Need to do more to attract people to the downtown – music, flowers, signage – make it comfortable for people to not be in their vehicles downtown; a lot of the truck traffic has decreased and reduced the noise.
- Need police dept. to enforce the speed limit
- Amenities will be nice, but police need to patrol the downtown
- Need something in terms of transportation to get people out of their cars
- Need to do something about the character of historic buildings – renovation. Will make it a destination – want amenities discussed at the design charrette to be installed. Entrances must all be welcoming.
- Need bikes on the streets.
- Can honor the past – make the connection between economic development and historic preservation.
- Better connect the neighborhoods with the downtown
- Create open space in the middle of downtown – don't know where, but it would be wonderful
- Downtown needs to be a focal point of the community – portray something unique – Historic Preservation makes it unique. Buildings downtown need to be restored such as in Beaver Dam, Portage – beautiful buildings – must take advantage of it to create an identity.
- Lyman's corner – Thomas Hotel – great gateway to the City.
- Need more space downtown – spread east to west.
- Main Street's 4-point approach is extremely important – look at Sturgeon Bay as an example.

4.3 COMMUNITY VISIONING MEETING SUMMARY FOR DOWNTOWN

This section provides a summary of the community-wide visioning meeting results related to the discussions about the downtown. This meeting was conducted on July 27, 2005; about 50 people participated. Meeting attendees were divided into three groups, and each group participated in a facilitated discussion. First, participants were asked to identify their likes and dislikes about the downtown, and then to respond to three questions.

1. What are your desired land use (residential, business, office, etc)/business mix (types, densities)?
2. What should the character of downtown be?
3. What are the transportation issues that need to be addressed?

Downtown Likes:

- I like the wide main street – hope they don't try to change it
- Number and variety of stores
- Unique shopping space
- Historic buildings
- Service oriented
- Good parking
- Good variety of activities, such as Hub City Days, Christmas programs
- Plantings, trees and upkeep
- That we have lots of flowers in planters and parking lots
- Some very nice character in buildings/mix in shops
- Community center
- Hiller
- Washington Square
- Not dead!
- Mix
- Flowered park lots
- Library
- Various business available
- Lack of streetscaping
- Should be planned better
- Too much traffic
- The sidewalks are bad for walking or wheel chairs!!!
- Businesses are not accessible
- Architecture
- Too many "old" buildings
- Street to wide
- Traffic
- Not enough community support
- Ideas are not priority with city fathers. Disconnect between commerce and industry and downtown
- Limited shopping – need more variety
- Motorized thoroughfares unfriendly to pedestrians/cyclists
- Continuity with modernizing, upgrades, of building and business
- Busy streets that are not pedestrian friendly
- Parking
- Continued growth downtown

Downtown Dislikes:

- I don't like allowing chain stores to come in and built to the detriment of our downtown.
- Street condition – hard to cross
- Pedestrian safety
- Pedestrian
- Limited evening and weekend hours
- Limited products
- 4 lanes of traffic should be reduced to 2
- Mostly specialty stores
- Not enough park-like settings/green spaces
- We have no trash receptacles or benches
- No public rest rooms – they are needed
- Inconsistent visual shape of buildings. Not all look very pleasing
- Too many old and underutilized buildings
- Heavy traffic flow makes it unwalkable and unbikeable

Discussions

Question 1:
What are your desired land use (residential, business, office, etc)/business mix (types, densities)?

- Priority for retail but mixed use
- Housing important but must be safe
- Maintain a mix
- Accessible and inviting
- Friendly, with shade and benches in the block (or a place for outside tables and chairs)
- Mix of the above
- I like the trend – multiple use
- Include affordable housing
- More retail businesses to get people to come downtown
- Services (restaurants)
- More available apartments above the businesses
- Need more programs (farmers market brings a crowd)
- Business is good – more
- Mixed business plus apartments
- Service area
- Combination of unique shops and restaurants
- Specialty shops
- More eclectic – theaters, restaurants, warehouse housing
- Mix retail, residential, parks, arts

Question 2
What should the character of downtown be?
(Think about: architecture, buildings, streetscapes, amenities, etc.)

- Small shops – unique older buildings
- Historic preservation a priority with amenities to compliment
- Retain historic character
- Keep as is (historical)
- Outdoor sculpture, furniture
- Friendly
- Safe
- Pedestrian friendly
- Comfortable with lots of trees, flowers, statues, signs and outside dining on sidewalks
- Historic – brick
- A place that represents who we are as a community and that attracts all citizens to come and enjoy and use downtown
- Two lane traffic
- Bike lane
- Larger sidewalks
- Taller buildings downtown
- Signature building 5 or more stories with outdoor setting for community to gather
- Historic views
- Slowed down activity – pedestrian friendly
- Restoration in combination with some relocation of run down/incompatible uses
- Continue architecture scheme – service oriented – walking friendly
- Better historic character
- Accessibility
- No identity
- Prevent night trespassing - low (waist level) lights
- Brick buildings and walks
- Pedestrian friendly
- Historic character
- Amenities

Question 3:
What are the transportation issues that need to be addressed?
(Parking, access, circulation, modes of travel)

- Definite need for enforcement of pedestrian laws
- Bicycle riders on the sidewalk are against the law/no enforcement/dangerous for pedestrians
- Speed limits enforced
- Safe and desirable pedestrian walking routes
- Get larger trucks off of Main Street (budget cut)
- Move some vehicle traffic off Central to Maple and Chestnut, maybe creating one-way streets there.
- Have bike paths coming through downtown E-W, perhaps on 2nd and 7th
- Pedestrian safety
- Needs to be more walkable and bikeable
- Buses from high school to downtown; also from clinic to downtown
- Central Ave – 4 lanes?
- Need lane for bikes
- Access for elderly to get around – more are moving into town
- Need for ways to slow and restrict flow by trucks
- Need for bike route N-5
- Less parking – there is plenty – it is a little dangerous
- Close E 3rd St to traffic
- Close E 5th St to traffic
- Direct traffic around downtown rather than through
- Better handicap transportation
- Parking is limited – slow down
- Poor cab service
- Pedestrian circulation

CHARRETTE NOTES
TABLE OF CONTENTS

PUBLIC WORK SESSION
(10/19 - 11:30 am-1:30 pm)

Transportation/Parking

- 100 Block on West side is not attractive
- Chestnut Ave does have some landscaping, but public and private parking could be improved
- Police Dept. employees use lot behind Charles Hotel. Could they park somewhere else?
- Ownership issues on the 100 Block causes tension between businesses
- 100 Block on the east side is a good example
- Signage concerning identifying types of parking needs to be better
  - Who should park where, how long, where can you go from parking lots
  - Signs must be strategically placed
- Have City move Police Dept. parking and long-term spots and replace them with short-term (shopping) parking
- Need more parking on/around 4th Street6
  - Change of business (from retail to business office) might change need
- Work to make Chestnut/Maple as main bike routes
- 2nd Street should be a main bicycle route connecting the library, post office, and Miller Park
- Need Bike Route Signs
- Put a bump outs on Central Avenue where no left turn or truck traffic will be allowed
  - Also on 2nd Street to slow traffic
- Pedestrian signals must be longer to accommodate people crossing Central
  - Must accommodate visually impaired
- "Greening" (boulevard, terraces, etc.) should be used for traffic calming
  - Helps make it feel more pedestrian friendly
- Make Veteran's Parkway more pedestrian friendly
- Bike parking can be provided on streets parallel to Central Avenue.
- Bikes on Central Avenue are not a good idea.
- Connect 2nd Street East West

Streetscape/Open Space

- Outdoor Dining should be accommodated
- Implement PROW
- Need strong downtown entrance signs
- Columbia Park needs to be included in the downtown frame work
- Possible need for outdoor open space on the far south side of downtown
  - Something near new brew pub, possible brew garden?
- Possible enhancements on the Washington Square to make more of a town square
- Capitalize on space in front of Thomas House
- Move M&I Bank to 2nd and Central and make that block the town square
- PROW hasn't been passed. There are revisions which are pending.
- Outdoor dining should be encouraged.
- Define entrances to downtown.
- Branding for Downtown very important- image.
- Pedestrian friendly streetscape needed.
- Meeting space/town square should be the focal point of downtown
- Move MI Bank building to 2nd and Central and create Town Square at the site.

PUBLIC WORK SESSION
(10/19 - 11:30 am-1:30 pm)

Land Use and Redevelopment

- ✓ 100 Block East-Pawn Shop
- ✓ Expansion of some businesses (Amish Furniture)
- ✓ Relocated muscle: fitness and get back to retail.
- ✓ Redevelop Shoe Co. (long-term future)
- ✓ Redevelop area between Walnut and Chestnut along Arnold.
- ✓ Residential Housing along Central Ave.-upstairs rehabilitation.
- ✓ Housing along Maple
- ✓ Redevelop site of gas station/car wash.

100 Block

- ✓ Parking Lots: Public and Private
- ✓ Back of Charles hotel needs to be updated
- ✓ Police takes up public spaces.
- ✓ Single ownership for parking area
- ✓ Signage-way finding to parking lots and destinations.
- ✓ Employees in downtown take parking spots in front of the shops, making it difficult for customers to park.
- ✓ Long-term lots need to be made for employees.

Overall Goals

- ✓ Downtown Housing
  - o Eliminate Substandard Housing
- ✓ Encourage Relocation of Industrial
  - o 2nd St
  - o Area B/W Brew Pub & Furniture Store
- ✓ Create Distinctive Image/Identity
  - o Marketing
- ✓ Create Public Space
  - o City garbage site
- ✓ Targeting What Needs to Move Out
- ✓ Simplify! (Identity)
- ✓ Long-term PLNG
  - o E.g. City Garage
- ✓ "State Street" Like Madison
- ✓ Regional Shopping Centre?
  - o Big Commercial Draw
- ✓ No Big City Traffic/Hassles
- ✓ Downtown
- ✓ City Needs a Symbol
- ✓ Symbol Which Can Differentiate from Others
  - o Hub City?
  - o True Symbol
- ✓ Local/City - Hometown/Family – Businesses

Most Important Improvement

- ✓ Burnt – Out Bldg. Site
- ✓ Infill Opportunity
- ✓ New Bldg & Pocket Park?
- ✓ Inspirational Vision/Identify Individuals
- ✓ No Radical Changes
  - o Series of smaller improvements e.g. Police Dept
- ✓ Policing in D/T – Safety and Security
  - o Enforcement
- ✓ Pedestrian Movement for Impaired
- ✓ Public Transit
  - o DT to N. Side
  - o Focusing on seniors
- ✓ Group of People Spreading Vision/Identifying Theme
- ✓ Back of Businesses
  - o Should/Can Become Fronts
  - o Encourage Cleanup
- ✓ Easy Access to Storefronts from Parking Lots

Land Use and Redevelopment Focus Group
(10/19 – 2:00-3:00 pm)

- ✓ Concerns about Renting on Second floor apartments because of fires
- ✓ Gentrify housing units downtown
  - o Have hands on landlords
- ✓ Safety
- ✓ Work out challenges with Zoning Code
- ✓ Need a constructive place for youth and programs
- ✓ Commercial mix should include businesses for kids
- ✓ Absentee landlords don't share same vision
- ✓ Wellness walk is a good program
  - o Explore other options (historic Walk)
- ✓ Better marketing is needed for downtown
- ✓ Blue Sky Project next to library
  - o Cultural Center
- ✓ Find a place for a museum downtown
- ✓ Niche Market—enhance existing conditions
  - o Antiques
  - o Children (stores, museums, activities)
- ✓ Incentives for businesses to restore and preserve historic and unique properties
- ✓ Block by Block Strategy
  - o Library
  - o Chestnut Ave. Center for the Arts
- ✓ Put Internet Cafe´ near Theater to create a "entertainment district"
  - o Maybe add more restaurants
- ✓ Redevelopment area—Arnold and Veteran's between Walnut & Chestnut
- ✓ Balance housing mix
  - o Specialty rental
  - o Possibly adding condos
- ✓ People are starting to walk downtown
- ✓ People are wanting to buy buildings
- ✓ Need to attract young professionals to live, work, and play downtown
- ✓ Balance Office & Retail (men's clothing store, shoe store, ice cream parlor)
- ✓ What needs to be downtown? Specialty Retail
  - o Specialty Shoe Store
  - o Children's Store
  - o Teenage Clothing Store (Gap, Old Navy, etc)
  - o Bed & Breakfast
- ✓ Make downtown more than Central Ave
  - o Tie in cross streets – Maple/Chestnut, etc.
- ✓ Shuttle connection between the Clinic & Downtown
- ✓ Need to coordinate marketing efforts
  - o Assets (professional, arts)
  - o Organizations
  - o Remove duplication
- ✓ Need to upgrade & be more sophisticated
- ✓ Capitalize on specialty retail
- ✓ Need quicker, local lunch options
- ✓ Identify redevelopment sites
- ✓ Complementary businesses should be added to the 100 Block
  - o Some businesses need to be expand
  - o Trader Ike's, Antique Store & Amish Furniture Store are a good start
  - o Gift Shop, Ethnic Restaurant, and Accessory Store are possibilities
  - o Men's Clothing Store (this town needs more than one)
  - o Shoe Store will be missed

- ✓ Store front windows/facades should be open and with windows
  - o Health Club is unfortunate
- ✓ 2nd Street between Chestnut/Walnut should be redeveloped (fronts onto Veteran's Parkway)
  - o Cabella's wanted in Marshfield!
  - o Office
  - o Residential/retail mix
- ✓ Arnold Street between Chestnut/Walnut
- ✓ At a future time the Boot Factory might be prime for redevelopment
- ✓ Land Behind Washington Square
- ✓ Vacant land on 6th Street North of Washington Square
- ✓ Residential on Maple could be nicely rehabbed, some cold be renovated or small retail
- ✓ Property Owners need to see big picture and renovate the second story
- ✓ Car wash and gas station on Central between 5th & 6th could be redeveloped

TRANSPORTATION AND PARKING FOCUS GROUP
(10/19 – 2:00-3:00 pm)

- ✓ Adequate parking
- ✓ Make traffic flow better for peds/bike
- ✓ Peak time ped movement difficult
- ✓ Getting through downtown
- ✓ Traffic signals & intersections
- ✓ Bump outs good/safer
- ✓ Heavy trucks a problem
- ✓ Slow down motorists
- ✓ Get truck traffic off Central
- ✓ Signal timings to be improved
- ✓ "Greening" – trees, streetscape improvements Central Avenue -- should remain 4 lanes
- ✓ 100 Block – Should have a 2-tier parking permit requirement.
- ✓ Chestnut and Spruce – Great redevelopment opportunity. Bring down bldg and make parking spots there
- ✓ Future truck traffic will be less once Hwy-10 opens up. In the spring season, truck traffic decreases.
- ✓ Business people on Hwy-13 are against change
  - Bump outs are good solution
  - Timing of signals important

URBAN DESIGN AND STREETSCAPE FOCUS GROUP
(10/19 – 3:30-5:00 pm)

- ✓ Heart of Downtown is Important. Historic Significant
- ✓ Uniqueness of Downtown
- ✓ Old Buildings build character of Downtown
- ✓ "Look" vs. Importance. – Aesthetics unique
- ✓ What potential exists – Awareness
- ✓ Love the City
- ✓ Important to maintain vitality – vibrancy of Downtown
- ✓ Improve Aesthetics
- ✓ Historic Theme for Streetscape
  - Brick walkways, benches, trash, receptacles, street trees
- ✓ Ped friendly w/good connectivity
- ✓ How to make this unique? Public Art? Statues of founding fathers (i.e. Upham) locomotive
- ✓ Town Square concept. Across form City Hall M&I Bank – Adaptive reuse with Town Square to the North
- ✓ Trees, planters, bump-out accents, etc.
- ✓ Relocate Locomotive to downtown
- ✓ "X" ed out parking stalls are for snow storage
- ✓ Enhanced gateway streetscapes
- ✓ Restoration of storefront
  - Fill in missing teeth
  - Good urban infill that compliments historic character
- ✓ Fountains – Need to bring water to Marshfield Gateways?
- ✓ Look at bringing back historic light fixtures
- ✓ Medical complex influences the character of community, its vitality.
- ✓ Streetscape should be well landscaped & pedestrian friendly.
- ✓ Public Art should be encouraged in the Downtown- large statue of William Upham or a large fountain suggested.
- ✓ Location of public art: By the City Hall, at the median, by gas station.
- ✓ Encourage Bike racks, benches to encourage pedestrian movement Downtown.
- ✓ Landscaping and lighting very imp. To encourage downtown usage.
- ✓ Down lighting better than up lighting in downtown streets.

PARKS AND OPEN SPACE FOCUS GROUP
(10/19 – 3:30-5:00 pm)

Small discussion with Ed Englehart (Director of Parks and Recreation) and Amber Miller (Director of Planning and Economic Development, where existing parks and programs were discussed as well as potential sites for new open spaces and new programming options for existing parks.

Current Parks:
- ✓ Steve J Miller Rec. Area
- ✓ Strohman Park
- ✓ Veteran's Park
- ✓ Columbia Park

Potential Park Areas:
- ✓ M&I Bank Parking Lot
- ✓ City Hall Parking Lot
- ✓ Washington Square Parking Lot
- ✓ Burnt Building in 200 Block of Central Ave
- ✓ Library Block Area

<u>BUSINESS REPRESENTATIVE FOCUS GROUP</u>
(10/19 – 3:30-5:00 pm)

<u>Top Issue to doing business in the downtown?</u>

- ✓ Is there a correlation between business/owner occupants to successful downtown...Yes
- ✓ Interdependent businesses – not independent business
- ✓ 16 year business – parking abuse, employees using customer spaces – need for parking management
- ✓ Not enough people walking on Central Ave. – community unaware that downtown is shopping district
    - o Billboard – we are alive and well
    - o More events
    - o Direct mail
    - o Marketing program
- ✓ Not enough interest in business programs by Main Street – customer appreciation night
- ✓ Too many people not advertisers – free load off others business hours – where can you get a cup of coffee after 5pm
- ✓ Not coordinated
- ✓ North side gets more attention, need more City involvement in assisting south side TIF district on north side ticks me off
- ✓ North side does not have amenities that South side does
    - o Not pedestrian friendly
    - o Needs to market to our strengths
- ✓ How do you get independent retailers to work together
- ✓ There is a rogue element/independence in DT – part of attraction
- ✓ Some businesses next to one another are working together
- ✓ How do we collaborate – what is our niche that north side won't attract
- ✓ Pic-N-Save – survey of over 50 age group – disproportionate on south side
- ✓ Who is the target customer for DT? – Do you know? – How do you spend your marketing $
- ✓ Need joint marketing – need to sell DT as a marketplace/destination (Deb)
- ✓ How do you theme DT – historic is not enough (Deb)
- ✓ When I came here – nothing grabbed me (Deb)
- ✓ Where does the funding come from to identify market and promote the market (Deb)
- ✓ We need to have a focused strategy on "today's" issues
    - o Need to work on this together
    - o Survey – what are your top 5 "today' issues (Deb)
- ✓ Not all forms of media are effective for all businesses (Deb)
- ✓ Strategy – develop identity that we can all share in, need common marketing message that DT is a shopping destination (Deb)
- ✓ Our common brand is downtown Marshfield (Deb)
- ✓ Vast # of retail purchases made between 4pm and midnight
    - o We have generators during evenings – hotel/convention center, grocery sore , cinema

Key Point – Brand Message

- ✓ Think outside the box – think downtown
- ✓ How can we capture North side customer – what are their needs and how can DT supply – e.g. gifts
- ✓ Thursday and Friday more traffic in evening
- ✓ Sunday late am – more traffic from churches
- ✓ Pic-N-Save – Senior Day on Tuesdays – 10% offices
- ✓ We can all benefit if we promote Senior Day
- ✓ 10 – 2 if the busiest time for seniors
- ✓ 25 years ago, everyone was open on Friday night – Transitioned because of independent businesses that wouldn't stay open or wanted different nights
- ✓ Banking has changed - check/credit card economy doesn't need cash and traffic at banks on Fridays and weekends changed

Need

- ✓ Lighting, streetscaping, lights in storefront on all the time, more green – softem
- ✓ People shop in a zigzag pattern – need to find safe crossing street Ma
- ✓ Spill activity out onto sidewalk
    - Need to talk to City - City allows seasonal outdoor displays
- ✓ Issue – Signage ordinance
- ✓ Flower Boxes on 2nd story windows
    - City doesn't allow
- ✓ Light storefront all day and night
- ✓ Business need to work together to work with City on regulations
- ✓ Allow access to calendar of convention's coming to town
    - Market groups
- ✓ Address fears – safety walking, getting lost
- ✓ Cohesive organization – Main Street/MACCI
- ✓ Non-participants need to be informed
- ✓ Pick one thing that we can do together
    - Thursday pm shopping– joint marketing, monitor customer traffic – let people know

Idea

- ✓ Healthy lifestyles promotion – how can we promote this as a downtown?
- ✓ Cab vouchers for Clinic
- ✓ Work a deal with cab company
- ✓ We need to promote all local businesses to our customers
- ✓ Visit everyone's stores – you've to know everyone
- ✓ Promote service and friendliness
- ✓ Billboard – posters – we are open Thursday and Friday everyday/night until Christmas
- ✓ Pic-N-Save will stuff grocery bags with posters
- ✓ Lots of great ideas if you work together

Agreement

- ✓ I agree we need to identify top "today" issues and work together on change
- ✓ How do we attract Clinic user??
- ✓ DT is just around the corner from the Clinics, we are just 5 minutes away
- ✓ Best ads is in the Imaging Magazine – only thing at Clinic
- ✓ We need a map of downtown that identifies unique businesses – This is what shopping centers do
- ✓ Work with City to adopt PROW – allow sandwich boards

Organizational Meeting
(10/20 – 1:00-2:00 pm)

Strategic Planning

- ✓ Individual Planning
- ✓ Could use more for 3 groups
- ✓ The M.P. will help
- ✓ Priority Setting
    - Goods
    - Work Plan – Specific tasks
    - Area of responsibilities
- ✓ How to get input from public is challenge for all groups
- ✓ How can we use other group/resources to help?
- ✓ Challenge—How to deal with the overlap in responsibilities
- ✓ Primary Organizations
- ✓ City
- ✓ Economic Development/Planning – Recommendation
- ✓ Historic Committee – Offshoot of Plan Commission
- ✓ Plan Commission – Architectural Land Use Review
- ✓ Main Street – Executive Directors, paid Board of Directors – 3 part time paid staff
- ✓ Downtown Boundaries
- ✓ Overlap in representing business community
- ✓ Committees – volunteers
- ✓ Promotion, Organization, Econ restoration, Design—meets once a month
- ✓ MACCI – Chamber, Not for Profit 7 employees
    - Four – MACCI
    - Two – Foundation
    - One – CVB
- ✓ All list City in initiatives e.g.
    - Planning, Sign Code – Business redevelopment
- ✓ Grants
    - Education
    - Infrastructure
    - Promotion
    - City does not have a marketing budget
    - Uses MACCI for marketing
- ✓ BID – Oversees district, set rates, all $$ go to Main Street
    - Approves Main Street budget and operating plan—meets twice a year

How is Current System Working?

- ✓ Pretty good communication
- ✓ Each entity has organizational dynamics
- ✓ Territorial Attitude
- ✓ Downtown's Improvements

Support Organizations

- ✓ North Wood County Historic Society
- ✓ Issue oriented ad hoc interest groups

Resources

- ✓ Historic preservation Association
    - Advocate for historic preservation
    - Park Street – Pleasant Street Historic District
    - Historic Surveys
- ✓ Chestnut Avenue Arts Center
    - Located in DT
    - Supports community/area
    - Enhances visibility for the arts
- ✓ Several other organizations that have programs in DT
    - Arts Council
    - Library
    - School – Alt. Schools
    - Senior Center
    - Youth?
- ✓ Leadership Marshfield – limited focus – area of MACCI foundation
    - Create awareness for DT
- ✓ Spokes person – enthusiasm, vision
    - Paul Rogers – owns Cinema

TOWN HALL MEETING
(10/20 – 7:00-9:00 pm)

Strategic Planning

- ✓ I like the greenness of 3rd Street by the Upham Mansion and Chestnut Avenue Center for the Arts When Shoe Factory is re-purposed for a civic use, the Chestnut Avenue Center for the Arts block can be more park like
- ✓ We want long views connecting from one side of Central Avenue to the other (or connecting anchor points).
- ✓ How to coordinate time, money, to the need?
- ✓ Reduce goals
- ✓ In Pick-n-Save parking lot, erect tencil material (tent-like) to cover parking area for the row of vendors and maybe even for the entertainment during Dairy Days. Can still be used as parking when not in use.
- ✓ Picnic shelter and playground (swings) in Miller Recreation Area
- ✓ Covered seating places in gathering areas-shelter and protection-downtown