
City of Marshfield

Comprehensive Plan 2007-2027

The Blueprint for a Healthy and Sustainable Community

Adopted July 10, 2007

Schreiber / Anderson Associates, Inc

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Introduction

1.1 Plan Vision: Toward A Healthy and Sustainable Marshfield

Marshfield is positioning itself as a healthy and sustainable community. This planning document is a vision and a blueprint to maintain and enhance these qualities. In creating this document, it is important to preserve the attributes that contribute to the community's well-being and quality of life. This begins with building upon Marshfield's strengths, including its world-class medical institutions, quality park system, good schools, livable neighborhoods, historic character, and its reputation for community safety. With these building blocks in place, this plan identifies strategies to promote redevelopment and growth that will contribute to the character of the community and promote economic growth, environmental protection, and support of the cultural and recreational amenities so important to this community.

1.2 Plan Purpose

The Marshfield Comprehensive Plan is a guide that elected officials and residents of Marshfield can use for directing growth and redevelopment in the community. The Marshfield Comprehensive Plan is a long-range policy document consisting of goals, objectives, and policies prepared to meet the State's definition of a comprehensive plan as defined under Section 66.1001.

This plan is an update of a previous plan that was created in 1990 and updated in 1994. Earlier plans were adopted in 1964 and 1973.

The goals, objectives, and policies in the Comprehensive Plan are intended to be the foundation for a variety of specific programs and actions implemented by both public and private sectors.

This plan is intended to be a working document that should be reviewed and updated periodically.

1.3 Related Planning Documents

This plan incorporates recommendations contained within other adopted planning documents. Specific references and recommendations are located throughout this document. The following plans are incorporated by reference. Copies of these documents can be obtained from City Hall.

City of Marshfield Comprehensive Outdoor Recreation Plan, 2006-2010
Downtown Master Plan, Adopted February 2006
Marshfield Sewer Service Area Plan, 2000-2020
Marshfield Trail and Bike Plan, 2006
Sustainable Marshfield Committee, 2007

I.4 Planning Process

This planning process included multiple tasks and phases to engage residents, business owners, property owners, City staff, and other technical experts. A description of these tasks is below:

Public Participation Plan

The Common Council adopted a public participation plan at the start of this planning process. This document, required by Wisconsin's Comprehensive Planning Statute, identified the steps to be taken to encourage public input throughout the process.

Community Visioning Meeting

The first community meeting for the plan was held on July 27, 2005. This "kickoff" meeting was used to introduce the planning process and requirements to the public. After the introduction, City and consultant staff facilitated small group discussions to identify planning issues and to establish an initial planning vision.

Comprehensive Plan Steering Committee

A Steering Committee composed of Plan Commission members, key City staff, and representatives from the Chamber of Commerce provided technical support for the planning process. This committee reviewed results from the multiple grass roots level committees. The Steering Committee was responsible for the development of draft goals, objectives, policy recommendations, and implementation steps.

Citizen Advisory Committee

The Citizen Advisory Committee (CAC) met on a monthly basis and served in an advisory role to the Steering Committee. The group's primary role was to assist in obtaining broad community input.

Review of Existing Conditions

Consultant and City staff prepared an inventory and analysis report of all data and growth projections required for review in advance of a comprehensive plan. This data was summarized in an existing conditions report used throughout the planning process. The data from this report has been summarized and inserted into the various comprehensive planning chapters.

Random Household Survey

A random household survey was completed in February-March 2006. 500 surveys were mailed out and 132 were returned for a 26% response rate. The survey obtained public opinions and preferences on key subjects addressed in each of the nine comprehensive plan elements.

Community Growth Alternative Meeting

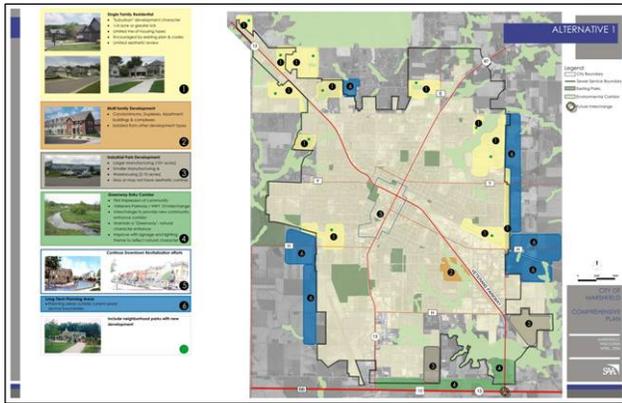
A second public planning meeting was held on April 27, 2006. This meeting was organized as an open house. Residents were invited to comment on draft planning goals and three alternative growth plans. Each alternative provided maps and graphics depicting different patterns of land use and community character. The alternatives are summarized on the following page. Input from this forum was considered by the Citizen Advisory Committee and the Steering Committee in selecting the preferred development scenario.



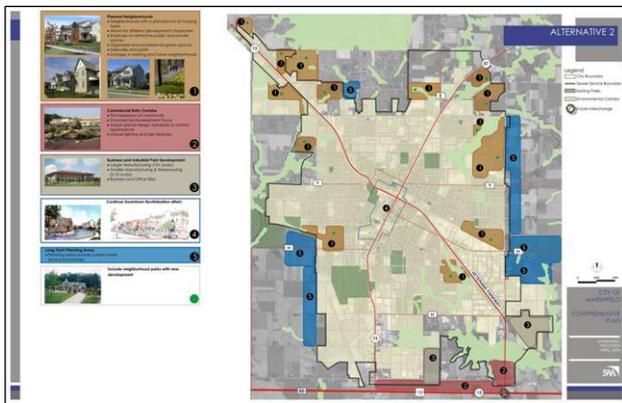
Images from the July 2005.
Community Visioning Meeting

Growth Alternatives

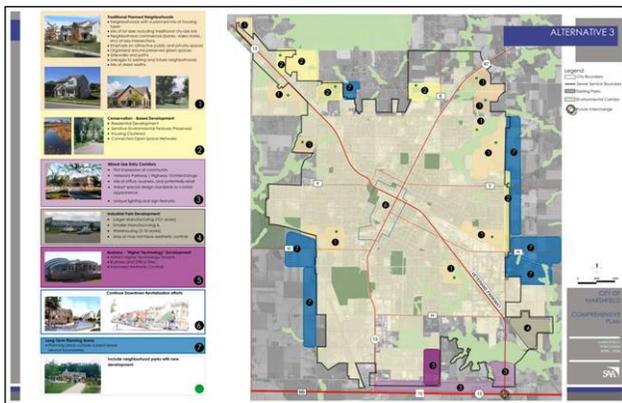
Upon completion of the existing conditions analysis report, growth projection, and planning goals, the consultant and City staff prepared three general growth alternatives. The alternatives were conceptual growth plans identifying different development and redevelopment options. Aspects of each growth plan were combined into the recommendations contained in this planning document.



Alternative 1 was developed as a “status quo” scenario that assumed there would be few changes to the existing plan and supporting ordinances. Low density residential development was planned for new growth areas, while some infill areas of the City were planned for multi-family development. Industrial expansion was designated adjacent to existing areas. This scenario called for limiting new development along the realigned Highway 10 Corridor in order to create a “greenbelt” as the primary entrance to the City from the south.



Alternative 2 was created to promote planned traditional neighborhoods, providing a variety of housing types. There was an emphasis on both the form and use of development in this scenario. Infill portions of the City were designated as carefully designed mixed-density neighborhoods. Business park growth was planned to provide land for future office employment. The Highway 10 entrance corridor was designated as primarily a retail corridor with design guidelines to manage the appearance and character of this community entrance.



Alternative 3 was developed to promote planned traditional neighborhoods, providing a variety of housing types within many of the future development areas. This scenario also introduced the concept of mixed-use neighborhoods with carefully placed neighborhood supporting services and retail such as banks and video stores. Special provisions for environmentally sensitive design were also introduced in this scenario. These developments, referred to as “conservation subdivisions” were designated in planned neighborhoods adjacent to wetlands, creeks, and other sensitive environmental areas. The Highway 10 entrance corridor was designated as a growth corridor with a focus on employment-related uses.

Recommendations and Key Planning Concepts from the Alternatives

The three growth alternatives were evaluated with the Steering Committee, Citizen Advisory Committee, and the public at a second open house. The following concepts were identified as being key elements of the plan and were further developed as recommendations and implementation strategies:

- Create new neighborhoods - not just subdivisions. Allow for a range of housing options - including affordable owner-occupied housing for Marshfield residents.
- Promote attractive new and revitalized neighborhoods. Develop general design standards that create pedestrian-friendly neighborhoods.
- Incorporate environmentally-friendly development practices, including conservation subdivision design, that allow for increased open space and environmental feature protection.
- Provide land for a wide range of economic development activities. Designate areas for mixed use, industrial, and business park development.
- Carefully plan the entrances of the community. Address both the public “streetscape”- street trees, utilities, sidewalks, and lighting, as well as the appearance of the development.
- Develop incentives to promote investment in blighted and under-utilized properties within the City.
- Approach the future expansion of City boundaries carefully. Manage growth to protect commitments land owners have made to remaining in agriculture. Carefully consider future annexation petitions from land owners.

Open House

Twenty-seven people attended a public information meeting for the comprehensive plan on April 12, 2007. The Open House format included a 20-minute presentation followed by a question and answer session. Meeting participants could leave comments at any or all of the comprehensive planning element stations that were positioned throughout the venue. Element stations included “Goals and Objectives”, “Growth and Development”, “Transportation”, “Cultural Resources”, and a “General” station. Maps and narratives were provided to illustrate the comprehensive plan’s key focus points at each station. The meeting also announced the remainder of the adoption and public participation process.

Public Hearing

A Public Hearing was held June 26, 2007 at 6:00 p.m. in the Council Chambers in compliance with the requirements of 66.1001(4)(d) of the Wisconsin Statutes. Three members from the public gave comments on the comprehensive plan. Statements included maintaining farmland in the Town of Lincoln as identified on Map 4.4, implementation of the plan through appropriate entities and volunteers, and concerns about past plans.

2 Demographics and Growth Projections

2.1 Regional Context and Setting

The City of Marshfield is located in the geographical center of Wisconsin, in portions of Wood and Marathon counties. The City is home to approximately 20,000 residents and enjoys recognition for its world class medical facilities and overall quality of life. The City is served directly by State Highways 13 and 97, and US Highway 10.

Historically, Marshfield grew and developed as a railroad community. Several railroad corridors bisect the City and the early street grid was laid out parallel to the railroads. Central Avenue is the primary arterial route through the community and growth has occurred concentrically around the downtown business district. Veteran’s Parkway is another arterial that brings traffic to the core of the City.

Marshfield has received many accolades and is recognized for its high quality of life. The City is proud to be considered the "Best Place to Live in Wisconsin and Eighth Best Place to Live in America" according to Bizjournals.com. In 2000, Demographics Daily recognized Marshfield for its excellent health care, schools, supply of good jobs, and small-town character. Other qualities considered were vitality, connection to cultural mainstream, and low cost of living. Thanks to the world-class health care provided by Marshfield Clinic and Saint Joseph’s Hospital, Marshfield ranked in the top 10 for health care and was also in the top 50 for the education and freedom from stress categories.

Marshfield is considered part of the central Wisconsin “Ruro-plex.” This term was coined by former governor Lee Dreyfus and describes the three-county / four-city community of Marshfield, Wausau, Stevens Point, and Wisconsin Rapids. A central theme of this regional growth center concept is economic and employment growth that exceed the State’s average.

2.2 Demographics

Historical Population Growth

Marshfield has witnessed steady growth for most of the past 40 years. The 2000 Census marked the first time in recent history in which the City’s population decreased. Current estimates indicate, however, that the population is again growing with over 400 new residents since the 2000 census. According to the U.S. Census, as of 2004, the entire City of Marshfield had an estimated population of 18,644. Since 1980, the City’s growth rate (2.8 percent) has been slower than that of Wood County (3.8 percent), Marathon County (13.1 percent) or the State (14.0 percent).

Table 2.1 Historical Population Growth

Year	City of Marshfield	Wood County	Marathon County	Wisconsin
1960	14,153	59,105	88,874	
1970	15,758	65,362	97,457	4,417,821
1980	18,527	72,799	111,270	4,705,642
1990	19,293	73,605	115,400	4,891,769
2000	18,800	75,555	125,834	5,363,715

Source: Wisconsin Department of Administration/ US Census

Gender and Age

The 2000 Census shows that Marshfield’s population is 52% Female and 48% Male. This percentage is unchanged from the 1990 Census. A detailed breakdown of age characteristics is found below. The City of Marshfield shows similar age characteristics to that of the surrounding counties and State.

Table 2.2 Age of Population

	City of Marshfield		Wood County		Marathon County		Wisconsin	
	2000	% Change 1990-2000	2000	% Change 1990-2000	2000	% Change 1990-2000	2000	% Change 1990-2000
Under 5 years	1,117	-1.2%	4,634	-1.4%	8,098	-1.0%	34,2340	-1.0%
5 to 9 years	1,140	-1.8%	5,217	-1.4%	9,383	-0.8%	37,9484	-0.6%
10 to 14 years	1,237	-0.3%	5,837	0.0%	10,058	0.0%	40,3074	0.3%
15 to 19 years	1,301	0.5%	5,663	0.6%	9,702	0.4%	40,7195	0.5%
20 to 24 years	1,161	-0.8%	3,859	-0.9%	6,799	-1.0%	35,7292	-0.8%
25 to 34 years	2,421	-4.7%	9,026	-4.5%	16,347	-3.6%	70,6168	-3.6%
35 to 44 years	2,899	0.7%	12,425	2.0%	20,823	1.5%	87,5522	1.5%
45 to 54 years	2,618	5.4%	10,415	3.8%	17,471	3.8%	73,2306	3.9%
55 to 64 years	1,559	0.8%	6,883	0.7%	10,832	0.4%	45,7741	0.1%
65 to 74 years	1,404	-0.9%	5,522	-0.4%	8,075	-0.7%	35,5307	-0.7%
75 to 84 years	1,362	1.5%	4,324	1.0%	6,057	0.5%	25,1621	0.2%
85 years and over	581	0.9%	1,750	0.6%	2,189	0.5%	9,5625	0.3%

Source: Wisconsin Department of Administration/ US Census

Race

Marshfield’s population is predominately white (97.1), with a small percentage of Asian residents (1.4) and small populations of African American (0.4) and American Indian (0.2) residents. This trend is similar to that of Wood and Marathon counties, as shown in the following topic:

Table 2.3 Race of Population

	Percent of Marshfield Population	Percent of Wood County Population	Percent of Marathon County Population	Percent of State of Wisconsin Population
White	97.1	96.4	93.8	88.9
Black or African American	0.4	0.3	0.3	5.7
American Indian	0.2	0.7	0.3	0.9
Asian	1.4	1.6	4.5	1.7
Other Race	0.2	0.3	0.3	1.6

Source: Wisconsin Department of Administration/ US Census

Educational Attainment

The following table shows education levels in Marshfield and surrounding counties. The City has a higher percentage of residents with a bachelor’s degree or higher (21.1 percent) when compared to Wood County (16.9 percent) or Marathon County (18.3 percent). This can be attributed, in part, to the City’s employment base which includes the Marshfield Clinic and St. Joseph’s Hospital, which together comprise the largest medical facility in central Wisconsin.

Table 2.4 Educational Attainment

	City of Marshfield	Percent of Total	Wood County	Percent of Total	Marathon County	Percent of Total
Less than 9th Grade	938	7.3	3,049	6.1	6,712	8.2
9th to 12th Grade, no diploma	1,267	9.9	4,613	9.2	6,570	8.0
High school graduate (incl. equivalency)	4,430	34.6	20,618	41.0	31,091	38.0
Some college, no degree	2,346	18.3	9,443	18.8	15,015	18.3
Associate degree	1,122	8.8	4,050	8.1	7,543	9.2
Bachelor's degree	1,680	13.1	5,937	11.8	10,349	12.6
Graduate or Professional degree	1,019	8.0	2,549	5.1	4,645	5.7
Percent high school graduate or higher	82.8	-	84.8	-	83.8	-
Percent bachelor’s degree or higher	21.1	-	16.9	-	18.3	-
Total (population 25 and over)	12,802	100.0	50,259	100.0	81,925	100.0

Source: U.S. Bureau of the Census, 2000

Income

Three measures of income have been provided. The **median household income** refers to the income level at which exactly half of the households are above and half below. The **median family income** is a similar measure but limits its analysis to income earned solely by related family members in a household. This is typically higher than median household income. **Per capita income** is the average amount of income each person in the area earns. It is calculated by taking the total personal income (including wages, interest and dividends) of the residents of an area divided by the area’s population.

Table 2.5 Income Comparison

	1989			1999		
	Median Household Income	Median Family Income	Per Capita Income	Median Household Income	Median Family Income	Per Capita Income
City of Marshfield	\$26,728	\$33,786	\$13,466	\$37,248	\$50,498	\$21,965
Wood County	\$29,735	\$34,933	\$13,130	\$41,595	\$50,798	\$20,203
Marathon County	\$30,143	\$34,988	\$12,718	\$45,165	\$52,632	\$20,703
State of Wisconsin	\$29,442	\$35,082	\$13,276	\$29,442	\$35,082	\$13,276

Source: U.S. Bureau of the Census, 2000

2.3 Growth Projections

Three types of growth projections were analyzed during the comprehensive planning process. These include population, housing, and land use projections.

Population Projections

The projections for the next twenty years have been provided by the State of Wisconsin Department of Administration (DOA). The DOA considers and monitors changes and patterns in fertility, mortality, and migration. The projections are generally considered to be “conservative” growth estimates.

Table 2.6 Population Projections

	2005	2010	2015	2020	2025
City of Marshfield	18,644	18,948	19,019	19,028	18,870
Wood County	76,420	77,455	78,393	79,072	79,026
Marathon County	130,424	134,504	138,836	143,308	147,112
State of Wisconsin	5,563,896	5,751,470	5,931,389	6,110,878	6,274,867

Source: State of Wisconsin Department of Administration, 2005

Household Projections

The Wisconsin Department of Administration projects that the City will grow by an additional 600 new households over the next twenty years. A “household” is defined as an occupied housing unit. The following table outlines the number of households currently available, as well as the projected growth in households expected over the next twenty years. An additional set of household projections was prepared for the City’s Housing Market Assessment using County Data.

Table 2.7 Household Projections

	Total Households		Projected Households			
	2000	2005	2010	2015	2020	2025
City of Marshfield*	8,235	8,453	8,703	8,901	9,022	9,048
City of Marshfield**	8,235	8,335	8,638	8,870	9,016	9,164
Wood County*	30,135	31,158	32,337	33,313	34,004	34,342
Marathon County*	47,702	50,109	52,902	55,589	58,181	60,283
State of Wisconsin*	2,084,556	2,190,210	2,303,238	2,406,798	2,506,932	2,592,462

* Source: State of Wisconsin Department of Administration, 2005

** Source: Housing Market Assessment – City of Marshfield, 2004

Land Use Projections

Land Supply. There is a large supply of land that physically could support new development. There are three potential suppliers for future land: infill and redevelopment, vacant land within the City, and lands to be annexed to the City. As of 2006, there were approximately 1,000 acres of vacant land suited for residential development within the City limits. However, only 50 of these acres are currently available. Many of these lands remain unimproved or unplatted. There are a number of under-utilized areas within the City that may be appropriate for redevelopment. Recommendations for these areas are found in Chapter Four. Additionally, there are available lands in the City’s sewer service area and the generalized “urban expansion area” as defined in the Marshfield Sewer Service Area Plan. Local policy and land owner willingness drive the availability of new land through annexations.

Land Demand. Although the population is projected to remain relatively stable (or decline slightly), a number of forecasts indicate there will continue to be growth in the number of households in Marshfield. This corresponds to national trends in which there are increasing single occupancy households, less children per family, and other factors that limit the overall household size.

Projections. Land use projections are calculated in five (5) year increments for the next twenty (20) years. The following table shows these land use projections, including parks, open space, and right-of-way estimates. These estimates are based on growth projections provided by the State of Wisconsin Department of Administration. These projections were applied to existing land use distribution patterns to determine future use needs.

These projections indicate that the City of Marshfield will need an additional 500 acres over the next twenty (20) years in order to accommodate projected growth. This new growth could include new development or redevelopment lands. For planning purposes, a “market factor” adjustment was applied. This doubling factor is used to account for unknown conditions such as land availability. These projections are similar to projections prepared for the 2000 Sewer Service Plan.

Table 2.8 Land Use Projections - New Acres Projected for Development / Redevelopment

	2005	2010	2015	2020	2025	New Acres Needed 2005-2025	Market Adjustment 2025
Residential	72	82	65	40	9	268	536
Commercial	20	23	18	11	2	74	148
Industrial	24	28	22	14	3	91	182
Institutional	6	7	6	4	1	24	48
Recreation	1	1	1	0	2	5	10
Right Of Way	16	18	14	9	2	59	118
Total Acres Needed	139	159	126	78	19	521	1,042

Source: Schreiber/Anderson Associates, Inc., based on population and housing projections from the Wisconsin DOA.

3 Planning Goals

Goals describe the specific vision for Marshfield. These goals should be considered “guiding principles” for the plan, clearly outlining what the plan seeks to accomplish. Realistic goals provide the framework for the development of attainable policies and actions.

Quality of Life

1. Maintain and enhance all of Marshfield’s quality of life advantages, including those in the arts, community events, outdoor recreation, education, historic and cultural heritage, social opportunities, and small-town livability. Promote the City by emphasizing these advantages, coupled with superior healthcare and Marshfield’s low cost of living.
2. Maintain public safety as a key component of Marshfield’s livability. This includes police, fire, and rescue services.
3. Promote design that is both functional and attractive, recognizing that a community’s character contributes to its quality of life. Design should include the incorporation of green space, the preservation of natural features, and provisions for other details and amenities.
4. Continue Marshfield’s tradition of compact and connected development patterns that promote community interaction.
5. Identify and enhance the appeal of Marshfield as a place to live and work with various demographic groups, particularly young singles, families, and the elderly, as well as various ethnic cultures.

Community Growth and Development

1. Manage growth to ensure development and redevelopment occurs in a planned and coordinated manner.
2. Define the uses, forms, and intensities of new developments that are needed and compatible within the community and its neighborhoods. Utilize available tools to ensure development meets these benchmarks.
3. Locate growth where it can be efficiently and economically served by existing and planned streets and public utilities.
4. Continue downtown improvement efforts and maintain this area as the City’s center for cultural, civic, and government activities.
5. Identify areas for preserved open space and protect natural drainage ways and wetlands from development.

Intergovernmental Planning and Development

1. Identify cooperative solutions for regional development issues that impact the entire Marshfield community, including areas outside the City’s boundaries.
2. Work cooperatively with surrounding governments to protect sensitive environmental features and productive farmland in areas where development is not planned.
3. Manage growth in the Marshfield’s three mile planning area. Utilize intergovernmental agreements, extraterritorial controls, and other cooperative efforts to achieve this.

Economic Development

1. Ensure the City of Marshfield remains the economic hub for the local trade area by determining locations, possible incentives, and working relationships necessary for City economic growth.
2. Diversify the City’s employment base and attract additional “higher-technology” industries to Marshfield.
3. Participate in efforts to support economic development throughout the Wood, Marathon, and Portage County “Ruro-Plex.”
4. Maintain an adequate supply of land for industrial development.
5. Organize future commercial and business growth in planned activity centers, rather than on scattered sites or highway strips. Promote this to avoid poor traffic circulation and community character concerns.
6. Promote the redevelopment of vacant commercial properties.

Housing & Neighborhoods

1. Promote the creation of distinct neighborhoods - not just “cookie-cutter” subdivisions.
2. Allow for a range of housing types and styles that provide desirable and attainable housing options for all that live and work in Marshfield.
3. Provide adequate streets, sidewalks, parks, and other public amenities in neighborhoods.
4. Expand the supply of middle-income family housing in the community, including moderately priced single-family homes.
5. Identify strategies to maintain and improve the quality of the City’s housing stock.
6. Identify target areas for neighborhood rehabilitation and develop strategies to rehabilitate blighted or deteriorating housing.
7. Utilize existing senior housing resources and monitor the need for additional programs and housing options.

Community Appearance

1. Coordinate public and private efforts to beautify the entrances into the community.
2. Promote quality architectural and landscape design.
3. Enforce signage regulations and consider other controls that limit billboards and promote the creation of well-designed signs.
4. Screen and/or buffer unsightly outdoor equipment, materials, and vehicle storage areas from public view from streets and other right-of-ways.
5. Develop strategies that encourage the maintenance of commercial and residential properties.
6. Identify the desirable aspects of Marshfield's historic neighborhoods and take efforts to maintain this character.
7. Require infill development to be compatible with the size, scale, intensity, and character of the remaining neighborhood.

Public Services

1. Coordinate future development and redevelopment projects with the availability of existing or planned public utilities and facilities.
2. Direct future growth to areas where it is efficient and cost-effective to provide public services. Consider municipal water supply, sanitary sewer, schools, fire, police, rescue, and related services.
3. Protect property owners from inequitable taxes or service costs resulting from new development. Unless an incentive program has been formally agreed to, development should pay for the cost of municipal services or improvements resulting from the project.
4. Evaluate new development proposals on the basis of their fiscal impact and their impact on service levels elsewhere in the community.

Transportation

1. Maintain efficient access for out-of-town visitors and patients to the Marshfield Clinic and St. Joseph's Hospital.
2. Provide safe and efficient traffic circulation serving all modes of transportation in the City.
3. Reduce truck traffic and congestion on Central Avenue and plan other truck routes to serve the community.
4. Maintain a rational hierarchy of streets serving all aspects of the community. Utilize low volume local streets, collector streets, and arterials to provide circulation between neighborhoods and the community.
5. Provide safe pedestrian and bicycle circulation throughout the City, especially between residential neighborhoods, parks, and schools.
6. Provide convenient and attractive downtown parking for vehicles and bicycles. Identify solutions that address the needs of resident, customer, and employee parking.

7. Promote four-lane highway access to Interstate highways and urban centers.
8. Promote better air and inter/intra-city bus and taxi service for residents and businesses.

Parks and Outdoor Recreation

1. Continue maintenance and care of existing park and recreation facilities and resources.
2. Provide neighborhood parks and playgrounds within safe walking distance of all residential neighborhoods.
3. Promote public and private partnerships in the development and maintenance of community parks and special use facilities (sports facilities, aquatic centers, zoos, etc.).
4. Continue to improve the connectivity of the Marshfield bicycle system by planning for additional routes.
5. Provide for increased year-round usage of Fair Park.

4 Land Use and Growth Management

Growth within the City of Marshfield will promote a compact and contiguous development pattern. This Plan provides strategies to distribute growth to both new and existing areas. Recommendations in this Plan emphasize the importance of both the form and use. The Land Use Plan consists of the following elements:

- 4.1 Land Use Assessment
- 4.2 Objectives and Policies
- 4.3 Recommendations
 - Planned Land Use
 - Extraterritorial Land Use Policy
 - Revitalization
 - Form and Character

4.1 Land Use Assessment

Existing Land Use Pattern

The following is a generalized breakdown of existing land uses. These development patterns are depicted on the following map.

Table 4.1 Existing Land Use

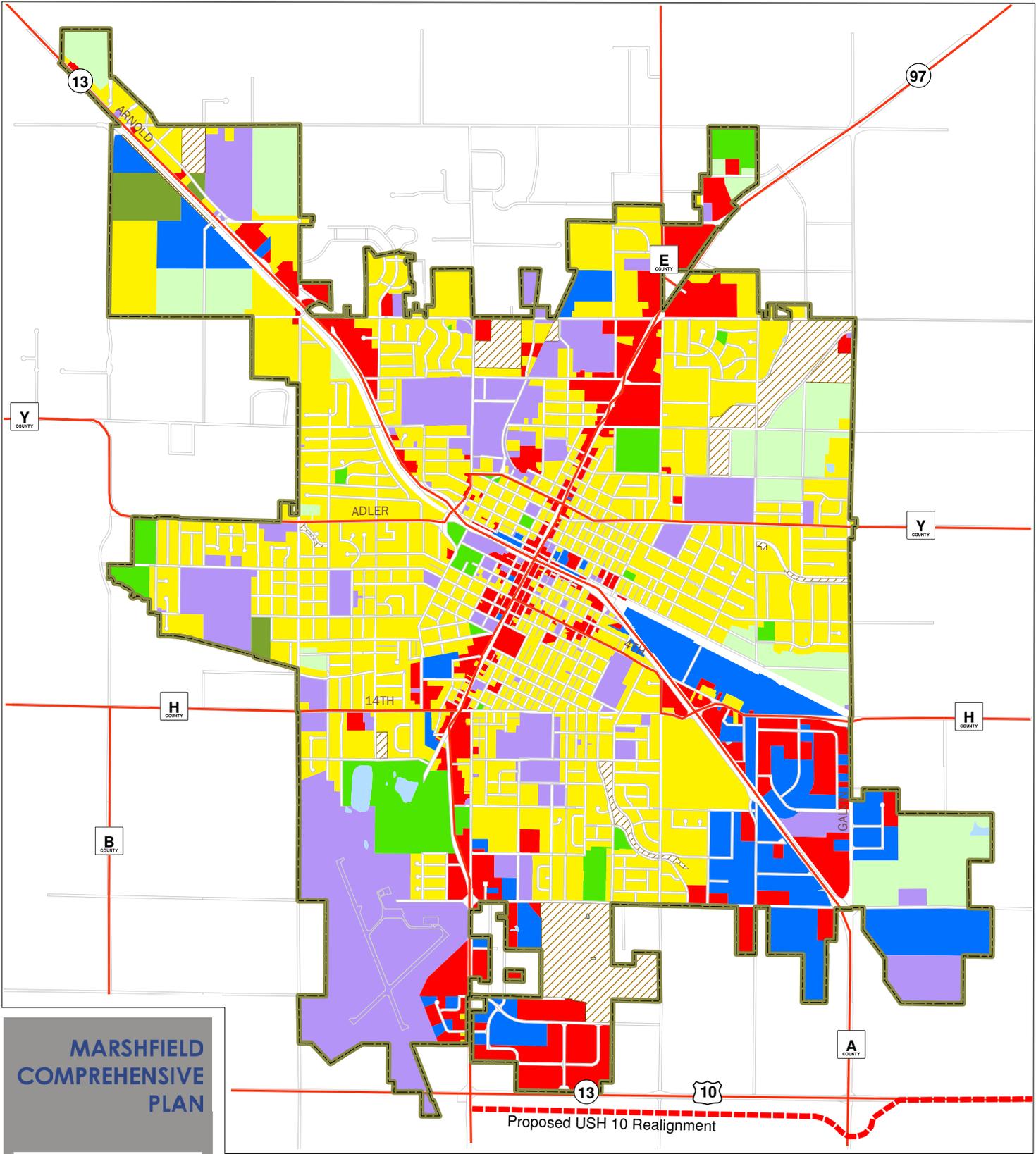
Land Use Type	Numbers of Acres	Percentage of Total Land
Agriculture	582.5	8%
Commercial	913.1	13%
Industrial	731	10%
Institutional	1,299.9	18%
Open Space	368.3	5%
Recreation	286.8	4%
Residential	2,897.3	40%
Water	28.7	1%
Woods	72.9	1%
Total	7,180.6	100%

Source: City of Marshfield Assessor Data

Density and Intensity of Existing Development

The City of Marshfield’s Zoning Ordinance regulates the density and intensity of land uses. There are five (5) business districts, three (3) manufacturing districts, and four (4) other non-residential districts. B3 & B4 permit development along main traffic corridors. B2, shopping center district, provides standards for larger businesses. B1 allows small scale neighborhood commercial uses. The final business district, B5, is the downtown central business district. The M1 and M2 districts permit similar industrial developments, with one permitting slightly larger buildings than the other. The M3 district allows for larger buildings and more intense uses. The four (4) non-residential uses include Conservancy (C), Agriculture (A), Institution (I), and Parks (P).

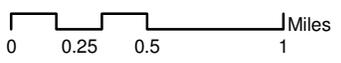
As of 2000, the US Census reports the City had a residential density of 1,478 people and 677 housing units per square mile. This is similar to densities in Wisconsin Rapids (1,390 people / 635 housing units) and Steven’s Point (1,603 people / 637 housing units). Each of these communities are well below Wausau’s density of 2,331 people /1,011 housing units per square mile.



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4.1



Source: City of Marshfield GIS Department; ESRI

- | | | |
|-------------|---------------|------------|
| Agriculture | Institutional | Open Space |
| Commercial | Recreation | Water |
| Industrial | Residential | Woodlands |



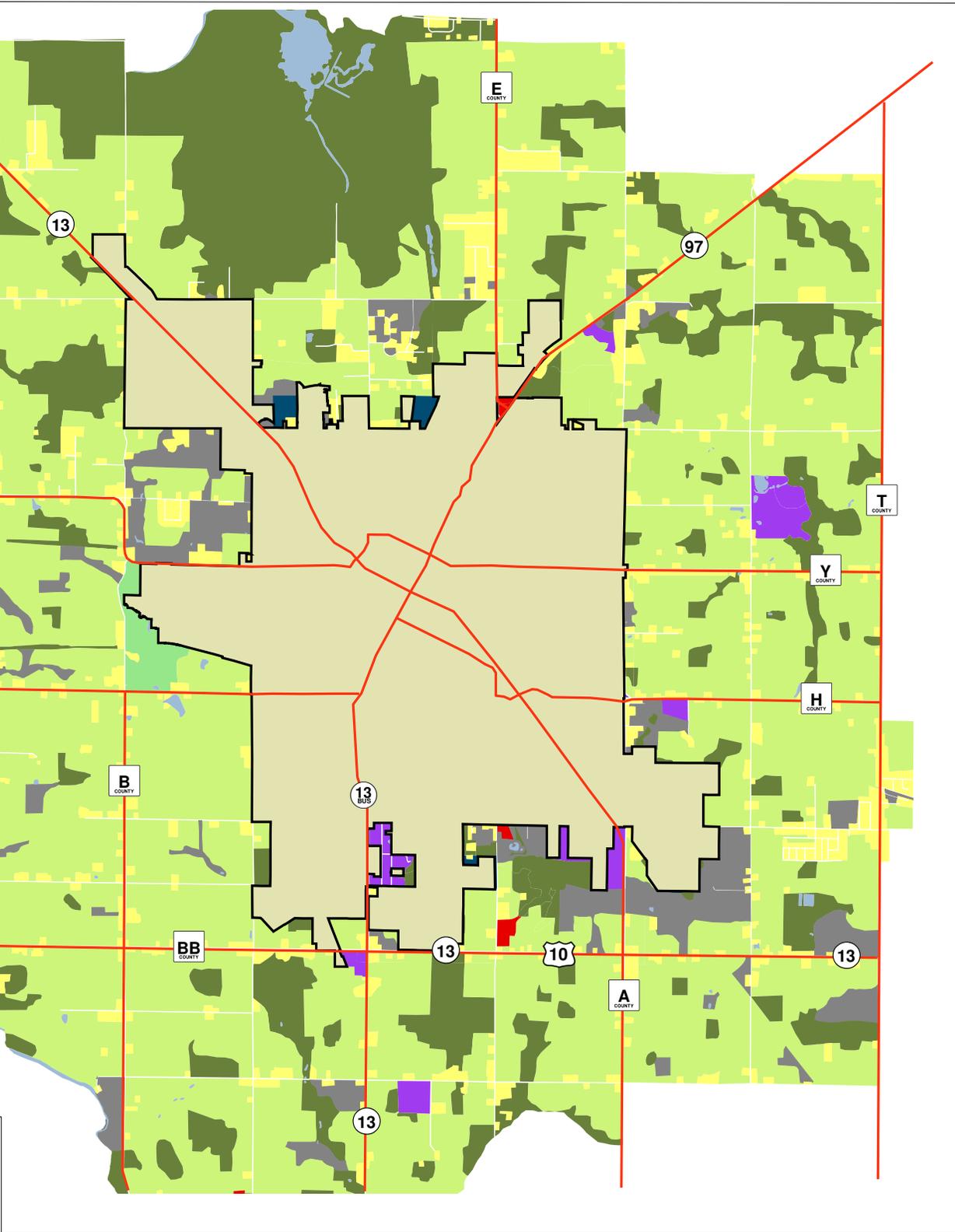
Existing Land Use



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4.2



- | | | |
|--------------|---------------|--------------------|
| Agricultural | Institutional | Vacant/Open |
| Commercial | Recreation | Water |
| Industrial | Residential | Woodlands |
| | | City of Marshfield |

Source: City of Marshfield GIS Department; ESRI



Existing Regional Area Land Use

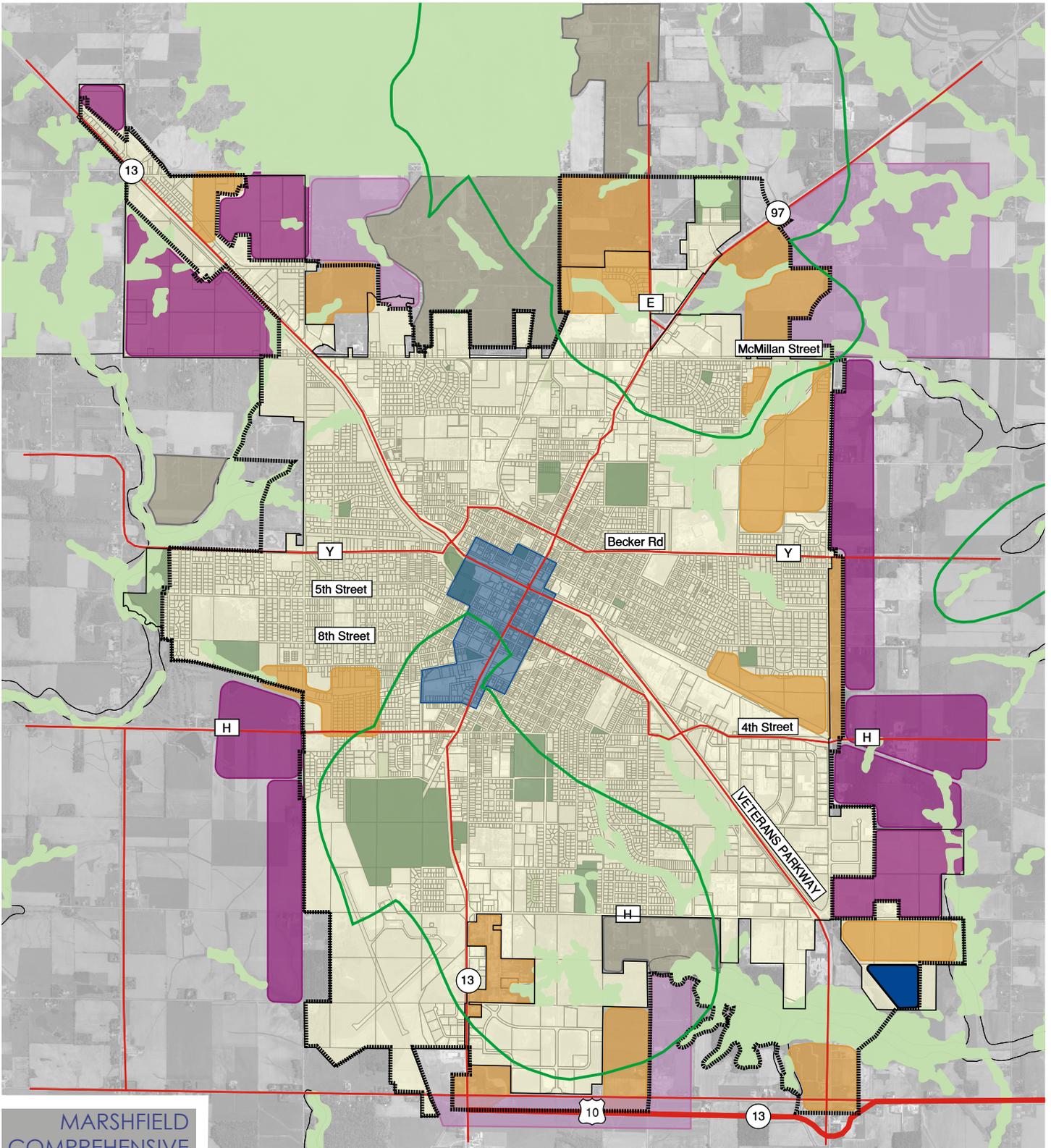
Development Opportunities & Constraints

There are multiple development constraints that will influence the future growth pattern for the City of Marshfield. These are generally depicted on Map 4.3 and include the following:

1. **Sewer Service Boundary.** The sewer service area boundary presents a growth boundary for the City of Marshfield. There are two types of boundary amendments. Type 1 amendments involve a situation where the service boundary is changed, but the service area acreage is not increased. Under these circumstances, the amendment would be handled by the City. The Sewer Service Area Planning Advisory Committee would become involved in this type of amendment. The administrative procedure for acting on local service area boundary changes would be similar to that used for zoning ordinance amendments. Type II amendments increase the overall service area acreage. The primary justification for this type of amendment is for unanticipated new population or mercantile growth to be served by sanitary sewers above that which was projected in the plan. The Sewer Service Area Planning Advisory Committee would hear and take action on any proposed boundary expansion of this type.

As a reference, well head protection areas as defined in the Sewer Service Area plan are depicted on this map. These areas are subject to the policies and recommendations contained in that document.

2. **Town Development / Rural Subdivisions.** Existing Town subdivisions, primarily in the Towns of McMillan, Cameron, and Lincoln, create growth boundaries for the expansion of City services and future municipal growth.
3. **Joint Planning Areas/ Boundary Agreement Areas.** The City has entered into intergovernmental agreements with the Towns of Cameron and McMillan. Both agreements identify city growth areas, “no contest areas”, and “joint planning areas” for which the communities will jointly develop plans for growth.
4. **Highway 10 Realignment.** The widening and realignment of USH 10 presents a considerable planning opportunity. This area will become a new gateway to the community providing new opportunities for development, redevelopment, and natural resource preservation.
5. **Potential Growth Areas.** The growth analysis map indicates general areas where city growth could occur. This includes opportunities in the following areas:
 - a. Undeveloped / underutilized areas within the City limits and Sewer Service Area.
 - b. Undeveloped / underutilized areas outside the City limits and in the Sewer Service Area.
 - c. Undeveloped / underutilized areas outside both the City limits the Sewer Service Area, that could likely be served by city utilities.



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Map 4.3



Legend

- City Boundary
- Sewer Service Boundary
- Existing Parks
- Environmental Corridor
- Town Development
- Potential Development/ Redevelopment Areas in SSA
- Potential Development Areas Outside SSA
- Joint Planning Area
- Downtown
- Planned USH 10 Realignment
- Well Head Protection Area
- Waste Water Treatment Plant



Growth Analysis

4.2 Objectives & Policies

The following objectives and policies are intended to be used by City decision-makers on a day to day basis. These statements are supported by the detailed land use plan recommendations found in the following sections.

Objective: Address both the form and use of development to achieve functional and attractive development.

1. Marshfield shall use site plan review for new multi-family residential, commercial, office, industrial, recreational and institutional land uses to protect the visual quality of the community and to limit conflicts with adjacent or nearby parcels.
2. Marshfield shall consider tools such as overlay zoning, form-based zoning, site-plan review, subdivision review and similar tools to further define and implement the form recommendations in this plan.
3. Shared parking between lots is encouraged and may be required for future projects in which such an arrangement is beneficial and feasible or otherwise required by code or adopted plan. Access between shared parking on separate lots can be accomplished through shared-access agreements.
4. Speculative commercial rezoning on the edges of the City, especially near the new STH 10 corridor and along community entryway corridors should not be permitted in order to prevent the establishment of unplanned, uneconomical and fiscally undesirable development.

Objective: Improve the entrances and gateways to the community.

1. The lands north of the proposed USH 10 realignment will be an important economic development zone for the region and a special district plan should be prepared that builds on the recommendations in this plan. The area should be reserved for a combination of urban development and open space preservation. Joint planning should continue with the Town of Cameron to create a unique, attractive, and environmentally sound entrance.
2. Gateway corridors and future interchanges should be distinctive with their own recognizable identity. These areas should be defined by landscape, streetscape amenities, and attractive building and site design for surrounding properties.
3. The concept of distinct commercial nodes and districts is a preferred alternative to linear corridors of strip retail development.

Objective: Enhance and maintain the City's older neighborhoods.

1. Encourage the preservation of historically and architecturally significant structures.
2. Carefully evaluate redevelopment proposals to ensure the proposed form and use of development is compatible and complementary with the desirable attributes of the neighborhood.
3. Promote detailed neighborhood planning to identify needs, actions, and funding sources to improve neighborhoods.
4. Discourage the demolition of historic structures.

Objective: Promote and support alternatives to “cookie cutter” development.

1. Encourage the development of “Traditional Neighborhood Development” and other mixed-use developments as defined in this plan.
2. Encourage the use conservation development principles in new neighborhoods and development areas near sensitive environmental or cultural resources.

4.3 Land Use Recommendations

Planned Land Use

A proposed pattern of land use is depicted on Map 2. This pattern is generalized and should be used by City staff and officials to adjust zoning maps and to guide recommendations and decisions on rezoning and other development requests. The future land use plan and districts should be used in coordination with all other parts of this plan.

Downtown Mixed Use. Downtown Marshfield contains a mix of uses including retail, office, institutional and historic residential. A “mixed use” category has been created to guide land use in the Downtown area. Any changes to current uses in this district should be guided by the specific land use recommendations in the downtown plan and the applicable zoning districts or design overlay districts.

Transitional Mixed Use. There are multiple residential areas in close proximity to Downtown that have been or have the potential to transition to a non-residential or different residential use. This planning designation is provided for areas in which careful consideration must be given to both the form and use of redevelopment projects. This Plan recommends that current uses, existing at the time of plan adoption, continue unless the proposed redevelopment meets the following guidelines:

- a. Change eliminates a blighting influence on the neighborhood and community.
- b. Change improves access and circulation by limiting access points on arterial streets.
- c. Change does not create a nuisance to surrounding residential properties.
- d. Change is complementary of the design character of surrounding properties and neighborhood including building forms, setbacks, and has adequate landscaping and screening to provide for an appropriate transition.
- e. Change preserves historically significant properties and encourages restoration or adaptive reuse of structures.

This Plan recommends that review standards include the notification of neighbors and a public hearing to evaluate whether or not a change meets these criteria and other aspects of this Plan.

Employment and Retail Mixed Use. This category allows for a range of commercial, business, and mixed use developments. More specifically, this includes planned business park and light industrial park development. More intensive industrial development, including those uses allowed only in the M3 district would not be allowed. Retail development may be permitted, however, this Plan strongly discourages the creation of “strip” retail development, or long linear corridors of purely commercial growth.

General Industrial. This planning district has been designated to provide locations for the various manufacturing and industrial districts and intensities allowed by City zoning. This includes the M1, M2, and M3 districts. Areas given this planning designation have good highway access and limited conflicts with residential areas. Thus, this area is planned to support a range of employment uses, including more intense uses as allowed by zoning. As opportunities for reinvestment and redevelopment occur, the appearance of building facades exposed to the public view, especially those visible from Veterans Parkway should be improved. Aesthetic treatments should include the use of high quality building materials, improved window treatments, screening, and landscaping.

General Commercial. This district identifies the general location of areas where retail development is planned to occur. A wide range of retail, lodging, and office uses are appropriate for this district. The intensity of commercial development is regulated by the City’s zoning ordinance. The creation of new “strip” retail development, or long linear corridors of purely commercial growth is strongly discouraged. It is important that development within this district is attractively designed and meets the form and character guidelines in this chapter.

Institutional. This district is intended to accommodate civic, institutional and related uses including airports, schools, churches, libraries, governmental buildings and utilities.

Park. This district identifies areas designated as city parks used for active and passive recreation. Residential neighborhoods should be within 1/3 mile or ten minute walk from a park.

Environmental Corridor. This district identifies the continuous systems of environmentally sensitive lands and natural resources requiring protection from disturbance and development, based on drainage ways, stream channels, wetlands, well head protection areas and other resource lands and features. New development should be prohibited or otherwise limited as directed by ordinance.

Residential. Four general residential categories have been created. Each provides a range of appropriate densities.

- | | |
|---|---|
| a. Existing Suburban Residential (< 5 units per acre) | c. Existing Multi-Family Residential (>10 units per acre) |
| b. Existing City Residential (6-10 units per acre) | d. New Neighborhood Residential (3-7 units per acre) |

New Neighborhood Residential. This Plan strongly recommends that new areas of residential development be designed as neighborhoods, rather than a series of uncoordinated subdivisions. Potential areas for new neighborhoods are designated “New Neighborhood Residential”. Other areas designated for residential growth may also be appropriate to meet the guidelines for new neighborhoods as presented in this Plan.

Such areas should include a carefully planned mixture of predominantly single-family residential development, combined with one or more of the following land use types: two-family/townhouse residential, mixed residential, neighborhood office, neighborhood business, institutional, and public open space. Single-family residential should account for at least 65% of the developed portions of new neighborhoods. This planning concept disperses higher density development throughout the community and limits the concentration of any one type of development in any one area.

New neighborhoods are recommended to have a minimum size of 40 acres. Sites larger than 120 acres should be developed as multiple neighborhoods, with each neighborhood designed to be integrated into an overall plan. Open space should be provided in each neighborhood. This Plan recommends a maximum gross density (the total number of dwelling units divided by the total site area) of five dwelling units per acre. A range of 3-7 dwelling units is provided in this Plan to provide flexibility.

Implementing New Neighborhoods

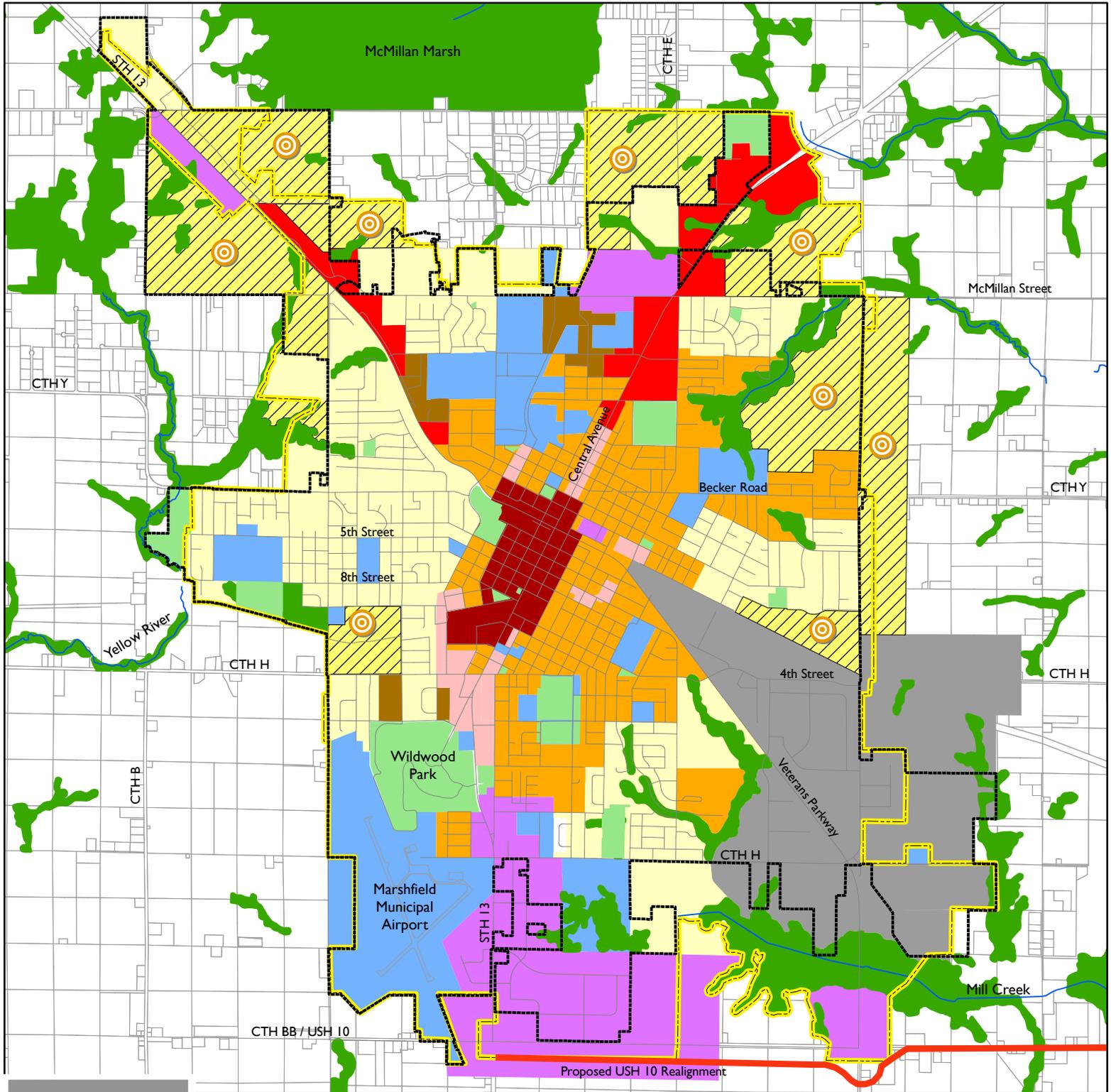
The development of fully functional neighborhoods will require a different approach to the design and review of residential development. Good neighborhood design is the result of a process. It is important to note that stringent regulation at the comprehensive plan level will not guarantee good design. Rather, the purpose of the comprehensive plan is to identify general growth areas and broad guidelines to establish new neighborhoods. It is the site specific design and planning of these neighborhoods that will establish them as unique neighborhoods and well designed places.

To assist in implementing new neighborhoods, the City should or could choose to prepare preliminary neighborhood sub-area plans which identify a general street layout, pedestrian connections, desirable parks and open spaces, utility needs, land uses, and potential zoning categories for these designated areas. Future subdivision plats and CSMs in these designated areas should not be approved if they are inconsistent with the general neighborhood plan.

Special design consideration should be given to planned neighborhood areas within designated intergovernmental “no contest areas” adjacent to existing, larger lot residential development. In such cases, the City shall require neighborhood designs that minimize conflicts with adjacent uses. More intensive development and densities should be sited away from existing large-lot development.

Unless specific site or other conditions warrant, the City should require that neighborhood development areas adjacent-to or across the street from existing large-lot single family development consist of single-family

development with a minimum lot size of at least 10,000 square feet. If a variance from this policy is requested, other densities or uses shall only be considered if a combination of landscaping, buffers, topography, access and other site-specific considerations are determined by City staff and the Plan Commission to mitigate conflicts that would lessen the value and safety of existing development.



Legend

- Sanitary Sewer Service Area Boundary
- Park
- Environmental Corridor
- Downtown Mixed Use
- Transitional Mixed Use
- Employment, Retail Mixed Use
- General Industrial
- General Commercial
- Institutional
- Existing Suburban Residential (<5 units per acre)
- Existing City Residential (6-10 units per acre)
- Existing High Density Residential (10+ units per acre)
- New Neighborhood Residential (3-7 units per acre)

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Map 4.4 **SAA**
SCHUBERT ANDERSON
ASSOCIATES, INC.



Future Land Use

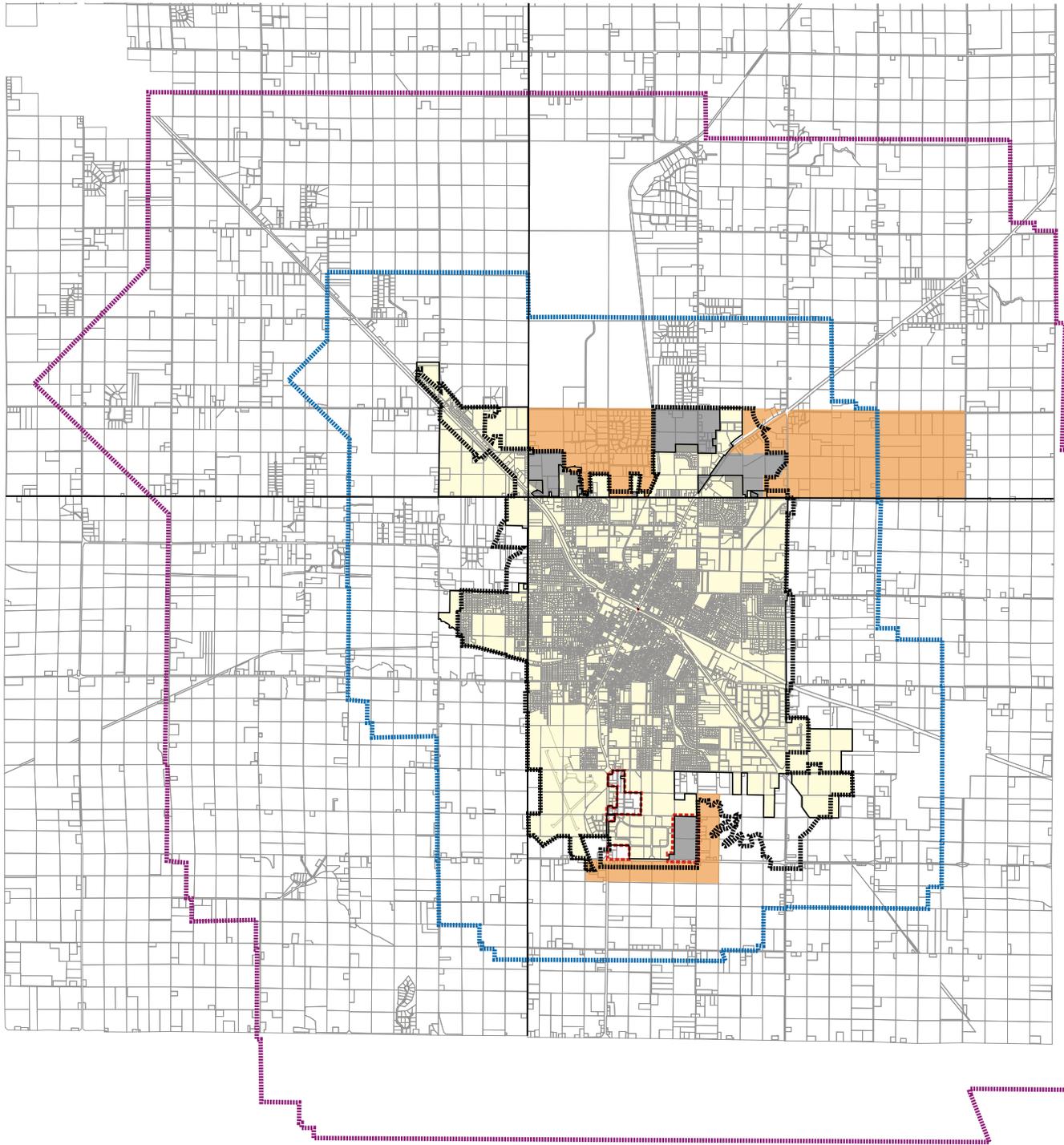
Source: City of Marshfield GIS Department; ESRI

Extraterritorial Land Use Policy

This Plan recommends that Marshfield work cooperatively with surrounding communities to manage growth on its edges. These efforts have been established as the City has entered into joint intergovernmental agreements. In addition to the developing of agreements, Wisconsin Statutes allow cities to prepare plans for lands currently outside municipal boundaries.

To effectively manage growth on the Marshfield's periphery, the following general recommendations have been created to guide future cooperative agreements and growth planning in the region. In addition, this general policy has been prepared to guide the more detailed extraterritorial policy being developed by the City.

1. **Intergovernmental Agreement Areas.** Current areas of intergovernmental agreements are mapped on Map 4.5. These include agreements with the Town of Cameron and Town of McMillan. Both agreements identify "joint planning areas" that will require future detail. This Plan recommends that City continue to work with surrounding jurisdictions to form agreements to promote coordinated regional growth consistent with this plan. Upon adoption, such agreements have the potential to replace statutory plat review controls.
2. **3 Mile Extraterritorial Review Area.** Wisconsin statutes allow Marshfield to review and deny plats in its extraterritorial area. Marshfield's statutory review area extends three miles beyond its incorporated limits. The general extent of this area is depicted on Map 3. This Plan recommends that this area be considered a "peripheral planning area" and that the City continue its policy of reviewing plats in this area. Areas within the three mile review area and beyond sewer service areas, intergovernmental agreement areas, or the one mile area should be compatible with low density rural development, natural features, and agricultural businesses. Development that requires utility extensions other urban services should not be permitted in these areas.
3. **1 Mile Priority Plat Review Area.** This includes all areas within one mile of the City boundary, not including lands under an intergovernmental agreement addressing development issues. The general extent of this boundary is depicted on Map 3. This Plan recommends that these areas be considered "long-term planning areas". Because of topographic constraints, existing development patterns, and viable agricultural business, the land use plan does not anticipate municipal growth in many of these areas during the next twenty years. These areas may represent long term growth areas for city expansion, and therefore, this Plan strongly recommends against scattered rural development patterns that would prevent the city from providing orderly, cost-effective growth in the long term. Development requiring utility extensions or other urban amenities should not be allowed until such a time that that an annexation of the property occurs. The City will not pursue any such annexations in this planning area. Annexation requests from property owners will be considered upon amendment to the Comprehensive Plan.



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Map 4.5 

Legend

-  City Boundary
-  Sewer Service Boundary
-  One Mile Radius Boundary
-  Three Mile Radius Boundary
-  Joint Planning Area
-  No Contest Area
-  Growth Area



Extraterritorial Plan

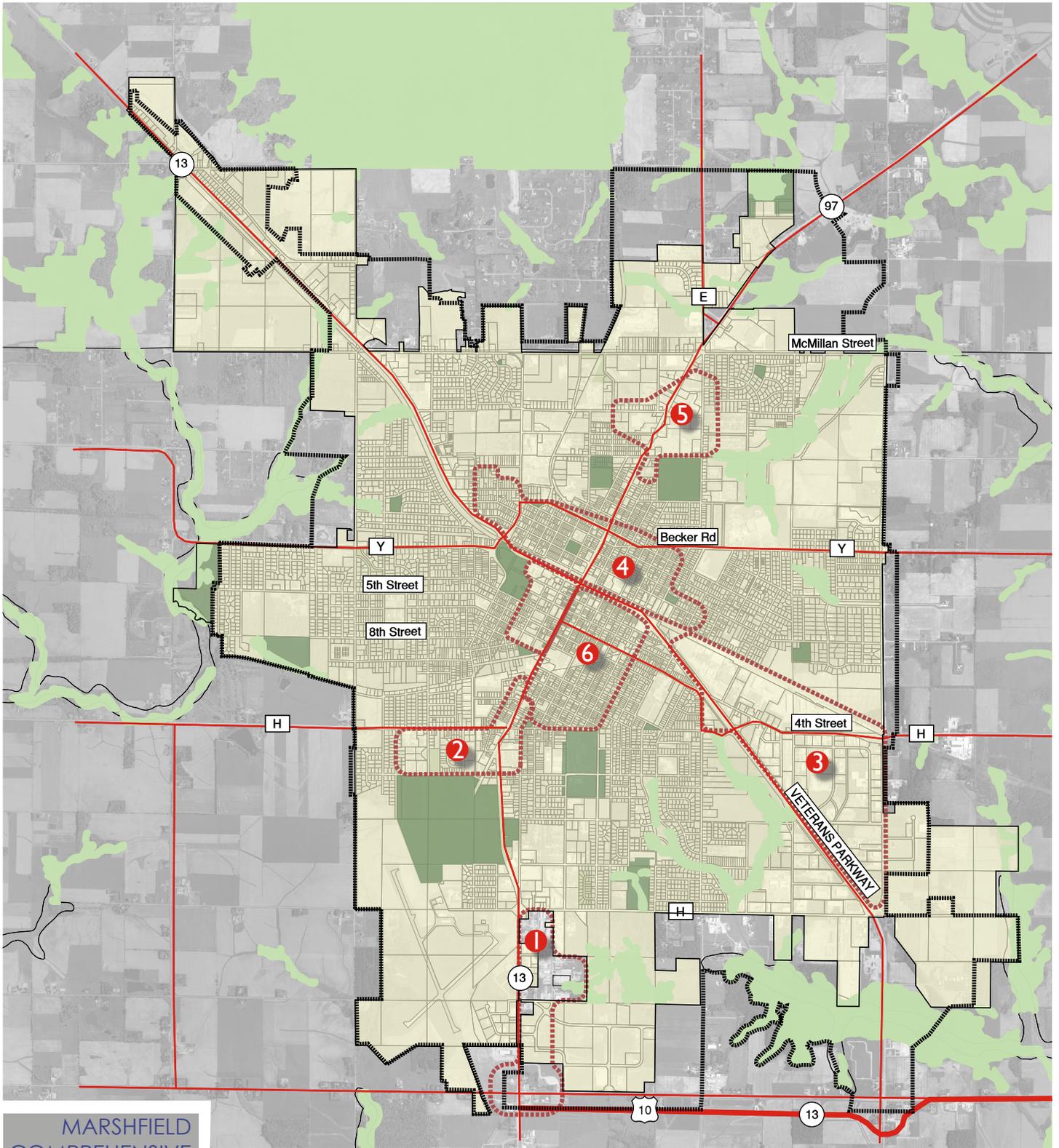
Revitalization

One component of this Plan is to promote revitalization and reinvestment in parts of the City to provide jobs, tax base growth, housing opportunities, and to improve overall community aesthetics. Redevelopment projects often require additional planning, coordination, and may have other expenses related to site assembly or environmental clean up. Considering these factors, this Plan recommends the City consider activities such as tax incremental financing, grant writing, and other planning activities to promote private reinvestment in these areas.

Multiple revitalization “study areas” have been identified for future analysis or investment. These are indicated on Map 4.6. While these areas may not be an exhaustive list of all revitalization opportunities, this Plan recognizes these areas are among the most important opportunities in Marshfield. The following study areas are listed below.

This Plan recommends that revitalization plans (or existing recommendations followed) for each of these areas be prepared to develop detailed recommendations and additional public input for each of these districts.

1. **“Business 13 Gateway District”**. The gateway district along South Maple Avenue (Bus 13) will be entirely within the City’s jurisdiction by 2013. This area represents a key gateway corridor to the community. A variety of revitalization efforts including neighborhood cleanup, infill development, and new development may be appropriate.
2. **“South Downtown Gateway”**. The blocks surrounding South Central Avenue between Wildwood Park and 11th Street is a revitalization study area. Potential projects include a combination of neighborhood cleanup, infill construction, new construction, and historic restoration projects.
3. **“East Side Industrial District”**. With the construction of Veterans Parkway, much of the industrial area along Veterans Parkway is now a highly visible community entrance way. The area is planned to remain as a center for industrial development and employment uses. Revitalization efforts should improve the overall aesthetics and employment potential within the area.
4. **“Near North” – “Doege-Veterans District”**. The Founder’s Square redevelopment project is one catalytic project in the area north of Downtown, roughly between Oak and Peach Avenues. The area is currently a mix of historic residential, industrial, and commercial uses. Revitalization activities may include neighborhood cleanup, infill construction, selective new construction and historic restoration projects.
5. **“Ives and Central Avenue Area”** The blocks surrounding Central Avenue near Ives Street is a revitalization study area. Potential projects include a combination of design guidelines, façade rehabilitation, and infill construction.
6. **Downtown- Retail Core, Maple Avenue, and Chestnut Area**. A detailed downtown revitalization plan was completed as part of the Comprehensive Plan Update. Key revitalization sites include these three districts.



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Map 4.6



Legend

City Boundary

Sewer Service Boundary

Existing Parks

Environmental Corridor

Revitalization Study Area



Revitalization Study Areas

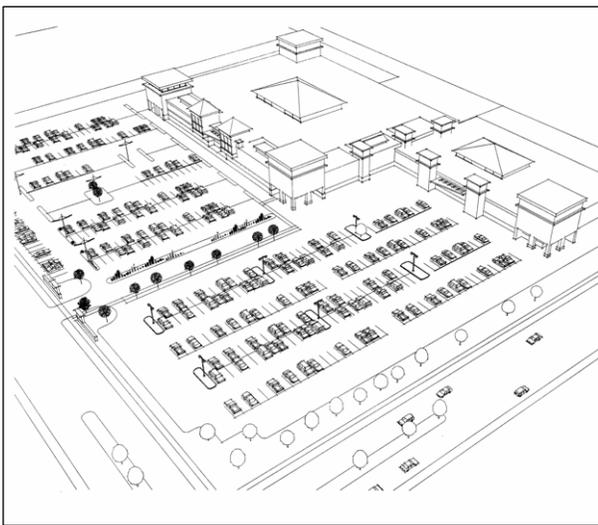
Form and Character

The quality and desirability of development is a function of not just a site's use, but also the form and character that a site takes on. This Plan recommends that the form of development be carefully considered along with the use when development projects are proposed. This section of the Land Use Chapter identifies areas of special design consideration and general guidelines related to the form and appearance of development.

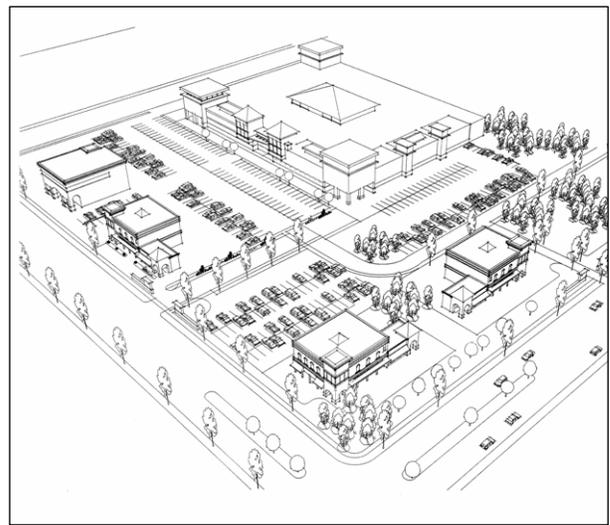
The following general design districts have been established to guide the form and character of development. Design objectives can be enforced through a variety of programs including overlay zoning, form-based codes, site plan review, land division controls, and related tools. These guidelines correspond to the Form and Character Map.

Gateway Districts

1. Limit the number of driveways and access points along key arterial and collector streets.
2. Promote internal circulation between adjacent parking lots, whenever feasible.
3. Provide street trees along all public frontages.
4. Provide coordinated streetscape amenities with features such as banners, decorative lighting, benches, and other street furnishing.
5. Buildings should be moved closer to the street edge and parking should be moved to the sides and rear of buildings.
6. Parking lots should include landscaping along perimeters as well as landscaped islands.
7. Incorporate the use of high quality building materials such as brick, wood, and stone.
8. Encourage the use of accent features that provide detail to facades including canopies, awnings, trellises, bays and windows.
9. Promote variations in building heights and rooflines.
10. For long building frontages, promote variations in the setback of the building to divide the building into smaller bays or sections.



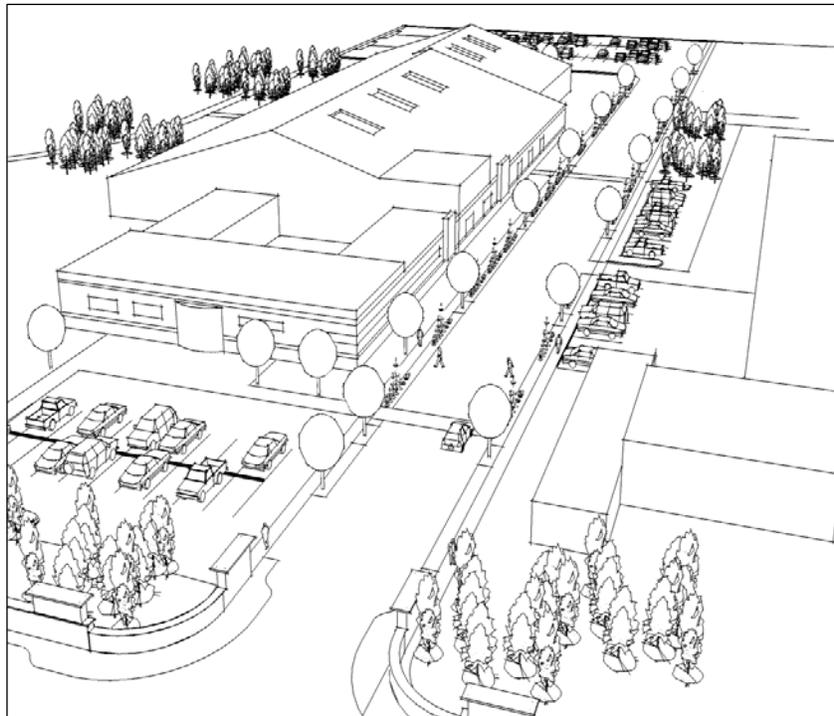
Discouraged Concept



Encouraged Concept – Following Guidelines

Veterans Parkway – Industrial Areas

1. Limit the number of driveways and access points along key arterial and collector streets. Design parking and circulation areas so that vehicles are able to move from one area of the site to another without re-entering a street.
2. Provide street trees along public frontages.
3. Office buildings should be moved closer to the street edge and parking should be moved to the sides and rears of buildings.
4. All sides of new buildings visible from Veterans Parkway and other public rights of way should be designed with materials and features complementary to the character and design detail of front facades.
5. Promote high-quality landscape treatment of bufferyards, street frontages, paved areas, and building foundations.
6. Utilize screening of all loading areas, outdoor storage areas, mechanical equipment, and dumpsters using berms, hedges, or decorative walls and fences.
7. Design sites so that loading and storage areas are located at the rear of buildings.
8. Promote the use of high quality building materials such as brick, wood, stone, tinted masonry, pre-cast concrete and architectural metal.
9. Maintain trees in the Veterans Parkway Viewshed.

**Preferred Industrial Site & Building Design**

New Neighborhoods - Traditional Neighborhood Design

This Plan recommends the incorporation “Traditional Neighborhood Design” principles for new neighborhood areas. Under Wisconsin’s planning legislation, any city over 12,500 residents will need to enact an ordinance that allows for such development patterns, although, no community is mandated to utilize the district. Marshfield will need to update its ordinance upon completion of this plan.

Traditional neighborhoods will meet the following form and character guidelines.

1. Neighborhoods should be limited in size (roughly between 40-120 acres) and oriented toward pedestrian activity.
2. Neighborhood includes a variety of housing types, jobs, shopping, services and public facilities.
3. A network of interconnecting streets with a hierarchy of appropriately designed facilities for pedestrians, bicycles, transit, and autos.
4. Natural features and undisturbed areas are incorporated into the open space of the neighborhood
5. The use of public plazas, greens and squares to provide focal points for the neighborhood, create visual interest and to generate highly prominent building sites is encouraged.
6. Reduce building setbacks and utilize buildings to form an attractive street edge.
7. The visual impact of garages are minimized by setting them back from the main portion of the house, or by placing the garage in the rear yard of the home with access from an alley, lane, or parking lot.
8. Architecture and landscape should respond to the unique character of Marshfield and the region.

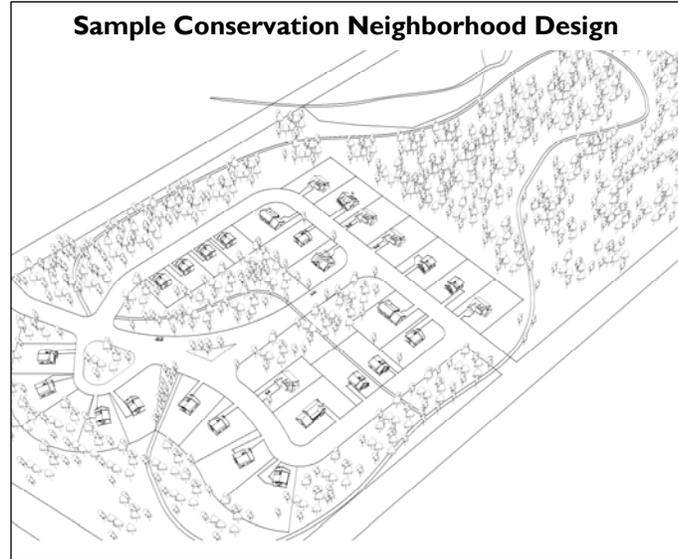


Sample Traditional Neighborhood Design

New Neighborhoods Conservation Design

A conservation-based development is defined as a housing development in a rural setting that is characterized by compact lots and common open space. Conservation subdivisions are an alternative approach to conventional lot-by-lot division of land. Conservation subdivisions enable a developer to concentrate units on the most buildable portion of a site, , natural drainage systems, open space, and environmentally and culturally sensitive areas. Outside the City, this design type can also be used to preserve prime agricultural land.

Though not typically a design methodology included in urban areas, conservation neighborhoods may be appropriate for certain new neighborhoods, or portions of new neighborhoods in Marshfield, especially those bordering on McMillan Marsh and other environmental corridors.



Conservation neighborhoods are those that meet the following guidelines:

1. “Hide” development from main roads through natural vegetation & topography.
2. Provide vegetative buffers between building sites and sensitive environmental areas
3. Preserve mature trees, vegetation, and other attributes that relate to the site’s history or natural character.
4. Prohibit or limit the placement of homes and buildings on exposed hill tops or ridge lines.
5. Create an interconnected network of streets and trails with connections to the larger community.
6. Integrate natural resources into the subdivision design as aesthetic and conservation landscape elements.
7. Restore degraded environmental areas within the subdivisions, such as streams and wetlands.
8. Encourage Best Management Practices (BMPs) for stormwater management as opposed to conventional engineering strategies. Typical BMPs include overland transfer, natural landscaping to increase infiltration and reduce runoff, bio-infiltration systems, residential roof runoff directed to pervious yard areas, and minimize the percentage of impervious surface area..
9. Provide wide areas for public access to parks and common open spaces.
10. Maximize preservation of common open space in the neighborhood through public dedication and/or private management of open space.

“Sustainable Marshfield” Development Recommendations

The following is from the adopted Sustainable Marshfield Committee Report.

Green Building by definition is a whole building integrated design and construction approach that optimizes the building site’s energy, water, and materials, and improves indoor environmental quality and occupant health.

Mission Statement: The City of Marshfield will encourage “Green Building” practices by example and through education and incentives.

Plan of Action: The Green Building Subcommittee recommends that the city pursue the following activities:

Construction. The City of Marshfield will encourage the public and private sectors to build “Green”. The city should lead by example and construct the next city building project using “Green Building” practices. Consideration should be given to applying the national Green Building Rating System, “LEEDS”, Leadership in Energy and Environmental Design, a third-party certification program. “Green Globes” or other green building initiatives can also be considered.

Reuse. The City of Marshfield will recommend to the public and private sectors to reuse existing facilities before building a new building.

Education. The City of Marshfield will encourage and coordinate public “Green Building” education.

Incentives. The City of Marshfield will provide incentive programs to encourage both businesses and homeowners to build green. The following suggestions are just a tip of the iceberg:

- Recognition of “Green Buildings” or “Green Remodelings”. Owners, designers and contractors to receive recognition by the city.
- Coordination and filing of forms for Federal, State and utility incentive programs on behalf of business owners, developers or home owners.
- Development of site and/or building plan review process that provides credits for “Green Buildings” design.

Other Form Considerations

Historic Districts: Design within the City’s four existing historic districts should be focused on preservation of historic features, adaptive reuse of buildings, and sensitive infill construction. Special district guidelines or formal historic zoning overlays should be created specific to each area.

Second Avenue Civic Corridor: This mixed use district, as outlined in the Downtown Master Plan, should promote civic uses, recreation, and specialty retail. Street and sidewalk enhancement should include pedestrian amenities (lighting, benches) and the use mix should focus on expanding the library and providing links to arts, culture, and park uses.

5 Housing and Neighborhood Development

Housing is a key component to a healthy and vibrant Marshfield. It is important for the City to provide adequate and safe housing for all its residents, with an emphasis on functional and socially open neighborhoods providing housing options throughout the various stages of one’s life. The following chapter provides a framework for achieving this by addressing the social, economic, regulatory, and organizational aspects that impact housing in the community. The chapter has been separated into the following components:

- 5.1 Housing Assessment
- 5.2 Goals
- 5.3 Objectives and Policies
- 5.4 Recommendations
 - Increasing Housing Affordability and Home Ownership
 - Strengthen Existing Neighborhoods
 - Target Areas for Housing and Neighborhood Growth

5.1 Assessment of Existing Housing Conditions

A detailed assessment of local housing is contained within the 2004 Housing Market Assessment. That report found that the community is getting demographically “older” through migration and natural processes. The analysis also found that the community lacks moderate-priced and “affordable” housing that can accommodate growing families. Additionally, the report highlights a local perception regarding a lack of buildable lots with access to infrastructure and services. Another finding from that report is that there is “leakage” of potential development into the surrounding areas where the costs of development are perceived to be lower. The following summarizes key findings from that report, as well as Census Data commonly used for housing analysis done for comprehensive planning purposes.

Housing Occupancy and Tenure

As of 2004, the City has approximately 9.1 million square feet of living area in single family homes. Approximately 61 percent of the City’s housing stock was owner-occupied as of 2000. This is below the State’s average of 68 percent. 39 percent of the City’s housing units are rental units. There are about 163 multi-family properties in the City.

As of 2000, the City had 8,235 occupied housing units (often referred to as “households”). Just over four percent of the total homes are vacant. Three percent is considered an optimal standard for most housing markets. This rate allows consumers an adequate choice of housing.



Structural Characteristics

60 percent of the City’s housing stock is “detached” single-family homes. This is below the State’s average of 70 percent. In comparison, 11 percent of the City’s housing stock is “duplex.” This is above the State’s 8 percent average. 18 percent of the housing stock is in apartments with 5+ units. This is above the State’s average of 14 percent. More specific elements of the City’s housing stock are noted below.

Table 5.1 Structural Characteristics of City of Marshfield Housing

Units per Structure	Structures	Percentage of Total
1-unit, detached “Single Family”	5,127	59.5
1-unit, attached	209	2.4
2-units	943	10.9
3 or 4 units	334	3.9
5 to 9 units	339	3.9
10 to19 units	386	4.5
20 or more units	859	10.0
Mobile home	425	4.9
Total:	8,622	100.0

Source: U.S. Bureau of the Census, 2000

Age of Housing

Marshfield has a varied housing stock dating back to many periods. Nearly 22 percent of the stock predates 1939. Just less than 75 percent of the housing in Marshfield was constructed prior to 1980. In contrast, less than one percent of new housing has been constructed since 2000. The following table depicts the current age make up of Marshfield’s housing stock.

Table 5.2 Age of Housing Stock

Year Structure Built	Number	Percentage of Total
2001 to 2003	50	0.6
1999 to 2000	87	1.0
1995 to 1998	310	3.6
1990 to 1994	538	6.2
1980 to 1989	1,272	14.7
1970 to 1979	1,876	21.6
1960 to 1969	1,060	12.2
1940 to 1959	1,599	18.4
1939 or earlier	1,880	21.7

Source: U.S. Bureau of the Census, 2000, City of Marshfield, Building Services Division

Value Characteristics

The analysis performed for the 2004 City Housing Assessment indicated the median home value in Marshfield was \$87,900. Median value for land was \$18,100 and median value for improvements was \$70,300. As of 2000, Marathon County and Wisconsin have an overall median housing value greater than that of Marshfield. However, the City of Marshfield has a similar median housing value compared to Wood County. The following table from the 2000 Census provides additional data on local housing values.

Table 5.3 Value Characteristics of City of Marshfield Housing

Value	Number Specified Owner-Occupied Units	Percentage of Total
Less than \$50,000	335	7.6
\$50,000 to \$99,999	2733	61.7
\$100,000 to \$149,999	954	21.6
\$150,000 to \$199,999	255	5.8
\$200,000 to \$299,999	134	3.0
\$300,000 to \$499,999	15	0.3
\$500,000 to \$999,999	-	-
\$1,000,000 or more	-	-

Source: U.S. Bureau of the Census, 2000

Housing Affordability

One common measure of housing affordability is the proportion of household income spent on rent or home ownership costs. The national standard for determining whether housing costs make up a disproportionate share of living expenses is 30 percent of gross household income.

Based on Census data, the percentage of homeowners in Marshfield paying 30 percent or more of their income for housing was 9.7 percent, which was lower than Marathon County (15.3 percent), Wood County (10.8 percent) or the State of Wisconsin (17.8 percent). Approximately the same percentage of Marshfield residents paid 30 percent or more of their income for housing in 1989 as in 1999.

The percentage of renters in Marshfield paying more than 30 percent of their income for housing in 1999 was 27.9 percent, which was up slightly from 1989 when 27.4 percent of renters paid more than 30 percent of their income for housing. Marathon County had a lower percentage at 26.9; Wood County and the State of Wisconsin had higher percentages with 28.1 percent and 32.3 percent of renters paying more than 30 percent of their income for housing.

5.2 Goals

1. Promote the creation of distinct neighborhoods - not just “cookie-cutter” subdivisions.
2. Allow for a range of housing types and styles that provide desirable and attainable housing options for all that live and work in Marshfield.
3. Provide adequate streets, sidewalks, parks, and other public amenities in neighborhoods.
4. Expand the supply of middle-income family housing in the community, including moderately priced single-family homes.
5. Identify strategies to maintain and improve the quality of the City’s housing stock.
6. Identify target areas for neighborhood rehabilitation and develop strategies to rehabilitate blighted or deteriorating housing.
7. Utilize existing senior housing resources and monitor the need for additional programs and housing options.

5.3 Objectives and Policies

1. Limit regulatory barriers within zoning and subdivision ordinances that stifle creative neighborhood design and create impediments to housing affordability. As changes to codes are considered, it is important that the City maintain its ability to effectively review developments and work with prospective developers to ensure compliance with this plan and all applicable codes.
2. Promote home ownership through existing incentives, programs, and regulatory improvements.
3. Plan for the social needs of new and future neighborhoods by addressing needed services, programming, and interaction opportunities.
4. Include a mix of residential types, along with supporting commercial, park, and civic uses in new neighborhoods.
5. Preserve and restore historic structures as they are recognized to contribute to the character of Marshfield. Improve incentives and the regulatory framework to promote this activity.
6. Continue to consider special needs housing, such as community-based residential facilities (CBRFs), based on the community need, impact on neighborhoods, physical design, and the availability of existing facilities.
7. Promote the development of formal neighborhood organizations in Marshfield.
8. Require developers to prepare and submit a “needs assessment” prior to the approval of new multi-family and special needs housing projects. Include specific submittal and review requirements in future code updates.

5.4 Recommendations

Increase Housing Affordability and Home Ownership

Create Design Flexibility in Ordinances. The Plan recommends that Marshfield update its ordinances, including its subdivision and zoning codes, to promote design flexibility. Certain standards, such as large setbacks, lot coverage, and wide street widths all add to the expense of a development. This results in more expensive homes. While this may be desirable in some new neighborhoods, other developing neighborhoods may include a mix of owner-occupied housing types. Standards should be built into the Zoning and Land Division Codes that allow for attractive, yet more cost effective design. Thus, a range of housing types, sizes, densities, and uses may be allowed within carefully planned neighborhoods.

One specific need to address is the creation of affordable, owner-occupied homes and starter homes. Standards should allow for a range of lot sizes (including those less than 10,000 sf) as part of future mixed-density neighborhoods.

Continue to Promote Streamlined Permitting. The Plan recommends that the City continue its efforts to streamline permitting and approvals. While necessary to ensure the quality of a development, the permitting process will affect the cost of housing. Longer, more complicated review processes can add to development costs passed on to the homeowner. Streamlining the permit and review process may be an incentive to promote more affordable housing.

Consider Density Bonuses. The Plan recommends Marshfield update its ordinances to allow developers to build additional units or structures than would normally be allowed, in exchange for meeting design and affordability standards. This is often referred to as a “density bonus.” These bonuses may be offered in exchange for meeting a projected housing need (for example, moderate priced single-family as stated in the Plan’s goals). In addition, these density bonuses may be used for promoting other features such as increased open space, design standards, or other amenities. Such incentives may make certain projects more economically feasible. Such a standard could be placed within the PUD or future Traditional Neighborhood Development codes.

Create “Zero Lot Line” Zoning Standards. The zero lot line concept is a way to promote increased home ownership by allowing each unit in a duplex (or multiple units of an apartment-style building) to be owner occupied. The Plan recommends that future ordinances include standards to eliminate side yard setbacks for zoning districts, allowing for duplex and multifamily density projects. City policy requires that individual municipal utility connections are provided for each unit to be recognized as a lot.

Allow Accessory Apartments. An accessory apartment (sometimes referred to as a “Granny Apartment”) is a living unit that is separate from the primary residential unit. These units typically include a separate kitchen, bedroom, and bath. These apartments may be attached or detached from the primary home building. One common example would be a small living quarters located above a garage. The Plan recommends that provisions for such use be included in code updates to the zoning code and in the City’s future traditional neighborhood ordinance. Detailed placement standards would specify in what areas this would be allowed.

Promote Existing Housing Programs. There are multiple local and State programs aimed at first-time homebuyers and low-moderate income home buyers in Marshfield. Efforts include programs offered by WHEDA (Wisconsin Housing and Economic Development Authority) and Habitat for Humanity, which already has a strong presence in the Marshfield community. Additionally, the Marshfield CDA promotes additional assistance to provide housing. The Plan recommends that a first point of contact be identified and a comprehensive list of resources be prepared and reviewed on a regular basis.

Strengthen Existing Neighborhoods

Promote the Conversion Back from Multi-Family to Single Family. One goal of strengthening existing neighborhoods is to promote owner occupancy of homes. This includes incentives to convert duplex and apartment buildings back to their original configuration as single-family homes. Potential programs include local lender commitment programs, tax credits, or target low-interest loan programs. Such an effort can improve building and site maintenance, as well as create a source for more affordable, owner-occupied housing.

Develop Neighborhood Organizations. Many of the revitalization needs identified can be started, or even completed, based on direct neighborhood involvement. The Plan recommends that the City take a proactive role in the initial organizing of neighborhood organizations. Potential roles for neighborhood organizations include the following:

- Organize neighborhood clean-ups, plantings, or house repair programs.
- Identify key projects to improve the neighborhood. Often there may be one or two catalytic projects that can improve the condition or character of a neighborhood. This may include a facade restoration, adaptive reuse of a building, new or relocated businesses, or other aesthetic improvements. Identify necessary capital improvements, such as the consideration of street repairs for the City.
- Coordinate public and private funding opportunities.
- Identify programming and other social needs of neighborhoods.

What is a Neighborhood Organization?

A neighborhood organization, sometimes referred to as a neighborhood association, is a group of residents, business representatives, and other interested citizens that work to improve and enhance their neighborhood. The “neighborhood” is typically a well-defined, geographic area. In addition to promoting neighborhood planning, such a group may organize crime prevention activities, neighborhood clean-ups, block parties, and take action to upgrade neighborhood parks.

The type of neighborhood organization described in this plan is different from associations commonly formed in condominium or other developments to ensure compliance with private design covenants or other property issues.

Prepare Neighborhood Revitalization Plans. Upon creation of neighborhood organizations, the Plan recommends that neighborhoods work with the City to prepare specific revitalization plans. Plans could address issues such as historic restoration, design, tear-downs and rebuilds, and special needs housing such as senior housing, low-moderate income housing, or other issues impacting specific neighborhoods. It is critical that plans address not only physical improvements, but other improvements linked to the social and economic health of neighborhoods and communities. Potential components of a neighborhood plan include the following:

- Vision Statement and Neighborhood Goals
- Market Opportunity Assessment
- Land Use and Redevelopment Recommendations
- Design Guidelines
- Catalytic Projects
- Implementation and Funding Schedule

Adopt a Special Historic Building Code. Marshfield currently has four official historic districts. The City currently references, but has not adopted, the State’s Historic Building Code. The Plan recommends that the City formally adopt a historic building code to allow the continued preservation of the historic areas that will be identified. Standard building codes may make the rehabilitation of certain older homes and buildings prohibitively expensive or impractical. Communities in Wisconsin which have adopted historic preservation ordinances (certified by the State Historical Society of Wisconsin) can use the Wisconsin Historic Building Code for locally designated historic buildings. This code permits a more flexible and cost-effective approach to rehabilitating historic buildings.

Enforce Existing Maintenance Codes. Additionally, the City should continue its enforcement of the State’s uniform dwelling codes and zoning regulations relating to property maintenance.

Continue Existing Efforts to Beautify Neighborhoods. Local initiatives such as the local “flower power” planting program have a significant and immediate impact on neighborhoods. Other neighborhood beautification efforts include tree planting programs. Initiatives such as these should continue and be closely coordinated with neighborhood plans and other improvements in the City.

Target Areas for Housing & Neighborhood Growth

As of 2007, there were over 1,000 acres within the City limits that could be future residential properties. These lands are identified on Map 5.1. It is important to note that not all of these lands are immediately available for development. This Plan recommends that the following areas be considered the City’s first priority for promoting new housing and neighborhood development:

Available Lands. These include vacant, platted lots with access to streets and utilities. As of 2007, there were close to 55 acres classified as “available.”

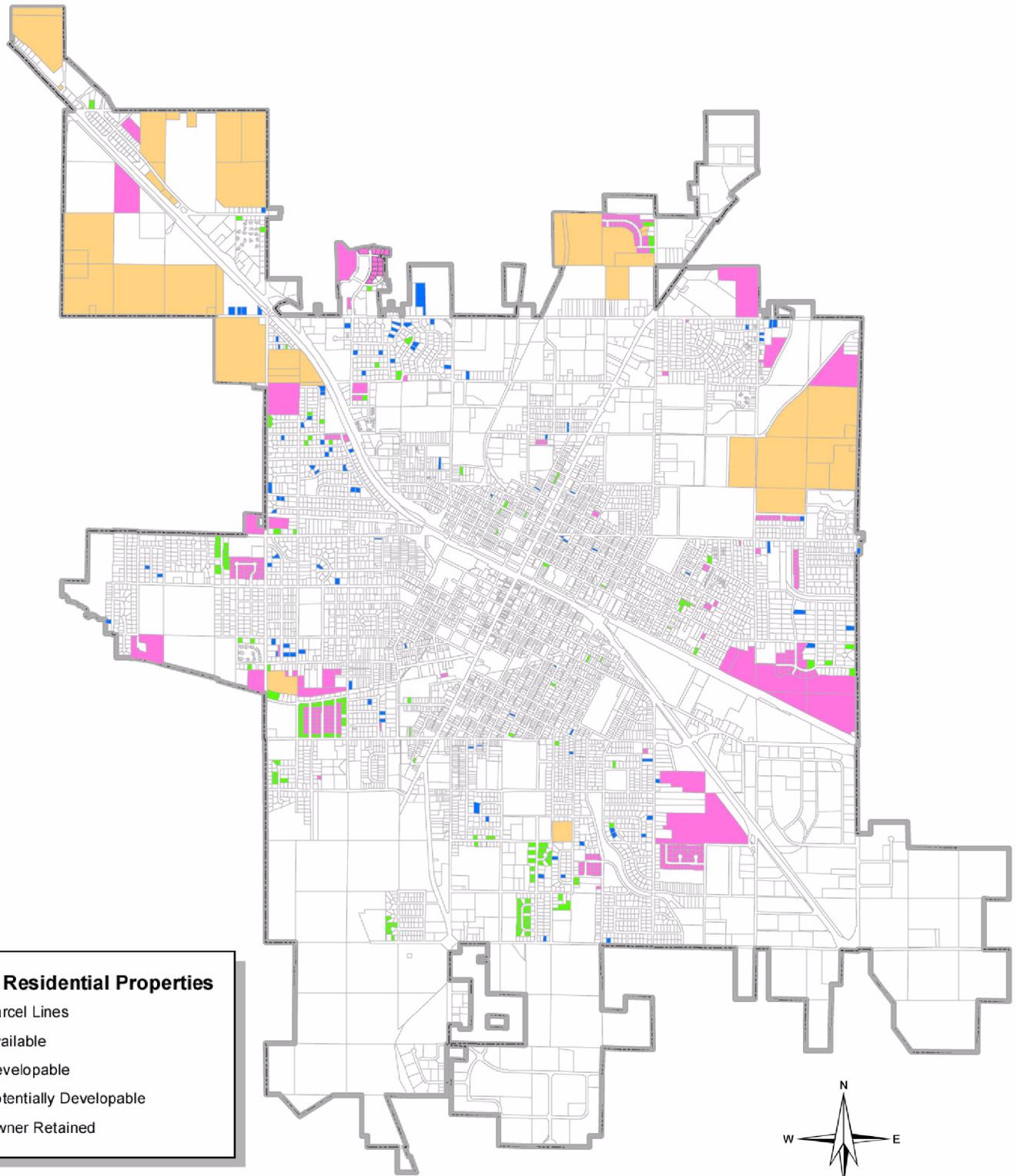
Developable Lands. These include vacant, residentially zoned lands. These lands have not been platted and may be without current access to utilities or City streets. As of 2007, there were close to 340 acres of lands classified as “developable.”

Potentially Developable Lands. These are agriculturally zoned properties that could potentially be platted for residential development. As of 2007, there were 630 acres classified as “potentially developable.”

This Plan recommends that the City take a proactive role in stimulating development in these areas. The City should evaluate programs such as the following to stimulate developer interest in these parcels:

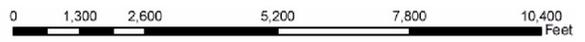
- Mixed-Use Tax Incremental Financing
- Cut / Discount Permitting Fees
- Providing engineering and planning for the site
- Develop tax credit program

Map 5.1 indicates one other category of vacant residential land. These properties, labeled as “Owner Retained” lots, are held by adjacent property owners, often to create a larger yard. There are approximately 40 acres of this type in the City. These areas should not be considered target areas for new housing growth nor should they be the subject of the incentive programs listed above. Such properties may be available for infill housing, based on individual property owner desires. At some point, when properties transfer ownership, these lots may become available for infill housing.



Vacant Residential Properties

- Parcel Lines
- Available
- Developable
- Potentially Developable
- Owner Retained



****Residential property availability criteria:**

Available - Vacant lots with access and utilities
 Developable - Vacant, residentially zoned lands without access or utilities and vacant residential outlots >= 5 acres.
 Potentially Developable - Agriculturally zoned property that could potentially be platted for residential development
 Owner Retained - Vacant residential lots that have been purchased adjacent to the owner's primary residence.

Vacant Residential Properties*	Size (acres)	
Available	54.50	5.13%
Developable (Residentially zoned)	338.00	31.82%
Potentially Developable (currently Agriculturally zoned)	629.78	59.29%
Owner Retained	39.85	3.75%
Total Vacant Residential Acres	1062.13	100.00%

**Vacant Residential properties' includes lands seen as agriculturally zoned*

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MARSHFIELD,
WISCONSIN
FEBRUARY 2007

Map 5.1 **SAA**
SCHWABER / ANDERSON
ASSOCIATES, INC.

Available Land For Housing

Source: City of Marshfield GIS Department; ESRI

6 Transportation

The City of Marshfield’s transportation system is a collection of many modes and technologies, all with the goal of moving people and goods throughout the City, surrounding towns, and the State. The interchange of goods, services, and people provided through a functioning transportation system is the basis for the City’s economy. The Transportation Plan consists of the following elements:

- 6.1 Transportation Assessment
- 6.2 Goals
- 6.3 Objectives and Policies
- 6.4 Detailed Recommendations

Regional Transportation Improvements
Marshfield Street Network Improvements
Sidewalk and Pedestrian Facilities
Bicycle Network
Transit / Public Transportation

Update the City’s Official Map
Street Patterns in New Neighborhoods
Residential Alleys
Traffic Calming
Creating a “Visual” Hierarchy of Streets

6.1 Transportation Assessment

National Functional Classification

The City and the DOT adopted the current National Functional Classification (NFC) map in the fall of 2005. This NFC is represented in Map 6.1.

Highways

Marshfield is served by USH 10, and STH 13 and 97. USH 10, which connects to Marshfield’s transportation network at the southern edge of the City, serves central Wisconsin as an important east/west highway connecting the Twin Cities and the Fox Valley.

Planning for the reconstruction of 31 miles of US 10 between Marshfield and Stevens Point is underway. This highway will connect Marshfield directly to the interstate system via I-39. The new four-lane divided highway will bypass the communities of Auburndale, Blenker, Milladore, and Junction City, and will remove US 10 from downtown Stevens Point west of I-39. Construction is currently scheduled to be completed in 2012.

Trucking

There are multiple truck routes designated in the City of Marshfield. The City is served by 15 area motor freight carriers with overnight service to Chicago and Minneapolis/St. Paul. Map 6.2 depicts existing truck routes.

Air Transportation

The Marshfield Municipal Airport (MFI) is a general utility facility located in the southwestern portion of the City. The airport is a transport/corporate airport, serving corporate jets, small passenger, and cargo jet aircraft used in regional service, and small airplanes (piston or turboprop) used in commuter air service. The runway is 5,200 feet long and it primarily serves business travelers in the Marshfield area.

Central Wisconsin Airport (CWA) is located 35 miles northeast of Marshfield in Mosinee, via STH 97 and 153. The airport accommodates approximately 36,000 aircraft operations (take-offs and landings) each year. Commercial air service is provided by Northwest/Mesaba, Air Wisconsin/United, and Midwest Connect/Skyway, with flights to

Detroit, Green Bay, Milwaukee, Minneapolis, and Chicago. Rental cars are available at the airport through Avis, Budget, Hertz and National. Central Wisconsin Airport recently completed a \$5 million improvement project. The project completed reconstruction of the airport's 7,650-foot primary runway and the primary runway's parallel taxiway and other related equipment.

Passenger Rail

Intercity passenger rail is available through Amtrak service in Tomah, 60 miles southwest of Marshfield via STH 13, 80, and 173. The Amtrak Empire Builder Line connects Tomah to Chicago, Milwaukee, Columbus, Portage, Wisconsin Dells, La Crosse, Winona, Red Wing, and St. Paul. The Empire Builder Line also connects to the west coast (Seattle, WA and Portland, OR). Through a connection in Chicago, the national Amtrak network is available.

Rail Freight

Marshfield is served by Canadian National, a Class I railroad company. Rail spurs serve the east industrial park.

Intercity Bus

The nearest intercity passenger bus is available through Greyhound Bus Lines service in Tomah, 60 miles southwest of Marshfield via STH 13, 80, and 173. The bus line that serves Tomah connects to the greater intercity bus network in Madison and St. Paul.

Water

There is no navigable waterway in the City. The nearest port is the Port of La Crosse on the Mississippi River, located 122 miles southwest of Marshfield via STH 13 and 80, and Interstate 90. The next closest, 130 miles east of Marshfield, is the Port of Green Bay, the westernmost port on Lake Michigan, via STH 97 and 153, Interstate 39 and STH 29.

Public Transportation

Marshfield lacks a fixed-route transit system. Public transportation is provided through a shared-ride taxi service. In 2004 (as cited in the Urban Mass Transit Assistance, Informational Paper 23, Wisconsin Legislative Fiscal Bureau, January, 2005), the cost of the taxi service was shared by the State government (34.6 percent), riders (34.2 percent), the federal government (30.4 percent) and the City (0.8 percent). The elderly are offered half-priced rates.

Some residents have expressed a need for a second shared-ride system that would perform services on a point-to-point basis with higher rider fees. Another possible need is a shopping shuttle that would go from the medical complex to the north end, to the mall, to the downtown, and to the City Hall area. Further analysis is recommended to discuss the feasibility of expanded public transportation options.

Pedestrian and Bicycle

Marshfield has a growing pedestrian and bicycle network. The local street and sidewalk network is supplemented with a variety of off-street trails including:

Galvin Avenue Trail. A 10 foot wide asphalt trail paralleling Galvin Road between the railroad tracks north of 4th Street and Becker Road. The trail is one mile long and was constructed in 2005. In 2006, on-road bike lanes were added from Becker Road north to McMillan Street.

Griese Park Trail. Located in Griese Park, 1001 E. 29th Street, the trail is 3/4 mile long, 8 feet wide, and has an asphalt surface.

Greenway Trail. Located on the west side of Pecan Parkway, between Washington Avenue and 17th Street, this trail is one-half mile long and has a widened asphalt shoulder.

Hamus Nature Preserve and Recreation Area. This nature and wellhead protection area is located at 210 Wilderness View Drive just north of V&H Automotive Center on the City's north side. It includes over 1 mile of asphalt trails and over 1.5 miles of natural surface trails.

Joe & Bernadine Weber's Nature Park Trails. This is a 37-acre City park. The park includes a 0.3 mile asphalt trail, plus over 1.5 miles of natural surface trails.

McMillan Marsh Trail. Located north of Marshfield, off Mann Road at the McMillan Marsh Wildlife Area, this trail has a distance of 6.25 miles with a surface combination of crushed lime and gravel. The McMillan Marsh Trail is open from May 1 until September 1.

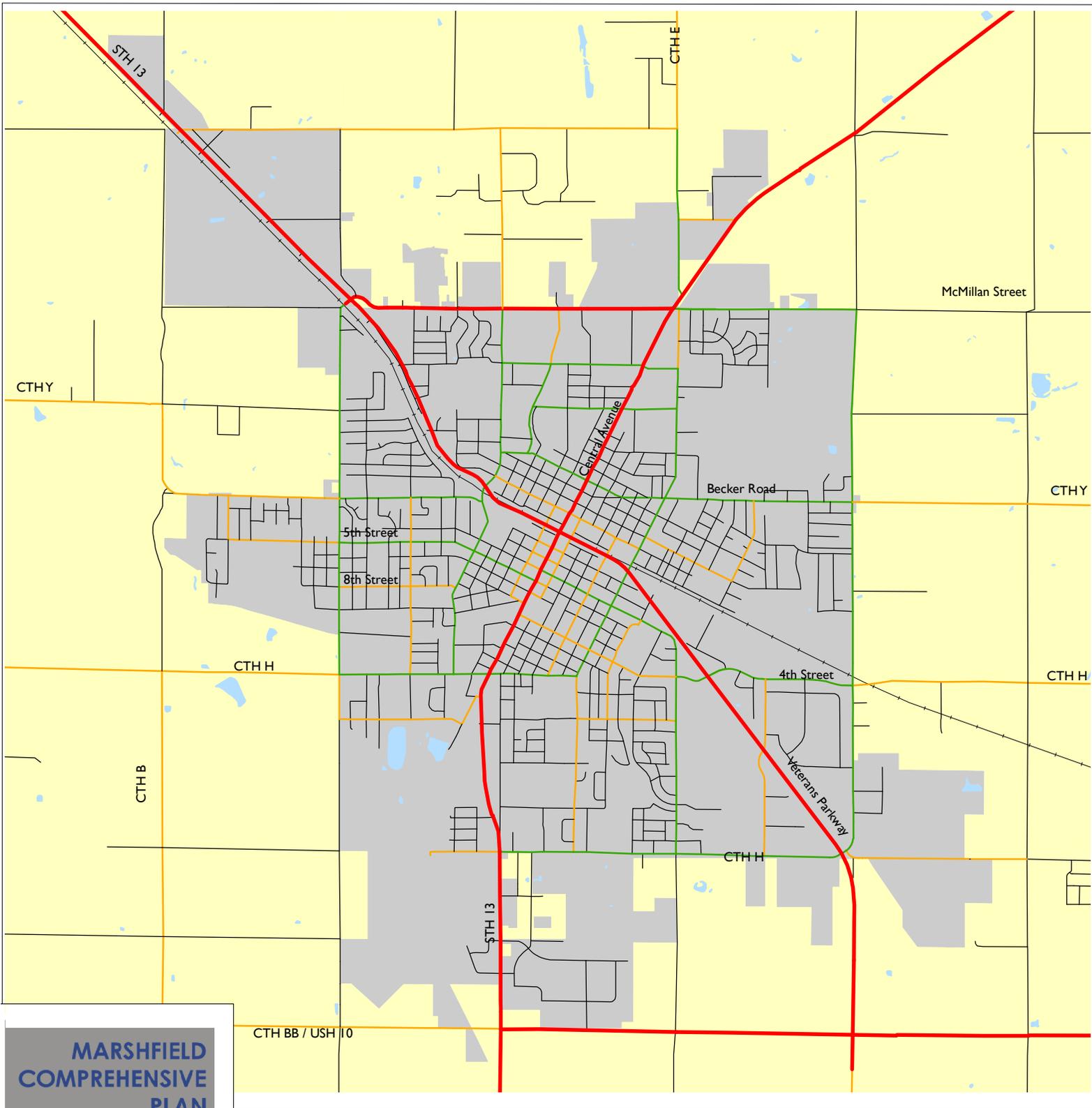
Mill Creek Business Park Trail. Located on the south side of Marshfield in the Mill Creek Business Park. The preferred access to the trail is at 29th Street and Apple Avenue; but you can also access the business park from Cherry Avenue, Commerce Drive, and Hwy 10. This trail is a 10 foot wide asphalt surface that is 2.6 miles long.

UW - Marshfield / Wood County Arboretum Trail. Located at the west end of 8th Street, this trail is approximately 2 miles long and has a granite surface. Bicycles are not allowed on this trail.

Veterans Parkway Trail. This 10 foot wide asphalt surface trail can be found on the south side of Veterans Parkway between Oak Avenue and 29th Street. The entire trail from Oak Avenue to 29th Street is 3 miles long.

Wildwood Park & Zoo. Wildwood Park & Zoo contains a number of park trails, constructed of both asphalt and granite, that are suitable for biking and walking. Along the south side of the elk pasture, the Airport Connector Trail, a 2 block asphalt trail constructed in 2004 by the Friends of the Trails, links Wildwood Park to 29th Street and the Marshfield Airport. This also serves as a convenient bicycle route to Griese Park and the Mill Creek Trail by allowing bicycle riders to cross Highway 13 at the signalized intersection at 29th Street.

Wildwood Station Trail. This 10 foot wide and 1 mile long asphalt trail can be found a half block north of Adler Road between Lincoln and Oak Avenue. From Oak Avenue it follows the Veterans Parkway Trail east to the pedestrian overpass; it then turns south through Steve J. Miller Recreation area where it currently ends at the corner of 4th Street and Spruce Avenue. Plans call for the trail to eventually be extended south to Wildwood Park.



Legend

- Primary Arterial
- Minor Arterial
- Collector
- Local

Source: City of Marshfield GIS Department; Wisconsin DOT

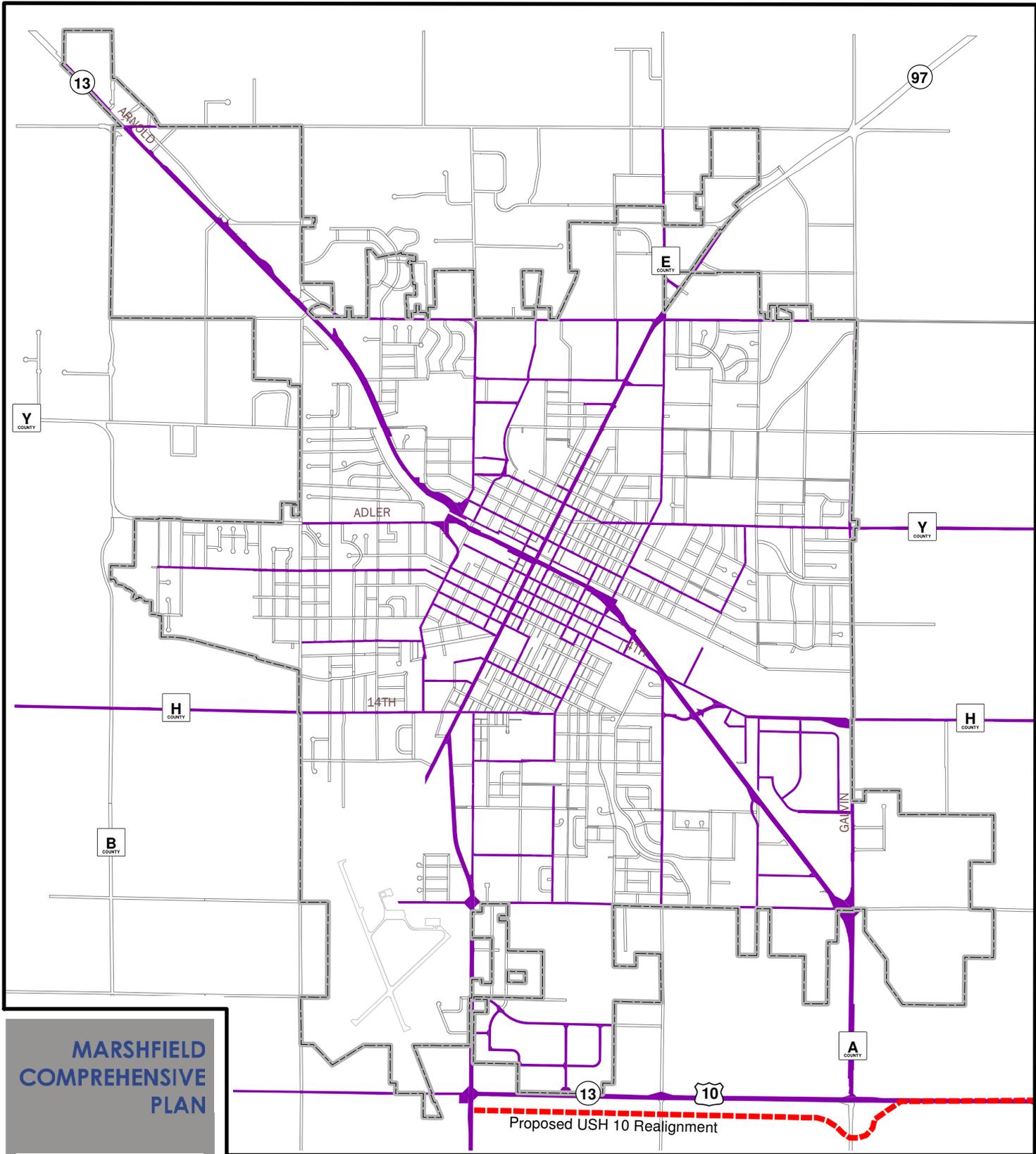
**MARSHFIELD
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MARSHFIELD,
WISCONSIN
April 2007

6.1



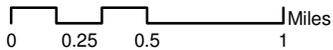
Roadway Functional Classification



**MARSHFIELD
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MARSHFIELD,
WISCONSIN
April 2007

6.2



 Truck Route

Source: City of Marshfield GIS Department; ESRI



Truck Routes

6.2 Transportation Goals

1. Maintain efficient access, for out-of-town visitors and patients, to the Marshfield Clinic and St. Joseph's Hospital.
2. Provide safe and efficient traffic circulation serving all modes of transportation in the City.
3. Reduce truck traffic and congestion on Central Avenue and plan other truck routes to serve the community.
4. Maintain a rational hierarchy of streets serving all aspects of the community. Utilize low volume local streets, collector streets, and arterials to provide circulation between neighborhoods and the community.
5. Provide safe pedestrian and bicycle circulation throughout the City, especially between residential neighborhoods, parks, schools, and employment centers.
6. Provide convenient and attractive downtown parking for vehicles and bicycles. Identify solutions that address the needs of resident, customer, and employee parking.
7. Promote four-lane highway access to STH 29, interstate highways, and urban centers.
8. Promote better air and inter/intra-city bus and taxi service for residents and businesses.

6.3 Objectives and Policies

1. Require that transportation planning is consistent with land use and economic development goals and recommendations.
2. Require streets in planned neighborhoods to promote connectivity, traffic calming, attractive streets, and connections for bikes and pedestrians.
3. Provide for new or expanded collector streets to effectively link planned neighborhoods to community destinations.
4. Improve pedestrian and bicycle transportation by requiring sidewalks and by implementing the adopted Trail and Bicycle Plan.
5. Update the City's ordinances and implementation tools to facilitate the transportation recommendations. This includes the National Functional Classification Map, City's Official Map, and the Subdivision and Platting Code.

6.4 Recommendations

Regional Transportation Improvements

Highway 10 Reconstruction - Scheduled. Planning is underway for the reconstruction of 31 miles of US 10 between Marshfield and Stevens Point. This highway will connect Marshfield directly to the interstate system via I-39.

Highway 13 and 97 Improvements. Wisconsin DOT lists the major projects it intends to complete. The State Highway Plan 2020 is a 21-year, strategic plan which considers the highway system's current condition, analyzes future uses, assesses financial constraints and outlines strategies to address Wisconsin's preservation, traffic movement, and safety needs. No other highway improvements are currently scheduled for the Marshfield area.

This Plan recommends the City take a proactive role in working with the DOT on potential improvements for STH 97 and STH 13. Planning is underway for STH 13 between Marshfield and Spencer. Improvements to STH 97 should also be pursued. Both arterials link surrounding communities with Marshfield's regional amenities, including the Marshfield Clinic. As a world-class medical facility, it is critical for both employment and medical travel that efficient and safe routes exist to connect this amenity to the region. As of 2006, the Clinic creates an estimated 4,000 daily vehicle trips for patients alone.

Marshfield Street Network Improvements

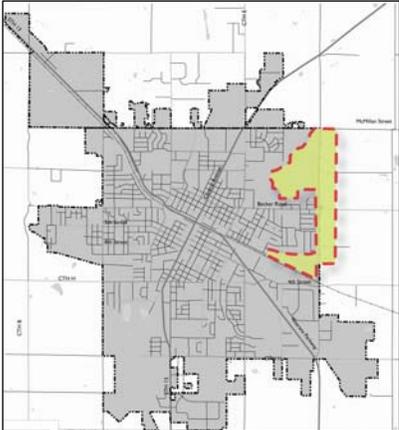
To assess future transportation needs resulting from proposed land use changes, an analysis of likely changes in travel patterns was performed. The Future Land Use Map (Map 4.4) shows new neighborhood residential areas at the edges of the City. The residents of these future neighborhoods will generate additional traffic that existing streets will need to accommodate.

The locations of the new neighborhood residential areas are shown on Map 4.4. A distributional analysis tracked the likely travel patterns of residents of these new neighborhoods to the City's existing and proposed employment, education, and mixed use centers. The analysis revealed existing streets that will most likely have an increase in traffic, and where additional or improved connections are likely to be necessary.

Most of the new neighborhood residential areas are at the edge of the City, with the larger contiguous areas northeast and northwest of the City. Each new residential area has a different impact on the City's street network, given each new neighborhood's potential number of homes and connectivity to the existing street network.

New "East Neighborhoods." The lands designated for new neighborhoods on the east edge of the City are directly adjacent to existing neighborhoods and developed areas. It is important that these networks extend the existing grid network.

- The recommended street plan, Map 6.3, shows planned extensions of Ives, Hume, Anton, and other connections needed to extend the City's existing street grid to service new east side neighborhoods.



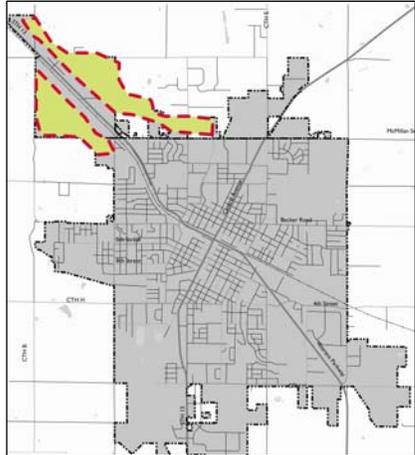
New “Northeast Neighborhoods.” The northeast neighborhoods are less connected to the City’s street network, so additional improvements will be necessary to accommodate the expected traffic impacts from new development. Additionally, access restrictions on STH 97 will result in a greater reliance on other adjacent local streets for traffic distribution. Considerations include:

- McMillan Street, between Peach Avenue and Galvin Avenue, will experience increased traffic due to the new neighborhood to the north, and improvements to extend the arterial are likely to be necessary.
- Traffic on Peach Avenue will also increase, though it will primarily be local traffic serving the new neighborhood.
- Mann Street should be extended east of Peach Street to STH 97, potentially creating a new four-way intersection with Galvin Avenue.
- Consider extension of N. Chestnut Street.



New “Northwest Neighborhoods.” The new northwest neighborhood areas are also disconnected from the City’s residential street network, and the access restrictions on Veteran’s Parkway and the rail line will necessitate additional roadway improvements and connections.

- **Mann Street Improvements and Extension:** The new northwest neighborhoods will use McMillan Street and Mann Street to access the City’s northeast shopping areas. While McMillan Street is currently serving as an arterial, Mann Street will gain in importance as a regional connector. Additionally, as development continues outward along STH 13 and STH 97, the McMillan Marsh will block additional east-west roadway connections, so traffic on Mann Street will continue to increase. Due to the proximity to the McMillan Marsh, further planning and study will be needed as improvements are evaluated.
- **St. Joseph Avenue Improvements:** As Mann Street assumes a regional mobility role for the north half of the City, traffic on St. Joseph Avenue will continue to grow as the connection between Mann Street and the hospital/clinic. St. Joseph Avenue, north of McMillan, should be improved to a minor arterial.
- **Lincoln Avenue:** North of McMillan Street, Lincoln Avenue will require improvements to serve as a collector road for the new residential areas.
- **Frey Avenue/Wren Road:** Access restrictions and the rail line south of Veteran’s Parkway will preclude connections to Veteran’s Parkway from the new residential area south of Veteran’s Parkway and north of McMillan Street. Consideration should be given to working with property owners to convert the private crossing converted to public crossing.



Traffic from early phases of the new neighborhoods will utilize the McMillan Street intersection to access Veteran’s Parkway. However, when congestion at this intersection increases, the northwest neighborhood residents are likely to divert to CTH Y/Adler Road and CTH H/14th Street to access destinations within the

City. Therefore, improvements will likely be necessary for Frey/Wren and a further northern extension, aligned with Larch Avenue, should be extended to accommodate the connections to CTH Y and CTH H.

USH 10 Corridor. The planned relocation of USH 10 at the City's south edge will also require improvements to the City's local street network. The Mill Creek Business Park will lose its front entrance on USH 10 as the roadway is relocated approximately 500' south and access is removed. To promote connections between the Mill Creek Business Park and the industrial parks east of Veteran's Parkway, a new roadway connection is recommended. A new eastern extension of Commerce Drive to Washington Avenue and an improvement of Washington Avenue are recommended as an additional eastern entrance/exit. The existing USH 10 will become a local roadway so some mobility is still possible, but the business park will lose its USH 10 visibility.

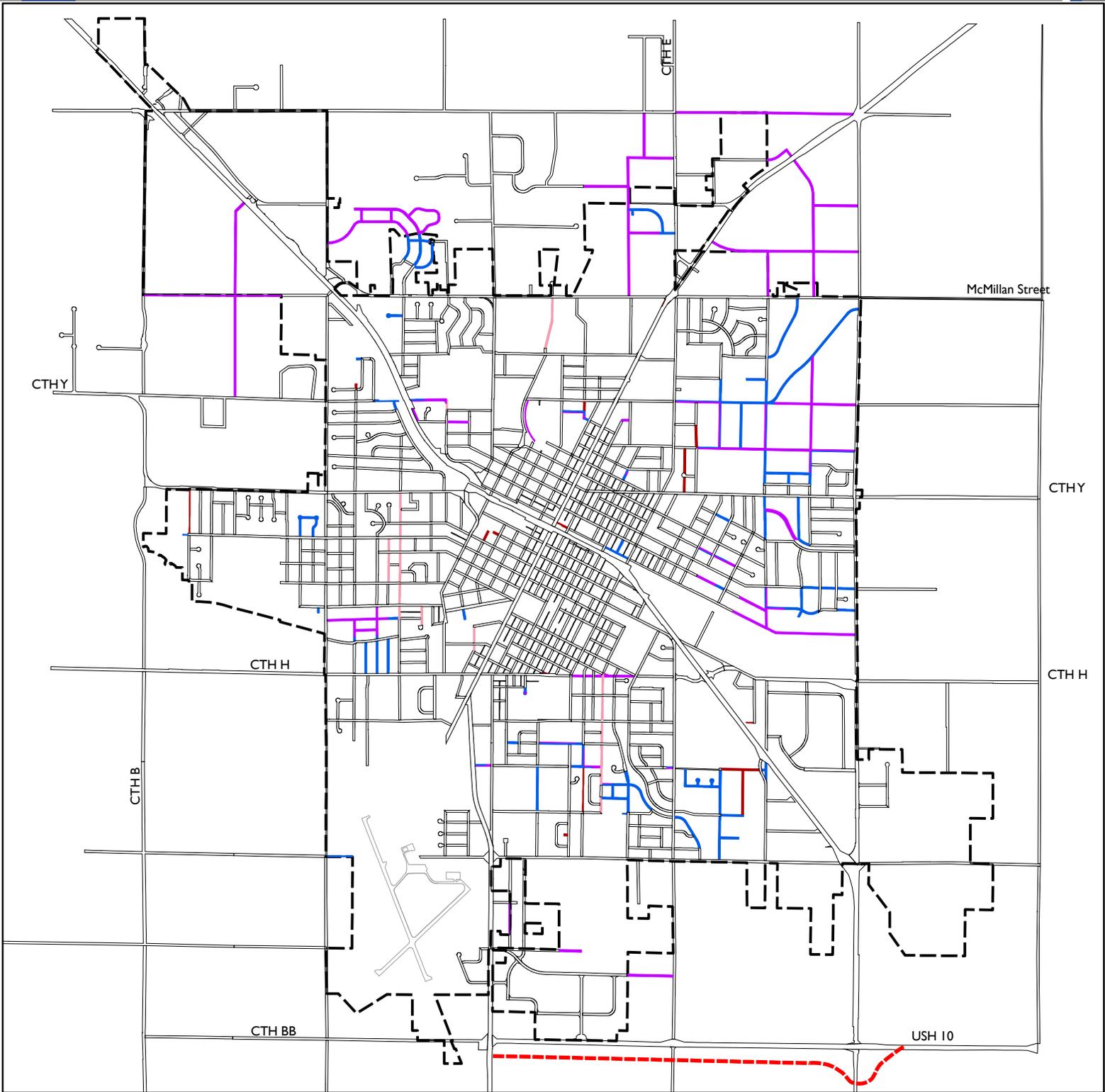
The City should phase these recommended improvements to the traffic demand created by individual residential and commercial development and redevelopment projects. The recommended improvements are necessary for both regional mobility and local development accessibility, so shared funding of these improvements could be appropriate.

Perform a City-Wide Traffic Analysis. This Plan recommends that a City-wide traffic analysis be performed to supplement the general analysis completed for the comprehensive plan. Such an analysis can confirm the proposed widening and rights-of-way included in the Recommended Street Plan, including Blodgett and 14th Streets.

Update Truck Route Ordinance. The City should review and update its truck route ordinance as a plan implementation step.

Recommended Street Plan

Map 6.1 depicts the street recommendations described in this section. The street plan provides recommendations for new streets, proposed widening, and ROW to be vacated.



**MARSHFIELD
COMPREHENSIVE
PLAN**

MARSHFIELD,
WISCONSIN
April 2007

6.3



Legend

Master Street Plan

- Present Right-of-Way Unopened
- Proposed Future Streets
- Proposed Widening
- Vacated ROW
- New USH 10 Alignment



Recommended Street Plan

Source: City of Marshfield GIS Department; ESRI

Sidewalks and Pedestrian Facilities

The sidewalk network is more complete in the downtown area and in the City's traditional neighborhoods. Sidewalks are more sparse and disconnected at the edges of the City. Future subdivision codes should require the development of sidewalks on both sides of the street to improve pedestrian access throughout the community. Possible exceptions might be considered for permanent cul-de-sacs. For new development, it is recommended that the sidewalk and terrace area provide enough room for a minimum 5 foot walk way and a 4 foot terrace to provide enough room for street trees. Additional width may be desirable. Enforcement of vehicle operation and snow removal laws remains critical in maintaining Marshfield's pedestrian network.

Bicycle Network

The existing trail system is recognized as an important community asset. The City adopted a Trail and Bicycle Plan in January 2006 that connects the existing pieces of this network. The plan includes existing on-road routes, existing off-road routes, and proposed future routes for both on-road and off-road. The primary goal of the plan is to improve opportunities for bicycle riders to travel safely within the City. Since it is not feasible, nor is it desirable, to create off-road trails to every designation, the plan attempts to provide designated bicycle routes on the perimeter of the community with additional routes that intersect the City. With the provision of the designated routes, and the use of secondary or residential streets, bike riders should be able to safely reach most destinations within the City. An additional consideration was to attempt to connect existing bike trails with each other. The desire for connectivity of the bike trails has been voiced numerous times during the recent Comprehensive Outdoor Recreation Plan meetings. A third consideration was to identify future opportunities where land or right-of-way currently exists to create off-road trails that can serve both as transportation routes and provide recreational opportunities. An example of this is the off-road trail proposed along the northeast greenway.

On Map 6.4 the Bicycle Routes and Trails Plan, there is currently no connection to Fairgrounds Park. Since this is an adopted plan, this is not just a matter of adding a connection; it would need to be amended. We would propose to make this connection by way of continuing the on road bicycle route on 17th Street to Fairgrounds Park. This would be updated as part of the City's Official Map.

Transit & Public Transportation

The Sustainable Marshfield report recommends the following on establishing Park and Ride / Shuttle Bus Facilities:

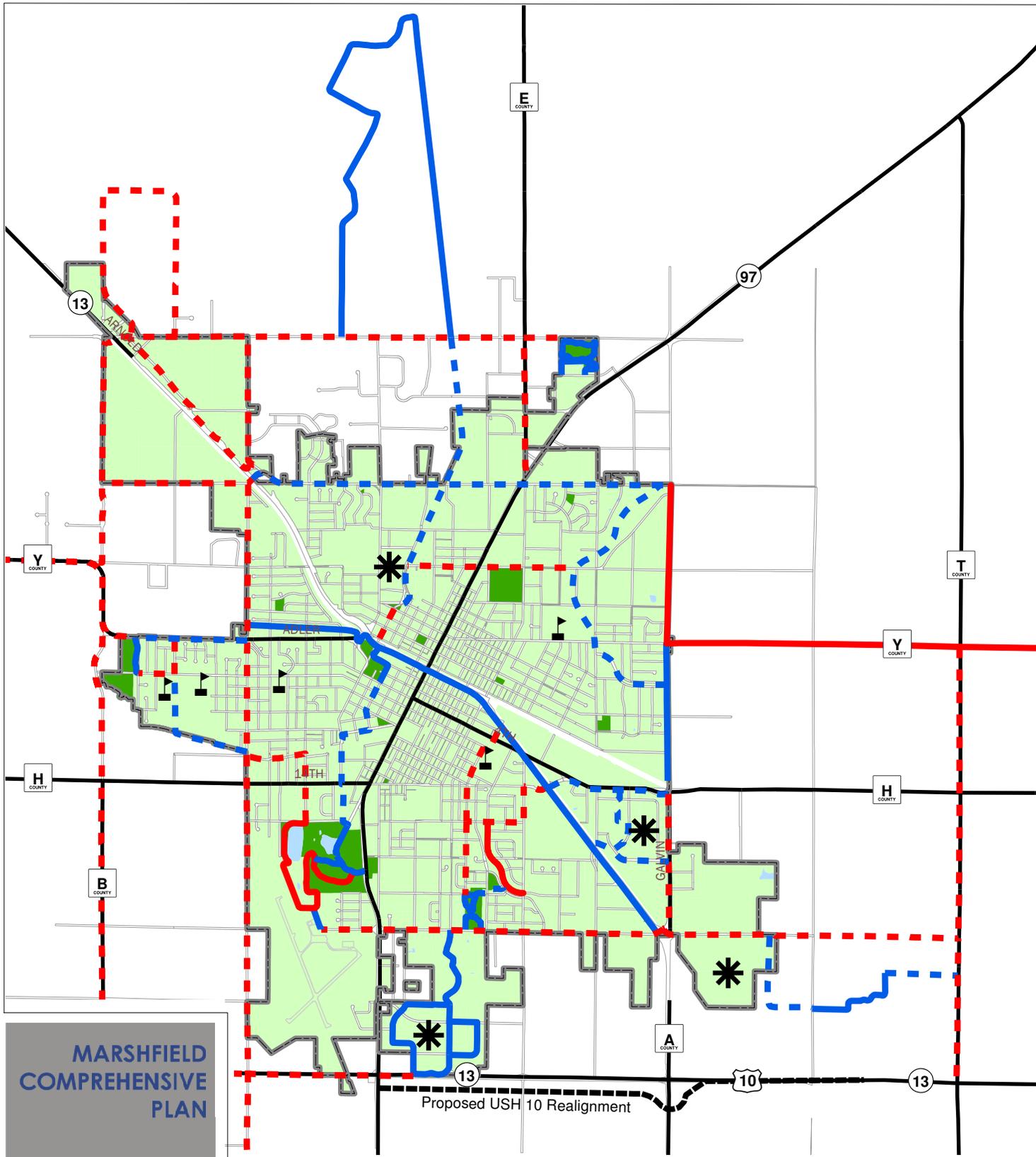
Park and Ride. To implement a program such as this, designated parking areas need to be strategically established at key locations perhaps 20-30 miles from Marshfield in all directions, preferably along main traveled routes from the outlying region into the city. Employees can be encouraged to share the ride for those 20- 30 miles, to and from work each day, with as many as three others in a car, or as many as 10-12 in a van. As a reward, those using the Park & Ride program might be provided with a convenient parking area.

Employer incentives would be an added boost to the development of the Park & Ride concept. Employers may accommodate the program by adjusting working hours to allow those traveling together to come and go at the same time. A very enterprising employer might consider providing the mode of transportation (van) from the outlying areas, or a financial incentive for those employees willing to share rides each day.

Shuttle Bus. Marshfield presently participates in the state/federal transportation program known as Share Ride, which subsidizes the private operation of a local taxi service. The basis for Share Ride is to pick any number of patrons at any one time, and share the ride with others to their individual destinations. This concept saves energy and wear and tear on equipment, and allows for more affordable rates.

There has been an interest expressed in the community to operate a shuttle bus service between the medical complex, the historic downtown and the north retail area. In the interest of the sustainable philosophy, consideration should be given to the operation of a community shuttle, operating on a continual basis, between established destinations.

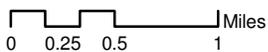
With possible city participation in a state/federal funding program similar to the taxi service, as well as a partnership with local business as sponsors, such an operation might be a reality with limited or no tax implications.



**MARSHFIELD
COMPREHENSIVE
PLAN**

MARSHFIELD,
WISCONSIN
April 2007

6.4



Source: City of Marshfield GIS Department;
ESRI

Legend

- Existing - Off-Road
- Existing - On-Road
- - - Future - Off-Road
- - - Future - On-Road
- City Limits
- Parks
- * Employment Centers
- ▀ Schools



Bicycle Routes and Trails Plan

Create an Official Map Ordinance

This Plan recommends that the City adopt an “official map” ordinance to implement the Street Plan and Bike and Trail Plan. An official map ordinance identifies and reserves the location of designated planned streets, street improvements, and other community features. Once reserved, the City must still purchase or otherwise have these areas dedicated to the City. This is not an automatic taking. State Statute identifies what features can be placed on the official map. These features include planned streets, trails, highways, historic districts, parkways, greenway, parks, railroad rights-of way, public transit facilities, and playgrounds.

Street Patterns in New Neighborhoods

The land use plan identifies several larger areas where future neighborhoods will be planned and created. One of the objectives is that these neighborhoods provide for an interconnected street network. The specific local street patterns for future neighborhoods will be established through the detailed planning and development process.

The future circulation pattern within the planned neighborhood areas should provide multiple routes to most destinations, while minimizing potential conflicts between residential and non-residential land uses. Spreading traffic among several roads minimizes traffic congestion along a few main roads. An interconnected system is also preferred to improve bike and pedestrian access, police and fire access, and street maintenance.

The planned neighborhood street patterns should be laid out in a manner that takes advantage of the site’s natural topography, and aligns with adjacent existing streets. To address the issue of traffic circulation within and between subdivisions, this Plan recommends that cul-de-sacs be prohibited unless natural features, access to arterials (e.g. topography, floodplains) prevent the extension or looping of a roadway system.



Discouraged Concept

This concept shows limited connectivity between neighborhoods and surrounding uses.

Encouraged Concept

This concept shows a high level of connectivity and an interconnected series of streets. This presents several advantages, including better bike and pedestrian access.

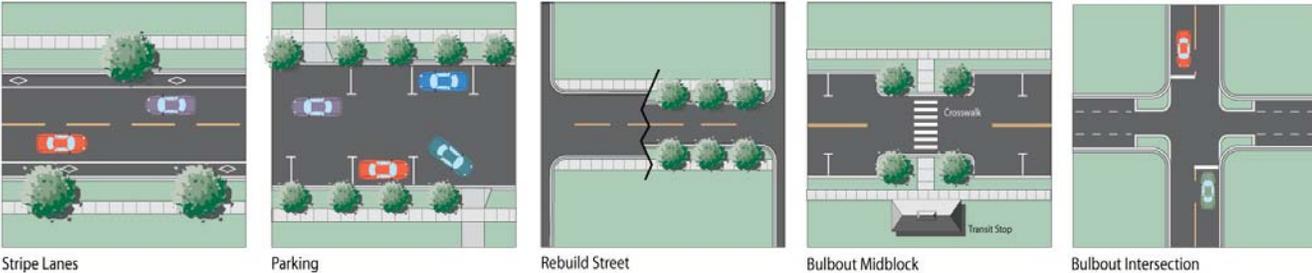
Residential Alleys

Throughout the planning process, one of the community’s preferred design concepts was to limit the appearance of garages in residential neighborhoods. There are many ways to achieve this; with one of the most effective ways being the use of residential alleys. The Marshfield Subdivision and Platting Code currently prohibits residential alleys. Other communities in Wisconsin are allowing and encouraging alleys as a design option. For this to occur in Marshfield, the City will need to amend this code, and preferably, create a “Traditional Neighborhood Development Ordinance” that provides specific standards that govern the appropriate use and design of alleys as a planning option.

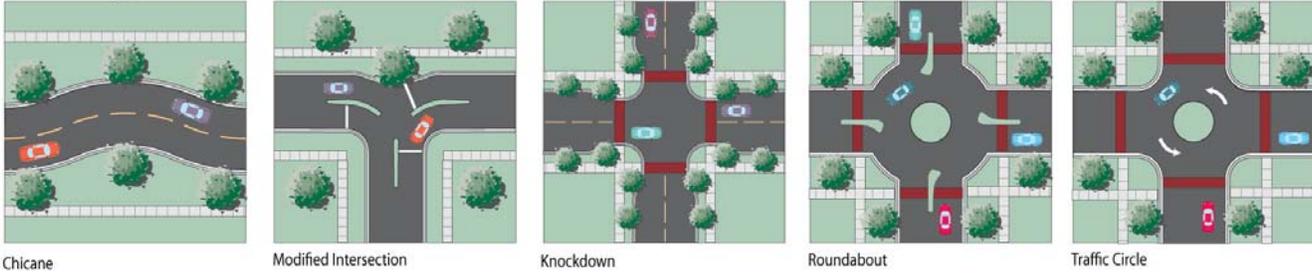
Traffic Calming in New Neighborhoods

In designing the local street pattern for new neighborhoods, the use of traffic-calming measures help reduce speeds, discourage cut-through traffic, and convey the desired community character. The following is a general menu of typical traffic calming measures. Each must be evaluated on a case-by-case basis as they are proposed.

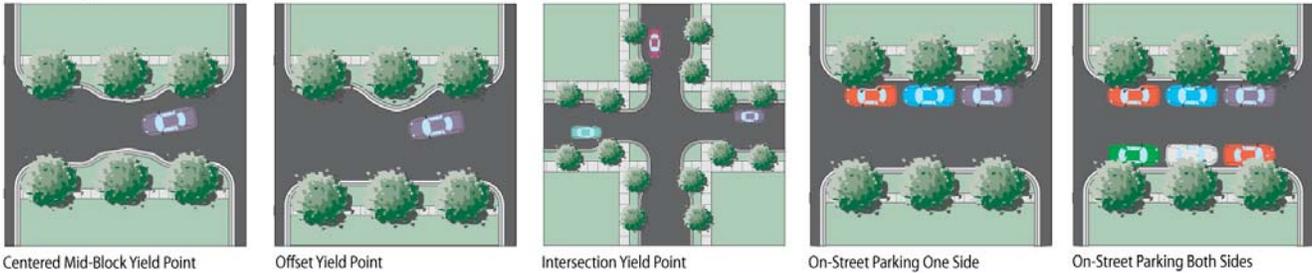
Narrowing the Street



Deflecting the Vehicle Path



Sharing the Pavement



Creating a “Visual Hierarchy” of Streets

This plan recommends that local streets should not appear as wide collector streets. Marshfield’s Subdivision and Platting Code requires a minimum right-of-way width of 60 feet and a minimum pavement width of 28 feet (with one-sided parking) for local streets. These dimensions are generally appropriate for creating safe residential streets. Other cross-sections may be allowed for traditional neighborhood design or conservation neighborhoods upon completion of ordinances permitting those development types. The inclusion of “vertical” elements such as street trees, can visually further calm traffic and differentiate local streets from busier collector streets.

There are several benefits to encouraging reduced pavement widths for the neighborhood streets in Marshfield’s new neighborhoods. One benefit is to encourage slower driving speeds and more cautious driving. Wide streets that resemble higher capacity collectors will be more prone to promote dangerous, fast moving, cut-through traffic. Another benefit is that narrow neighborhood streets allow the preservation of additional land for development or conservation purposes. Narrow streets require less pavement so they are not as costly to build or maintain. They also provide more flexibility for developers as they determine the final layout of the City’s new residential neighborhoods. Narrow streets are generally more aesthetically pleasing. As pavement widths are narrowed, the visual domination of pavement is reduced. One of the attractive features of older neighborhoods is the application of traditional street widths. Finally, narrower streets provide less total impervious surface, thereby reducing stormwater runoff. Excessive runoff can negatively impact water quality in the natural environment.

7 Economic Development

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

The Economic Development Chapter is organized under the following topics:

- 7.1 Assessment of Marshfield’s Economic Base
- 7.2 Economic Development Strengths and Weaknesses
- 7.3 Economic Development Goals
- 7.4 Objectives and Policies
- 7.5 Recommendations

- General - Organizational Recommendations
- Economic Development Infrastructure
- Business Development
- Workforce Development
- Community Cash Flow Development

7.1 Assessment of the Marshfield Area Economic Base

Workforce Assessment

- The Central Wisconsin workforce (Wood, Marathon, Portage County) is projected to increase for a period through 2015 before it begins to shrink, resulting in a cumulative loss of 851 workers by 2030 (*Centergy Economic Study*).
- The Central Wisconsin population of retirees will double during the time period 2000-2030, while the projected workforce will be nearly the same size in 2030 as it is was in 2000. (*Centergy Economic Study*)

Table 7.1 Workforce Employment 2000

Industry	Percentage of Labor Force
Agriculture, forestry, fishing, hunting, mining	0.7
Construction	5.5
Manufacturing	16.2
Wholesale trade	2.9
Retail trade	16.9
Transportation, warehousing, utilities	3.9
Information	1.1
Finance, insurance, real estate, rental, leasing	3.1
Professional, scientific, management, administrative, waste mgmt services	4.1
Education, health, social services	33.1
Arts, entertainment, recreation, accommodation, food services	6.2
Public administration	1.8
Other services	4.6

Source: US Department of the Census, 2000

Projected Industry and Occupation Growth (Data from Centergy Economic Study)

- In the North Central Wisconsin Workforce Development Area, the largest growth sectors are health care and information technology.
- Employment projections for the North Central Wisconsin Workforce Development Area for the 2002-2012 time periods anticipate sizeable growth in nearly all industries, with the exception of manufacturing.
- The education and health care industries will add nearly 10,000 employees over the time period 2002-2012.

Table 7.2 Employment Projections by Industry for North Central Wisconsin - 2002-2012

Industry	2002-2012 Employment Change	2002-2012 Percent Change
Total Non-Farm Employment	26,590	13.4%
Construction / Mining / Natural Resources	1,800	20.7%
Manufacturing	70	0.2%
Food Manufacturing	-10	-0.2%
Paper Manufacturing	-1,490	-16.4%
Machinery Manufacturing	170	5.0%
Trade	5,090	14.3%
General Merchandise Stores	450	8.0%
Transportation and Utilities	2,200	20.6%
Financial Activities	1,220	10.5%
Education and Health Services	9,770	25.2%
Ambulatory Health Care Services	4,110	36.9%
Hospital	2,010	21.9%
Leisure and Hospitality	2,350	13.4%
Information / Prof Services / Other Services	3,640	16.1%
Government	450	3.5%

Source: Wisconsin Department of Workforce Development

Table 7.3 Projected Occupational Growth for North Central Wisconsin- 2002-2012

Occupation	Estimated Employment 2002	Estimated Employment 2012	Change	Percent Change	# Openings 2002-2012
Health Care	5,750	7,570	1,822	32%	2,950
Information Technology	1,910	2,500	581	30%	830
Sales	3,010	3,680	671	22%	1,440
Construction and Extraction	3,390	4,140	750	22%	1,470
Transportation and Material Moving	6,120	7,450	1,325	22%	2,390
Professional and Related	3,190	3,870	679	21%	1,390
Service	860	1,010	155	18%	380
Management, Business and Financial	5,210	6,110	895	17%	1,820
Production	800	920	126	16%	350

Source: Wisconsin Department of Workforce Development

Summary of Economic Development Issues

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

- Focus on the retention and expansion of existing businesses
- Address the concerns and needs of an aging population
- Address the lack of good paying jobs
- Continue to improve regional highway access
- Lack of seed money and other incentives to stimulate redevelopment projects
- Lack of skilled workforce needed for high-tech industries
- Emphasize the growth of economic clusters - including a high priority on growing healthcare and medical spin-off industries
- Address the “Brain Drain” - those who grow up or are schooled in Marshfield - only to leave to pursue their careers

7.2 Economic Development Strengths and Weaknesses

Strengths

Quality of Life: This is evidenced in several ways including low crime rate, quality health care, parks and recreation, and good education systems, including K-12 and post-secondary.

Diversity of Economic Base: Marshfield supports a wide range of economic activities for a community its size.

Stable Tax Base: Planned growth supports choices for employment.

Construction Industry: Good mix of local design talent and construction industries to support area growth.

Railroad Access: Direct rail access to support industrial growth in some areas.

Truck Routes and Access: Improved local road system provides access to State highway network.

Agricultural Base: There are several viable agricultural industries in the areas surrounding the City.

Availability of Land: Marshfield benefits from having both improved land ready for growth and other land with few development constraints surrounding the City. Intergovernmental cooperation efforts are critical to planning outside the City's limits.

Low Electricity Costs: Marshfield's current energy costs are among the lowest in the State.

Weaknesses

Planning: Lack of public awareness of the City-wide Economic Development Strategy.

Inadequate Training for Jobs in the Area: Lacking support for high-tech industry and support for “blue collar workers.”

Location Disadvantages: Marshfield's economic development efforts are somewhat limited by its highway access.

Brain Drain: As in much of Wisconsin, talented young residents leave the community to pursue employment elsewhere.

7.3 Economic Development Goals

1. Ensure the City of Marshfield remains the economic hub for the local trade area by determining locations, possible incentives, and working relationships necessary for City economic growth.
2. Diversify the City’s employment base and attract additional “higher-technology” industries to Marshfield.
3. Participate in efforts to support economic development throughout the Wood, Marathon, and Portage County “Ruro-Plex.”
4. Maintain an adequate supply of land for industrial development.
5. Organize future commercial and business growth in planned activity centers, rather than on scattered sites or highway strips. Promote planned activity centers to avoid poor traffic circulation and community character concerns.
6. Promote the redevelopment of vacant commercial properties.

7.4 Objectives and Policies

1. Promote business development efforts, with a strong and strategic focus on retaining and enhancing existing businesses and business clusters. Focus efforts on creating medical-related business clusters in the community.
2. Promote design standards (included in Chapter 4) and promote the clustering of businesses as distinct activity nodes. Discourage unplanned, incremental strip-commercial development along the reconstructed USH 10 and other community entrance corridors.
3. Strongly encourage shared business driveways, shared parking spaces, and coordinated site plan designs to avoid the creation of new commercial strips.
4. Maintain business and industrial park areas that are attractive and contribute to the economic stability of Marshfield, without degrading the natural environment or nearby neighborhoods.
5. Actively encourage the infill of vacant parcels and redevelopment of underutilized properties that are already served by utilities.
6. Provide appropriate incentives, including tax increment financing, to encourage development for economic purposes.
7. Support mixed use developments that carefully integrate non-residential and residential uses into high-quality, unified places.
8. Enhance Marshfield’s identity as a healthy, safe, and attractive City that provides a quality of life that attracts and retains a creative, skilled labor force. Continue to develop and maintain the Downtown, cultural attractions, and leisure opportunities that contribute to the community’s high quality of life.

7.5 Recommendations

General / Organizational Recommendations

Marshfield's economic development efforts benefit from having solid organizations in place to support economic development. Established partners include MACCI (Marshfield Area Chamber of Commerce and Industry), Marshfield Main Street, City Economic Development staff, Wood County Economic Development Committee, Centergy - Central Wisconsin Alliance for Economic Development, as well as programs from the State of Wisconsin.

Coordinate Local Efforts with Regional Economic Development Strategies. It is important to tie Marshfield's economic development policy in the comprehensive plan to initiatives in the Central Wisconsin Region. The following regional recommendations have been suggested for Centergy, Inc. – the Central Wisconsin Alliance for Economic Development.

1. Make retention and growth of existing businesses, agriculture, and natural resource clusters the first order of business in economic development.
2. Build workforce productivity as a key means to retaining and attracting growing businesses, and seek to align the perspectives and relationships of the education community, workforce development, and economic development to the needs of the major employers and emerging and growing businesses in the region.
3. Continue and expand efforts to maintain and grow the physical infrastructure in the region including critical areas such as the Central Wisconsin Airport, road systems and bridges, power generation and transmission infrastructure, Class I rail lines, and telecommunications.
4. Raise the educational attainment and skills of current and potential workers in Central Wisconsin.
5. Continue to develop and expand the sources of risk capital in the region and network those sources to the rest of the State and the Midwest region.
6. Increase technology transfer to regional businesses by forming a process that can readily access and connect the sources of new ideas and technology developed in the region, in the State, in the country, and in the world to existing and emerging businesses in the region.
7. Complete the Central Wisconsin regional brand (Centergy) and promote regional thinking and action by educating and promoting Centergy and Central Wisconsin to audiences within the region, as well as audiences in other regions of the State.
8. Further improve the business climate in Central Wisconsin to encourage the development of entrepreneurial activity that leads to much faster growth in the establishment of new businesses in the region.
9. Establish an organized regional approach to seeking State, Federal, and private economic development and grant funding initiatives that become available and for ongoing and other projects aimed at improving the regional economy.

Focus Efforts on Target Industries. In order to position Marshfield’s economy for the next twenty years, focus should be placed on recruiting and growing specific industries that utilize Marshfield’s existing resources and build upon its potential. The following industries have been recommended as key target industries for the Marshfield-Stevens Point-Wausau region.

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

Continue to Monitor Space for Economic Development. Marshfield currently has an available supply of improved and platted lands ready for industrial or business park development. As of 2006, the following is an estimate of available land:

1. Yellowstone Industrial Park (88 Acres Available)
2. Marshfield Air Business Park (8 Acres Available)
3. Marshfield Mill Creek Business Park (Over 100 Acres Available)
4. Norwood Industrial Park (36 Acres Available)
5. Marshfield East Industrial Park (0 Acres Available)

This Plan recommends that the City continue to work with MACCI to identify space availability and proactively make land available. The community should follow the land use plan and its standards for the form and use of commercial, employment, and mixed use growth areas. In addition, this Plan recommends that prior to adoption of development proposals for such new development areas, the City should have a full understanding of the traffic, aesthetic, and economic impacts of the proposed development.

Provide Strategic Tax Incremental Financing. Tax Incremental Financing (TIF) is one of the most important tools the City can offer to promote economic development. Each potential project needs to be evaluated on a case-by-case basis for impacts to the City and its compliance with the State's TIF law. The following are general guidelines that should be met when considering a TIF:

- The desired outcome (defined as desired number of jobs, type of jobs, location, aesthetics, or similar outcome) would not occur without the TIF funding.
- The developer is in need of a public subsidy to advance the project. Public money should only be used to create benefits for the City of Marshfield and its residents.
- The number and type of jobs that development will create should be evaluated.
- The City should determine costs associated with new development. This includes possible new housing development; regional and local transportation impacts; and added municipal services, including fire and police protection, EMS, administrative services, street and stormwater maintenance, new vehicles and equipment, etc.
- Development receiving TIF funding should meet and exceed all benchmarks for exemplary building and site design, including those contained in this Plan.
- The TIF plan must comply with existing community plans.
- Approval by other taxing entities (all school systems, City, County).

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

The Wisconsin Department of Natural Resources (WisDNR) keeps a list of self-reported brownfield sites and hazardous spill sites. There are different levels of contamination on Marshfield's existing sites. Many sites have received funding for environmental remediation from the Wisconsin Department of Commerce.

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

There is no clear set of brownfield redevelopment guidelines. This Plan recommends that strategies for each area be site-specific depending on issues such as ownership patterns, environmental concerns, as well as past and proposed uses. In instances in which the City or CDA are involved, this Plan recommends that a detailed environmental site assessment and market study be performed as part of the project.

Preparing Redevelopment Plans. The intent of the comprehensive plan is to encourage redevelopment driven by private property owners. For redevelopment projects of a substantial size or level of complexity, this Plan recommends that the City take a more active role in the process if such efforts are necessary in moving the project forward. Projects involving land assembly, environmental remediation, or other complexities may need to follow guidance from a statutory “redevelopment plan.” In Marshfield, a key group working in this capacity is the Community Development Authority (CDA). State Statutes grant the powers specifically given to this authority. Statutes also establish the process needed to create a compliant “redevelopment plan” to guide land assembly, property acquisition, and the redevelopment process. The redevelopment process includes the following steps:

- Determination of “blight” in the proposed study area
- Adoption of the project area boundaries by the City Council, based on blight finding
- Development and adoption of the redevelopment plan (plan includes future land uses, densities, proposed improvements, proposed acquisitions, and funding programs)

Economic Development Infrastructure Recommendations

Another key task of the City is ensuring that there is adequate infrastructure to support planned economic development activities. Traditionally, infrastructure has included all forms of utilities (e.g. water, sewer, gas, electric, and telephone); transportation services (e.g. roads, parking, airports, and rail); schools, hospitals, and other public services sometimes referred to as “social infrastructure.” Communication infrastructures are becoming increasingly important as businesses and residents rely on advanced data, voice, and video transmissions. In addition, communities need to consider infrastructure investments in business and industrial parks and to develop an inventory of sites and buildings, including brownfields, suitable for development. Detailed recommendations to support the Marshfield community’s economic development infrastructure are found in Chapter 8, Utilities and Community Facilities.

Business Development

Oftentimes, economic development strategies focus only on recruiting new businesses. This Plan recommends that Marshfield’s business development strategy contains each of the following components:

- Retention and expansion of existing businesses
- Entrepreneurial development
- Business attraction

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

- Main Street Marshfield loan and grant programs
- Marshfield Economic Development Funds
- Marshfield Revolving Loan Fund Program
- Wood County Revolving Loan Fund Program
- North Central Wisconsin Regional Planning Commission - Regional Revolving Loan Fund

Retain and Expand Existing Businesses. This Plan recommends that the City follow a key principle of economic development - build on the existing businesses and clusters of businesses in the area.

- As recommended in the Downtown Plan and Centergy report, it is critical that the City and partners continue to maintain an accurate database on local employment and employer data. In addition, these partners need to continue proactively working with area businesses to identify space, training, or workforce needs to keep employers in the community.
- This Plan recommends that the City and MACCI include an evaluation of existing retention efforts in future strategic planning ventures.
- The City should work with MACCI to develop an active business retention and expansion visitation program.
- Health care and food processing are key economic clusters in Marshfield. This Plan recommends the creation of a strategic plan to identify how these (and other) clusters can be grown locally, including the identification of gaps and needs specific to these industries.

Develop Entrepreneurship and New Businesses. Supporting small business development is an important part of maintaining a diversified economic base. Small business developments meet the City's goal of diversifying the economic base and creating new jobs. However, less than 40 percent of start-up businesses succeed after the first five years. Therefore, this Plan strongly recommends that the City and its economic development partners continue to provide and enhance the support system for these efforts.

- Several resources are available in Marshfield to promote entrepreneurs wishing to start a new business. One important piece is business plan guidance and planning offered by MACCI. The City should continue to work with MACCI, Mid-State Technical College, and UW-Wood County to promote entrepreneurial training programs to continue to mold local leaders. Include such strategies in future strategic plans.
- It is recommended that the City take an active role in promoting the development of future business incubator space. Such an effort may be a component of limiting overhead costs that may make new business start up cost prohibitive.
- The City should continue to support the use of the existing programs to promote financial assistance for entrepreneurship and start-up businesses. This includes promoting the use of existing revolving loan fund programs through the City, Wood County, and Regional Planning Commission to support the development of new businesses. Additionally, the City should promote existing angel funding networks in the area and follow the Centergy recommendations to promote the development of angel networks promoting entrepreneurship through the Wood, Marathon, and Portage County region.

Attract New Businesses. There are thousands of communities vying for a limited number of prospective businesses; therefore, the business of attracting new business is a very competitive endeavor.

For Marshfield to best position itself for business attraction, this Plan recommends that the City continue its existing efforts and develop and monitor a strategic plan to address the following factors that relate to business location:

- Location and access: Improve and maintain infrastructure investments, including improved links to I-39 and improvements to better link USH 97 to STH 29.
- Promote available facilities and land.
- Continue to improve efficiency of doing business: Ensure permitting and zoning regulations are as understandable, fair, and streamlined as possible.
- Ensure there is access to financial resources: This includes City TIF funds, revolving loan funds, State grants, and angel networks.
- Promote the development of the workforce to meet target industry goals.
- Quality of life: Continue to promote the quality of life initiatives that make Marshfield a desirable community. This includes community safety, natural resource protection, world-class health care, education, park and recreation, and trail systems.

Business attraction efforts should focus on businesses related to the target industry described in this chapter.

Business Attraction Steps

1. Make sure community leaders are ready, willing and able to assist in attracting prospective industries.
2. Conduct periodic labor surveys to keep tabs on the labor supply.
3. Have managers of local, existing industries meet with prospective industries to discuss suitable wage ranges, benefits, etc.
4. Identify several good industrial sites that have good roads and utilities in place, or can be developed quickly.
5. Have local technical colleges host tours of their facilities and provide information on their services to prospective industries.
6. Use government resources for financial and technical assistance available to new industry.
7. Communicate with Federal and State elected officials about issues affecting development in the area.
8. Have up-to-date community information which presents pertinent data that a company requires.
9. Maintain a small local development team to support prospect needs and maintain the confidentiality of the prospect's interest.
10. Make sure the community attitude is attractive to industry. A good business climate will retain existing business and attract new ones.

Adapted from "How to Meet the Needs of Corporations in Locating New Facilities" by Allen R. Wood.

Workforce Development

Marshfield and the region need a quality workforce development program in place to stay competitive, to keep existing businesses strong, to keep young people in the community, and to raise residents' standard of living. Workforce development strategies include developing approaches to enhance the skills of workers so that all residents can become contributing members of the local economy.

Support Education Reform and Improvements. There are two important educational deficiencies that limit the City and region's economic development potential. The first is the lack of local 2 and 4 year training programs in Central Wisconsin aimed at repositioning the region's economy towards a knowledge and information based economy. Recommendations to improve this aspect of workforce development include the following:

- Support workforce development board grants that seek funding for innovative workforce training program.
- Support and promote the growth of efforts such as the "Paper and Technology" associate degree program at Mid-State Technical College.
- Support and promote better access to Master's programs available through UW-Steven's Point or available through learning communities or internet courses.

The second deficiency to correct is to promote technical and vocational training programs to support the existing manufacturing base. Job shadow and other on-the-job training programs are available, but they are limited in the number of individuals that can be reached. It is recommended that the City work with its Economic Development partners to establish a strategic plan to address curriculum (high school and beyond) and apprentice program opportunities that will invest in the "blue collar" workforce.

Address the "Brain Drain" Issue. The term "Brain Drain" refers to the trend in which people that are educated in local or state institutions ultimately leave the area to pursue their careers. This is an issue for Marshfield, the region, and the State of Wisconsin as a whole. The City must assist in creating the type of jobs that attract and retain persons from the area.

In many ways this is not an issue Marshfield can address on its own. However, over time, this Plan recommends supporting the following policies to increase the appeal of the community to young residents and new graduates:

- Support increased opportunities for first-time home ownership through existing programs.
- Support the creation of planned mix of housing types and uses within area. Support the development of neighborhoods that cater to younger residents. Support design elements such as condominiums, small lot size, mix of uses, parks, trails, and similar amenities.
- Enhance Marshfield's image as a healthy community. Continue the investment in infrastructure related to trails and on-street bicycle facilities as outlined in the bike and trail plan. Maintain and preserve existing parks and natural areas as key components of the City's "green" infrastructure.
- Support and encourage new membership in Marshfield's many business and service organizations.

Community “Cash Flow”

Community “Cash Flow” is defined as bringing new revenue into the City. There are general sources of revenue:

- Dollars brought in by individuals
- Dollars brought in by entities (organizations, businesses, and government)

There are two types of new individual dollars that come into a community: earned income (wage and salary income) and transfer income (non-wage income or generated wealth). New dollars brought into a community by entities or institutions cover a wide range of sources, including tourism, expanding markets, pursuing outside investments, government contracts or grants, and developing support sectors. Many successful economic development strategies, which bring new dollars into a community, are the result of public-private partnerships that focus on serving growing sectors in the economy, and which bring in both individual and institutional dollars. (Adapted from “A Guide to Preparing the Economic Development Element of a Comprehensive Plan.”)

Specialized Housing. While much of the Housing Chapter discusses the important need of improving the supply of moderate income housing in Marshfield, it is also important to set aside some areas for specialized housing. To improve community cash flow, the City should promote the development of specialized, higher-end housing and senior housing developments (with related services) within Marshfield. Utilize portions of the planned neighborhood areas to achieve this. Such a strategy is aimed at bringing additional discretionary income into the community as well as capturing some of the “leakage” of the housing market to outlying areas. In markets where there is a real or perceived surplus of a certain housing types, the City should develop tools to require needs assessments prior to project approval.

Create a Unique Shopping Experience. Utilize downtown and designated commercial / mixed use areas to diversify the shopping experience and products available in Marshfield. Capture a larger portion of the discretionary income in Marshfield. Similarly, utilize the planned growth areas along Highway 10 to capture discretionary dollars of commuters and other travelers along this roadway by offering a mixture of convenience and unique products. Consider the development of specialized “clusters” within these areas designated to bring together similar or support industries.

Promote Tourism. Continue to promote existing tourism activities through MACCI, Wood County, the City, and other agencies. Part of this strategy is to continue efforts to set Marshfield apart as a unique and attractive destination. Build on the existing assets such as environmental / natural character, “Main Street”, and Marshfield’s leading role as a healthy community.

Utilities and Community Facilities

In this time of decreasing state and municipal budgets it is increasingly important to coordinate with other agencies, governments, and departments to create solutions for public utilities and community facilities that are cost effective. The plans for these facilities however, must continue to meet the high standards required by current and future Marshfield residents. The public facilities that are available within a city help define that community and contribute significantly to the quality of life. Maintaining, upgrading, and constructing new facilities are important to maintain the quality of life Marshfield residents have come to expect.

The Utilities and Community Facilities Chapter is organized under the following sections:

- 8.1 Assessment of Utilities and Community Facilities
- 8.2 Utilities and Community Facilities Goals
- 8.3 Objectives and Policies
- 8.4 Recommendations
 - General Facility and Utility Improvements
 - Evaluating Annexation and Utility Extensions
 - Best Management Practices for Water Quality

8.1 Assessment of Utilities and Community Facilities

Summary of Issues and Opportunities

The following is a summary of key utilities and community facilities issues have been identified by City staff, consultants, and the public:

- Marshfield is exploring ways to become a more sustainable community and is considering related initiatives to improve transportation, construction, and water quality.
- The City currently is planning an update to its stormwater ordinance.
- The City's wastewater treatment plant is designed to serve a population of 30,000 and has a design life up to 2020. (Sanitary Service Plan). While this is within the projected population growth and land use plan, wastewater treatment capacity remains an important consideration when considering development and annexation requests.
- There are a small number of developed properties in the City that are not connected to municipal water and sewer service.
- Older areas of the City have leaking sanitary laterals and mains in need of replacement or rehabilitation.
- Older areas of the City have lead water services in need of replacement.
- The City of Marshfield is considering options for a new or expanded fire station.
- There is a need to explore expansion options for the public library.
- Projects are under way to improve the reliability peaking plant
- There is a need to explore options to replace /update aquatic recreation facilities.

Sanitary Sewer Service/Wastewater Treatment Facilities

On a typical day, more than 3 million gallons per day (mgd) of wastewater are transported to the wastewater treatment plant through the City's nearly 130 miles of sewer system. During heavy rain events or snowmelt, the facilities can treat up to a rate of 28 mgd. Wastewater that cannot flow by gravity to the wastewater treatment plant must be pumped from four separate locations on east, north and west sides of the city. The Marshfield plant is sized for normal flow with room for community growth over the next 20 years that can also handle the high flows from heavy rain events and snowmelt.

Table 8.1: Capacity Loading Information - Marshfield Treatment Plant

Design Life	Population Year	30,000 2020
Flow	Average Design Flow Peak Instantaneous Flow	4.63 mgd 28 mgd
Loading	Biochemical Oxygen Demand (BOD) Total Suspended Solids (TSS) Total Kjeldahl Nitrogen (TKN) Phosphorus (P)	11,000 lb/day 11,000 lb/day 1,550 lb/day 350 lb/day
Effluent Limits	Carbonaceous BOD TSS Dissolved Oxygen pH	16 mg/L monthly average 20 mg/L monthly average 4.0 mg/L daily minimum 6-9 S.U.

Source: Marshfield Sewer Service Area Plan 2000-2020: An Areawide Water Quality Management Plan, August 2000.

Stormwater Management

Marshfield's Public Works Department is responsible for collecting, storing and conveying rainfall and snowmelt runoff in a manner that is safe for the public and does not harm the environment.

Forthcoming state regulations will require the City to treat stormwater. The Environmental Protection Agency's (EPA's) Storm Water Phase II Rule establishes a stormwater management program that is intended to improve the nation's waterways by reducing urban stormwater pollution. Phase II brings in the 'small' municipalities that were not included in Phase I. The City of Marshfield is part of the Phase II program. In Wisconsin, the WDNR through Natural Resources (NR) 216 rule administers the Phase II stormwater permitting program. The City's stormwater permit must include a program that is designed to 1) reduce the discharge of pollutants to the maximum extent practicable; 2) protect water quality; and 3) satisfy the appropriate water quality requirements of the Clean Water Act.

The City unsuccessfully tried to create a stormwater utility to coordinate and pay for the incurred expenses.

Water

The City's water source is 100 percent groundwater, obtained from 13 active producing wells located in six well fields in and around the City of Marshfield. The City has 18 total wells. The well fields pump ground water from sand and gravel units deposited in pre-glacial bedrock channels. Additional facilities include four booster pumping stations, four storage reservoirs, a water treatment facility and approximately 130 miles of transmission and distribution water mains. The City has the capacity to store 575,000 gallons of water in their above ground storage system and an additional 3.5 million gallons below ground.

Marshfield Utilities, a municipally owned utility, pumps and distributes water. Marshfield Utilities routinely monitors for constituents in drinking water according to federal and state laws. While ground water quality from Marshfield's wells is generally good, ground water from sand and gravel units is particularly susceptible to contamination. It is important to designate groundwater protection zones, often called well recharge areas, to protect this invaluable resource. Marshfield Utilities has a source water protection plan called the Well Head Protection Plan. Marshfield Utilities recommends that future development within the well recharge areas for the municipal wells be monitored.

Solid Waste Disposal and Recycling Facilities

The City of Marshfield currently is under contract through 2009 private contractor for residential refuse and garbage recycling services. This facility is licensed through the Wisconsin DNR and handles more than 100 tons of solid waste each day. The contractor currently uses a landfill in Wisconsin Rapids. The large DNR-licensed landfill had 6,596,481 cubic yards of capacity as of January 2005. Non-residential uses must contract independently for garbage collection.

Telecommunication Facilities

Verizon, TDS Telecom, GCI Globalcom Inc, Powercom and Trinsic Communications provide local and long distance telephone service to residents and business in Marshfield. Charter Communications provides television cable and high-speed internet. Television broadcast stations serving Marshfield include WEAU-TV (Channel 13; Eau Claire), WSAW (Channel 7; Wausau), and WAOW (Channel 9; Wausau). One FM and one AM radio station originate in Marshfield.

Power Plants, Electricity and Transmission Lines

Marshfield Utilities provides electric service to the City of Marshfield and surrounding rural areas. Marshfield Utilities buys electricity from Wisconsin Public Services Corporation and distributes it to area customers. The City owns 32 percent of a WPS peaking plant in western Marinette County. ANR Pipeline supplies the City's natural gas and WE Energies distributes it.

Police, Fire and Rescue

The Marshfield Police Department is located at 110 West 1st Street and employed 54 people, with 38 officers, in 2005. The Marshfield Fire & Rescue Department is located at 412 E. 4th Street and currently has 36 employees. It is expected that the police department will continue to keep pace with Marshfield's needs over the duration of this planning horizon.

When Marshfield residents dial 9-1-1 for a fire or medical emergency, the call is routed to the emergency dispatch center in Wisconsin Rapids. The center dispatches for both the city's Fire and Police Departments.

The City's Fire Department employed 33 people in 2005 and has a Class 4 fire rating. The department owns four pumpers, one aerial truck, four ambulances, one hazardous material unit and one medium duty rescue.

An expansion study was completed in 2006.

Health Care Facilities

The Marshfield Clinic is the largest private group medical practice in Wisconsin and one of the largest in the United States, and one of Wisconsin's most comprehensive health care systems with over 725 physician specialists representing 86 medical specialties, including farm medicine. The clinic has 5,600 employees in the 41 Clinic Centers in Wisconsin. It serves patients in Marshfield and 41 regional centers located throughout central, western and northern Wisconsin. Marshfield Clinic was founded in 1916 in Marshfield and its Marshfield Center, located at 1000 N. Oak Avenue, and is the largest center in the Clinic system. The Clinic system also includes Marshfield Clinic Research Foundation; Marshfield Clinic Education Foundation; and Security Health Plan of Wisconsin, Inc., a health maintenance organization.

Saint Joseph’s Hospital is a 500 bed tertiary care teaching institution. One of the largest rural referral medical centers in Wisconsin, and the only verified trauma center in the north central part of the state. It provides health care, including all major medical and surgical specialties and subspecialties, to an ever increasing service area in Wisconsin and Upper Michigan. More than 350 Marshfield Clinic physicians are on its medical staff, with more than 2,300 quality caregivers and support staff providing round-the-clock support. Saint Joseph’s Hospital, a member of Ministry Health Care, was founded more than 110 years ago by the Sisters of the Sorrowful Mother. Its Mission is to continually improve the health and well being of all people, especially the poor, in the communities it serves.

Marshfield Clinic Research Foundation, a division of Marshfield Clinic, conducts basic and applied medical research. MCRF is the largest private medical research institute in Wisconsin, with over 450 clinical trials and other research projects, led by 200 physician and scientist investigators involving 35,000 patient participants, at any time.

Marshfield Laboratories, a joint venture of the Marshfield Clinic and Saint Joseph's Hospital, is a comprehensive diagnostic and testing service for physicians, clients and staff. Marshfield Laboratories’ network of over 40 courier routes covers over 8,000 miles each workday throughout Wisconsin and neighboring states. Marshfield Laboratories is the state's largest medical laboratory, reporting over 20 million test results annually from clients across the nation and employing more than 450 people. The lab includes a Forensic Toxicology Lab, a Veterinary Lab and Food Safety testing services in addition to its physician services, providing technical support for health care professionals in virtually every state in the nation.

Security Health Plan of Wisconsin, Inc., is a health maintenance organization (HMO) owned by Marshfield Clinic, serving more than 115,000 people in a 29-county area in northern, western and central Wisconsin. Security Health Plan offers a network of 26 affiliated hospitals, more than 2,750 affiliated physicians and other providers, and over 45,000 pharmacies nationwide. Security Health Plan was created in 1986 as an out growth of the Greater Marshfield Community Health Plan, which was established in 1971. It was named the nation’s 11th best commercial health plan and third best Medicare plan, according U.S. News & World Report in October 2005.

The Norwood Health Center at 1600 North Chestnut Avenue provides inpatient and outpatient psychiatric services. It has approximately 80 patients. Other nearby health facilities include Riverview Hospital (Wisconsin Rapids), Memorial Hospital (Neillsville) and Memorial Health Center (Medford).

Table 8.2: Clinic Information

Facility	Number in Marshfield
Clinic	1 with 352 physicians in Marshfield
Hospitals	1 (500+ beds)
Nursing & Rehab Centers	3 (370+ beds)
Dentists	26
Marshfield Clinic Research Foundation	6 major Research Departments with over 200 staff plus 30 PhD and MD Scientists.
Chiropractors	9

Source: City of Marshfield, 2005

Cemeteries and Religious Institutions

Hillside Cemetery City Cemetery is the only cemetery complex within the City of Marshfield. Marshfield hosts 29 churches in over 20 denominations.

Libraries

Marshfield Public Library is located at 211 E. Second Street. The library's collection contains over 160,000 books, magazines, pamphlets, compact discs, audio cassettes, art works, CD ROM's, videocassettes, DVD's and equipment for people with special needs. The library also offers Internet access and word processing. The library has 29,000 registered borrowers from Marshfield, the Town of McMillan and the surrounding area. Marshfield Public Library's collection is supplemented by an additional 1.75 million library holdings from other members in the South Central Library System. In October 1991, the Marshfield Public Library was named Wisconsin's library of the year.

Schools

Marshfield offers a variety of public or private educational opportunities. The unified School District of Marshfield serves approximately 4,000 students. It employs 284 teachers and 170 support personnel. In addition to the School Forest environmental education center, the Marshfield School District has four elementary schools within the city limits, one rural school, one middle school and one high school (with approximate student body size):

- Grant Elementary School (617 students)
- Washington Elementary School (350 students)
- Lincoln Elementary School (340 students)
- Madison Elementary School (362 students)
- Nasonville Elementary School (278 students)
- Marshfield Middle School (598 students)
- Marshfield High School (1,481 students). The Marshfield High School graduation rates are well above the national average, and over 80 percent of the 2004 graduating class continued with post secondary education.
- Tiny Tigers Intergenerational Care Facility

Marshfield also has a number of private educational facilities (with approximate student body size):

- Immanuel Lutheran Grade School (Elementary) (152 students)
- Our Lady of Peace Intermediate School (Elementary) (128 students)
- Saint John the Baptist Primary School (Elementary) (152 students)
- Trinity Evangelical Lutheran School (Elementary) (70 students)
- Marshfield Christian School (Combined Elementary/Secondary) (81 students)
- Columbus Catholic Middle School, (129 students)
- Columbus Catholic High School, (129 students). Columbus Catholic High School has a graduation rate of 100 percent and on average over 95 percent of the seniors pursues post secondary education.
- Marshfield Alternative High School, (individualized learning, small group instruction, and self-paced curriculum)

Mid-State Technical College is a leader in the development of the central Wisconsin workforce and economy, offering over 40 programs associate degree or technical diploma programs. Mid-State Technical College has campuses in Marshfield, Stevens Point and Wisconsin Rapids. Approximately 3,000 students enrolled at the Marshfield campus for the 2004-05 school years. The Marshfield campus is located at 2600 West 5th Street.

The University of Wisconsin-Marshfield/Wood County offers two-year associate degrees and partners with other colleges on limited four year programs. In fall 2005, 656 students were enrolled, 31 percent of whom were 22 or older. About 60 percent were full-time students and 40 percent were part time. Most of students come from Wood, Marathon, Clark and Taylor counties. As one of the 13 campuses of the University of Wisconsin System, the

8.2 Utilities and Community Facilities Goals

1. Coordinate future development and redevelopment projects with the availability of existing or planned public utilities and facilities.
2. Direct future growth to areas where it is efficient and cost-effective to provide public services. Consider municipal water supply, sanitary sewer, schools, fire-rescue, police, and related services.
3. Protect property owners from inequitable taxes or service costs resulting from new development. Unless an incentive program has been formally agreed to, development should pay for the cost of municipal services or improvements resulting from the project.
4. Consider new development proposals on the basis of their fiscal impact, their impact on service levels, and the community's need for such a development.

8.3 Objectives and Policies

1. The objectives and policies adopted in the Sewer Service Area Plan 2000-2020 (August 2000) shall be adopted by reference in this plan.
2. The City shall not extend sanitary sewer and municipal water service to developments that are not annexed to the City.
3. Explore cost-effective efforts to make City sewer and water systems available to all City residences. Currently, there are a small number of residences within City boundaries that are not connected. Update municipal codes to require that all new properties connect to these systems.
4. Identify strategies to coordinate the replacement of aging clay laterals and lead water services in older portions of the City.
5. Support and implement best management practices (BMPs) that promote improved storm water quality.
6. Review and update the Well Head Protection Plan
7. Continue to explore establishing a stormwater utility as opportunities present themselves.
8. Maintain current levels of police, fire, and emergency medical services. As the community continues to grow and redevelop, it will be essential to continually evaluate the need for potential expansion of services.
9. Monitor development activity annually to identify situations where the rate of growth is different from that anticipated in this Plan.
10. Encourage new development to occur first in those locations where urban services and facilities can be most economically and efficiently provided. Limit the premature development of areas which are more difficult to serve. To the extent feasible, locate new and expanded services near existing neighborhoods to encourage compact and efficient development patterns.
11. This Plan shall be consulted and updated as more detailed infrastructure and capital improvement planning occurs.

8.4 Recommendations

General Facility and Utility Improvements

Wisconsin’s planning law requires communities to assess their general utility and community facility needs for the next twenty years.

Table 8.4: Timetable of Improvements

Utility or Community Facility	Timeframe	Comments
Sanitary Sewer Service and Wastewater Treatment Facility	Ongoing	<ol style="list-style-type: none"> 1. Projected/planned growth is within the design capacity of treatment facility (according to general growth projections and capacity information in Sanitary Service Plan). Ongoing monitoring is necessary. 2. Explore the feasibility of replacing aging clay laterals. Identify replacement opportunities, especially as they coincide with other road improvement projects. 3. Need to develop a service plan for new industrial and commercial areas.
Water Supply	2010 Ongoing	<ol style="list-style-type: none"> 1. Projected/planned growth is within the system capacity. Ongoing monitoring is necessary. 2. Continue to follow Wellhead Protection Plan Recommendations. Consider updates to the document. 3. Replace lead water services in older areas of the city. Identify replacement opportunities, especially as they coincide with other road improvement projects. 4. Develop a service plan for new industrial and commercial areas. 5. Construct new water tower.
Stormwater Management	2008-2013 Ongoing	<ol style="list-style-type: none"> 1. Update Stormwater Ordinance to meet applicable state and federal requirements. 2. Incorporate Best Management Practices (BMPs) into new stormwater ordinance.
Solid Waste/Recycling	--	<ul style="list-style-type: none"> • Consider expanding recycling opportunities- especially as new service contract is negotiated for waste pick up.
Parks	Ongoing	<ul style="list-style-type: none"> • Implement recommendations in the 2006 Comprehensive Outdoor Recreation Plan. Continue to emphasize the maintenance of existing facilities.
Telecommunication Facilities	Ongoing	<ul style="list-style-type: none"> • Under review by technology committee

Power Plants and Transmission lines	Ongoing	<ul style="list-style-type: none"> Evaluate and monitor need for new power plants and substations. Peaking plant improvement under review.
Electricity and Natural Gas Services	Ongoing	<ul style="list-style-type: none"> No significant changes are anticipated for City policy based on current service.
Cemeteries	Ongoing	<ul style="list-style-type: none"> Mausoleum approved planned for 2010.
Health Care Facilities	Ongoing	<ul style="list-style-type: none"> No significant changes are anticipated for City policy based on current service.
Child Care Facilities	Ongoing	<ul style="list-style-type: none"> No significant changes are anticipated for City policy based on current service.
Police	Ongoing	<ul style="list-style-type: none"> As opportunities present themselves, explore potential improvements to the access and parking on the police headquarters site.
Fire & Rescue	2010	<ul style="list-style-type: none"> Proceed with new fire station as recommended in 2006 feasibility study.
Library	Ongoing	<ul style="list-style-type: none"> Explore options for expansion including long-term opportunities to incorporate library expansion into a new civic campus as part of the “Blue Sky” civic improvement initiative.
Schools	Ongoing	<ul style="list-style-type: none"> The City and neighboring school districts should plan expansions in attendance areas in a manner that facilitates compact growth and encourages local community identity. In addition to enrollment and population projections, the City and the School District should consider collaboration on shared recreation services.

Evaluating Annexation and Utility Extensions

Marshfield should approve proposals for annexation into Marshfield only when they meet the following utilities and community facilities criteria, or if other important community goals are met:

- The area proposed for annexation has access to or can be easily connected to areas already served by the City, thereby allowing efficient delivery of services, facilities, and utilities.
- The City can readily provide services, utilities, and facilities to the area.
- The annexation is in an area designated for growth on the City’s Future Land Use Map.
- All public improvements, both off-site and on-site, necessary to serve the annexation area shall be constructed and financed in accordance with City standards and policies, and with goals and objectives within this plan.
- The annexation area can be developed in a timely manner so the City does not invest in development costs without the timely return of necessary fees and taxes.
- State Annexation Statutes.

Best Management Practices for Storm Water Quality

“Best Management Practices” (BMPs) are practices, techniques, and measures that prevent or reduce water pollution from nonpoint sources by using the most effective and practicable means of achieving water quality goals. The plan recognizes this as an important initiative in solidifying Marshfield’s role as a healthy and sustainable community. There are two general phases associated with BMPs:

Avoid Adverse Impacts. The City of Marshfield Land Use Plan identifies “environmental corridors” including wetlands, floodplains, and ground water recharge areas. To achieve this, this Plan recommends avoiding development activity in these most sensitive areas as directed by the Land Use Plan and applicable statutes.

Minimize and Mitigate Unavoidable Adverse Impacts. Outside of the environmental corridors, it is recognized that certain development practices will minimize adverse impacts of new development. The following development guidelines address ways to minimize these impacts:

1. Preserve and utilize the natural drainage system. To the extent feasible, new development should utilize natural topography and vegetated waterways to convey acceptable levels of runoff. Pavement and other impervious surfaces should be kept out of low areas, swales and valleys.
2. Residential streets are impervious surfaces that are a major contributor to polluted stormwater runoff. Residential streets should be designed for the minimum required pavement width needed to support travel lanes, on-street parking, and emergency, maintenance and service vehicle access. These widths should be based on traffic volume. The total length of residential streets should be minimized by examining alternative street layouts to determine the best option for increasing the number of homes per unit length.
3. Utilities and storm drains should be located within the pavement section of the right-of-way wherever feasible.
4. Minimize the number of residential street cul-de-sacs and incorporate landscaped areas to reduce impervious cover. The radius of cul-de-sacs should be the minimum required to accommodate emergency and maintenance vehicles. Alternative forms of turn-arounds should be considered, especially when they allow for increased infiltration area.
5. Wherever possible, provide stormwater treatment for parking lot runoff using bioretention areas, filter strips, or other practices that can be integrated into required landscaping areas and traffic islands.
6. Reduce the overall impervious cover of parking lots by providing compact car spaces, minimizing stall dimensions, incorporating efficient parking lanes and using pervious materials in spillover parking areas to the extent feasible.
7. Create a variable-width, naturally vegetated buffer system along Mill Creek, Yellow River, and other streams that encompass critical environmental features, such as the 100-year floodplain and wetlands.
8. Stream buffers should be preserved or restored with native vegetation that can be maintained throughout the delineation, plan-review, construction, and occupancy stages of development.
9. Clearing and grading of forests and native vegetation should be limited to the minimum amount needed to build lots, allow access, and provide fire protection. Where feasible, a portion of new open space should be managed as protected as a conservancy or green space area.
10. Conserve trees and other vegetation at development sites by planting additional vegetation, clustering tree areas, and promoting the use of native plants. Wherever practical, manage community open space, street rights-of-way, parking lot islands, and other landscaped areas to promote natural vegetation.
11. Do not allow stormwater outfalls to discharge unmanaged storm water into wetlands, sole-source aquifers or sensitive areas.

9 Natural, Cultural and Agricultural Resources

The character of Marshfield is defined by its natural and cultural resources. These aspects have shaped Marshfield through time and continue to do so today. This chapter outlines how the City should continue to preserve, support, and improve those resources into the future.

The City of Marshfield is rich in cultural history. Marshfield’s resources include a mix of historic architecture, an active arts organization, and a wide variety of parks and open spaces. There are several identified historic properties within the City, and many more culturally significant buildings throughout the area. Additionally, there are multiple historic districts within the City, which were identified through an extensive historic survey of the community.

In addition to a significant architectural setting, a rich and vibrant arts and culturally-involved atmosphere positively impact’s Marshfield’s quality of life. Cultural amenities, such as a thriving arts community, can play a significant role in establishing the City as a unique and desirable place to live; and to further a variety of City-wide goals, including economic development and education. Many existing organizations work to maintain this valuable asset in Marshfield.

In addition to the farmland assets that surround the City, the ever present natural elements define Marshfield and its established quality of life. Marshfield is, on all sides, surrounded by productive agricultural businesses. They must be considered when growth and development opportunities are present.

The Natural, Cultural, and Agricultural Resource Chapter is organized under the following topics:

- 9.1 Assessment of Existing Natural, Cultural and Agricultural Resources
- 9.2 Natural, Cultural, and Agricultural Resource Goals
- 9.3 Quality of Life Goals
- 9.4 Objectives and Policies
- 9.5 Recommendations
 - Natural Resources
 - Cultural, Historic, and Arts Resources
 - Agricultural Resources

9.1 Assessment of Existing Natural, Cultural, and Agricultural Resources

Topography

The topography around the City is mostly flat with some gently rolling slopes and hills. Few areas of steep slopes are located throughout the area. Elevations range from 1,175 feet above sea level near Beaver Creek south of Marshfield to 1,358 feet just north of the City.

Soils and Slopes

The non-wetland soil types found in the planning area are sandy loam and silt loam soil developed from glacial till or moraine deposits, including Marshfield Silt Loam 0 to 3 percent slope, Santiago Silt Loam 2 to 6 percent slope, and Freeon Silt Loam 6 to 12 percent slope. (Sewer Service Plan)

Groundwater

The City of Marshfield receives their drinking water from 13 active wells (18 total) that can be found throughout the City and surrounding area. They are owned and operated by Marshfield Electric and Water Utility. The wells are between 50 and 90 feet deep and come from many different aquifers. The bedrock underlying these aquifers is crsyatalline, which does not easily release groundwater. The topsoil consists of 8 to 10 feet of tight clay soils, which limits recharge.

Floodplains

Areas surrounding Mill Creek and the Yellow River East Branch are designated as floodplain. Floodplains are defined by FEMA and include areas that have been or may be covered by floodwater during the “regional flood.” (100 year storm event) The regional flood is determined to be representative of large floods known to have occurred in Wisconsin or that may be expected to occur on a particular lake, river, or stream. In any given year there is a one (1) percent chance that the regional flood may occur or be exceeded.

Wetlands

There are numerous wetlands located within and surrounding the City of Marshfield. The largest of them is McMillan Marsh north of Marshfield. The 6,500 acre wetland is also a designated wildlife area. In addition to McMillan Marsh, Mill Creek to the south of Marshfield has many wetlands associated with it. Wetlands are also located northeast of the City, near Squaw and Scheuer Creeks.

Wetlands provide valuable wildlife habitat areas, provide important groundwater recharge and water quality functions, and contribute greatly to the aesthetic appeal of the area. Wetlands are protected by the Wisconsin Department of Natural Resource and the U.S. Army Corps of Engineers and alteration of any wetland without regulatory approval from one or both of these agencies is prohibited.

Woodlands

There are approximately 1,110 acres of woodlands within the current City limits. Additionally, the City of Marshfield is a Tree City USA, a designation given by the National Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters to communities that promote urban forestry.

Surface Water

The City of Marshfield is located in close proximity to many small ponds, rivers, and creeks. Two ponds within the City limits are man-made ponds located within Wildwood Park. The East Branch of the Yellow River is found west of the City and drains to the Wisconsin River. In addition to the Yellow River, there are four streams in close proximity to Marshfield: Beaver Creek, Mill Creek, Scheuer Creek, and Squaw Creek.

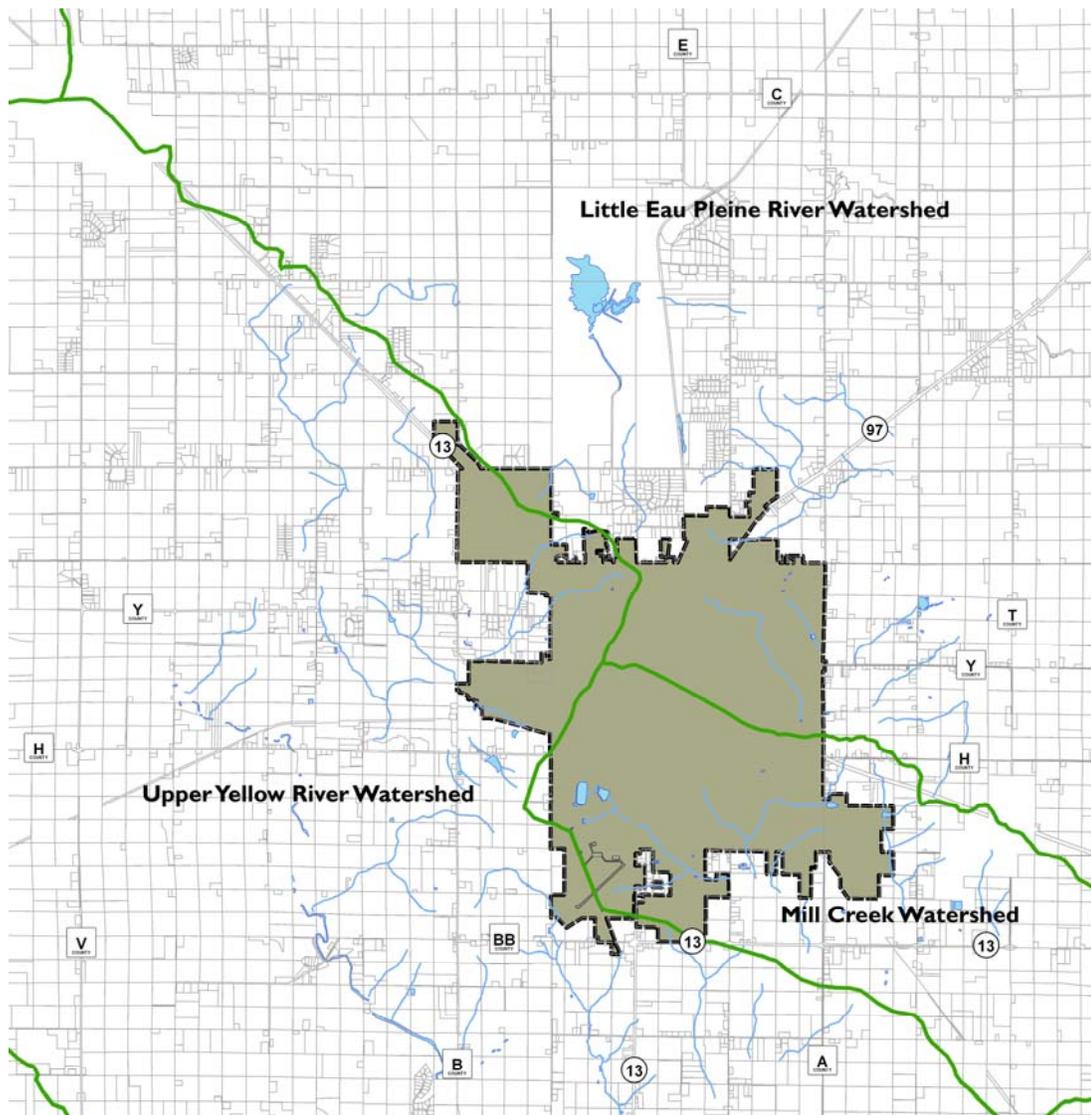
Drainage Basins and Watersheds

Central Wisconsin River Basin. Marshfield is located within the Central Wisconsin River Basin, which is connected to the Wisconsin River. The basin is 4,021 square miles and is divided into 29 watersheds. Land use in the basin is mixed with an abundance of forest as well as farm land. Agriculture in the basin includes cranberries, dairy, and irrigated potato/vegetable production in central sands. (Central Wisconsin River Basin Organization)

Upper Yellow River Watershed. The Upper Yellow River Watershed is comprised of a 224 square mile geographical area. The City of Marshfield is one of many other municipal jurisdictions that are incorporated into the watershed. The Yellow River provides numerous streams and creeks to the west side of the City.

Little Eau Plaine River Watershed. The Little Eau Plaine River Watershed is the watershed that encompasses the Northeast portion of the City of Marshfield. The watershed includes the Scheuer and Squaw Creek.

Mill Creek Watershed. The Mill Creek Watershed includes the south half of the City. The watershed is based off of Mill Creek, which runs southeast towards Stevens Point and the Wisconsin River.



Greenways & Other Environmental Corridors

There are a variety of open spaces and environmental corridors within the City. The two largest environmental corridors near to the City follow the East Branch of the Yellow River and Mill Creek. The largest protected open space close to Marshfield is the McMillan Marsh, which is located directly north of the City. The following greenways are managed and maintained by the Public Works Department and Street Division. The primary purpose of these lands is storm water management. Requirements for stormwater management are evolving and may impact future recreational use of these properties.

Meadowbrook Greenway. The Meadowbrook Greenway is a 3.86-acre linear natural runoff corridor located in the northeast quadrant of the City. The greenway was dedicated at the time the area was subdivided.

Northeast Greenway. The Northeast Greenway is a broad natural runoff corridor for Squaw Creek. The greenway is 104 acres and adjoins the Marshfield Senior High School site. The greenway was acquired by purchase from landowners; some of the acquisition was purchased using federal LAWCON funds.

Pleasant Valley Greenway. The Pleasant Valley Greenway is a 2.0-acre linear natural runoff corridor located in the west quadrant of the City. The greenway was dedicated at the time the area was subdivided.

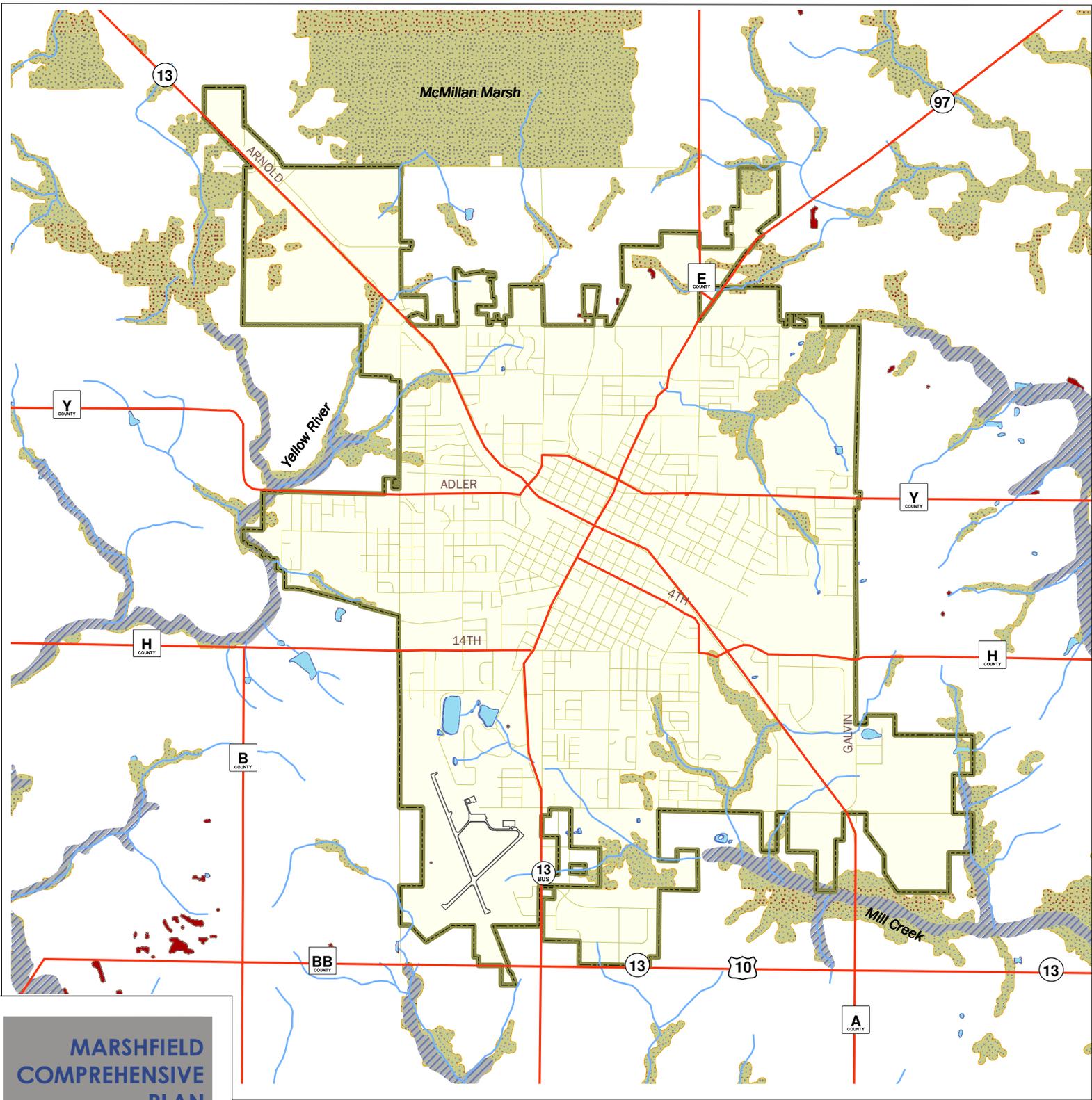
Southeast Greenway. The Southeast Greenway is a natural runoff corridor for Mill Creek located in the southeastern quadrant of the city. The greenway was purchased from landowners for drainage purposes and is 22.45 acres in size.

Non-Metallic Mineral Resources

There is no mining occurring within the City limits.

Wildlife Habitat and Threatened and Endangered Species

Wildlife is abundant in and surrounding Marshfield. The natural resources outlined above provide many different habitat options to support a diverse wildlife. The Wisconsin Department of Natural Resources reports that there are five (5) rare species within the area: Blanding's Turtle (Threatened), Blunt-lobed Grape Fern (Special Concern), Osprey (Threatened), Prairie Sagewort (Special Concern), and Round Pigtoe (Special Concern Mussel).



- Wetlands
- StreetCenterline_new
- Flood Plain
- CITYLIMIT_LINE_Project
- Water
- CityLimitPoly_Project
- Steep Slopes

Source: City of Marshfield GIS Department; ESRI

**MARSHFIELD
COMPREHENSIVE
PLAN**

MARSHFIELD,
WISCONSIN
April 2007

9.1 **SAA**
SCHREIBER / ANDERSON
ASSOCIATES, INC.

Natural Resources

Historic Resources

The City of Marshfield was incorporated as a City in 1883, and by 1920 the City's population had reached 7,440. It became a significant railroad stop along the routes between Superior, St. Paul, Green Bay, and Chicago. Marshfield is fortunate to have numerous historic properties within the City limits. The City currently has four recognized historic preservation districts. Table 6.3 outlines the properties within the City that are currently listed on a historic register.

Table 9.1 Historic Marshfield Properties Listed on Registries

Historic Property	Location	Type of Registry		
		Local	State	National
Central Wisconsin State Fair Barn	Vine Ave and 17 th St	Local	State	National
Marshfield Central Avenue Historic District	Central Ave between Blodgett St. and 3 rd St		State	National
Willard D. Purdy Junior High and Vocational School	110 W. 3 rd St		State	National
Tower Hall/Old City Hall	110 E. 2 nd St	Local	State	National
Governor William H. Upham House	212 W. 3 rd St	Local	State	National
Ruth L. Voss House	611 W. Blodgett St	Local		
Laird House	208 S. Cherry Ave	Local	State	National
Eli Winch House	201 S. Vine Ave	Local	State	National
E.F. Mechler House	305 S. Maple Ave	Local		
Edward Jones Investments Building	554 S. Central Ave	Local		
Marshfield Post Office	202 S. Chestnut Ave			National
Marshfield Old Senior High	900 E. 4 th Street		State	National
Pleasant Hill Residential Historic District	E. 1 st Street, Ash Ave. E 4 th Street and S. Cedar Ave.		State	National
West 5 th & 6 th Street Residential Historic District	W. 5 th & 6 th Street		State	National
Park Street Residential Historic District	300-417 W. Park St.		State	National

Source: City of Marshfield Historic Preservation Committee

Archeological Resources

The City of Marshfield is within close proximity to numerous archeological sites. There are 17 known sites in the surrounding area and many more unpublished sites near to the East Branch of the Yellow River.

Cultural Resources

Table 9.2 Marshfield Cultural Resources

	Visual Art	Music	Theatre	Dance	Literature	Instruction	Other
VENUES, MUSEUMS & GALLERIES							
ARTscape Gallery	X						
Central Wisconsin State Fair		X					X
Chestnut Avenue Center for the Arts	X	X	X	X	X	X	
Foxfire Gardens	X						
Gallery 450 - at UW-M/WC	X						
Helen Connor Laird Theatres - at UW-M/WC		X	X	X			X
Jurustic Park	X						
Marshfield Public Library - displays, performances, art loans	X	X	X		X		X
New Visions Gallery	X						
Partners Art Gallery - at St. Joseph's Hospital	X						
Stierle Bird Exhibit - Marshfield Public Library							X
Thomas House Center for History							X
Upham Mansion History Museum							X
PARTICIPATORY GROUPS & ACTIVITIES							
Central Chamber Chorale		X					
Central Wisconsin Country Dance Club				X			
Heart O' Wisconsin Sweet Adelines		X					
Hoedowners Square Dance Club				X			
Knitters Anonymous	X						
LLO Tie Dye Puppet Theater			X				
Marshfield Area Juggling Club			X				
Marshfield Area Poetry Society					X		
Marshfield Area Writers Network					X		
Marshfield Civic Band		X					
Marshfield Community Stories Project					X		
Marshfield Drumming Circle		X					
Meg Swansen's Knitting Camp	X						
Piecemakers Quilt Guild of Central Wisconsin	X						
Society for Creative Anachronism - Falcon's Keep			X				X
Wooly Winders Spinning Group	X						
PRIVATE INSTRUCTION							
Main Street Conservatory of Dance				X		X	
Prairie Oaks Conservatory of Music		X				X	
Preschool Music Classes		X				X	

CHAPTER 9 NATURAL, CULTURAL, AND AGRICULTURAL RESOURCES

Visual
Art Music Theatre Dance Literature Instruction Other

UNIVERSITY/SCHOOL BASED GROUPS & ACTIVITIES

CHS Music & Drama programs		X	X			X	
Marshfield Catholic Schools Band		X					
Marshfield Public Schools - Music Department		X				X	
Marshfield School District Gallery	X						
MHS Drama programs			X				
UW-M/WC Campus Community Players			X				
UW-M/WC Concert Choir		X					
UW-M/WC Continuing Education - music camps		X				X	
UW-M/WC Jazz Ensemble		X					
UW-M/WC Mfld/Wood County Symphony Orchestra		X					
UW-M/WC Spotlight Series of Performing Arts		X	X	X			
UW-M/WC Symphonic Band		X					

OTHER ORGANIZATIONS WITH SIGNIFICANT ARTS/CULTURAL MISSION

Art on the Avenue Committee	X						
Laird Endowment Fund for the Arts Committee		X	X	X			X
Lucid Blue Promotions - VOX Concert Series		X					
Marshfield Area Council for the Arts and Humanities	X	X	X	X	X		X
Marshfield Area Music Teachers Association		X				X	
Marshfield Artists' Cooperative	X						
Marshfield Cultural Fair Association	X	X	X	X			X
Marshfield Historic Preservation Association							X
North Wood County Historical Society							X
Palm Sunday Chorus Committee		X					

Agricultural Resources

Agricultural remains an important part of the economic livelihood in central Wisconsin. Agricultural lands surround the City of Marshfield as is depicted in the Existing Planning Area Land Use Map. As depicted in the following table, there has been a decline in the number of farms and the acreage associated with agricultural activities.

Table 9.3: Number of Farms & Land in Farms in Marathon & Wood Counties, 1990 & 1998

	Number of farms	Land in farms (acres)	Number of farms	Land in farms (acres)	Net Change, 1990-1998		Percent Change, 1990-1998	
	1990	1990	1998	1998	Number of farms	Land in farms	Number of farms	Land in farms
Marathon County	3,250	618,000	3,230	565,000	-20	-53,000	-0.6%	-8.6%
Wood County	1,240	246,000	1,150	240,000	-90	-6,000	-7.3%	-2.4%
Wisconsin	80,000	17,600,000	78,000	16,400,000	-2,000	-1,200,000	-2.5%	-6.8%

Source: Program on Agricultural Technology Studies, UW-Madison

The following table outlines the number and percent of farm land that has been converted to other uses from 1985 to 1999. During the study period, between 10 percent and 30 percent of the farm land in Marathon and Wood Counties were converted to non-agricultural uses

Table 9.4: Conversion Rates of Farmland to Non-Farm Uses by Wisconsin Counties, 1985-1999

	Land (Acres) Kept in Farming (Annual average)			Land (Acres) Converted to Non-Ag. Uses (Annual average)		
	1985-1989	1990-1994	1995-1999	1985-1989	1990-1994	1995-1999
Marathon County	12,244	11,370	7,225	1,372	2,218	1,634
Wood County	4,138	4,815	2,542	785	1,373	1,147
Wisconsin	273,665	320,424	203,535	41,890	76,561	65,887

Source: Program on Agricultural Technology Studies, UW-Madison

Summary of Issues and Opportunities

The following natural, cultural, and agriculture issues have been identified by City staff, consultants, and the public:

- The City is surrounded by active and productive agricultural land, which is important to preserve, and limits where growth should occur.
- Marathon and Wood Counties together lost 8% of farm acreage the 1990s, demonstrating that there is both a desire for farmers to sell their land, and that there is a market for purchase and converting farmland.
- There is a need to maintain City parks, e.g. Wildwood Park, Griese Park and Steve J. Miller Recreation Area, and neighborhood and pocket parks.
- There are a significant number of designated historic sites and neighborhoods within the City, however there is a lack of awareness about those sites both by residents and visitors.
- Marshfield has a growing arts community that could benefit from coordinated promotion and outreach.

9.2 Natural, Cultural, and Agriculture Goals

1. Continue maintenance and care of existing park and recreation facilities and resources.
2. Provide neighborhood parks and playgrounds within safe walking distance of all residential neighborhoods.
3. Promote public-private partnerships in the development and maintenance of community parks and special use (pools, aquatic centers, zoos, etc) facilities.
4. Continue to improve the connectivity of the Marshfield bicycle system by planning for additional routes.
5. Provide for increased usage of Fair Park.
6. Continue to preserve, protect, and promote Marshfield's historic resources, both those that are currently protected and those that have yet to be identified.
7. Encourage the collaboration between the diverse residents within the City of Marshfield to maintain the high quality of life that is found here and is exemplified through its parks, schools, community organizations, and other cultural amenities that define what Marshfield is.
8. Protect the area's ground water by incorporating recommendations Well Head Protection Plan.

9.3 Quality of Life Goals

1. Maintain and enhance all of Marshfield's quality-of-life advantages, including those in the arts, community events, outdoor recreation, education, historic and cultural heritage, social opportunities, and small-town livability. Promote the City by emphasizing these quality-of-life advantages coupled with superior healthcare and low cost of living.
2. Maintain public safety as a key component of Marshfield's livability. This includes police, fire, and rescue services.
3. Promote design that is both functional and attractive, recognizing that community character contributes to quality of life. Design should include the incorporation of green space, the preservation of natural features, and provisions for other details and amenities.
4. Continue Marshfield's tradition of compact and connected development patterns that promote community interaction.
5. Identify and enhance the appeal of Marshfield as a place to live and work with various demographic groups, particularly young singles, families and the elderly, as well as various ethnic cultures.

9.4 Objectives and Policies

1. Identify technical and funding resources needed to support arts organizations and their activities that contribute to the quality of life within Marshfield.
2. Provide guidelines as well as technical support to promote reinvestment in historic structures that retains the historic qualities and character.
3. Protect and maintain valuable natural and environmental resources such as wetlands and floodplains, through regulation, easements, and other tools as recommended for the City of Marshfield

4. Participate with surrounding county and local governments to identify regional strategies to provide regulation, funding, and other incentives to protect the natural character and agricultural resources.
5. Work proactively with land owners and the development community to identify ways which they can develop and redevelop while meeting the City's environmental and design goals.
6. Encourage the continuation of existing farm operations near Marshfield as a means of recognizing their importance to the character, economy, and quality of life within the area.

9.5 Recommendations

Natural Resources

Marshfield is fortunate to have many natural resources near and within its boundaries. These resources are important for maintenance of a delicate ecosystem and for recreational purposes, such as hiking and biking trails through protected greenways and marshes. These resources need to be considered as the City grows and redevelops as they not only contribute to the high quality of life, but also to the safety and security of resources such as groundwater.

Protect Identified Environmental Corridors and Well Head Protection Areas. The land use plan /growth analysis identifies specific areas of wetlands, floodplains, and ground water recharge areas that should be protected from development. The specific recommendations in that chapter should be followed to protect these natural resources. The City should evaluate the need for environmental protection and wellhead protection overlay districts to further protect these areas.

Implement the Conservancy Area Recommendations. The 2006 City of Marshfield Comprehensive Outdoor Recreation Plan provides recommendations for conservancy areas. These areas contribute to the quality of life and the security of resources available to Marshfield residents.

Adopt Sustainable Development Practices. As Marshfield continues to grow and redevelop, development practices should utilize tools that will protect natural resources. These practices, outlined below, provide guidance for both public and private actions.

- **Establish Best Management Practices (BMPs).** BMPs are environmentally-friendly alternatives to conventional engineering strategies. Typical BMPs include natural landscaping to increase infiltration and reduce runoff, residential roof runoff directed to pervious yard areas, and other strategies to minimize the amount of impervious surface area on a site. Many BMPs can be implemented through platting, zoning, and stormwater ordinances. More specific recommendations on BMPs are provided in the Utilities and Community Facilities Chapter.

This Plan recommends that when feasible, development projects should incorporate sustainable building principles. Guidelines for environmentally friendly development have been written by the U.S. Green Building Council on Leadership in Energy and Environmental Design (LEED) including:

- Avoid environmentally sensitive sites
- Enforce erosion controls during construction
- Encourage native plantings / prohibit the planting of invasive species
- Include a localized/on site rainwater harvesting system such as a rain garden
- Promote the meeting of ENERGY STAR standards for efficiency.
- Tree preservation / replacement

- **Adopt Review Mechanisms and Incentives.** This Plan recommends that the City develop evaluation tools to encourage sustainable building practices as recommended by the US Green Building Council (USGBC). One such recommendation is to adopt a “point system” to evaluate new construction and redevelopment projects. Separate standards should be created for new development and infill development.

Sample Point System. The USGBC provides different recommendations for scoring based on different factors, including existing impervious service ratio. These examples are offered for consideration. For sites in which the existing impervious ratio is greater than 50%, efforts should be taken to decrease stormwater runoff by 25% during the two-year 24 hour design storm. More restrictive standards should be applied to sites in which the existing impervious ratio is greater than 50%. In such cases, the USGBC recommends that the post-development peak discharge rate does not exceed the pre-development peak discharge rate for one and two year 24-hour design storms. Other stormwater requirements include capturing and treating 90% of the average annual rainfall using BMPs and ensuring that treatment methods are capable of removing 80% of the average annual post development total suspended solids. The City should continue to evaluate and update its standards, as necessary.

- **Protect Endangered Species and Their Habitat.** This Plan recommends that habitats for endangered species be considered when evaluating development proposals. General mapped inventories are available from the DNR. Such steps are important to protect and preserve native, endangered, threatened, and unique plants and animals, wildlife habitats, and native ecological communities in the Marshfield area.

Education and Outreach. This Plan recommends the ongoing promotion and education of the public on the natural resource features within and around the City. A public education campaign or various public activities could be sponsored in public parks and facilities. This could be a collaborative effort between the City, schools, and interested citizens. Work with existing organizations to encourage this education and outreach.

Cultural, Historic, and Arts Resources

The existing cultural resources define Marshfield’s history and set the tone for its future, therefore improving upon the existing resources, will in turn improve Marshfield. By building upon the work that has already been completed by many volunteers, organizations, and businesses in the community, the City has a large base of resources to pull from in order to continue to improve the City’s cultural resources. Many of the recommendations below call for the collaboration of efforts and organizations in order to most effectively capitalize on the work that is being done to make Marshfield a cultural center for the surrounding areas. The recommendations are in the following three categories: Historic Preservation, Growth of the Arts Community, and Enhance the Diverse Character of Marshfield.

Implement the Local Preservation Plan. The City of Marshfield Historic Preservation Committee created a Local Preservation Plan that was completed in 2002. The plan includes five main goals with subsequent objectives for each goal. The comprehensive plan recommendation for historic preservation is to continue to implement the goals and objectives in the Local Preservation Plan. The goals listed in the plan are as follows:

- Improve efforts to identify, evaluate, and protect significant historic resources within the City of Marshfield.
- Increase public awareness of the value and importance of Marshfield’s unique history and heritage.
- Form new partnerships with other local groups interested in historic preservation, such as area schools, and the Convention and Visitors Bureau, and expand and strengthen the local network of organizations and individuals engaged in historic preservation.
- Encourage appropriate management and treatment of historic resources.
- Encourage consideration of historic resources in the planning and decision making processes of the public and private sectors.

Develop an awareness campaign for historic resources. The City Historic Preservation Committee, in conjunction with other historic preservation organizations, should encourage the further development of an historic resources awareness campaign. Activities in the campaign could include new descriptive plaques for buildings, walking tour brochures available at locations throughout the City, and school field trips in conjunction with older Marshfield residents.

Encourage Historic Additions and Remodels. Continue to assist neighborhoods with historic building maintenance and encourage historically compatible alterations. In order to enhance the historic resources in Marshfield, the City should create design guidelines for historic neighborhoods that outline how a resident or group of property owners can effectively update their properties in a historically appropriate manner.

Increase Resources for Historic Property Owners. Continue to assist downtown property owners with programs and funding to better restore and preserve historic sites and buildings. In order to enhance historic structures and make them as functional, building owners and occupants may need to make adjustments to the buildings. The City could create a fund that could support such improvements. The fund could supply grant money for a façade improvement program or could put on workshops that help building owners learn how to properly update and improve their historic buildings.

Develop a Program to Archive and Protect Documents. It is recommended that City Staff work with area historical societies and libraries to develop and implement a plan to archive and protect historical documents.

Develop a Coordinated “Clearing House” of Historical Data. Continue to coordinate efforts between the library and various historical agencies to coordinate the sharing and storing of historic reference materials.

Create a City Arts Commission. This Plan recommends that the City consider designating a central City commission dedicated to the arts. The committee would be organized to bolster the activities of existing arts groups within Marshfield. The commission, made up of interested citizens, artists, and elected officials, could be responsible for many different activities, including providing visual artwork in public buildings and places, commissioning artistic documentation of significant City events or achievements, establishing relationships between school and community arts programs and the City, and pursuing public gallery spaces that could showcase local artists. Such a commission should be closely linked to the economic development strategies of Marshfield.

One of the key roles of the City Arts Commission would be to educate citizens and public about how an active arts community contributes to a higher quality of life. This effort should be collaboration with existing arts organizations in order to develop specific strategies to help bring various art and art forms into all areas of Marshfield. The arts community should be incorporated into an economic development strategy for the City.

Support existing and new arts organizations. Actively pursue an ongoing dialog with local artists and local arts organizations to identify new way to bring art into the community. Part of this conversation should be discussing the ways in which organizations and the City can collaborate to save money and increase the benefits of fundraising.

Implement the Blue Sky Initiative. The Blue Sky Initiative is the informal proposal to create a civic complex on the block surrounded by Veteran’s Parkway, S. Cedar Avenue, E. Second Street, and S. Maple Avenue. This complex could include an expanded library, multi-generational center, and public gathering space. This could serve as a public gathering space for the northern section of downtown.

Incorporate diverse populations in the planning process in Marshfield. The City should continue to work with community leaders from different backgrounds to facilitate interaction with Marshfield’s diverse population.

Agriculture Resources

Marshfield is surrounded by agricultural lands that help support the regional economy. These agricultural resources are not only an economic factor, but also a cultural one and preserving such resources should be considered under both accounts. The recommendations for agriculture attempt to preserve the agriculture resources surrounding the City, while understanding that ceasing all growth is not in the best interest of the City or the region.

Do Not Initiate the Annexation of Agricultural Land. As Marshfield continues to grow over the next twenty years, the City should not solicit the annexation of private agricultural land and operations into the City for development purposes. As property owners petition the City for annexation or provide plats for the City's review, the City should follow the recommendations in the Land Use Plan and intergovernmental agreements for guidance on each specific proposal.

Encourage Rural Development to Utilize Conservation-Based Design. Conservation subdivisions are an alternative approach to conventional lot-by-lot division of land. Conservation subdivisions enable a developer to concentrate units on the most buildable portion of a site, preserving viable agricultural lands, natural drainage systems, open space, and environmentally and culturally sensitive areas. As the City exercises its extraterritorial plat review, the City should encourage these principles in rural areas that are planned for low intensity growth.

10 Intergovernmental Cooperation

In order to implement Marshfield's Comprehensive Plan it will be necessary to work with surrounding towns, counties, and government agencies. Open communication with these agencies will encourage the best working relationship for the City of Marshfield.

The Intergovernmental Cooperation Chapter is organized as follows:

- 10.1 Summary of Intergovernmental Planning and Development Issues and Opportunities
- 10.2 Intergovernmental Planning and Development Goals
- 10.3 Objectives and Policies
- 10.4 Recommendations

10.1 Assessment of Existing Intergovernmental Relationships

Fire and Rescue

The Marshfield Fire and Rescue Department has a number of cooperative agreements with private and public sector agencies. The City currently has ambulance service contracts that provide service to 12 additional towns and villages. The municipalities provide a standby fee to the City and the City bills the patients for all calls for service. The City gains additional revenues for the operation of its ambulance service and the townships get paramedic service at a fraction of the cost for starting a similar service.

The Fire Department has mutual aid contracts with career and volunteer fire departments in the area at no cost to either party. Additionally, the Fire and Rescue Department has an agreement with Saint Joseph's Hospital for responding to neonatal and paramedic intercepts. The department handles most calls that the hospital cannot handle due to their limited response capability and bills the hospital for these services, not the patient.

Wood County

The Marshfield Fire and Rescue Department contracts with Wood County for responding to Level B hazardous material spills. The County pays the City a retainer fee and the City bills the County for response-related costs, which the County then bills to the spiller under State Statute.

Town of McMillan

The Town and the City have a cooperative boundary agreement in place and have begun the comprehensive plan for the joint planning area as required by the agreement. The Town and City currently share a boundary, and as the City continues to grow it will be important to coordinate planning and shared services to best accommodate the needs of both communities. The City provides the Town with emergency medical services. Additionally, McMillan has an agreement with the City of Marshfield for library service.

Town of Cameron

The Town and the City have a cooperative boundary agreement in place and a comprehensive plan has been prepared and adopted for the joint planning area. City supplies the Town with emergency medical services. Among the planning concerns related to Cameron is the town's ability to provide services as the portions of the Town is annexed to the City.

Town of Marshfield

The City supplies the Town with emergency medical services. No other formal agreements are in place.

Town of Lincoln

The City supplies the Town with emergency medical services. No other formal agreements are in place.

Town of Spencer

The City supplies the Town with emergency medical services. No other formal agreements are in place.

Regional Relationships

The City of Marshfield is located within the North Central Wisconsin Regional Planning Commission's (NCWRPC) jurisdiction. The NCWRPC prepares and adopts regional or county-wide plans and represents Vilas, Oneida, Forest, Lincoln, Langlade, Marathon, Wood, Portage, Juneau, and Adams counties. The NCWRPC is a voluntary association of governments established in 1973 under Wisconsin Statute 66.0309, providing land use planning, zoning assistance, economic development strategies, CDBG program assistance, environmental planning, mapping and GIS, transportation plans, and other specialized studies.

State Relationships

There are many State and Federal agencies that affect planning in Marshfield. The Wisconsin Department of Transportation (DOT) plays a critical role in many aspects of the City's transportation system, from highway design and development to bicycle and pedestrian facilities and networks. The University of Wisconsin System also plays an important role in the community, with the presence of the University of Wisconsin – Marshfield campus.

School Districts

The City of Marshfield is served by the Marshfield School District. There are no known conflicts with the school district at this time. As required by Statute, the District provides a representative to serve on joint review boards for proposed City of Marshfield TIF Districts.

Summary of Issues and Potential Conflicts

- Identify cooperative solutions to manage growth on the Marshfield's periphery.
- Promote cooperative planning to minimize conflicts in land use, zoning, and character of development adjacent to the City of Marshfield and its neighborhoods.
- Improve communications between City of Marshfield and neighboring governments.
- Explore new opportunities for intergovernmental agreements. The City has completed intergovernmental agreements with the Towns of McMillan and Cameron.

10.2 Intergovernmental Planning and Development Goals

1. Identify cooperative solutions for regional development issues that impact the entire Marshfield community, including areas outside the City's boundaries.
2. Work cooperatively with surrounding governments to protect sensitive environmental features and productive farmland in areas where development is not planned. Utilize intergovernmental agreements, extraterritorial controls, and other cooperative efforts to achieve this.
3. Manage growth in Marshfield's three mile planning area.

10.3 Objectives and Policies

1. Pursue intergovernmental agreements as a primary implementation tool of this Plan.
2. Develop compatible and consistent land use and development review standards with surrounding towns, Marathon and Wood Counties, and the Regional Plan Commission. Implement through intergovernmental agreements and coordination.
3. Identify and eliminate unnecessary duplication of services and equipment purchases. Implement through viable means, including the development of intergovernmental agreements.
4. Continue to implement the City's bicycle plan and continue to cooperatively plan transportation and trail improvements and connections with neighboring communities.
5. Approve annexation petitions from property owners when they are consistent with this plan, adopted intergovernmental agreements, and State Statutes.

10.4 Recommendations

Pursue Intergovernmental Agreements. The primary recommendation to promote intergovernmental cooperation is to pursue agreements with the Towns of Marshfield, Spencer, and Lincoln. Intergovernmental agreements are currently in place with the Towns of Cameron and McMillan.

There are two main formats for intergovernmental agreements under Wisconsin Statutes. Agreements made under Section 66.0301 are more limited agreements in which communities must be able to exercise co-equal powers. Agreements made under Section 66.0307 are more intensive and ultimately require State approval. They are, however, more flexible and have fewer statutory limitations. Such agreements address more than just boundaries and annexation issues between communities. Agreements may address several topics including the following:

- Boundary Changes
- Sanitary Sewer Service Boundaries
- Future Land Use Recommendations
- Consistency with Adopted Plans
- Extraterritorial Jurisdiction Provisions
- Joint Economic Development Efforts
- Revenue Sharing
- Road Maintenance and Upgrades
- Shared Services
- Consistent Design Standards
- Intergovernmental Planning Committees
- Length of the Agreement

Identify Opportunities for Continued Shared Services and Equipment. Marshfield currently provides emergency medical services to surrounding towns through various agreements. Other intergovernmental agreements should explore ways to improve service and limit the duplication of services between communities. The challenge is to identify politically and economically feasible services to combine. The best opportunity to explore this is during the intergovernmental agreement process. New priority areas to explore include shared parks and recreations, trucks and heavy equipment, professional services (inspection, planning, engineering), park / recreation services and programming, and other outreach efforts regarding public safety and fire prevention education.

Improved Communications. The City should work with surrounding communities to create a formal policy establishing standards to improve communications between units of government. This includes information sharing and meeting notifications.

Regional Environmental Planning. Most environmental features typically cross multiple communities, it is important to maintain existing regional efforts and explore the opportunity for new initiatives. Of particular concern is water quality planning for Mill Creek and encouraging communities within the entire watershed to meet the standards that Marshfield has established as part of its sustainable community initiative. Existing initiatives include sewer service planning through the Regional Planning Commission and required reviews by the DNR for topics including wetlands and wildlife habitat.

- This Plan recommends exploring regional strategies to promote land /easement acquisition for environmentally sensitive areas. Purchase of development rights programs (PDR) are one option to compensate land owners for not developing properties in environmentally sensitive areas. The feasibility of such a program should be explored, especially at a regional level. Another option is to work with statewide non-profit land trusts that work directly with property owners to purchase land or conservation easements on these areas. There are multiple grant programs available to help in the funding of such programs.
- This Plan recommends promoting consistent development standards for communities in the entire watershed to limit runoff and to promote water quality. This should be primarily facilitated through regional and county governments, with direct input from the City.

Regional Economic Development Planning. The Central Wisconsin Region has a well-developed infrastructure for promoting economic development. This Plan recommends that the community continue to participate in this framework as well as work locally, as described in Chapter 7, Economic Development.

Grant Writing. This Plan recommends working with surrounding towns to identify grant opportunities on an ongoing basis.

Review Developments Outside City Boundaries. State law allows the City to review (and deny) proposed land divisions in an area three miles beyond its boundaries. This power, commonly referred to as “extraterritorial plat review” should continue and follow the detailed policy described in Chapter 4, Land Use Plan.

Official Mapping. Implement the City’s Street and Bicycle Plan by creating official maps to reserve the corridors for these areas. Work with surrounding governments on the planning of these facilities.

11

Implementation

A plan is only as valid as the will to achieve it. The following implementation is a compilation of programs and specific actions to be completed to realize the vision described in the Plan. The element also includes a process for adopting the Comprehensive Plan, monitoring implementation, and updating this document.

The Implementation Chapter is organized as follows:

- 11.1 Ordinance Changes
- 11.2 Community Action Steps and Initiatives
- 11.3 Process to Adopt the Comprehensive Plan
- 11.4 The Consistency Requirement
- 11.5 Monitoring and Amending the Comprehensive Plan

11.1 Ordinance Changes

Zoning Regulations. The Zoning Ordinance establishes standards for the density, intensity, and use of development by providing definitions, standards, and procedures for review and approval of projects. This Plan recommends the creation of the following updates:

- Traditional neighborhood design (TND) standards
- Form-based standards (standards on how development should look)
- Revised zoning categories - Consider eliminating and combining some residential and business districts
- Provisions for “zero - lot line” setbacks
- Provisions for accessory apartments (such developments are often called “Granny or Grandmother Flats”)
- Administrative process improvements

Subdivision and Platting Regulations. Marshfield’s subdivision code is the primary tool to ensure that new developments are created in accordance with technical engineering standards and community design preferences. Such regulations can be thought of as the “mechanics” of how new developments are created. These codes are important as they determine the physical quality of subdivisions. This Plan recommends the creation of the following updates:

- Conservation design standards
- Formalized sidewalk requirements
- Standards implementing stormwater and related Best Management Practices (BMPs) as recommended in the sustainable development report
- Policies on private streets
- Improved street naming convention
- Improved standards for creating addresses
- Administrative process improvements

Official Mapping Ordinance. The official map is another tool to regulate future growth. Wisconsin Statute provides for the establishment of an official map to show all existing and planned streets, parks, trails, wellhead protection areas, and other public uses. The official map enables the City to prevent private development from occurring in areas designated for other uses. The City has an official map that should be updated in accordance with this Plan. This Plan recommends the creation of the following updates:

- Revised street plan
- Revised park and trail plan
- Updated wellhead protection areas

Stormwater and Erosion Control Ordinance. The City has started the process to update its stormwater and erosion control ordinance. This is necessary to meet new State standards and to implement many of the environmental recommendations related to water quality.

Sign Ordinance. The City has recently updated its sign ordinance. As a method of monitoring the ordinance, the City should continue to review the code and conduct public meetings to gather feedback. Changes identified from these reviews should be incorporated into the ordinance.

Site Plan Review. Site plan review standards require that the City issue a site plan permit prior to construction, redevelopment, or similar projects. This is a useful review tool, especially for projects when other reviews such as zoning or subdivision would not apply. While the City currently does this review, it is not formally adopted by code. Such standards should be incorporated to further implement this Plan and related community design standards.

Truck Route Ordinance. The City should update its truck route ordinance based on street network improvements and other recommendations in this plan.

Other Codes. Building, electrical, plumbing, mechanical, and fire prevention codes provide sound standards for the safe construction, use, and occupancy of buildings. The City should formally adopt the State's Historic Building Code to promote the rehabilitation of its historic building stock. Changes to other codes are not anticipated at this time to implement the Comprehensive Plan.

11.2 Community Action Steps and Initiatives

The following table recommends several initiatives to implement the Plan. This chart is organized by category and includes the following priorities

- (O) **Ongoing Priorities** will need to be continually enforced or applied
- (S) **Short-Term Priorities** should be completed within one year of plan adoption
- (M) **Medium-Term Priorities** should occur in the next 1-5 years
- (L) **Long-Term Priorities** should occur in the next 5+ years

The “check” column (left) has been provided to track progress on each recommendation.

Table 11.1 Housing and Neighborhood Development Initiatives

✓	Priority	Action	Responsible Agency	Plan Chapter
	O, S	Continue existing neighborhood beautification initiatives and coordinate them with neighborhood plans and other improvements in the City.	Neighborhoods, Planning & Economic Dev., Parks & Recreation	5-7
	S	Identify a first point of contact and compile a comprehensive list of resources for housing programs.	Planning & Economic Dev., CDA	5-5
	S	Promote the organization of neighborhood associations.	Neighborhood Residents	5-6
	M, L	Create sub-area revitalization plans to develop detailed recommendations and additional public input for each of these areas: <ul style="list-style-type: none"> • Business 13 Gateway Area • South Downtown Area • Veterans Parkway – Felker Industrial Area • Near North (N. Downtown Oak to Peach) • Central Avenue – Ives Street Area 	Planning & Economic Dev.	4-12

Table 11.2 Economic Development Initiatives

✓	Priority	Action	Responsible Agency	Plan Chapter
	O	Continue to maintain an accurate database on local employment and employer data.	Planning & Economic Dev., MACCI, local businesses	7-9
	O	Continue to utilize existing programs to promote financial assistance for entrepreneurship and start-up businesses. Funding sources include: <ul style="list-style-type: none"> • Revolving loan funds • Venture capital angel networks 	Planning & Economic Dev., MACCI, Main Street Marshfield	7-9
	O	Promote available facilities and land to attract new businesses.	Planning & Economic Dev., MACCI, Main Street	7-7
	O, S	Identify and inventory business incubator space and project future space needs and opportunities.	Planning & Economic Dev., MACCI, Main Street Marshfield	7-9
	O, M	Create an “Economic Strategic Plan” for the City that is complementary to the MACCI Strategic Plan. The Plan should address the City’s role in the following: <ul style="list-style-type: none"> • Coordinating local efforts with regional economic development strategies. • Evaluating existing business retention efforts. • Identifying space, training, or workforce needs to keep employers in the community. • Recruiting target industries. • Promoting secondary and post-secondary education improvements. 	Planning & Economic Dev.,	7-5, 7-6, 7-8
	O, M	Apply for workforce development grants and other economic development funding available to Marshfield.	Planning & Economic Dev., MACCI, local businesses	7-8

Table 11.3 Natural and Cultural Resource Initiatives

✓	Priority	Action	Responsible Agency	Plan Chapter
	O	Protect “environmental corridors” identified in the Plan by enforcing the land use policies during development review.	Planning & Economic Dev., Public Works, Parks & Recreation, Marshfield Utilities	4-8, 9-9
	O	Incorporate diverse populations in future planning and related initiatives. Work with community leaders from different backgrounds to facilitate this interaction.	All City departments	9-11
	S	Create a City Arts Commission.	City Council	9-11
	O, M	Implement the “Local Preservation Plan” which has the following goals: <ul style="list-style-type: none"> • Improve efforts to identify, evaluate, and protect significant historic resources within the City of Marshfield. • Increase public awareness of the value and importance of Marshfield’s unique history and heritage. • Form new partnerships with other local groups interested in historic preservation, such as the Marshfield School District and the Convention and Visitors Bureau, and expand and strengthen the local network of organizations and individuals engaged in historic preservation. • Encourage appropriate management and treatment of historic resources. • Encourage consideration of historic resources in the planning and decision-making processes of the public and private sectors. 	Planning & Economic Dev., Historic Preservation Committee, Parks and Recreation, Library, North Wood County Historical Society	9-10
	O, M	Encourage historically appropriate and sensitive additions and remodels by providing links to resources and formal development guidelines. Establish a primary point of contact to facilitate efforts.	Planning & Economic Dev., Historic Preservation Committee	9-11
	M	Identify and work with partners to develop a campaign to promote natural resource protection in the region.	Planning & Economic Dev., Public Works	9-10
	M, L	Establish a plan for the preservation of historic records and documents. This should include recommendations on ways to create a single-point resource on accessing historical records.	Planning & Economic Dev., Historic Preservation Committee, Library	9-11

Table 11.4 Utilities and Community Facility Initiatives

✓	Priority	Action	Responsible Agency	Plan Chapter
	O	Implement and follow Wellhead Protection Plan recommendations.	Public Works, Marshfield Utilities	9-9
	O	Collaborate with the Marshfield Area School District, YMCA, and other organizations for shared future recreation services.	Parks & Recreation	8-9
	O, M	Replace or rehabilitate aging clay laterals and mains - especially as they coincide with other road improvement projects.	Public Works, Marshfield Utilities	8-8
	O, M	Implement the 2006 Comprehensive Outdoor Recreation Plan. Continue to emphasize the maintenance of existing facilities.	Parks & Recreation, Planning & Economic Dev.	8-8
	S, M	Implement the fire station expansion recommendations outlined in the various reports, including the SEH 2006 study.	Fire and Rescue	8-9
	M	Develop a sanitary sewer and water service plan for new industrial and commercial areas as shown in the Land Use Plan map.	Public Works, Planning & Economic Dev., Marshfield Utilities	8-8
	O, L	Maintain operations and continued improvements to Wildwood Zoo.	Parks & Recreation	
	L	Explore opportunities to replace the aging municipal outdoor swimming pool.	Parks & Recreation	
	L	Replace lead water services in older areas of the City. Identify replacement opportunities, especially as they coincide with other road improvement projects.	Public Works, Marshfield Utilities	8-8
	L	Continue to formalize the implementation strategy for the “Blue Sky Initiative” (Civic Improvements in Downtown) to create an expanded civic campus around the library.	Planning & Economic Dev., Parks & Recreation, Library, Senior Center	8-9, 9-11
	L	Explore potential improvements to the access and parking on the police headquarters site.	Police	8-9

Table 11.5 Transportation Improvements

✓	Priority	Action	Responsible Agency	Plan Chapter
	O,M	Complete City-Wide Traffic Analysis and Modeling	Public Works	6-9
	O,M	Create New Official Map	Planning & Economic Dev., Public Works	6-13
	O,M	Update Truck Traffic Ordinance	Public Works	

11.3 Process to Adopt the Comprehensive Plan

The first official action toward plan implementation is the adoption of this Plan. This Plan will serve as the general statement of public policy on land development within the City. Adoption will require a recommendation from the Plan Commission and adoption, by ordinance, from the Common Council. At a minimum, a public hearing must be held before the Plan is adopted. This action formalizes the plan document as the current frame of reference on general development patterns over the next 20 years. At the time of adoption, this Plan becomes a tool for communicating Marshfield's growth and development policy and for coordinating various individual decisions into a consistent set of actions to shape the City's continued growth in the desired manner.

11.4 The Consistency Requirement

Section §66.1001(3) of the Comprehensive Planning law provides guidance on what development-related decisions must be consistent with the Comprehensive Plan. These include the following:

- Official mapping
- Local subdivision regulation
- City zoning ordinances
- Zoning of shore lands or wetlands

Additionally, the recommendations and policies in this Plan must be consistent with one another and with other City governing documents. As elements of this Plan were prepared as part of the same process, careful consideration was given to avoid inconsistent recommendations. As the Plan is amended, careful attention must be given to avoid the creation of inconsistent recommendations between different elements.

11.5 Monitoring and Amending the Comprehensive Plan

This Plan should be amended and changed as the City's circumstances and vision evolve. The State's Comprehensive Planning Law requires that the City use the same basic process to amend the Plan as it did to initially adopt it. This requires several steps including the adoption of a public participation plan, a formal recommendation by the Plan Commission, public hearing, and adoption of an ordinance stating the changes, prior to plan amendment. Additional steps, such as community meetings or task forces, may be considered appropriate depending on the nature of the update. Such an amendment will need to occur in any instance in which a proposed development is inconsistent with the Plan, and the City wishes to approve such a project.

The Comprehensive Plan is considered to be a flexible guide on decision making. Decisions regarding the location of different land uses were based on existing knowledge of the characteristics and expressed priorities of Marshfield leaders, its residents, and anticipated growth and development patterns. As the knowledge or comprehension of these and other factors expand and make existing proposals undesirable, this Plan should be amended.

The Plan Commission and the Planning and Economic Development Department will be primary parties responsible for monitoring progress of this Plan. Such a review is required at least every 10 years by State Statute.

Amendments should be made only after a realistic evaluation of existing conditions and the potential impact of such a change. Amendments should not be made merely to accommodate the daily pressures of development and/or government. It is important to recognize that planning is a process that should occur on a continuing basis if the City is to take advantage of new opportunities as conditions change.

Criteria to Consider When Reviewing Plan Changes/Updates

An update to the Plan should be considered upon meeting all applicable criteria. Note, due to the nature of proposed changes, some criteria may not apply.

1. The change is consistent with the overall goals of this Plan.
2. The change does not create an adverse impact on public facilities and services that cannot be mitigated.
3. Development resulting from the change does not create an undue impact on surrounding properties. Such development should be consistent with the physical character of the surrounding area or would upgrade and improve its viability.
4. The change does not have a significant adverse impact on the natural environment, including streams and groundwater, or the impact could be mitigated by improvements on the site or in the same vicinity.
5. There is a change in City actions or neighborhood characteristics that would justify a Plan amendment.
6. The change corrects an error made in the original Plan.
7. There is a demonstrated community or regional need identified for the proposed land use or service.

Appendix A: Resolution for Adoption

PLAN COMMISSION RESOLUTION 2007-1

**RECOMMENDING APPROVAL OF THE COMPREHENSIVE PLAN OF THE
CITY OF MARSHFIELD, WISCONSIN**

WHEREAS, §66.1001(4), Wisconsin Statutes, establish the required procedure for a local government to adopt a comprehensive plan, and §(2) identifies the required elements of a comprehensive plan; and

WHEREAS, the City of Marshfield Plan Commission has the authority to recommend that the Common Council adopt a “comprehensive plan” under §66.1001(4)(b); and

WHEREAS, the City has prepared the attached document (named *City of Marshfield Comprehensive Plan 2007-2027*), containing all maps and other descriptive materials, to be the comprehensive plan for the City under §66.1001, Wisconsin Statutes; and

NOW, THEREFORE, BE IT RESOLVED that the Plan Commission of the City of Marshfield here adopts the attached *City of Marshfield Comprehensive Plan 2007-2027* as the City’s comprehensive plan under §66.1001(4); and

BE IT FURTHER RESOLVED that the Plan Commission Chair certifies a copy of the attached *City of Marshfield Comprehensive Plan 2007-2027* to the Common Council; and

BE IT FINALLY RESOLVED that the Plan Commission hereby recommends that the Common Council adopt Ordinance 1100, which will constitute its adoption of the *City of Marshfield Comprehensive Plan 2007-2027* as the City’s comprehensive plan under §66.1001.

Resolution adopted: 5/15/07.


Plan Commission Chair

ATTEST:


City Clerk

Appendix B: Adopting Ordinance

Ordinance No. 1100
Adopting City of Marshfield Comprehensive Plan

An Ordinance to Adopt the Comprehensive Plan of the City of Marshfield, Wisconsin.

The Common Council of the City of Marshfield, Wisconsin, does ordain as follows:

Section 1. Pursuant to §62.23(2) and (3) for cities, villages, and towns exercising city powers §60.22(3) of the Wisconsin Statutes, the City of Marshfield is authorized to prepare and adopt a comprehensive plan as defined in §66.1001(1)(a) and 66.1001(2) of the Wisconsin Statutes.

Section 2. The Common Council of the City of Marshfield, Wisconsin, has adopted written procedures designed to foster public participation in every stage of the preparation of a comprehensive plan as required by §66.1001(4)(a) of the Wisconsin Statutes.

Section 3. The Plan Commission of the City of Marshfield by a majority vote of the entire Commission recorded in its official minutes dated May 15, 2007, has adopted a resolution recommending to the Common Council the adoption of the document entitled "City of Marshfield Comprehensive Plan 2007-2027 The Blueprint for a Healthy and Sustainable Community" containing all of the elements specified in §66.1001(2) of the Wisconsin Statutes.

Section 4. The City has held at least one public hearing on this ordinance, in compliance with the requirements of §66.1001(4)(d) of the Wisconsin Statutes.

Section 5. The Common Council of the City of Marshfield, Wisconsin, does, by enactment of this ordinance, formally adopt the document entitled, "City of Marshfield Comprehensive Plan 2007-2027, The Blueprint for a Healthy and Sustainable Community" pursuant to §66.1001(4)(c) of the Wisconsin Statutes.

Section 6. This ordinance shall take effect upon passage by a majority vote of the members of the Common Council as required by law.

Dated this 10th day of July 2007.

CITY OF MARSHFIELD

By: Michael D. Meyers
Michael D. Meyers, Mayor

By: Deb M. Hall
Deb M. Hall, City Clerk

PASSED: 7-10-07
APPROVED: 7-10-07
PUBLISHED: 7-14-07