

DOWNTOWN MASTER PLAN APPENDICES

March 10, 2015

City of Marshfield



APPENDIX A: 2006 DOWNTOWN PLAN REVIEW

The following review was completed by City staff in preparation for the Downtown Master Plan update. It is an assessment of the progress made toward completing the goals and tasks contained in the 2006 Downtown Master Plan.

2006 Downtown Master Plan Goals

The plan identified ten overall goals for downtown revitalization.

- 1. Establish and promote downtown Marshfield as a vibrant central mixed use activity center for the city and region including retail, arts and entertainment, civic, office, cultural, residential, hospitality, and recreational uses.**

Main Street Marshfield has prepared and maintained a marketing brochure as well as recently completing a business directory that will be updated regularly. They have also partnered with New Visions Gallery to bring a walking art tour to downtown the past two years.

- 2. Encourage additional downtown housing through upper floor apartments and appropriate infill development.**

Building owners continue to improve and establish upper level apartments in the downtown. Main Street Marshfield has worked with property owners to encourage this activity and the City has worked with property owners to assure that parking needs are met as this use continues.

- 3. Retain and attract viable businesses to improve downtown Marshfield as a strong central business district.**

Main Street Marshfield, the Marshfield Area Chamber of Commerce and Industry, and the City's Planning and Economic Development Department continue to work together to recruit and retain businesses in the downtown. Main Street Marshfield conducts regular business retention visits and has actively reached out to prospective recruitment targets.

- 4. Create a distinctive image and identity based on the downtown's historic character and function by preserving and encouraging the rehabilitation or renovation of historic buildings, while accommodating new urban infill development.**

Main Street Marshfield completed a rebranding initiative and has used that new logo whenever possible. A hugely successful façade improvement program has helped to encourage preservation, rehabilitation and

renovation of historic buildings.

5. Develop attractive and prominent gateways and streetscapes to and within the downtown, including significantly expanding streetscape amenities.

The City completed a streetscaping project on Central Avenue in 2009. Improvements were made along Chestnut Avenue in 2013, and similar enhancements will be installed when Maple Avenue is reconstructed in 2015.

6. Improve the pedestrian and bicycle experience and safety throughout the downtown.

Central Avenue was reconstructed in 2009 and included new sidewalks, decorative cross walks and boulevards, and streetscape. Main Street Marshfield added the amenities, including planters, benches and trash receptacles. Bicycle lanes were installed on Chestnut Avenue when the street was reconstructed in 2013, and similar improvements will be included with the 2015 reconstruction of Maple Avenue.

7. Improve and create safe and clear connections between downtown and adjacent neighborhoods and community destinations for automobiles, pedestrians and bicycles such as the medical complex, zoo, and Miller Park

Improvements are being incorporated as street improvement projects are completed in the downtown area.

8. Improve wayfinding and signage to and within the downtown for destinations, parking, and events.

New wayfinding signage was added in the downtown. Other signage was also added through-out the community to direct people to the downtown. Lastly, each of the public parking lots received new signage and a name.

9. Improve cooperation and coordination for all groups, associations and government entities directly or indirectly involved in programming events, promoting, and improving the downtown.

The formation of the Economic Development Board has identified one body as the point for the investment of public funds into economic development. Partner organizations such as Main Street Marshfield, the Marshfield Area Chamber of Commerce and Industry, Marshfield Community Development Authority and the City's Planning and Economic Development Department have been at the table as the City worked to establish roles and responsibilities..

10. Create a public gathering space or spaces in the center of downtown.

Although this task has not been accomplished, there remains a strong interest in adding a public gathering

space in the downtown.

LAND USE AND REDEVELOPMENT RECOMMENDATIONS

The following tasks were included under the heading of Land Use and Redevelopment.

1. 1. Promote downtown as a multi-faceted activity center including retail, service, civic, arts, entertainment, recreation, and residential uses.

This is an ongoing effort.

2. Promote a balanced mix of retail and service businesses for the Downtown that support the needs of the community and the region.

This is ongoing. There are currently few vacancies downtown, however, the business mix includes more services than retail.

3. Promote Downtown as a major shopping district for the community and the region similar to the north side shopping district.

Main Street Marshfield is leading efforts to promote the downtown and has recently completed a directory of downtown businesses. In the past two years they have partnered with the radio station to conduct a holiday shopping campaign.

4. Build on the mix of existing businesses that are located in the downtown and cluster complementary uses (e.g. Library/100 Block, cinema block, Washington Square, etc.). Recruit complementary businesses to enhance the business mix.

The City, Main Street Marshfield, and other partners are acting on this recommendation. As an example, a bakery competition held in 2013 has helped to bring 2½ Cups, a cupcake bakery, to the downtown.

5. Strengthen connections between civic destinations including City Hall, the library/senior center, post office, Chestnut Avenue Center for the Arts, and downtown parks.

Improvements are incorporated as part of street improvement projects as well as signage.

6. Establish downtown as an arts and entertainment district. Identify and attract businesses that will support the success of such a district.

Main Street Marshfield is working with New Visions to bring more arts into the downtown. Examples are Flash Galleries and Yarn Bombing.

7. Promote uses and activities that include all age groups.

Examples include Hub City Days, Trick-or-Treat, the Holiday Parade, a block party, and Hot Chocolate Run.

8. Explore the development of special districts

that enhance the activity and uniqueness of Downtown, e.g. 9th Street mixed-use entertainment district.

The special districts that were identified in the 2006 plan (i.e. Gas Light District) have been determined to be too lofty of a goal. With major employers existing in this area, the cost to close and relocate existing successful businesses would be cost prohibitive.

9. Provide a broad range of residential choices for the downtown to reinforce downtown as a 24/7 activity center. This includes better utilization of existing second floor space, new housing as part of mixed-use developments, and improvements to existing neighborhoods.

Building owners continue to improve and establishing upper level apartments in the downtown. There has not been an opportunity identified or requested for a mixed-use development of any sorts in the downtown area. In a large way this conflicts with the recommendation above and below to "preserve and maintain" the buildings we have.

10. Increase owner-occupied businesses and housing in the downtown.

The community encourages owner occupied businesses and properties, in working with potential local investors to identify opportunities.

11. Increase special events programming to bring more people downtown.

Main Street Marshfield and others continue to consider opportunities for additional events and activities.

12. Diversify hospitality uses in the downtown, including bed and breakfast establishments.

There appears to be no interest in adding a bed and breakfast or any other hospitality to the downtown other than what exists with the Holiday Inn.

13. Preserve and rehabilitate historic buildings. Continue to implement education and financial incentive programs to motivate building and property owners to improve their properties, particularly historic properties.

This task is ongoing and has been supported through the Façade improvement Program.

14. Improve rear facades of buildings that are visible to the public.

Some action has been taken with a 2009 grant to promote rear entrances.

15. Identify and evaluate short-term and long-term

redevelopment opportunities that will enhance the Downtown as a mixed-use activity center.

The City has begun to take action on this task with the 2014 acquisition of the former News-Herald building on third Street.

TRANSPORTATION AND PARKING RECOMMENDATIONS

Recommendations related to transportation and parking are grouped under several headings.

Pedestrian Improvement

1. Provide public and private improvements to create a comprehensive, safe, and attractive pedestrian network with connections to businesses, parking, civic uses, parks, and other downtown destinations.

The City has been implementing a plan that will see all streets, alleys, and sidewalks in the downtown reconstructed within the next five years. Central Avenue and Chestnut Avenue, south of Veteran's Parkway, have already been completed, along with side streets and alleys. Maple Avenue will be reconstructed in 2015.

2. Improve intersections along South Central Avenue and Veterans Parkway to allow for safe pedestrian and bicycle crossings.

This has been accomplished with the reconstruction of South Central Avenue in 2009.

Bicycle Improvement

3. Improve bicycle connections between the downtown and community destinations including directional signage along major bicycle routes.

The City has made many improvements and continues to implement additional measures with new street projects.

4. Establish downtown as a trailhead for a regional bicycle system.

On street bike lanes have been incorporated around the downtown as part of street improvement projects. Bike racks have also been added.

5. Provide an interconnected system of bicycle routes through the downtown and improve selected Downtown streets as bicycle routes. Provide bicycle racks along side streets and at key destinations.

This is being accomplished as part of street reconstruction projects. Main Street Marshfield worked with local business owners to install bike racks throughout the downtown.

Traffic Circulation Improvement

6. Provide on-street signage and signals for South Central Avenue that reduce conflicts and effectively distribute traffic to downtown destinations

This has been done.

7. Provide clear signage to direct automobile traffic to downtown destinations.

Some wayfinding signage has been installed.

8. Provide safe and attractive pedestrian and bicycle improvements.

Some of this has been accomplished through street improvement projects.

Transit

9. Public or private transit to connect the Marshfield Clinic to the downtown.

This was discussed and it was decided it was determined to not be viable, as very few people were interested in this option.

Wayfinding

10. Implement a community directional signage system that identifies the downtown area as a major destination

Wayfinding signage has been installed.

11. Construct downtown entrance features on major streets leading into the downtown including South Central Avenue and Veteran’s Parkway.

Some entrance features have been installed. The improvements at Central Avenue and Veteran’s Parkway have been well received.

12. Install informational kiosks located at key public places such as City Hall, the library, parks and recreation areas, and public parking areas, that could include a large map identifying key destinations and a place to post information about downtown programming.

This has not been accomplished. The idea of kiosks being introduced to the downtown was evaluated by numerous groups and ultimately determined to be something they did not want to pursue. Funding was dedicated to more/better directional signage instead.

13. Install a bicycle directional signage system directing trail users to destinations located downtown and throughout the community.

This has largely been done.

14. Create a consistent interpretive signage program describing historical features of local or regional significance.

Uniform directional signage and historical signs have been placed in the downtown and through-out the community. The City has also updated and printed high quality brochures describing its historic districts.

Parking Improvements

15. Provide adequate parking for new developments

This is evaluated with each development proposal.

16. Promote shared parking

This is done on an ongoing basis.

17. Provide additional parking through consolidation and reconfiguration of existing surface parking areas.

The City has made, and continues to implement downtown parking lot improvements.

18. Provide safe and efficient pedestrian and vehicle access to and through parking areas.

This is accomplished with ongoing parking lot improvements.

19. Improve the visual appearance of parking areas

This is done as part of parking lot improvements but also in partnership with Flower Power.

20. Promote stormwater infiltration in large parking areas

The City has not implemented new measures related to this proposal.

21. Providing signage to direct customers to parking facilities.

New signage has been installed for all public parking lots.

22. Provide bicycle parking

Bicycle racks have been installed downtown.

22. Consider opportunities for structured parking that can increase the parking supply and allow for redevelopment of surface parking lots

This recommendation is cost prohibitive at this time. Until a larger use comes into the area, this recommendation cannot be justified.

Parking Management Strategy

23. Establish time limits and parking restrictions for on-street and off-street parking spaces to ensure an adequate customer parking supply.

This has been done.

24. Identify locations for long-term parking.

The City has created a permit system for long term parking. The cost of these permits is seen by some as a deterrent to second floor downtown residential uses.

25. Provide parking supply for residents in upper stories of buildings along South Central Avenue.

This is reviewed as part of the conditional use permit review.

26. Create programs that can encourage bicycling, walking, and other alternative transit options to relieve the stress on the parking supply.

The City has striped bike lanes and installed bike racks.

27. Improve parking enforcement

The City has created a position within the Opportunity Development Center that is dedicated to enforcing time limitations in city lots as well as for on-street parking..

28. Consider zoning changes to support parking recommendations.

A new code effective as of January 2013 provides stronger support for the parking needs downtown.

29. Establish design guidelines for the downtown parking lots addressing lighting, landscaping, walkways, rear entrances, stormwater infiltration, and signage

Lighting and signage were updated in City codes. Main Street Marshfield has adopted design guidelines that address new construction and renovation.

30. Require new development to provide for their parking needs and, if possible, provide additional parking stalls for uses by downtown employees and customers

This is reviewed on a case by case basis.

31. Evaluate the implementation of master lease program that allows for shared parking.

Some existing business owners already work under master lease agreements between ownership groups. Shared parking is encouraged by City codes.

STREETSCAPE AND OPEN SPACE RECOMMENDATIONS

1. Install streetscape Improvements.

Streetscaping has been installed with the reconstruction of South Central Avenue and Chestnut Avenue, and will also occur on Maple Avenue. Additional improvements may be considered to soften the appearance of the street and to better accommodate outdoor activities such as dining.

2. Improve and increase landscaping in the downtown.

Some improvements have been made at gateways, around parking lots, and with streetscaping on South Central Avenue and Chestnut Avenue. Additional areas could still be improved, such as large private properties including the Pick 'n Save and Holiday Inn parking lots.

3. Consider park and open space improvements in the Steve J. Miller Recreation Area and Oak Avenue Community Center.

No action has been taken on this task.

4. Create new parks and gathering spaces in the downtown.

No progress has been made on this task.



APPENDIX B: PUBLIC ENGAGEMENT

To update the current Downtown Master Plan for Marshfield, the City and its consultant team worked collaboratively over a period of approximately eight months. Between May 2014 and February 2015 the following tasks were completed:

- **Task One: Existing Conditions**
- **Task Two: Market Analysis**
- **Task Three: Vision, Values, Goals, and Objectives**
- **Task Four: Define Today's Downtown**
- **Task Five: Occupied Building Analysis**
- **Task Six: Redevelopment Areas**
- **Task Seven: Land Use Plan**
- **Task Eight: Alternatives Open House**
- **Task Nine: Implementation Strategy**
- **Task Ten: Draft and Final Plans**

Throughout the planning period the City and its consultant team (the “project team”) met regularly via phone and in-person to review existing conditions, gather public input, develop alternatives, and draft the plan itself.

PUBLIC INVOLVEMENT

Several public input workshops and venues were provided to engage the community during the master planning process. Ongoing public participation is what makes this a true “placemaking” effort, one in which community stakeholders have the chance to voice their ideas and aspirations about the community in which they live.

Engaging the community in a variety of ways helps build a shared vision while providing the foundation for a natural transition into the implementation phase of the project. The positive energy and community pride developed through this shared effort allows citizens to create a strong public-private partnership. This bottom-up approach is more successful long-term as plans are supported and carried out by multiple stakeholders within the community. Since the implementation phase can take years to accomplish, it is important to create a solid foundation during this initial planning phase.

To achieve the goal of Creating a Place, and not just a Plan, the Downtown Marshfield Master Planning Team employed the following tactics:

- **Vision and Placemaking Workshop, held on September 17, 2014, and open to the public**
- **Resident Survey, conducted between October and November of 2014 (online)**
- **One-on-one interviews with key stakeholders identified by the City and Main Street Marshfield, along with randomly selected businesses**
- **Project website, www.plandowntownmarshfield.com, used to keep the public informed of the process and upcoming events**
- **Mind Mixer website, presenting online exercises**
- **Open House, conducted on November 20, 2014, used to present preliminary concepts and gather feedback on proposed alternatives.**
- **Plan Commission (February 17, 2015) and City Council (February 24, 2015) meetings to present the draft and final plans.**

In recognition of the prior planning work done to complete the 2006 Downtown Master Plan, the project team identified the following overall goals to guide the updated Master Plan. The goals were established based on a review of the 2006 Master Plan, input from the September 17, 2017 visioning workshop, discussion with City staff, and input from Main Street Marshfield.

- **Create an attractive downtown environment through investments in streetscaping, art installations, parks and greenspaces, and quality private redevelopment projects.**
- **Support the growth and retention of existing downtown businesses while attracting new businesses that compliment existing ones and fill gaps in the district’s business mix.**
- **Promote downtown as the City’s preeminent shopping, dining, and entertainment destination, featuring a mix of specialty retail businesses, eating and drinking places, arts and cultural offerings, recreational opportunities, and events.**
- **Encourage redevelopment, infill development, and renovation or restoration of historic properties, resulting in high quality commercial or residential space, increased value, and an attractive appearance.**
- **Establish the downtown and adjacent neighborhoods as a preferred location for housing, offering a high quality rental and owner occupied units in new and historic buildings, including opportunities for condominium and townhouse development on redevelopment sites.**
- **Build upon existing improvements to make the downtown more bicycle and pedestrian-friendly,**

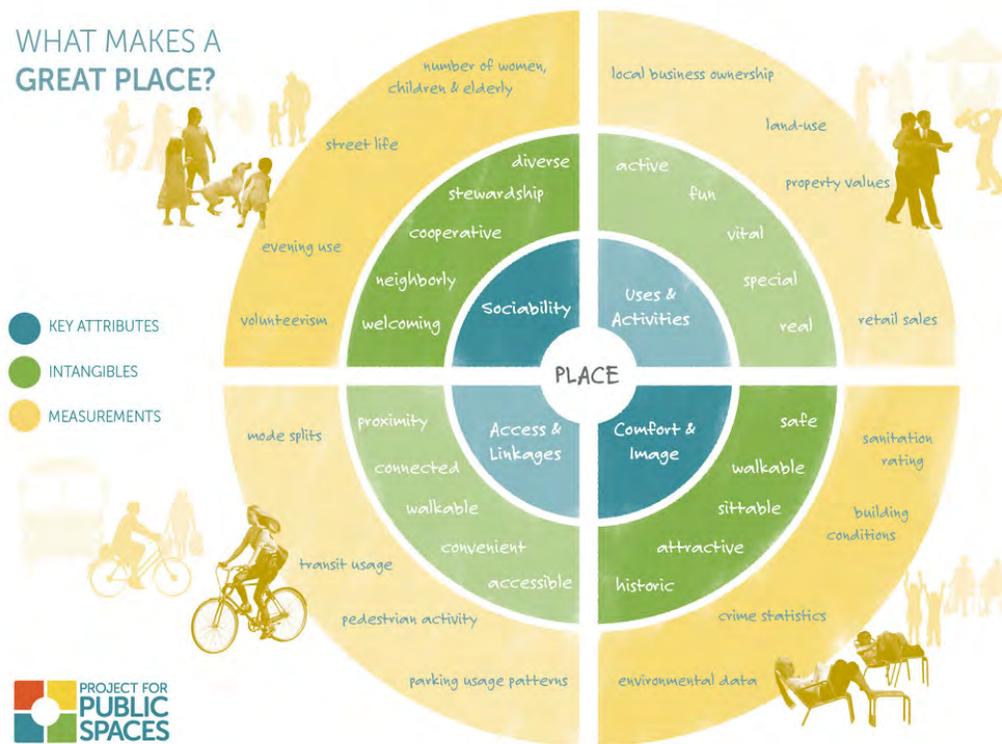
safely accommodate motorized traffic, provide ample and convenient parking to a variety of users, and orient visitors to the downtown and significant destinations in the district.

- **Provide a centrally-located, visible, and functional gathering space where residents and visitors can congregate informally or during downtown events.**
- **Coordinate the activities of multiple organizations with overlapping roles and responsibilities for downtown revitalization.**

VISION PLACEMAKING WORKSHOP

The September 17 2014 Visioning/Placemaking Workshop began with a presentation of results from the downtown market analysis, followed by a presentation of place making strategies and a discussion of best practices for place-making.

What Makes a Successful Place? Great spaces are where celebrations are held, social and economic exchanges take place, friends run into each other, and cultures mix. What makes some places succeed while others fail? In evaluating thousands of spaces around the world, Project for Public Spaces (PPS) found that successful places have four key qualities: they are accessible; people are engaged in activities there; the space is comfortable and has a good image; and finally, it is a sociable place: one where people meet each other and take people when they come to visit. PPS developed The Place Diagram as a tool to help people in judging any place, good or bad. The diagram was used as a framework for gathering input and ideas from participants at the workshop.



Project for Public Spaces Place-Making Diagram

Exercise #1: Identifying Places in Downtown Marshfield

By appreciating what is good and valuable in the present situation, we can discover and learn about ways to affect positive change for the future. On the other hand, identifying areas of concern can help Participants think about what could be and where to focus resources. Participants were broken into small groups and asked to discuss downtown Marshfield. They were asked to identify places that are working well by placing a green dot on a large map of downtown Marshfield. They were asked to identify places that need some help by placing yellow dots on the map. Finally, red dots were placed on the map to indicate places that are a concern. Results of the exercise are shown in the figure below.



SEPT 17 PUBLIC MEETING INPUT - DOT EXERCISE
2015 DOWNTOWN MARSHFIELD MASTERPLAN UPDATE



Exercise #2:

Participants were asked to reflect on the four attributes of successful places. They were asked to write down as many ideas as they could think of to make downtown Marshfield a more sociable place, a more diverse place, a more comfortable place, and a better connected place. Each group recorded their answers on handouts. Participants were encouraged to share ideas and to be as specific as possible. Approximately 30 participants signed into the workshop, several more attended but did not sign in.

Workshop Results

The following is a summary of comments, observations, and exercise results from the workshop.

1. Good places promote sociability – spots where you run into people you know. What else could be done to create such places?

- Elkhart Lake (2)
- Examples – Fountain Park (Appleton), Fox River Apartments Courtyard (Appleton)
- Places to go walk, feel good, green, enticing, interesting
- Right of Way
- Unique story to tell – Eclectic, Paint Mural
- Columbia Park (2)
- Columbia Park – Band Shell
- Chestnut Park (Upcoming in 2016) (Old News Herald Bldg.)
- Chestnut Center
- Parking
- Public Transit
- Library/New library project (3)
- Daily Grind (4)
- Thomas House (4)
- Kitchen Table
- Farmers Market (2)
- Royal Tokyo (3)
- Pick-n-Save
- Movie Theatre
- Sit down tables outside
- Brewpub (2)
- Holiday Inn Restaurant and Conference Center (3)

- Nutz Deep (2)
- Need more restaurants – this is where people run into each other and socialize year round
- Daily Market (not sure if would work in downtown, would need to be highly trafficked)
- Café, food establishments
- Seating along storefronts (and in front of brew pub)
- Create incentives to create dining or lounge areas downtown
- Awnings
- Community Center (2)
- Grocery store (2)
- Antique shops
- Restaurants
- Coffee Shops
- Going for a walk, especially on Central Avenue
- Daytime music (local talent) in summer
- Baseball Park
- Brew Pub
- Green Space
- Social Events
- Daily Herald Old Building and adjacent – re-purposed as “Arts District”
- Green space, sculpture garden
- Downtown needs a Central Park green space / for events & concerts (2)
- Chestnut Ave. Center for the Arts – concerts, art shows
- Steve J Miller Park
- Daily Herald Building – green space on Chestnut to redevelop
- Columbia Park – 6th – use for more activities, thin the trees so there is more light to make it a more attractive area to walk through – a bit intimidating now
- 9th St. and 8th St. Corners – develop more parking opportunities for existing/thriving social spaces (Nutz/Brew Pub)
- Draw in more shops/stores (gift shop, deli)
- Develop areas where people already congregate by providing safe sidewalks, street surfaces and adequate lighting
- Improve drainage on side streets to allow or prevent formation during winter
- Run into people – City Hall, Pic n Save, Library, Post Office, St. John the Baptist Church, outside area of

- downtown on Blodgett, Sacred Heart Church
- Immanuel Lutheran Church
- West 14th Street
- Veterans Park
- Pic n Save
- Fill Hudson's with a new restaurant
- Do some small concerts in Veterans Park or other small scale sociable events
- More clustering of retail shops to create more shopping experiences
- Put a small playground at Veterans park to encourage more picnics in that area
- Girls night out
- Oktoberfest
- Friday evenings during summer (retail hours stay open later with programming on those nights)
- Additional programming at some of the current green spaces
- The key is to get people out of their cars and into the streets, sidewalks, etc...
- Family friendly non-alcohol based events

Key Themes:

- **There is a wide variety of existing businesses and community facilities downtown that currently do a good job of promoting sociability.**
- **More restaurants and coffee shops would promote greater sociability. Clustering more retail would create a better shopping experience.**
- **Streetscape and public right of way faculties such as outdoor seating, pedestrian infrastructure, better lighting would encourage sociability.**
- **Improving existing parks and adding a new downtown central park would encourage sociability.**
- **Activating public spaces with more events would get people out of their cars and onto the sidewalks to enjoy downtown.**

2. Good places offer lots of things to do. What other opportunities are there to create more varied experiences downtown?

- Public Spaces
- The area where the BMO bank sign. Put some more benches (3rd & Central Southwest Corner)
- More pedestrian walk paths

- Outdoor eating
- Park for Kid's lunch
- Permanent vendor for markets
- Encourage more development off of the busy Central Ave./Promote Side Streets (2)
- Better signage to promote side street businesses
- Park/Central square for gatherings and events
- Community kitchen
- Develop additional attraction near library – museum?
- Marshfield and the surrounding area have a lot of history
- If places offering similar interests were closer together, a shopper could “browse” through several of them rather than just visit one and leave
- Indoor mall/incubator for retail (covered, variety of venues)
- Better mix of retail
- Indoor farmers market (year round)
- Upper scale apartments above buildings & other
- Pedestrian areas
- Redevelop properties
- More green space
- Music/Events
- Farmers Markets
- Downtown District – central between 4th and 5th
- Concert House (VoX Building?)
- More outdoor seating opportunities around restaurants and coffee shops
- Downtown grocery
- Deli
- Improved designated bike areas
- Do we have any varied experiences downtown?
- Wasn't Main Street supposed to develop a vibrant, dynamic place where people want to go, be seen, etc..?
- Outdoor Cafes
- More events such as the 400 block in Wausau
- Parking areas...Columbia, Veterans
- Main Street itself
- A live music venue that also hosts comedy acts, dueling pianos
- Art gallery that does fun classes at night

- Walking route through downtown
- Are there business related activities that could be sponsored downtown? Specific events for specific businesses?
- A “music night” where restaurants and bars have some live musi
- Band shell amphitheater to hold events
- A “real” civic center with accommodation for a stage – conventions – concerts
- Arena for sporting events

Key Themes:

- **More public spaces for downtown gathering and events would help diversify the downtown experience, including outdoor cafes, green spaces, farmers markets, kid areas.**
- **Pedestrian accommodation such as walking paths and designated bike areas would encourage a greater diversity of uses and activities.**
- **Encouraging more development off of Central Avenue would strengthen downtown.**
- **New activities, events, attractions would help create more varied experiences downtown.**
- **Retail could be concentrated in a smaller area to create a better shopping experience.**

3. Good places are comfortable and attractive – they beckon you to walk through. What can be done to make downtown more welcoming, safe, a place you’d like to linger a while?

- More natural and artisan
- Hotel Restaurant
- Theatre
- Parks
- Thomas house patio
- Dailygrind – maybe fenced in area
- Columbia park
- Arts Center
- No vacant buildings
- Green plants/trees
- Lighting
- Shared space
- Benches
- Bike racks
- Welcome signs

- Open later than 5pm/longer hours such as 11-7 (3)
- Develop more residential units downtown
- Promote more unique shops downtown along with cafes, eating establishments that are open in the evening hours
- I love the historic buildings
- Evening hours would be nice (well lit of course)
- Gathering area/green space park (centrally located)
- Statues or other art on blocks/corners (themed, historic, rail, medical?)
- Less traffic on central or make another area for foot traffic
- Outdoor coffee shop/Restaurant seating
- More trees
- Façade improvements
- Encouraging walkability
- Open later for business (stay open till 6pm or 7pm on week nights)
- Bike paths
- Corner of 6th and Central unattractive – it is a “hurry by” area
- East side of Maple
- Green space
- Street music
- Central Wi-Fi (will draw people)
- Repeal ordinances that prevent outdoor tables/entry areas – many large cities go out of their way to induce outdoor seating not to prevent it
- Downtown is bisected by a 6 lane highway. The effects of that view must be softened. When looking N to South and South to North there is no sense of community, no sense of invitation. That must be changed. To make downtown more welcoming the Main Street program must leave 25 years of failure in the past and start over.
- Specialty shops
- Chestnut Center
- Thomas House
- Redevelopment of some of the vacant lots
- Clean up of some of the abandoned parking lots
- Eliminate one lane each way on Central Avenue
- One way traffic on Chestnut and Maple
- Median on Central Ave.

- 4 lanes of traffic does not lend itself to pedestrian traffic or a comfortable quiet place!!

Key Themes:

- **More gathering places would make downtown more comfortable and attractive. Art, nature, parks, history all have a role to play.**
- **More restaurant choices, as well as outdoor seating options, would make downtown more welcoming.**
- **Music and entertainment would strengthen downtown.**
- **Quality development downtown, including façade renovations and infill would make**

4. **Good places are accessible, easy to enter, and well connected. How could access and linkages be strengthened within downtown & between downtown and other parts of the City?**

- If Dominoes (1st & Central) were made to be a mini park – access from behind the Police Station Parking could flow toward gateway area, giving better access to shops and bakery on 1st to 2nd – no flow to Central from that lot is now easily available
- Uptown (2)
- Hotel Restaurant
- Parking – maybe longer limit more parking
- Cluster the retail stores to create a “destination” shopping experience
- Need a large gathering area downtown
- BMO Harris bank/parking lot creates gap in downtown businesses
- Veterans Parkway huge dividing barrier – pedestrian friendly walkways
- Sidewalks on W 9th Street
- Maintain at current levels or increase downtown parking
- Redevelop city garage area for green space – park area - would make great connector for downtown to the ball fields
- Easy parking is essential
- Perhaps a trolley to run N & S on Central Ave.
- Better transportation/connection from North to South
- Trolley
- Walking trails
- Areas of interest

- Paths/Bikeways – more (3)
- Street car
- New Library and Community Center (Veteran’s Parkway & Maple)
- Central Avenue Trolley – regular scheduled trips and stops from 14th St to somewhere around McMillan on Central Ave.
- If the ball parks and Miller Field are to be accessed by pedestrians and bicyclists the several blocks of transit through a clearly industrial area must be rehabilitated
- Improve north Central around parkway
- City Hall
- Pic n Save
- If Miller Athletic Park is going to be marketed as a venue for Baseball Tournaments then there need to be a linkage from Miller to downtown

Key Themes:

- **Downtown parklets or a City Park would connect downtown destinations and bridge gaps in the downtown**
- **Create walking trails and stronger pedestrian connections both North-South and East-West.**

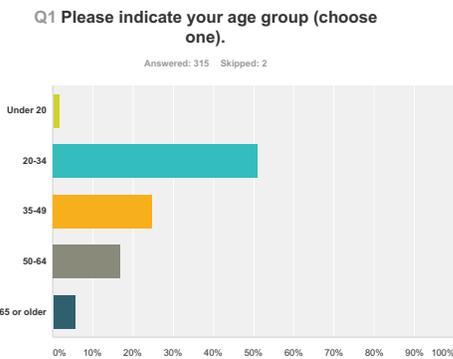
RESIDENT SURVEY

An on-line survey of Marshfield residents was conducted in fall 2014 as part of the Master Plan update. A summary of the survey results is provided here. The full results are incorporated into the Master Plan update as an electronic appendix.

Over 300 people participated in the survey. Over half (51%) of respondents fell in the age range 20-34, suggesting that Marshfield has a very high number of young people interested in the future of its downtown. The next highest category of responses were from people age 35-49 (25% of respondents), followed by 50 to 64 year olds (17% of respondents). Those age 65 or older represented 6% of respondents, followed by less than 2% under the age of 20.

Downtown Master Plan Survey

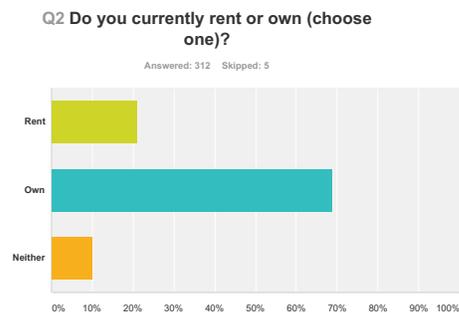
SurveyMonkey



Over two thirds of respondents currently own their own home, while just over 1/5 (21%) rent. 10% of respondents indicated they neither own or rent their home.

Downtown Master Plan Survey

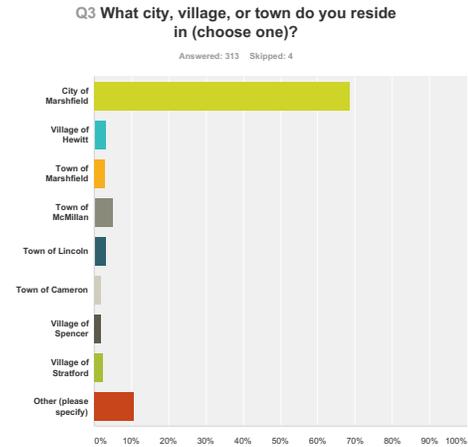
SurveyMonkey



Over two thirds (69%) of survey respondents indicated they reside in the City of Marshfield, with the balance of respondents indicating they live in a nearby Town or Village.

Downtown Master Plan Survey

SurveyMonkey



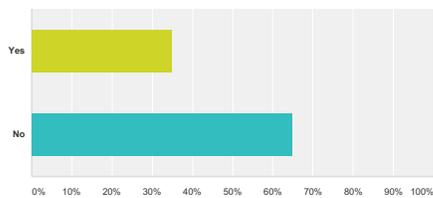
When asked if they would consider living in the downtown area if the type of housing they want is available 35% of respondents (109 people) said yes. Considering this poll as a canvassing instrument for prospects, 109 out of 310 expressions of interest suggest that a larger canvassing effort could identify many more interested prospects that could be targeted in marketing campaigns. While younger professionals and millennials have shown a strong interest in downtown living, especially in larger cities, there are a number of other potential market segments for downtown housing growth including downtown workers, empty nesters, local seniors, area ranchers and farmers.

Downtown Master Plan Survey

SurveyMonkey

Q4 Would you consider living in the Downtown area if the type of housing you want was available?

Answered: 310 Skipped: 7



Answer Choices	Responses	
Yes	35.16%	109
No	64.84%	201
Total		310

#	Why or why not?	Date
1	Would not be ideal with young children	11/14/2014 3:08 PM
2	i like having a decent-sized yard and a little bit of privacy/space, which is not likely to be available downtown.	11/14/2014 10:45 AM
3	If it is affordable.	11/14/2014 9:52 AM
4	Happy where I live today. No interest in living "in the city" as I prefer the "suburb" feel that we currently have.	11/14/2014 9:48 AM
5	I have a family and a dog and enjoy having a yard for the children to play in.	11/14/2014 9:44 AM
6	Too much traffic. Have small children, would like a yard with grass space.	11/14/2014 9:39 AM
7	More quiet suburbia.	11/14/2014 9:31 AM
8	Too tight space	11/14/2014 9:30 AM
9	I prefer Country Living	11/14/2014 9:29 AM
10	I love the spot where I am at. I don't like real close neighbors and where I am I only have one neighbor surrounded by city & state owned land that is land locked.	11/14/2014 9:27 AM
11	I like where I am living now, area and house	11/14/2014 9:26 AM
12	no	11/14/2014 9:12 AM
13	Although we currently live in the City of Marshfield, we're soon looking to move more ruraly. Living downtown is not something we would enjoy.	11/14/2014 8:52 AM
14	Not with a family, no room.	11/13/2014 3:50 PM
15	Too loud	11/13/2014 3:45 PM
16	four-lane highway runs through it.	11/13/2014 6:14 AM

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Downtown Master Plan Survey

SurveyMonkey

17	There is nothing to do downtown for people our age unless you like to go to bars. There isn't much for shopping unless you are older.	11/12/2014 8:06 PM
18	At the present time, Downtown is not the place to be or the place to go. There is limited shopping, there is a minimal evening scene, and the area, in spite of the hype from Mainstreet Marshfield, is not an eye-catcher. Downtown is not a focal point for social and community activity, and, who wants to live in an area, or directly facing an area, that has as its prime visual a multi-lane highway (aka Central Avenue)? Neither the Mainstreet group nor the Business Improvement District board have undertaken any solid and visible attempts to soften Downtown as well as make it more friendly to pedestrians and bicyclists.	11/11/2014 2:39 PM
19	No grocery store or basic shopping options.	11/11/2014 8:17 AM
20	It's cooler to live in the middle of everything.	11/10/2014 10:05 PM
21	I like my space.	11/10/2014 9:28 AM
22	Have kids need a place for them to play	11/10/2014 9:16 AM
23	I like a residential setting.	11/10/2014 8:56 AM
24	no water / take in my backyard	11/9/2014 7:40 PM
25	It's more fun.	11/9/2014 1:32 PM
26	It's where the nightlife is and it's walkable.	11/8/2014 8:29 PM
27	Its ugly	11/8/2014 5:45 PM
28	Prefer lawn	11/8/2014 12:55 PM
29	Poor parking options and proximity to train tracks. Traffic flow problems with too many stoplights. Sketchy bars and vacant businesses.	11/8/2014 11:51 AM
30	I own my home already, if I move it would be just outside the city for more room for kids.	11/8/2014 9:59 AM
31	Close to things. Yet I don't go downtown all that often. But I should. Usually just don't to avoid train.	11/8/2014 9:34 AM
32	lack of lawn space Too much noise	11/7/2014 11:23 PM
33	Train and/or truck traffic too noisy	11/7/2014 11:11 PM
34	I work on the north end of town and just about everything I want/need is available there.	11/7/2014 4:46 PM
35	I want to be near people.	11/7/2014 12:26 PM
36	I would like to live downtown. I think it is a nice area. Not an apartment--would be looking for condo or townhouse.	11/7/2014 8:05 AM
37	I'd prefer to be outside the city as much as possible where I have yard and space between me and neighbors.	11/6/2014 9:24 PM
38	Too busy, like my quiet neighborhood.	11/6/2014 7:16 PM
39	It's cooler than the other neighborhoods	11/6/2014 5:02 PM
40	I am not loving the suburban feel that most of Marshfield has.	11/6/2014 2:22 PM
41	don't like to have neighbors that close	11/6/2014 1:45 PM
42	I want out of the city. Taxes in this area are too high.	11/6/2014 12:34 PM
43	Too many lights	11/6/2014 10:26 AM
44	Like the country views	11/6/2014 5:24 AM
45	I prefer more open space than the downtown would allow.	11/6/2014 5:19 AM
46	I prefer to live on the outskirts or residential area of town	11/6/2014 5:02 AM
47	Being close to stores. I would want parking to be free or available for free.	11/5/2014 10:01 PM
48	I like Marshfield.	11/5/2014 5:08 PM
49	to busy	11/5/2014 4:31 PM

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Downtown Master Plan Survey

SurveyMonkey

50	already established	11/5/2014 11:57 AM
51	Like my current home, and have no desire to move.	11/5/2014 10:59 AM
52	Not moving	11/5/2014 9:49 AM
53	I grew up in Auburndale and love living in the small towns.	11/5/2014 8:50 AM
54	It would have to offer much more than it does now. Have more activities, more green space, more shopping. Housing better than it is now - gosh a motel room is better than our housing units. Be creative.	11/5/2014 7:32 AM
55	Too busy	11/5/2014 7:17 AM
56	Live in the country	11/5/2014 7:04 AM
57	I like my house. This isn't some big metropolis.	11/5/2014 6:46 AM
58	I would want to live where it was quieter.	11/5/2014 5:57 AM
59	Too many run down businesses.	11/5/2014 5:20 AM
60	I prefer to live by the schools	11/5/2014 4:33 AM
61	I'd like to be able to get out and walk to do my errands.	11/4/2014 11:53 PM
62	Are you kidding me?	11/4/2014 10:00 PM
63	No parking and there is no reason compared to other urban areas we have lived. No food, no culture, and a dismal "get drunk" social scene in bars filled with old people. There is also no easy transportation option and the area is not bicycle friendly. The few times we did venture to the downtown area in the evening we just didn't feel safe. There were some extremely creepy folks hanging out on a few corners and the groups in front of a tattoo parlor and nightclub made us turn right around as we were heading to the PickNSave store.	11/4/2014 9:55 PM
64	Apartment life would minimize yard care as I age.	11/4/2014 9:20 PM
65	Nicer updated big city feeling apartments	11/4/2014 9:06 PM
66	Walk to dining and other activities.	11/4/2014 8:44 PM
67	I like my house, yard & neighbors.	11/4/2014 8:38 PM
68	Already own a home	11/4/2014 8:21 PM
69	The ease of walking to venues would generally be the primary reason to live downtown, but the downtown offers too little in the way of convenience, as primary shopping is on the outskirts of the city, necessitating using a car anyway.	11/4/2014 7:26 PM
70	no parking	11/4/2014 7:05 PM
71	like where I live	11/4/2014 6:21 PM
72	Less family friendly, I want a safer neighborhood with less traffic	11/4/2014 6:00 PM
73	Though small, the buildings have so much history to restore the old buildings with modern amenities would attract the young adults/ young executives, when looking for a place to live myself included looks for something different then the cookie cutter house or apartment we are willing to spend more to be able to live in such a place.	11/4/2014 5:44 PM
74	Nothing to do for young people unless you're into smelly old bars	11/4/2014 5:41 PM
75	I like the country	11/4/2014 5:28 PM
76	I would prefer a setting not downtown, but on the edge of town.	11/4/2014 5:15 PM
77	Yes, I like to rent in the downtown area, would be accessible to food and bars which would be cool and within walking distance.	11/4/2014 3:42 PM
78	I prepare to have a yard and live in a more residential area with my family.	11/4/2014 3:35 PM
79	Love where I live now	11/4/2014 1:34 PM
80	For the ease of getting to local shops, restaurants and grocery stores.	11/4/2014 1:25 PM
81	We love the openness of the outlying areas, i.e., deck for grilling, fire pit, room for a hot tub, fenced area for pets	11/4/2014 1:18 PM

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Downtown Master Plan Survey		SurveyMonkey
82	To much traffic for kids.	11/4/2014 1:15 PM
83	Love my house in the country	11/4/2014 12:24 PM
84	No I like living in a home with a yard	11/4/2014 12:09 PM
85	I currently live downtown on maple ave.	11/4/2014 11:45 AM
86	With kids I would not want them around that many people, busy streets or late night businesses.	11/4/2014 11:34 AM
87	In the future may want to downsize, be nice to be close to downtown.	11/4/2014 10:55 AM
88	It's closer to everything and where the energy is.	11/4/2014 10:41 AM
89	Already live in the city	11/4/2014 10:11 AM
90	I love city vibes and minimal landscaping maintenance, so yes!	11/4/2014 9:41 AM
91	I just have too much going on up the the twin cities, but if I lived in Marshfield, than yes, I would.	11/4/2014 9:08 AM
92	Not a great deal of shopping at this end of town.	11/4/2014 9:03 AM
93	I like being close to businesses and events.	11/4/2014 8:56 AM
94	Grew up in the Stratford area and like raising my children there. Other family also lives in Stratford.	11/4/2014 8:53 AM
95	I like my yard. I don't plan on moving	11/4/2014 8:45 AM
96	We live near downtown and near work- already walking distance to school, library, shopping, etc. love our house.	11/4/2014 8:05 AM
97	The area is too busy and not enough yard space for children/pets.	11/4/2014 8:05 AM
98	I like a big yard.	11/4/2014 7:54 AM
99	I am already just a few blocks off of downtown.	11/4/2014 6:53 AM
100	I'm not at the point of my life where I don't need a yard and privacy. It would be difficult for a family of 4 to have their needs met in a downtown apartment.	11/4/2014 6:46 AM
101	We prefer more space	11/4/2014 6:44 AM
102	Undecided, depends what what is available	11/4/2014 6:14 AM
103	Too much traffic	11/4/2014 6:13 AM
104	There aren't many attractions in the city and it's nice to have a yard	11/4/2014 5:45 AM
105	I am single and housing is not reasonably found near downtown.	11/4/2014 5:41 AM
106	If there was a large enough home for my family and green space for them to play in.	11/4/2014 4:55 AM
107	Traffic noise	11/4/2014 4:29 AM
108	Not sure	11/4/2014 4:21 AM
109	I prefer country living	11/4/2014 12:07 AM
110	I have two teenage children and a dog there isn't enough green space for them to hang out	11/3/2014 11:05 PM
111	Too noisy	11/3/2014 10:44 PM
112	I like city life	11/3/2014 10:31 PM
113	I prefer a man re rural setting	11/3/2014 10:27 PM
114	I prefer a more rural setting	11/3/2014 10:17 PM
115	Too much going on very busy.	11/3/2014 10:03 PM
116	Yard, pole building, neighborhood setting.	11/3/2014 9:57 PM
117	Yard, pole building, neighborhood setting.	11/3/2014 9:55 PM
118	Yard, pole building, neighborhood setting.	11/3/2014 9:54 PM

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Downtown Master Plan Survey		SurveyMonkey
119	I love the country!	11/3/2014 9:46 PM
120	If the apts or housing was nice and updated, it would be great. Although, there really isn't much going on down town MfG, so I don't know how much of a difference it would make.	11/3/2014 9:42 PM
121	The Downtown area needs desperately to be revived by financial support! Unfortunately, and despite great efforts over the last ten years it still appears to be losing it's mojo.	11/3/2014 9:35 PM
122	Upscale? Affordable? Highly modernized? Family with kids friendly? Amenities included such as pool, spa, hot tub, sauna, patio with grills, grassy area avail and play structure for children? Parking WITH garage and storage space??? If YES, sign me up.	11/3/2014 9:33 PM
123	I like the freedom that comes with living in the country and not having to worry about disturbing or being disturbed by neighbors.	11/3/2014 9:22 PM
124	I LOVE having a private yard for my kids to play in	11/3/2014 9:22 PM
125	Taxes are too high	11/3/2014 9:16 PM
126	I need something fully renovated, not above a bar with good lighting and well ventilated. No animals and or dust!	11/3/2014 9:14 PM
127	Like my space	11/3/2014 9:11 PM
128	Do not want close neighbors	11/3/2014 9:08 PM
129	Maybe when I couldn't keeping up our home.	11/3/2014 9:08 PM
130	Don't want to live in MfG	11/3/2014 9:01 PM
131	It is close to everything and I do not feel like I need a yard/space	11/3/2014 8:59 PM
132	Close to and work and a peaceful area.	11/3/2014 8:51 PM
133	I enjoy our large yard and land.	11/3/2014 8:41 PM
134	Multiple lower scale bars in 1 area bring loud and unsafe feeling to area.	11/3/2014 8:41 PM
135	Downtown is commercial. I would not displace quality commercial space with residential buildings.	11/3/2014 8:41 PM
136	Lived in town, and had the opportunity to move to the country and it took some adjustment, but would not change it for anything now...	11/3/2014 8:37 PM
137	Prefer country living	11/3/2014 8:36 PM
138	Noise- bars, trucks, etc.	11/3/2014 8:34 PM
139	We like our home and location(near high school)- wouldn't want to move.	11/3/2014 8:32 PM
140	No we own a house. If I were in my college days and looking to rent maybe yes	11/3/2014 8:32 PM
141	I am from the country and wouldn't want it any other way.	11/3/2014 8:31 PM
142	Looking to move closer to wausau or Stevens Point. More stores & restaurants	11/3/2014 8:31 PM
143	Enjoy living in the country	11/3/2014 8:27 PM
144	Prefer quieter living	11/3/2014 8:23 PM
145	I own, see above answer	11/3/2014 8:21 PM
146	Want to have space! Not on top of neighbors	11/3/2014 8:20 PM
147	Maybe, I've lived in downtown areas of much larger cities so I like being a little further out of town and embracing the "small city" feel of Marshfield.	11/3/2014 8:16 PM
148	I live in town now but grew up on the outskirts of town, I'd rather be out there.	11/3/2014 8:06 PM
149	Like idea of having a yard.	11/3/2014 2:22 PM
150	It would be close to my job, and I could walk to work.	11/3/2014 2:15 PM
151	country living	11/3/2014 11:31 AM
152	Prefer to have more outdoor living space, yard, etc.	11/3/2014 9:55 AM

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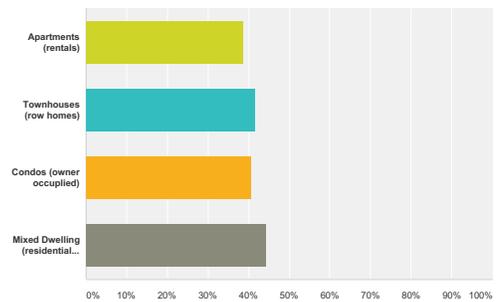
Downtown Master Plan Survey		SurveyMonkey
153	have animals	11/3/2014 9:29 AM
154	I like a quiet neighborhood.	11/1/2014 7:09 PM
155	Not the type of housing we are looking for	10/31/2014 3:44 PM
156	Like having a yard for my kids to play in	10/31/2014 3:28 PM

Survey respondents were fairly evenly split when asked what type of housing they would like to see downtown. 45% of respondents preferred mixed dwelling (residential on top of commercial), followed by town houses (42%), owner occupied condos (41%), and apartments (39%).

Downtown Master Plan Survey SurveyMonkey

Q5 What type of housing would you like to see Downtown (select all that apply)?

Answered: 283 Skipped: 34



Answer Choices	Responses
Apartments (rentals)	38.87% 110
Townhouses (row homes)	41.70% 118
Condos (owner occupied)	40.64% 115
Mixed Dwelling (residential on top of commercial)	44.52% 126
Total Respondents: 283	

#	Other (please specify)	Date
1	No opinion either way.	11/14/2014 9:48 AM
2	I think a condo building or apartment building would be the best, as it would separate the apartments from commercial.	11/14/2014 8:52 AM
3	All of the above constitute a good urban mix. Row homes would be an excellent way to remove blighted housing in the near downtown area.	11/11/2014 2:39 PM
4	Many living units in downtown are in bad shape and need to be gutted and redone.	11/11/2014 11:01 AM
5	I want lots of people to live downtown	11/10/2014 10:05 PM
6	We need more people living downtown.	11/9/2014 1:32 PM
7	The area is best suited for temporary residents and should remain that way.	11/8/2014 11:51 AM
8	I can't buy a condo.	11/7/2014 12:26 PM
9	Indifferent as I don't look at downtown living as desirable.	11/6/2014 9:24 PM

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Downtown Master Plan Survey

SurveyMonkey

10	I can't afford a condo, but I think you should be able to get starter/cheap housing in any area and be able to trade up to better housing in the same area. Mix the people together.	11/6/2014 5:02 PM
11	I'd love to live in a historical building that has been well maintained.	11/6/2014 2:22 PM
12	I'd like something for everyone, but prefer townhouses myself because of the minimal upkeep.	11/4/2014 11:53 PM
13	Why take up the topic if there is no real reason for people to move to this "downtown". Focus on business & social development and the housing can and will follow.	11/4/2014 9:55 PM
14	I think condos would be hard to sell. Who would honestly take a mortgage of that?	11/4/2014 9:06 PM
15	Mix of town houses / condos / res / top newer commercial x-male Stratford down town area	11/4/2014 8:12 PM
16	No opinion	11/4/2014 5:41 PM
17	Townhouses would be cool and could occupy commercial buildings that have been out of use. Anything that is affordable to young people who are just getting started I think would be an easy sell.	11/4/2014 3:42 PM
18	Don't we need more of everything?	11/4/2014 11:33 AM
19	Any development must feature brick facades and be architecturally interesting to add to the city's character. High quality units should be interspersed with more affordable options as well to help boost the population and diversity and activity in the core of the city.	11/4/2014 9:41 AM
20	Owners take more pride in their neighborhoods.	11/3/2014 10:27 PM
21	Condos? No one would buy in downtown Marshfield. Duh. There is NOT enough going ok downtown to spark a mortgage payment. Duhhhhh	11/3/2014 9:33 PM
22	I like to see the old traditional buildings downtown. Dwellings above those would be nice ; as long as the renters are responsible and not immature teen/ college students who dont appreciate things.	11/3/2014 9:08 PM
23	Retirement apartments would be good	11/3/2014 9:08 PM
24	Any sort of rentals would be great	11/3/2014 8:59 PM
25	Have no preference really.	11/3/2014 8:32 PM

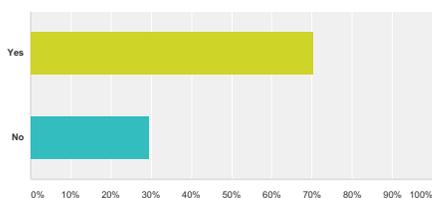
When asked if they consider Central Avenue to be pedestrian friendly 70% said yes and 30% said no.

Downtown Master Plan Survey

SurveyMonkey

Q6 Would you consider Central Avenue to be pedestrian friendly?

Answered: 310 Skipped: 7



Answer Choices	Responses	
Yes	70.32%	218
No	29.68%	92
Total		310

#	If no, please list areas of concern	Date
1	It is getting better, always worse in winter with snow etc.	11/14/2014 3:08 PM
2	Yes it's pedestrian friendly but still unsafe because drivers do not pay enough attention to pedestrians.	11/14/2014 11:25 AM
3	yes, for the most part, especially between veteran's parkway and 6th st. outside of those areas, the commercial space is more spread out so it is much more car-friendly.	11/14/2014 10:45 AM
4	A skywalk through the midsection would be nice. Pedestrians have to wait a long time for the light to change to cross the intersections.	11/14/2014 9:52 AM
5	Not lite up enough - can't see the people	11/14/2014 9:30 AM
6	There is set up, but drivers are not paying attention to pedestrians. It is scary because they drive right through.	11/14/2014 9:26 AM
7	vehicles do not watch for or slow down for pedestrians when crossing	11/13/2014 3:50 PM
8	Traffic too fast, and width of lanes too wide for pedestrians who are not fast walkers	11/13/2014 3:45 PM
9	Traffic is noisy and often focused only on hurrying through the area. Little options for al fresco coffee, chatting, people watching, meeting, engaging other community members.	11/13/2014 3:24 PM
10	high speed traffic...log trucks...noise	11/13/2014 6:14 AM
11	Cars do not stop for people in the crosswalk. It is also a dangerous area when riding a bicycle	11/12/2014 8:06 PM
12	Friendly has two aspects: #1: visual appearance #2: pedestrian traffic. The visual appearance is poor. There are OLD building with tacky fronts. The supposed efforts of Main Street Marshfield to improve Downtown are, after 25 years, a large farce. The WIDE and VERY STRAIGHT Central Avenue is a clear barrier to consideration of what's on either side of the street. Who wants to look across a multi-lane highway in the downtown. The street is not pedestrian friendly. It is difficult to cross because of width. It is difficult to cross because the signals favor north-south vehicle traffic. And, what is there to make one stop and savor what could be a nice downtown?	11/11/2014 2:39 PM

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Downtown Master Plan Survey

SurveyMonkey

13	Veterans and the blocks around it feel clogged with cars and semitrucks. Uncomfortable for walking and crossing the street.	11/11/2014 11:01 AM
14	It looks great when you drive through, but when you walk it Central Avenue lacks interest.	11/10/2014 10:05 PM
15	Yes and no, generally ok parking. Wider sidewalks would have made it possible to have outdoor seating which could have made a huge difference for restaurants locating in the downtown. No outdoor seating no nighttime viability.	11/10/2014 9:16 AM
16	It's too wide to cross safely.	11/9/2014 1:32 PM
17	Cars go too fast and the sidewalks are too small.	11/8/2014 8:29 PM
18	the other day I was almost run down by a cab driver	11/8/2014 5:45 PM
19	Too many streets without stop lights and walk lights. Cars on Central DO NOT STOP for pedestrians in most cases.	11/7/2014 4:46 PM
20	I feel cramped when I walk with friends and the stores are boring.	11/7/2014 12:26 PM
21	When both sides of the streets are lined with parked cars, you really have to creep out to see what's coming. Traffic does not stop for people in the crosswalks.	11/6/2014 7:16 PM
22	I don't like the first block by Veterans. It's the loudest and it feels dangerous.	11/6/2014 5:02 PM
23	Except in winter, it's great. Sidewalks feel kinda skinny, and lots of people are fat, so that is weird.	11/6/2014 2:22 PM
24	The south side is but the entire north end has nothing on it. From kwik trip to festival needs a lot of road/sidewalk work.	11/6/2014 10:34 AM
25	People not stopping at cross walks, need flashing signs if possible	11/6/2014 5:24 AM
26	it's not areas its the drivers. They don't pay attention	11/5/2014 4:31 PM
27	To a point, I still see traffic continue to go by while people are waiting to cross where lights are not present. This also includes our police dept. Sometimes the way the parking was designed, makes it difficult to cross where lights are not present, you have to get out in the road to see if traffic is coming	11/5/2014 11:57 AM
28	If you are talking about safety then yes. But what is down there is not friendly. Look around, nothing	11/5/2014 7:32 AM
29	South Central yes north central no the cross walk are not marked as well	11/5/2014 7:17 AM
30	Drivers in this town are insane. Obviously speed limits don't matter to drivers or cops anywhere in this city.	11/5/2014 6:46 AM
31	Too much traffic.	11/5/2014 5:57 AM
32	Not your fault. People are too preoccupied in their cars and pay no attention to anything besides their phone or passengers	11/5/2014 5:20 AM
33	Crosswalk times are too short.	11/4/2014 11:53 PM
34	Needs more bikes lanes and bike boxes and cars don't stop for crosswalks despite signs	11/4/2014 10:34 PM
35	Try crossing the street without getting hit Marshfield is the worst city we have ever lived in regards to pedestrian and bicycle safety. The worst!	11/4/2014 9:52 PM
36	The lights do not allow a person time to get completely across the street. Car drive faster than 25mph...very rarely see police pulling speeders over.	11/4/2014 8:44 PM
37	There is little parking.	11/4/2014 8:38 PM
38	The lights take forever when crossing central. It's next to impossible to cross without the pedestrian light.	11/4/2014 8:21 PM
39	people don't stop for walkers and if they do one lane stops but the cars in the other lane don't and this is dangerous	11/4/2014 6:21 PM
40	people don't stop for pedestrians when it is busy	11/4/2014 6:00 PM
41	People don't slow down so you can cross the street	11/4/2014 5:21 PM
42	Central Avenue can become very congested during rush hours, it might be dangerous to cross the road during these times.	11/4/2014 4:18 PM

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Downtown Master Plan Survey

SurveyMonkey

43	Yes and no, cars do slow down, but crossing the street can be a pain.	11/4/2014 3:42 PM
44	Central Avenue is slightly more pedestrian friendly from 2nd Street to 7th Street. In the rest of the city it's a nightmare. Even in the best area, the sidewalks should be wide enough to accommodate outdoor seating for restaurants and leave room for pedestrians as well, but they simply are not. I cannot imagine any sort of outdoor dining being able to thrive in that environment. Look at the width of sidewalks on Chicago's State Street in the downtown loop as a guide. Those are the kinds of sidewalks that encourage window shopping and get people walking. Marshfield's are absurdly narrow and can stand some widening.	11/4/2014 9:41 AM
45	Traffic does not stop ever for pedestrians	11/4/2014 9:26 AM
46	Only about half the cars I see stop for pedestrians in cross-walks. There are no flashing lights in cross-walks on central avenue (ex. what is near cross walks at schools).	11/4/2014 9:10 AM
47	Very rare do cars stop when you're in the cross walk. When I'm driving and stop for someone in the cross walk, cars in the lane next just keep going!	11/4/2014 6:56 AM
48	Walk lights should automatically change with the lights, rather than requiring a pedestrian to first press walk, wait for a cycle, then walk. I have seen this work in many towns this size and larger. It's strange that a car waiting at a red light and traffic flowing the other way, a pedestrian would be required to stop based on the sign. That's not pedestrian friendly. Also, the redevelopment happening in the old Penney Court has closed the sidewalk for far too long. There should be a limit to that.	11/4/2014 6:46 AM
49	I don't like 90min parking. How is a person to shop all the stores in less than 90min? Then maybe get their hair done?	11/4/2014 6:38 AM
50	I believe the south side of Marshfield is, where the north side is not	11/4/2014 6:13 AM
51	Cars don't watch to see if pedestrians are walking.	11/4/2014 5:41 AM
52	No cars stop even when in cross walk	11/4/2014 12:07 AM
53	Inadequate time to make it across the street at crosswalks, cars rarely if ever stop even if you are stranded in the middle of the street...I have almost gotten hit more than once trying to cross the street (not central avenue and the cross streets)	11/3/2014 11:05 PM
54	Too busy	11/3/2014 10:31 PM
55	It's a thoroughfare and needs to be more of a destination. Not bike or foot friendly and too much traffic.	11/3/2014 10:27 PM
56	Traffic	11/3/2014 10:24 PM
57	Traffic	11/3/2014 10:23 PM
58	It's a thoroughfare and needs to be kids re of a destination	11/3/2014 10:17 PM
59	Cars never stop for pedestrians	11/3/2014 10:16 PM
60	Traffic does not stop for pedestrians	11/3/2014 9:06 PM
61	Not a lot of people follow the pedestrian state law that already exists.	11/3/2014 9:01 PM
62	Too many stop lights to wait for. Most stores are not open on Sundays. 1 way street & angle parking for downtown blocks would be much more convenient.	11/3/2014 8:41 PM
63	Only thing I don't like is some cross walks I feel are not lighted well at night and it can be harder to see pedestrians if they are dr seed in dark clothes.	11/3/2014 8:32 PM
64	BUT for drivers.... business signs are hard to see while driving. Its hard to spot what you're looking for while driving.	11/3/2014 8:16 PM
65	Too many crazy drivers.	11/3/2014 8:06 PM
66	Traffic speed is too fast, pedestrian crossing lights don't respond very quickly, sidewalks too narrow	11/3/2014 6:32 PM
67	With so many vehicles using Central now and issues that drivers have with not wanting to use Peach and St. Josephs Ave where under passes are available, I think there would be problems.	11/3/2014 2:22 PM
68	I do enjoy the wide side walks. BUT SO MANY DRIVERS DONT STOP AT CROSS WALKS!!!!	11/1/2014 7:09 PM
69	4 lane roads, limited trees, no green spaces, not bike friendly either, no restaurant or coffee shop seating on the sidewalk. No shops open past 5 pm	10/31/2014 4:19 PM

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Downtown Master Plan Survey

SurveyMonkey

70	Difficult to cross on non-traffic light controlled streets. Very few stop for pedestrians. Big area of concern is one car stopping while the car in the other lane (same direction) continues. The stopped car blocks the view of the continuing car. I have seen several close encounters that would have resulted in fatalities except for luck and a couple of inches of clearance.	10/31/2014 3:44 PM
71	Too much traffic at certain times of day; drivers do not adhere to "stop for pedestrian in crosswalk"; not much reason to walk around...few businesses worth walking to	10/31/2014 3:28 PM

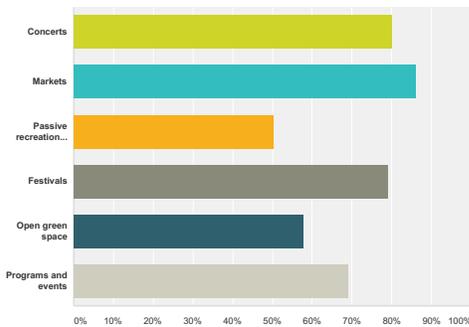
The downtown survey also asked respondents to provide input on programming downtown. When asked what they would like to see a Central Park public gathering space used for, 87% indicated markets, followed closely by concerts (80%), festivals (79%), and general programs and events (69%). Fewer respondents suggested open green space (58%) and passive recreation (50%) as priorities.

Downtown Master Plan Survey

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Q7 How would you like to see a Town Square/Central Park type public gathering space used (select all that apply)?

Answered: 282 Skipped: 35



Answer Choices	Responses
Concerts	80.14% 226
Markets	86.17% 243
Passive recreation space	50.35% 142
Festivals	79.08% 223
Open green space	57.80% 163
Programs and events	69.15% 195
Total Respondents: 282	

#	Other (please specify)	Date
1	all great ideas. the key is to figure out a way to use the space in the long Marshfield winters.	11/14/2014 10:55 AM
2	Any of the above sound good to me.	11/14/2014 9:56 AM
3	All of the above! It should be a multi-function space.	11/14/2014 8:56 AM
4	We really need a community center in the downtown. Right now, it is merely a fast route through the downtown. If it weren't for the library, I would not visit often.	11/13/2014 3:28 PM
5	Cultural events. Possibly a market of international type products.	11/12/2014 8:14 PM

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Downtown Master Plan Survey

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6	NB. Columbia Park is the locale for concerts. An area like the 400 Block in Wausau could provide space for markets, recreation, and green space.	11/11/2014 2:42 PM
7	There are a lot of park areas in and around the downtown area, but they all feel cut off from downtown and don't contribute to its success. Columbia Park is out of the way and closed off from the streets by too many trees, very dark and unfriendly. Strohmman Park feels like an afterthought stuck next to a drive-thru. Miller Recreation Area is great but it's far from Central Avenue and lacks a downtown vibe or connection—but the bike path is nice for connecting other parts of town to it. Veterans Park by City Hall is underwhelming and could use some updates to make it more of a destination, like better paths and landscaping.	11/11/2014 11:13 AM
8	City Christmas tree like in the big cities.	11/10/2014 10:10 PM
9	Ice skating in winter	11/9/2014 1:35 PM
10	There needs to be more events in Marshfield.	11/8/2014 8:32 PM
11	nothing	11/8/2014 5:46 PM
12	Mimic the usage of Wausau's 400 block, for example, or Madison's State St. Library Mall. An open area with no access for vehicles is ideal	11/8/2014 11:54 AM
13	DO NOT WANT THIS AT ALL!!!	11/7/2014 4:47 PM
14	I like it when there are cool things going on.	11/7/2014 12:36 PM
15	All kinds of stuff should happen.	11/6/2014 5:05 PM
16	What's that square in Wausau across from the Grand called? 300 Block? Something like that but fancier.	11/6/2014 2:30 PM
17	I like to get out and enjoy the community. These are all nice ideas.	11/4/2014 11:57 PM
18	Why try and develop it into a specific space. Let it evolve rather than building a stage venue or a fountain. Clear a location and see what works best over time. Look at the big area in the Wausau downtown. We find ourselves there several weekends each month because they have so many different things going on. It doesn't have to be one thing on a check list. It should be about a central space where different groups can have a variety of programs.	11/4/2014 10:09 PM
19	We need more live music... bigger indie rock and hipster bands. NO COUNTRY! Do u want this city to stay mostly hicks and old people! Modernize! Revolutionize! Our MHS AP Courses are training up the smart, cool kids to leave Marshfield with all of the cutting edge skills they gained HERE. We need a med school, a prestigious music college, and a world class research facility if we want Marshfield to grow. Until then.... business like Hudson's will keep tanking.	11/4/2014 9:11 PM
20	Look at Wausau and their 400 block - music is every Wednesday in the summer the open space is FULL of visitors and the bars and restaurants only flourish down there from these events. It will be able to host beerfests/ markets/ festivals/ music events/ etc...	11/4/2014 5:50 PM
21	Anything like the 400 Block in Wausau would be cool.	11/4/2014 3:44 PM
22	bring back dairyfest to the down town and not at the fair grounds. I stopped going to it when it moved to the fair grounds.	11/4/2014 1:28 PM
23	One of the things I love about Marshfield is all the activities available (not found in the big city), the festivals, farmers markets, vox concerts in the park... it all add to the "charm" of Marshfield!	11/4/2014 1:21 PM
24	WHAT town square and central park - that's the problem - we don't have any green space.	11/4/2014 10:29 AM
25	Columbia Park is our outdoor concert venue and the park would be easy to upgrade. Don't throw away that prime space to build a new venue a few blocks away. Open green space is wasted because it becomes yet another patch of grass to drive by. A park should have purposes, and imitate Central Park in mixing formal and natural forms as well as designated purposes.	11/4/2014 10:03 AM
26	I would love to see a beautiful green area with benches and a fountain. It would bring some beauty to the down town area.	11/4/2014 8:47 AM
27	I would love to see a water pad for the kids in the summer	11/4/2014 4:59 AM
28	Public food plots Child friendly	11/3/2014 9:10 PM
29	But you have to advertise the events.	11/3/2014 8:33 PM

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Downtown Master Plan Survey

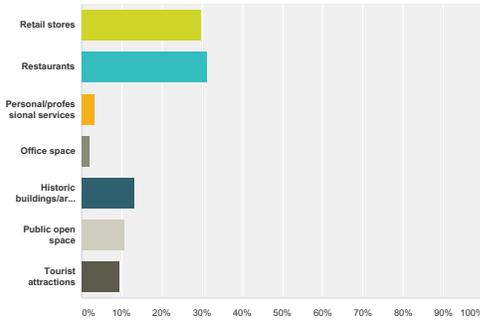
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30	Just like the events that are held in the Wausau 400 Block area...granted Wausau is much bigger...	11/3/2014 8:29 PM
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The survey asked respondents “what do you feel is the most important feature of a downtown?” Responses varied across several categories, with roughly 1/3 indicating retail stores and restaurants, followed by historic buildings and architecture (13%), public open space (11%), and tourist attractions (9%). Very few respondents suggested office space (2%) or personal/professional services (3%) are important downtown features. The responses to this question confirm what City residents expressed at other public input sessions as well – that retail and restaurants are both high priorities for downtown development. Additional housing growth in and close to downtown will likely be a key strategy to support such development.

Q8 What do you feel is the most important feature of a downtown (select one)?

Answered: 274 Skipped: 43



Answer Choices	Responses
Retail stores	29.93% 82
Restaurants	31.39% 86
Personal/professional services	3.28% 9
Office space	2.19% 6
Historic buildings/architectural	13.14% 36
Public open space	10.58% 29
Tourist attractions	9.49% 26
Total	274

#	Other (please specify)	Date
1	Retail stores and restaurants. Marshfield is severely lacking in good places to shop and eat, hence why most go to Wausau/Appleton/Eau Claire/Madison/etc. instead for those needs. Even Stevens Point/Plover has much more to offer when it comes to restaurants.	11/14/2014 10:14 AM
2	Not a strong opinion towards eating establishments, but we need a draw. Food, retail and professional services can all help accomplish this.	11/14/2014 9:56 AM
3	It's difficult to pick just one. Each downtown is different. Most cities I visit, I like to see a combination of all of them. Wausau is a good example of having all of the above - I enjoy downtown Wausau.	11/14/2014 8:56 AM
4	The open space would be more fun with restaurants, shops, and activities.	11/13/2014 3:28 PM

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5	Unique retail stores geared to a younger population. There are too many personal and professional spaces already which is why we don't visit the area very often. There are also way too many salons taking up real estate that could be used for fun and unique stores.	11/12/2014 8:14 PM
6	Trafalgar Square, Central Park, Union Square, Washington Mall, Wausau's 400 Block, etc., are places where the public can gather in the heart of their cities. We lack a space that can serve a similar function in Marshfield.	11/11/2014 11:13 AM
7	Fun things to do for everyone. From kids to seniors and everyone in between. Shopping, dining, entertainment, errands, all in the same area.	11/9/2014 1:35 PM
8	The best downtowns have squares, plazas, park's and boulevards.	11/8/2014 8:32 PM
9	Restaurants and retail.	11/8/2014 10:00 AM
10	I feel we have all the other stuff already.	11/7/2014 12:36 PM
11	I cannot pick, but we have no tourist attractions downtown.	11/6/2014 5:05 PM
12	I think a blend of all the features mentioned would be essential for a vibrant downtown - also important are entertainment venues that would bring people into the city center in the evening as well as daytime. Nearby parking also important.	11/6/2014 3:56 PM
13	You need all of this to have stuff to do. Nice architecture is vital to make it all feel connected.	11/6/2014 2:30 PM
14	Unique stores and restaurants	11/6/2014 5:27 AM
15	Variety of shops.	11/5/2014 10:06 PM
16	easily accessible and safe for walking with shops and restaurants	11/5/2014 4:35 PM
17	Skip the office space	11/5/2014 7:33 AM
18	I like character in buildings and we can certainly use more of it in Marshfield.	11/4/2014 11:57 PM
19	Would have said tourist attractions but it's the retail that also brings tourists -- both are very important	11/4/2014 9:37 PM
20	To be honest a lot Historic buildings need good old fashion sprucing & the backs also and goodness pull the weeds and how about that building that the roof has falling in. also need more art in the mix also What about that old bang up pickup with the flat tire that been setting in parking lot across the street from pick and save for the last two years (Whats that saying shop O' Red Neck Marshfield)	11/4/2014 8:31 PM
21	Restaurants and Retail stores!	11/4/2014 4:21 PM
22	I think sidewalk seating in the summer would be a good thing and would be a reason for me to want to go downtown. Right now it feels like a bunch of office space and professional services type things. The shops seem all the same (knick-knack, antiques). Would be cool to switch things up.	11/4/2014 3:44 PM
23	right now there is nothing special about the downtown area.	11/4/2014 1:28 PM
24	When all is said and done, it would be wonderful to have tourist attractions and some really good restaurants downtown, but it's the stores that need to be the variety to bring people there.	11/4/2014 1:21 PM
25	All of the above.	11/4/2014 10:43 AM
26	A downtown is then heart of the city with the most activity. Our functional downtown has moved north, from Upham to Menards and El Mezzal. That is where the economic activity is--the shopping, restaurants, banks, and apartment complexes over there are all ingredients of a downtown, but laid out in a suburban jumble. With the historic district, there is the opportunity for infill and redevelopment that preserves historic character and gets people into the true center of Marshfield. Get a Buffalo WildWings in the core to draw diners that overcrowd Applebees and El Mezzal. Develop apartments around Pick n Save like the apartments around Festival. Try to get businesses from the Walmart plaza to come back downtown or open second locations downtown. Draw people from the North end, because it's getting crazy over there.	11/4/2014 10:03 AM
27	Hopefully locally owned and operated ones!	11/4/2014 9:09 AM
28	The perfect answer here is of course a wide mix of retail stores and restaurants with a public gathering space.	11/4/2014 6:49 AM
29	Nice, quaint shops with good cafes	11/3/2014 10:18 PM
30	Classy restaurants coffee shops and bars mixed with shopping	11/3/2014 9:06 PM
31	I think retail and restaurants, they go hand in hand in my mind.	11/3/2014 8:39 PM

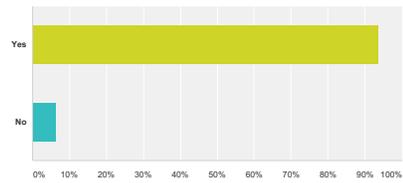
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32	Bars & nightlife	11/3/2014 8:35 PM
33	A place for community to gather for shared events in shared spaces.	11/3/2014 8:24 PM
34	Restaurants is probably tied with retail stores.	11/3/2014 2:16 PM

A key issue identified at the September 17 2014 visioning session was the lack of concentrated retail and other destinations downtown. The City survey asked people "would a concentration of retail and dining in the core area of downtown entice you to visit more often?" Not surprisingly, 94% of respondents replied yes to the question. This finding suggests the City should pro-actively encourage more business clustering downtown. Building off of existing business niches and discouraging ground floor office and professional services are two strategies discussed in this Plan to achieve the goal.

Q9 Would a concentration of retail and dining in the core area of Downtown entice you to visit more often (select one)?

Answered: 283 Skipped: 34



Answer Choices	Responses
Yes	93.64% 265
No	6.36% 18
Total	283

#	Comments	Date
1	Absolutely! Much needed!	11/14/2014 10:14 AM
2	The "big box" stores should remain outside of downtown, and unfortunately for the development of our downtown this is where most do their regular shopping.	11/14/2014 8:56 AM
3	The Public Library is important to me, too.	11/13/2014 3:28 PM
4	Something other than hamburgers and bad Chinese food. An indian restaurant or other unique and hip international type option would be wonderful. Adequate parking without having to walk around the block to reach your destination would also help. The rear entrances to some of the businesses we visited were simply awful.	11/12/2014 8:14 PM
5	We have a better business concentration than downtown considering its low population. It's more important to get people living downtown who will support more businesses if they come.	11/11/2014 11:13 AM
6	How do we not have a Denny's? Perkins is so busy. We need another breakfast place.	11/10/2014 10:10 PM
7	We have a good start but need more diversity.	11/8/2014 8:32 PM
8	It would have to be cool stuff. Right now it's all dress shops, hair salons, antiques and furniture and old people bars. And empty storefronts.	11/7/2014 12:36 PM
9	People like to hang out and shop and eat. We go to El Mezzal and Target a lot because they are close together.	11/6/2014 5:05 PM
10	A lot of the affordable shopping and restaurants is way out by Festival. Get those businesses to come back to the middle of town.	11/6/2014 2:30 PM
11	Columbus had a 50 year reunion and the exchange student said Marshfield has not changed. WOW That is really sad. That should set off lots of alarms. But sadly it will not.	11/5/2014 7:33 AM
12	I'd love to be able to do all my shopping without having to drive all over town to do it.	11/4/2014 11:57 PM

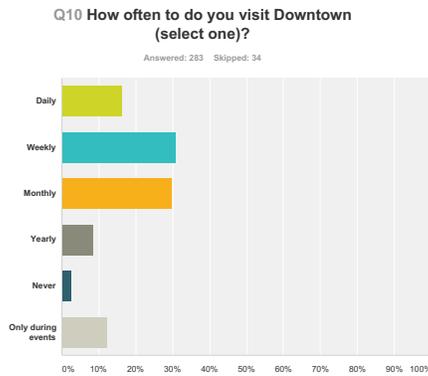
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13	It has to be creative retail and dining. Another burger joint and lousy bakery is not dining. A resale shop, palm reader, bridal shop, and pawn shop is retail but not what this town needs more of and Focus less professional buildings. We don't stroll downtowns shopping for lawyers, insurance agents, and hair salons....	11/4/2014 10:09 PM
14	Only if each store offered something different! How many Hair Salons are there on Main st? How many dive bars?	11/4/2014 10:08 PM
15	Retail / don't forget the side streets	11/4/2014 8:31 PM
16	Please yes, shopping and Restaurants lack so much in Marshfield I find myself always leaving to go to Point or Wausau for a good meal and clothing that is more than JCPenny and Target more sustainable higher end clothing.	11/4/2014 5:50 PM
17	Healthy dining is needed in Marshfield.	11/4/2014 4:21 PM
18	Yes.	11/4/2014 3:44 PM
19	only if we had good restaurants and better stores to shop at	11/4/2014 1:28 PM
20	Absolutely!	11/4/2014 1:21 PM
21	Having both is nice for visitors and locals	11/4/2014 10:57 AM
22	We're a little sparse in terms of choices. I believe more venues offering good quality and service would be supported.	11/4/2014 10:14 AM
23	It's worked for the North end. Chain stores interspersed with the local businesses can help draw people who would otherwise not explore the local businesses on their own to the center of town.	11/4/2014 10:03 AM
24	See answer 8. The perfect downtown would have a nice mix of retail and dining. Shops that have the customers busy lifestyles in mind, with accommodating hours of operation.	11/4/2014 6:49 AM
25	More coffee shops also. Businesses need to stay open later as well. Restaurants would be nice as well as more specialty dessert places.	11/3/2014 10:20 PM
26	Tired of driving out of town for kohls, .texas roadhouse, olive garden, sams...	11/3/2014 8:33 PM
27	We need more options for restaurants as far as different types of foods.	11/3/2014 8:21 PM
28	Name chains not mom and pop shops.	10/31/2014 5:12 PM

When asked how often they visit downtown the most frequent responses were weekly (31%) and monthly (30%). Only 16% indicated they do so daily. Research and the project team’s experience suggests that proximity to shopping and eating establishments strongly influences how frequently people visit those types of businesses. Therefore, adding additional housing downtown is seen as a critically important strategy to support downtown development.

Downtown Master Plan Survey

SurveyMonkey



Respondents were also asked how often they shop downtown. The highest response was yearly (25%), followed by monthly (23%), never (19%), only during events (17%). Just 16% of respondents indicated they shop downtown either weekly or daily. When compared with the results of the previous question which asked how often people visit downtown, responses to this question suggest a strong opportunity to leverage existing traffic downtown and convert those potential visitors to downtown shoppers. Responses to this question reinforce the need to add additional housing downtown or close to downtown.

Downtown Master Plan Survey

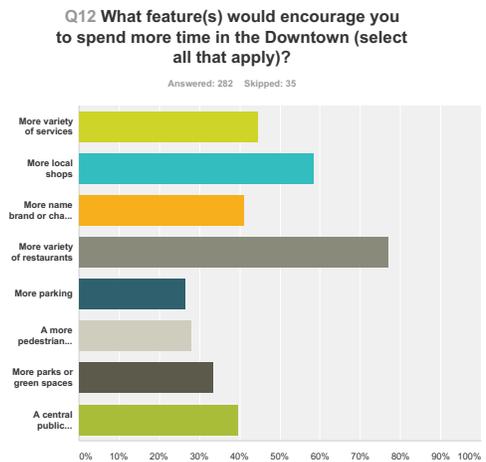
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The survey asked respondents which features would encourage you to spend more time downtown. Consistent with other public input, the highest responses were more variety of restaurants (77%) and more local shops (58%), suggesting that a greater concentration of eating and shopping destinations would encourage people to shop downtown more often. 41% of respondents said that more name brand or chain stores would encourage them to spend more time downtown, followed by a central public gathering space (40%), more parks or green space (34%) a more pedestrian friendly environment (28%), and more parking (27%). It is interesting to note that 74% of respondents indicated that some type of park or central gathering space would encourage them to spend more time downtown.

Downtown Master Plan Survey

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3	I don't know that we need "more" as much as I prefer "different". There just are some place downtown that we don't go to because we don't have a need or want.	11/14/2014 9:56 AM
4	Downtown shops need to be open on weekends. I am surprised by how many do not even have Saturday hours at present.	11/14/2014 9:55 AM
5	We should have more attractions downtown.	11/11/2014 11:13 AM
6	I want smaller stores, less supermarkets. Does Pick n Save even use its parking lot? Build a new restaurant there.	11/10/2014 10:10 PM
7	Entertainment options should be more diverse.	11/9/2014 1:35 PM
8	The more we have the better off we will be.	11/8/2014 8:32 AM
9	Getting rid of some traffic lights (2nd & 7th St. especially) and converting some side streets to one-way will clear congestion. Build a parking lot or garage - people will pay to park if there's a reason to go. Encourage shop owners to be open on Sundays and in general beyond the 8-4 or 9-5 type of hours. As a person working from 8-5 M-F, many of the locally-owned shops are simply not open when I'd have time to browse. Incentives for owners to be open on hours people can actually shop would be beneficial.	11/8/2014 11:54 AM
10	Can we get some more stuff for younger people? This town is boring.	11/7/2014 12:36 PM
11	We need help.	11/6/2014 5:05 PM
12	We got a lot of local shops, but not many are high quality. Bring in some name brand outlet stores and a restaurant like TGI Friday's or a Papa John's or even a Toppers like in Point. If you want more young people to stick around then find a way to connect the college to downtown and find fun affordable businesses for them to support. It can't be that hard.	11/6/2014 2:30 PM
13	Athleta, Title Nine, Nike store, Gap, Italian restaurant, Greek restaurant, Indian restaurant. Our downtown already has some amazing places to shop and eat. It feels like a neat little Chicago neighborhood. A few more will give it the added touch.	11/5/2014 5:13 PM
14	longer or later hours -possibly certain days of the week, longer Holiday hours, later Fridays etc	11/5/2014 12:00 PM
15	There are a lot of parking lots around. Maybe a ramp like Wausau has for their mall can be built on one lot to free up more land.	11/4/2014 11:57 PM
16	Better bicycle parking and lanes. Our family and several others that relocated here for the hospital all came from larger cities that had excellent bike lanes and trails. Like I mentioned earlier, this town is very dangerous for pedestrians and bicycles. We used to love riding to get dinner or go shopping but we haven't since we moved here because of safety concerns and there is no place to lock a bicycle.	11/4/2014 10:09 PM
17	More live music	11/4/2014 9:11 PM
18	More casual evening dining, but not a fast food chain.	11/4/2014 8:41 PM
19	More public events or festivals	11/4/2014 7:23 PM
20	This is a tough one as there is a great mixture of most of these things already.	11/4/2014 5:17 PM
21	Sidewalk sales or sidewalk seating seem to me more pedestrian friendly. Right now walking downtown isn't fun. There's nothing to look at except the same businesses that have been there awhile.	11/4/2014 3:44 PM
22	Do not just plant some grass and call it a park. Give us a real park, with paths to wander, flower beds to admire, statuary to honor our past, water features to enjoy, shade and sunlight, and watch what happens. I recommend amping up Columbia Park as well as turning the BMO Harris parking lot into a plaza and gathering space. Combined, this will bring a lot of foot traffic in the middle of town.	11/4/2014 10:03 AM
23	Less bars. More family friendly.	11/4/2014 7:56 AM
24	Stores stayed open longer into the evening and on weekends. Tried to shop there and closed to early.	11/3/2014 9:32 PM
25	Stores that are open past 5pm and more weekend hours	11/3/2014 8:01 PM
26	I LOVE downtown Marshfield and frequent your area often because your community is welcoming and your people friendly. Don't over think this. You are awesome :)	11/3/2014 8:24 PM
27	Signs should be easier to read and spot while driving. I hate the signage on the south side of town. I end up driving around the block a few times before I can find what im looking for.	11/3/2014 8:21 PM

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Downtown Master Plan Survey SurveyMonkey

28	It is hard to shop downtown when many of the stores have short hours. I would love to see extended hours (for those of us that work).	11/3/2014 8:16 PM
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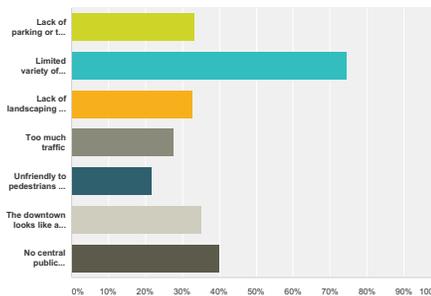
When asked what aspects of downtown do you find unappealing the largest response by far - 74% - indicated the limited variety of shops. The second highest response was lack of a central public gathering space (40%), followed by lack of uniqueness (35%), parking issues (33%), landscaping 33%), too much traffic (27%), and pedestrian/bicycle unfriendly (22%).

Downtown Master Plan Survey

SurveyMonkey

Q13 What aspects of the Downtown do you find unappealing (select all that apply)?

Answered: 262 Skipped: 55



Answer Choices	Responses
Lack of parking or time limits on parking	33.21% 87
Limited variety of shops	74.43% 195
Lack of landscaping or green space	32.82% 86
Too much traffic	27.48% 72
Unfriendly to pedestrians and bicycle users	21.76% 57
The downtown looks like any other downtown - not unique	35.11% 92
No central public gathering space	40.08% 105
Total Respondents: 262	

#	Other (please specify)	Date
1	Downtown is pretty much a hurry-up thoroughfare to someplace else.	11/13/2014 3:32 PM
2	The stretch from the brew pub to The Store gas station has some buildings and houses that are an eyesore. However it has great potential. South of the nuts deep bar down to that cellular store and from the brew pub to the sports house would be a great place to start fresh with new plans. I drive through that area every day to get to work and noticed many of the properties are for sale while others should be condemned. The old downtown is looking good so why spend money there when there are large open areas waiting to be redeveloped.	11/12/2014 8:44 PM

Downtown Master Plan Survey

SurveyMonkey

3	Too much industrial and warehouse space and not enough living space. Marshfield Furniture's lot should be another apartment complex. The Rentals warehouse area on Oak Street, by 11th Street intersection, is another nice spot for apartment complexes. The parking lots around downtown feel like blight even though they aren't. Consolidate the lots into a parking structure or two and develop the parking lots to density downtown area.	11/11/2014 11:24 AM
4	We should reduce the amount of traffic lanes on Central Avenue and model it after Lancaster Boulevard in Lancaster CA, which turned a 4-lane into a two-lane, making the middle of the boulevard a long skiny plaza with art and seating.	11/8/2014 8:41 PM
5	drivers drive like maniacs...like I said I was almost hit by a cab driver and I called to complain and the dispatcher hung up on me. I called the mayor and got yelled at...	11/8/2014 5:51 PM
6	See prior comments about poor traffic flow, lack of parking, no pedestrian area, and poor shop hours.	11/8/2014 11:57 AM
7	Too much traffic and not enough to do. Shops close too early.	11/7/2014 12:41 PM
8	Lack of good public transportation...cab service is terrible and costly	11/6/2014 10:42 PM
9	The remodel of Central Avenue looks great, but the sidewalks feel like they are cramped.	11/6/2014 5:11 PM
10	I can find examples for every single thing. You guys got a lot to tackle.	11/6/2014 2:37 PM
11	Everything I need us at Walmart and cheap. Does downtown have that?	11/6/2014 5:09 AM
12	The current variety doesn't appeal to me other than the current restaurants.	11/5/2014 10:11 PM
13	A few sketchy storefronts. It is evident that we are working to improve the look of downtown. We have a nice movie theater, two neat book stores (one chain and one unique), several nice boutiques, a great coffee shop, Chinese food, a candy store, a knitting shop, several bridal shops, several antique stores, flower shops, salons, furniture stores. I like to utilize these places so we can keep them competitive and our city vital. Any chance the restaurants could have outdoor seating in the summer? That always draws people in the city neighborhoods. Benches for seating are nice too. I love the planters and the banners and the neat trash/recycling bins.	11/5/2014 5:25 PM
14	It is a busy street - yet if it wasn't people wouldn't know what is offered.	11/5/2014 12:10 PM
15	I'd like to see it one day be where someone can take a picture in downtown Marshfield and brag about their visit.	11/5/2014 12:03 AM
16	See previous responses.	11/4/2014 10:35 PM
17	Not enough large events to draw people in from outside the community	11/4/2014 7:28 PM
18	Limited Restaurants	11/4/2014 6:01 PM
19	May need more advertising of City events.	11/4/2014 4:28 PM
20	It doesn't look like any other downtown, but it could use a few more touches to make it feel more like a downtown people want to visit. It's a total ghost town right now as is.	11/4/2014 3:48 PM
21	Lack of "critical mass". A concentrated area offering multiple restaurant choices, bistros, cafes, boutiques, etc. Lack of ethnic food choices. The choice seems to be fine dining (Thomas House) or sports bar theme (everyone else). Zoning may also be an issue. Do we allow business beyond Central Avenue, down the side streets for example.	11/4/2014 10:27 AM
22	There is no downtown traffic after 6 because evening commuters are over and all the downtown shops are closed. They need to stay open later. Most families have both parents working when the stores are open and they get done when those stores close. Huge amount of potential customers getting shut out.	11/4/2014 10:11 AM
23	The hours of the shops/stores are limited.	11/4/2014 9:13 AM
24	The mall is a disgrace	11/4/2014 5:52 AM
25	All these excuses push people away. Need positive marketing.	11/4/2014 5:40 AM
26	It's not cute or classy looking. Feels dirty.	11/3/2014 9:08 PM
27	Hours of stores for weekends	11/3/2014 9:07 PM
28	YOUR DOWNTOWN IS LOVELY	11/3/2014 8:26 PM
29	Old and unfriendly shop owners.	10/31/2014 5:15 PM

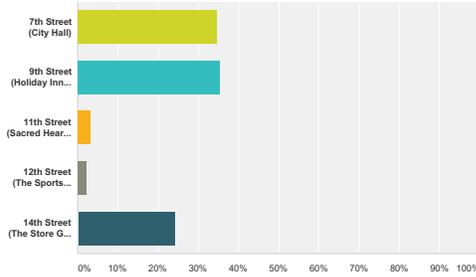
The survey asked respondents what they consider to be the southern boundary of downtown. 35% responded 7th street (City Hall). The same percentage indicated 9th street (Holiday Inn), followed by 24% whom indicated 14th street (The Store Gas Station) as the southern boundary to downtown. Just 3% indicated 11th street and only 2% indicated 12th street.

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Q14 What do you consider to be the southern boundary of Downtown (select one)?

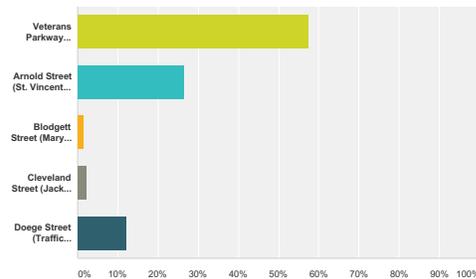
Answered: 265 Skipped: 52



When asked what they consider to be the northern boundary to downtown the results were more definitive. 57% said Veterans Parkway was the northern boundary, while 27% indicated it was Arnold Street (St. Vincent De Paul) and 12% said it was Doege Street (Traffic lights). Less than 2% consider Blodgett Street (Mary's Place) the northern downtown boundary.

Q15 What do you consider to be the northern boundary of Downtown (select one)?

Answered: 263 Skipped: 54



Answer Choices	Responses
Veterans Parkway (Railroad tracks)	57.41% 151
Arnold Street (St. Vincent De Paul)	26.62% 70
Blodgett Street (Mary's Place)	1.52% 4
Cleveland Street (Jack's bar)	2.28% 6
Doege Street (Traffic lights)	12.17% 32
Total	263

#	Other (please specify)	Date
1	From Veterans to Doege, Central Avenue should look and feel like it does on the redone South End.	11/11/2014 11:24 AM
2	Sort of feel it's further but for events and things it seems Veterans is the end	11/8/2014 9:42 AM
3	Founders Square is weird and looks like it's pretending to be part of downtown.	11/7/2014 12:41 PM
4	Central Avenue from Veterans to McDonald's is the ugliest part, and from Veterans to Pick n Save is the prettiest part.	11/6/2014 5:11 PM
5	Veterans Parkway really cuts the city in half. Have you thought of redoing the Central/Veterans intersection like Poynton in England?	11/6/2014 2:37 PM
6	Only because that is where the effort to enhance "downtown" has stopped. It could go farther north with a bit of effort.	11/6/2014 10:43 AM
7	Bigby's/WDLB	11/5/2014 5:25 PM
8	festival	11/5/2014 4:37 PM

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9	4th street	11/5/2014 6:49 AM
10	Wherever target is	11/4/2014 5:52 AM
11	Walmart	11/3/2014 8:35 PM
12	V&H Automotive	11/3/2014 8:29 PM

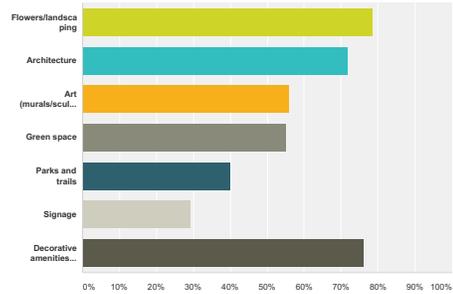
The last multiple choice question asked in the survey was "What attributes do you feel make a downtown beautiful?" The highest responses were flowers and landscaping (78%), followed by decorative amenities (76%), architecture (72%), art (56%), green space (55%), parks and trails (40%), and signage (29%).

Downtown Master Plan Survey

SurveyMonkey

Q16 What attributes do you feel make a downtown beautiful (select all that apply)?

Answered: 270 Skipped: 47



Answer Choices	Responses
Flowers/landscaping	78.52% 212
Architecture	71.85% 194
Art (murals/sculptures)	55.93% 151
Green space	55.19% 149
Parks and trails	40.00% 108
Signage	29.26% 79
Decorative amenities (lights, benches, water features, paths, etc.)	75.93% 205
Total Respondents: 270	

#	Other (please specify)	Date
1	I would encourage spaces to offer pleasant walking paths-to make it easy and inexpensive to try to be healthier.	11/13/2014 3:32 PM
2	Sidewalk cafes and outdoor areas where people can mingle and shop. Tightly packed buildings block out the sun and area just not as inviting as an area with more walkways and cozy nooks would be. A central stage/ice rink/multi-use area like wausau has in the area where Nelsons Shoes is would be fantastic! We noticed there is a ton of open space behind that area when we stopped to get chicken a few nights ago!	11/12/2014 8:44 PM
3	Nice window displays and maintained storefronts.	11/11/2014 11:24 AM
4	It doesn't matter to me.	11/11/2014 8:21 AM
5	Green space is for suburbs, not downtown.	11/10/2014 10:41 PM

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6	Fountains, trees, brick streets, lighting on buildings.	11/9/2014 1:42 PM
7	Unique iconic building or space that identifies the city.	11/8/2014 8:41 PM
8	Avoid wasting money on decorating traffic medians and don't use public funds toward storefront renovation. Much money was spent renovating the storefronts, but that does nothing to make access to the shops better or the shops themselves any more welcoming.	11/8/2014 11:57 AM
9	There were many gardens that looked horrible most of the summer! If you can not take care of them, put in rocks! Weeds are not pretty!	11/7/2014 11:28 PM
10	They all sound nice. Don't know how important trails are if you have nice wide sidewalks and bike lanes.	11/7/2014 12:41 PM
11	It all helps. Trees too.	11/6/2014 5:11 PM
12	actually seeing people on the street	11/6/2014 4:03 PM
13	A lot of buildings could use a good power washing and professional paint job. Something better than the building with 2 1/2 Cups. That paint job is terrible.	11/6/2014 2:37 PM
14	Architecture has improved :)	11/6/2014 5:34 AM
15	We have the best floral/plant display that I have ever seen. hats off to the individuals that take care of this, without them the downtown would look boring.	11/5/2014 12:10 PM
16	Anything done with excellence is beautiful.	11/5/2014 12:03 AM
17	Culture. The old school downtowns are the dreams of an older generation. Open, clean, multi use, hip, fun, walkable and rideable. Build for the next generation of shoppers and citizens not the long lost dreams of the last generation.	11/4/2014 10:35 PM
18	Flowers and landscaping cost money that I would rather have spent on parks and trails. Art such as murals and sculptures are a target for destruction of property. I don't know what Signage means.	11/4/2014 4:28 PM
19	Parks are great, green space is not.	11/4/2014 10:45 AM
20	Diversity. Cultural options. Dining options. Art galleries. Boutiques/shops. Internet cafes. Music venues.	11/4/2014 10:27 AM
21	Colorful buildings, nice brick sidewalks.	11/3/2014 10:23 PM
22	Marshfield has too much signage.	11/3/2014 9:00 PM
23	Pride of ownership showing in properties	10/31/2014 3:36 PM

Finally, the survey asked two open ended questions. First, respondents were asked to “Think about a downtown that you have visited outside of Marshfield that you really enjoyed. What were the most appealing characteristics of that downtown?” 178 survey participants answered the question. Content analysis was conducted to identify key themes among the responses. The six key appealing characteristics of an enjoyable downtown included:

- Walkable – respondents find walkable, bikable downtowns most appealing.
- Restaurants – respondents associate a mix of quality restaurants with their favored downtowns.
- Mix of retail and shops – respondents find downtowns with a large diversity of shopping experiences most appealing.
- Outdoor seating – respondents indicated a strong preference for outdoor seating and dining in downtowns.
- Central gathering space/farmers market – respondents find downtowns that function as a central social district most appealing.
- Water – respondents associate appealing downtowns with water features such as lakes and rivers.

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27	Howell,mi Old charming buildings with lots of local shops and food.	11/9/2014 12:33 PM
28	Attractive building fronts, nice sidewalks and road, street lights	11/8/2014 5:43 PM
29	Lancaster California's Lancaster Boulevard. It is a beautiful space and can host all of the activities people want downtown. They light it up with string lights and make it feel like a party all the time. We should copy that. Extra traffic can use Chestnut and Maple, which should make property on those streets desirable as well.	11/8/2014 8:41 PM
30	nothing it's ugly	11/8/2014 5:51 PM
31	Benches,seating	11/8/2014 12:58 PM
32	New Ulm MN has an excellent downtown. Stevens Point has nice angle parking for convenience. Madison and Wausau have great pedestrian walking areas to increase foot traffic.	11/8/2014 11:57 AM
33	Small shops, friendly atmosphere.	11/8/2014 10:02 AM
34	Architecture. Walkable. Trees/landscaping. Feeling of quaint old town yet has new things/stores/restaurants. Local businesses.	11/8/2014 9:42 AM
35	Unique shops, variety of restaurants, a good blend between things to do and a nice environment to walk in.	11/8/2014 9:13 AM
36	puttmam connecticut unique stores, antique shops	11/7/2014 11:28 PM
37	Cafes often outdoor seating, not a main highway intersecting it nor a railroad crossing in the middle of it	11/7/2014 11:16 PM
38	Haven't seen any	11/7/2014 4:48 PM
39	I liked walking around Stevens Point downtown. They have an awesome cheap pizza place.	11/7/2014 12:41 PM
40	It doesn't feel like a downtown here because it is on the 'main drag' in Marshfield. I like how there are bars/restaurants in other down town areas that are appealing to out-of-towners.	11/7/2014 8:45 AM
41	quaint looking	11/6/2014 10:42 PM
42	More food options and parks/green space.	11/6/2014 9:35 PM
43	seasonal decorations	11/6/2014 7:20 PM
44	I liked the area around Millenium Park in Chicago. They had a splash fountain area and that cool bean sculpture and good places to eat and shop nearby. The art museum was like a block away too, so that helped.	11/6/2014 5:11 PM
45	Victoria, British Columbia, Canada outdoor restaurants - open store fronts, and blend of shops, services, residential and business mix	11/6/2014 4:03 PM
46	I liked the Warehouse District in Minneapolis. Cool vibe, great architecture, lots of young professionals and students.	11/6/2014 2:37 PM
47	The river, and the landscaping that tied into the river. The shops and the employees of the shops were friendly.	11/6/2014 12:47 PM
48	Very walkable, signage easy to find, variety of restaurants and shops, clean.	11/6/2014 10:43 AM
49	Had a variety of places to shop/eat in, and also space to enjoy nature	11/6/2014 10:28 AM
50	Doors were open during nice weather	11/6/2014 5:34 AM
51	Historic buildings, events always going on, eclectic restaurants & bars	11/6/2014 5:22 AM
52	People gathering	11/6/2014 5:09 AM
53	It was busy with pedestrian traffic and interesting stores.	11/5/2014 10:11 PM
54	Madison State Street. The combination of day and night activities.	11/5/2014 6:27 PM
55	Outdoor seating in good restaurants that draw in the pedestrians	11/5/2014 5:25 PM
56	Stevens Points remodel is beautiful	11/5/2014 4:37 PM
57	That it wasn't Marshfield, ever been to Stillwater Minnesota? Need I say more?	11/5/2014 3:15 PM
58	Outside seating in the summer having a cup of coffee or a friendly lunch. Enjoying the weather and the scenery	11/5/2014 12:10 PM
59	Madison, WI. Gathering places, water, variety of shops, multiple pedestrian bike/walk trails, entertainment	11/5/2014 12:07 PM

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Downtown Master Plan Survey		SurveyMonkey
60	Flowers, water feature, architecture, open space, restaurants with outdoor seating, concert setup, theatre, children's museum	11/5/2014 11:15 AM
61	Madison's State Street - it's got shops, restaurants, a peace park, and is pedestrian friendly.	11/5/2014 10:55 AM
62	There were nice lamps down the side of the road.	11/5/2014 8:58 AM
63	Appleton - They have much more diversity and the people are friendly.	11/5/2014 7:36 AM
64	Red wing mn nice flowers hanging from lamp post	11/5/2014 7:23 AM
65	Pont gas a nice downtown as well as Wausau due to restaurants. Wausau has outdoor seating. Iowa city has their downtown alleges train as well as bars and restaurants.	11/5/2014 7:08 AM
66	Architectural interest as well as interesting shops and restaurants.	11/5/2014 6:02 AM
67	A large social space with waterworks and a stage, and grass to sit on.	11/5/2014 5:24 AM
68	Outdoor dining	11/5/2014 4:40 AM
69	I enjoyed Burlington Vermont's Church Street. It is my vision of a wonderful town.	11/5/2014 12:03 AM
70	River falls had a great downtown area because of the unique and well-kept shops	11/4/2014 10:38 PM
71	Life, culture, food, people. Open grassy areas where we could spread out a blanket and have a base while the kids ran around and we could take in everything that was going on. Trees, music, unique shops, and food other than curds or burgers!	11/4/2014 10:35 PM
72	Different shops and services. Pubs.	11/4/2014 10:18 PM
73	Cute shops, outdoor cafes, good restaurants	11/4/2014 9:41 PM
74	Central pedestrian marketplace	11/4/2014 9:24 PM
75	wineries, breweries, love music venues. Coffee shops that actually are open like Sam-11pm	11/4/2014 9:13 PM
76	small interesting shops	11/4/2014 8:48 PM
77	400 block Wausau == Stratford bus. apt. above new looking buildings==	11/4/2014 8:45 PM
78	See #16.	11/4/2014 8:43 PM
79	Public square (Stevens Point)	11/4/2014 8:39 PM
80	Clean and well kept buildings.	11/4/2014 8:28 PM
81	Regular usage and promotion of festivals to bring in people from surrounding communities	11/4/2014 7:28 PM
82	pedestrian and biker friendly, variety of local shops and restaurants, well kept historic architecture.	11/4/2014 6:04 PM
83	I would go off of Chicago or Minneapolis but to come a little closer to Marshfield- I think if Cedarburg WI. Though close to the big city it boasts only 11,000 ppl but I will take a weekend and go down there due to their awesome and unique shops, the winery, the festivals and many of these festivals cater to the age group (25-40) this age group either single, married or just starting their career- stay over at a hotel, they will go out to eat, go for a few drinks and they will go to the festivals that cater to that age group. Graph to show http://www.theatlantic.com/business/archive/2012/11/35-amazing-graphs-that-show-how-you-spending-habits-change-with-age/265575/	11/4/2014 6:01 PM
84	Lots and lots of unique little shops	11/4/2014 5:52 PM
85	Central gathering place for people to hang out and attend activities.	11/4/2014 5:45 PM
86	It was inviting with places to shop and eat. There isn't a ton of traffic. People wanted to be there.	11/4/2014 5:25 PM
87	It is clean. Yes there is occasional garbage here or there, but for the most part, people generally keep downtown clean.	11/4/2014 5:21 PM
88	Density of shops and restaurants and parks all in the same place. People want to each and shop before and after events are happening at the parks.	11/4/2014 4:28 PM
89	State street in Madison - pedestrian-friendly, stuff to look at, outdoor restaurant seating, Wausau's 400 Block and that area, you can walk downtown and see stuff and there's stuff outside the stores to explore.	11/4/2014 3:48 PM

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Downtown Master Plan Survey

SurveyMonkey

Q17 Think of a downtown that you have visited outside of Marshfield that you really enjoyed. What were the most appealing characteristics of that downtown?

Answered: 178 Skipped: 139

#	Responses	Date
1	They have businesses that stayed open into the evening hours to attract/keep people downtown.	11/14/2014 3:19 PM
2	Visually attractive with unique shopping and eating	11/14/2014 2:29 PM
3	Minocqua, Eagle River.	11/14/2014 11:57 AM
4	limited traffic, many different retail shops, good restaurants, see http://www.lincolnsquare.org/ this is the best "downtown" I have ever really seen.	11/14/2014 10:55 AM
5	Flowers and flowering trees, holiday decorations, brightly lit and enticing shops and restaurants with effective signage	11/14/2014 10:15 AM
6	New Glarus	11/14/2014 10:06 AM
7	It had the charm to make it a destination location. It wasn't a passing through and let's stop location.	11/14/2014 10:03 AM
8	Multitude of unique shopping opportunities.	11/14/2014 9:58 AM
9	Columbus, GA - fountains, unique lighting, brick sidewalks	11/14/2014 9:47 AM
10	signage, trees.	11/14/2014 9:40 AM
11	Old World Charm, nice fronts of buildings.	11/14/2014 9:30 AM
12	colorful artfilled walking paths & benches with small boutiques & shops	11/14/2014 9:16 AM
13	A downtown I enjoyed was Boulder, CO. It's been years since I've been there, and it is still the first downtown that comes to mind as a "perfect" space. There were outdoor portions of restaurants, ample parking, green space, great landscaping, and plenty of "decorative amenities" to make it feel warm and comfortable. A portion of their downtown is the "Pearl Street Mall", which is a pedestrian only for a few blocks - I think this is what appealed to me so much.	11/14/2014 9:07 AM
14	unique stores and buildings	11/13/2014 3:55 PM
15	restaurants, wide sidewalks, NOT around the busiest street.	11/13/2014 3:47 PM
16	Areas to sit and chat.	11/13/2014 3:32 PM
17	Sidewalk cafes. Pedestrian AND bicycle friendly. Courtyards and small patio areas where you can sit with a cup of coffee or a bite to eat. WiFi in the entire area. One downtown we visited even had a small gated playground for children and a small gated dog park area.	11/12/2014 8:44 PM
18	Good use of historic buildings and a mix of viable businesses	11/11/2014 2:45 PM
19	Downtown Madison is beautiful, even without the lakes. Bring that aspect here.	11/11/2014 11:24 AM
20	More shopping for daily needs and clothes that are affordable.	11/11/2014 8:21 AM
21	Menomonie had a cool downtown feel, but it's a town a lot like Marshfield.	11/10/2014 10:41 PM
22	the architecture	11/10/2014 4:28 PM
23	the verity of shoppes and restaurants, and the green space for events and farmers market.	11/10/2014 9:33 AM
24	A mix of Cafe's with outdoor seating and good unique shopping.	11/10/2014 9:26 AM
25	Shopping and Parking	11/10/2014 8:59 AM
26	I had a nice time on Eau Claire's Water Street.	11/9/2014 1:42 PM

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Downtown Master Plan Survey		SurveyMonkey
90	Waukesha - river walk	11/4/2014 3:38 PM
91	Green public gathering place that held a weekly farmers market spring through fall	11/4/2014 3:22 PM
92	I'm not a big fan of downtown Eau Claire, but one thing I really like that I think makes their downtown unique and fun to be in is speakers on light poles that play music. I think that makes the downtown area vibrant, alive, and unique. Simple "elevator" music or seasonal Christmas music playing would be cool.	11/4/2014 3:05 PM
93	A better variety of restaurants and bars along with more parks and green spaces	11/4/2014 2:30 PM
94	choica of stores and places to eat	11/4/2014 1:31 PM
95	I absolutely LOVE to visit Long Grove, IL . . . it's a small historic town that has made the most of all of the key items you have listed above, a beautiful little town square, wonderful shops and restaurants . . . although Long Grove has none of the "ordinary" types of attractions, i.e., water, etc. - the atmosphere has made it a wonderful tourist attraction. I love to go there every chance I get . . . the variety of shops is wonderful, you won't leave empty handed, and the restaurants serve food that makes you want to return soon.	11/4/2014 1:27 PM
96	Variety of good restaurants and retail shopping	11/4/2014 11:51 AM
97	Welcoming with flowers, lights, places to sit.	11/4/2014 11:48 AM
98	I liked St. Paul's downtown. It is quiet, brick streets, outdoor seating and lots of cafes, restaurants, entertainment options and some nice shopping.	11/4/2014 11:39 AM
99	Lots of open areas for people to mingle and relax. Variety of shops and restaurants.	11/4/2014 11:37 AM
100	There are things to do that don't require you to go there for a specific purpose (i.e. window shop, cafes, outdoor seating, etc.)	11/4/2014 11:34 AM
101	benches, tables	11/4/2014 10:58 AM
102	The energy and excitement of having so many things to do so close together.	11/4/2014 10:45 AM
103	green space and restaurants/decent bars	11/4/2014 10:31 AM
104	Sturgeon Bay, Quaint, lots to do and see within walking distance.	11/4/2014 10:27 AM
105	The wide sidewalks, excellent window shopping, and beautiful park in New York and Chicago. Architecture was wonderful too as well as lighting and dining.	11/4/2014 10:11 AM
106	Big sidewalk, decorative	11/4/2014 9:31 AM
107	Chicago	11/4/2014 9:30 AM
108	Lighting, shops being open in evenings and weekends.	11/4/2014 9:13 AM
109	Street Performers/Art/Culture	11/4/2014 9:11 AM
110	Median of roads had trees/vegetation. Created a welcoming feeling. Limited vacant buildings; evidence of a community not thriving.	11/4/2014 9:08 AM
111	Vibrant day and nightlife. Lots of things for people to do. Food carts!	11/4/2014 8:58 AM
112	Savannah, historic areas, and waterfront shopping in unique stores	11/4/2014 8:56 AM
113	Open green space surrounded by shops, restaurants, and arts	11/4/2014 8:10 AM
114	Music playing, old light posts, lights on trees, interesting shops and restaurants, and a town square that holds events.	11/4/2014 7:59 AM
115	Multiple shops (clothing, shoe, home interiors, alterations). Coffee shops, cafes, restaurants. Outdoor seating at many restaurants. Lots of green space, landscaped, perennials and annuals.	11/4/2014 7:08 AM
116	Good character with well kept buildings. A mix of retail shops and dining shops. Easy to cross roads for pedestrians.	11/4/2014 6:52 AM
117	La crosse has a beautiful downtown. Unique shops, restaurants, and coffee	11/4/2014 6:47 AM
118	Green space	11/4/2014 6:22 AM
119	Nice roads!	11/4/2014 6:15 AM

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Downtown Master Plan Survey		SurveyMonkey
120	The foliage and shop architecture and windows	11/4/2014 5:52 AM
121	Historical sites. I live in Sheboygan and there is always events happening in downtown.	11/4/2014 5:44 AM
122	People	11/4/2014 5:40 AM
123	Historic buildings with a variety of retail and restaurants.	11/4/2014 5:26 AM
124	Cohesiveness	11/4/2014 5:17 AM
125	Wuasau	11/4/2014 4:28 AM
126	Brick sidewalk	11/4/2014 12:11 AM
127	Oshkosh. Nice curb appeal, great stores	11/3/2014 11:58 PM
128	Scenic, walking path, kids splash pad	11/3/2014 11:19 PM
129	Original buildings (restored) pedestrian friendly, more shops and restaurants	11/3/2014 11:09 PM
130	Outdoor cafes or dining options. Since Hudson's closed there is no option to dine outdoors at a middle of the road price point.	11/3/2014 10:35 PM
131	Variety	11/3/2014 10:35 PM
132	Upscale taverns, specialty dessert shops, locally owned boutique shops, more coffee houses, outdoor seating is big.	11/3/2014 10:33 PM
133	Park/playground	11/3/2014 10:28 PM
134	Unique shops with events weekly	11/3/2014 10:23 PM
135	Open gathering areas. Areas where only people can walk and there aren't any vehicles allowed. Nice lightening, especially for evening events and walking. Easy access to stores.	11/3/2014 9:48 PM
136	Breweries museums live music constantly good, hipster coffee shops that are ACTUALLY OPEN in the evenings too	11/3/2014 9:38 PM
137	greenspace for public gathering with benches, picnic tables, area for events and other public activities	11/3/2014 9:37 PM
138	Great shops with history.	11/3/2014 9:20 PM
139	Check out Waukesha WI. They revived a dying downtown.	11/3/2014 9:17 PM
140	Gardens, art, architecture	11/3/2014 9:13 PM
141	The quaintness.	11/3/2014 9:13 PM
142	Wausau 400 Block Stevens Point Sheboygan WI, Band Shell Appleton, Pierce Park Band Shell Kirksville MO	11/3/2014 9:08 PM
143	Everything I put previously	11/3/2014 9:08 PM
144	Lots of unique shops and restaurants	11/3/2014 9:07 PM
145	Busy and interesting front displays/windows in shops and restaurants.	11/3/2014 9:07 PM
146	la crosse, door county	11/3/2014 9:07 PM
147	Cobblestone, antique looking light fixtures and facades, boutiques	11/3/2014 9:04 PM
148	More variety of shops and restaurants. Places open past 5pm.	11/3/2014 9:02 PM
149	Architecture of buildings, shops, restaurants	11/3/2014 9:01 PM
150	Outdoor effect with shopping.	11/3/2014 9:00 PM
151	Shops and uniqueness	11/3/2014 8:56 PM
152	Parks, locally owned stores.	11/3/2014 8:54 PM
153	Store/restaurant windows with appeal, outdoor restaurant seating.	11/3/2014 8:53 PM
154	the shops, the murals, the busy downtown, just a fun "buzz" in their little down town... it was Black River Falls...	11/3/2014 8:47 PM
155	Statues walking tours (trolis in mount horeb, cows in new glarus, fish in door county)	11/3/2014 8:46 PM

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Downtown Master Plan Survey		SurveyMonkey
156	Eau Claire has music playing outside	11/3/2014 8:42 PM
157	NIA	11/3/2014 8:36 PM
158	Locally owned shops and unique restaurants	11/3/2014 8:36 PM
159	Greyhound bus or other transit to easily get between cities.	11/3/2014 8:35 PM
160	Grassy areas with benches to sit on...400 block area in Wausau is nice!	11/3/2014 8:32 PM
161	Popular store chains & restaurants.	11/3/2014 8:29 PM
162	Lampposts	11/3/2014 8:26 PM
163	Restaurants	11/3/2014 8:20 PM
164	Unique stores - in old architecture	11/3/2014 8:17 PM
165	Large variety of shops, restaurants, and attractions	11/3/2014 8:13 PM
166	400 block area Wausau	11/3/2014 8:10 PM
167	Large green areas with music	11/3/2014 8:09 PM
168	Variety of shops that appeal to all. More modern. Better parking, less traffic	11/3/2014 8:08 PM
169	Trees, architecture, nice cafe or deli, low pass through flow	11/3/2014 6:37 PM
170	Businesses in well-kept looking buildings with nice storefronts, bright colors. Expanded sidewalk space for a few outdoor tables highlight activity in nice weather seasons. Retail businesses, restaurants and things like salons, gyms, look nicer than office space in a downtown. Businesses that go together being nearby helps - like a smoothie or healthy food cafe next to a busy gym/fitness center/yoga studio.	11/3/2014 2:29 PM
171	Buildings, though old, were well maintained. Streets were well lit. Streets were on narrow side but adequate. Variety of retail and food establishments.	11/3/2014 2:26 PM
172	Boutiques and shops intermingled with small cafes where you could grab a bite to eat or just coffee.	11/3/2014 10:06 AM
173	Wausau-400 Block Savannah GA- walkways-riverwalk.	11/3/2014 9:38 AM
174	Wausau, great retail, business and green space	11/1/2014 7:14 PM
175	The 400 block Wausau square is nice.	10/31/2014 4:23 PM
176	People walking the streets.	10/31/2014 4:10 PM
177	eclectic businesses, restaurants	10/31/2014 3:47 PM
178	Naperville IL-Historical preservation, restaurants, bars, variety of shops, a certain "energy" you can feel, very scenic.	10/31/2014 3:36 PM

The final survey question asked respondents to share “any additional ideas or comments you have regarding the downtown.” 70 people left specific comments. The key themes that emerged from the responses were:

- Traffic – respondents are concerned with heavy traffic and the negative impact on pedestrian activity.
- Community facilities – respondents indicated a desire to leverage existing downtown assets such as the library and farmer’s market to help strengthen downtown.
- Organization and promotion – some respondents feel the City and its partners need to do a better job of promoting downtown
- Appreciation – respondents indicate they value the work of the City and its partners in creating a strong downtown.
- Specialty retail – respondents would like to see a greater variety of retail downtown
- Attraction/reason for coming downtown – respondents suggest that downtown Marshfield needs a more compelling draw, or pull factor, which would bring people downtown.
- Key gateways/points of arrival – respondents see an opportunity to enhance the image of downtown by redeveloping blighted areas adjacent downtown as well as key gateways into downtown.

Downtown Master Plan Survey

SurveyMonkey

Q18 Please share any additional ideas or comments you have regarding the downtown.

Answered: 70 Skipped: 247

#	Responses	Date
1	I would like to see less semi truck traffic downtown. I thought that traffic was supposed to route through Veterans Parkway. We should have load limits through downtown, especially since the future improvements will be on our dime. Next we need to have law enforcement truly enforce the limits and the fines need to be stiff enough to force change.	11/14/2014 10:03 AM
2	Take a look at Boulder's downtown online. I'm not sure if the pedestrian type of downtown could be done in Marshfield, but I think people would enjoy it.	11/14/2014 9:07 AM
3	Main Street Marshfield could do a better job, or in fact, just go away. The new leadership is sad to say the least.	11/13/2014 3:55 PM
4	The Public Library is the center of downtown to me. It offers meeting spaces, activities, and is welcoming.	11/13/2014 3:32 PM
5	Blight removal and fresh hip areas that will fit with our kids. Paths, trees, and larger setbacks would be a nice touch. We like the adventure of shopping wherever we go and we try to avoid the old school downtowns that are just door to door buildings. In the King WI area there is a great area of unique shops that are spread out. Many of them are in remodeled homes which is OK but more commercial buildings that are handicap accessible would be better. They have unique offerings and several coffee, bakery, and restaurants mixed in. Something along those lines would be fantastic in the blighted area south of the brew pub. It would also be a good field trip for those planning this next step. We have never visited the area in the winter and some of the shops may close after the summer season but it is worth a look. The area is on the way to Dings Dock if you want to take a look!	11/12/2014 8:44 PM
6	through the years there have been TOO many missed opportunities at development in the downtown area. The business improvement district and the Mainstreet program have been less than dynamic in helping to improve the downtown	11/11/2014 2:45 PM
7	Downtown needs to be a destination for not just shopping, but entertainment. A skating rink in winter with the Christmas lights, bazaars, and cultural events can bring life to downtown.	11/11/2014 11:24 AM
8	More amenities and living options downtown are desperately needed.	11/10/2014 10:41 PM
9	Work on recruiting specialty stores and restaurants that will bring people from out of town. Examples: Goal Line Hockey, Shepard and Schaller, Red Eye Brewing, Father Fats, Evolutions in Design	11/10/2014 9:26 AM
10	Unfortunately, it will never be the Center of Commerce it once was. Once Marshfield embraced "Big Ticket retailers like Shopko and Wal Mart, the Downtown can never be what it once was.	11/10/2014 8:59 AM
11	It's going to be hard to deal with the traffic demands and the pedestrian demands. I want to see more people walking Central Avenue than driving it.	11/9/2014 1:42 PM
12	It's impossible for good foot traffic to happen along a 4-lane road. Put the pedestrian experience first. I hate crossing Central Avenue on foot because it feels so awkward and exposed. A lot of people feel the same way.	11/8/2014 8:41 PM
13	the city of Marshfield doesn't promote local business at all so why should anyone else.	11/8/2014 5:51 PM
14	Thank you for making this survey available as it gives the citizenry an actual voice.	11/8/2014 11:57 AM
15	It looks nice but there's nothing in it for people like me.	11/7/2014 12:41 PM
16	I think this city is great, but I think there could be improvements to downtown to improve the amount of traffic flow that goes thru the businesses. It looks very nice, but again, some of the options are limited for visitors.	11/7/2014 8:45 AM
17	the city government needs to keep business local and not give contracts to outside companies...keeps the local money local	11/6/2014 10:42 PM
18	I believe having the farmers market downtown in the summer would be a great way to attract more individuals (both consumers and producers) to the downtown area which would help many local businesses.	11/6/2014 9:35 PM
19	shops are not for casual shoppers.	11/6/2014 7:20 PM

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Downtown Master Plan Survey

SurveyMonkey

20	The bank parking lot is a waste of frontage on Central Avenue and kills the whole thing. Do what they said in the paper, make it a fountain plaza.	11/6/2014 5:11 PM
21	would really like to see modestly priced small homes and/or condos close to downtown area & services. I'm ready to move in.	11/6/2014 4:03 PM
22	Get people to like being in town again. Make the positives outweigh the negatives.	11/6/2014 2:37 PM
23	We are liking the new stores :)	11/6/2014 5:34 AM
24	There seem to be more and more empty buildings	11/5/2014 6:27 PM
25	I like our downtown. People have a "meh" attitude of disrespect for those trying to liven it up, but really won't appreciate what they have until it's gone. I'm happy to see the work going into it's improvement. The music on the corner by the Thomas House is awesome, and the downtown outdoor movie nights on the street are fun too. Let's celebrate our hometown - Cool is in!	11/5/2014 5:25 PM
26	Please share	11/5/2014 3:15 PM
27	Would like to see more of the retail stores be able to set specialid outside on their sidewalk, that always draws attention.	11/5/2014 12:10 PM
28	Stop putting everything on the north side of town- the south side needs businesses too.	11/5/2014 12:07 PM
29	Marshfield will never grow. Everyone serving on the council is stuck in the 60's. For goodness sake get out of the box. All talk and no action. Nothing will come of this - maybe a couple of trees. Good job Marshfield, stay in character.	11/5/2014 7:36 AM
30	I just moved to Weston after 33 years in Marshfield. I love Columbia Park and would love to see that space transformed into something where you would have dozens of people just enjoying the summer nights on a daily basis!	11/5/2014 5:24 AM
31	I like the idea of reusing the bank parking lot and LED lighting. Our town could certainly benefit from some innovation.	11/5/2014 12:03 AM
32	Look beyond what has traditionally been thought of as your downtown. There is not enough room even with buildings removed behind the current ones to have enough area to do anything of value with. Look to the next generation and what they will find appealing. That whole area south of the PickNSave store could really become something wonderful and would really clean up what is currently a blighted area. We have not lived here long but in redeveloping the area it would be nice if you could clean up the KFC area and that dreaded satellite TV stand by that awful furniture store. When we first came over to look at the area from the Minneapolis area that corner was our first impression of Marshfield. We drove from that corner to the railroad tracks and almost turned around to run like hell. You have a fantastic opportunity with the area south of the brewery if there is enough vision in the community to see it!	11/4/2014 10:35 PM
33	I'm loving the feel of the downtown. (Architecture) but the shops are a joke except for maybe 2 or three. Marshfield downtown has to bring in more diverse stores. Not just hair and spa and dive bars. Class it up a bit. ??	11/4/2014 10:18 PM
34	we need an entertainment draw -- a venue for Vox and other concerts, a children's museum, a farm tourism discovery center, etc.	11/4/2014 9:41 PM
35	Be nice to have a ice cream shop town for evening strolls / also maybe could hire some one pick up dig. buts every morning & dog dog. paper	11/4/2014 8:45 PM
36	Dislike the big round planters and how they use them seasonally...not working for me.	11/4/2014 8:28 PM
37	marshfield needs to work harder to bring in people, companies, and events from other communities in the region. Think big picture and reach bring in the world from outside the sleepy little city of Marshfield. Use the setup and events that Cedarburg WI does as a good example.	11/4/2014 7:28 PM
38	We need a downtown to attract tourism a bear at the zoo is not going to bring the people that want to spend the money in restaurants, hotels, etc... bring the tourism the rest will start falling into place.	11/4/2014 6:01 PM
39	Downtown is great with a perfect mixture of food, shops, sidewalks, etc.	11/4/2014 5:21 PM
40	The historic buildings are great and I think could be capitalized on in a great way. I just wish there were more reasons to go downtown.	11/4/2014 3:48 PM

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Downtown Master Plan Survey

SurveyMonkey

41	I think there are too many specialized retail stores and services in our downtown. Unless you have one or two specific tasks to do downtown it is much easier to head out to the bigger stores. If there were more stores that weren't so limited on what they sell or what service they provide, I think more people would come downtown and shop up and down the street for a longer period of time.	11/4/2014 3:05 PM
42	Please see above.	11/4/2014 1:27 PM
43	This city needs more retailers and restaurants. Please no more bars, banks, or assisted living facilities!	11/4/2014 11:51 AM
44	Can we get a live performance venue downtown to complement the Chestnut Center? And more things to do that can attract tourists. I'd like to show visiting family members some neat things that make Marshfield unique and great.	11/4/2014 11:39 AM
45	There is so much potential in Marshfield for an AMAZING downtown! I'm so happy there is initiative taking place!	11/4/2014 11:34 AM
46	It's coming along but it's not there yet.	11/4/2014 10:45 AM
47	Imagine if we encouraged more business development near successful businesses that would help knit things together.	11/4/2014 10:27 AM
48	I want Marshfield to be successful and develop in a smart and healthy way that is viable in the long run.	11/4/2014 10:11 AM
49	It would be awesome if we had a "splash park" for th summer and a place for hayrides/pumpkins patches in the fall.	11/4/2014 9:13 AM
50	The south end needs help! There is a great deal of property for sale in the blocks from 9th - 14th and I think that makes it a prime time for a "south side revival" Restaurants, shopping, cleanup the properties in disrepair! People coming off hwy 10 into marshfield see this end first. It should be a better first impression. Thanks!	11/4/2014 8:10 AM
51	A great downtown area doesn't just consist of everything running north/south on one central avenue. It goes a few blocks to the west and east of central. It's a whole area. Not just one area on the Main Street.	11/4/2014 7:08 AM
52	It would be nice to see some upscale apartments downtown, seems there are too many buildings in disrepair, perhaps owned by the same person - not sure.	11/4/2014 6:52 AM
53	Get some popular places to eat at. There are multiples of the same thing (verizon, subway) and the town isn't even big to require that	11/4/2014 5:52 AM
54	Traffic.	11/4/2014 4:28 AM
55	Hate all the construction of downtown as well. Rarely drive down central to avoid	11/4/2014 12:11 AM
56	More places like candy girl, less salons.	11/3/2014 11:58 PM
57	needs to be more bike and foot friendly, more coffee shops, restaurants and specialty dessert stops all with outdoor seating.	11/3/2014 10:33 PM
58	Marshfields downtown is really lacking appeal. The only things it seems that we have are office spaces and limited parking. 90 minutes is not enough time especially when you are at appointments. Main Street did a good job by hiring a new, young, fresh director but now they need a new board and especially a president who is willing to try new ideas and not stuck in their old ways.	11/3/2014 10:23 PM
59	It would be nice to see more retail shops and cafes or internet/lounge coffee shops. A fun place to hang out and meet up with people.	11/3/2014 9:07 PM
60	Stores/coffee shops need to be open later. They often close before I am even off work at 5-6 pm	11/3/2014 9:02 PM
61	Straight as a stick. Nothing remarkable. Old.	11/3/2014 9:00 PM
62	We "Marshfield" are working our way to a quaint, fun, downtown... it will be wonderful...	11/3/2014 8:47 PM
63	Nothing to pull in 20-40 year olds besides book store & movie theater. Downtown store dont advertise anywhere. Mens clothing store is really missed.	11/3/2014 8:46 PM
64	Would love to see the old Hudson's building become a Children's Museum.	11/3/2014 8:42 PM
65	N/A	11/3/2014 8:36 PM
66	Make it easier to see signs so its easier to find and access businesses. it's horrible between Veterans Pkwy & Pick n save.	11/3/2014 8:29 PM
67	I adore your downtown, it is all about the people there, not the amenities :)	11/3/2014 8:26 PM

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Downtown Master Plan Survey

SurveyMonkey

68	Feels unwelcoming and cold	11/3/2014 6:37 PM
69	Add new exciting shops not old venues like yearming and antiques.	10/31/2014 5:15 PM
70	We really need to entice and have incentives for business owners to open up shops downtown and encourage walkability to those shops.	10/31/2014 4:23 PM

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DOWNTOWN MARSHFIELD MASTER PLAN WEBSITE

The web page was set up to provide residents, businesses, and potential investors with information they need to help shape the future of Marshfield. A project timeline as well as previous market study results, draft design concepts, and results of public input sessions are available on the site.

OPEN HOUSE – PRESENTATION TO THE COMMUNITY

On November 20th 2014 the project team hosted an all day public open house at City Hall and at the Holiday Inn. Approximately 100 people participated in the open house, primarily walking through the poster board exhibits and discussing the alternative concepts with the project team staff.



Participants also had the opportunity to leave written comments at the open house, which are bulleted below:

- Columbia Park – focus on improving park, including walkway around perimeter of the park, pruning of trees, opening up for more light
- Town Square – love the concept
- Forces & Issues Map – like idea of re-locating warehouse uses in gaslight district (incompatible with downtown)
- Like library-Miller park green connection
- Like housing concept adjacent Columbia Park
- St. Vinnies is actually highly utilized (shown on map as underutilized)
- Columbia Park neighborhood – prime for redevelopment
- Shoe Factory – something similar to Wausau could be done, E. High School Apts.
- Central Ave. – how can it be “softened” up?
- Would like to see more offices downtown
- We don’t need another park downtown
- 2018-2019 Arnold Street north Central Avenue reconstruction – what opportunities are there to support downtown as part of project?
- Include the library redevelopment area on our maps
- Love the town square concept, but concerned about post office access
- Shade structure with tables would be nice in town square
- There are people in town that would sponsor amenities (shade structure, etc...) in the proposed town square
- It has been reported that cities who want to attract young professionals should be bicycle friendly. Also, Marshfield should have a green space downtown as a focal point for the City. Wausau has a green area downtown at present.

Visual Preference Survey

As a component of the open house, two boards were prepared displaying variations of downtown buildings. These might include different architectural styles, massing and scale, façade materials, setbacks, etc. A short survey asked people to identify what they liked and disliked about each, how appropriate that building might be within the downtown, and which were their most and least favorite buildings among

those shown.

With regard to commercial, there is a good deal of consensus on what people like best. The more traditional designs (D, A, B), featuring two stories and faced in brick received the most favorable comments. The contemporary designs (H, I, C) were the least favored, but that sentiment is not clear cut. Some people that thought that contemporary designs (C, I) were very appropriate for downtown. Interestingly, one building (I) received comments that it was “too modern” and “too traditional”.

There appear to be two equally sized groups of people with differing views on downtown commercial design. One prefers that all downtown buildings have an “historic” appearance, while the other would welcome good modern design to create more visual interest, and reflect the current era.

The message on residential design is more garbled. Three townhouse designs were favored (P, K, N) and the largest buildings (Q, R, L) were least favored. Scale may have been a factor in this. L and M were most often cited as the least favorite, but both also had a vote as a favorite. As with the commercial buildings, an element of the community may not appreciate modern design, while others find it acceptable. Enclosed parking, walking distance to shops and dining, and a private patio or balcony were the most important amenities for any new residential development in the downtown.

COMMERCIAL AND MIXED USE BUILDING DESIGN PREFERENCES



A



B



C

Building design can have a significant impact on the success of a downtown. Each building stands alone, but taken together, they help to define the character of the district.

Some communities choose to narrowly define the styles, materials, patterns and other elements of new or renovated buildings, while others provide more flexibility.

This exercise will help to define Marshfield's approach to downtown building design.



D



E



F



G



H



I

COMMERCIAL AND MIXED USE BUILDING DESIGN PREFERENCES

Consider 40 aspects of the design of these buildings, such as style, materials, colors, and location, and rate each on the scale below.

How appropriate would this building be in downtown Marshfield?

	Appropriate	Not Appropriate
A	1	5
B	2	4
C	3	3
D	4	2
E	5	1
F	1	5
G	2	4
H	3	3
I	4	2

Are there locations where this building would be appropriate, others where it might not?

A _____
 B _____
 C _____
 D _____
 E _____
 F _____
 G _____
 H _____
 I _____

Are there specific characteristics of the building that you like or dislike?

A Like Dislike
 B Like Dislike
 C Like Dislike
 D Like Dislike
 E Like Dislike
 F Like Dislike
 G Like Dislike
 H Like Dislike
 I Like Dislike

Of the buildings shown, which is your favorite? _____

Of the buildings shown, which is your least favorite? _____

LEAVE YOUR COMMENTS ON THE FORM

RESIDENTIAL BUILDING DESIGN PREFERENCES



J



K



L

The market analysis shows steady demand for apartments and owner occupied condominiums and townhomes. These could be built on redevelopment sites near the downtown.

What is a desirable character for these new neighborhoods? Consider issues like size, design, materials, setbacks, location of parking, etc.

This exercise will help to guide the City and developers in designing attractive new housing.



M



N



O

RESIDENTIAL BUILDING DESIGN PREFERENCES
 Consider aspects of the design of these buildings, such as size, materials, setbacks, parking, architectural style and features.

How appropriate would the building be in downtown or an adjacent area in Marshfield?

	Not Appropriate	Appropriate	Very Appropriate
J			
K			
L			
M			
N			
O			
P			
Q			
R			

Are there specific characteristics of the building that you like or dislike?

J	Like	Dislike
K	Like	Dislike
L	Like	Dislike
M	Like	Dislike
N	Like	Dislike
O	Like	Dislike
P	Like	Dislike
Q	Like	Dislike
R	Like	Dislike

Of the buildings shown, which is your favorite?

Of the buildings shown, which is your least favorite?

What are the TOP THREE attributes that will make these units more attractive to potential buyers?

Exterior finishes	Interior finishes	Views & environment
Building exterior to be considered	High-end finishes and fixtures	Views

The next time you move, would you consider purchasing a condominium or townhome similar to these?
 Yes No



P



Q



R

MIND MIXER

In addition to the project website, a Mind Mixer website was established to solicit ideas on the plan update. The site attracted 127 unique visitors and 577 page views. Results of the Mind Mixer website are incorporated into this document as an electronic appendix. A shortened summary of the fourteen ideas generated through the site is provided below.

Idea Title: Educational Institution Links Downtown

Idea Detail: Marshfield has two colleges located near the edge of town, which isolates those students from downtown businesses and eliminates that portion of the customer base. To get young people back downtown, possibly create the beginnings of a public transport service. A bus or two continually stopping at major points in town would help get those who cannot afford to drive or are unable to drive (read: the elderly) around town.

Idea Title: Window Display Competition

Idea Detail: One way to encourage downtown businesses to increase their curb appeal may be a window display competition for every major holiday season.

Idea Title: LED lighting on train bridge and bike path overpass

Idea Detail: Bridge enhancements and beautification

add significantly to cities with waterfronts. As Marshfield lacks a waterfront, our major bridges are over Veterans Parkway. Tactful lighting of those features can enhance the character of the entire city.

Idea Title: Sidewalk-friendly infill

Idea Detail: A lot of vacant space around the downtown area can handle development, but instead we are seeing multimillion-dollar investment by companies on buildings in business parks far from the city core. Shops and restaurants in the city center depend on people who live and work near those businesses to support them with patronage. Corporate employees and professionals are the people you want as patrons. Encourage those types of businesses to consider using downtown space and build higher than two or three floors if necessary.

Idea Title: Create postcard-worthy public space

Idea Detail: Marshfield lacks a vibrant public space in its core yet we have resources to create a few. Columbia Park is the oldest & most underused of our parks. It's dark & unwelcoming. It's a haven for mosquitoes & there is only one paved path through. Based on its central location and geometric

shape, Columbia Park should become Marshfield's version of New York City's Central Park

Idea Title: create postcard-worthy public space II

Idea Detail: The second space that comes to mind is the BMO Harris parking lot on 3rd and Central. This space is surrounded by some of Marshfield's best architecture, but hosts cars, not people. The lot always seems underutilized, with few cars that could easily park elsewhere. The city could acquire the parking lot and create a plaza with a central fountain (we lack water features in this town) and trees, then surround the fountain with seating.

Idea Title: Vibrant signage for vibrant nights

Idea Detail: Central Avenue lacks attractive lighting and signage on the part of businesses (especially nightlife locations). Central Avenue has beautiful facades begging to be lit up with multicolored LEDs, and wonderful businesses that you don't notice when you go by because the signage for many (especially nightlife) are bland. The bars, restaurants and the movie theater should shine

Idea Title: Downtown Marshfield Museum

Idea Detail: A museum of the city and of Central Wisconsin might be just the kind of attraction the core could use to boost its appeal and supplement the Upham Mansion museum. It can even become a field trip destination for schools in surrounding communities.

Idea Title: Indoor activities beyond eating and shopping

Idea Detail: If people want to bowl or play games, they cannot do it downtown. Encourage a business like an arcade to move to the downtown with a location on Central. Perhaps attract a Chuck E Cheese to cater to families, or a pizza place that features arcade games such as Peter Piper (an Arizona chain I believe).

Idea Title: Deck out downtown for Christmas

Idea Detail: Google "Kansas City Country Club Plaza Season of Lights". Our downtown at Christmastime has the capability to look equally spectacular and attract tourists to the downtown from all over. The decked out downtown can enhance the Wildwood lights, with the historic core anchoring the center of town and attracting people down Central Avenue to the Wildwood lights. Marshfield can become Wisconsin's City of Lights.

Idea Title: Take inspiration from Bay Beach

Idea Detail: Green Bay has a municipal amusement park called Bay Beach. As Marshfield lacks real attractions & the nearest amusement parks are in the Dells, we could incorporate some rides into areas around downtown to draw people from surrounding cities like Wausau & Point. If the City Garage were moved, a rollercoaster could go on the site & be adjacent to the ballparks.

Idea Title: Our Downtown is the entirety of Central Avenue

Idea Detail: While Central Avenue makes Marshfield unique because all major businesses are along it, it takes all the ingredients to what could be a strong downtown and spreads them out too far. If the businesses along the length of Central were incorporated into a more collected area that was several blocks across in any direction, the city would have a vastly different feel, and be better for walking and exploring.

Idea Title: downtown is well-integrated into surrounding neighborhoods

Idea Detail: Marshfield has a downtown that is easy to access from surrounding neighborhoods. Growing the populations in those neighborhoods makes downtown convenient for more people and will provide a larger customer base on which additional businesses can grow. Downtown should be home to an additional three thousand people to make it feel busy and fun. The city core has walkable blocks that many of those additional residents could live on as older housing is replaced and updated. Even just increasing Marshfield's density to match Wausau's would add 10,000 people across the city. Marshfield can handle that kind of growth and would be better off for it with a broader tax base and more energy.

Idea Title: Well-maintained historic character

Idea Detail: Marshfield has maintained a good stock of historic architecture in an array of architectural styles. Keep this going. To preserve downtown's character and grow, new development facades must adhere to one of the following architectural styles: Italianate, Victorian, Colonial, Federalist, Dutch, Tudor, Neoclassical. Amp up to historic character instead of diluting it.



APPENDIX C: REDEVELOPMENT SITES

Redevelopment has been a continuing theme within the City's downtown plans, yet one on which there has been only modest progress. While there have been many façade projects and several downtown buildings have undergone larger renovation projects, there are many redevelopment sites where no changes have been made.

While there is a strong market for new uses in the downtown, the local development community has not shown an interest or perhaps ability to undertake the scale of redevelopment necessary. This is not at all unusual in small markets where local developers may not have the experience or capital necessary to carry out projects on their own. Marshfield has the potential to attract investment if the City and its partners take an active role in initiating key downtown redevelopment projects.

REDEVELOPMENT APPROACH

Successful projects occur when property owners and developers are shown opportunities to increase profits from real estate. This often includes some combination of increasing the density of use, transitioning to more favorable uses, and offering a product better designed for the market. It may also include the use of local or state incentives to close the gap between actual redevelopment costs and the final price the market will bear.

Many communities play an active role in identifying and packaging redevelopment opportunities to spur action by the private sector. Given the success it has had in maintaining the vitality of the downtown, it may be appropriate for the City of Marshfield and its partners to consider similar actions. Marshfield appears to have a high unmet demand for commercial space and residential products that are not being built by the private sector. Inexperience, unfamiliarity, and lack of capacity within the local development community may be explanations for this, and argue for intervention to overcome these barriers. Roles to consider include the following.

- **Site Assembly.** Current platting may make redevelopment a challenge, where it is necessary to assemble several properties under different ownership in order to have a sufficiently large site for the desired project. Acquiring these properties can take years and tie up capital that most small developers will not have available. In these situations, the City or its partners can purchase and "land bank" individual parcels until a marketable site can be marketed.

The City or other organizations may have access to sources of funding beyond what is available to the private sector. For example, state grants may be available for acquisition and clearance of blighted properties. Tax incremental financing is another tool available at the local level. In the short term, rental income from the properties may be used to defray costs until the site is

prepared for redevelopment.

- **Concept Development.** In consideration of the time and resources invested, the City and its partners will want to ensure that the redevelopment project will meet its expectations for both uses and design quality. This condition is met, in part, by presenting a design concept to prospective developers.

The concept should address topics such as the preferred uses, markets served (and demand for the product), site arrangement, and character (building scale, number of units, height, exterior finishes, etc.). The concept should serve as a marketing tool as much as a description of the desired development.

Normal site due diligence work will usually occur at this stage in the process. It may include environmental assessment, site surveying, identification of easements, location of utilities, and similar actions to answer questions related to the ability to develop the site.

- **Developer Solicitation.** Most developer solicitation occurs through a request for proposals or request for qualifications. This allows the City or its partners to cast a wide net and create a competition in which developers need to bring forth a desirable project and demonstrate the qualifications necessary to execute it.
- **Project Incentives.** Most redevelopment projects require some sort of assistance, at least early on before strong market conditions are established. In Marshfield there is likely to be some hesitation to construct new commercial space, mixed use buildings, townhomes, or condominiums when there are very few examples of these projects anywhere in the city. Potential developers are likely to perceive a risk in trying something new. Additionally, the costs of redevelopment, including higher land prices and site clearance costs can make projects more expensive than a similar project elsewhere in the city.

Incentives close the gap between actual development costs and the prices that the market will bear for the finished product. They can also help to overcome concerns about the risk of providing an untested product. Best practices for incentives include limiting the amount to what is necessary to make the project financially feasible, tying incentives to performance in terms of both quality and the pace of investment, and securing guarantees to ensure that the community's investment is protected.

- Many different options may be available, and flexibility should be provided to work with the developer on a package that meets their needs, particularly with regard to the private financing that will need to be attracted.

Additional actions will help to strengthen the real estate market downtown. Landlords can be trained on how to prepare real estate business plans to update existing units, to set aside funds for rental marketing, and prepare income approach property valuations using a higher income capture. This will help increase lender liquidity into mixed use financing, a difficult type of real estate to finance in today's compartmentalized financial product market.

REDEVELOPMENT AREAS

While there are several potential redevelopment sites in the downtown, three have been identified as the best prospects for redevelopment within a five to ten year horizon. To help enhance the prospects for redevelopment, additional information about these sites is presented in this appendix.

Columbia Park / Felker Brothers Redevelopment Area

COLUMBIA PARK REDEVELOPMENT AREA

This site builds on the presence of Columbia Park as an asset, targeting aging properties for redevelopment. New owned housing and market rate rentals will enhance the neighborhood and bring new residents into the downtown area.

Rental multifamily housing - long buildings with garages and parking at back buffer the neighborhood from railroad **C**



Rental or owner occupied multifamily housing, or possible mixed use **B**

Neighborhood and Columbia Park wayfinding and gateway landscaping **D**



Linear greenway connection between Columbia Park and intersection, either through the redevelopment site or along Chestnut Avenue **E**

Owner occupied housing redevelopment - rowhouses, condominium flats, or pocket neighborhood. **A**

Landscaping and potential bike path buffer the neighborhood **F**



Maple Avenue Redevelopment Site

MAPLE AVENUE REDEVELOPMENT AREA

This half block site presents a chance to redevelop aging buildings and vacant property to create owner occupied housing adjacent to the downtown core.

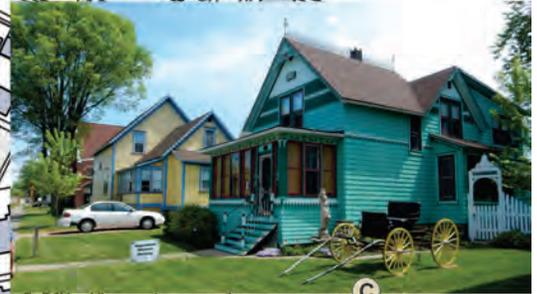
There is a demand for a rowhouse style development in Marshfield. This type of owner occupied unit will transition from the downtown to the adjacent historic neighborhood.



B Rear building facade enhancements create a more attractive appearance and improve functionality.



A



C The neighborhood's affordable older housing can be targeted for renovation.

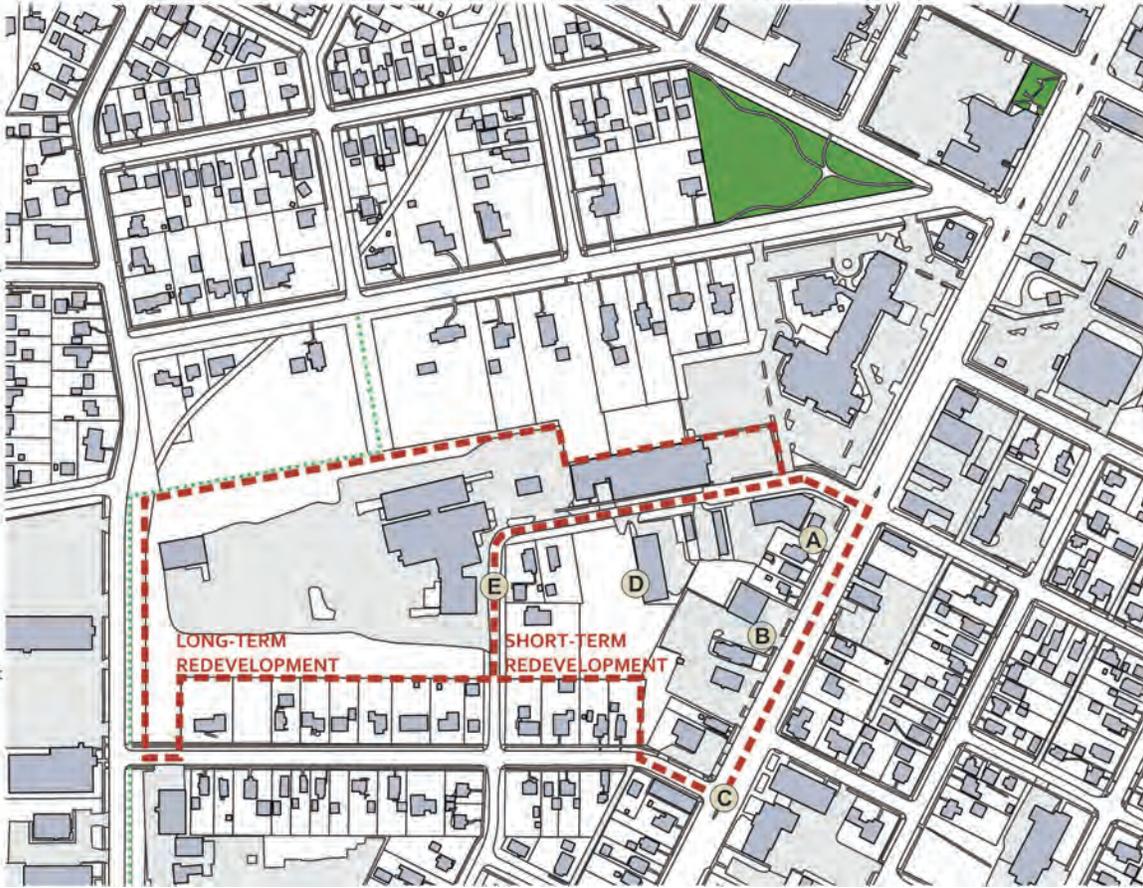
South Gateway Redevelopment District

SOUTH GATEWAY REDEVELOPMENT AREA

This area has both a short and long term redevelopment opportunity, including a mix of uses and a combination of redevelopment and renovation.

A The corner can be redeveloped as patio space for the brewery and another potential restaurant to the south.

B Properties facing Central Avenue are candidates for redevelopment or renovation, including site design and landscaping.



C As this area is redeveloped, the City can explore opportunities to create gateway features to the downtown.

D This large site may be used for commercial redevelopment or new housing. This site may be a favorable location for a new downtown hotel.

E Residential uses are appropriate further from Central Avenue.



APPENDIX D: PUBLIC OPEN SPACE



The Downtown Master Plan recommends new and enhanced parks and greenways within the downtown area. These include the proposed park on Chestnut Avenue, creating a greenway corridor along 2nd Street, and additional park or greenway improvements north of the railroad. This appendix is intended to provide additional guidance on how these might be configured and added as the plan is implemented.

CHESTNUT AVENUE PARK

Marshfield has an excellent park system including the Wildwood Park and Zoo. What it lacks is a centrally located “town square” that would play a key role in the on-going revitalization of downtown.

Previous planning documents, including the 2006 Downtown Master Plan, 2007 Comprehensive Plan, and 2014 Comprehensive Outdoor Recreation Plan support creation of such a multi-functional space. The Comprehensive Plan includes:

“Support the creation of planned mix of housing types and uses with the development of neighborhoods that cater to younger residents. Support design elements such as condominiums, small lot size size, mix of uses, parks, trails, and similar amenities.” (Economic

Development Chapter)

and

“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 health care and low cost of living.” (Quality of Life Goal #1)

The 2014 Comprehensive Outdoor Recreation Plan doesn’t specifically identify a town square park, however, it does include the following objective that supports creation of a town square:

“Continue to work with the Marshfield Convention and Visitor’s Bureau, Main Street Marshfield, Central Wisconsin State Fair Association, Marshfield Area Chamber of Commerce and other groups and organizations to provide support for festivals, wellness runs and walks, bike rides, athletic events/tournaments, and special events by hosting events in parks and recreation facilities and providing assistance where possible with planning and coordination”

The 2006 Downtown Master Plan includes an entire section (5.4) on how new parks and open space could strengthen downtown, noting that the “new Town Square can become a primary location for special events and existing and future downtown programming”

The City of Marshfield is not alone in identifying a town square as an integral part of its downtown development strategy. According to the Project for Public Spaces, “squares are time-honored places around which whole neighborhoods and cities in every culture have developed. A movement is now afoot to re-establish public squares as major destinations where civic life flourishes.”

A central gathering place was identified as a need during the summer and fall 2014 place-making exercises held during preparation of the 2014 Downtown Master Plan update. Based on content analysis of hundreds of citizen comments, Marshfield residents feel that:

- **Improving existing parks and adding a new downtown central park would encourage greater sociability (1 of the 4 key attributes of successful public spaces)**
- **Activating public spaces with more events would get people out of their cars and onto the sidewalks to enjoy downtown**
- **More public spaces for downtown gathering and events would help diversify the downtown experience, including outdoor cafes, green spaces, farmers markets, and kid areas.**
- **More gathering places would make downtown more comfortable and attractive.**
- **Music and entertainment would strengthen downtown. (The 400 block of Wausau was cited repeatedly as a success story)**

Based on previous planning documents, citizen input, and emerging research and best practices, this plan recommends the City give serious consideration to a town square park for the following reasons:

- 1. A town square will contribute to a vibrant, economically successful downtown by attracting local residents, tourists, and downtown working professionals.**

Downtown revitalization experts have been pointing out the importance of a city’s “central social district”, for over a decade. This district is where people live, work, and play. It is increasingly seen as the primary competitive advantage that downtowns possess and must leverage in order to compete with other destinations and regions.

According to the City Parks Alliance, “world-class workforces now have unfettered location options worldwide and are actively choosing to live in urban centers that support their needs. Knowledge workers, workers in creative industries, families and young people all will choose urban areas that offer a diverse economic base and amenities that contribute to an

excellent quality of life”.

If Marshfield’s vision is of a downtown with increasing numbers of residents as well as new restaurants, shopping and entertainment opportunities, it must fully embrace the downtown as the central social district by investing in key amenities such as a town square that provides a focal point for the community.

A town square essentially primes the pump for a greater mix uses – residential, commercial, and civic – to create, in effect, a new downtown neighborhood or an urban village. The new residents could be young professionals who want to be close to the dining and entertainment options along Central Avenue, UW-Marshfield students, and empty nesters moving to be closer to the cultural amenities and other options offered in the city.

2. A town square will address several strategic challenges facing downtown Marshfield

These challenges include a lack of pedestrian connections, dearth of outdoor seating or dining areas, absence of a central social gathering space to anchor community identity-building efforts, and a general feeling that downtown Marshfield is not as pedestrian friendly as it should be.

A carefully designed town square would create an image of downtown as a pedestrian friendly destination. It could include outdoor seating options that would in turn support additional restaurant development. The location at 2nd Street and Chestnut Avenue was preferred because it is central to the core retail and dining area, would strengthen connections between downtown and both the library and Steve J. Miller Park, and would provide adjacent space for the Chestnut Avenue Center for the Arts to program activities.

- 3. A town square, depending upon its location, will directly contribute to and strengthen the arts and entertainment niche in downtown Marshfield.**

A recent report from a leading downtown revitalization expert, Danth, Inc., identified three essential functions of informal entertainment venues such as town squares: 1) they provide visitors with a green refuge for resting in peace and quiet; 2) they provide infrastructure assets and programs that stimulate visitors to engage in activities (i.e., to “perform”), and 3) they present events visitors can attend.

Each of these functions is particularly relevant to downtown Marshfield, especially in relationship to the Chestnut Center for the Arts. A town square located in the heart of downtown would reinforce the arts and entertainment niche by providing a singular focal point for a wide variety of events and activities that bring

people downtown while showcasing arts and entertainment.

Park Development

The preferred location offers an additional benefit in that the necessary parcels are already owned by the City of Marshfield. This fact would allow the City to quickly begin to implement the recommendation to create a park space. Steps to be taken include:

- 1. Upon demolition of the vacant News-Herald building, the City should sod the vacant parcels to create a green space, that although not a developed park, can still be used by the public and for event programming. The adjacent parking lot can be closed off and used for additional space during larger events.**
- 2. Plans should be developed for the park, taking into account commitments by various organizations to provide programming for the space. These plans should allow for development in phases, including the northern half of the site, the parking lot, and streetscaping along with replacement of some of the lost parking, which might be provided on the northwest corner of Chestnut Avenue and 2nd Street.**
- 3. A fundraising campaign can provide private resources to develop parts of the park. There may be opportunities for businesses, individuals, or organizations to contribute a specific feature, which might range from a bench to a stage. Smaller donations might be recognized in other ways.**

2ND STREET GREENWAY

This proposed corridor enhances the existing right-of-way (street and sidewalk areas) to tie together important downtown anchors and improve connectivity with neighborhoods. The street passes through the core retail and dining district. At the east end of the corridor it is anchored by the new library and senior center. West of the core, it connects to the proposed park on Chestnut Avenue, the Chestnut Avenue Center for the Arts, and Steve J. Irwin Park. Over the long term, it may help to spur redevelopment of publicly and privately owned property bordering it.

The first goal of this corridor is to provide a safe and attractive for people to walk or bike, along with moving vehicles. In this sense the corridor meets the definition of a “complete street”, defined as “a

safe, comfortable, integrated transportation network for all users, regardless of age, ability, income, ethnicity, or mode of transportation”. Benefits of this approach include functionality, safety, economic revitalization, and enhanced livability.

Other improvements are envisioned beyond those that strictly serve a transportation role. This corridor can be developed with wider sidewalks (and narrower driving lanes) that can be used by adjacent businesses to provide outdoor dining or merchandise displays. Elsewhere, the corridor may be a priority location in which to install art. This can take many forms, such as art set into the sidewalks, sculpture or sculptural street furnishings, murals, light displays, and other works. The corridor is also expected to have a considerable amount of vegetative landscaping, including closely spaced street trees and terrace plantings or planter boxes.

This corridor may also be developed in phases. For example, blocks near the library may be an initial target following its construction or timed with the reconstruction of Maple Avenue. The blocks at Chestnut Avenue may occur in a phase of constructing the proposed park there. Further west, installation may proceed as properties are targeted for redevelopment.

COLUMBIA PARK / NORTH DOWNTOWN GREENWAYS

Two greenway enhancements are considered an important element of redevelopment north of the railroad track. These corridors should be developed in as redevelopment occurs.

The first proposed corridor is intended to connect Columbia Park south to the railroad track. It is intended to lead visitors to the park south to the core downtown, crossing the railroad and Veteran’s Parkway at Chestnut Street. This corridor may be developed in one or more formats, depending on the character of redevelopment. It may include small parks or plazas within or along the edge of the developments, or an expanded terrace along Chestnut Avenue.

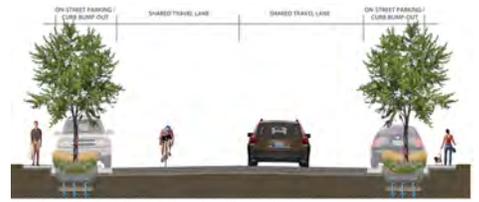
The second corridor may run along Depot Street or across property between Depot Street and the railroad. This corridor may provide on-street lanes and off-street paths running north from Chestnut Avenue to the bicycle/pedestrian bridge a short distance north.



Plan View - W 2nd Green Street



Axon View



Section - Typical Curb Extension/Bump Out



Perspective View



Plan View - Open Space Network

GREENING SECOND STREET
2015 DOWNTOWN MARSHFIELD MASTERPLAN UPDATE



Visualization - Town Square

Creating a central public green space can help support downtown business as well enhance civic identity



Plan View - Open Space Network



Existing Conditions - Town Square

THE TOWN SQUARE
2015 DOWNTOWN MARSHFIELD MASTERPLAN UPDATE





APPENDIX E: BUSINESS DEVELOPMENT STRATEGIES



As a downtown develops into specific areas and markets it migrates into various market segments, targeted customers, and users. To remain vibrant the area must identify these areas. Business, real estate, and government leaders must cooperate to retain and recruit appropriate business or real estate uses that have a chance for success and long range viability. This is what retention and recruitment is all about.

A real estate transaction is generally at the heart of any retention or recruitment effort. Real estate is purchased, sold, or leased. Marketing that real estate, then, is an essential element of the retention and recruitment effort. This is done both individually and collaboratively.

Main Street Marshfield, the City of Marshfield, the Marshfield Area Chamber of Commerce and Industry, real estate owners, realtors, and businesses need to decide the role they will play in downtown recruitment. Is it recruitment marketing? Is it making a technical or financial resource available? Is it providing contacts? Each organization may play a different role, depending on its strengths and goals. Ideally, as many organizations as possible will participate by offering time, resources, and financial contributions.

A FRAMEWORK FOR RETENTION AND RECRUITMENT

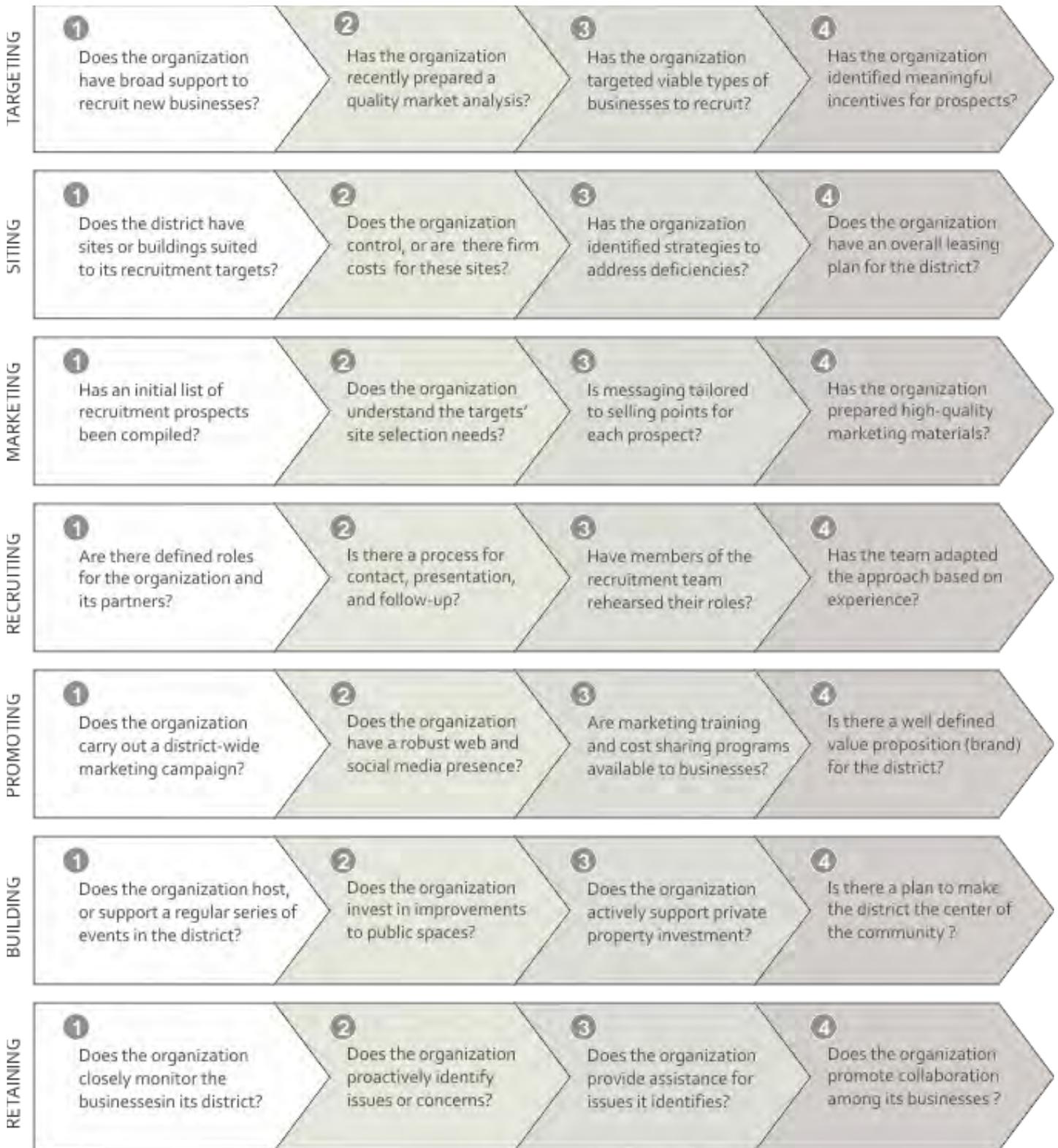
Will organizations do nothing and let brokers and landlords set the destiny of the district? Doing so requires little effort or expenditure, but these individuals are likely to make decisions in their own interest, without regard to how they may impact the district as a whole.

Organizations may play other roles, seeking to influence outcomes by presenting additional opportunities, or even taking a more aggressive role to control critical outcomes. They may provide marketing, act as a “deal maker” to recruit and bring tenants to the table, contribute resources and incentives, or take a comprehensive approach involving all of these actions. None of these strategies is exactly right, but communication of the cost, outcomes and approach is something to consider.

The following diagram represents a framework for a retention and recruitment program in downtown Marshfield. It is comprised of seven elements that, if implemented together, should create good opportunities for new businesses to locate in the district, and existing ones to thrive.

Targeting

A qualified lead is an existing chain or independent business in a targeted sector that is matched to the local market and has the capacity to relocate or open a new location. It may also be a viable start-up business. To be viable, a startup needs to have a good business plan,



TARGETS:

- Existing businesses that may expand
- Small businesses that may be recruited to open a new location
- National chain businesses
- Start-up businesses

PARTNERS:

- Other organizations engaged in economic development
- Commercial realtors
- Building owners / landlords

identifiable market, and the financial and technical capacity to carry it through the startup period (usually one to two years).

The first step in targeting is to conduct a market analysis, which has already been completed as an initial phase of the downtown planning process. This market analysis has identified opportunities to attract new retail, dining, office, and lodging businesses.

Before starting to prospect for businesses, Marshfield should evaluate the strengths and weaknesses of the district and the needs of prospective businesses. Based on this evaluation, the recruitment partners can identify a package of potential incentives to bring to the table, that are tailored to each possible target. In-kind and technical support can be as important as financial contributions. For example, local professionals can donate technical assistance with marketing, merchandising, interior design, or other needs. Main Street Marshfield, the Marshfield Chamber of Commerce and Industry, and the Marshfield Convention and Visitors Bureau may offer free or reduced cost marketing.

Siting

In order to attract tenants, available properties need to be in a presentable condition and more or less ready for occupancy. Tenants will expect to make some improvements, but these will be primarily cosmetic. Characteristics of marketable downtown real estate include:

- For retail businesses, a location within a viable retail district. Downtown Marshfield already has the largest concentration of specialty retail stores in the city. Central Avenue locations will be more attractive than side streets, though this should not exclude other locations.
- An attractive façade that showcases the business within it. Downtown retail buildings should have transparent display windows to let shoppers see inside. Office buildings will need to present a professional appearance. If the façade needs improvement and the building owner will not make improvements, information about façade grants should be included in marketing the building.
- Reasonably updated building systems. HVAC, plumbing, and electrical systems do not need to be new, but they must be in good working condition and able to support the needs of the prospective tenant. The building must be in good structural condition, and secure.

- Accurate information including a firm purchase price or lease rate.

Owners, and even realtors, will sometimes not provide a firm lease rate. A prospective tenant who sees “negotiable” or “call” listed, is more likely to discard the property than to make the effort to obtain information. Now, when so much of the search is conducted online, this is even more true than in the past. Good building specifications (floor area, floor plan, site map, neighboring uses, mechanical systems, signage, etc.) should also be supplied for every building.

Well managed malls and shopping plazas will have an overall leasing strategy identifying not only a preferred set of uses, but also where these will ideally be located. The intention is to generate cross traffic between businesses in the district. A leasing plan will cluster those kinds of uses that have a symbiotic relationship, and position them relative to anchors, so that visitors traveling between anchors may pass other businesses they are likely to patronize.

A leasing strategy for Marshfield will prefer to locate specialty retail and dining uses in the core downtown, on Central Avenue, while locating office uses on side streets or upper levels. The downtown plan contains other recommendations that seek to generate cross traffic, such as creating the 2nd Street corridor connecting the library, proposed Chestnut Avenue park, and Steve J. Miller Park.

Marketing

Marketing, as discussed here, refers to outreach efforts to recruit new businesses. The steps in this process include identifying targets, tailoring a message, and preparing quality collateral materials.

There are a number of national or large regional chains that will consider downtown locations. This may be more true of Marshfield than many other communities, as the South Gateway area is anchored by a grocery store, already has chain businesses, and offers sites that can be redeveloped to fit preferred site plans. Retailers such as Family Dollar or CVS, restaurants chains such as Darden Restaurants (Olive Garden, Red Lobster, etc.), and office uses such as bank branches could be targeted. The City and Marshfield will need to determine, on a case by case basis, whether these are appropriate businesses for the district.

It is more likely that the majority of businesses recruited to the downtown will be independent and small regional chain establishments. These are identified through research:

- Ask people where they shop or dine. Conduct a survey of trade area residents to ask them what businesses they frequently patronize within the targeted sectors. Include online retail purchases in the survey.
- Identify targeted sector businesses within the region. Generally, this will be the city’s trade area, as well as smaller communities to the north and west of Marshfield.
- Visit each business anonymously to observe its operation, merchandising, menu, customer traffic, and other factors that will help to determine if it is a qualified lead.
- Understand the potential motivations for these businesses to open a new location. A highly successful business may be motivated to expand by opening a new location. Larger communities such as Wausau and Wisconsin Rapids will often be the source of this type of business. Smaller communities may see less customer traffic. Businesses in these places may consider relocation as an alternative to opening a new store, in order to reach a broader customer base.

The process for identifying office based businesses may follow a somewhat different approach. Aside from generally marketing the opportunities for office space or development within the downtown district, the recruitment team may find the best approach is to let its economic development partners produce these leads. Economic development agencies such as the Wisconsin Economic Development Corporation, Heart of Wisconsin, and Centergy will typically be the organizations approached by businesses looking for office space. These organizations should be aware of the advantages and opportunities in downtown Marshfield, and pitch the district as a high quality, desirable location.

While personal interaction with each target is the most important part of recruitment, there is a need for high quality, targeted collateral material. This takes several formats and serves multiple purposes.

- The website is a resource for targeted businesses that may refer to it for additional information. It may also serve that role for other prospects who are considering the district. Market information, targeted opportunities, and available property should be featured on the site.
- Available properties should be listed with the Wisconsin Economic Development Corporation, local economic development organizations, and on commonly used commercial listing sites. The narrative for these sites should include information about the market and opportunities that have been identified.
- While a generic brochure may be needed, targets

should be approached with a customized package of printed materials that speaks directly to their business and its needs to succeed in downtown Marshfield. These businesses will also want to know what is being done to market the district.

Recruiting

Regardless of the kind of business, the recruitment effort will be comprised of a few essential elements.

- **Targets.** Targets will have already been identified by qualified personnel (staff or outside experts).
- **Recruitment Team.** The recruitment team may be different for every business. It will typically consist of three or four individuals who can speak to different issues, and do not have a vested interest in the outcome. For example, the team should not include a direct competitor, or an individual who owns or represents a specific property that might be considered.
- **The team is usually comprised of city or downtown program staff who have knowledge of the market, available properties, and potential assistance, along with business representatives who can talk about the advantages of being located in the district.**
- **Business Case and Messaging.** Before approaching the prospect, the team will need to identify its strongest approach. This will usually mean making a business case for a downtown Marshfield location. What is the market, what are the best available sites, what is the potential for profitability, and what can the community bring to the table to help the business open a new location?
- **Initial Contact.** An initial contact should be made in writing to the specific person at the target business who will make the location decision. It should be brief, explaining that Marshfield has identified their business as one that fits a market opportunity, and requesting a meeting to present information to them. The letter should be followed within a few days by a phone call from a member of the recruitment team.
- **In-Person Meeting.** This meeting is where the recruitment team will present its case for the business to locate in downtown Marshfield. The presentation should be made as a team, with each member of the team providing expertise on a different part of the message. In addition to giving information about the district, the team should get to know the business as well as possible, and take note of concerns, questions, or ideas raised by the owner or representative. The initial meeting will usually occur at the business location.
- **Follow-up.** As soon as possible after the meeting, the

team should provide a follow-up response to any **questions or concerns raised by the business in the meeting. This should include an invitation to come to Marshfield for a tour of the district.**

- Marshfield Visit. During the business’s visit, it should be shown the district and specific sites that are considered best matched to that business’s needs. This will also be an opportunity to see other businesses in the district that may be complimentary, or competitors.
- Learning. Each recruitment experience should be mined for insight on how to improve future prospect development. Questions raised by businesses will help the recruitment teams to anticipate and better plan for successive contacts.

Promoting

A marketing strategy must be put in place to capture additional area spending and to build awareness of the district as a desirable location to shop, dine, work, live, and locate a business. This campaign should have participation from organizations, property owners, and area businesses.

The U.S. Small Business Administration (SBA) has found that they typical business allocates two to three percent of revenue to marketing, while startup businesses range higher, at three to five percent. At the same time, the SBA recommends that businesses budget seven or eight percent of revenues to marketing. This includes a combination of media spending and content development, such as web design.

Target Markets for Recruitment					
Target	Information Need	Strategy	Real Estate	Potential	Community Benefits
Existing Businesses	Underserved products or services	Provide and interpret market data	Expansion, renovation	Easiest target to recruit	Business stability and growth, reinvest in community
Regional Businesses	Market opportunity, locations	Provide data, site information, design guidance	Identify potential sites and buildings	Difficult, need to be sold on market and location	Fills market void, draws through reputation
National Chain Business	Market data and site information	Provide data, site information, competition and comparable markets	Identify potential sites and buildings using chain prototype design	Difficult, tend to have rigid site and market requirements	Fills market void, draws through name recognition, but not committed to community
Independent Businesses and Startups	Market data and technical support	Quantify market opportunity and provide assistance	Available sale and lease space	Requires considerable help and has high failure rate	Will be a local business and purchase locally
Real Estate Developers	Market data and the ability to make profit	Show market needs and real estate opportunity, design guidance	Identify viable sites and buildings, and concepts	May require effort and investment to assemble sites	Enhanced tax base, new tenant space, developer does recruitment

The market analysis estimated downtown retail sales of \$115.5 million, and an additional \$17.1 million spent at downtown eating and drinking establishments. This suggests that there is currently \$2.65 million to \$4.0 million being spent on marketing by downtown businesses.

For the purposes of business recruitment, it will be necessary to identify the impact of that spending, and particularly to discuss the ways in which organizations like Main Street Marshfield, the Marshfield Area Chamber of Commerce and Industry, and the Marshfield Convention and Visitor’s Bureau are supplementing the efforts of individual businesses and collaborating to create brand for the city and downtown district.

Public relations can also have an impact on perceptions of the district as a place for business. Main Street Marshfield should take the lead in ensuring that news about positive activities in the district is disseminated to media outlets around the region. It is especially important to target communities like Wausau, Steven’s Point, and Wisconsin Rapids, as businesses in these communities will be targets of recruitment efforts.

Building

Businesses will be attracted to places that draw people. If residents and visitors want to spend time in the district, businesses will see it as a good place to locate. This is true of offices nearly as much as retail and dining, as office business owners or their employees may want to work in place that offers shopping, dining, and amenities just outside of their doors.

The components of an enhancement program are thoroughly discussed in the downtown plan, and include elements of design and amenities, business mix, public gathering spaces, arts and culture, and events. The most important elements are those that create permanent attractions to the district, as opposed to events that are one-time activities, and serve more to acquaint people who may not already regularly visit with the downtown.

Retaining

It is vitally important to know the businesses in the district and their intentions. By regularly visiting these businesses, it is possible to be alerted to problems or opportunities early, while there still may be an opportunity to provide assistance. Issues that Marshfield may expect to encounter are businesses that could expand, businesses being recruited to other space (such as the mall), and struggling businesses.

Monitoring online reviews can also help to paint a picture of how the business is perceived by the

customer base. Complaints common to retail businesses include limited hours, customer service problems, and merchandise selection. By monitoring reviews for downtown retail businesses (and even others in the community), Marshfield will be able to identify common issues, and respond by bringing in technical expertise or offering training to businesses.

Proactively, Marshfield can provide information to existing retailers, such as market data and underserved markets, that can help the business identify opportunities to capture new sales.

Online sales are increasingly important and are an opportunity to expand the reach of a business to markets outside of the trade area. Especially within specialty retail sectors, online sales can make up a large part of a business’s revenue. Many Marshfield businesses have little to no online presence. Changing this should be a priority of the retention effort.

RETAIL RETENTION AND RECRUITMENT

The downtown district contains 52 retail businesses. This is more than would be expected of a community the size of Marshfield, especially when the presence of the Marshfield Mall and of nearby larger communities is factored in.

Based on the market analysis, the district can support more than 25,000 square feet of additional retail within likely categories such as:

- **Specialty food stores**
- **Health care and personal products**
- **Sporting goods**
- **Gift, novelty, and souvenir stores/home furnishings**
- **Arts dealers**

If the downtown may support another 25,000 square feet of retail space, then it may be possible to recruit up to 20 new businesses paying about \$300,000 a year in new rents (at an average \$12 per square foot). To generate income to support those rents these new businesses must capture an additional \$10,000,000 in retail sales, using three percent of revenues from an occupied space. This figure is very reachable as estimates show the area is already capturing \$26,128,836 in clothing store spending, a retail category with strong regional and online competition.

If the goal is to recruit 20 new retailers to the downtown, Marshfield will need to contact 65 to 70 qualified retail leads.

EATING AND DRINKING RETENTION AND RECRUITMENT

Including the vacant Hudson's location, the downtown may support an additional 20,000 square feet of new restaurants. Examples of the kinds of eating and drinking places that could be viable include:

- **Full service restaurants with a full service menu or specialty (ex., Italian, Mexican, etc.)**
- **Limited service restaurants such as delis serving unique sandwiches, soups, and other quickly served, good quality foods.**
- **Snack and beverage places, such as coffee shops or bagel/donut shops.**
- **The area should work to attract at least three new restaurant uses. This will involve contacting a minimum of ten qualified leads. Priorities may include:**
- **Recruiting a new restaurant to occupy the vacated Hudson's building. This might be an opportunity for a national or regional chain.**
- **Attracting at least one fast casual type of restaurant that offers a unique, quickly served, quality lunch menu. This is a good opportunity for an independent restaurant, coffee shop, or deli to locate in the retail core.**

Additionally, the City and its partners should work with existing restaurants to provide seasonal outdoor seating. This will offer an attractive setting for customers, and the presence of the diners on the street both adds vitality to the district and draws attention to the business.

OFFICE BUSINESS RETENTION AND RECRUITMENT

Marshfield is expected to add nearly 600 office-based jobs over the coming decade, generating a need for 116,128 square feet of office space. Not all of this will be captured in the downtown. Twenty to 40 percent of the demand would create a need for up to 46,450 square feet of office space.

The city may want to consider discouraging office uses in the core blocks of Central Avenue in order to support retail and dining uses, and instead favor office uses on upper floors and along secondary streets in the downtown. If the available vacant space in these locations is utilized, there would still be a need to create 10,000 to 30,000 square feet of new office space, either in new buildings or in renovated space.

The average office worker requires anywhere from 75 to 300 square feet of space, depending on the industry or function. Demand for floor area can range from single offices, through small office suites, to large spaces for many office workers. While typical downtown office uses are characterized by small businesses with

a handful of workers (for example, dental or medical offices, or real estate or insurance brokers), Marshfield should not forget the opportunity to recruit solo office workers and larger companies.

It is estimated that by 2020, about 30 percent of the working population will be functioning as freelance workers, contract employees, or solo business owners. Already, more than half of all businesses in the United States are home based. These groups are good targets to fill downtown space, especially in upper levels of buildings, shared office suites, or coworking settings.

As a location for larger businesses, downtown may offer distinct advantages not found in business parks or the highway strip. The setting in a thriving, walkable district can appeal to many businesses, particularly if they have a need to attract skilled workers. Industry sectors that may find Marshfield appealing include telephone and internet-based customer support, and healthcare related businesses.

LODGING RETENTION AND RECRUITMENT

Marshfield can support an additional midscale hotel such as a Hampton Inn, Comfort Inn, Best Western, or La Quinta Inn. Several places in the downtown might be redeveloped for this use. Two leading possibilities are the South Gateway district and the southwest corner of Veteran's Parkway and Chestnut Avenue. A parcel of 1.6 to 2.0 acres would be required for an 80-room, three story building with parking.

Business retention within the broader community can be a factor in this sector, especially if a new hotel enters the market. The lodging sector market analysis found that there is dissatisfaction with several of the hotels in the community that do not meet the expectations of travelers. Some of these travelers stay at the hotels because there are no other available options. Many others continue to the Steven's Point and Wausau areas where there is a larger number of chain hotel options. Ultimately, many of the city's hotels, and especially its smaller independent properties, will need to invest in room upgrades, marketing, and customer service improvements to remain competitive.

Recruiting a hotel to downtown Marshfield was listed as an objective in the prior downtown plan, along with the current one. This objective was given a low priority, however, may not be pursued until there is a strong market indication of the need. At the same time, the hotel development market is very active, and it may be advisable to contact a small number of chains to let them know of the desire for, and potential availability of a downtown location. Chains to consider include Best Western, Comfort, Fairfield, Hampton, and La Quinta.

