

# Marshfield Community Growth Plan

MAY 2020



**MARSHFIELD**



# Table of Contents

Executive Summary .....	1
<b>I. Community Engagement .....</b>	<b>7</b>
<b>II. Land Use Planning .....</b>	<b>17</b>
<b>III. Economic Development .....</b>	<b>29</b>
<b>IV. Focused Growth Areas .....</b>	<b>45</b>
New Route CC Corridor .....	47
Future West Interchange .....	57
Industrial Park .....	63
Rail Coordination & Consolidation Plan .....	71
<b>V. Quality of Life .....</b>	<b>73</b>
Downtown .....	75
Spur Drive .....	89
Improving Connectivity .....	99
Improving Utility .....	109
Improving Livability .....	119
<b>VI. Implementation Plan .....</b>	<b>131</b>
Appendix A: Economic and Market Analysis .....	183
Appendix B: Visioncasting 2.0 Comparison 1.0 .....	227
Appendix C: Housing .....	237
Appendix D: Transportation Plan for MM 103 Interchange .....	245



# Executive Summary

*The Marshfield Community Growth Plan serves as an official document used to guide the community's initiatives, which include the physical, social, economic, and natural environment. It also serves to help direct future land use, zoning, land subdivision and the quality, timing and intensity of future land use and development.*

*The Marshfield Growth Plan provides the framework for driving action. While there are several detailed elements of the plan, the primary themes and directives can be summarized as follows:*



## COMMUNITY ENGAGEMENT

**Everybody has a part to play in shaping our future.**

The Growth Plan comes as a result of considerable input, collaboration, and interaction with Marshfield city residents via a public input process. Visioncasting enabled city leaders to hear about the most pressing concerns and lofty expectations from the widest set of voices, from health service professionals to business owners, realtors and developers to church pastors, and high school students to senior citizens.

This process helped to advance the Community's ongoing pursuit of:

- Unifying the vision and associated goals regarding the future growth and enhancement of the community;
- Strengthening partnerships, communication channels, and sense of unified direction across all public, non-profit, and private community stakeholders;
- Engaging widespread citizen involvement in the identification and prioritization of leading community issues and opportunities;



*I like that we are working towards better things."*

*Marshfield resident feedback from community engagement efforts*



---

## 2

### LAND USE

#### Accommodating Our Natural Growth

Among the Growth Plan's primary goals was to identify how to accommodate future population growth in one of the state's fastest-growing areas.

By 2040, Marshfield can expect 2,500 new residents housed in over 900 new single and multi-family homes. With added **residential growth** comes the need to accommodate growth for commercial and **industrial land uses**. The Growth Plan details how the community can direct growth to key development areas, such as the new Route CC corridor to the north, the Industrial Park area to the south, and eventually westward, with a future (west) interchange. The plan also encourages infill development.

It is essential that development be carried out with integrity by committing to **land use policies and investments** that will support growth, enhance property values and improve community character. This includes planning for parks and open space, creating a more walkable and bikeable community, appropriately buffering land uses, and capably protecting environmentally sensitive assets such as steep-sloped topographies and the Ozark region's unique cave and karst features.

---

## 3

### ECONOMIC DEVELOPMENT

#### Building on Successes and Proactively Pursuing More Growth Opportunities

The Marshfield Community has made a commitment to the best practices of economic development and is proactively positioning the community for growth. The recent establishment of GRO Marshfield has been instrumental in that process through elevated collaboration and an energized base of champions committed to the strategies and energy needed to compete in the marketplace. This commitment builds on the well-established leadership of local government, as well as area business leadership through the Marshfield Chamber of Commerce.

The Marshfield Community Growth Plan provides an objective assessment of the area economy in context of the Springfield Metropolitan Statistical Area (MSA) and Webster County economies. It also prioritizes the collective aspirations of the community, which has expressed a commitment to capture an increased share of that overall economic growth.

The Growth Plan acknowledges the community's desire for attracting more higher-paying jobs. By ensuring that the local workforce has the knowledge, skills, and abilities that current and future employers desire, and making development-ready land available to developers, Marshfield will improve its ability to attract the regionally-significant industries in the Manufacturing, Logistics, and Distribution sectors. Meanwhile, attracting other 21st Century employers in areas such as Healthcare, Knowledge/Research/Technology and other above-average income occupations will enable Marshfield to gradually increase the overall salaries of local residents.



---

## 4

### FOCUSED GROWTH AREAS

#### Investing in New Infrastructure to Expand Our Community

The Community Growth Plan also includes a significant number of specific recommendations in key parts of the city. These growth areas help prioritize how infrastructure investments will be made for roads, sewers and utilities.

The future will begin with the **I-44/Mile Marker 103 interchange and Route CC Corridor** that will break ground in 2019. This \$15M transportation investment provides a historic opportunity for Marshfield to expand the community, accommodate a full mix of land uses and promote quality development from the ground up. This includes objectives that ensure high-quality building design and appearance, accommodations that support walking and cycling, and residential land uses in proximity to shopping and the new community pool. The interchange also offers opportunities for businesses to serve the 35,000 vehicles daily that travel I-44 and new industrial growth that will energize local growth.

The **existing industrial park** on the south side of Marshfield is another focused growth area. Acknowledging that manufacturing and distribution sector jobs are a strong area of growth in the region, the Community Growth Plan seeks to address infrastructure elements that will better position the community for more opportunity. The plan addresses roadway infrastructure needs, while also leveraging the potential benefits of the BNSF Class I railway that passes through the existing industrial park. More effort is

needed to better assess and capitalize on its train-to-truck potential, that may open the door to unique types of industrial employers and secure a niche in this growing market sector.

The Growth Plan continues to advance the vision for a **Future West Interchange** in the vicinity of I-44 Mile Marker 98. This third means of access to the city, is viewed as a critical infrastructure improvement that would address historic access challenges to Marshfield's existing industrial area by enabling trucks to avoid the commercially-oriented Spur Drive corridor and adjacent residential areas. The Future West Interchange will also serve as a significant catalyst to fuel southward expansion of the existing industrial park and open up the north and west side of I-44 for a potential combined commercial/industrial development zone along Highway J and Highway 38.

---

## 5

### QUALITY OF LIFE

#### Revitalizing Existing Infrastructure and Neighborhoods to Enhance our Community

While providing a plan to expand the City of Marshfield, the Growth Plan has completed a similarly thorough review of existing infrastructure and neighborhoods in the community. Enhancements to areas such as Downtown, Spur Drive, and the city's existing transportation infrastructure and housing supply, are critical to Marshfield's success over the next 20 years.



Execution is the ability to mesh strategy with reality, align people with goals, and achieve the promised results.

*Lawrence Bossidy*  
CEO of AlliedSignal Corporation and  
Co-Author of "Execution: The Discipline  
of Getting Things Done"



In the **Downtown** area, this Growth Plan seeks to enhance economic vibrancy in the city's first commercial area by highlighting its architectural and historic features, encouraging building owners to restore building exteriors and enhance signage, and promoting a lively downtown through linkages to tourism, outdoor amenities, and community art and events. Bringing new perspectives to downtown will be important in the years ahead. First established in the 1830s, this area will celebrate its bicentennial during the life of this Community Growth Plan.

**Spur Drive** will experience its own revitalization through the goals and objectives of this plan by:

- Providing sidewalks from adjacent neighborhoods
- Improving aesthetics through enhanced parking lot entrances, landscaping and updated sign practices
- Encouraging more mixed uses on an estimated 24 acres of available land

These changes will enable Spur Drive to remain a vital commercial corridor that serves both residents and the 35,000 vehicles that pass daily on I-44.

Marshfield will see Improved Connectivity due to transportation infrastructure enhancements. New sidewalks and expanded bike lanes will encourage alternative forms of transportation. Roadway construction projects such as the extension of N. Elm Street to new Route CC, new roadway connections near the Industrial Park and west of Mile Marker 100/Spur Drive, various intersection improvements such as the reconstruction of the Banning/Buffalo/Route CC intersection, and improvements to S. Marshall Street, each of which will improve mobility throughout the community. **Improved Utilities** will also occur to non-roadway assets, including stormwater infrastructure, as Marshfield seeks to rectify areas where flooding is a regular concern for those living in the area.

Marshfield will also remain diligent in promoting policies that promote Improved Livability, including the upkeep and maintenance of aging homes and the provision of quality active greenspace areas as contained in the Parks and Recreation Master Plan.



## IMPLEMENTATION

### Follow Through to Success

Planning is essential, but success arises from execution. This is why implementation of the Growth Plan must be a community effort with all stakeholders working together. Effective implementation also includes attainment of short-term goals which build toward a long-range vision. Through a combination of collective agreement on annual goals and a commitment to meet these goals within the designated timeframe, stakeholders can successfully achieve the goals and objectives outlined in the Implementation Plan of the Community Growth Plan.

In so doing, each stakeholder group will be well-positioned to annually determine the financial and time resources needed to accomplish tasks they are assigned.



# Community Engagement

*Everybody has a Part to Play in our Shaping our Future*



## Overview

The Marshfield Community Growth Plan was commissioned to create a road map in key topic areas to guide the city’s growth over the next 20 years. The first step taken was to engage in a comprehensive strategy called Visioncasting 2.0. The Visioncasting process encouraged broad citizen involvement in identifying the diverse needs and desires of the Marshfield community.

- Land Use
- Economic Development
- New Route CC
- Future West Interchange
- Industrial Park
- Rail Coordination and Consolidation
- Downtown
- Spur Drive
- Improved Connectivity
- Improved Utilities
- Improved Livability
- Plan Implementation

The Visioncasting process gathers a broad range of perspectives from local people including business owners, realtors, landlords, health service professionals, civic leaders, high school students, educators, city and county elected and appointed officials, pastors and church members, senior citizens, and residents of all abilities and income levels. It was carried out between February and May of 2018.

In meeting with Visioncasting participants, the thoughts, resource needs, and priorities of a diverse group of individuals and populations in the Marshfield community were captured for inclusion into the Growth Plan. It was also an opportunity to educate community members on the importance of the Growth Plan for the city’s future, and how they can effectively contribute at each stage of the process. Visioncasting provided the foundation for building a common understanding of ongoing long-range planning in the community.

## Communications Strategy

The Mayor, Board of Aldermen members, city staff, the city Planning Commission, and the Growth Plan project team (which included staff from CMT Engineers, Pratt Consultants, and Development Strategies, Inc.) used several approaches to get the word out about Visioncasting

### VISIONCAST OBJECTIVES

- 1 Include diverse perspectives and engage the widest possible set of community stakeholders in the Growth Plan process.
- 2 Be transparent throughout all phases of the planning process.
- 3 Promote civic conversation to seek common ground.
- 4 Encourage face-to-face communication that promotes interaction outside of a structured meeting setting.
- 5 Provide multiple and meaningful ways to engage the public.
- 6 Strengthen community understanding of planning terms and processes.
- 7 Create a means to collaboratively address community needs and desires.



events. Primary among them was directly reaching out to leaders and resources associated with groups noted above to set up face-to-face meetings. The city also announced Visioncasting events for the public through a newspaper article in the Marshfield Mail as well as through the city webpage and through the city's and GRO Marshfield's social media portals such as Facebook. Through this effort, Visioncasting directly connected with participants representing over twelve demographic segments of the community.

Visioncasting sessions took place throughout in the community at venues where community members had associations such as the Marshfield Senior Center, areas churches, the Ozarks Area Community Action Corporation (OACAC) facility, Webster County Health Unit, Head Start, and Marshfield High School.

### Growth Plan Planning Groups

While the Visioncasting initiative engaged the community in direct but informal ways, there were also formal groups that played a key role throughout the Marshfield Community Growth Plan process, including city staff, the Marshfield Planning Commission, and Board of Aldermen. All three groups worked closely with the consultant team during and after the Visioncasting initiative to develop the Goals and Objectives found in each of the Growth Plan's 13 individual sections.

The Marshfield Planning Commission met monthly during their regular open-to-the-public meetings from June through September 2018, leading up to the Picturing Our Future community-wide event on September 29, 2018. During this time, the Planning Commission reviewed economic and marketing studies, and provided input on proposed visions, goals, policies, implementation strategies and future land use plan objectives included in the Growth Plan. They also considered a broad spectrum of community interests as a result of the Visioncasting results, and drew on their personal knowledge of the community and experience as Planning Commissioners to provide a unique perspective on the Growth Plan. The Planning Commission oversaw the first step in the adoption process by reviewing the adoption draft, conducting a joint public hearing with the Board of Aldermen, and providing a recommendation to the Board of Aldermen on the proposed plan.

Equal partners in the process of adopting the Marshfield Growth Plan were key stakeholder groups which included GRO Marshfield, the Marshfield Area Chamber of Commerce, the Marshfield Development League, and the Marshfield R-1 School District. Each of these groups were critical throughout the adoption process in meeting regularly to identify and refine goals and objectives to which each will be accountable during the implementation during the years ahead.

## Community Engagement Opportunities

📍 Event Location	🎯 Target Group
Marshfield Senior Center	Seniors over the age of 65.
OACAC Headstart	Parents of children
OACAC	Impoverished families
United Methodist Church	Community at-large
Webster County Health Unit	Health service professionals
Central Bank Community Room	Marshfield church leaders/pastors
Central Bank Community Room	Realtors and landlords
Marshfield City Hall	City staff
Marshfield High School	School district teachers and staff
Central Bank Community Room	Business owners
Central Bank Community Room	Community at-large
Marshfield High School	High school students

## Meetings with Growth Plan Stakeholders

👥 Organization	✍️ Topic
Marshfield Area Chamber of Commerce	Update on Visioncasting and Economic Development / Market Analysis report
GRO Marshfield Steering Committee	Update on Visioncasting and Economic Development / Market Analysis report
Marshfield Area Chamber of Commerce	Growth Plan Overview and outcomes
Marshfield Rotary Club	Growth Plan Overview and outcomes

## Planning Commission Public Meetings

📅 Date	✍️ Topic	💬 Discussion Summary
June 19, 2018	Economic Development and Marketing Plan (presented by Development Strategies)	Analysis of commercial, industrial, and residential markets in Marshfield in relation to historic trends, and trends in Webster County, the Springfield MO MSA, and Missouri.
July 19, 2018	Growth Plan Overview	Where and how should we grow in the future? What alternatives do we have and what are the potential tradeoffs/implications of each? Do we need more detailed guidance for certain areas of the community?
August 19, 2018	Setting Growth Plan Goals and Objectives	How well do our current policies align with our updated vision and goals? What adjustments should be made? Are there gaps that need to be filled?
September 18, 2018	Review of Final Goals and Objectives	Do the questions we've explored and preferred directions we've established reflect our plan for the future? What steps will we need to take as a community to implement our vision?
November 13, 2018	Review of Draft Growth Plan Document	Opportunity to fine tune policies, goals, and objectives prior to final adoption

### Visioncast Outcomes

The following is a summary of the 12 Visioncasting events held between February 21, 2018 and May 22, 2018. For specific details on responses from participants, please turn to Appendix B.

It should also be noted that Visioncasting 2018 was not the first time that Marshfield had successfully engaged in this community input process. A similar series of community-wide Visioncasting events occurred in 2015 that identified top priorities for the community. There were only eight categories derived from the 2015 responses, as compared to the 14 categories derived from the 2018 results. While new subject areas were introduced in 2018 to reflect the more diverse set of issues in the Growth Plan, there was general consistency on the participants' principle

community concerns. It's particularly notable that the top priorities in 2015 emerged again as the top priorities in 2018.

Even with the addition of the new sectors, the top three areas of concern remained Economic Development, Employment Opportunities and Activities/Entertainment. However, the following new themes emerged:

- Beautification and Community Growth
- Town Square (Downtown)
- Health Related
- Housing
- Resources and Services

Economic development and employment opportunities are important to Marshfield residents. In 2018, residents provided input and the top priorities were economic development, employment opportunities, and activities and entertainment. Fewer categories can be attributed to receiving responses from a smaller cross-section of the community in 2015 compared to 2018. The lack of jobs, lack of business diversity, and lack of well-paying jobs are common responses within the economic development and employment opportunities categories. Another major concern is a lack of employment opportunity for young people.

Within economic development and employment opportunities were concerns about the retail and services offered in Marshfield. Many comments indicated a desire to see a greater diversity and quantity of restaurants. Residents were positive towards the small, locally-owned businesses that already exist in Marshfield. In the future, residents would like to see higher paying jobs and more local businesses.

The next highest concern was the availability of activities and entertainment opportunities. Activities/Entertainment received a significant number of comments in 2015 and 2018. While many people enjoy living in a small town near the larger population center of Springfield, Marshfield residents would also like to have more options in their hometown, especially for young people. Residents recommended increasing the field capacity of Marshfield's parks to allow for more competitive youth sports leagues, along with adding more youth recreational activities and walking/biking trails. Respondents were also excited about the new community pool. Many citizens enjoy having a movie theater in Marshfield.

In the 2018 Visioncasting process, a Community Environment category was added. Among the common concerns cited were the level of poverty and the wide disparity between rich and poor. There were many positive responses in the Community Environment category, as well. People love the small-town, friendly atmosphere of Marshfield and the sense of community that it creates.

After Community Environment, Public Safety/Drugs garnered the next highest amount of responses in 2018, more so than in 2015. Residents indicated a higher level of concern over dangerous drug usage and indicated a desire to see an increased police presence in areas where drugs are commonly sold and used.

Beautification and Community Growth received responses in 2018 after not being identified as an issue in 2015. Marshfield residents are concerned both with the town resisting growth and the town growing too quickly. Some residents feel that the city needs to do more in planning for growth, and that infrastructure improvements need to be made in accordance with projections. Other residents were satisfied with the city's efforts in planning for the future and happy to see the community working together. There were also complaints about the town's appearance, and the need for beautification.

Education and Schools received an increased number of comments in the 2018 survey. Overall, there were many comments that extolled Marshfield's school system. Others, however, expressed concerns that local schools were not adequately preparing kids for the future. Residents would like to see more alternative education options, including a technical or vocational school.

Freeway Access/Road Conditions also received an increased number of comments in 2018. There is concern about the lack of sidewalks, and the poor condition of some roads. Residents would like to see more and improved sidewalks, more bike infrastructure, and better road conditions.

The Public Transportation category revealed a desire for more public transportation options.

Housing, which was not a category in 2015, revealed concerns ranging from a lack of housing for low-income and disabled residents, to complaints about the poor quality of housing available.

Resources and Services remain an issue for residents. Concerns include the city's ability to pay for future growth and improvements. There were stormwater-

and flooding-related comments in 2018, which were not indicated in 2015.

Another new issue identified in 2018 involved the Downtown area. Residents wish to see the Square thrive, and not fall into disrepair.

Health issues are a growing concern, with some residents voicing a desire for more healthcare options in Marshfield.

As will be detailed in the Growth Plan, the Vision-casting results summarized above were coupled with population and economic growth projections, along with community market analysis, to arrive at the goals and objectives that will help guide Marshfield's future through 2040.



# Land Use Planning

*Accommodating Our Natural Growth*



The population in Marshfield is projected to grow by 2,380 to 2,590 residents through 2040, or 870 to 910 households. This will drive demand for new housing, retail and related services, will result in more jobs, and will require additional land to be developed. Based on various assumptions summarized in the Economic and Market Analysis contained in Appendix A, projections indicate that 280 to 440 acres of land will be required to accommodate growth through 2040.

Land Use Projections 2040			
	Acres	Building Area (SF)	Units
Commercial	40	300K	
Residential (All Types)	170-250	1M - 1.2M	870-910
Industrial	70-150	460K - 960K	
<b>Totals</b>	<b>280-440</b>	<b>1.76M - 2.46 M</b>	

The following table summarizes projections made for a 10-year period through 2030:

Land Use Projections 2030			
	Acres	Building Area (SF)	Units
Commercial	20	150K	
Residential (All Types)	85 - 125	500K - 600K	435 - 455
Industrial	35 - 75	230K - 480K	
<b>Totals</b>	<b>140 - 220</b>	<b>880K - 1.23 M</b>	

Source: ESRI, US Census Bureau American Community Survey (2016), Development Strategies

It is important to note that the projections above are based on past growth trends over the past 10 and 20 years and the assumption that these trends are likely to continue their current trajectory in the future. However, as the 2018 Growth Plan recommends a wide variety of Goals and Objectives which will positively impact growth if implemented, these trends are subject to change and result in growth that outpaces past trends.

WITH THIS BACKGROUND INFORMATION IN MIND, THE FOLLOWING GOALS ARE RECOMMENDED TO BE IMPLEMENTED BY THE CITY OF MARSHFIELD:

- ☑ Prioritize development in areas with existing or pending access to city-provided utilities.
- ☑ Adhere to key land use policies that support other Growth Plan goals

---

GOAL #1

## Prioritize development in areas with existing or pending access to utilities.

With the amount of acres for each land use identified, attention now turns to where Marshfield can most effectively locate these land uses to meet future needs. The availability of new land for development is largely contingent on roads and the availability of sanitary sewer facilities. While extending water, electricity, and natural gas services are also a challenge, roads and sanitary sewer usually represent the costliest expenditures.

### ■ OBJECTIVE 1

#### Develop Area Plans for Key Focus Districts

Peripheral expansion is needed to accommodate additional growth needs of the community as highlighted on the Future Land Use Map to the right. Key Focus Areas include:

**New Route CC Corridor** – This planning area reflects the most diverse range of opportunity and physical expansion for Marshfield. The new Route CC /I-44 interchange along with extension and rerouting of Route CC serves as the stimulus for a 700 acre land use plan that accommodates residential, commercial and industrial uses. A more detailed discussion with goals and objectives is included in the New Route CC Corridor topic area in Section IV.

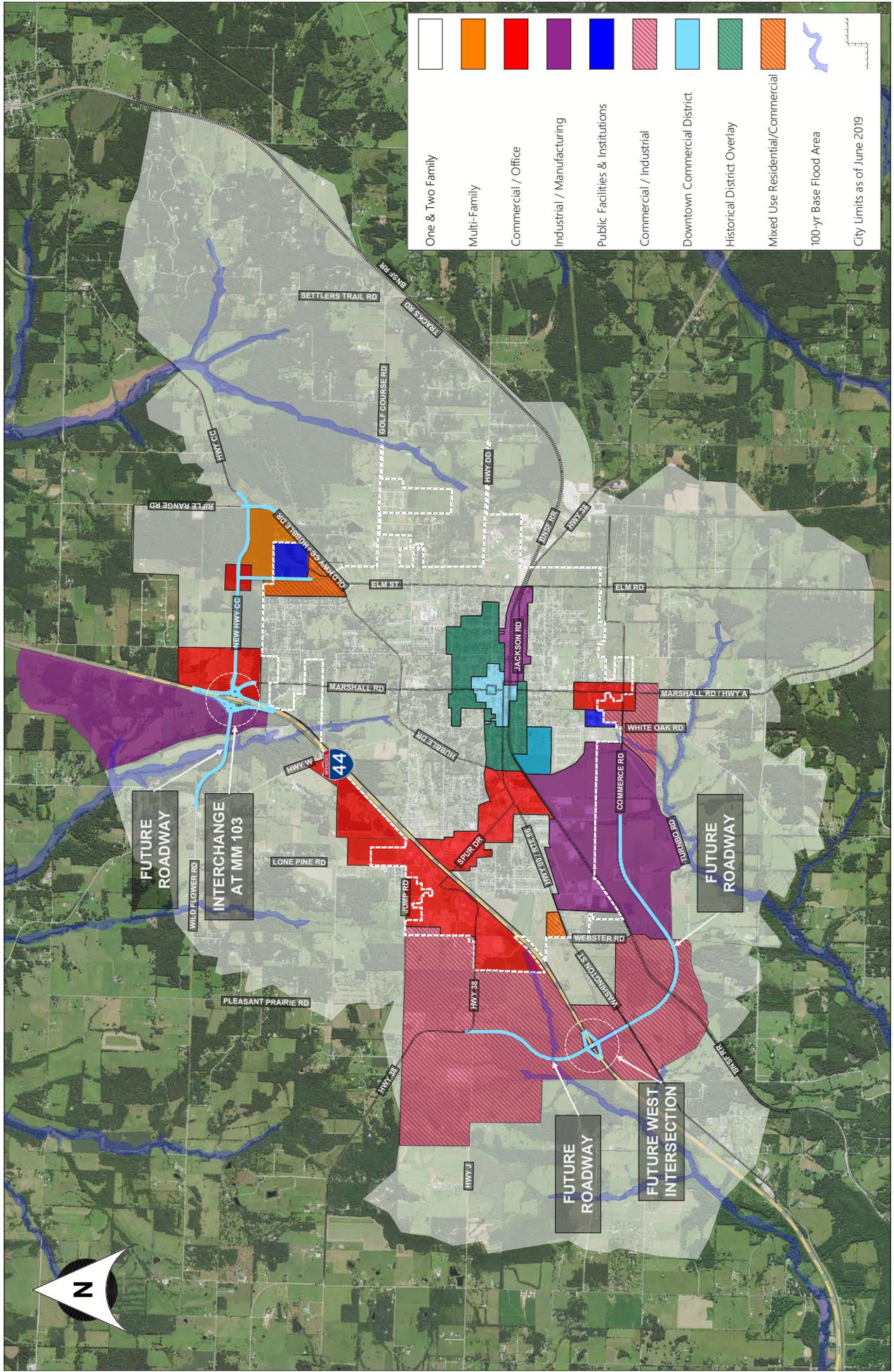
**Industrial Park Expansion** – Three separate areas for industrial expansion are addressed in the Growth Plan. These include southward expansion of the existing Industrial Park, the opportunity for approximately 75 acres of new industrial growth at the new Route CC/I-44 Interchange and the long-term potential of industrial expansion to the west of I-44 at the location of a future interchange west of the city. Expansion in area and availability of shovel-ready lots is critical in directly or indirectly achieving many of the goals and objectives of the Marshfield Community Growth Plan, including the wider availability of local jobs, expansion and diversity of the city’s economy, and support of the local tax base through retail and population growth. Planning for future land uses is provided in the Section IV chapter on Industrial Park.

**Future West Interchange** (west of current city limits) – As part of the planning for increased access to I-44 and the new Route CC/I-44 interchange at Mile Marker 103, a future interchange west of the City limits was identified. The City of Marshfield desires to maintain the future interchange in its long-term planning given its range of transformational benefits to open up available land and to achieve various transportation and economic development goals. This new interchange west of the city limits will provide a direct access route to the industrial park and offer growth opportunities northwest of the current city limits along State Route J and Highway 38. More details are provided in Section IV.

### ■ OBJECTIVE 2

#### Define and preserve Marshfield’s urban/rural boundary to allow for future growth while protecting rural areas and sensitive landscapes.

Situated well within the Ozark area, Marshfield is fortunate to have an abundance of rural areas and environmentally sensitive landscapes and features in which to hike, hunt, fish and enjoy. As discussed in the Improving Utility (Section V), these areas include karst topography, caves and sinkholes, streams, rivers, and floodplains.



## FUTURE LAND USE MAP

In preparing the Future Land Use Map for the Community Growth Plan, a number of land areas are potential locations for either mixed residential/commercial or mixed commercial/industrial uses. Additionally, areas suitable for a Historical Overlay District are located around Marshfield's historic downtown area. These areas offer opportunities to enhance quality of life for Marshfield residents in ways that vary from more "traditional" land use designations.

Mixed Use Residential/Commercial area west and south of the Community Pool – Comprised of approximately 48 acres, 32 of which are currently owned by the City of Marshfield, some of this land will be utilized for the future extension of N. Elm Street, from Hubble Drive to the new Route CC. Once the road is constructed, this property would be well-suited for multi-family housing for those who seeking proximity to the community pool, ease of access to Route CC and I-44, and access to shopping planned at the intersection of new Route CC and N. Elm Street. The area would also be ideal for single-family homes or non-residential uses that are complimentary to the nearby community pool site.

Historical District Overlay – Surrounding the B-2 zoned Downtown Commercial District, the green-shaded areas on the Future Land Use map were identified as a potential Historical District Overlay for the following reasons: 1) Many of the homes in this area are associated with the original plats of Marshfield's downtown core. These lots are often characterized by narrow widths but considerable depth, a hallmark of pre-World War II development patterns in the United States. The narrow widths means that contemporary zoning requirements relating to setbacks and lot coverage cannot be accommodated. An overly district could resolve this issue; 2) If and when re-development occurs, a historic overlay district could address how the exterior appearance of older homes can be used to inform the design of newer homes along the same street to promote a consistent and cohesive appearance; and 3) As re-development occurs in this area, the adequacy of utility infrastructure may be a consideration. For example, aging and/or under-sized stormwater sewer systems may require careful monitoring of maximum lot coverage percentages to ensure long-term functionality of these systems.

Commercial/Industrial Area near S. White Oak/S. Marshall Street/Commerce Drive – Future roadway infrastructure improvements that provide access to a future west I-44 interchange and utility improvements serving the Industrial Park make this area ideal for either commercial or industrial uses. As the area is near residential uses, smaller lot uses are more likely but larger commercial/industrial parcels could be accommodated based on market demands.

Commercial/Industrial Area south of Future West Interchange – While the expanded Industrial Park will accommodate most manufacturing and distribution-related businesses, roadway improvements from I-44 to the Industrial Park is likely to attract highway-oriented commercial and industrial uses that rely on access to I-44 and the BNSF railroad. As plans for the construction of a Future West Interchange take shape, a more detailed land use plan should be adopted.

Commercial/Industrial Area north of Future West Interchange - A future roadway leading to Highway 38 and Highway J is a key improvement that may result in commercial and industrial uses north of I-44. While water and sanitary sewer facilities would need to be extended into this area, the proximity to I-44 makes this area attractive to logistics-based industrial uses and highway-oriented commercial uses. As plans for the construction of a Future West Interchange take shape, a more detailed land use plan should be adopted based on market demands at that time.



Although implementing this objective is especially challenging since Webster County does not have zoning or subdivision regulations and does not issue building permits, one way to protect these rural areas from development is to adopt utility service area boundaries around the city. These boundaries establish reasonable limits as to where water and sanitary sewer lines can be extended over time in order to serve development. Marshfield already carefully plans where sanitary sewer lines will be extended, so it would not be difficult to take the additional step of adopting a utility service area boundary that could be amended as needed every five to 10 years. These boundaries would specifically avoid sensitive landscapes and rural areas identified in advance.

Finally, Marshfield should adopt and utilize a variety of subdivision regulation tools such as conservation easements, required setbacks from sensitive landscape features, and policies detailing whether and how sanitary sewer and water utilities will be extended into rural landscapes the community wishes to preserve.

**To implement this objective, Marshfield should take the following steps:**

- In conjunction with a 10-year Capital Improvement Plan that inventories future plan utility improvements, adopt a Utility Service Area Boundary map that indicates where the city plans to extend sanitary sewer and water services, allowing property owners outside this boundary to understand when (and if) additional development of their land is likely to occur.
- In conjunction with the Utility Service Area Boundary map or as a separate map, identify locations where sanitary sewer and water will not be extended due to environmentally sensitive landscapes, difficult topography, or rural features which are intended to be preserved.
- Adopt Subdivision Regulations that require increased setback buffers from environmentally-sensitive features or topography with slopes that exceed a certain threshold.
- Adopt Subdivision Regulations that detail when and where the use of Conservation Easements is appropriate, such as near karst topography, losing streams, and land with a high degree of slope.

■ **OBJECTIVE 3**

**Adhere to (and regularly update) a land annexation plan in conjunction with plans to serve these areas in the short to medium term with sanitary sewer and roadway improvements.**

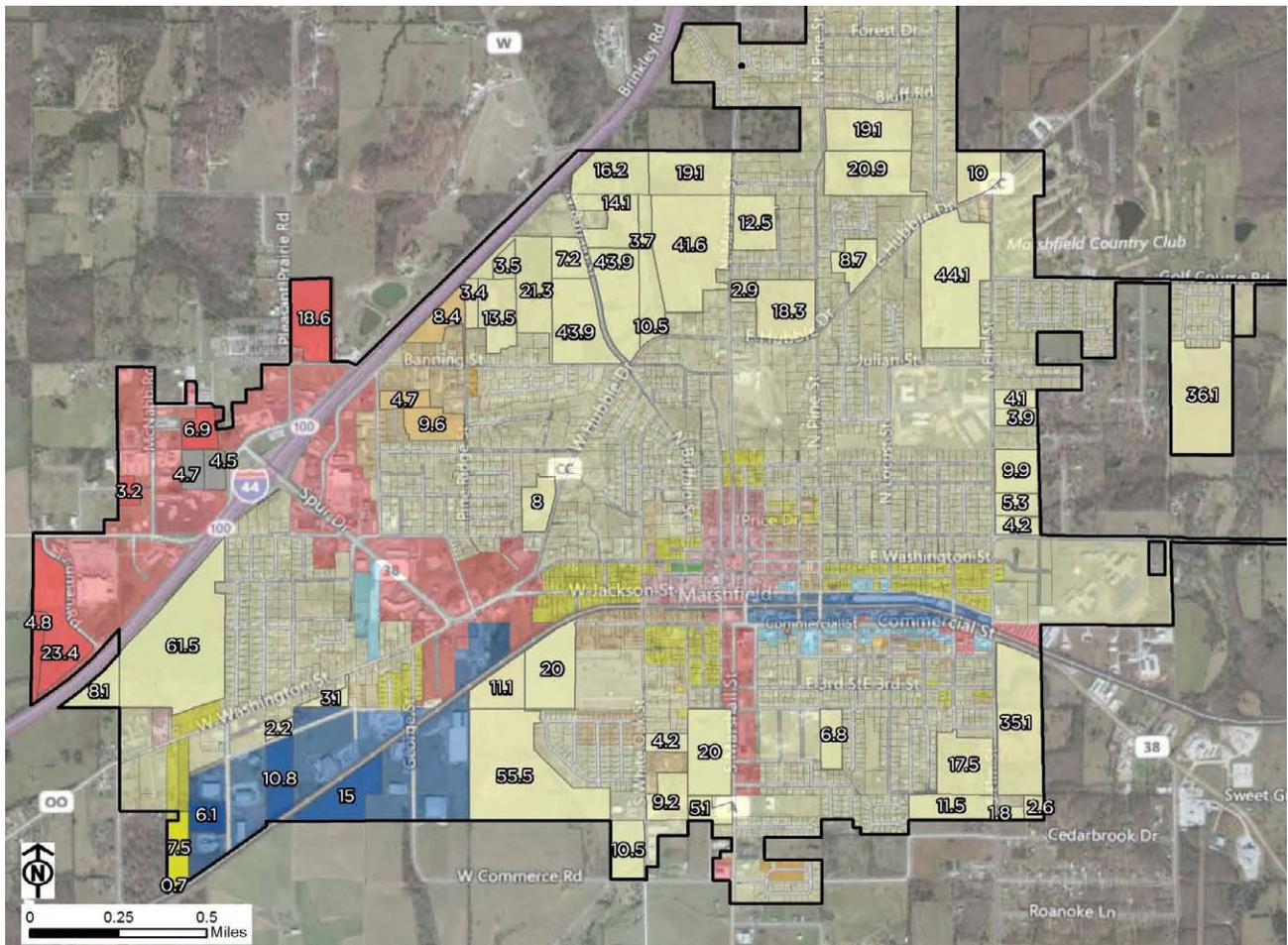
In Objective 1 above, the new Route CC corridor and Industrial Park areas were identified as priority future growth areas due to their immediately adjacency to Marshfield and their potential to meet many of the goals and objectives of the Growth Plan in the short to medium term. Their proximity

to the city limits also means that sanitary sewer facilities either already exist or could be readily extended in the short to medium term (5 years or less). Further, in the Improving Utility chapter (Section V), a list of road improvements is provided, many of which are currently underway or are a top priority to begin in the short term within these areas.

As city-initiated (involuntary) annexations require the city to extend utilities and services within the near future (typically within 7 years), most annexations of land into the city is likely to be voluntary and initiated by the property owner or land developer. Working with these land owners and developers in advance, the city’s Capital Improvement Plan is the best way to plan for road and sanitary sewer extensions that will lead to growth, which have been outlined in this

section and in the Improving Utility chapter (Section V). When the Marshfield Board of Aldermen fund these capital improvement projects, the areas that will be directly served can then be annexed through an Annexation Agreement process.

**To implement this objective,** Marshfield should adopt a 10-year Capital Improvements Plan that specifically targets road, sanitary sewer, and water line improvements in areas the city plans to annex. Prior to extension of city services and roadways, the city should work with land owners and developers to identify their plans to develop their property annex property which these roads and city utilities will serve.



*Inventory of Vacant or Under-Utilized Property in City Limits (as of 2017).*



*Infill development offers opportunities for residents to live close to or above retail areas*



■ OBJECTIVE 4

### Inventory and Assess Opportunities for Infill Development

The map on the previous page shows all the undeveloped or underdeveloped parcels within the Marshfield city limits as of July 2017. It identifies 723 acres of property that is zoned residential, 57 acres zoned commercial, 32 acres zoned industrial, and 9 acres designated as “other. Total undeveloped/underdeveloped land is 821 acres.

It is important to note that not all 821 acres is necessarily available for development due to a variety of factors: The land may have poor access, visibility or location for the intended use, there may be topographical or floodplain issues that limit the developable area, it may lack access to needed utilities, and it may not be properly priced.

**To achieve this objective, Marshfield should:**

- Verify with property owners the availability of this acreage, particularly if the land is within an area that has been prioritized for development or redevelopment per the discussion above.
- Coordinate with the property owners to determine what their future development plans are for the property and let them know about the availability of water and sewer utilities and roadway improvement plans.

---

GOAL #2

## Adhere to key land use policies that support Growth Plan goals

■ OBJECTIVE 1

### Encourage Mixed Use Buildings

Throughout the remainder of the Growth Plan, readers will find frequent references to allowing for and encouraging mixed use buildings, particularly in the Downtown area, along Spur Drive, and along the new Route CC corridor. Mixed use buildings are intended to be buildings with neighborhood-serving retail, service, and other uses on the ground floor and residential units above or behind the nonresidential space.

Mixed use buildings offer the advantage of putting residents within the immediate vicinity of businesses. Live/Work buildings, where the business owner on the first floor has his/her residence on the upper floors of the building, are also an increasingly popular way to create mixed

use buildings that are full of property owners and residents who are committed to both their neighborhood and place of business.

**To achieve this objective,** Marshfield should allow for more mixed use buildings in its zoning code, with a particular emphasis in allowing them in designated area that should include Downtown, along Spur Drive, and near the planned I-44/Route CC interchange.

## ■ OBJECTIVE 2

### Plan adequate space for parks and recreation

In conjunction with the Community Growth Plan, the City of Marshfield is in the process of adopting a Parks and Recreation Master Plan. The provision of adequate space for recreation was one of the top amenities cited during the Growth Plan's Visioncasting initiative. Park space is also a priority found on nation-wide surveys by those seeking a new community in which to live.

Acquiring and improving public parkland is often assumed to just be the responsibility of the municipality. However, many communities have entered into public-private partnerships in order to help with the financial challenge of acquiring parkland. Other communities have entered into intergovernmental agreements with local school districts in order to share indoor and outdoor recreational space. As both government bodies generally have the same tax base, this can be a positive for taxpayers, school districts and local governments.

A third approach is to have developers dedicate parkland areas and improvements as part of residential and sometimes commercial development requirements. There are a wide variety of ways to allow for this in the city's subdivision regulations and it ensures that residents within a neighborhood are able to be within a short distance to parkland and recreational space. As property with topographical or flooding issues or insufficient size or shape will not be utilized for the recreational purposes intended, adoption of an effective dedicated parkland ordinance should include standards that ensure that this recreational space is "useable" to the targeted audience.

Finally, some communities offer developers an alternative to providing on-site parkland through a "payment in lieu of dedication" process. While there are a number of ways to determine the eventual buy-out amount, formulas based on overall development size (in acres), population density, and planned commercial square footage are common approaches

**To achieve this objective,** changes to the subdivision regulations to require the dedication of public or private park and recreation areas to serve residents within the neighborhood should be made.



*Providing a wide variety of parks and recreational space was a priority for Marshfield residents in the 2018 Vision Casting community preference survey.*



### ■ OBJECTIVE 3

#### Create a More Walkable / Bikeable Community

Making Marshfield a more walkable and bikeable community is one of the most frequently mentioned concepts in the community Visioncasting process. The availability of sidewalks and bike paths are especially critical to households which do not have access to a personal vehicle. While applicable city-wide, key areas where most residents want to walk or bike to are the main focal points: Downtown, Spur Drive, and the new Route CC corridor as well as route to schools, parkland, workplaces and shopping areas outside of these three main commercial zones. The adoption of a Bicycle Master Plan and a Sidewalk Master Plan is the optimum approach toward this objective. In addition, amending the development regulations to require sidewalks, shared use paths, and dedicated bike paths is also a means of creating a more walkable and bikeable community as properties develop (or redevelop).

Among the many benefits of a walkable and bikeable community are:

- Improved health for individuals and the community as a whole
- Alternative means of getting to school, work, and local destinations such as shopping centers and area parks
- A readily accessible recreational amenity available at any time
- A key location consideration for potential residents and businesses

More details on ways to make the community more walkable and bikeable are discussed at length in the Improving Connectivity chapter (Section V).

**To achieve this objective**, a Bicycle Master Plan and a Sidewalk Master Plans should be adopted. In addition, the development regulations should be amended to required sidewalks, shared use paths, and dedicated bike paths to create a more walkable and bikeable community as properties develop or redevelop.

### ■ OBJECTIVE 4

#### Appropriate buffering and distances between land uses

While promoting a business-friendly community is essential, it will be important to make sure that commercial and industrial uses are appropriately buffered through the use of landscape screening and transitional buffer yards when these zoning districts are adjacent to residential single-family and multi-family uses.

**To achieve this objective**, the zoning code regulations should be amended to require landscape screening and transitional buffer yards between uses which may otherwise be incompatible due to nuisances relating to noise, exterior lighting, outdoor storage, odors and fumes and visual / aesthetic impacts.

### ■ OBJECTIVE 5

#### Plan for adequate housing options for seniors.

Nation-wide, demand for housing for those 65 years and over has seen a steady increase in recent years as the Baby-Boomer generation retires. This demographic shift has been spurred by a desire to downsize the size of living quarters, reduce or eliminate interior and exterior home-maintenance responsibilities, and to ensure that plans are in place which allow individuals to remain in a familiar place, regardless of changing health care needs.

Housing demand in Marshfield for those 65 years and older have reflected the national trends. Recent U.S. Census Bureau data compiled by the Environmental Systems Research Institute (ESRI) indicates that the projected population growth for those between 65 and 74 years of age in Marshfield is expected to increase by 15% from 2016-2021, becoming the city's fastest growing age demographic. Those 75 years and over are projected to see a 6% increase during the same timeframe.

Due to the factors noted above, those 65 years and over often have specific housing needs. In addition to having adequate space for overnight family guests, such as grandchildren, or separate living quarters for

in-home care-givers, seniors may also need space for wheelchairs, rearranged food preparation areas, step-free entrances to the home, and first floor bedroom and bathing facilities.

**To achieve this objective,** regular monitoring of building permit data to determine whether sufficient senior housing is being constructed is needed.

Support for development and upgrade of senior living housing to ensure adequate options are available to residents as they age is also important. This can be achieved through “live in place” policies adopted through the Building Code, support of best design practices for housing for seniors, zoning initiatives to readily accommodate senior living quarters, and economic development efforts that demonstrate that Marshfield is a great place for seniors and those that construct housing for this age cohort.



# Economic Development

*Building on Successes and Proactively Pursuing More  
Growth Opportunities*



In the 2015 and 2018 Visioncasting initiatives (as described in Chapter 1), Marshfield residents clearly indicated that economic development is their primary concern. In both, residents expressed a desire for better-paying jobs. Another area of concern is the lack of employment opportunity for young people.

In addition, Marshfield residents have a strong appreciation for its small, locally-owned business establishments, but expressed a desire for more retail and service-oriented businesses, a wider array of restaurant options, and growth in industrial sectors.

**BASED ON THE INFORMATION GATHERED THROUGH THE VISIONCASTING INITIATIVES, THE FOLLOWING ECONOMIC DEVELOPMENT GOALS WERE ESTABLISHED:**

- ☑ Capture an increased share in regional and county-wide overall economic growth
- ☑ Focus growth efforts in key regional industries
- ☑ Target recruitment efforts in industries that match Marshfield’s needs and strengths
- ☑ Provide support to entrepreneurs and owners of existing small businesses.

These goals are discussed while benefiting from the findings of the Economic and Market Analysis conducted by Development Strategies and contained in Appendix A.

---

GOAL #1

**Capture an increased share in regional and county-wide overall economic growth.**

■ OBJECTIVE 1

**Utilize a variety of economic development partnerships to further the city’s economic development opportunities.**

As is the case for most cities, it’s essential that Marshfield establish a comprehensive approach to economic development through public and private partnerships. Partnerships help to communicate collectively-held goals, increase efficiency, and enable collaboration among a wide variety of interests and perspectives. In so doing, the community is improved by creating healthy, attractive, equitable, and safe places to live, work, and do business. Partnerships that increase quality of life and sense of community also result in increased property values and business revenues, while attracting private investment and a skilled workforce.

Marshfield's economic development partners can be categorized in two ways: 1) Government and non-government partnerships and 2) "Outsourcing" partnerships.

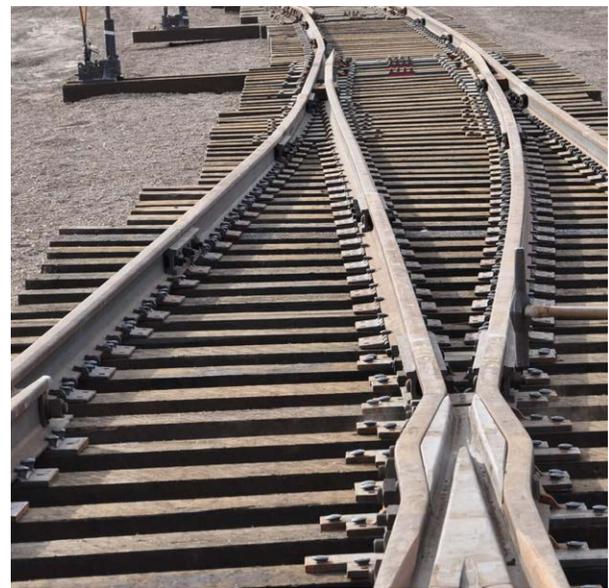
The first type of partnership is one where Marshfield and non-government partners work together in a coordinated fashion to solve development challenges. Non-government entities may include companies and civic-minded organizations that leverage resources, expertise, or market efforts to achieve greater impact and sustainability in development outcomes. The City of Marshfield already has a number of these types of partnerships through local organizations that include GRO Marshfield, Marshfield Development League, and the Marshfield Chamber of Commerce. In addition to local partnerships, Marshfield has regional and state partners that include the Springfield Regional Economic Partnership (SREP), the Missouri Department of Economic Development Missouri Partnership, and a variety of workforce development partners.



*The recent establishment and continued formalization of GRO Marshfield will help to catalyze the type of collaboration and partnering needed to energize economic growth.*

The second partnership type are "outsourcing" partners, more commonly referred to as Public Private Partnerships or "PPPs." These partnerships are frequently formalized in a contract between a private party and a government entity. Typically, PPPs exist to assist a city or other government type in overcoming factors that may inhibit progress. For example, should a public program experience budget cuts or encounter other obstacles, private companies can assume the role of pursuing projects such as revitalization efforts, job creation opportunities, or promotion of tourism. In this way, PPPs represent an opportunity to share knowledge, development expertise, and extend capital.

Sometimes, the partnerships are short-lived, lasting only through completion of a project or objective. Other partnerships may be long-term to cover operations or debt repayment. The private party in the PPP relationship bears significant risk and management responsibility, and remuneration is linked to performance. In Marshfield, potential private-public partnerships, including with BNSF Railway, may be effective in assisting the city in reaching a wide variety of economic development goals, such as the future expansion of the Industrial Park and its Class I Rail facility.



**To achieve this objective, Marshfield should:**

- Continue to maintain a strong working relationship of non-government economic development partners that include GRO Marshfield, the Marshfield Area Chamber of Commerce, the Marshfield Development League and the City of Marshfield while also forming relationships and seeking opportunities to work with regional nongovernment partners such as, the Springfield Area Chamber of Commerce, the Community Partnership of the Ozarks and the Springfield Regional Economic Partnership.

- Identify specific projects and locations that could benefit from public-private partnerships to generate positive economic development, create new jobs, and accrue other positive benefits to the community at large.
- Hire an economic development professional that can provide great time commitment and focus on business retention and expansion efforts.

## ■ OBJECTIVE 2

### Ensure the local workforce has the knowledge, skills, and abilities that employers desire.

A well-prepared workforce is one of the critical factors in determining the types of industries a local economy is able to attract and support. The importance of a skill local workforce has increasingly become a priority for many employers as they wrestle with declining numbers in the regional and national labor force as Baby Boomers retire. In other instances, workers are leaving the labor force due to a skills gap mismatch. Given the decline nationally, attracting new manufacturing is becoming increasingly more competitive as regions throughout the country are positioning themselves for these limited opportunities.

Regarding site selection, there is a growing emphasis that communities demonstrate that they can provide a skilled and capable workforce and an expectation that the community maintains robust workforce development resources.

On a more local basis, Webster County and Springfield MSA's total labor force peaked in 2016 and has declined or stagnated since then, posing a potential threat to future economic growth. In short, the need to ensure that current and future employers are supported by strong workforce development resources is critical to the Marshfield economy.

From a positive perspective, based on the educational levels for residents over the age of 25, Marshfield is well positioned to compete in several job-producing industries. With 88% of the workforce having at least a high school degree or equivalent, the city meets many of the workforce requirements of a wide variety of industries, including textiles, food production, and fabricated machinery operations.

This is not to say that Marshfield should not pursue other manufacturing employers, including those that may not be a perfect match for the local workforce. The Springfield MSA and the state employment pool are likely able to provide workers across a broad spectrum of education and training levels if there are needs the local workforce cannot meet. The key for Marshfield will be successfully recruiting these manufacturing employers.



*A well-prepared local workforce makes Marshfield attractive to employers that want to locate in the community.*



**To achieve this objective, Marshfield should pursue the following workforce improvement efforts:**

- Continue to support the local school districts and vocational resources to make sure high school graduates are prepared to fulfill the local workforce needs of manufacturers.
- Take steps to make sure that educational resources remain available to provide the appropriate training and experience to the local workforce, including the establishment of a local workforce training center.
- Understand what training and technical skills manufacturing employers demand from its workforce so it can be better prepared to demonstrate that the local workforce is prepared to satisfy their needs.
- Work with higher education institutions, the Missouri Job Center, and vocational training resources to provide access to job training and continuing education opportunities in Marshfield.

---

GOAL #2

## Focus Growth Efforts In Key Regional Industries

As discussed earlier in this section, Marshfield’s top three industry sectors are retail trade, manufacturing, and healthcare. While Marshfield continues to maintain its strength in the retail market, the manufacturing and healthcare industries have the top-tier jobs that can better enhance the local economy. For example, according to the Bureau of Labor Statistics, from 2010 to 2017, the Springfield MSA added more than 22,000 net new jobs, of which, 5,250, or nearly 24%, were in transportation and material moving occupations. Due to Marshfield’s location on I-44 and available rail service, Marshfield could better position itself to capture more of this economic growth by setting aside land and making it development-ready for industrial real estate development.

Likewise, Healthcare-related occupations added nearly 4,300 jobs, which supports the region’s already strong healthcare sector. Looking forward and consistent with national trends, the Springfield MSA is projected to add nearly 10,000 jobs in these sectors through 2024, representing a third of total net job growth in the region. Locally from a Healthcare sector perspective, Marshfield has been and continues to be a desirable community for residents over the age of 65 who are ready to retire.

The recent expansion in 2017 of “Cox Health Center Marshfield” with a new larger facility reflects the growth of healthcare demand in Marshfield and Webster County. As this age demographic has a need for better access to healthcare services, it is likely that demand will be followed by additional services and supply. However, Marshfield’s economic development resources will need to reach out to healthcare industry representatives in order to draw services to the area, and to inform them that Marshfield is actively seeking to develop and upgrade its available senior living facilities. Nurses, doctors and caregivers to staff these facilities will also drive local employment opportunities.



*Cox Health Center Marshfield, 2017*

Attracting new employers in these three key regional industries is a function of both available product and promotion through effective economic development marketing.

## ■ OBJECTIVE 1

### Attract employers in the Manufacturing and Distribution sectors to Marshfield.

Upon following through with a commitment to increase the amount of land marketed and zoned for industrial use, Marshfield will be well-positioned in the short to medium range timeframe to meet predicted demand for industrially-zoned property. Between 65-80 acres of industrial-zoned land will be located on the west side of near the new Route CC corridor interchange at I-44 and there is potentially much more in the Industrial Park that will be served by expanded rail service. This land can serve both manufacturers and the Warehouse/ Wholesale Trade/ Trucking & Shipping industries. More details on these industrial land areas is provided in Land Use (Section II), Industrial (in Section IV), New Route CC (in Section IV). In addition, many smaller industrial companies are looking for available “move-in ready” buildings rather than developing new facilities on vacant green field sites. Attracting these types of employers also holds the potential of retaining these companies in Marshfield as they grow larger.

The pending availability of a significant amount of new industrial-zoned land near MM103 and within the Industrial Park is in contrast to what has been taking place in Marshfield over the past 10-20 years. During this period, very little new industrial development has occurred in Marshfield and, as a result, there is limited industrial land available for development. There are vacant sites in the Industrial Park, but most of those sites are owned by existing businesses that are holding the land for future expansions. In sum, there is potential for new industrial development if suitable sites become available.

In contrast to trends over past decades, the creation of shovel-ready sites for industrially-zoned land uses near the I-44/New Route CC interchange and within the industrial park area offers numerous economic and quality-of-life opportunities for Marshfield and its residents:

- Capturing an increased share in locally-based, well-paying jobs that reduce long commutes for residents.
- Attracting investment in the community through business recruitment in high-demand employment sectors
- Diversifying the local economy through the recruitment of rail-reliant manufacturers that will utilize the unique amenities offered through Marshfield’s Class II rail line

Through the efforts and initiatives outlined in the Growth Plan, Marshfield is well-positioned to meet the land use and work-force needs of Manufacturing, Healthcare, Warehouse/ Wholesale Trade/ Trucking, and Knowledge and Technology employers.



*The Growth Plan positions Marshfield to increase its presence in the manufacturing and distribution employment sectors, an area of strong employment growth in the Springfield, MO region.*





**To achieve this objective, Marshfield should:**

- Market the industrial-zoned land planned for the west side of the new Route CC interchange at I-44 and the Industrial Park to Manufacturing and Warehouse/ Wholesale Trade/ Trucking & Shipping industries by working with property owners, realtors, and real estate marketing firms to let potential firms looking to locate or expand in the region and state know about these sites and their amenities.
- Work with developers to construct move-in ready facilities with flexible interior space that can accommodate smaller industrial companies that cannot afford to build their own buildings.
- Engage with healthcare industry representatives to attract medical services and facilities to the Marshfield
- Create a conceptual development plan for industrial areas to help attract developers and identify development costs.

■ OBJECTIVE 2

**Identify and market potential hotel locations in Marshfield to developers and hotel operators.**

A market analysis of the hotel and hospitality sector conducted in 2018 indicates that Marshfield is a good candidate for up to an additional 200 hotel rooms or 120,000 of new square footage of hospitality uses. As detailed in the Growth Plan sections on Spur Drive chapter (Section V) and the new New Route CC chapter (Section IV), both corridors are attractive locations for a new hotel and have the available land suitable for this purpose.

It should also be noted that Marshfield is located approximately half-way between Lebanon, MO and Springfield, MO. Many travelers prefer to do their overnight stays in locations that are safe and away from heavier traffic areas. Marshfield is ideally suited for this type of traveler. Marshfield is likewise more affordable than hotels near major attractions or in urbanized areas.

**To further support this objective,** the city should identify a variety of hotel types and price points that typically locate in cities of its size.

■ OBJECTIVE 3

**Attract Commercial Retail and Services to continue to strengthen Marshfield’s position as the retail hub of Webster County.**

While Webster County consumers purchase many goods and services outside the County, Marshfield benefits by being the largest retail hub within the county. The economic and market analysis of the retail and services sectors contained in the Marshfield Economic and Market Analysis in Appendix A indicates a retail surplus of more than \$130

*A 2018 market analysis for the Growth Plan indicates that Marshfield can support additional hotels.*



million in Marshfield (meaning that the city attracts a significant amount of retail spending from non-residents). This compares with what is conversely, a retail gap, for Webster County which shows there is a leakage of nearly \$74 million in sales to areas outside of the county.

The analysis for Marshfield indicates there are a deficit of certain store types - electronics, furnishings, and clothing stores – all of which rarely locate in smaller markets like Marshfield, especially when these types of outlets are within a reasonable drive to a larger city such as Springfield and are available on-line. Additionally, retail sectors that show a surplus in Marshfield - health and personal care, gas stations, food and beverage, as well as general merchandise retailers - show leakage out of Webster County as a whole. This means that Marshfield has an opportunity to capture a portion of this leakage that presently leaves Webster County as new development occurs.

Projections of local and regional retail growth from the Marshfield Economic and Market Analysis translate to a physical space demand for approximately 176,000 to 192,000 square feet of new retail space in Marshfield over the next 20 years. This includes general retail, fast food, and similar uses, and it reflects demand from Marshfield residents and non-residents. This is the equivalent of approximately 13-15 acres of commercially-zoned land.

**To achieve this objective, Marshfield should maximize its retail market potential by doing the following:**

- Address retail expansion opportunities in Marshfield’s commercial areas by encouraging highest and best use of vacant lots and buildings, allowing mixed use/multi-family buildings and supporting the formation of business associations in the Downtown and along Spur Drive commercial corridor.
- Support the formation of business associations in the Downtown and along Spur Drive commercial corridor.
- Continue to market the community to retail developers.

- Strengthen the existing partnerships between GRO Marshfield and Marshfield Chamber of Commerce to support local entrepreneurship through “Shop Local” and “Small Business Appreciation” campaigns.
- As new retail space becomes available, work with commercial real estate professionals to ensure that retailers looking to locate or expand in Marshfield are aware of available space.

#### ■ OBJECTIVE 4

### Work to capitalize on Marshfield’s unique attributes to stand out in highly competitive Manufacturing and Distribution sectors.

Marshfield’s pursuit of employers for the Industrial Park faces challenges in terms competition from other municipalities and not having a reputation as a base for manufacturing. Developing a proactive marketing strategy for industrial development will be essential to overcome perceptions and better position the City in a highly competitive environment. One key aspect will be to emphasize Marshfield’s unique attributes:

**Rail Access:** There are limited sites with Class I rail access in the region.

**Easy to Develop Sites:** The existing industrial park features easy to develop sites with relatively flat topography.

**Flexibility in Site Size:** Most of the land in the expanded Industrial Park area is not currently platted or developed, which allows maximum flexibility in terms of site size for development once utilities and road are further extended into the Industrial Park area. Parcels can also be combined if needed to support a large user.

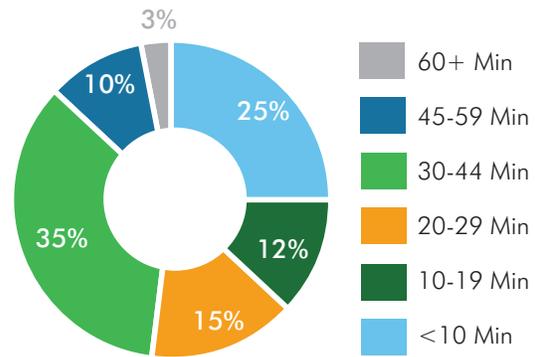
**Land Prices:** Land in and around the Industrial Park is cheaper compared to most other industrial sites.

**A Well-Prepared Local Workforce:** While workforce preparedness is a continuing effort due to market and technology changes, Marshfield’s workforce demographic is directly engaged in the Springfield, MO MSA as evidenced by the fact that nearly 50% of workers travel 30 minutes or more to work each day.

**Quality of Life:** Other sections of the Growth Plan and the Parks Master Plan highlight the commitment the community has to maintaining and enhancing quality of life factors for current and future employers and employees within the Industrial Park.

**To achieve this objective,** following adoption of the Growth Plan, Marshfield’s economic development team and partners should work to determine the best approach to highlight and market the unique attributes noted above.

Travel Time to Work - Marshfield’s Workforce 2018



Source: American Community Survey, 2018

GOAL #3

**Goal: Align Marshfield’s marketing efforts toward industries whose site selection criteria match Marshfield’s.**

As Marshfield recruits employers to the community, the city and its development partners will need to strike a balance between knowing its strengths and understanding its needs. In so doing, it will be able to chart a path where it can pursue a diverse economy that improves on existing conditions. For example, the results of the Growth Plan Visioncasting efforts and the Economic and Market Analysis (see Appendices) both indicate that attracting jobs and increasing employment earnings are top priorities for Marshfield.

Being successful in accomplishing these priorities in the medium to long term will mean the following:

1. Jobs in Marshfield mean people stay in Marshfield: 48% of Marshfield’s workforce commutes 30 minutes or more to their place of employment each work day. While this arrangement is often acceptable for younger age demographics, studies indicate that by the time employees reach the age of 35, they are ready to give up long commutes and seek housing arrangements in or nearer to the community where their employer is located. If Marshfield can engage in a long-term initiative to recruit employers that offer stable, well-paying employment, the community will likely start to see the migration of residents to other communities slow or even reverse.

2. Improved average household incomes will mean a stronger residential real estate market. In 2018, the average new home in Marshfield sells for about \$150,000. However, the present buyer price point is about 10-15% lower, at roughly \$130,000. While materials and labor costs mean most home builders are unable to close this \$20,000 gap, this dynamic could change if employers recruited to the local economy are able to offer higher annual employee earnings compared to current averages. By bringing jobs to Marshfield and eliminating long commutes, local consumer dollars can shift from the gas tank to housing.
3. New employment opportunities support an already strong local goods and services industries. As discussed in the Economic and Market Analysis, Marshfield already benefits from its role as an economic center for Webster County in this sector: \$130 million in additional retail dollars annually comes to Marshfield due to the diversity in the city’s retail market. This economic benefit would expand even further, however, if Marshfield were able to go from being an exporter of employees to the greater Springfield, MO MSA, by reducing the number of residents who work outside of the community and eventually transitioning to being an importer of employees (and residents) into Marshfield.

When determining which employers to court – and whether to offer them economic incentives to locate in Marshfield – a key factor should be if the income levels provided to employees will make living in Marshfield a viable and desirable option, especially for those workers in the key income-earning years of 35 to 64.

■ OBJECTIVE 1

**Align Marshfield’s marketing efforts toward industries whose site selection criteria match Marshfield’s strengths.**

Corporate investors use an array of site selection factors when making an investment decision. These factors differ by industry as well as by company within an industry. However, to demonstrate the differences, the table below looks at five typical industry sectors of interest to communities. In each industry the top site selection factors are shown. As the table demonstrates,

the factors change as well as the importance of the factor. Corporate decision-makers will invest a considerable amount of time and money to insure a positive outcome to the site selection process.

Given the distinct criteria by industry, and comparing to Marshfield’s unique strengths, the City is best positioned for Manufacturing and Distribution type opportunities. Upon development of an industrial park as recommended in the Land Use chapter, Marshfield would offer industrial/distribution users access directly off of I-44 upon completion of the new Route CC Interchange, a product that will be unique among other competing communities along the I-44 corridor whose parks are more distant off the corridor. Another market access benefit Marshfield offers is the presence of a Class 1 Railroad, an asset yet to be explored and leveraged for its Industrial Park area in the southern portion of the city.

Site Selection Factors by Industry					
Factor	HQ	Back Office	High Tech	Manuf.	Distribution
Market access & cost	4		6	1	1 & 3
Labor skills & quality	2	2	5	2	
Labor costs		1		3	6
Unionization trends				4	
Available buildings		7		5	4
Utility costs/local service				6	
Business climate	7		9	7	7
Turnover		3			
Absenteeism		4			
Occupation costs		5	7		5
Business costs	6				
Training programs		6			
Ability to recruit executives	1	8	1		
Proximity to commercial air service	8	9	8		
Service delivery time					2
Scientists and engineers			2		
Higher education			4		
Cost of living	5				
Quality of life	3		3		

With nearly 24% of the regions job growth (2010-2017) in transportation and material moving occupations, these strengths align well with the market demand. A regional industrial real estate market analysis should be conducted to understand regional land use needs and how Marshfield can be better aligned with this growth sector. However, it should be noted that with innovation, technology, and automation, this type of use is becoming less labor intensive despite strong productivity.

There is also a growing emphasis that communities demonstrate that they can provide a skilled and capable workforce and an expectation that the community maintains robust workforce development resources. It is critical that Marshfield partner and strategically align itself with regional workforce development resources and initiatives.

More details on industrial related development is contained in the Industrial Park chapter.

**To achieve this objective, Marshfield should**

- Ensure that real estate professionals and industries in the Manufacturing, Logistics, and Distribution employment sectors are aware of pending development opportunities along the new Route CC/I-44 corridor, particularly those requiring immediate truck access to I-44.

- Ensure that real estate professionals and industries in the Manufacturing, Logistics, and Distribution employment sectors are aware of pending development opportunities within Marshfield’s planned expansion of its Industrial Park and access to a Class I railway.
- Work with local and regional economic development partners to align with workforce development resources and initiatives.

■ OBJECTIVE 2

**Expand the employment base by identifying the needs of the Knowledge, Research and Technology business sectors.**

As previously discussed, the Growth Plan places significant emphasis on attracting well-paying industry-based employment to Marshfield; in the short to medium term, those strengths are likely to remain in the Manufacturing and Distribution employment sectors.

However, in the medium to long term Marshfield would benefit by taking specific steps to create an economically favorable environment that supports Knowledge, Research and Technology (KRT) business sectors. This recommendation is supported by the fact that the U.S. economy continues to see significant



*Tech company Care Otter is a venture of Allscripts (the second largest healthcare IT company in the world) that has led innovation in the medical records industry. It set out to prove it could be successful in the small town of Litchfield, Illinois (population 6,793), 56 miles from St. Louis and 44 miles from Springfield, Illinois. The renovated Maverick Steakhouse building is now home to 100 employees.*

growth in medium- and large-scale KRT-type employers. By way of example, uses commonly found in the KRT industry include medical and pharmaceutical research laboratories, computer programming, software designs and telecommunications services, business incubators and business headquarter or branch office facilities.

Though the knowledge economy sector workforce tends to prefer urban areas, these workers are also attracted to communities with a strong sense of place and walkable amenities. Investments in Marshfield’s downtown and housing stock could help create the type of environment desirable to this evolving workforce.

The Knowledge, Research and Technology employment sectors often have land use and access needs which are different than “traditional” industrial or commercial uses discussed elsewhere in this section:

- Often comprised of office complexes, water and sanitary sewer needs may be less intensive compared to light and heavy manufacturing uses. Machine design and pharmaceutical uses may be the exception to this.
- Conversely, electrical needs may be greater. Laboratories and computer systems often demand consistent temperature levels 24 hours a day, for example.
- KRT campuses may be more automobile-intensive compared to industrially zoned areas which often emphasize accommodation for large trucks. Marshfield is already well-positioned to meet the unique needs of KRT land uses. For example, the availability of electricity through Webster Electric Cooperative and Sho-Me Power at very affordable rates gives the city a distinct advantage. Additionally, Sho-Me Technologies and their extensive fiber optic network and Network Operations Center in Marshfield provide a unique asset to the community.

Zoning-wise, Marshfield can accommodate KRT uses in its two Industrial zoning districts: I-1 Light Industrial and I-2 Heavy Industrial. However, it is less likely that KRT uses will decide to locate in a “traditional” indus-

trial zoning district, which heavily emphasize traditional manufacturing, warehousing, and storage uses. In addition, both industrial districts allow for “Research Laboratories”.

Another important attractor for KRT-based businesses: Access to education and training resources which allow for employees to remain current on latest technological and research trends. As KRT-type uses locate to Marshfield, efforts to make sure these educational resources are conveniently located within the community will be imperative. Those resources are most likely to come from area community and four-year colleges and universities, and job training centers.

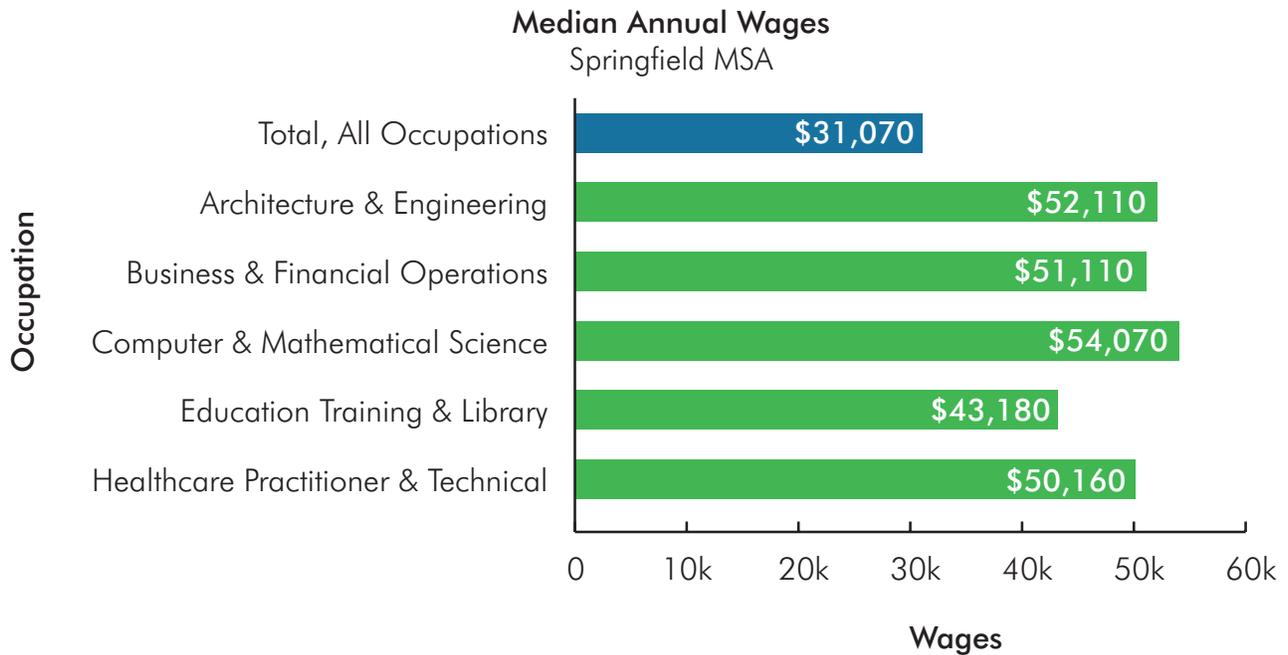
**To achieve this objective, Marshfield should better position itself to accommodate KRT uses by**

- Updating its zoning code to more clearly define and allow for KRT uses in the commercial and industrial zoning districts.
- Identifying in advance where potential KRT uses might be best placed in the community, such as near I-44, where larger water and/or sanitary sewer lines are available, or in locations compatible with multi-family uses such as major street corridors.

■ **OBJECTIVE 3**

**Elevate marketing efforts on attracting employers and residents with annual employee earnings which are greater than current local averages .**

With a local economy that disproportionately has a greater share of workers earning lower wages in the service economy, Marshfield’s pursuit of a more robust future rests in its ability to attract and retain residents with earnings greater than the Springfield MSA average of \$31,070. The immediate challenge lies in the ability to recruit companies within those sectors that provide higher paying jobs such as healthcare, technical, research, technology, and professional services. Most of these jobs tend to thrive in environments where there is better access to professional labor, larger populations, and associated ‘quality of life’ amenities. The Economic and Market Analysis in



Appendix A suggests that Marshfield could capture a portion of the high growth healthcare sector with smaller-scale medical facilities and offices.

The lower cost of living and quality of life factors are attractive benefits of Marshfield already reflected in the fact that over 48% of residents choose to live here while commuting up to 30 miles for work. Consideration should be given for targeted marketing campaigns to attract higher wage workers to establish residence in Marshfield. Advancements in technology in recent few years combined with tight labor markets are stimulating an increasing rate of employers accommodating their employees working from home. That cultural trend should work well for smaller communities like Marshfield in proximity to urban centers. Some recent telecommuting trends include:

- Regular work-at-home, among the non-self-employed population, has grown by 140% since 2005, nearly 10x faster than the rest of the workforce or the self-employed.
- 40% more U.S. employers offered flexible workplace options than they did five years ago.
- 50% of the US workforce holds a job that is compatible with at least partial telework and approximately 20-25% of the workforce teleworks

at some frequency

- 80% to 90% of the US workforce says they would like to telework at least part-time. Two to three days a week seems to be the sweet spot that allows for a balance of concentrative work (at home) and collaborative work (at the office).
- Fortune 1000 companies around the globe are entirely revamping their space around the fact that employees are already mobile. Studies repeatedly show they are not at their desk 50-60% of the time.
- A typical telecommuter is college-educated, 45 years old or older, and earns an annual salary of \$58,000 while working for a company with more than 100 employees. 75% of employees who work from home earn over \$65,000 per year, putting them in the upper 80th percentile of all employees, home or office-based.

Source: <https://globalworkplaceanalytics.com/telecommuting-statistics>

**To achieve this objective**, every three years, Marshfield should assess its strengths, weaknesses, and identify quality of life factors that will help retain and attract major employers.

---

## GOAL #4

### Provide support to entrepreneurs and owners of existing small businesses.

#### ■ OBJECTIVE 1

#### Provide resources to help entrepreneurs start or expand their business.

During the Community Input phase of the Growth Plan, Visioncasting participants not only indicated strong support for local small businesses, they also identified the entrepreneurial spirit of Marshfield's business community as a quality of life amenity. The Growth Plan endeavors to support this commitment to local business owners by connecting these new businesses with fellow small business owners through organizations such as the SCORE Association, a non-profit organization whose mission is to foster vibrant small business communities through mentoring and education. Additional support is also available through the Marshfield Area Chamber of Commerce, whose membership is also committed to cultivating a strong local business community and support structure.

**To achieve this objective**, Marshfield should support local businesses by continuing to maintain a local SCORE office to provide assistance in helping entrepreneurs start and expand their businesses.



*20-25% of the workforce teleworks with some frequency.*





# Focused Growth Areas

*Investing in New Infrastructure to Expand  
Our Community*

# NEW ROUTE CC CORRIDOR

The City of Marshfield has been working for many years to bring a second interchange with I-44 to the community to improve access, support community growth, and foster economic expansion. In September 2018, following a three-year process of community input and technical review, a new interchange in the vicinity of I-44 mile marker 103 was approved by state and federal transportation agencies. In addition to positive traffic and access impacts, the new interchange will open new land for development that will enable Marshfield to grow.

With construction of the new interchange set to begin in mid-2019, demand for development of property at this new interchange and along a re-routed portion of Route CC (and referred to throughout the Growth Plan as new Route CC) is already in its very early stages.

This portion of the Growth Plan will provide insight into the preferences of Marshfield residents in terms of land uses, how future development will appear, and how property along new Route CC will be accessed. It provides Goals and Objectives to plan for long-term development along the new Route CC corridor.

**IT IS WITH THE ABOVE FACTORS IN MIND THAT AGREEMENT WAS REACHED ON THE FOLLOWING GOALS:**

- ☑ **Ensure Excellent Corridor Aesthetics**
- ☑ **Support financially sustainable development while meeting the needs of the traveling public, local business community, and residents.**
- ☑ **Encourage a variety of land use alternatives**



---

GOAL #1

## Ensure Excellent Corridor Aesthetics

Visioncasting input in 2015 and 2018 and a very positive affirmation of proposed building design and site layout concepts shown at the September 29, 2018 “Picturing Our Future” community event indicate that Marshfield residents desire a quality exterior building appearance and coordinated site layout along the new Route CC corridor. The community responded positively to concepts such as parking lots on the side or rear of buildings, streetscapes that emphasize walkability, and building materials that convey a quality building appearance and visual interest.

The steps to implement this vision will take shape in the form of amendments to City ordinances. This amendment may be a Form-Based Code, an overlay district that provides specific architectural requirements, or a hybrid of the two. Regardless of the implementation path, the goal will be to have clear requirements on high-quality building and corridor aesthetics

### ■ OBJECTIVE 1

#### Establish clear, consistent approach to site design and layout.

As discussed in the Downtown chapter (Section V), a clear and consistent approach to building layout was once standard in the pre-automobile era, where a vibrant, pedestrian-centered commercial environment was a necessity. Since the 1950s, however, busy roads, large areas dedicated to parking in front of buildings, significant building setbacks, and a de-emphasis on quality building construction that can transform to accommodate more than one use has become the societal norm.

A return to a modified version of pre-World War II development patterns have resulted in economic success stories in many communities throughout the nation. While it can be difficult to retroactively accommodate

this approach in established commercial districts, sound advanced planning and coordination between the city, developers, property owners and businesses can lead to positive outcomes in greenfield-type scenarios where development has yet to occur. Marshfield’s new Route CC corridor is an opportunity to become the next success story to use this approach.

Similarly, regarding site design and building location, the following should be addressed: Landscaping and Street Trees, Parking Lot Design, Screening and Landscaping, Exterior Lighting, Signs, Sidewalks, and Community Green Space.

Finally, in order to move away from a “strip development” appearance along this corridor that detracts from quality building appearances and discourages a pedestrian-friendly environment, lots and buildings should be situated to allow for a more compact design centered around commercial “nodes” placed near the interchange and at major intersections.

**To implement this objective**, Marshfield should adopt a code for the new Route CC corridor that specifically addresses the following building features and elements: Lot size, mass and scale of buildings, building setbacks, landscaping, screening and street trees, parking lots, exterior lighting, signs, sidewalks, and green space common areas.

### ■ OBJECTIVE 2

#### Emphasis on quality building materials and utilization of a variety of materials to convey permanence and visual interest.

As many of Marshfield’s historic downtown buildings demonstrate, the combined use of quality exterior materials presented in a visually engaging fashion can lend character to a building. When this approach is repeated throughout the district, it can convey character, pride of place and permanence of structure. This concept has been reintroduced in many developments, towns and cities throughout the U.S. over the past 30 years.

To achieve this appearance, brick, stone and glass are the preferred primary building materials. Other durable material accents such as tile, wood, metal and stucco may be considered as secondary or tertiary exterior materials for details or accents where appropriate to building design. Many codes require at least three materials or textures to be used, and often limit this number to five to prevent a cluttered appearance.

Regarding building design, an effective and consistent approach should address the following building features and elements: Size, Mass and Scale of Buildings, Exterior Building Materials (allowed and disallowed), Architectural Details, Roof Forms, Screening of Mechanical and Utility Equipment, and Outdoor Storage and Service Areas. Building colors can also be addressed if so desired.

Just as important are the materials to avoid as primary materials on façades or walls that are visible from public streets, driveways, sidewalks and/or parking areas. Concrete block (smooth or decorative splitface), stucco or plaster (smooth or textured synthetic), pre-cast concrete, poured-in-place concrete, synthetic stone and metal should be used only for decorative accent purposes and limited in their use on building façades and visible walls.

Where multiple exterior materials are used on a single building, they are usually required to only be combined on each facade, with the heavier material below the lighter. Beyond these basic guidelines there are obviously a wide variety of approaches that could be applied to both commercial and residential buildings along the new Route CC corridor.

While the concepts outlined here may represent additional up-front costs to developers in order to achieve the desired appearance, the long-term benefits come as a result of creating public spaces which are timeless, flexible, and retain long-term value. Once established, they are not difficult to implement or enforce, even with a small staff. In addition, building owners and tenants will find that the use of high-quality, durable exterior materials at the outset will result in lower long-term maintenance costs.

**To implement this objective**, a determination of what building exterior appearance and design techniques are most appropriate for the new Route CC corridor will need to be made. Once determined, the adoption of an architectural code that reflects exterior design preferences that are readily reviewed and administered by city staff, the Planning Commission, and Board of Aldermen will need to occur.



*Quality materials and the use of color and a variety of materials convey permanence and character to buildings.*





*Placement of parking to the side or rear of a building highlights the structure's high-quality building facade along the roadway and encourages more pedestrian activity along sidewalks.*



### ■ OBJECTIVE 3

#### Parking lots on the side or rear of buildings

To place further emphasis on building design and layout, many communities now require all off-street parking lots to be placed in side or rear yards. With a shared use bike and pedestrian path that is anticipated to get heavy use and eye-catching high quality building exteriors, the placement of parking lots to the side and rear of buildings along the new Route CC corridor will be critical in making this corridor more accessible to pedestrians and more visually attractive to all users. While traditional post WWII commercial development commonly places parking in front of business establishments, this practice has a number of key drawbacks:

- Emphasis on automobiles creates an uninviting environment for pedestrians and cyclists.
- Significant building setbacks required to accommodate parking in front portion of lot.
- Challenge in achieving a consistent building appearance along roadways.
- Reduced use of shared parking opportunities between adjoining uses.
- Installation and maintenance costs associated with screening and landscaping parking lots from arterial and collector roadway.

It might be noted that, as parking lots with parking in the rear or side are arranged to allow drivers to walk to a place of business in up to four directions versus the traditional parking layout that usually allows a maximum of one or two directions, there is a greater opportunity for shared parking arrangements. This has the advantage of reduced maintenance costs of surface lots, reduced impervious areas, reduced

sizes of stormwater detention facilities, and overall reducing in parking spaces. All these reductions may financially benefit the business owner or developer in terms of up-front development costs as well as long-term maintenance needs.

**To achieve this objective**, Marshfield should require off-street parking to be located to the side or rear of buildings.

### ■ OBJECTIVE 4

#### Design streetscapes with emphasis on walkability

Along the new Route CC corridor, there is an opportunity to bring these diverging approaches to pedestrians and bicycles to accommodate all roadway users. In fact, the first step has already been taken: The new Route CC corridor from the MM 103 interchange to the future N. Elm Street extension will feature an off-street multi-use path for bikes and pedestrians. With this key piece of infrastructure in place, it will be very important for the commercial and residential land uses on new Route CC to directly link to this path. To illustrate to property owners and developers how important this linkage is and how they need to plan for these multi-use path users, the City of Marshfield will need to adopt specific requirements and guidelines detailing how this will be accomplished.

In the Downtown and Spur Drive chapters (Section V), much discussion focused on encouraging an environment that placed a greater emphasis on the unique needs of pedestrians and cyclists. While a pedestrian presence has always been important in the downtown area, methods to encourage businesses and visitors to utilize sidewalks in new ways were reviewed. Conversely, along the Spur Drive corridor, methods were analyzed to introduce more pedestrians into a roadway environment that has long emphasized auto-



mobiles and trucks.

**To accomplish this objective, Marshfield should:**

- Adopt regulations requiring sidewalks and/or shared use paths on both sides of arterial and collector roadways.
- Adopt regulations that require sidewalks from non-residential uses on each property abutting the Shared Use path along Highway CC to construct sidewalks that connect with the shared use path. Require residential developments to provide sidewalk or trail connections to the shared use path.
- Adopt requirements to ensure public roadways, private drive aisles, and sidewalks will accommodate pedestrians and bicycles.

---

GOAL #2

## Support financially sustainable development while meeting the needs of the traveling public, local business community, and residents.

■ OBJECTIVE 1

### Accommodate I-44 Travelers

Today, approximately 35,000 vehicles use I-44 daily. These vehicles are effectively a “linear city” with over five times the population of Marshfield travels through the city limits every day. And, just like any city, these highway users have needs. As discussed in the Economic Development section (Section III), capitalizing on the needs of these travelers is a major source of economic opportunity and growth for the city. Gas,

food, lodging and associated services are some examples of how development at the new Route CC interchange at I-44 can quickly become financially sustainable.

A pragmatic approach to meeting the needs of the traveling public, as well as the local business community and Marshfield residents, is to concentrate highway-oriented commercial uses as close as possible to the new Route CC interchange at I-44.

It should be emphasized that one of the most important ways a city can ensure that development occurs in the fashion it has planned is to zone property based upon the market opportunities. That is, if all the objectives discussed in this section relating to “Excellent Corridor Aesthetics” are a priority, Marshfield should adopt a corresponding code with the zoning regulations (including building aesthetics, parking lot locations, sidewalks/multi-use path connection requirements, etc.) it desires for this corridor and then process zoning requests from developers who can demonstrate that they can meet the standards of this zoning code. Creating this zoning code should be a priority.

**To achieve this objective, Marshfield should:**

- Annex land along the new Route CC corridor.
- Work with MoDOT and Route 66-related preservation groups and interested parties to preserve a section of abandoned Old Route 66 roadway pavement on the original roadway alignment and add a roadside park at Route CC and Rifle Range Road the includes interpretive Rt 66 signs and displays.
- Zone land based upon the Future Land Use plan for the corridor.



## ■ OBJECTIVE 2

### Plan for the needs of Industrially-Zoned Uses

As discussed in the Economic Development section (Section 3), Marshfield has a strong need for additional industrial and manufacturing zoned land, especially properties within close proximity to I-44 which can readily serve truck traffic. To meet this need, there is approximately 70-80 acres of property located on the west side of the new Route CC interchange at I-44 that directly meets this need. Truck traffic is potentially ½ mile or less from this interchange and the nearby sanitary sewer treatment plant to the immediate south offers an additional potential amenity if needed. Meanwhile, as the treatment plant may pose a nuisance if residential or commercial uses were to locate on the west side of the interchange, industrial uses are likely best suited for this location.

**To achieve this objective,** Marshfield should annex land and adopt zoning for industrial users on the west side of the new Route CC interchange at I-44.



*Close up of area west of I-44 MM 103 interchange. Area in blue is recommended to be industrial uses.*

### ■ OBJECTIVE 3

#### Plan for Commercial Uses which serve nearby residential uses

Accommodating commercial zoning for I-44 oriented travelers was previously discussed. As noted, most users will not travel more than ½ mile from the highway for gas/food/lodging/ goods and services. However, the new Route CC corridor is approximately 1.40 miles in total length east of the MM 103 interchange, and approximately 0.80 miles from the interchange to the proposed intersection with N. Elm Street. This distance is nearly the exact recommended 1-mile distance between major street intersections and a logical place for a second smaller commercial node than what would locate adjacent to the interchange. Rather than serving highway users, however, this commercial node would be oriented toward Marshfield residents. Specifically, if future development at this intersection is planned so that between 1,500 and 2,000 dwelling units are within 1 mile or less, supporting “neighborhood-oriented” uses such as small retail shops, financial establishments, and professional and medical offices, can likely be accommodated. The potential is further heightened by the presence of a community pool roughly 0.25 miles to the south of this intersection. While much will need to happen before commercial zoning at this intersection makes economic sense, planning for this now represents another opportunity to ensure that the new Route CC corridor develops in a financially sustainable manner while meeting the needs of residents.

#### To achieve this objective, Marshfield should:

- Plan for an area comprised of approximately at the intersection of new Route CC and N. Elm Street as future “commercial” zoning.

### ■ OBJECTIVE 4

#### Plan for Residential Uses to Support nearby Non-Residential Uses

As discussed in the Economic Development, Land Use, and Housing portions of the Growth Plan, the demand for housing in Marshfield is expected to result

in the construction of approximately 900 new dwelling units city-wide through 2040. These will be a mix of single-family and multi-family uses. Due in part to its proximity to I-44, the new Route CC corridor is anticipated to capture 50-70% of this demand during this time frame.

Significant portions of this area will be readily served by gravity sewer lines. Beyond the boundary of these gravity sewers, lift stations can capably pump waste water out of more topographically challenging areas. As a result, a potential area of 350 to 400 acres could be developed with a combination of single-family and multi-family uses. As this is significantly more than Marshfield’s projected needs through 2040, this amount should be viewed as “potential” areas of development, not needed acreage for this development. As a result, property owners and developers have considerable flexibility as to where to construct housing.

As with commercial and industrial development along this corridor, the “sketch plans” shown to the public at the Picturing Our Future community event (September 29, 2018) also showed potential locations for different housing types/different density levels. Generally, these plans showed areas of potential multi-family zoning 1) Close to the community pool, 2) At or near the future intersection of N. Elm Street and new Route CC, and 3) along the south side of new Route CC. The reasoning for this arrangement is that more residents will be proximal to commercial uses and recreational facilities as well as I-44. As the objectives discussed in this section are implemented, it will optimize use of the multi-use path along Route CC for walking to these various and nearby amenities.

Note that multi-family uses also includes senior living facilities. Making the commercial and recreational land uses close to senior housing enables those over 65 years to reach destinations will potentially less reliance on an automobile.



Further away from the areas described above are areas planned for single-family uses. It is anticipated that single family homes will be the predominate housing type along the new Route CC corridor. While further away, a Marshfield-adopted Bike Master Plan and Sidewalk Master Plan will ensure these residents will have safe and convenient paths to commercial and recreational opportunities as well.

**To achieve this objective, Marshfield should:**

- Plan for areas within ½ mile of commercial and/or the community pool to be future multi-family zoned areas, with remaining areas designated single-family areas.
- Support higher dwelling unit densities within ½ mile of the future commercial node at N. Elm Street and new Route CC to increase the economic potential for successful neighborhood-oriented commercial uses.



*The Growth Plan  
accommodates a wide variety  
of residential uses.*



# FUTURE WEST INTERCHANGE

The continued growth of the Springfield MSA will create opportunities for Marshfield. In addition to the city's proximity to Springfield, abundance of available land, and visibility along Interstate 44 are particularly appealing to manufacturing, warehousing, logistics, and distribution companies.

In order to support this growth, however, access to this land via a future interchange west of the current city limits is important. Additionally, providing improved truck access to the Marshfield's existing Industrial Park area is equally important in continuing to attract industrial and manufacturing users. This takes on increased importance for those industrial users who may wish to utilize Marshfield's planned Class I rail capacity that has the ability to be expanded. As this expanded rail access is a key amenity for Marshfield to compete for additional industrial employers, the ability to offer all the necessary transportation/access elements to these industrial uses will position Marshfield well for high-quality economic development and the jobs associated with these land uses.

Providing access to I-44 via a future interchange west of the city limits for industrial park employers is not the only consideration. The additional connection across Interstate 44 would decrease traffic congestion along Spur Drive, improve emergency response times to the northern part of Marshfield, and open significant development opportunities west of Marshfield, including industrial and commercial uses serving I-44 travelers on both sides of I-44.

## WITH THIS BACKGROUND IN MIND, THE FOLLOWING GOALS FOR THE FUTURE INTERCHANGE HAVE BEEN IDENTIFIED:

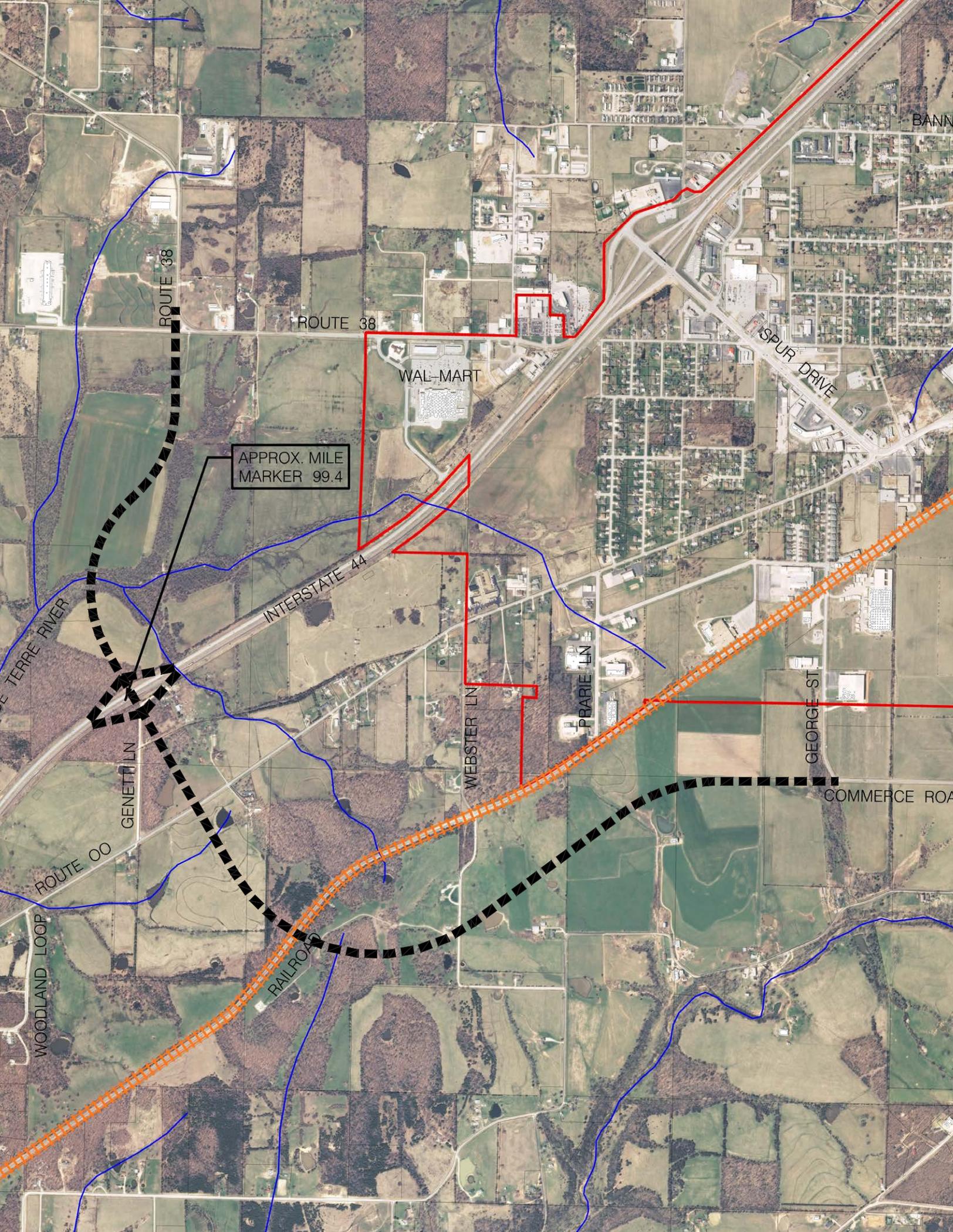
- ☑ Develop major roadway plans to complete an arterial loop from the Mile Marker 98 area north to Highway 38 and south to Highway A.
- ☑ Identify potential land uses for a future I-44 interchange west of Marshfield.

---

### GOAL #1

## Develop major roadway plans to complete an arterial loop from a new west interchange north to Highway 38 and south to Highway A.

A future interchange on I-44 west of the city will enable Marshfield to complete a needed roadway loop. This loop would connect the north and south sides of I-44 and allow for access to key roadways such as Route OO, Route 38, Highway A, and Route J. It would also connect back to the Spur Drive corridor and improve access to uses on the north side of Mile Marker 100.



ROUTE 38

ROUTE 38

WAL-MART

APPROX. MILE  
MARKER 99.4

INTERSTATE 44

SPUR DRIVE

E TERRE RIVER

GENETT LN

WEBSTER LN

PRARIE LN

GEORGE ST

WOODLAND LOOP

ROUTE 00

RAILROAD

COMMERCE ROAD

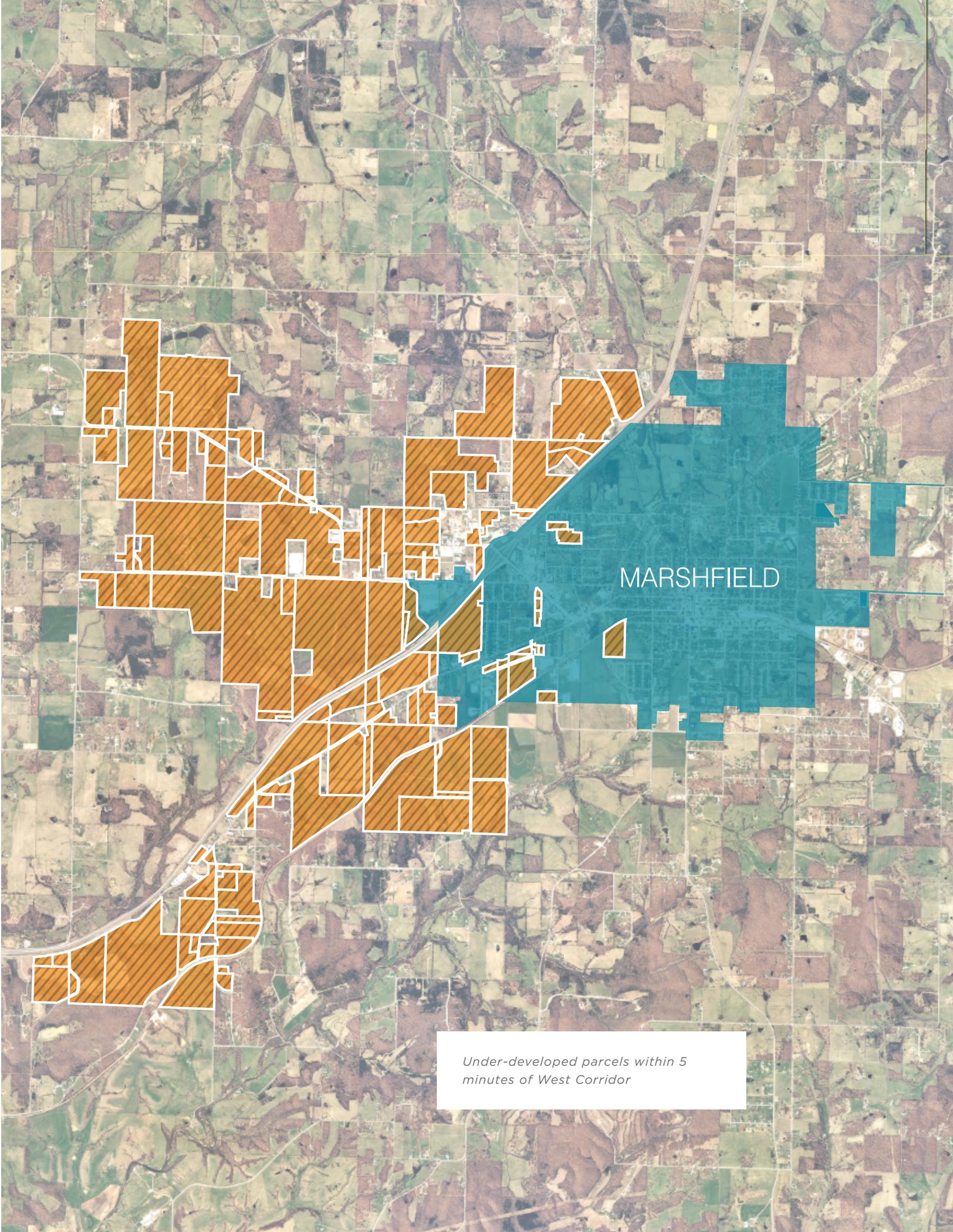
BANN

A conceptual map was provided in the December 2016 "I-44 Interchange Location Study Final Report" and is shown above. The report stated that the West Corridor at Genetti Road included a number of advantages, including the following:

- It created the second-most area available for development within or adjacent to the city limits (as of December 2016)
- It would provide the most direct access to the Industrial Park, assuming the connection from Route OO to Commerce Road is constructed. As discussed in the Industrial Park chapter (Section IV), travel times for trucks on Route OO is cut significantly compared to having to use either Spur Drive to Route OO or the Northview interchange west of Marshfield at Mile Marker 96.

**To achieve this objective, Marshfield should:**

- Begin the planning and engineering evaluation process for the Future Interchange west of the city following completion of the MM103/new Route CC interchange.



MARSHFIELD

*Under-developed parcels within 5 minutes of West Corridor*

---

## GOAL #2

### Identify potential land uses for a future I-44 interchange west of Marshfield.

In terms of land uses and corresponding economic development opportunities that would come as a result of a future interchange west of Marshfield, the December 2016 I-44 Interchange Location Study Final Report (pages 64-65) estimated that a West Corridor interchange at Genetti Road across I-44 to Route J/Route 38 would be comprised of a total of 4,103 acres. Over 190 of those acres were already within city limits (as of 2016) and 824 acres were within city limits or immediately adjacent (see exhibit map on page 60). Cross-hatched area includes all 4,103 acres.

To accomplish this study, GIS techniques were used to estimate the amount and quality of developable land that the new west interchange location would make available. These drive-time envelopes were then overlaid on a map of parcels in Webster County. Only undeveloped parcels or large parcels with minimal structures (i.e., a large parcel with a house and a machine shed) were counted as developable land; subdivided residential, existing commercial and industrial land uses were not included in the analysis.

**To achieve this goal**, as part of a future Access Justification Report and Environmental Analysis, Marshfield should conduct a land use feasibility study, transportation study, an economic analysis, and a cost-benefit analysis of extending sanitary sewer and water utilities to the future west interchange project area to determine whether market conditions will support the land uses needed in order for a future west interchange. This Access Justification Report will be required to meet specific Missouri Department of Transportation requirements relating to this future west interchange and will need to utilize the most up-to-date data and information possible on the topics noted in this paragraph.

# INDUSTRIAL PARK

Industrial growth is an essential component of the Marshfield Growth Plan. While a more extensive review of the Manufacturing, Transportation & Warehousing, and Industrial/Product Production employment sectors in Marshfield and the Springfield, MO MSA can be found in the Economic and Market Analysis in Appendix A, this section focuses on the primary location for where much of the industrial growth is expected to occur over the next 20 years: the Marshfield “Industrial Park” area.

While the existing Industrial Park is zoned to accommodate these kinds of uses, Marshfield faces a number of challenges that need to be addressed to better position the city for industrial-related growth both generally and specifically related to this particular physical site located on City’s southern edge.

**BASED ON ANALYSIS AND THE VISIONCASTING OUTCOMES DISCUSSED IN COMMUNITY ENGAGEMENT SECTION, THE FOLLOWING GOALS HAVE BEEN IDENTIFIED FOR THE INDUSTRIAL PARK:**

- ☑ Plan for the expansion of the Industrial Park
- ☑ Increase the size of the industrial park to attract additional industrial businesses.
- ☑ Improve Truck Access to Industrial Park
- ☑ Seek Manufacturing Sector Employers Offering Well-Paying Job



---

## GOAL #1

### Plan for the expansion of the Industrial Park

#### OBJECTIVE 1

■ Increase the overall acreage of the Industrial Park through timely annexations and rezonings to allow for new and expansion of existing industrial employers.

Available sites for industrial development are limited in Marshfield as the existing industrial area is essentially built out. Existing undeveloped areas within the park are owned by existing businesses for their own future expansion plans. The new interchange on Mile Marker 103 will open up potential for an additional 80 acres of land for industrial development in the near future. However this additional 80 acre area will not provide a sufficient land area for the community’s long-term industrial development needs. There is ample room for expansion of industrial uses to the south of the existing industrial park as illustrated on Page 65 which outlines the potential for over 500 additional acres. While it is unlikely that 500 acres will be needed

through 2040 in an incremental sense, the map illustrates that there is a great deal of expansion capacity and flexibility in and around the Industrial Park area.

**To achieve this objective**, an expansion plan in the Industrial Park should evaluate four key site improvement considerations:

- Availability of rail and rail-focused industrial siting considerations
- Availability of utilities and roads
- Design standards within the Industrial Park
- Marketing and branding needs.

## ■ OBJECTIVE 2

### Attract rail-oriented manufacturers and distributors to the Industrial Park.

A primary driver for the expansion of the Industrial Park is leveraging the existence of the BNSF Class One railroad at the site. The Rail Coordination and Consolidation chapter of the Growth Plan provides additional detail on how that rail can be extended into the site to spur development.

A second key concern in the Industrial Park area is access to adequate access to water, sanitary sewer, natural gas and electrical utilities. Industrial and manufacturing-based employers in particular often have an extraordinary need for adequate and continuous access to electricity, water, natural gas, and sanitary sewer capacity depending on their production processes. Similarly, adequate access to arterial and collector roads and major highways are important for all industrial park uses, especially the warehousing sector.

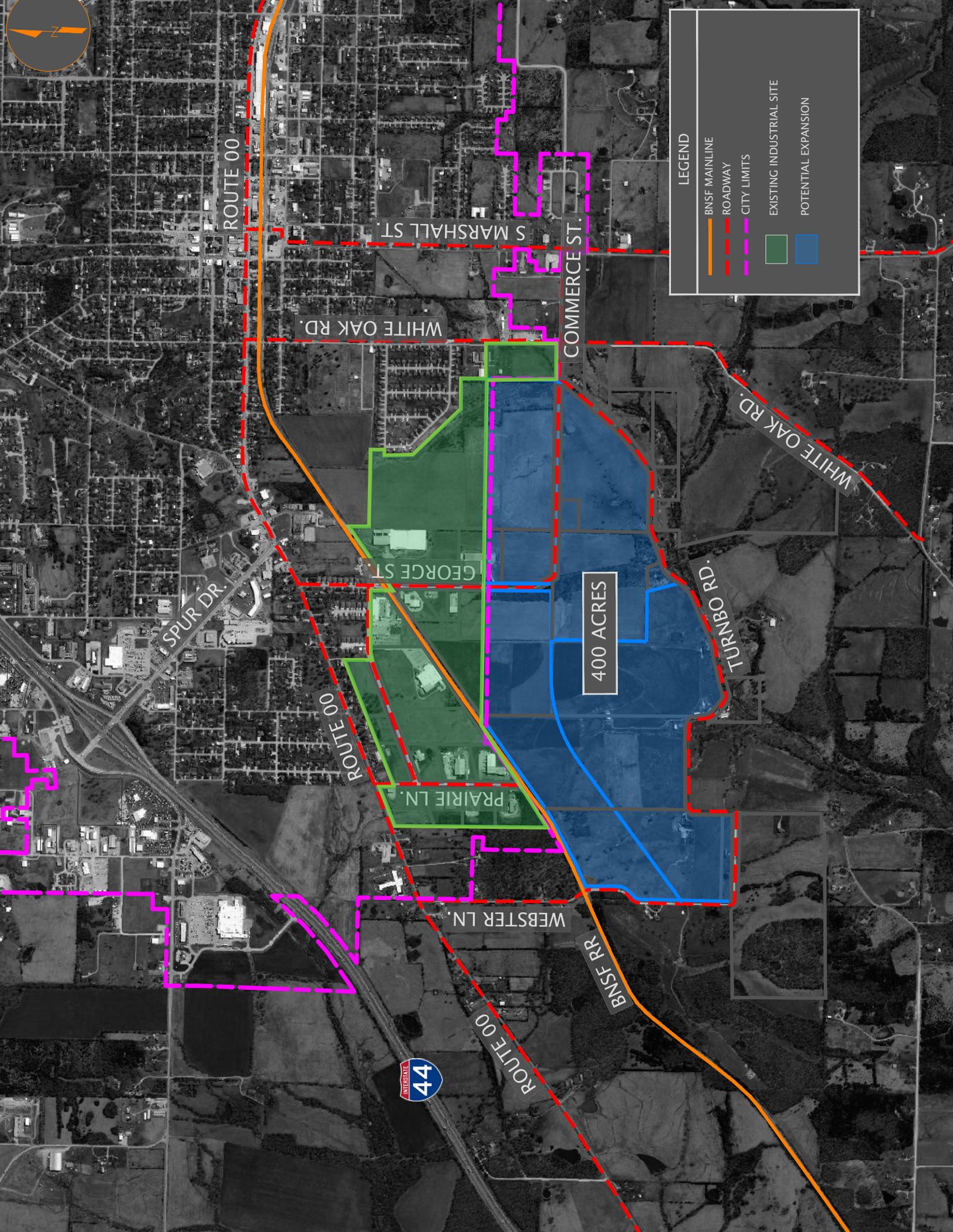
Design standards in the park are a third aspect important to the future planning of the Industrial Park. While building setbacks are purposefully very flexible in the industrial-zoned area, buffering and screening from adjoining uses, especially residentially zoned uses, is critical. To accommodate this, Marshfield should consider the adoption of a Transitional Buffer Yard requirement which provides for distance and greenspace between adjacent non-industrial uses. Marshfield should also commit to accommodating pedestrians and bicycles within the Industrial Park area since not all employees use automobiles to travel to work. Finally, exterior regulatory issues such as fence heights, provision of landscaping around buildings, along roadways

and in parking lots, exterior lighting that limits free-standing pole heights, stormwater detention facilities, and curbing around employee parking lots a design issues which should not be overlooked.

Once expansion plans are conceptualized, existing economic development partnerships among organizations such as GRO Marshfield, Marshfield Chamber of Commerce and Marshfield Development League will need to help brand the Industrial Park and position it in the marketplace. In addition, Marshfield may also consider seeking out a Public-Private Partnership (PPP) in order to more quickly advance the expansion of the Industrial Park. (For more on PPPs, see the Economic Development Section (Section 3). A key entity to enter into a PPP with is the BNSF Railway.

### To achieve this objective, Marshfield should

- Develop an ongoing relationship with BNSF Railway to accommodate rail layout and to help market the Industrial Park site and its access to a Class I railway.
- Adopt standards to help insure the Industrial Park aesthetic maintains a positive aesthetic appearance, including those relating to fence heights and locations, provision of landscaping around buildings, along roadways and in parking lots, exterior lighting that reasonably limits freestanding pole heights, and requires curbing around employee parking areas.
- Review whether a Public-Private Partnership (PPP) can assist in more quickly advancing the expansion and development of the Industrial Park.
- On an annual determine the needs of future Industrial Park employers and develop a branding and marketing strategy to better position Marshfield for industrial employer opportunities.
- Use information provided in the Land Use, Improving Utility, Rail, and Future Interchange sections along with current plans and engineering studies to plan for utility, rail, and roadway extension(s) to the Industrial Park Expansion area.
- Adopt design standards for the Industrial park such as buffering, screening and Transitional Buffer Yard provisions when abutting adjacent non-industrially zoned property.



**LEGEND**

- BNSF MAINLINE
- ROADWAY
- CITY LIMITS
- EXISTING INDUSTRIAL SITE
- POTENTIAL EXPANSION

400 ACRES



GOAL #2

## Improve Existing Truck Access to Industrial Park

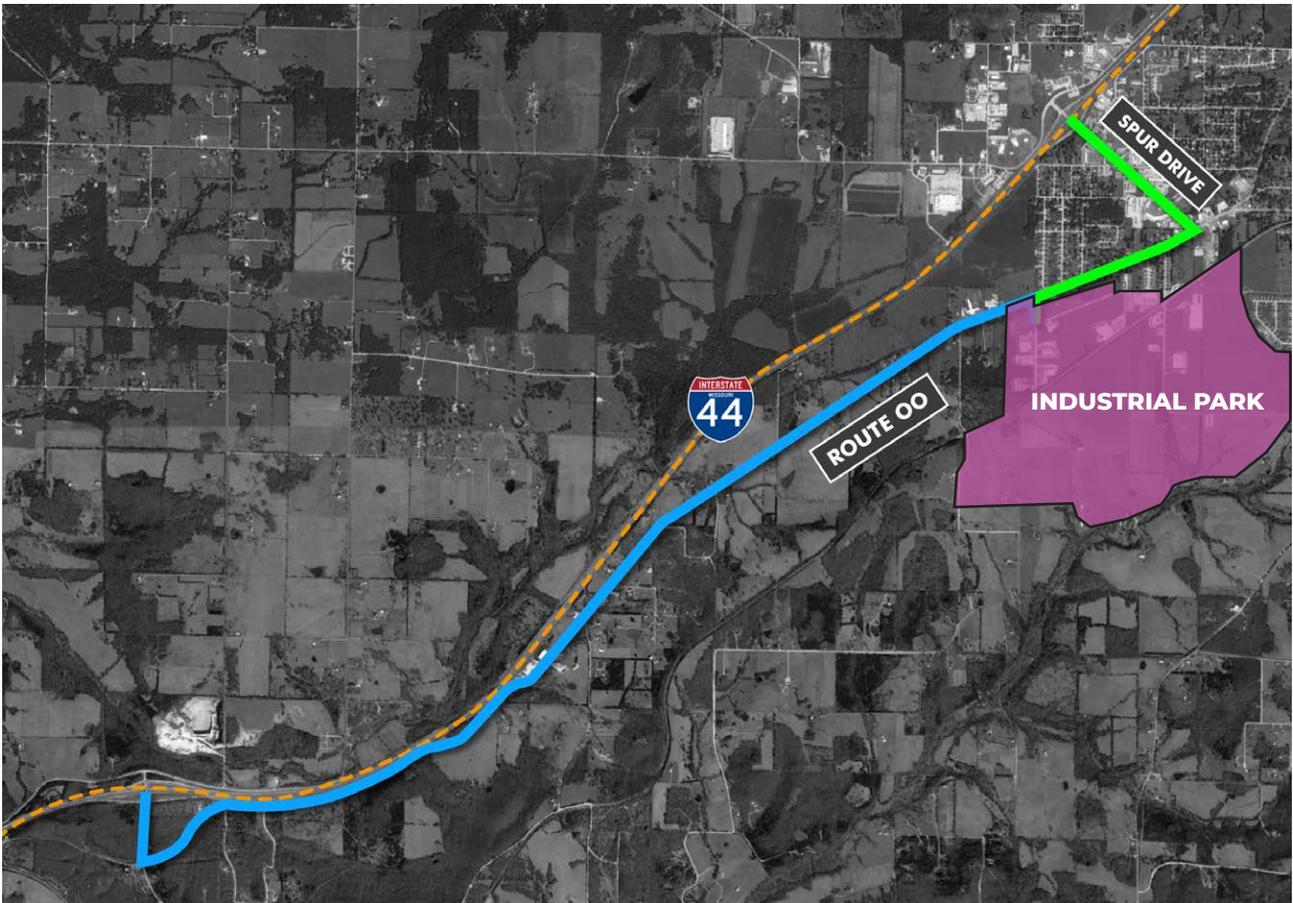
■ OBJECTIVE 1

### Determine Current Truck Route Alternatives from Industrial Park to I-44 and Identify Where Roadway Geometric Improvements are Needed in the Short-Term.

Existing industrial areas in Marshfield, including the Industrial Park, are located more than one mile off I-44. Access to the Industrial Park is indirect off I-44 and trucks using this route are required to make sharp turns to reach industrial delivery sites. Alternatively,

truck traffic may exit I-44 at Mile Marker 96 (Northview exit) west of Marshfield and travel 7.75 miles on Route OO to reach the Industrial Park. This adds an additional 15 miles to the trip for trucks coming from the east on I-44, and is not a convenient route. Overall, the access to the Industrial Park site is not optimal.

Once in the Industrial Park vicinity, vehicles can access it via either the east side (George Street) or the west side (Prairie Lane). The George Street entrance requires truck traffic to pass through a residential area, resulting in noise, safety, and traffic-related issues. Prairie Lane, the primary entrance to the Industrial Park, is further west on Route OO and further away from the I-44 interchange but more compatible with truck traffic.



Map showing two routes to reach the Industrial Park. Route 1 (in green) uses Highway 38/Spur Drive and Route OO (1.5 miles). Route 2 (in blue) uses Northview interchange (I-44 interchange Exit 96) and Route OO (7.75 miles)

At present the intersection of Prairie Lane and Route 00 provides adequate roadway width and turning radii for trucks on Prairie Lane. However, as the Industrial Park expands, the number of employees working in the Industrial Park will increase and the amount truck traffic will escalate at this intersection. The increased traffic may start to back up at this intersection, resulting in safety concerns and traffic delays. While the George Street/Route 00 intersection geometry could be further improved, doing so will encourage more trucks on this residential street.

**To achieve this objective, it is recommended that:**

- Ensure that adequate truck access is provided and identify where future improvements can be made.
- Explore future placement of a traffic signal at Prairie Lane and Route 00.

■ **OBJECTIVE 2**

**Identify an Improved Means of Access to I-44 for truck traffic for the Long-Term.**

In a 2015 interchange feasibility study, Marshfield considered four options for a future interchange before committing to mile marker 103. While a west interchange near Genetti Lane was not selected, this alternative remains viable and is the foundation for a possible future interchange at this location. It is worth noting that a west interchange to Route 00 or even directly into the expanded Industrial Park would result in a distance of approximately 1.5 miles to the Industrial Park, comparable to existing distances via Spur Drive without the traffic and navigational challenges of this existing route. Additionally, it is also approximately 6 miles less than the Northview/mile marker 96 route discussed in objective 1 above.

Utilization of past interchange feasibility and location studies should inform Marshfield's future efforts to work with the Missouri Department of Transportation, area land owners, industrial park stakeholders and other interested parties to eventually fund and construct a future interchange west of the city.

**To achieve this objective,** Marshfield should use past interchange feasibility studies to inform, fund and construct a future interchange on I-44 near mile marker 98.0.

# RAIL COORDINATION & CONSOLIDATION PLAN

## Coming Soon

This chapter of the growth plan will be developed at a later time.





# Quality of Life

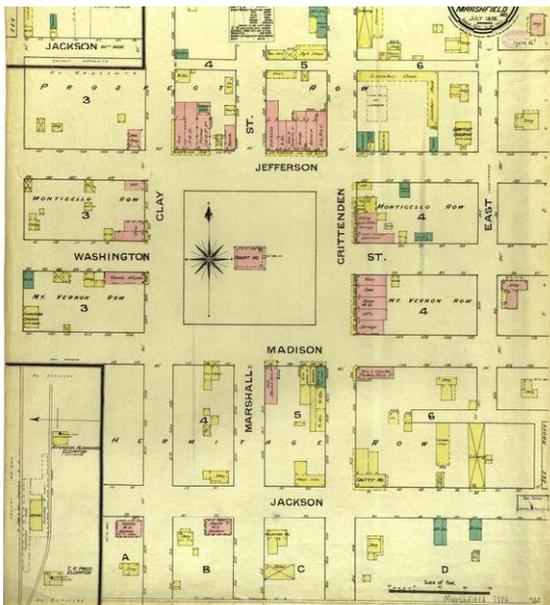
*Revitalizing Existing Infrastructure and Neighborhoods to  
Enhance our Community*

# DOWNTOWN

Well before Interstate 44 began to change the city's development patterns in the late 1950s, downtown Marshfield had for over 100 years served as the nexus of commerce, community, culture and government for its residents and Webster County. In 2018, residents expressed a desire to preserve the buildings and character in and around the square, and to see this area thrive economically. Other community-wide input is also applicable to the downtown area, including the desire to support local businesses and increase economic opportunity, expand entertainment alternatives and restaurant choices, and engage in community beautification efforts.

**BASED ON COMMUNITY INPUT AND PLANNING COMMISSION REVIEW, THE FOLLOWING GOALS ARE APPLICABLE TO DOWNTOWN:**

- ☑ **Preserve Town Square Buildings**
- ☑ **Strengthen Downtown Business Climate**
- ☑ **Make Downtown a Destination**
- ☑ **Improve Aesthetics**



*Marshfield, Missouri - July 1886 (Credit: University of Missouri Digital Library Sanborn Maps Collection)*

---

## GOAL #1

### Preserve Downtown Area Buildings

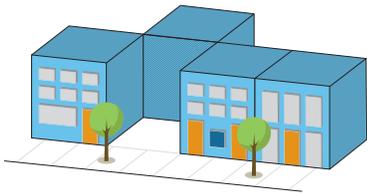
#### ■ OBJECTIVE 1

**Foster the historic and architectural character and features of downtown.**

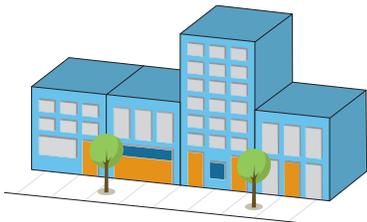
Over its 160 years, the historic and architectural character and features of Marshfield's downtown have become closely intertwined. The architectural details and elements of the pre-Civil War through World War II era buildings in and around the Town Square not only speak to this long history, they also suggest a level of foundation that will continue unchanged, and reflect the traditional values of the Marshfield community. As a result, visitors to downtown Marshfield are likely to have a different experience in this mix of commercial and residential uses in comparison to other commercial areas of the city and region.



*Uniform setbacks create a pleasing "wall" along the street.*



*Maintain the existing building setback.*



*Avoid new buildings that are out of scale with their neighbors.*



*Downtown corners should have buildings on them, not parking lots.*

As it is established that the history and architecture of downtown is valued, the challenge becomes preserving these elements and maintaining its character, while still allowing for new construction and infill development. To achieve this, several factors need to be considered:

1. Building Placement on Individual Lots
2. Building Appearance
3. Lighting
4. Other Historic and Architectural Elements

#### **Building Placement on Individual Lots**

Marshfield's downtown buildings reflected the community marketplace of the mid-1800s to the pre-WWII Era by utilizing a common approach to placement. Storefronts were placed close to the road to reduce walking distances and to encourage window shopping. Like many other communities, Marshfield then codified this traditional building placement arrangement into a zoning code starting in the 1950s by allowing for zero-foot setback requirements for front and side yards. This allowed buildings to be placed side by side.

Today, zoning regulations for the B-2 Central Business District, which reflect this pre-WWII Era, largely remain in effect: Zero-foot front, side and rear setbacks, no minimum lot widths or sizes, and maximum building heights of 60 feet (of which no existing building comes close to exceeding, save for a church steeple or two). These standards make for a compact, pedestrian-oriented downtown area that our 19th Century ancestors would immediately recognize.

One way to continue to preserve this continuous plane of storefronts and building facades in the downtown area is to limit the maximum setback distance within the B-2 Central Business District area.

Marshfield should amend the B-2 Central Business District zoning code to limit the maximum setback distance so that front building facades are located along sidewalks in order to preserve and maintain the continuous plane of storefronts and building facades in the downtown area and maintain the pedestrian friendliness of the downtown area.



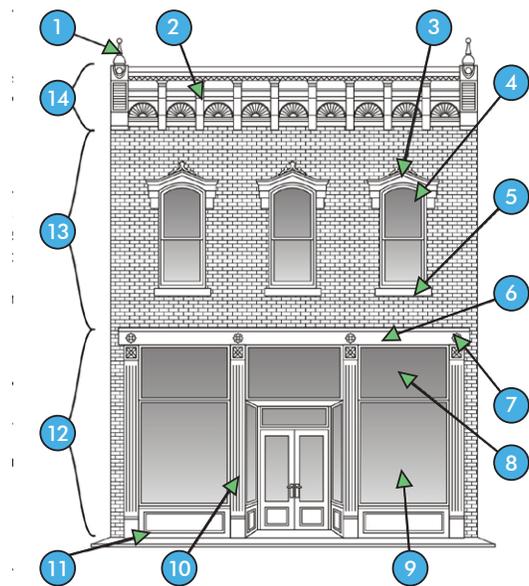
*Examples of historic lighting and exterior building facade elements.*



### Building Appearance

Equally important to building placement is building appearance. Specifically, downtown buildings with existing historic or architectural elements should be identified as defining characteristics.

The illustration below provides some examples of distinct elements of buildings which should be highlighted and preserved.



- |                |                   |
|----------------|-------------------|
| 1. Finial      | 8. Transom        |
| 2. Bracket     | 9. Display Window |
| 3. Window Hood | 10. Column        |
| 4. Sash        | 11. Bulkhead      |
| 5. Sill        | 12. Storefront    |
| 6. Lintel      | 13. Upper Floor   |
| 7. Rosette     | 14. Cornice       |

In addition, when new buildings are inevitably proposed, these same defining characteristics should be required to appear on these structures. To ensure that these features are included, this objective can be achieved

through the adoption of architectural guidelines or requirements for downtown buildings. These guidelines should be accompanied by an overlay district map that defines the area where they are required.

### Lighting

The effect of building lighting in historic areas can serve to highlight both prominent and subtle features on a building that might otherwise go unnoticed during daylight hours. Contemporary lighting techniques can range from wall wash lighting, where the light fixtures are virtually unseen, to those where era-appropriate lights speak to the historic elements of a building. These various lighting techniques should become part of a set of an Architectural Guidelines or Lighting Best Practices manual."

### Other Historic and Architectural Elements

Awnings with a consistent appearance can help make the downtown area appear more cohesive while lending to a more pedestrian friendly environment through the provision of shade or rain protection.

For example, some downtown areas encourage a specific awning style and color to create a defining and consistent look. Marshfield has a tradition of painting murals on buildings to create visual interest and the city could expand upon that by encouraging the practice, as they do in Dubuque, Iowa (pictured above, center).

In Springfield, MO, artist Andrea Ehrhardt has taken building murals to an interactive level. Her butterfly murals have become a popular location to have portraits taken and have been effective in attracting and engaging the public (pictured above, right).

Conversely, downtown property owners and businesses can work together to decide building elements that should be discouraged, or perhaps removed.

## ■ OBJECTIVE 2

### Form a Downtown association to facilitate preservation and strengthening of downtown.

One of the best ways to engage business owners and the community on the topic of Downtown Marshfield is to form an downtown organization in which work can be conducted towards a common goal.

It is important to ensure that a diverse set of perspectives are represented in such a group, including those who understand the challenges of strengthening the downtown business climate, marketing downtown businesses, maintaining and refurbishing old buildings, and understand Marshfield's local history. Additionally, individuals who have an eye for architecture, and who understand that even a historic building needs to meet contemporary needs in order to remain economically viable will be needed. Most importantly, the group needs to be enthusiastic and open-minded about how new life can be breathed into the downtown area.

Among other tasks, a downtown association would be charged with implementing the other objectives described in this section. For example, they would be potentially instrumental in creating a downtown historic district, adopting and implementing Mainstreet America's 4-point approach to downtown (Design/Organize/Promote/Restructure), and architectural guidelines as described in Objective 1 above.

## ■ OBJECTIVE 3

### Create a Façade Improvement program to assist and encourage restoration of downtown building façades.

A community-sponsored Façade Improvement Program can be an effective way to encourage downtown building owners to invest in aging building exteriors. It may also help to promote many of the preservation objectives discussed in this section by offering an incentive to adhere to established guidelines. Façade Program dollars can bridge funding gaps and enable building owners to afford exterior

improvements that would not otherwise be possible. These locally-available grants can usually be used in tandem with other state or federal historic preservation programs as well.

Typically made available through a dollar matching program, grant funds are awarded based on need, feasibility, and consistency with downtown building preservation objectives. The Board of Aldermen, or an appointed group (such as GRO Marshfield or a downtown association), would be responsible for reviewing all applications.

From an economic development perspective, studies on the effectiveness of façade improvement programs indicate that they result in an increase in sales. The increased sales are sustained for several years, attract new businesses and shoppers to the target area, and often motivate owners/tenants of properties and businesses to make additional building improvements, including interior spaces.



*Before and after photos of a building that received façade improvements via a city-sponsored façade improvement grant.*

#### ■ OBJECTIVE 4

### Establish the Downtown as a historical district.

In weighing whether to establish a historic district, Marshfield has two options: A National Historic District or a local historic district. The former would be created through a process established by the National Register of Historic Places (which is an agency of the National Park Service), with assistance from the Missouri State Historic Preservation Office through the Missouri Department of Natural Resources.

While the National Register of Historic Places process takes longer and requires expenditure of funds for consulting work to confirm that the area qualifies, the prestige of being named a National Historic District results in the opportunity to obtain financing for building renovations and rehabilitation as well as stronger promotion of education, tourism, and business recruitment. In addition, concerns by property and business owners that National Historic Districts are inflexible and disallow changes to buildings are largely unfounded: The listing of a property in the National Register places no restrictions on what a non-federal owner may do with their property up to and including destruction, unless the property is involved in a project that receives Federal assistance, usually funding or licensing/permitting.

National Historic District recognition can also have financial benefits as well: State and national grants offered through the Missouri State Historic Preservation Office (SHPO) can help finance the rehabilitation of buildings and structures if the municipality is a Certified Local Government (CLG). While more details are available from the Missouri Department of Natural Resources, the requirements for participation in the Missouri CLG program -- enacting a historic preservation ordinance, appointing a preservation commission, conducting an ongoing survey and inventory of historic properties, and conducting public outreach and education -- are flexible so that a preservation program can be tailored to meet the needs of the special historic characteristics as well as the modern concerns of the community. The opportunity to obtain these financial benefits can also make building rehabilitation financially feasible if the local market cannot otherwise sustain the necessary investment needed to preserve buildings. While none appear to be authorized at this time, the SHPO is an information resource about state tax incentives related to historic building rehabilitation.

The establishment of a local historic district takes significantly less time and would be less expensive compared to a National Historic District initiative. A local historic district may also be a more effective way to achieve Objective 1 in fostering the historic and architectural character and features of downtown. However, local historic districts do not qualify for state or federal grants or tax incentives.

**To achieve this objective**, Marshfield should take steps to create a downtown historic district with an accompanying map. Either a National Historic District or a local historic district is an option.



GOAL #2

## Strengthen Downtown Business Climate

■ OBJECTIVE 1

### Inventory and introduce a program to develop vacant lots.

Generally, areas of cities that are relatively compact in terms of people and buildings, and which already have available public utilities and roads, are those that are recommended that all available land be utilized for its “highest and best use.” This is definitely the case for Marshfield.

An assessment was made as to how much vacant or under-utilized land was located within a quarter mile of the Downtown Square. This was done without regard to current ownership, future development plans, or whether the property was available for redevelopment. The results were that, of the 207 acres within the search area, there were approximately 10 acres of vacant / under-utilized property. This equates to approximately 5% of the land in the downtown area. While

this is a relatively low amount, development of these lots with commercial, residential or multi-use buildings could bring additional businesses and residents to the downtown area. As most commercial areas rely on local customers to generate a significant portion of its business, bringing more residents and employees to the downtown area through the development of available land can help strengthen the area.

Of course, not every available tract of land must contain a building. These lots could also be made available for other amenities for the downtown area. However, at minimum, the city should correspond with landowners within the downtown area shown on the map below to determine if they have plans for these vacant lots and find out if there are ways to encourage them to be utilized at their “highest and best use”.

**To achieve this objective,** Marshfield should take steps to encourage the development of remaining vacant lots in the downtown area in order to bring additional businesses, residents, and other amenities to this district. This may be achieved through identifying priority infill sites, preparing these sites for infill development, and streamlining the review process, and/or reducing development-related fees.



Downtown Marshfield within one-quarter mile of Town Square. Areas highlighted in yellow are potential locations for infill development.

## ■ OBJECTIVE 2

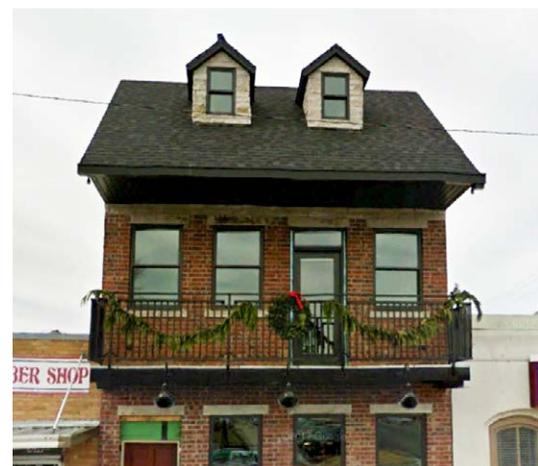
### Increase mixed use, live/work, and multi-family residential buildings.

In many pre-World War II commercial areas like downtown Marshfield, buildings were characterized by first floor commercial uses and second and third floor residential (or office) uses. Many times, these buildings featured living quarters on upper floors specifically for the individual or family that operated the business on the first floor. These have become known as “live/work” buildings. Today it is common for these upper level living quarters to also be rented, which helps provided the property owner with additional revenue. Residents living on these upper floors of the building help provide additional customers and enhance downtown security at night.

This arrangement lent to a compact mix of a variety of land uses, all within convenient walking distance of each other. Also popular were “garden apartment” type buildings which consisted of four to eight apartments, usually of brick construction, with porch areas or balconies for resident’s use. While the advent of the automobile meant that these buildings became less popular to construct, they remain a very common, if not predominant, building type in many small to mid-sized cities.

While mixed use buildings represent an opportunity in Marshfield’s downtown, the current Zoning Code does not readily allow for them to be built. Specifically, while the Central Business District allows for multi-family buildings, the 25-foot setback requirements for these buildings in B-2 would not allow for them without the developer first obtaining a variance, a potentially significant hurdle. In addition, the Zoning Code should more clearly allow for mixed use and “live/work” buildings by defining their use, form, and architectural features.

While changes to the zoning code to allow for these types of buildings may be needed, generally building code requirements already allow for mixed use and live work buildings if fire separation requirements between the commercial and residential uses are adhered to. It should be noted however that, as of 2012, the International Code Council (ICC) also requires most buildings of this type to have fire suppression systems (sprinklers). The cost of \$3 to \$5 per square foot for these systems however are frequently off-set by reduced insurance rates. Fully-sprinkled buildings are also a positive “peace of mind” amenity for building tenants as well. The International Code Council also publishes an “Existing Building Code” manual which, in some instances, offers alternatives to building sprinklers and other fire safety considerations for older buildings. The city should consider the adoption of the ICC Existing Building Code. A meeting with a Marshfield building code official can provide additional details.





*Examples of string lighting and outdoor activities that can promote downtown Marshfield as a destination.*



■ OBJECTIVE 3

**Adopt Mainstreet America’s 4-point approach to Downtown**

Mainstreet America was established in 1980 to address the myriad of issues facing older and historic downtowns during that time. Working with a nationwide network of coordinating programs and local communities, Mainstreet has helped over 2,000 communities across the country bring economic vitality back downtown, while celebrating their historic character, and bringing communities together. Mainstreet America’s 4-point approach to Downtown includes the following:

**Design** supports a community’s transformation by enhancing the physical and visual assets that set the commercial district apart.

**Organization** involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

**Promotion** positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community’s unique characteristics.

**Economic Vitality** focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

In Missouri, the Missouri Main Street Connection provides support to communities in addressing this four point approach. The support includes both informational training and financial support.

Whether Marshfield becomes a Mainstreet America community or not, the Four Points noted above can

provide structure and guidance to the Board of Aldermen, downtown business and property owners, stakeholders and the community regarding effective ways to improve the downtown business environment.

---

GOAL #3

**Make Downtown a Destination**

■ OBJECTIVE 1

**Promote downtown as a distinct shopping experience.**

Discussion found under previous goals and objectives in this section has addressed how individual buildings can be enhanced to highlight their historic and architectural features. Beyond this, a downtown organizations, GRO Marshfield, the city, and Webster County can coordinate with property and business owners to determine additional concepts to promote downtown as a distinct shopping area.

Marshfield has numerous resources to utilize in the promotion of the downtown area as a tourism destination. The 35,000 automobiles that travel along the I-44 corridor on a daily basis is a key resource. In addition, tourism opportunities exist in connecting the Route 66 Business Route that comes through Downtown Square. Those utilizing this historic corridor use many modes of travel, such as cars, motorcycles, and bicycles. Regardless of how they arrive, economic development partners such as the Webster County Route 66 Initiative can help these travelers find food and lodging in a safe, comfortable, and historic downtown district.

Ideas that other communities have used to promote their downtown areas and include permanent and semi-permanent improvements such as historic light-



*Creating outdoor gathering spaces and allowing for signs as shown here add to a lively downtown atmosphere.*



ing, string lighting over public streets, building murals, as well as seasonal events such as Chalk the Block and ice sculpture displays.

#### ■ OBJECTIVE 2

### Allow seating and gathering spaces outside of storefronts.

Giving downtown visitors a reason to linger, whether to window shop, enjoy dinner or a cup of coffee, or visit with friends and neighbors can be encouraged by providing a space in the public realm for this social interaction to occur. While outdoor dining is discussed in objective 3, providing public seating and gathering places can help turn chance social interactions into a reason to remain downtown longer (and return again). While these spaces should have comfortable seating and/or table arrangements, they should either be fastened in place or put away each evening. They should also be designed to dry quickly. Providing electricity to these spaces (which can be locked/secured when not in use) allows these gathering spots to transform into tent space for festivals and community events and provide lighting for December holiday events.

It should be noted that Marshfield has already taken great strides in improving streetscapes around the Downtown Square. Phase I of this effort began in 2016 with curb bump-outs to improve pedestrian crossings, add landscaping, and reduce traffic speeds. Phase II will include sidewalk replacements, undergrounding overhead utilities, and replacing street lights with vintage light fixtures. Phase III will involve street reconstruction and paving work. Once fully implemented, the Downtown Square will be positioned to give further consideration to the recommendations in this objective.

#### ■ OBJECTIVE 3

### Allow retailers and restaurants to utilize public spaces / sidewalks along street fronts to create an inviting downtown environment.

Creating a downtown area where a person wants to spend time involves more than well-maintained and visually interesting buildings and spaces. It also requires restaurants and retailers to provide reasons to remain downtown (and spend some money when they do). A great way to make for a lively and engaging downtown is to allow the private spaces within and adjacent to buildings to come into the public realm on the street front. Outdoor dining along sidewalks has gained a popular foothold in many American cities. In addition, while signs are generally not allowed in public right-of-way, many cities have amended their Sign Code to allow for small A-frame type signs along downtown sidewalks to convey what a pedestrian might find inside. Whether the city allows for signs, tables and chairs, benches, and other “street furniture, it will remain important that sidewalks maintain a minimum 5-foot wide clearance area for pedestrians to safely traverse the sidewalk..

To address possible concerns about the risk to the city in having these amenities in the public right-of-way, many communities require business owners to obtain liability insurance. In addition, Marshfield should adopt a set of regulations that allow for downtown merchants to have outdoor furniture so long as it is secured each night and is heavy and durable enough that it does not blow into the street. Local health code regulations can also be applied to restaurants with outdoor seating areas.

---

GOAL # 4

## Strengthen Aesthetics

### ■ OBJECTIVE 1

#### Consistent approach to building signage to highlight architecture.

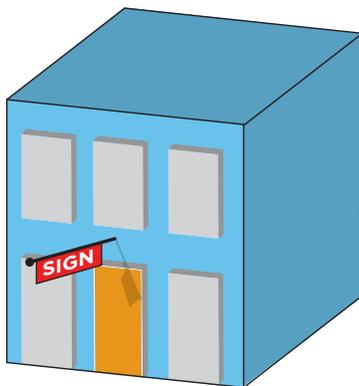
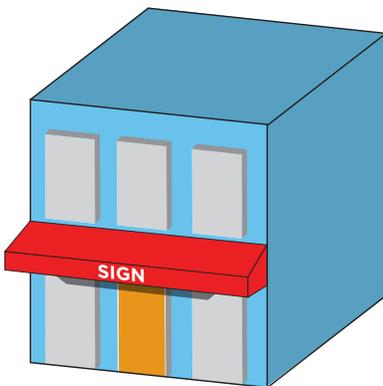
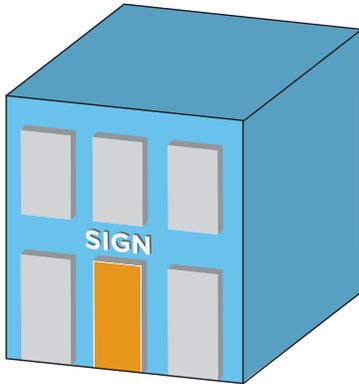
To the average observer, it is apparent that Marshfield’s downtown businesses are not required to approach commercial signage in a specific fashion. As a result, over an extended period of time, a menagerie of sign types have been installed and can be found on building facades, including internally lit box signs, awning signs, banner signs, painted window signage, and flat wall-board signs. The variety of sign styles detract from a cohesive appearance to building fronts.

A consistent approach to commercial signage can serve to highlight rather than hide a building’s distinct architectural features and facade.

By way of example, some communities have disallowed internally lit plastic, vinyl or illuminated box signs and illuminated awning signs, limited the use of channel lettering, and prohibited flashing, strobing or quickly changing colors in its downtown area. They also discouraged signs with vinyl, heat transferred, or stick-on lettering (except on awning valances) and back-lit plastic light box or plastic neon-appearing signs. As many of these sign types are associated with strip shopping centers, many municipalities have endeavored to convey that downtown commercial street fronts should be a more pedestrian-oriented experience verses as one solely reliant on automobile traffic.

A consistent approach to signage does not have to be complicated for business owners. The illustrations on the left show three different sign alternatives, including projecting signs, awning signs, and attached wall signs. Following approval of the Growth Plan, Marshfield can explore a wide variety of downtown sign code provisions that work best for downtown businesses while providing consistency in design, color, appearance, and size.

Marshfield should determine what sign types are allowed or disallowed in downtown so that a more consistent building appearance can begin to emerge and building owners and tenants know how to invest in business advertising on their storefronts. Once determined, the type of signs allowed should be amended in the city’s sign code.



*Examples of effective sign placement on downtown buildings that serve pedestrians and motorists alike.*



Example of awnings which help bring a consistent appearance to downtown.

■ OBJECTIVE 2

Improve downtown wayfinding signage.

While the topic of community-wide wayfinding signage is discussed more in the Improving Livability chapter, it is worth noting that downtown signage should be more “human-scaled” and pedestrian-oriented compared to wayfinding signs along street corridors which are automobile-focused. Signs with area maps that show local landmarks and destinations are common. Banner signs on light poles or sign posts can also convey that one is within the downtown business district and can be customized near particular buildings, such as the library, courthouse, or post office.

Marshfield should identify wayfinding signs which are appropriate for the downtown area to direct residents and visitors to downtown landmarks, historic buildings, walking and bicycle trails, and other places of interest near the downtown district.



Marshfield residents selected these two sign types as their most preferred designs.



■ OBJECTIVE 3

Encourage more public art downtown.

As noted previously, creating a downtown environment where people want to spend leisure time involves more than well-maintained and visually interesting buildings. Public art, especially the kind that thematically bring cohesiveness to an area and is interactive in some way, can be an effective way to “brand” Marshfield’s downtown. Public art in this context not only helps brand downtown but can also help attract people to the downtown that would not otherwise go there. The art can also be interactive and have educational components that help attract people to the downtown area.

By way of example, in 1998, the city of Zurich, Switzerland featured fiberglass sculptures of cows which were decorated by local artists and displayed in public places such as train stations, important avenues, and parks. They featured artwork and designs specific



to local culture, city life, and other relevant themes. After the exhibition, which lasted many months, the statues were auctioned off and the proceeds donated to charity. Since then, many U.S. cities have adopted this same concept.

The City of Springfield, MO has a Sculpture Walk located near its downtown core. The sculptures on display rotate annually. While there is insufficient area in Marshfield's downtown for a sculpture garden of the size of Springfield's, smaller "sculptures" could be used and placed around the Town Square. It is worth noting that many of the sculptures featured in Springfield's Sculpture Walk are interactive, which may partially explain its growing popularity.

Another approach would be to ask the community for its ideas for public art through a "crowdsourcing" process. In 2016, the City of Chester, PA did just that by working with a civic design group, area youth organizations, and an artists' guild to crowdsource ideas for public art spaces on a commercial corridor dubbed the "Creative Exploration Zone." The City of Chester facilitated the grant.

Marshfield has its own connections to outdoor public art, thanks to organizers such as "Artsy Kids Marshfield" Marshfield Library Arts, and ArtWalls Marshfield. These resources can be important partners in encouraging more public art in the downtown area.

#### ■ OBJECTIVE 4

#### Take steps to identify specific demographics of regular visitors to Marshfield to experience Downtown.

The Downtown chapter of the Growth Plan has put much thought into how to highlight Marshfield's historic downtown and encourage visitors and residents alike to experience it in new ways. What has not been fully discussed however is how to find those visitors so they can be invited to the downtown area.

For example, historic Route 66 comes right through downtown Marshfield. Specifically, the city route of "the Mother Road" (and candidate for National Historic Trail status) came into downtown along Jackson Street to Crittenden Street where it turned north to the Town Square. It then turned east from the Town Square on E. Washington to Pine Street. Today, while I-44 carries over vehicles daily, those seeking to experience travel across the United States at a quieter pace flock to Route 66 from all over the world. Bicyclists traveling across the state and across the county via Route 66 find Marshfield a safe and convenient overnight stop. Meanwhile, European and Asian visitors renting motorcycles and recreational vehicles have made Route 66 one of the Midwest's most popular tourist attractions. Encouraging these travelers to stop and stay is a natural fit for Marshfield's restaurants, historic attractions, and hotel/ bed and breakfast accommodations.

Similarly, the Route 76 Transcontinental Bike Route follows Highway 38 through downtown Marshfield, attracting an estimated 12,000 bicyclists each year needing lodging, food, and supplies for their cross-country trek.

Finally, the new Mile Marker 103 interchange at I-44 may be where a significant portion of Marshfield's commercial, industrial, and residential growth occurs over the next 20 years, but it also serves as a gateway to downtown Marshfield via N. Marshall Road. Once the new Route CC is in place and street connections to Marshall Road are constructed, I-44 travelers will be just 1.5 miles from downtown. Meanwhile, N. Elm Street will serve as a direct connection from new Route CC and the community pool site, making downtown a natural destination after a day in the summer sun. Opportunities to remind residents and travelers alike, whether from Marshall Road, Elm Street or Spur Drive, to head less than 1.5 miles off I-44 to see what downtown has to offer should be a key element in the Marshfield tourism "tool kit" once the Growth Plan has been adopted.

Marshfield should conduct marketing research and then routinely engage with identified demographics that may have a specific interest or reason to visit downtown Marshfield, such as Route 66 and Route 76 cyclists, hotel visitors, and those identified as using Spur Drive or Mile Marker 103 interchanges. Additionally, Marshfield should advertise downtown Marshfield in Springfield to attract visitors to the unique shopping and restaurants in the downtown area. Much of this can be accomplished through a downtown organization that promotes this area of the city.

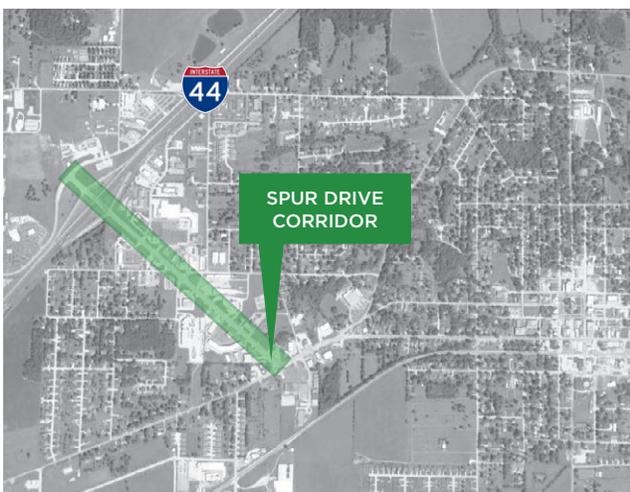
# SPUR DRIVE CORRIDOR

The Spur Drive commercial corridor largely arose during the construction of I-44 during the 1950s and 1960s. While Highway 38 and Missouri Route W also contribute to the importance of Spur Drive as a retail, restaurant and services commercial center for both travelers and residents, the 35,000 daily vehicles on I-44 are a key ingredient to the decades of success this roughly 0.75-mile roadway has enjoyed.

In addition to serving I-44 motorists, Spur Drive is an employment center for Marshfield and Webster County. Webster Electric Cooperative as well a variety of professional and medical offices and banking facilities provide essential services to local residents. Retailers such as Orscheln Farm & Home, Wal-Mart and car dealerships also have a major presence on or near the Spur and are essential parts of the local economy. Combined with I-44 travelers, these businesses support retail and restaurant and service uses, including many locally-owned businesses, along Spur Drive.

While the Economic Development and Market Analysis in Appendix A provide an extensive overview of the retail market in Marshfield, it is notable that there is approximately 780,000 square feet of retail space in Marshfield, with most of it being located within the Spur Drive corridor. Vacancy rates have remained relatively low and is currently a healthy 5.3%. Average lease rates are presently (2018) around \$8.00 per square foot.

The economic analysis data is also reflective of the 2015 and 2018 Visioncasting results, with residents stating a desire to see a greater diversity and quantity of entertainment and restaurants. General comments about aesthetics and beautification were applicable to Spur Drive as well, as were a desire for more bike infrastructure, sidewalks, and improved roadway conditions.



**WITH THE ECONOMIC ANALYSIS AND COMMUNITY INPUT IN MIND, THE FOLLOWING GOALS APPLY TO SPUR DRIVE AND THE IMMEDIATE VICINITY:**

- Strengthen the Appearance of the Spur Drive Corridor**
- Improve Pedestrian Connectivity Along Spur Drive and Surrounding Neighborhoods**
- Ensure Spur Drive Remains Positioned for a Changing Business Environment**



*Pedestrian-oriented improvements can enhance safety, mobility and livability within a community.*

## GOAL #1

### Ensure Spur Drive Remains Positioned for Changing Business Environment

#### OBJECTIVE 1

#### Redevelop existing building sites and vacant lots to maximize potential

Areas that are relatively compact in terms of people and buildings, and that already have available utilities and roads, are those that are most effective to develop and, as such, are most often recommended to be utilized for “highest and best use” of vacant land. This is certainly the case for the Spur Drive corridor.

An assessment was made as to how much vacant or under-utilized land was located within a quarter mile of either side of Spur Drive. The results were that, of the 275 acres within the Spur corridor area, there were approximately 24 acres of vacant/under-utilized property (This equates to 9% of the land area within the Spur Drive Corridor). While this is a relatively low amount, these 24 acres present an opportunity for further development and economic strengthening of the corridor. Development of commercial, residential or multi-use buildings could bring additional businesses and residents to the area. While Spur Drive can certainly continue to rely heavily on the 35,000 vehicles that travel I-44 each day for transient customers, local customers also represent a significant portion of business income. Bringing more residents and employees through development of these 24 acres is an important step in sustaining and strengthening the Spur Drive area.



*Spur Drive corridor and areas within one-quarter mile. Areas highlighted in yellow are potential locations for infill development.*

It should be added that the Spur Drive corridor could achieve additional density if overall building setbacks and minimum parking requirements were reduced for new building construction.

#### To achieve this objective, the city should:

- Engage with landowners along Spur Drive within the area shown on the map above to determine if they have plans for these vacant lots and find out if there are ways to encourage them to be utilized at their “highest and best use,” whatever that may be.



*Entrance to Orscheln Farm & Home*



*Entrance to Marshfield Center*

- Reduce building setbacks along the corridor in order to pre-purpose under-utilized parking areas with “outlot” buildings.

■ OBJECTIVE 2

Promote Mixed Uses along Spur Drive Corridor

A common theme found throughout the 2018 Growth Plan is an emphasis on “mixed use” development. Discussed elsewhere in the Growth Plan as a way to increase the number of residents in close proximity to Marshfield’s primary commercial areas, the same concept is applicable to Spur Drive.

Allowing for mixed use residential/commercial development along the Spur Drive corridor places customers in immediate proximity to businesses, potentially expanding both the customer base and the period during which they may visit an establishment.

Similar to the B-2 Central Business zoning district however, the current Zoning Code does not readily allow for mixed use buildings to be built. Specifically, while the B-3 General Business District allows for multi-family buildings, it does not adequately define

“mixed use buildings”. Further, the 25-foot setback requirements for these buildings would likely not allow for them without first obtaining a variance, a potentially significant hurdle. Once allowed for in the Zoning Code, mixed-use buildings will be an excellent way to bring both more residents and more commercial floor area to the Spur Drive corridor.

**To achieve this objective**, Marshfield should amend the Zoning Code to more clearly allow “mixed use buildings” by defining their use, form, parking requirements, and architectural features.

■ OBJECTIVE 3

Form a Spur Drive Business Owners Association

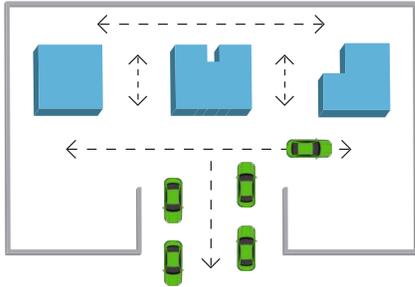
Spur Drive currently faces some unique challenges and more will certainly be faced during the 20-year horizon of this Growth Plan. Today, online retailers continue to put pressure on the traditional model of brick and mortar commercial uses, reducing the need to use an automobile to purchase goods. Spur Drive is also expected to face challenges as the community grows and new commercial areas develop. While



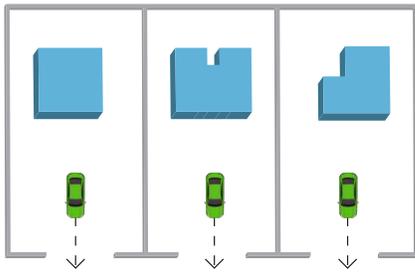
*An example of a mixed use commercial/residential development.*



## PROMOTE



## AVOID



there is local capacity to allow for multiple commercial areas to thrive, the Spur Drive corridor will need a collaborative team of property and business owners to advocate and implement the concepts described in this section to ensure this happens.

One of the best ways to engage property and business owners and the community is to provide them with an ability to collaborate on issues and needs. Like the Downtown organization recommended in the Downtown Section, a Spur Drive Corridor organization can be an effective way to accomplish this objective. A Spur Drive corridor organization could advocate for enhanced building, landscaping, and parking area aesthetics, improved signage, and a mixed-use commercial environment that places new emphasis on pedestrian and bicycle facilities. This organization could be under the umbrella of GRO-Marshfield, the Marshfield Area Chamber of Commerce, or as its own entity.

## GOAL #2

### Strengthen the Appearance of the Spur Drive Corridor

#### ■ OBJECTIVE 1

#### Improve the appearance of entry points into large commercial uses/shopping center parking lots

While the entrances to the commercial uses along Spur Drive are generally clean, well-maintained, and provide good sight-lines to businesses, they lack elements that help to define property lines and ingress/egress points. These features not only present a more welcoming appearance by screening large parking lots and reducing windshield glare. Landscape berms, bushes, flower beds, and trees also conveys that the pride Marshfield takes in its community starts at its primary commercial gateway.

Internal parking areas should also be improved with landscaped islands that feature well-maintained trees and low-lying bushes. These can be placed in such a way that preserve sight lines while addressing the “sea of asphalt” perception that customers must cross to reach their destination.

In October 2018, Marshfield adopted a set of landscape requirements for parking lots for new or re-developed commercial sites as part of its site plan review requirements. However, these standards will not apply to most existing business along Spur Drive until the sites are re-developed.

**To achieve this objective, Marshfield should:**

- Reach out to area businesses to encourage them to enhance landscaping within parking lot areas and along entrances.
- Provide a set of landscaping best practices to businesses in order to convey the community's intent.
- Partner with an area business or shopping center to implement a landscaping "pilot project."
- Require landscaping when new commercial areas are developed and redeveloped.

■ OBJECTIVE 2

**Improve the functionality of driveway entrances, parking lots, and internal drives**

To improve functionality, the City of Marshfield should follow best practices by adopting a set of driveway entrance, parking lot, and internal drive standards as

part of the Subdivision and/or Zoning regulations. Other steps to improve the functionality and safety of Marshfield's commercial parking areas include the following:

**Require Cross Access Easements between adjoining commercial properties and businesses.**

Cross access easements are beneficial as they allow customers to move between adjoining lots and commercial sites without needing to utilize public roadways, which improves traffic safety and reduces traffic congestion.

**Manage Access to Spur Drive**

Spur Drive is a Missouri Department of Transportation maintained roadway. While MoDOT has the authority to manage existing, relocated, and new driveway access points to new and existing lots, they rely on municipalities in determining where new driveway access points should be placed if the local government has adopted minimum access point standards.



*Building with varying building materials to enhance visual interest, parking lot with landscaped islands, building façade that combines architectural elements with landscaping to provide an inviting environment for pedestrians and automobiles*



*Large parking lot with no landscape islands, visually uninviting buildings, long wall that lacks landscaping or architectural details*





*Monument signs have become the preferred means of advertising for businesses & consumers*



Minimum distances between entrances are important as they preserve the functionality of traffic signals, improve traffic safety, and help reduce traffic congestion and are usually applied when a new site is developed or an existing site is re-developed. At present, Marshfield does not have minimum distance standards between driveways as well as between driveways and intersections.

**Controlled entry from entrance drive to parking spaces/aisles**

Internal driveways should be managed for reasons similar to those for managing access onto Spur Drive: Parking lot safety and aesthetics. Through the use of landscaped islands and cross-walks, customers in automobiles can be efficiently directed from busy entrance drives to parking aisles. More control of where automobiles travel within a parking lot improves safety for those walking to/from their automobile, especially in instances where walking paths are not provided. At present, Marshfield does not have best-practice standards to achieve this but could be readily included in an amended commercial site plan review process.

**Install pedestrian walk paths**

While walk paths through parking lots uses land that might otherwise be dedicated to more parking spaces, all customers need to safely walk to and from their car to the store entrance. Even just a designated five-foot wide area down the middle of angled parking spaces can greatly enhance safety for walking in parking areas, especially in cases where relatively large parking lots (25 spaces or more) are in place to serve a shopping center or a single commercial use of approximately 25,000 square feet in gross floor area or greater.

**Eliminate “Jersey Barriers” in Parking Lots**

In some locations along the Spur Drive corridor, it’s become common to use large concrete blocks often found in road construction zones referred to as “jersey barriers.” While effective in guiding traffic from the street entrance to parking aisles, jersey barriers are a visually uninviting solution to traffic control. Instead, curbed landscape islands achieve the same impact and provide a better aesthetic appearance.

**Implement a “Pilot Project”**

To hit the ground running, the City could partner with an area business or shopping center owner to implement a “pilot project” that implements the concepts discussed in this objective.

■ OBJECTIVE 3

**Address Building Facades to achieve a consistent appearance while refreshing dated building facades.**

Building facades are a critical element to the appearance of the Spur Drive corridor. While the corridor is automobile-oriented and there is significantly less focus on pedestrians, some buildings along Spur Drive nevertheless appear to be indistinct due to large parking lot areas, significant front building setbacks, a shortage of architectural details, and long sections of blank walls facing the road.

The examples below provide some insight as to what to avoid and what to encourage. Note in particular the illustration showing parking placed to the side and/or rear of the building. Buildings placed closer to the front property line can highlight quality facade appearances, improve pedestrian access from the public sidewalk, and place parking lots in a visually less-prominent location on the property. Reduced front yard setback requirements can ensure that com-



mercial buildings do not require larger lots in order to achieve this re-location of parking areas. The challenge is that many of the buildings were not originally built with the above aesthetic considerations in mind. In addition, unlike downtown Marshfield, there is not an overarching theme that can help bring a cohesive look to this corridor. Many of these features will need to be incorporated into the character of Spur Drive over time as buildings are refurbished, parking lots are reconstructed, and properties are redeveloped.

For now, Marshfield should develop and adopt Commercial Architectural Guidelines. These guidelines will provide text and illustrations building and landscaping on best practices to achieve a more cohesive appearance along Spur Drive.

#### ■ OBJECTIVE 4

### Address Commercial Signage Along Spur Drive

As trends in the sign industry are ever-changing, the following are areas where Marshfield should update its commercial sign code to improve the aesthetic appearance of Spur Drive:

#### Encourage Monument Signs

Monument signs along many commercial corridors throughout the nation have become the preferred means of advertising for many businesses. These types of signs exhibit design flexibility to allow both static and changing components (though the use of electronic message boards or interchangeable lettering) as well as creative lighting techniques, and a variety of construction and landscape materials.

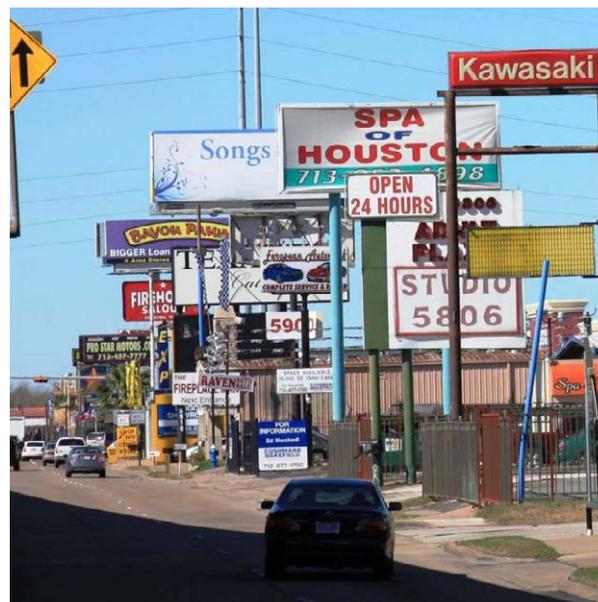
The benefits of monument signs as compared to traditional pole-mounted signs are numerous. For example, monument signs contribute to a less “cluttered” appearance along a roadway. The lower sign heights

also improve visibility to drivers, and can reduce the need to install additional signs to identify driveway entrances to businesses.

At present, Marshfield’s sign code generally disincentivizes the use of monument signs. Businesses that may wish to construct such a sign are not allowed to have as much sign surface area compared to a pole-mounted sign. They are also limited in shopping centers to entry and exit signs only. As a result, few businesses choose the monument sign option. Marshfield can remedy this by amending the Sign Code to at least place monument signs on equal footing with free-standing pole sign surface area allowances

#### Limit Sign Heights

Allowing for taller signs along Spur Drive, especially given the need to attract potential customers from I-44 has a long been the standard in Marshfield. However, taller signs don’t necessarily correlate to more customers, particularly when nearly all signs are at the most common height of 25 feet maximum.



The Marshfield Sign Ordinance also allows for businesses within 1,250 feet of I-44 right-of-way to be as tall as 70 feet in height. This height is arbitrary and hard to explain to new businesses just outside the “highway” zone. In addition, the greater number of tall signs that exist, the more difficult it is for drivers to comprehend all of the commercial messaging, resulting in the impression of a “cluttered” sign appearance along the Spur Drive corridor.

Following approval of the Growth Plan, Marshfield should review sign heights along Spur Drive to determine whether they should be reduced as part of an overall update of the city’s sign regulations.

#### **Set Parameters for LED/Electronic Message Board (EMB) Signs**

Signs that feature LED and/or Electronic Message Boards have become more common. As this technology has expanded, driver and pedestrian safety and the potential for nuisance impacts have become a consideration in many communities. To mitigate these impacts, Marshfield should update its sign code to include the following Best Practices associated with LED/Electronic Message Board (EMB) signs:

- Set at least 5 seconds between message changes
- Set overall brightness limits to reduce visibility and “night blindness” issues
- All new LED signs should be equipped with sensors that automatically reduce sign brightness levels to a pre-determined maximum level for day and nighttime hours.
- Set a minimum sign distance from residential properties
- Closely evaluate the use of movement/videos, as moving images on LED/EMB signs can be particularly distracting to drivers.
- Implement after hours shut off time to reduce nuisance complaints and conserve electricity, particularly when signs are located in close proximity to residential uses. Exceptions can be made for 24-hour type businesses, like convenience stores and gas stations.

---

### GOAL #3

## Improve Pedestrian Connectivity Along Spur Drive & Surrounding Neighborhoods

### ■ OBJECTIVE 1

#### Install Sidewalks Along All of Spur Drive.

As a corridor originally constructed by the MoDOT, Spur Drive was designed primarily to efficiently move automobile and truck traffic. Stormwater was also addressed rather inexpensively by allowing open ditches that run parallel to the roadway for extended sections of the corridor. This practice makes finding a place to retroactively install sidewalks a significant challenge. However, if Spur Drive is to evolve and encourage pedestrian mobility from adjoining residential neighborhoods, a complete sidewalk system will be necessary.

The benefits of providing pedestrian connectivity from adjacent residential areas to Spur Drive include the provision of a safe place for residents to walk to nearby commercial destinations, reduced automobile traffic along the Spur Drive corridor, reduced environmental effects from not needing an automobile for short trips, and a positive message that promotes overall physical activity. Additionally, sidewalks serving these neighborhoods may have a positive economic effect in that they are an amenity to existing and future homeowners.

**To achieve this objective**, Marshfield should adopt a multi-year CIP budget to install sidewalks along Spur Drive, in conjunction with the Sidewalk Master Plan, which provides details and recommendations on how pedestrians can be better accommodated using available right-of-way. It should also require the construction of sidewalks along street frontages as Spur Drive development occurs.

## ■ OBJECTIVE 2

### Connect Sidewalks from Spur Drive to adjacent residential subdivisions

While MoDOT controls the right-of-way along Spur Drive, all streets that connect to Spur Drive between I-44 and Route OO/W. Jackson Street (including E. Jefferson, W. Jefferson, Vivian, Hubble Drive, and Banning Streets) are maintained by the city. For the most part, these streets lead directly to nearby residential areas and do not include sidewalks. The lack of sidewalks within these neighborhoods leading to Spur Drive is a disincentive for walking the 10 minute distance to commercial areas and businesses.

**To achieve this objective,** Marshfield should adopt a multi-year plan in its CIP budget to install sidewalks along the streets that connect Spur Drive to residential neighborhoods in a manner consistent with the Sidewalk Master Plan, which provides recommendations on how sidewalks can be installed using available right-of-way.

## ■ OBJECTIVE 3

### Continue to enhance pedestrian safety through crosswalks, landscape islands, and pedestrian crossing signals.

MoDOT and Marshfield have partnered to install pedestrian-oriented improvements along Spur Drive at certain locations, including crosswalks, pedestrian signals, and “push to walk” buttons. While these improvements are important, there are enhancements that should be made to place pedestrians and bicyclists on a more equal level with automobiles along this corridor. These improvements include pedestrian mid-point islands (to allow slower walkers a mid-crossing place of refuge), bollards at street corners (to protect pedestrians from higher speed traffic), multi-use paths (with a minimum 8 foot width that accommodate pedestrians and bicycles when street pavement width allows), designated bike lanes textured pavement to identify pedestrian crosswalks at driveway entrances and in parking lot areas, and landscaped traffic islands.

**To achieve this objective,** Marshfield should partner with MoDOT to design street crossing improvements that will best serve the pedestrian traffic, and adopt a Capital Improvements Plan to be implemented over a period of years.

# IMPROVING CONNECTIVITY

## Transportation Infrastructure

Infrastructure refers to publicly owned and maintained physical improvements to a community. Well planned, constructed, and maintained transportation infrastructure is necessary in the provision of adequate public safety (police, fire and emergency services), optimal performance of the local economy, and assurance of societal health and living conditions.

**FROM THE VISIONCAST COMMUNITY INPUT AND OTHER RESOURCES, THE PLANNING COMMISSION AGREED ON THE FOLLOWING GOALS:**

- Improve the general Transportation Infrastructure**
- Improve the Roads Infrastructure**
- Improve the Sidewalks Infrastructure**
- Improve the Bicycles Infrastructure**

---

### GOAL #1

#### Improve the general Transportation Infrastructure

##### ■ OBJECTIVE 1

**Balance needs of all forms of transportation (roads, sidewalks, bike paths, and trails).**

Traditionally, federal, state and local funds for transportation infrastructure has overwhelmingly been allocated to roads and bridges to accommodate trucks and passenger vehicles. However, recent years have found many local governments providing additional funding for bicycle and pedestrian facilities and programs under the notion that all users should be considered in the development of a transportation system.

Creating safe and convenient places for active transportation not only ties the health components of physical activity and safety to transportation, but it has positive economic benefits as well.

Some examples of projects that Marshfield chose to budget or pursue through matching state and federal dollars include:

- Adoption of a Marshfield Complete Streets plan
- Active promotion of biking and walking
- Expansion of bicycle and pedestrian infrastructure
- Creation of a Safe Routes to School program
- Use of traffic calming measures to better ensure the safety of pedestrians and bicyclist particularly along heavier traveled roadways in the community.



To implement this objective, Marshfield should establish benchmark budget goals expressed in percentages to demonstrate how various forms of transportation needs (roads, sidewalks, bicycle paths and trails, etc.) will be addressed in Marshfield. Over time, the Board of Aldermen can review each fiscal year to see if all goals were met. If goals are consistently not met, or one form of transportation is inordinately receiving much more or much less funding than originally targeted, the board can adjust accordingly in the next fiscal year.

## ■ OBJECTIVE 2

### Promote active and eco-friendly forms of transportation.

The Centers for Disease Control and Prevention recently completed a multi-year Healthy Community Design Initiative. This initiative promoted a wide variety of strategies for health-oriented transportation projects and policies which could be readily implemented in Marshfield. These may include the following:

- Encourage Safe Routes to School programs to enable children to walk and bike to school safely when they live within 1 mile of their school.
- Construct a connected network of multi-use trails.
- Accommodate all roadway users with comprehensive street design measures such as “complete streets,” including sidewalks, bicycle lanes, and share-the-road signs that provide safe and convenient travel for all users of the roadway.
- Separate motor-vehicle traffic from non-motorized traffic on heavier traveled roadways with physical barriers, such as the construction of bicycle boulevards.
- Provide safe and convenient bicycle and pedestrian connections to public parks and recreation areas.
- Promote safe roadway crossing through use of small block sizes, pedestrian refuge islands, and cross-walks.
- Provide streetscape amenities such as benches, landscaping, lighting, and public art.
- Encourage way-finding with signs, maps, and landscape cues to direct pedestrians and bicyclists to the most direct route.
- Encourage bicycle parking at workplaces.
- Educate bicyclists and pedestrians on state and local laws, as well as on safe practices.

**To implement this objective,** Marshfield should select from the above alternatives and plan to implement these strategies over a five to ten year time period. In addition, Marshfield should adopt regulations to require 5-foot wide sidewalks along all street frontages as part of the site plan and/or subdivision process.

### ■ OBJECTIVE 3

#### Adopt a Complete Streets Plan.

Following the end of World War II, citizens in Marshfield and many similar communities across the country began to increasingly rely on the automobile as the easiest and fastest way to reach destinations. Over the course of intervening decades, roadway infrastructure for automobiles became the central focus of transportation, to the point that other means of reaching destinations, such as walking, bicycling, and mass transit, became perceived as impractical.

Over the past few decades however, communities have recognized the need to adopt a policy that required new or rebuilt roads to accommodate pedestrians and bicyclists.

*Since then, nearly 30 states and approximately 500 jurisdictions have adopted Complete Streets policies that similarly take a broad approach to transportation system users instead of an automobile-centric approach.*

According to a Smart Growth America publication called “Complete Streets Work in Rural Communities,” a Complete Streets policy in communities similar to Marshfield have addressed the following concerns:

#### **Dangerous, Incomplete Roads**

Residents of small towns like Marshfield are more likely to be hurt or killed on the transportation system than those in urban areas. In 2006, while 23% of the U.S. population lived in rural areas, 56% of all traffic fatalities occurred in rural areas. In addition, higher driving speeds on rural roads and arterials are more likely to cause fatalities: 68% of fatal crashes on rural roads occurred when the posted speed limit was 55 mph or higher.

In addition, communities such as Marshfield tend to have higher concentrations of older adults and low-income citizens, two populations that are less likely to own cars or drive. As a result, these population segments are more reliant on being able to walk or bike to work and other destinations.

#### **Improved Access for All**

Access to jobs, groceries, healthcare, education, and other destinations is just as vital in rural communities as in suburban or urban areas, especially those households which lack access to a car. Creating safe walking, bicycling, and public transportation options for residents builds a more livable, accessible community for people of all ages, abilities, and income levels.

#### **Safe Routes to Walk or Bike to School**

Children need safe roads to reach school and activities. Providing safe opportunities for walking and biking to and from school is a key strategy to keep kids active and healthy. Roads that are accommodating of children and other vulnerable users will be safer for everyone.

#### **Sensitive to Rural Contexts on City Fringe**

Many of the rural roads on the outskirts of Marshfield leading to the core of the city lack roadway shoulders. These roads may be made “complete” by simply providing wide shoulders to allow safe bicycling and walking and providing connections to regional trail and public transportation networks. Low-speed roads with on-street parking, well-marked crossings, and sidewalks with accessible curb cuts on one side of the street may best meet the needs of a residential street.

#### **Powering Downtown**

By improving street connectivity and allowing everyone, whether on foot, bike, or public transportation, to reach community focal points, a Complete Streets policy can help town centers like Marshfield’s downtown. A future Complete Streets plan in Marshfield will facilitate reinvestment and economic development.

---

GOAL #2

## Improve the Roads Infrastructure

### ■ OBJECTIVE 1

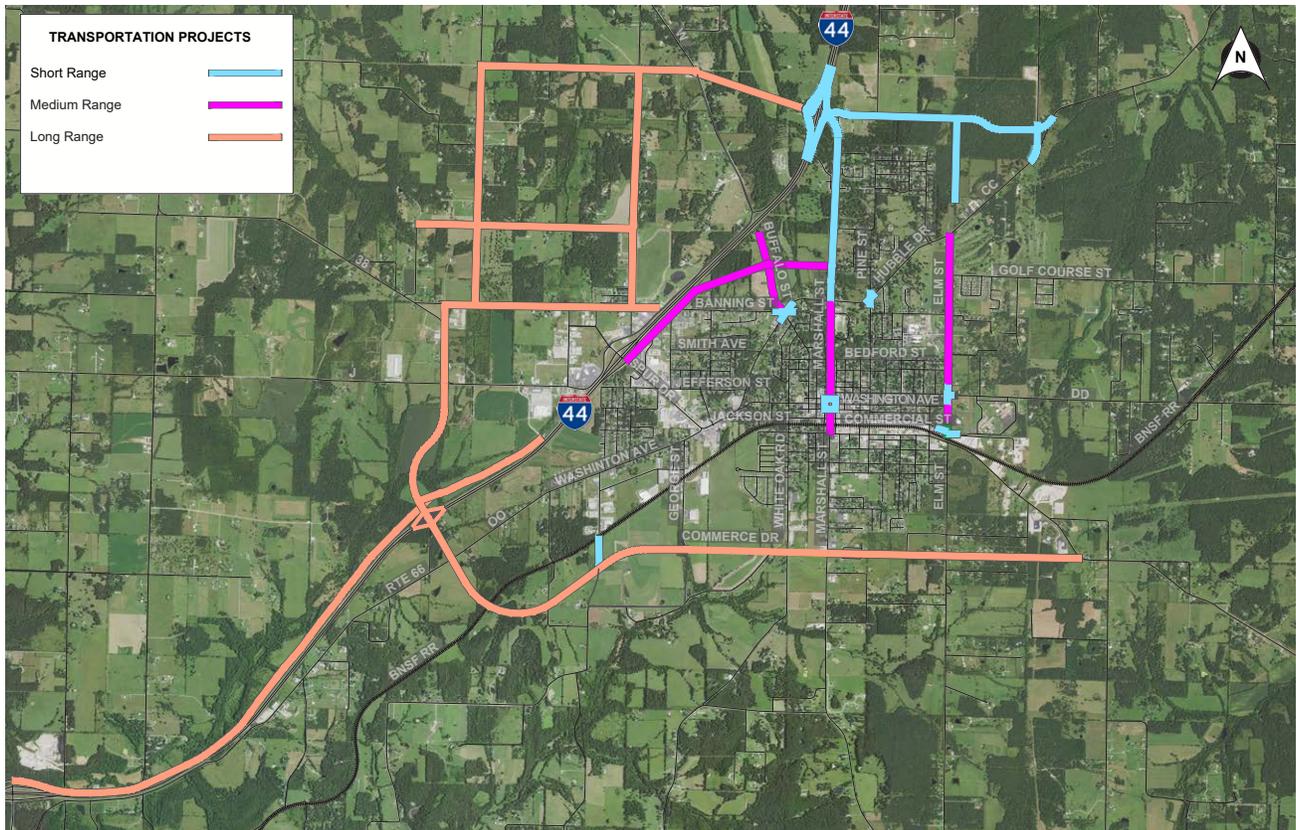
#### Implement a long-range Transportation Plan for improving existing streets and building new roads to support growth and promote economic development in Marshfield.

A carefully considered future roadway infrastructure plan is a critical element of the Marshfield Community Growth Plan. Without a well-planned roadway infrastructure system that accommodates new residential, commercial, and industrial construction, new growth cannot occur. In addition, new growth on the city's perimeter also necessitates the need to upgrade and maintain existing roadway, with an eye toward improved safety and efficiency.

It should also be mentioned that roadways and associated right-of-ways are built at different width standards, based on a variety of considerations including expected future traffic patterns, eventual densities (residential) or gross floor areas (commercial and industrial) of this growth, proximity to existing roads and highways such as I-44, and the unique needs of nearby users (rail to truck facilities in the Industrial Park, or proximity to nearby schools). Amenities such as planned bike paths, sidewalks, landscape island, and way-finding signs can also impact the amount of road right-of-way (and related cost of this acquisition).

Similar to the discussion in the Land Use chapter relating to the efficient placement of waste water facilities and treatment plants, the future roadway grid is optimally oriented to areas where future growth is most likely to occur. Further, as roadway projects take time to plan, engineer, obtain funding and be constructed, the maps on the accompanying pages break new road projects into 3 tiers: Short (within the next 3 years), medium (4-7 years), and long (8 years or more). Maps breaking these three time periods out can be found on the following pages. An overall map of planned improvements is also included.

Note that these planned roadway improvements and the associated short, medium, and long term project dates are subject to change in the intervening years based on changes in growth patterns, the needs of the community, and available funding. In other words, rather than being project and date-certain, the intent of these maps is to assist the Marshfield community in understanding the vision of the future transportation grid and to provide the city and its partners with a tool to plan and budget for major infrastructure projects through the year 2040.



The map above shows anticipated short, medium, and long range roadway projects in Marshfield through 2040.

Roadways shown in blue are short range projects planned for the next 1 to 3 years. Generally, these roads serve areas east of the new I-44 interchange, including new Route CC and the North Elm Street extension. In addition, roads serving the expanded Industrial Park area are a short range priority, including:

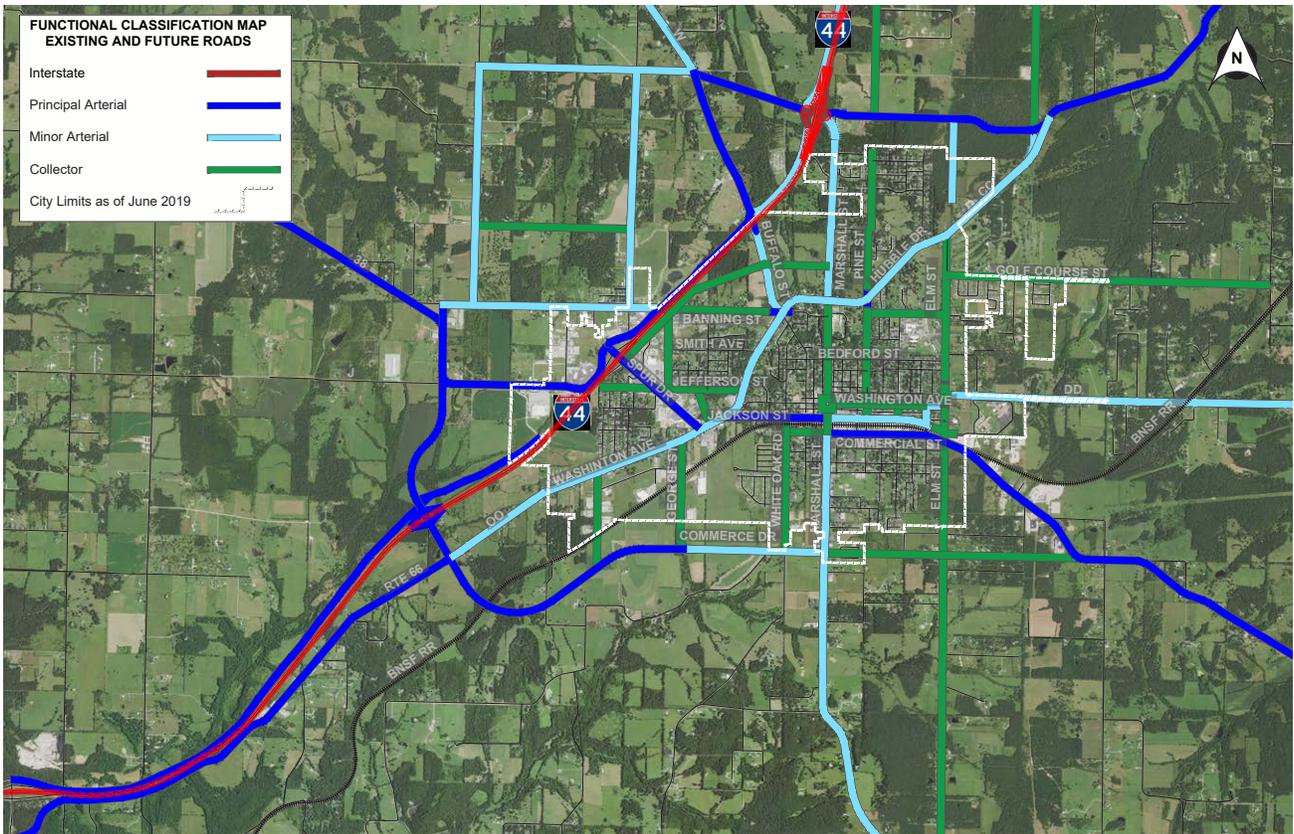
1. A new west Interchange at I-44 near Mile Marker 98;
2. Improvements to Spur Drive, west of I-44;
3. Removal of the existing rail crossing at George Street and construction of a new rail crossing at Prairie Lane;
4. Intersection improvements at Pine and Hubble and Banning and Buffalo;
5. A service road along the north side of I-44 west of Spur Drive; and
6. Improvements to S. Marshall Street.

Roadways shown in purple are medium range projects. The map above shows anticipated medium range projects (roadway projects within the next 4-7 years). Generally, improvements to existing N. Elm street south of Hubble Drive as well as the Buffalo Drive corridor and a service road along I-44 from the new Route CC/I-44 interchange are planned.

Roadways shown in orange are long range projects (planned in 8 or more years depending on needs and market conditions). With two new interchanges anticipated as being already in place, roadway improvements to serve anticipated residential and commercial areas west of I-44 and north of Spur Drive are shown. A service road going west of the future west interchange along I-44 is also planned.

## Transportation Projects

Short Term	Location/Project	Street Classification
1	West Outer Road from Truman Road to Future West Interchange	Principal Arterial
2	Spur Drive extension to McNabb Road	Principal Arterial
3	S. Elm / Highway DD intersection	Collector
4	S. Marshall Street Improvements	Collector
5	Commerce Road pavement improvements	Minor Arterial
6	Commerce Road to Prairie Lane	Collector
7	Prairie Lane to Turnbo Road	Collector
8	West Interchange at Mile Marker 98.2	Minor Arterial
9	Highway 38 to Commerce Rd (South Loop)	Minor Arterial
10	Relocate existing Webster Lane RR Crossing to Prairie Lane	-
11	Downtown Street Enhancements	Local
12	Banning/Buffalo/Hubble intersection reconfiguration	Principal Arterial
13	Pine Street / Hubble Drive intersection	Principal Arterial
14	Re-alignment of Jackson/Cherry Blossom/Elm intersection	Collector
<b>Medium Term</b>		
1	Elm Street widening from Route CC to Route DD	Collector
2	East I-44 Outer Road from N. Buffalo to N. Marshall	Minor Arterial
3	East I-44 Outer Road to N. Marshall	Collector
4	East Outer Road from N. Buffalo to Banning	Minor Arterial
5	Redevelop N. Buffalo	Minor Arterial
<b>Long Term</b>		
1	West Outer Road from Northview to Future West Interchange	Principal Arterial
2	Jump Road to Pin Oak Extension	Minor Arterial
3	Pin Oak to Pleasant Prairie Extension	Minor Arterial
4	Bellflower to Pleasant Prairie Extension	Collector
5	Marshfield High School Drop Off Concept	-
6	N. Buffalo Street Bridge over I-44	Principal Arterial
7	Wildflower Lane Extension to MM 103 Interchange	Principal Arterial
8	Widen and pave Wildflower Road	Principal Arterial
9	Widen and pave Lone Pine from Jump Road to Wildflower	Principal Arterial
10	State Highway W improvements	Principal Arterial
11	Highway 38 to Jump Road connection	Principal Arterial



The above map is the Future Transportation Map. It shows the full transportation grid, including existing and planned streets and roads. Each street or road is classified in accordance with anticipated traffic volumes, roadway width needs, and amenities such as multi-use shared paths, bike lanes, sidewalks, and other features. Major and minor arterial streets (dark blue and light blue colored roads) are anticipated to carry the most traffic volume, while collector streets (green) will carry lower volumes.



## ■ OBJECTIVE 2

### Integrate street paving and improvement program into city's 10-year capital improvement program and update annually as part of budget process.

In its annual budgeting process, the City of Marshfield has a 10-year capital improvement program. The city is encouraged to integrate an infrastructure improvement program into this 10-year capital improvement program. This will help to plan for roadway maintenance and major road projects as well as identify when major roadway maintenance initiatives will be needed.

With these identified well in advance, both citizens and the Board of Aldermen will know when infrastructure improvements are scheduled to take place. Identifying infrastructure improvements in advance can also help ensure that a variety of projects will be addressed, including roads, sidewalks, and bicycle facilities.

## ■ OBJECTIVE 3

### Require roadway connectivity from local streets to collector and arterial roads.

For much of Marshfield's pre-20th Century history, its street system was based on a traditional design that arranged roughly equal-length blocks into a grid pattern. This grid pattern remains evident today in the established areas of the city within a half-mile of Town Square.

As reliance on automobile travel increased during the 20th Century, street layout pattern moved to a more curvilinear street system and to an increasing use of cul-de-sacs. This subdivision layout approach is appealing to homeowners because of the minimized traffic in front of their residences and the perceived safety to children. However these lot arrangements also result in collector and arterial streets becoming over-burdened with traffic from these one-way-in-and-out subdivisions. This approach also impacts public safety, as fire chiefs and public works directors now need wider streets to accommodate fire trucks, garbage trucks, snow plows, while maintaining two travel lanes with on-street parking on both sides of the street. In retrospect, these gradual changes have resulted in greater driving and walking distances to schools, parks, and shopping areas, speeding automobiles on extra-wide neighborhood streets, and unanticipated street maintenance costs.

To remedy the trend toward single-entrance subdivisions consisting primarily of cul-de-sac streets, creating a modified grid pattern within Marshfield's future subdivisions is encouraged. Such a street layout allows for multiple paths to reach a destination, improved access for public safety vehicles, and reduced congestion, especially during peak

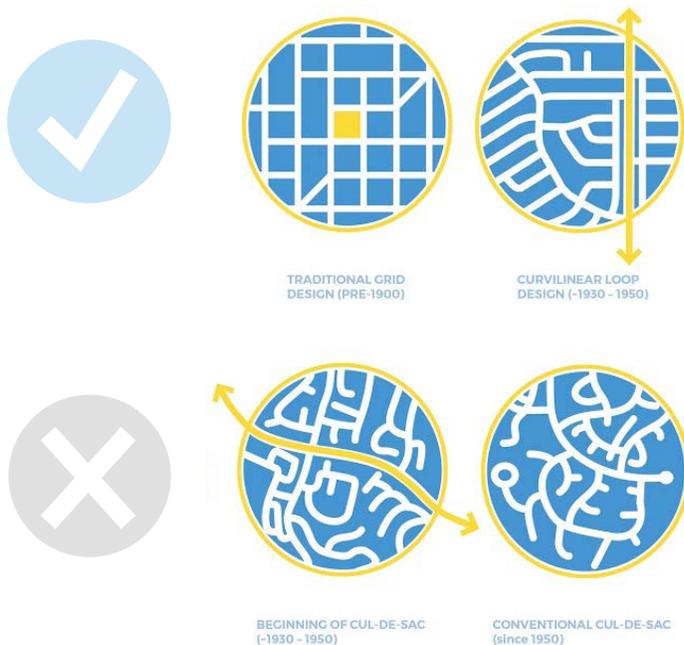
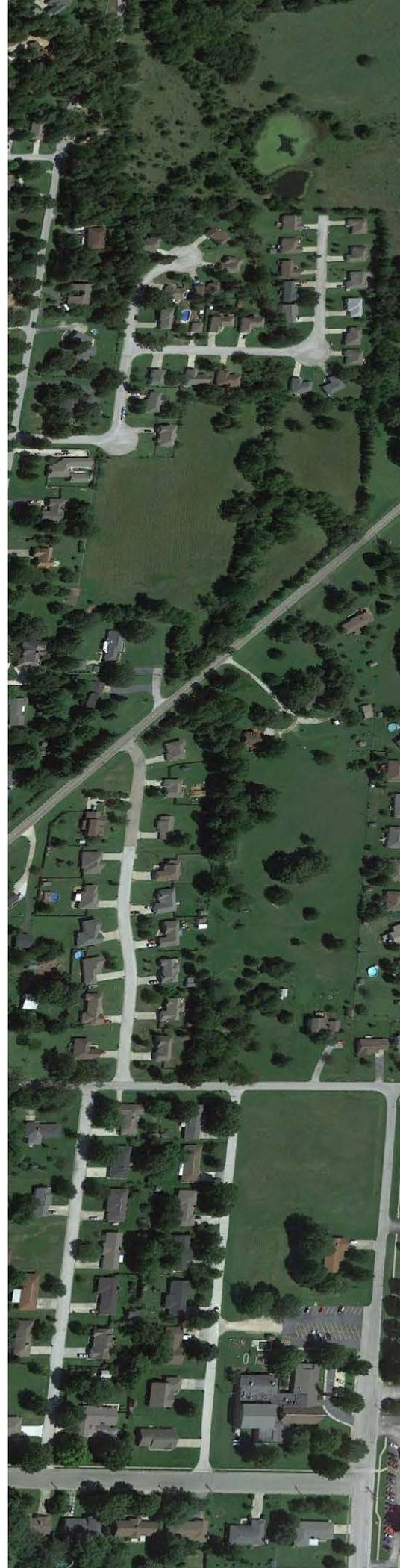
travel times, on arterial and collector streets. In combination with the Objective #3 below related to cul-de-sacs and dead-end streets, this change could be accommodated through a modification to the city's subdivision regulations.

■ OBJECTIVE 4

Prohibit cul-de-sacs except when steep topography does not allow for the future extension and connectivity of streets.

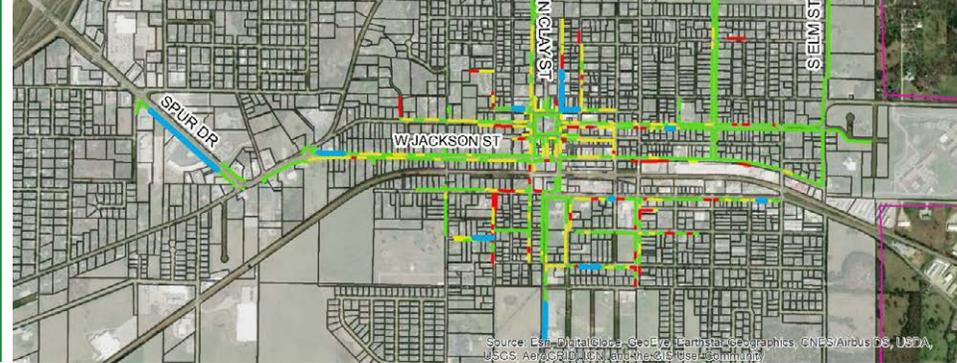
While a grid or curvilinear street layout is a recommended goal of the Growth Plan, it is not the intent to disallow or eliminate cul-de-sacs and dead-end roads altogether. In fact, there are strong reasons to allow for them, particularly if there are topographic constraints that necessitate their use or there is a future plan to connect a dead-end street to a future roadway in an adjacent subdivision.

An innovative approach to reducing the number of cul-de-sacs and dead-end streets within a subdivision is to require an equal number of subdivision access points to either an adjacent collector or arterial street for every cul-de-sac proposed. In this way, public safety concerns relating to "one way in" subdivisions are mitigated, and neighborhood residents have multiple options to access major street corridors. Such an approach also lessens the overall traffic impact on homes closest to subdivision entrances.





## Sidewalk Conditions & Proposed Segments



### GOAL #3

## Improve the Sidewalks Infrastructure

The Marshfield community’s desire for sidewalks is both an opportunity and a challenge. The ability to connect individual residences with schools, recreation facilities, the downtown area, and shopping would be a significant amenity for the community. However, as sidewalks are typically located within street right-of-way and since many of Marshfield’s residential areas are already characterized by narrow roadway widths, the ability to maintain existing and construct new sidewalk infrastructure will require thoughtful planning.

#### ■ OBJECTIVE 1

**Establish a 10-year improvement plan for sidewalk replacements and extensions in areas identified as key areas of need (routes to schools, parks, shopping area).**

The city has already identify locations where sidewalk replacement is necessary through the Sidewalk Master Plan, particularly in key areas of need (i.e. routes to schools, parks, shopping area). The city also budgets funds on an annual basis for sidewalk repairs and extension, providing a stable and sufficient funding source for repairs and rehabilitation as part of a 10-year improvement plan. It is recommended that the city continue to budget these funds each year, particularly since the Visioncasting results suggest that sidewalk repair and extensions are a top community priority.

Additionally, a sidewalk improvement plan does not only have to be about expending funds on cracked sidewalks and path extensions. Opportunities which result in immediate short-term results also include annually assessing the condition of 20% to 30% of the existing

sidewalk network and soliciting public engagement, such as removing overgrown vegetation from sidewalks.

#### ■ OBJECTIVES 2 & 3

**Establish ADA-compliant sidewalks along streets where development or redevelopment occurs.**

The city should amend the Subdivision Regulations to commit to the Americans With Disabilities Act (ADA) minimum sidewalk width of 5 feet. Sidewalks should be required along city streets when development or redevelopment occurs.

### GOAL #4

## Improve the Bicycle Infrastructure

Even more so than sidewalks, the Marshfield community’s desire for bicycle facilities represents an opportunity to introduce a positive new amenity. However, it also provides a significant challenge in determining where such facilities can be placed and how they can meet the diverse needs of all rider types, from families with first time riders to long-distance bicyclists using Marshfield’s rural roads and hilly terrain to train for marathon events.

As with sidewalk infrastructure, on- and off-street bicycle routes, paths, and trails can greatly impact the connectivity of a community. Bicycle facilities also present similar challenges as sidewalks in that, whether placed within the road pavement or on a separate dedicated path, they must be located within available street right-of-way.



Examples of signs alerting motorists to share the road with bicycles.



With narrow right-of-way widths throughout the city, especially within established residential neighborhoods near the downtown core, retro-fitting bicycle facilities on local streets will require significant advanced planning.

#### ■ OBJECTIVE 1

##### Adopt a Bicycle Master Plan

Whether on-road, within designated off-street pathways, or an entirely separate trail, the best method to assess where bicycle facilities can best be constructed is developing a Bicycle Master Plan.

Most cities create a Bicycle Master Plan (BMP) to encourage bicycling and to recognize bicycling as a form of transportation within the community. In addition, an adopted BMP can help a community qualify for state, federal and nonprofit grants and matching funds to improve bicycle infrastructure. Finally, a BMP can be instrumental in improving safety for new and existing bicyclists.

A Bicycle Master Plan involves more than simply identifying bicycle routes in the community. As the Visioncast initiative as part of the Growth Plan has already determined there is a desire for increased bicycle opportunities in Marshfield. Funding for the planning process should begin first, followed by the formation of a Bicycle Advisory Committee (BAC). The BAC should be comprised of a diverse array of cycling advocates, from the inexperienced who might be uneasy about riding a bicycle in the street, to the regular distance rider who cycles hundreds of miles annually. Each cycling advocate is likely to have a somewhat different set of needs from the BMP, from concerns about keeping children safe on dedicated bike trails, to a desire to keep marked paths on streets clear of obstructions in order to get from one point to another quickly.

*The stakeholders on the BAC can take these varying goals to build consensus, identify objectives, and classify roads for different users, and eventually create a community-wide BMP that can be implemented to the satisfaction of all residents.*

**To implement this objective**, following approval of the Growth Plan, Marshfield should immediately take the necessary steps to begin the process to adopt a Bicycle Master Plan, with a goal to begin implementing it within 5 years of the adoption date of the Growth Plan.

#### ■ OBJECTIVE 2

##### Adopt regulations requiring on and off-street bicycle paths for all new or expanded roadways.

While this goal could readily be included in a Bicycle Master Plan document, regulations to require on- and off-street bicycle paths for all new or expanded roads is an objective that can also be achieved through an amendment of the street width and cross-section requirements in the Subdivision Regulations. These same regulations can also include a requirement that all new subdivisions provide a dedicated connection to off-street bicycle trails or multi-use paths if these trails or paths are immediately adjacent to the developing property. Such a policy ensures residents have a safe and easily accessible route to access to the community's bicycle facilities.

*The new I-44/MM 2013 Interchange will feature a shared-use facility, which could serve as a lynchpin path to expand bike and pedestrian facilities throughout Marshfield.*



### ■ OBJECTIVE 3

#### Retrofit existing roads, where widths are sufficient, for on-street bike paths and markings

While retrofitting existing roads for on-street bike paths is a goal that would optimally be considered through a Bicycle Master Plan process, Marshfield may be able to identify and establish some basic bike routes throughout the city with minimal cost. In fact, some streets in Marshfield, such as Jackson Street, already include on-street bike lane and identification markers. Prior to the adoption of a BMP, an assessment can be made to determine how often they are used, whether they lead to destinations cyclists want to go, and where these paths could be expanded further. This will allow Marshfield to have a bike map on-hand until an official Bicycle Master Plan is adopted.

Once locations where cyclists and automobiles share the road are identified, “sharrow” markings should be made to street pavement, and “share the road” signs installed on streets that are not wide enough.

### ■ OBJECTIVE 4

#### Identify locations throughout the community where bike trails and bike lanes can be installed or implemented, preferably through a Bicycle Master Plan.

As noted in Goal #3: Sidewalks, the new I-44 Mile Marker 103 interchange will feature a multi-use bike/pedestrian path along the south side of new Route CC to the future extension of N. Elm Street approximately 1 mile to the east. From N. Elm, the shared use path will turn south, passing the future community pool site and connecting to Hubble Drive (existing Route CC).

This path will serve as not only an exceptional amenity to the community, but a potential opportunity to further connect bicycle and pedestrian paths throughout the rest of Marshfield. For example, opportunities to further extend this path south down Elm Street to the east side of downtown are possible. Such a designated path would result in at least 500 existing and future homes being within ½ mile of its location as well as providing a link to Marshfield High School, Marshfield Junior High, Webster Elementary, Hubble Elementary, and Shook Elementary School. Providing this pedestrian and bicycle connection will provide residents and students with a safe and clear route to their homes as well as the community pool.

A future Bicycle Master Plan could also identify a route for cyclists to continue east and west on new Route CC, should this roadway ever be extended to connect to Missouri Route W.

# IMPROVING UTILITY

## Utilities Infrastructure

Utility services provide the foundation of infrastructure needed for any community to prosper and enjoy a high level quality of life.

Marshfield is especially unique in the provision of utility services in that it is situated at the top of 4 major drainage basins (Gasconade, James River, Niangua, and Pomme De Terre). This topographic characteristic offers potential cost advantages and development opportunities as a result of being able to install utilize gravity-assisted storm water and sanitary sewer lines in many locations throughout the city. However, it also means that costly facilities such as sanitary sewer treatment plant are not ideally located near growth areas. To remedy this, a series of lift stations and trunk lines to serve localized areas are necessary. In short, careful long-range planning of utility infrastructure is important for Marshfield in order to keep maintenance and construction costs low while committing high-dollar capital improvements in areas most ideally suited for economic growth and expansion.

**FROM THE VISIONCAST COMMUNITY INPUT AND WELL AS OTHER RESOURCES, THE PLANNING COMMISSION AGREED ON THE FOLLOWING GOALS:**

- Improve the Sanitary Sewer Infrastructure**
- Improve the Stormwater Infrastructure**
- Improve the Electrical, Natural Gas and Communications Infrastructure**

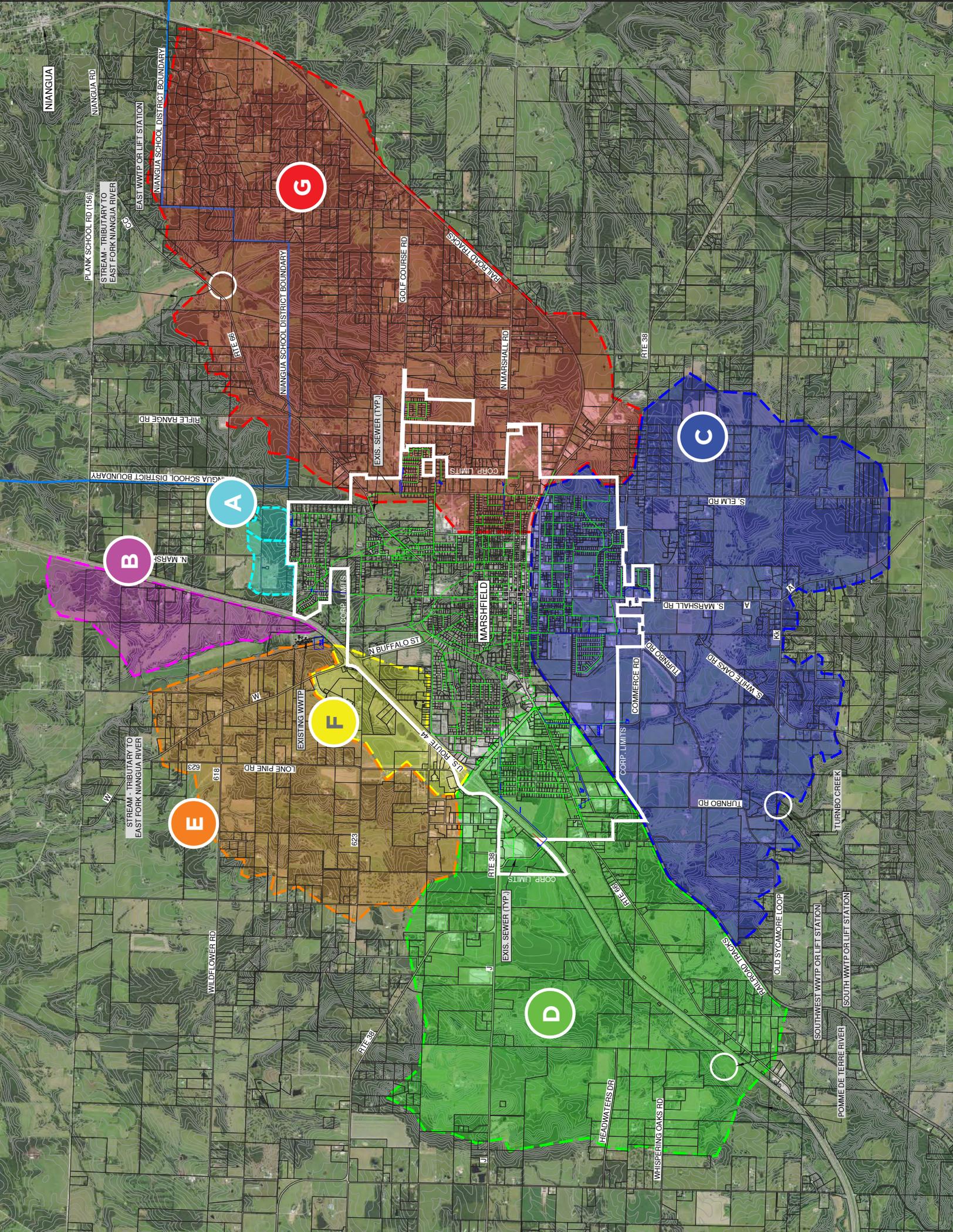
---

### GOAL #1

#### Improve the Sanitary Sewer Infrastructure

The extension of sanitary sewer utilities often represents one of the most important, yet costly, expenditures in a municipal government's long-term budget. Where sanitary sewer lines, lift stations, and waste water treatment plants are provided is a critical factor in determining where growth is most likely to occur. With wastewater treatment facilities costing upwards of \$20 million, effective identification and placement of such facilities in locations where long-term growth is most likely to occur represents an effective use of limited tax dollars.

Well-chosen placement of sanitary sewer facility infrastructure can also mean reduced installation, operation, replacement and maintenance costs for Marshfield residents. For example, a waste water treatment facility located in a low-lying area and served by mostly gravity-based sewer lines is less expensive to operate compared to a system which relies on a greater number of localized sewer lift stations, which have to pump effluent uphill over topographical ridges. These costs are reflected in the rates that customers pay each month. With each lift station typically costing \$250,000-\$350,000 and remaining operational for only 10-15 years (compared to a typical treatment facility lasting over 30 years), it is easy to understand why careful thought and long-range planning is needed for the placement of sanitary sewer facilities.



The map above shows the major drainage basins in which Marshfield is situated. It also shows sub-area drainage areas that Marshfield either already provides sanitary sewer services or anticipates providing in the future, such as along both sides of the new Route CC interchange at mile marker 103.

Note that it is highly unlikely that Marshfield will be able to afford sanitary treatment facilities in all of the alternatives discussed below. In fact, installing a major facility in just one of the largest areas (within James River (purple), Pomme de Terre (green), or Osage Fork (red) will significantly impact long-range planning and budgeting in the city's Capital Improvements Plan.

In addition, given the development acreage needs for land uses in Marshfield through 2040, several of the options noted (especially the three drainage basins noted in the paragraph above) could readily serve Marshfield's sanitary sewer needs for many decades. In the context of extending sanitary sewer facilities into new basins, development in any one of these basin areas should be viewed as a long range plan, well beyond the 20 year timeline for the 2018 Growth Plan.

**With this in mind, the following options have been identified as potential sanitary sewer service areas based on 1.) most likely locations for future growth and 2.) the fewest number of sewer lift stations needed to serve this future growth.**

### **A** New Route CC Corridor Area

The area along the new Route CC corridor is capable of being served by gravity sewer lines which flow south to existing Lift Stations 6 and 8. Once north and east of the service areas for these two lift stations (toward the future N. Elm Street extension and Rifle Range Road), additional development can be served by moving Lift Station 8 to the north and connecting this facility to gravity sewer lines. Because of the new I-44 interchange, this is a key commercial and residential growth corridor for Marshfield in the next 20 years. Generally, this area can be served by gravity flow sanitary sewer lines, with lift stations needed once development extends 500 feet north of new Route CC.

### **B** East Fork Basin

The area is comprised of approximately 460 acres and is located on the west side of I-44, north of the existing wastewater treatment plant. Given this, this area will be ideally suited for additional industrial-zoned uses, with excellent proximity to I-44.

### **C** James River Basin

The James River Basin already encompasses a significant area south of the city, including the south part of downtown and the existing Industrial Park. It

is comprised of approximately 4,000 acres (or 6.25 square miles), with about 15% (620 acres) within the Marshfield city limits. Waste water from this area is pumped north to the existing Marshfield treatment plant off I-44. Due to the planned expansion of the Industrial Park and the existing presence of residential development in the southern third of the city, the James River Basin is likely the city's largest area for future expansion plans.

Additional extensions of road infrastructure into this area are also already on the city's list planned improvements. (These road improvements are detailed in the Transportation Infrastructure discussion in the previous section). From a terrain perspective, there is significantly more flat area and fewer areas with significant slopes, factors which lowers development costs. With about 15% of developed areas of Marshfield already within this drainage basin, existing lift stations and sanitary sewer trunk lines are currently in place to pump waste water to the existing treatment plant. These lines may need to be replaced, expanded in capacity, and/or extended to serve wider areas in the future unless a second treatment plant is located within this basin.

### **D** Pomme De Terre Basin

The Pomme De Terre basin straddles I-44 west of the Spur Drive/Highway 38 interchange and is comprised

of approximately 3,700 acres (5.8 square miles). The gravity flow of water in this basin is generally toward the Pomme de Terre River. About 15% or 550 acres of the Pomme De Terre basin is within the Marshfield city limits. Wastewater from development is pumped north to the existing Marshfield treatment plant off I-44 near the interchange at Mile Marker 103. While the Pomme De Terre basin contains a significant amount of acreage that is reasonably close to I-44, Marshfield's growth has generally not gone in this direction in the past. This could change, however, when a west interchange is constructed along I-44 between the Northview exit (Exit 96) and Spur Drive (Exit 100), in which case large areas of highway commercial and industrial-oriented development are possible. The remainder of this area further away from the I-44 corridor is likely to be residential.

In terms of infrastructure challenges, significant extensions of wastewater and road infrastructure would be needed into this area to make it viable for development. In addition, from a terrain perspective, there are fewer flat areas and more areas with significant slopes, that will present development challenges. This area will also require lift stations to pump waste water to the existing sanitary sewer plan, unless a new waste water treatment plant is built within this basin.

### **E** West Niangua Fork Basin

This area is comprised of 1,600 acres (2.5 square miles) and is located on the west side of I-44, northeast of Mile Marker 100 and due west of Mile Marker 103. Extending sanitary sewer lines into this area is contingent on either: (a) Coordination with the new I-44/Route CC interchange that would include a western roadway section design and construction in the future, or (b) the construction of a waste water lift station, which pumps back to the wastewater treatment plant.

While further analysis of this area will be needed in order to determine when utility extensions and roadway improvements are sustainable for Marshfield, it is generally assumed that the majority of this area will be residential in character, especially the northern half, which will have ready access to I-44.

### **F** N. Buffalo Road/I-44 Corridor Area

This relatively small area is comprised of 360 acres. Extending sanitary sewer lines into this area would require either installing a lift station on the west side of I-44 or crossing the interstate with a gravity pipe in order to reach the existing treatment plant. While gravity pipe is the lowest cost method to serve an area, much of the area on the east side of I-44 is already within city limits, zoned "residential," and served by the existing city waste water system.

The west side of I-44 within this area has the potential to be a commercial or light-industrial corridor. However, travel distances from the I-44 interchanges and visibility from the Spur Drive/Highway 38 may limit the commercial development potential.

### **G** Osage Fork Basin

The Osage Fork Basin is comprised of approximately 4,500 acres (or 7.0 square miles) and is the largest of the alternatives summarized here. While it partially encompasses the eastern 20% of the city including the Golf Course Road and Route DD corridors, only about 400 acres or 6% of the city is presently within this area. As with the other areas summarized above, wastewater is pumped to the existing Marshfield treatment plant off I-44. Stormwater gravity flows to a tributary to the east fork of the Niangua River.

The Osage Fork Basin is likely the city's lowest priority option for future sanitary expansion plans when compared to the other options as it is furthest from the I-44 corridor in comparison to the other basins. Additionally, little existing road infrastructure into this area is present and not much is presently planned on the city's list of road improvements. Lift stations would be needed to pump waste water to the existing treatment plan, unless a new one is constructed within this basin.

From a terrain perspective, the area is characterized by sloping terrain that does not offer significant flat plateaus for development but does feature fewer areas with significant slopes.

---

## GOAL #2

### Improve the Stormwater Infrastructure

Stormwater management is the effort to reduce the amount of precipitation runoff from streets, parking lots, building rooftops and other impervious surfaces, as well as water-saturated pervious surfaces such as lawns and cropland. It also includes efforts to reduce pollutants and improve water quality as stormwater flows off the location onto which it first fell.

When stormwater is absorbed into the soil, it is slowly filtered as it flows into aquifers, streams, and rivers. However, when heavy rains occurs, impervious surfaces and water-saturated ground results in precipitation that runs across ground surfaces and into storm sewers and road ditches. This water often carries debris, chemicals, bacteria, eroded soil, and other pollutants, ultimately carrying them into streams, rivers, lakes, or wetlands. Stormwater is a major source of water pollution and therefore is regulated under the federal Clean Water Act. Minimizing the mobilization of stormwater and its impact is the goal of good stormwater runoff management.

Detaining stormwater to reduce the impact and flood potential of rain events and removing pollutants by allowing water to seep into the ground by natural processes is the primary purpose of stormwater management. Stormwater management practices such as detention basins (Detention basins hold water for a short period of time, releasing it gradually into a stream. If dry weather prevails, detention basins hold no water), retention basins (Retention basins hold stormwater runoff following storms and, like a small pond, remain permanently filled throughout the year.), culverts, gutters, and storm sewers are all tools that can be used to protect, restore, or mimic the natural water cycle.

In Missouri, the Department of Natural Resources (MDNR) regulates runoff that leaves a particular site as “stormwater discharge.” Municipal governments are also required to address stormwater control

through their own set of state-mandated parameters.

While these regulations are in place at the local level, municipalities like Marshfield face a number of stormwater-related challenges including:

- New development creating increased stormwater runoff.
- Redevelopment of property that was not previously required to account for on-site control of stormwater but now must be retro-fitted for these purpose.
- Improper maintenance of existing stormwater detention systems by private owners.
- Inadequate and aging stormwater facilities in historic and established areas of the city.
- Development within designated 100-year floodplain areas.

It is with these challenges in mind that the following Objectives have been developed.

#### ■ OBJECTIVE 1

#### Update Stormwater Management requirements in the Subdivision Regulations.

According to the Missouri Department of Natural Resources as of 2018, Missouri has approximately 162 regulated Municipal Separate Storm Sewer Systems MS4 The City of Marshfield will join these 162 other municipalities early the next decade when the population of Marshfield exceeds 10,000 persons.

In simple terms, a MS4 stormwater program is designed to reduce the amount of sediment and pollution that enters surface and ground water from storm sewer systems. Public entities that own or operate an MS4 play a key role in preventing or reducing the negative impacts stormwater runoff has on our valuable water resources.

MS4s regulations require a municipality to develop and implement of a formal, written Stormwater Management Program (SWMP), which must include measurable goals, interim milestones, and an iterative process for evaluating best management practices

(BMPs) in relation to stormwater quality and quantity (BMPs include the aforementioned detention and retention basins, as well as sand filters which remove pollutants as water runs through a sand-filled chamber system, and vegetated swales which use lush vegetation in a shallow collection area to slow water and filter out pollutants). Since Marshfield may be fewer than 5 years away from having to implement a MS4 stormwater program, a key objective of the Growth Plan is to update the city's stormwater management requirements in the subdivision regulations.

**To achieve this objective,** Marshfield should be prepared to adopt the MS4 stormwater regulations in anticipation of being required to do so as a result of Marshfield's population being over 10,000 persons.

## ■ OBJECTIVE 2

### Address existing stormwater issues throughout the community.

Due to varying levels of storm intensity and duration, not every flooding event can be prevented. However, areas with repeated flooding can be identified over time, and an analysis of causes can lead to potential solutions. While a study of individual locations of repeat flooding is necessary, the City of Marshfield should implement the following best practices to mitigate flooding:

#### **Identify property in flood-prone areas that can be used to install water infiltration and attenuation systems.**

In areas where repeat flooding is an issue, the City of Marshfield and property owners in the vicinity need to work together to find available space for surface or subsurface storage of stormwater. In storing stormwater for gradual release, flood-prone areas may see a significant reduction in water levels, particularly for 5-, 10- and 25-year storm events.

#### **Keep the storm sewer system clear of debris.**

Storm sewer systems can clog up with waste, debris, sediment, tree roots, grass clippings and leaves. In addition, more traditional corrugated metal sewer pipes have a tendency to rust and corrode, leading to system failure and expensive repairs. The city should implement a public education and outreach effort asking the public to assist in keeping storm systems clear to allow the storm system to work optimally. The City should also implement an annual storm sewer system monitoring and maintenance program.

#### **Encourage the use of permeable pavement and the installation of rain gardens and green roofs.**

Particularly in flood-prone locations, every portion of ground surface that can be converted from impervious to pervious areas allows for stormwater to seep into the ground and reduce the amount of stormwater flowing downstream. While pervious pavements require maintenance to ensure the pavement does not become clogged and rain gardens and green roofs require up-front financial investments and routine maintenance to function properly, these small steps can cumulatively have a positive impact in the frequency and amount of flooding.

#### **Work with property owners in the vicinity of and upstream from flood-prone areas.**

Identifying locations near and upstream from areas that regularly flood can slow water flowing downstream and allow it to be released over a longer period of time (often after the storm event has passed). While larger, permanent detention basins are most effective, even small "raingarden" ponds that hold water from driveways and rooftops can contribute to reducing downstream stormwater flooding impacts.

#### **Develop a city-wide stormwater master plan.**

A city-wide stormwater master plan will enable the city to more systematically address existing flooding



issues. In addition, by looking at stormwater at a macro level rather than mitigating local flooding issues one-by-one, the city will be in a better position to plan for and accommodate future stormwater needs.

### ■ OBJECTIVE 3

#### Adopt provisions to allow for a multi-lot approach to stormwater detention.

The most common practice for new development, especially for multi-family, commercial and industrial land uses, is to take a “lot by lot” approach to stormwater detention. However, this practice has drawbacks in that lot developers may find that the best locations for on-site stormwater detention is where other needed facilities, such as parking lots, ingress/egress locations, free-standing sign locations, and required fire lanes need to be placed. This can result in increased development costs as it necessitates the storm water detention to be placed underground. In addition, the lot-by-lot approach means that every lot owner needs to spend time and resources to conduct routine maintenance, such as grass mowing, weeding, and sediment removal, on a regular basis.

An alternative to this would be a multi-lot approach to stormwater detention. This policy would allow multiple lot owners to collectively participate in the short and long-term maintenance of stormwater facilities. Ideally, the location of the stormwater facilities are determined during the final plat process. For facilities located within a “common area” lot such as detention or retention basins, the property owners enter into a Home Owners Association or Commercial Lot Owners Association to agree how the detention basin will be maintained and annual (e.g. mowing and debris removal) and long-term (e.g. silt removal and structural repairs) costs associated with this maintenance. This concept would also allow a lot’s more valuable land to be used more impactfully, while stormwater detention basins are placed in lesser used portions of a development site. Alternatively, for facilities along roads such as vegetative swales, a Community Improvement District (CID) can be established to turn routine maintenance over to a landscaping or facility management operation.

Another option would be through the use of regional detention basins that serve multiple developments. Ownership and maintenance of these regional detention systems become the responsibility of the city, which provides more consistent oversight into their proper functioning. Marshfield has regional detention facilities in Rotary Park and behind the Senior Center. Both serve dual purposes, with the former functioning as a soccer field and the latter as greenspace, complete with a walking trail, flowers, and natural grasses.



*Stormwater water can be addressed in a variety of ways, including riparian buffers and pervious pavement design*



While the flexible development provisions in the Planned Unit Development (PUD) portion of the Zoning Code allow for this already, implementing a multi-lot approach to stormwater without the use of the PUD requirements would require amendments to Marshfield's subdivision and stormwater control regulations in order to allow for it to occur more widely.

#### ■ OBJECTIVE 4

### Protect Marshfield's unique geographic features

Being situated in the Ozark region of the state, Marshfield and Webster County contain a significant number of unique features, including karst topography, caves, losing streams, steep slopes riparian buffers, and floodplains. While stormwater runoff and the pollutants it carries are an environmental concern for areas without this type of terrain, Marshfield and the surrounding area is particularly impacted since these features are commonly found within and just outside city limits.

While scientists and geographers are still learning about where these features are located and how pollutants may be impacting subsurface aquifers, what is known is that surface water and the pollutants it carries can encroach into these water sources and impact wells and springs used for drinking water.

Like the steps described above in protecting floodplains, similar steps can be taken to identify these unique topographic features, followed by changes to the Marshfield subdivision regulations to limit development within a pre-determined buffer area surrounding these features. For example, a riparian buffer is a vegetated or forested area near a stream which helps to protect the stream from the impact of adjacent land uses. This may include erosion control, the vegetative filtration of stormwater runoff pollutants, and natural habitats for wildlife that aid in this process. The preservation of riparian buffers and other topographical features can be achieved through changes to the subdivision and site plan review processes, such as establishing setback minimums when these features are identified.

Marshfield should identify in advance the unique

topographic features that may be prone to erosion or impactful on surface and subsurface groundwater, including karst topography, caves, losing streams, steep slopes and floodplains. In addition, the subdivision regulations and site plan regulations should be amended to require the developer to identify these topographic features during the site plan review process and limit development within a pre-determined buffer area around these features.

---

#### GOAL #3

### Improve City's Policies on Private Septic Systems and Sewer Lagoons

#### ■ OBJECTIVE 1

### Update Septic and Sewer Lagoon System requirements.

According to a University of Missouri Extension publication, septic tanks and absorption fields are the most common onsite sewage treatment system in use in Missouri. Nearly 30% of all housing units in Missouri use onsite wastewater treatment systems (septic tank/absorption fields), and 70% of those systems are not functioning properly. Based on the General Soils Map of Missouri, counties in the Missouri Ozarks, including Webster County, are particularly at risk. Depending on the county, 60-99% of the soils show severe limitations for using absorption field systems."

For at-risk areas, connecting to a public sewer system is generally the best alternative for disposing of domestic sewage from private residences. The problem is that the cost of doing this can be prohibitively expensive to the homeowner.

As areas with higher concentrations of septic systems are incorporated into the city and centralized sanitary sewer systems are extended to serve developing areas, failing systems may inadvertently become - at best - a source of nuisance complaints or - at worst - a major contributor to polluted streams in Marshfield and the surrounding vicinity.

**To achieve this objective, Marshfield should:**

1. Establish an ordinance detailing how existing septic systems on property annexed from unincorporated Webster County will be handled.
2. Adopt an ordinance on existing septic systems that allows for these systems to remain as long as they are located on more than 3 acres and remain properly functional according to established Missouri Department of Environmental Protection standards.
3. Adopt an ordinance on how septic systems and sewage lagoons will be decommissioned when they eventually fail, the property is developed with lots that are smaller than 3 acres in size, which have approved soil types, and/or centralized city sanitary sewer mains are available within 300 feet of the property.
4. Identify areas using septic systems and their level of function prior to annexation as part of the annexation process. If problems are identified, the city can coordinate with the property owner and Missouri Department of Natural Resources to create a mitigation plan to rectify or decommission the septic system through connection to the city's sanitary sewer system.

cations, and internet services available to residents. As Marshfield plans for future growth, it is important to work with these utilities to understand their future expansion plans and affirm that services will be able to be provided to these future growth areas.

This is particularly true for future industrial and large commercial uses, which have more significant needs for utilities and require advance planning by utility companies in order to meet needs. Costly infrastructure investments such as roads, water, and sanitary sewer facilities in land targeted for industrial and commercial growth will not be effective if non-city utility providers are not positioned to meet demand.

**To implement this objective**, following the adoption of the Growth Plan, Marshfield should continue to take steps to meet with non-city utility providers to make sure that future expansion and growth plans are consistent in terms of anticipated needs and availability.

---

GOAL #4

## Improve the Electrical, Natural Gas and Communications Infrastructure

■ OBJECTIVE 1

Work with non-city utility providers to identify future extensions of electric, cable, and internet utilities and substations to key employment, retail, and residential areas to ensure needs can be met when development occurs.

While the City of Marshfield provides water and sanitary sewer services to its local customers, other utility providers provide electricity, natural gas, communi-



## ■ OBJECTIVE 2

### Require under-grounding of all electric, telephone and cable utilities along future major roadways or locating along rear property lines.

While a standard development practice within new subdivisions, the requirement to install underground utilities along planned roadway corridors is not specifically called for in the Marshfield Code of Ordinances. While such a standard would not apply to existing roadway corridors which already have overhead utilities, new roadways can accommodate this requirement as a much-reduced cost at the time of construction. In addition, the community benefits by the improved aesthetic appearance of these roadway corridors and reduced service interruptions. **To implement this objective**, Marshfield should adopt a revision to the Code of Ordinances relating to roadway construction requirements.

## ■ OBJECTIVE 3

### Provide high-speed internet service to residential areas.

Today, internet service access to residential areas has evolved from a desired amenity to a must-have utility service. The benefits of having high speed internet service include:

- Strengthened educational aspects for students of all ages. Internet access and faster internet speeds have become necessary for students to access on-line instruction and finish their homework. Similarly, parents can prepare their kids for classrooms of the future as well as check classroom progress on a more regular basis.
- Access to evolving technology, from telecommunication, computer, and television access to smart homes and energy efficiency applications which contribute to an improved quality of life.

- Opportunities for work at home and home-based business occupations, in fields as diverse as accounting to photography. A 2018 study released by a Switzerland-based office provider IWG found that 70 percent of professionals work remotely — a phenomenon known as telecommuting — at least one day a week, while 53 percent work remotely for at least half of the week.

With these factors in mind, it is important to work with internet access providers to insure that Marshfield's new residential subdivisions and multi-family developments are equipped with access to high speed internet service as well as prepared as much as possible to accommodate changing technology in the future. For example, pre-wiring a home with fiber optic lines during the construction process has proven to be a cost-effective way to ensure that a home is technology-ready in recent years.

**To implement this objective**, Marshfield should closely coordinate with internet service providers during the pre-development stages of single and multi-family subdivisions to ensure they are aware of these new developments. In addition, opportunities to install or upgrade internet service to existing residential uses should be supported and encouraged by the city while making sure that residents are apprised of potential impacts of retro-fitting these areas, such as easements being accessed and construction equipment impacting street right-of-way, parking areas, and landscaping/lawns.

# IMPROVING LIVABILITY

## Housing

While it was not an identified need from the 2015 Visioncasting initiative, housing was an issue for respondents to the 2018 survey. Participants expressed concern that Marshfield lacked adequate housing choice for low-to-middle income residents and disabled residents. Marshfield has an aging housing stock, which may have contributed to the perception that, in some areas, available housing is poorly maintained. In addition, Visioncast results support the provision of a wide range of housing options and price options, from detached single-family homes, multi-family dwellings, and housing specifically designed for seniors over the age of 65 years.

The Economic Development Section (Section 3) of the Growth Plan provides a snapshot of the current population and housing market in Marshfield, as well as projected population growth and housing need through 2040. Its key findings, plus additional information from the U.S. Census Bureau/American Community Survey, helps to frame the issue of housing in Marshfield. In addition, an analysis on the trends that are anticipated to impact Marshfield's housing market between now and 2040 can be reviewed in Appendix C.

**BASED UPON THE VISIONCASTING INPUT, AS WELL AS DATA FROM THE U.S. CENSUS BUREAU/AMERICAN COMMUNITY SURVEY AND OTHER RESOURCES, THE FOLLOWING GOALS HAVE BEEN IDENTIFIED:**

- ☑ Provide diverse housing options for 2,400 to 2,600 new Marshfield residents through 2040
- ☑ Ensure adequate code enforcement & dilapidated housing replacement/rehabilitation
- ☑ Address Marshfield's aging housing inventory and home/property maintenance concerns
- ☑ Encourage increased home ownership

---

### GOAL #1

## Provide diverse housing options for 2,400 to 2,600 new Marshfield residents through 2040

### ■ OBJECTIVE 1

#### Track local population growth projections and demand.

While information in the Housing Appendix includes data relating to historic and projected population and age demographic growth trends, these numbers can change based on Marshfield's ability to attract jobs to the community between now and 2040. In order to ensure Marshfield remains on track to provide enough housing and the type of housing to meet demands across price ranges and resident's preferences, it is important to regularly monitor local and regional growth trends.



For example, in April 2020, the U.S. Census Bureau will conduct its nationwide decennial census count. By late that year, city officials and stakeholders will be able to determine whether the projections contained in this 2018 Growth Plan are on target or need to be adjusted. In addition, if projected and actual numbers differ, a determination as to where to focus housing efforts through 2030 can also be made.

Marshfield should regularly monitor local and regional growth trends in population and housing construction starts so that the city can determine whether the projections contained in the 2018 Growth Plan are on target or need to be adjusted.

## ■ OBJECTIVE 2

### Identify housing types currently available and planned for development (5-year timeline), especially for demographics with annual incomes from \$35K to \$75K.

Presently, construction of new housing units in Marshfield does not appear to be keeping pace with current population growth rates. If this continues, Marshfield may begin losing potential residents to other nearby cities and to unincorporated areas in Webster County.

Fortunately, the City of Marshfield is well-positioned to not only plan for the best locations of new residential development (See Section 2 on Land Use), it can also help facilitate this development in relation to the density and lot size of these new units through the zoning code and subdivision regulation process. Through water and sanitary sewer utility extensions, and predicated land absorption rates, city staff may be able to gauge how many new homes are anticipated over a three- to five-year period.

The annual household income demographic between \$35,000 and \$75,000 is an important one for

Marshfield for the following reasons:

- 1) According to Zillow.com, a \$35,000 annual household income is roughly the range that will allow a person to afford a \$125,000 home. According to local realtors, homes in this price range are in the most demand in Marshfield.
- 2) As discussed in the Economic Development Section (Section 3), Marshfield seeks to prioritize manufacturing and industrial employers with minimum hourly wages of \$15-\$20 per hour (or \$31,000 to \$42,000). This minimum salary range allows for the purchase of a home in the highly sought price range noted in #1 above.
- 3) One of Marshfield's Growth Plan objectives is to encourage the 18-34 age demographic to remain in town and to transition from renter to home owning within the city limits. This also means taking steps to retain the age 35-64 demographic through the availability of local employment with opportunities for advancement, continuing to provide quality public education through the Marshfield School District, and providing housing that allows these households to "upgrade" within the city limits of Marshfield as the family gets larger. According to Zillow, the \$75,000 income range would allow for homes of up to \$298,500.

Marshfield should regularly track proposed subdivisions and the price-points of the homes offered in these subdivisions in order to ensure that housing choices are available across a broad range of price points to attract a diverse set of home buyers.



### ■ OBJECTIVE 3

#### Plan for multi-family uses near community amenities.

As discussed in the Land Use Section (Section 2), multi-family homes should ideally be located near collector or arterial streets with good access to sidewalks and/or bicycle paths, and in proximity to community amenities such as schools, shopping districts, grocery stores, community parks and recreational facilities. The chapters on Downtown, Spur Drive and the new Route CC corridor provide details as to potential locations for multi-family dwellings, as well as single-family homes built in more compactly-built densities. As indicated on the Future Land Use Map, multi-family residential uses should generally be located near arterial and collector streets and in walking distance to community amenities and shopping areas.

### ■ OBJECTIVE 4

#### Zoning provisions specifically designed for those over age 65 and/or the disabled.

Many cities have taken steps to encourage (or require) housing that is specifically designed for the disabled and those over 65 years in age. These concepts have become increasingly popular as the Baby Boomer generation seeks opportunities to live in place in their community. To support this increasingly popular concept, some housing and neighborhood design concepts to consider include the following:

##### **No-Maintenance Building Exteriors**

There are a variety of contemporary building materials that offer the convenience of no maintenance, including fiber cement siding, metal roofs, and composite decking. While the cost of these materials is greater, their long-lasting and worry-free design

are an excellent choice for those who are physically unable or have no desire to do routine maintenance.

##### **Lot-less Homes**

Taking the maintenance-free exterior to the next step, the concept of lot-less homes are those in which the house is situated within the exact footprint of the home. The building footprint belongs to the property owner, while the remainder of the area surrounding the home, including the lawn, landscaping, and driveway area, are all owned and maintained by the Home Owners Association (HOA). Residents within the subdivision pay the HOA for exterior care. While this innovative approach is a solution for those who do not desire to do lawn work, passers-by who are unaware they are in a lot-less subdivision are unlikely to notice. This approach also provides for uniform maintenance and appearance.

##### **Universal Design**

The term “universal design” is based on the concept that the built environment (such as the interior of a home) should be usable to the greatest extent possible by everyone, regardless of their age, ability, or status in life. The universal design concept within home environments can make movement for those with pain or health issues significantly easier and potentially safer. These designs also help those utilizing them to live in place longer, reducing the need to move to a care facility. Examples of universal design concepts include power outlets located at least three feet off the floor, home entryways without steps or thresholds from the front door or attached garage, and “stacked” closets within multi-level homes that enable them to potentially be converted to an elevator.

##### **Wide Sidewalks**

For those who use a wheelchair, sidewalks of at least five feet in width are important. To allow for a person

to walk next to an individual in a wheelchair, greater widths are often necessary.

At present, Marshfield's development regulations do not require sidewalks. To address this, Marshfield should amend the site plan and subdivision regulations to require 5-foot wide sidewalks along all street frontages for new or redeveloped lots.

---

## GOAL #2

### Code Enforcement & Dilapidated Housing Replacement/Rehabilitation

During the 2018 Visioncasting initiative, participants expressed concerns about housing conditions and the potential impact of these conditions on housing values. Housing conditions may deteriorate more rapidly in a community such as Marshfield with greater numbers of homes over 30-40 years of age as these houses require additional upkeep and maintenance compared to newer homes.

While determining when and how to conduct regular and routine maintenance should generally be left up to the home owner, there does come a time when the condition of a home or property becomes so deteriorated that it effects the value of not only the property itself, but the value of neighboring properties. Deteriorating properties can also attract crime and vandalism. To address and avoid these issues, city code enforcement staff must remind property owners of their upkeep responsibilities. These responsibilities are related to both aesthetic and building safety concerns.

At the September 29, 2018 "Picturing Our Future" community input event, input was sought from the public on the proper time and conditions for code enforcement efforts. More details on the results of this can be found in the Housing Analysis in the Appendices. In short, however, the results indicate that time for enforcement comes at the time when exterior housing conditions in these categories are starting to go beyond a point where the property owner should

have taken his/her own steps to correct obviously deteriorating conditions.

The Marshfield community is fortunate to have a number of housing resources that can assist when needed. For example, The Missouri Abandoned Housing Act (Mo. Rev. Stat. 447.620 et seq) permits courts, upon petition, to transfer ownership of vacant, neglected, tax-delinquent properties to Missouri nonprofit organizations for rehabilitation. Examples of organizations that may potentially satisfy this requirement include community development corporations and neighborhood associations.

In addition, the Missouri Neighborhood Assistance Program (NAP) is available to help improve endangered communities through a public-private partnerships. Approved applicants are granted assistance via state tax credits to help attract eligible donors who redirect their Missouri tax dollars to an approved community development project. The Missouri Department of Economic Development (MO DED) supports the NAP program by approving projects, providing project oversight, and issuing tax credits to eligible donors.

Finally, the Missouri Neighborhood Preservation Act program also sponsored by the MO DED has various credit categories which offer either a 25% or 35% credit for qualifying rehabilitation projects in need of substantial rehabilitation or replacement.

**To achieve this objective**, the city should continue its current policy of code enforcement officials proactively engaging with property owners at the point when obviously deteriorating building conditions have reached the point of needing significant maintenance, but before major repairs become increasingly likely and costly. In addition, the city should partner when necessary with non-profit organizations to obtain grants and outside funding to address housing rehabilitation and construction issues.

GOAL #3

## Address Marshfield's Aging Housing Inventory and Home/Property Maintenance Concerns

■ OBJECTIVE 1

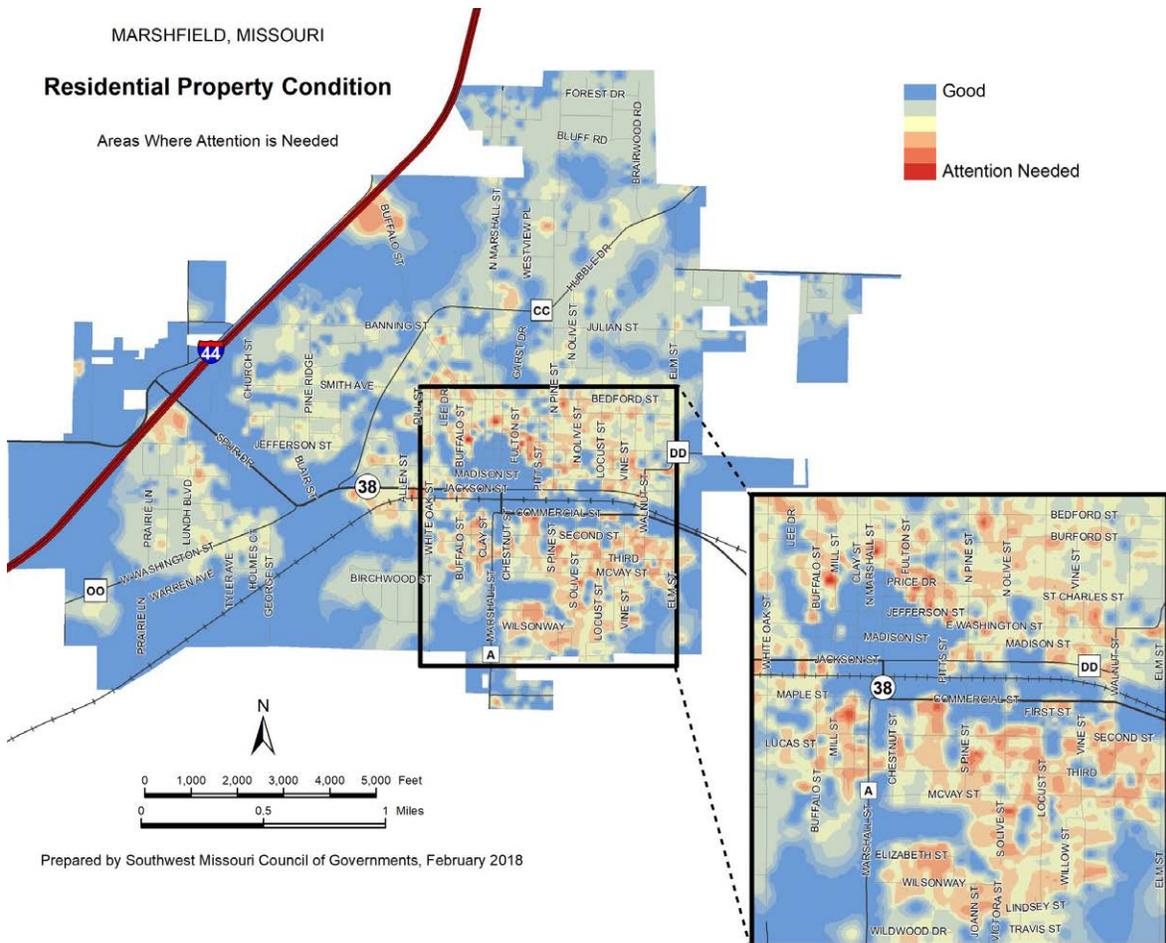
### Routinely identify the condition of residential structures.

In 2017, the City of Marshfield and GRO Marshfield contracted with Southwest Missouri Council of Governments (SMCOG) to conduct a residential property housing conditions survey and define housing ordinance best practices. The survey was performed from April through June of 2017. The housing survey was conducted by driving or walking along every public street within the city limits and evaluating every residential property and structure that was visible from the public right-of-way (without entering private property).

The survey showed that Marshfield has 4,171 structures within the city limits, 2,960 of which were residential structure types. The results were merged with a digitized map of Marshfield's parcels to create 18 housing conditions survey maps. These maps showcased the housing condition characteristics by providing a visual of each problem type and the general area in Marshfield where problem areas are located.

More can be learned about individual housing condition characteristics by referring to the report details (Marshfield Property Maintenance Code Review dated July 12, 2017 which can be found in the appendices).

The results assessed the conditions of siding, roofing, windows and doors, utilities, foundation, and whether the structure was beyond repair. It identified the southeast quadrant of the City of Marshfield as the area that has a higher concentration of residential structures and property in poor condition.



Prepared by Southwest Missouri Council of Governments, February 2018

The SMCOG report, in combination with Vision-casting results that reflect citizen concerns about residential property conditions, indicate that the City of Marshfield needs to ensure that exterior property conditions in residential areas do not get past the point where routine maintenance and repairs become costly house rehabilitations. This can only be done through routinely identifying the condition of residential structures. While it is best to do this as one sees a problem, it can also be accomplished through code enforcement. The heat maps provide by the residential housing conditions survey can help Marshfield staff to initially dial in on properties that need immediate attention. From there, GIS resources, including Google Earth and Building Permit databases, can help staff know where their time and resources should be spent. As a result of these findings, the GRO Marshfield Community Beautification Committee has focused their efforts on helping property owners make improvements in the neighborhoods with the greatest need.

**To achieve this objective**, the City should use existing results from the 2017 residential property housing condition survey to build a database to identify residential properties in need of property maintenance in areas such as siding, roofing, windows, doors, foundation, and general exterior conditions. Once a database is established, staff should be directed to spend specified amounts of time on residential code enforcement initiatives (see Objective 3 below for more).

## ■ OBJECTIVE 2

### Proactively provide homeowner resources on common home maintenance concerns.

Property maintenance involves much more than code enforcement officials identifying exterior maintenance problems and writing citations. In fact, this approach has the potential to become counter-productive, especially in scenarios where the property owner is legitimately unable to afford costly repairs.

In taking a more proactive approach to home repairs, communities nation-wide have introduced programs

where public outreach initiatives are made with the goal of helping homeowners become better informed about the types of repairs important to a home's structural integrity and exterior appearance. Others have offered annual and sometimes twice-yearly home-repair workshops (usually in the spring and fall) where homeowners can learn the basics of home repair and how to identify when their home may have a structural problem. While the city or GRO Marshfield may be responsible for getting programs such as these initiated, a wide variety of private businesses (home improvement and hardware stores, financial institutions, etc.) and non-profit organizations are often happy to sponsor these events and provide expert advice. Neighborhood Associations can also be called upon to help roll these programs out: (See Improving Livability Chapter for more on Neighborhood Associations).

Another proactive approach may be to offer home repair grants to elderly or disabled homeowners who lack the financial means to make even minor repairs, or to direct these individuals to resources where these types of grants are offered.

## ■ OBJECTIVE 3

### Proactively inform the public that property and structural maintenance issues are a priority in Marshfield.

Given that over 52% of Marshfield's residential structures are over 40 years in age, Marshfield will need to continuously and proactively engage in property and exterior structural issues with property owners. One of the best ways to do this is to let the public know how this will be accomplished:

#### Train and Engage

Code enforcement officials should remain proficient in identifying potential or on-going issues with a structure's exterior and take immediate steps to work with the property owner when issues are identified. The International Property Maintenance Code manual, a city-adopted code that regulates the minimum maintenance requirements for existing buildings such as lighting, ventilation, heating, sanitation and fire safety is a key resource in this effort. From this and other

resources, a written structural and property maintenance process that establishes clear steps on code enforcement should be adopted by the city. Severely dilapidated and/or abandoned homes should be identified. Partnering with community resources to acquire and rehabilitate or replace these homes should also be a priority.

### Public Information

The City of Marshfield should conduct a public information initiative through its website or social media pages to better inform property owners on common property and building maintenance issues. Annual or bi-annual workshops on home maintenance topics such as weatherization, lead paint and asbestos mitigation, wood window and door restoration techniques, and identifying foundation-related issues is another option in working with property owners.

### Resources

As Marshfield provides public information, it will also be necessary to direct property owners to where assistance resources are available. These may include grant programs to cover minor repairs for the elderly, disabled, and those on a limited income, weatherization programs sponsored by Ozarks Area Community Action Corporation (OACAC), Webster Electric Cooperative, and other resources with expertise on making a home energy efficient.

### Clear Timelines, Clear Remedies, Clear Steps to Enforcement

It is important that the city adopt and adhere to a clearly defined code enforcement process. Expectations as to when corrective action is needed, what steps need to be taken to remedy a problem, and what the potential outcomes may be if not satisfactorily addressed should be conveyed from the outset and enforced accordingly.

---

## GOAL #4

### Encourage Home Ownership

#### ■ OBJECTIVE 1

#### Implement proven best-practice policies that encourage home ownership in Marshfield

According to a 2017 study by the Pew Research Center using U.S. Census Bureau data, more people are renting than at any other point in the past 50 years. In 2016, 36.6% of household heads rented their home, an amount close to the 1965 number of 37%. Factors contributing to an increase in the number of renters is the number of Millennials in the rental market and the increasing number of retirees who desire maintenance-free homes and choose to transition from home ownership to renters.





Marshfield's ratio of owner-occupied homes to renter-occupied homes is nearly even. The city's 48% renter-occupied rate is above that of Webster County (26%), the Springfield MSA (36%) and state-wide average (35%). This may be the result of overall lower housing costs that make it more affordable for landlords to own or lease rental property, a somewhat older selection of available housing compared to the regional market, a more transient 18 to 34 years of age demographic who are commuting 30+ minutes to work in order to take advantage of lower housing costs, and the possible lack of housing options that would entice a renter to become a first-time homeowner

Objectively, a higher ratio of renters in Marshfield is neither good or bad. What is potentially problematic is young adults relocating to reduce commute times and/or find housing elsewhere to raise their families rather than putting down roots in Marshfield.

The following are techniques that may encourage an increased home-ownership rate within a community:

**Establish a pilot Home Ownership Program for city employees to promote home ownership within the city limits.**

The City of Greeley, Colorado established a down payment assistance program for the city's regular full-time employees. Municipal government employees often remain with the same employer for extended periods of time, making them excellent choices for such a program. This is also a good technique to help recruit employees.

**Work with realtors and developers to identify the types of homes in demand in Marshfield.**

The most in-demand housing price point in Marshfield is approximately \$130,000. However, there may be an over-supply of "work-force" housing, to the detriment of upscale and low-income housing. If Marshfield takes steps to better reflect averages in the rest of the Springfield MSA, the home-ownership rate might change by several percentage points.

**Incentivize housing types that are most likely to become owner-occupied.**

In 2018, the City of Highland, Illinois wanted to spur the construction of new single-family homes. To encourage this, they introduced a five-year incentive program in which grants were made available to home builders that constructed homes in the desired price range. The dollars for this incentive came from city economic development funds.

# Creating Community Character

Community Character refers to the distinct identity of a place. It is the collective impression a community or neighborhood makes on residents and visitors. From the 2018 Visioncasting initiative, Community Character-related concerns were captured in two areas:

- Community Environment
- Beautification/Community Growth

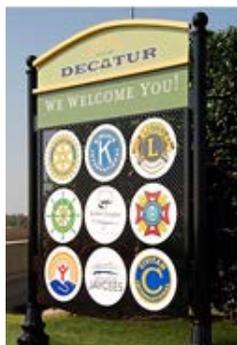
In Community Environment, residents expressed pride in the city's small-town feel, sense of community and friendly atmosphere. There was also a desire for neighborhood preservation and continued support for locally-owned businesses. From a Beautification and Community Growth perspective, respondents indicated a preference for community-wide beautification and a more unified appearance.

## FROM THIS COMMUNITY INPUT, THE FOLLOWING GOALS HAVE BEEN IDENTIFIED TO ADDRESS COMMUNITY CHARACTER:

- A cohesive approach to gateways into the city
- Community wayfinding signage
- Emphasis on Marshfield's distinct residential and commercial areas



Examples of prominent gateway signage that were most popular among citizens during the GRO Marshfield "Picturing Our Future" community event.



---

## GOAL #1

### Cohesive Approach to Gateways into the City

Gateway signs are typically located on the borders of community or downtown district for the purpose of introducing and welcoming visitors. While finding a desirable location for these signs can be a challenge, they provide an important opportunity to create a positive impression of the community.

Generally, gateway signs should convey a sense of place, quality and community pride. Capturing the attention of visitors and residents alike, they should convey the community's image or brand, helping it to stand out from others.

In keeping with these principles, more prominent gateway entryway signs would be best placed at high-traffic locations. While an entryway sign is already in place for east-bound traffic on I-44 at Spur Drive, there is a need for a similar sign for west-bound I-44 traffic, potentially at the new new Highway CC interchange with I-44 at Mile Marker 103. In addition, both signs could be further enhanced by landscaping and lighting. At the GRO Marshfield "Picturing Our Future" community event on September 29, 2018, citizen input indicated a preference for the options shown here.

With lower traffic volumes and less space for placing larger signs, smaller entryway signs are recommended at the city limits along Route CC/Rt 66, Highway 38, Route OO/Rt 66, Route A/KK and Route DD. While the Missouri Department of Transportation offers several standard city limit signs, a more personalized approach would offer an opportunity for community branding with the Marshfield city logo on these highway sign posts. Citizens also expressed a strong preference for the sign style on the left, with the sign on the right their next choice.

**To achieve this objective,** Marshfield should adopt community signage that conveys a sense of place, quality, and community pride while exhibiting an image or “brand” to help it stand out and be readily identified.

---

## GOAL #2

### Community Wayfinding Signage

Wayfinding signage within a community is a way to guide visitors to key destinations or areas of interest within a city. These signs can also play an important role in strengthening a community’s brand.

Effective community wayfinding signs will:

1. Provide clear, concise, and easy to read information regardless of time of day or weather conditions.
2. Anticipate navigational challenges by providing simple and clear direction, while using the minimum number of signs possible.
3. Provide a consistent and aesthetically-pleasing look that reflects the community’s brand, and is both noticeable and easy to interpret
4. Consider future wayfinding needs as the community grows and new roadways and areas of interest are introduced.

Destinations in Marshfield where wayfinding signage may be useful to visitors include the following places:

- Downtown Marshfield

- Various Marshfield High School athletic facilities and fields
- Webster County Museum

During the “Picturing Our Future” event, participants were asked to indicate their preference for wayfinding signs for both the downtown area and other major street corridors. For the downtown area, the example pictures below were the strongly preferred options. The photo on the left is oriented toward drivers, pedestrians and bicyclists. The signs on the right would hang from light standards, or dedicated poles along a corridor or in the area such as downtown.



Along major street corridors, participants overwhelmingly supported the sample style indicated below.



In all three preferred examples, residents appear to generally prefer a black pole with a more traditional or historic appearance. Whichever design is selected, future wayfinding needs as the community grows and new roads and areas of interest are introduced should also be a consideration.



*Well-designed wayfinding signs and sidewalk designs emphasizing pedestrians are an effective way to identify neighborhoods and commercial districts.*



### GOAL #3

## Emphasis on Marshfield's Distinct Residential and Commercial Areas

### ■ OBJECTIVE 1

**Create a neighborhood association program, allowing residents to exhibit pride in where they live.**

Throughout the United States, Neighborhood Associations have increasingly become a popular way for residents, businesses, and institutions within a defined area to work together to build neighborhood identity. Sometimes, these are built around a common theme for an area. For example, properties that were all built or had lots created within the same era. Others can find neighborhood identity through a local landmark, such as a park, school or church building within the Neighborhood Association boundaries. Ultimately, it is up to the members of the Neighborhood Association to decide what can best serve as the unifying theme within a specified geographic area.

Regardless of what residents and property owners determine to be the unifying characteristics, the primary goal of a neighborhood association is to bring neighbors and/or business owners together to work for improvements such as neighborhood safety, beautification, and social activities.

Municipalities also benefit by having an active neighborhood association program. Police and fire chiefs appreciate being able to connect with neighborhood groups to discuss crime and fire prevention. Planning and economic development staff are better able to inform these groups on new developments or pending public hearings. Public works personnel are better

equipped to engage residents on roadway construction, snow plowing, or flooding issues. Finally, elected officials appreciate having an informed neighborhood association representative who can keep them apprised on common concerns, such as tall grass violations or missed weekly trash pickups. An effective neighborhood association program also offers the advantage of electronic notification of meetings / events that may affect a neighborhood.

It is important to note that a neighborhood association is different than a homeowners association (HOA). While similar in that both are comprised of property owners, an HOA has legal authority to enforce rules and regulations (covenants and restrictions) within a subdivision. Neighborhood associations usually have no legal authority to impose fees upon its members. Projects are typically accomplished through volunteer hours, in-kind donations, neighborhood fundraising initiatives, and, in some cases, seed money from the municipality that is typically based upon a common cause or need.

### ■ OBJECTIVE 2

**Identify Marshfield's Neighborhoods with Signage**

Signs are an effective way to uniquely identify and strengthen individual neighborhoods within a community. Neighborhood signage can be customized to a variety of sizes and budgets. They may be placed upon existing street signs or erected on dedicated poles, as often found in historic districts. Permanent or temporary banners may also be placed on light posts. Neighborhood signs can provide a sense of place and be a significant source of pride.

Marshfield should adopt a neighborhood identification program and coordinate with residents to collectively agree on sign design and locations.



# Implementation Plan

*Follow Through to Success*

# IMPLEMENTATION PLAN OVERVIEW

## TABLE OF CONTENTS

Land Use Planning .....	136
Economic Development .....	140
New Route CC Corridor .....	146
Future West Interchange .....	150
Downtown .....	154
Spur Drive .....	160
Transportation Infrastructure ...	165
Utilities Infrastructure .....	169
Housing .....	175
Community Character .....	179

The Implementation recommendations for the City of Marshfield in this section are based on the Goals and Objective that are rooted in real world conditions that are anticipated to impact and change the city over the next 20 years. During this time, an effective implementation strategy will build on local strengths, adjust for local weaknesses, recognize market realities, and attempt to achieve development that can be sustained into the foreseeable future. In addition, the Implementation strategies will endeavor to meet residents' objectives, since local support is necessary for implementing most development strategies.

Implementation strategies in communities such as Marshfield have both costs and benefits. For example, many communities have historically tried to attract or retain industry through tax incentives and other economic concessions. In some cases such an approach may be cost effective, while in others the costs may outweigh the benefits.

The strategic planning efforts that were applied in the Growth Plan process can help identify the most cost-effective development strategies, with the widest level of community support. In this section, specific projects and initiatives have been identified, along with a timeline and who or what entity is responsible for implementing them.

Implementation must allow for flexibility in order to be market responsive, yet still provide strategic guidance. The intent of the Growth Plan is to provide broad-based guidance to the community leadership, various organizations, and the citizenry at large to enable more informed decisions about initiatives that may take place in both the public and private sectors.

The Growth Plan is also a tool to help decision makers and community leaders stay focused on the community's vision. In so doing, the Growth Plan overall and the Implementation section in particular should be utilized as a resource to encourage informed dialogue, evaluate actions, and make investments based on their merit in furthering the goals and aspirations of the plan.

In transforming opportunities into reality, time frames, roles and responsibilities may vary. Some actions in the Growth Plan may provide quick victories that the community can witness and celebrate in the short-term. Other opportunities require a longer time commitment as community

investments are made over a period of and incremental progress is sustained.

## Guiding Principles for Implementation

To promote a transparent decision-making process in implementing Growth Plan goals and objectives, many fundamental questions should be asked. If a project or action meets all or most of the criteria, it is likely sustainable and should be further pursued, encouraged or endorsed. If it does not, the project or action may not be in the best interest for the long-range objectives of the community. These broad-based questions for community leadership and staff, the GRO Marshfield's economic and community development partners, and interested parties and stakeholders include the following:

- Will the project or investment further the social, environmental and economic aspirations of the community?
- Will the project or investment create new and sustainable jobs and opportunities for the citizens of Marshfield?
- Will the project or investment strengthen the tax base of Marshfield?
- Will the project or investment provide a positive impact to the image of Marshfield?
- Will the project or investment make an improvement to the quality of life for the residents of Marshfield?
- Will the project or investment be a positive and contributing element not only for the Marshfield community, but for adjacent property owners and neighbors?
- Will the project or investment advance the goals and objectives of the Growth Plan and other adopted city policies?
- Will the project or investment require incentives or other enticements that offer reasonable assurance that taxpayers or municipal financial resources will benefit over time??

## Utilizing the Implementation Plan

Beginning implementation of a multi-faceted and dynamic Growth Plan vision can often be complex. Steps should be taken over a period of years to establish a foundation for cultivating longer-range aspirations and paving a path towards long-term success. While every project is important, not all projects can be undertaken at once and they must be evaluated against the community's ever-changing priorities. Significant lead-times may be required when investments are required by both the public and private sectors. This should be reflected in the Capital Improvement Plan (CIP).

The Implementation Plan includes ALL the goals, objectives, and action items in the previous 12 chapters within the Growth Plan. In addition, it includes two new features to provide further information:

1. Primary Participants & Partnerships. This item indicates who should expect to be involved in and responsible for a given action item. It is indicated by the  symbol.
2. Timeline. This item will provide an idea of when the City of Marshfield and its partners should plan act in order to implement and/or accomplish an action item. It will be displayed as a continuum consisting of five levels, and the anticipated start date and duration for a given action item will be highlighted in orange, as is demonstrated in the example below.

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

In the Implementation Plan, the first steps undertaken are those occurring in the first 12 months following Growth Plan adoption (in 2019) and the following 13 to 36 months (2020 to 2021). These initial actions help establish the framework for the success of initiatives.

Between 37 and 60 months after adoption of the Growth Plan (between 2022 to 2023), medium range actions are identified. These initiatives are dependent and/or build upon previous successes. In some instances, actions taken during the first three years of the Growth Plan will need to be completed to progress to future phases. Other actions will be dependent on external influences, such as market demand, population growth, fund acquisition and community-wide priorities. Finally, long range actions are those anticipated to be initiated between 61 and 120 (2024 to 2028).

The Growth Plan also identifies Action Items which are viewed as “ongoing” tasks that Marshfield community and the various partners will need to continuously attend to during the life of the Plan. Most may be accomplished through appointed committees or addressed through annual updates to the city’s Capital Improvements Plan (CIP). It will be very important for the community and the community partners to continuously monitor its progress and success in implementing these Ongoing tasks.

The Implementation Plan should be annually assessed to address unknown influences that may occur, such as shifts in the marketplace, policy changes at the local, state and federal levels, changes in development and business trends, shifts in technology, environmental and energy systems, and other factors that may influence priorities in Marshfield. This annual meeting should involve different organizations and entities that need or want to have a role in implementing the Growth Plan to help improve the community. The date of this meeting should be set well in advance, so that community partners can use this future date as an starting point to accomplish Growth Plan goals and objectives.

The Implementation Plan can also be used to facilitate an annual assessment report prepared by city and GRO Marshfield staff, outlining how the Growth Plan has been utilized and what changes have occurred that may affect the relevance of the plan and implementation goals and objectives. This process will assist in identifying any amendments through the City Planning Commission and Board of Aldermen as circumstances warrant. GRO Marshfield and the city Board of Aldermen will have final approval of Growth Plan text amendments and maps after notification of amendments are provided to the public and posted on the city website.

# Land Use Planning

## GOAL #1

Prioritize development in areas with existing or pending access to utilities.

### ■ OBJECTIVE 1

Develop Plans for Key Development Focus Districts

#### Action Items:

1. New Route CC Corridor

 City of Marshfield, GRO Marshfield, Marshfield Development League

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Industrial Park Expansion

 City of Marshfield, GRO Marshfield, Marshfield Development League

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Acquire land for expanded industrial uses and new business park near I-44 interchange at MM 103.

 City of Marshfield, GRO Marshfield, Marshfield Development League

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

4. Future Interchange (west of current city limits)

 City of Marshfield, GRO Marshfield, Marshfield Development League

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 2

Define and preserve Marshfield’s urban/rural boundary to guide future growth while protecting rural areas and sensitive landscapes.

Action Items:

1. In conjunction with a 10-year Capital Improvement Plan that inventories future plan utility improvements, adopt a Utility Service Area Boundary map that indicates where the city plans to extend sanitary sewer and water services, allowing property owners outside this boundary to understand when (and if) additional development of their land is likely to occur.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. In conjunction with the Utility Service Area Boundary map or as a separate map, identify locations where sanitary sewer and water will not be extended due to environmentally sensitive landscapes, difficult topography, or rural features which are intended to be preserved.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Adopt Subdivision Regulations that require increased setback buffers from environmentally-sensitive features or topography with slopes that exceed a certain threshold.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

4. Adopt Subdivision Regulations that detail when and where the use of Conservation Easements is appropriate, such as near karst topography, losing streams, and land with a high degree of slope.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 3

Adhere to (and regularly update) a land annexation plan in conjunction with plans to serve these areas in the short to medium term with sanitary sewer and roadway improvements.

Action Items:

1. Adopt a 10-year Capital Improvements Plan that specifically targets road, sanitary sewer, and water line improvements in areas the city plans to annex.

 City of Marshfield, GRO Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Prior to extension of city services and roadways, the city should work with land owners and developers to identify their plans to develop their property annex property which these roads and city utilities will serve.

 City of Marshfield, GRO Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 4

Inventory and Assess Opportunities for Infill Development

Action Items:

- Verify with property owners the availability of this acreage, particularly if the land is within an area that has been prioritized for development or redevelopment per the discussion above.

 City of Marshfield, GRO Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Coordinate with property owners to determine what their future development plans are for the property and let them know about the availability of water and sewer utilities and roadway improvement plans.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

GOAL #2

Adhere to key land use policies that support Growth Plan goals.

■ OBJECTIVE 1

Encourage Mixed Use Buildings

Action Items:

- Allow for more mixed use buildings in the Zoning Code, with a particular emphasis in allowing them Downtown, along Spur Drive, and along new Route CC.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 2

Plan adequate space for parks and recreation

Action Items:

1. Amend the Subdivision Regulations to require the dedication of public or private park and recreation areas to serve residents within the neighborhood.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 3

Create a More Walkable / Bikeable Community

Action Items:

1. Adoption of a Bicycle Master Plan and a Sidewalk Master Plan

 City of Marshfield, GRO Marshfield, Foundation for an Active Community in Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Amend the development regulations to require sidewalks, shared use paths, and dedicated bike paths to create a more walkable and bikeable community as properties develop (or redevelop).

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 4

Appropriate buffering and distances between land use

Action Items:

1. Amend the Zoning Code to require landscape screening and transitional buffer yards between uses which may otherwise be incompatible due to nuisances relating to noise, exterior lighting, outdoor storage, odors and fumes and visual / aesthetic impacts.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 5

Plan for adequate housing options for seniors.

Action Items:

1. Regularly monitor building permit data to determine whether sufficient senior housing is being constructed.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Monitor the need and support the development and upgrading of senior living housing to ensure adequate housing options are available to residents as they age.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

# Economic Development

GOAL #1

Capture an Increased Share in Regional and County-Wide Overall Economic Growth.

■ OBJECTIVE 1

Utilize a variety of economic development partnerships to further the city's economic development opportunities.

Action Items:

1. Continue to maintain a strong working relationship with non-government economic development partners such as Marshfield Development League, GRO Marshfield, the City of Marshfield, and the Marshfield Area Chamber of Commerce while also forming relationships and seeking opportunities to work with regional nongovernment partners such as the Springfield Area Chamber of Commerce, the Community Foundation of the Ozarks, the Community Partnership of the Ozarks and the Springfield Regional Economic Partnership.

 City of Marshfield, Marshfield Development league, GRO Marshfield, Marshfield Area Chamber of Commerce, Springfield Convention & Visitors Bureau, Springfield Area Chamber of Commerce, Community Foundation of the Ozarks, Community Partnership of the Ozarks and Springfield Regional Economic Partnership.

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Identify specific projects and locations that could benefit from public-private partnerships to generate positive economic development, create new jobs, and accrue other positive benefits to the community at large.

 City of Marshfield, Marshfield Development League, GRO Marshfield, Marshfield Area Chamber of Commerce; Marshfield School District, Missouri Job Center, Springfield Area Colleges and Universities

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Hire an economic development professional that can provide great time commitment and focus on business retention and expansion efforts.

 City of Marshfield, Marshfield Development League, GRO Marshfield, Marshfield Area Chamber of Commerce; Marshfield School District, Private Businesses, Marshfield Area Community Foundation, Webster County

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

## ■ OBJECTIVE 2

Ensure the local workforce has the knowledge, skills, and abilities that employers desire.

### Action Items:

- Continue to support the Marshfield School District and vocational resources in order to make sure high school graduates are prepared to fulfill the local workforce needs.

 City of Marshfield, GRO Marshfield, Marshfield Area Chamber of Commerce; Marshfield School District, Missouri Job Center, Springfield Area Colleges and Universities

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Take steps to make sure that educational resources remain available to provide the appropriate training and experience to the local workforce.

 City of Marshfield, GRO Marshfield, Missouri Job Center

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Understand what training and technical skills manufacturing employers demand from its workforce so it can be better prepared to demonstrate that the local workforce is prepared to satisfy their needs.

 City of Marshfield, GRO Marshfield, Missouri Job Center

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Work with higher education institutions and vocational training resources to provide access to job training and continuing education opportunities in Marshfield.

 City of Marshfield, GRO Marshfield, Missouri Job Center, and Springfield Area Colleges and Universities

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

GOAL #2

## Focus Growth Efforts In Key Regional Industries.

### ■ OBJECTIVE 1

Attract employers in the Manufacturing and Distribution sectors to Marshfield.

**Action Items:**

1. Market the industrial-zoned land planned for the west side of MM103 at I-44 and the Industrial Park to Manufacturing and Warehouse/ Wholesale Trade/ Trucking & Shipping industries by working with property owners, realtors, and real estate marketing firms to let potential firms looking to locate or expand in the region and state know about these sites and their amenities.

 City of Marshfield, Marshfield Development League, GRO Marshfield, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Work with developers to construct move-in ready facilities with flexible interior space that can accommodate smaller industrial companies that cannot afford to build their own buildings.

 City of Marshfield, Marshfield Development League, GRO Marshfield, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Engage with healthcare industry representatives to attract additional medical services and facilities to the Marshfield.

 City of Marshfield, GRO Marshfield, Webster County Health Unit

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

4. Create a conceptual development plan for industrial areas to help attract developers and identify development costs.

 City of Marshfield, Marshfield Development League, GRO Marshfield, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

### ■ OBJECTIVE 2

Identify and market potential hotel locations in Marshfield to developers and hotel operators.

**Action Items:**

1. Identify a variety of hotel types and price points that typically locate in cities of its size.

 City of Marshfield, GRO Marshfield, Marshfield Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 3

Attract Commercial Retail and Services to continue to strengthen Marshfield’s position as the retail hub of Webster County.

Action Items:

1. Address retail expansion opportunities in Marshfield’s commercial area by encouraging highest and best use of vacant lots and buildings, allowing mixed use/multi-family buildings, and supporting the formation of business associations in the Downtown and along Spur Drive commercial corridor.

👥 City of Marshfield, GRO Marshfield, Marshfield Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Support the formation of business associations in the Downtown and along Spur Drive commercial corridor.

👥 City of Marshfield, GRO Marshfield, Marshfield Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Continue to market the community retail developers.

👥 City of Marshfield, GRO Marshfield, Marshfield Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

4. Continue to support local entrepreneurship through “Shop Local” and “Small Business Appreciation” campaigns.

👥 City of Marshfield, GRO Marshfield, Marshfield Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

5. As new retail space becomes available, work with commercial real estate professionals to ensure that retailers looking to locate or expand in Marshfield are aware of available space.

👥 City of Marshfield, GRO Marshfield, Marshfield Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 4

Work to capitalize on Marshfield’s unique attributes to stand out in highly competitive Manufacturing and Distribution sectors.

Action Items:

1. Work to determine the best approach to highlight and market Marshfield’s the unique attributes in the areas of Rail access, easy to develop sites, flexible site sizes, lower land costs, a well-prepared workforce, and quality of life considerations.

👥 City of Marshfield, GRO Marshfield, Marshfield Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

GOAL #3

## Align Marshfield’s marketing efforts toward industries whose site selection criteria match Marshfield’s.

■ OBJECTIVE 1

Align marketing efforts toward industries whose site selection criteria match Marshfield’s strengths.

**Action Items:**

1. Ensure that real estate professionals and industries in the Manufacturing, Logistics, and Distribution employment sectors are aware of pending development opportunities along the new Route CC/I-44 corridor, particularly those requiring immediate truck access to I-44.

👥 City of Marshfield Leadership/ Staff, GRO Marshfield, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Ensure that real estate professionals and industries in the Manufacturing, Logistics, and Distribution employment sectors are aware of pending development opportunities within Marshfield’s planned expansion of its Industrial Park and access to a Class I railway.

👥 City of Marshfield Leadership/ Staff, GRO Marshfield, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Work with local and regional economic development partners to align with workforce development resources and initiatives.

👥 City of Marshfield Leadership/ Staff, GRO Marshfield, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 2

Expand the employment base by identifying the needs of the Knowledge, Research and Technology business sectors.

**Action Items:**

1. Updating the zoning code to more clearly define and allow for Knowledge, Research and Technology businesses in the commercial and industrial zoning districts.

👥 City of Marshfield, GRO Marshfield, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Identify where potential KRT uses might be best placed in the community, such as near the I-44 highway, where larger water and/or sanitary sewer lines are available, or in locations compatible with multi-family uses such as major street corridors.

 City of Marshfield, GRO Marshfield, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 3

Elevate marketing efforts on attracting employers and residents with average annual employee earnings which are greater than current local averages.

**Action Items:**

- Every three years, assess Marshfield’s strengths, weaknesses, and identify quality of life factors that will help retain and attract major employers.

 City of Marshfield, GRO Marshfield, Marshfield Development League, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

GOAL #4

Provide support to entrepreneurs and owners of existing small business.

■ OBJECTIVE 1

Provide resources to help entrepreneurs start or expand their business.

**Action Items:**

- Continue to maintain a local SCORE office that provides assistance to help entrepreneurs start and expand their businesses.

 GRO Marshfield, Marshfield Rotary Club

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

# New Route CC Corridor

GOAL #1

## Ensure Excellent Corridor Aesthetics

### ■ OBJECTIVE 1

Establish clear, consistent approach to site design and layout.

#### Action Items:

1. Adopt a code for the new Route CC corridor that specifically addresses the following site design and layout features and elements: Lot size, mass and scale of buildings, building setbacks, landscaping, screening and street trees, parking lots, exterior lighting, signs, sidewalks, and green space common areas.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

### ■ OBJECTIVE 2

Emphasis on quality building materials and variety of materials to convey permanence and visual interest.

#### Action Items:

1. Determine what building exterior appearance and design techniques are most appropriate for the new Route CC corridor and then adopt an architectural code that reflects exterior design preferences that are readily reviewed and administered by city staff, the Planning Commission, and the Board of Aldermen.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

### ■ OBJECTIVE 3

Parking lots in Side or Rear of Buildings

#### Action Items:

1. Require off-street parking to be located to the side or rear of buildings.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 4

Streetscapes with emphasis on walkability

Action Items:

1. Adopt regulations that require sidewalks from non-residential uses on each property abutting the Shared Use path along Highway CC to construct sidewalks that connect with the shared use path. Require residential developments to provide sidewalk or trail connections to the shared use path.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Adopt regulations that require sidewalks and/or shared use paths on both sides of arterial and collector roadways.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Adopt requirements to ensure public roadways, private drive aisles, and sidewalks will accommodate pedestrians and bicycles.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

---

GOAL #2

Support Financially Sustainable Development While Meeting Needs of Traveling Public, Local Business Community, and Residents.

■ OBJECTIVE 1

Accommodate I-44 Travelers

Action Items:

1. Annex land along the new Route CC corridor.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Zone land based upon the Future Land Use plan for the corridor.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Work with MoDot and Route 66-related preservation groups and interested parties to preserve a section of abandoned Old Route 66 roadway pavement on the original roadway alignment and add a roadside park at Route CC and Rifle Range Road the includes interpretive Rt 66 signs and displays.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

## ■ OBJECTIVE 2

### Plan for the needs of Industrially-Zoned Uses

#### Action Items:

- Annex land west of the new Route CC corridor interchange at I-44.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Adopt zoning regulations to allow industrial uses on the west side of the new Route CC / I-44 interchange.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

## ■ OBJECTIVE 3

### Plan for Commercial Uses which serve nearby residential uses

#### Action Items:

- Plan for an area at the intersection of new Route CC and N. Elm Street as future “commercial” zoning.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 4

Plan for a Variety of Residential Uses to Support nearby Non-Residential Uses

Action Items:

1. Plan for areas within ½ mile of commercial and industrial areas and/or the community pool to be future multi-family zoned areas, with remaining areas designated single-family areas.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Support higher dwelling unit densities within ½ mile of the future commercial node at N. Elm Street and new Route CC to increase the economic potential for successful neighborhood-oriented commercial uses.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

# Future West Interchange

---

## GOAL #1

Develop major roadway plans to complete an arterial loop from Genetti Lane area north to Highway 38 and south to Highway A.

### Action Items:

1. Begin the planning and engineering evaluation process for the Future Interchange west of the city following completion of the MM103/new Route CC interchange.

 City of Marshfield, MoDot

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

---

## GOAL #2

Identify potential land uses for a future I-44 interchange west of Marshfield.

### Action Items:

1. As part of future Access Justification Report and Environmental Analysis conduct a land use feasibility study, transportation study, an economic analysis, and a cost-benefit analysis of extending sanitary sewer and water utilities to the future west interchange project area to determine whether market conditions will support the land uses needed in order for a future west interchange.

 City of Marshfield, property owners

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

# Industrial Park

GOAL #1

## Plan for the Expansion of the Industrial Park

### ■ OBJECTIVE 1

Increase the overall acreage of the Industrial Park through timely annexations and rezonings to allow for new and expansion of existing industrial employers.

#### Action Items:

1. An expansion plan in the Industrial Park should evaluate four key site improvement considerations: Availability of rail and rail-focused industrial siting considerations; availability of utilities and roads; design standards within the Industrial Park; and marketing and branding needs.

 GRO Marshfield, City of Marshfield, Marshfield Development League, Industrial Park Property Owners

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

### ■ OBJECTIVE 2

Plan for the expansion of the Industrial Park.

#### Action Items:

1. Use information provided in the Land Use, Infrastructure, Rail, and Future Interchange sections (Sections 4, 5, 6 and 13) along with current plans and engineering studies to plan for utility, rail, and roadway extension(s) to the Industrial Park Expansion area.

 GRO Marshfield Business Focus and Community Growth Committees, City of Marshfield, Marshfield Development League, Industrial Park property owners

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Adopt design standards for the Industrial park such as buffering, screening and Transitional Buffer Yard provisions when abutting adjacent non-industrially zoned property.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Adopt standards to help insure the Industrial Park aesthetic maintains a positive aesthetic appearance, including those relating to fence heights and locations, provision of landscaping around buildings, along roadways and in parking lots, exterior lighting that reasonably limits freestanding pole heights, and requires curbing around employee parking areas.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Engage economic development partners to help determine the needs of future Industrial Park employers and develop a branding and marketing strategy to better position Marshfield for industrial employer opportunities.

 Gro Marshfield, Marshfield Area Chamber of Commerce, Marshfield Development League, Springfield Regional Economic Partnership, Missouri Job Center

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Develop an ongoing relationship with BNSF Railway to accommodate rail layout and to help market the Industrial Park site and its access to a Class I railway.

 City of Marshfield, GRO Marshfield Business Focus Committee, Marshfield Development League, BNSF Rail

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Review whether a Public-Private Partnership (PPP) can assist in more quickly advancing the expansion and development of the Industrial Park.

 City of Marshfield, GRO Marshfield Business Focus Committee, Marshfield Development League, BNSF Rail

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

## GOAL #2

### Improve Existing Truck Access to Industrial Park

#### ■ OBJECTIVE 1

Determine Current Truck Route Alternatives from Industrial Park to I-44 and Identify Where Roadway Geometric Improvements are Needed in the Short-Term.

#### Action Items:

- Ensure that adequate truck access is provided and identify where future improvements can be made.

 City of Marshfield, Missouri Department of Transportation, Southwest Missouri Council of Governments, Current and future Industrial Park property owners

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Explore future placement of a traffic signal at Prairie Lane and Route OO.

 City of Marshfield, Missouri Department of Transportation, property owners

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 2

Identify an Improved Means of Access to I-44 for truck traffic for the Long-Term.

Action Items:

1. Use past interchange feasibility studies to inform, fund and construct a future interchange on I-44 near mile marker 98.0.

 City of Marshfield, Missouri Department of Transportation, Southwest Missouri Council of Governments, land owners, industrial park tenants

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

GOAL #3

Seek Manufacturing Sector Employers Offering Well-Paying Jobs

■ OBJECTIVE 1

Continually identify and pursue regional and national Manufacturing sector employers seeking to relocate or expand which offer well-paying salaries.

Action Items:

1. Partner with its economic development resources and site selection firms specializing in industrial park development to identify and then market itself to manufacturing sector employers known to offer well-paying salaries.

 City of Marshfield, GRO Marshfield, Marshfield Development League, Marshfield Area Chamber of Commerce, Springfield Regional Economic Partnership

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

# Downtown

GOAL #1

## Preserve Downtown Area Buildings

### ■ OBJECTIVE 1

Foster the historic and architectural character and features of downtown.

#### Action Items:

1. Amend the B-2 Central Business District zoning code to limit the maximum setback distance in order to preserve and maintain the continuous plane of storefronts and building facades in the downtown area.

 Downtown businesses, Downtown property owners, Marshfield Area Chamber of Commerce, GRO Marshfield, City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Adopt architectural guidelines or requirements for downtown buildings with an accompanying map that defines the area where they are required.

 Downtown businesses, Downtown property owners, Marshfield Area Chamber of Commerce, GRO Marshfield, City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Make sure that the architectural guidelines or requirements identify the distinct elements of Marshfield’s downtown buildings which should be highlighted and preserved, then require that they remain intact.

 Downtown businesses, Downtown property owners, Marshfield Area Chamber of Commerce, GRO Marshfield, City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

4. Make sure that the architectural guidelines or requirements have provisions to require similar elements to appear on new buildings that are constructed in the B-2 Central Business District.

 Downtown businesses, Downtown property owners, Marshfield Area Chamber of Commerce, GRO Marshfield, City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Adopt a section on appropriate exterior lighting techniques in a set of Architectural Guidelines or a Lighting Best Practices manual.

 Downtown businesses, Downtown property owners, Marshfield Area Chamber of Commerce, GRO Marshfield, City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Engage with downtown property and business owners and other stakeholders to determine downtown aesthetics to convey its architectural character.

 Downtown businesses, Downtown property owners, Marshfield Area Chamber of Commerce, GRO Marshfield, City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

## ■ OBJECTIVE 2

Form a Downtown association to facilitate preservation and strengthening of downtown.

### Action Items:

- Appoint an association that will champion Downtown while work to ensure its distinct elements remain intact.

 GRO Marshfield, downtown business owners, downtown property owners, City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

## ■ OBJECTIVE 3

Create a Façade Improvement program to assist and encourage restoration of downtown building façades.

### Action Items:

- Adopt a Downtown Façade Improvement Program

 Downtown Association, City of Marshfield, GRO Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Budget Annually for a Downtown Façade Improvement Program

 Downtown Association

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 4

Establish the Downtown as a historical district.

Action Items:

- 1. Establish a local historic overlay district for Downtown with accompanying boundary map.

👥 Downtown Advisory Group, GRO Marshfield, downtown business owners, downtown property owners, City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

GOAL #2

Strengthen Downtown Business Climate

■ OBJECTIVE 1

Inventory and introduce a program to develop vacant lots.

Action Items:

- 1. Inventory vacant and underdeveloped lots in the Downtown area and encourage their development in order to bring additional businesses, residents, and other amenities.

👥 Downtown Association, City of Marshfield, downtown property owners, GRO Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 2

Increase mixed use, live/work, and multi-family residential buildings.

Action Items:

- 1. Revise the zoning code to more clearly allow for live/work, multi-family, and mixed-use buildings to bring more residents and commercial floor area to the downtown area.

👥 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 3

Adopt Mainstreet America’s 4-point approach to Downtown: Design, Organize, Promote, and Economic Vitality.

Action Items:

- 1. Utilize Mainstreet America’s “Four Points” of community development to provide organizing structure and principals to guide the Board of Aldermen, downtown business and property owners, stakeholders and the community on effective ways to improve the downtown business environment.

👥 Downtown Association, City of Marshfield, downtown property owners, GRO Marshfield, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

GOAL #3

Make Downtown a Destination

■ OBJECTIVE 1

Promote downtown as a distinct shopping experience.

Action Items:

- 1. Market businesses and events in downtown

👥 Downtown Association, GRO Marshfield, Marshfield Area Chamber of Commerce, City of Marshfield, Downtown property owners, Downtown business owners

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 2

Allow seating and gathering spaces outside of storefronts.

Action Items:

- 1. Create additional public seating and gathering space along downtown sidewalks.

👥 City of Marshfield, Downtown businesses

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 3

Allow retailers and restaurants to utilize public spaces / sidewalks along street fronts to create an inviting downtown environment.

Action Items:

1. Adopt provisions to allow for businesses and restaurants to apply for permits to place their own furniture and seating along downtown sidewalks.

👤 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

GOAL #4

## Strengthen Aesthetics

■ OBJECTIVE 1

Consistent approach to building signage to highlight architecture.

Action Items:

1. Adopt downtown sign code provisions that provide consistency in design, color, appearance, and size.

👤 City of Marshfield, downtown property owners, downtown business owners

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 2

Improve downtown wayfinding signage.

Action Items:

1. Install wayfinding area maps and banner signs that identify local landmarks and destinations.

👤 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 3

Encourage more public art downtown.

Action Items:

1. Encourage public art that brings cohesiveness, has educational components, and is interactive in order to “brand” and attract more visitors to Marshfield’s downtown.

👥 Downtown Association, Marshfield Area Chamber of Commerce, GRO Marshfield, City of Marshfield, downtown property owners

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Identify locations public art can be placed.

👥 Downtown Association, City of Marshfield, downtown property owners

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Conduct community outreach for its ideas for public art through a “crowdsourcing” process.

👥 City of Marshfield, local and regional artist alliances

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 4

Identify specific demographics of regular visitors to Marshfield to experience Downtown.

Action Items:

1. Conduct market research and then engage with identified demographics that may have a specific interest or reason to visit downtown Marshfield, such as Route 66 and Route 76 cyclists, hotel visitors, and those identified as using Spur Drive or Mile Marker 103 interchanges.

👥 Downtown Association, GRO Marshfield, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

# Spur Drive

GOAL #1

## Ensure Spur Drive Remains Positioned for Changing Business Environment

### ■ OBJECTIVE 1

#### Redevelopment of Existing Building Sites and Vacant Lots to Maximize Corridor Potential

**Action Items:**

1. Engage with Spur Drive landowners to determine plans for vacant lots with 1/2 miles of Spur Drive to encourage them to be utilized at their “highest and best use.”

 City of Marshfield, Spur Drive property owners

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Reduce building setbacks along the corridor in order to pre-purpose under-utilized parking areas with “outlot” buildings.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

### ■ OBJECTIVE 2

#### Promote Mixed Uses Along Spur Drive Corridor

**Action Items:**

1. Amend the Zoning Code to more clearly allow “mixed use buildings” by defining their use, form, parking requirements, and architectural features.

 City of Marshfield, GRO Marshfield, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 3

Form a Spur Drive Business Owners Association

Action Items:

1. Form a Spur Drive Business Owners Association that will advocate for enhanced building, landscaping, and parking area aesthetics, improved signage, and a mixed-use commercial environment that places new emphasis on pedestrian and bicycle facilities.

👥 City of Marshfield, GRO Marshfield, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

GOAL #2

Strengthen the Appearance of the Spur Drive Corridor

■ OBJECTIVE 1

Improve the Appearance of Parking Lots Vehicle Entry Points to Large Commercial Uses/ Shopping Centers.

Action Items:

1. Reach out to area businesses to encourage them to enhance landscaping within parking lot areas and along entrances to individual businesses and shopping centers.

👥 Spur Drive property owners, Spur Drive, Marshfield Area Chamber of Commerce, City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Provide a set of landscaping best practices to businesses in order to convey the intent of this objective.

👥 Marshfield Area Chamber of Commerce, City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Partner with an area business or shopping center to implement a landscaping "pilot project."

👥 City of Marshfield, Spur Drive property owners, Spur Drive, Marshfield Area Chamber of Commerce, City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

4. Require landscaping when new commercial areas are developed and redeveloped.

👥 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 2

Improve the functionality of driveway entrances, parking lots, and internal drives.

Action Items:

1. Adopt driveway entrance, parking lot, and internal drive standards as part of the Subdivision and/or Zoning regulations.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Require cross-access easements between adjoining parking areas.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Encourage pedestrian walk pathways outside of drive aisles from parking areas to the front of the building.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

4. Prohibit the use of jersey barriers in parking lots and instead require landscaped islands.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

5. Partner with an area business or shopping center owner to implement a “pilot project” that implements the concepts discussed in this objective.

 City of Marshfield, business owners, commercial property owners

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 3

Address Building Facades to achieve consistent appearance and refresh dated building facades.

Action Items:

1. Adopt a city-wide Commercial Architectural Guidelines manual that provides text and illustrations of building façade improvement practices which will lead to a more cohesive appearance along Spur Drive.

 City of Marshfield, business owners, commercial property owners, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 4

Address Commercial Signage Along Spur Drive by Addressing the following three areas:

ENCOURAGE MONUMENT SIGNS

Action Items:

1. Amend the sign code to allow monument sign surface areas to be similar to free-standing pole sign surface areas.

👥 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

LIMIT SIGN HEIGHTS

Action Items:

1. Review sign size and height parameters along Spur Drive.

👥 City of Marshfield, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

SET BASIC PARAMETERS ON LED/ELECTRONIC MESSAGE BOARDS

Action Items:

1. Update the sign code to address the most common issues associated with LED/Electronic Message Board (EMB) signs

👥 City of Marshfield, Marshfield Area Chamber of Commerce

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

---

GOAL #3

Improve Pedestrian Connectivity Along Spur Drive and Surrounding Neighborhoods

■ OBJECTIVE 1

Install Sidewalks Along All of Spur Drive.

Action Items:

1. Adopt a multi-year Capital Improvements Project (CIP) budget to install sidewalks along Spur Drive.

👥 City of Marshfield, Missouri Department of Transportation, Spur Drive property owners

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Accommodate pedestrians on Spur Drive using available right-of-way.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Require the construction of sidewalks along street frontages as development and redevelopment along Spur Drive occurs.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

## ■ OBJECTIVE 2

### Connect Sidewalks from Spur Drive commercial uses to Adjacent Residential Subdivisions

#### Action Items:

- Adopt a multi-year plan in the Capital Improvements Project budget to install sidewalks along Vivian, E. Jefferson, W. Jefferson, and Banning streets to connect to Spur Drive.

 City of Marshfield, Missouri Department of Transportation, property owners

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Adopt a Sidewalk Master Plan, which provides recommendations on how sidewalks can be installed using available right-of-way.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

## ■ OBJECTIVE 3

### Continue to Enhance Pedestrian Safety on Spur Drive and adjacent local streets through Cross-walk, Landscape Island, and installation of Pedestrian Crossing Signals.

#### Action Items:

- Partner with MoDot to commission a study as to where and what street crossing improvements would best serve the emerging pedestrian traffic that is sought for this corridor. A Capital Improvements Plan that identifies the stages of improvements should be included.

 City of Marshfield, Missouri Department of Transportation

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

# Transportation Infrastructure

## GOAL #1

### Improve the general Transportation Infrastructure

#### ■ OBJECTIVE 1

Balance needs of all forms of transportation (roads, sidewalks, bike paths, and trails).

#### Action Items:

1. Establish benchmark budget goals expressed in percentages to demonstrate how various forms of transportation needs (roads, sidewalks, bicycle paths and trails, etc.) will be addressed in Marshfield. Over time, the Board of Aldermen can review each fiscal year to see if percentage goals were met. If goals are consistently not met, or one form of transportation is inordinately receiving much more or much less funding than originally targeted, the board can adjust accordingly in the next fiscal year.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

#### ■ OBJECTIVE 2

Promote active and eco-friendly forms of transportation.

#### Action Items:

1. Select from and implement within three to five years the appropriate active and eco-friendly strategies.

 City of Marshfield, MoDot

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

#### ■ OBJECTIVE 3

Adopt a Complete Streets Plan

#### Action Items:

1. Adopt a Complete Streets Plan

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

GOAL #2

## Improve the Roads Infrastructure

### ■ OBJECTIVE 1

Implement a long-range Transportation Plan for improving existing streets and building new roads to support growth and promote economic development in Marshfield.

**Action Items:**

1. Plan, engineer, obtain funding, and construct the roadway improvements shown on the three maps in this section: Short (within the next 3 years), medium (4-7 years), and long (8 years or more).

 City of Marshfield, MoDOT, GRO Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Adjust these plans and maps on an annual basis based on changes in growth patterns, the needs of the community, and available funding. As projects are completed, they are removed from the list and potential new projects added.

 City of Marshfield, MoDOT, GRO Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

### ■ OBJECTIVE 2

Integrate street paving and improvement program into city's 10-year capital improvement program and update annually as part of budget process.

**Action Items:**

1. Adopt a 10-year capital improvement program as part of annual budgeting process.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

### ■ OBJECTIVE 3

Require roadway connectivity from local streets to collector and arterial roads.

**Action Items:**

1. Make changes to the city's subdivision regulations to discourage single-entrance subdivisions and encourage developers to provide multiple alternative routes for motorists to reach arterial or collector streets.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 4

Prohibit cul-de-sacs except when steep topography does not allow for the future extension and connectivity of streets.

Action Items:

1. Amend the subdivision regulations to actively discourage cul-de-sacs by requiring an equal number of subdivision access points to either an adjacent collector or arterial street for every cul-de sac proposed and/or requiring cul-de-sacs to obtain a subdivision variance at the time of preliminary plat approval.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

---

GOAL #3

## Improve the Sidewalk Infrastructure

■ OBJECTIVE 1

Establish a 10-year improvement plan for sidewalk replacements and extensions in areas identified as key areas of need (routes to schools, parks, shopping area).

Action Items:

1. Adopt a 10-year improvement and installation plan for sidewalks. The plan should be part of the 10-year Capital Improvements Plan (as discussed earlier in this section) and would ideally be included as part of a Sidewalk Master Plan where improvements and repairs have been prioritized based on community input.

 City Of Marshfield, GRO Marshfield, Foundation for an Active Community in Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Adopt a minimum sidewalk width of five feet in the Subdivision Regulations that is consistent with the Americans with Disabilities Act (ADA) requirements.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Amend Subdivision Regulations to require construction of sidewalks with a minimum five (5) foot width along city streets when development and redevelopment occurs.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

---

GOAL #3

# Improve the Bicycle Infrastructure

## ■ OBJECTIVE 1

### Expand bicycle facilities in Marshfield

**Action Items:**

1. Adopt a Bicycle Master Plan, with a goal to begin implementing it by mid-2020.

 City Of Marshfield, GRO Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

## ■ OBJECTIVE 2

### Adopt regulations requiring on and off-street bike paths for all new or expanded roadways.

**Action Items:**

1. Amend subdivision regulations to require on and off-street bicycle paths and trails. Ideally, this change to the subdivision regulations would occur after the adoption of the Bicycle Master Plan.

 City Of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

## ■ OBJECTIVE 3

### Retro-fit existing roads, where widths are sufficient, to mark appropriate streets for on-street bike paths.

**Action Items:**

1. Identify existing streets already marked as bicycle paths as well as identify additional streets that will help complete bike path linkages city-wide. This will allow Marshfield to have a bike map on-hand until an official Bicycle Master Plan is adopted.

 City Of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Add “sharrows” on street pavement, and “share the road” signs on streets that are not wide enough, to provide dedicated bike lanes but provide a connection with bike lanes, shared use paths, and destinations.

 City Of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 4

Identify locations throughout the community where bike trails and bike lanes can be installed or implemented, preferably through a Bicycle Master Plan.

Action Items:

1. Identify locations throughout the community where bike trails and bike lanes provide linkages to the rest of the community. The shared use path on new Route CC, and on or off street paths along N. Elm Street, Hubble Drive, E Jackson Street, S. Marshall Street, Commerce Road, and Spur Drive form the core of this system.

 City Of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

# Utilities Infrastructure

GOAL #1

## Improve the Sanitary Sewer Infrastructure

■ OBJECTIVE 1

New Route CC Corridor Area

Action Items:

1. Marshfield’s key commercial and residential growth corridor for Marshfield over the next 20 years.

 N/A

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 2

East Fork Basin (West side of I-44, north of existing treatment plant)

Action Items:

1. An area ideally suited for additional industrial-zoned uses and a key growth area over the next 20 years. Excellent proximity to I-44 at Mile Marker 103.

 N/A

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 3

James River Basin

Action Items:

1. Due to planned expansion of the Industrial Park and the existing presence of residential development in the southern third of the city, the South Option is likely the city's best option for future expansion plans. Improvements to road and infrastructure to occur simultaneously with the above two areas.

👤 N/A

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 4

Pomme de Terre Basin

Action Items:

1. While a significant amount of acreage close to I-44 exists, development contingent on a future west interchange between the Northview exit (Exit 96) and Spur Drive (Exit 100). When new interchange is built, highway commercial and industrial-oriented development is likely in the immediate area, with remainder to be residential. Significant investments of water, sanitary sewer and road infrastructure would be needed to make this areas viable for development.

👤 N/A

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 5

West Niangua Fork Basin (West side of I-44 along Route W/Lone Pine/Wildflower Road

Action Items:

1. Development contingent on either: (a) Coordination with the new I-44/Route CC interchange that would include a western roadway section design and construction in the future, or (b) the construction of a pump station to flow under the Niangua west fork tributary stream back to the wastewater treatment plant.

👤 N/A

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 6

## N. Buffalo Road/I-44 Corridor Area

### Action Items:

1. The west side of I-44 in this area has the potential to be a commercial or light-industrial corridor. However, travel distances from the I-44 interchanges and visibility from the Spur Drive/Highway 38 may limit the development potential, especially at distances of greater than 0.5 mile.

 N/A

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

## OBJECTIVE 7

### Osage Fork Basin

### Action Items:

1. Likely the city's lowest priority option for future sanitary expansion plans compared to the above options. Little existing road infrastructure into this area is present and not much is presently planned on the city's list of road improvements.

 N/A

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

## GOAL #2

## Improve the Stormwater Infrastructure

## OBJECTIVE 1

### Update Stormwater Management requirements in the Subdivision Regulations.

### Action Items:

1. Update the current Stormwater Detention requirements and prepare to adopt the MS4 stormwater regulations in anticipation of being required to do so as a result of Marshfield's population exceeding 10,000 persons.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 2

Address existing stormwater issues throughout the community.

Action Items:

1. Identify property in flood-prone areas that can be used to install water infiltration and attenuation systems.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Keep the storm sewer system clear of debris.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Encourage the use of permeable pavement and the installation of rain gardens and green roofs.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

4. Work with property owners in the vicinity of and upstream from flood-prone areas to find available space for surface or subsurface storage of stormwater.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

5. Develop a city-wide stormwater master plan to enable the city to more systematically address existing flooding issues.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 3

Adopt provisions to allow for a multi-lot approach to stormwater detention.

Action Items:

1. Allow multiple lot owners to collectively participate in provision and maintenance of stormwater facilities so that valuable land can be used more impactfully, while stormwater facilities are placed in lesser used portions of a site.

 City of Marshfield, University of Missouri Extension Service, Property Owners, Developers

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 4

Protect Marshfield’s unique geographic features: Karst features, Caves, and Losing Streams. Soils, Steep Slopes, and Floodplains

Action Items:

1. Identify in advance the unique topographic features that may be prone to erosion or impactful on surface and subsurface groundwater, including karst topography, caves, losing streams, steep slopes and floodplains. In addition, the subdivision regulations should be amended to require the developer to identify these topographic features during the Site Plan review process and limit development within a pre-determined buffer area around these features.

 City of Marshfield, property owners, developers

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 5

Adopt a city-wide Stormwater Master Plan

Action Items:

1. Identify locations of flooding using a map, pictures of existing conditions and text description of problem(s).

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Identify locations of flooding using a map, pictures of existing conditions and text description of problem(s).

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. After identifying locations of existing issues, determine availability of and pursue grant funding to assist in the cost of engineering design and construction to resolve the issues.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

GOAL #3

## Improve City’s Policies on Private Septic Systems and Sewer Lagoons

■ OBJECTIVE 1

### Update Septic and Sewer Lagoon System requirements.

**Action Items:**

1. Establish an ordinance detailing how existing septic systems on property annexed from unincorporated Webster County will be handled.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Adopt an ordinance on existing septic systems that allows for these systems to remain as long as they are located on more than 3 acres and remain properly functional according to established Missouri Department of Environmental Protection standards.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Adopt an ordinance on how septic systems and sewage lagoons will be decommissioned when they eventually fail, the property is developed with lots that are smaller than 3 acres in size, and/or centralized city sanitary sewer mains are available within 100 feet of the property.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

4. Identify areas using septic systems and their level of function prior to annexation as part of the annexation review checklist.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

GOAL #4

## Improve the Electrical, Natural Gas and Communications Infrastructure

### ■ OBJECTIVE 1

Work with non-city utility providers to identify future extensions of electric, cable, and internet utilities and substations to key employment, retail, and residential areas to ensure needs can be met when development occurs.

**Action Items:**

1. Meet with non-city utility providers to make sure that future expansion and growth plans are consistent in terms of anticipated needs and availability.

 City of Marshfield, Webster Electric Cooperative, Century Link, Mediacom, Brooks Gas, ShoMe Technologies

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

### ■ OBJECTIVE 2

Require under-grounding of all electric, telephone and cable utilities along future major roadways.

**Action Items:**

1. Adopt a revision to the Code of Ordinances in the section relating to roadway construction requirements.

 City of Marshfield, Webster Electric Cooperative, Century Link, Mediacom, ShoMe Technologies

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

### ■ OBJECTIVE 3

Provide high-speed internet service to residential areas.

**Action Items:**

1. Coordinate with internet service providers during the pre-development stages of single and multi-family subdivisions to ensure they are aware of these new developments.

 City of Marshfield, Century Link, Mediacom, ShoMe Technologies

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Support opportunities to install or upgrade internet service to existing residential uses

 City of Marshfield, Century Link, Mediacom, ShoMe Technologies

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

# Housing

GOAL #1

Provide diverse housing options for 2,400 to 2,600 new Marshfield residents through 2040

■ OBJECTIVE 1

Track local population growth projections and demand.

Action Items:

1. Meet with non-city utility providers to make sure that future expansion and growth plans are consistent in terms of anticipated needs and availability.

👥 City of Marshfield, Webster Electric Cooperative, Century Link, Mediacom, Brooks Gas, ShoMe Technologies

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 2

Identify housing types currently available and planned for development (5-year timeline), especially for annual incomes demographic from \$35K to \$75K.

Action Items:

1. Regularly track proposed subdivisions and the price-points of the homes offered in these subdivisions in order to ensure that housing choices are available across a broad range of price points as having a wide range of housing options helps to retain and attract a diverse set of home buyers.

👥 City of Marshfield, Local Developers, Vacant Property Owners, GRO Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 3

Plan for multi-family uses near community amenities.

Action Items:

1. Plan for multi-family uses near arterial and collector streets and in walking distance to community amenities and shopping areas.

👥 City of Marshfield, GRO Marshfield, Multi-family housing developers, Property Owners with vacant parcels/ redevelopment sites

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 4

Zoning provisions specifically designed for those over age 65 and/or the disabled.

Action Items:

1. Amend the building code to encourage basic elements of universal design and/or maintenance-free exterior best-practices to be utilized in targeted percentage of new homes built in the community.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Amend the Planned Unit Development provisions in the zoning code to encourage developers to more readily design zero lot line subdivisions.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Amend the site plan and subdivision regulations to require 5-foot wide sidewalks along all street frontages for new or redeveloped lots.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

GOAL #2

Ensure adequate Code Enforcement & Dilapidated Housing Replacement/Rehabilitation

Action Items:

1. Continue its current policy of code enforcement officials proactively engaging with property owners at the point when obviously deteriorating building conditions have reached the point of needing significant maintenance, but before major repairs become increasingly likely and costly.

 City of Marshfield, GRO Marshfield, property owners, neighborhood association/home owners association leadership

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Partner when necessary with non-profit organizations to obtain grants and outside funding to address housing rehabilitation and construction issues.

👥 City of Marshfield, State of Missouri Department of Economic Development, Non-profit agencies and organizations

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

GOAL #3

## Address Marshfield’s Aging Housing Inventory and Home/Property Maintenance Concerns

■ OBJECTIVE 1

Routinely identify the condition of residential structures.

**Action Items:**

- Use existing results from the 2017 residential property housing condition survey study to build a database to identify residential properties in need of property maintenance in areas such as siding, roofing, windows, doors, foundation, and general exterior conditions.

👥 City of Marshfield staff, property owners, neighborhood association/home owners association leadership

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 2

Proactively provide homeowner resources on common home maintenance concerns.

**Action Items:**

- Introduce a homeowner resource program to residents and property owners to allow the city to more proactively engage in exterior maintenance concerns. Such a program would enable code officials to direct property owners to resources where they can get assistance and advice about home repairs.

👥 City of Marshfield staff, property owners, neighborhood association/home owners association leadership

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

■ OBJECTIVE 3

Proactively inform the public that property and structural maintenance issues are a priority in Marshfield.

**Action Items:**

- Adopt a written structural and property maintenance process that establishes clear steps on code enforcement.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Conduct a public information initiative to better inform property owners on common property and building maintenance issues.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Continue to direct property owners who are in need to area assistance resources.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

4. Continue to direct code enforcement officials to actively identify potential or on-going issues with structure exteriors throughout the city.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

5. Identify severely dilapidated and abandoned homes and partner with community resources to acquire and rehabilitate or replace these homes.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

---

## GOAL #4

### Encourage Home Ownership

#### ■ OBJECTIVE 1

Implement proven best-practice policies that encourage home ownership in Marshfield.

#### Action Items:

1. Implement techniques to encourage home-ownership, such as market-studies and home-buyer incentive programs.

 City of Marshfield, GRO Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Work with realtors and developers to identify the types of homes in demand in Marshfield.

 City of Marshfield, GROMarshfield, home builders and developers, realtors

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

3. Incentivize housing types that are most likely to become owner-occupied.

 City of Marshfield, GROMarshfields

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

# Community Character

---

## GOAL #1

### Cohesive Approach to Gateways into the City

#### Action Items:

1. Ensure gateway signs into the city convey a sense of place, quality, and community pride while exhibiting the community's image or "brand" to help it to stand out and be readily identified.

 City of Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

## GOAL #2

### Community Wayfinding Signage

#### Action Items:

1. Develop a concise, easy-to-read, and uniform wayfinding sign design.

 City of Marshfield, GRO Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

2. Identify navigational challenges and destinations that need to be identified on wayfinding signage.

 City of Marshfield, GRO Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Identify locations for placement of wayfinding signs while promoting an aesthetically-pleasing look that reflects the community's brand.

 City of Marshfield, GRO Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

- Consider future wayfinding needs as the community grows and new roads and areas of interest are introduced.

 City of Marshfield, GRO Marshfield

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

### GOAL # 3

## Emphasize Marshfield's Distinct Residential and Commercial Areas

### ■ OBJECTIVE 1

Create a Neighborhood Association program, allowing residents to exhibit pride in where they live.

#### Action Items:

- Create Neighborhood Association program parameters/guidelines that enable residents to establish Neighborhood Associations as a means of identifying and implementing goals and fostering a sense of community.

 City of Marshfield, Home Owners Associations

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

### ■ OBJECTIVE 2

Identify Marshfield's Neighborhoods with Signage

#### Action Items:

- Adopt a policy on neighborhood signs that convey a sense of place and become a source of neighborhood pride.

 City of Marshfield, Home Owners Associations

ONGOING	2019	2020 - 2022	2023 - 2025	2026 - 2029
---------	------	-------------	-------------	-------------

# APPENDIX A



## Economic and Market analysis Marshfield Growth Plan 2018

MARSHFIELD, MO

PREPARED FOR

City of Marshfield  
Crawford, Murphy & Tilly

## INTRODUCTION AND SCOPE

The purpose of this document is to provide economic and market analysis to support Marshfield Growth Plan, the city's new comprehensive plan.

The scope of this study consists of four focus areas:

1. **Socioeconomic Context:** This task provides an overview of demographic and economic trends that will impact potential future growth.
2. **Economic Analysis:** This task builds on the socioeconomic analysis of Marshfield and its economic region analyzing industry and workforce trends that impact growth potential.
3. **Market Analysis:** A market analysis is included for residential, industrial, retail, and hospitality uses. Demand projections will inform the future land use plan.
4. **Population Projections:** Historic and current trends, as well as market analysis, are used to project future population growth. Residential growth will drive demand for new homes, local services, and will increase the pool of potential workers for companies locating in the region.

There are four focused area plans as part of the Marshfield Growth Plan: Downtown, Spur Drive, the Industrial Park, and the new interchange at Mile Marker 103. Summaries of market trends affecting each focus area will be provided as addendums to this document.

## **EXECUTIVE SUMMARY**

The City of Marshfield has taken many steps during the past three years to create a foundation to support future growth. The city has undertaken community-wide visioning efforts, arranged funding and received approval to construct a new interchange that will improve access as well as open up new land for development, and had a Property Maintenance Report completed by Southwest Missouri Council of Governments. The Marshfield Growth Plan will build on this momentum.

### **DEMOGRAPHIC TRENDS**

Marshfield is located in a growing region—the city grew by 6.5 percent from 2010 to 2017 and the Springfield MSA grew by 6.4 percent during the same period. Growth projection from various sources indicate that strong growth will continue, which will fuel demand for new homes and services.

Marshfield lags behind the region in several metrics—it has slower income growth, a lower median home value, and lower income. These factors are related and point to the need to attract higher-paying jobs, which requires having appropriate land available for potential businesses.

### **ECONOMIC TRENDS**

The Springfield MSA has a diverse and growing economy, with strength in the healthcare, education, and manufacturing sectors. The unemployment rate in the MSA is 3.6 percent and is 3.7 percent in Webster County—both below the national rate of 3.9 percent. While low unemployment rates signal that the area economic is generally strong, a low rate can also indicate a tight labor market, wherein employers are competing for the same workers. This can limit growth and requires communities to position themselves to attract new residents to help fill jobs.

The pace of employment growth in the MSA exceeded that of the U.S. and Missouri every year from 2001 to 2016. Employment growth in Webster County followed a similar trend as the MSA through 2005 and began to lag behind the growth rate in the U.S. in 2011—indicating that Webster County is not capturing its share of the region's growth.

Webster County's economy is over-reliant on retail trade, which has lower prevailing wages than industries like manufacturing, health care, and transportation/warehousing, which are regional strengths.

## MARKET ANALYSIS

- Marshfield is a retail center for Webster County; however, current retail metrics show that there is limited demand for new retail development at this time. Marshfield is limited in terms of retail trade area because of its proximity to Springfield and Lebanon. Demand for retail uses in Marshfield will be driven by two sources: interstate demand and the new interchange and new retail spending driven by population growth.
- The current retail market is stable: retail vacancy rates range from 3.6 percent in the Springfield MSA to 5.3 percent in Marshfield, and each area has positive absorption.
- The current industrial market is stable and expanding regionally: the I-44 corridor vacancy rate is 4.2 percent and the Springfield MSA rate is 5.0 percent. The corridor is absorbing nearly 300,000 square feet of industrial building area per year.
- Residential demand in Marshfield will be generated by two primary sources: pent-up demand from existing household that is currently not met by the existing housing stock and demand generated by community growth. Based on projected household growth, the community could need approximately 870 to 910 new housing units by 2040.
- Senior housing is in particular demand, as the senior population (65 and older) is the fastest growing population segment in Marshfield.

## POPULATION AND LAND USE PROJECTIONS

The population in Marshfield is projected to grow by 2,380 to 2,590 residents through 2040, or 870 to 910 households. This will drive demand for new housing, retail and related services, and will require the city to attract more jobs. This growth will require land to be developed. Based on various assumptions summarized in this report, preliminary projections indicate that 280 to 370 acres of land will be required to accommodate growth.

### Land Use Projections: 2040

	<i>Acres</i>	<i>Building Area</i>	<i>Units</i>
<b>Commercial</b>	<b>40</b>	<b>300,000 SF</b>	
<b>Residential (All Types)</b>	<b>170-250</b>	<b>1,000,000-1,200,000 SF</b>	<b>870-910</b>
<b>Industrial</b>	<b>70-150</b>	<b>460,000-960,000 SF</b>	
<b>Totals</b>	<b>280-440</b>	<b>1,760,000-2,460,000 SF</b>	

*Source: ESRI, US Census Bureau American Community Survey (2016), Development Strategies, MERIC*

The following table summarizes projections made for a 10-year period through 2030:

### Land Use Projections: 2030

	<i>Acres</i>	<i>Building Area</i>	<i>Units</i>
<b>Commercial</b>	<b>20</b>	<b>150,000 SF</b>	
<b>Residential (All Types)</b>	<b>85-125</b>	<b>500,000-600,000 SF</b>	<b>435-455</b>
<b>Industrial</b>	<b>35-75</b>	<b>230,000-480,000 SF</b>	
<b>Totals</b>	<b>140-220</b>	<b>880,000-1,230,000 SF</b>	

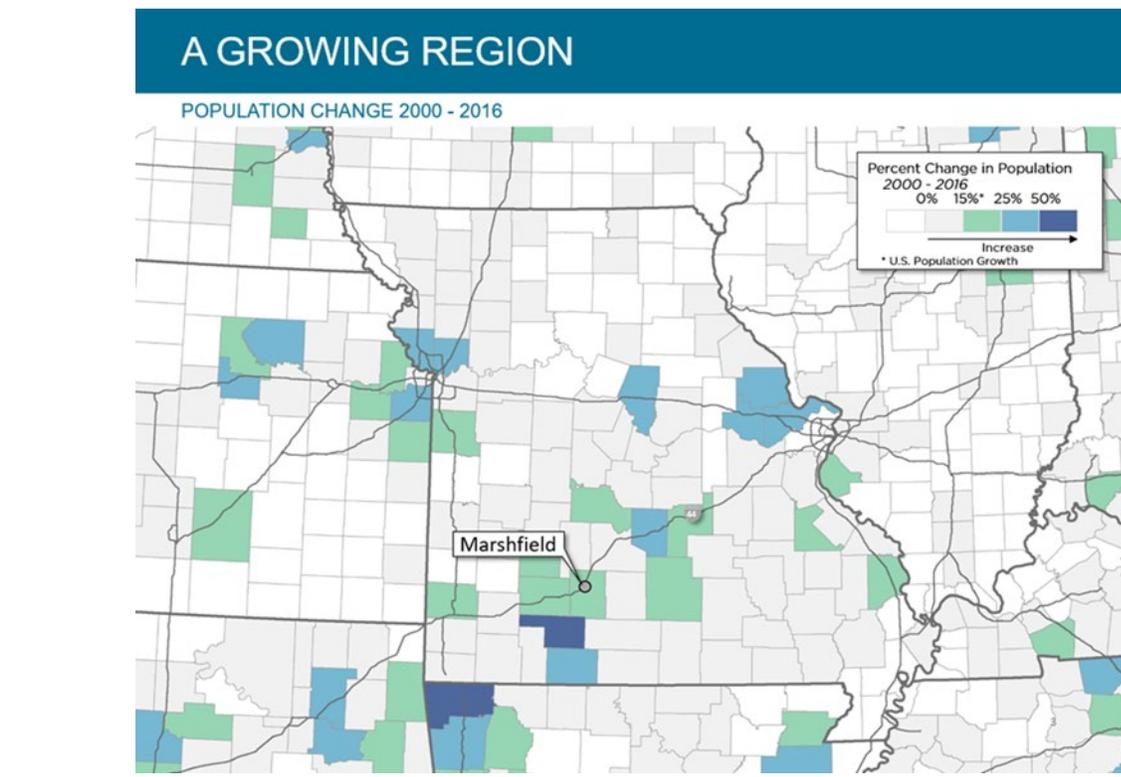
*Source: ESRI, US Census Bureau American Community Survey (2016), Development Strategies, MERIC*

## MARKET AREA CONTEXT

Marshfield is located in Webster County in southwest Missouri approximately 25 miles northeast of Springfield. It is located within the Springfield Metropolitan Statistical Area (MSA), which is home to nearly 460,000 people. The city of Marshfield currently encompasses more than 3,300 acres of land.

The following bullet points summarize key demographic trends.

- **The city, county and region are growing at a faster rate than Missouri:** According to ESRI, the population in Marshfield increased by 6.5 percent from 2010 to 2017 and by 24 percent from 2000 to 2017. The population in Webster County grew by 5.7 percent and the population in the Springfield MSA grew by 6.4 percent, compared to a more modest percent population growth rate or 3.4 percent in Missouri.<sup>1</sup>



<sup>1</sup> Esri population estimates are based on a number of sources, including Experian, US Postal Service delivery data, Metrostudy housing data, Census 2010, the American Community Survey, and other sources. Additional details regarding their methodology and reliability are available here: [http://downloads.esri.com/esri\\_content\\_doc/dbl/us/J10268\\_Methodology\\_Statement\\_2017-2022\\_Esri\\_US\\_Demographic\\_Updates.pdf](http://downloads.esri.com/esri_content_doc/dbl/us/J10268_Methodology_Statement_2017-2022_Esri_US_Demographic_Updates.pdf)

For comparison, the 2016 ACS 5-year population estimate for Marshfield is 6,958, a 4.8 percent increase over the 2010 count and a 22 percent increase over the 2000 count (2017 ACS data is not yet available for Marshfield).

- **The population in the city, county, and region are projected to continue to grow at a similar pace:** Marshfield’s population is projected to increase by 4.8 from 2010 to 2017, compared to 4.2 percent in Webster County, 4.6 percent in the Springfield MSA, and 2.2 percent in Missouri. There will need to be new residential development to accommodate this growth, as well as to replace existing housing that is in poor condition or no longer meets market preferences.
  - Population projection from MERIC show Webster County’s population increasing by nearly 72 percent, or 22,200 people from 2000 to 2030.<sup>2</sup> If Marshfield grew at a similar rate, its population would be more than 9,800 in 2030, and increase of nearly 3,000 residents from ESRI’s current estimate of 6,924 people. These projections are dated and more current information from ESRI suggests that MERIC’s projections are aggressive; however, this data is significant in that it predicts that Webster County will be one of the growth areas within the state.
- From 2017 to 2022, the city will add 134 households and the county will add approximately 570 households, indicating a need for new housing.

### Demographic Trends

<i>Description</i>	<i>Marshfield</i>	<i>Webster County</i>	<i>Springfield MSA</i>	<i>Missouri</i>
<b>Population</b>				
<b>2022 Projection</b>	<b>7,445</b>	<b>39,861</b>	<b>486,020</b>	<b>6,329,330</b>
<b>2017 Estimate</b>	<b>7,102</b>	<b>38,259</b>	<b>464,653</b>	<b>6,191,231</b>
<b>2010 Census</b>	<b>6,668</b>	<b>36,202</b>	<b>436,712</b>	<b>5,988,927</b>
<b>Annual Growth 2017-2022</b>	<b>0.9%</b>	<b>0.8%</b>	<b>0.9%</b>	<b>0.4%</b>
<b>Annual Growth 2010-2017</b>	<b>0.9%</b>	<b>0.8%</b>	<b>0.9%</b>	<b>0.5%</b>
<b>Households</b>				
<b>2022 Projection</b>	<b>2,917</b>	<b>14,332</b>	<b>193,303</b>	<b>2,499,410</b>
<b>2017 Estimate</b>	<b>2,783</b>	<b>13,763</b>	<b>185,051</b>	<b>2,448,209</b>
<b>2010 Census</b>	<b>2,615</b>	<b>13,062</b>	<b>174,584</b>	<b>2,375,611</b>
<b>Annual Growth 2017-2022</b>	<b>0.94%</b>	<b>0.81%</b>	<b>0.88%</b>	<b>0.41%</b>
<b>Annual Growth 2010-2017</b>	<b>0.86%</b>	<b>0.72%</b>	<b>0.81%</b>	<b>0.42%</b>
<b>Average Household Size</b>				
<b>2022 Projection</b>	<b>2.49</b>	<b>2.72</b>	<b>2.44</b>	<b>2.46</b>
<b>2017 Estimate</b>	<b>2.48</b>	<b>2.71</b>	<b>2.43</b>	<b>2.46</b>
<b>2010 Census</b>	<b>2.48</b>	<b>2.70</b>	<b>2.42</b>	<b>2.45</b>

© ESRI, 2017

<sup>2</sup> Missouri Economic Research and Information Center, Missouri Department of Economic Development. Retrieved from: [https://www.missourieconomy.org/indicators/population/pop\\_proj\\_2030.stm](https://www.missourieconomy.org/indicators/population/pop_proj_2030.stm)

- Household composition in Marshfield is changing, mirroring national trends.

The percentage *married households without children* decreased by 4.0 percentage points, while single-person households increased by 4.0 percentage points. This has implications about what type of housing will meet demand.

### Household Composition Trends: Marshfield

Household Type	2000	2015
<b>Married w/ children</b>	<b>25%</b>	<b>24%</b>
<b>Married without children</b>	<b>28%</b>	<b>24%</b>
<b>Other family households with children</b>	<b>10%</b>	<b>12%</b>
<b>Other family households without children</b>	<b>5%</b>	<b>4%</b>
<b>Single person household</b>	<b>29%</b>	<b>33%</b>
<b>Non-family (roomates or unmarried partn</b>	<b>3%</b>	<b>4%</b>

*U.S. Census Bureau, Census 2000; American Community Survey*

- The senior (65 to 74) age cohort is expected to experience the most significant growth through 2022 in Marshfield, indicating a need for more suitable housing options for this age group. This need was confirmed through feedback from stakeholder interviews and public meetings.



- Marshfield has a higher housing vacancy rate (10 percent), a higher proportion of renters (45 percent), a lower median housing value (\$110,200), and an older housing stock compared (1979 median year built) to the county, region, and state. Details are summarized in the table on the following page.
  - This is important because these metrics impact Marshfield’s ability to attract future growth. It is important to have a housing stock that meets current and future preferences and demand.
  - The city recently partnered with the Southwest Missouri Council of Government to conduct a Housing Inventory that identified key issues regarding the condition of the existing housing stock. This is an important step in addressing housing conditions that might limit growth.
  - The new interchange at mile marker 103 will change the direction of housing development in Marshfield because it will open up new opportunities with very good access to I-44.

## Housing Overview

<i>Description</i>	<i>Marshfield</i>	<i>Webster County</i>	<i>Springfield MSA</i>	<i>Missouri</i>
<b>Housing Units (20 17)</b>	<b>3,089</b>	<b>15,068</b>	<b>203,237</b>	<b>2,807,671</b>
<b>Occupied Housing Units (20 17)</b>	<b>2,783</b>	<b>13,763</b>	<b>185,051</b>	<b>2,448,209</b>
<b>Occupancy Rate</b>	<b>90%</b>	<b>91%</b>	<b>91%</b>	<b>87%</b>
<b>Housing Units by Units in Structure (20 10 -20 14)</b>				
<b>1, Detached</b>	<b>73%</b>	<b>76%</b>	<b>73%</b>	<b>70%</b>
<b>1, Attached</b>	<b>2%</b>	<b>1%</b>	<b>3%</b>	<b>3%</b>
<b>2</b>	<b>7%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>
<b>3 or 4</b>	<b>5%</b>	<b>3%</b>	<b>3%</b>	<b>5%</b>
<b>5 to 9</b>	<b>3%</b>	<b>1%</b>	<b>3%</b>	<b>4%</b>
<b>10 to 19</b>	<b>4%</b>	<b>1%</b>	<b>4%</b>	<b>3%</b>
<b>20 to 49</b>	<b>5%</b>	<b>1%</b>	<b>3%</b>	<b>2%</b>
<b>50+</b>	<b>0%</b>	<b>0%</b>	<b>2%</b>	<b>2%</b>
<b>Mobile Home</b>	<b>0%</b>	<b>14%</b>	<b>6%</b>	<b>6%</b>
<b>Other</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Tenure of Occupied Housing Units (20 17)</b>				
<b>Percent Owner Occupied Units</b>	<b>55%</b>	<b>74%</b>	<b>63%</b>	<b>66%</b>
<b>Percent Renter Occupied Units</b>	<b>45%</b>	<b>26%</b>	<b>37%</b>	<b>34%</b>
<b>Households by Household Type (20 17)</b>				
<b>Family Households</b>	<b>67%</b>	<b>74%</b>	<b>64%</b>	<b>65%</b>
<b>Non-Family Households</b>	<b>33%</b>	<b>26%</b>	<b>36%</b>	<b>35%</b>
<b>Households by Household Size (20 10)</b>				
<b>One Person</b>	<b>29%</b>	<b>21%</b>	<b>27%</b>	<b>28%</b>
<b>Two Persons</b>	<b>32%</b>	<b>37%</b>	<b>37%</b>	<b>35%</b>
<b>Three Persons</b>	<b>16%</b>	<b>16%</b>	<b>16%</b>	<b>16%</b>
<b>Four Persons</b>	<b>13%</b>	<b>14%</b>	<b>12%</b>	<b>12%</b>
<b>Five or More</b>	<b>10%</b>	<b>12%</b>	<b>8%</b>	<b>9%</b>
<b>Median Housing Value (20 17)</b>	<b>\$110,203</b>	<b>\$135,484</b>	<b>\$144,572</b>	<b>\$156,108</b>
<b>Median Year Housing Built (20 10 -20 15)</b>				
<b>2001 or Later</b>	<b>3%</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>
<b>2000-2009</b>	<b>18%</b>	<b>26%</b>	<b>21%</b>	<b>14%</b>
<b>1990-1999</b>	<b>19%</b>	<b>20%</b>	<b>19%</b>	<b>15%</b>
<b>1980-1989</b>	<b>9%</b>	<b>12%</b>	<b>13%</b>	<b>12%</b>
<b>1970-1979</b>	<b>19%</b>	<b>16%</b>	<b>16%</b>	<b>16%</b>
<b>1960-1969</b>	<b>9%</b>	<b>9%</b>	<b>9%</b>	<b>12%</b>
<b>1950-1959</b>	<b>9%</b>	<b>4%</b>	<b>7%</b>	<b>11%</b>
<b>1940-1949</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>	<b>5%</b>
<b>1939 or Earlier</b>	<b>9%</b>	<b>9%</b>	<b>9%</b>	<b>14%</b>

© ESRI, 2017

- The median household income in Marshfield is significantly less than that in the county, region, and state. This is in large part due to the high percentage of retail jobs and the fact that many workers commute into Marshfield for higher-paying positions. Household income has significant impact on housing affordability and retail potential.

### **Income Trend and Distribution Comparison**

<i>Description</i>	<i>Marshfield</i>	<i>Webster County</i>	<i>Springfield MSA</i>	<i>Missouri</i>
<b>Median Household Income</b>				
<b>2022 Projection</b>	<b>\$38,405</b>	<b>\$51,213</b>	<b>\$51,490</b>	<b>\$56,171</b>
<b>2017 Estimate</b>	<b>\$35,154</b>	<b>\$45,168</b>	<b>\$45,829</b>	<b>\$51,113</b>
<b>Annual Growth 2017-2022</b>	<b>1.8%</b>	<b>2.5%</b>	<b>2.4%</b>	<b>1.9%</b>
<b>20 17 Income Distribution</b>				
<b>Total households:</b>	<b>2,783</b>	<b>13,763</b>	<b>185,051</b>	<b>2,448,209</b>
<b>&lt;\$15,000</b>	<b>19%</b>	<b>12%</b>	<b>13%</b>	<b>12%</b>
<b>\$15,000 - \$24,999</b>	<b>17%</b>	<b>12%</b>	<b>13%</b>	<b>11%</b>
<b>\$25,000 - \$34,999</b>	<b>14%</b>	<b>11%</b>	<b>12%</b>	<b>11%</b>
<b>\$35,000 - \$49,999</b>	<b>18%</b>	<b>19%</b>	<b>16%</b>	<b>15%</b>
<b>\$50,000 - \$74,999</b>	<b>17%</b>	<b>21%</b>	<b>20%</b>	<b>19%</b>
<b>\$75,000 - \$99,999</b>	<b>8%</b>	<b>12%</b>	<b>11%</b>	<b>12%</b>
<b>\$100,000 - \$149,999</b>	<b>4%</b>	<b>7%</b>	<b>10%</b>	<b>12%</b>
<b>\$150,000 - \$199,999</b>	<b>2%</b>	<b>3%</b>	<b>3%</b>	<b>4%</b>
<b>\$200,000 +</b>	<b>1%</b>	<b>2%</b>	<b>3%</b>	<b>4%</b>

© ESRI, 2017

## ECONOMIC TRENDS

The purpose of the following analysis is to inform a baseline understanding of the economic context of Marshfield in relation to the Springfield MSA, state, and nation. Understanding the past, present, and projected trajectory of the Springfield MSA economy can help Marshfield better plan for land uses that support job creation and economic growth. Key sources of economic data include the Bureau of Labor Statistics (BLS), Bureau of Economic Analysis (BEA), and Missouri Economic Research & Information Center (MERIC) and these sources do not provide data at the city-level, but county, MSA, state, and national levels. This analysis focuses on economic conditions in Webster County and the Springfield MSA that inform policy recommendations designed to help Marshfield position itself to capture a greater share of regional economic growth.

### MAJOR EMPLOYERS

The Springfield MSA has a diverse and growing economy, with strength in the healthcare, education, and manufacturing sectors.

The top employers in the Springfield MSA are summarized in the table to the right.

Healthcare, which is a growth industry, represents the top two positions with nearly 22,000 workers. Other sectors represented include education, retail, government, and software development—showing diversification.

There are eight additional companies with 1,000 or more employees. Three employers in Marshfield employ more than 100 people—Sho-Me Power Electric Coop, Architectural Components, and Food Ingredient Solutions.

While most of the MSA’s top employers do not have a major presence in Marshfield, many residents have access to employment opportunities at these employers.

Most economic indicators show that the regional economy is stable.

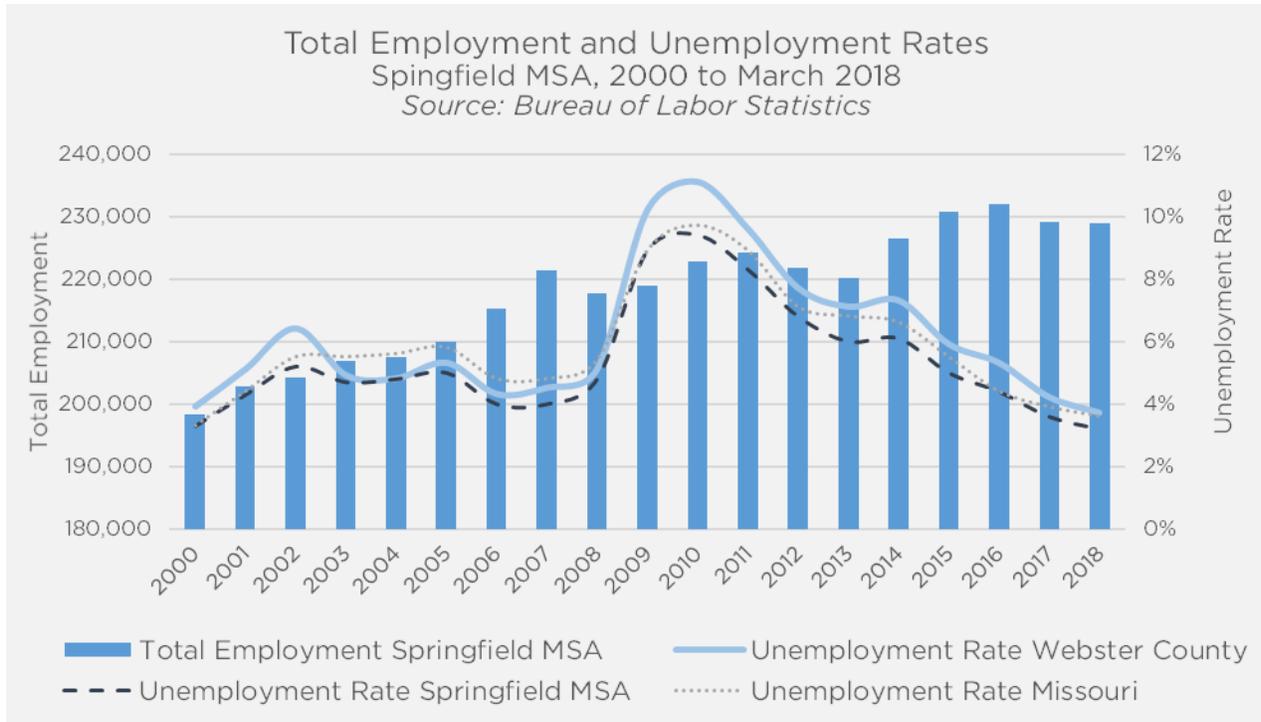
#### Top Employers in the Springfield MSA

<i>Employer</i>	<i>Description</i>	<i>Employees</i>
<b>CoxHealth Systems</b>	<b>Healthcare</b>	<b>11,000</b>
<b>Mercy Hospital Springfield</b>	<b>Healthcare</b>	<b>10,680</b>
<b>Springfield Public Schools</b>	<b>Education</b>	<b>3,920</b>
<b>Bass Pro Shops / Tracker Marine</b>	<b>Retail/Manufacturing</b>	<b>3,510</b>
<b>Walmart &amp; Sam’s Club</b>	<b>Retail</b>	<b>3,310</b>
<b>Missouri State University</b>	<b>Education</b>	<b>2,850</b>
<b>United States Government</b>	<b>Government</b>	<b>2,430</b>
<b>State of Missouri</b>	<b>Government</b>	<b>2,305</b>
<b>Jack Henry &amp; Associates</b>	<b>Software Development</b>	<b>2,060</b>
<b>O’Reilly Auto Parts (HQ)</b>	<b>Retail/Manufacturing</b>	<b>1,810</b>

*Source: Springfield Regional Economic Partnership (2018)*

## UNEMPLOYMENT RATE

The unemployment rate for the Springfield MSA is 3.6 percent, below the average for the U.S. of 3.9 percent. The rate in Webster County is 3.7 percent.



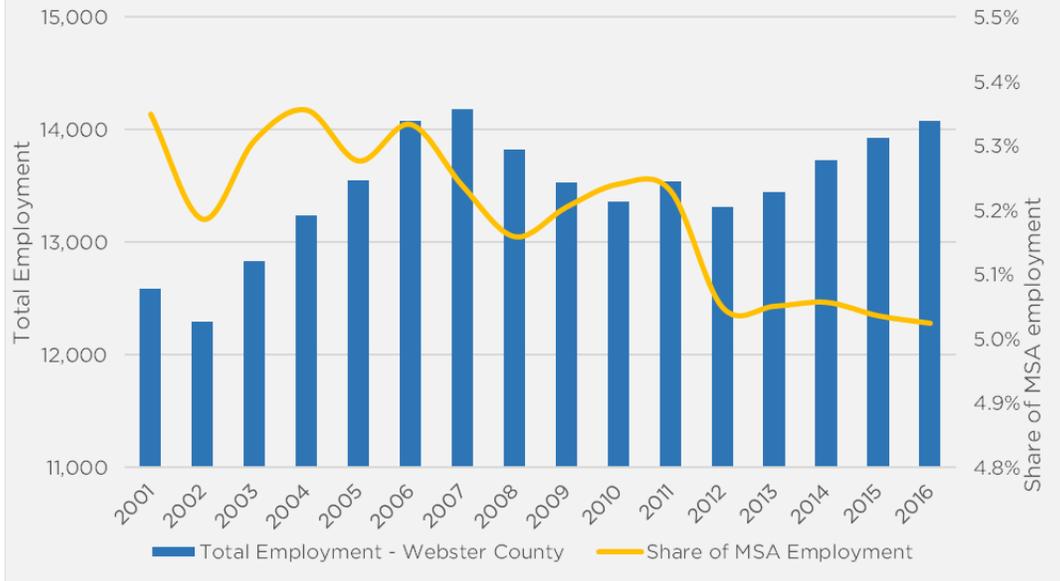
Many economists note that the national economy at or near full employment, which means that those who are skilled are likely employed and those unemployed are between jobs or do not have the desired skillsets for open positions. The low rates in Webster County and the Springfield MSA indicate a tight labor market in which companies are competing for the same workers to fill positions.

## EMPLOYMENT TRENDS

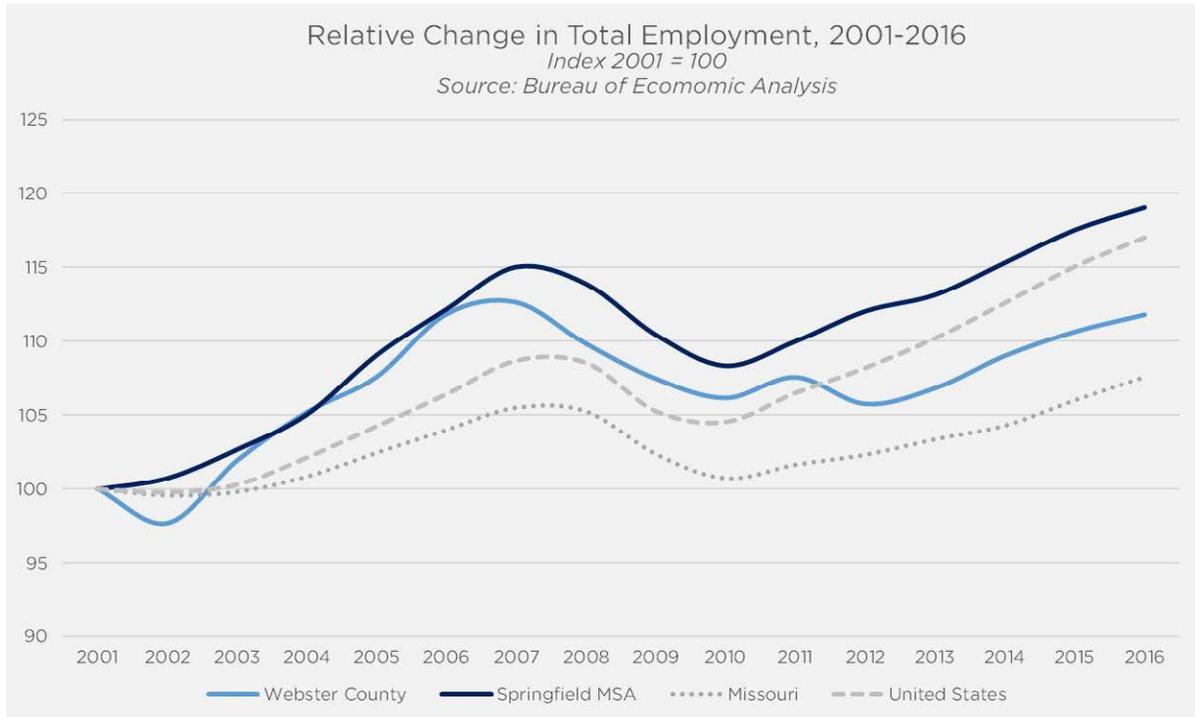
Webster County had just over 14,000 total jobs in 2016, representing approximately five percent of total employment in the Springfield MSA (280,000 total jobs). Webster County experienced steady job growth from 2012 to 2016 after losing about 800 jobs during the Great Recession. Total employment in the county is at pre-Recession levels, but the county's share of regional employment decreased slightly. This indicates that Webster County is not capturing its share of regional growth and there is potential opportunity to attract growth to Marshfield.

### Webster County Employment Trends, 2001 - 2016

Source: Bureau of Economic Analysis

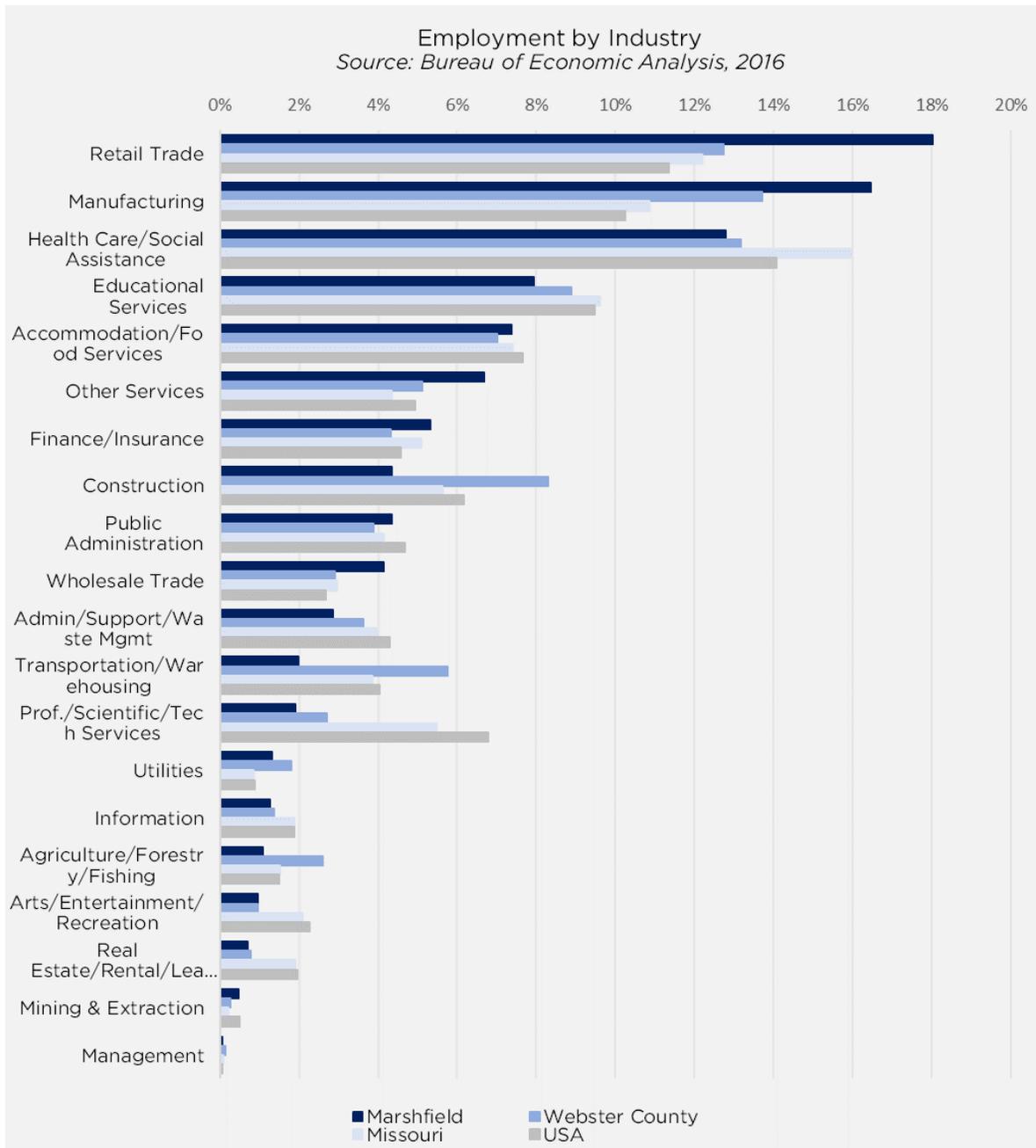


The pace of employment growth in the Springfield MSA exceeded employment growth in the U.S. and Missouri every year from 2001 onward. Employment Growth in Webster County also outpaced the national rate from 2003 to 2011, but lagged behind the nation and MSA from 2012 through 2016. Again, this indicates that the county is not capturing its share of regional growth and that there could be opportunity to position Marshfield to capture a greater share of economic/employment growth in the future through land use and economic development policy.



## INDUSTRY MIX

Marshfield's status as a retail hub within Webster County is illustrated by the fact that 18 percent of all jobs in the city are in the retail sector. This compares to 13 percent in the county, 14 percent in the MSA, and 11 percent in the U.S. Manufacturing (16 percent) and health care and social assistance (13 percent) are the next two largest employment sectors in the city. Health care and social assistance is the largest employment sector in the MSA, accounting for nearly 18 percent of all jobs.

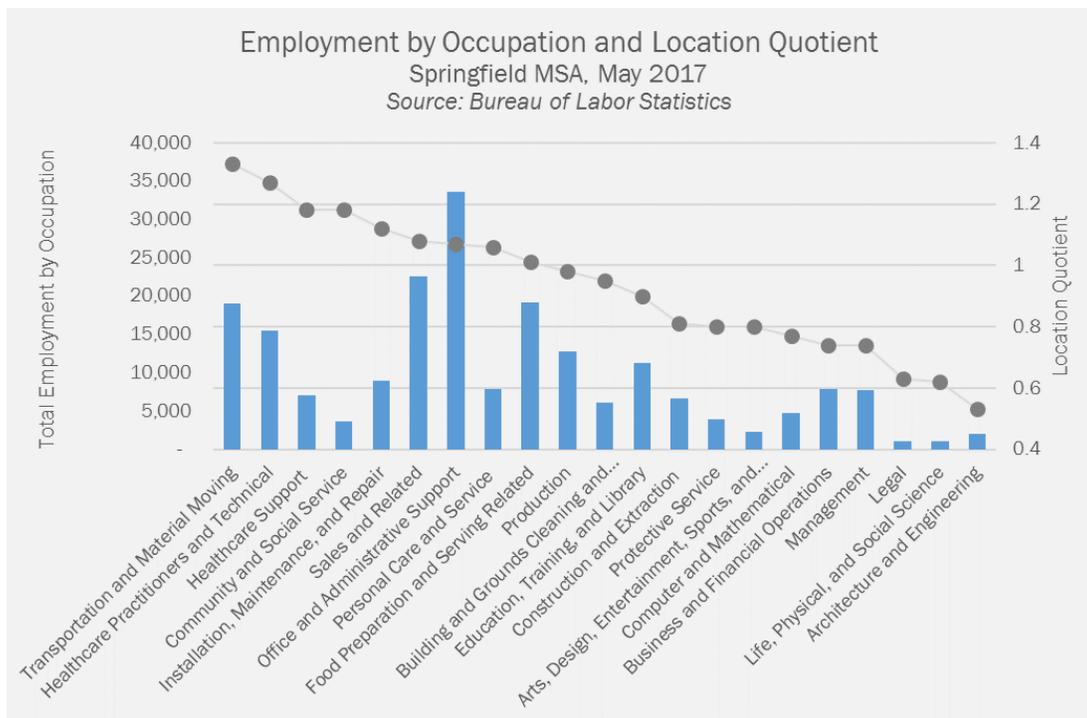


## OCCUPATIONAL ANALYSIS

### Location Quotient

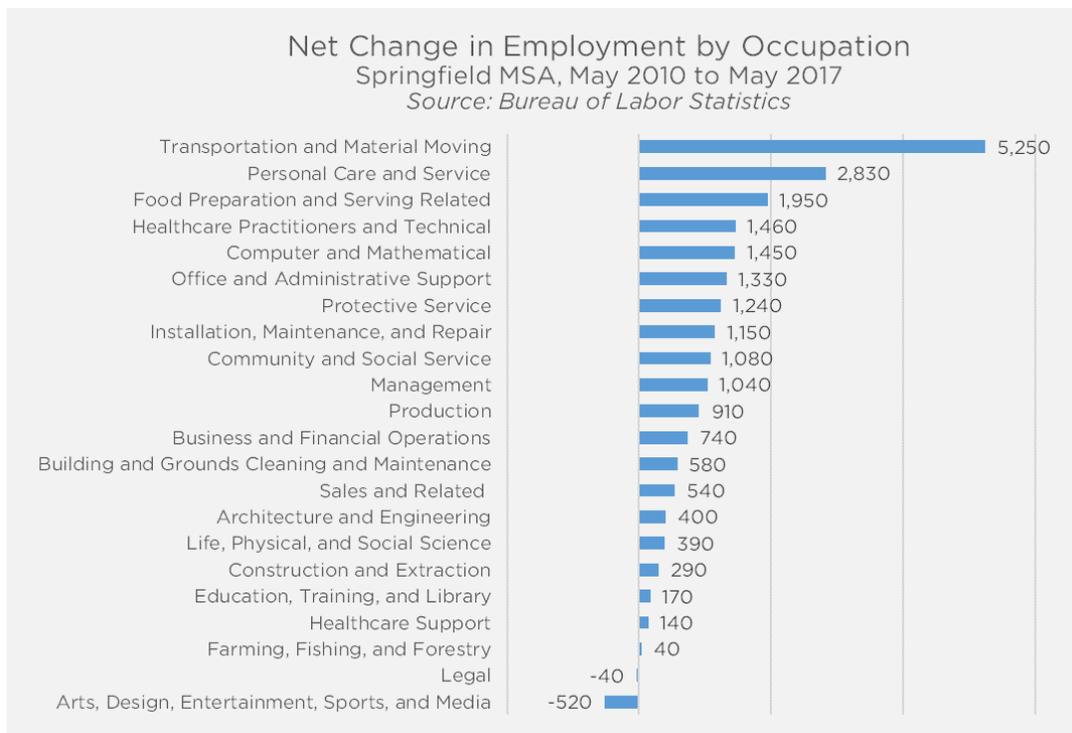
An employment location quotient compares the distribution of total employment by industry sector or occupational category of one geography to another. Typically, location quotients compare a region, such as the Springfield MSA, to the national average to show relative concentrations or strengths in specific sectors. A location quotient of 1.0 represents the national leverage, a location quotient above 1.0 shows a higher concentration in that sector or occupation, and a location quotient less than 1.0 shows a lower concentration in that sector or occupation.

Springfield MSA has a concentration in *transportation and material moving* occupations (location quotient 1.33). These occupations represent more than nine percent of regional employment. The largest occupation category is *office & support and sales*. The region's share of *production* occupations (six percent of regional employment) is similar to the national average (location quotient 0.98). The region has a relatively high proportion of *installation, maintenance, and support* occupations (location quotient 1.12), which often support industrial sectors. The Springfield MSA also has a relative strength in *healthcare practitioners, healthcare support, and community and social sciences*, which are all growing occupational categories nationally.



## Trends by Occupational Category

According to the Bureau of Labor Statistics, from 2010 to 2017, the Springfield MSA added more than 22,000 net new jobs, of which, 5,250, or nearly 24 percent, were in *transportation and material moving* occupations further indicating the region’s strength in this sector. This has implications for Marshfield to better position itself to capture more of this economic growth by setting aside land and making it development-ready for industrial real estate development. *Personal care & service and healthcare* occupations added nearly 4,300 jobs, which supports the region’s already strong healthcare sector.



## Growth in Industrial Sectors

Regional growth in the two key industrial employment sectors, *manufacturing* and *transportation & warehousing* could lead to growth in Webster County and Marshfield if suitable development sites are available. From 2011 to 2016, total manufacturing employment increased by 3.6 percent in the county, but 10.2 percent in the region. Transportation and Warehousing employment decreased in Webster County, while this sector increased by more than 33 percent in the region, adding nearly 3,600 jobs.

**Employment Change, 2011-2016**

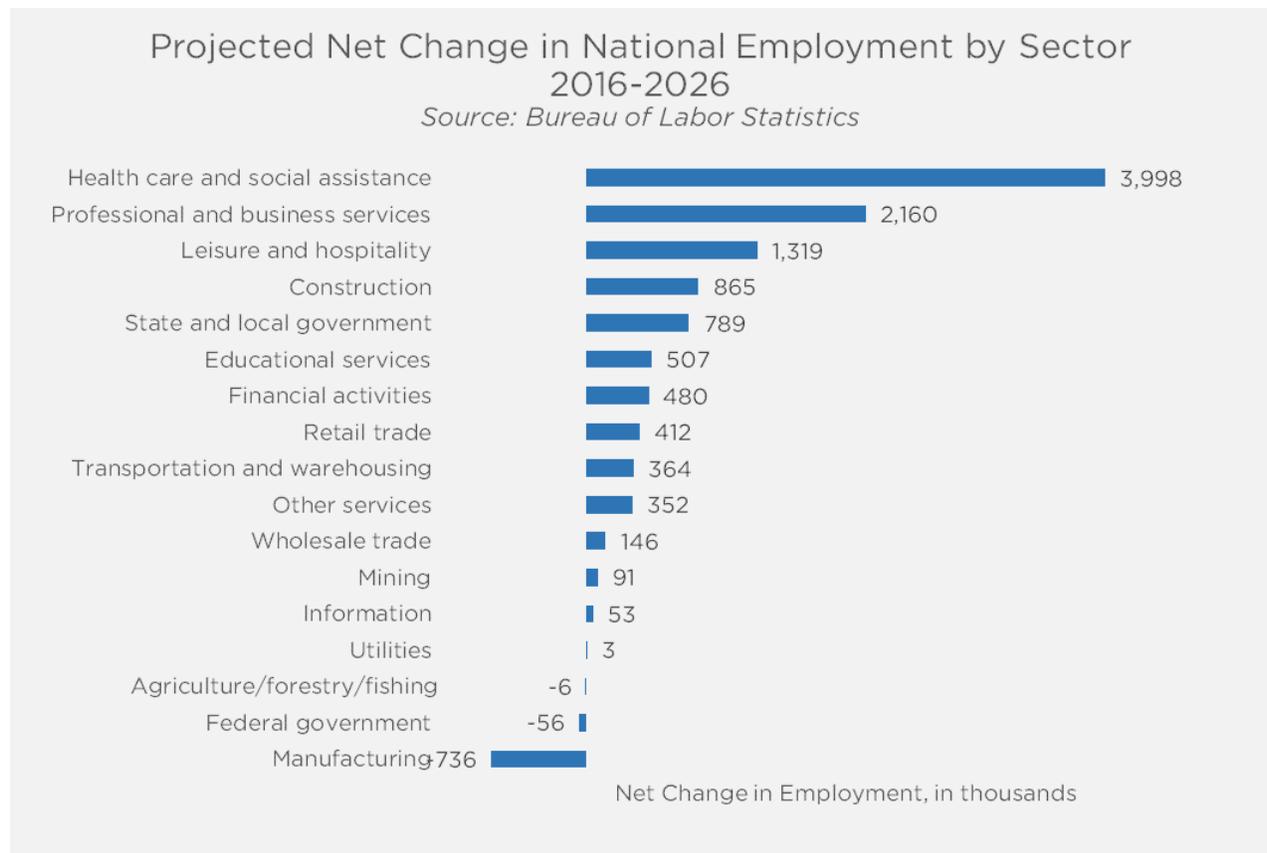
	Webster County	Springfield MSA	Missouri	United States
<b>Total Employment</b>	4.0%	8.2%	5.8%	9.9%
Manufacturing	3.6%	10.2%	7.1%	5.8%
Trans. And Warehousing	-0.7%	33.6%	13.0%	26.1%

*Source: BEA*

## NATIONAL ECONOMIC CONTEXT

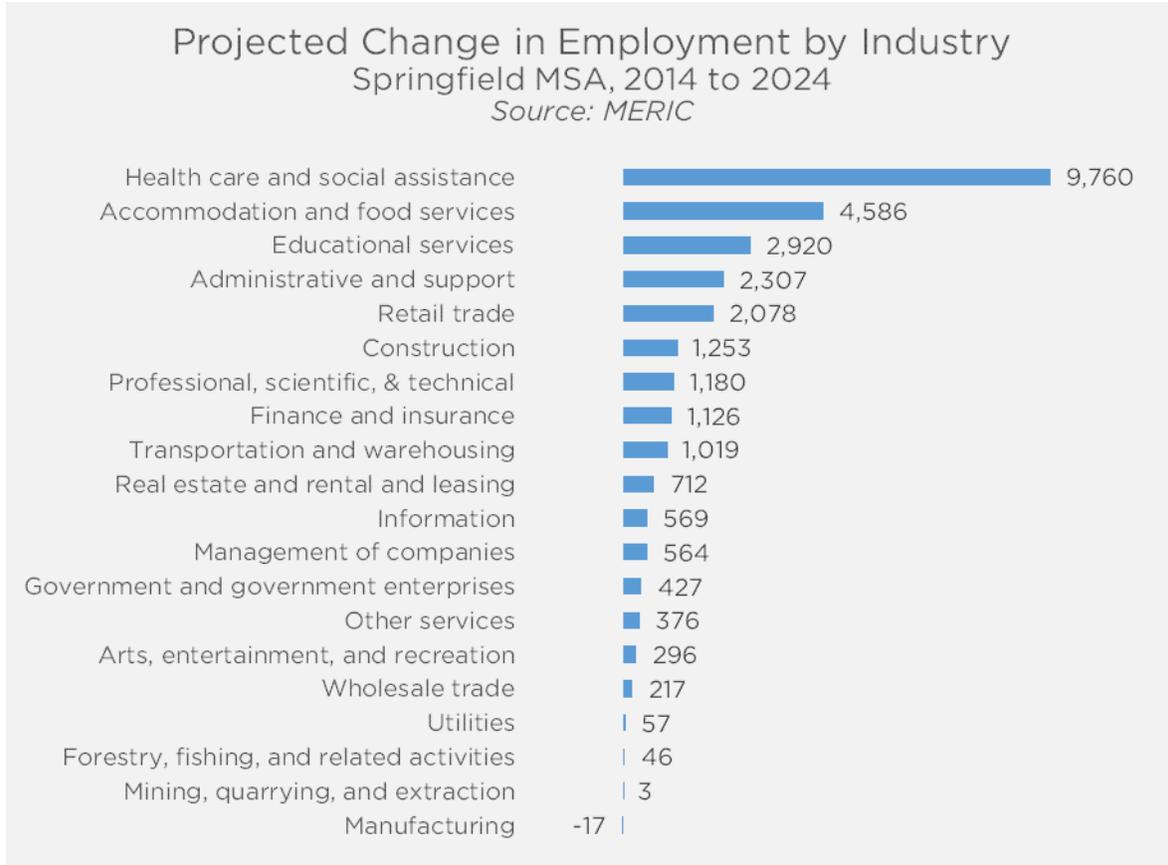
*Health care* and *professional services* will add the most jobs nationally, which are Knowledge Economy sectors. Proportionally, *transportation and warehousing* and *wholesale trade* will add relatively fewer jobs. These combined sectors are projected to add just over 500,000 jobs nationally, while *manufacturing* will have a net decrease in total employment of 736,000. A major driver of decreases in manufacturing employment is automation—productivity and the GDP of the manufacturing sector are increasing, but fewer jobs are needed to support that productivity. Manufacturers still need facilities and, therefore, land, but are not anticipated to provide as many jobs as the sector did historically.

The combined sectors of *health care and social assistance* and *professional and business services* are projected to add nearly 6.1 million jobs representing more than half of projected job growth.



## Employment Projections

MERIC publishes industry growth projections for 10 regions in Missouri. Marshfield is located in the Ozark Region, which includes seven counties—Polk, Dallas, Greene, Webster, Christian, Stone, and Taney.<sup>3</sup>



Consistent with national trends, the Springfield MSA is projected to add nearly 10,000 jobs in *health care & social assistance* from 2014 to 2014, representing a third of total net job growth in the region. Though most healthcare facilities are located in the urban core, communities like Marshfield could still capture a portion of this growth with smaller-scale medical facilities and offices. *Transportation & warehousing* is projected to add more than 1,000 jobs in the region, which should support continued development of industrial real estate. *Accommodation & food service* and *retail trade* is projected to add nearly 6,700 jobs in the region. Though these types of jobs tend to be lower paying, they still provide opportunities for lower-skilled workers and Marshfield, with its already strong retail sector, should also be positioned to capture a portion of this growth.

---

<sup>3</sup> The Springfield MSA includes five counties—Polk, Dallas, Greene, Webster, and Christian. MERIC does not produce projections for the MSA.

## WAGES

The median wage in the Springfield MSA is approximately 9 percent, or \$3,200, less than the median wage in Missouri. In fact, median wages in the MSA are higher than in the state in only three occupations: *education training and library*, *protective services*, and *transportation and material moving*.

### Median Annual Wages

<i>Occupation</i>	<i>Springfield MSA</i>	<i>Missouri</i>	<i>Percent Difference</i>
<b>Total, all Occupations</b>	<b>\$31,070</b>	<b>\$34,230</b>	<b>-9%</b>
<b>Management</b>	<b>\$80,020</b>	<b>\$90,940</b>	<b>-12%</b>
<b>Business and Financial Operations</b>	<b>\$51,100</b>	<b>\$62,140</b>	<b>-18%</b>
<b>Computer and Mathematical Science</b>	<b>\$54,070</b>	<b>\$75,470</b>	<b>-28%</b>
<b>Architecture and Engineering</b>	<b>\$52,110</b>	<b>\$72,400</b>	<b>-28%</b>
<b>Life Physical and Social Science</b>	<b>\$48,390</b>	<b>\$52,160</b>	<b>-7%</b>
<b>Community and Social Services</b>	<b>\$33,840</b>	<b>\$37,030</b>	<b>-9%</b>
<b>Legal</b>	<b>\$58,110</b>	<b>\$64,410</b>	<b>-10%</b>
<b>Education Training and Library</b>	<b>\$43,180</b>	<b>\$41,830</b>	<b>3%</b>
<b>Arts Design Entertainment Sports and Media</b>	<b>\$35,860</b>	<b>\$41,450</b>	<b>-13%</b>
<b>Healthcare Practitioner and Technical</b>	<b>\$50,160</b>	<b>\$55,090</b>	<b>-9%</b>
<b>Healthcare Support</b>	<b>\$23,830</b>	<b>\$25,010</b>	<b>-5%</b>
<b>Protective Service</b>	<b>\$32,960</b>	<b>\$32,590</b>	<b>1%</b>
<b>Food Preparation and Serving Related</b>	<b>\$18,920</b>	<b>\$19,170</b>	<b>-1%</b>
<b>Building and Grounds Cleaning and Maintenance</b>	<b>\$23,380</b>	<b>\$23,620</b>	<b>-1%</b>
<b>Personal Care and Service</b>	<b>\$19,160</b>	<b>\$20,590</b>	<b>-7%</b>
<b>Sales and Related</b>	<b>\$23,950</b>	<b>\$25,190</b>	<b>-5%</b>
<b>Office and Administrative Support</b>	<b>\$29,310</b>	<b>\$32,230</b>	<b>-9%</b>
<b>Farming Fishing and Forestry</b>	<b>\$19,200</b>	<b>\$27,450</b>	<b>-30%</b>
<b>Construction and Extraction</b>	<b>\$39,510</b>	<b>\$48,050</b>	<b>-18%</b>
<b>Installation Maintenance and Repair</b>	<b>\$37,770</b>	<b>\$40,530</b>	<b>-7%</b>
<b>Production</b>	<b>\$32,250</b>	<b>\$32,630</b>	<b>-1%</b>
<b>Transportation and Material Moving</b>	<b>\$31,180</b>	<b>\$30,440</b>	<b>2%</b>

*Source: Bureau of Labor Statistics, 2017*

## COMMUTING PATTERNS

Marshfield has higher daytime population than nighttime population, meaning that there are more people commute into the city for their jobs than residents leaving the city for work. The majority of commuters in Marshfield and Webster County commute to Greene County and Springfield for work. The Springfield MSA also has a higher daytime population than nighttime population.

## Average Travel Time and Mode of Commute

<i>Description</i>	<i>Marshfield</i>	<i>Webster County</i>	<i>Springfield MSA</i>	<i>Missouri</i>
<b>Workers 16 and older</b>	<b>2,574</b>	<b>14,251</b>	<b>202,937</b>	<b>2,775,023</b>
<b>% Working Residents that Commute Out of Area</b>	<b>76%</b>	<b>74%</b>	<b>18%</b>	<b>8%</b>
<b>% Jobs Filled by Non-Residents</b>	<b>80%</b>	<b>50%</b>	<b>23%</b>	<b>9%</b>
<b>Mode of Commute</b>				
<b>Drove alone</b>	<b>83%</b>	<b>80%</b>	<b>82%</b>	<b>82%</b>
<b>Carpooled</b>	<b>13%</b>	<b>14%</b>	<b>10%</b>	<b>9%</b>
<b>Used public transportation</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>
<b>Walked</b>	<b>0%</b>	<b>2%</b>	<b>2%</b>	<b>2%</b>
<b>Other means</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>
<b>Worked at home</b>	<b>2%</b>	<b>2%</b>	<b>4%</b>	<b>4%</b>
<b>Mean Travel Time to Work (Minutes)</b>	<b>24.4</b>	<b>28.7</b>	<b>21.7</b>	<b>23.2</b>

© ESRI, 2017

### POLICY IMPLICATIONS

- The Springfield MSA economy is relatively strong and Marshfield needs to be better positioned to capture its share of regional economic growth. Despite steady job growth in Webster County, its share of total regional employment has declined over the last ten years and overall job growth has been slower than the region.
- The *transportation and warehousing* sector is a regional strength with projected growth both locally and nationally. A regional industrial real estate market analysis should be conducted to understand regional land use needs and how Marshfield can be better aligned with this growth sector. However, it should be noted that with innovation, technology, and automation, this type of use is becoming less labor intensive despite strong productivity.
- Manufacturing employment (aka production occupations) continues to decline nationally, although employment in this sector is projected to increase slightly in the region and remain stable throughout the state. Given the decline nationally, attracting new manufacturing is becoming increasingly more competitive as regions throughout the country are positioning themselves for these limited opportunities. Regarding site selection, there is a growing emphasis that communities demonstrate that they can provide a skilled and capable workforce and an expectation that the community maintains robust workforce development resources. It is critical that Marshfield partner and strategically align itself with regional workforce development resources and initiatives.
- Even smaller communities like Marshfield should not overlook the national shift to a more knowledge-based service economy, which requires a highly skilled and educated workforce. The two sectors with the highest projected net growth nationally are *health care & social assistance* and *professional & business services*. *Manufacturing*, on the other hand, is projected to decline and growth in *transportation and warehousing* and *wholesale trade* is limited. Though the knowledge economy sector workforce tends to prefer urban areas,

these workers are also attracted to communities with a strong sense of place and walkable amenities. Investments in Marshfield's downtown and housing stock could create the type of environment desirable to this evolving workforce.

- Given strong growth in *healthcare* both regional and nationally, Marshfield should explore opportunities to capture a portion of the growth. Though the larger medical facilities are concentrated in the urban core of the region, there may be opportunities for smaller scale healthcare facilities and medical offices in Marshfield, and thus, a comprehensive economic development effort should also include growth in commercial real estate.
- The unemployment rates in Webster County and Springfield MSA are at or near all-time lows, which indicates a strong economy. A low unemployment rate can be triggered by two outcomes: increasing employment opportunities and/or decreasing labor force, defined as those who are employed or actively seeking employment. A declining labor force indicates that those retiring are not being replaced by younger workers or workers are leaving the labor force due to a skills gap mismatch. Webster County and Springfield MSA's total labor force peaked in 2016 and has declined or stagnated, which is a potential threat to future economic growth. This emphasizes the need to ensure that current and future employers are supported by strong workforce development resources.

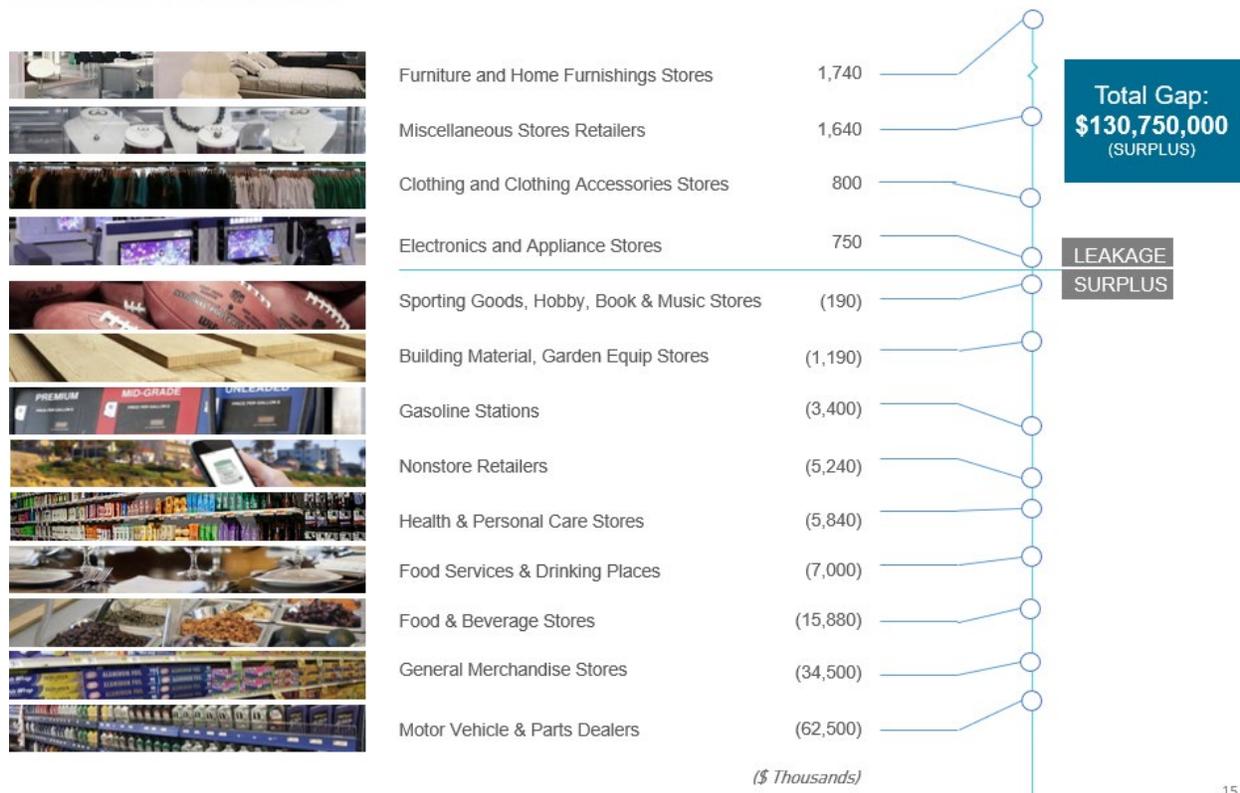
## RETAIL MARKET ANALYSIS

### RETAIL GAP ANALYSIS

A retail gap analysis compares the buying power of an area’s residents (local demand) to total retail sales in that same area (supply). If retail sales are greater than local buying power (supply is greater than local demand), that area attracts retail spending from outsiders, or non-residents. If local buying power is higher than retail sales (local demand is greater than supply), then retail sales are leaking to other geographies. The retail gap data provided by ESRI reflects the former as a negative number and the latter as a positive number.

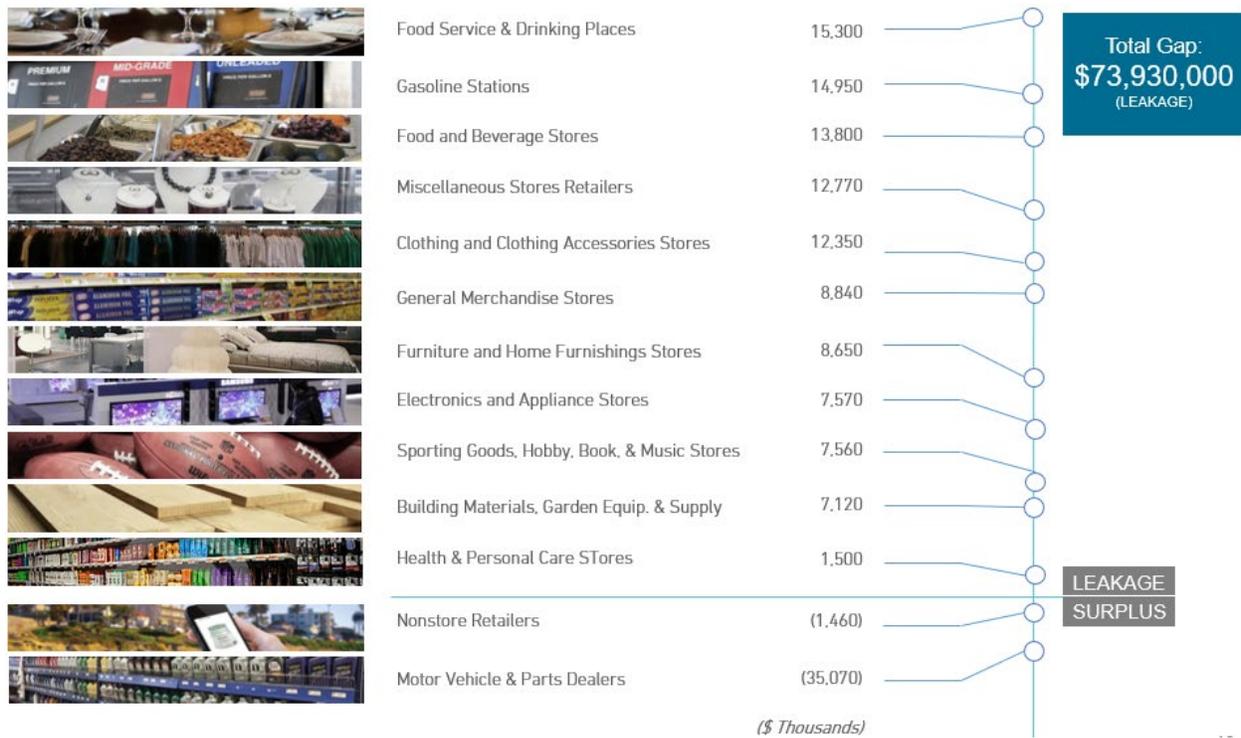
The retail gap data, summarized in the following graphic, shows a retail surplus of more than \$130 million—meaning that Marshfield attracts a significant amount of retail spending from non-residents. Marshfield is a retail hub for Webster County. The types of stores that show deficits—electronics, furnishings, and clothing stores, rarely locate in smaller markets like Marshfield, especially when these types of outlets are within a reasonable drive in Springfield.

### RETAIL GAP: MARSHFIELD



The retail gap analysis for Webster County shows a different narrative—there is a leakage of nearly \$74 million in retail sales to areas outside of the county. Retail sectors that show a surplus in Marshfield—health and personal care, gas stations, food and beverage, as well as general merchandise retailers—show leakage in Webster County. This provides Marshfield an opportunity to capture a portion of this leakage as new development occurs. The following graphic summarizes the retail gap data for Webster County.

### RETAIL GAP: WEBSTER COUNTY



## MARKET OVERVIEW

There is approximately 790,000 square feet of retail and related commercial space in Marshfield and very little supply has been added during the past five years. The vacancy rate has remained steady and is currently 5.3 percent—a healthy rate for a community of Marshfield’s size.

For context, three additional geographies are analyzed. The first is “I-44 Corridor”, which represents a one-mile buffer around I-44 from the north/east edge of Lebanon to the south/west edge of Springfield. The intent of including this geography is to understand the market for uses immediately impacted by the presence of the interstate. The second is the Springfield MSA because Marshfield is contained within the region and many of the shopping options outside of the city that residents patronize are in the Springfield area. Finally, statistics for Lebanon are reported because Lebanon is the main competition center to the east/northeast of Marshfield.

The retail market in the I-44 corridor is very stable with nearly 4.8 million square feet and a very low vacancy rate of 4.4 percent. The retail market in the Springfield MSA is also stable. The area contains nearly 29 million square feet of retail space and has an average vacancy rate of 3.6 percent. Importantly, the area has added about 140,000 square feet per year but has absorbed an average of 250,000 square feet. This indicates that past vacancies have largely been absorbed and stabilized.

Lebanon has more than twice the retail square footage as Marshfield, but its population is more than twice that of Marshfield—retail space per capita is very similar. The retail market in Lebanon is also relatively stable, with a vacancy rate of 6.4 percent. The negative annual absorption rate indicates that the market is likely saturated in that market.

The following table summarizes current retail market statistics.

### Retail Market Summary

<i>Description</i>	<i>Marshfield</i>	<i>I-44 Corridor</i>	<i>Springfield MSA</i>	<i>Lebanon</i>
<b>Total SF</b>	<b>790,000</b>	<b>4,790,000</b>	<b>28,600,000</b>	<b>1,680,000</b>
<b>Current Vacancy Rate</b>	<b>5.3%</b>	<b>4.4%</b>	<b>3.6%</b>	<b>6.4%</b>
<b>5-year Average Vacancy Rate</b>	<b>7.2%</b>	<b>4.6%</b>	<b>4.5%</b>	<b>4.1%</b>
<b>Average Lease Rate/SF Overall</b>	<b>\$5.30</b>	<b>\$9.40</b>	<b>\$10.30</b>	<b>\$7.10</b>
<b>Average Lease Rate/SF 2005 or Newer</b>	<b>\$10.00</b>	<b>\$11.00</b>	<b>\$14.50</b>	<b>\$10.00</b>
<b>Average Annual Absorption (SF)</b>	<b>2,600</b>	<b>4,000</b>	<b>250,000</b>	<b>(10,000)</b>
<b>Average Annual Deliveries (SF)</b>	<b>-</b>	<b>8,000</b>	<b>140,000</b>	<b>10,000</b>

*Source: CoStar, Development Strategies, 2018*

Marshfield is served by two primary retail areas or hubs of activity on each side of the interchange at mile marker 100. These include Wal-Mart and associated retailers, as well as Marshfield Motors, to the northwest and the main commercial corridor along Spur Drive. Retail uses along Spur Drive include several strip centers, fast food restaurants, Orscheln, traditional restaurants, banks, Walgreens, and others. Some retail is located in downtown Marshfield, but a majority of that space is occupied by professional service providers.

## AVAILABLE SUPPLY

The current supply of vacant retail space is limited in Marshfield—a total of 52,500 square feet is available in 8 properties. Some properties exist in old and underperforming retail shopping strips while others lack visibility from the interstate.

### Available Retail and Commercial Properties in Marshfield

<i>Building Address</i>	<i>Building Name</i>	<i>City</i>	<i>Type</i>	<i>Year Built</i>	<i>Available SF</i>	<i>Rent/SF</i>
<b>14625 State Hwy 38</b>	<b>Marshfield Commons</b>	<b>Marshfield</b>	<b>Retail (Strip)</b>	<b>2007</b>	<b>5,850</b>	<b>\$10.00</b>
<b>900 W. Washington St.</b>	<b>Fmr. Price Cutter</b>	<b>Marshfield</b>	<b>Retail (Strip)</b>	<b>1980s</b>	<b>28,863</b>	<b>\$4.00</b>
<b>203 N. Clay</b>	<b>Downtown Office</b>	<b>Marshfield</b>	<b>Office</b>	<b>1960s</b>	<b>999</b>	<b>\$14-\$17</b>
<b>777 W. Jackson</b>		<b>Marshfield</b>	<b>Retail/Office</b>	<b>1960s</b>	<b>775</b>	<b>\$12.00</b>
<b>Total Available SF</b>					<b>36,487</b>	

There are commercial development sites available for sale in the vicinity of the mile marker 100 interchange; however, remaining sites have factors that limit their appeal. For instance, an 8-acre site is available just west of the Walmart. This site has excellent visibility from I-44, but access is indirect—it is nearly one mile off of the Interstate away from most development.

## DEMAND

Further, population projections can be used to estimate retail spending, which translates into demand for new retail and related building square footage.

According to ESRI's *Retail Marketplace Profile*, approximately \$27,800 in retail sales occurs in the city per resident.<sup>4</sup> Marshfield is a regional draw for retail spending, meaning that much of this spending comes from people who live outside of Marshfield. Regardless, this statistic can be used to project future retail demand.

There are three key assumptions in this analysis:

1. The national retail landscape is shifting from brick-and mortar stores to online shopping, so a decrease in retail square footage per capita of 20 percent is assumed.
2. Retail square footage is estimated by dividing potential retail spending by average sales of \$300 per square foot.
3. New retail development could occur anywhere in Marshfield, but is most likely to occur in established commercial districts such as Spur Drive/Mile Marker 100, as well as the proposed interchange at mile marker 103.

---

<sup>4</sup> According to the report, 7,102 Marshfield Residents generate \$66,764,000 in retail sales, or \$9,400 per capita. However, more than \$197,500,000 in retail sales occur within Marshfield, or \$27,800 per resident. As Marshfield grows, it will continue to be a net attracter of retail spending beyond what city residents can support. For this reason, the larger number is used in future retail projections—demand is projected based on likely retail spending from all sources, then converted into square footage.

The following table summarizes retail demand projections for the 20-year planning horizon. As noted, local and regional growth will create demand for approximately 176,000 to 192,000 square feet of new retail space in Marshfield over the next twenty years. This includes general retail, fast food, and similar uses. It includes demand from residents and non-residents.

### **Study Area Retail Demand Projections**

	<i>ACS</i>	<i>ESRI</i>
	1.31%	1.36%
<b>Retail Spending per Capita</b>	<b>\$ 27,800</b>	<b>\$ 27,800</b>
<b>Net Population Growth (2016-2040)</b>	<b>2,410</b>	<b>2,590</b>
<b>Potential New Retail Spending</b>	<b>\$ 67,000,000</b>	<b>\$ 72,000,000</b>
<b>Potential New Retail SF (at \$300/sf sales)</b>	<b>220,000</b>	<b>240,000</b>
<b>Future Reduction in SF per Capita (20%)</b>	<b>(44,000)</b>	<b>(48,000)</b>
<b>Potential Net New Retail SF in Marshfield</b>	<b>176,000</b>	<b>192,000</b>
<b>New Interchange Area SF Capture Low (50%)</b>	<b>88,000</b>	<b>96,000</b>
<b>New Interchange Area SF Capture Low (75%)</b>	<b>132,000</b>	<b>144,000</b>

*Source: ESRI, Development Strategies, 2017*

The table also includes projections for potential retail development at the planned new interchange assuming 50 percent to 75 percent capture—the interstate could attract interstate-driven retail uses (e.g., truck stop, gas stations, convenience food and restaurants, etc.). This is important because the future land use plan and relating policy decisions will guide where retail and other uses are allowed in the future. The city of Marshfield and its residents will have to decide if it wants to promote retail development in or near the existing corridor—Spur Drive and mile marker 100—allow as much rental to develop at the new interchange as the market will support, or take a more moderated approach that allows certain types of retail at both locations. For instance, the new interchange could be where all new interstate-driven retail uses occur and Spur Drive could be where all other retail types are allowed by code.

Assuming a FAR of 0.3, 176,000 to 192,000 square feet of new retail space would require 13 to 15 acres of land.

## RETAIL MARKET ADVANTAGES AND DISADVANTAGES

Marshfield has several advantages for retail use including its access, visibility, and traffic counts; however, there are also weaknesses that limit the area's appeal to certain retailers.

### Advantages

- **Accessibility:** The new I-44 interchange will provide excellent access to sites ideal for commercial and retail development. The existing interchange and Spur Drive have good access.
- **Visibility:** Land adjacent to the new I-44 interchange will have excellent visibility. Existing development at the existing interchange has good visibility.
- **Traffic Counts:** I-44 carries about 55,000 autos through the city daily, indicating that businesses located at the interchange will have the opportunity to capture this business. Interstate-oriented retail businesses include service stations, truck stops, fast food, and fast-casual dining.
- **Demographics:** Marshfield and the Springfield MSA are growing and this growth is projected to continue into the foreseeable future. Population growth in Marshfield of 25 percent to 35 percent through 2040 will organically create demand for additional retail and related services.
- **Easy to Develop Site:** Much of the land proximate to I-44 (existing and planned interchanges) has favorable topography for development.
- **Land Price:** Land at the new interchange would be cheaper compared to most other retail sites and there are limited suitable options at other interchanges in urbanized locations.
- **Size of Site:** The new interchange area is not currently platted, so the potential size of development sites is not set—there is opportunity to plan ahead for the most advantageous site layouts.
- **Infrastructure:** The City of Marshfield is currently studying and planning of for the extension of services into areas likely to be developed in the future. In doing so, city officials will be able to inform potential users of the timing and cost of installing those improvements. Also, as part of the interchange project, new road infrastructure will be planned and installed.
- **Tax Incentives:** Potential development sites will be eligible for TIF, CID, TDD and others.

### Disadvantages

- **Location / Competition:** Marshfield is located between, and is within a reasonable drive from, two competing markets—Springfield to the west/southwest and Lebanon to the northeast. This limits Marshfield's trade area so that certain retailers will not locate there. Given the retail gap analysis and current market statistics, there is not clear demand for a new retail shopping center, for instance.
- **Reputation:** Known as a “blue collar”/ “working class” community.
- **Capture:** Doubtful to capture of higher income shoppers in Springfield and Lebanon.
- **Traffic Type:** High percentage of truck traffic (non-shoppers) versus area residents (shoppers), which will drive specific retailers such as truck stops and fast food.
- **Competition from Within:** Retail development at the new interchange could pull business away from Spur Drive, leading to increased vacancy and declining property values along that corridor.

## OPPORTUNITIES

The primary market for retail and related uses at the new interchange and, to a lesser degree, at the existing interchange (because of the relative lack of sites), will be driven by interstate traffic—convenience services like fast food, services stations, etc. A retail opportunity for the study area is a unique travel center that would offer a wide variety of services targeted to both truckers and casual travelers. This would capture momentum from the transportation, warehousing, and logistics sector that is a strength in the region.

Leisure travelers are dependent on the economy and gas prices, just as the logistics industry. Still, demographic trends reveal that the growth in the 65 age is increasing at unprecedented rates—at about four times the rate of overall population growth. Because this segment is the primary recreational traveler, RV and bus travel trends favor long-term market growth. To bolster the RV/bus market in this area, a portion of the Study Area could be made available for overnight travelers (discussed further in hospitality section). More retail that caters to these market segments will be needed as current trends continue.

Such a travel plaza would be anchored by one large service station such as Petro, Travel Center of America, (T/A), Love's, Pilot, or even another Flying J. Other restaurants and hotels could be located near the interchange to take advantage of the best access and visibility. To fill-out such a large site and eventually make it successful (and more valuable), the developer would need to attract other truck/travel oriented services. While some of these services exist along Spur Drive, there are opportunities to expand upon the existing supply.

The list of supportive services is long and may include:

- Truck Repair
- Garage shops
- Motels/hotels
- Rental car companies
- RV repair
- Truck/RV dealers
- Towing
- Environmental services
- Truck Scales
- Drop yard
- Oil/lube shops
- Park/Rest area
- Secure storage
- Legal services
- Trailer/car wash
- Medical services
- Chrome shops
- Mobile truck repair
- Parts stores
- Restaurants
- Transportation brokers
- Tire sales/repair
- Truck jobs
- Local storage (cold/dry)

Trucks stops and plazas are upgrading their facilities as the industry changes and many are taking advantage of the changes by offering more and unique services. One of the top forces changing the industry is regulatory changes. One recent federal regulation now allows drivers to drive 14 hours, but also requires them to rest ten hours for every eleven on the road. This allows them to halt at truck stops or travel plazas for extended rest periods. It has encouraged truck stops and travel centers to shift toward full service modes that enable exhausted truckers to access a whole gamut of services without having to stop at different locations for different needs.

As briefly alluded to before, the opportunity to cater to overnight travelers with additional hotel rooms remains a significant opportunity for the study area. This will be discussed further in the hospitality section.

# INDUSTRIAL

## MARKET OVERVIEW

Industrial development is concentrated in two areas in Marshfield—in and near the Industrial Park on the south side of the city and along Commercial Street and the rail road tracks in central and east Marshfield. There is approximately 950,000 square feet of industrial space in Marshfield. The current vacancy rate is 19.0 percent, which is high relative to the corridor and to the Springfield MSA. One property—620-630 George—accounts for 180,000 square feet of the 186,000 total square feet of vacant space in the city. This property was built in 1965 and has marketability challenges because it does not have the ceiling height, access, or amenities that are in demand.

Very little new industrial development has occurred in Marshfield for many years and there is limited industrial land available for development. There are vacant sites in the Industrial Park, but most of those sites are owned by adjacent property owners that are holding the land for future expansions. Further, the existing industrial areas are located more than one mile off of I-44 and have indirect access and limited visibility—trucks are required to make sharp turns to access the properties. Thus, there is potential for new industrial development if suitable sites become available.

The industrial market in the I-44 corridor consists of nearly 7.1 million square feet and has an average vacancy rate of 4.2 percent. Annual absorption has outpaced annual deliveries for the past five years, indicating a tightening market. Rental rates in the corridor are higher, on average, than in Marshfield. This data indicates that industrial space within one mile of I-44 is in strong demand.

The Springfield MSA, consists of more than 27 million square feet of industrial space in about 870 buildings. The average vacancy rate is 5.0 percent, and average annual absorption has significantly outpaced annual deliveries. This indicates, similar to the corridor data, that industrial space is in high demand in the region and the market is tightening.

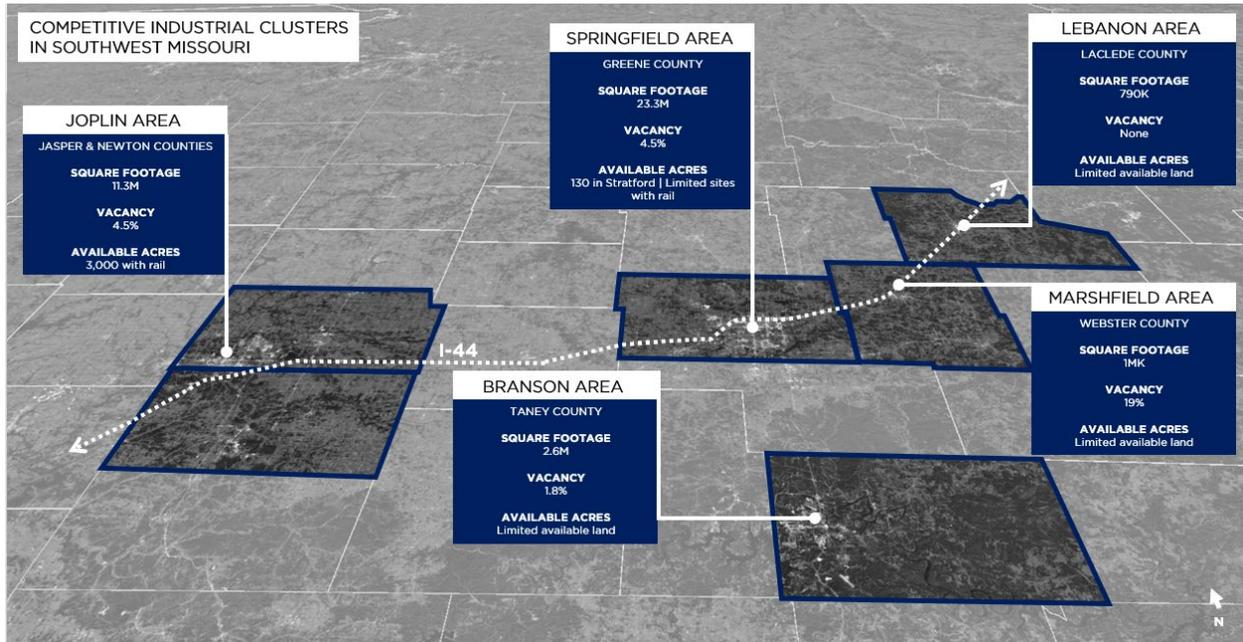
Greater southwestern Missouri was also considered, including the Joplin area (Jasper and Newton counties), Springfield MSA, Taney County, and Laclede County. Those counties contain more than 42 million square feet of industrial space and the average vacancy rate is 4.6 percent, with strong absorption and deliveries.

The following table summarizes key industrial statistics.

<b>Industrial Market Summary</b>				
<i>Description</i>	<i>Marshfield</i>	<i>I-44 Corridor</i>	<i>Springfield MSA</i>	<i>SW MO</i>
<b>Total SF</b>	<b>950,000</b>	<b>7,070,000</b>	<b>27,400,000</b>	<b>42,400,000</b>
<b>Vacancy Rate</b>	<b>19.0%</b>	<b>4.2%</b>	<b>5.0%</b>	<b>4.6%</b>
<b>Average Lease Rate/SF</b>	<b>\$2.90</b>	<b>\$4.10</b>	<b>\$4.55</b>	<b>\$4.60</b>
<b>Average Annual Absorption (SF)</b>	<b>(300)</b>	<b>230,000</b>	<b>510,000</b>	<b>480,000</b>
<b>Average Annual Deliveries (SF)</b>	<b>-</b>	<b>170,000</b>	<b>190,000</b>	<b>220,000</b>

*Source: CoStar, Development Strategies, 2017*

The following map summarizes key details for competitive industrial clusters in southwest Missouri.



## SUPPLY

There is currently nearly 800,000 square feet of industrial building area for lease in the I-44 Corridor—the primary area of competition for the Study Area—including 180,400 square feet in Marshfield. Only two buildings with more than 100,000 square feet are currently available, meaning there are limited options for large-scale operations. Most of the available buildings were constructed more than 20 years ago and may not meet current market preferences.

The following table summarizes current listings.

### Available Industrial Properties: I-44 Corridor, 1-Mile Buffer

<i>Building Address</i>	<i>City</i>	<i>Type</i>	<i>Year Built</i>	<i>Available SF</i>	<i>Rent</i>
<b>620-630 George St</b>	<b>Marshfield</b>	<b>Warehouse</b>	<b>1965</b>	<b>180,180</b>	<b>\$2.85</b>
<b>119 Evergreen</b>	<b>Strafford</b>	<b>Manufacturing</b>	<b>1970</b>	<b>7,200</b>	<b>\$3.65</b>
<b>325 Evergreen Rd</b>	<b>Strafford</b>	<b>Truck Terminal</b>		<b>5,643</b>	<b>\$17.00</b>
<b>101 W Evergreen St</b>	<b>Strafford</b>	<b>Warehouse</b>	<b>1983</b>	<b>9,100</b>	<b>\$6.59</b>
<b>5575 E State Highway Oo</b>	<b>Strafford</b>	<b>Warehouse</b>	<b>1972</b>	<b>92,000</b>	<b>Withheld</b>
<b>1315 E Commercial St</b>	<b>Springfield</b>	<b>Warehouse</b>	<b>2004</b>	<b>7,857</b>	<b>\$7.00</b>
<b>1805 W Division St</b>	<b>Springfield</b>	<b>Warehouse</b>	<b>1984</b>	<b>31,090</b>	<b>\$1.35</b>
<b>2700 N Eastgate</b>	<b>Springfield</b>	<b>Warehouse</b>	<b>2019</b>	<b>15,000</b>	<b>\$5.50</b>
<b>1630 N Eldon Ave</b>	<b>Springfield</b>	<b>Warehouse</b>	<b>1973</b>	<b>29,760</b>	<b>\$3.00</b>
<b>1836 N Eldon Ave</b>	<b>Springfield</b>	<b>Warehouse</b>	<b>1989</b>	<b>6,000</b>	<b>\$3.75</b>
<b>1012 N Farm Road 123</b>	<b>Springfield</b>	<b>Warehouse</b>	<b>2004</b>	<b>5,290</b>	<b>\$4.07</b>
<b>1867 E Florida St</b>	<b>Springfield</b>	<b>Manufacturing</b>	<b>1996</b>	<b>13,520</b>	<b>\$6.00</b>
<b>1933 N Glenstone Ave</b>	<b>Springfield</b>	<b>Distribution</b>	<b>1979</b>	<b>68,000</b>	<b>\$6.00</b>
<b>4771 W Junction St</b>	<b>Springfield</b>	<b>Warehouse</b>	<b>1990</b>	<b>7,870</b>	<b>\$9.15</b>
<b>2930 E Kearney St</b>	<b>Springfield</b>	<b>Warehouse</b>	<b>1971</b>	<b>7,395</b>	<b>\$7.00</b>
<b>3001 W Kearney St</b>	<b>Springfield</b>	<b>Warehouse</b>	<b>1987</b>	<b>9,600</b>	<b>\$3.95</b>
<b>1904 N Le Compte Ave</b>	<b>Springfield</b>	<b>Warehouse</b>	<b>1995</b>	<b>200,000</b>	<b>\$6.00</b>
<b>1906 N LeCompte</b>	<b>Springfield</b>	<b>Warehouse</b>		<b>61,100</b>	<b>\$6.00</b>
<b>1450 N West Byp</b>	<b>Springfield</b>	<b>Warehouse</b>	<b>1985</b>	<b>10,000</b>	<b>\$4.35</b>
<b>4596 W Junction St</b>	<b>Springfield</b>	<b>Manufacturing</b>	<b>2009</b>	<b>29,200</b>	<b>Withheld</b>
<b>Total Available SF</b>				<b>795,805</b>	

*Source: CoStar, Development Strategies 2018*

The supply of available industrial land is also limited in Marshfield and the I-44 Corridor. There are currently 22 listings ranging from 5.0 to 130.0 acres<sup>5</sup>, which would accommodate a 40,000 square foot building up to multiple large buildings<sup>6</sup>. The average site is 20 acres and 13 of the sites contain less than 20.0 acres. One important note is that the Partnership Industrial Center sites in Springfield are more than one mile off of I-44, limiting their appeal to logistics/distribution operations.

The following summarizes various sites currently marketed for industrial development in the I-44 Corridor.

<b>Available Industrial Land: I-44 Corridor, 1-Mile Buffer</b>		
<i>Property Identification</i>	<i>City</i>	<i>Land Area (AC)</i>
<b>S. State Hwy. 126</b>	<b>Stratford</b>	<b>129.24</b>
<b>5575 E Hwy OO</b>	<b>Strafford</b>	<b>18</b>
<b>5657-Blk E State Hwy OO</b>	<b>Strafford</b>	<b>12</b>
<b>65 &amp; E. Kearney</b>	<b>Springfield</b>	<b>29.8</b>
<b>834 N Farm Road 115</b>	<b>Springfield</b>	<b>27.19</b>
<b>Partnership Industrial Center West- Site I</b>	<b>Springfield</b>	<b>22.5</b>
<b>Partnership Industrial Center West- Site B</b>	<b>Springfield</b>	<b>19.4</b>
<b>Partnership Industrial Center West- Site D</b>	<b>Springfield</b>	<b>19.3</b>
<b>Partnership Industrial Center West- Site G</b>	<b>Springfield</b>	<b>18.1</b>
<b>4601 W Kearney St</b>	<b>Springfield</b>	<b>16.99</b>
<b>Partnership Industrial Center West- Site E</b>	<b>Springfield</b>	<b>15.4</b>
<b>5019 E Kearney Street</b>	<b>Springfield</b>	<b>14.23</b>
<b>Partnership Industrial Center West- Site C</b>	<b>Springfield</b>	<b>9</b>
<b>Partnership Industrial Center West- Site F</b>	<b>Springfield</b>	<b>7.6</b>
<b>Partnership Industrial Center West- Site H</b>	<b>Springfield</b>	<b>6.5</b>
<b>3809 E Energy Pl</b>	<b>Springfield</b>	<b>6.32</b>
<b>2145 E Kearney St</b>	<b>Springfield</b>	<b>6.1</b>
<b>Partnership Industrial Center West- Site A</b>	<b>Springfield</b>	<b>6</b>
<b>2136 E Turner St</b>	<b>Springfield</b>	<b>5.5</b>
<b>2200 N Packer Rd</b>	<b>Springfield</b>	<b>5</b>
<b>1015 S. Hwy MM</b>	<b>Springfield</b>	<b>77.64</b>
<b>Hwy 174</b>	<b>Republic</b>	<b>20</b>
	<b>Total</b>	<b>491.81</b>

*Source: CoStar, Development Strategies 2018*

The listing prices for the sites listed above range from about \$10,000 to \$100,000 per acre.

<sup>5</sup> Sites containing less than 5.0 acres were excluded. The 130 acre site consists of three parcels containing approximately 28, 40, and 60 acres, respectively.

<sup>6</sup> Assuming an average FAR of approximately 0.15.

## DEMAND

Assuming the average absorption rate for the I-44 Corridor of 230,000 square feet per year, the existing vacant land would take less than 14 years to build out.<sup>7</sup> Using the average absorption rate for SW Missouri of 480,000 square feet per year, the existing industrial land would take less than seven years to build out.<sup>8</sup>

It is important to note that sites, such as what will be made available after the construction of the new interchange, that have excellent access and visibility to and from I-44 will have a competitive advantage over sites that do not. Also, sites with rail access are very limited, so expanding the existing industrial park and adding a rail spur would give it a competitive advantage for users that rely on rail to receive raw materials and ship goods.

Specific demand for industrial land is more difficult to quantify—if Marshfield captured 10 percent of regional industrial growth over the next 20 years, that would equate to 460,000 square feet to 960,000 square feet of industrial space based on the absorption figures above. Assuming the same FAR of 0.15, Marshfield would need 70 to 150 acres of industrial land to accommodate that development. At the same time, a single large industrial user, such as an Amazon or similar facility, would use 70 to 80 acres and deplete the supply of industrial land. On the other hand, too many communities have invested heavily, including inhaling road and utility infrastructure, in 300 to 400-acre industrial parks only to have those developments sit vacant for years.

It is important for Marshfield to identify potential industrial areas, determine how site control can be secured, and determine the cost and timeline for extending adequate utilities. Ideal locations include south of the existing industrial park and at the new I-44 interchange. Marshfield has missed out on potential industrial development because no suitable sites have been available for years.

## OPPORTUNITIES

The continued growth of the Marshfield and the Springfield MSA will create opportunity to leverage the area's assets of location, available land, and visibility along Interstate 44—factors particularly appealing to logistics and distribution companies. The emergence of ecommerce and the “next day economy” rivaling traditional retail will continue to demand these facilities. The continued growth of the population in the MSA will only add to the area's attractiveness as these companies look to expand these types of services.

Marshfield is well positioned to capture some of this growth. The large size of the new interchange area could easily accommodate various size industrial users including those that require at least 50-acre sites that would be

---

<sup>7</sup> 491 acres x 43,560 SF = 21,400,000 SF x 0.15 FAR = 3,210,000 SF building area ÷ 230,000 SF absorption per year = 13.96 years.

<sup>8</sup> 3,210,000 SF building area ÷ 480,000 SF absorption per year = 6.69 years

specifically attractive to large companies that have distribution and warehousing needs. It would also be attractive to smaller industrial users, retail, and service center operations that require good visibility with frontage along I-44. A new business park could be utilized to reserve the frontage along I-44 smaller industrial users that require higher visibility compared to large warehouse operations.

## **ADVANTAGES AND DISADVANTAGES**

Marshfield has advantages for industrial use including its access, visibility, and compatibility; however, it also has some weaknesses mainly competition from other business parks and locations in Springfield and Strafford.

## **INDUSTRIAL USE**

### **Advantages**

- **Location and Logistics:** Marshfield is located in the middle of the U.S. with good access to a four-state market, which makes it attractive for certain industrial users like trucking and logistics.
- **Accessibility:** The new interchange at MM 103 will provide excellent access.
- **Easy to Develop Sites:** Both potential industrial locations: south of the existing industrial part and the new interchange at MM 103 would provide easy to develop sites with relatively flat topography. Although there are some topographical challenges to the west and further east of I-44, there is a good amount of land within close proximity to I-44 that has favorable topography for development.
- **Visibility:** The sites adjacent to I-44 will have excellent visibility.
- **Size of Site:** Most of the land in both potential industrial use locations is not currently platted or developed, which will allow maximum flexibility in terms of site size for development. In particular, there is opportunity to develop an industrial park to support a wide range of site sizes and allow for parcels to be combined if needed to support a large user.
- **Land Price:** Land would be cheaper compared to most other industrial sites and there are limited suitable options at other interchanges in urbanized locations. There are also limited sites with rail access in the region.
- **Infrastructure:** The City of Marshfield is currently studying and planning of for the extension of services in portions of the both potential industrial use locations. In doing so, city officials will be able to inform potential users of the timing and cost of installing those improvements. Also, as part of the interchange project, new road infrastructure will be planned and installed.
- **Tax Incentives:** The potential sites will be eligible for TIF, CID, TDD and others.
- **Size of Tenants:** The potential sites can support a wide range of development sizes.
- **Compatibility:** Both potential industrial locations will be adequately buffered from non-compatible uses.
- **Piggyback:** The existing industrial areas in Marshfield have limited current potential for additional development. The industrial park can be expanded to the south, leveraging and expanding the existing utility, road, and rail infrastructure. The new interchange will open up new opportunities for industrial development that have historically not considered Marshfield because of a lack of suitable sites—particularly logistics, trucking, and warehousing.

## Disadvantages

- **No Scarcity of Land:** Thousands of undeveloped acres remain in the area, although very little is development-ready, especially for industrial use.
- **Reputation:** Marshfield is not currently a hub for logistics-oriented businesses, so extensive marketing will be required. In fact, Marshfield has had limited developable industrial land for many years, so it has not been targeted for such development.
- **Competition:** There is available land in more established industrial areas in Springfield, although limited opportunities exist adjacent to an I-44 interchange or with rail access.
- **Flood Plain:** This interchange area is near the floodplain, which constrains some types of development and limits westward expansion.

## HOSPITALITY

### MARKET OVERVIEW AND SUPPLY

Urbanized areas with more than 5,000 residents located at an interstate interchange have the potential to attract hotel development. There is currently one operating hotel in Marshfield—Holiday Inn (58 rooms) Express, which is located on the west side of the interchange at mile marker 100. The Plaza Motel, with 21 rooms, closed in early 2017. This property was very dated and no longer met current lodging preferences.

The number of hotels at competing interchanges included in the interchange land use analysis total approximately 18 properties with 834 rooms, including Marshfield's Holiday Inn Express. This count excludes properties in Springfield. While hotels certainly attract interstate travelers, Springfield is a much larger market. None of the properties were built after 1999, although several have been renovated during the past 10 years.

Smith Travel Research (STR) provided data from all hotels within a 30-mile radius of Marshfield from 2011 to 2017, which helps frame the health of the regional hospitality market. The data set includes 60 properties containing 4,280 rooms. However, only 34 of the properties with 2,810 rooms regularly provide performance data. Regardless, the STR data indicates that the regional hospitality market is improving.

The following table compares year-to-date statistics in May 2017 with the same statistics from May 2016. It also summarizes annual data for 2016.

Description	May 2017 YTD	May 2016 YTD	2016 Annual
Average Daily Occupancy	57.3%	56.9%	60.0%
Average Daily Rate	\$ 84.16	\$ 80.46	\$ 81.73
Supply (Room Nights)	664,100	644,900	1,558,000
Demand (Room Nights)	368,900	366,800	936,700

Source: STR, 2017

This data shows a year-over-year improvement in average occupancy (0.7 percent increase), the average daily rate (ADR) (4.6 percent increase), and a slight increase in demand. At the same time, the actual supply of rooms decreased.

Cushman & Wakefield in a US Lodging Industry report published March 1, 2017 stated that the national average occupancy for hotels was 65.5 percent and the ADR was \$124. In 2016, the surveyed region exhibited an occupancy of 60 percent, which is generally consistent with national averages. While the ADR in the region is significantly lower than the national average noted in the Cushman & Wakefield report, the latter includes luxury properties in major metropolitan markets. Many of the surveyed hotels in the STR report ranged from economy to midscale class, which impacts the ADR.

No new hotels are proposed or under construction in the I-44 Corridor area. However, four are under construction or proposed in Springfield at the Glenstone Avenue exit off I-44<sup>9</sup>:

- Fairfield Inn & Suites (under construction, 103 rooms)
- Holiday Inn Express & Suites (proposed, room count unknown)
- Home2Suites by Hilton (recently opened, 99 rooms)
- SpringHill Suites (proposed, 96 rooms)

The hotel market in Springfield has been strong in recent years and months, which has led to this, and other new construction. Prime hotel sites in Marshfield are in short supply and the new interchange will create opportunities with excellent access and visibility—factors that should appeal to hotel developers in the long-term as growth continues in the region.

The new interchange will be a likely target for new hotel development during the 20-year planning horizon and would support one or two hotels. Hotel sites typically contain three to five acres.

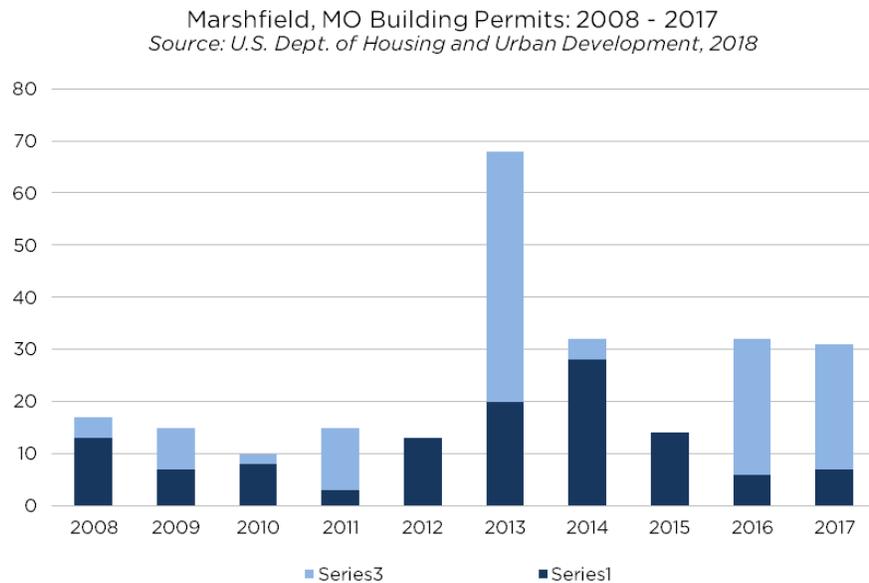
---

<sup>9</sup> Gounely, T. (2017, April 19). As new hotel proposed downtown, five others under development elsewhere in Springfield. Retrieved October 04, 2017, from <http://www.news-leader.com/story/news/business/2017/04/19/new-hotel-proposed-downtown-five-others-under-development-elsewhere-springfield/98845564/>

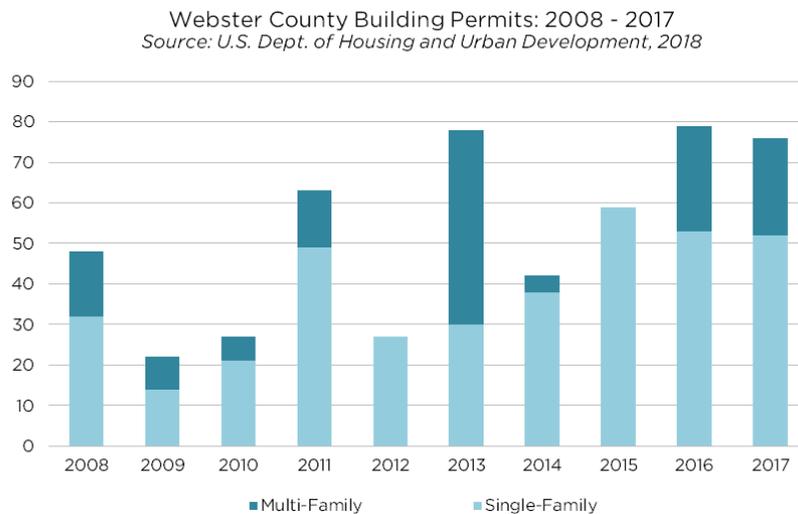
## RESIDENTIAL

### MARKET OVERVIEW

As previously discussed, there are nearly 3,100 housing units in Marshfield and 15,100 in Webster County. Population and household growth has fueled steady demand for new housing units; however, new development in Marshfield lags behind that in Webster County and the Springfield MSA.



Approximately 55 percent of the units permitted in Marshfield were to be contained in multi-family structures—mostly duplexes—while 72 percent of units in Webster County (including Marshfield) were single-family homes.



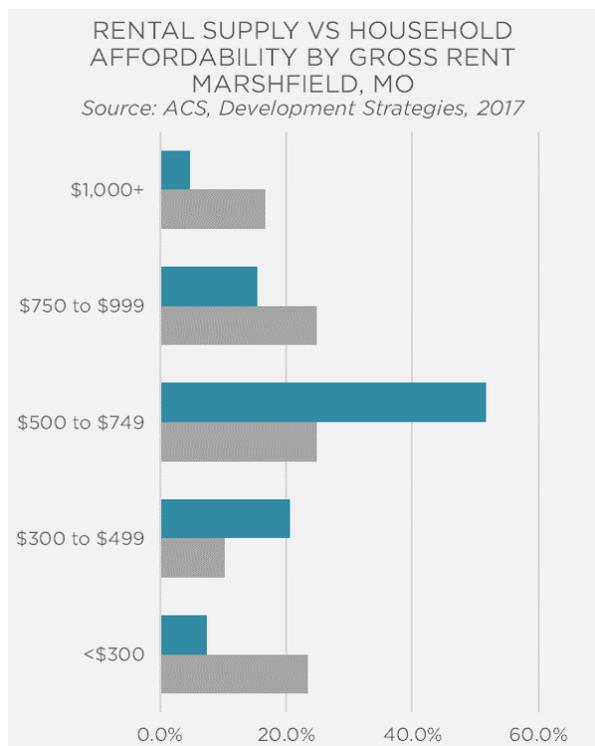
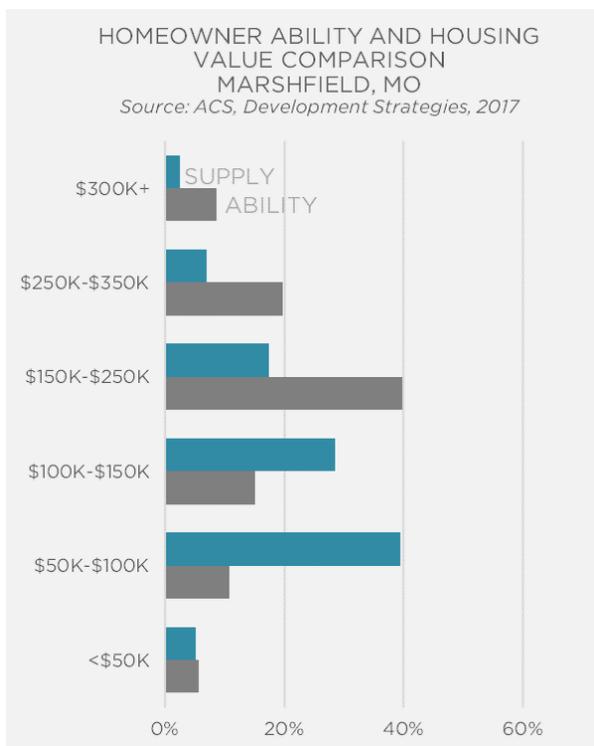
Marshfield’s housing stock has a low median value relative to the county (\$110,200 vs. \$135,500), indicating that the housing stock is affordable. However, there is a mismatch between what residents can afford and what is currently available in the city—this mismatch represents opportunity for new development in the future. The following graphs compare the supply of housing based on price (purchase price or gross rent) to what residents can afford based on income.

As indicated, there is a particular lack of for-sale housing priced above \$150,000, as well as rental housing with rents above \$750 per month. This analysis represents pent-up demand, but does not account for the fact that many people choose to spend less than they could afford on housing.

Local realtors indicate that the fastest-selling price point in the city is homes priced under \$130,000—the first-time buyer market. At the same time, there are very few buildable lots available and new homes are typically \$150,000 or higher. Nonetheless, there is a clear gap between what is available and what residents can afford and this gap exists because the product is not currently available.

**AVAILABLE SUPPLY**

According to Realtor.com, there are currently approximately 40 residential listings in Marshfield, plus approximately 30 properties that are under contract (pending sale). The supply of buildable lots is very low—less than 10 lots are for sale in Marshfield and 12 lots are advertised just outside city limits. Only four newly constructed homes are listed for sale and two of those are pending. The limited supply suggests that new housing construction would likely begin to occur outside the city limits if new land is not prepared for residential development in the city limits, or land is annexed into the city for residential development.



## **DEMAND**

Based on household projections, it is reasonable to expect 870 to 910 new household in Marshfield by 2040, assuming adequate infrastructure and buildings sites are available. This translates into significant demand for new housing units during that period. It is important to identify potential development sites in and adjacent to Marshfield to accommodate future growth. It is also important to identify sites that can be developed efficiently in order to be able to offer buildable lots at competitive prices, which will allow builders to construct homes at price points appropriate for the local market.

New housing development will be a mix of single-family homes, multi-family, and duplex development. Typical single-family lot sizes average about 0.3 acres, duplexes are about half that, and multi-family density is usually around 15 to 20 units per acre. Assuming the average new housing unit would consume approximately 0.2 acres of land, 870 to 910 new units would require 170 to 180 acres of land.

## **OPPORTUNITIES**

Conversations with local realtors, economic developers, and the general public indicate that there is a need for new senior housing options, an observation supported by demographics data as the fastest growing segment of the population is 65 and older. Existing units are generally older, deteriorated, and lack amenities or supportive services that new product types offer. Further diversification may attract individuals from outside of Marshfield to relocate within the city, and allow individuals occupying existing single-family homes to downsize.

There is also a need for new single-family homes priced between \$150,000 and \$225,000, an underserved market.

## POPULATION PROJECTIONS

An important component of projecting future land use demand is to project population growth. Although not perfect, one method is to use historic growth rates from various sources to anticipate what might happen in the future.

Four growth scenarios were analyzed using annual growth rates from MERIC’s population projections, ESRI data from 2000 to 2017, and American Community Survey data from 2000 to 2016. A “low growth” scenario was also established based on a slower growth period from 2010 to 2016 based on ACS data. The following table summarizes the results.

<b>Population Projections: Marshfield, MO</b>				
	<i>Low</i>	<i>ACS</i>	<i>ESRI</i>	<i>MERIC</i>
<i>Annual Growth Rate</i>	<i>0.96%</i>	<i>1.31%</i>	<i>1.36%</i>	<i>1.88%</i>
<b>2000</b>	<b>5,720</b>	<b>5,720</b>	<b>5,720</b>	<b>5,720</b>
<b>2010</b>	<b>6,633</b>	<b>6,633</b>	<b>6,633</b>	<b>6,633</b>
<b>2017</b>	<b>7,020</b>	<b>7,020</b>	<b>7,100</b>	<b>7,560</b>
<b>2022</b>	<b>7,300</b>	<b>7,430</b>	<b>7,600</b>	<b>8,290</b>
<b>2027</b>	<b>7,660</b>	<b>7,930</b>	<b>8,130</b>	<b>9,100</b>
<b>2032</b>	<b>8,030</b>	<b>8,460</b>	<b>8,700</b>	<b>9,990</b>
<b>2037</b>	<b>8,420</b>	<b>9,040</b>	<b>9,300</b>	<b>10,970</b>
<b>2040</b>	<b>8,670</b>	<b>9,400</b>	<b>9,690</b>	<b>11,600</b>
<b>Net Population Growth (2017-2040)</b>	<b>1,650</b>	<b>2,380</b>	<b>2,590</b>	<b>4,040</b>

*Source: ESRI, US Census Bureau American Community Survey (2016), Development Strategies, MERIC*

This analysis projects a wide range of 1,650 to 4,040 new residents by 2040. As previously discussed, the new interchange will open up new land for development, including residential land that will have very good access to I-44 and the regional employment network. This should enhance the appeal of Marshfield to potential residents, along with other investments the community is making. The “Low” growth projection is very conservative given growth patterns in the region and the high (MERIC) projection is aggressive, as well as dated—the ESRI and ACS projections provide a realistic range. This tightened range (2,380 to 2,590 new residents) is used in retail spending projections in the next section.

The following table summarizes projected household growth using a similar methodology.

**Household Projections: Marshfield, MO**

	<i>Low</i>	<i>ACS</i>	<i>ESRI</i>	<i>MERIC</i>
<i>Annual Growth Rate</i>	1.06%	1.21%	1.32%	1.88%
<b>2000</b>	<b>2,256</b>	<b>2,256</b>	<b>2,256</b>	<b>2,256</b>
<b>2010</b>	<b>2,615</b>	<b>2,615</b>	<b>2,615</b>	<b>2,615</b>
<b>2017</b>	<b>2,720</b>	<b>2,740</b>	<b>2,780</b>	<b>2,980</b>
<b>2022</b>	<b>2,810</b>	<b>2,910</b>	<b>2,970</b>	<b>3,270</b>
<b>2027</b>	<b>2,910</b>	<b>3,090</b>	<b>3,170</b>	<b>3,590</b>
<b>2032</b>	<b>3,010</b>	<b>3,280</b>	<b>3,390</b>	<b>3,940</b>
<b>2037</b>	<b>3,110</b>	<b>3,480</b>	<b>3,620</b>	<b>4,320</b>
<b>2040</b>	<b>3,170</b>	<b>3,610</b>	<b>3,690</b>	<b>4,750</b>
<b>Net Household Growth (2017-2040)</b>	<b>450</b>	<b>870</b>	<b>910</b>	<b>1,770</b>

*Source: ESRI, US Census Bureau American Community Survey (2016),  
Development Strategies, MERIC*

It is reasonable to expect between 870 to 910 new households to move into the area by 2040.

**LAND USE PLANNING**

As indicated in the market analysis, there is quantifiable demand for residential and retail growth based on population growth projections. There is significant opportunity to capture industrial development based on demand patterns in the region—an opportunity that has not existed for many years in Marshfield because of the lack of suitable sites. Finally, there will be demand for interstate-driven land uses, such as hotels, service stations, a truck stop, and fast food/fast casual restaurants.

The next steps in this exercise are to identify optimal locations for the above land uses and project the scale of development that is likely to occur over the 20-year planning horizon.

The following table summarizes potential land use by classification:

<b>Land Use Projections</b>			
	<i>Acres</i>	<i>Building Area</i>	<i>Units</i>
<b>Commercial</b>	<b>40</b>	<b>300,000 SF</b>	
<b>Residential (All Types)</b>	<b>170-180</b>	<b>1,000,000-1,200,000 SF</b>	<b>870-910</b>
<b>Industrial</b>	<b>70-150</b>	<b>460,000-960,000 SF</b>	
<b>Totals</b>	<b>280-370</b>	<b>1,760,000-2,460,000 SF</b>	

Commercial, as noted above, includes retail, hotel, and general commercial uses like banking.

# APPENDIX B

**City of Marshfield  
Vision Casting 2.0 Comparison 1.0  
Categories Listed in Priority Order  
June 11, 2018**

**Summary**

Vision Casting 1.0 had approximately 120 participants compared to Vision Casting 2.0 with 176 participants, which is about two percent of the Marshfield city population (7138). The difference was attributed to holding vision casting sessions in the community at places where community members had associations such as the Senior Center, Churches Ozarks Area Community Action Corporation (OACAC) and the High School. Even with the addition of the new sectors, the top three areas of concern remained Economic Development, Employment Opportunities and Activities/Entertainment. However, the following new themes emerged:

- Beautification and Community Growth
- Square
- Health Related
- Housing
- Resources and Services

**Vision 2.0 and 1.0 Accumulative – Priority Order**

2018	2015	Notes
<b>Economic Development &amp; Employment Opportunities (84)</b> 1. Business Assistance & Growth/Job Opportunities/Workforce Development – 61 2. Groceries, Restaurants and Retail - 23 (Variety of restaurants and other retail shopping options)	<b>Economic Development &amp; Employment Opportunities (189)</b> 1. Economic Development - 139 2. Employment Opportunities - 50	Economic Development and Employment Opportunities were combined for 2015 and 2018 because they both related to business growth and job opportunities. Both areas reflect the top two areas of concern.
<b>3. Activities/Entertainment (61)</b>	<b>3. Activities/Entertainment (89)</b>	Third top area of concern.
4. Community Environment (51)	4. Infrastructure (22)	
5. Public Safety/Drugs (48)	5. Freeway Access/Road Conditions (15)	
6. Beautification and Community Growth (46)	6. Public Safety/Drugs (10)	
7. Education and Schools (25)	7. Employment Opportunities (11)	
8. Freeway Access/Road Conditions (25) (Overpass, Roads & Street Enhancements)	8. Education/Schools (10)	
9. Public Transportation (21)		
10. Housing (18)		
11. Resources & Services (17)		
12. Water (Quality) Related (11)		
13. Square (8)		
14. Health Related (7)		
15. Swimming Pool Related (0)		

**Vision Casting 2.0 and 1.0 Comparison by Sector**  
(The top three areas of concern are bolded)

**COMMUNITY MEETINGS - 7**

May 22, 2018	May 21 and May 22, 2015
<b>Overpass, Roads &amp; Street Enhancements (3)</b>	<b>Economic Development (9)</b>
<b>Public Safety (3)</b>	<b>Environment (6)</b>
<b>Activities/Entertainment (5)</b> <ul style="list-style-type: none"> <li>o Activities/Entertainment (2)</li> <li>o Swimming Pool Related (3)</li> </ul>	<b>Activities/Entertainment (5)</b>
<ul style="list-style-type: none"> <li>o Beautification and Community Growth (2)</li> <li>o Education/Schools (2)</li> <li>o Business Assistance &amp; Growth/Job Opportunities/Workforce Development (1)</li> <li>o Groceries, Restaurants and Retail (1)</li> <li>o Square (1)</li> <li>o Water Related (Water Quality) (1)</li> <li>o Community Environment (People/Culture) (0)</li> <li>o Health Related (0)</li> <li>o Housing (0)</li> <li>o Public Transportation (0)</li> <li>o Resources and Services (0)</li> </ul>	<ul style="list-style-type: none"> <li>• Freeway Access/Road Conditions (3)</li> <li>• Employment Opportunities (2)</li> <li>• Communication (1)</li> <li>• Education/Schools (1)</li> <li>• Infrastructure (1)</li> <li>• People/Culture (1)</li> <li>• Water Quality (1)</li> <li>• Vision</li> <li>• City Government/Leadership</li> <li>• Public Safety</li> <li>• Faith-Based</li> <li>• Funding</li> <li>• Hunger</li> <li>• Public Transportation</li> <li>• Restaurants</li> </ul>

**SENIOR CITIZENS – 29**

February 21, 2018	2015
<b>Overpass, Roads &amp; Street Enhancements (7)</b>	<b>Did not meet with this sector.</b>
<b>Public Transportation (6)</b>	
<b>Activities/Entertainment (3)</b> <ul style="list-style-type: none"> <li>o Activities/Entertainment (3)</li> <li>o Swimming Pool Related (0)</li> </ul>	
<b>Economic Development (3)</b> <ul style="list-style-type: none"> <li>o Business Assistance &amp; Growth/Job Opportunities/Workforce Development (2)</li> <li>o Groceries, Restaurants and Retail (1)</li> </ul>	
<ul style="list-style-type: none"> <li>• Community Environment (People/Culture) (2)</li> <li>• Health Related (2)</li> <li>• Housing (2)</li> <li>• Square (2)</li> <li>• Water Related (Water Quality) (2)</li> <li>• Beautification and Community Growth (0)</li> <li>• Education/Schools (0)</li> <li>• Public Safety (0)</li> <li>• Resources and Services (0)</li> </ul>	

**PASTORS - 1**

May 10, 2018	May 15, 2015
<b>Activities/Entertainment (1)</b>	<b>Activities/Entertainment (7)</b>
<b>Community Environment (People/Culture) (1)</b>	<b>Economic Development (11)</b>
<b>Swimming Pool Related (1)</b>	<b>Public Safety/Drugs (10)</b>
<ul style="list-style-type: none"> <li>• Square (1)</li> <li>• Beautification and Community Growth (0)</li> <li>• Business Assistance &amp; Growth/Job Opportunities/Workforce Development (0)</li> <li>• Education/Schools (0)</li> <li>• Groceries, Restaurants and Retail (0)</li> <li>• Health Related (0)</li> <li>• Housing (0)</li> <li>• Overpass, Roads &amp; Street Enhancements (0)</li> <li>• Public Safety (0)</li> <li>• Resources and Services (0)</li> <li>• Public Transportation (0)</li> <li>• Water Related (Water Quality) (0)</li> </ul>	<ul style="list-style-type: none"> <li>• Freeway Access/Road Conditions (4)</li> <li>• City Government/Leadership (1)</li> <li>• Employment Opportunities (1)</li> <li>• Funding (1)</li> <li>• People/Culture (1)</li> <li>• Vision (1)</li> <li>• Communication</li> <li>• Environment</li> <li>• Education/Schools</li> <li>• Faith-Based</li> <li>• Hunger</li> <li>• Infrastructure</li> <li>• Public Transportation</li> <li>• Restaurants</li> <li>• Water Quality</li> </ul>

**BUSINESS OWNERS - 10**

May 22, 2018	May 15, 2015
<b>Business Assistance &amp; Growth/Job Opportunities/Workforce Development (7)</b>	<b>Economic Development (22)</b>
<b>Community Environment (People/Culture) (6)</b>	<b>Employment Opportunities (14)</b>
<b>Activities/Entertainment (5)</b> <ul style="list-style-type: none"> <li>○ Activities/Entertainment (4)</li> <li>○ Swimming Pool Related (1)</li> </ul>	<b>Activities/Entertainment (8)</b>
<ul style="list-style-type: none"> <li>• Beautification and Community Growth (5)</li> <li>• Overpass, Roads &amp; Street Enhancements (2)</li> <li>• Education/Schools (1)</li> <li>• Square (1)</li> <li>• Groceries, Restaurants and Retail (0)</li> <li>• Health Related (0)</li> <li>• Housing (0)</li> <li>• Public Safety (0)</li> <li>• Resources and Services (0)</li> <li>• Transportation (0)</li> <li>• Water Related (Water Quality) (0)</li> </ul>	<ul style="list-style-type: none"> <li>• Freeway Access/Road Conditions (7)</li> <li>• Vision (4)</li> <li>• Environment (3)</li> <li>• City Government/Leadership (1)</li> <li>• Public Safety (1)</li> <li>• Communication</li> <li>• Education/Schools</li> <li>• Faith-Based</li> <li>• Funding</li> <li>• Hunger</li> <li>• Infrastructure</li> <li>• People/Culture</li> <li>• Public Transportation</li> <li>• Restaurants</li> <li>• Water Quality</li> </ul>

**CIVIC LEADERS - 0**

2018	May 15, 2015
No attendees at meeting for this sector.	<b>Economic Development (11)</b>
	<b>Activities/Entertainment (8)</b>
	<b>Education/Schools (5)</b>
	<ul style="list-style-type: none"> <li>• Employment Opportunities (4)</li> <li>• Communications (3)</li> <li>• People/Culture (3)</li> <li>• Public Safety/Drugs (3)</li> <li>• Services (3)</li> <li>• Vision (2)</li> <li>• City Government/Leadership (1)</li> <li>• Environment (1)</li> <li>• Freeway Access/Road Conditions (1)</li> <li>• Faith-Based</li> <li>• Funding</li> <li>• Hunger</li> <li>• Infrastructure</li> <li>• Public Transportation</li> <li>• Restaurants</li> <li>• Water Quality</li> </ul>

**UP AND COMING (HIGH SCHOOL STUDENTS) - 33**

May 22, 2018	April 27, 2018
<b>Activities/Entertainment (28)</b> <ul style="list-style-type: none"> <li>○ Activities/Entertainment (27)</li> <li>○ Swimming Pool Related (1)</li> </ul>	<b>Activities/Entertainment (22)</b>
<b>Economic Development (22)</b> <ul style="list-style-type: none"> <li>○ Groceries, Restaurants and Retail (12)</li> <li>○ Business Assistance &amp; Growth/Job Opportunities/Workforce Development (10)</li> </ul>	<b>Economic Development (20)</b>
<b>Beautification and Community Growth (9)</b>	<b>Employment Opportunities (9)</b>
<ul style="list-style-type: none"> <li>• Community Environment (People/Culture) (8)</li> <li>• Public Safety (8)</li> <li>• Education/Schools (1)</li> <li>• Health Related (1)</li> <li>• Housing (1)</li> <li>• Square (1)</li> <li>• Overpass, Roads &amp; Street Enhancements (0)</li> <li>• Resources and Services (0)</li> <li>• Transportation (0)</li> <li>• Water Related (Water Quality) (0)</li> </ul>	<ul style="list-style-type: none"> <li>• Education/Schools (8)</li> <li>• Public Safety (5)</li> <li>• Freeway Access/Road Conditions (4)</li> <li>• Environment (2)</li> <li>• Hunger (2)</li> <li>• Infrastructure</li> <li>• City Government/Leadership (1)</li> <li>• Funding (1)</li> <li>• People/Culture (1)</li> <li>• Public Transportation (1)</li> <li>• Restaurants (1)</li> <li>• Water Quality (1)</li> <li>• Communication</li> <li>• Faith-Based</li> <li>• Vision</li> </ul>

**EDUCATORS - 12**

May 17, 2018	April 24, 2015
<b>Activities/Entertainment (6)</b> <ul style="list-style-type: none"> <li>○ Activities/Entertainment (6)</li> <li>○ Swimming Pool Related (0)</li> </ul>	<b>Economic Development (37)</b> <ul style="list-style-type: none"> <li>• Economic Development (22)</li> <li>• Employment Opportunities (15)</li> </ul>
<b>Beautification and Community Growth (6)</b>	<b>Activities/Entertainment (20)</b>
<b>Community Environment (People/Culture) (4)</b>	<b>Infrastructure (5)</b>
<ul style="list-style-type: none"> <li>• Resources and Services (4)</li> <li>• Education/Schools (3)</li> <li>• Business Assistance &amp; Growth/Job Opportunities/Workforce Development (1)</li> <li>• Groceries, Restaurants and Retail (1)</li> <li>• Housing (1)</li> <li>• Overpass, Roads &amp; Street Enhancements (1)</li> <li>• Public Safety (1)</li> <li>• Health Related (0)</li> <li>• Square (0)</li> <li>• Transportation (0)</li> <li>• Water Related (Water Quality) (0)</li> </ul>	<ul style="list-style-type: none"> <li>• Education/Schools (4)</li> <li>• Environment (1)</li> <li>• Freeway Access/Road Conditions (1)</li> <li>• Water Quality (1)</li> <li>• City Government/Leadership</li> <li>• Communication</li> <li>• Faith-Based</li> <li>• Funding</li> <li>• People/Culture</li> <li>• Public Safety</li> <li>• Restaurants</li> <li>• Vision</li> </ul>

**GOVERNMENT - 10**

May 16, 2018 (City Leadership)	April 24, 2015 (City and County Leadership)
<b>Resources and Services (9)</b>	<b>Economic Development (19)</b>
<b>Public Safety (5)</b>	<b>Infrastructure (11)</b>
<b>Beautification and Community Growth (4)</b>	<b>Activities/Entertainment (10)</b>
<ul style="list-style-type: none"> <li>• Community Environment (People/Culture) (2)</li> <li>• Economic Development (2)</li> <li>• Business Assistance &amp; Growth/Job Opportunities/Workforce Development (2) <ul style="list-style-type: none"> <li>- Groceries, Restaurants and Retail (0)</li> <li>- Activities/Entertainment (1)</li> </ul> </li> <li>• Transportation (1)</li> <li>• Water Related (Water Quality) (1)</li> <li>• Education/Schools (0)</li> <li>• Health Related (0)</li> <li>• Housing (0)</li> <li>• Overpass, Roads &amp; Street Enhancements (0)</li> <li>• Square (0)</li> <li>• Swimming Pool Related (0)</li> </ul>	<ul style="list-style-type: none"> <li>• Employment Opportunities (9)</li> <li>• City Government/Leadership</li> <li>• Freeway Access/Road Conditions (7)</li> <li>• Public Safety (2)</li> <li>• Environment (2)</li> <li>• People/Culture (1)</li> <li>• Restaurants (1)</li> <li>• Water Quality (1)</li> <li>• Communication</li> <li>• Education/Schools</li> <li>• Faith-Based</li> <li>• Funding</li> <li>• Vision</li> </ul>

**PARENTS - 0**

2018	April 24, 2015
No attendees for this sector's meeting.	Activities/Entertainment (9)
	Economic Development (5)
	Education/Schools (4)
	<ul style="list-style-type: none"> <li>• Employment Opportunities (3)</li> <li>• Freeway Access/Road Conditions (2)</li> <li>• Water Quality (2)</li> <li>• Environment (1)</li> <li>• Public Safety (1)</li> <li>• City Government/Leadership</li> <li>• Communication</li> <li>• Faith-Based</li> <li>• Funding</li> <li>• Infrastructure</li> <li>• People/Culture</li> <li>• Restaurants</li> <li>• Vision</li> </ul>

**REALTORS/LANDLORDS - 2**

May 14, 2018	April 24, 2015
<b>Economic Development (2)</b> <ul style="list-style-type: none"> <li>○ Business Assistance &amp; Growth/Job Opportunities/Workforce Development (2)</li> <li>○ Groceries, Restaurants and Retail (0)</li> </ul>	Economic Development (10)
<b>Community Environment (People/Culture) (1)</b>	Freeway Access/Road Conditions (6)
<b>Housing (1)</b>	Employment Opportunities (5)
<ul style="list-style-type: none"> <li>• Activities/Entertainment (0)</li> <li>• Beautification and Community Growth (0)</li> <li>• Education/Schools (0)</li> <li>• Health Related (0)</li> <li>• Overpass, Roads &amp; Street Enhancements (0)</li> <li>• Public Safety (0)</li> <li>• Resources and Services (0)</li> <li>• Square (0)</li> <li>• Swimming Pool Related (0)</li> <li>• Transportation (0)</li> <li>• Water Related (Water Quality) (0)</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure (5)</li> <li>• Activities/Entertainment (4)</li> <li>• People/Culture (1)</li> <li>• Vision (1)</li> <li>• Water Quality (1)</li> <li>• City Government/Leadership</li> <li>• Communication</li> <li>• Education/Schools</li> <li>• Environment</li> <li>• Faith-Based</li> <li>• Funding</li> <li>• Public Safety</li> <li>• Restaurants</li> </ul>

**HEALTH SERVICES - 26**

May 10, 2018	2015
<b>Community Environment (People/Culture) (18)</b>	<b>Did not meet with this sector.</b>
<b>Economic Development (10)</b> <ul style="list-style-type: none"> <li>o Business Assistance &amp; Growth/Job Opportunities/Workforce Development (10)</li> <li>o Groceries, Restaurants and Retail (0)</li> </ul>	
<b>Public Safety (8)</b>	
<ul style="list-style-type: none"> <li>o Beautification and Community Growth (7)</li> <li>o Transportation (5)</li> <li>o Health Related (4)</li> <li>o Housing (4)</li> <li>o Resources and Services (4)</li> <li>o Overpass, Roads &amp; Street Enhancements (3)</li> <li>o Activities/Entertainment (2)</li> <li>o Water Related (Water Quality) (2)</li> <li>o Education/Schools (1)</li> <li>o Square (0)</li> <li>o Swimming Pool Related (0)</li> </ul>	

**UNITED METHODIST CHURCH - 40**

May 6, 2018	2015
<b>Economic Development (17)</b> <ul style="list-style-type: none"> <li>o Business Assistance &amp; Growth/Job Opportunities/Workforce Development (14)</li> <li>o Groceries, Restaurants and Retail (3)</li> </ul>	<b>Did not meet with this sector.</b>
<b>Beautification and Community Growth (13)</b>	
<b>Education/Schools (11)</b>	
<ul style="list-style-type: none"> <li>• Public Safety (10)</li> <li>• Community Environment (People/Culture) (4)</li> <li>• Overpass, Roads &amp; Street Enhancements (4)</li> <li>• Water Related (Water Quality) (4)</li> <li>• Housing (3)</li> <li>• Activities/Entertainment (2)</li> <li>• Transportation (2)</li> <li>• Square (1)</li> <li>• Health Related (0)</li> <li>• Resources and Services (0)</li> <li>• Swimming Pool Related (0)</li> </ul>	

**OACAC HEADSTART - 7**

March 30, 2018	2015
<b>Public Safety (5)</b>	<b>Did not meet with this sector.</b>
<b>Economic Development (4)</b> <ul style="list-style-type: none"> <li>o Business Assistance &amp; Growth/Job Opportunities/Workforce Development (3)</li> <li>o Groceries, Restaurants and Retail (1)</li> </ul>	
<b>Activities/Entertainment (3)</b> <ul style="list-style-type: none"> <li>o Activities/Entertainment (3)</li> <li>o Swimming Pool Related (0)</li> </ul>	
<ul style="list-style-type: none"> <li>• Community Environment (People/Culture) (2)</li> <li>• Education/Schools (1)</li> <li>• Housing (1)</li> <li>• Overpass, Roads &amp; Street Enhancements (1)</li> <li>• Beautification and Community Growth (0)</li> <li>• Health Related (0)</li> <li>• Resources and Services (0)</li> <li>• Square (0)</li> <li>• Transportation (0)</li> <li>• Water Related (Water Quality) (0)</li> </ul>	

**OACAC - 26**

March 28, 2018	2015
<b>Economic Development (8)</b> <ul style="list-style-type: none"> <li>o Business Assistance &amp; Growth/Job Opportunities/Workforce Development (4)</li> <li>o Groceries, Restaurants and Retail (4)</li> </ul>	<b>Did not meet with this sector.</b>
<b>Public Safety (8)</b>	
<b>Public Transportation (7)</b>	
<ul style="list-style-type: none"> <li>• Education/Schools (5)</li> <li>• Housing (5)</li> <li>• Overpass, Roads &amp; Street Enhancements (4)</li> <li>• Community Environment (People/Culture) (3)</li> <li>• Beautification and Community Growth (1)</li> <li>• Square (1)</li> <li>• Water Related (Water Quality) (1)</li> <li>• Health Related (0)</li> <li>• Resources and Services (0)</li> </ul>	

# APPENDIX C

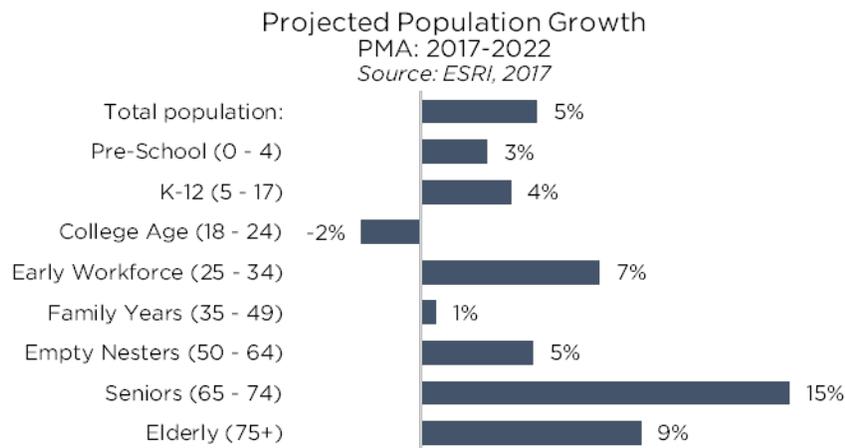
## Housing

### *Trends Housing and Population Growth and their Impacts on Marshfield*

The Springfield Missouri Metropolitan Statistical Area (MSA) is one of the fastest growing areas in Missouri. Being part of this MSA, Webster County and the City of Marshfield is seeing significant population growth as well. For example, from 2000-2017 Marshfield’s population increased by 24%. This growth trend is anticipated to remain steady in the short to medium term.

Assuming a moderate population growth of around 2,400 to 2,600 new residents - with 2.6 people living together in a single dwelling and in consideration of developable land – the city will need between 870 and 910 new housing units by 2040.

### Exhibit 1



Taking a closer look at individual age cohorts in Exhibit 1, while the 18-24 age group is anticipated to see a decrease during this period between 2017 and 2022, positive numbers in the 25-34 demographic make up for the 18-24 age loss. Likely supported by lower housing costs and a strong school district for those with young families, it is encouraging to see the 25-34 year age demographic viewing Marshfield as a great place to live.

Marshfield is also likely to see strong population growth numbers in the 65-74 and 75+ demographics during this timeframe. These increases are likely to be due to members of the Baby Boom generation, which has been the largest age demographic in the U.S. until the recent Millennial generation, retiring and choosing to remain close to family and friends in Marshfield.

Meanwhile, population growth in the 35-49 age range is at only 1% and trails the other key age cohorts. The 50-64 age range is also not increasing as significantly as might be expected. As these are the key earning years for families with children, jobs, strong educational facilities, and positive “quality of life” factors will be critical in attracting and retaining the 35-64 demographic.

### *Housing Costs*

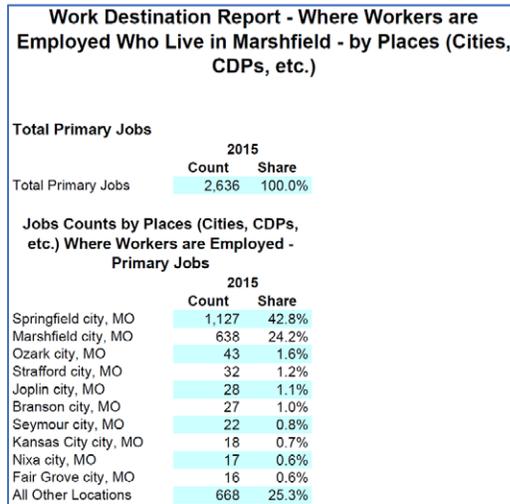
Marshfield’s housing units have a low median value compared to Webster County as a whole (\$110,200 vs. \$135,500), making it a more affordable place to live compared to other locations in the Springfield, MO MSA. As of 2018, there are nearly 3,100 housing units in Marshfield and 15,100 in Webster County. Population and household growth have fueled steady demand for new housing units; however, new development in Marshfield lags behind that in Webster County and the Springfield MSA. There may be several reasons for this difference:

- The supply of buildable lots in Marshfield is presently low. This suggests that if new land is not made available for residential development within the city limits, or land is not annexed into the city for residential development, new housing construction may begin to occur outside the city.
- While few homes are being constructed, those that are may not be satisfying the demands of the local market. Local realtors indicate that the fastest-selling price point in the city are homes priced under \$130,000 - the first-time buyer market. However, new homes are typically priced at \$150,000 or higher.

*Housing and Commuting Patterns*

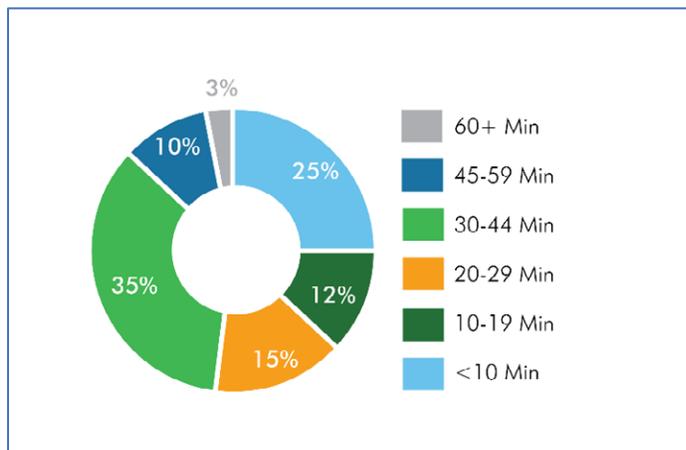
Exhibit 2 shows the destination by city of workers who live in Marshfield. 24% of workers remain within the city limits.

Exhibit 2



Source: U.S. Census Bureau, 2015

**TRAVEL TIME TO WORK**



Of the 76% who leave Marshfield, almost half (47%) of workers between the ages of 18 and 65 have a commute time of 30 minutes or more to their place of employment. When commute times are coupled with lower median housing costs for owners and renters, the data indicates that many Marshfield residents are choosing a longer commute to work in exchange for lower housing costs.

### *Housing by Type*

- According to the U.S. Census Bureau/American Community Survey, Marshfield’s current mix of housing types is as follows:

Detached Single Family:	73%
Two-Family (duplexes):	8%
Medium Density multi-family:	9.5%
High Density Multi-Family:	6.75%

- While single-family detached homes comprise the majority of residential structures in Marshfield, approximately 55% of all dwelling units constructed after January 2017 were multi-family structures that consisted of mostly duplexes.

### *Housing by Age of Structure*

Marshfield’s housing supply is aging. While about half (48%) of its housing units were built after 1980 (35-40 years), 30% were constructed between 1960 and 1979 and an additional 22% were built prior to 1960. In short, 52% of Marshfield’s homes, whether single or multi-family, are now over 40 years old. This is important as older homes tend to have increased maintenance needs, can become more expensive to maintain, may have lower property values based on overall condition, and may not meet contemporary needs of potential buyers. For example, they may have smaller bedrooms and living areas, lack storage space, lack a master bathroom, or only have one-car garages. The lack of interested buyers for older homes may result in the structure being purchased by landlords and occupied by renters.

It should also be noted that housing conditions may deteriorate more rapidly in a community such as Marshfield with greater numbers of homes over 30-40 years of age as these houses require additional upkeep and maintenance compared to newer homes. Occasionally, repairs to older homes may be left unaddressed for too long by the property owner, leading to a scenario where city building inspection staff needs to step in with code enforcement efforts.

### *Home Ownership*

Marshfield has a higher percentage of renters (46%) compared to Webster County (26%), the Springfield MSA (36%), and the state (35%). Factors for the higher percentage of renters may vary by community, but lower residential property purchase prices for landlords, the lack of available starter homes at the market’s desired price-point, and renters exhibiting strong demand for lower housing costs may be contributing to this higher percentage. Other factors may include the availability of social services in Marshfield, with it being the county seat and the largest city in Webster County, and the fact that there is a higher percentage of retail and service sector jobs in Marshfield, resulting in lower wages and household incomes.

### *Code Enforcement for Residential Structures*

At the September 29, 2018 “Picturing Our Future” community input event, input was sought from the public on the proper time and conditions for code enforcement efforts. Participants were asked to mark on the scaled “1 to 10” line when code enforcement should begin, with “1” being a new or near perfect home condition and “10” being a scenario where deterioration had reached a point that only full replacement of this portion of the building would remedy the issue. Five specific building exterior areas were addressed: 1) Paint/Siding/Brick, 2) Foundation, 3) Lawn/Landscaping/General Exterior, 4) Windows/Doors and 5) Gutters and Roofs.

Following the event, each line mark was assigned a value and the total divided by the number of marks, resulting in a final amount. From the calculated results, the following can be observed:

1) All the results were very close, suggesting that residents want the code violations listed below enforced at about the same time.

- 1) Windows and doors (5.51/10)
- 2) Lawn/Landscaping/General Exterior (5.58/10)
- 3) Paint/Siding/Exterior Brick conditions (5.63/10)
- 4) Roofing and Gutters (5.79/10)
- 5) Foundation. (5.92/10)

2) The time for enforcement comes at about the time when exterior housing conditions in these categories are starting to go beyond a point where the property owner should have taken his/her own steps to correct obviously deteriorating conditions.

When the above results were provided to city staff, it was reported that the time property maintenance inspectors engage with property owners is exactly the time recommended in the paragraph above.

### *Housing for Seniors*

Conversations with local realtors, economic developers, and the general public indicate that there is a need for additional senior housing options in Marshfield. This observation is supported by demographic data that the fastest growing segment of the Marshfield population is 65 and older. Those over 65 are expected to account for 24% of Marshfield’s population growth through 2022. Existing senior-oriented housing units are generally older and lack amenities or supportive services that newer senior housing developments offer. Further diversification in this area may attract individuals from outside of Marshfield to relocate within the city, and allow individuals occupying existing single-family homes to downsize.

Another option for senior housing is to provide assistance in modifying existing homes to accommodate seniors as they age and require additional amenities and accommodations.

#### *Projected Land Needed to Meet Housing Demand*

Marshfield's population is expected to rise by 2,380 to 2,590, with the number of households rising from between 870 to 910 by 2040 (assuming adequate infrastructure and buildings sites are available). With this in mind, some land-use need assumptions can be made to project the number of developable acres needed to meet this new housing demand.

Residential development of new homes in Marshfield is anticipated to remain a mix of single-family homes (73%), duplex (8%) and multi-family (16%). Typical single and two-family (e.g. duplex) lot sizes are approximately 0.25 acres. Duplexes need about 0.12 acre per dwelling unit, and multi-family density is usually around 15 to 20 units per acre. Assuming the average new housing unit would consume approximately 0.25 acres of land, 870 to 910 new units would require between 170 to 180 acres of land.

Acres (appx) needed by housing type:

- Single Family Detached: 156 acres (at 3.5 dwelling units/acre)
- Two Family: 9 acres (at 7 dwelling units/acre)
- Medium Density Multi-family: 6 acres (at 12 dwelling units/acre)
- High Density Multi-Family: 3 acres (at 20 dwelling units/acre)
- Total acres for residential development– 174 acres

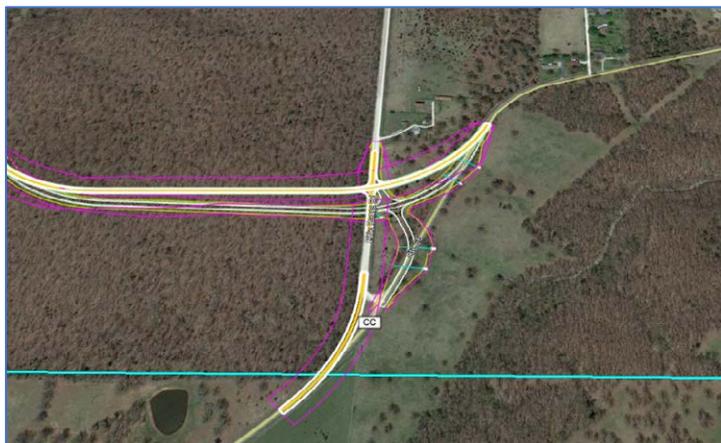
The data above supports Growth Plan goals and objectives in the Housing Section (Section 7) to identify potential development sites in and adjacent to Marshfield to accommodate future growth. It is also important to identify sites that can be developed efficiently and at competitive prices, which will allow builders to construct homes at price points appropriate for the local market.

# APPENDIX D

## TRANSPORTATION PLAN AND LAND USES ANALYSIS FOR I-44/ROUTE CC AT MILE MARKER 103

The new Route CC interchange with I-44 at Mile Marker 103, which has been in the planning stages for a number of years, will formally begin construction in mid-2019. The interchange features a dual roundabout design which will connect to an approximately 1.35-mile roadway corridor to the east. This corridor re-routes existing Route CC at Rifle Range Road toward the west rather than utilizing its current route to the southwest leading to the Spur Drive corridor. Once complete, the Missouri Department of Transportation will turn over the existing right-of-way for Route CC south of Rifle Range Road (aka Hubble Drive) over to the City of Marshfield for future ownership and maintenance responsibilities. (See Exhibit 1)

*Exhibit 1 – RE-routed Route CC at Rifle Range Road*



## TRANSPORTATION PLAN AND LAND USES ANALYSIS FOR I-44/ROUTE CC AT MILE MARKER 103

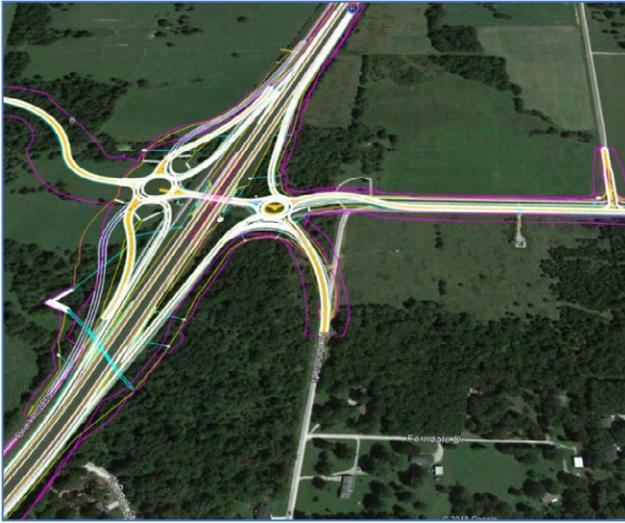
The new Route CC interchange with I-44 at Mile Marker 103, which has been in the planning stages for a number of years, will formally begin construction in mid-2019. The interchange features a dual roundabout design which will connect to an approximately 1.35-mile roadway corridor to the east. This corridor re-routes existing Route CC at Rifle Range Road toward the west rather than utilizing its current route to the southwest leading to the Spur Drive corridor. Once complete, the Missouri Department of Transportation will turn over the existing right-of-way for Route CC south of Rifle Range Road (aka Hubble Drive) over to the City of Marshfield for future ownership and maintenance responsibilities. (See Exhibit 1)

*Exhibit 1 – RE-routed Route CC at Rifle Range Road*



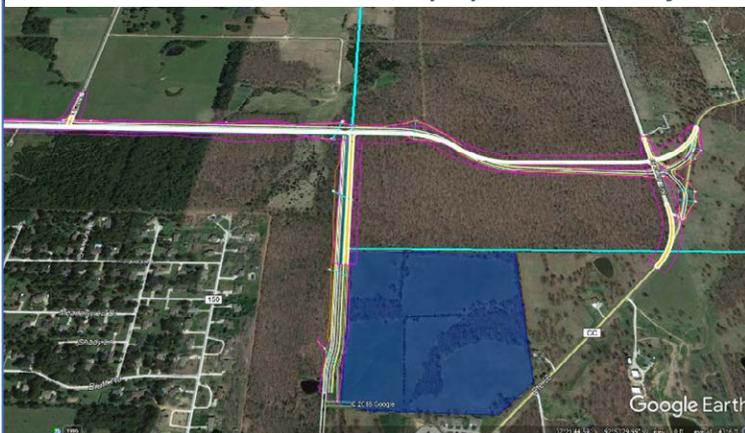
Closer to the new I-44 interchange, a roundabout on the east side of I-44 will connect to N. Marshall Street. Property near this new intersection will be well-positioned to serve the 55,000 vehicles that travel Interstate 44 daily with commercial retail, hotels, and future office space. N. Marshall Street will also significantly improve access and serve as a business route to downtown Marshfield, while improving access to residential neighborhoods in the northern parts of the city. (See Exhibit 2)

***Exhibit 2 – Mile Marker 103 interchange***



Three-quarters of a mile east of N. Marshall Street, a future northward extension of N. Elm Street to new Route CC from its current terminus at existing Route CC, will provide excellent access to a planned community pool, along with additional opportunities for commercial development along the new roadway, this time more oriented toward nearby Marshfield residents. Ample land along the entire new Route CC corridor, but especially at new Route CC and N. Elm Street, leaves plenty of space for residential uses of various densities and age demographics, including senior living.

***Exhibit 3 – Northward extension of N. Elm Street connecting to new Route CC. Parcel in blue is the proposed location of a new***



Following a common land use best practice of having commercial areas separated by approximately one mile, the length of Route CC between I-44 and Rifle Range Road (1.33 miles) provides for excellent opportunity to transition from automobile-oriented commercial uses near mile marker 103/N. Marshall Street, to less automobile-intensive community-oriented commercial and residential uses near the Route CC/ N. Elm interchange. This concept is found in the Growth Plan's Future Land Use Map in the Land Use section (Section 4).

## **ECONOMICS OF I-44 / MM 103 INTERCHANGE**

### *Commercial*

As discussed in the Economics and Market Analysis Section (Section 2), from a commercial perspective, demand for retail uses along the new Route CC corridor will largely be driven by new retail spending as a result of population growth and interstate demand. For the first of these sources, population projections can be used to estimate retail spending. Population growth translates into demand for new retail building square footage.

According to ESRI's Retail Marketplace Profile, approximately \$27,100 in retail sales per resident occurs in Marshfield. As Marshfield is a regional draw for retail spending, much of this per capita amount comes from people who live outside of Marshfield. Regardless, as Marshfield's status as a regional hub of commercial activity is expected to remain consistent, this statistic is useful in projecting future retail demand.

There are three key assumptions used in this analysis:

1. Retail square footage is estimated by dividing potential retail spending by average sales of \$300 per square foot of commercial floor area.
2. The national retail landscape is shifting from brick-and mortar stores to online shopping. Therefore, a decrease in retail square footage per capita of 20 percent is assumed.
3. The new Route CC I-44 interchange at Mile Marker 103 area will not capture all new retail development in Marshfield. Some of this will be in Marshfield's other commercial districts, such as Downtown and Spur Drive. As such, as shown in the exhibit below, a 50 percent capture and 75 percent capture provided for the MM103/new Route CC corridor.

**Exhibit 4 – Projected Retail Demand**

RETAIL MARKET  
PROJECTED RETAIL DEMAND

**790,000 SF**  
RETAIL SPACE

**5.3%**  
RETAIL VACANCY

**\$6.00 - \$10.00**  
PSF NNN LEASE RATES

Scenario	New Retail Sales <i>\$ Millions</i>	New Retail SF <i>@ \$300/SF</i>	Modified New Retail <i>20% Reduction in SF Per Capita</i>	Interchange Area Capture <i>50% to 75% Capture</i>
Low Growth (0.84%)	\$44.7	150,000	120,000	60,000 - 90,000
ACS (1.31%)	\$66.2	220,000	175,000	90,000 - 130,000
ESRI (1.36%)	\$72.0	240,000	190,000	100,000 - 145,000
MERIC (1.88%)	\$109.5	360,000	290,000	145,000 - 220,000

Source: Development Strategies, Inc.

As shown in Exhibit 4, the resulting range of retail demand that will be generated as Marshfield grows along the new Route CC corridor is projected to be 120,000 to 290,000 square feet. This includes general retail, fast food, hotels/motels and uses which support highway users such as truck repair, oil/lube shops, trailer/car wash, garage shops, tire sales/repair, rental car companies, and auto parts stores. It includes demand from Marshfield residents and non-residents. However, it does not include uses such as professional office buildings or medical or dental offices.

It is assumed that approximately 200,000 square feet of new retail space will be needed to serve Marshfield over the next 20 years. The typical building-square-footage-to-land ratio in the Midwest is between about 1:4, 200,000 square feet x 4.0 / 43,560 feet/ac = 18 acres

It is projected that the new I-44 interchange will capture 50-75% of this new retail space or between 9 and 13.5 acres through 2040. Again, this does not include uses that are generally not highway-oriented, such as professional office buildings or medical or dental offices.

In short, new highway-oriented retail within a quarter to half mile of the MM103 interchange is anticipated to have excellent highway visibility and its building layout and design is projected to provide a different retail experience compared to Marshfield’s existing commercial shopping areas.

*Hotel/Hospitality*

The *Economic Development and Market Analysis* in Appendix A provides an overview of the Hotel and Hospitality market in and around Marshfield along the I-44 corridor. In summary, prime hotel sites in Marshfield are in short supply and the new interchange will create opportunities with excellent access and visibility to I-44 travelers. These factors should appeal to hotel developers in the long-term as growth continues in the region.

## *Industrial*

The *Economic Development and Market Analysis* in Appendix A provides an overview of the Industrial market in Marshfield and the surrounding region. The new Route CC interchange at I-44 offers several advantages for potential industrial uses including location, accessibility, easy to develop sites, visibility, flexibility in size of development sites, lower land prices, future availability of infrastructure, and compatibility with other land uses.

During its 2017 planning initiatives for the new interchange, an Economic Analysis for the new Interchange concluded that the Marshfield community generally encouraged industrially-zoned property to be located on the west side of the Mile marker 103 interchange, with commercial and residential uses on the east side. The new Route CC corridor is also planned to be a limited-access roadway, with specific planned locations for intersections and fewer curb cuts to serve individual properties via direct driveway access. This, in combination with the commercial and residential focus on the east side of the interchange, suggests that truck traffic that typically serves industrial uses will face challenges in quickly accessing I-44 compared to industrial uses on the west side of the interchange.

While this is the preferred option, the overall land availability along the new Route CC corridor suggests there may be opportunities for some property to be zoned industrial or a hybrid industrial district that focuses on knowledge and technology (and therefore fewer and smaller trucks) rather than manufacturing and warehousing. (See the Economic Development Section (Section 2) for more on Business, Knowledge and Technology industrial uses). Such uses will need to be evaluated for compatibility with new commercial uses and new and existing residential uses south of the new Route CC corridor.

## *Residential*

The Marshfield residential market is extensively detailed in the *Economic Development and Market Analysis* in Appendix A. For the mile marker 103/new Route CC corridor however, four important subtopics should be addressed: Population Growth, Housing Demand, Senior Housing, and Housing Choice and Schools.

### Population Growth

For planning purposes, the assumed range of population growth in Marshfield through 2040 is between 2,400 to 2,600 new residents. With an average 2.51 persons per household per the latest U.S. Census Bureau statistics, this projects to between 956 to 1,035 new dwelling units. (This is based on historic population trends in Marshfield. If Marshfield is successful through its Growth Plan implementation and economic development initiatives, population growth may potentially exceed these projections.)

Needless to say, the new interchange will open new land for development, including residential land that will have excellent access to I-44 and the regional employment network. This should enhance the appeal of Marshfield to new residents, as well as existing residents looking to move into new homes. The combination of population growth, access to I-44, and demand for new housing is likely to result in demand for residentially-zoned property along the new Route CC corridor.

## Housing Demand

As discussed in the *Economic Development and Market Analysis* in Appendix A, Marshfield is expected to experience strong demand for housing through 2040. This is anticipated to particularly impact the MM 103 corridor, which is expected to capture 50-70% of new housing demand over the next 20 years.

### **Exhibit 5 –Projected Acres for Housing Development by Type to 2040**

<b>Housing Type</b>	<b>Average Dwelling Units/Acre</b>	<b>Acres Needed</b>
Single Family Detached	3.5 d.u./acre	195-216 Acres
Two-Family (Duplexes and 1-Unit Attached)	7 d.u./acre	14-16 Acres
Medium Density Multi-Family	12 d.u./acre	7-8 Acres
High-Density Multi-Family	20 d.u./acre	3 Acres
<b>Total Acres</b>	-	<b>219-243 Acres</b>

The availability and location of this housing will be an important consideration in supporting businesses along the new Route CC corridor. Higher density residential uses, such as duplexes and apartment buildings, should be placed in proximity to commercial retail along this new Route CC to help support the businesses that choose to locate here. The new Route CC will also feature several amenities that will appeal to home owners and renters alike. These include a planned multi-use bike/ped trail along Route CC and a nearby community pool. If Marshfield can reach a sufficient number of dwelling units in proximity to the planned N. Elm Street extension, demand for commercial uses such as a grocery store could occur at this intersection, adding yet another amenity to the area.

## Senior Housing

Residents over 65 years of age are a key demographic when considering housing types along the new Route CC corridor. This age group is projected to account for 24% of the projected change in population through 2022. Conversations with local realtors, economic developers, and the general public during stakeholder interviews and public meetings in 2015 and 2018 also indicated a strong need for new senior housing options. Property near the planned community pool and retail areas will allow these seniors access to needed amenities without reliance on an automobile.

## Housing Choice and Schools

A fourth factor that may impact residential growth along the new Route CC corridor is the boundary between the Marshfield and Niangua School Districts. This line results in significant portions of the eastern portion of this corridor being within the Niangua School District with the western portion (from approximately the extension of N. Elm Street at new Route CC to the new I-44 interchange) in the Marshfield School District.

Among the top factors for many parents and guardians as they consider where to live is proximity to the schools their children will attend. The convenience in dropping off and picking up children, the amount of time children spent on school buses, and time waiting at bus stops during inclement weather or in winter morning darkness can all be key considerations when making housing choices. This is especially true if the parents commute to jobs outside of Marshfield (as discussed in the Housing Section, nearly

50% of Marshfield workers commute over 30 minutes each day). Given this, it may be at least initially prudent to consider focusing future development of areas within the Niangua School District on land uses such as senior housing, commercial uses, or office type uses so that these concerns are less of a consideration.