



City of Marshfield

Strategic Plan 2008
Focus: Economic Development

May 2008
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Executive Summary

In April of 2008, 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 with a focus on economic development. Thirty five people representing city departments, economic development organizations, local businesses as well as interested citizens attended a day long workshop to develop a strategic plan for economic development. This new plan was to build off of the goals identified at the 2007 planning process and the newly written city vision and to identify critical action items to improve economic development in Marshfield.

The Vision is:

“The City of Marshfield will be a healthy, sustainable community meeting the needs of the present while positioning future generations to attain their needs.

The Marshfield Community encourages and supports multigenerational lifelong learning while providing innovative solutions to cultivate leadership and benefit our citizens.

The Marshfield Community continually strives to be a regional destination that promotes a variety of artistic, cultural, recreational and leisure activities. We nurture and support an effective transportation system, a diversified economic base, world class healthcare and research facilities.”

The goals are:

- **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 for this goal include:

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

Action Items

Workshop attendees identified four areas of focus that needed to be addressed as necessary first steps to improving economic development:

- Improving communication and coordination

- Providing appropriate information and evaluation for decision-making
- Increasing marketing efforts and developing a positive, “can-do” attitude
- Folding economic development into a broader community development effort

Three committees were established and charged with beginning the implementation of the recommendations from this strategic planning process.

Communications and Marketing

Members: Andy Martin, Mike Brehm, Al Michalski, Beth Rodewald, Karen Olson, Lori Belongia, Chris Meyer, Tom Turchi, Scott Larson.

Recommendations:

- Last year’s communications committee needs to re-establish itself with the first action item of sharing its 2007 recommendations with appropriate city staff, organizations, businesses and other interested parties. Additional members should be recruited so that the committee has the capacity to address these issues. Participants at the 2008 planning session recommended that marketing be added to the tasks of this committee as that described one of the external outreach tasks of communications.
- It is critical to communicate or report how tax dollars were spent on economic development – just what did we accomplish this year. The report needs to be written in language that citizens can understand. Possible report formats include publish a “state of the city” annual report, produce a monthly “city update” or publish a paper report that is sent to all tax payers. It would be especially helpful if this report could come out before budget approval and tax bills. It might even be helpful if some citizens could be involved in the creation of this document as a way of ensuring that lay people can understand what is written. This action item should be conducted jointly with the committee creating the economic development reports.
- The attitude of citizens, elected officials and city staff toward the city was identified as a critical issue that needed to be immediately addressed. Negative comments are affecting all aspects of city life – especially economic development. This does not mean stifle constructive criticism but the constant complaining is preventing the city from moving forward.

It was suggested that the city conduct a “positive attitude or can-do campaign” that identified and shared the positive things in Marshfield. This could translate in better meeting attendance, more volunteerism and better voter turnout.

FIRST MEETING: Karen Olson and Scott Larson, MACCI, will investigate who else should be part of this effort and call the next meeting of this group.

Economic Development

Members: Scott Larson, Mike Brehm, Georgette Frazer, Beth Rodewald, Larry Haldeman

Recommendations:

- Benchmarking and evaluating economic development efforts is important for decision-making. It was recommended that representatives from all organizations and businesses that collect statistics that could be used to evaluate economic development in Marshfield meet and create a master list of all of the data that is currently being collected. This list should also state what can be learned from each category and how this might impact future decisions on economic development. It was suggested that the group review other data they might collect – UW Extension has good information on evaluating economic development on its website. The draft master list should be evaluated for overlap and gaps. All of this should be shared with elected officials and other decision-makers and a discussion held on what else is needed to improve decision-making. A final list should be created.
- Members of this group should review the current roles and work plans of all committees and organizations currently involved in economic development in Marshfield looking for overlap, gaps and areas of support. A matrix should be created describing each group's responsibilities and showing how all efforts fit together into a cohesive plan.
- A strategy should be developed to share economic development information with elected officials, business owners and the citizens of Marshfield. The information could form the basis for an annual report, monthly updates or other types of documents. The report should include information from the above two bulleted items and should be readily available – perhaps posted on the city's and/or chamber's websites
- Of critical importance is the understanding that economic development is a TEAM effort and that activities conducted by one organization may bear immediate fruit, may not show direct impact but improve someone else's activity or may not even bring results until sometime in the future. Knowledge of the economic development plan described in the city's comprehensive plan, the various roles everyone plays and the changes in the city – including those brought on by the development plan as well as those produced by regional, state, national and global action – will help everyone better understand how to move Marshfield in the desired direction. This bullet is the combined job of the communications and economic development committees.

FIRST MEETING: Mike Brehm, city administrator, should investigate who else should be part of this group and call the first meeting.

Community Development

Members: Vicky Strobel, Terry (Shoppes at Wood Ridge), Lori Belongia, Ed Wagner, Gary Gray, Scott Larson.

Recommendations:

Primary Objective

- The quality of a community's downtown plays a critical role in its ability to attract new workers and new businesses and industry. It was recommended that at least one pilot project be undertaken in the downtown immediately. This effort should involve a wide range of people and be communicated to the citizens. This committee should work with the marketing committee to accomplish this. The pilot project should be set into the context of the downtown redevelopment plan. It is important that all citizens as well as people involved in business and industrial development be aware of this master plan and hopefully, become involved in its implementation.

Secondary Objectives

- A campaign should be created to raise money for downtown redevelopment as well as support revolving loan funds, acquire redevelopment grant money and explore other means of providing financial support for redevelopment.
- There is also a need to reinvest in the city's neighborhoods and to develop neighborhood associations.
- The city should begin now to identify and address the potential changes that may come about as a result of the Hwy 10 expansion..
- The city should review all of its existing ordinances to make sure that these regulations do not impede economic development and the creation of a sustainable, livable community

FIRST MEETING: Vicky Strobel (Marshfield Clinic), Lori Belongia (Downtown Marshfield) and the city Planning Director should set up the first meeting of the group. At this meeting, initial members should identify who else should be involved in the first pilot project and recruit them to become part of the effort.

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Introduction

On April 26, 2008, the City of Marshfield held a strategic planning process with a specific focus on discovering ways to improve economic development. Thirty five people met from 9:00am to 3:30pm at the Clearwaters Hotel and Convention Center to discuss and create an action plan for the city. Attendees consisted of heads of city departments, representatives of city economic development organizations and local businesses as well as interested citizens.

Review of 2007 Process

The planning session began with a review of the strategic planning process from 2007.

The 2007 process 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
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- **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 2007 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 2007 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 raised a concern 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. .

Action Items

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

Creation of a Vision Statement

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. 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

A Communication Committee was established to assess the current methods of communication and 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. The city Economic Development Director and the City Administrator will schedule the first meetings 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. 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.

Results

Vision

The members of the Vision Committee met and developed the following statement which was adopted by the city:

“The City of Marshfield will be a healthy, sustainable community meeting the needs of the present while positioning future generations to attain their needs.

The Marshfield Community encourages and supports multigenerational lifelong learning while providing innovative solutions to cultivate leadership and benefit our citizens.

The Marshfield Community continually strives to be a regional destination that promotes a variety of artistic, cultural, recreational and leisure activities. We nurture and support an effective transportation system, a diversified economic base, world class healthcare and research facilities.”

This statement was distributed to the 2008 attendees. It was noted by several people present that this was the first time they had seen this statement and that it was not prominently posted on the city’s website nor had it been used in conjunction with other reports.

Communications

A Communications Committee met to assess existing means of communications, identify gaps and make recommendations for improving communications in the city of Marshfield. They are as follows:

Recommendations

1. Adopt a communications Mission Statement:

Mission Statement:

The City of Marshfield will enhance communications to four key audiences identified as citizens, city staff & community partners, businesses & organizations, and external parties by:

- Promoting citizen understanding of city services and issues
- Ensuring an open two-way communication system with information shared throughout city departments, partners and the community
- Adopting methods and practices that engage our audiences
- Promoting a consistent and positive image of the City of Marshfield through all means of communications.

2. Authorize the creation of a formal communications plan the works to meet the objectives of the proposed mission statement.

3. The committee has identified several examples of how communications within the City of Marshfield may be improved. These suggestions could be implemented prior to a formalized communication plan. In some cases, the examples have already been implemented.

- a. Create a policy for the city’s planned communications to the public to provide for consistency:

- i. Assign communication responsibilities to designated staff. The idea is not to formalize all communications or inhibit informal communications channels, but rather to ensure communications that can be applied in a uniform matter are.
 1. Example: Project Meetings prior to public works projects
 - ii. Simplify the meeting notices and agendas to make it easier to understand the issues being discussed.
 1. This documentation needs to be written at a 6th grade reading level.
 2. Example: City of Eau Claire posts meeting agenda's in local paper.
 - iii. Create templates so that communication from the City of Marshfield has a consistent look and feel.
- b. Provide opportunities, formal and informal, for two-way communication between citizens and City staff or elected officials.
- i. Government in the Park (informal)—An annual community picnic that focuses on meeting and greeting citizens.
 1. Allow for a question/answer session.
 - ii. Listserv (formal)—Residents could sign up to receive email communication from the City of Marshfield.
 1. This new email communication could include talking points and notices of upcoming events.
 2. Messages would be sent on a predetermined basis.
 - iii. Community Website/Bulletin Board (informal)—A “one stop shop” for citizens and visitors.
 1. Create partnerships with organizations throughout the community to develop the website.
 2. Include “What’s Happening” in the community.
- c. Actively engage business and citizen leadership/partnerships on topics/issues.
- i. Encourage attendance when decisions are made.
 - ii. Ensure prior communications are accessible.
- d. Market the positives results to the community.
- i. Provide positive speaking points to discuss with citizens and community leaders.
 - ii. Celebrate successes.

Next Steps

The 2008 Strategic Planning Session was organized to explore several of the next steps specifically as they applied to economic development.

Setting the Stage for Economic Development

Community economic development is an on-going process that is impacted by the surrounding region, the state, the nation and now by global events. In order to plan for Marshfield’s future, attendees needed to understand what forces were impacting the city. Dennis Winter, Chief for the Office of Economic Advisors, Department of Workforce Development, gave a presentation on the current trends in economic development. Key points from his presentation included the following:

- We are in a knowledge-based economy
- Quality of life attracts talent and this talent attracts businesses
- Workforce development and economic development are interrelated and interdependent
- Low-income growth leads to deterioration of economic condition and lower quality of life.
- In today’s reality, you need a regional focus in order to have a critical resource mass.

Scott Larson distributed a report on business openings, closings and expansions for 2007. (See Appendix A) Mike Brehm shared a document that identified steps that have been taken to implement the goals and objectives identified in the chapter on Economic Development in the city's comprehensive plan. (See Appendix B) Linda Stoll distributed a summary of responses received from people not able to attend the planning session. (See appendix C)

Attendees broke into small groups for discussion on the following questions:

1. How does the regional, state, national and global economy impact economic development in Marshfield?
2. What is a reasonable assumption for economic development in Marshfield? What are our markets?
3. Why is economic development in Wausau and Stevens Point growing faster than in Marshfield?

Attendees felt that the city was a reflection of the national economy though there may be a lag time and a muffling effect as a result of the city's location in the Midwest. The city's conservative attitude and caution regarding change may be a negative factor. Citizen attitudes and subsequent voting decisions may have a greater impact on economic development than people realize. This includes the negative attitude that seems to permeate the city.

While people agreed that it would be great if the city could attract a large employer, the reality was that most of the growth would come from expansion of existing businesses as well as spin-off or development of support businesses to existing firms. Developing the appropriate workforce to make this happen will be a critical issue for the city. Educating, increasing the skill level and retaining these trained workers should be a major focus.

There was general consensus that Marshfield had three areas to market for economic development:

1. Healthcare – including medical treatment, research and the developing area of medical tourism
2. Manufacturing – expansion of existing firms especially in the area of metals
3. Agriculture - traditional products as well potential in biofuels production

Dennis Winters encouraged the city to identify businesses that could create value-added products from existing resources and/or businesses as well as find ways to combine two or more of their strengths to expand their economic development capacity.

Many felt that the city had to stop comparing itself to Wausau and Stevens Point. Marshfield does not have the same resources – interstate highway and the river – and must learn to develop its own strengths. Others mentioned the fact that because there was a lot of development along I 39 where everyone could see it gave the impression that this was happening throughout the city. It's happening there now because everything was on hold until the highway could be finished. Marshfield also had business development; it just was as concentrated and as visible. The need to think regionally was brought up repeatedly. Marshfield should not be trying to compete but rather working together with these cities as well as Wisconsin Rapids to lift up the entire region.

In addition to answers to the three questions, other issues and concerns were raised as well as comments given. Several attendees discussed the need to focus on what we have and not on what we don't have. The prevalent negative attitude may be doing more to prevent growth than anything else. The city needs to leverage our assets one of which is a high quality of life especially for families. Marketing strategies should focus on this. This brought up the issue of quality of life for young professionals and singles and whether the city can provide a quality lifestyle for them. Can we be all things to all people? Is economic development possible without that age group?

Another area of concern was the city's ability to take action. The city's conservative nature and its reluctance to move in any one direction may occur because people want to keep all doors open and not miss an opportunity. There are issues of leadership from a standpoint of who will lead as well as if there is anyone to lead in a particular area. The city seems to gather lots of data and create plans but they sit on the shelf for lack of leadership and willingness to begin.

Goals and Focus for Economic Development in Marshfield

The next major area the group worked on was identifying goals and focus for economic development in Marshfield. The first issue brought forward was a general confusion about the purpose of the Economic Development chapter in the city's Comprehensive Plan. The chapter was created with input from the community and identified goals and action items. One of today's handouts listed the progress toward achieving these goals. (See Appendix B) Is there something wrong with these goals that require the group to identify new ones?

Many felt that there was a general lack of awareness of what was in this chapter. Several indicated that this workshop was the first they had seen these goals. Another commented that there wasn't enough public participation in the creation of the goals and thus little buy in. Another would like to see a clearer definition of a city-wide economic development strategy – something in lay terms so that everyone could understand it. A comment was made that unless these action items applied to them, most people did not concern themselves with learning what was written in the document.

A solution to this problem should be a greater effort to publicize and promote the content of this chapter in the Comprehensive Plan. Government should work with businesses to take action and if necessary, modify the goals to better fit the community. An analogy was offered regarding how the economic development chapter should be used. "This chapter should be our playbook. If every team member knows the plays and follows them, we score. If no one knows about the book or chooses to do their own thing, we lose. How do we make this everyone's playbook?"

It was the general consensus of the group that first the city needed to determine if the goals they had were the right ones before they started changing things. If they decided to change goals, a more in depth citizen and business involvement process should be conducted to get better input to the process. Again, the issue of the negative city attitude was brought up as a reason that the existing goals were not gaining any traction.

The city also needs to encourage/grow some new leaders for economic development from the private sector. While the city can support and encourage, the most success comes from private sector action. One or two successful pilot projects could set the stage for greater development.

Measuring Economic Development

The next area of discussion focused on measuring progress. This question was brought up to address a concern that the city was spending tax dollars and not really getting anything for them. The business and industrial parks were not full and there were empty store fronts downtown. Scott Larson discussed some of the statistics that were currently being collected by MACCI as well as other organizations. Many were unaware that this information was available and perhaps the issue was not whether we needed more data but that we needed someone to interpret what the existing information meant and then share that with the entire community. (See Appendix D for a list of suggested information that would be useful)

The group discussed the need for both short term and long term information to get a more complete perspective of what was happening. This information should also include impacts from outside of Marshfield that may cause changes that do not result from direct local action. Attendees would like to see additional information outside of straight statistics such as what perception do outsiders, especially potential new or expanded businesses have of the city. How do we measure change in the negative attitude local people have of the city? What can we use to tell if Marshfield is a good place to live? To visit? To locate a business? How will we measure our progress towards sustainability?

Finally, the group discussed how all of this information could be used to determine if the city was getting closer to achieving its vision, goals and objectives as identified in last year's strategic planning process. They acknowledged the need to continue this discussion as solutions were not going to be found in one afternoon and that many more people needed to be part of the discussion.

Structure for Economic Development

Attendees were asked to review a handout that described the current rolls and work plans for the city Economic Development Department, MACCI and MEDA (Marshfield Economic Development Authority) and Mainstreet Marshfield. Representatives from these groups were present to answer questions from the group. In general, these three organizations felt that their current roll and work plan was appropriate but acknowledged that things could always use some adjustment depending on outside circumstances. It was important to maintain some flexibility so that as a group, they would be able to address new needs as they arise. Several in the group suggested that they should not be the ones determining who should do what but rather those responsible should be the ones to work on this.

Discussion then focused on where the city should go from here. It was clear to all that the city needed to compete in a global society. That 20th century jobs were not coming back and that the city had to move forward, not cling to the past. The city should work to develop and attract people with technology training. Searches for potential new businesses should be matched to the training that can be provided but there should also be a parallel outreach to business to

understand what types of training their workers needed and then find a way to provide that as well.

Marshfield needs to continue to address the issue of communication problems both internally and externally to the region, state and nation. So many of the problems seem to be a result of a lack of coordination and communication within the city. There needs to be a central place for information and more reports, statistics, etc. needs to be made available. Everyone in the city must do something to address the negative attitude – this is a serious problem. It's good in Marshfield, why don't people recognize this? If the citizens don't think the city is a good place to live, why would anyone else?

The group felt that a public-private partnership should undertake a doable pilot project to demonstrate to people that the city can succeed. The downtown plays such a critical role in the public's perception of the town and that this would be a good place to start.

Action Items

Workshop attendees identified four areas of focus that needed to be addressed as necessary first steps to improving economic development:

- Improving communication and coordination
- Providing appropriate information and evaluation for decision-making
- Increasing marketing efforts and developing a positive, “can-do” attitude
- Folding economic development into a broader community development effort

Three committees were established and charged with beginning the implementation of the recommendations from this strategic planning process.

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Comments and ideas:

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- Discussion was held on the need to communicate or “market” how tax dollars were spent – just what did we accomplish with our tax dollars this year. The report needs to be written in language that citizens can understand. Some communities publish a “state of the city” annual report. Others produce a monthly “city update”. Still others publish a paper report that is sent to all tax payers. It would be especially helpful if this report could come out before budget approval and tax bills. It might even be helpful if some citizens could be involved in the creation of this document.

- The attitude of citizens, elected officials and city staff toward the city was identified as a critical issue that needed to be immediately addressed. Negative comments are affecting all aspects of city life – especially economic development. This does not mean stifle constructive criticism but the constant complaining is preventing the city from moving forward.
 - “If we don’t believe in ourselves, why would others”
 It was suggested that the city conduct a “positive attitude campaign” that identified and shared the positive things in Marshfield. This could translate in better meeting attendance, more volunteerism and better voter turnout.

FIRST MEETING: Karen Olson and Scott Larson, MACCI, will investigate who else should be part of this effort and call the next meeting of this group.

Economic Development

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Comments and ideas:

- Benchmarking and evaluating economic development efforts is important for decision-making. It was recommended that representatives from all organizations and businesses that collect statistics that could be used to evaluate economic development in Marshfield meet and create a master list of all of the data that is currently being collected. This list should also state what can be learned from each category and how this might impact future decisions on economic development. It was suggested that the group review other data they might collect – UW Extension has good information on evaluating economic development on its website. The draft master list should be evaluated for overlap and gaps. All of this should be shared with elected officials and other decision-makers and a discussion held on what else they need to know that would help with decision-making. A final list should be created.
- Members of this group should review the current roles and work plans of all committees and organizations currently involved in economic development in Marshfield looking for overlap, gaps and areas of support. A matrix should be created describing each groups responsibilities and showing how all efforts fit together into a cohesive plan. This information should be made available to elected officials, businesses owners and citizens of Marshfield.
- A strategy should be developed to share economic development information with elected officials, business owners and the citizens of Marshfield. The information could form the basis for an annual report, monthly updates or other types of documents. The report should include information from the above two items and should be readily available to the citizens in Marshfield – perhaps posted on the city’s and/or chamber’s websites

- Of critical importance is the understanding that economic development is a TEAM effort and that activities conducted by one organization may bear immediate fruit, may not show direct impact but improve someone else's activity or may not even bring results until sometime in the future. Knowledge of the development plan described in the city's comprehensive plan, the various roles everyone plays and the changes in the city – including those brought on by the development plan as well as those produced by regional, state, national and global action – will help everyone better understand how to move Marshfield in the desired direction. This bullet is the combined job of the communications and economic development committees.

FIRST MEETING: Mike Brehm, city administrator, should investigate who else should be part of this group and call the first meeting.

Community Development

Members: Vicky Strobel, Terry (Shoppes at Wood Ridge), Lori Belongia, Ed Wagner, Gary Gray, Scott Larson.

Comments and Ideas:

- Meeting attendees acknowledged the importance of focusing on “community development” and not just “economic development” Information presented by opening speaker Dennis Winters helped to emphasize that “how a city looked and felt” was critical to doing business in the 21st century. Mr. Winters also stressed the importance of a team effort and that development should be citizen and business driven not solely the responsibility of one department or staff person.
- The quality of a community's downtown plays a critical role in its ability to attract new workers and new businesses and industry. Main Street needs to be a “happening”. It was suggested that at least one pilot project be undertaken in the downtown to start the ball rolling. This effort should involve a wide range of people and be communicated to the citizens. This committee should work with the marketing committee to accomplish this. The pilot project should be set into the context of the downtown redevelopment plan. It is important that all citizens as well as people involved in business and industrial development be aware of this plan and hopefully, become involved in its implementation.
- Several attendees mentioned the need to develop a campaign to raise money for downtown redevelopment as well as support revolving loan funds, acquire redevelopment grant money and explore other means of providing financial support for redevelopment.
- There is also a need to reinvest in the city's neighborhoods and to develop neighborhood associations.
- While it may be a while before the Hwy 10 expansion is complete, the city should begin now to identify and address the potential changes that may bring.
- Given the changes that are taking place in not only workers requirements for choosing a community in which to live but also in the needs of businesses, the city should review all

of its existing ordinances to make sure that these regulations do not impede economic development and the creation of a sustainable, livable community

FIRST MEETING: Vicky Strobel (Marshfield Clinic), Lori Belongia (Downtown Marshfield) and the city Planning Director should set up the first meeting of the group. At this meeting, initial members should identify who else should be involved in the first pilot project and recruit them to become part of the effort.

Appendix

The following documents were distributed at the strategic planning session. Also included are the notes recorded on newsprint during the planning session and comments sent in by people unable to attend the planning session.

A. 2007/2008 New Buildings/additions: (Revised March 2008)

Marshfield Clinic Hume Building- 37,016 sq. ft.

Laird Center- 117,836 sq. ft.

Outpatient/Ambulatory 81,736 sq. ft.

Basic Stainless- 17,000 sq. ft. new building- Norwood Industrial Park + 3,853 sq. ft. addition '08

Bent's Chiropractic- 2400 sq. ft. new building

Mid State Technical College completed construction of their 7000 sq. ft. addition along with 15,000 sq. ft. renovation to current facility

A&B Process Systems Corp., Stratford completed 60,000 sq. ft. facility

Badger Housing completed construction of new 11,000 sq. ft. retail center on north side

Marshfield Municipal Airport opened new 4,600 sq. ft. terminal building & constructed a new 4,200 sq. ft. hanger building

Prevention Genetics- 6000 sq. ft. addition

Felker-20,400 sq. ft. addition

Cornerstone Community Church- 20,663 sq. ft. building

Innovative Machine-6,272 sq. ft. addition

Quality Roofing- 7000 sq. ft. addition

Impact 7- 8,596 sq. ft. building- housing for disabled

New High Street Salon & Travel building downtown- 4,416 sq. ft.

Norwood Industrial Park, spec. building- 25,000 sq. ft.

Shoppes at Wood Ridge- World Buffet- 6,160 sq. ft. in food court

Negotiations continue for new Hartl property development-extended stay hotel-restaurant-office/retail center

Festival Foods- 3,400 sq. ft. addition

Karuna Yoga Studio 1400 sq. ft new building

Businesses that Moved/Expanded (in addition to those above):

2007

First Weber
 Nikolai Insurance
 El Mezcal
 Kevin Krazin- Farmer's Mutual
 Bulls Eye Sport
 Mortgage Experts
 VuePoint Artchitecture

2008

Kabinet Konnection
 All Insurance
 Wellness Chiropractic
 Badger Title

2007/2008 New Businesses:

Massage for Life	TV 10
Drum Depot	Mexico Lindo
Anna's Inn	Grandma's Shelter
Marshfield House of Montessori	Faith's Luxury Spas, Pools, Billiards
Pandora	Gamescape
Haas Supply	Natural Bums
Salon Central	El Jalapeno
Title Experts	Grand Central Subs
Therapies+	Relief! Soft Tissue Therapies
Dress For Less	Victory Promotional

Businesses that Closed in 2007

Christian Book	Burrachos
Cousin's Subs	Simply Mac
More Than Flowers	US Bank
Second Chance	

Business Growth and Development

Year	1998	1999	2000	2001	2002		
New	25	39	45	23	22		
Expanded	18	15	29	39	39		
Year	2003	2004	2005	2006	Average	Total	
New	33	39 (229 jobs)	25 (417 jobs)	23 (365 jobs)	30	274	
Expanded	44	32	20	25	29	261	

In 2007 the assessed value of commercial and manufacturing real estate was \$437,104,200- an increase of \$5,466,300 over 2006.

Worked with 47 local businesses and 26 out of the area firms with specific development/expansion requests in 2007 and assisted with many of the 725 individuals counseled with Central Wisconsin SCORE.

MEDA Revolving Loan Fund has approved 14 RLF loans through 2007 bringing the total loan portfolio to \$1,011,500.

B. Goals, Objectives, Strategies for the City of Marshfield – Economic Development

Goals, Objectives, Strategies for the City of Marshfield – ECONOMIC DEVELOPMENT					
Recommended Actions	Responsible Agency	Priority	Status	Timeline	Current efforts to implement plan goals, objectives
City of Marshfield Comprehensive Plan Recommended Actions for ED Goals & Objectives, as included in Table 11.2 of Chapter 11		Comment from Parks, Recreation, and Forestry Committee: In their review of this information they felt that quality Parks and Recreation services and facilities should be identified as a component of Economic Development Initiatives.			
Continue to maintain an accurate database on local employment and employer data.	Planning & Econ. Dev., MACCI, local businesses		Ongoing	Continuous	<ul style="list-style-type: none"> MACCI develops and maintains databases in yearly publications and on website; publications include Economic Profile, Industrial and Retail Listings with products and # of employees. Employers are contacted annually to keep information as accurate as possible Contacts and information are shared between MACCI, City, and Main Street
Continue to utilize existing programs to promote financial assistance for entrepreneurship and start-up businesses. Funding sources include: <ul style="list-style-type: none"> Revolving Loan Funds Venture capital angel networks 	Planning & Econ. Dev., MACCI, Main Street Marshfield		Ongoing	Continuous	<ul style="list-style-type: none"> A financial resource guide is kept up-to-date on with a list of available local, state & federal financial assistance programs. MACCI, Main Street, City are all using and promoting the same consistent list of funding sources. Resource guide is made available to businesses, banks, realtors. The SCORE business counseling program introduces funding sources in counseling program for small businesses.
Promote available facilities and land to attract new businesses.	Planning & Econ. Dev., MACCI, Main Street Marshfield		Ongoing	Continuous	<ul style="list-style-type: none"> MACCI maintains a list of available business and industrial properties and Industrial Park land. Realtors are helping to market City Industrial Park land. City, MACCI, Main Street share leads and opportunities to promote land and attract businesses.
Identify and inventory business incubator space and project future space needs and opportunities.	Planning & Econ. Dev., MACCI, Main Street Marshfield	Not an immediate need, but should be pursued.	Feasibility study has not been completed.		<ul style="list-style-type: none"> Discussions on the need for one specific use over another; office vs. industry incubator, what type and where?

Goals, Objectives, Strategies for the City of Marshfield – ECONOMIC DEVELOPMENT

Recommended Actions	Responsible Agency	Priority	Status	Timeline	Current efforts to implement plan goals, objectives
Create and "Economic Strategic Plan" for the City that is complementary to the MACCI Strategic Plan. The Plan should address the City's role in the following: <ul style="list-style-type: none"> • Coordination local efforts with regional economic development strategies. • Evaluating existing business retention efforts. • Identifying space, training, or workforce needs to keep employers in the community. • Recruiting target industries. • Promoting secondary and post-secondary education improvements. 	Planning & Econ. Dev.				<ul style="list-style-type: none"> • Marshfield has joined and will be participating as part of the Central Wisconsin CDBD Regional Loan Fund.
Apply for workforce development grants and other economic development funding available to Marshfield.	Planning & Econ. Dev., MACCI, local businesses				<ul style="list-style-type: none"> • MACCI workforce development initiatives • Partners in Educational Excellence and Workforce Development Programs
City of Marshfield Strategic Plan					
The City should partner with medical facilities to promote research and assist with fundraising.	Planning & Econ. Dev., MACCI, local businesses, Mfld Utilities			Continuous	<ul style="list-style-type: none"> • Agencies assist with research fundraising to encourage spinoffs in the community • MACCI partners venture capital firms with Marshfield Clinic and acts as a liaison and data resource
Cooperation between City, State and Federal to fund additional research at the Marshfield medical facility.	Planning & Econ. Dev., MACCI, local businesses			Continuous	<ul style="list-style-type: none"> • MACCI works with the public sector to encourage partnerships
Market existing research to business community, creating business partners.	Planning & Econ. Dev., MACCI, local businesses				<ul style="list-style-type: none"> • Alternative Energy Firm marketed to business community, MACCI matched potential business contacts and partners. • A contact sources database is being considered.
The City should work with partners to provide incentives, recognition, trade-offs, perks, etc.	Planning & Econ. Dev., MACCI, local businesses, Mfld Utilities				<ul style="list-style-type: none"> • Open to using incentives (think outside the box, but reasonably) • Keep contacts open as this ties into economic development roles
The City should encourage complementary businesses (i.e. healthcare.)	Planning & Econ. Dev., MACCI, local businesses, Mfld Utilities		Contacted suppliers for both hospital & clinic to promote Marshfield		<ul style="list-style-type: none"> • Business retention—ask businesses who suppliers are to target needs and keep contacts • Attend trade shows to contact vendors

Goals, Objectives, Strategies for the City of Marshfield – ECONOMIC DEVELOPMENT

Recommended Actions	Responsible Agency	Priority	Status	Timeline	Current efforts to implement plan goals, objectives
A tie should be created with efforts to promote/enhance businesses to be sustainable.	Sustainable Marshfield Committee, local businesses	2	Marshfield Public Library is developing a bibliography of available Library resources for residents and businesses	2008	<ul style="list-style-type: none"> • Library has already had an energy audit conducted by Focus on Energy and is awaiting recommendations. • Main Street promotes historic preservation as a sustainable objective. • Promote and educate sustainable practices.

C. Responses from those unable to attend

What are the three most important economic development priorities?

Response 1:

Development of a qualified work force – Our employers are going to face labor shortages that will limit their growth. School enrollments are declining and our population is aging. We need to capture the local talent, increase their awareness of local career opportunities, and strengthen the bond between the schools, students and our business community.

Support the expansion of Marshfield - based businesses. Our growth potential lies with business that are already here. We may hit a “home run” some day by attracting a large new employer, but our future depends on singles and doubles. Our leaders need to understand that economic growth is occurring every time a business adds employees. It may not make headlines, but consider the growth at Alliance, Dental Crafters, Innovative Machine, and Paget to name a few. We need to maintain a pro-business environment from the Common Council through City Hall and in all circles of the community. We need to break down any political, regulatory, or tax related barriers to business growth.

Perform a self assessment of our most realistic economic development prospects. I think we need to understand our strengths and limitations, so we can hold ourselves to a realistic standard. I see a lot of hang wringing about what we don't have. If certain retailers won't come here because of our demographics or geography, let's move on. I think that drawing a conclusion that our economic development lags our neighbors because they have more retail development is wrong. Every community is unique, and our opportunities are unique. We need to set realistic expectations.

Response 2:

A. Are we certain that we have a clear idea of the capabilities and resources in the Marshfield area?

For example, while we speak of the quality of the community and schools, are the skills and interest of graduates matched to the opportunities and needs of potential employers in the region.

B. How do we know about the potential for expansion of existing businesses and any barriers to growth for them to consider such expansion. My sense is that collectively we are reactive to an initiative rather proactive in seeking resource support for expansion of current businesses.

C. What is the perception of Marshfield to outside business? I am not certain we are perceived as open and proactive for development.

I realize these are questions rather than specific priorities, but I am not sure as a community we take economic development as mission critical for our future. The shadow of the Clinic and Hospital can crowd out other considerations and make us complacent. Healthcare is changing and while it will be a continued significant presence in the Marshfield community, it will be less of an economic driver than currently.

Response 3:

Fill the industrial parks, create housing for the mid-price range worker population, develop programs to encourage businesses that support the clinic and hospital to move here.

What items need to be done and by whom?

Response 1:

The Common Council needs to consistently support economic development. Stalling industrial parks and cutting ED personnel sends the wrong message. As a City, we must increase our financial commitment to economic development. This would include support for infrastructure, personnel, and business development organizations.

The leaders of City Hall need to create a sales culture. The City has earned a reputation as more of an enforcer than an enabler within the business community. We need to create more of a “can-do” approach within local government.

We need to continue to develop non-traditional sources of capital for business owners. The Angel Investors are a great start. I think there is a capital gap for the small to medium size business that needs \$100,000 to \$500,000 of equity capital. We should examine if our financial incentives to invest in Marshfield are competitive.

Finally, I would caution against measuring the effectiveness of economic development efforts strictly on the basis of metrics. We certainly need to use data to measure progress, but we need to be careful in interpreting statistics. Businesses make decisions on employment and investment based on complex factors that are unique to their own situation. It is too simplistic to draw any valid conclusions from employment or tax base data alone, without understanding the underlying cause. A large plant closing doesn't necessarily mean that anyone here failed in their ED duties.

The entire leadership of the community needs to make economic development and the necessary supporting infrastructure the most important priority for Marshfield. As part of that initiative, we all need to be boosters and engaged in identifying growth opportunities.

Response 2:

Land - There's not enough of it in the city proper AND it is grossly OVER-PRICED. I hear it all the time from people looking for an opportunity that they can't make anything work here because the land is too expensive.

Cooperation - There are some involved in City Government that don't want things to change and as all of these restrictions are placed on the people such as banning cell phones - why would somebody want to come here? I hear from developers that there's not enough help and in fact some employees who are letting their egos get in the way which discourages people from even trying to do things here. They can do it someplace else with more help and less hassle.

Private Vs. Public competition - The private sector can not compete with the city on rent (ie: city hall), land (ie: business parks and bailouts).

Ignoring local interests - In the 23 years I have been here I have yet to know of a case in which the City or Chamber came to a business such as ours - that specializes in construction and development - for assistance in bringing a business to town. The experience in the private sector needs to be tapped to spur the development here.

Marshfield should be booming and ripe for growth. When people from Wausau and Point etc say they heard on the news you voted to ban cell phones and you voted NOT to build a 2nd fire station - it appears as if Marshfield is moving backwards instead of forward. There is far too much government regulation and interference. We are projecting an image of socialism and staleness.

MACCI to more actively research and pursue prospective businesses instead of waiting for them to find us, tax breaks for new mid-range housing developments, assign an area of one of the industrial parks to be clinic support related.

Other thoughts: Bring in a sports arena like Appleton or Stevens Point. Also, more entertainment industry.

Response 3:

The Utility we have in Marshfield does a nice job delivering electricity and water but I think they could do a much better job working with, potential customers, developers and existing business to make the process faster and smoother. City employees that are working for the inspection and ordinance departments need to be on board with development, in the past this was a huge problem

D. Notes from the discussion sessions.

Morning questions

1. How does the economy impact economic development in Marshfield?

Marshfield is a reflection of the national economy. It seems that there is a shorter reaction time for national trends to reach the city.

The city is still cautious about adopting change

We tend to be traditional

The workforce is made up of lower skill and lower wage level workers

These workers will need the support of social services and schools

Worker attitudes/voting decisions may impact economic development and quality of life

It's a trickle-down effect from outside the area and a catch-22 because when we reduce the workforce and their ability to pay for needed products and services to the household, it's severely hampering.

It does impact us, but because of our location we maybe aren't as impacted. Ex.: real estate – we aren't having the problems that other areas are because of our location in WI

Economic conditions correlate to economic investment – Recession and growth, attitude driven, manufacturing affected the most

Tend to be more stable
Raw material costs (some more, some less)
Diversified industry mix
Perception – Marshfield attitude (negative)

2. What is a reasonable assumption for economic development in Marshfield?

Marshfield needs to grow internally and we need the appropriate workforce to do that. We need the appropriate education system and support for industrial education. The cost of higher education will be an issue.

We need to figure out what assets we want to market. We need to retain/recruit the graduates that we have invested in – bring them back to our community

The majority of the growth will be internal/spin-offs

All facets of the community
Education
Workforce
Recreation/quality of life
Base hits vs. home runs

Jobs – as skill level increases, income increases
Retaining our educated people
Enhance, expand, upgrade what we have

3. What/who is our local market?

We must do locally what is happening globally. Is there just a local market?

Healthcare and supporting research
Agriculture
Manufacturing

Medical
Research – ag/human
Stainless (mfg)
Agriculture
Wood products

Our market is local, regional, national and international
Healthcare – local, brings people in
Research
Medical Tourism
Metals/manufacturing – sends products out
Agriculture – local and sends products out

Our Market:

What? Medical treatment, research, technology, tourism
Renewable energy (wood science, etc.)
Who? Seniors, medical profession, families

Matching educations to potential industry

4. Economic development in Wausau and Stevens Point is growing faster than Marshfield, why?
Major highways play a role. There are also more activities there thus attracting a younger market. This growth may be just a perception because it is located where people can see it.

We aren't the same as Wausau and Stevens Point – we don't have the same resources so we shouldn't be comparing ourselves to them. (the highways and waterways are what makes the difference)

We can't overlook the "quad cities" concept. We need to think regionally – what do we have to add to the region? We shouldn't be trying to compete, we should be joining forces.

Location, location
Perception
Retail base
Highways

They have a 4-lane highway

We need to function as a cluster (Wausau, Stevens Point, Marshfield, Rapids) – share

5. Thoughts and concerns

- Chicken and egg: Talent development vs. economic development
- Start by looking at what we have – our assets
- Focus on tech transfer?
- Identifying gaps
- Is info sharing hindered by confidentiality?
- Economy – esp. housing – affecting our higher end houses. We're insulated by higher % of "haves". Also middle income in Marshfield is on the high side
- Our best assets: family-oriented attitude
- How do we offer quality of life to single professionals?
- Do we need to market our quality of life more?
 - Schools and cultural assets
- People come back to Marshfield with families and to retire
- Can we be everything to everybody?
- We lack focus because we don't want to miss an opportunity
- Follow-up on goals
 - 3 agencies responsible – who leads?
- Development of next steps

- We gather info, then what – focus
- Risk averse/ conservative
- Lack of champion/leadership/drive/time
 - Family responsibilities
- Why isn't business incubation more of a priority?
- What is quality of life – for who?
 - Demographics
 - For who – seniors, families, single professionals

Define as a community what our goals and focus should be for economic development in the City of Marshfield

- A. The city has a chapter on economic development in its Comprehensive plan. Does this adequately provide goals and focus?
 - There is a general lack of awareness of this chapter
 - There was not enough public participation in its creation
 - There is a lack of a city-wide economic development strategy
 - There is too much focus on the negative
 - People only get involved when they are directly impacted – NIMBY
- B. Marshfield needs to be progressive!
 - Money gets put into studies and reports – we need to move forward with that information.
 - We need to promote the economic Development Plan to specific audiences and to the community – we need to get them behind it!
 - We need more input from non-governmental/key players
 - We need to offer more financial assistance/incentives
- C. Our goals should be to increase employment, tax base and income distribution
 - We need to communicate our goals to the appropriate organizations
 - Does the city's plan coincide with businesses' plan?
 - The plan should be our playbook and everyone should be onboard
 - We need to get all groups to the table – there is a lack of awareness.
 - We need move forward – people need to lead, follow or get out of the way!
- D. Invest in downtown
 - Bring key groups in town to the table – Medical, Agriculture, Education, Manufacturing, Government and focus education on these groups
 - Develop an “Angel” group
- E. Location, Location, Location
 - Clustering of retail
 - Improve quality of life
 - Education (develop 4yr college)
 - Workforce/population
 - Redevelopment of storefronts
 - Add small arena

Develop capital campaign

F. General Comments:

- a. We need to deal with our attitude first, then the goals (comprehensive plan) will happen; we will be ready to implement
- b. Communication leads to attitude change
 - i. Need to start with pilot project and “can do” attitude.
 - ii. Make downtown the beginning and then expand
 - iii. Need the “next steps” for economic development
- c. We lack focus because we are afraid of missing an opportunity
 - i. We are risk averse
- d. Quality of life is age-group specific
- e. We need to define action steps for the comprehensive plan
- f. Few are aware of the economic development chapter in the comprehensive plan and even the plan itself
- g. People need to understand and then support the plan
- h. Aging demographics equals changes in income distribution
- i. The “team” doesn’t know about the “play book” (the comprehensive plan) pr buy into it – this needs to change
- j. We need community leadership
- k. We need a pilot project to get buy-in
 - i. The “flower project” is a good example.

How should we measure economic development in Marshfield? What are reasonable benchmarks to measure progress?

A. Measuring Economic Development

Tax Base
Per Capita income – esp. for lower income groups
Industry Diversification
Bond Ratings
Incidence of technology transfer, esp. medical
Sustainability measures

B. The measurements should have a community focus, they are now taken for individual entities

New business starts
Tax base added
Employment growth
Earning per capita
Square feet added
Wage survey of new jobs added

Long Range Plans are hard to measure. Need short and long term measures – we need to know what these should be.

Problem: we have limited funds to do this

How do we measure the perceptions we send to others?

- Not wanting to have an economic development director
- Lack of trust in the people doing economic development
- Constant attack of E.D. items in the city budget

C. Job growth – local and regional; and by sector – tech vs. manufacturing

Attitude – survey of residents and business owners

Downtown – visual and measureable occupancy

Sales tax measurements

Business starts/ expansions/employment

Education levels

Per capita income – disposable income

Short and long term measurements – 1 year, 5 year, etc.

Provide a balanced perspective

D. Distribution of income

Retention/creation of living wage (or better) jobs

“Real” growth in tax base not just from re-evaluation

Level of education attained

Real estate sales

Sales tax revenues (retail) and trends

What short term and long term measurements should we use?

Other metrics:

Is Marshfield a good place to live? To visit? To locate a business?

- Room taxes
- Website blogs
- Key industries
- Chamber info requests: annual and trends

E. Tax Base

Job creation – net

Education level

Quality of life – ability to sustain

- Crime rate
- Schools
- Library use
- Arts opportunities

Per capita income

Sales tax receipts generated locally

We can't just measure government services; we need to look at business measurements too.

F. Number of jobs increased

Quality of jobs added
Growth of existing businesses (re-investment)
Growth of assessed value
Population growth – city and region
Number of visitors to the city

G. Dynamics of distribution of income

- a. Per capita
- b. Employment rate

Visual/actual improvements

- a. Community aesthetics
- b. Drive-thru impressions

Job sector growth

- a. Industrial (by sector)
- b. Business
- c. Retail

Sustainable development measures

H. General comments:

- a. How does the city's mission and vision play into economic development metrics
- b. Who translates the numbers into lay "speak"
 - i. The State of the City Report
- c. What is the role of short-term vs. long term data?

What 1-3 items need to be done and by whom and by when to move the city forward?

Make the downtown an attraction as this sets the stage for the community

- Chairs/tables outside
- Reface buildings
- Art attractions
- Walking access:
 - clinic to mall
 - Downtown to zoo
- Develop an action plan to begin this pilot

Summary comments

1. Get key groups to the table
 - a. Work as a region
 - b. Getting people to the table is a challenge – why?
 - c. Embrace the "quad cities" concept. Why aren't we doing this?
 - d. Retain/recruit graduates to return
 - e. We have some insulation from economic spikes but we certainly are a part of/linked to what happens on a bigger scale

- f. Growth will be internal
- g. We must do locally what is happening globally
- h. Stop comparing Marshfield with others. We are unique. Get over it and move on.
- i. Work with clinic for technology transfer
- j. We do not provide young professions (singles)with what they need. Their quality of life is not good here
- k. Medical tourism is an area we should explore
- l. We need to match industry search to the training we provide but also match out training to what businesses need.
- m. We need to upgrade the downtown to be a place to live in, be a destination
 - i. We need to change the attitude of business/property owners
- n. We need to be able to compete in a global society
 - i. Develop tech people and attract tech people
- o. We need to share reports and information
 - i. Create a central, “go-to” place for information
- p. Our local markets:
 - i. Health – local market
 - ii. Metals – national/internal markets
 - iii. Agriculture – local/national markets
- q. We need to retain local people
- r. The local economy is moderated from national spikes because of our diversified industry mix
- s. OUR NEGATIVE ATTITUDE IS A SERIOUS PROBLEM!
- t. The difference between Marshfield and the other Quad communities is just a perception as their development is located on major highways and everyone sees that.
- u. We need a marketing campaign for the city – it’s good here. Why don’t people recognize this?
 - i. Everyone needs to say something positive.

E. Organizational Functions for Economic Development

OVERVIEW

Economic growth is the foundation for many positive results in our community. Without economic development, our community cannot retain jobs, create jobs, and finance the quality of life that we all desire. Economic development activities are currently managed in a team effort by the City of Marshfield, MACCI and Main Street Marshfield. Each of these entities provides a unique set of skills in performing essential tasks related to economic development with the city of Marshfield. Provided for your review is a summary of the economic development activities and the entity that performs those activities within Marshfield.

ESSENTIAL FUNCTIONS PERFORMED BY MACCI

PURPOSE - MACCI

The purpose of MACCI and its operational committee, Marshfield Economic Development Association (MEDA), is to foster and promote economic development in the City of Marshfield, Wood and Marathon Counties; encourage and facilitate the growth and expansion of existing industries and businesses; encourage and assist the location of manufacturing, industrial and commercial firms in the City; and create growth in jobs and the tax base. Succinctly, MEDA's mission is to be responsible for enhancing the quality of life in the Marshfield area through business development.

STRATEGIES

- Facilitate the recruitment of businesses to Marshfield and the retention and expansion of existing businesses within our markets.
- Continue efforts to market and fill vacant industrial and commercial buildings throughout Marshfield.
- Identify, market and seek tenant(s) for Norwood Industrial Park, Mill Creek, Air Business Park and the new Yellowstone Industrial Park.
- Continue to work with the Marshfield Clinic and Saint Joseph's Hospital to bring health care related businesses to Marshfield.
- Continue to work on the revitalization of the downtown with the City and Main Street.
- Bring back Central Wisconsin graduates.
- Encourage entrepreneurial spirit.
- Increase local and regional marketing efforts.
- Continue to improve the aesthetics and economic development along Veterans Parkway.
- These goals are benchmarked on a monthly basis by the MACCI Board of Directors and MEDA committee.

WORK PROGRAM OBJECTIVES

1. Coordinate business & industrial park marketing and tenant recruitment
 - * Identify local expansion needs
 - * Locate supporting businesses
 - * Continue work with private sector in the development of a bio-tech incubator
 - * Dissect current labor markets
 - * Assess competition

2. Identify funding sources for overall economic development
 - * Assess the need for a public/private venture
 - * Market revolving loan fund
 - * Analyze grant opportunities
 - * Assist local businesses with submittal of CDBG-ED and other low interest loan programs, along with Tech Zone Income Tax Credit applications.
 - * Analyze financial records of businesses that apply for community loan programs.

Advance activity, promotion and membership of the Young Professional Network.

Identify alternative energy resources, educate and promote the use of these resources, and foster economic development opportunities for new and existing businesses through the Energy Council.

Enhance the telecommunications infrastructure needs of the greater Marshfield area through the Technology Council to improve the competitiveness of its businesses and the quality of life for its residents.

Through the Agri-Business Committee, identify and capture economic opportunities of this key sector.

7. Work with UW Ag Research Station and government partners on agri-business related opportunities in and around the Marshfield area.
8. Provide support to the Wis-DOT and the Wisconsin Transportation Development Association to maintain and/or expand the present state and federal funding for transportation and work to advance the four-lane construction of US Highway 10 between Marshfield and Stevens Point and assist the City with the implementation of various bicycle multi-modal developments.
9. Participate with CENTERGY, the Central Wisconsin regional economic development group to implement prioritized strategies.
10. Conduct wage/salary and marketing surveys and publish the results; update the Community Profile, Industries brochure, and related publications; participate in demographic surveys.
11. Continue efforts through MAHRA and the Central Wisconsin S-T-C Partnership to assure that a local skilled labor force is available for industry and business through labor force recruitment and retainment efforts with increased focus on spousal opportunities. (Funded through grants and the private sector.)
12. Provide technical assistance to businesses through business plan development and financial management.
13. Assist businesses with strategic plan development, marketing, regulatory, environmental issues.
14. Work with Department of Commerce on state and federal programs.
15. Conduct business retention and expansion surveys to identify needs and issues of existing businesses.
16. Keep lines of communication open between businesses, MACCI, Main Street and the City.

17. Provide entrepreneurial assistance with start-up business assessment and business plan development, while continuing to administer contract as outreach center for the WI Entrepreneur's Network.
18. Develop and maintain liaisons with referral networks.
19. Maintain economic development files and records.
20. Identify research & development trends as they relate to economic development.
21. Conduct economic research and targeted economic development strategies.
22. Coordinate community presentations, direct mail, media, website, trade show and call trip campaigns.
23. Assist in the implementation of the downtown development plan and the So. Central reconstruction project.
24. Encourage appropriate business mix throughout Marshfield.

ESSENTIAL FUNCTIONS PERFORMED BY MAIN STREET MARSHFIELD

PURPOSE - MAIN STREET

The purpose of Main Street Marshfield in Economic Development is to foster a vibrant and thriving central commercial district. The central commercial district is well defined; it contains many unique opportunities, as well as unique handicaps to stay competitive in today's market. Our work is to assist in capitalizing on the opportunities and overcome the handicaps to preserve a wide range of goods and services available in the downtown. Main Street is designed to act as a catalyst for revitalizing the downtown area through its concentrated efforts. Main Street Marshfield's mission is:

- Bringing focus to our community identity and heritage.
- Foster the community as the center of activity and interest.
- Enhance the economic vitality of the downtown area & the community of Marshfield
- Facilitate the planning and preparation for the reconstruction of Central Avenue
- Recruit and to retain businesses in the downtown area

Main Street's program philosophy advocates restoration of the historic character of downtown while pursuing traditional development strategies such as marketing, business recruitment and retention, real estate development, market analysis, and public improvements. There are no quick fixes for declining downtowns. Success is realized through a comprehensive and incremental approach.

STRATEGIES

- Work closely with the City of Marshfield and MACCI to identify and implement methods to effectively retain existing businesses in the downtown as well as attract new businesses and assist in expansion or growth within existing businesses.

- Continue promotional and educational programs to provide continuity in the historical theme, which is unique to the downtown.
- Promote financial support through Main Street Marshfield's Reinvestment Loan Program that is designed to offer low cost loans for projects that will enhance historic preservation, economic development and the overall aesthetic qualities of the downtown.
- Be the eyes and ears of the downtown business district. Create/manage programs to focus on vacant properties, underutilized properties, and the issues that are unique to the district.
- Promote activities that draw people to the downtown district. Highlight the personal attention, exemplary service and quality products found in the many downtown shops.

WORK PROGRAM OBJECTIVES

1. Coordinate business and tenant recruitment.
 - Identify vacant or underutilized properties
 - Assess community wants and needs
 - Identify target businesses to attract with an emphasis on businesses that complement the medical center
 - Identify other economic uses such as housing, small scale industries, food or entertainment
 - Recruiting new businesses
2. Sharpen the competitiveness of Main Street's traditional merchants using training workshops
3. Assist in Revitalization Projects for Downtown.
 - Identify and promote sources for small business development and property rehabilitation financing.
 - Promote Main Street Marshfield Reinvestment Loan Program. This program provides low interest loans to BID property owners and tenants so they may reinvest in downtown real estate.
 - Promote and assist with economic assistance for historic preservation
 - Promote and assist with design input for signage and facades.
 - Continue as liaison for local and state sources for education, financial assistance and marketing.
4. Bring local Real Estate Brokers together with local Bankers to focus on promoting investment in the downtown.
5. Continue promoting the downtown with events and activities. Promotion creates excitement downtown. Hub City Days, the Holiday parade, Reindeer days, Farmers Market, Customer Appreciation Evening, Carriage Rides, Casino Night, Hot Time in the

City and other retail and image development campaigns are some of the ways Main Street encourages consumer traffic in the downtown and markets an enticing image to shoppers, investors, and visitors.

6. Work with businesses throughout Central Avenue Reconstruction
 - Provide assistance with resources to improve and enhance accessibility through rear entrances.
 - Promote resources for facade improvements before, during and after reconstruction to improve overall appearance of downtown shopping district.
 - Assist with downtown business owner and tenant issues through 2010 South Central Reconstruction period. Provide businesses with information regarding strategies used by other businesses to mitigate construction impact.

3. Utilize design to enhance the attractiveness of the business district. Historic building rehabilitations, street and alley clean-ups, colorful banners, landscaping and lighting all improve the physical image of the downtown as a quality place to shop, work, walk, invest in, and live. Design improvements result in a reinvestment of private and public dollars into the downtown. Continue the work of the Flower Power Team. They provide the dynamism behind the innumerable plantings for downtown's curbsides, parking lots and flower planters as well as the Veterans Parkway entrance to the City.

ESSENTIAL FUNCTIONS PERFORMED BY THE CITY OF MARSHFIELD

PURPOSE – CITY

The purpose of the City of Marshfield and its Planning and Economic Development Department is to encourage and promote city-wide economic development by providing professional assistance and support programs that help create a business climate that enhances development. It also coordinates development activities between the public and private sectors to stimulate development in a planned and orderly way.

WORK PROGRAM OBJECTIVES

1. Industrial and Business Park design and construction.
2. Tax Incremental Finance District formation and administration.
3. Provide technical review regarding new business construction or expansion of existing facilities.
4. Provision of technical/design review and/or public financing tools regarding major redevelopment activities.
5. Evaluates information relating to the development, implementation and updating of the City's Comprehensive Plan
6. Formulates, develops and provides oversight of City zoning and subdivision ordinances, building codes and inspection, business park covenants and other regulatory matters.

7. Formulate appropriate administrative policies and procedures affecting planning and economic development.
8. Coordinate development activities between public and private sectors to stimulate development.
9. Preparation and oversight for various federal and state grant programs and administer the funds once they are awarded to the City.
10. Provide recommendations to the Plan Commission, Zoning Board of Appeals, IPA, City Administrator and other governmental entities concerning issues related to planning and economic development.