



City of Marshfield

Strategic Plan 2007

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Executive Summary

In April of 2007, the City of Marshfield contracted with the UW Stevens Point-Center for Land Use Education for assistance in developing a strategic plan for the city. Prior to beginning the planning process, a review was completed of the results of the 2005 Citizen Survey conducted in preparation for beginning the city's Comprehensive Plan as well as the 2007 Draft City of Marshfield Comprehensive Plan, the 2006 Downtown Master Plan, the 2006-2010 Comprehensive Outdoor Recreation Plan, the 2007 Draft Stormwater Management Plan and the 2003 Staffing Needs Analysis Study. The purpose was to gather information on the issues and concerns of the citizens of Marshfield as well as identify potential goals and objectives for the city. Elected officials and city staff were also asked to respond to the following questions and the result were tabulated.

- What do you feel are the city's strengths, weaknesses and opportunities?
- What do you feel the city's main goals and objectives should be?

A consensus was reached through the document review, review of the staff and elected official preparation questions and the discussion held at the review presentation that the over-arching issue for the city was economic development. This topic would form the basis for the strategic planning workshop.

In a traditional strategic planning process, the city would now develop Mission and Vision statements to provide direction for the community. The preferred method would be to involve all of the citizens in this process. At the time of the Strategic Planning process, the city was in the process of completing its comprehensive plan and it was noted that there was considerable public input in that process. While the current draft of the document listed many goals and objectives, it did not have a clear mission and vision statement. It was felt that no new survey work or public meetings were needed. Instead, strategic planning participants needed to honor what the citizens have already provided and use that to craft a mission and vision statement.

City elected officials and staff met for six hours on Saturday, April 21 and three hours on Monday, April 23 to begin the planning process. It was acknowledged up front that the time allotted for this process would not be enough to create a polished document. The goal was to provide the city with enough information and an action plan that would allow the city to complete a formal strategic plan on its own. The key questions for the planning sessions were:

1. What vision should the City of Marshfield embrace so that it will be a thriving community in the 21st century?
2. What critical steps are needed to move from today's reality to tomorrow's vision?
3. How do we begin?

Mission and Vision

The outcome of all the discussion was the realization that while the city and partner economic development organizations needed to continue to market the city to potential businesses, it was imperative that the city address "quality of life issues" in order to have a community that people would want to live in. No new businesses would want to locate in the city and existing businesses would not stay in the city if workers did not want to live in Marshfield.

As a result of the discussion held on the desired outcomes for the city, participants agreed that they had general consensus on a vision and, given the time constraints of the strategic planning process, recommended that fine-tuning the mission and vision statement be one of the first action steps undertaken.

Goals and Objectives

The next part of the strategic planning process focused on goals and objectives to obtain the vision for the city. As a result of the “key items for action” discussion, the group identified the following three over-arching goals for the city:

- **The City of Marshfield will be a healthy, sustainable city**
 - The city will have a healthy, sustainable environment
 - The city will have a healthy, sustainable economy
 - The city will have a healthy, sustainable quality of life
- **The City of Marshfield will be a place for life-long learning**
 - The city will work with the school system and local agencies to provide quality early childhood/daycare/preschool
 - The city will work with the school system to provide quality K-12 education
 - The city will work with appropriate agencies to provide quality, up-to-date post-secondary education and technical training
 - The city will partner with appropriate agencies and organizations to provide quality recreation education (e.g. gardening, health education, sports camps, physical fitness, art appreciation, etc.)
- **The City of Marshfield will be a destination for people of the surrounding region and long-term, for people of Wisconsin and surrounding states**

Focus areas include:

 - Arts and culture
 - Airport
 - Diverse public activities
 - Downtown

It was noted that current planning documents already completed by the city as well as items identified through the discussion for the strategic plan contained excellent information on potential projects to fulfill these goals. Also, the above goals overlap each other which suggest that the community needs to take an integrated or “systems” approach in their actions.

Three topics were identified in the planning process that impacted all three of the plan goals. They were:

1. The need to partner with others if the city was going to reach the goals it had set
2. The need for improved communications about past, current and future efforts
3. The need to increase public and corporate/business involvement in all future efforts

The planning participants spent some time talking about the “negative attitude” that people seem to have about the city itself and the city government. It was felt that this attitude presented a critical hurdle to attracting new people and new businesses to Marshfield. Concern was expressed that while many good things were happening and progress was being made, few seemed to know about it. Also of concern was a potential problem of building partnerships if

there were not ways to effectively communicate with each other. Citizens were asked to become involved in government and city activities but often were misinformed or didn't show up. Therefore, the group decided that the issue of communication needed to be addressed before major action could be taken on other goals and objectives.

Action Items

The last item on the agenda for the strategic planning session was to develop an action plan to begin the first steps toward reaching the goals and objectives and thus the vision for the city. Several key points were brought out in the discussion.

1. The strategic plan needed to be flexible so that the city could use "adaptive management" as it worked towards its vision. This acknowledged that we live in a global society in which change is happening at an exponential pace and that events outside of the city could have a major impact on how the city moves forward.
2. It was important that everyone clearly understand how all actions are related to economic development.
3. The city and its partners needed to create "quick successes" and communicate them to the citizens as a way to build momentum.
4. An evaluation process needed to be established at the beginning of each effort so that progress could be easily measured, issues clearly identified and appropriate changes made.

Participants in the strategic planning process identified the following two actions as the first steps in reaching the desired goals for the City of Marshfield.

Creation of the Vision and Mission Statements

Over the past five years, the City of Marshfield including citizens and city government had undergone assessments and planning processes that identified many projects that the city could undertake to improve some area of the city. What the city lacked was an over-arching statement and vision about why projects should be conducted and what it should look like when all of the projects were completed. Without these statements, it was difficult for the city to measure progress and to be proactive in its actions. It was too easy to fall prey to the "we don't have enough money – you can't start anything because it will raise taxes – what we should be looking at is cutting back, not adding" mantras.

A committee was established to review all of the material created in the strategic planning process with a goal of drafting the Mission and Vision statements for the city. Included in the Vision should be items that would make Marshfield truly unique and thus increase the marketing potential of the city. These statements will be circulated among the planning participants for further refinement and consensus. Once that has been completed, a plan will be developed to share these statements with the community. The committee will then identify any additional steps that need to be taken.

Improved Communications

The second critical action identified was the need to improve communication in the city. A Communication Committee will be established to assess the current methods of communication, review applicable items in the comprehensive plan and issues brought up in the strategic

planning process. The committee will create a report that will identify gaps in the communication system and suggest ways to address them. The report will be given to members of the strategic planning process and shared with the community. The committee will identify the next action steps needed on this issue.

Next Steps

The planning participants identified several additional items that needed to be addressed once the mission and vision statement and communication assessment were completed.

1. Merge the goals and objectives from the Comprehensive Plan, the Sustainable Marshfield Initiative and the Strategic Planning Process into one document that can be used to organize, drive and evaluate efforts in the city.
2. Create and implement a plan to develop existing and potential natural resources to enable the City of Marshfield to better compete with communities that have lakes, rivers and topography.
3. Identify and communicate all of the current efforts that are being undertaken to implement the above goals and objectives.
4. Examine how additional objectives can be added into the work of existing organizations and partnerships and identify any needs for new organizations and/or partnerships.
5. Create an annual report that details to citizens what progress has been made towards completing the goals and objectives for the city and thus achieving the vision for the City of Marshfield.

Assessment

In April of 2007, the City of Marshfield contracted with the Center for Land Use Education, UW Stevens Point for assistance in developing a strategic plan for the city. Prior to beginning the planning process, a review was completed of the results of 2005 Citizen Survey conducted in preparation for beginning the city's Comprehensive Plan as well as the 2007 Draft City of Marshfield Comprehensive Plan, the 2006 Downtown Master Plan, the 2006-2010 Comprehensive Outdoor Recreation Plan, the 2007 Draft Stormwater Management Plan and the 2003 Staffing Needs Analysis Study. The purpose was to gather information on the issues and concerns of the citizens of Marshfield as well as identify potential goals and objectives for the city. Elected officials and city staff were also asked to respond to the following questions and the result were tabulated.

- What do you feel are the city's strengths, weaknesses and opportunities?
- What do you feel the city's main goals and objectives should be?

The following full assessment report was presented to the City Council on April 10, 2007.

Critical Issues Identified in the 2005 Citizen Survey

Citizens in Marshfield are deeply concerned about the city's economy and the cost of government. Citizens expressed a need for economic development and business diversity as well as desire for quality jobs for all levels of education. While some appeared to understand the components of the city's taxing structure and the relationship between taxes and services, many did not. Lack of understanding of the move to a global economy and the resulting change in available industry has produced a high degree of frustration over the inability to achieve the desire for more industry while at the same time making larger cuts to taxes. Citizens responded to a question regarding the importance of existing services citizens with statements that they might support a small increase in taxes to maintain services and existing programs but only if it was thoroughly justified.

Survey respondents indicated that they would rather build in the townships than live in the city for the purpose of:

- tax avoidance
- desire for land and open space
- privacy

This suggests that they may not understand the relationship between the services they indicated that they desired and the cost of these services. There seems to be a lack of public awareness of the city-wide Economic Development Strategy. Responses to several questions seemed to indicate that citizens thought the city was not doing enough to bring in new jobs. Responses to open-ended questions regarding jobs seemed to indicate that many were still hoping for a large manufacturing firm to solve the employment problem. A parallel issue was the need for job training in both the high-tech industry and to support the traditional "blue collar worker" as a way of increasing the employability of the workforce.

There are clear divisions between the opinions of rich and poor, old and young, and those with either a high or low education level. These policy differences may pose a substantial problem

for the city in the future as it tries to come to a consensus on what direction the city needs to take to make it sustainable. Obtaining a majority vote in a referendum may not be possible under current conditions. City government needs to make greater efforts to provide information for decision-making to the citizens. Citizens need to clearly see how any spending will benefit the community.

Comprehensive Plan/Sustainable Marshfield Recommendations

City of Marshfield Comprehensive Plan and Eco-municipality Recommendations		
	Eco- municipality	Comp Plan
Ordinances, Policies, Reports		
Develop annual state of the environment report.	X	
Update Zoning Ordinance		X
Update Subdivision Ordinance		X
Update Official Map		X
Update Stormwater/Erosion Control Ordinance	X	X
Adopt Site Plan Review by Code		X
Adopt state historic building code		X
Adopt wellhead and ground water protection	X	X
Quality of Life		
Support a sustainability committee	X	
Incorporate diverse populations in future planning and related initiatives. Work with community leaders to facilitate this interaction.		X
Maintain and enhance all of Marshfield’s quality-of-life advantages, including those in the arts, community events, outdoor recreation, education, historic and cultural heritage, social opportunities, and small-town livability		X
Maintain public safety as a key component of Marshfield’s livability		X
Promote community design that is both functional and attractive, recognizing that community character contributes to quality of life.		X
Continue Marshfield’s tradition of compact and connected development patterns that promote community interaction.		X
Protect property owners from inequitable taxes or service costs resulting from new development.		X
Transportation		
Fleet Vehicle Idling Policy.	X	
Alternate Fuels for Fleet Vehicles.	X	
Park and Ride.	X	

Shuttle Bus between the medical complex, the historic downtown and the north retail area	X	
Adopt a green framework for all Marshfield operations		X
Maintain efficient access for out-of-town visitors and patients to the Marshfield Clinic and St. Joseph's Hospital.		X
Reduce truck traffic and congestion on Central Avenue and plan other truck routes to serve the community.		X
Maintain a rational hierarchy of streets serving all aspects of the community.		X
Provide an integrated, safe pedestrian and bicycle circulation throughout the City, especially between residential neighborhoods, parks, and schools.	X	X
Provide convenient/attractive downtown parking for vehicles and bicycles.		X
Promote four-lane highway access to Interstate highways and urban centers.		X
Promote better intercity bus, taxi, and airline service to serve residents and businesses.		X
Utilities and Facilities		
Replace lead water service	X	X
Reuse existing facilities	X	
Maintain operations and continued improvements to Wildwood Zoo.		X
Repair leaking wastewater lines (aging clay laterals & mains)	X	X
Promote water conservation.	X	
Promote/require phosphorous-free fertilizer.	X	
Reduce pharmaceuticals in waste water.	X	
Conduct public "Green Building" education.	X	
Set up programs to encourage businesses and homeowners to build green	X	
Create a youth center		X
Adopt a green framework for all Marshfield operations	X	
Implement and follow Wellhead Protection Plan recommendations.	X	X
Collaborate with the Marshfield Area School District, YMCA, and other organizations for shared future recreation services.		X
Implement the 2006 Comprehensive Outdoor Recreation Plan.		X
Continue to emphasize the maintenance of existing facilities.		X
Implement the fire station expansion recommendations		X
Develop a sanitary sewer & water service plan for new industrial/commercial areas		X
Explore potential improvements to the access and parking on the police headquarters site.		X
Coordinate future development and redevelopment projects with the availability of existing or planned public utilities and facilities.		X
Continue maintenance and care of existing park and recreation facilities.		X

Provide neighborhood parks and playgrounds within safe walking distance of all residential neighborhoods.		X
Promote public-private partnerships in the development and maintenance of community parks and special use (pools, aquatic centers, zoos, etc) facilities.		X
Provide for better year-round usage of Fair Park.		X
Explore opportunities to replace aging municipal outdoor swimming pool		X
Housing		
Continue existing neighborhood beautification initiatives and coordinate them with neighborhood plans and other improvements in the City.		X
Identify a first point of contact and compile a comprehensive list of resources for housing programs.		X
Create distinct neighborhoods- not just “cookie-cutter” subdivisions.		
Allow for the organization of neighborhood associations.		X
Create Neighborhood Plans		X
Allow for a range of housing types and styles that provide desirable and attainable housing options for all that live and work in Marshfield.		X
Provide adequate streets, sidewalks, parks, and other public amenities in neighborhoods.		X
Expand the supply of middle-income family housing in the community including moderately priced single-family homes.		X
Identify strategies to maintain/improve the quality of City’s existing housing stock.		X
Utilize existing senior housing resources and monitor the need for additional programs and housing options including assisted living facilities.		X
Economic Development		
Continue to maintain an accurate database on local employment and employer data.		X
Promote financial assistance for entrepreneurship and start-up businesses.		X
Promote available facilities and land to attract new businesses.		X
Identify and inventory business incubator space and project future space needs and opportunities.		X
Create an “Economic Strategic Plan” for the City that is complementary to the MACCI strategic plan.		X
Development Plan for Business 13 Gateway Area		X
Development Plan for South Downtown Area		X
Development Plan for Veterans Parkway – Felker Industrial Area		X
Development Plan for Near North (N. Downtown Oak to Peach)		X
Development Plan for Central Avenue – Ives Street Area		X

Apply for workforce development grants and other economic development funding available to Marshfield.		X
Continue to formalize the implementation strategy for the “Blue Sky” Initiative to create an expanded civic campus around the library.		X
Promote the City by emphasizing these quality-of-life advantages coupled with superior healthcare and low cost of living		X
Identify and enhance the appeal of Marshfield as a place to live and work with various demographic groups, particularly young singles, families and the elderly, as well as various ethnic cultures.		X
Manage growth to ensure development and redevelopment occurs in a planned and coordinated manner compatible with surrounding area		X
Locate growth where it can be efficiently and economically served by existing and planned streets and public utilities.		X
Continue downtown improvement efforts and maintain this area as the City’s center for cultural, civic and government activities.		X
Identify cooperative solutions for regional development issues that impact the entire Marshfield community, including areas outside the City’s boundaries.		X
Cooperatively manage growth in the Marshfield’s three mile planning area.		X
Ensure the City of Marshfield remains the economic hub for the local trade area		X
Diversify the City’s employment base and attract additional “higher-technology” industries to Marshfield.		X
Participate in efforts to support economic development throughout the Wood, Marathon, and Portage County “Ruro-Plex”.		X
Maintain an adequate supply of land for industrial development by organizing future commercial and business growth in planned activity centers, rather than on scattered sites or highway strips. .		X
Promote the redevelopment of vacant commercial properties.		X
Natural/Agricultural Resources		
Protect “environmental corridors” and sensitive natural areas identified in the Plan by enforcing the land use policies during development review.		X
Identify and work with partners to develop a campaign to promote natural resource protection in the region.		X
Identify areas for preserved open space and protect natural drainage ways and wetlands from development.		X
Work cooperatively with surrounding governments to protect sensitive environmental features and productive farmland in areas where development is not planned.		X

Cultural Resources/ Community Appearance		
Create a City Arts Commission.		X
Implement the “Local (Historic) Preservation Plan”,		X
Encourage historically appropriate and sensitive additions and remodels by providing links to resources and formal development guidelines. Establish a primary point of contact to facilitate efforts.		X
Establish a plan for the preservation of historic records and documents.		X
Coordinate public and private efforts to beautify the entrances into the community.		X
Promote quality architectural and landscape design.		X
Enforce signage regulations and consider other controls that limit billboards and promote the creation of well-designed signs.		X
Screen and/or buffer unsightly outdoor equipment, materials, and vehicle storage areas from view from public streets and other right-of-ways.		X
Develop strategies that encourage the maintenance of commercial and residential properties.		X
Identify the desirable aspects of Marshfield’s historic neighborhoods and take efforts to maintain this character.		X
Require infill development to be compatible with the size, scale, intensity, and character of the remaining neighborhood.		X

Responses of Elected Officials and Staff

These responses served as the beginning assessment for the strategic planning process.

Strengths:

General Overview

Marshfield is known as having a high quality of life and being a good place to raise a family. It is clean, attractive community with many amenities. Housing is plentiful with short commutes to work and adequate shopping. It enjoys a comparatively low cost of living and offers a good place to retire.

Marshfield has a “small town atmosphere” where people are friendly, volunteerism is high, people know their elected officials, and citizens are loyal to their community.

Location

Marshfield is central location in the state provides it with an opportunity to serve a large surrounding area and in general, it is not subject to natural threats such as flooding, tornados, etc.

Government

Marshfield has motivated city administration and staff who care about the citizens they are serving and work together for efficient service. Both the administration and citizenry are

committed to the pursuit of sustainable governmental practices are healthy, fiscally responsible and smart in the long term view.

Education

Marshfield has a good educational system: K-12 (public and private), UW Marshfield/Wood County Campus, Technical College, USDA Institute for Environmentally Integrated Dairy Management and Marshfield Clinic research facilities. It has a quality public library with regional services and the presence of educated residents.

Medical Complex

Marshfield has a strong medical industry with quality healthcare, world-renown medical and research facilities. The medical industry draws businesses and people.

Park and Recreation

The city has an extensive park and recreation system including bike and pedestrian trails, public golf courses, proximity to hunting and fishing, public open space, and Wildwood Park and Zoo.

Protective Services

Marshfield has quality protective services that result in low crime, safe neighborhoods and excellent fire protection.

Public Services

Marshfield has high quality public services and infrastructure including a state of the art waste water treatment plant, effective garbage pickup and snow management on streets. The city has a good and improving transportation network including improvements on N Central, Vets Pkwy, HWY 13 North, Galvin Ave, etc. Public utilities are present for water and energy needs. Citizens expect abundant, high quality services and in general, appreciate and supports them when tax increases are required. Citizens get a good value for their tax dollar.

Economic Development

The Community is growing at a pace which allows it to maintain control of the growth both for new development and redevelopment. There is a commitment to strengthen the downtown business district and space in the industrial parks to expand providing the city the ability to move quickly when opportunities arise. Public/private partnerships aid in this growth.

There is strong agri-business in the area.

The city has a diverse local economy with a well-established medical field. There is a good mix between businesses and industry. Overall, unemployment is low with a stable employee base. The city has a healthy financial status.

Cooperative Boundary Agreements work toward coordinated and complementary development with fewer squabbles.

The Marshfield Fairgrounds Park and the airport provide unique opportunities to expand economic development. The airport in particular gives Marshfield the ability to offer safe and efficient business and industry support services that surrounding communities can not. It has a

dedicated crew of resourceful people who are interested and helpful in keeping the airport well maintained by leveraging local dollars with state and federal funds

Weaknesses:

General Overview

The community has an overall negative image of itself that seems to be exacerbated by reports in the news-media. This negativity causes the citizens to have a negative outlook on the city government. We don't crow enough about what is here!

The city lacks direction and vision and as a result, there is low community involvement and apathetic citizenry. This is especially apparent toward government and results in public disillusionment with their ability to participate. Innovative ideas are not seriously considered because "We've always done it this way" and "It costs too much". In short it is a frugal community with negative and conservative attitudes – who would want to come here?

In the city, population growth is stagnant. Higher salaried people and business owners have moved out of the city. The gap between socioeconomic levels continues to grow. The type of residential development that is occurring is not affordable for most working families even if there are two working professionals yet no one wants to live in existing housing.

The city is not attractive to young people including those that are looking for entry level jobs as well as young professionals. It lacks ethnic diversity, cultural and social activities for this segment of the population as well as professional enrichment. There are opportunities in Marshfield, and great potential for young people to make their own way, but they don't seem to have any idea of the resources available to them.

Location

We have limited water resources (lakes, rivers, streams) that people find attractive and don't make good use of what we do have.

We are half way between two major north/south interstates yet not linked to either of them by a four-lane highway. This puts us in a dead zone economically.

A main railroad crossing divides the city causing delays and traffic backups. We lack public transportation options and are not fully serviced by the existing cab company.

Government

The instability of state shared revenue funding, etc. has made it difficult to plan for the future. There is the perception of high taxes with little understanding of what is being provided. There is concern that the city is providing services paid for with tax dollars that are used by neighboring village/township residents without shared participation in funding. Exempt or partially tax exempt properties are putting a strain on the city's budget.

Inconsistent financial goals and direction by the common council suggests a lack of a strong, clear vision and leadership to implement it. There seems to be more of a response to the vocal minority than action towards what is good for the community as a whole. This has resulted in a

short-term approach to budgeting by the common council (multiple year goals of frozen tax rates) vs. long term vision. It also prevents the implementation of new ideas (revenue generating) because it means change. The lack of direction also results in council members who feel that they must micromanage all aspects of day to day government which suggests to staff that they are not trusted. This takes away council time that should be used for planning for the future. The city has a problem with decentralized decision-making because of too many boards, Commissions, Utilities, non-profits, etc. with narrow and sometimes competing agendas. There is concern that a developing bureaucracy in planning may in the future inhibit development.

As technology advances, City Government tends to fall behind because the need to have more Information Technology Staff has not been satisfied. We find ourselves waiting for long periods of time to implement potentially cost saving technological advancements because the I.T. staff does not have the time to devote to the implementation.

Medical Complex/ Education

The City is put into a position of addressing problems created by non-city entities, ex. Marshfield School District, Marshfield Clinic/St. Joseph Hospital. These entities need to be made aware of the financial consequences to the City with their actions. There are also concerns about Marshfield Clinic's long-term commitment to St. Joseph's hospital and Marshfield.

Public Services

We as a city have continued to want more, which generally will cost more in taxes, but we do not want our taxes to increase. Yes, we all must work to do more with less but at some point, this can no longer be done. There seems to be little or no focus on reviewing and prioritizing services. There is uncertainty in the value of retaining ditches and culverts in the city.

Biking/Pedestrian trails are not interlinked to provide safe routes through and around the city. This results in areas of the city not served by these facilities. Sidewalks are not available in all neighborhoods, making pedestrian traffic difficult and discouraging healthy activity.

The city had deteriorating asphalt residential streets and concrete collector streets as well as a swimming facility and components of the zoo that need repair. There are recreational demands that we are not meeting and this detracts from our community's effort to attract new people. Both the Public Works and Park and Rec Departments need to be fully staffed to meet these demands.

Economic Development

There is limited diversity in major business types that support the community. We have a heavy reliance on the health services industry - all of our eggs are in one basket. Established businesses are leaving the city and are being replaced by jobs that offer low pay. Some manufacturing concerns are struggling and there are not many good jobs available. Local business owners are retiring and selling to out of town owners who don't have a stake in the community. Citizens demand more manufacturing jobs like we used to have. There is a disconnect between the desire for a large manufacturing firm and the realities of business growth in the 21st century.

While we want to create more jobs, our aging population may leave us short workers if we can not attract new people to the community.

There is a negative impression of government's relationship to business sector. Budgetary constraints seem to prevent us from moving forward. There is an inability to see that we need to "wheel and deal" with our industrial park land to obtain businesses in our industrial parks. We don't seem to have a clear advantage for recruiting new service industries. Overlapping, duplicate and politically competing committees for economic and industrial development result in inefficient use of our resources that can be used to attract new businesses.

Some items that hinder us are the lack of available/affordable telecommunication options throughout the city, an undesirable south side entrance to community, an uninviting downtown that is not pedestrian friendly and the lack of easily, readily available land for both residential and commercial development in the downtown area.

Airport

As the City expands, more people have begun to set up residence near the airport without fully realizing the activity that goes on here. This has led to a few disgruntled phone calls and threats. In order for the airport to develop there must be room to expand.

There is always the need for storage at the airport, but it is difficult for anyone to make their money back on rent from hanger storage. Hopefully the creation of hanger development sites will help encourage people to expand.

Opportunities:

Sustainable Marshfield

The city needs to leverage its Sustainable Marshfield Designation by establishing itself as central Wisconsin's foremost healthy, sustainable community while capitalizing on its historic character. It should try to attract more up-scale and health-conscious restaurants, "Green-minded" business and industry and promote sustainable design while expanding on the "healthy lifestyles" movement. Better public transportation and a fully walkable/bikeable community would aid in the efforts to become more of a green community, eliminate traffic and provide more safety to our pedestrian and auto traffic. Part of its sustainability effort should focus on affordable and mid-priced housing so everyone can live in town.

Highway 10

The city needs to have a plan to leverage the reconstruction of HWY 10 with new economic development. With the upcoming construction of Hwy 10 and the BB intersection, there is some potential that the City could have the opportunity to acquire more land for a runway extension and upgrade to an Instrument Approach Landing System as a means of increasing support to potential new business and industry.

Community Plan

The city needs a comprehensive community development program that integrates housing, transportation, zoning, recreation, business and industrial development. It needs a willingness and a plan to commit/redirect city resources and ordinances to influence growth patterns. The community needs to keep an open mind and have a willingness to try something different that in

the long run will be able to improve our community and move us towards sustainability and build on the existing quality of life. Elected officials need to support the broad community.

Communication

Perhaps we would benefit from a city newsletter that goes out to all citizens which tells the whole story of the city's workings and all of the good things going on. This would better educate both the citizens and elected officials without the negative slant promoted by local news media, improve relations with the city government and provide a sense of hope for the community.

Partnerships

Marshfield should work with Portage, Marathon and Wood county communities through Centergy as well as individually to develop commerce and industry of mutual benefit and build government efficiencies.

Leverage Existing conditions

The city should work with the medical complex to attract more medical support, technology and medically related businesses. The city should provide a shuttle service between the medical complex and the shopping and restaurant areas.

Recreation and outdoor opportunities

The city should partner with the YMCA, schools and others to expand the recreational opportunities and facilities in the community. The city should build on the momentum of volunteers to expand the recreation trail system. It should continue to utilize, expand/upgrade the park & zoo facilities as well as upgrade the pool and increase area, state, and regional events held at the Marshfield Fairgrounds Park

Downtown improvements

The city should focus on upgrading the downtown district and add and/or upgrade upper-floor housing in the area. They should create a better traffic flow to the area by rerouting rail traffic to a less traveled area. The city should capitalize on private efforts to become a regional center for the arts and culture.

Education opportunities

The city should promote the medical/research complex, good educational system and facilities and opportunities for post-secondary education (2yr university and the technical college). The library should be inline with current trends in citizen education. The city should promote "life-long learning" and upgrading of job skills to ensure a supply of needed workers.

Industrial and Business Parks

The city should capitalize on the existing and future industrial and business parks in order to build a more diverse industrial and business base. It should encourage joint ventures between public and private entities for development and services. It should encourage growth in entrepreneurship. It should explore opportunities in the developing area of biofuel production. The city should consider providing city-wide Wi-Fi and fiber optic technology service as an enticement to businesses and an encouragement for citizens to remain in town.

Funding

The city should continue to pursue use of county tax dollars paid by city residents to offset cost of services provided locally that are used to provide identical services for townships i.e. primarily sheriff's department and planning and zoning. The city should continue the gradual shift to a greater reliance on user fees for municipal services. They also should continue the cultivation of local donors for major public improvements.

Critical Success Factors

The final question that the elected officials and staff addressed was their understanding of what the city should be working on in the next couple of years. The responses were grouped into the following categories:

Branding

- Implement the proposals from the Sustainable Marshfield report and become noted as a sustainable/eco-friendly community (include alternative transportation).
- Support of energy efficient/green opportunities/projects.
- Create a strong brand for Marshfield that encourages resident participation in local government and attracts new business to the community
- The City should also push coaching/mentoring and furthering employee's skills/education to prepare for vacancies in the future.
- Continue to seek professional growth for 20-40 yr. olds
- Seek reasons for persons to STAY in Marshfield

The main objective of all of Marshfield should be to provide an environment that our children can inherit that is just as good as or better than our current condition. Sustainability should be planned into every aspect of the City's lifeline.

Government

- Align the various planning tools to better set a direction for the City.
- Develop a zoning code and subdivision ordinance that supports the goals and objectives of the soon to be adopted comprehensive plan.
- Encourage donations to the City for various capital improvement projects by instituting a Development Department and position within the City.
- Evaluate the current governmental structure to ensure that it fulfills residents' needs and is agile enough to react to changing conditions.
- Maintain affordable, stable taxes without large variations from year to year.
- Do more to provide affordable housing.
- Continue to work with the surrounding townships to develop good working relationships.
- Explore how intergovernmental/regional planning could benefit the city
- Focus less on tax rate/levy and more on opportunities to move the city ahead for the long-term. Include, where practical, sustainable practices from both a short and long term prospective.

Services

- Maintain the existing quality of life, municipal facilities and high quality of services (before we build more).

- Maintain a balance in provision of city services.
- Maintain the street infrastructure.
- Public Services – prioritization/review of need vs. “nice to have”
- Safety and security in our persons and property
- Safety and security in our food and water supplies
- Safety, security and comfort in our road and air travel
- Continue to utilize technology (paperless, dummy terminals) to streamline processes or eliminate outdated methods.
- Continue to push for effective operational efficiencies in all areas of operations.
- Provide contract work for local businesses that have a stake in the community so money continues to circulate.
- Consider improvements to keep up with the times (skate park, updated aquatic facilities.
- Move ahead boldly on inevitable projects, such as the second fire station and aquatic center and Blue Sky.
- Establish a Storm Water Utility
- Citywide transportation planning
- Continue to develop transportation outlets and inlets for the city.
- Interlink biking/pedestrian trails to provide safe routes through and around the city.
- Explore the short/medium/long term financial impact of a second fire station

Economic Development

- Support and maintain current industries
- Expand/support strong Quality of Life projects.
- Build a more diverse industrial and economic base.
- Seek to retain and attract young adults by increasing employment and activity opportunities.
- Continue to promote high paying job development
- Change of marketing strategies
- Broaden our marketing presentations in an effort to attract more business
- Plan growth areas wisely and keep pace by providing infrastructure needs for that growth, i.e., streets, sewers, water, etc.
- Work with developers, realtors, and builders to redevelop/reuse wherever possible and locate new development where infrastructure either already exists or is easily accessible.
- Completion of Yellowstone Industrial Park and Hwy. 10 to 4-lane and business development in and around both.
- Advancement of telecommunication options for city and rural areas for 21st Century (first priority to business parks).
- Agree on enhancements for S Central Ave.
- Support development activities that strengthen the downtown improvement efforts.
- Work with the railroad to reroute rail traffic to a less traveled portion of Central Ave.
- Enhance the downtown through the So. Central reconstruction project- inviting, pedestrian friendly, outside café seating, sandwich signage, etc. as recommended in plan.
- Promote attempts from organizations to hold events that bring in outside people and dollars.

- Establish or foster a clearinghouse for community activities.
- Increase public/private partnerships for economic development and for the zoo and pool
- Need more “drawing points of interest” to draw vacationers, etc. Should have possibly a large campsite, B and B, commercial waterslide park, RV Park, etc.
- Continue to pursue a city policy on economic development that positions Marshfield in a competitive position within the state through the maintenance of necessary municipal services, while achieving property tax and service fee levels attractive to businesses and residents.
- Press for continued support to develop the highway 10 four lane system to Stevens Point and at a future date perhaps to highway 94 or to 29 to the north.

Several participants provided additional comments and these can be found in the Appendix of this document.

Consensus reached through the document review, review of the staff and elected official preparation questions and the discussion held at the review presentation was that the over-arching issue for the city was economic development. This topic would form the basis for the strategic planning workshop.

Mission and Vision

In a traditional strategic planning process, the city would now develop Mission and Vision statements to provide direction for the community. The preferred method would be to involve all of the citizens in this process. At the time of the Strategic Planning process, the city was in the process of completing its comprehensive plan and it was noted that there was considerable public input in that process. While the current draft of the Comprehensive Planning document listed many goals and objectives, it did not have clear mission and vision statements. It was felt that no new survey work or public meetings were needed. Instead, strategic planning participants needed to honor what the citizens have already provided and use that to craft the mission and vision statements.

City elected officials and staff met for six hours on Saturday, April 21 and three hours on Monday, April 23 to begin the planning process. It was acknowledged up front that the time allotted for this process would not be enough to create a polished document. The goal was to provide the city with enough information and an action plan that would allow the city to complete a formal strategic plan on its own. The key questions for the planning sessions were:

1. What vision should the City of Marshfield embrace so that it will be a thriving community in the 21st century?
2. What critical steps are needed to move from today’s reality to tomorrow’s vision?
3. How do we begin?

Participants were asked to reflect on three questions in preparation for the discussion. The focus of the questions was to address the issue of economic development as that was the over-arching area of concern identified in the preparatory session. The first two questions described a hypothetical situation that required the information that could be found in mission and vision

statements. Responses to the third question would provide information for developing the action plan. The questions were:

1. The city of Marshfield has been asked to submit a page for a marketing booklet being prepared by the state economic development committee that will be distributed to 100 companies that plan on expanding in the next several years. How would you market the city based on existing conditions?
2. Now write the “ideal” description that will make the city unique enough from the other entries in the book and able to provide for the needs of the hoped for target people and businesses to the point where the city will get a second look.
3. In your opinion, what are the critical items the city must have or things the city must do to get from the description in question number one to the description in question number two? What impact will this have on existing citizens?

Question preparation varied and most information was used by each individual to aid discussion. Several participants prepared detailed responses and these can be found in the Appendix of this document.

A small group discussion “grouping” process was used to combine the responses to question one. Participants were divided into six small groups and were asked to consolidate their responses into two categories – items that they could agree on and items that were different. Each group then combined with another group and consolidated their responses. All groups were told *not* to “word-smith” their answers as the goal for this question was to come to a common understanding of current conditions. This would be used to help guide the creation of action steps.

Marshfield Today

Areas of agreement:

1. Small town atmosphere
2. Family oriented – friendly community
3. Centrally located to various modes of transportation (air, rail, interstate) and within driving distance of several major metropolitan areas
4. Walking trails and bike paths
5. Excellent Park system including neighborhood parks and zoo
6. Outstanding quality healthcare, research and long term care facilities
7. Diverse and quality education, both public and private, offering lifetime learning opportunities
8. Excellent utilities and public infrastructure
9. Among cities with the lowest crime rates offering safe neighborhoods and excellent police and fire protection
10. Cost of living and unemployment below national average
11. Diverse economic base – industrial and commercial
12. Regional employment center
13. Available and attractive industrial parks
14. Downtown with vast opportunities including beautification efforts and reconstruction projects
15. Room for growth and expansion

16. Good work ethic
17. Historic Districts
18. Skilled labor and professional jobs are available – opportunities for professionals and skilled labor

Reality Check – areas of disagreement

1. Quality of life is not great for everyone – especially young professionals and those looking for cultural activities
2. Transportation is not good – it’s hard to get here by road or air
3. We don’t feel that there is cooperation/commitment to local businesses and entrepreneurs
4. The city is not functioning in a sustainable manner
5. The city is not as family friendly as people say
6. Citizenry are not involved
7. There is not a variety of “arts” activities
8. The city is not open to diversity or change
9. The park and rec system is not extensive, the trail system is anything but complete
10. The city should be targeting companies that are more technical to stop the brain drain to other cities with better pay and amenities. There is a need to get younger professionals to come to Marshfield.

Participants found the discussion on the areas of disagreement helped to make them aware of issues that would be critical to the success of the city. The dialogue also helped people better understand the diverse viewpoints in the room.

The “Ideal Marshfield”

The group then repeated the grouping process for question two. Again, participants were asked not to worry about exact wording but to come to consensus on concepts that would describe the vision for the city. Answers to this question formed the basis for a potential Vision Statement.

- Quality integrated research and manufacturing
- Quality is our brand
- A community with a unified, positive attitude
- Marshfield is a destination community
- Marshfield is THE destination for healthy and sustainable living
- Enhanced - Growable - Sustainable Community
- Accessible technology infrastructure
- Environmentally proactive
- Good transportation infrastructure
- Life-long learning opportunities
- Cultural and recreational opportunities
- Downtown is a true 24hr-a-day district
- Can-do attitude

While there was diverse opinion on the current state of Marshfield, there appeared to be general consensus on where people wanted to go. The question was raised as to whether the city had the capacity to be “all of this”. The group agreed that it was important to set a high vision and in particular, a vision that would make the city unique. While several of the items were not fully controlled by the city, it was noted that the city could play a critical roll in advocating for the desired outcome.

The outcome of the all the discussion was the realization that while the city and partner economic development organizations needed to continue to market the city to potential businesses, it was imperative that the city address “quality of life issues” in order to have a community that people would want to live in. No new businesses would want to locate in the city and existing businesses would not stay in the city if workers did not want to live in Marshfield.

As a result of the discussion held on the desired outcomes for the city, participants agreed that they had general consensus on a vision and, given the time constraints of the strategic planning process, recommended that fine-tuning the mission and vision statements be one of the first action steps undertaken.

Goals and Objectives

The next section of a strategic plan focuses on goals and objectives to obtain the vision for the city. The purpose of the last question addressed by the group was two-fold. One was to help begin the discussion on key issues that needed to be addressed and the second was to provide a list of items that could be organized to form goals and objectives. The following is the list of identified items.

Steps we need to take

1. Formalize partnerships with medical community
2. Actively pursue/support industry and employee base
3. Broad-based participation
4. Shared, common vision and commitment
5. Communication and marketing – internal and external. Market what we have to both city residents and outsiders. Coordinate community campaign. Get media buy-in and support
6. Partnership with healthy lifestyles initiatives
7. Make decisions with long-term vision
8. Implement green initiatives
9. Progressive, stable life-long learning – expand continuing education offerings and degree-granting programs. Create a skilled workforce
10. Excellent transportation connectivity system - expand 4-lane highway transportation and market airport
11. Quality housing opportunities for all income levels
12. Attract and retain young professionals – start with youth
13. Grow and retain the professional business sector
14. Enhanced shopping, cultural and restaurant opportunities – encourage public-private collaboration to expand cultural opportunities

15. Upgrade downtown buildings, increase residential opportunities there and long-term investment
16. Encourage complimentary businesses i.e. healthcare. Continue to diversify our tax base and look to businesses that can piggy-back on the existing health-care system we have, technology firms, etc.
17. Grow community partnerships
18. Build positive attitudes
19. Build city-wide wireless access
20. Implement Sustainable Marshfield recommendations
21. Prioritize funding to complete the regional trail system
22. Plan to properly maintain existing facilities
23. Maintain and improve public safety
24. Create an identity that will be easily defined and remembered
25. Make sure there are good paying jobs for the Young Professionals to attract and keep talent in our city. This is an absolute must do
26. Supply the services to the residents to make it more attractive to live within the city limits than the surrounding town ships
27. Create a downtown that invites the community to come down and bask in the beauty, services and good supplied there
28. Create an overall sense of community for the residents to allow them to feel connected to all parts of the city not just their neighborhoods
29. Create a sense of neighborhoods by enhancing some of our older neighborhoods.
30. Create some attractive downtown living that would attract young professionals such as studio apartments or town homes in the downtown
31. Marshfield should be known for itself. When a person says they are from Marshfield they are should not be asked what is the nearest large city close to it for reference. *“Marshfield”* should be the reference point for Wausau, Stevens Point & Wisconsin Rapids. A place where you can say proudly *“I’ve been there!”*

Goals for Marshfield

As a result of the “key items for action” discussion, the group identified the following three overarching goals for the city:

- **The City of Marshfield will be a healthy, sustainable city**
 - The city will have a healthy, sustainable environment
 - The city will have a healthy, sustainable economy
 - The city will have a healthy, sustainable quality of life
- **The City of Marshfield will be a place for life-long learning**
 - The city will work with the school system and local agencies to provide quality early childhood/daycare/preschool
 - The city will work with the school system to provide quality K-12 education
 - The city will work with appropriate agencies to provide quality, up-to-date post-secondary and technical training
 - The city will partner with appropriate agencies and organizations to provide quality personal interest and improvement education (e.g. gardening, health education, sports camps, physical fitness, art appreciation, etc.)

- **The City of Marshfield will be a destination for people of the surrounding region and long-term, for people of Wisconsin and surrounding states**

Focus areas include:

- Arts and Culture
- Airport
- Diverse public activities
- Downtown

A small group dialogue process was held to identify action items for each of the goals and objectives. The following table sums up the discussions.

Marshfield is a “Healthy, Sustainable City”	
Topic	Who
Implement the recommendations of the Sustainable Marshfield Committee	Develop partnership with SMC, Healthy Lifestyles, Friends of the Trails Planning and E.D. departments, MACCI, Mainstreet
Implement the Comprehensive Plan recommendations - ordinances policies, reports, downtown plan, CORP	
Get buy-in from community stakeholders through public education and involvement. CREATE THE CAN-DO ATTITUDE	
Environment	
Promote Eco-municipality - Explore “green” business opportunities and promote existing green businesses. Help transform others.	MACCI - energy committee
Promote/enhance businesses to be sustainable	
Provide benefits for employees to rideshare	MACCI - Human resources
Implement the ban on smoking in workplaces	
City provides space for a community garden	
Economy	Planning and E.D. Department, MACCI, Mainstreet, Marshfield Utilities
The city should partner with medical facilities to promote research	
Cooperation between the City, State, Fed to fund additional research at the Marshfield facility	
The city should assist with fundraising for research	
Market existing research to business community, create businesses partners	

The city should work with partners to provide incentives, recognition, trade-offs, perks, etc.	
The city should encourage complimentary business - i.e. healthcare	
A tie should be created with efforts to promote/enhance businesses to be sustainable	
Implement the ban on smoking in workplaces	
Quality of Life	
Activities under other topics should not result in a loss to the current quality of life.	
A list of recommended improvements can be found within other objectives in the strategic plan as well as in the recommendations to the Comprehensive Plan.	
Integrated Trail System	City Park and Rec, Friends of the Trails, Marshfield 21
Finish the bike paths on all major roads to encourage biking and walking	
A connected trail system will promote alternate methods of transportation to the places of employment	
The city has already enhanced Weber Park by creating a wildlife pond and a trail system	
Provide a specific plan for the expansion of city trails and work with MFLD Clinic to assist in funding which will assist in a healthy city	

Marshfield is a Center for Life-long Learning	
Topic	Who
City-wide Wi-Fi	
Create public/private partnership for funding and ROE	
On-line studies for four year and other types of degrees/certificates/trainings	
Research Identity	
Embrace/promote research identity	MACCI/ City/Clinic communications/Ag facility
Medical community to embrace the community as the city embraces the medical community	
Joint marketing efforts with media	
Education	
Ag research facilities	
Blue Sky - utilization of the public access channel and public library	
Flexible education schedules	
Education	
Expand Tech School opportunities specific to medical and Ag research	

Include Cardinal Stritch, Lakeland, N. Iowa and UW Eau Claire, Stvn. Point	
Create transitional/on-going education and training classes at night for adults who need 2nd and 3rd careers and displaced workers	
Training for staff to improve promotion opportunities and to increase effectiveness of business	
Job specific training - be sure we are meeting the needs of existing businesses	
Continue to promote/conduct youth apprenticeship	
Assist/support existing businesses	
Work with MSTC and UW and others to address existing and emerging employment needs and develop pertinent curriculum	
Develop jobs/on the job training <i>through business with college (co-op)</i> to allow unskilled labor employees/low educated employees more opportunities	
Have class at Sr High (co-op effort with UW/MSTC) to let students know about job opportunities, community activities here	
Expand upon and promote Tech college's and UW's ability to offer live-long learning opportunities related to leisure and hobby activities	
Expand cultural education - Chestnut Avenue Center, Art Scape, etc.	
Identify the education/training needs of research business growth opportunities and work to provide a trained employee base as a way to attract new businesses/jobs	
Establish a technology incubator in the areas of medical and Ag research	
Grow skilled labor and professional populations - either bring more people in or increase education level of citizens	
Maintain/enhance Marshfield's K-12 education system	
Maintain/enhance early-childhood programs: preschools, Headstart, etc.	
Joint Marketing Effort	
Have a local one-stop place to learn about educational opportunities , on the job training and information for life-long learning	
Create joint opportunities for marketing	UW, School district, Tech College, Arts Center, city MACCI, Mainstreet, MEDA
"Marshfield is a community open to new ideas"	

Marshfield is a Destination	
Topic	Who
Promotion and Marketing	
Marketing to external communities	
Use community newsletter/website to post activities	MACCI, CVB, Library
Utilize Cable TV, Public Access	
Establish city-wide wireless internet	

Extended store hours for downtown	
Promote courtesy to our customers - the citizens are our customer	City departments, businesses
Create a responsive government - authorize every level of employee to correct problems	
Clinic allows outside/city/MACCI/Mainstreet marketing material	
Promotional video/broadcast public access TV at clinic hospital	
Coordinate events and Steve J. Miller and downtown	
Add LED/video display on current shuttle bus to inform patients and family at clinic of Marshfield activities	
Add promotional brochure to clinic appointment reminder letters to inform patients of what MFLD has to offer	
Use websites/kiosks/internet to inform people about events	
Publicize events in appropriate regional and state venues	
Promotion with the Medical Complex	
Easy transportation from Medical Complex to shopping/restaurants	
Clinic allows outside/city/MACCI/Mainstreet marketing material	
Promotional video/broadcast public access TV at clinic hospital	
Talk with clinic to see if they would work with City and MACCI to develop a video of what to do in Marshfield similar to the video the clinic puts together for recruitment	
Art and Culture	
Use Room Tax monies to build an entertainment center and to bring in brand name entertainment and events	CVB
Use existing venues for live performances and visual arts - Chestnut Center for the Arts, UW, New Visions	
Research state money and grant opportunities to support this	
Airport	
Expand Airport/ Adel commercial aircraft	
Explore sources of state and federal support for expansion	need someone to do this research
Explore possibility of private money to expand - create partnerships with commercial airlines	
Create partnerships with surrounding towns	
Destinations and Activities	
Maintain/expand and fully utilize parks and zoo	
Look for ways to increase the number of sporting events	
Fully utilize the fairgrounds	Fair ground committee
Hold parades when appropriate	MACCI, Main street
Round barn	Park and Rec
Festivals	CVB
Art Fair	CVB

Increase trail activities and use. Create connectivity	Park and Rec and Friends of the Trail
Facilitate reunions	
Conventions and conferences	CVB
Water Park	Private/Park and Rec
4-wheel/ATV park	Private/Park and Rec, Planning Dept.
Market unique "green" businesses as tourist opportunities	
Ensure adequate hotel accommodations; also RV camping	
Dog Park	Park and Rec
Sledding Hill	Park and Rec
Develop a lake (stormwater facility?) add paddle boats, expand upper pond	
Auto and tractor shows	CVB
Community agriculture, farmers markets	MACCI, CVB, Research Farm
Expand parks in all areas of community - especially in new developments	
Overall city beautification - Downtown, Flowers (Flower power: need to recruit additional groups), parks, tree city Enlist the help of non-profits, youth groups, develop a mentoring system - High school and youth apprentices	
Downtown	
Make older buildings functional/ historic revitalization	
Entertainment opportunities	
Historic society money - someone to research	Historic Society, Library
Unique shopping - small shops, higher end stores	Main Street, MACCI
Add a shoe store and clothing boutiques	
Trolley - unique downtown transportation	City, Medical Complex, Main Street
Fine/Unique Food	
Add historic markers	
Downtown at Night - music, outside eating at restaurants, carts and vendors, white lights in trees	
Increase downtown living - upgrade apartments	
Increase recycling downtown	

It was noted that current planning documents already completed by the city as well as items identified through the discussion for the strategic plan contained excellent information on potential projects to fulfill the identified goals. Also, these goals overlap each other which suggest that the community needs to take an integrated or “systems” approach in their actions.

Over-arching topics

Three topics were identified in the planning process that impacted all three of the plan goals. They were:

1. The need to partner with others if the city was going to reach the goals it had set
2. The need for improved communications about past, current and future efforts
3. The need to increase public and corporate/business involvement in all future efforts

Participants discussed possible ways that partnership could help the city reach its goals. The chart below summarizes the discussion.

Marshfield is a Center for Creative Partnerships	
Topic	Who
Identify existing working partnerships and support/enhance/leverage their work	
Bring together organizations with common goals - United Way, Library, MACCI, Mainstreet, neighboring communities, Centergy "Visions Councils"	
Expand partnerships with townships as it relates to Rec areas - Explore joint-funding between city/county/town	Park and Rec Comm along with Park and Rec director and staff
Expand partnerships with surrounding communities to create an athletic tournament promotion/council to attract events	
Expand the farmers' market in downtown - coordinate this with other events	
Coordinate with private residence garden shows/walks and other types of walking tours	
Create a shuttle bus system between the clinic and business district to promote downtown and support clinic patients	Chamber, businesses, city, clinic
Develop partnership for regional transportation system to lesson traffic	
Create partnerships with other communities for revolving/traveling cultural events, art shows	local arts organizations
Blue Sky Cultural center	public/private
Chestnut Avenue Center for the Arts	
Work with the mall to support/bring in new business	
Bring historical resources under one roof	
Find new ways to communicate with distant partners - web, phone and video conferences, e-mail; use technology	
Use partnerships to bring numbers to legislative change/petitions/efforts	
Create partnerships between citizens and businesses to advance city for ALL citizens/business - all ethnic backgrounds too	
Seek out businesses to collaborate with current businesses re: education, medical, technology	CDA, MEDA, MACCI
Develop and fund joint enterprise partnership	
Develop an Economic Development Authority to coordinate efforts	MEDA

Increase/coordinate communication between departments	
Create a community Calendar - fundraiser, utilizing community partners, 12-month marketing	

The planning participants spent some time talking about the “negative attitude” that people seem to have about the city itself and the city government. It was felt that this attitude presented a critical hurdle to attracting new people and new businesses to Marshfield. Concern was expressed that while many good things were happening and progress was being made, few seemed to know about it. Also of concern was a potential problem of building partnerships if there were not ways to effectively communicate with each other. Citizens were asked to become involved in government and city activities but often were misinformed or didn’t show up. Therefore, the group decided that the issue of communication needed to be addressed before major action could be taken on other goals and objectives.

Action Items

The last item on the agenda for the strategic planning session was to develop an action plan to begin the first steps toward reaching the goals and objectives and thus the vision for the city. Several key points were brought out in the discussion.

1. The strategic plan needed to be flexible so that the city could use “adaptive management” as it worked towards its vision. This acknowledges that we live in a global society in which change is happening at an exponential pace and that events outside of the city could have a major impact on how the city moves forward.
2. It was important that everyone clearly understand how all actions are related to economic development.
3. The city and its partners needed to create “quick successes” and communicate them to the citizens as a way to build momentum.
4. An evaluation process needed to be established at the beginning of each effort so that progress could be easily measured, issues clearly identified and appropriate changes made.

Participants in the strategic planning process identified that following two actions as the first steps in reaching the desired goals for the City of Marshfield.

Creation of the Vision and Mission Statements

Over the past five years, the City of Marshfield including citizens and city government had undergone assessments and planning processes that identified many projects that the city could undertake to improve some area of the city. What the city lacked was an over-arching statement and vision about why projects should be conducted and what it should look like when all of the projects were completed. Without these statements, it was difficult for the city to measure progress and to be proactive in its actions. It was too easy to fall prey to the “we don’t have enough money – you can’t start anything because it will raise taxes – what we should be looking at is cutting back, not adding” mantras.

A committee was established to review all of the material created in the strategic planning process with a goal of drafting the Mission and Vision statements for the city. Included in the Vision should be items that would make Marshfield truly unique and thus increase the marketing

potential of the city. These statements will be circulated among the planning participants for further refinement and consensus. Once that has been completed, a plan will be developed to share these statements with the community. The committee will then identify any additional steps that need to be taken.

City Administrator Michael Brehm will be responsible for sending an e-mail to committee members to set a meeting date. Besides the Administrator, the initial committee includes: Alana Feddick, Scott Larson, Amber Miller, Tim Kraus, Tom Buttke, Tom Turchi and Mayor Michael Meyers. It is understood that others may be invited to participate in the process in order to complete the draft document.

Improved Communication

The second critical action identified was the need to improve communication in the city. Without that it was felt that no current or new action would be truly successful. Some immediate efforts include a **joint neighborhood meeting to be held by Aldermen Ed Wagner and Tim Kraus** to discuss common neighborhood issues and the results of the strategic planning process and a **guest editorial for the city newspaper written by Mayor Meyers** to describe the planning process and what citizens can expect to see in the future. The Mayor asked for input from all attendees by the end of the day Friday, April 27 so that he could draft the editorial the following week.

A Communication Committee will be established to assess the current methods of communication, review applicable items in the comprehensive plan and address issues brought up in the strategic planning process. Attention will be given to ways to improve the citizen and business attitude in the city. The committee will create a report that will identify gaps in the communication system and suggest ways to address them. **The committee will be co-chaired by Trish Siegler and Karen Olson who will call the first meeting of the committee.** Ed Wagner will participate and additional members will be brought in to complete the assessment. A report will be given to members of the strategic planning process and shared with the community. The committee will identify the next action steps needed on this issue.

Future Steps

The planning participants identified several additional items that needed to be addressed once the mission and vision statement and communication assessment were completed. **Amber Miller and Michael Brehm will be responsible for organizing the meeting to begin addressing these issues.**

1. Merge the goals and objectives from the Comprehensive Plan, the Sustainable Marshfield Initiative and the Strategic Planning Process into one document that can be used to organize, drive and evaluate efforts in the city.
2. Identify and communicate all of the current efforts that are being undertaken to implement the above goals and objectives.
3. Examine how additional objectives can be added into the work of existing organizations and partnerships and identify any needs for new organizations and/or partnerships.
4. Create an annual report that details to citizens what progress has been made towards completing the goals and objectives for the city and thus obtaining the vision for the City of Marshfield.

Appendix

Comments to Background Questions

- Economic development/redevelopment – The need to work more cooperatively with incoming or existing businesses.
- Industrial park development- Need to be aggressive and proactive.
- Industrial Park Development – What kind of industry has been targeted? Do we know what it would take to bring them here? -- Brochure or web presence (The Developers portion of our website lacks anything that specifically addresses the Industrial Parks. A list of reasons why someone should choose Marshfield would be a good idea. The city services portion lacks any photos) addressing business concerns – promotional, as well as procedural focus. Visitors Resources are very attractive. Historic preservation has an attractive and functional site.
- Job Creation – More professional positions should be created within our area to attract the younger generation to live and stay in our community. This community does a wonderful job with the family aspect of the quality of life but, when 30 something professionals do not earn a comparable wage, they will only migrate elsewhere.
- Taxes – Educate the aldermen to the fact that the taxes that a resident or business pays is fair as compared to the level of service(s) they are receiving.
- How to ensure access to municipal services by low and fixed income residents.
- Public services – The Aldermen’s decision to down size the Street Division and the short term and long term consequences of their actions need to be discussed.
- Another general topic could be service expectations - the cost of excellence vs. the cost of mediocrity.
- Community appearance – A large part of positive community appearance is due to the forestry program and the maintenance and planting of new/additional trees. This program needs to remain strong.
- Bike/pedestrian trails – I feel this program has made a very large, positive impact on the City and needs to be continued/expanded.
- We need to increase the number of multi use trails and sidewalks to provide residents with convenient alternatives to automobiles.
- Goals should be set and striven for to provide safe acceptable alternate modes of transportation but we should also look at making our current modes of transportation more efficient and safer by improving our current controllers, linking them to the master controller and finally reviewing the signal progression every three years.
- Dangerous traffic intersections - This is being addressed very proactively by the Engineering Division.
- Allow staff time to review our more accident prone intersections to create a safer community.
- Transportation – Continue a strong commitment to maintaining our existing street infrastructure.
- S. Central Ave. reconstruction – Keep the design snow plow and maintenance friendly. With raised medians, bump outs and other amenities these will require additional labor to maintain which we do not have.

- Second fire station – Is this really needed based on the new bridges over Peach Ave. and the committee(s) recommendations?
- Second Fire Station – to quote Larry the Cable Guy, “Git ‘er done!”
- Aquatic Center – make a commitment, set a target date for a set dollar amount or project percentage for public pledges donations or the project fails.
- Blue Sky (library/senior center/civic complex development) – With questions/plans for building an Aquatic Center and Second Fire Station, we’ve been half-sitting on this idea. Library space is a concern, now. We avoid competing with either of these projects for community public or private financial support and endorsement.
- Now that the city has taken the step to move towards an eco-municipality I feel the future should be directed to address our use of fossil fuels in our fleet vehicles. In all future purchases the vehicles purchased should be dual fuel vehicles.
- The Engineering Division has increased the number of meeting that is held with the residents of the various projects. This has helping public relations and the residents understanding of our projects. This could also be done with the strategic planning. For example a special invite to random number of residents requesting their specific input.
- I believe by making some of these difficult projects a little more convenience of the residents even if there is some cost involved to create a project partnership between the property owners and the city employee’s
- How to fund the unfunded mandates that pushed down from state and federal levels.

Marshfield Today- additional comments

Additional responses:

A)

- Excellent education system
- Good quality of life
- Safe community
- Rural but centrally located within driving distance of several major metropolitan areas
- Diverse economy
- Excellent health care system
- Friendly community
- Job opportunities for professional and white/blue collar

B)

“The City of Marshfield has a state of the art medical facility leading in research and medical service.

Marshfield is known for its first-class family orientated atmosphere with a high quality of life. With a population of 20,000 people residents have the conveniences of a large city without the big city traffic congestion.

City services are superior with a newly created corridor constructed through the heart of the city allows quick and easy access to the city’s many businesses and shops.

The housing market in the city is strong but not so inflated that houses are unaffordable.

Exceptional services provided by the City employees keep Marshfield a clean and safe place to live.

The City of Marshfield is the host of some of the most excellent schools including Marshfield School system, Marshfield Area Catholic Schools System, along with Mid State Technical College and finally The University of Wood County Marshfield Campus.

Businesses have access to several modes of transportation including local highways of 13, 10, 97 & 29. There are several large trucking companies located in Marshfield to provide easy dispersion of commercial goods.

Marshfield has an average cost of living with access to many municipal utilities and services such as sanitary sewer, water, electric, natural gas and a wonderful municipal library.

Another City benefit is the Marshfield Municipal Airport supplying a runway of 5200 linear feet with jet fuel and charter services.

Medical services for the area residents are supplied by the Marshfield Clinic and St Joseph’s Hospital in which is the city’s largest employers with more than 5000 staff.”

C)

“The City of Marshfield continues to encourage existing businesses in the community grow, and at the same time is dedicated to attracting new businesses to the city. Located in the exact center of the State of Wisconsin, Marshfield is connected to numerous major highways reaching in all directions. Rail service through the city has always been a major asset throughout its history and continues to be utilized by many local businesses today. The modern and thriving Marshfield Municipal Airport provides convenient access to various charter and cargo air service to all parts of the globe.

Employers are able to take advantage of a broad base of skilled workforce from the immediate Marshfield area as well as the surrounding Central Wisconsin region. Employees from the area have gained a reputation of dedicated, proud and hard working ethic resulting in productivity and profitability for local businesses. A diverse industrial base which sometimes compliment each other include furniture and bedding manufacturing; wood products manufacturing; factory built modular and mobile housing manufacturing; and steel and stainless steel fabrication and others. A modern business park is home as well to numerous employers using modern techniques for communications, publications and medical related services.

Marshfield is home to the world renowned Marshfield Clinic as well as St. Joseph's Hospital, a member of Ministry Health Care services. Marshfield is also home to the rapidly growing Laird Center for Research and the National Farm Medicine Center.

Marshfield public and private schools provide an excellent education supported by the entire community. The University of Wisconsin Marshfield/Wood County campus and Mid State Technical College are attractive to students from throughout the state due to their central location.

The Marshfield community is striving to offer recreational and leisure activities which are attractive to people from all walks of life, including Wildwood Park and Zoo, hiking and biking trails and numerous facilities for team sports activities. Marshfield is a safe community with both a well trained and well equipped police force, and fire & rescue department.

As well as the many activities one might enjoy in and around the city, Marshfield is a virtual gateway to the great north woods, an easily accessible attraction for residents and visitors alike.”

D)

“Marshfield, WI – a community of 20,000 residents located in central Wisconsin between Minneapolis, MN and Green Bay, WI. Marshfield has strong ties to the regional dairy/farming industries, including the home to both an expanding Wisconsin Agriculture Research Station and the National Farm Safety Research Center. In contrast to its small town quality of life benefits, Marshfield offers high quality medical care and services through the Marshfield Clinic, St. Joseph's Children Hospital, and Laird Research Foundation that are normally only found in very select areas across the nation. Although located in rural WI, Marshfield offers close proximity to a variety of transportation options including the interstate highway system, regional airport and main line rail service.

Marshfield also boasts strong educational opportunities through its public and private K-12 schools and secondary education opportunities at the University of Wisconsin Wood County/Marshfield and the Mid State Technical College. A diverse level of quality of municipal services are also provided to Marshfield businesses and residents including locally owned water and electric services, municipal police and fire departments, full service library, new waste water treatment facility, numerous parks, open spaces and bicycle/pedestrian trails, a municipal zoo and the Marshfield Fairgrounds Park home to the Central Wisconsin State Fair and the “World's Largest Round Barn”.

Space and opportunity abound for business expansion in Marshfield. The new Mill Creek Business Park is just beginning to fill and both private and public industrial park land is available

for development. Marshfield is uniquely located in the Central Wisconsin Region that includes Wausau, Stevens Point and Wisconsin Rapids, all within 35 miles of Marshfield.

Quality of life is what it's all about in Marshfield. You are able to experience the full range of seasons from the beautiful spring weather, to the cool summer evenings, the chill in the air of the fall weather that makes for perfect football fun to the winter snows that give you so many more ways to have fun. Add in the multitude of recreation opportunities, a growing arts community, stable residential neighborhoods with room to grow, a wide variety of religious faiths and institutions along with quality schools and you find a great place to live and build your business.”

E)

Marshfield Today

- Outstanding Medical Care and Research Facilities
- Sustainable Community
- Broad Educational Opportunities for any Age
- Great Place to Live, Work, Play and Retire
- City of Parks, Trees, Trails and Zoo
- Abundant Business and Industrial Sites Provided

F)

“Home to the renowned Marshfield Clinic, Marshfield is smack dab in the middle of the state with an interest in sustainable living. A regional center for medical services, Marshfield offers easy access to a vast range of medical specialties. It has a strong volunteer base, a burgeoning system of trails and paths, and a growing arts community. Industrial space is available for development with plans for additional future space for development.

Marshfield is known for its fine educational systems ranging from elementary grades through post-secondary levels. A small, but growing Hispanic population is being accommodated with services of AHORA, a Hispanic outreach group formed by a variety of human service agencies; the Literacy Council of Wood County, Marshfield Public Library and a number of area churches.

Economic development is handled through the efforts of the City's Economic Development Department, Marshfield Area Chamber of Commerce and Industry and MainStreet Marshfield. Space is available in several industrial/business parks and downtown has open space for new development.

Through joint efforts if the Marshfield Social Justice, the Marshfield Public Library, UW-Marshfield/Wood County, Literacy Council of Wood County, Mid-State Technical College and religious organizations, Marshfield seeks to explore a variety of social issues and non-traditional educational needs, especially issues related to a small, but growing Hispanic population.

Through the efforts of the city's Parks and Recreation Department and organizations like Marsh 21, Friends of the Trails, the YMCA and the Healthy Lifestyles Coalition, the community is working to develop a system of trails, bike paths and parks.”

G)

“Let’s talk about the tangibles first. Marshfield has less expansive water and electrical rates than 90% of all the cities that will try to recruit you. We have plenty of land and we can convey it to you at “cornfield” prices. On top of that, we will use Industrial Revenue Bonds, Tax Incremental Financing and every other tool allowed by law to help you finance your plant expansion in Marshfield.

But, then again, everybody else can do that too.

What makes Marshfield different is that we are the home of one of the largest medical practices in the Midwest and because of that, we have a community that demands quality of life amenities that make our small 18,000 plus population the envy of Central Wisconsin.

You will never have to worry about your kids being assaulted while walking home from school. If you’re out somewhere and suddenly remember that you forgot to lock your front door, you won’t have to worry about coming home to a burglarized house.

When your children go to school, they will be attending a school system that prides itself on generating national Merit Scholars, Wisconsin Medical Scholars and graduates who receive academic scholarship offers from all over the United States. (oh yeah, we get a lot of Athletic Scholarship offers too, but then, that would be bragging.)

The air is clean and except for the occasional noise of the Canadian National Freight trains serving the community, or, maybe one of the corporate jets that frequent our airport and new airport terminal, it’s a quiet place to relax after a long day of profitable business activity. And the good thing is that in order to get to your “quiet place” at the end of the day, you won’t have to fight interstate traffic for an hour.

Join us won’t you?

We’d love to have you.”

Suggested Visions for the City of Marshfield

From the Comprehensive Plan:

Marshfield - a healthy and sustainable community

The following were the desired development concepts that are further developed as Recommendations in the Comprehensive Plan:

Create new neighborhoods- not just subdivisions. Allow for a range of housing options- including affordable owner-occupied housing for Marshfield residents.

Promote attractive new and revitalized neighborhoods. Develop general design standards that create pedestrian friendly neighborhoods.

Incorporate environmentally development practices, including conservation subdivision design, that allow for increased open space and environmental feature protection.

Provide land for a wide range of economic development activities. Designated areas for mixed use, industrial, and business park development.

Carefully plan the entrances of the community. Address both the public “streetscape”- street trees, utilities, sidewalks, lighting, as well as the appearance of development.

Develop incentives to promote investment in blighted and underutilized properties within the City.

Approach the future expansion of City boundaries carefully. Manage growth on area properties to protect commitments land owners have made to remaining in agriculture. Carefully consider future annexation petitions from land owners.

The City of Marshfield endorse the principles of sustainability as listed and apply these principles in its decision making, planning, policy making and municipal practices

1. Reduce dependence upon fossil fuels, and extracted underground metals and minerals.
2. Reduce dependence on chemicals and other manufactured substances that can accumulate in Nature.
3. Reduce dependence on activities that harm life-sustaining ecosystems.
4. Meet the hierarchy of present and future human needs fairly and efficiently.

From the citizen comprehensive plan survey:

Be a full-service City where all work, shopping, service, housing, healthcare and educational needs are met

Promote development or redevelopment in the core of the community instead of annexing additional property

Have full complement of tools to encourage employment opportunities

Disriptors:

Attractive and vital neighborhoods	Appropriate transportation for business/industry
Vibrant downtown/civic center	Full range of housing options
Exceptional park and green space	Efficient and effective government
Functional commercial/industrial districts	Cultural opportunities
Natural resource protection citizens	Effective communications between gov't and citizens
Community designed for people	Educational opportunities
Sustainable economic development	
Recreational opportunities	

A)

“Marshfield is a city of strong ties to family values, clean living, extremely positive community involvement, and a can do attitude towards commercial advancement. Our continued support at all ends of the business sector, as well as our unending commitment to excellent values for quality of life, are just a couple of the many reasons why we consistently hold our heads high when proclaiming our community’s attributes. Our unparalleled low crime rate, unmatched medical complex, and the continued award winning excellence in education make the pride that rings true throughout our city flourish like few others can. Marshfield Wisconsin is the best-kept secret in the Midwest.”

B)

“Marshfield is the heart of the state with a superior medical facility which is second to none. Technical and manufacturing businesses provide a diverse opportunity for people and business looking for a small community atmosphere with a big city feel. The City has an extensive collection of community orientated amenities such as MI miles of bike and pedestrian trails with a number of parks that range from sport specific to the most beautiful natural landscaped parks. Marshfield being the center of the state it is close to several major highways which allows for easy access to other portions of the state for the transportation of goods and services. With a newly revitalized downtown ready to serve and supply any need you may have, Marshfield has a vibrant expanding economy and outstanding City services. Transportation is provided by many sources including 4 lane highways of 10 to the east, I 39 to the south, 13 to the north and 29 to the west. The city has the transportation services for delivering good and services throughout the country with Canadian National supplying rail service to our area. Several large contract haulers can provide convenient motor freight to any point in North America. The local Regional Municipal Airport has delivery services provided by Fed Ex.

The educational systems in Marshfield are ranked in the top 10 in the state through the Marshfield School District and the Marshfield Area Catholic Schools. Post secondary education experiences supplied through Mid State Technical College and University of Wisconsin – Marshfield campus providing a 4 year college with a verity of post secondary majors.

Health care in Marshfield is rated in the top ten of the nation with access to St Josephs Hospital and the Marshfield Clinic with an excellent medical care and superior research, leading the field in CCCCCC research.

The Marshfield night life and extra curricular activities are enjoyed by all with access to wonderful music and arts with many activities taking place downtown in the mist of our many wonderful local shops.

Recreation activities are abundant in Marshfield with access to MILES mi of Bike and pedestrian facilities connecting the local neighborhoods to the backbone trail through the heart of the downtown, a large skate park not to mention the large natural parks that invite the residents to walk and jog in these natural environments. Numerous special attractions are held throughout the year such as the Central Wisconsin State Fair, Marshfield Fest and Heart of the State Days.

With our superior health care, numerous professional opportunities, culture & arts, education and our family orientated community it is easy to see why Marshfield is known as the *“HEART OF THE STATE”*

C)

“Marshfield Wisconsin, located in the exact center of the state of Wisconsin, continues to be attractive to any type of business looking to expand. The diverse business and manufacturing already serve to compliment existing businesses, and are sure to connect in some way to yours.

Employees are readily available from within the city as well and a region consisting of a fifty mile radius. The determined and driven work ethic of these employees is an asset to existing business as well.

A safe and prosperous community makes it easy for residents and visitors alike to enjoy time with family away from work, utilizing the many leisure facilities and programs available.

Cultural assets abound from drama and music productions to library and resource facilities.

Travel is easy and convenient for passenger as well as products through any of several highway connections, rail c\service and air service.”

D)

“Marshfield is a thriving community with a diversified tax base, an available and skilled workforce, low electrical rates, and an excellent education system.”

E)

“Marshfield, a city poised and ready for the 21st century. Marshfield is synonymous with “Quality”. From its business opportunities to its way of life, “Quality” is first and foremost. If your business stands for quality, Marshfield is a place you need to check out. Marshfield health care system leads the way – “Quality” health care and breakthrough discoveries. Marshfield schools lead the state in academic accomplishments and offer students “Quality” learning environments and unique experiences. Municipal services strive for the best and offer you everything you can find in other cities but at a “Quality” level that only the few cities can provide. As the world market place becomes closer and closer through technology, Marshfield offers your business the means to reach out and communicate with the rest of the world through its fiber optic and wireless connections to their “Quality” first transportation companies. Marshfield can be both the home to your business and the home to your employees. Marshfield wants to be first. It’s an attitude and it’s catching! You can experience it all with just a little imagination”

F)

“Marshfield is a self-sufficient community meeting the business and community needs of its citizens from within. Our commitment to quality of life is met through joint partnerships between government, citizens and business; with a prevalent attitude towards giving back to the community. Local investment in education, recreation and culture will make you a life-long resident and contributor.”

G)

“Want a great place to enhance every aspect of your life? Marshfield is the place to turn your heart toward home.

- As you enter, you will experience an enchanted forest of parks, trails and an attractive zoo allowing nature to allure you with its beauty and song.
- Top quality educational opportunities abound through elementary, middle and high schools and continuing on to provide higher education through university and technical levels.
- An affordable, peaceful place to retire? You’ll find it in Marshfield. Longevity of life becomes a reality in Marshfield with its modern state-of –the –art medical care and research facilities.
- Your business opportunities and growth will flourish with nearly 300 acres of business and industrial park sites available including infrastructure.
- To top is all off, Marshfield cooperates with the global efforts of meeting the goals of a sustainable community.

From birth to retirement...Marshfield... it’s a great place to call HOME!”

H)

“The coordinated efforts of the Marshfield Area Chamber of Commerce and Industry, MainStreet Marshfield and the City’s Economic Development Department facilitate business development through a variety of means including Industrial Parks, incubator and entrepreneurial support. Its industrial parks are poised for light industrial and business development, with adequate access and utilities. Downtown Marshfield is an inviting mix of business and retail. The full complement of Marshfield’s many assets- UW-Marshfield, MSTC and other resources are brought to the table when trouble-shooting for new, expanding or transitioning business.

Marshfield is aware and prepared for the coming service transitions needed to accommodate its aging yet active population. Marshfield Clinic, St. Joseph Hospital, National Farm Medicine, Marshfield Medical research Foundation, Laird Center, Marshfield Public Library, senior housing, assisted living and the first of its kind, the Tiny Tigers Intergenerational Center.

The Marshfield housing market has a variety of choices to suit a wide range of incomes. Marshfield has an array of dining and travel lodging opportunities abound with options to satisfy most tastes and pockets.

City transportation supports a variety of modes including affordable, convenient public transportation. Through the efforts of the city’s Parks and Recreation Department, and

organizations like Marsh21, Friends of the Trails, the YMCA and the Healthy Lifestyles Coalition, the community also promotes healthy living through abundant recreational opportunities including trails, bike paths and parks. It has a well developed pedestrian transportation system, making it easy to traverse the city on bike or foot for business and pleasure.

Marshfield has much to keep your interest piqued and your mind challenged across a life span. Arts, cultural educational and entertainment opportunities make Marshfield a center of high quality living and life-long learning. Educational and recreational opportunities for all ages abound through the efforts with the highly regarded Marshfield School District, Marshfield Area Catholic Schools, Marshfield Christian School, Immanuel Lutheran School, Trinity Lutheran School, Marshfield Area Home Educators, Mid-state Technical College, Marshfield Public Library, Parks and Recreation Department, Literacy Council of Wood County, Marshfield Cultural Fair, Central Wisconsin State Fair and Chestnut Center for the Arts. Education for career and professional development or personal interest and improvement are all available in a variety of settings.

A caring and supportive community, Marshfield seeks to understand a diverse community with regard to age, education and income by promoting open, respectful dialogues on topics of interest. It has explored the issues of peace, affluence and Hispanic migration through the joint efforts of the Marshfield Social Justice, the Marshfield Public Library, UW-Marshfield/Wood County and religious organizations. The Marshfield Area United Way provides services to those in need and opportunities for volunteer involvement.”

D)

“We’ve saved a place for you.

It wasn’t easy but we have a space reserved for your business in the nation’s fastest growing medical research park. Co-located with the nationally renowned Marshfield Medical Research Foundation and just a stone’s throw away from the Laid Medical Research Facility, your company can enjoy the benefits of partnerships and research relationships with some of the top, world-class scientists in the field of medical research.

In addition, you can pick from a pool of talented students from Marshfield’s new four-year campus of the University of XXXXX. Bright, ambitious students are just waiting for the opportunity to expand their new-found knowledge and work beside your best and brightest people.

Link up to our new high-speed Internet and fiber-optic communications network and communicate with other scientists or business associates anywhere in the world. The city-owned system is there for all to use.

On the other hand, if you need that all-important “face-time”, hop a shuttle to Central Wisconsin Airport’s gateway to the world through their new, \$52 million dollar terminal facility. If you prefer, you can call in NetJet or Citation Shares to pick you up at Marshfield’s airport with it’s new terminal and complete GPS and ILS all-weather capability.

Your products will always arrive on time through the new, four-lane highway system connecting Marshfield to the interstate system. Regional truck lines like Marshfield's own Roehl Transportation can assure availability and prompt service.

Off-duty hours in Marshfield are centered on the "high-tech/high-touch" model. High touch means high quality of life for Marshfield residents. Safe neighborhoods, affordable and modern housing, top notch public services and recreational opportunities are all part of the Marshfield life-style. The city's educational system prides itself on generating graduates who go on to the most prestigious colleges and universities in the United States.

We're saving your spot for you. Give us a call."

J)

"Marshfield is a high-tech city which values research and education. It demands a high quality of life for its citizens."

Critical Steps to Move Forward

- Create an identity that will be easily defined and remembered.
- Make sure there are good paying jobs for the Young Professionals to attract and keep talent in our city. This is an absolute must do.
- Supply the services to the residents to make it more attractive to live within the city limits than the surrounding town ships
- Create a downtown that invites the community to come down and bask in the beauty, services and goods supplied there.
- Create an overall sense of community for the residents to allow them to feel connected to all parts of the city not just their neighborhoods.
- Create a sense of neighborhoods by enhancing some of our older neighborhoods.
- Create some attractive downtown living that would attract young professionals such as studio apartments or town homes in the downtown.
- Marshfield should be known for itself. When a person says they are from Marshfield they should not be asked what is the nearest large city close to it for reference. “*Marshfield*” should be the reference point for Wausau, Stevens Point & Wisconsin Rapids. A place where you can say proudly “*I’ve been there!*”

Impact on the citizens would be more involvement in their local government. Initially there may be an impact on taxes but as more business and industries lure young professionals to our city this should ultimately reduce the impact on taxes.

“The ability to bring back our students, after a college/secondary education, to live and work in our city; improve our infrastructure, including quality of life things; small scale mass transit; and computer access available to all residences, commercial/retail sites and manufacturing businesses. This would impact the citizens with higher taxes.”

Must Have – Must Do

- A common goal and commitment to look/be a leader
- Capture current public financial resources and focus them to benefit Marshfield
- Innovative leadership with a focus and purpose
- A community acceptance of the concept
- Financial investment from both the public and private sectors geared to making Marshfield special
- A process that recognizes the need to sustain and maintain investments made for both now and the future

1. Partnerships – break down barriers
2. Invest in the community – taxes/donations/volunteer
3. Determine community vision – participation! Involvement!

“Communicate! Toot our horn! Shout from the roof tops! Marshfield is a great place to live, learn, work and play! It has too much to offer! It is doing great things and has plans for more!

Stop thinking of planning in terms of city government alone when approaching problem solving. The city is more than the government. It is the people, businesses, institutions and organizations, too. We must collaborate, cooperate and partner. The city should be part of the plans of other institutions and they should be part of ours. This requires more effort, but results in coordinated efforts and end products greater than either could accomplish alone.

Think about the long term ramifications of decisions, whether these are sustainable issues or simply making sure that the long view is given greater consideration over expediency. This may mean higher taxes in the short term, but a better outcome for our children.”

MUST HAVE/MUST DO

- Broaden the City of Marshfield’s market exposure emphasizing quality-of-life advantages through superior health care, low cost of living, culture and arts, and confidence in the adequate provision of protective services.
 - Citizen Impact: Positive community awareness
- Provide more affordable housing and/or apartments for middle income families and seniors.
 - Citizen Impact: Increase tax base and population
- Create appealing city entrances; especially near hew Highway 10 to draw travelers into the city.
 - Citizen Impact: Eye appeal and increased business revenues
- Provide systematic funding for infrastructure development to attract business and industry.
 - Citizen Impact: Economic growth and stability
- Partner with medical care and research entities to assure their viability and presence are maintained while maintaining equitable costs for city services
 - Citizen Impact: Positive partnership with city’s key economic source
- Partner with educational institutions to encourage “staying” incentives for graduates and young professionals while maintaining the institution’s awareness to their impact on city provided services.
 - Citizen Impact: Retain talented young professionals’ presence for community growth and viability. Cost effectiveness for future planning.
- Establish a Storm Water Utility.
 - Citizen Impact: Cleaner water
- Maintain recreational facilities and zoo to high quality standards.
 - Citizen Impact: Attract visitors and tourists
- Encourage establishment of additional assisted living facilities
 - Citizen Impact: Multiple options for seniors to receive long-term care.
- Establish state-of-the-art information technology provisions for all citizens and businesses.
 - Citizen Impact: Access to speedy and reliable “window to the world”.

We must create a desire in people where they are convinced they can only be successful if they come to be a part of the MARSHFIELD EXPERIENCE!