

2 Issues and Opportunities

Introduction

The Issues and Opportunities element establishes a community profile based on background information, including demographic trends, growth projections, and goals, objectives, policies, and programs that the City will utilize in the development of the Comprehensive Plan. This information provides the foundation for understanding a snapshot of the existing conditions and helps the City identify future trends affecting the growth, development, and health of the community. A summary of issues and opportunities identified during the planning process is included at the end of this element.

The U.S. Census and Wisconsin Department of Administration were the primary sources of demographic data used in this chapter and throughout the plan. The most recent census was taken in 2010, but did not collect the extent of information as previous censuses. However, the U.S. Census Bureau has established a program to supplement the census through the “American Community Survey” which provides additional information based on an ongoing survey that provides data every year and is obtained by sampling a small percentage of the population every year. Although the current system does make it challenging to compare census information and the “American Community Survey” information is used to try to fill in the gaps where direct comparisons cannot be made from the census data alone. Therefore, there may be an occasional disparity in some of the data in areas of this document due to utilizing different sources or years for the information.

Demographic Trends

Overall, the demographic trends for Marshfield indicate Marshfield will continue to grow slowly and possibly level off in population, have a greater percentage of females, be predominantly white, with an increasing diversity, increasing in age, reach a greater educational attainment level, and have a lower average household income than the surrounding area. Despite some of the shortfalls on the demographic side of things, Marshfield will continue to be a major employment base for healthcare.

Historic Population

Prior to 2000, Marshfield had witnessed steady growth for most of the previous 40 years. The 2000 Census marked the first time in recent history in which the City’s population decreased (population of 18,800). Current estimates indicate, however, the population is again growing with nearly 400 new residents since the 2000 census. As of 2015, the City had an estimated population of 19,186.

Table 2.1 compares Marshfield’s recent historical population growth with that of Wood County, Marathon County and the State of Wisconsin. Since 2000, the City’s overall growth rate (2.1%) has been greater than that of Wood County (-.01%), but slower than Marathon County (7.6%) or the State (7.2%).

Table 2.1: Wisconsin DOA Population Trends

	Year	City of Marshfield	Wood County	Marathon County	Wisconsin
Census	1960	14,153	59,105	88,874	3,951,777
	1970	15,758	65,362	97,457	4,417,821
	1980	18,527	72,799	111,270	4,705,642
	1990	19,293	73,605	115,400	4,891,769
	2000	18,800	75,555	125,834	5,363,715
	2010	19,118	74,749	134,063	5,686,986
Est.	2015	19,186	74,965	135,341	5,753,324

Source: U.S. Census Bureau, 2010; Wisconsin Department of Administration, 2003, 2015

Age and Gender Distribution

It is important to understand key characteristics of the City’s residents – for example their age, education and employment status. These factors impact the need for community facilities and other considerations. Table 2.2 shows Marshfield’s age and gender distribution in 2000 and 2010. Marshfield has a median age of 41.3 years, compared to a median age of 39.4 in 2000.

The population under 18 determines the number of school-aged children and the demand for associated services. Overall, the under 18 group in Marshfield decreased between 2000 and 2010. This number is expected to fluctuate over the years. Statistically speaking, this age group is not projected to increase dramatically. One reason for this trend is the “baby bust” generation or Generation X (those born in the 1960s and 1970s) are at end of their prime childbearing years. Since there are fewer people in this “baby bust” group than in the generation before them, fewer births are projected. Second, the Millennial Generation (those born generally in the 1980s and 1990s, although the dates differ depending on the source) delay having children or choose not to have children at all, and finally, the average family size is smaller today than it was a generation ago.

People between the ages of 25 and 54 are considered to be the City’s primary workforce. The number of people in this cohort decreased in Marshfield during the 2000s and suggests that the City’s available and potential workforce is shrinking. In addition, the largest population decrease within this group was in the 35 to 44 age group, which is a desirable workforce demographic.

The 65 and over population is also an important consideration. The national trend shows an aging population and Marshfield’s population echoed this trend. The population of those 65 and over increased by 5.3% between 2000 and 2010.

The 2010 U.S. Census shows that Marshfield’s population is approximately 53% Female and 47% Male. This percentage is similar to the 2000 U.S. Census.

Table 2.2: City of Marshfield Population by Age and Gender, 2000 and 2010

	2000	Percent of Total	2010	Percent of Total	Proportional Change	Percent Change
					2000-2010	2000-2011
Under 5 years	1,117	5.9%	1,241	6.5%	0.5%	11.1%
5 to 9 years	1,140	6.1%	1,088	5.7%	-0.4%	-4.6%
10 to 14 years	1,237	6.6%	1,017	5.3%	-1.3%	-17.8%
15 to 19 years	1,301	6.9%	1,056	5.5%	-1.4%	-18.8%
20 to 24 years	1,161	6.2%	1,223	6.4%	0.2%	5.3%
25 to 34 years	2,421	12.9%	2,631	13.8%	0.9%	8.7%
35 to 44 years	2,899	15.4%	2,118	11.1%	-4.3%	-26.9%
45 to 54 years	2,618	13.9%	2,784	14.6%	0.6%	6.3%
55 to 59 years	846	4.5%	1,291	6.8%	2.3%	52.6%
60 to 64 years	713	3.8%	1,143	6.0%	2.2%	60.3%
65 to 74 years	1,404	7.5%	1,499	7.8%	0.4%	6.8%
75 to 84 years	1,362	7.2%	1,222	6.4%	-0.9%	-10.3%
85 years and over	581	3.1%	805	4.2%	1.1%	38.6%
Over 65 years	3,347	17.8%	3,526	18.4%	0.6%	5.3%
Male	8,915	47.4%	9,052	47.3%	-0.1%	1.5%
Female	9,885	52.6%	10,066	52.7%	0.1%	1.8%
Total	18,800	100	19,118	100	-	-

Source: U.S. Census Bureau, 2000, 2010

Race

According to the 2010 U.S. Census, Marshfield’s population is predominately White (94.8%), with a small percentage of Asian residents (2.3%) and small populations of African American (0.5%) and American Indian (0.2%) residents. This trend is similar to that of Wood County; however, Marathon County has a lower White population and greater Asian population, as shown in Table 2.3. Marshfield is growing more diverse with a 2.3% increase in the non-White population between 2000 and 2010.

Table 2.3: Population by Race, 2000 and 2010

Race	Percent of Marshfield Population, 2000	Percent of Marshfield Population, 2010	Percent of Wood County Population, 2010	Percent of Marathon County Population, 2010
One Race	99.4%	98.8%	98.9%	98.7%
White	97.1%	94.8%	95%	91.3%
Black or African American	0.4%	0.7%	0.5%	0.6%
American Indian and Alaska Native	0.2%	0.2%	0.8%	0.5%
Asian	1.4%	2.3%	1.8%	5.3%
Some Other Race	0.2%	0.8%	0.8%	0.9%
Two or More Races	0.6%	1.2%	1.1%	1.3%

Source: U.S. Census Bureau, 2000, 2010

Education Levels

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 2.4 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 2.4: 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	-
Total (population 25 and over)	12,802	12,657	100%	51,703	100%	88,786	100%

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

Income Levels

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

As shown in Table 2.5, per capita income for Marshfield residents was higher in 1999 than per capita income in Wood County, Marathon County and the State of Wisconsin. In 2010, it was higher than Wood County and Marathon County, but slightly lower than the State of Wisconsin. However, the median household and median family income is lower than all three by a significant margin in some cases. In 2010, the household and family sizes in the City were smaller than those in the adjacent counties and the state.

Table 2.5: Income Levels, 1999 - 2010

	1999			2010		
	Median Household Income	Median Family Income	Per Capita Income	Median Household Income	Median Family Income	Per Capita Income
City of Marshfield	\$37,248	\$50,498	\$21,965	\$43,476	\$56,223	\$26,438
Wood County	\$41,595	\$50,798	\$20,203	\$47,204	\$58,294	\$24,893
Marathon County	\$45,165	\$52,632	\$20,703	\$53,471	\$65,566	\$25,893
State of Wisconsin	\$29,442	\$35,082	\$13,276	\$51,598	\$64,869	\$26,624

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

Employment Characteristics

Employment statistics provide a snapshot of the community’s labor force. 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.

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. Approximately 10,251 Marshfield residents were in the labor force in 2010. Employment characteristics are shown in Table 2.6.

Table 2.6: Employment Status of Marshfield Residents, 2010

Employment Status	Number	Percent
Population 16 years and over	15,081	100.0%
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%
Females 16 years and over	8,114	100.0%
In Labor Force	5,164	63.6%
Civilian Labor Force	5,134	63.3%
Employed	4,894	60.3%
Class of Worker	Number	Percent
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

The percent of Marshfield’s population in the labor force in 2010 was 68%. According to the U.S. Bureau of Labor Statistics, the United States labor force percentage was under 65% in 2010 and has been on a declining trajectory.

Industry

The types of industries established in an area provide are typically a good indicator of the wages being earned. A look at the industries of those employed in the labor force helps to determine the economic effect of the employment opportunities available to area residents. Although higher earning jobs are desirable, it is important for a community to have a diverse source of jobs. Marshfield’s two largest industries are healthcare and educational services, making up over a third of the jobs.

Table 2.7: Labor Force Characteristics of Marshfield Residents, 2010

Industry	Percentage of Labor Force
Agriculture, forestry, fishing, hunting, mining	1.2%
Construction	5.0%
Manufacturing	13.1%
Wholesale trade	1.9%
Retail trade	14.6%
Transportation, warehousing, utilities	2.9%
Information	2.0%
Finance, insurance, real estate, rental, leasing	4.5%
Professional, scientific, management, administrative, waste management services	4.0%
Educational services, and health care and social assistance	37.2%
Arts, entertainment, recreation, accommodation, food services	7.8%
Public administration	2.2%
Other services	3.8%

Source: 2006-2010 5-Year American Community Survey

Commute to Work

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 just under 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 report 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 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. Essentially, Marshfield residents have a significantly shorter commute compared to the state average. Additionally, residents carpool to work slightly more than the state average, but walk less. Due to the short average commute time, it could indicate that walking or biking is a feasible commuting option for more residents.

Demographic Forecasts

Demographic forecasts are made up of population, household, and employment forecasts. These projections are used to help determine the future growth and needs of the community and can be used to evaluate future residential housing, economic growth, and demand for public services. The Demographic Services Center from the Wisconsin Department of Administration (DOA) provides population and household forecasts based on a report titled "Wisconsin's Future Population: Projections for the State, Its Counties, and Municipalities, 2010-2040".

According to the report, municipal projections rely on historic patterns; specifically, the growth rates of individual communities since 1990, with greater weight given to recent change than distant change. It is important to keep in mind that population projections are not a statement of what will happen, but a best guess of what could happen if historic trends continue. The projections also make the assumption that no substantial shifts will take place in the state's economy.

Population Forecasts

Table 2.8 depicts how population has changed during the past 25 years and what may happen during the next 25 years. Data provided for the past 25 years comes from the U.S. Census Bureau. The projections provided for the next 25 have been provided by the State of Wisconsin Department of Administration (DOA). The DOA considers and monitors changes and patterns in fertility, mortality, and migration. The projections are generally considered to be conservative growth estimates.

Although recent population estimates show an increase in population, based on the DOA projections, the City of Marshfield and Wood County are expected to see a decrease in population over the next 25 years.

Table 2.8: Population Projections, 1990 - 2040

	Census			DOA Estimate	Projections				
	1990	2000	2010	2015	2020	2025	2030	2035	2040
City of Marshfield	19,293	18,800	19,118	19,186	18,975	18,930	18,785	18,585	18,030
Wood County	73,605	75,555	74,749	74,965	74,435	74,370	73,930	73,270	71,150
Marathon County	115,400	125,835	134,063	135,341	142,200	146,595	150,130	152,120	152,790
State of Wisconsin	4,891,769	5,363,715	5,686,986	5,753,324	6,005,080	6,203,850	6,375,910	6,476,270	6,491,635

Source: U.S. Census Bureau, 1990-2010, Wisconsin Department of Administration, 2005, 2015

Household Forecasts

A “household” is defined as an occupied housing unit. The Wisconsin Department of Administration projects that the City will only grow by an additional 33 new households over the next 25 years. Considering the household size is gradually shrinking, the minimal projected growth would indicate a stagnant or possibly a negative population growth by 2040 (which coincides with the population projections in the previous section). However, both the City of Marshfield and Wood County are shown to see continued growth until 2035, with a decline in households not projected until 2035-2040. Marshfield is projected to add approximately 220 additional households by 2035. Table 2.9 outlines the number of households currently in the County as well as the projected growth in households there is expected to be over the next 25 years.

Table 2.9: Household Projections

	Total Households		Projected Households					
	2000	2010	2015	2020	2025	2030	2035	2040
City of Marshfield	8,235	8,777	8,887	8,990	9,075	9,101	9,110	8,920
Wood County	30,135	31,598	32,078	32,486	32,861	33,043	33,175	32,561
Marathon County	47,702	53,176	54,661	57,393	59,614	61,525	62,961	63,731
State of Wisconsin	2,084,556	2,279,768	2,371,815	2,491,982	2,600,538	2,697,884	2,764,498	2,790,322

Source: U.S. Census Bureau, 2000, 2010; Wisconsin Department of Administration

Employment Forecasts

Employment forecasts are extremely challenging to predict in a micro level scale. Projections are generally only available on a regional or multi-county basis. The Wisconsin Department of Workforce Development’s “Wood County Workforce & Economic Profile 2015” states that although the number of jobs has increased, real estate values are up, and unemployment is down since the Great Recession ended in June of 2009, Wisconsin faces a “skills gap” in that there are not enough workers to fill the available jobs. The table below shows the employment projections for Adams, Forest, Langlade, Lincoln, Marathon, Oneida, Portage, Vilas, and Wood Counties. Most occupations show an increase between 2012 and 2022. Healthcare Practitioner projects to have the largest number (2,257) and percent (18%)

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increase in employment. Only one occupation group, Farming, Fishing, and Forestry, shows a decline in the number of positions (-312). Of the occupation groups listed, Office and Administrative Support shows the greatest increase in the number of average annual openings (902).

Table 2.10: North Central Workforce Development Area Occupation Projections, 2012-2022: Adams, Forest, Langlade, Lincoln, Marathon, Oneida, Portage, Vilas and Wood Counties

Occupation Group	Employment				Average Annual Openings			Median Annual Wage
	2012 Employment	Projected 2022 Employment	Change (2012-2022)		Due to Growth	Due to Replacement	Total Openings	
			Number	Percent				
All Occupations	190,647	204,652	14,005	7%	1,594	4,424	6,018	\$32,649.00
Management	8,273	8,874	601	7%	63	167	230	\$76,839.00
Business and Financial	8,007	8,568	561	7%	61	167	228	\$50,519.00
Computer and Mathematical	3,956	4,441	485	12%	50	64	114	\$61,197.00
Architecture and Engineering	2,309	2,409	100	4%	11	55	66	\$59,012.00
Life, Physical, and Social Science	1,264	1,465	201	16%	21	40	61	\$47,098.00
Community and Social Service	1,880	1,954	74	4%	8	44	52	\$44,283.00
Legal	792	887	95	12%	10	13	23	\$53,887.00
Education, Training, and Library	3,994	4,169	175	4%	20	88	108	\$44,734.00
Arts, Entertainment, and Media	2,211	2,348	137	6%	18	53	71	\$34,565.00
Healthcare Practitioners	12,779	15,036	2,257	18%	226	254	480	\$58,750.00
Healthcare Support	6,667	7,575	908	14%	91	127	218	\$27,739.00
Protective Service	3,246	3,423	177	5%	18	94	112	\$37,978.00
Food Preparation and Serving	15,595	16,667	1,072	7%	109	576	685	\$18,507.00
Building & Ground Maintenance	6,057	6,856	799	13%	80	122	202	\$22,922.00
Personal Care and Service	7,831	8,990	1,159	15%	116	128	244	\$21,536.00
Sales and Related	18,854	19,508	654	3%	78	592	670	\$22,627.00
Office and Administrative Support	30,469	31,971	1,502	5%	191	711	902	\$29,930.00
Farming, Fishing, and Forestry	2,536	2,224	-312	-12%	0	48	48	\$23,063.00
Construction and Extraction	7,544	8,603	1,059	14%	106	125	231	\$42,972.00
Installation, Maintenance, Repair	8,349	8,737	388	5%	47	184	231	\$38,195.00
Production	21,302	21,788	486	2%	118	421	539	\$32,731.00
Transportation & Material Moving	16,732	18,159	1,427	9%	152	352	504	\$32,390.00

Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, September 2015

Issues and Opportunities

The demographic information, along with the variety of public participation feedback the City received throughout the planning process have been used to identify Issues or concerns in the community as well as Opportunities or hopes for the future of Marshfield. Some of the main Issues and Opportunities identified during the public participation exercises are described below. This information was utilized to develop the goals, objectives, and policies throughout each element.

Community Values

Issues

- Sustaining population numbers.
- Young adults not returning to Marshfield.
- Rear alley facades in downtown.
- Develop Marshfield phone app to show what's happening in the area.
- Not enough care for the aging population.
- Blighted looking industrial area along Veterans Parkway as you come into town from U.S. Highway 10.
- Lack of strategic plan – not being able to increase taxes.
- Poor community appearance and property maintenance in many areas of the City.
- Too many eyesores throughout the community.
- No City wifi.
- Not enough outdoor events.
- Lose small town charm as new development comes in.
- Poverty.

Opportunities

- Expand effort to make Marshfield a destination center.
- Build a sense of community, pride, and purpose in Marshfield.
- Preserve historic downtown commercial district.
- More outdoor dining, shopping facilities, and gathering spaces in the area.
- Marshfield is a safe place to live.
- Focus on Marshfield becoming a more healthy community.
- High quality healthcare.
- Develop a range of public spaces.
- Investment in youth programs and get youth more involved and active.
- Reduce/eliminate drug problems in the City.
- Add screening along industrial area of Veterans Parkway.
- More community events.
- Building facelifts.
- Better nightlife.
- Live music/dance venue.

- Free public wifi.
- Improve engagement with residents on local policies.
- Continue developing area arounds the zoo.
- More ethnic food options.
- Short commute.

Housing

Issues

- Age of housing
- Lack of housing options – such as 3 bedroom rentals or buildable 1-2 family lots
- Apartments are deteriorating and aging.
- Need more pet friendly rentals.
- High property taxes.

Opportunities

- More housing options in the \$150-200K range.
- Affordable housing for Millennials.
- Improve housing in and around downtown.
- Commercial housing developments.
- Develop a housing incentives program.
- More, higher quality senior housing.

Transportation

Issues

- Fractured trail system needs to be connected.
- Areas of the City without any bicycle or pedestrian accommodations (East Industrial Park).
- Roads in poor condition, lacking street maintenance.
- Lack of east-west and north-south traffic connections in the City.
- Heavy truck traffic on Central Avenue in the downtown.
- Downtown parking.
- Pedestrian safety in the downtown.
- Trains limit traffic.

Opportunities

- Interstate transportation routes to/near Marshfield will help bring businesses in.
- Little traffic congestion.
- Expand trail system to make a connected loop throughout the city.
- Connect gaps in the sidewalk system.
- Better public transportation options that address working hour periods.

Utilities and Community Facilities

Issues

- Maintaining and growing education opportunities in Marshfield.
- Hefko Pool is in poor condition.
- Some of the parks are not being maintained adequately (Connor Park).
- Under funded elementary schools.
- Raising taxes to pay for improvements.
- Making unnecessary improvements such as 2nd Street Corridor and the Community Square.
- Not all areas in the City are served with sewer and water.

Opportunities

- Introduce new outdoor aquatic center to replace Hefko Pool.
- Centralized indoor/outdoor active recreation opportunities.
- More family recreational opportunities (x-country skiing trails, BMX bike track, fishing pond).
- Emergency response services are high quality.
- High quality education system (schools, universities, library).
- Improve recreational trail system.
- Year-round sports complex.
- Maintain existing facilities and phase out less popular ones.
- Adequate drinking water

Natural, Cultural, and Agricultural Resources

Issues

- More sources of high quality drinking water.
- Emerald Ash Borer having an impact on City trees and the cost associated with treatment.
- Agricultural uses next to residential.

Opportunities

- Consistent recycling in public buildings.
- City-wide recycling initiative.

Economic Development

Issues

- 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).
- Lack of jobs – non-medical white collar jobs.
- Not enough high paying jobs.

Opportunities

- 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, and outdoor events in the downtown.
- Better relationships between medical facilities and businesses.
- More entrepreneurial opportunities.
- Capitalize on the daytime population.
- More restaurants – downtown brewery.
- More food trucks.
- Downtown businesses having extended hours.
- Better variety of shops downtown.

Land Use

Issues

- Not enough buildable residential lots.
- Nuisances from abutting incompatible uses.

Opportunities

- Marshfield is growing at a desirable pace.
- New development towards U.S. Highway 10.
- Focus on infill development.
- Redevelop blighted areas.
- Provide a diversity of housing – encouraging rowhomes and condos.

Intergovernmental Cooperation

Issues

- Communication with the School District on projects like the sports complex.

Opportunities

- Continue great working relationship with the Town of McMillan and look for other opportunities with adjacent Townships.
- Working with the University and Technical College.

- Cooperation and communication with regional agencies such as Workforce Development.
- Working with the School District.

Vision and Mission Statement – Values and Goals of the Common Council

As part of the Strategic Planning Process, the Common Council has adopted the following Mission and Vision statement, as well as values and goals that will serve as the framework for the development of the Common Council’s new strategic plan.

Mission: It is the mission of the City of Marshfield to provide a fiscally-sound, family-oriented community with a full range of housing, business, cultural, educational, and recreational opportunities in a safe environment for residents and visitors.

Vision: We will be a city of diverse interests and values through advancement of policies and allocation of resources that promote innovative, sustainable growth and enterprises while recognizing the heritage and culture of the region.

Values:

- **Community:** We celebrate our differences, engage all generations, and seek to create a feeling of belonging.
- **Integrity:** We safeguard the public trust through honest business practices and open communication, and strong, ethical stewardship of resources.
- **Innovative:** We are imaginative in addressing the evolving needs of our community.
- **Safety:** We ensure the security, and sense of well-being of our residents through responsive and proactive policies.
- **Collaboration:** We work as a team and partner with others to improve performance and achieve success.

Goals:

- Establish sustainable approach to maintaining the City’s infrastructure
- Adopt comprehensive economic development strategy
- Develop communication strategy (with residents and other entities)
- Enhance long-term financial planning
- Create “determination of need” system for replacing or upgrading City facilities
- Create and maintain a diverse offering of recreational facilities and healthy opportunities.

Goals, Objectives, Policies, and Programs

The statutes do not define the terms goals, objectives, policies, and programs. Many of the goals, objectives, policies, and programs from the 2007 Comprehensive Plan will be carried over in this update and restated in the 2017 update where applicable. Some common understandings of these terms are:

Goals - broad and general expressions of a community’s aspirations, towards which planned effort is directed. Goals tend to be ends rather than means.

Objectives - more specific targets, derived from goals and necessary to achieve those goals. While still general in nature, objectives are more precise, concrete, and measurable than goals.

Policies - rules or courses of action necessary to achieve the goals and objectives they are derived from. They are precise and measurable.

Programs - a system of projects or services necessary to achieve plan goals, objectives, and policies.

Recommendations - provide detailed information regarding how to implement objectives policies, and programs.

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