

Downtown Master Plan Marshfield, WI



February 2006

Schreiber/Anderson Associates, Inc.
with BEST Real Estate Group, Inc



Acknowledgements

Mike Meyers, Mayor

The City of Marshfield residents, business owners, and other stakeholders who participated in numerous public meetings, focus groups, interviews, and informal conversations.

Downtown Action Team (DAT) Members

Sarah Fullman, Historic Preservation Committee
Carol Knauf, Main Street Marshfield Representative
Carl Meissner, Business Improvement District Member
Bill Mitten, Business Improvement District Chair
Karen Olson, Marshfield Area Chamber of Commerce and Industry Representative
Shelby Weister, Main Street Marshfield Representative

City Staff

Amber Miller, Director of Planning and Economic Development
Dan Knoeck, Director of Public Works
Ed Englehart, Director of Parks and Recreation
Bonnie Curtiss, Planner/Zoning Administrator
Brian Katcha, GIS Coordinator

Planning Consultant Team

Tim Anderson, Principal, Schreiber/Anderson Associates
Deb Ersland, BEST Real Estate Group, Inc.
Abigail Kiefer, Planner, Schreiber/Anderson Associates
Samyukth Shenbaga, Planner, Schreiber/Anderson Associates
Aaron Williams, Landscape Architect, Schreiber/Anderson Associates
Lee Gibbs, Engineer, Schreiber/Anderson Associates



Table of Contents

1.	Introduction	1
1.1	Study Area	1
1.2	Public Process	1
1.3	Vision Statement	2
1.4	Master Plan Goals	3
1.5	Master Plan Organization	4
2.	Summary of Existing Conditions & Market Analysis	5
2.1	Existing Conditions Analysis Summary	5
2.2	Summary of Market Analysis	6
3.	Land Use and Redevelopment Recommendations	15
3.1	Regional Context	16
3.2	Land Use Districts	17
3.3	Business Mix	18
3.4	Zoning Recommendations	19
3.5	Design Principles	20
3.6	Redevelopment and Rehabilitation	25
3.7	Specific Recommendations	32
4.	Transportation and Parking Recommendations	33
4.1	Pedestrian Improvements	33
4.2	Bicycle Improvements	34
4.3	Traffic Circulation Improvements	34
4.4	Transit	35
4.5	Wayfinding	35
4.6	Parking Improvements	37
4.7	Specific Recommendations	37
5.	Streetscape and Open Space	38
5.1	Streetscape Improvements	38
5.2	Landscape Improvements	41
5.3	Parks and Open Space Improvements	42
5.4	New Parks and Open Spaces	42
5.5	Specific Recommendations	43
6.	Master Plan Implementation	44
6.1	Implementation Organization	44
6.2	Developing a Branding Identity for Downtown Marshfield	46
6.3	Strategies for Working with Developers	46
6.4	Strategies for Business Retention and Recruitment	48
6.5	Potential Funding Sources	51
6.6	Implementation Timeline	55

Appendix

1 INTRODUCTION

In the spring of 2005, the City of Marshfield retained Schreiber/Anderson Associates (SAA) and BEST Real Estate Group, Inc. to prepare a master plan for the downtown area. The document includes a set of recommendations that have been developed in consultation with the Downtown Action Team (DAT), City Staff, other affiliated organizations including Main Street Marshfield and the Marshfield Area Chamber of Commerce and Industry (MACCI), and the public.

The recommendations seek to improve the downtown by building upon the already strong framework that exists within the study area. The recommendations include an implementation strategy that discusses responsibilities, priorities, funding, and key implementation strategies in order for stakeholders to accomplish the short-term and long-term revitalization of the downtown.

1.1 Study Area

The boundaries for the downtown study area are as follows: Blodgett Street to the north, Cedar Avenue to the east, 9th Street to the south, and Oak Avenue and Spruce Avenue to the west (see **Exhibit 1**).

1.2 Public Process

The planning process has been guided by a Downtown Action Team (DAT), whose members are all involved in some aspect of Downtown Marshfield. Marshfield City Staff, Main Street Marshfield, Marshfield Area Chamber of Commerce and Industry (MACCI), downtown organizations, and the public have also been included and consulted thoroughly throughout the planning process.

During the summer of 2005, the consultant team conducted multiple meetings with downtown stakeholders, the DAT, City staff, and the general public; analyzed existing plans, studies, and ordinances, and other data sources related to the downtown and greater community; and evaluated market conditions. The primary documents that were reviewed included: 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.

In addition to evaluating the existing conditions of downtown Marshfield, public input was solicited about how downtown should evolve and develop. This was done by collecting data through interviewing stakeholders, conducting a community-wide visioning meeting and the first DAT meeting. These events allowed residents and downtown users to express their opinions about the key issues and opportunities for downtown. This research of public input led to the formulation of a vision statement and goals for the master plan.

A Downtown design charrette was held in October 2005, which allowed for members of the community to participate in brainstorming, drawing, and framing recommendations for Downtown. The charrette was an intensive two-day process. The format of the charrette on Day One allowed for public input in various forms, including general brainstorming sessions and a series of focus groups. This input portion of the charrette allowed SAA the opportunity to gather ideas from all different members of the public. Day Two of the charrette involved the development of ideas and recommendations for improving downtown Marshfield based on this input.



The two-day Downtown design charrette in October 2005 provided a strong foundation of public input and ideas for the plan.

The public was encouraged to participate in Day Two by watching and commenting on the ideas SAA was creating. The charrette concluded with a Town Hall meeting to report the results of the public input gathered during the charrette and to present initial ideas and recommendations for discussion.

The final phase of the planning process has incorporated various ways for the public to comment on the master plan recommendations. There has been a display case containing the preliminary plan recommendations at the Marshfield Public Library. Comment cards have been made available for residents to provide input. An Open House was held prior to plan adoption to present final plan recommendations. The DAT meeting notes and the tabulated input from the public input is included in the Appendix of this report.

1.3 Vision Statement

For revitalizing downtown Marshfield, the following vision statement was prepared and based on DAT, City Staff, Main Street Marshfield, MACCI, and public input:

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 a collective vision for the downtown, the City of Marshfield will be a more welcoming, attractive and vibrant place to live, work, shop, learn and recreate.

1.4 Master Plan Goals

The following goals were established to guide the planning and implementation of the Marshfield Downtown Master Plan:

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.



This planning process is not the first to be completed for the downtown area. Several completed planning efforts have significantly informed this process. The most historical plan is the Downtown Redevelopment Plan, which was completed in 1997 by Beckett and Raeder, Inc. This plan was spurred by the construction of Veteran’s Parkway, and focused on a detailed façade analysis for the downtown. These façade recommendations for the most part are still relevant today, and should be consulted during the façade improvement process identified in the current master plan.

The South Central Avenue Reconstruction Design Charrette Results Summary Report was completed following a two-day design charrette held in early 2005. The charrette process and concluding report allowed Marshfield residents to have detailed conversations about character, design, and function of S. Central Avenue. The current Marshfield Downtown Master Plan and specifically recommendations for S. Central Avenue have been based on the results of this charrette.

Finally, the City of Marshfield is concurrently preparing their Comprehensive Outdoor Recreation Plan and the Community Comprehensive Plan. Schreiber/Anderson Associates was also retained to complete these plans, which has allowed for the coordination of all plans.

1.6 Master Plan Organization

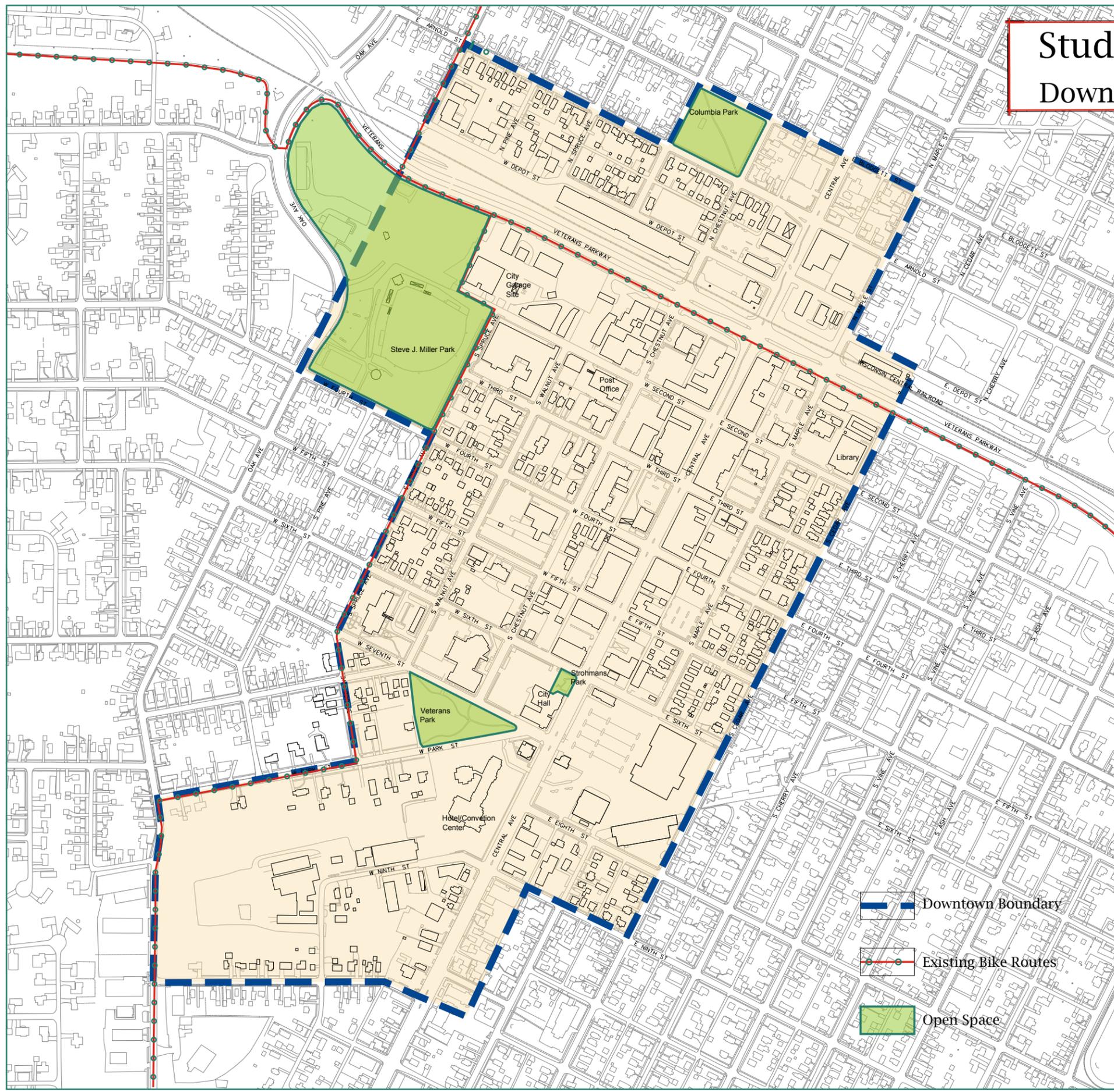
The Marshfield Downtown Master Plan is divided into the following parts:

- Part 1 – Introduction
- Part 2 – Summary of Existing Conditions and Market Analysis
- Part 3 – Land Use and Redevelopment Recommendations
- Part 4 – Transportation and Parking Recommendations
- Part 5 – Streetscape and Open Space Recommendations
- Part 6 – Master Plan Implementation
- Appendix



Study Area Boundary

Downtown Marshfield, WI

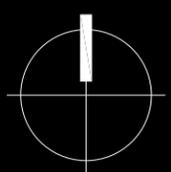


Marshfield Downtown Master Plan



Exhibit No. 1

January 20, 2006



2 Summary of Existing Conditions & Market Analysis

2.1 Existing Conditions Analysis Summary

The first phase of the Downtown Marshfield planning process was a comprehensive analysis of the current state of the planning area. This required an intensive process of interviewing stakeholders, City Staff, downtown organization leaders, business owners, and residents as well as analyzing past plans and relevant data. Where information was lacking, field studies were conducted and technical reviews were completed in order to understand the existing conditions of the downtown. An Existing Conditions Analysis memo was crafted to include the results of the above activities. The memo consists of six parts:

Analysis of Current Transportation System

This part of the analysis identified and evaluated the current transportation system that exists within downtown Marshfield including streets, parking, bicycle/pedestrian connections, wayfinding, and streetscaping.

Profile of Existing Land Uses

In this section, the land uses that currently exist in downtown were identified and mapped to understand the location and types of activities that occur in the downtown.

Analysis of Regulatory Environment

This part of the analysis evaluated the current zoning in downtown Marshfield and specifically addressed zoning classifications, historic preservation ordinance, downtown signage ordinance, and the proposed right of way ordinance.

Economic and Financial Profile

This part of the analysis is identified market conditions for the downtown. This profile accompanied the market analysis provided by BEST Real Estate Group, Inc.

Overview and Analysis of Existing Organizations

As in most active downtowns, there are a number of organizations that contribute to the downtown's management and Marshfield is no exception. For this analysis, Main Street Marshfield, MACCI, the City's Department of Planning and Economic Development, the Planning and Zoning Commission, and the Historic Preservation Committee were interviewed to gain an understand of their missions, current goals, and issues they face trying to reach those goals.

Opportunity Analysis

In conjunction with the existing conditions analysis, several focus groups and stakeholder interviews were conducted to solicit input about issues and opportunities facing downtown Marshfield. An Opportunity Analysis memo was compiled that incorporated the ideas from the public.

The complete Existing Conditions Analysis and Opportunity Analysis memos are included in the Appendix.

2.2 Summary of Market Analysis

In preparation of a “market analysis” component to the City of Marshfield Downtown Master Plan, it was important to evaluate existing conditions that both positively and negatively affect the downtown business market. As part of this downtown Marshfield market review, BEST Real Estate Group looked at:

- 1) Area demographics
- 2) Current property appeal to both businesses and customers
- 3) How the downtown works as a business district
- 4) Current business mix and traffic generators
- 5) Traffic patterns and parking
- 6) Pedestrian traffic patterns and obstacles
- 7) General maintenance and attractiveness of the district
- 8) Business owner interviews
- 9) Storefront signage and visitor directional signage

The market analysis piece to this study is not statistical in format. It was intended as a general overview to help direct specific recommendations and implementation strategies as part of the overall Master Planning effort. These recommendations and strategies will then be the tools that Downtown Marshfield can utilize to help fortify their competitive edge both locally and regionally.

2.2.1 Demographics

There are many factors which help to define a market area and the market potential. These 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.

Demographic analysis considers 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 benchmark for understanding competition, or for validating the positives and negatives of a particular area.

Demographically, this section looks at the study area from three different vantage points. Using the intersection of S. Central Avenue and Veterans Parkway as our center point, this section compares 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.

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.

2.2.2 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.

Niche Retail

In these 250 existing businesses, there are 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 distant 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's 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 the 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 Gifts niche market, there needs to be a certain density 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 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.
- *Health & 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:* This category 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. The community should look at other ethnic restaurant concepts to enhance current dining options.

Marshfield is a rare downtown that still has an operating theatre, providing an evening and weekend venue for customers wanting entertainment. There is an opportunity here to use this theatre as a foundation for building other arts and entertainment options. Museums, a local artisan's gallery, restaurants and/or bars that offer live entertainment, all add to the vitality of a downtown area. Public art can also be a way to create a sense of place within a community, helping to establish interest or character in the downtown.





These concepts don't necessarily need to be costly, perhaps simply creative. In Stoughton, Wisconsin there is a great little restaurant in the downtown called "Miles Away Café". They hire young, talented singers as their wait staff, who perform all during the evening accompanied by a pianist. It is great fun, attracts all kinds of customers, and it's not a huge expense item.

To balance the niche strategy, it is vital to provide products and services that also serve the everyday 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 the downtown area and not on a commercial strip.

Basic Retail and Service Businesses

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 its own against the migration of these essential businesses.

Downtown Anchors

Another important component to a healthy downtown or business district is what kind of "anchors" they have. Although "anchor" businesses are typically thought of as a primary retail store, that is not necessarily the case. The definition of an "anchor" is a business or entity that provides substantial economic strength, may occupy a larger square footage compared to neighboring businesses, and/or serve as a primary traffic generator.

Downtown Marshfield has some key anchor tenants that are very important to the potential of this district.

Those anchors are:

- Holiday Inn Conference Center
- Pick N Save Grocery
- City Hall
- Roger's Cinema
- M & I Bank
- Public Library
- 100 Block

These anchors represent a wide variety of uses, including municipal, lodging, entertainment, financial, and a variety of retailers who make up the 100 Block. The great thing about these anchors is that they are scattered throughout downtown, and they all drive different types of traffic. Obviously, some of this traffic is tourist and traveler, but most of these anchors drive everyday, local traffic in and out of the downtown.

When planning for business recruitment, it's important to look at the anchors and determine if there is opportunity to capitalize on the particular types of traffic that is occurring. For example, perhaps there is opportunity for a pizza café close to the theatre, or a restaurant alternative near the Conference Center and the proposed brew pub. A Downtown Marshfield Business Inventory is located in the Appendix.

2.2.3 Market Observations

Downtown Marshfield currently benefits from a broad mix of housing, office, and retail uses which balance and support one another. It is important for Downtown to expand upon this diversity of uses to create a vital center that is active 24 hours a day, 7 days a week. The following section outlines market observations that would enhance what currently exists. These observations have informed the final recommendations that are included later in this report.

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

- An identifiable, significant business district.
- Impressive number and types of businesses.
- Businesses that serve both local and regional shoppers.
- Great municipal parking options.
- Excellent traffic counts.
- Good street connections.
- Public investment in new commercial projects.
- Solid demographics.
- The Main Street program.

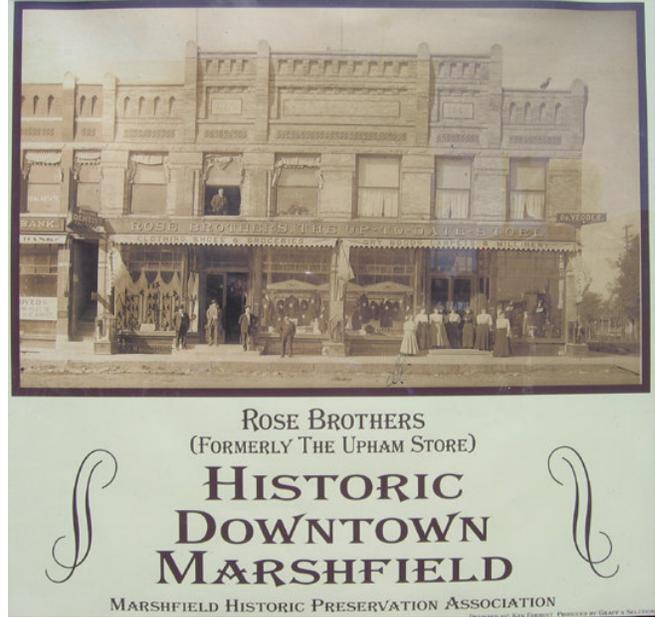
Even with these great assets, a Downtown district is never “done”, and will always need continual nurturing, revitalization, and reinvestment. Market conditions, physical conditions, and time can work against business owners, even under careful watch. The economy goes down, fuel prices rise, street construction makes access challenging, buildings burn down, banners get old, business owners retire - there is always something that needs time and attention in a Downtown district. The fact that a Main Street Program is here and organized is a huge benefit, but it doesn't mean that Marshfield can let its guard down. Understanding, maintaining, growing, and revitalizing the Downtown requires constant vigilance.

There are some specific items that should be addressed that would better position Downtown Marshfield in the marketplace. These observations are listed in order of their priority:

1. *Give the Downtown an exciting visual identity.* Given all of the positive things occurring in Downtown Marshfield, it is unfortunate that this is not adequately 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 visitors to stop.

Streetscape planning and implementation is a must. Entrance features, landscaping, lighting, directional signage, and benches are tangible, visual enhancements that can set the tempo of a business district. The Downtown business district needs to be supported by creating a new identity that will attract customers. Investing in streetscape improvements will provide a direct return to the residents and business of Marshfield. The vitality, look, and “shop-ability” of the Downtown will provide fertile soil for the growth of current businesses and the planting of new businesses.

Another opportunity to improve the visual identity of Downtown Marshfield is working with individual retailers to better reflect the personality of their shops by better utilizing their storefronts and their sidewalks. Businesses need to work harder to captivate the interest of vehicular and pedestrian traffic. Exterior signage, storefront window design and lighting, façade maintenance and upgrades are all important components of appealing to the customer. It is the retailer's job to put out cues that invite and encourage customers into a store. Creativity is important. Storefront windows should be changed often and should be



interesting and fun, bright and expressive. Business owners should work with the City of Marshfield to allow temporary and seasonal “sandwich” signage, along with the right to put merchandise out on the sidewalks. Obviously, this must be executed in a professional manner so that it is a benefit to the business, not a detriment to pedestrians, store owners, and neighbors.

2. *Organization is critical.* There are many groups with different missions and agendas that offer their support to Downtown; these organizations are outlined in the Existing Conditions Analysis. Sometimes the lines between these groups can become blurred or overlap in a way that is confusing or not an efficient use of resources. The Implementation section of this report outlines how these organizations can focus their energies in the most efficient way in order to strengthen downtown as a whole.

The Main Street Marshfield Program seems like the logical leader to help organize the interests and needs of the Downtown businesses. Working together, these businesses have the energy and talent to really affect change in the Downtown. Whether through joint promotions, special events, business recruitment, ordinance issues, or business hours, these invested business people must understand the power of their working together. Whatever the format of the organization, it needs committed leadership, a solid plan of action, and realistic goals to keep people excited and involved.

3. *Make Downtown customer friendly.* Even a visually inviting Downtown will still have problems if its customers are intimidated to cross from one side of the street to the other, traffic is a bit too frenetic, or the parking is hard to locate.

Traffic counts in Downtown Marshfield are strong, and traffic moves quickly. This makes pedestrian crossings an “at your own risk” situation. Much as with the individual retailers, the Downtown area also needs to invite and encourage customers. It is extremely important to invite customers to shop all businesses by providing safe and convenient cross-street shopping. Clearly identified pedestrian crossings should be provided at intersecting streets, and safety zones in the median for those who may cross mid-street may need to be provided.

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. This will better help motorists to see storefronts and directional and informational signage (i.e. parking), and will also make pedestrians feel safer.

It is a positive aspect that Downtown Marshfield has on street parking, as well as many municipal parking lots. However, from a visitor standpoint, these lots are difficult to find from main entrances of the downtown. The planting beds at the municipal lots are very attractive, and provide a soft edge to the hard surfaces of the parking areas. These parking lots are a terrific asset, but they would be dramatically improved if Downtown visitors could find them more easily.

4. *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 occupy their own buildings 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 increase. These are all valid concerns, so all options of financial and technical assistance need to be explored as is outlined in the Implementation section of this report. Current economics may require more creative financing packages to entice property owners to realize the value of doing such work.





While storefront or façade improvements may be difficult for a property owner to quantify, the following information should be considered. Over 15 years ago, the University of Wisconsin Extension Service conducted a study called, “Economic Effects of Storefront Improvements”. The study 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 the study 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.

5. *Continue efforts to recruit complementary 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. Also, look at the Downtown’s “anchors,” as outlined in section 2.2.2, and evaluate what other complementary businesses may benefit from being adjacent.



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. This could mean beautiful, historic homes, more modest, run-down properties, or perhaps a mix of both. Many communities have faced an aging population in these older houses, with fewer families interested in locating Downtown versus new suburbs. Sometimes, these Downtown areas can become areas concentrated with older single family homes now converted to apartments.

In larger market areas, the concept of living Downtown has been very hot. Different housing options such as zero lot-line town-homes, condominiums, new multi-family units or apartments above storefront retail have become extremely popular. This housing demand in the larger markets is driven by the convenience and ambience of living Downtown.

The current Marshfield housing market may not support a demand for some of these alternative housing options in the Downtown. However, change can start to happen with just one renovated apartment above a store, or a small two-family townhouse project, or the renovation of a wonderful, historic home. As the Downtown business area becomes revitalized, and residents can see the value and amenities of living in this beautiful, convenient area, housing opportunities can happen.

Pay attention to local housing trends. Evaluate properties that could be assembled for an infill project, or perhaps a larger commercial parcel that could be recycled into a residential opportunity. Attracting and keeping residents in the Downtown area is an important part of maintaining a stable and healthy business district.

3 Land Use and Redevelopment Recommendations

The following goals support land use and redevelopment recommendations and expand the overall vision and goals for the downtown (*Introduction* pg. 4). These goals in combination with the overall goals for the entire downtown have informed this section of the report. These goals point to specific sites, tools, or districts that could be enhanced to better serve the downtown as a whole.

- Promote Downtown as a multi-faceted activity center including retail, service, civic, arts, entertainment, recreation, and residential uses.
- Promote a balanced mix of retail and service businesses for the Downtown that support the needs of the community and the region.
- Promote Downtown as a major shopping district for the community and the region similar to the north side shopping district.
- Build on the mix of existing businesses that are located in the Downtown and cluster complementary uses (e.g. Library/100 Block, cinema block, Washington Square, etc.). Recruit complementary businesses to enhance the business mix.
- Strengthen connections between civic destinations including City Hall, Library/Senior Center, Post Office, Chestnut Avenue Center for the Arts, and Downtown parks.
- Establish Downtown as an arts and entertainment district. Identify and attract businesses that will support the success of such a district.
- Promote uses and activities that include all age groups.
- Explore the development of special districts that enhance the activity and uniqueness of Downtown, e.g. 9th Street mixed-use entertainment district.
- Provide a broad range of residential choices for the Downtown to reinforce Downtown as a 24/7 activity center. This includes better utilization of existing second floor space, new housing as part of mixed-use developments, and improvements to existing neighborhoods.
- Increase owner-occupied businesses and housing in the Downtown.
- Increase special events programming to bring more people Downtown.
- Diversify hospitality uses in the Downtown, including bed and breakfast establishments.
- Preserve and rehabilitate historic buildings. Continue to implement education and financial incentive programs to motivate building and property owners to improve their properties, particularly historic properties.
- Improve rear facades of buildings that are visible to the public.
- Identify and evaluate short-term and long-term redevelopment opportunities that will enhance the Downtown as a mixed-use activity center.

This section of the Downtown Master Plan addresses several topics related to land use and redevelopment that support these goals. These topics include:

- Regional Context
- Land Use Districts
- Business Mix
- Zoning Recommendations
- Design Theme and Guiding Principles
- Redevelopment and Rehabilitation

Specific land use and redevelopment recommendations are keyed by number to a map of the downtown, which is provided at the end of this section.

3.1 Regional Context

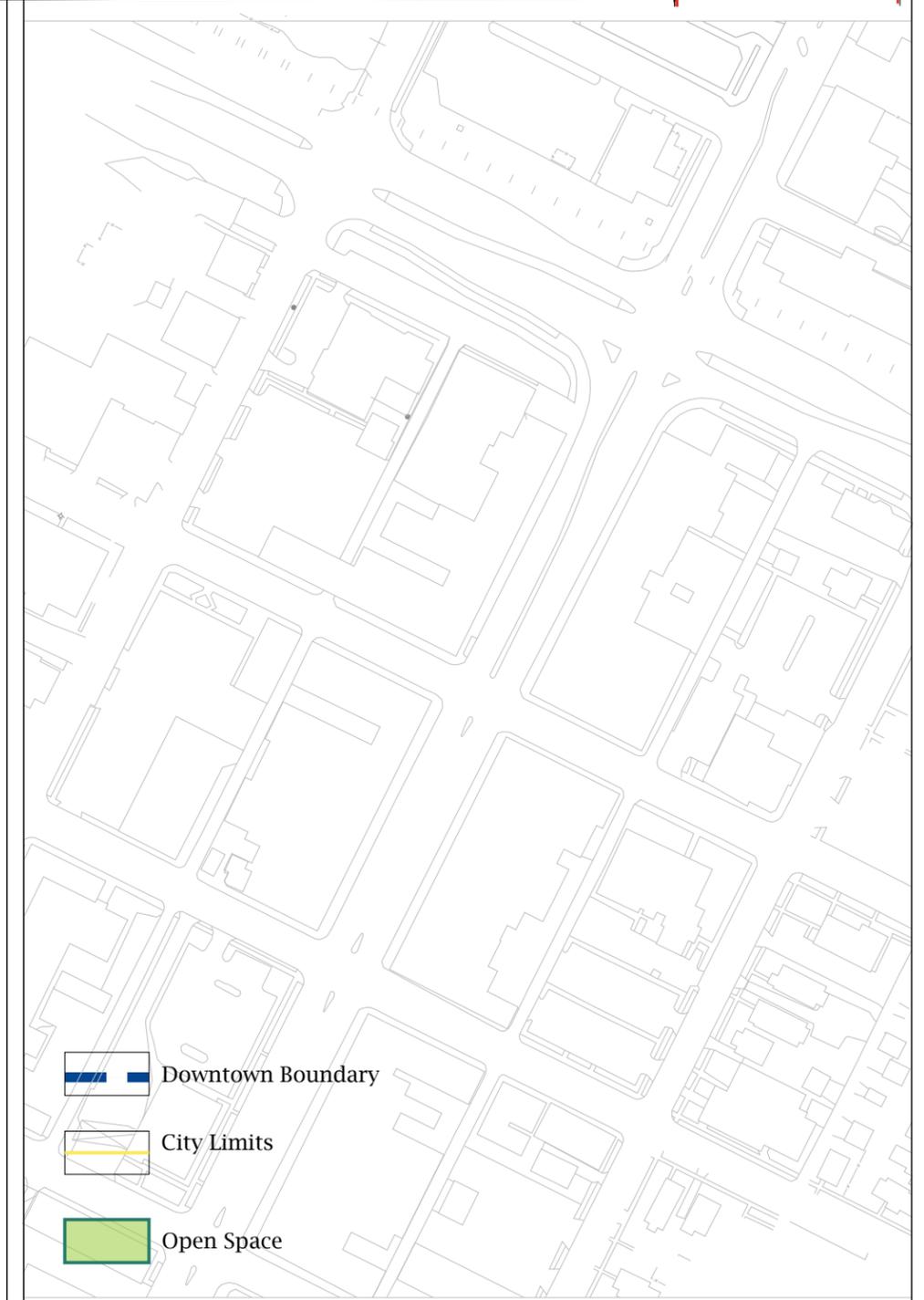
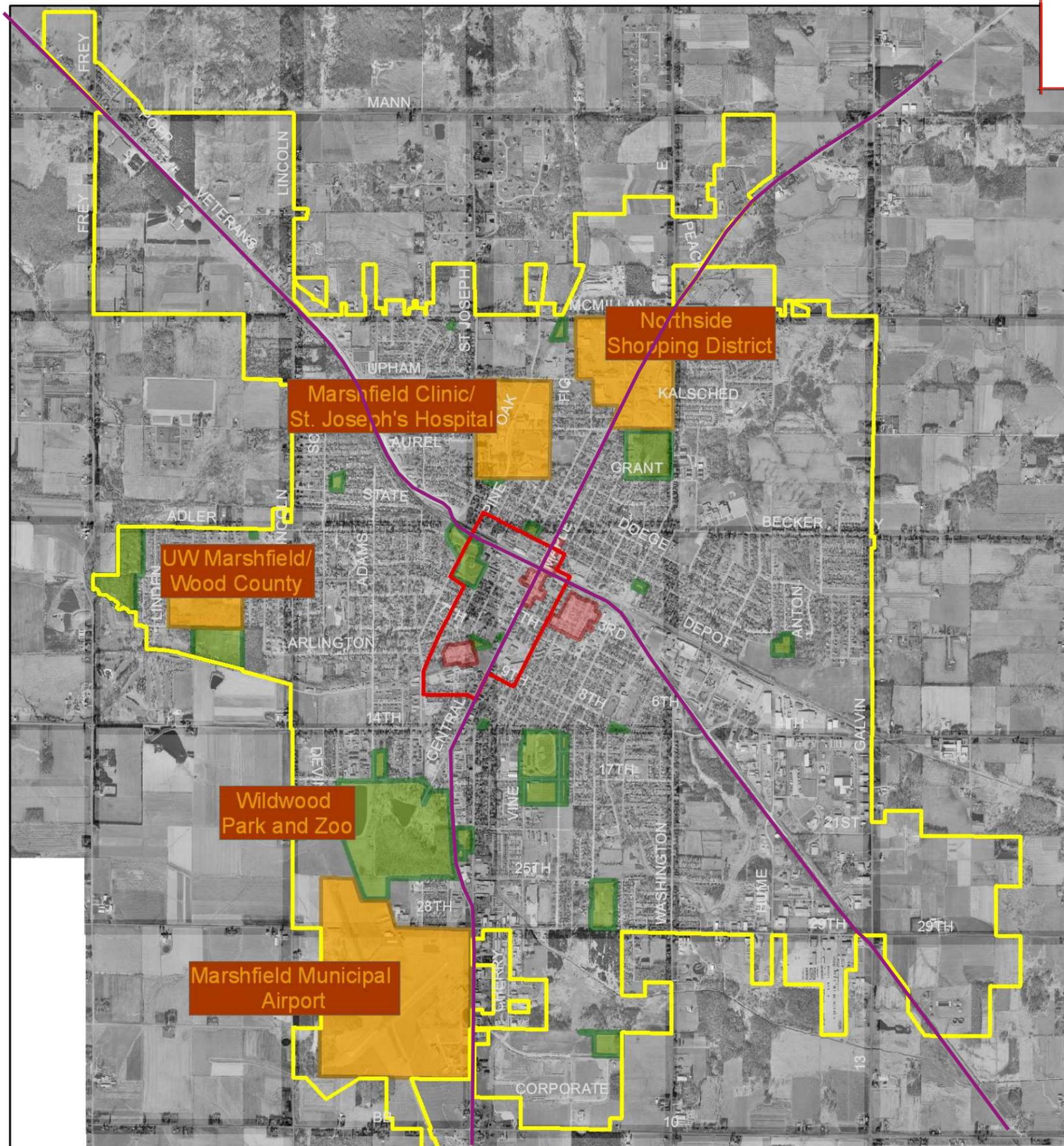
It is important to emphasize that downtown Marshfield is not merely a retail and business center, but also an employment center, a civic destination, and an urban neighborhood. As a mixed use activity center, downtown Marshfield serves the need of the larger community and also the region. It is important that downtown Marshfield be well connected to its regional context. Community-wide transportation is needed to strengthen connections between the downtown, community and region.

The Regional Context Map (**Exhibit 2**) shows the central relationship of downtown Marshfield in the community. Key arterial streets that connect downtown with the community and region include Roddis and Central Avenues from the South, State Highway 13 from the east and west, and State Highway 97 from the north. Downtown Marshfield is also located in close proximity to key community destinations. Wildwood Zoo and the Marshfield Municipal Airport are located approximately 1.5 miles to the south of Downtown. The UW Marshfield/Wood County Campus is just over one mile west of Downtown. The Marshfield Clinic, St. Joseph's Hospital, and the North Side Business District are located one mile north of the center of Downtown. In addition to the amenities within Marshfield, the Downtown is located less than an hour from Wisconsin Rapids, Stevens Point, and Wausau.



Regional Context Map

Downtown Marshfield, WI



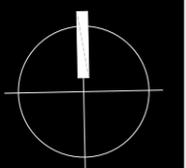
Marshfield Downtown Master Plan



January 20, 2006

Exhibit No. 2

NOT TO SCALE



3.2 Land Use Districts

For this planning process, downtown Marshfield has been divided into nine planning districts. These districts have been identified because their mix of uses, visual character, special features, and development potential represent distinct areas of opportunity for the downtown. This districting approach is beneficial in several ways. It recognizes and reinforces the downtown as a diverse framework for activity, uses, and character; facilitates discussion of issues and improvements by the stakeholders of smaller, localized areas; and divides the downtown into smaller areas to make implementation more manageable. The Land Use District Map (**Exhibit 3**) includes a list of potential improvements for each district that are further discussed in the Master Plan recommendations. Planning districts are identified in Exhibit X and include:

1. Retail Core

This district borders S. Central Avenue and represents the opportunity to strengthen the retail core of downtown. Existing structures have the potential to contribute to the historic character of the downtown. There are opportunities for rehabilitation, redevelopment and infill projects along the corridor that could enhance the downtown's historic character.

2. Washington Square/Downtown Entrance District

The Washington Square District is the first part of Downtown that visitors experience when entering the City from the south. Enhanced streetscaping could help to unify this district with the rest of downtown. Currently this district is not pedestrian friendly but, with streetscape improvements, could become a walkable destination connected to the retail core.

3. 9th Street Redevelopment District

The southern most district in the Downtown is the 9th Street Redevelopment District. This district is currently isolated from the retail core. This district has the possibility to develop its own theme and identity within the downtown. The industrial uses currently located in this district could redevelop into a gaslight themed district offering entertainment, retail, and residential options.

4. Veteran's Parkway District

The Veteran's Parkway District is located on the north end of Downtown. The recent construction of this Parkway, which is now State Highway 13, has made this corridor a major entrance to Downtown. The Parkway is also a major bicycle corridor with a bike trail that follows the southern side of the street. Enhanced streetscaping and downtown entrance signs could help to direct and draw visitors into the downtown. Redevelopment of sites bordering Veteran's Parkway can also improve downtown visibility and activity.

5. 2nd Street Civic Corridor and Mixed Use District

This district, located in the heart of the downtown, is the civic core of downtown and includes Steve J Miller Recreation Area, the Oak Avenue Community Center, the Post Office, and the Public Library. This main east-west connection could be made more prominent through improved streetscaping.

6. Steve J Miller Recreation District

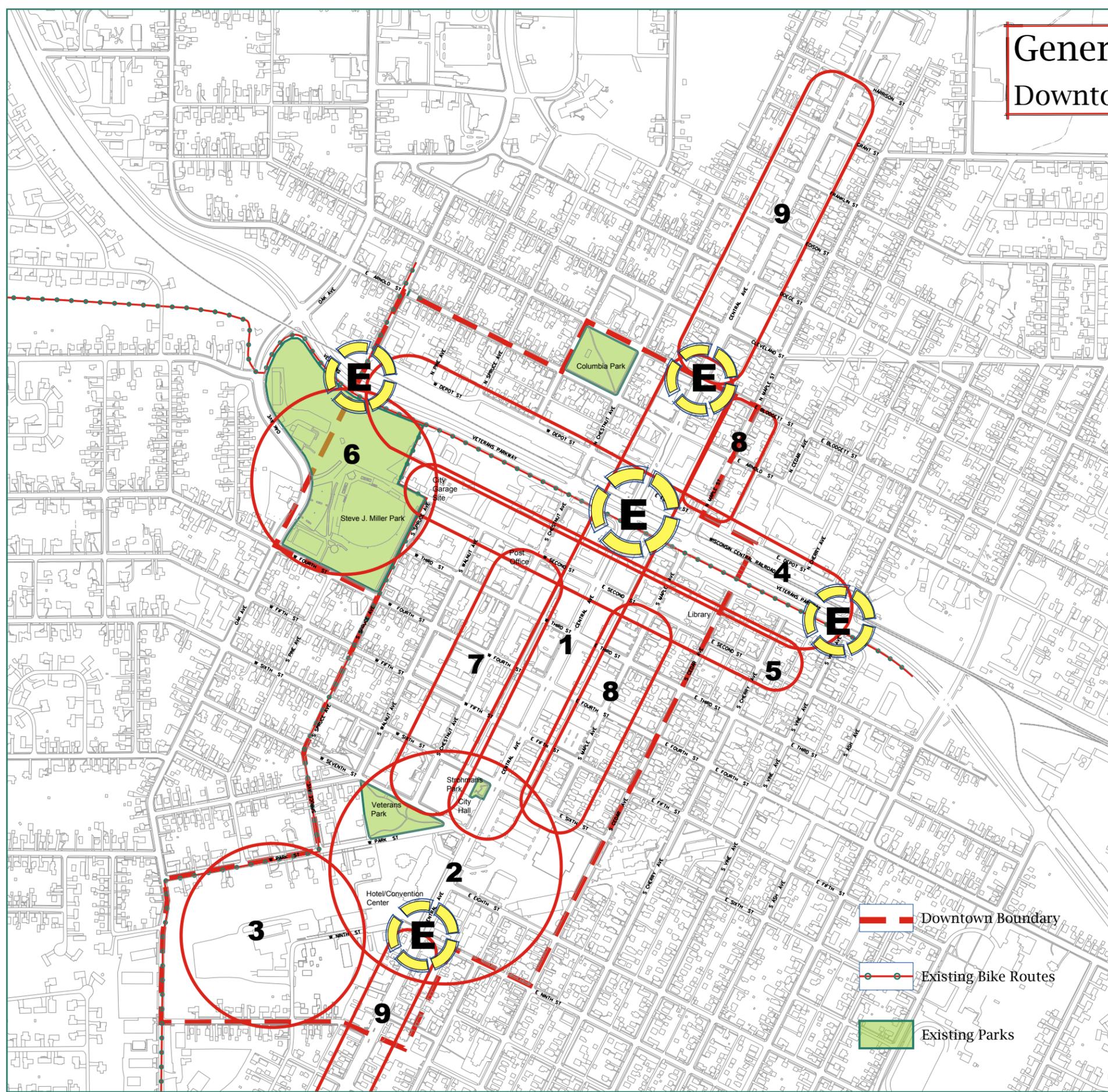
This district is located on the west side of the downtown, and is one of Marshfield's major parks. The Oak Avenue Community Center is centrally located within this recreation area. The programming in this park is primarily dedicated to baseball and softball fields. Streetscape improvements can strengthen the physical and visual connections between the park and downtown.

7. Chestnut Street Mixed Use/Service Business District

The Chestnut Street Mixed Use/Service Business district is both a part of Downtown as well as the transition zone to the neighborhoods to the west of Downtown Marshfield.

Generalized Land Use Districts

Downtown Marshfield, WI



1. **Downtown Retail Core**
 - ✓ Block by block business mix strategy.
 - ✓ Historic preservation/rehabilitation.
 - ✓ Most unique, intensive streetscape zone.
 - ✓ Outdoor eating and displays.
 - ✓ Special events programming.
 - ✓ Public open space, including Town Square at City Hall.
 - ✓ Second floor residential.
 - ✓ City Hall as a focal point.
 - ✓ Parking management (customers, employees, residents).
 - ✓ Streetscape nodes at intersections.
 - ✓ Pedestrian crosswalks/traffic calming.
 - ✓ Wayfinding, including signage to parking.
 - ✓ Entrance features to the Downtown.
 - ✓ Veteran's Parkway intersection - connection to north side shopping district.
 - ✓ Selective building removal and redevelopment to complement historic building character.
2. **Washington Square/Downtown Entrance District**
 - ✓ Streetscape and landscape improvements.
 - ✓ Community shopping destination.
 - ✓ Pedestrian-friendly design for private development.
 - ✓ Public open space and selective infill potential for Washington Square (Farmer's Market)
3. **9th Street Redevelopment District**
 - ✓ Themed streetscape - gaslight district.
 - ✓ Entertainment district - restaurants, clubs, residences, art galleries, etc.
 - ✓ Connection to bicycle trail.
 - ✓ Historic character.
 - ✓ Redevelopment at 9th Street and Central Avenue.
4. **Veteran's Parkway District**
 - ✓ Boulevard landscape enhancements.
 - ✓ Selective redevelopment - buildings fronting on Veterans Parkway.
 - ✓ Wayfinding.
 - ✓ Central Avenue intersection - entrance feature, improved landscaping, maintain pedestrian crossing.
 - ✓ Railroad corridor enhancements.
5. **2nd Street Civic Corridor and Mixed Use District**
 - ✓ Mixed-use district - civic uses, recreation, specialty retail, etc.
 - ✓ Library expansion and redevelopment - arts/culture/learning.
 - ✓ Complementary uses - public outdoor space, specialty retail, parking, etc.
 - ✓ Pedestrian streetscape.
6. **Steve J. Miller Recreation District**
 - ✓ Connections between Steve J. Miller Park and Downtown through signage and streetscape amenities.
 - ✓ Access to Oak Street Community Center.
 - ✓ Programming opportunities at Oak Avenue Community Center.
 - ✓ Park programming.
 - ✓ Bicycle trailhead.
7. **Chestnut Avenue Mixed Use/Service Business District**
 - ✓ Pedestrian streetscape.
 - ✓ Parking support for historic retail district.
 - ✓ Employment center.
 - ✓ Redevelopment opportunities.
 - ✓ North/south bicycle route.
8. **Maple Avenue Residential District**
 - ✓ Residential redevelopment - new housing choices.
 - ✓ Selective transition of residential uses to commercial uses.
 - ✓ Rear parking to support historic retail district.
 - ✓ Neighborhood rehabilitation.
9. **Downtown Entrance/Transition District**
 - ✓ Mixed commercial uses - neighborhood supporting retail.
 - ✓ Future redevelopment.

Downtown Boundary

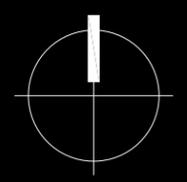
Existing Bike Routes

Existing Parks

Downtown Marshfield Master Plan



Exhibit No. 3
January 20, 2006





8. Maple Street Residential District

This predominately residential district is located just east of downtown retail core. Single family homes in this district could transition to commercial uses.

9. Downtown Entrance/Transition District

These districts are located on the north and south side of the downtown and represent opportunities for future expansion of the downtown. S. Central Avenue is the main artery of this district, and it supports larger commercial uses compared to those found within the downtown retail core. Streetscape improvements could help to unite these districts and create inviting entrances to the downtown.

3.3 Business Mix

The market analysis summarized in Part 2 of the report (*Summary of Analysis* pg. 2) provided a recommended business mix for downtown Marshfield. How and where these businesses function both separately as well as together will determine the success of downtown as a central business district. To that end it is necessary to evaluate the current mix of businesses located downtown and determine how they are functioning as well as what businesses could be added to help them be even more successful.

Block by Block Strategy

An effective way to determine the most efficient business mix along S. Central Avenue is to look at business mix on a block by block basis. By identifying what currently exists within one block, it is possible to target the recruitment of businesses that would supplement the business mix on that same block.

A block by block strategy should also strive to mix different types of businesses, so that all banks and lawyers are not located on one block, while the retail shops and restaurants are located on another. Downtown will function most effectively when these uses are mixed throughout downtown.

3.4 Zoning Recommendations

The zoning recommendations provide the policy foundation and regulatory framework for the entire Downtown Plan. It is primarily through the administration of the Zoning Ordinance that the overall character, feel, and image of Downtown is created and achieved. There are numerous zoning districts in Downtown Marshfield, which leads to inconsistent development patterns, land uses, and gateways into Downtown.

Goals for evaluating recommendations for downtown include:

- Simplify the regulatory framework;
- Allow a mix of restaurant, retail, residential, civic, and office land uses;
- Encourage the protection of the historic character of the area;
- Amend, implement, and administer relevant Zoning Ordinance sections and delete unnecessary sections; and,
- Promote a Downtown that is flexible to market demand.

Specific Zoning Recommendations

The Existing Conditions Analysis of this report (Appendix) contains a summary analysis of the current zoning classifications within downtown. These classifications have been evaluated and the following recommendations outline steps that should be taken to achieve the zoning goals stated above.

1. Create a Downtown Mixed-Use District (DMUD). The role of the district would be to create increased flexibility and to reduce confusion over many different classifications that currently exist in the Downtown. This classification would allow for the incorporation of residential and commercial uses within the same property. Permitting a mix of uses would help to create an activity center that is busy 24 hours a day, seven days a week, as more people would continuously be located within the Downtown. All properties zoned B4, B5, R6 and R8 within the planning boundaries should be incorporated into the new zoning district.
2. There are 11 parcels located in the downtown planning area that are zoned B2 – Shopping Center District, these parcels should be reevaluated and either rezoned to B1 or incorporated into the new DMUD. 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 DMUD 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.
3. When financially feasible, the one M3 property located within the downtown should be incorporated in the new DMUD. 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 a part of the new DMUD. It could be a gateway property for downtown for people entering downtown from the north and west.
4. The PUD ordinance should require an initial meeting between the proposer and City Staff prior to the PUD General Development Plan is submitted to the City. This meeting, which is currently not required, would allow Planning Staff the opportunity to inform the proposer of any specific details about the property or surrounding properties that might affect future developments.
5. The PUD ordinance should require that any PUD plans be consistent with the downtown plan. Currently the ordinance requires that the plan conform to the Comprehensive Plan, however plans should also meet the standards set in the latest downtown plan.

6. Develop a design overlay district for the entire downtown planning area. The design overlay district ordinance should be based on the design principles that are included in this report.
7. Adopt and implement the Public Right of Way (PROW) ordinance. The PROW would give businesses within the downtown the ability to maximize the space surrounding their business. By permitting signs, cafes, and increased landscaping the pedestrian experience of downtown will become more interesting.

3.5 Design Theme and Guiding Principles

It is important for property owners to invest in building and storefront improvements to create a stronger “sense of place” and identity for downtown Marshfield. Public and private investment to create a more pleasing downtown image is a key part of a comprehensive economic revitalization strategy for the downtown. The design principles presented in the following pages are intended to help property owners, business owners and developers make sound investment decisions about building improvements that will enhance the character and identity for the downtown. It is not the intent of these principles to restrict individual expression but rather direct that expression towards a standard of quality. Design guidelines that are created using these principles will ensure against fragmented or incompatible developments and reduce the visual impact of uninformed design decisions.

Design guidelines should be prepared for Downtown Marshfield to address how new development and rehabilitation can preserve and enhance the historic architectural character of the area.

Design Theme

An historic theme has been chosen for the design guidelines because of the number of historic buildings that still exist today. Implementation of an historic theme will result in an attractive visual character for downtown Marshfield and instill a sense of community pride that comes from an awareness of its origins. Property owners are encouraged to maintain, preserve, restore or reconstruct those special architectural features which contribute to the historic character of the downtown. Before any building changes or additions are made, it is important to understand the historic integrity of the structure, the building’s relationship to nearby buildings and the building’s contribution to the desired downtown character and theme. To this end, building owners should investigate how the building was originally designed and detailed as a starting point for making changes.



Downtown Marshfield’s historic buildings and cultural tradition provide a foundation for design concepts. Design themes and styles should reflect the past and draw on topics such as the Hub City history or Dairy Days significance. References should be cast in today’s economic and social context. Structures should not confuse the appearance of time by literally imitating historic design. New structures and additions should be ‘contemporary’ in design and complement adjacent historic structures. The historic identity can distinguish downtown Marshfield as a viable,

memorable place with unique amenities and character that set it apart from other retail centers or master planned communities within the city or region.

The general intent of these design guidelines is to preserve and enhance the architectural character and scale of historic commercial district. The key to historic building improvements is the treatment of the entire façade (the storefront, upper façade and cornice) as a single unit and the retention of as much of the original building character as possible. When replacement or repair is necessary, it should reflect the original design and materials as closely as possible. If new materials are necessary, they should be sympathetic to the original materials.

General Design Principles

The following general principles are applicable to Downtown Marshfield and are intended to guide the architectural design of future rehabilitated and new structures, which affect the function, image, character, and visual appearance of the Downtown.

Context

The design of a new structure should be placed in the context of Downtown Marshfield's history and local culture, as well as the immediate neighborhood and architectural scale and character. New structures should:

- Reflect the building traditions of Downtown Marshfield.
- Enhance the existing character of the neighborhood.
- Contribute to the appropriate existing vertical and horizontal scale of the street.
- Contribute to the (materials and color) harmony of the street's appearance.

Siting

The location of a new structure on its site determines its relationship to the street and its neighbors. The siting of a new building should:

- Enhance the definition of the street.
- Be conducive to pedestrian use.
- Locate service and parking areas to functional, yet, unobtrusive locations.

Scale

The scale of a building has an important influence on the character of a place. Recommendations for the scale of a new structure and its design elements should reflect the goals of Master Plan and the desired character objectives for the districts.

Building height is a primary factor in determining the sense of scale of an area. The character and harmony of a district is enhanced by consistent vertical scale. The width of new structures and their primary elements create a rhythm on the street.

Scale should be appropriate to the orientation of the street. Generally, in the Downtown, a pedestrian-oriented scale is desired. Avoid large footprint buildings and large scale surface parking as well as "too-small" buildings within blocks of denser development (e.g. one-story building within context of multi-story buildings).

Form

Building form has a strong influence on the character of place and the urban spaces around it. The shape of the structure in plan and its roof form should reflect the desired character of place and compatibility with its neighbors.



Materials & Color

After scale and form, materials and color create the greatest impression and determines how a building will blend with its neighbors. Buildings that experience pedestrian contact should be constructed of smaller scaled materials such as brick, etc. Colors should be chosen from a palette which offers variety, yet excludes radical deviations.

Façade Treatment

Building façades should add to the vitality and pedestrian scale of the Downtown. Transparent façades (especially at street level) which expose activity to the street, should be required. Opaque, unarticulated façades, especially at street level, should be discouraged.

Style & Character

Style and character of new structures does not have to be limited to a single era. A mix of styles can reflect the evolution of Downtown Marshfield and can be united by harmonious scale, use of materials, streetscape, etc. New structures should be “urban” in character and avoid the large scale and character more appropriate for suburban locations.

Craftsmanship

Stress quality craftsmanship in all construction. Quality craftsmanship creates an image of pride. A negative image can be created if low-quality materials are used or if the craftsmanship is poorly implemented.

Original Design Integrity

When renovating and rehabilitating structures, often the best guideline to follow is to work with the integrity of original building design. Maintain original vertical and horizontal rhythms, proportions of design elements, treatment of upper and lower façades (i.e. storefronts), base and cornice treatment, etc.

Gateway Corridors, Arterials, All Streets and Downtown Entrances

As identified in the Master Plan, certain streets and intersections are particularly important to portraying the image of Downtown Marshfield. These include arterial streets carrying arriving visitors and points on these gateway corridors that are “gateways” to Downtown. Architectural design of these gateway corridors should meet higher standards and create continuity.

Focal Points

Sites at the end of street vistas, such as 9th Street and west 2nd Street, are much more visible than other sites (often community structures are placed here because of this prominence). Design of these sites and structures should meet higher standards and should create a proper architectural terminus. Emphasis should be placed on vistas of historic block faces, landmark buildings, and open spaces.

Principles for Rehabilitation of Existing Buildings

With historic buildings the intent is to preserve and restore the existing structure. With non-historic buildings, the intent is to make improvements so the buildings better complement adjacent historic sites. The following guidelines are applicable to buildings in these various conditions:

- The architectural character of buildings on S. Central Avenue, Chestnut Avenue, and Maple Avenue should reflect traditional architectural themes.
- If the building has an intact and original storefront, preserve the storefront’s character.
- Select construction materials that are appropriate to the storefront. Avoid the use of materials that were unavailable when the building was constructed, including vinyl and aluminum siding, mirrored or tinted glass, artificial stone, and brick veneer.
- Choose paint colors based on the building’s historic appearance.
- Original elements should be preserved where possible (glass, doorway elements, frames).
- Respect the scale and proportion of the existing building unless it is of an inappropriate scale.
- Respect the separation between the storefront and upper stores.
- Differentiate the primary retail entrance from the secondary entrance to upper floors.
- The storefront generally should be as transparent as possible. Use glass door panel and glass display areas to allow for visibility.
- Keep secondary design elements, such as graphics and awnings, simple to avoid visual clutter.
- Fabric awnings are useful to shelter pedestrians and protect window displays and can be visually appealing if they are related to the building. Plastic and metal canopies should be avoided.



Principles for Parking & Rear Building Entrances for New & Existing Downtown Businesses

It is critical for a vital downtown to consider the context of all public façades, which is particularly important in downtown Marshfield where many buildings have rear entrances and rear parking lots. While the majority of parking in the downtown is found off S. Central Avenue, the lots available for public use are critical to the appearance of downtown. The secondary access points need to be as inviting as front entrances in order to encourage visitors to enter.

- Parking is discouraged in front yards.
- Any parking adjacent to S. Central Avenue or other streets should be screened.
- Pave, stripe, and light all parking areas.
- Rear entries and rear building façades should be attractively designed.
- Use the same colors and materials that are used on the storefront.
- Walkways should be provided to rear entrances.
- Trash and utility areas should be screened.
- Landscaping should be provided for visual interest.

Principles for New Development and Infill

New infill construction should be designed to honestly reflect the building's specific use and architectural period while maintaining a unified appearance with adjoining buildings. Designs that copy historic appearance are discouraged. Bland façades with very little detail should be avoided. The mass, volume, and height of new infill buildings should be compatible with neighboring buildings. This is true of continuous blockfaces or blockfaces with a series of detached buildings. The proposed façades for new infill buildings should relate to neighboring buildings in terms of window sill or header lines, proportion of window and door openings, horizontal or vertical emphasis, and architectural detail.

- New construction should be designed to relate to adjoining buildings in scale and setback, proportion of window and door openings, horizontal lines such as window sill or header lines and general architectural detail.
- Building entrances should be clearly identifiable and visible from the street and easily accessible to pedestrians. Relate building entrances to the public street.
- Install private streetscape enhancements that will help unify large commercial areas and provide a consistent, pedestrian friendly architectural theme.
- All new development should provide sidewalks along public streets.
- Connect all uses within larger developments with landscaped and lighted walkways. Provide safe, well-marked pedestrian walkways in all parking areas.
- Reinforce the pedestrian activity in the Downtown by providing outdoor use areas that adjoin the public street.
- New commercial buildings should be oriented to pedestrians and built up to the sidewalk when possible.
- Buildings at key Downtown entrances should be designed to complement and strengthen the gateway image.
- Parking should be screened from the public streets. Encourage parking at the rear or side of developments.

3.6 Redevelopment and Rehabilitation

Several sites in downtown Marshfield are currently vacant or underutilized. These sites do not complement the desired land use mix for downtown and are candidates for redevelopment. These sites offer the City the opportunity to reinforce the character of the historic core of the city and region with specialty retail, services, employment and cultural activities.

Redevelopment can be broadly defined as physical changes to existing buildings and building patterns, including new construction, building rehabilitation, historic preservation, and façade improvements which extend the downtown land use mix onto sites which are currently underutilized. In order to be successful redevelopment strategies must emerge from market-based land use recommendations.

The redevelopment strategy for Downtown Marshfield is focused on expanding the Downtown business mix, expanding residential options, and enhancing what already exists within the Downtown. Expanding housing choices in the Downtown is needed to increase the existing customer base and enhance the character of the Downtown as a 24 hour a day activity center. Important considerations for redevelopment include enhancing the district as an activity center for the community; strengthening the retail and business mix; preserving historic resources; improving the visual character and identity of the district; and strengthening the land use relationships between the Downtown, surrounding neighborhoods, and the region.

It is also important to state that redevelopment guidelines identified in this master plan do not obligate property owners to improve or redevelop their properties. Redevelopment will take place only when property owners are motivated to make improvements. The following text summarizes various redevelopment /rehabilitation opportunities for downtown Marshfield.

Industrial Relocation

Currently, there are several industrial uses that exist within downtown Marshfield. These uses are important to the economy of the city but are generally not compatible with the use and character of the downtown. The relocation of these uses should be considered but only if a financially feasible alternative location can be found in Marshfield. If possible, historic industrial buildings should be saved and adapted for an alternative use as part of a redevelopment strategy.

S. Central Avenue Rehabilitation and Infill

S. Central Avenue infill developments will provide opportunities to improve the historic character and the business mix for the downtown retail core. As obsolete structures are demolished and land uses continue to shift to more specialty retail-oriented and service businesses, several sites on Main Street may be considered for infill and/or redevelopment, including the recently vacant site on the 200 Block of S. Central Avenue. Infill on S. Central Avenue should include first floor retail uses and second floor office or residential uses. Design guidelines should be adopted to assure that new development and uses on S. Central Avenue compliment and reinforce the historic character of the downtown.

Exhibit 4 illustrates the possible rehabilitation of structures located on the 200 Block of S. Central Avenue. Façade improvements should restore the traditional materials and structure of original buildings, to strengthen the historic character of downtown Marshfield. Design principles discussed in this section are incorporated as part of this illustration: storefront windows at street level, restoration of historic building design features and details, separation between the storefront and upper story, coordinated business signage and awnings to shelter pedestrians and protect window displays. Streetscape improvements include bump-outs at street intersections to create a safer pedestrian environment, cafes along the sidewalk to encourage an active street life, and



Exhibit 4: Existing and Proposed Façades for 200 Block of S. Central Avenue

increased landscaping both in the median and in the terraces of the sidewalk in an effort to make the downtown physically engaging. Many of these streetscape features are allowed for in the proposed Public Right of Way ordinance.

Rear Façades

The redevelopment and rehabilitation of rear façades is particularly important for downtown Marshfield as the majority of the parking for downtown is located on the backside of S. Central Avenue on the 100-600 blocks. This is the view people see as they come downtown. In addition, there are many businesses located along Chestnut and Maple Avenues that have views of these rear façades. These façades should be improved and maintained. Similar colors and materials that are used on the storefront should be continued on the back of buildings to provide consistency. Walkways from parking areas to entrances should be provided, lit and landscaped when possible. In order to provide an attractive rear façade, trash and utility areas should be screened.

Infill Development of Parking Sites

There are several blocks behind S. Central Avenue businesses and bordering Chestnut and Maples Avenues that include smaller parking lots and a scattering of smaller buildings. These blocks are labeled R3 on the Land Use and Redevelopment Recommendations Map (**Exhibit 10** - R3). These blocks represent potential opportunities for developers to work with private property owners and the City on land assembly and mix use redevelopment. The goal of this redevelopment is to provide new commercial business space, or new housing choices, and expanded parking for the downtown. Assembling land for a larger building with enclosed parking could also help bring more corporate office users into the downtown.

The City Hall surface parking lot (**Exhibit 10** - R4) is a future redevelopment opportunity where a large mixed use development could be built over a public parking ramp. This development could also include future expansion space for City Hall. This new parking created by this ramp would allow the City to consolidate parking currently provided in smaller lots in the downtown, such as the public lot along 5th Street, west of Chestnut Avenue. This site has been identified for potential residential townhomes (**Exhibit 10** - R6).

Neighborhood Rehabilitation and Residential Redevelopment

The neighborhood east of S. Central Avenue represents an opportunity to encourage more home ownership with the conversion of rental properties back to single family and owner-occupied housing. Stabilizing and maintaining the character of the historic neighborhoods close to downtown Marshfield is a critical component of the downtown revitalization.

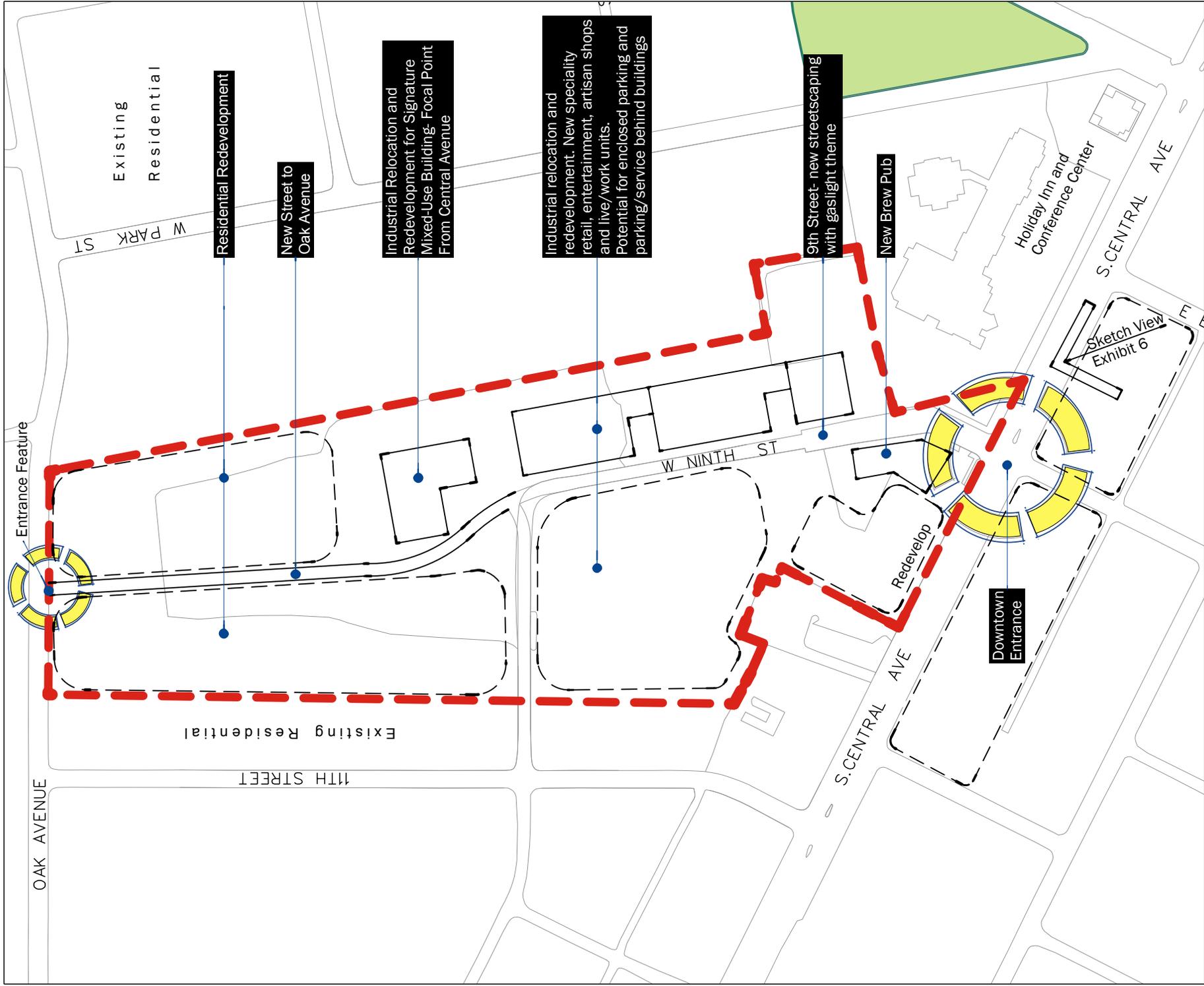


Gaslight District

In an effort to distinguish downtown Marshfield as a unique place within the community and the region, it is essential to capitalize on unique features within the area. One of those unique places is 9th Street west of South Central Avenue. While the street consists of predominantly manufacturing uses, it is beginning to change with the opening of a new brew pub and restaurant at the intersection of 9th Street and S. Central Avenue. **Exhibit 5** illustrates a Gaslight District concept that includes the redevelopment and rehabilitation of existing buildings for new residential and retail options for the downtown. Exhibit 6 provides a concept plan for suggested improvements. Possibilities include creating live/work lofts, where an artist or crafts person could live above their studio where they create and sell their work. Public improvements could include a new open space on the northern corner of the district, adjacent to the Holiday Inn and Conference Center, and a Gaslight streetscape theme that is unique to the district.



Exhibit 5: Existing and Proposed 9th Street Corridor Improvements



Downtown Marshfield Master Plan

Exhibit No. 6

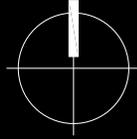
February 6, 2006



Not to scale



Exhibit 6: 9th Street Gas Light Redevelopment District Plan showing a potential redevelopment pattern for existing industrial area along 9th Street between S Central Avenue and Oak Avenue

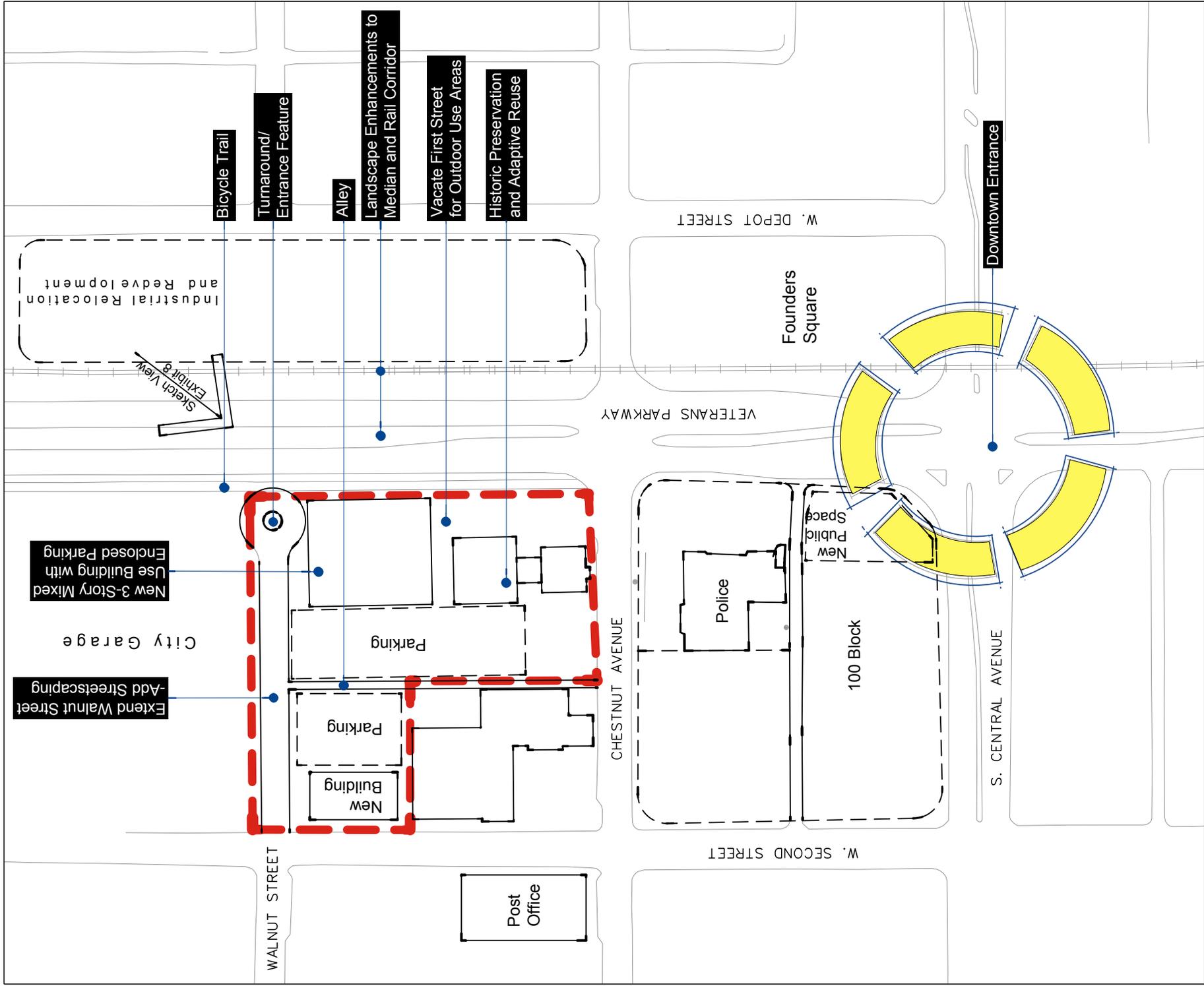


Veteran's Parkway

Veteran's Parkway provides an opportunity to enhance the entrances to downtown Marshfield from the east and west. Recommendations for this corridor include landscape enhancements for the median and railroad corridor and redevelopment of buildings to present an attractive new face for this important street. **Exhibits 7 and 8** illustrate how this corridor could be improved. Structures along the corridor should be oriented to the street and the bicycle trail that parallels the street. Streetscape in the median could be enhanced with low perennial plantings for season interest. Street trees, decorative pedestrian scale lighting, and landscape courtyards can be developed in front of the buildings in a vacated 1st Street. Opening developments onto the street provides many more opportunities for retail and residential development within downtown. The developments should have a pedestrian scale on the first level that invites users of the trail to stop and partake in the activities that the buildings might hold, possibly a coffee house, restaurant, retail store, or night club.



Exhibit 7: Proposed Veteran's Parkway Improvements



Extend Walnut Street - Add Streetcaping

City Garage

New 3-Story Mixed Use Building with Enclosed Parking

Bicycle Trail

Turnaround/ Entrance Feature

Alley

Landscape Enhancements to Median and Rail Corridor

Vacate First Street for Outdoor Use Areas

Historic Preservation and Adaptive Reuse

CHESTNUT AVENUE

W. SECOND STREET

W. DEPOT STREET

S. CENTRAL AVENUE

Downtown Entrance

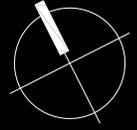
Downtown Marshfield Master Plan

Exhibit No. 8

January 20, 2005



Exhibit 8: Redevelopment of Veteran's Parkway Plan showing a potential redevelopment pattern for the block south of Veteran's Parkway between Chestnut Street and Walnut Street. Exhibit 9 provides a perspective sketch view of the redevelopment opportunity



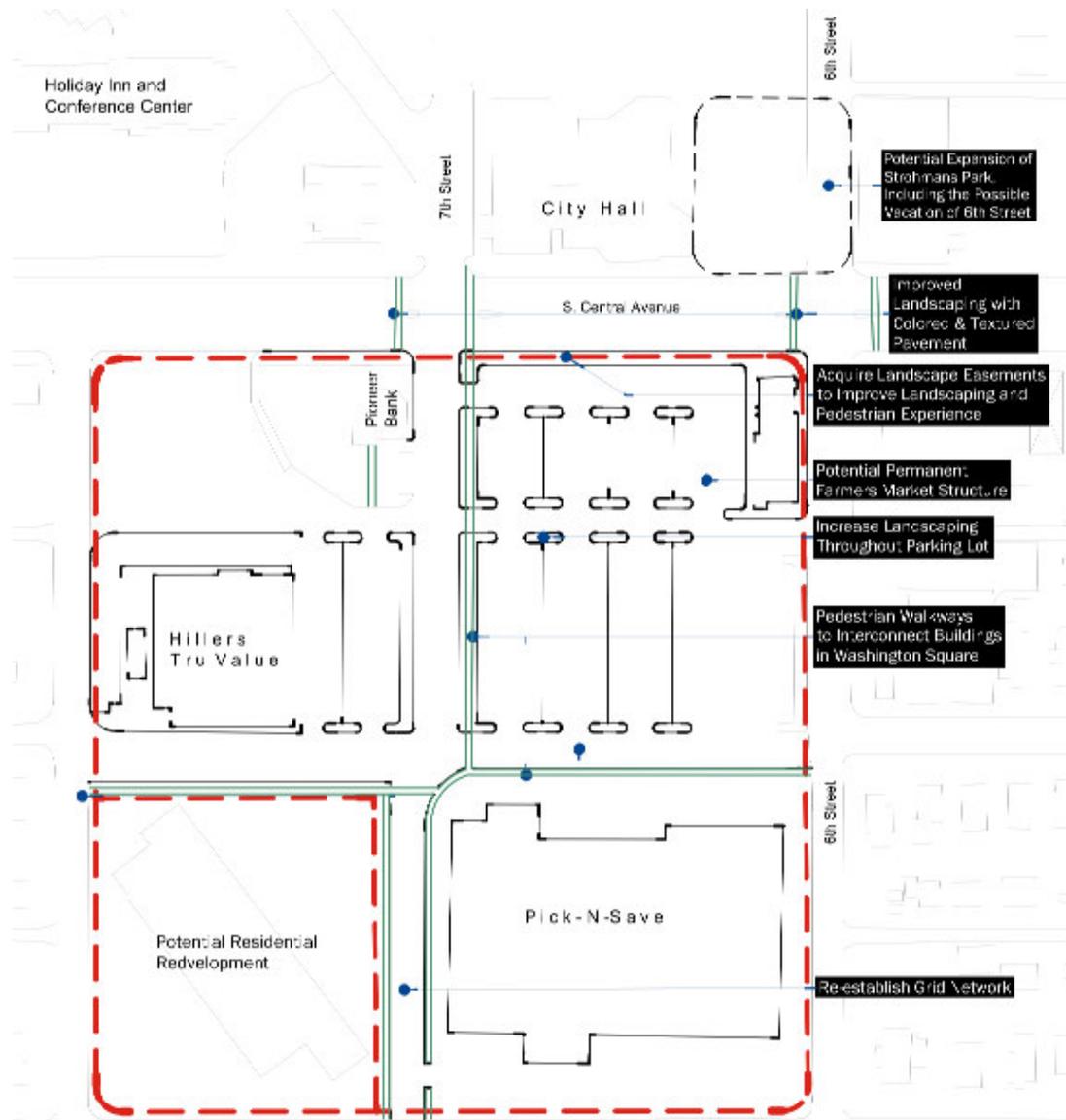


Exhibit 9: Proposed Washington Square Improvements

Washington Square

Improvements to Washington Square should be considered to provide a more pedestrian friendly environment, including landscaping and walkway connections between buildings and to S. Central Avenue (**Exhibit 9**, above). Improvements to Pick-N-Save parking lot might include a permanent Farmer’s Market structure that can serve as a focal point for the southern end of downtown. Washington Square is the “gateway” into downtown Marshfield from the south and streetscape improvements, both public and private, should be provided to enhance this important downtown entrance.

3.7 Specific Recommendations

The recommendations for specific improvements that should be considered for downtown Marshfield are summarized on the Land Use and Redevelopment Recommendations Map (**Exhibit 10**).

Land Use and Redevelopment Downtown Marshfield, WI



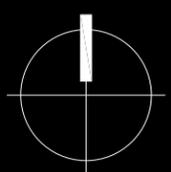
- R1. Central Avenue - Historic preservation and rehabilitation of existing buildings including rear entrances improvements. Selective acquisition, demolition and infill development to complement the character of the existing buildings. Full utilization of second floor space for residential and office uses.
- R2. Potential site acquisition and infill development.
- R3. Promote redevelopment with additional parking to support the historic retail district.
- R4. Potential parking structure development in combination with City Hall expansion and future office uses.
- R5. Facade improvements for City Hall. Future mixed-use redevelopment for residential and office uses with enclosed parking.
- R6. Potential residential redevelopment such as attached townhouses with rear alley access.
- R7. Pedestrian walkway and landscape improvements to Washington Square. Potential infill development and Farmer's Market along Central Avenue. Improved entrance at 7th Street.
- R8. Residential redevelopment integrated with Washington Square uses.
- R9. Transition of residential uses to commercial uses. Rehabilitation of existing commercial uses to improve appearance of gateway entrance to the Downtown.
- R10. Mixed-use entertainment/residential/specialty retail district. Potential for artisan shops and live/work opportunities.
- R11. Full block redevelopment for library expansion including public outdoor space. New building frontage along Veterans Parkway.
- R12. Full block mixed-use redevelopment including potential structured parking and new building frontage along Veterans Parkway.
- R13. Redevelopment including additional parking to support the historic retail district and new building frontage along Veterans Parkway using the 1st Street right-of-way. Include open space at 1st Street and Central Avenue.
- R14. Long-term redevelopment of the City garage site. If financially feasible, relocation options are available to the City.
- R15. Long-term mixed-use redevelopment for residential and complementary employment uses such as live/work opportunities.
- R16. Redevelopment of industrial uses and underutilized land bordering Veterans Parkway.
- R17. Neighborhood rehabilitation between Maple Avenue and Cedar Avenue with a focus on an improvement to the existing housing stock and transition of rental housing to ownership housing. Selective transition of residential uses to commercial uses along Maple Avenue.

Marshfield Downtown Master Plan

Exhibit No. 10



January 20, 2006



4

Transportation and Parking Recommendations

Transportation and parking recommendations for Downtown Marshfield focus on providing a safer environment for pedestrians and bicyclists, while increasing the efficiency of traffic movement through the Downtown and facilitating access to key Downtown sites and supporting parking areas. Parking recommendations for Downtown Marshfield focus on maintaining an adequate parking supply for the district, both on- and off-street, and promoting shared parking opportunities.

The following text summarizes the various components of the recommended transportation and parking system for downtown Marshfield. Specific goals are identified for each component which expand the overall vision and goals for downtown Marshfield identified in Part 1 of this report. Specific recommendations that identify the location and descriptions of specific transportation and parking recommendations are included at the end of this part.

4.1 Pedestrian Improvements

Pedestrian safety is a priority for the community. A safer downtown business district will encourage more walking, which can improve business while reducing the burden on the downtown parking supply. Key goals for improving the pedestrian environment in downtown Marshfield include:

- Provide public and private improvements to create a comprehensive, safe, and attractive pedestrian network with connections to businesses, parking, civic uses, parks, and other Downtown destinations.
- Improve intersections along S. Central Avenue and Veteran's Parkway to allow for safe pedestrian and bicycle crossings.

Improvements along S. Central Avenue should be prioritized, including colored and textured crosswalks and pedestrian warning lights. **Exhibits 11** and **12** illustrate the proposed plan and cross-section for S. Central Avenue as recommended at the S. Central Avenue Reconstruction Design Charrette. Recommended improvements include:

- Colored and textured crosswalks at all intersections to provide for safe pedestrian and bicycle crossing
- Pedestrian bumpouts at key intersections to provide a buffer between pedestrian and vehicular traffic
- Pedestrian warning lights and signage
- A landscaped median to provide a pedestrian refuge when crossing the street
- A landscaped terrace between the curb and sidewalk that would provide a buffer between pedestrians and the street

Streetscape improvements will also be important in creating a pedestrian friendly downtown. Streetscape recommendations for downtown Marshfield are included in Part 5 of this report.

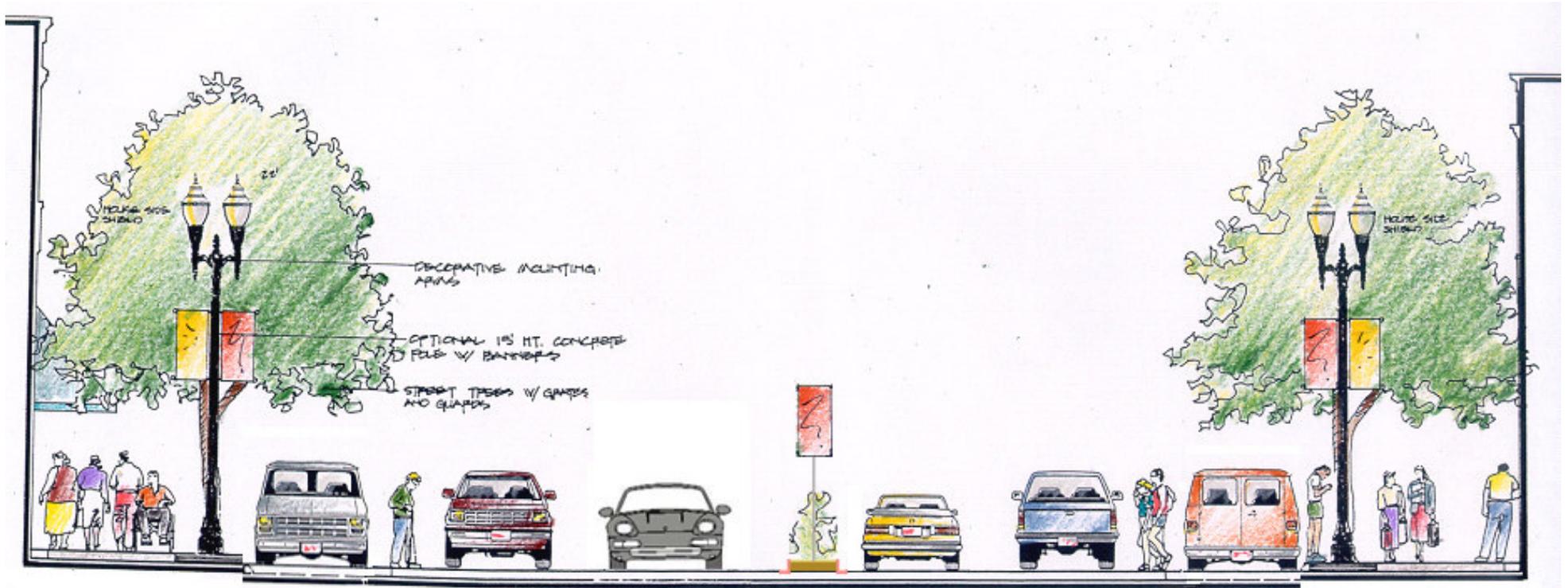


Exhibit 12: Cross Section for S. Central Avenue

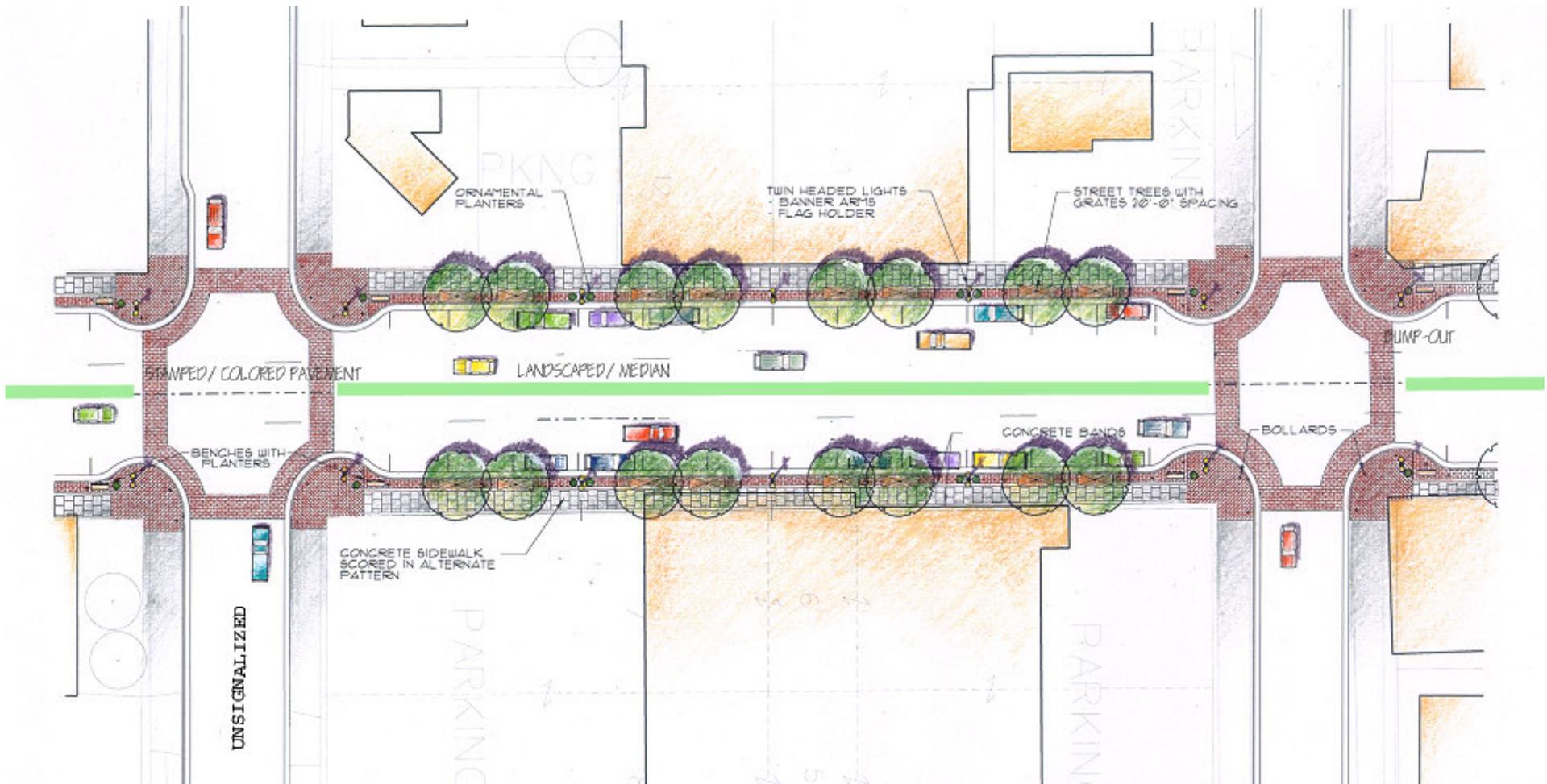


Exhibit 11: Block Plan for S. Central Avenue

4.2 Bicycle Improvements

Marshfield has a well-developed community-wide bicycle system with two major routes connecting with the downtown. These routes include an east – west route along Veteran’s Parkway and a north – south route along Spruce Avenue and Oak Avenue. A map of the Community Bicycle System plan is included with the Existing Conditions Analysis in the Appendix of the this report. Improved bicycle connections to and throughout downtown Marshfield are needed to enhance access to the downtown as an alternative to automobile use and to promote a healthy community. Key goals for bicycle improvements include:

- Improve bicycle connections between the Downtown and community destinations including directional signage along major bicycle routes.
- Establish Downtown as a trailhead for a regional bicycle system.
- Provide an interconnected system of bicycle routes through the Downtown and improve selected Downtown streets as bicycle routes. Provide bicycle racks along side streets and at key destinations.

4.3 Traffic Circulation Improvements

These recommendations will be implemented by the City of Marshfield and the Wisconsin Department of Transportation (WisDOT) in the design for S. Central Avenue which is scheduled for reconstruction in 2009. Recommendations for improving traffic circulation in downtown Marshfield are covered in the following goals:

- Provide on-street signage and signals for South Central Avenue that reduce conflicts and effectively distribute traffic to downtown destinations
- Provide clear signage to direct automobile traffic to downtown destinations
- Provide safe and attractive pedestrian and bicycle improvements

Downtown Marshfield is fortunate to have a well-defined street grid system that distributes automobile, pedestrian, and bicycle circulation to downtown destinations. Downtown Marshfield is also fortunate to have two main arterial routes running through the downtown, S. Central Avenue and Veteran’s Parkway. Maintaining convenient and efficient automobile traffic circulation through the downtown is vital to business success. However, it is important that this traffic be managed to avoid traffic congestion and pedestrian and bicycle conflicts that may discourage potential customers from coming to the downtown and potential businesses from locating in the downtown.

It is important to capitalize on downtown Marshfield’s grid street system in an organized way which will be dependent in large part on the design and function of S. Central Avenue. **Exhibits 11** and **12** illustrate the proposed plan and cross-section for S. Central Avenue as recommended at the S. Central Avenue Reconstruction Design Charrette. Recommended improvements include:

- Maintain four driving lanes and one parking lane on each side of a street divided by a landscaped median
- Designate S. Central Avenue intersections at 7th Street, 4th Street, 2nd Street, and Arnold Street as primary intersections for turning movements to parking and other destinations located east and west of S. Central Avenue

4.4 Transit

A major economic engine for Marshfield is the Marshfield Clinic, which is approximately one mile to the north of the downtown retail core. A shuttle bus or some form of public or private transit could provide a convenient link between the two destinations, particularly for out-of-town visitors who are with family members or friends at the Clinic. The City should evaluate the potential for a transit connection between the downtown and the Marshfield Clinic. Transit services should also be considered between the downtown and the north side shopping district, and other important community destinations to capture community and regional customers who might otherwise not come to the downtown.

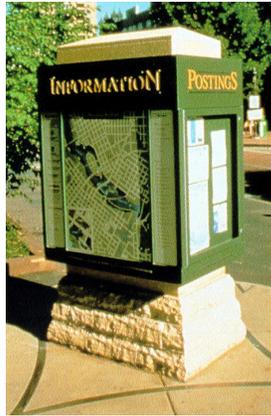
4.5 Wayfinding

Wayfinding is term often used to define a coordinated signage system that directs residents and customers to community destinations. A well-designed directional and informational signage system is a key part of managing traffic circulation to and through the downtown. The design of a comprehensive wayfinding system can also be key part of a marketing and identity program for the downtown by using a logo or icon of the downtown on signage displays.

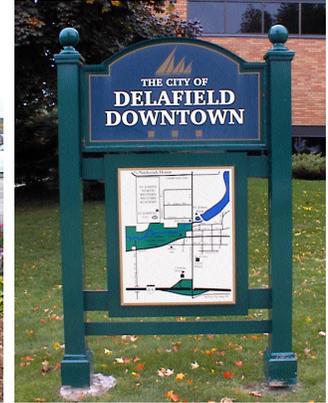
The following recommendations summarize wayfinding improvements for downtown Marshfield. The improvements are primarily intended to guide visitors to downtown destinations and community destinations near the downtown. **Exhibit 13** on the following page illustrates a variety of wayfinding signs used in other communities that could serve as models for Marshfield. Key components of a comprehensive wayfinding system include:

- A community directional signage system that identifies the downtown area as a major destination
- Downtown entrance features on major streets leading into the downtown including S. Central Avenue and Veteran's Parkway
- A downtown directional signage system that directs visitors to key destinations in and around the downtown may include:
 - City Hall
 - Public Library
 - Post Office
 - Public Parking
 - Oak Avenue Community Center
 - Steve J Miller Recreation Area, Veteran's Park, and Columbia Park
 - Chestnut Avenue Center for the Arts
- Informational kiosks located at key public places such as City Hall, Library, parks and recreation areas, and public parking areas, that could include a large map identifying key destinations and a place to post information about downtown programming.
- A bicycle directional signage system directing trail users to destinations located downtown and throughout the community.
- A consistent interpretive signage program describing historical features of local or regional significance.





Informational Kiosks



Business & Community Directory Signage



Entrance Signage



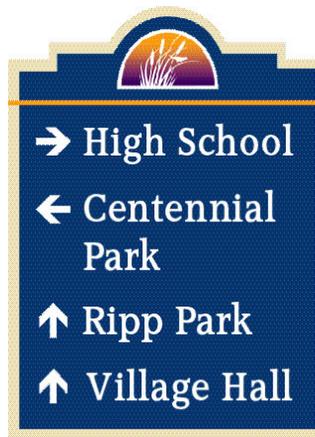
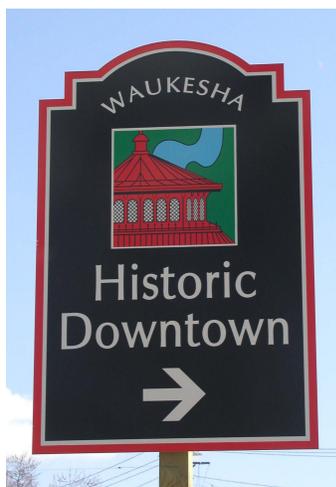
Parking



Street Signage



Interpretive Signage



Directional Signage

Exhibit 13: Wayfinding Examples

4.6 Parking Improvements

Parking recommendations for downtown Marshfield focus on maintaining an adequate parking supply for the district, both on- and off-street, and promoting shared parking opportunities. Key goals for improving parking include:

- Provide adequate parking for new developments
- Promote shared parking
- Provide additional parking through consolidation and reconfiguration of existing surface parking areas
- Provide safe and efficient pedestrian and vehicle access to and through parking areas
- Improve the visual appearance of parking areas
- Promote stormwater infiltration in large parking areas
- Providing signage to direct customers to parking facilities
- Provide bicycle parking
- Consider opportunities for structured parking that can increase the parking supply and allow for redevelopment of surface parking lots

4.6.1 Parking Management Strategy

The City, working in cooperation with Main Street Marshfield, should prepare a Parking Management Strategy for downtown Marshfield to guide the management and development of the downtown parking supply. This plan will require a detailed parking analysis in order to identify the parking demand for customers, employees, residents, and special events. Considerations to be addressed in a Comprehensive Parking Management Strategy include:

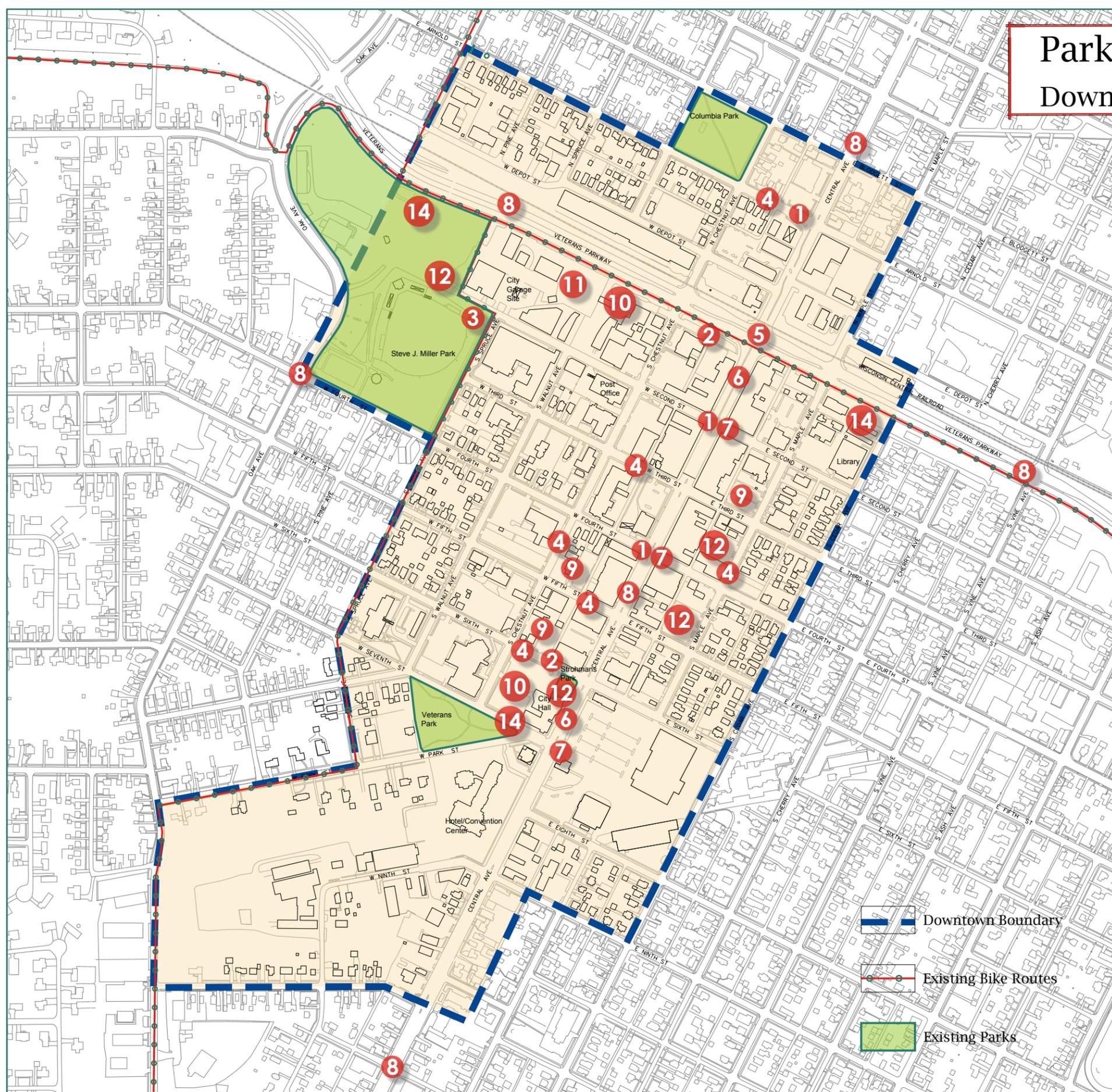
- Time limits and parking restrictions for on-street and off-street parking spaces to ensure an adequate customer parking supply
- Locations for long-term parkers
- Parking supply for residents in upper stories of buildings along S. Central Avenue
- Programs that can encourage bicycling, walking, and other alternative transit options to relieve the stress on the parking supply
- Parking enforcement
- Zoning changes to support parking recommendations
- Design guidelines for the downtown parking lots addressing lighting, landscaping, walkways, rear entrances, stormwater infiltration, and signage
- Requirements for new development to provide for their parking needs and, if possible, provide additional parking stalls for uses by downtown employees and customers
- Evaluate the implementation of Master Lease program that allows for shared parking. This program is described in Part 6 of this report under Potential Funding Sources.

4.7 Specific Recommendations

Recommendations for specific improvements that should be considered for downtown Marshfield are summarized on the Transportation and Parking Recommendations Map (**Exhibit 14**).

Parking and Transportation

Downtown Marshfield, WI

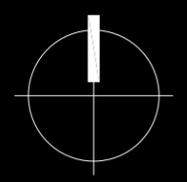


- T1. Locate primary streets for access to rear parking at 4th Street, 2nd Street, and Arnold Street as is designated in the S. Central Avenue Design Charrette Summary. Create intersection improvements with left-hand turning movements and improved signalization and safe pedestrian crossings (including accent paving and bumpouts).
- T2. Potential street vacations, including the vacation of 6th Street near City Hall to expand the Town Square and the vacation of 1st Street west of Central Avenue for future redevelopment.
- T3. Enhance pedestrian connection from S. Central Avenue to the Oak Street Community Center with a distinct streetscape and lighting.
- T4. Designate 5th Street, 3rd Street, Arnold Street, Chestnut Avenue, and Maple Avenue as primary bicycle routes connecting the Downtown with the community-wide bicycle system. Provide bicycle signage and bicycle parking.
- T5. Improve signalization timing and pedestrian crosswalk improvements, such as a landscaped median and distinct pavement, for improved pedestrian safety at the Veterans Parkway and Central Avenue intersection.
- T6. Explore feasibility of shuttle bus service between City Hall and the 100 block, Marshfield Clinic, and other community destinations.
- T7. Provide directional signage to public parking lots located off of S. Central Avenue. Provide parking lot identity signs.
- T8. Provide directional signage to downtown destinations along Central Avenue, Veterans Parkway, and Oak Street.
- T9. Selected acquisition and redevelopment for new parking to serve the Downtown.
- T10. Potential redevelopment for future structured parking, City Hall expansion, and new office development.
- T11. The City Garage site is a potential site for long-term employee parking and special events parking.
- T12. Improve the design of public and private parking lots with landscaping and pedestrian amenities including safe walkways to building entrances.
- T13. Encourage property owners to improve the back sides of their buildings to create inviting entrances from rear parking lots.
- T14. Establish bicycle trailheads in the Downtown at the Steve Miller recreation area, City Hall, and the Public Library.

Marshfield Downtown Master Plan



Exhibit No. 14
 January 20, 2006



5

Streetscape and Open Space Recommendations

The following recommendations identify general streetscape and open space improvements for Downtown Marshfield. Recommended streetscape improvements vary depending on the location, with more intensive improvements targeted for the downtown retail core. A “family” of streetscape amenities for Downtown Marshfield will establish an overall image and identity for the Downtown. Recommendations pertaining to public spaces and parks in Downtown Marshfield are focused on improving existing parks in the Downtown, while exploring possibilities for new, public open spaces.

The following text summarizes various components of the recommended streetscape and open system for downtown Marshfield including:

- Streetscape Improvements
- Landscape Improvements
- Parks and Open Space Improvements

Specific goals are identified for each of these components, which expand upon the overall vision and goals for downtown Marshfield identified in Part 1 of this report. Specific recommendations for Streetscape and Open Space are included at the end of this section.

5.1 Streetscape Improvements

Important considerations for streetscape improvements include enhancing the pedestrian character of the district; enhancing the major entrances and approach corridors to the district; strengthening the connections between the downtown and the community; strengthening the historic character and identity of the district; and providing public spaces to create and enhance the “street life” and activity of the downtown.

Types of streetscaping and pedestrian amenities were explored at the South Central Avenue Reconstruction Design Charrette held in February 2005. At that event, the community was asked to choose among various styles of amenities. While certain options were favored over others, the community advised the City to choose a cohesive mix of amenities pictured on the following page (**Exhibit 15**). The full results of the South Central Avenue Reconstruction Design Charrette can be viewed on the City of Marshfield Planning and Economic Development Department website.

Branding Identity

Streetscape improvements will help to establish a branding identity of downtown Marshfield and will distinguish it from other commercial areas. Downtown identity is expressed in both public and private improvements. Preserving and expressing the historic character of the downtown through streetscape improvements and the rehabilitation or renovation of existing buildings and the design of new buildings will collectively create a unique identity for the downtown. Incorporating a unique logo that symbolizes the downtown as part of signage and streetscape design can reinforce the identity of the downtown as a special destination.



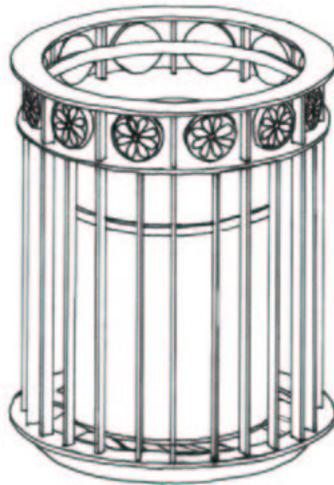
Historic Light Fixture and Pole



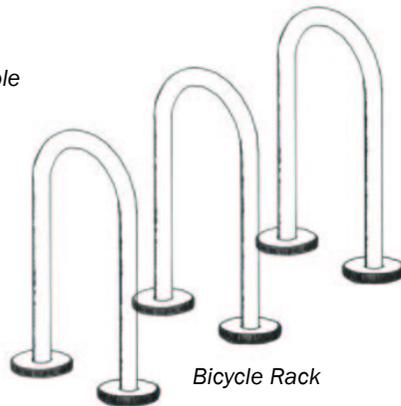
Bollard



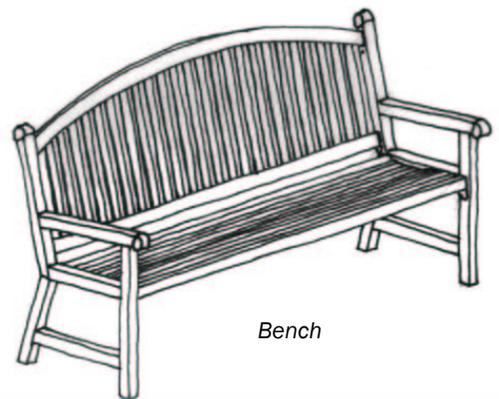
Planter



Trash Receptacle



Bicycle Rack



Bench

Exhibit 15: Proposed Amenities from South Central Avenue Reconstruction Design Charrette

Streetscape Zones

The following text outlines recommended streetscape zones for the downtown; each varies in type and intensity of streetscape improvements. Potential streetscape amenities have been identified in the South Central Avenue Reconstruction Design Charrette Report.

Primary Streetscape Zone

The primary streetscape zone is proposed for the downtown retail core along S. Central Avenue. This area should receive the most intensive streetscaping to establish a strong pedestrian character related to the downtown's historic retail area. Type I streetscape treatments include; concrete pavers, pedestrian bulb-outs, street lights, banners, street trees in grates, benches, bike racks, trash receptacles, and planters. A block by block assessment of types and location of amenities can be found in the South Central Avenue Reconstruction Design Charrette Summary. Further examples can be seen in **Exhibit 12** (Part 4), which demonstrates a typical cross section of S. Central Avenue with suggested improvements, and **Exhibit 4** (Part 3), which illustrates this example on the 200 Block of the street.

Secondary Streetscape Zone

A secondary streetscape zone with limited amenities is proposed for Chestnut Avenue, Maple Avenue, and 2nd Street. This streetscape zone should generally include lighting, landscaping and wayfinding signage.

Gateway Corridor Streetscape

Key gateway corridors leading into downtown Marshfield include Central Avenue to the north and south of downtown and Veteran's Parkway. Streetscape improvements including wayfinding, landscaping, undergrounding overhead lines and sidewalks are needed to create distinctive approaches for downtown Marshfield.

Rear Alley & Parking Zone

The major downtown parking areas and the alley system through the major downtown parking areas would be improved with pedestrian lighting, improvements to rear entrances to buildings and screening of trash and utility areas.

Gaslight Streetscape

A unique streetscape should be developed with the creation of the gaslight district along 9th Street. The streetscape elements provided should include features that are reminiscent of a traditional gaslight district. Signage, decorative lighting, and landscaping should be included within this district.

Downtown Entrances

The entrances to downtown must be clearly identified with signage, lighting, landscaping and wayfinding.





5.2 Landscape Improvements

There are many opportunities to improve and increase landscaping within the downtown. The physical environment can be significantly improved by increasing locations where and improving what type of landscaping is being used. These improvements will make downtown Marshfield more attractive and more pedestrian friendly. Key improvements include the following:

Parking Lots

There are several public parking lots throughout the downtown that should have enhanced landscaping. The recently completed parking lot on Maple Avenue at 2nd Street is an example of what can be accomplished. Landscape improvements that should be considered for public parking areas include:

- Landscaped buffer between parking lots and sidewalks
- Landscaped islands within the parking lots to break up large expanses of pavement
- Defined walkways to allow safe pedestrian connections to both rear entrances
- Landscaped bio retention areas to provide stormwater infiltration

Veteran's Parkway

This entrance corridor to the downtown can be enhanced with perennial plantings in the median. The addition of street trees, pedestrian-scale lighting, benches and other amenities along the bicycle trail can enhance the comfort and experience of trail users. The recent addition of public art along the southern side of the street is also an example of possible enhancements. **Exhibit 7** (Part 3, pg.31) illustrates possible landscape improvements for the corridor.

Railroad Corridor

The rail corridor on the north side of Veteran's Parkway should be landscaped with low native grasses and perennial flowers that do not interfere with sight lines from passing trains.

Washington Square/Holiday Inn and Conference Center

The entrance to downtown Marshfield from the south could be enhanced with additional landscaping. Since there is a limited public right-of-way, landscape easements next to the sidewalk should be discussed and secured from the private property owners. These improvements would create a more attractive entrance to the downtown, provide a buffer between pedestrians and automobiles, and create a shade cover for pedestrians walking through this area.

5.3 Parks and Open Space Improvements

Downtown Marshfield has four existing parks within its boundaries: Steve J. Miller Recreation Area, Veteran's Park, Strohmman Park, and Columbia Park. These parks provide opportunities for active and passive recreation to downtown residents and visitors. Opportunities to expand the programming of these existing parks to accommodate the needs of downtown should also be explored such as utilizing these parks for downtown activities and special events, e.g. Hub City Days.

Steve J Miller Recreation Area

Steve J Miller Recreation Area is the primary baseball and softball facility for the community and draws numerous amounts of people to the downtown area. This park can be better connected to the downtown retail core by improving the streetscape along 2nd Street and improving the pedestrian and bicycle access to the Oak Avenue Community Center which is located on the west side of the park.

Additionally, different recreation activities should be explored for this park that do not conflict with its primary baseball and softball uses. For example, the park is not used during the winter months and winter recreation activities such as cross-country ski trails and ice skating could be explored by the City. Baseball and softball activities could also be sponsored as part of Hub City Days, Dairy Days, and other special events.

Oak Avenue Community Center

The Oak Avenue Community Center could be better utilized to support downtown needs such as programming for youth.

5.4 New Parks and Open Spaces

This section outlines where and how new parks and gathering spaces could be created in the downtown.

Town Square (Strohman Park)

Strohman Park is recommended for expansion to create a central gathering space for downtown. The central location of this park and its proximity to City Hall and the availability of public parking make this park an ideal location for a Town Square. **Exhibit 9** (Part 3 pg.32) illustrates how Strohmman Park can be expanded west to the alley and north with the vacation of 6th Street. As a larger gathering space, the new Town Square can become a primary location for special events and existing and future downtown programming.

Farmer's Market

The Marshfield Farmer's Market currently is held in the northeast corner of the Pick-N-Save parking lot at the intersection of S. Central Avenue and 6th Street. This is a great addition to downtown and should be continued. The construction of a permanent open air structure should be explored to host the weekly market and capitalize on a prominent corner within downtown. The structure could also be used for concerts or downtown special events, such as Dairy Days of Hub City Days. This structure could be designed to allow patrons to park beneath it when it is not in use.

M&I Bank Site

The M&I Bank parking lot fronts onto S. Central Avenue and creates a large gap between buildings in the downtown retail core. **Exhibit 16** illustrates how the public alley could be used as the driveway for the bank's drive-through facility. This change can allow the parking lot to shift to the west and create a linear open space along Central Avenue. This open space would create a more continuous blockface, add landscaping to the downtown, and provide an additional public gathering space for downtown users.

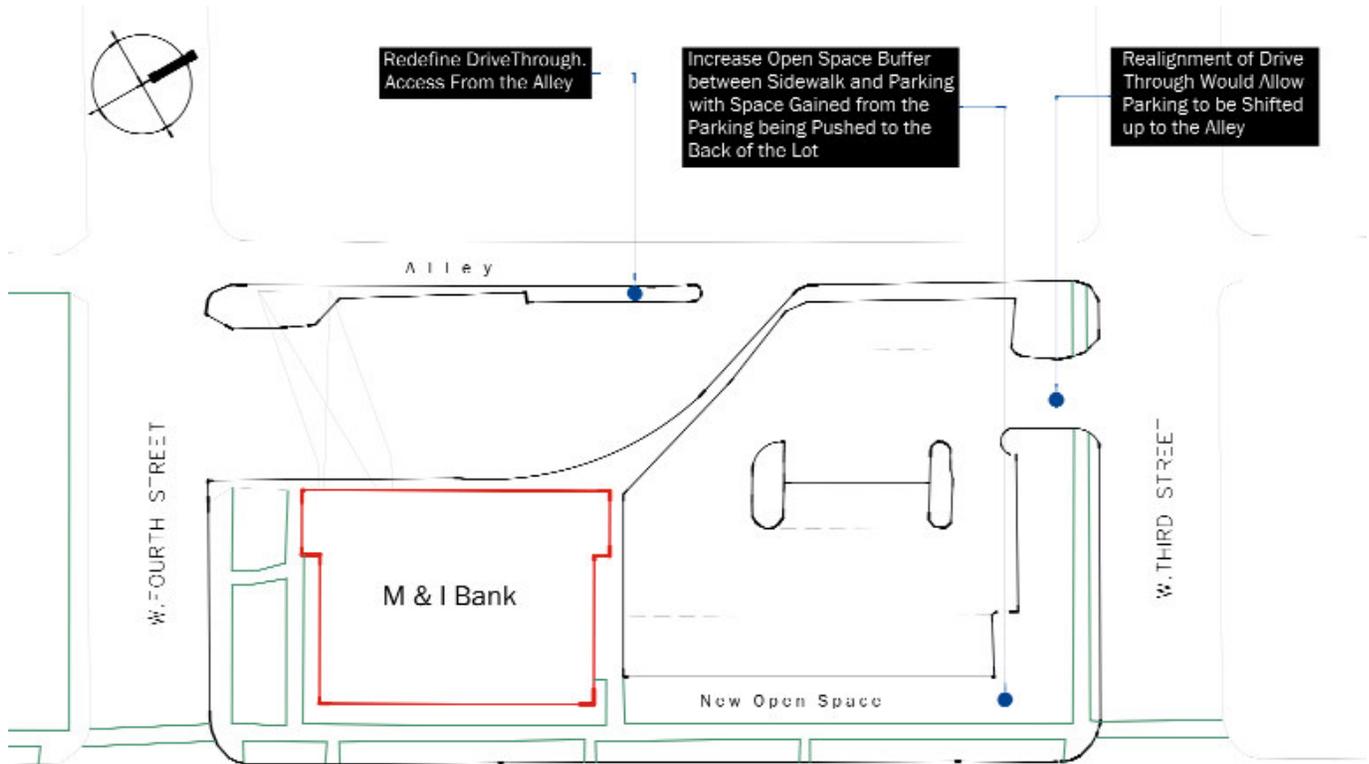


Exhibit 16: Proposed M&I Bank Site Modifications

Library Expansion

The Public Library expansion should include the construction of a public open space that can serve Library needs and add another public gathering space to the downtown. The public open space could be orientated to Veteran's Parkway and the bicycle trail. It could also become a trailhead for the bicycle routes in the downtown or it could be located at the intersection of Maple Avenue and 2nd Street and become a focal point for the 2nd Street civic corridor.

1st Street/Veteran's Parkway

Exhibit 8 (Part 3) illustrates the vacation of 1st Street between Central Avenue and Walnut Avenues. This space would occur between Veteran's Parkway and could create a new open space for the downtown. The open space would adjoin the bicycle trail and could be used for outdoor eating areas, a small park, or outdoor retail space for an adjacent storefront.

Gaslight District

The redevelopment of the 9th Street corridor presents the opportunity to add an additional open space in the downtown. A small pocket park could be located on the north side of the street, between the hotel entrance and any new developments to the west. It would serve the neighbors and visitors to the gaslight district. This potential park, illustrated in **Exhibit 6** (Part 3), can also strengthen this location as a downtown entrance.

5.5 Specific Recommendations

Recommendations for specific improvements that should be considered for downtown Marshfield are summarized on the Streetscape and Open Space Map (**Exhibit 17**).

Streetscape and Open Space Downtown Marshfield, WI



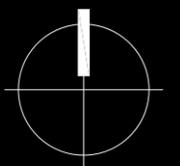
- S1. Primary streetscape with full pedestrian amenities on Central Avenue between 9th Street and Arnold Street including the immediate side streets. Streetscape nodes at key intersections. Boulevard landscaping. Pedestrian crosswalk treatments. Bicycle parking on side streets.
- S2. Secondary streetscape with limited pedestrian amenities on Chestnut Avenue, Maple Avenue, and 2nd Street.
- S3. Special district streetscape on 9th Street.
- S4. Rear alley streetscape with pedestrian amenities combined with improved rear entrances to buildings.
- S5. Gateway corridor streetscape on South Central Avenue as a major approach to Downtown with wayfinding, lighting, street trees, and removal of overhead utilities. Landscape improvements for Veteran's Parkway median and rail corridor.
- S6. Downtown entrance features including entrance signs, lighting, and landscaping on Central Avenue at Arnold Street and 11th Street and along Veterans Parkway at the pedestrian overpass and Vine Street.
- S7. Entrance feature at the Veterans Parkway and Central Avenue intersection including improved landscaping and safe pedestrian crossings. Work with Kwik Trip to provide additional landscaping at the corner of their site. Potential additional landscaping at 1st Street and Central Avenue.
- S8. Expand Strohmans Park to create a Town Square at City Hall. Potential vacation of 6th Street to expand the Town Square.
- S9. Improve landscaping along Holiday Inn and Washington Square frontages.
- S10. Farmer's Market and public open space.
- S11. Potential gaslight district open space at the intersection of 9th Street and Central Avenue.
- S12. Reconfigure the M&I parking lot and drive thru to provide a landscape open space along S. Central Avenue.
- S13. New public open space created with the library expansion.
- S14. Expanded parks programming for the Steve Miller recreation area to support Downtown residents, customers, and employees. Explore joint use opportunities with City Garage. Potential location for a youth center in conjunction with the Oak Street Community Center.
- S15. Utilize Steve J Miller Recreation Area, Veterans Park and Columbia Park for Downtown special events programming.

Marshfield Downtown Master Plan



January 20, 2006

Exhibit No. 17



6 Master Plan Implementation

Master plan implementation will require an organized and consistent process to be successful. Implementation must be done with commitment - that is, the community must undertake implementation of master plan recommendations with the full understanding of its complexity, the time required, and the relationship and sequence of the plan's various elements. The community must allocate adequate resources for staff, professional assistance, and project funding. Implementation requires partnerships – public and private sector individuals and organizations must come together as an implementation team. Finally, implementation must be dynamic; unanticipated redevelopment opportunities may present themselves throughout the process of planned implementation and the implementation team must be able to assess and reprioritize on a continuous basis to take advantage of emerging opportunities.

The intent of this implementation section is not to provide a detailed strategy for each of the recommendations identified in **Exhibits 10, 14 and 17**. Rather, this overview provides a general approach to implementation and highlights key components of the process. These key components of mater plan implementation include:

1. Implementation Organization
2. Developing a Branding Identity for Downtown Marshfield
3. Strategies for Working with Developers
4. Strategies for Business Retention and Recruitment
5. Potential Funding Sources
6. Implementation Timeline

6.1 Implementation Organization

Marshfield has a well-established public/private organization that is ready to guide the implementation of the Downtown Master Plan. This organization includes three separate but interrelated entities: City of Marshfield, Main Street Marshfield, and the Marshfield Area Chamber of Commerce (MACCI).

A Project Management Team (PMT) should be created to coordinate public and private activities and oversee implementation of recommendations that have been prioritized in an annual work plan. Members of the PMT should include the City Administrator, the City's Economic Development Director, City Engineer, Main Street Manager, and the MACCI Executive Director. It may also be appropriate to include a Plan Commission and City Council representative. This group will receive technical support from other City staff, Main Street Committee, MACCI committees, consultants, and County and State agencies, as necessary.

The attached implementation organization diagram (**Exhibit 18**) describes the interrelationships and primary responsibilities of these three entities centered around a PMT. The PMT will make recommendations to the Plan Commission and City Council who will have ultimate authority for approving implementation projects.

It is critical that the responsibilities of each entity be clearly defined in order to ensure an efficient implementation process. Where there are multiple entities with separate missions and agendas, the lines between these entities can become blurred or overlap in a way that is confusing and not an efficient use of resources. At the beginning of the implementation process the City, Main Street, and MACCI should undertake a joint strategic process to define common goals and develop a work plan with specific tasks and responsibilities. This process should be open to the public to broaden input and strengthen the community's awareness about the importance of the downtown.

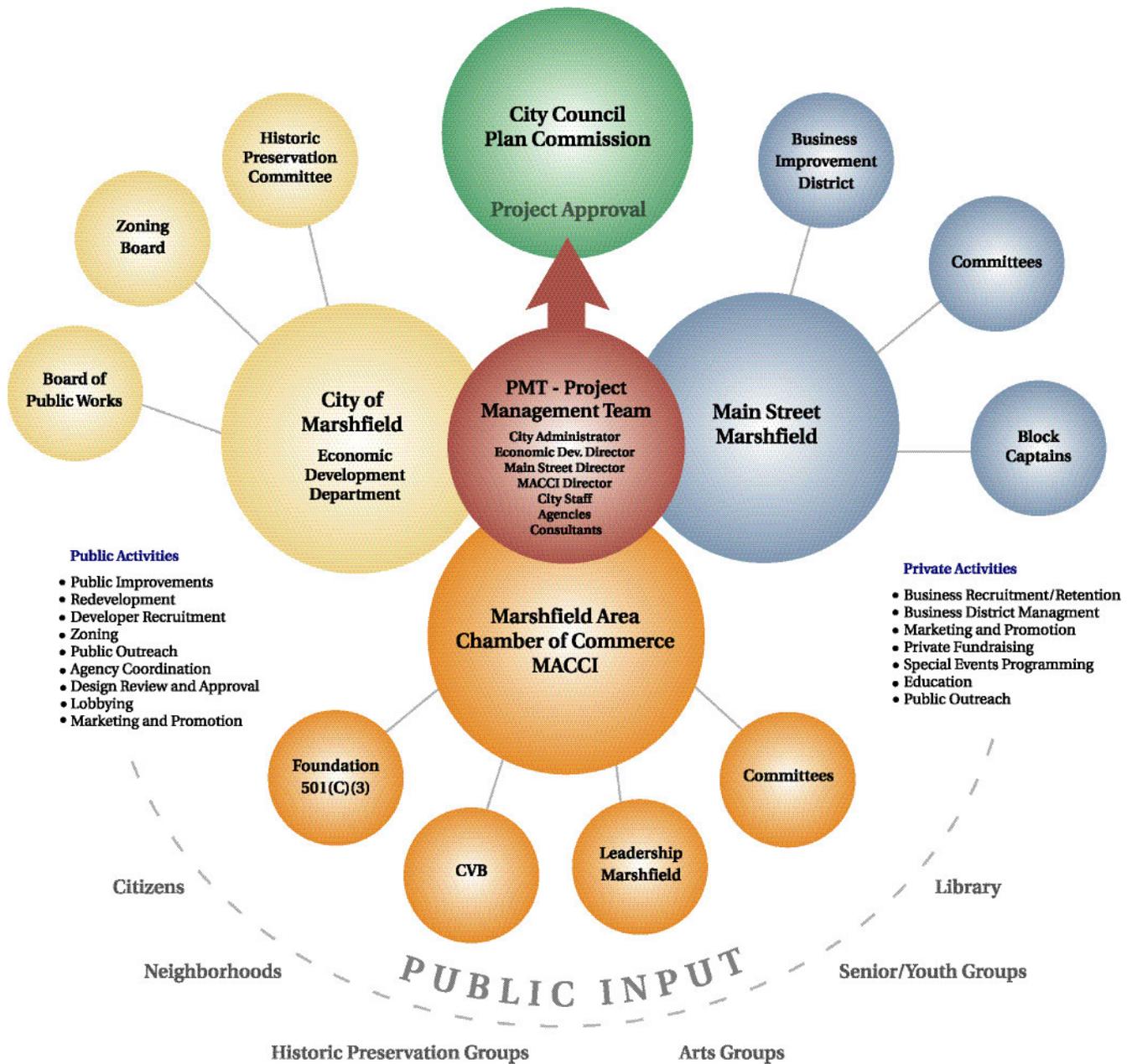


Exhibit 18: Master Plan Implementation Organization Diagram

As part of this implementation strategy, the attached implementation timeline at the end of this section will provide the general framework for establishing priorities and developing a work plan. Prior to the strategic planning process, each entity should conduct their own strategic planning to refine their mission statement, define their role in supporting the downtown, and evaluate their capacity to support the downtown implementation process.

6.2 Developing a Branding Identity for Downtown Marshfield

It is extremely important that Downtown Marshfield defines itself to the community and the region as a unique destination that offers exciting opportunities for shopping, entertainment, employment, arts and culture, and owning or renting a home. Main Street and MACCI should work together to develop a branding identity for Downtown Marshfield. Components of a branding identity program should include:

- Create an advisory committee to develop a compelling marketing theme and logo for Downtown.
- Work cooperatively with local businesses and institutions, such as the Marshfield Clinic, the Holiday Inn and Conference Center, and the northside business district to cross-market and promote the Downtown.
- Work cooperatively with regional marketing groups from Wausau, Stevens Point, Wisconsin Rapids, etc., to jointly market and promote the assets of the region and its communities.
- Evaluate and expand the Downtown events programming to attract more visitors and customers.
- Downtown Marshfield does not have a strong tourism draw such as the waterfront locations that Wausau and Stevens Point enjoy. Marshfield needs to think “outside the box” to create a stronger attraction for the downtown. One possible idea might be to explore the feasibility of an excursion train between Downtown Marshfield, Stevens Point, and Wausau.
- Work with the Library, Chestnut Center for the Arts, and community arts and history groups to explore ideas for programming and new facilities that can strengthen the downtown as a community and cultural arts center. Potential facilities may be a youth center, a children’s museum, and themed museums that showcase key aspects of Downtown Marshfield’s unique history.
- Work with the City to create a wireless downtown as an incentive to attract new businesses and residents.
- Work with Leadership Marshfield to undertake a campaign that will strengthen the community’s awareness and appreciation for Downtown Marshfield.

6.3 Strategies for Working with Developers

Marshfield has accomplished impressive redevelopment projects in the downtown over the past several years including Founder’s Square, the Hotel/Conference Center, and Washington Square. These projects, which have helped strengthen the market for downtown, are catalytic projects that can stimulate new private investment opportunities. In addition, the City’s investment in major infrastructure improvements, including Veterans’ Parkway and the planned Central Avenue reconstruction, will increase development interest by significantly improving the visual character and market identity of the Downtown.

While these public and private projects are important “building blocks,” downtown redevelopment will continue to be a complex and challenging proposition. Attracting and securing developer interest for downtown projects will require a strong commitment to a coordinated process. Marshfield can make its downtown more attractive for development if:

- There is an overall master plan that identifies specific opportunities for development.
- The community and key decision makers are supportive of the master plan and its goals.

- Key decision makers are “on the same page” with the development process so that decision making and project approval don’t get bogged down in an inability to come to consensus.
- The development process is clear and directed with a central point of contact.
- Design guidelines are in place.
- Appropriate zoning is in place.
- Incentives are available for development projects and there is a clear understanding of when and how they should be used and who can use them.
- A developer “hit list” is organized, reflecting the specific project needs and developer capabilities.
- A concise RFP is developed, with clear directions and a process for evaluating responses.
- Each RFP response is evaluated for how it supports master plan goals and fulfills a desired market niche.

Developer Recruitment Process

The City is in the best position to take the lead in recruiting development. The following activities are components of a consistent and coordinated development recruitment process:

1. Identify Development Priorities and Phasing.
2. Establish a Working Relationship With Existing Property Owners of Key Development Sites.
3. Identify the City’s Role in Acquisition of Sites for Development.
4. Establish Parameters for TIF Subsidies for Development.
5. Prepare a Database of Qualified Developers.
6. Develop Strategies to Market Key Sites to Developers.
7. Prepare Marketing Materials.
8. Establish a Request for Proposal (RFP) Process, and a Developer Selection Process.
9. Establish a Design Review Process.
10. Interview and Select Preferred Developers.
11. Create a Development Team to Negotiate Development Agreements.
12. Coordinate Public Improvements That Can Be Completed as Part of Each Development Project.

6.4 Strategies for Business Retention and Recruitment

A coordinated business retention and recruitment process is one of the most important components for achieving and maintaining an economically viable and successful downtown. Main Street Marshfield, working collaboratively with MACCI, is currently responsible for business retention and recruitment activities for downtown Marshfield. The following discussion outlines a process that can guide future Main Street/MACCI activities in business retention and recruitment.

Business Retention Process

Main Street Marshfield should be continuously monitoring the state of existing downtown businesses – who is doing well (and why), who is slipping (and why), who needs specific assistance (marketing, merchandising, inventory control, building improvements, etc.), who wants to sell their business and retire, etc. Some of the specific tasks that Main Street Marshfield should perform in supporting business retention include:

- Establish and maintain a database of all businesses
- Update or conduct a business and customer survey
- Understand marketing conditions that impact business district vitality
- Offer training programs targeted to Downtown Marshfield’s specific business needs such as customer service, advertising, joint marketing, employee retention and recruitment, coordinated hours, parking, business planning, etc.
- Work with the City to provide incentives for building and façade improvements

Business Recruitment Process

When asked, residents of most communities would like a variety of retail shops in their downtown, similar to how it was 30 years ago. However, over the past 30 years, many of those businesses have transitioned out of the downtown for a variety of reasons – the market has changed, competitive properties have pulled them away, or their needs as retailers have changed. Today, simply waiting for new businesses to choose Downtown Marshfield on their own is the wrong approach. An organized effort to recruit new businesses is necessary to attract the right mix and quality of businesses that are desired. Property owners and developers will become partners in the process when they have support in attracting the right tenants for their buildings. Likewise, businesses will be more interested in downtown Marshfield when the community is prepared to assist them.

After the current situation of existing businesses is better understood, Main Street Marshfield should assess the current business mix and identify those markets that can be expanded upon. Knowledge is strength when trying to find the right business. Having a thorough understanding of the downtown, including knowledge of successful businesses, not-so-successful businesses, demographics, real estate availability, zoning constraints, planned public improvements, etc., will give Main Street Marshfield the edge when trying to secure the right businesses.

The following steps are key components of a successful business recruitment program:

1. Form a Business Recruitment Committee

A business recruitment committee should be formed with representatives who understand downtown business needs, such as accountants, attorneys, retailers, realtors, property owners, etc. Members need to have a positive attitude, be organized and professional, and be willing to work. They need to be committed to downtown success while understanding the “big picture” of the community and the downtown’s role.

2. Draft a Work Plan

The first step for this committee is to prepare a work plan. All steps should be listed and prioritized with a realistic timeframe. These steps might include gathering current data and demographics about the downtown; inventorying the real estate in the target area, particularly the vacant or underutilized buildings; meeting with the property owners of vacant or underutilized buildings to garner their support in the process; developing a prospect list; and, creating a simple sales package. The work plan is not static. It should be reviewed, updated and modified on a regular basis.

3. Lay the Groundwork

The “business” of business recruitment is really being able to SELL the downtown in the right way, to the right parties. To sell anything, you must know as much about your product as possible. Gather all the data you can about the downtown, i.e. demographics, trade area definitions, financial incentives that may be available, tourist information, parking data, planned improvements, zoning and building code conditions or restrictions, traffic counts, pedestrian counts, and an inventory of available real estate. Survey the present business conditions to examine what is working and not working, who are the “anchor” tenants, what is the current shopper profile, and what is the potential retail demand. This data should be compiled and analyzed to identify any trends or niches that will support the downtown profile and image.

4. Design an Ideal Tenant Mix

Evaluate this information for trends and niches and identify the likely business types that can succeed in the downtown, that will enhance the existing business mix, and that will give Marshfield customers a greater variety of products or experiences. Opportunities need to be targeted for the right location to create synergy and new business activity for the businesses around it.

5. Identify Prospective Tenants

Once you’ve identified appropriate business types, there must be a strategy for how to find them. Consider the following ideas: 1) You can purchase direct mail lists for just about any category or product line, 2) utilize telephone directories and City directories (many of these are now online) 3) start collecting retail merchant lists from other communities 4) look for frequent advertisers in local and regional newspapers 5) see if there is a trade association for retail or business categories that you desire and advertise in their trade publications, 6) utilize national retail tenant directories 7) visit other communities and talk with their business associations.

Don’t forget to look in your own backyard. This includes businesses that currently operate out of private homes, existing businesses that may consider expanding into the downtown, struggling businesses that might benefit from a more appropriate niche strategy, or current store managers that want to start their own business. Keep your eyes and ears open, be creative and selective. Business recruitment requires determination and creativity when seeking out the right businesses.

6. Make Contact with Prospective Tenants

The first contact with a prospective tenant is important. Consider sending a well-written letter that will get their attention, along with a simple sales package listing data about the downtown that is informative, current, and that cultivates a positive image in the prospective tenant's mind. This package should be tantalizing but not overwhelming. The letter should be personalized (not a form letter) and should impress them with your knowledge of their business and why you feel they would be a good match for the downtown. You should follow up with a phone call to the prospective business to confirm receipt of the letter and see if you can interest them in a meeting. A smooth, direct sales pitch should be developed to explain the benefits of this opportunity. Don't forget to talk about incentives and how your community is prepared to assist a new business. Provide additional information that they might need in order to consider your opportunity. Finally, if their answer is NO, turn that rejection into a referral.

7. Getting a Prospect to Say Yes

Even if a potential business is interested, how do you get them to complete the deal? The most important part is to make it so simple to work with you, that the "yes" will just happen. Every step of the way, you must be prepared to handle their objections, their concerns, and any obstacles that might come up. If they are concerned about financing their inventory or improvements, take them to see the local banker. If they want outside dining that requires a special permit, help them work through the process with the municipality. If they object to some of the lease terms, assist them in negotiating with the landlord. It is important to provide a single contact person for every prospective business to work with. This contact person is responsible for keeping negotiations moving and following up on all remaining details.

8. Retaining the Businesses You Recruit

Your work is not complete once you have successfully recruited a new business for your downtown. It is important to make the business feel welcome and that they are settled in and operating according to their plans. Maintain contact with the business. Involve the business in community activities and organizations and involve them in your future business recruitment efforts. They can speak from experience on how the recruiting process worked for them and what changes should be made to improve the process.

9. Develop Your Sales System

During your business recruitment process, you need to critique your work plan and update it based on the experiences you have had. You want to create a repeatable sales process that works. Keep all your contact files and sales materials updated. Reevaluate your recruitment criteria for the next opportunity and modify them as necessary. Identify key advisors and continue to get whatever assistance you may need from them. These advisors may include consultants, realtors, leasing agents, developers, bankers, Wisconsin Main Street, Wisconsin Department of Development, UW Extension, merchandising analysts, national demographic firms, etc.

10. Maximize Your Success

When you are successful in recruiting a new business, make sure that you promote your efforts and recognize everyone's contribution - celebrate the grand opening of a new business, run a special ad announcing the new business in your local paper, get a feature article run about the business recruitment work and your success, speak at the Rotary Club, Lions Club, etc. about your accomplishments. Make sure you get testimonials from the new business, their landlord, from elected officials, other businesses, etc. that you can use in your next round of recruitment.

6.5 Potential Funding Sources

There are a number of funding sources that can be used for specific infrastructure, redevelopment and business district revitalization projects recommended in the Marshfield Downtown Master Plan. Potential funding sources include:

Local Funding Sources

Tax Incremental Financing (TIF)

Tax Incremental Financing (TIF) is one of the best tools for funding downtown improvements. The general concept of TIF is to capture new development within the proposed district boundaries that might not otherwise occur without the use of TIF funding. Typical projects that can be funded by TIF include redevelopment activities such as land assembly, building and façade improvements, public infrastructure improvements, and planning and design activities that support redevelopment.

The City of Marshfield has an established Downtown Tax Incremental Financing District (TID 4) to support the redevelopment of the downtown. The TID 4 boundaries should be amended as allowed for under the State's new TIF legislation to include all areas identified in the current Downtown Master Plan.

Marshfield created TID 4 to fund major redevelopment projects that have occurred in the past five years, including Founders Square, Washington Square and the Holiday Inn and Conference Center. To date, public investment in these projects has not been recovered and because of this, the City is reticent to finance new improvements with TIF funds.

It is critical for the City to carefully evaluate the financial feasibility of TID 4 and determine how future improvements can be financed with TIF funds. The City should explore a "pay as you go" TIF policy. This policy, which has been adopted by other Wisconsin communities, places the initial financial burden on the developer with TIF dollars applied when the project has been capitalized and is producing revenue. This policy delays the need for communities to borrow up front before revenues are realized.

The City should also carefully evaluate each developer request for TIF funding to determine the need for TIF funding and, if a need is identified, what level of financial support is appropriate. A TIF subsidy formula should be structured that allocates part of the TIF increment for the developers, part for the public improvements directly related to the development, and part allocated to a general funding pool for district-wide improvements.

Finally, the City should examine each master plan recommendation and identify a variety of funding sources that can be targeted for specific improvements to reduce the need for TIF funding. Potential funding sources are discussed in the following sections.

Business Improvement District (BID)

The City of Marshfield has adopted a Business Improvement District for the downtown which established an annual assessment for business properties located within the designated BID boundaries. This assessment is used to support the management, maintenance and development of the district. Main Street Marshfield uses BID funding to improve the economic opportunity and growth of all businesses within the district. It is critical for Main Street Marshfield to continuously evaluate how the use of BID funding is achieving the goals established for the district, as well as new goals that may be established with adoption of the Downtown Master Plan.

The Downtown Master Plan has recommended that a comprehensive Business Retention and Recruitment program be developed by Main Street Marshfield. This program should be a priority for BID funding. It may also be appropriate to consider expanding the BID boundaries to coincide with the adopted downtown boundaries. This can occur when the areas currently outside of the district have redeveloped.

Façade Grant Programs

City-administered façade improvement grants are important incentives that can encourage property owners to rehabilitate storefronts and signage to complement the historic character and theme of the downtown. Funding should be available as matching grants to property owners to fund the rehabilitation of building facades, including rear entrances. These grants typically pay on a 50/50 basis up to a specified limit. Funding should also be available to finance preliminary design studies by an architect or another professional who is experienced with historic renovation and restoration. Property owners that are contemplating extensive improvements may phase their improvements and request funding over a several year period. Façade grant programs are best funded through Tax Incremental Financing or CDBG programs.

Lender Commitment Program

Main Street Marshfield should work with local banks to establish a Lender Commitment Program to provide a low interest loan pool that can supplement the City's façade grant program. Approval of funds through this program is typically tied to compliance with established design guidelines.

Commercial and Residential Rehabilitation Loan Fund

TIF revenues can be used to fund low-interest loan programs to fund rehabilitation activities. Typically, there is a maximum loan amount and term, and businesses and property owners must provide private matching funds.

Redevelopment Loan Fund

TIF revenues can be used to fund private redevelopment activities such as acquisition, demolition, site preparation and other redevelopment activities deemed appropriate. Typically, there is a maximum loan amount and term, and business and property owners must provide matching funds.

Master Lease Parking Program

The City may want to consider a master lease parking program, which involves an agreement between private property owners to share their parking supply with other businesses that may not have sufficient parking. This program is typically focused on rear parking areas that directly adjoin the core retail district and that have a limited public parking supply. This program can assist in meeting a localized parking demand as an alternative to the City acquiring property and developing new public parking. This program is designed to create new parking spaces and provide greater parking efficiency by consolidating individual lots into a larger parking supply with shared access and circulation. Separate agreements can be structured on a block-by-block basis.

Under this program, private property owners within a designated block agree to conditions including standards for the use of the parking supply with a focus on maintaining adequate parking for customer use. Operations and maintenance costs could be shared by the businesses within the block. Reservation of parking stalls for individual businesses can be negotiated based on their contribution to the overall parking supply.

In return for this agreement, the City could agree to provide design improvements such as landscaping, lighting, paving, drainage, pedestrian walkways, etc. These improvements are needed to improve the visual character, safety, and function of the downtown. Main Street Marshfield should promote this concept to businesses on a block-by-block basis and assist the City in negotiating master lease agreements.

Capital Improvement Program (CIP)

The City should utilize its Capital Improvement Program (CIP) for street and infrastructure improvements in the downtown, consistent with its community-wide policy. TIF funds should be reserved for improvements such as streetscape amenities that cannot be funded by other funding sources.

Hotel/Motel Room Tax

Some communities utilize their room tax revenues for public improvements such as wayfinding systems and cultural or performing arts programming that encourage and promote tourism.

Private Donation Program

Private donation programs allow the private sector to participate in funding some streetscape improvements to supplement public funding. Private citizens, community organizations, and the corporate community should all be approached for contributions.

State and Federal Funding Sources

Wisconsin Department of Transportation

Local Transportation Enhancements (TE) Program

This 80/20 funding program is designed to fund projects that enhance multi-modal activities in order to improve the transportation system. Projects can include the preservation of abandoned railway corridors, rehabilitation/operation of historic transportation buildings, acquisition of scenic easements and scenic or historic sites, landscaping and other scenic beautification, and control or removal of outdoor advertising. Projects must relate to surface transportation.

Surface Transportation Program – Discretionary

This 80/20 funding program is targeted to communities to fund projects that foster alternatives to single-occupancy automobile trips. The most commonly applied for projects are bicycle and pedestrian facilities.

Wisconsin Department of Commerce

Community Based Economic Development Program (CBED)

This program is designed to promote local business development in economically distressed areas. The program awards grants to community-based organizations for development and business assistance projects and to municipalities for economic development planning. The program helps community-based organizations plan, build, and create business and technology based incubators, and can also capitalize an incubator tenant and revolving loan program.

The Brownfields Initiative

This program provides grants to persons, businesses, local development organizations, and municipalities for environmental remediation activities for brownfield sites where the owner is unknown, cannot be located or cannot meet clean-up costs.

CDBG - Blight Elimination and Brownfield Redevelopment Program

This program can help small communities obtain money for environmental assessments and remediate brownfields.

CDBG - Economic Development Program

This program provides grants to communities to loan to businesses for start-up, retention and expansion projects based on the number of jobs created or retained. Communities can create revolving loan funds from the loan payments.

CDBG - Public Facilities for Economic Development Program

This program offers grants to communities to fund infrastructure improvements for specific economic development projects.

Wisconsin Department of Natural Resources

Acquisition and Development of Local Parks (ADLP)

Funds are available to acquire land, rights in land, and develop public outdoor recreation areas for nature-based outdoor recreation purposes, including trails. Funds are allocated by the DNR on a regional basis so applicants compete only against other applicants in their region. Funding will provide 50 percent of eligible costs, and cannot be used if eminent domain is used to acquire property. Eligible projects must be supported by local comprehensive recreation plans.

Land and Water Conservation Fund (LAWCON)

LAWCON is a federal funded program administered by the WDNR to encourage nationwide creation and interpretation of high quality outdoor recreational opportunities. Local projects must relate to the Statewide Comprehensive Outdoor Recreation Plan (CORP).

Wisconsin Department of Tourism

Heritage Tourism Program

The department's area tourism consultants serve as liaisons to area tourism organizations to assist in developing, packaging, and promoting their historical resources.

State Historical Society-Division of Historic Preservation

Federal Historic Preservation Tax Credits

This program returns 20 percent of the cost of rehabilitating registered historic buildings or historic buildings in a registered historic district to owners as a direct reduction of their federal income taxes. Wisconsin also has a supplemental historic preservation tax credit that returns an additional 5 percent of the cost of rehabilitation to owners as a discount on their Wisconsin State income taxes. Buildings must be rehabilitated according to the Secretary of the Interior’s “Standards for Rehabilitation” to qualify for tax credits.

Historic Preservation Fund

This fund provides matching grants to communities to prepare historic surveys needed to prepare nominations for National Register on State Register Historic Districts. The preparation of nominations and educational activities related to historic surveys are also eligible activities.

Wisconsin Small Business Administration

The district office of the U.S. Small Business Administration has a wide range of financial information and local programs available to small businesses.

6.6 Implementation Timeline

An implementation timeline (**Exhibit 19**) has been prepared to present an initial outline for the sequencing of specific projects and activities over a seven-year timeframe. This timeline identifies priority projects, the lead role for project implementation and potential funding sources. Priority projects will be driven by community needs, specific development proposals, planned public infrastructure projects and available funding sources. The receipt of state and federal funding will also determine the project timing. While it is important to focus on a short-term implementation goal of five to seven years, there are many projects recommended in the Downtown Master Plan that will occur beyond the seven-year time frame.

The implementation timeline should be a flexible, dynamic planning tool. As the implementation process moves forward, different opportunities may present themselves that will require adjustments in project priorities and timing. This document is a working tool that needs to be monitored and updated on an annual basis. It is recommended that at the start of each year, the Project Management Team establish an annual work program based on completed activities and new opportunities that present themselves.

EXHIBIT 19

Marshfield Downtown Master Plan - Implementation Timeline

Project Activity	Lead Role	Potential Funding Sources	2006				2007				2008				2009				2010				2011				2012			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
I. Establish Implementation Organization																														
1. Adopt Downtown Master Plan	City																													
2. Joint Strategic Planning Process	City, MSM, MACCI																													
3. Establish Project Management Team (PMT)	City, MSM, MACCI																													
4. Create Annual Work Plan	PMT																													
5. Annual Review and Update of Work Plan	PMT																													
II. Branding/Identity Program																														
1. Create Downtown Name and Logo	MSM	BID																												
2. Create/Enhance/Implement Public Communications Program-Website, Newsletter, Speaker's Bureau, Media Relations, Public Drop-In Center.	MSM	BID																												
3. Create Leadership Marshfield Community Awareness Program	MACCI																													
4. Establish "Hub City" Tourism Program	MSM, MACCI	HM																												
5. Establish Partnership with Wausau, Stevens Point, and Wisconsin Rapids to Improve Regional Marketing and Promotion.	MACCI																													
6. Create a Wireless Downtown	City	TIF																												
III. Business Improvement Programming																														
1. Establish Block Captain Program	MSM																													
2. Create and Implement Business Retention Program	MSM	BID																												
3. Create and Implement Business Recruitment Program	MSM	BID																												
IV. Comprehensive Funding Strategy																														
1. Conduct a Public Funding Summit	City	TIF																												
2. Identify and Prepare Annual Grant Applications for Public Improvements	City																													
3. Create Private Donation Program for Public Improvements	MSM, MACCI	BID																												
4. Evaluate/Amend Downtown TIF Policy	City																													
5. Amend Downtown TIF District Boundaries	City																													
V. Parking Management																														
1. Develop Parking Management Strategy	City, MSM	BID																												
2. Establish Short-Term and Long-Term Parking Zones	City																													
3. Improve Parking Enforcement	City																													
4. Develop Parking Signage Program (T7)	City	TIF																												
5. Prepare Design Guidelines for Public and Private Parking	City	TIF																												
6. Create and Implement a Master Lease Parking Program Including Physical Improvements	City, MSM	TIF																												
VI. Zoning																														
1. Prepare Detailed Design Guidelines	City	TIF																												
2. Create/Adopt an Overlay Zoning District or Downtown Mixed-Use Zoning District (DMUD)	City																													
3. Adopt the Public Right-of-Way Ordinance	City																													
4. Expand Historic District Boundaries	City																													
VII. Downtown Programming																														
1. Create a Permanent Farmer's Market (R7, S10)	City	TIF																												
2. Evaluate Feasibility and Establish a Downtown Youth Center (S14)	City	CDBG, TIF																												
3. Evaluate Potential for Special Events and New Recreation Programs in Existing Downtown Parks (S14, S15)	City																													
4. Identify and Promote New Opportunities for Cultural Arts and Special Events Programming for the Downtown	MSM	BID																												

Marshfield Downtown Master Plan - Implementation Timeline

Project Activity	Lead Role	Potential Funding Sources	2006				2007				2008				2009				2010				2011				2012			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
VIII. Rehabilitation and Historic Preservation																														
1. Evaluate and Expand Public Financial Incentive Programs	City	CDBG, TIF																												
2. Establish a Technical Assistance Fund for Façade Improvements	City	CDBG, TIF																												
3. Establish Lender Commitment Program	MSM																													
4. Establish Downtown Building Inspection Program	City																													
5. Identify and Implement a Façade "Demonstration" Project	City	TIF																												
6. Priority Rehabilitation Projects																														
- Downtown Retail Core (R1)	City, Dev	TIF, CDBG, Dev, PO																												
- City Hall (R5)	City	City, TIF																												
- Washington Square, Hotel/Convention Center (R7, S9)	City, PO	TIF, PO																												
- Downtown Transition Zones (R9)	City, PO	TIF, PO																												
- Maple Avenue/Cedar Avenue Neighborhood Rehabilitation (R17)	City, PO, Dev	CDBG, PO																												
- M & I Bank (S12)	City, PO	TIF, PO																												
IX. Redevelopment																														
1. Prepare/Adopt a Developer Recruitment Strategy	City																													
2. Create a Developer Negotiating Team	City																													
3. Work With Existing Property Owners to Qualify Their Interest for Redevelopment	City																													
4. Develop an Industrial Relocation Program	City	TIF																												
5. Priority Redevelopment Projects																														
- Selective Infill for Downtown Retail Core (R1, R2)	City, PO, Dev	TIF, Dev																												
- Commercial Office/Parking Redevelopment (R3)	City, PO, Dev	TIF, Dev																												
- Townhouse Development (R6)	City, PO, Dev	TIF, Dev																												
- Washington Square Residential Development (R8)	City, PO, Dev	TIF, Dev																												
- Entertainment/Gaslight District (R10, S11)	City, PO, Dev	TIF, Dev																												
- Library Expansion (R11)	City, Library	Found, CDBG, Private, TIF																												
- Mixed-Use Redevelopment (R12)	City, PO, Dev	TIF, Dev																												
- 100 Block Central Avenue Redevelopment (R13)	City, PO, Dev	TIF, Dev																												
- Industrial Redevelopment (R16)	City, PO, Dev	TIF, Dev																												
X. Public Improvements																														
Street and Streetscape Construction																														
1. Central Avenue Reconstruction and Primary Streetscapes (T1, S1)	City	WisDOT, TIF, CIP, Private																												
2. Secondary Streetscapes (S2)	City	WisDOT, TIF, CIP, Private																												
3. Gaslight District Streetscape (S3)	City	TIF, CIP, Private																												
4. Rear Alley Streetscapes (S4)	City, PO	TIF, CIP, PO																												
5. Gateway Streetscape (S5)	City	TIF, CDBG																												
6. Downtown Entrance Features (S6)	City	TIF, CDBG																												
7. Veterans' Parkway/Central Avenue Intersection Improvements (T5, S7)	City, State	TIF, WisDOT																												
Wayfinding																														
1. Parking Signage (T7)	City	HM																												
2. Downtown Directional Signage (T8)	City	HM																												
Parking																														
1. Long-Term Public Parking (T11)	City	TIF																												
2. New Parking Development (R3, R12, R13)	City, Dev	TIF, Dev																												
3. Parking Lot Improvements (Master Lease Agreement)	City, PO	TIF, PO																												

Marshfield Downtown Master Plan - Implementation Timeline

Project Activity	Lead Role	Potential Funding Sources	2006				2007				2008				2009				2010				2011				2012			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Bicycle Facilities																														
1. Improved Access to Oak Street Community Center (T3)	City	TIF, WisDOT																												
2. Establish and Improve Downtown Bicycle Routes on Local Streets(T4)	City	TIF, WisDOT																												
3. Bicycle Trailheads (T12)	City	TIF, WisDOT, WDNR																												
Public Space Development																														
1. Town Square (S8, T2)	City	TIF, Private																												
2. Library Plaza (S13)	City, Library	TIF, Private																												
3. 100 Block Plaza (S7, T2)	City	TIF, Private																												
Transit																														
1. Evaluate Feasibility of Shuttle Service (T6)	City	TIF																												
LEAD ROLE																														
POTENTIAL FUNDING SOURCES																														
Local																														
PMT- Project Management Team																														
City - Department of Economic Development	TIF - Tax Incremental Financing																													
Parks and Recreation Department	CIP - Capitol Improvement Program																													
Department of City Engineering	CDBG - Community Development Block Grant																													
Department of Planning and Zoning	BID - Business Improvement District																													
MSM - Main Street Marshfield	HM - Hotel/Motel Room Tax																													
MACCI - Marshfield Area Chamber of Commerce	Private - Private Donations																													
Lib - Library	FOUND - Foundation																													
State - State of Wisconsin	Dev - Developer																													
Dev - Developer	PO - Property Owner																													
PO - Property Owner	ML - Master Lease Agreement																													
State																														
																											WisDOT - Wisconsin Department of Transportation			
																											WDNR - Wisconsin Department of Natural Resources			
																											WDOC - Wisconsin Department of Commerce			
																											Tourism - Wisconsin Department of Tourism			
																											SHS - State Historical Society			
																											LAWCON - Federal Parks and Open Space Funding			