

# 10 Implementation

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## 10.1 Introduction

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

The Implementation Chapter is organized under the following topics:

- Introduction
- Plan Integration and Element Consistency
- Method to Measure Progress of Plan Implementation
- Process to Adopt the Comprehensive Plan
- Updating and Amending the Comprehensive Plan
- Consistency Requirement
- Goals
- Implementation Plan

## 10.2 Plan Integration and Element Consistency

The goals, objectives, and policies contained within the Plan, have been thoroughly reviewed and approved by the City Plan Commission and Common Council. Throughout the drafting and review process, great care was taken to include issues and concerns from the Steering Committee members, Plan Commission members, Common Council, and the community at large. Special attention was then given to making sure that the policies identified to address the individual issues or concerns did not conflict, either with each other within the chapter, or between the different chapters. The future revision of any Comprehensive Plan goals, objectives, or programs, policy, and recommendations shall receive the same level of deliberation and analysis as the original Plan; special attention shall be given so that the new adopted language does not create conflicts within or between chapters.

Additionally, the priorities and actions checklist at the end of this chapter includes a column titled “Element Impact” which will act as a checks and balances so the City considers the impact that implementing a policy will have on other elements.

### **10.3 Method to Measure Progress of Plan Implementation**

To make sure that this Comprehensive Plan will continue to provide useful guidance regarding development within the City, the City of Marshfield Plan Commission should periodically review and amend the Plan to ensure that it remains current and is a reflection of the current philosophy of the Common Council.

One of the recommendations in this chapter is for the City to establish an Implementation Committee that will help facilitate the implementation of this Plan and provide guidance on future amendments. The Implementation Committee should discuss and establish a task list of implementation efforts for the following year. On an annual basis, the Plan Commission should review the progress of the implementation of the Comprehensive Plan and compare the progress with the priorities and actions checklist at the end of this chapter. Completing the task list each year is not a requirement, but should be considered a method to monitor how the implementation of the Plan is going. The Implementation Committee, Plan Commission, and the Development Services Department will be primary parties responsible for monitoring progress of this Plan.

### **10.4 Process to Adopt the Comprehensive Plan**

The first official action toward plan implementation is the adoption of this Plan. This Plan will serve as the general statement of public policy on land development within the City. Adoption will require a recommendation from the Plan Commission by resolution, and adoption, by ordinance, from the Common Council. At a minimum, a public hearing must be held before the Plan is adopted. This action formalizes the plan document as the current frame of reference on general development patterns over the next 20 years. At the time of adoption, this Plan becomes a tool for communicating Marshfield's growth and development policy and for coordinating various individual decisions into a consistent set of actions to shape the City's continued growth in the desired manner. Adoption procedures will follow Wisconsin State Statute 66.1001(4).

### **10.5 Updating and Amending the Comprehensive Plan**

This Plan should be amended and changed as the City's circumstances and vision evolve. The State's Comprehensive Planning Law requires that the City use the same basic process to amend the Plan as it did to initially adopt it. This requires several steps including the adoption of a public participation plan, a formal recommendation by the Plan Commission, public hearing, and adoption of an ordinance stating the changes, prior to an amendment. Additional steps, such as community meetings or task forces, may be considered appropriate depending on the nature of the update. Such an amendment will need to occur in any instance in which a proposed development is inconsistent with the Plan, and the City wishes to approve such a project. Such an amendment is required at least every 10 years by the Wisconsin State Statute.

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

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

Updating the entire Plan at one time is a significant undertaking. To avoid long gaps in reviewing or updating the Plan, once the Plan has had time to take effect, the City should consider setting a more aggressive review and amendment schedule moving forward by reviewing one chapter every two years or so. That way, the Plan Commission can get into more details and have a better understanding of the Plan itself. Additionally, this process encourages utilization of the Plan. Below is a proposed schedule of chapters to be updated. This schedule is merely guidance and not intended to be a requirement on the timeframe or the specific chapter to be updated. Chapters may be updated earlier or later than the years shown on Table 10.1 and typically the Implementation chapter will be updated for each scheduled amendment. If there are no proposed changes to a chapter in the proposed timeframe, the Plan Commission should at least review the chapter and make a determination that no amendment is needed at that time. Amendments when not part of the scheduled review should follow the amendment process outlined in the next section.

Table 10.1: Proposed Comprehensive Plan Chapter Amendment Schedule

Chapter	Proposed Timeframe to Update (year to review/amend plan)
Issues and Opportunities	2022
Housing	2024
Land Use	2026
Transportation	2028
Utilities and Community Facilities	2030
Economic Development	2032
Intergovernmental Cooperation	2034
Agricultural, Cultural, and Natural Resources	2036

Source: City of Marshfield Development Services Department, 2017

### Amendment Process

Adoption procedures of any amendments will follow Wisconsin State Statute 66.1001(4). The process to amend the Comprehensive Plan shall also include the following steps:

- Submittal of Application. The applicant shall submit a complete application to the Development Services Department, along with any applicable application fees established in the City of Marshfield Fee Schedule. A copy of the application shall be placed on the next available Plan Commission agenda (meeting the application deadline for that month).
- Establishing Public Participation Plan. The Plan Commission shall review the request at the next available meeting and shall set public participation procedures for distribution of the proposed amendment.
- Application Review. The Plan Commission may review the application or may hold a public hearing on the amendment. After reviewing the application and/or comments from the public hearing, the Commission shall make a written recommendation by resolution to the City Council for either approval or denial.
- Common Council Action. After reviewing the Plan Commission recommendation and/or comments from the public hearing, the City Council shall hold a public hearing and make a decision to: deny the proposed amendment; approve the proposed amendment; or approve the amendment with revision(s) that it deems appropriate. Such revisions to the proposed amendment shall be limited in scope to those matters considered in the public hearing.
- Update History of Adoption and Amendment. The Plan Commission shall establish a table for the purpose of keeping records on Plan amendments.

### **Criteria to Consider when Reviewing Plan Changes/Updates**

Outside of the schedule to regularly update each chapter, an update to the Plan should be considered upon meeting all applicable criteria. Note, due to the nature of proposed changes, some criteria may not apply.

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

## Consistency Requirement

Wisconsin State Statute 66.1001(3) of the Comprehensive Planning law provides guidance on what development-related decisions must be consistent with the Comprehensive Plan. If a local governmental unit enacts or amends any of the following ordinances, the ordinance shall be consistent with the local governmental unit's comprehensive plan. These include the following:

- Official mapping ordinances enacted or amended under Wisconsin State Statute 62.23(6)
- Local subdivision ordinances enacted or amended under Wisconsin State Statute 236.45 or 236.46
- City zoning ordinances enacted or amended under Wisconsin State Statute 62.23(7)
- Shorelands or wetlands in shorelands zoning ordinances enacted or amended under Wisconsin State Statute 62.231 or 62.233

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

## 10.6 Goals

### Implementation

**Goal 10-1. Implement the Comprehensive Plan.**

**Goal 10-2. Keep the Comprehensive Plan up to date.**

The Programs, Policies, and Recommendations for the Implementation Chapter are included in the Priorities and Actions tables below.

## 10.7 Implementation Plan

The primary component of the Implementation Plan is the Priorities and Actions tables at the end of this chapter. The goals identified in the previous chapters are restated above the tables below. The columns for each table are described below:

- **Goal** – This is a number reference to one of the goals identified in any of the chapters.
- **Action** – This is a program, policy, or recommendation to achieve the stated goal. There can be a combination or multiple programs, policies, or recommendations listed to achieve a single goal.
- **Agency Partners** – This column identifies the potential partners or entities that could be involved in the implementation effort for that particular program, policy, or recommendation.

Just because a group is identified does not make them responsible for implementation, but the City may want to include them in the discussion.

- **Priority** – This is the suggested time-frame to complete or implement each action. This is an estimate and should be flexible as community priorities change. These should not be viewed as strict deadlines.
- **Element Impact** – These are the elements most likely impacted by the proposed action. There may be other elements impacted, but these were the ones identified as part of the planning process.

### Regulatory and Non-regulatory Tools

There are two types of implementation tools: regulatory and non-regulatory. A regulatory tool is typically a local ordinance and typically includes zoning, subdivision, and official mapping ordinances. Non-regulatory tools can be actions the City government, groups, or residents voluntarily take to achieve a goal. Non-regulatory tools include Capital Improvement Programs, Tax Increment Financing, Cooperative Boundary Agreements, and Design Standards. Regulatory and non-regulatory tools can be used to do budgetary planning, public education, and park maintenance. Both types of tools are utilized in the Priorities and Actions Plan below.

### Comprehensive Plan Implementation Committee

To best implement the Comprehensive Plan, it is recommended that the City form a committee to meet on a regular basis (possibly quarterly) to review the progress of the Plan implementation, provide guidance to staff and the Plan Commission on priorities of implementation, and provide recommendations on future amendments. The committee could be a mix of Common Council members, Plan Commission members, citizen members, health professionals, and City staff.

### Geographic Information Systems (GIS)

The City's Geographic Information System (GIS), both the online version and the ArcGIS software, has the potential to impact each and every element in the Comprehensive Plan as well as every department in the City. This tool has the potential to store and map any data that has a geographical tie or reference. The opportunities to utilize this system as both a database and a mapping tool are virtually endless. Taking advantage of these opportunities will be important, specifically when updating plans and

### Priorities and Actions

The following tables recommend several initiatives to implement the Plan. The tables are organized by chapter and include the priorities listed below. This is an estimate and should be flexible as community priorities change.

- **Ongoing** Priorities will be continually reviewed or applied
- **Short-Term** Priorities are likely to be reviewed or completed within 1-5 years of plan adoption
- **Medium-Term** Priorities are likely to be reviewed or completed within the next 6-10 years
- **Long-Term** Priorities are likely to be reviewed or completed within the next 10+ years

**Natural, Cultural, and Agricultural Resources**

**Goal 3-1. Protect the area’s groundwater, natural resources, air quality, and threatened and endangered wildlife and wildlife habitat.**

Goal	Action	Agency Partners	Priority	Element Impact
3-1	<p>1. As state/federal regulations are amended, and as new dev. practices change, to further protect the City’s groundwater, nat. resources and greenways, and the water quality of the community, stream corridors, and downstream surface waters, the City should update:</p> <ul style="list-style-type: none"> <li>Wellhead protection overlay district</li> <li>Shoreland ordinance</li> <li>Shoreland-Wetland ordinance</li> <li>Floodplain ordinance</li> <li>Stormwater Quality Management Plan Requirements</li> <li>Construction Site Erosion Control ordinance</li> </ul>	<p>Development Services; Public Works; Marshfield Utilities; Common Council</p>	Ongoing	<p>Utilities and Community Facilities; Land Use</p>
3-1	<p>2. Notify the Wisconsin Department of Natural Resources and other applicable regulatory agencies where environmentally sensitive areas, including wetlands are identified or being harmed.</p>	<p>Development Services; Public Works; Parks and Rec</p>	Ongoing	<p>Utilities and Community Facilities; Land Use</p>
3-1	<p>3. Require any non-metallic mining operations to receive approval with the county and provide adequate buffering between the operations and adjacent developed properties.</p>	<p>Development Services; Plan Commission; Common Council</p>	Ongoing	<p>Land Use</p>
3-1	<p>4. Monitor the available data from the Wisconsin Department of Natural Resources for updates on the air quality of the area and consider adopting ordinances limiting outdoor uses that have a proven adverse impact on air quality.</p>	<p>Development Services; Public Works; Common Council</p>	Ongoing	<p>Land Use</p>
3-1	<p>5. New development should be encouraged to incorporate sustainable building principles.</p>	<p>Development Services; Public Works; EDB</p>	Short-Term	<p>Economic Development; Land Use</p>
3-1	<p>6. Continue landscape requirements that support the preservation of existing trees.</p>	<p>Development Services; Plan Commission</p>	Ongoing	<p>Economic Development; Land Use</p>
3-1	<p>7. Consider utilizing greenways and other natural areas as potential passive recreational areas.</p>	<p>Public Works; Parks and Rec; Common Council</p>	Ongoing	<p>Utilities and Community Facilities; Intergovernmental Cooperation</p>

Goal	Action	Agency Partners	Priority	Element Impact
3-1	<p>8. Review and/or adopt policies addressing recycling facilities and consider:</p> <ul style="list-style-type: none"> <li>Requiring recycling facilities in public spaces such as municipal buildings, parks, and during community events.</li> <li>Promoting the recycling program in the City.</li> </ul>	Public Works; Common Council	Ongoing	Utilities and Community Facilities; Intergovernmental Cooperation

**Goal 3-2. Protect the area from invasive species.**

Goal	Action	Agency Partners	Priority	Element Impact
3-2	<p>1. Support efforts to educate the public about the effects of invasive species and consider programs to address such threats. Consider the following:</p> <ul style="list-style-type: none"> <li>Monitoring of invasive species found in the area such as: Emerald Ash Borer, buckthorn, Purple Loosestrife, Reed Canary Grass, wild parsnip, leafy spurge, and garlic mustard, and adopting policies to address future infestations.</li> <li>Promote awareness and removal of invasive species if/when they reach the area.</li> </ul>	Public Works; Parks and Rec; School District	Ongoing	Utilities and Community Facilities; Land Use

**Goal 3-3. Support agriculture resources surrounding the City, while understanding that ceasing all growth is not in the best interest of the City or the region.**

Goal	Action	Agency Partners	Priority	Element Impact
3-3	<p>1. Review zoning regulations pertaining to the farming of farmland in the City and consider the following:</p> <ul style="list-style-type: none"> <li>Investigating options for protecting adjacent property owners from adverse effects from agriculture.</li> <li>Requiring some buffering between new residential development and agricultural uses.</li> </ul>	Development Services	Medium-Term	Land Use

Goal	Action	Agency Partners	Priority	Element Impact
3-3	2. Support efforts to improve local and healthy food options in the community by making sure regulations are not prohibitive in allowing community gardens and farmers markets and consider supporting opportunities to promote awareness of programs such as farm to table, farm to school programs, farmer’s markets, and local food expos.	Development Services; Healthy Lifestyles; Marshfield Clinic	Ongoing	Utilities and Community Facilities; Economic Development; Land Use

**Goal 3-4. Provide an appealing and diverse setting for people to want to live, work, play, and raise a family.**

Goal	Action	Agency Partners	Priority	Element Impact
3-4	1. Consider providing guidelines as well as technical support to promote reinvestment in historic structures that retains the historic qualities and character.	Development Services; Historic Preservation Committee; North Wood County Historical Society	Ongoing; Short-Term	Housing; Economic Development; Land Use
3-4	2. Promote community design that considers the following: <ul style="list-style-type: none"> <li>Incorporating green space.</li> <li>Preserving natural features such as existing trees or native landscaping.</li> <li>Providing for other details and amenities and consider adding these provisions when amending the municipal code.</li> </ul>	Development Services; Historic Preservation Committee; North Wood County Historical Society	Ongoing	Housing; Economic Development; Land Use
3-4	3. Update and implement the local historic preservation plan, and consider the following: <ul style="list-style-type: none"> <li>Developing an annual task list based plan.</li> <li>Focusing on bringing different historic preservation groups together.</li> <li>Promoting awareness of local historic resources.</li> <li>Encouraging preservation of historic structures and resources.</li> <li>Developing a program to archive, share, store, and protect historic materials.</li> </ul>	Development Services; Historic Preservation Committee; North Wood County Historical Society	Ongoing	Housing; Economic Development; Land Use

Goal	Action	Agency Partners	Priority	Element Impact
3-4	<p>4. Support efforts to establish an independent Arts Committee, and consider the following:</p> <ul style="list-style-type: none"> <li>Collaborating with existing arts organizations in order to develop specific strategies to help bring various art and art forms into other areas of Marshfield and to educate citizens and public about how an active arts community contributes to a higher quality of life.</li> </ul>	EDB; Main Street; Common Council	Ongoing	Issues and Opportunities; Economic Development
3-4	5. Support efforts to make Marshfield a destination center by expanding opportunities for outdoor dining spaces, public gathering spaces, community events, night life, and ethnic food options.	EDB; MACCI; CVB; Main Street; Common Council	Ongoing	Economic Development; Land Use
3-4	6. Consider the health implications such as air quality, water quality, noise, impacts on climate, access to healthy foods, physical activity, social connection, sense of community, etc., when reviewing and approving new development.	Development Services; Public Works; Plan Commission; Common Council	Ongoing	Housing; Economic Development; Land Use
3-4	7. Consider supporting existing and new programs when there is substantial evidence that such programs foster a healthy community.	Development Services; Public Works; Common Council	Ongoing	Transportation; Utilities and Community Facilities; Intergovernmental Cooperation
3-4	8. Consider accommodations for all age groups when designing public spaces.	Development Services; Public Works; EDB; Main Street; Common Council	Ongoing	Transportation; Utilities and Community Facilities

**Housing**

**Goal 4-1. Encourage neighborhood planning.**

Goal	Action	Agency Partners	Priority	Element Impact
4-1	<p>1. Work with property owners to define Marshfield’s neighborhoods, and consider adopting policies to develop neighborhood organizations and revitalization plans and consider programs for the following:</p> <ul style="list-style-type: none"> <li>• Cleanup and house repair.</li> <li>• Projects for improving the neighborhood.</li> <li>• Public and private funding sources.</li> <li>• Programming for social interaction.</li> </ul> <p>When developing neighborhood revitalization plans, consider the following:</p> <ul style="list-style-type: none"> <li>• A vision statement and neighborhood goals.</li> <li>• Neighborhood future land use plan.</li> <li>• Redevelopment recommendations.</li> <li>• Design guidelines.</li> <li>• Signature projects.</li> <li>• Implementation and funding schedule.</li> <li>• Historical architecture or influence on neighborhood.</li> <li>• Health implications.</li> </ul>	<p>Development Services; Public Works; EDB; Common Council</p>	<p>Ongoing; Medium-Term</p>	<p>Economic Development; Land Use</p>

**Goal 4-2. Encourage home ownership.**

Goal	Action	Agency Partners	Priority	Element Impact
4-2	<p>1. Encourage home ownership and consider:</p> <ul style="list-style-type: none"> <li>• Evaluating the permitting process and looking to improve on the workflow for review and approval.</li> <li>• Reviewing the recommendations in the Housing Study when approving new housing developments.</li> <li>• Evaluating programs such as the following to stimulate developer interest in future growth areas and in parcels identified as “available areas” earlier in this chapter:                             <ul style="list-style-type: none"> <li>– Mixed-Use Tax Incremental Financing.</li> <li>– Cut / Discount Permitting Fees.</li> <li>– Provide assistance by the City with engineering and planning for the site.</li> <li>– Develop tax credit or grant program.</li> <li>– Establish design guidelines for infill dev. that abuts existing development.</li> </ul> </li> </ul>	<p>Development Services; Public Works; EDB; Common Council</p>	<p>Ongoing; Short-Term</p>	<p>Economic Development; Land Use</p>

**Goal 4-3. Provide desirable and attainable housing options for those that live and desire to live in Marshfield.**

Goal	Action	Agency Partners	Priority	Element Impact
4-3	<p>1. Review municipal code and consider amendments to increase density and district heights and allow a mix of residential types that allows supporting commercial, park, walking and biking opportunities, and civic uses in new neighborhoods when adjacent to major arterials.</p>	<p>Development Services; Public Works; Plan Commission; Common Council</p>	<p>Ongoing</p>	<p>Transportation; Economic Development; Land Use</p>
4-3	<p>2. Consider special needs housing, such as Adult Family Homes (AFHs) and Community-Based Residential Facilities (CBRFs), based on the community need, impact on neighborhoods, physical design, and the availability of existing facilities.</p>	<p>Development Services; Public Works; Plan Commission; Common Council</p>	<p>Ongoing</p>	<p>Transportation; Economic Development; Land Use</p>
4-3	<p>3. Encourage more wheelchair accessible housing.</p>	<p>Development Services; Plan Commission; Common Council</p>	<p>Ongoing</p>	<p>Economic Development; Land Use</p>

Goal	Action	Agency Partners	Priority	Element Impact
4-3	<p>4. Identify areas for future residential growth. When outside the City limits, consider the following:</p> <ul style="list-style-type: none"> <li>• Identifying areas of feasible and economical residential infrastructure expansion.</li> <li>• Prohibiting new low density residential major subdivision in those extraterritorial plat areas identified in Chapter 9 unless the property is annexed.</li> <li>• Reviewing annexation criteria in the Land Use Chapter 9 when annexations are proposed.</li> <li>• Requiring sidewalks and/or bike paths that connect to the existing network. (continued below)</li> </ul>	<p>Development Services; Public Works; Marshfield Utilities; Plan Commission; Common Council</p>	<p>Ongoing</p>	<p>Transportation; Utilities and Community Facilities; Economic Development; Land Use</p>

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Goal	Action	Agency Partners	Priority	Element Impact
4-3	<p>Identify areas for future residential growth. When inside the City limits, consider the following:</p> <ul style="list-style-type: none"> <li>• Identifying areas of feasible and economical residential and infrastructure expansion.</li> <li>• Conducting a more detailed analysis of the “available” and “developable” lots identified in this chapter to ensure development is actually feasible in those locations.</li> <li>• Reviewing the Zoning and Subdivision ordinance with the Plan Commission to ensure desirable layouts are permitted in residential neighborhoods.</li> <li>• Updating and maintaining the residential land use categories and available acreage calculations for the existing Land Use Map as development takes place.</li> <li>• Recommending zoning changes, code amendments, and approving conditional use permits that make desired residential development more feasible in those future residential growth areas to address housing needs, and consider the following:               <ul style="list-style-type: none"> <li>– Identifying areas for single family and duplex housing.</li> <li>– Identifying suitable areas for future multifamily development, areas of mixed housing stock, and mixed dwelling units (commercial on the first floor with residential development above) and rezoning those areas to a zoning district that allows a greater density to reduce the cost of infrastructure expansion per housing unit.</li> <li>– Identifying target areas for residential redevelopment opportunities in the downtown utilizing the recommendations in the Downtown Master Plan.</li> <li>– Allowing accessory apartments in lower density residential zoning districts while establishing specific standards when they are allowed.</li> </ul> </li> <li>• Requiring sidewalks and/or bike paths that connect to the existing network.</li> <li>• Neighborhood plans.</li> <li>• Comprehensive Outdoor Recreation Plan.</li> <li>• Access to greenspace.</li> </ul>	<p>Development Services; Public Works; Marshfield Utilities; Plan Commission; Common Council</p>	<p>Ongoing; Short-Term</p>	<p>Transportation; Utilities and Community Facilities; Economic Development; Land Use</p>

**Goal 4-4. Identify strategies to maintain and improve the quality of the City's housing stock.**

Goal	Action	Agency Partners	Priority	Element Impact
4-4	<p>1. Improve blighted areas and consider the following:</p> <ul style="list-style-type: none"> <li>• Reviewing local, regional, and state programs and incentives for the rehabilitation of blighted properties and identify a first point of contact; prepare and review a comprehensive list of resources be on a regular basis. If desired programs are not available in the area, consider developing a local program.</li> <li>• Actively promoting available assistance programs offered such as the state tax credit for historic restoration.</li> <li>• Providing incentives to encourage the conversion of two-flat rentals back to their original configuration as single-family homes. Such an effort can improve building and site maintenance, as well as create a source for more affordable, owner-occupied housing.</li> <li>• Identifying target areas for neighborhood rehabilitation and develop strategies to rehabilitate blighted or deteriorating housing opportunities for low and moderate-income residents.</li> <li>• Evaluating the existing building maintenance standards, building codes, and zoning regulations related to property maintenance and enforce existing and future regulations if amendments are adopted.</li> <li>• Identifying and/or provide incentives to homeowners to improve, rehabilitate, or restore existing and blighted properties. Consider the following programs: <ul style="list-style-type: none"> <li>– Local lender commitment programs.</li> <li>– Tax credits, grants, or target low-interest loan programs.</li> <li>– Programs addressing lead plumbing, asbestos, radon, and other components of older home construction that could adversely impact residents' health.</li> </ul> </li> </ul>	<p>Development Services; Public Works; Marshfield Utilities; EDB; Plan Commission; Common Council;</p>	<p>Ongoing; Short-Term</p>	<p>Transportation; Utilities and Community Facilities; Economic Development; Land Use</p>

**Goal 4-5. Reduce or minimize the cost of new residential development.**

Goal	Action	Agency Partners	Priority	Element Impact
4-5	<p>1. Support future development that provides desirable and attainable housing options for all that live and desire to live in Marshfield and consider the following:</p> <ul style="list-style-type: none"> <li>• Looking for and promoting opportunities to expand the supply of available land for low and moderate-income family housing in the community.</li> <li>• Encouraging developers to including a variety of housing styles such as townhomes, duplexes, and condos as well as moderately priced single-family homes and the development of new 3-bedroom rentals.</li> <li>• Considering reestablishing a program to assist developers in providing infrastructure to new residential development in priority growth areas (Stage 1 or 2) identified in Chapter 9.</li> <li>• Promoting available rental and energy assistance programs in the community to reduce housing costs for qualifying families.</li> <li>• Updating the following existing housing related studies and follow the recommendations identified in the studies when reviewing housing related and land use requests (rezoning, code amendment, conditional use permits, assistance programs, etc.):                             <ul style="list-style-type: none"> <li>– AFH/CBRF Taskforce report for regulated care facilities.</li> <li>– Housing Study.</li> </ul> </li> </ul>	<p>Development Services; Public Works; Marshfield Utilities; EDB; Plan Commission; Common Council</p>	<p>Medium-Term</p>	<p>Transportation; Utilities and Community Facilities; Economic Development; Land Use</p>

**Transportation**

***Goal 5-1. Provide safe and efficient traffic circulation for all residents, serving all modes of transportation in the City.***

Goal	Action	Agency Partners	Priority	Element Impact
5-1	1. Encourage developers of new development, to consider streets and multimodal forms of transportation that promote connectivity, traffic calming measures where appropriate, attractive streets, recreational opportunities, and accommodations for bikes and pedestrians.	Development Services; Public Works; Plan Commission; Common Council	Ongoing; Short-Term	Housing; Economic Development; Land Use
5-1	2. Collect crash data to review and map on a regular basis and consider that information in determining any trends in unsafe intersections and street segments for implementing future safety measures.	Development Services; Public Works	Ongoing; Short-Term	Utilities and Community Facilities
5-1	3. Communicate and coordinate efforts with the WisDOT and Federal Railroad Administration regarding safety and transportation related issues and opportunities involving the railroad.	Development Services; Public Works; Plan Commission; BPW; Common Council	Ongoing; Medium-Term	Utilities and Community Facilities; Intergovernmental Cooperation
5-1	4. Encourage developers and adjacent townships with new developments, including temporary construction equipment, within 3 miles of the Marshfield Municipal Airport to submit their projects to the Federal Aviation Administration (FAA) for review and determination of any hazard to air navigation and consider the FAA's feedback when reviewing and approving projects.	Development Services; Public Works; Airport	Ongoing	Utilities and Community Facilities; Land Use
5-1	5. Consider the recommendations of the Bureau of Aeronautics and FAA when looking at regulations and development projects that could impact the airport or safety of air navigation.	Development Services; Public Works; Airport; Plan Commission	Ongoing	Utilities and Community Facilities; Intergovernmental Cooperation; Land Use
5-1	6. Support efforts to make the downtown more bike and pedestrian friendly and consider developing a downtown parking and traffic assessment plan to identify and address issues related to parking needs, vehicular speeds, truck traffic and congestion on Central Avenue.	Development Services; Public Works; Local Businesses; MACCI; Main Street; BPW; Common Council	Ongoing	Utilities and Community Economic Development; Facilities; Land Use

Goal	Action	Agency Partners	Priority	Element Impact
5-1	7. Consider working with the state, regional planning, counties, adjacent townships, and nearby municipalities on expanding the regional trail network so when the trail network expands, making sure it connects to Marshfield’s existing trail system.	Development Services; Public Works; Parks and Rec; Adjacent Towns; NCWRPC; Wood County; Marathon County	Ongoing; Medium-Term	Utilities and Community Facilities; Intergovernmental Cooperation
5-1	8. Consider allowing private alley access in new residential areas only if the alleys meet specific construction and design standards set by the City.	Development Services	Ongoing	Housing; Land Use

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Goal	Action	Agency Partners	Priority	Element Impact
5-1	<p>9. Consider developing and adopting a Bicycle/Pedestrian plan that plans for the future expansion of the City’s trail and sidewalk system that is at a minimum, reviewed by the Plan Commission and adopted by the Common Council. Consider the following:</p> <ul style="list-style-type: none"> <li>• Public input and invite groups such as Health Lifestyles – Marshfield Area Coalition, Marshfield Area Friends of the Trail, and other interested groups to the table.</li> <li>• Establish a Bicycle Pedestrian Advisory Committee to help develop the plan.</li> <li>• Emphasize safety at crosswalks and other pedestrian/vehicle potential points of conflict.</li> <li>• Recommend incorporating traffic calming techniques where vehicular traffic poses a safety concern.</li> <li>• Provide connectivity to the existing trail and sidewalk system.</li> <li>• Ensure trails and sidewalks link parks, schools, commercial districts, and residential areas.</li> <li>• Consider traffic volume and speed when determining the appropriate bicycle and pedestrian facilities.</li> <li>• Plan future trails, including trailheads, to provide accommodations for recreation and transportation purposes.</li> <li>• Include provisions for appropriate signage and markings that make motorists aware of possible pedestrian or bicyclist traffic.</li> </ul>	<p>Development Services; Public Works; Parks and Rec; Plan Commission; Common Council</p>	<p>Short-Term</p>	<p>Utilities and Community Facilities; Economic Development; Land Use</p>
5-1	<p>10. Consider identifying the needs for mass transit opportunities (such as a bus, trolley, taxi, etc.) to reduce the dependence upon automobiles and determine if implementation is economically feasible.</p>	<p>Development Services; Public Works; Parks and Rec; Plan Commission; Common Council</p>	<p>Ongoing; Medium-Term</p>	<p>Utilities and Community Facilities; Economic Development; Land Use</p>

**Goal 5-2. Prepare, plan, and budget appropriately for future transportation needs.**

Goal	Action	Agency Partners	Priority	Element Impact
5-2	1. Establish a “Street Plan” utilizing the identified north-south and east-west routes in this chapter for future transportation corridors and consider the existing transportation network, natural features such as wetlands and floodplain areas, and existing development patterns when mapping out the general routes. This plan should be reviewed at a minimum, by the Plan Commission and adopted by the Common Council.	Development Services; Public Works; Plan Commission; BPW; Common Council	Ongoing; Short-Term	Utilities and Community Facilities; Land Use
5-2	2. Consider reviewing and updating the Official Map based on the recommendations in the “Street Plan” and work with adjacent government entities when considering areas outside the City limits. Consider vacating alleys and rights-of-way that are removed from the Official Map.	Development Services; Public Works; Plan Commission; BPW; Common Council	Short-Term	Utilities and Community Facilities; Land Use
5-2	3. Consider reviewing and updating the Safe Routes to School Plan.	Development Services; Public Works; School District; Plan Commission; BPW; Common Council	Short-Term	Utilities and Community Facilities; Land Use
5-2	4. Consider conducting a City-wide traffic/transportation analysis to help determine future road network needs and include considerations for walking and biking.	Development Services; Public Works; Parks and Rec; Plan Commission; Common Council	Medium-Term	Utilities and Community Facilities; Land Use
5-2	5. Review policies pertaining to the City’s transportation system and consider updates that may be needed to improve the safety and efficiency of the system as well as the approach for managing and maintaining the facilities.	Public Works; Plan Commission; BPW; Common Council	Medium-Term	Utilities and Community Facilities; Land Use
5-2	6. When considering future public transportation opportunities consider efforts to get feedback from the public on their transportation needs.	Public Works; BPW; Common Council	Ongoing	Utilities and Community Facilities
5-2	7. The Administrative Code of Traffic and Parking Regulations should be reviewed, updated, and mapped to reflect current conditions and to address any parking related issues as they arise.	Public Works; BPW; Common Council	Ongoing	Utilities and Community Facilities

Goal	Action	Agency Partners	Priority	Element Impact
5-2	8. Continue planning for future road and maintenance needs and consider the data in the PASER program and priorities outlined in the annual Capital Improvements Program.	Development Services; Public Works	Ongoing	Land Use
5-2	9. Review and consider updates to the Subdivision Code, establishing criteria to allow alleys and cul-de-sacs in specific situations such as: <ul style="list-style-type: none"> <li>• Alleys                             <ul style="list-style-type: none"> <li>– In new neighborhoods where the alley is owned and maintained by the developer.</li> </ul>                             And:                             <ul style="list-style-type: none"> <li>– Vehicular access within that block is only allowed from the alley.</li> </ul> </li> <li>• Cul-de-sacs                             <ul style="list-style-type: none"> <li>– Natural features, access to arterials, existing development, or municipal boundaries prevent the extension or looping of a roadway system.</li> </ul> </li> </ul>	Development Services; Public Works; Plan Commission; BPW; Common Council	Short-Term	Land Use
5-2	10. Support accessible design and consider elderly and disabled populations when implementing public transportation and designing parking lots, streets, sidewalks, and other transportation facilities.	Development Services; Public Works; Plan Commission; BPW; Common Council	Ongoing	Utilities and Community Facilities; Land Use

***Goal 5-3. Ensure adequate parking is provided for existing and future development.***

Goal	Action	Agency Partners	Priority	Element Impact
5-3	1. Review parking requirements in the zoning code and conduct an analysis of parking needs for each use and consider a code amendment to modernize the parking requirements that may include bicycle/multimodal accommodations.	Development Services; Plan Commission; Common Council	Ongoing; Short-Term	Utilities and Community Facilities; Land Use
5-3	2. Continue to monitor the downtown parking situation and develop a strategy to address legitimate parking concerns.	Development Services; Public Works; Main Street; Plan Commission; BPW; Common Council	Ongoing; Short-Term	Utilities and Community Facilities; Land Use

Goal	Action	Agency Partners	Priority	Element Impact
5-3	3. Exceptions to the minimum parking requirements should be considered in the downtown where adequate public parking is available and capable of meeting the needed parking demand.	Development Services; Public Works; Plan Commission	Ongoing	Utilities and Community Facilities; Land Use

**Goal 5-4. Identify and support adequate transportation facilities that are needed to help spur economic growth both within the City and region.**

Goal	Action	Agency Partners	Priority	Element Impact
5-4	1. Support the future expansion of the Marshfield Municipal Airport facilities by updating the Airport Master Plan and Campus Master Plan. Consider a future runway expansion as funding becomes available from the Bureau of Aeronautics.	Development Services; Public Works; Airport; Plan Commission; BPW; Common Council	Medium-Term	Utilities and Community Facilities; Land Use
5-4	2. Consider supporting efforts to expand rail service for desirable industries in the industrial park, while avoiding street crossings whenever feasible.	Development Services; Public Works; EDB; Plan Commission; BPW; Common Council	Ongoing	Utilities and Community Facilities; Land Use
5-4	3. Consider conducting an analysis on the number of trains that go through Marshfield to determine rail usage and frequency. This information could help with the traffic analysis.	Public Works; BPW; Common Council	Medium-Term	Land Use
5-4	4. Identify appropriate truck routes and consider the needs of local businesses while limiting potential nuisances by avoiding residential areas where feasible.	Development Services; Public Works; Plan Commission; BPW; Common Council	Medium-Term	Housing; Economic Development; Land Use
5-4	5. Communicate and coordinate with State and Regional agencies and consider efforts to implement the recommendations in the State and Regional plans on highway projects and long-term planning projects in the City that impact available modes of transportation.	Development Services; Public Works	Ongoing	Utilities and Community Intergovernmental Cooperation; Facilities; Land Use

**Utilities and Community Facilities**

**Goal 6-1. Provide quality public services for the community.**

Goal	Action	Agency Partners	Priority	Element Impact
6-1	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, United Way, UW-Extension, Wood and Marathon Counties, the Everett Roehl Marshfield Public Library, and similar organizations on how the City can best participate in supporting those needs.	Development Services; Public Works; UW-Marshfield; MSTC; School District	Ongoing	Housing; Transportation; Economic Development; Intergovernmental Cooperation; Land Use
6-1	2. Review and consider the following plans when reviewing new development projects and update plans as required or as needed: <ul style="list-style-type: none"> <li>Sewer Service Area Plan</li> <li>Stormwater Quality Plan</li> </ul>	Development Services; Public Works; Wastewater	Ongoing; Short-Term	All Elements
6-1	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.	Police; Fire; Police and Fire Commission; Common Council	Ongoing	Transportation Transportation; Intergovernmental Cooperation; Land Use
6-1	4. Share plans as appropriate with staff and the appropriate governing body when planning for future facilities, facility improvements/upgrades.	All Departments	Ongoing	All Elements
6-1	5. When adding or expanding larger municipal facilities, consider completing or following existing facility needs assessments prior to construction or acquisition to ensure new facility expansions are done appropriately and in a cost effective manner.	All Departments	Ongoing	All Elements
6-1	6. Only consider extending sanitary sewer and municipal water service to developments that are annexed to the City or part of a sanitary, water, or similar district plan that has been approved by the Common Council.	Development Services; Public Works; Wastewater; Marshfield Utilities; Plan Commission; BPW; Common Council	Ongoing; Medium-Term	Housing; Transportation; Economic Development; Intergovernmental Cooperation; Land Use

Goal	Action	Agency Partners	Priority	Element Impact
6-1	7. Continue Development Review Team reviews for new commercial, industrial, and multi-family development projects to ensure developments are compatible with existing City plans and services.	Development Services; Public Works; Wastewater; Fire; Marshfield Utilities	Ongoing	Housing; Transportation; Economic Development; Land Use
6-1	8. Support and implement best management practices (BMPs) that promote improved storm water quality to meet the MS4 permit requirements.	Public Works	Ongoing; Long-Term	Intergovernmental Cooperation; Land Use
6-1	9. Consider expanding recycling opportunities - especially as a new service contract is negotiated for waste pick up.	Public Works; BPW; Common Council	Ongoing; Long-Term	Intergovernmental Cooperation; Land Use
6-1	10. Monitor and maintain the solid waste disposal services to accommodate the needs and flow of the users.	Public Works; BPW; Common Council	Ongoing; Long-Term	Intergovernmental Cooperation; Land Use
6-1	11. Consider zoning code amendments to allow more flexibility for childcare facilities.	Development Services; Plan Commission; Common Council	Ongoing; Short-Term	Economic Development; Land Use
6-1	12. Continue utilizing Cured in Place Pipe (CIPP) Lining or newer technologies as they become available as well as consider other opportunities to reduce inflow and infiltration into the storm sewer system when feasible.	Public Works; Wastewater; BPW; Common Council	Ongoing; Long-Term	Intergovernmental Cooperation; Land Use
6-1	13. Encourage the larger entities such as the Marshfield School District to utilize Campus Development District zoning and adopt Campus Master Plans when appropriate to plan for larger scale projects.	Development Services; Public Works; UW-Marshfield; MSTC; Wood County; School District; Plan Commission; Common Council	Ongoing; Short-Term	Intergovernmental Cooperation; Land Use
6-1	14. Consider opportunities for high quality public gathering spaces in strategic areas such as Hardacre Park and the Wenzel Family Plaza in the downtown. Consider developing and incorporating a public engagement process when deciding on the location and design of the facilities.	Development Services; Public Works; EDB; CVB; Main Street; Plan Commission; Common Council	Ongoing; Medium-Term	Natural, Cultural, and Agricultural Resources; Economic Development; Intergovernmental Cooperation; Land Use

Goal	Action	Agency Partners	Priority	Element Impact
6-1	15. Continue to utilize the Capital Improvements Program for long-range planning and budgeting for capital projects.	All Departments	Ongoing	All Elements

**Goal 6-2. Direct future growth to areas where it is efficient and cost-effective to provide public services.**

Goal	Action	Agency Partners	Priority	Element Impact
6-2	1. Coordinating efforts with the City and Marshfield Utilities future projects upgrading or expanding utility services and tie their replacement with road construction projects when practical. Encourage the City to do more street reconstruction to improve better long term construction and address underlying utility concerns.	Public Works; Marshfield Utilities; Plan Commission; BPW; Common Council	Ongoing	Transportation; Land Use
6-2	2. Consider new development proposals on the basis of their fiscal impact, their impact on service levels, potential health impact, and the community’s need for such a development.	Development Services; Public Works; Plan Commission; Common Council	Ongoing	Transportation; Economic Development; Land Use
6-2	3. Consider underserved areas when approving siting for telecommunication facilities. Work with cell tower companies to help identify underserved areas and aesthetic considerations.	Development Services; Public Works; Plan Commission; BPW; Common Council	Ongoing; Short-Term	Economic Development; Land Use
6-2	4. Consider extending sewer and water services in unserved areas as private systems start to fail or when development warrants.	Development Services; Public Works; Marshfield Utilities; Plan Commission; BPW; Common Council	Ongoing; Medium-Term	Economic Development; Land Use

Goal	Action	Agency Partners	Priority	Element Impact
6-2	<p>5. Identify areas for future growth and consider the following:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Prohibiting the use of private streets for new subdivisions.</li> <li>• Prohibiting new major extraterritorial subdivisions in those future growth areas unless the property is annexed and include provisions addressing this in the Subdivision Ordinance.</li> <li>• Reviewing annexation recommendations in the Implementation Chapter when annexations are proposed.</li> <li>• To the extent feasible, locating new and expanded services near existing neighborhoods to encourage compact and efficient development patterns.</li> <li>• Requiring new developments to follow the City’s Stormwater Quality Plan and Construction Site Erosion Control requirements.</li> <li>• Requiring sidewalks and bike paths that connect to the existing network.</li> <li>• Following the recommendations within the Sewer Service Area Plan when reviewing new development proposals.</li> <li>• Incorporating Healthy Community Design Principals recommended by the Centers for Disease Control.</li> </ul>	<p>Development Services; Public Works; Marshfield Utilities; Plan Commission; BPW; Common Council</p>	<p>Ongoing; Short-Term</p>	<p>Housing; Transportation; Economic Development; Intergovernmental Cooperation; Land Use</p>
6-2	<p>6. Discourage the installation and use of on-site wastewater treatment facilities (septic systems and holding tanks) where sanitary services are or will be available in the next 10-15 years.</p>	<p>Development Services; Public Works; Marshfield Utilities; BPW; Common Council</p>	<p>Ongoing; Short-Term; Medium-Term</p>	<p>Housing; Land Use</p>

Goal	Action	Agency Partners	Priority	Element Impact
6-2	7. Continue to communicate with the health care facilities on the expansion and future growth of the medical campus and utilize the Campus Master Plans when looking at future infrastructure expansion.	Development Services; Public Works; Wastewater; Marshfield Utilities; Plan Commission; BPW; Common Council	Ongoing; Medium-Term	Transportation; Economic Development; Intergovernmental Cooperation; Land Use

***Goal 6-3. Ensure that public facilities are properly located and fit within the surrounding neighborhood and are built in an environmentally friendly and cost effective manner.***

Goal	Action	Agency Partners	Priority	Element Impact
6-3	1. Look at environmental impact and sustainability when developing new or expanding public facilities and encourage implementation of energy efficient designs.	Public Works; Marshfield Utilities; Plan Commission; BPW; Common Council	Ongoing	Natural, Cultural, and Agricultural Resources; Economic Development; Intergovernmental Cooperation; Land Use
6-3	2. Assess and try to mitigate negative impacts of future community facilities on the surrounding neighborhood and communicate with the neighbors early on in the project.	Development Services; Public Works; Parks and Rec; Plan Commission; BPW; Common Council	Ongoing; Short-Term	Housing; Economic Development; Intergovernmental Cooperation; Land Use

**Goal 6-4. Provide high quality park and recreation facilities to residents and visitors of Marshfield.**

Goal	Action	Agency Partners	Priority	Element Impact
6-4	<p>1. When reviewing new or expanding facilities consider the following:</p> <ul style="list-style-type: none"> <li>The level of service should meet or exceed the public’s expectations.</li> <li>Impact on taxpayers.</li> <li>How new or expanded facilities impact the future growth and quality of life of Marshfield residents and visitors.</li> <li>The effects of parks and recreation on health, property values, and quality of life.</li> </ul>	<p>Public Works; Marshfield Utilities; Plan Commission; BPW; Common Council</p>	Ongoing	<p>Natural, Cultural, and Agricultural Resources; Transportation; Economic Development; Intergovernmental Cooperation; Land Use</p>
6-4	<p>2. Consider the recommendations in the Comprehensive Outdoor Recreation Plan for expanding and maintaining new and existing park and recreation facilities and update the plan as required or as needed while considering the potential impact on health, property values, and quality of life.</p>	<p>Development Services; Public Works; Parks and Rec; Parks Committee; Plan Commission; BPW; Common Council</p>	Medium-Term	<p>Natural, Cultural, and Agricultural Resources; Economic Development; Intergovernmental Cooperation; Land Use</p>

**Goal 6-5. Ensure residents have the services and support they need in the community.**

Goal	Action	Agency Partners	Priority	Element Impact
6-5	<p>1. Consider supporting the development of a joint committee of charities and community service organizations to help identify where community resources can best be utilized and consider the information in community assessments such as the CHIP (County Health Improvement Process) and others that may be available to assist with those recommendations.</p>	<p>Development Services; Library; EDB; United Way; Senior Center; Healthy Lifestyles; Wood County; Common Council</p>	Ongoing	All Chapters

**Economic Development**

**Goal 7-1. Ensure the City of Marshfield remains the economic hub for the local trade area.**

Goal	Action	Agency Partners	Priority	Element Impact
7-1	1. The City should utilize and encourage businesses to take advantage of the resources, programs, and funding sources identified in this chapter to provide incentives and funding for economic development projects.	Development Services; EDB; MACCI; Main Street; Common Council	Ongoing	Intergovernmental Cooperation
7-1	2. Update the Tax Incremental Finance Summary and Strategic Plan on a regular basis and consider the plans recommended strategies and alternatives for the existing TIF Districts.	Development Services; EDB	Ongoing; Short-Term	Intergovernmental Cooperation
7-1	<p>3. Utilize the following guidelines when creating or amending a Tax Incremental Finance (TIF) District:</p> <ul style="list-style-type: none"> <li>• The desired outcome (defined as desired number of jobs, type of jobs, location, aesthetics, or similar outcome) would not occur without the TIF funding.</li> <li>• 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.</li> <li>• The number and type of jobs that development will create should be evaluated.</li> <li>• 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.</li> <li>• Development receiving TIF funding should meet and exceed all benchmarks for exemplary building and site design, including those contained in this Plan.</li> <li>• The TIF plan must comply with existing community plans.</li> <li>• Approval by other taxing entities.</li> </ul>	Development Services; EDB; Local Businesses Plan Commission; Common Council	Ongoing	Intergovernmental Cooperation

**Goal 7-2. Diversify the City’s employment base and attract additional retail/commercial businesses and “higher-technology” businesses, jobs, and employees to Marshfield.**

Goal	Action	Agency Partners	Priority	Element Impact
7-2	1. Work with MACCI to develop an active business retention and expansion visitation program, including an evaluation of existing retention efforts in future strategic planning ventures.	Development Services; EDB; Local Businesses; MACCI; Main Street	Ongoing	Intergovernmental Cooperation
7-2	2. Consider working with MACCI and Main Street to update and maintain an accurate database on local employment and employer data. In addition, encourage these partners to continue proactively working with area businesses to identify space, training, or workforce needs to keep employees in the community.	Development Services; EDB; Local Businesses; MACCI; Main Street	Ongoing	Intergovernmental Cooperation
7-2	3. Maintain and update the following plans/reports and follow the recommendations of the adopted plans (year last adopted) approved or accepted by the Common Council: <ul style="list-style-type: none"> <li>• TIF District Summary and Strategic Plan (2011)</li> <li>• Economic Development Action Plan (2013)</li> <li>• Marshfield Housing Study (2014)</li> <li>• City of Marshfield Comprehensive Outdoor Recreation Plan (2014)</li> <li>• City of Marshfield Downtown Master Plan (2015)</li> </ul>	Development Services; EDB; Plan Commission; Common Council	Ongoing	Intergovernmental Cooperation
7-2	4. The City should look to adopt and implement a Communications Plan that addresses ways of communicating with other government and nongovernment entities as well as local residents and the business community.	All Departments; Common Council	Ongoing	Intergovernmental Cooperation
7-2	5. Work with local entities such as CVB and Main Street to help support tourism that draws people to Marshfield and enhances the City’s connections to natural and cultural resources, local history, physical activities, conventions/conferences/tradeshows, and community events.	Development Services; EDB; MACCI; CVB; Main Street	Ongoing	Intergovernmental Cooperation

Goal	Action	Agency Partners	Priority	Element Impact
7-2	6. Identify and study “place-making” opportunities to improve public spaces.	Development Services; Public Works; Parks and Rec; Plan Commission; BPW; Common Council	Ongoing	Utilities and Community Facilities; Intergovernmental Cooperation; Land Use
7-2	<p>7. To assist in creating the type of jobs that attract and retain persons from the area, the City should look at 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. Over time, the City should consider supporting the following policies to increase the appeal of the community to young residents and new graduates:</p> <ul style="list-style-type: none"> <li>• Support increased opportunities for first-time home ownership through existing programs.</li> <li>• 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.</li> <li>• 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.</li> <li>• Support and encourage new membership in Marshfield’s many business and service organizations.</li> <li>• 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.</li> </ul>	Development Services; EDB; UW-Marshfield; MSTC; MACCI; NCWRPC; Common Council	Ongoing; Medium-Term	Intergovernmental Cooperation; Land Use

Goal	Action	Agency Partners	Priority	Element Impact
7-2	<p>8. The City and its economic development partners should continue to provide and enhance the support system for developing entrepreneurship and new businesses by supporting and promoting the following:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>	<p>Development Services; EDB; UW-Marshfield; MSTC; MACCI; NCWRPC; Common Council</p>	<p>Ongoing; Medium-Term</p>	<p>Intergovernmental Cooperation; Land Use</p>
7-2	<p>9. The City follow a key principle of economic development - build on the existing businesses and clusters of businesses in the area.</p> <ul style="list-style-type: none"> <li>• Health care and food processing are key economic clusters in Marshfield. This Plan recommends the creation of a strategic plan to identify how these (and other) clusters can be grown locally, including the identification of gaps and needs specific to these industries.</li> </ul>	<p>Development Services; EDB; Marshfield Clinic UW-Marshfield; MSTC; MACCI; Common Council</p>	<p>Ongoing</p>	<p>Utilities and Community Facilities; Intergovernmental Cooperation; Land Use</p>

Goal	Action	Agency Partners	Priority	Element Impact
7-2	<p>10. The City should continue its existing efforts and develop and monitor a strategic plan to address the following factors that relate to business location:</p> <ul style="list-style-type: none"> <li>• Location and access: Improve and maintain infrastructure investments, including improved links to I-39 and improvements to better link USH 97 to STH 29.</li> <li>• Promote available facilities and land.</li> <li>• Continue to improve efficiency of doing business: Ensure permitting and zoning regulations are as understandable, fair, and streamlined as possible.</li> <li>• Ensure there is access to financial resources: This includes City TIF funds, revolving loan funds, State grants, and angel networks.</li> <li>• Promote the development of the workforce to meet target industry goals.</li> <li>• Quality of life: Continue to promote the quality of life initiatives that make Marshfield a desirable community. This includes community safety, natural resource protection, social engagement and physical activities spaces, access to health options, world-class health care, education, park and recreation, and trail systems.</li> </ul>	<p>Development Services; Public Works; EDB; MACCI; NCWRPC; WisDOT; BPW; Common Council</p>	<p>Ongoing; Medium-Term</p>	<p>Natural, Cultural, and Agricultural Resources; Transportation; Intergovernmental Cooperation; Land Use</p>



Goal	Action	Agency Partners	Priority	Element Impact
7-2	<p>11. The City should support Education Reform and Improvements. There are two important educational deficiencies that limit the City and region’s economic development potential. The first is the lack of local 2 and 4 year training programs in Central Wisconsin aimed at repositioning the region’s economy towards a knowledge and information based economy. Recommendations to improve this aspect of workforce development include the following:</p> <ul style="list-style-type: none"> <li>• Support workforce development board grants that seek funding for innovative workforce training program.</li> <li>• Support and promote the growth of efforts such as the “Paper and Technology” associate degree program at Mid-State Technical College.</li> <li>• Support and promote better access to Bachelor’s programs available through UW-Marshfield/Wood County and Master’s programs available through UW-Steven’s Point or available through learning communities or internet courses.</li> </ul> <p>The second deficiency to correct is to promote technical and vocational training programs to support the existing manufacturing base. Job shadow and other on-the-job training programs are available, but they are limited in the number of individuals that can be reached. It is recommended that the City work with its Economic Development partners to establish a strategic plan to address curriculum (high school and beyond) and apprentice program opportunities that will invest in the “blue collar” workforce.</p>	<p>Development Services; EDB; UW-Marshfield; MSTC; MACCI; NCWRPC; Common Council</p>	<p>Ongoing</p>	<p>Utilities and Community Facilities; Intergovernmental Cooperation; Land Use</p>

**Goal 7-3. Encourage high quality and aesthetic commercial development.**

Goal	Action	Agency Partners	Priority	Element Impact
7-3	1. 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.	Development Services; Plan Commission; Common Council	Medium-Term	Intergovernmental Cooperation; Land Use
7-3	2. Continue to revitalize Downtown Marshfield by encouraging more retail and dining and entertainment uses and enhancing the appearance of the Downtown by looking at ways to expand the Downtown façade program.	Development Services; EDB; MACCI; Main Street; Common Council	Short-Term	Intergovernmental Cooperation
7-3	3. 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.	Development Services; EDB; MACCI; Main Street; Plan Commission; Common Council	Short-Term	Natural, Cultural, and Agricultural Resources; Intergovernmental Cooperation; Land Use
7-3	4. Support mixed use developments that carefully integrate non-residential and residential uses into high-quality, unified places and encourage greenspace and walking/biking accommodations.	Development Services; EDB; Plan Commission; Common Council	Ongoing	Housing; Land Use

**Goal 7-4. Maintain an adequate infrastructure, services, and supply of land for industrial and commercial development in a cost effective manner.**

Goal	Action	Agency Partners	Priority	Element Impact
7-4	1. Encourage shared uses and consider supporting shared business driveways, shared parking spaces, and coordinated site plan designs when updating local ordinances and policies.	Development Services; Plan Commission; Common Council	Ongoing	Natural, Cultural, and Agricultural Resources; Land Use

**Goal 7-5. Promote the redevelopment of vacant, blighted, and underdeveloped commercial and industrial properties.**

Goal	Action	Agency Partners	Priority	Element Impact
7-5	1. The City should consider taking a more active role in establishing redevelopment plans for projects of a substantial size or level of complexity 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.”	Development Services; Public Works; Marshfield Utilities; Plan Commission BPW; Common Council	Medium-Term	Natural, Cultural, and Agricultural Resources; Utilities and Community Facilities; Land Use
7-5	2. 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, rail, and sidewalks, trails); parks and greenspace; 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.	Development Services; Public Works; Marshfield Utilities; Plan Commission; BPW; Common Council	Medium-Term	Natural, Cultural, and Agricultural Resources; Utilities and Community Facilities; Land Use
7-5	3. 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 as part of the project.	Development Services; Public Works; Marshfield Utilities; Plan Commission; BPW; Common Council	Medium-Term	Natural, Cultural, and Agricultural Resources; Utilities and Community Facilities; Land Use

**Intergovernmental Cooperation**

**Goal 8-1. Work cooperatively with surrounding governments and non-government entities in area.**

Goal	Action	Agency Partners	Priority	Element Impact
8-1	1. Consider including communication with surrounding government and non-government entities as the City develops a Communication Plan.	All Departments; Common Council; All Agencies	Ongoing; Short-Term	Utilities and Community Facilities; Economic Development; Land Use
8-1	2. Consider having the appropriate staff attending the meetings of adjacent townships or inviting them to a City meeting on an annual basis to ensure communication and to work on identifying cooperative opportunities and resolving issues before they became significant.	Development Services; Common Council	Ongoing; Short-Term	All Elements
8-1	3. Identify and explore opportunities for shared services, revenue, facilities, and equipment with surrounding units of government as well as non-governmental entities.	Development Services; Public Works; BPW; Common Council	Medium-Term	Utilities and Community Facilities; Land Use
8-1	4. Consider developing compatible and consistent land use and development review standards with surrounding towns, Marathon and Wood Counties, and the Regional Plan Commission.	Development Services; Adjacent Towns; Wood County; Marathon County; NCWRPC; McMillan JPC; Plan Commission; Common Council	Medium-Term	Natural, Cultural, and Agricultural Resources; Land Use
8-1	5. Invite representatives from the School District and consider other important stake holders such as the Police Department, Healthy Lifestyles, parent teacher organizations, parents, residents, and other community groups to the table when reviewing and updating the Safe Routes to School Plan.	Development Services; Public Works; School District	Short-Term	Transportation; Utilities and Community Facilities

Goal	Action	Agency Partners	Priority	Element Impact
8-1	<p>6. Work with the School District as they develop future plans for their facilities and consider the following:</p> <ul style="list-style-type: none"> <li>• Look at potential impact of new development, including a new stadium and sports complex, to the surrounding neighborhood.</li> <li>• Make sure transportation facilities, including sidewalks and bike paths, are adequate for larger events, including traffic circulation, access, and enough parking for larger events.</li> <li>• Encourage the development of Campus Master Plans.</li> </ul>	<p>Development Services; Public Works; Plan Commission; BPW; Common Council</p>	<p>Ongoing; Short-Term</p>	<p>Utilities and Community Facilities; Land Use</p>
8-1	<p>7. Collaborate with the Marshfield Clinic and organizations such as Healthy Lifestyles – Marshfield Area Coalition on evidence based initiatives to improve the health of the community.</p>	<p>Development Services; Healthy Lifestyles; Marshfield Clinic</p>	<p>Ongoing; Short-Term</p>	<p>Utilities and Community Facilities; Land Use</p>
8-1	<p>8. Consider conducting Resident Surveys every 5-10 years to find out how residents feel about the community, what they want and do not want out of the community, and other topics that may be relevant at the time.</p>	<p>Development Services</p>	<p>Medium-Term</p>	<p>All Elements</p>
8-1	<p>9. Continue to work with Marathon and Wood Counties and related entities on hazard mitigation and emergency planning efforts so Marshfield is properly prepared for larger scale emergency and catastrophic situations.</p>	<p>Public Works; Police; Fire; Marshfield Utilities; Marshfield Clinic; Adjacent Towns; NCWRPC; Wood County; Marathon County; Common Council</p>	<p>Medium-Term</p>	<p>All Elements</p>

**Goal 8-2. Manage growth in Marshfield’s three mile planning area.**

Goal	Action	Agency Partners	Priority	Element Impact
8-2	1. When developing a “Street Plan” and Bicycle/Pedestrian plan, consider planning transportation and trail improvements and connections with neighboring communities.	Development Services; Public Works; Parks and Rec; Plan Commission BPW; Common Council	Short-Term	Transportation; Utilities and Community Facilities; Land Use
8-2	2. Update the Official Map to include any extension of roads and bicycle/pedestrian accommodations critical to the future growth of Marshfield.	Development Services; Public Works; Parks and Rec; Plan Commission BPW; Common Council	Short-Term	Transportation; Utilities and Community Facilities; Land Use
8-2	3. Approve annexation petitions from property owners when they are consistent with this plan (Land Use and Implementation Chapters), adopted intergovernmental agreements, and the Wisconsin State Statutes.	Development Services; Public Works; Plan Commission Common Council	Ongoing	Transportation; Utilities and Community Facilities; Economic Development; Land Use
8-2	4. Continue to enforce the existing overlay zoning regulations to protect the safety of air navigation and the City’s drinking water.	Development Services; Public Works; Airport; Marshfield Utilities; Plan Commission; BPW; Zoning Board; Common Council	Ongoing	Transportation; Utilities and Community Facilities; Economic Development; Land Use
8-2	5. Protect future growth areas identified in this plan from rural development when reviewing extraterritorial major subdivisions to allow for orderly and planned growth.	Development Services; Adjacent Towns; Wood County; Marathon County; McMillan JPC; Plan Commission; Common Council	Ongoing	Transportation; Utilities and Community Facilities; Economic Development; Land Use
8-2	6. When updating the “Street Plan” and Official Map, work with adjacent government entities when considering areas outside the City limits.	Development Services; Adjacent Towns; Wood County; Marathon County; McMillan JPC; Plan Commission; Common Council	Ongoing	Transportation; Utilities and Community Facilities; Economic Development; Land Use

**Land Use**

**Goal 9-1. Support a variety of housing types and densities that provide desirable housing for all demographics.**

Goal	Action	Agency Partners	Priority	Element Impact
9-1	1. Monitor the land that is utilized for development and track the remaining available land suitable for housing growth.	Development Services	Ongoing	Housing; Economic Development
9-1	2. Update the Housing Study on a regular basis and implement the recommendations provided in the study and in future updates to the study.	Development Services; EDB; MACCI	Ongoing	Housing; Economic Development

**Goal 9-2. Encourage commercial growth along arterials and make sure new developments are not hindering traffic flow.**

Goal	Action	Agency Partners	Priority	Element Impact
9-2	1. Require any new access points to be reviewed and approved by the City Engineer and ensure that proper spacing standards are followed.	Public Works	Ongoing	Transportation
9-2	2. Consider desirable new and redevelopment opportunities on City owned land in highly visible areas.	Development Services; Public Works; EDB; BPW; Common Council	Ongoing	Utilities and Community Facilities; Economic Development

**Goal 9-3. Protect future road, pedestrian, and bicycle corridors from development that could result in dead ends.**

Goal	Action	Agency Partners	Priority	Element Impact
9-3	1. Update the City’s Street Plan, Official Map, and Bicycle Transportation Plan or Bicycle/Pedestrian Plan if completed to reflect the recommendations in this plan and provide wide enough right-of-ways to allow for future road widening and multimodal accommodations.	Development Services; Public Works; Plan Commission; BPW; Common Council	Short-Term	Transportation; Utilities and Community Facilities; Economic Development
9-3	2. Consider establishing public participation plans prior to updating or establishing new planning documents.	Development Services; Plan Commission; Common Council	Medium-Term	Issues and Opportunities; Intergovernmental Cooperation

**Goal 9-4. Provide aesthetic entryways into the Community.**

Goal	Action	Agency Partners	Priority	Element Impact
9-4	1. Focus on Revitalization Opportunity Areas discussed earlier in Chapter 9 for blight removal and consider working with the Economic Development Board, Marshfield Area Chamber of Commerce & Industry, and other entities related to promoting economic development, to establish redevelopment plans.	Development Services; EDB; MACCI	Ongoing; Long-Term	Housing; Economic Development
9-4	2. Consider establishing a program to improve the areas along Veterans Parkway and Central Avenue such as develop an incentive program to screen industrial land uses or establish design guidelines for development. Utilize community engagement opportunities when establishing the program.	Development Services; Public Works; Parks and Rec EDB; MACCI; BPW; Common Council	Ongoing	Housing; Economic Development

**Goal 9-5. Encourage aesthetic design of sites and buildings.**

Goal	Action	Agency Partners	Priority	Element Impact
9-5	1. Consider developing design standards for commercial and industrial development and investigate opportunities to encourage new development to follow the design standards.	Development Services; EDB; MACCI; Common Council	Medium-Term	Housing; Economic Development

**Goal 9-6. Attract and maintain desirable commercial and industrial businesses that provide employment opportunities and contribute to the City tax base.**

Goal	Action	Agency Partners	Priority	Element Impact
9-6	1. Monitor the land that is utilized for development and track the remaining available land suitable for commercial and industrial growth.	Development Services	Ongoing	Economic Development

**Goal 9-7. Encourage development where infrastructure and services are already available.**

Goal	Action	Agency Partners	Priority	Element Impact
9-7	1. Look for opportunities to establish Tax Incremental Finance District and other incentives to support new business opportunities where mixed use or industrial growth is anticipated.	Development Services	Ongoing	Housing; Economic Development
9-7	2. Develop an inventory of City owned land outside of environmental corridors and existing park facilities. The City should evaluate opportunities to sell and utilize available, municipally owned land where new desirable development opportunities exist, especially where additional tax base would be created. Environmental resources should still be protected and great care should be taken when any new or redevelopment takes place near environmentally sensitive areas.	Development Services; Public Works; EDB; BPW; Common Council	Ongoing	Housing; Utilities and Community Facilities; Economic Development

**Goal 9-8. Any expansion of infrastructure should be done in a cost responsible manner.**

Goal	Action	Agency Partners	Priority	Element Impact
9-8	1. Consider updating the subdivision ordinance and zoning code to increase allowable development density by changing setbacks, minimum lot widths, minimum lot areas, and maximum heights in the different zoning districts.	Development Services; Plan Commission; Common Council	Ongoing; Medium-Term	Housing; Transportation
9-8	2. Investigate options for allowing the expansion of telecommunication services to meet the needs of the residents while considering the aesthetic impact such facilities can have on nearby properties.	Development Services; Public Works; Marshfield Utilities	Short-Term	Housing; Utilities and Community Facilities; Economic Development
9-8	3. Consider amending the subdivision ordinance to require parkland dedication or fee in lieu of for multifamily development.	Development Services; Plan Commission; Common Council	Ongoing; Short-Term	Housing; Utilities and Community Facilities

**Goal 9-9. Protect Environmentally Sensitive Areas from potential impacts of new development.**

Goal	Action	Agency Partners	Priority	Element Impact
9-9	1. Promote preservation of green space and trails within existing and proposed developments.	Development Services; Public Works; Parks and Rec	Ongoing	Transportation; Utilities and Community Facilities

**Goal 9-10. Plan for future, orderly Growth.**

Goal	Action	Agency Partners	Priority	Element Impact
9-10	1. Utilize the City of Marshfield-Town of McMillan Joint Plan Commission and Extraterritorial Plat Review process to prevent major rural subdivisions for properties within the Extraterritorial Growth Areas identified in this chapter unless the development is planned for annexation where either the lot sizes are small enough to extend utilities efficiently, or the development is ghost platted that would allow for future land divisions to increase the density once annexed.	Development Services; Adjacent Towns; Wood County; Marathon County; McMillan Joint Plan Commission Plan Commission; Common Council	Ongoing	Housing; Transportation; Utilities and Community Facilities; Economic Development
9-10	2. Consult the Future Land Use Map when making decisions regarding rezoning and annexation requests. The map is general in nature, but does provide guidance on the future land use pattern for the community and surrounding area.	Development Services; Adjacent Towns; Wood County; Marathon County; McMillan Joint Plan Commission Plan Commission; Common Council	Ongoing	Housing; Transportation; Utilities and Community Facilities; Economic Development
9-10	<p>3. The City of Marshfield should approve proposals for annexation into Marshfield only when they meet the following criteria, or if other important community goals are met:</p> <ul style="list-style-type: none"> <li>• The area proposed for annexation has access to or can be easily connected to areas already served by the City, thereby allowing efficient delivery of services, facilities, and utilities.</li> <li>• The City can readily provide services, utilities, and facilities to the area.</li> <li>• The annexation is in an area designated for growth on the City’s Future Land Use Map.</li> <li>• All public improvements, both off-site and on-site, necessary to serve the annexation area shall be constructed and financed in accordance with City standards and policies, and with goals and objectives within this plan.</li> <li>• The annexation area can be developed in a timely manner so the City does not invest in development costs without the timely return of necessary fees and taxes.</li> <li>• State Annexation Statutes.</li> </ul>	Development Services; Public Works; Parks and Rec; Wastewater; Marshfield Utilities; Plan Commission; BPW; Common Council	Ongoing	Housing; Transportation; Utilities and Community Facilities; Economic Development; Intergovernmental Cooperation

**Implementation**

**Goal 10-1. Implement the Comprehensive Plan.**

Goal	Action	Agency Partners	Priority	Element Impact
10-1	1. Establish a Plan Implementation Committee to review the progress of the plan implementation, provide guidance to staff and the Plan Commission on priorities of implementation, and provide recommendations on future amendments. The committee could be a mix of Common Council members, Plan Commission members, health professionals, citizen members, and City staff.	All Departments; Common Council; All Agencies	Ongoing; Short-Term	All Elements
10-2	2. Look for ways to utilize the City’s Geographic Information System tools and software to make information more readily available to the public, provide better data to the staff, and integrate information across departments to improve data accessibility. Consider the follow: <ul style="list-style-type: none"> <li>• Provide training to staff on GIS software.</li> <li>• Maintain up to date GIS data for housing, assessor information, land use, utilities, transportation, municipal facilities management, streets, parks and recreation, and other opportunities as they arise.</li> <li>• Standardize data for all departments.</li> <li>• Continue to update and implement features such as the GeoReporting System, voter information, garbage collection, etc., so the public can readily access City services.</li> </ul>	All Departments; Common Council; All Agencies	Ongoing; Short-Term	All Elements
10-2	3. Consider following the proposed Comprehensive Plan Update Schedule outlined in this chapter.	All Departments; Common Council; All Agencies	Ongoing	All Elements