



CITY OF MARSHFIELD  
**MEETING NOTICE**

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**2017 COMPREHENSIVE PLAN UPDATE  
STEERING COMMITTEE  
Thursday, December 15, 2016  
3:00 PM  
Conference Room 108  
First Floor, City Hall Plaza**

**AGENDA**

1. Call to order –Chairperson, Joe Gustafson
2. Approval of Minutes – November 17, 2016
3. Citizen Comments
4. Review Utilities and Community Facilities Chapter Goals, Objectives, and Policies
5. Review Economic Development Chapter
6. Discuss Recent and Future Forum Meetings
7. Set Meeting Date and Future Agenda Items
8. Adjourn

Posted this 9<sup>th</sup> Day of December, 2016 by 5 PM by Josh Miller, City Planner.

*NOTICE*

*It is possible that members of and possibly a quorum of other governmental bodies of the municipality may be in attendance at the above-stated meeting to gather information; no action will be taken by any governmental body at the above-stated meeting other than the governmental body specifically referred to above in this notice*

*Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request this service, contact Deb M. Hall, City Clerk, at 630 South Central Avenue or by calling (715) 384-3636.*

**2017 COMPREHENSIVE PLAN UPDATE STEERING COMMITTEE MINUTES**  
**OF THURSDAY, NOVEMBER 17, 2016**

Meeting called to order by Chairperson Gustafson 3:26 P.M. in Conference Room 108 of City Hall Plaza.

**PRESENT:** Chairperson Joe Gustafson; Vice Chairperson Ann-Marie Nelson Brine; Dan Knoeck; Bob Trussoni; Sam Warp; and Bob Haight.

**ABSENT:** Mayor Chris Meyer (excused); Alderperson Ed Wagner (excused); Michelle Morley (excused); and Justin Casperson (excused).

**ALSO**

**PRESENT:** Josh Miller, City Planner.

**Approval of the Minutes – October 13, 2016**

**CPSC16-10** Motion by Haight second by Warp to approve the minutes of October 13, 2016.

**Motion Carried.**

**Citizen Comments**

No citizen's comments.

**Review Transportation Chapter Goals, Objectives, and Policies**

After a brief discussion at the October 13, 2016 CPSC meeting, the committee suggested discussing the Transportation Community Values, Chapter Goals, Objectives, and Policies for additional review. The Committee reviewed that section and provided the following feedback:

The last bullet in the Community Design section should be looked at. If we allow private alleys, standards should be developed to make sure they are properly designed.

Transportation Goal 1 should change the "all" in front of "modes" to "multi".

Number 8 under Objectives should change "Define" to "Identify".

Number 4 under Programs, Policies, and Recommendations should change "reduce" to "consider".

**Review Utilities and Community Facilities Chapter**

Miller gave an overview of the Utilities and Community Facilities Chapter Goals, Objectives, and Programs, Policies, and Recommendations.

The Committee discussed looking at paring down some of the information and include it in the Existing Conditions report. Miller said he would look at it a bit more.

Add the following number to the Utilities and Community Facilities Programs, Policies, and Recommendations: Consider extending sewer and water services as private systems start to fail or when an extension is warranted by development.

Update the Timetable for Improvements

- Fire and Rescue include: Explore opportunities to provide Fire and EMS services to surrounding rural areas.
- City Garage: Conduct necessary studies prior to making a decision on moving the City Garage.

### **Discuss Education Forum Meetings**

Miller has set two educational forum meetings, one at Mid-State Technical College and another at UW-Marshfield/Wood County. The MSTC forum is scheduled for Monday, November 21, 2016 at noon in Room 105 and the UW forum is scheduled for Wednesday, November 30, 2016 at noon in Room 131 at the UW. Miller invited members of the steering committee to attend. The Committee would also like to see a forum with high school students.

The Committee discussed the specific questions they would like to ask students or other individuals present.

- What do you like/dislike about Marshfield?
- Where do you see Marshfield growing?
- What type of uses and activities would make Marshfield a better place to live, work, and play?
- What is Marshfield missing that a community of its size should have?
- Are there areas of Marshfield you avoid and why?
- Do you have an interest in staying in Marshfield after you complete your schooling? Why/why not?
- What's the best way for the City to engage students?

### **Set Meeting Date and Future Agenda Items**

The next tentative meeting date will be held on Thursday, December 15, 2016 in Conference Room 108 of City Hall Plaza at 3:00 PM. Miller will send out a Doodle poll to determine availability.

### **Adjourn.**

With no other business on the agenda or comments from the Committee, Chairperson Gustafson declared the meeting adjourned at 4:32 pm.

### **Motion Carried.**

Respectfully submitted,

Josh Miller  
City Planner



# City of Marshfield Memorandum

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TO: 2017 Comprehensive Plan Update Steering Committee  
FROM: Josh Miller, City Planner  
DATE: December 15, 2016

RE: Staff Memo

## **Review Utilities and Community Facilities Chapter Goals, Objectives, and Policies**

At the last meeting in November, the Utilities and Community Facilities chapter was discussed and the Goals, Objectives, and Policies were talked about, but not in depth. Staff wanted to bring back the Goals, Objectives, and Programs, Policies, and Recommendations from the Utilities and Community Facilities chapter for an additional discussion.

## **Review Economic Development Chapter**

The next chapter to review is the Economic Development chapter. This will likely be the most extensive and lengthiest chapter in the plan. Please take time to review the chapter.

## **Discuss Recent and Future Forum Meetings**

The last two forums that took place were with MSTC and UW-Marshfield Wood County back in November. Both summaries are available on the City's website: [http://ci.marshfield.wi.us/departments/development\\_services/public\\_forums.php](http://ci.marshfield.wi.us/departments/development_services/public_forums.php). Staff can address any comments the Steering Committee may have that came out of those sessions.

Staff recently met with Melissa Breen, Community Engagement Director with Marshfield Clinic to try to organize another forum with health care professionals on the medical campus. A meeting is tentatively planned for some time in January. Staff will keep the Steering Committee members updated. Members of the Steering Committee are encouraged and welcome to attend.

Are there any specific questions that should be asked of the health care professionals? We will discuss this in more detail at the meeting.

and scope of the project has yet to be determined, but it has been identified in the Comprehensive Outdoor Recreation Plan and resident survey as a desired future improvement.

## Education

### UW-Marshfield/Wood County

Current project consists of the design and construction of a new (approximate) 17,943 sq. ft., two-story Everett Roehl STEM (Science, Technology, Engineering, and Math) building on a proposed site of approximately 1 acre, and renovation of the existing 1964, 21,167 sq. ft., two-story Aldo Leopold Science facility at the University of Wisconsin Marshfield/Wood County campus. The Campus' priority is to upgrade STEM facilities to provide students a cutting-edge education in science, technology, engineering, and math. Phase I (began summer 2016) includes the design and construction of the new Everett Roehl STEM building, and anticipated to be complete by summer of 2017. The building includes the following spaces: a chemistry lab, microbiology lab, prep rooms and offices, study areas, a classroom, a large multipurpose room, conference rooms, student areas, an entrance/welcome area, a kitchenette, restrooms, and an elevator. Phase II (to begin June 2017) includes the renovation of the existing 1964 Aldo Leopold Science facility, with the renovation to be complete by summer 2017. Initial renovations will convert the science labs to classroom space. Eventually, future renovations are anticipated to include the greenhouse and headhouse, classrooms, offices and storage, labs, distant education and technology upgrades, meeting rooms, restroom upgrades, and mechanical spaces.

Future projects include upgrading the Helen Connor Laird Theatre and the performing arts support areas. In addition, plans include upgrades to the physical education facility locker rooms and fitness center. The campus Capital Improvement Plan also includes improvements to the commons area and kitchen, administration buildings, and also repair and maintenance to outside parking lots, roofs, and windows.

### Marshfield Public Schools

The Marshfield School District has been investigating the possibility of developing a new athletic complex. The scope and location for the project are still being considered.

## Community Values

### Quality of Life

- In the Resident Survey, respondents were asked to choose their top three priorities for new Marshfield recreational opportunities. Bike/walking trails, year-rounds sports complex, and outdoor swimming pool were the top three priorities.
- Municipal services and facilities need to be available and accessible equitably to all people regardless of race, color, religion, sex, sexual orientation, marital status, national origin, ancestry, familial status, source of income, or disability.

## Health and Safety

- Safe drinking water is vital to a healthy community.
- Marshfield is considered a safe community and maintaining quality emergency services is important to residents.
- Over half the respondents from the Resident Survey felt “Low crime/safe neighborhoods” were an important factor in a healthy community.

## Economic and Environmental Sustainability

- Expansion of infrastructure should be done in the most efficient and cost effective manner.
- Sustainability is an important factor when considering new or expanded community facilities.

## Community Design

- Designing facilities that fit the surrounding neighborhood is important for new community facilities such as schools, churches, medical facilities, and municipal buildings.

# Goals, Objectives, and Programs, Policies, and Recommendations

## Utilities and Community Facilities

### Goals

1. **Provide quality public services for the community.**
2. **Direct future growth to areas where it is efficient and cost-effective to provide public services.**

### Objectives

1. Maintain a high level of quality education in the Marshfield area.
2. Maintain existing facilities at a level to ensure they are safe, accessible, in good repair, and function appropriately.
3. Maintain public safety as a key component of Marshfield’s livability.
4. Coordinate future development and redevelopment projects with the availability of existing or planned public utilities and facilities.
5. Protect property owners from inequitable taxes or service costs resulting from new development.
6. Support efforts to provide sewer and water service to developments within the City when feasible.
7. Support and implement best management practices (BMPs) that promote improved storm water quality.
8. Consider municipal water supply, sanitary sewer, schools, fire-rescue, police, and related services when reviewing new development and redevelopment proposals.
9. Support the expansion of telecommunication facilities to provide quality services to area residents and businesses.

### Programs, Policies, and Recommendations

1. Support the educational services and entities in the community and consider regular communication efforts with the Marshfield School District, UW-Marshfield/Wood County, Mid-State Technical College, and the Everett Roehl Marshfield Public Library on how the City can best participate in supporting those needs.
2. Review and consider the requirement in the following plans when reviewing new development projects and update plans as required or as needed:
  - Sewer Service Area Plan
  - Stormwater Quality Plan
  - Water System Master Plan
3. Maintain appropriate levels of police, fire, and emergency medical services. As the community continues to grow and redevelop, it will be essential to continually evaluate the need for potential expansion of services.
4. Consider requiring any plans or studies that provide recommendations for facility improvements or upgrades, to be reviewed and placed on file or possibly adopted by the Common Council before recommendations are implemented (such as a facility needs study or utility study).
5. Only consider extending sanitary sewer and municipal water service to developments that are annexed to the City.
6. Consider convening Development Review Team reviews for new commercial, industrial, and multi-family development projects to ensure developments are compatible with existing city plans and services.
7. Consider identifying strategies to coordinate the replacement of aging clay laterals, lead water services, and smaller mains where fire flows are inadequate, in older portions of the City with Marshfield Utilities and tie their replacement with road construction projects when practical.
8. Consider new development proposals on the basis of their fiscal impact, their impact on service levels, and the community's need for such a development.
9. Unless an incentive program has been formally agreed to, consider requiring development to pay for the cost of municipal services or improvements resulting from the project.
10. Identify areas for future growth and consider the following:
  - Identifying areas of feasible and economical infrastructure expansion. Encourage new development to occur first in those locations where urban services and facilities can be most economically and efficiently provided. Limit the premature development of areas which are more difficult to serve.
  - Prohibiting new major extraterritorial subdivisions in those future growth areas unless the property is annexed and include provisions addressing this in the Subdivision Ordinance.
  - Reviewing annexation recommendations in the Implementation Chapter when annexations are proposed.

- To the extent feasible, locate new and expanded services near existing neighborhoods to encourage compact and efficient development patterns.
  - Require new developments to follow the City’s Stormwater Quality Plan and Construction Site Erosion Control requirements.
  - Require sidewalks and bike paths that connect to the existing network.
  - Follow the recommendations within the Sewer Service Area Plan when reviewing new development proposals.
11. Explore the feasibility of implementing a City Wi-Fi system in the Downtown.
  12. Consider underserved areas when approving siting for telecommunication facilities.
  13. Consider extending sewer and water services in unserved areas as private systems start to fail or when development warrants.

## Parks and Recreation Facilities

### Goals

1. **Provide high quality park and recreation facilities to residents and visitors of Marshfield.**

### Objectives

1. Maintain existing facilities at a level to ensure they are safe, accessible, in good repair, and function appropriately.

### Programs, Policies, and Recommendations

1. When reviewing new or expanded facilities consider the following:
  - The level of service should meet or exceed the public’s expectations.
  - Impact on taxpayers.
  - How new or expanded facilities impact the future growth and quality of life of Marshfield residents and visitors.
2. Consider updating the following plans as required or as needed:
  - Comprehensive Outdoor Recreation Plan.

## Charities and Community Service Organizations

### Goals

1. **Ensure residents have the services and support they need in the community.**

### Objectives

1. Communicate with charities and service organizations to understand the needs of the community.

### Programs, Policies, and Recommendations

1. Consider supporting a joint committee with charities and community service organizations to help identify where community resources can best be utilized.

## Timetable for Improvements

Table 6.9: Timetable for Improvements

Utility or Community Facility	Timeframe	Comments
Sanitary Sewer Service and Wastewater Facility	Ongoing	<ol style="list-style-type: none"> <li>1. Projected/planned growth is within the design capacity of treatment facility (according to general growth projections and capacity information in Sanitary Service Plan). Ongoing monitoring is necessary.</li> <li>2. Explore the feasibility of replacing aging clay laterals. Identify replacement opportunities, especially as they coincide with other road improvement projects.</li> <li>3. Need to develop a service plan for new industrial and commercial areas.</li> </ol>
Water Supply	Ongoing	<ol style="list-style-type: none"> <li>1. Projected/planned growth is within the system capacity. Ongoing monitoring is necessary.</li> <li>2. Continue to follow Wellhead Protection Plan Recommendations. Consider updates to the document.</li> <li>3. Replace lead water services in older areas of the city. Identify replacement opportunities, especially as they coincide with other road improvement projects.</li> <li>4. Develop a service plan for new industrial and commercial areas.</li> </ol>
Stormwater Management	Ongoing	<ol style="list-style-type: none"> <li>1. Update Stormwater Ordinance to meet applicable state and federal requirements.</li> <li>2. Incorporate Best Management Practices (BMPs) when new development takes place.</li> </ol>
Marshfield Utilities, Power Plants, and Transmission Lines	Ongoing	<ol style="list-style-type: none"> <li>1. Work with the City on future expansion of the main office to avoid conflicts regarding future plans for the pool.</li> <li>2. Evaluate and monitor the need for new substations.</li> </ol>
Electricity and Natural Gas Services	Ongoing	<ul style="list-style-type: none"> <li>• Continue expansion of subdivisions where utilities lines are underground.</li> </ul>
Solid Waste/Recycling	-	<ul style="list-style-type: none"> <li>• Consider expanding recycling opportunities- especially as new service contract is negotiated for waste pick up.</li> </ul>
Telecommunication Facilities	Ongoing	<ol style="list-style-type: none"> <li>1. Continue to monitor statutory requirements to ensure City codes are compliant.</li> <li>2. Require cell phone companies to collocate on existing facilities where feasible and encourage companies to direct new facilities to areas that lack coverage.</li> </ol>
City Hall	2018	<ul style="list-style-type: none"> <li>• Develop and implement plans for relocating City Hall to 207 W 6<sup>th</sup> St.</li> </ul>
Community Center	2017	<ul style="list-style-type: none"> <li>• Develop and implement plans for</li> </ul>

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		remodeling community center.
Police	Ongoing	<ol style="list-style-type: none"> <li>1. Explore potential opportunities for shifting parking out of the municipal lot to the south (Central Lot).</li> <li>2. Explore opportunities to provide police services to surrounding rural areas.</li> </ol>
Fire and Rescue	Ongoing	<ul style="list-style-type: none"> <li>• Explore opportunities to provide Fire and EMS service to surrounding rural areas.</li> </ul>
Library	Ongoing	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
City Garage	Ongoing	<ul style="list-style-type: none"> <li>• Facilities and feasibility study for new location/redevelopment of existing garage site.</li> </ul>
Health Care Facilities	Ongoing	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
Regulated Care Facilities	Ongoing	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
Cemeteries	Ongoing	<ul style="list-style-type: none"> <li>• Old Chapel – TBD.</li> <li>• Columbarium regulations.</li> </ul>
Schools	Ongoing	<ol style="list-style-type: none"> <li>1. The City and neighboring school districts should plan expansions in attendance areas in a manner that facilitates compact growth and encourages local community identity. In addition to enrollment and population projections, the City and the School District should consider collaboration on shared recreation services.</li> <li>2. Consider campus development zoning for the high school if/when a new sports complex is considered.</li> </ol>
Childcare Facilities	Ongoing	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
Parks	Ongoing	<ol style="list-style-type: none"> <li>1. Implement recommendations in the 2014 Comprehensive Outdoor Recreation Plan. Continue to emphasize the maintenance of existing facilities.</li> <li>2. Look at upgrades to the current outdoor pool.</li> </ol>

Source: City of Marshfield Comprehensive Outdoor Recreation Plan, 2014

# 7 Economic Development

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## Introduction

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

Marshfield's diverse local economy is comprised of a growing and highly respected medical service industry, combined with an expanding research, manufacturing, dairy food processing, wood products, distribution, and metal fabrication industries.

The Economic Development Chapter is organized under the following topics:

- Introduction
- Assessment of Existing Conditions: Economic Development
- Economic Development Projections and Future Growth
- Economic Development Strengths and Weaknesses
- Summary of Issues and Opportunities
- Economic Development Programs
- Community Values: Quality of Life, Health and Safety, Economic and Environmental Sustainability, and Community Design
- Goals, Objectives, and Programs, Policies, and Recommendations

## Assessment of Existing Conditions: Economic Development

### Labor Force

Marshfield's labor force is the portion of the City's population age 16 and over that is employed, unemployed or actively seeking work. The character of the City's labor force – the skills, education, aptitudes and availability of its population – represents one of the most important resources for existing and potential economic investors. According to the U.S. Census, 10,251 Marshfield residents were in the

labor force in 2010. Over 88% of the workforce was private wage and salary workers. Additional employment characteristics are described in Table 7.1.

According to the most recent census, the workforce is nearly evenly split between males and females with females making up 50.4% of the total labor force.

Table 7.1: Employment Status of Marshfield Residents, 2010

Employment Status	Number	Percent
<b>Population 16 years and over</b>	<b>15,081</b>	<b>100.0%</b>
In Labor Force	10,251	68.0%
Civilian Labor Force	10,211	67.7%
Employed	9,651	64.0%
Unemployed	560	3.7%
Armed Forces	40	0.3%
Not in Labor Force	4,830	32.0%
<b>Females 16 years and over</b>	<b>8,114</b>	<b>100.0%</b>
In Labor Force	5,164	63.6%
Civilian Labor Force	5,134	63.3%
Employed	4,894	60.3%
<b>Class of Worker</b>	<b>Number</b>	<b>Percent</b>
Private wage and salary workers	8,526	88.3%
Government Workers	771	8.0%
Self-employed workers in not incorporated business	354	3.7%
Unpaid family workers	0	0.0%

Source: U.S. Census Bureau, 2010

Table 7.2 shows that Marshfield’s residents were primarily employed in the “Education, health and social services” industry (37.2%).

Other major industries in which Marshfield residents were employed were “Retail trade” (14.6%) and “Manufacturing” (13.1%). The two largest increases in percent of the labor force between 2000 and 2010 were “Educational services, and health care and social assistance” (increase from 33.1% to 37.2%) and “Arts, entertainment, recreation, accommodation, food services” (increase from 3.2% to 7.8%). The two industry sectors that saw the largest decrease in percentage were “Manufacturing” (decrease from 16.2% to 13.1%) and “Retail Trade” (decrease from 16.9% to 14.6%).

Table 7.2: Labor Force Characteristics of Marshfield Residents, 2010

Industry	2000 Percent of Total	2010 Percent of Total
Agriculture, forestry, fishing, hunting, mining	0.7%	1.2%
Construction	5.5%	5.0%
Manufacturing	16.2%	13.1%
Wholesale trade	2.9%	1.9%
Retail trade	16.9%	14.6%
Transportation, warehousing, utilities	3.9%	2.9%
Information	1.1%	2.0%
Finance, insurance, real estate, rental, leasing	3.1%	4.5%
Professional, scientific, management, administrative, waste mgmt services	4.1%	4.0%
Educational services, and health care and social assistance	33.1%	37.2%
Arts, entertainment, recreation, accommodation, food services	3.2%	7.8%
Public administration	1.8%	2.2%
Other services	46%	3.8%

Source: U.S. Census Bureau, 2000; 2006-2010 5-Year American Community Survey

Table 7.3 below shows the breakdown of the different income and benefits levels per household and the percent of households for each category. Over 42% (42.1%) of households make \$50,000 or more per year in income and benefits, whereas, 27.4% of households make less than \$25,000 per year.

Table 7.3: Income and Benefits of the City of Marshfield Residents, 2010 Inflation-Adjusted Dollars

Income and Benefits	Estimate	Percent
Total Households	8,618	100%
Less than \$10,000	561	6.5%
\$10,000 to \$14,999	547	6.3%
\$15,000 to \$24,999	1,256	14.6%
\$25,000 to \$34,999	1,145	13.3%
\$35,000 to \$49,999	1,478	17.2%
\$50,000 to \$74,999	1,629	18.9%
\$75,000 to \$99,999	934	10.8%
\$100,000 to \$149,999	658	7.6%
\$150,000 to \$199,999	125	1.5%
\$200,000 or more	285	3.3%
Median household income	\$43,476	-
Mean household income	\$57,196	-

Source: U.S. Census Bureau, 2010

Education attainment refers to the highest level of education an individual has completed. Generally, there is a correlation between educational attainment and income. Essentially, groups with the highest educational attainment are among those with the greatest wealth. Table 7.4 shows education levels in Marshfield and surrounding counties. The City of Marshfield has a higher percentage of residents with a bachelor’s degree or higher (26.7%) when compared to Wood County (19.2%) or Marathon County (20.8%). This can be attributed, in part, to the City’s employment base which includes the Marshfield Clinic and St. Joseph’s Hospital, which together comprise the largest medical facility in central Wisconsin. Overall, the City’s population has become more educated with a greater percentage of the population attaining higher levels of education in 2010 than they did in 2000.

Table 7.4: Educational Attainment, 2000 and 2010

	City of Marshfield, 2000	City of Marshfield, 2010	Percent of Total, 2010	Wood County, 2010	Percent of Total	Marathon County, 2010	Percent of Total
Less than 9th Grade	938	414	3.3%	1,959	3.8%	4,712	5.3%
9th to 12th Grade, no diploma	1,267	1,000	7.9%	3,621	7.0%	5,591	6.3%
High school graduate (incl. equivalency)	4,430	4,165	32.9%	19,793	38.3%	33,537	37.8%
Some college, no degree	2,346	2,396	18.9%	10,763	20.8%	16,832	19.0%
Associate degree	1,122	1,303	10.3%	5,619	10.9%	9,622	10.8%
Bachelor's degree	1,680	2,166	17.1%	6,496	12.6%	12,374	13.9%
Graduate or Professional degree	1,019	1,213	9.6%	3,450	6.7%	6,118	6.9%
Percent high school graduate or higher	82.8	88.8	-	89.2	-	88.4	-
Percent bachelor's degree or higher	21.1	26.7	-	19.2	-	20.8	-
<b>Total (population 25 and over)</b>	<b>12,802</b>	<b>12,657</b>	<b>100%</b>	<b>51,703</b>	<b>100%</b>	<b>88,786</b>	<b>100%</b>

Source: U.S. Census Bureau, 2000; American Community Survey, 2006-2010

### Economic Base

Table 7.5 identifies the major employers in the Marshfield area, the product or service they deliver and the number each employs. This does not include public employees such as the Marshfield School District or City of Marshfield employees that would otherwise put them in top employers list.

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The table below is a mix of businesses in the City of Marshfield and in the surrounding area. Health care is the most dominant industry in the area. Two of the top three employers are health care related (Marshfield Clinic and St. Joseph’s Hospital).

Major employers in the City of Marshfield employ 10,669 workers. Because the number of jobs exceeds those in the labor force, a number of employees commute to Marshfield from the surrounding area. Major employers outside the City, but within the area employ 1,222 people.

Table 7.5: Major Employers in the Marshfield Area, 2015

Name	Product or Service	Number of Employees
Marshfield Clinic	Medical specialty care (includes Marshfield staff and Security Health Plan employees)	4,179
Roehl Transport, Inc.	Transportation of general commerce	2,420
Saint Joseph's Hospital	500+ bed acute care Hospital	1,613
Masonite /Marshfield DoorSystems	Wood doors, steam-through door core	577
Figi's, Inc.	Mail order cheese, sausage, & gifts	445 (Plus 800 Seasonal)
A&B Process System Corp. (Stratford, WI)	Process flow systems	442
de Boer Inc. - (Blenker, WI)	Transportation of General Commerce	350
Land O' Lakes (Spencer WI)	Processed cheese	332
V & H Heavy Trucks, Inc.	Truck Sales & Service/Truck	316
H&S Manufacturing	Manufacturer of farm equipment	230
Felker Bros. Corp	Stainless steel fabrication & component fittings	197
Atrium Acute Care Center	152-bed skilled nursing home	157
Nelson/Jameson	Dist. of equip. and supplies, dairy food processing	151
Stratford Homes (Stratford, WI)	Housing Manufacturer	140
Wisconsin Homes	Manufactured Housing	135
PreventionGenetics	DNA banking and testing	129
Weinbrenner Shoe Company	Shoes & outdoor leather footwear	120
Prince Corp. (Town of Marshfield)	Industrial & Wholesale Dist. of farm supplies/mfg. of animal feeds	98

Source: Marshfield Area Chamber of Commerce, 2015

In addition, the Wisconsin Department of Workforce Development (DWD) estimated the top industries by employment for 4th Quarter 2014 for both Marathon and Wood Counties.

Marathon County Top Industries by Employment

- Ambulatory Health Care Services
- Educational Services
- Food Services and Drinking Places
- Fabricated Metal Product Manufacturing
- Hospitals

Wood County Top Industries by Employment

- Ambulatory Health Care Services
- Educational Services
- Truck Transportation
- Paper Manufacturing
- Food Services and Drinking Places

**Poverty Level**

In 2010, the American Community Survey estimates 4.9% of Marshfield’s families were below the poverty level, whereas 7.7% of families in Wisconsin were below this level. Marshfield had a lower percentage of residents below the poverty level than the State in all demographic categories listed in Table 7.6 below. In 2010, the federal poverty level for a household of one was \$10,830.

Table 7.6: Poverty Level of Marshfield Residents, 2010

Poverty Status	Percent Below Poverty Level (Marshfield)	Percent Below Poverty Level (Wisconsin)
<b>Families</b>	4.9%	7.7%
With related children under 18 years	10.6%	13.2%
With related children under 5 years	13.2%	15.9%
<b>Individuals</b>	10.0%	11.6%
18 years and over	13.1%	15.8%
Related children under 18 years	12.6%	15.3%
Related children under 5 years	14.7%	19.0%
Related children 5 to 17 years	11.5%	13.9%
65 years and over	7.2%	7.9%
Unrelated individuals 15 years and over	21.9%	23.4%
Unrelated individuals 15 years and over	21.9%	23.4%

Source: 2006-2010 5-Year American Community Survey

**Tax Increment Finance Districts**

Tax Increment Financing (TIF) Districts are an economic tool approved by the State of Wisconsin. TIF funds originate from the tax money generated from an improvement or development greater than the tax generated by the site before the improvement or development. This tax increment money is then allocated to the City for its use in making street, water, and sewer improvements in the District during the life of the District. At the end of the TIF term, all of the taxes will again be paid to the regular taxing bodies but at a much higher assessed valuation than would have been possible without the TIF.

Marshfield has seven Tax Increment Districts that are currently active or under development (TID #2 – Purdy Building, TID #4 – Downtown, TID #5 – Mill Creek Business Park, TID #7 – Yellowstone Industrial Park, TID #9 – Hartl Site, TID #10 – Marshfield Mall, and TID #11 – Kwik Trip site).

Tax Incremental Financing (TIF) is one of the most important tools the City can offer to promote economic development. Each potential project needs to be evaluated on a case-by-case basis for impacts to the City and its compliance with the State’s TIF law.

### **Commuting Patterns**

The 2013 Wisconsin Department of Workforce Development Profile of Marathon County estimated that approximately 8,591 Marathon County residents worked outside the County (about 12%) and roughly 10,867 workers from other counties commuted in (filling about 16% of the jobs located in the County). According to that same report, “About 4,300 Marathon County residents work in Wood County, while fewer than 1,900 Wood County residents work in Marathon County. The relationship is likely due to the location of Marshfield—one of Wood County’s two largest cities.”

The Wood County profile estimated that approximately 6,341 Wood County residents worked outside the County (16%) and approximately 10,248 workers from other counties commuted in (filling about 28% of jobs located in the County). Again, most of those commuting into Wood County likely work in Marshfield because of high wages and job concentration in health care and its spillover effects (the information sector, for example, is higher than most non-metropolitan counties).

According to the 2006-2010 American Community Survey, mean travel time to work for Marshfield residents was 14.8 minutes (up 2 minutes from the 2000 Census) which means that most residents still worked in or very close to the City. This compares to the State mean travel time of 21.3 minutes. Of Marshfield’s labor force, 79.3% drove to work alone, 10.4% carpooled and 4.5% walked. In Wisconsin, 79.8% drove to work alone, 9.3% carpooled and 3.4% walked.

### **Tourism**

The Marshfield area has a number of tourist attractions and local events that draw people throughout the year from all over the State and beyond. The Marshfield Convention and Visitors Bureau is the primary entity involved in promoting community events. Other organizations such as Main Street Marshfield also play a large roll in attracting visitors to the area to support downtown businesses. Continued efforts to support tourism will likely have a positive impact on the local economy. Successful events that continue to grow and have a broad appeal have the potential to draw and maintain a strong workforce for the area.

### **Economic Development Programs**

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

- SCORE
- CWED Fund
- Centergy
- Tax Increment Financing (TIF)
- Marathon County Economic Development Corp

- Workforce Development
- Marshfield Economic Development Board (EDB)
- Business Improvement District
- CDBG
- New Market Tax Credits
- Main Street Marshfield loan and grant programs

## Economic Development Projections and Future Growth

Employment projections specific to Marshfield are not available. The Wisconsin Department of Workforce Development provides employment projections for a nine county region (North Central Wisconsin comprised of Adams, Forest, Langlade, Lincoln, Marathon, Oneida, Portage, Vilas, and Wood Counties) which looks at the projected industry growth from 2012-2022.

Table 7.7 provides employment projections by industry sector from North Central Wisconsin. The three largest industry sectors by jobs in 2012 were Trade, Transportation, and Utilities with 43,393 jobs; Education & Health Services with 35,891 jobs; and Manufacturing with 30,819 jobs. These sectors are projected to be the top three industry sectors in 2022 and are also projected to add 8,069 of the 14,005 (57.6%) additional jobs.

Table 7.7: Employment Projections by Industry for North Central Wisconsin - 2012-2022 (Adams, Forest, Langlade, Lincoln, Marathon, Oneida, Portage, Vilas and Wood Counties)

Industry	2012 Employment	Projected 2022 Employment	Change (2012-2022) Employment	Change (2012-2022) Percent
All Industries	190,647	204,652	14,005	7%
Natural Resources	2,907	2,657	-250	-9%
Construction	5,925	7,006	1,081	18%
Manufacturing	30,819	31,263	444	1%
Trade, Transportation, and Utilities	43,393	45,964	2,571	6%
Information	2,232	2,370	138	6%
Financial Activities	12,315	13,176	861	7%
Professional and Business Services	9,860	11,654	1,794	18%
Education and Health Services	35,891	40,945	5,054	14%
Leisure and Hospitality	18,269	19,693	1,424	8%
Other Services	6,122	6,447	325	5%
Public Administration	12,484	12,893	409	3%
Self-Employed and Unpaid Family Workers	10,430	10,584	154	1%

Source: 2015 Wood County Workforce Profile, Wisconsin Department of Workforce Development

## Contaminated Sites and Brownfields

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

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

There are different levels of contamination on Marshfield’s existing sites. Many sites have received funding for environmental remediation from the Wisconsin Department of Commerce. The Wisconsin Department of Natural Resources (WisDNR) keeps a list of self-reported brownfield sites and hazardous spill sites. As of January 2016, the City of Marshfield had 293 sites listed in WisDNR’s Environmental Remediation and Redevelopment Program website. According to the website, 276 contaminated properties were located in Wood County, of which only 22 are still listed as “open” sites. There were 17 sites listed in Marathon County with only one site still listed as “open”. The vast majority of the sites have a “closed” status, meaning an investigation and cleanup of the contamination has been completed and the state has approved all cleanup actions. All of the sites are mapped on the WisDNR website.

## Available Land for Economic Development

There are approximately 426 acres of land that are classified as having either commercial or industrial zoning, considered vacant, shown in Map 7.1. Some of the lands shown as vacant may contain wetlands and may have limitations on development. It should also be noted that some land in the industrial park and other places fall under the agricultural use because the land is currently being farmed. Therefore, the map and acreage calculation is underselling how much land is actually developable or vacant.

Marshfield currently has an available supply of platted lands that have infrastructure and services ready for industrial or business park development. As of January 1, 2017, the following is an estimate of available land:

1. Yellowstone Industrial Park (180 Acres Available)
2. Marshfield Air Business Park (3 Acres Available)
3. Marshfield Mill Creek Business Park (111 Acres Available)
4. Norwood Industrial Park (23 Acres Available)
5. Marshfield East Industrial Park (0 Acres Available)

## Economic Development Strengths and Weaknesses

### Strengths

- High quality health care.
- Direct rail access to support industrial growth in some areas.
- There are several viable agricultural industries in the areas surrounding the City.
- Marshfield’s current energy costs are among the lowest in the State.
- Marshfield benefits from having both improved land ready for growth and other land with few development constraints surrounding the City.
- Marshfield supports a wide range of economic activities for a community its size.

### Weaknesses

- Lack of seed money and other incentives to stimulate redevelopment projects.
- Lack of skilled workforce needed for high-tech industries.
- Marshfield’s economic development efforts are somewhat limited by its highway access.
- No major natural body of water in close proximity.
- Lacking support for high-tech industry and support for “blue collar workers.”
- Lack of public awareness of the City-wide Economic Development Strategy.

## Summary of Issues and Opportunities

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

### Issues

- Address the concerns and needs of an aging population.
- Lack of jobs – non-medical white collar jobs.
- Not enough high paying jobs.
- “Brain Drain” - those who grow up or are schooled in Marshfield - only to leave to pursue their careers.
- Too reliant on one main industry – the medical industry.
- High tax rates.
- Income inequality.
- Aging of local business owners.
- People leaving town do to their shopping, dining, etc.
- Empty business park.
- Labor force participation rates are declining (Nation, State and County wide trend).

### Opportunities

- Focus on the retention and expansion of existing businesses.
- Continue to improve regional highway access.

- Emphasize the growth of economic clusters - including a high priority on growing health care and medical spin-off industries.
- Attract companies that offer above minimum wage jobs.
- Enhance medical complex to be on the same level as the Mayo Clinic.
- Build synergy off medical complex (retirement communities, medical research/development).
- Grow and develop along U.S. Highway 10.
- Full time Manufacturing, Health, and Professional Service jobs are desired in Marshfield.
- Economic viability and development of the downtown.
- More restaurants, outdoor dining, food trucks, shops, and outdoor events in the downtown.
- Better relationships between medical facilities and businesses.
- More entrepreneurial opportunities.
- Capitalize on the daytime population.
- Downtown businesses having extended hours.

## Community Values

### Quality of Life

- Based on comments in the public forums, residents would like to see different businesses in Marshfield such as: a brewery with a tour, live music/dance venue, food trucks, and better public transportation.
- If people feel there are fun community events year round, they have a better chance of connecting with the community and may want to stay connected and establish roots. In the resident survey and in the stakeholder forums, people consistently mentioned the need for additional community events.
- Marshfield has the following: a low crime rate, quality health care, parks and recreation, expanding trail system, natural resources, and good education systems, including K-12 and post-secondary.
- Provide a variety of shopping, restaurants, and dining options.
- Provide more activities for the youth in the area.

### Health and Safety

- Good jobs and a healthy economy was the top response when asked for the most important factors in a healthy community on the resident survey (selected by 55% of the respondents).
- When asked about Health care is one of the predominant industry sectors and it will be important to continue to provide high quality medical care in Marshfield.

### Economic and Environmental Sustainability

- The resident survey indicated a desire for full time manufacturing jobs, health and medical, and professional, scientific, and technical services. All received over 50% of the votes. Slightly less than half of respondents think there is a need for more full time jobs in jobs related to

education and information technology. About a third of respondents see a need for more full-time retail jobs, while one in five said they would like to see more full-time jobs in the arts and food service. Additional full-time tourism jobs were desired by 16%. Full-time government jobs finished last among the listed choices at 12%.

- Cleaning up brownfield and contaminated sites will be important for some redevelopment opportunities.
- Concentrating on creating and maintaining jobs in the City is a priority for many residents.

## Community Design

- Character of the community was very important or extremely important to 61% of the respondents in the resident survey.
- High quality commercial development is more attractive for the community.
- Protect future areas for industrial expansion.

## Goals, Objectives, and Programs, Policies, and Recommendations

### Economic Development

#### Goals

1. **Ensure the City of Marshfield remains the economic hub for the local trade area.**
2. **Diversify the City's employment base and attract additional retail/commercial businesses and "higher-technology" businesses, jobs, and employees to Marshfield.**
3. **Encourage high quality and aesthetic commercial development.**
4. **Maintain an adequate infrastructure, services, and supply of land for industrial and commercial development in a cost effective manner.**
5. **Promote the redevelopment of vacant, blighted, and underdeveloped commercial and industrial properties.**

#### Objectives

1. Provide appropriate funding mechanisms to encourage development for economic purposes.
2. Beautify existing commercial areas and corridors and support aesthetic design for new development.
3. Encourage shared uses such as driveways, parking, building space, resources, etc.
4. Determine locations for new and redevelopment; provide possible incentives; and identify working relationships necessary for City economic growth.
5. Provide adequate infrastructure to support future business growth and development
6. Actively encourage the infill of vacant parcels and redevelopment of underutilized properties that are already served by utilities.

7. Work with MACCI, Main Street, Economic Development Board, and other economic development partners to coordinate efforts and improve communication between all entities.
8. Promote business development efforts, with a strong and strategic focus on retaining and enhancing existing businesses and business clusters.
9. Enhance Marshfield's identity as a healthy, safe, sustainable, and attractive City that provides a quality of life that attracts and retains a creative, skilled labor force.
10. Support a variety of tourism opportunities.

### **Programs, Policies, and Recommendations**

1. Consider utilize funding sources identified in this chapter to provide incentives and funding for economic development projects.
2. Update the Tax Incremental Finance Strategic Plan on a regular basis and consider following the plans recommended strategies and alternatives for the existing TIF Districts.
3. Consider the following guidelines when creating or amending a Tax Incremental Finance (TIF) District:
  - The desired outcome (defined as desired number of jobs, type of jobs, location, aesthetics, or similar outcome) would not occur without the TIF funding.
  - The developer is in need of a public subsidy to advance the project. Public money should only be used to create benefits for the City of Marshfield and its residents.
  - The number and type of jobs that development will create should be evaluated.
  - The City should determine costs associated with new development. This includes possible new housing development; regional and local transportation impacts; and added municipal services, including fire and police protection, EMS, administrative services, street and stormwater maintenance, new vehicles and equipment, etc.
  - Development receiving TIF funding should meet and exceed all benchmarks for exemplary building and site design, including those contained in this Plan.
  - The TIF plan must comply with existing community plans.
  - Approval by other taxing entities (all school systems, City, County).
4. Focus on beautifying commercial and business park development and consider establishing programs for improving the exterior of exiting development and establishing design standards for new development.
5. Continue to enhance the appearance of the Downtown and consider expanding the Downtown façade program.
6. Maintain business and industrial park areas that are attractive and contribute to the economic stability of Marshfield, without degrading the natural environment or nearby neighborhoods.
7. Consider supporting mixed use developments that carefully integrate non-residential and residential uses into high-quality, unified places.
8. Encourage shared uses and consider supporting shared business driveways, shared parking spaces, and coordinated site plan designs when updating local ordinances and policies.

9. Consider establishing redevelopment plans for projects of a substantial size or level of complexity. The City should consider taking a more active role in the process if such efforts are necessary in moving the project forward. Projects involving land assembly, environmental remediation, or other complexities may need to follow guidance from a statutory “redevelopment plan.”
10. Consider developing or expanding infrastructure to support planned economic development activities when they support the goals, objectives and recommendations identified in City plans. Traditionally, infrastructure has included all forms of utilities (e.g. water, sewer, gas, electric, and telephone); transportation services (e.g. roads, parking, airports, and rail); schools, hospitals, and other public services sometimes referred to as “social infrastructure”; and communication infrastructure (e.g. advanced data, voice, and video transmissions). In addition, consider infrastructure investments in business and industrial parks and to develop an inventory of sites and buildings, including brownfields, suitable for development and redevelopment.
11. Look at ways to support the cleanup of brownfield or contaminated sites where future redevelopment opportunities are available and have been identified by City plans and consider developing strategies for brownfield or contaminated site area to be site-specific depending on issues such as ownership patterns, environmental concerns, as well as past and proposed uses. In instances in which the City is involved, consider developing a detailed environmental site assessment and market study be performed as part of the project.
12. Review and update the Economic Development Action Plan on a regular basis and consider the recommendations in the Plan when developing or supporting new projects.
13. Consider working with MACCI to develop an active business retention and expansion visitation program, including an evaluation of existing retention efforts in future strategic planning ventures.
14. Maintaining an accurate database on local employment and employer data is important to understand real time trends in employment. Consider working with MACCI and Main Street to update and maintain the database. In addition, encourage these partners to continue proactively working with area businesses to identify space, training, or workforce needs to keep employers in the community.
15. Consider developing a strategic plan to identify how economic clusters can be grown locally, including the identification of gaps and needs specific to these industries. Focus efforts on creating medical-related business and similar economic clusters in the community.
16. Consider establishing and following a business development strategy that focuses on retention and expansion of existing businesses, entrepreneurial development, and business attraction.
17. Small business development is an important part of maintaining a diversified economic base. Support developing entrepreneurship and new businesses and consider continuing to provide and enhance the support system for these efforts:
  - Several resources are available in Marshfield to promote entrepreneurs wishing to start a new business. One important piece is business plan guidance and planning

offered by MACCI. The City should continue to work with MACCI, Mid-State Technical College, and UW-Wood County to promote entrepreneurial training programs to continue to mold local leaders. Include such strategies in future strategic plans.

- The City should consider taking an active role in promoting the development of future business incubator space. Such an effort may be a component of limiting overhead costs that may make new business startup cost prohibitive.
- The City should continue to support the use of the existing programs to promote financial assistance for entrepreneurship and start-up businesses. This includes promoting the use of existing revolving loan fund programs through the City, Wood County, and Regional Planning Commission to support the development of new businesses. Additionally, the City should promote existing angel funding networks in the area and follow the Centergy recommendations to promote the development of angel networks promoting entrepreneurship through the Wood, Marathon, and Portage County region.

18. Consider ways to address the “Brain Drain” Issue. The term “Brain Drain” refers to the trend in which people that are educated in local or state institutions ultimately leave the area to pursue their careers. This is an issue for Marshfield, the region, and the State of Wisconsin as a whole. The City must assist in creating the type of jobs that attract and retain persons from the area. Over time, the City should consider supporting the following policies to increase the appeal of the community to young residents and new graduates:

- Support increased opportunities for first-time home ownership through existing programs.
- Support the creation of planned, mix of housing types and uses within the City, including the development of neighborhoods that cater to younger residents with such design elements such as condominiums, small lot size, mix of uses, parks, trails, and similar amenities.
- Enhance Marshfield’s image as a healthy community. Continue the investment in infrastructure related to trails and on-street bicycle facilities as outlined in the bike and trail plan. Maintain and preserve existing parks and natural areas as key components of the City’s “green” infrastructure.
- Support and encourage new membership in Marshfield’s many business and service organizations.
- Continue to develop and maintain the Downtown, cultural attractions, community events, dining and shopping options, and leisure opportunities that contribute to the community’s high quality of life.

19. Focus emphases on recruiting and growing specific industries that utilize Marshfield’s existing resources and build upon its potential. Consider the following industries that have been recommended as key target industries for the Marshfield-Stevens Point-Wausau region:

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