

The American
Institute of
Architects
**Regional
Urban
Design
Assistance
Team**

Main Street:
MEDFORD
WISCONSIN

R/UDAT

SPOONER AND MEDFORD

NOVEMBER 2-7, 1978

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SUMMARY

The R/UDAT team has developed a multifaceted set of recommendations for Medford to approach the solution of problem areas.

In the area of economics, the formation of an economic development commission to advise the city on policy and a downtown retailers association to pursue the physical revitalization of the downtown, is urged.

In the area of land use policy, revision of the comprehensive plan and zoning ordinance is urged together with concerted effort on the part of the city to take control of growth presently on the boundaries of or outside its municipal limits. Other recommendations urge the coordination of land use planning with other city decision making functions, such as capital improvement programming and provision of public services.

Physical and environmental design recommendations are made in the areas of traffic management, environmental and physical design. Better signing of existing parking lots and provision of a new lot west of Main Street is proposed. The introduction of a jitney loop between the miracle mile and downtown is suggested, as is the development of van pools. Environmental recommendations include the elimination of development in areas comprised of unsuitable soils and a comprehensive flood control plan is proposed. Control of waste disposal is also urged. In the area of physical design a number of architectural restoration and adaptive reuses and infill development are recommended together with the introduction of material treatment, street furniture, light planting and signage.

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INTRODUCTION

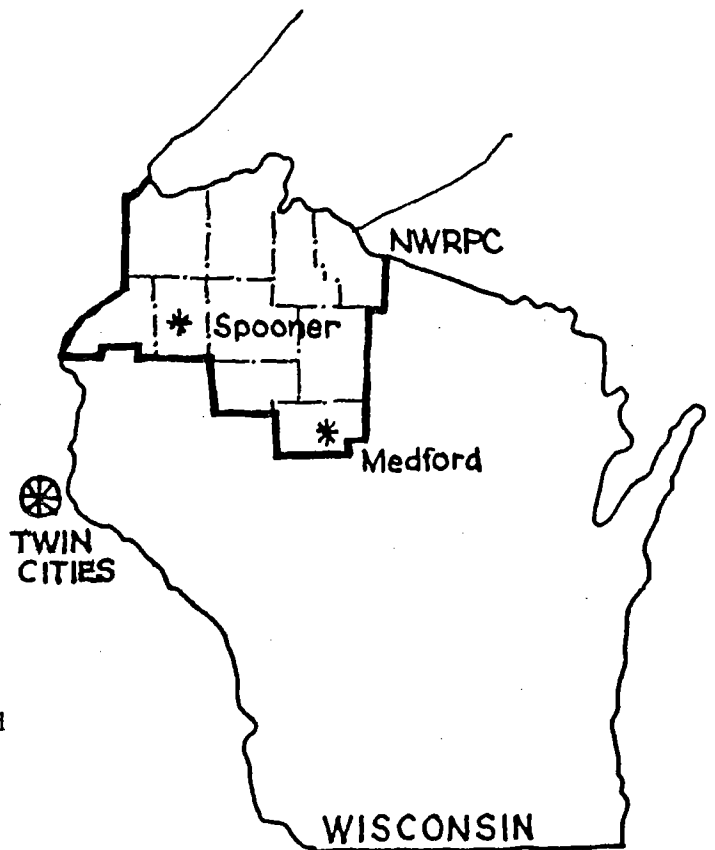
The cities of Medford and Spooner are located within the Northwest Wisconsin ten county area served by the Northwest Regional Planning Commission (NWRPC).

The population of the region has increased six percent between 1970-1977 and the area has been experiencing considerable development pressure from the several metropolitan areas which are well within a single day's drive to it (e.g. St. Paul-Minneapolis, Madison, Milwaukee and Chicago).

Although the two towns are dissimilar in many respects there is general agreement among their residents, business people, public officials and planning advisors that maintaining a quality environment, which is the reason for people being attracted to the area in the first place, is very important. At the same time, there is interest in continued economic growth: in one case tourism is the economic interest; in the other, industrial growth is the goal.

Medford's interest is in attracting industrial development (which it is rather successfully doing at the present time: its population has increased 18% between 1970-1978 while the population of Taylor County increased only 13% during that period.) The City's merchants, of course, support the increase of population which comes with new industry through they fear not capturing a large enough share of the new shoppers and even losing their share of present shoppers to other cities and shopping malls.

Spooner, on the other hand is unlikely to attract commercial or industrial development. It is experiencing little population growth. Spooner's population grew but 4% from 1970-1978 while Washburn County grew 19%. It is far more concerned with its downtown attracting an appreciably larger share of tourist dollars than it now does.



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**1 Economic
Demographic
Organizational**

MEDFORD: THE RECENT PAST

Table 1 shows population in Medford and Taylor County for the 1970-1978 period. While Taylor County's population increased 13% during the period (i.e., from 16,958 to 19,158), Medford's population increased 18%. This relatively rapid growth of Medford's population (compared to the growth of Taylor County's population as a whole) seems to derive largely from rapid growth in Medford's manufacturing employment in the past few years.

Table 1: Total Population, 1970 and 1978*

Part A.	<u>Medford</u>	%	
	<u>1970</u>	<u>1978</u>	<u>Change</u>
	3454	4064	+17.66

Part B.	<u>Taylor County</u>	%	
	<u>1970</u>	<u>1978</u>	<u>Change</u>
	16958	19158	+12.97

* Estimate

Source: "Official Population Estimates for 1978," Wisconsin Department of Administration, Demographic Services Center, 1977.

Taylor County's covered nonfarm (wage and salary) employment grew about 25% during the 1972-1977 period (i.e., from 2,930 to 3,660). Although the information necessary to estimate Medford's share of this increase accurately is not available, the interviews and reports we obtained suggest Medford may have captured over 80% or 90% of this increase. Furthermore, most of this increase appears to be in manufacturing (with such employers as Weather Shield and Tombstone Pizza).

For information on the recent patterns of employment in Medford and Taylor County, see the tables in the appendix to this report.

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MEDFORD: THE LIKELY FUTURE

If our description of the recent past is accurate, then one can expect some continued, but perhaps lower, growth in Medford's manufacturing employment as some of the forward and backward linkages with Weather Shield and Tombstone Pizza are developed. One also can expect the increased payroll from the manufacturers to increase the number of employees in trade and services. Specifically, assuming Medford's recent compound annual growth rate for population of 2% persists in the future, then Medford's population likely¹ will increase from the estimated 4,064 in 1978 to about 4,600 in 1985, an increase of 13%.

If Medford's retailers are operating in equilibrium for purchasing power of Medford's population and of the population in Medford's market area (i.e., within about 20-25 miles), then one can expect the demand for Medford's retail products to increase slightly more than 13% by 1985. The greater the increase in household incomes in this period, the greater will be the increase in retail purchases for any given increase in population.

One should appreciate these estimates are rough. If we have erred, it is likely to be by underestimating Medford's growth rates in the near future. For example, the greater is the share of the market area's employment in manufacturing with its relative higher wage rates, then the higher will be the household incomes in the market area.

1. Wisconsin Demographic Services Center, OFFICIAL POPULATION ESTIMATES FOR 1978, published by the Wisconsin Department of Administration, 1978.

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**2 Policy and
Legislative**

MEDFORD'S INSTITUTIONS AND ORGANIZATIONS FOR
ADDRESSING ECONOMIC ISSUES

Medford's approach to local economic development planning is rather limited but not unusual among smaller communities. The City's only local institutional arrangement for economic development planning consists of a subcommittee for industrial development formed by the Medford Chamber of Commerce

Other aspects of Medford's economic planning either do not exist or are addressed by state or federal agencies. For example, the City's employment and training programs for its citizens are administered by the Northwest Concentrated Employment Program as part of the Comprehensive Employment and Training Act of 1973 (CETA). Furthermore, whatever land use planning affects the City's economy is handled through the Medford Planning Commission and the Northwest Regional Planning Commission. Finally, other agencies affecting the local economy apparently act independently of one another and of the City's economic planning, e.g., the Wisconsin Department of Local Affairs and Development, and the (federal) Upper Great Lakes Regional Commission. Not surprisingly, Medford's economic planning lacks focus and internal consistency.



EXISTING BUILDING

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The Medford Chamber of Commerce has organized a non-profit industrial development corporation which has been very successful in attracting new industry to the city. The industrial development has occurred in a two phase industrial park developed by the city. As a function of the increase in population precipitated by new industry, the merchants in Medford have been doing well, both those located downtown and those located along Highway 13's "miracle mile," and consequently have not come to view one another as competitors. Rather, the business people have chosen to work cooperatively because they believe that the downtown and the "miracle mile"--a commercial strip development a mile or so outside downtown--both stand to lose or increase business depending upon how Medford as a unit fares.

Having been successful in attracting more people to Medford (and intending to continue in this same direction) the merchants are presently becoming concerned that Medford's downtown area will begin a decline which will cause it to lose a share of the city's and the region's shoppers to other cities such as Wausau, Marshfield or Eau Claire and/or to a shopping mall that may choose to locate in competitive proximity to the city.

The Chamber, and to a considerable extent city officials, are becoming more worried about the prospect of Medford's losing shoppers as they believe the downtown area increasingly suffers from image, congestion, parking and traffic problems. These may soon increase, they fear, to the point beyond which even present users will take their business elsewhere than Medford. Again, because the merchants perceive Medford as a unit, a threat is not felt that downtown business will move to the "miracle mile" to the detriment of downtown alone.

For the reasons set forth above then, the R/UDAT team was requested to provide planning and design assistance to strengthen the downtown area.

Following its tours of the city, the downtown in particular, and conversations with residents, the team was struck by the fact that the city perceived its "problem" much more narrowly than the team did. Whereas the city, or at least its Chamber of Commerce, viewed Medford as growing at a desirably rapid pace and producing a pool

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of new shoppers to be lured by the local merchants, the R/UDAT team saw a community growing haphazardly in a manner that would have serious future negative consequences for the city. The team's conclusion is, basically, that Medford has not yet, but must, raise and address the larger issue of growth control. Whereas the Chamber has viewed increased and increasing population and asked: "how do we attract and keep shopper's business?", the team has viewed the growth and sought to understand: why it was occurring, how and where sectors of it were occurring and how Medford could continue to grow while protecting its long term economic and physical health.

The team observed that the city's efforts at expanding its industrial base have been successful but that considerable development which has occurred as a result of the new industry has occurred in undesirable ways or at very inappropriate locations. It is readily apparent that the city lacks a comprehensive view of where the various pieces and aspects of development "fit" into the total picture which is Medford. There appears to be little difference of opinion between the team and the city regarding the desirability of growth and development. How the city and the team apparently differ is in the degree to which they distinguish the issue of the desirability of attracting a land user to the city and the issue of the desirability of allowing a proposed use of land to locate on virtually any parcel of land within the city.

The team was struck by the considerable amount of inappropriate mixed land use: the hospital and funeral parlor in the midst of a residential area; the large new home in the industrial development area; the pile of lime located on wet alluvial soil resulting in seepage and soil contamination and the downtown automobile sales and service operations consuming large amounts of land more logically suited for pedestrian shopping or service uses.

In addition the team frequently observed development which destroyed some of the very natural attributes of this area of the country which attract people to it in the first place. For example, there appeared to be no city effort to prevent a developer from cutting down trees--all trees--in the process of building construction. Large intensive land uses (such as warehouses and commercial uses) were not built in ways that softened their visual impact: setbacks from adjacent less intensive uses and

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buffering and planting were not satisfactorily evident.

The "strip commercial" miracle mile provides a classic example of unwise planning. In hundreds if not thousands of cities throughout the country miracle miles have been allowed relatively unchecked and the consequences are the same in each instance: the businesses located along the strip divert shoppers from downtown, the traffic along the strip becomes more and more congested as shoppers desiring to enter a parking lot stop and wait for oncoming traffic before being able to execute their turn, in the meantime holding up through traffic and increasing automobile accident rates. The net result of this development, then, is a city with a dead or dying downtown and an indistinguishable (so it doesn't appeal to the shopper any more than any other shopping destination) or an undesirable shopping area.

In this regard, the Chamber's fear that their downtown is threatened represents not "the problem" but a symptom of the problem of poor land use planning. The downtowns which are in such desperate economic straits across the nation (when population decline is not the explanation) are in that condition because the shoppers who would otherwise have utilized them have been diverted elsewhere. In the case of Medford, the elsewhere need not be another city or a new mall. Although it may be that unless the downtown is revitalized and the other land uses within the city viewed and managed as an integral whole, then the miracle mile will attract the city's shoppers. Furthermore, unless Medford as a city distinguishes its shopping area from that of ones available in the region's other cities--which the miracle mile sort of development clearly cannot do--it will simply not attract a desirable share of the regional market.

The city's zoning ordinance, the theoretical guide for future growth is a fair traditional ordinance but in operation it is meaningless because virtually any time a landowner desires to use his or her land for a use not allowed by the ordinance a rezoning is seemingly allowed automatically. The more these ad hoc land use decisions are allowed, the more difficult it will be for the city to provide attractive residential areas into which people would want to move. A person is unlikely to desire a home next to a gas station and a commercial use is unlikely to desire a location

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in an area interspersed with such nuisances as children or automobiles, for example, which interfere with its smooth business operation.

In sum, it may be said that the city's failure to view its future in comprehensive terms may be the most likely cause of future decline, including any "death of the downtown." It is significant to the team that the city has chosen to ignore the advice and plan which was prepared for it in 1970. There are difficult political costs involved in a firm commitment to rationale land use planning and zoning. However, the costs of not investing in Medford's future by explicitly addressing the future of growth management could well render that future a very undesirable one.

To small communities with limited fiscal and economic resources, economic growth and development initially appears to present innumerable opportunities and benefits to the community as a whole that far outweigh any costs incurred by specific groups. We recognize the difficulties inherent in a small community developing and implementing a comprehensive land use plan and zoning ordinance that speaks to the total development of the community and the control of land use and resource allocation in this context. We are not suggesting, however, that growth should not occur but rather that the community has within its means the power and opportunity to capture, manage and accommodate this economic growth in a more rational manner. The growth enhances the quality of life for all groups in the community rather than impose a series of negative costs on different sectors of the population ranging from conflicting mixed land use in residential areas; to strip commercial development and its impact on the downtown business community; to inefficient utilization of existing public service infrastructure and its concomitant cost to all property tax payers; to inefficient use of non-renewable resources including land, water, energy, etc.

Comprehensive policy planning provides the community with the mechanism to achieve this end. In order to be successful policies and programs must be developed and coordinated in a number of areas:

1. Economic development and organization.
2. Land use policy planning and legislation.
3. Physical development.

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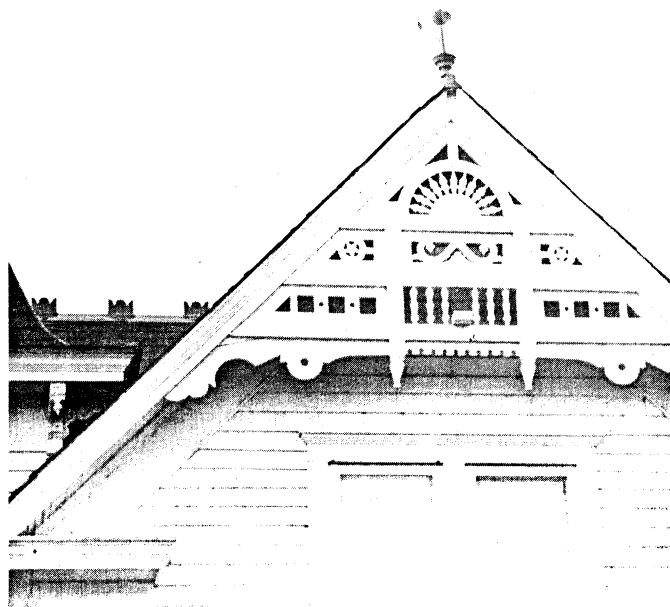
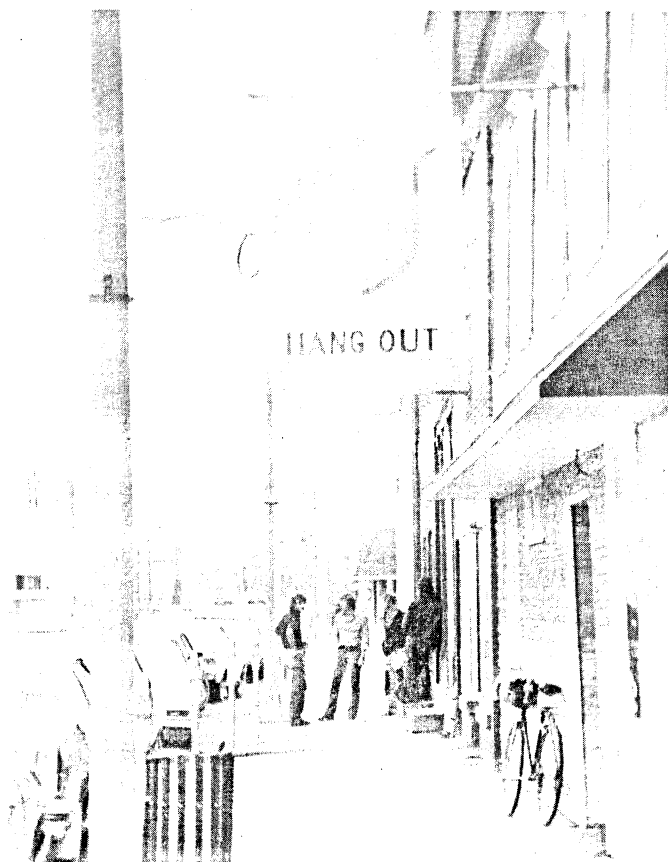
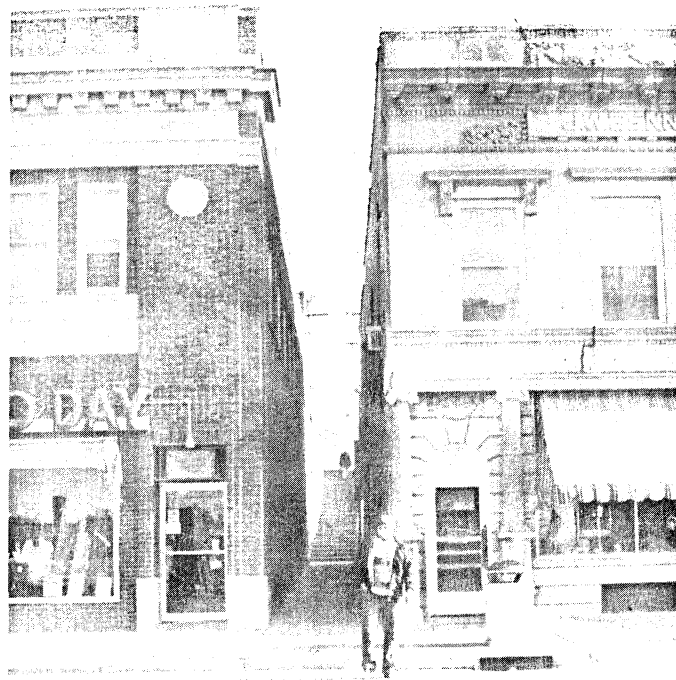
These areas are not isolated in nature, hence the need for a comprehensive approach. Rather they interact with each other to contribute to the total development of the community and often action in one arena will be dependent on prior action in another to set the framework. For example, the apparently secure economic future of Medford in relation to both industrial and commercial development can provide a private and public fiscal framework that can be not only supportive but innovative in relation to land use policy, planning legislation and physical development.

We have seen clear evidence of the success of continued cooperation between the city council, Chamber of Commerce, banks and Industrial Development Foundation, when applied to the economic development of Weather Shield Mfg. Inc. and Tombstone Pizza, for example.

These same resources, energies and skills must now be applied to the residential, commercial and public capital and service development that inevitably follows industrial growth but in the more rational framework of a land use plan for growth management and resource allocation. Accepting the fact that the Chamber of Commerce does not represent the interests of a broad base of the population and that the council should solicit participation and dialogue with other interested citizens organizations, e.g., senior citizens, voluntary associations and clubs, unions, etc.

An effective land use plan can provide a positive environment for further economic development whether residential, industrial or commercial by relating the availability of land both in terms of amount, location and timing, to the projected growth requirements of the community. In this manner it can also provide a rational basis for public capital investment and budget allocation decisions relating to the improvement of the land, facilitating efficient public investment and sound economic development. Using these tools it should prove possible to provide a growth management and resource allocation framework that can accommodate both the development of a physical plan for the revitalization of the downtown business area and creative consolidation of the strip.

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3 Physical and Environmental Design

This chapter describes the traffic and transportation characteristics, the environmental conditions and the physical design issues present in Medford.

A. TRANSPORTATION

1. General Overview

Rural areas are typically characterized by dispersion of goods, services and residences. Accordingly, rural people travel more often and slightly farther per trip than do most urban residents. In fact, persons in unincorporated areas and small incorporated places (5,000-24,999 population) make more daily automobile trips than the average of all persons across the country. It is unlikely that this situation will change--except to intensify--so long as the appeal of cheap land overshadows any concerns about transportation accessibility.

In one sense, Medford's transportation problems relate directly to this situation of dispersed trip origins and destinations within its municipal area and the surrounding environs. This necessitates automobile ownership for without a car, a Medford resident must rely on family or friends who do own cars, on the town taxicab or even on bicycles to meet daily travel needs.

The mobility of those individuals who are not fortunate enough to have any of the foregoing categories of transit available to them is severely limited. Further compounding problems is the fact that their limited mobility goes unnoticed by many car-owning Medford residents. They tend not to realize or are able to overlook the fact that the young, old, handicapped and poor--who do comprise a substantial portion of their 3,800 resident population--are severely isolated. The problems of the transportation disadvantaged will be discussed again later on in this discussion.

The Effect of the Automobile on Downtown Traffic

Reliance on automobile travel has created other major problems for the Medford community, specifically in the area of downtown parking and congestion. It is these concerns to which R/UDAT has directed its planning efforts.

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Throughout our meetings with concerned business people and citizens, we heard numerous complaints about the limited amount of parking on Main Street, traffic obstructions, narrow sidewalks and poorly designed traffic signs that we considered to be poorly placed.

Although the availability of several parking lots was referred to, residents frequently complained of being deterred from the downtown area because of inconvenient parking. Merchants similarly expressed the view that their retail sales were suffering from insufficient parking.

However, after R/UDAT team members observed the downtown area several times during its day visit, we concluded that many of the parking-related problems we heard about were not as severe as residents thought they were. While one day is not necessarily indicative of travel peaks which may occur, for example, on rainy days when farmers cannot work their land, we observed an ample amount of on-street parking at various points throughout the day. However, there are definite possibilities which may improve the perceived parking problems. These possibilities relate to better utilization of the available area parking lots as well as development of additional parking areas that will be constructed in conjunction with revitalizing what is thought of as being "downtown."

B. Highway Development

Wisconsin's Highway Aid Program which functionally classifies roads as being either arterials (major and minor), collectors (major and minor) or local streets largely determines the financial assistance the state will assume for each of the foregoing classifications. A complicated formula has been devised to determine the allocation for the varying types of roads. It basically consists of a ratio comprised of three elements: the number of miles each functional classification of road in the jurisdiction to the number of state miles of that type of road, a cost factor per mile for each type of road to the state, cost per mile of the road and a responsibility factor for each functional classification of road which reflects the priority the state gives to each functional classification. Herein, the state assumes a much larger responsibility for arterials than it does for local roads.

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It should be noted that this is an oversimplification of the allocation of state aids what results from the complicated formula are three payment levels which make it much easier to modify arterials using state money than to modify local roads, such as Main Street, with state money.

Another highway development issue worthy of consideration is the authority the State Department of Transportation has in granting curb cuts to new developments on Highway 13 or on Highway 64. Although DOT does have access control powers, the Department's representative noted that they do not have control over access within a site. Thus, for example, if a developer were to buy a large lot on Highway 13 and decide to make five separate commercial establishments on the lot, the DOT would not be able to disapprove the action. This is a fact that Medford residents should keep in mind when contemplating future possible growth on the Miracle Mile.

A final development issue concerns the appearance of Highways 64 and 13. Several areas worthy of attention are the unattractive signs that many retail establishments have put up (including the very large "Welcome to Downtown/Miracle Mile" sign), the stark appearance of these establishments without much effort to landscape those properties, and the proximity of the establishments to Highway 13 which do not permit secondary access roads.

B. ENVIRONMENTAL

1. Soils

The soils in Medford are quite variable except in one respect. They are almost all poorly drained to one degree or another. Poorly drained soils present particular problems for development, especially in a place like Medford which is subject to alternating periods of freezing and thawing.

In addition, the water table in Medford is high in many areas, although only periodically in some cases. This condition is to be expected

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within the flood plain of the Black River, but it also occurs near lesser streams and in patches throughout the town.

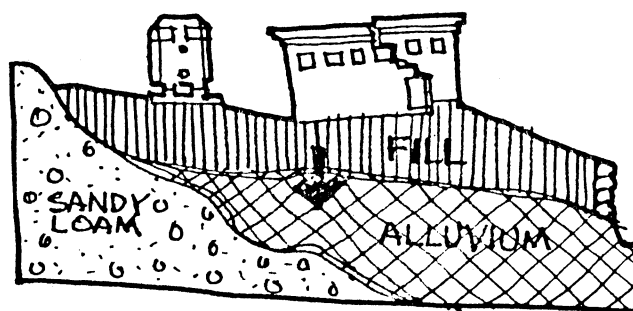
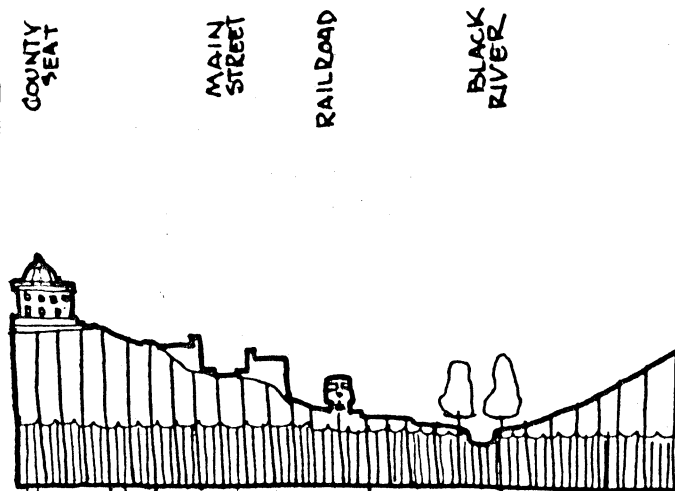
Where all three conditions occur - poor internal drainage, high water table and alternate periods of freezing and thawing - conditions are severe enough to prohibit development activity of any kind with the possible exception of carefully designed nature walks. Such soils accumulate water when the water table is high, and retain it even if the water table shifts to a lower level. They are extremely subject to deformation when saturated with water, such as expanding when frozen, contracting when thawed, as well as lateral movement when they are located on even gentle slopes.

To the maximum degree possible, then, no development should take place on the poorly drained clayey, or highly organic soil labeled Numbers 034, 04, 04L, 5, 6 and 11 in the Medford Soil Survey.

Apparently the land within and adjacent to the railroad right-of-way was originally made up of such soils, but was improved by the addition of good fill. The soil survey has mapped the fill and not the original material which now underlies the fill. The effects of the poor soils are evident nonetheless in cracks apparent because of shifting of buildings in that area.

We understand that the industrial park was also built on good fill on top of poor soils. The land there is very flat and in general the buildings constructed there are very light (Butler buildings buildings on concrete slabs). Polygonal caking of soil in the industrial park, inadequate regeneration of vegetation (weeds) in some areas of the park, and small depressions there give evidence that the poor characteristics of the original soil have not been completely overcome by the improvements that have been made.

In addition, these soils are generally incapable of processing wastes, whether from industrial, residential, recreational or materials storage activities. Rather they will, depending on the specific soil type, either accumulate such wastes or not be permeated by them, causing them



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to flow overland to some other location. Medford is very familiar with this problem through the severe restrictions they must place on applications for the construction of septic systems.

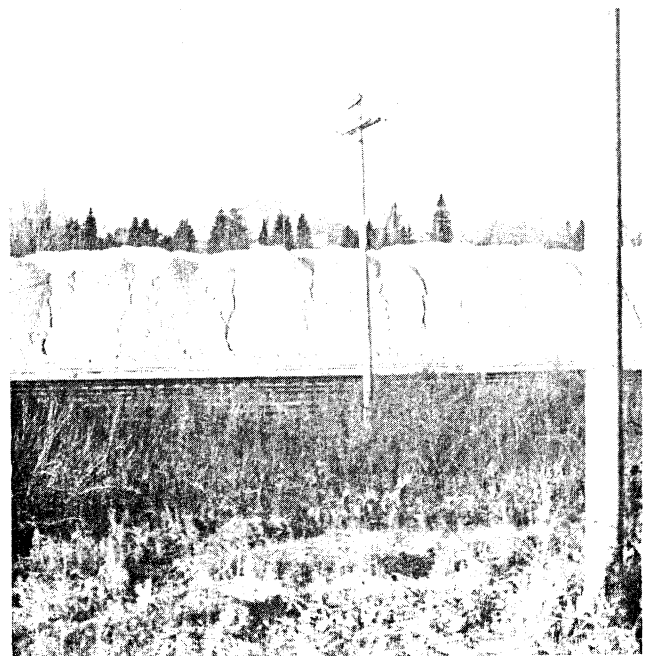
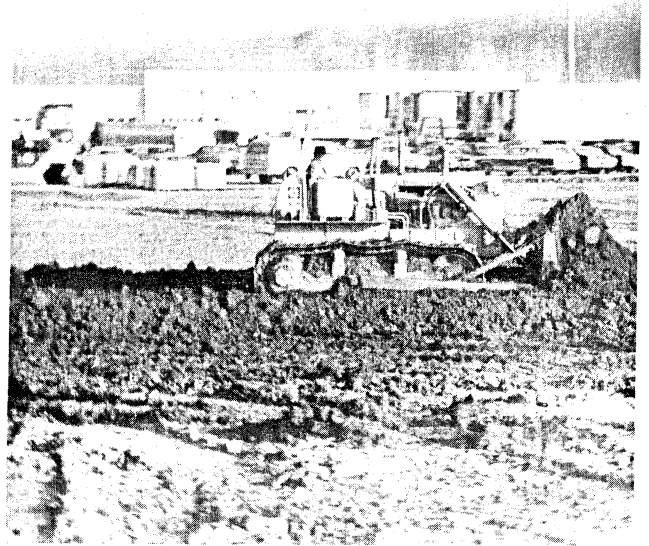
However, with growth in Medford a much wider variety of wastes will have to be disposed of, and the city must take care that this is done in a manner appropriate to the soil conditions which prevail.

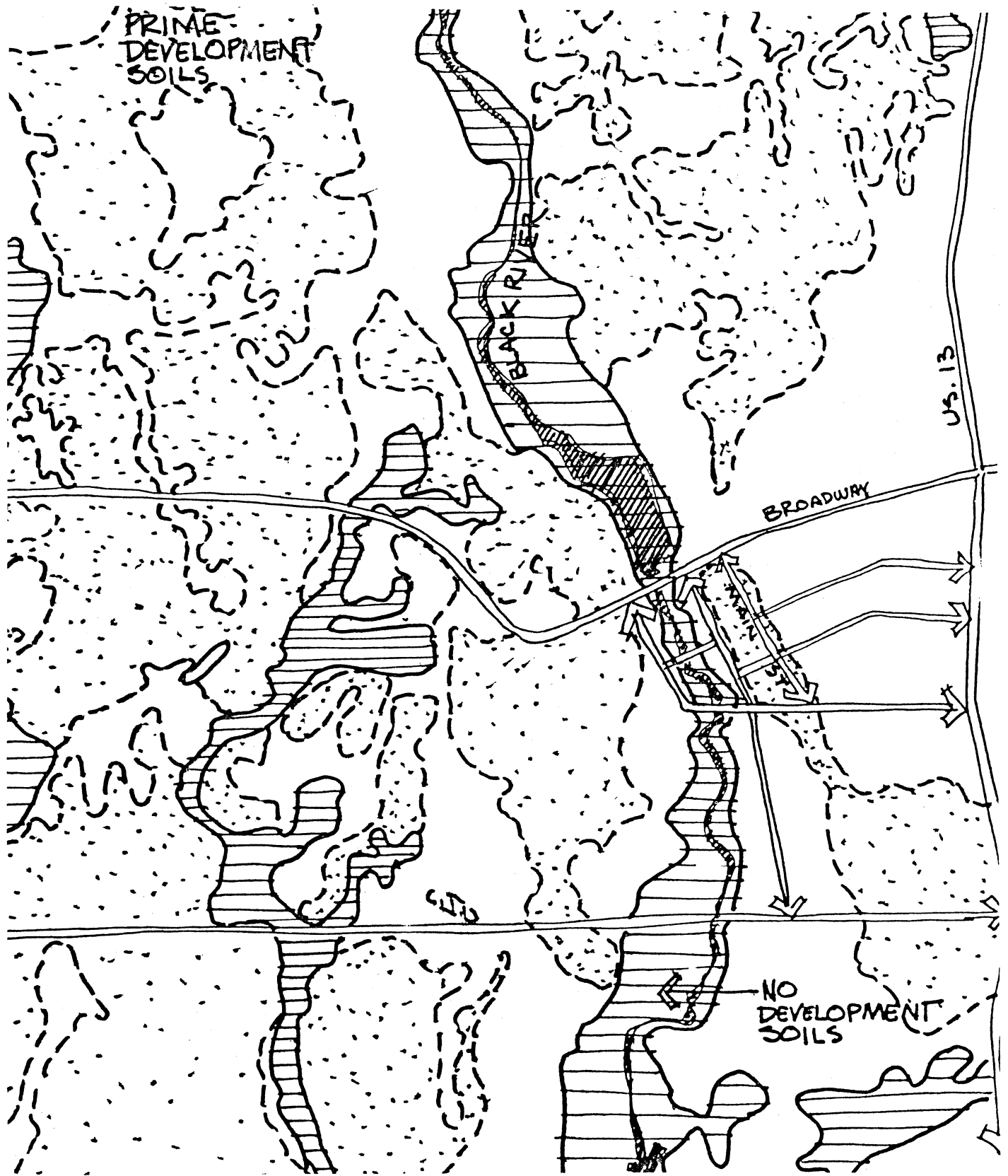
We did not make a comprehensive survey, however, we did observe two instances of serious violations of this principle. The more visible of these was the storage of agricultural lime next to the Mill Pond. The soil survey classifies soil in this area and being severely limited for all uses except pasture, and that only with good soil conservation practices.

The second instance observed was direct application of wastes from the plastics factory to land behind the plant.

A second group of soils has been identified from the survey which are better drained, more stable in the course of freezing and thawing and generally the most suitable of all soils in the Town for development of all kinds (Soil Number 107, 137, 156, 157, 190, and 245). Even these are not ideal, however, and in addition, they almost always occur immediately adjacent to soils on which no development should take place. Special care should be taken to accurately identify the boundaries between these two types of soils when new development is contemplated.

The Medford Soil Survey includes good information on nearly all of the Townships, presumably because so much of it was in agriculture at the time the survey was made. In general it should be considered an extremely important tool in managing future growth in the community.





SOIL DEVELOPMENT CONSTRAINTS

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2. Flood Control

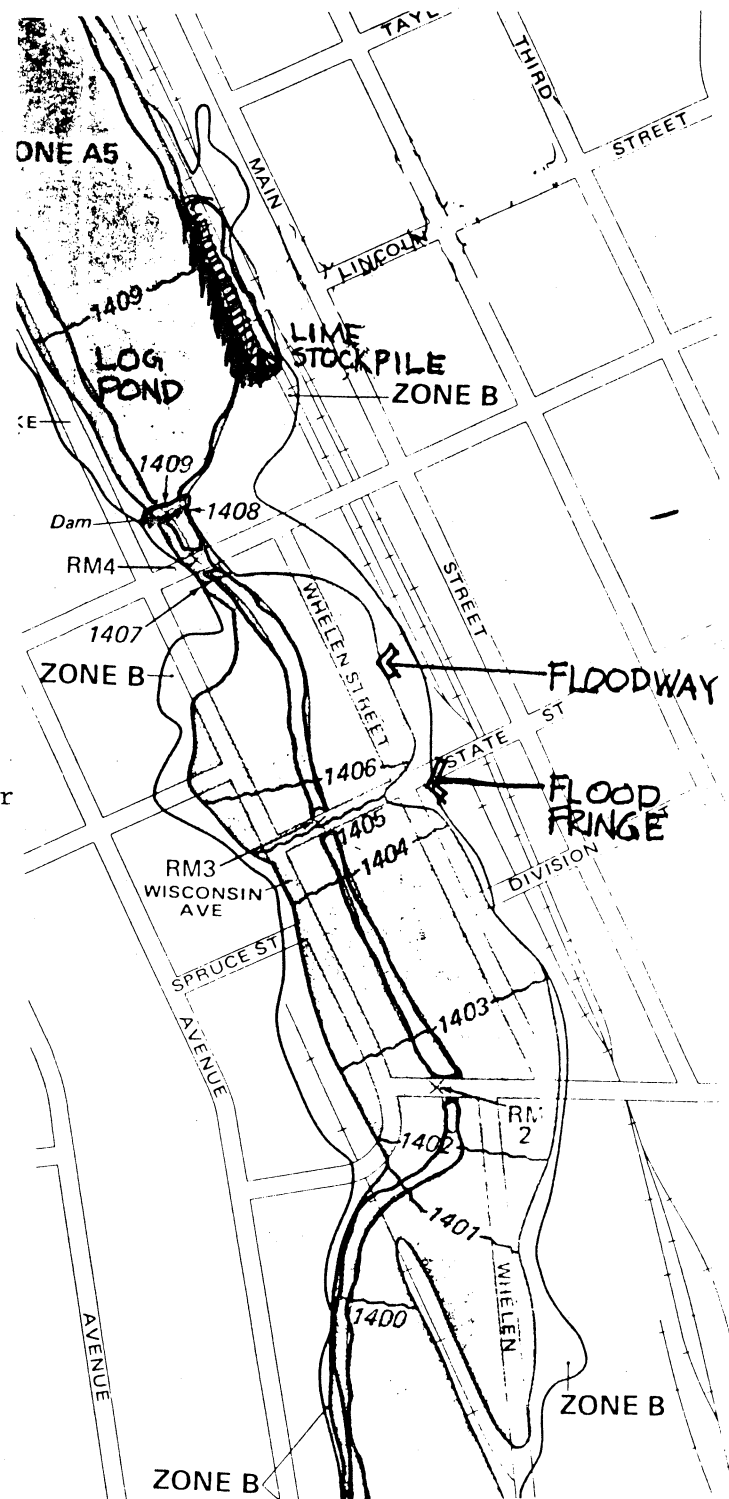
The flood plain of the Black River within the City of Medford is now officially defined by the Flood Insurance Rate Map (September 1, 1978). According to the map, City Hall, most of the industrial park, the agricultural lime stock piles, part of the Medford National Bank and numerous other structures are located within the limits of the 100 year flood.

Certain elements of flood protection along the Black River have deteriorated sufficiently to be considered ineffective at this time, or certain to be eliminated as a result of the next flood. Any significant continuing use of the flood plain should be accompanied by repair of existing flood control structures, such as retaining walls, as well as serious consideration of the construction of new flood control structures in some areas.

Inadequate maintenance of existing flood control structures is currently contributing to the accumulation of soil, silt and debris in the river and the pond. Such movement of materials into the water is an accelerating process and also limits the ability of the river and the pond to store excess water during heavy rainfalls.

This problem is particularly acute along the southeastern edge of the Mill Pond and in connection with the lime storage area. The former retaining wall in this area is no longer held together by any mortar and has already begun to fall into the pond. The lime storage piles show much evidence of erosion including runnels down their sides. The road between the piles and the Mill Pond are white with this eroded material as is the bottom of the pond near the piles. Even with restoration of the retaining wall in this area, lime can be expected to continue eroding into the pond, thus limiting its ability to store water.

There are opportunities for additional flood control - which will be aimed at increasing the capacity of the river to hold water, not at constricting the flow of water along much of the river which can be combined with the development of open space. For instance, the river naturally has a fairly wide cross section



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just south of the Perkins Bridge. There are existing, very attractive trees in the flood plain here, where the river makes a turn. The area could easily be made into a small park in the course of a comprehensive flood control improvement program.

Additional flood control opportunities exist along the tributaries to the Black River. One of these, entering the Mill Pond between Lincoln and Taylor Streets, is totally within the City of Medford and has its headwaters near Highway 13. It may be possible to build a small retention basin along this stream and take advantage of the wet soil at the point where the stream enters the Pond to establish a small marsh, reducing the amount of water flowing into the system at peak periods, and insuring that it is well filtered when it does enter the system.

Similar opportunities exist in Block 22 just north of the City and in blocks 9 and 15, a little further north.

Comprehensive improvement of the flood control capacity of the Black River is a long term project, but it can be done in small pieces, and in most cases can be coordinated with the development of open space. Further to this point, flood plain maps are periodically redrawn and it should be possible to open up some lands to less restrictive uses, particularly out in the town, if such flood control improvements are in place when the flood plain of the Black River is redrawn.

Existing legislation does not apparently require floodproofing or removal of existing structures in the 100 year floodplain, unless substantial improvements are made to them. Nonetheless if the flood plain is to continue to be a significant part of downtown Medford, every effort should be made to remove floodplain uses which may present a hazard to food control (such as the lime stockpiles) and to floodproof structures which are to remain.



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3. Soil Water Interactions

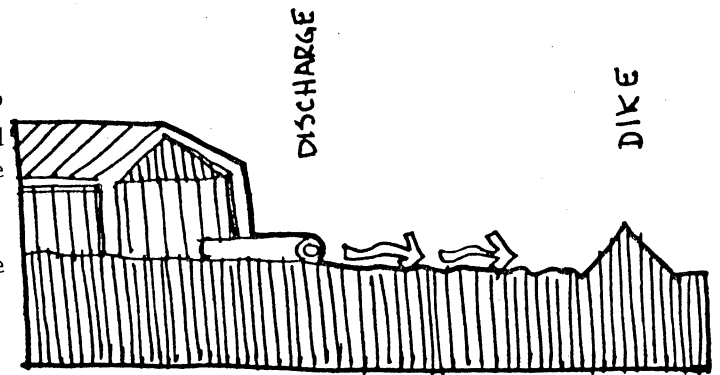
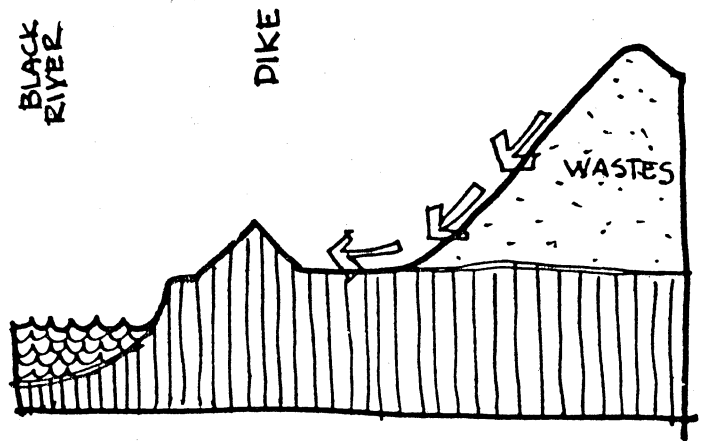
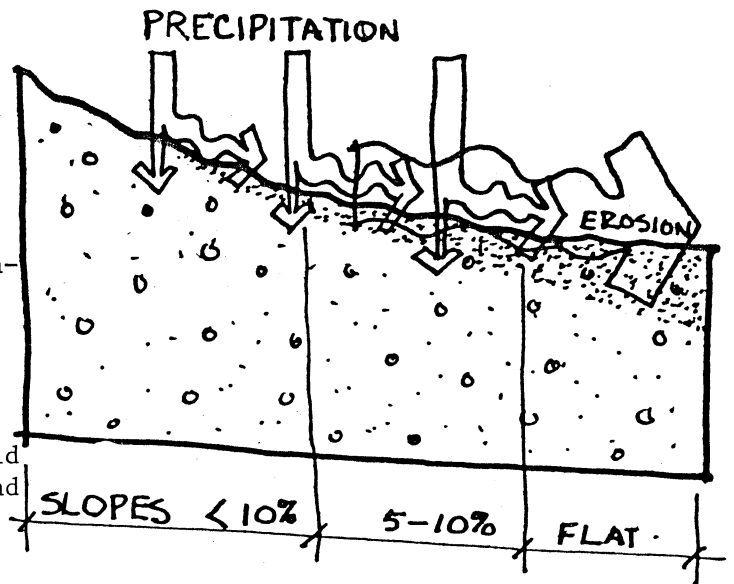
Most of the soil in Medford is poorly drained to one degree or another. As a result it is highly subject to erosion and additionally tends to transmit rain water or any other liquid substance overland, rather than through subsurface layers. This relationship has several implications for the regulation of land use, construction and operation of facilities in Medford.

First, strict soil conservation measures should be required and enforced in both the design and construction of new facilities, especially on slopes of any magnitude. Without such conservation measures serious soil erosion is likely to take place in the course of Medford's growth, which may have effects ranging from undermining foundations to silting up the Black River and thereby diminishing its ability to handle storm water.

Second, no overland disposal of any wastes should be permitted without appropriate measures (such as dikes) to insure that waste materials eroded by rain or surface runoff will be confined to the disposal area itself and not ever reach the streams or rivers of the area.

For instance, we observed a pipe leading from the plastics factory in the Industrial Park spewing out a liquid which was steaming (although the air temperature was well above 60° over the land in back of the plant. This liquid was flowing over the surface of the ground there and was presumably destined for the river. We also observed in the same location the residue of another waste which was black and crystalline in appearance with occasional irridescence. These are sure to be washed away to the river with the next rains.

The same regulation should apply to the storage of any material likely to move or be washed by rains across the surface of the land.



Medford R/UDAT

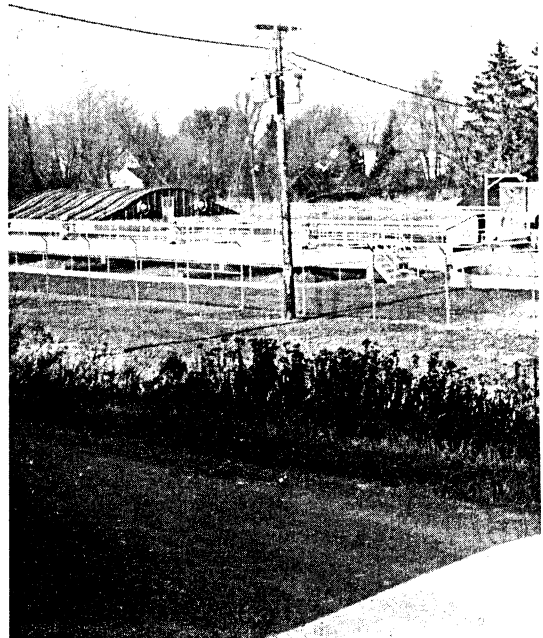
Third, such regulations should provide for effective enforcement, enforcement which does not make it cheaper to pay the fine than to correct the violation.

4. Medford Sewage Treatment Plant

The Medford Sewage Treatment Plant, now operating at about two thirds of capacity and scheduled to be inspected by EPA on the 14th of November, provides secondary treatment by biological methods, and a tertiary treatment with chlorine before being discharged into the Black River. Storm water also moves through the plant and has some effect on the quality of treatment, precluding 100% effective treatment when it occurs in large quantities.

Efforts have been made to make the treatment plant attractive, even including growing some plants in sludge fertilized soil at its entrance. However, two measures, which will have the ancillary effect of hiding the plant from view, should be taken for safety reasons.

First, dikes should be constructed around the perimeter of the plant to prevent the escape of sludge from the aerating vats, as in heavy rains, to the surrounding area. Second, a screen of vegetation, including both shrubs and trees and evergreens, should be established around the plant to prevent aerated sludge which is picked up by the wind from moving outside the area of the plant.



EXISTING PHYSICAL CHARACTERISTICS

That Medford is a City in transition is evident from Route 13, before ever approaching Main Street. New businesses, even one national chain, exist side by side with older businesses. New shiny stores have not pushed the established businesses out, nor even crowded them, yet. The milk farms do not appear to be thriving and so one assumes that some new activity is replacing farming as the source of the City's economic health.

Downtown itself is very clean. The buildings are extremely well maintained with very few exceptions. Some individual buildings are especially attractive, but one notices that the elms which were cut down have not been replaced.

Medford R/UDAT

Main Street is puzzling in many respects. Why has the bank building on the northwest corner of Main and State been left to be broken into such small spaces? Why is it one of the few buildings that does not appear to be well maintained?

Walking up and down Main Street, the differences in physical appearance's in merchandizing among various stores are noticeable. Few stores have made any effort to attract any customers by their window displays. The fiberglass awning over the sidewalk in front of Coast to Coast, Ben Franklin and Schmidts is no doubt much appreciated in rainy or snowy weather, but its bulk and lack of grace detract so much from the possible attractiveness of that area that that advantage may be outweighed.

The openness of State Street is attractive and there is a river at the bottom of the hill. The new bank building offers further evidence of economic growth but one can only wonder why with such growth Main Street is so dull.

The grassed piece of railroad land is nice to look at for its greenness, but its function is not clear. The Depot is immediately striking as a beautiful building and a wonderful opportunity. State Street in general, after appreciating its openness in contrast to Main Street, gives the feeling that it's not finished.

Examining the Black River there are further conflicts and puzzles. New houses overlook a grassy bank, the Mill Pond, and then enormous piles of lime. The maintenance of the river and pond embankments ranges from very good to complete disrepair. But the water is attractive and free of the debris so often found in urban streams.

Along Washington Street the incredible mix of land uses is again striking, as are the views to the hill across the river (now blocked by structures in various states of repair) and the beautiful group of trees on the river's banks as it turns just south of the Perkins Street Bridge.

Walking up the hill toward the library, which is lovely and back along Main Street or Whelan Street, the overwhelming impression is

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of land which is not being used to its full potential. Two formerly attractive houses are located right next to a utility company. The utility company's property as a whole is sprawling, underutilized and not in good repair. Almost none of the land on the east side of Main Street is developed.

There are many individually attractive buildings, places, views in Medford, but appreciation of them is always colored by obvious conflicts, very unattractive things entering the same view, and by questions especially about why the equally obvious potential of the place is not being fulfilled.

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4 Recommendations

A. ECONOMIC

1. We strongly recommend that the City of Medford form a citywide Economic Development Commission, advisory to the City Council, that addresses analysis and policy in four distinct but clearly related categories:
 - a. employment and training programs (i.e., programs and planning for the supply side of the land market):
 - b. land-use planning (i.e., programs and planning for the supply side of the land market):
 - c. resource management (i.e., programs and planning for the supply side of markets for such resources as clean air and water, agricultural and open space; and
 - d. economic development planning (i.e., the more conventional programs and planning for the demand side of the various markets such as industrial parks, and marketing associations).
2. We strongly recommend that the downtown retailers form a Downtown Retailers Association with the specific purpose of increasing the share of retail sales in Marshfield-Eau Claire-Wausau-Park Falls region that they capture. They should recognize that their interests may not always correspond closely to the interests of the retailers and other employers elsewhere in Medford. In effect, they should adopt the integrated perspectives and schemes that managers of shopping malls exhibit.
3. We recommend that the downtown retailers seek to enhance the general image of their facilities through cosmetic and substantive improvements to their buildings and through rearrangements not only of the location of retailers in the buildings but even of the composition and nature of the shops (e.g., through encouraging retailing of new products or better selections of products already sold.)

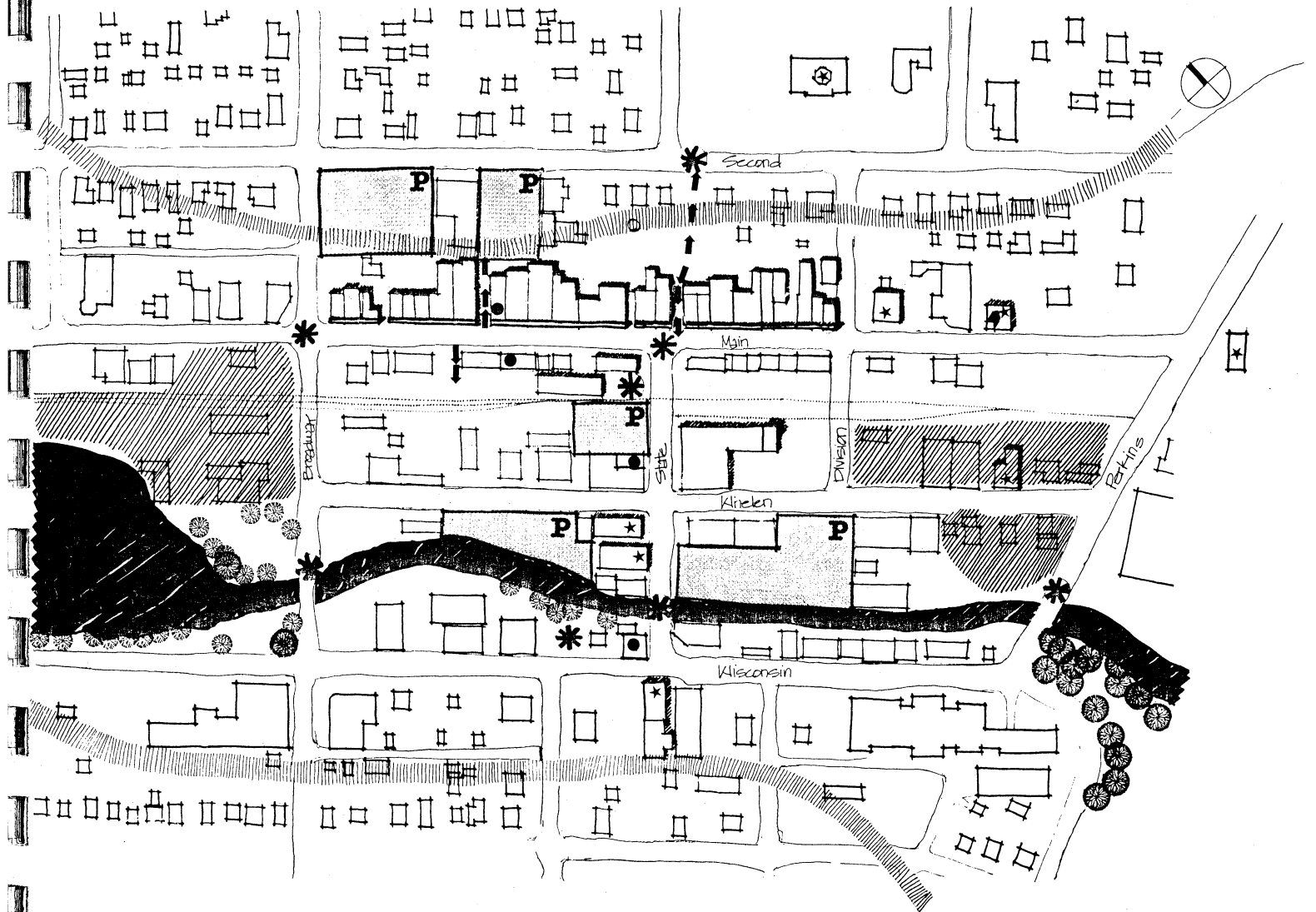
Medford
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B. LAND USE POLICY AND LEGISLATION








We strongly recommend the following actions as necessary.

1. The updating of the current zoning ordinance should be tied to a reexamination of the existing land use plan for the City of Medford and the development of an economic development plan. For, if the zoning ordinance is to be an effective planning implementation tool, it must reflect realistic future demands for industrial, residential and commercial growth and be tied to a land use plan that identifies areas suitable for different types of development, taking into account environmental factors such as soil suitability, drainage, runoff and vegetation, as well as public investment in existing infrastructure, availability of excess capacity in services, etc., existing amenities and the compatibility of surrounding land uses and activities.
2. Once adopted, the ordinance should be vigorously enforced. Spot zoning and variances should be carefully weighed against the goals of the land use plan to avoid adding to the existing problems of mixed land use conflicts, over-zoning, strip commercial development, etc.
3. The city should explore the adoption of an extraterritorial zoning ordinance, to enable the control of the type and nature of development at the fringe of the urban area, thus avoiding problems such as residential and commercial leapfrogging and the concomitant splitting of development potential and duplication of public infrastructure.
4. The city should pursue a more vigorous and comprehensive annexation policy. The current passive, piecemeal approach to annexation results in unnecessary mixed use conflicts and public infrastructure costs through the uncontrolled nature of the development. A more active approach to annexation of major areas would enable rational consolidation of the growth occurring.

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EXISTING CONDITIONS

-  Ridge Line
-  Parking
-  Public Use
-  Important Spot
-  Entertainment
-  Pedestrian Link
-  Underutilized

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DESIGN OPPORTUNITIES

- | | |
|----------------------|----------------------|
| 1. Arch. Restoration | 5. Wall Painting |
| 2. Landscaping | 6. River Access |
| 3. Community Center | 7. Entering Downtown |
| 4. Parking/Greenbelt | |

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5. The city should coordinate its capital improvement budget with its land use plan, economic development plan, zoning ordinance and official map to facilitate the efficient use of public funds and maximum return on investment in terms of economic development.
6. The further development of urban service areas in terms of utilities, sewer, water, electricity, roads, etc., should be coordinated with the land use plan and economic development plan, both to control the timing and direction of economic development by controlling the availability of public services and to allow for the efficient use of public dollars.
7. The Chamber of Commerce and other interested citizens groups should actively lobby the city council to adopt these policies.

These types of actions can set up an economic development, land use planning, legislative and organizational environment in which the development of a physical plan for the revitalization of downtown and consolidation of the strip can play a major part in a total community development policy that enhances the quality of life for all the residents of Medford.

C. PHYSICAL AND ENVIRONMENTAL DESIGN

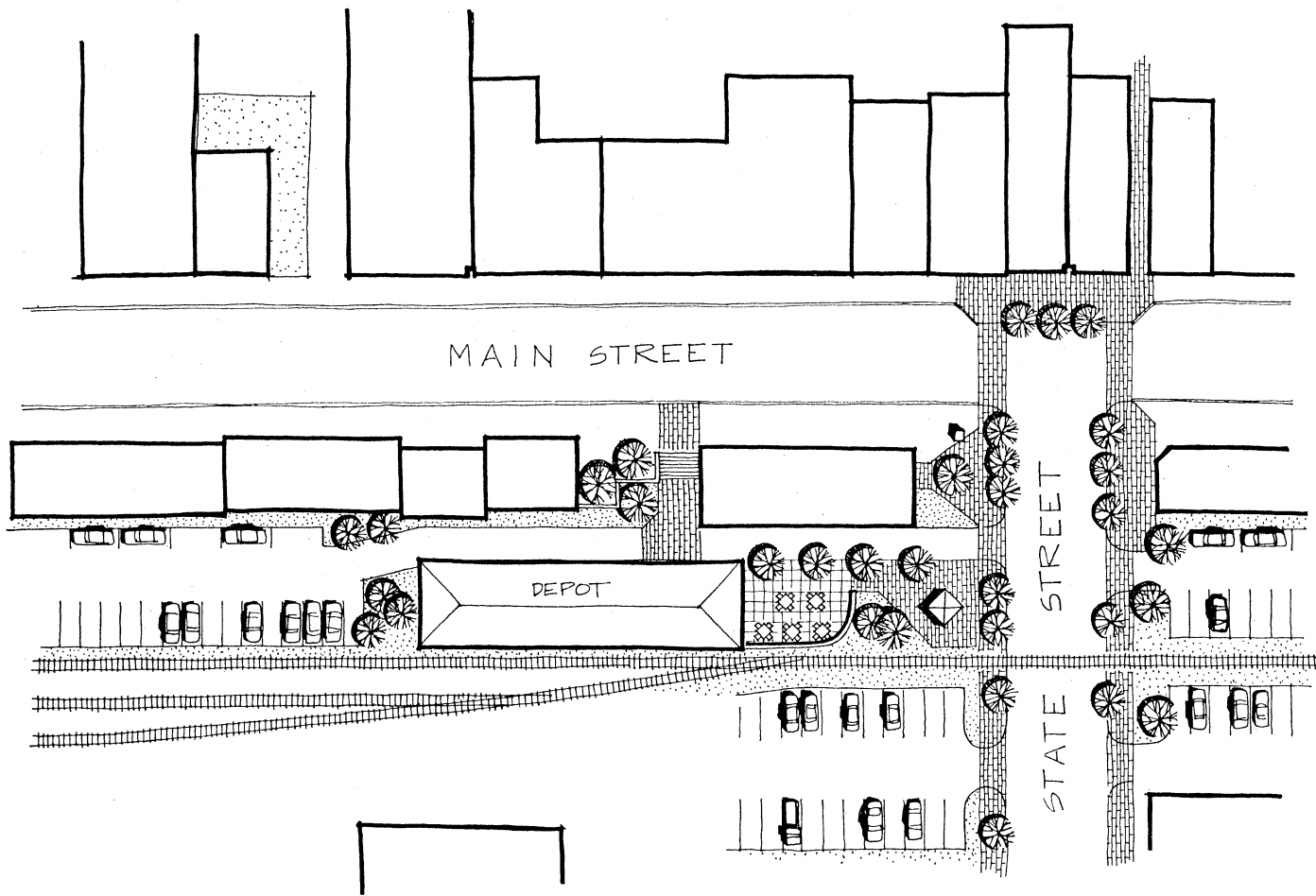
1. Traffic

a. Parking

We specifically propose several parking solutions to improve the traffic flow:

- 1) As a first step, there is an existing parking lot behind the Coast to Coast Store on the east side of Main Street that is currently underutilized. This can be improved by developing better signs indicating lot location and space availability and placing these signs in areas clearly distinguishable by drivers.
- 2) A second step involves utilizing existing space located behind the stores on the west side of Main Street. This involves the difficult task of obtaining this

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MAIN STREET

DEPOT

STATE STREET

STATE STREET

DEPOT PARK

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28.

parcel of land from the railroad, but negotiations will have to be attempted nevertheless. The lot will provide approximately 40 parking spaces behind each block of Main Street (separated by State Street) and it will be one-way running out in each direction from State Street. The benefit of this approach is that it will lead to a smoother flow of traffic around Main Street. With signs clearly indicating the location of the new spaces, a driver will be able to travel down Main Street and if unable to locate a parking space in front of the store he wants to go into, he has the option of turning either right or left off State Street. This has the additional advantage of generating more traffic on State Street which, in turn, generates greater economic activity for establishments, such as the restaurants that are located there.

The accompanying diagram illustrates how traffic would flow using the space behind Main Street and also suggests improved parking signs for the area.

It does not, however, deal with the issue of traffic obstructions on Main Street created by double-parked vans or trucks which are unloading their store deliveries. There are two ways of improving this situation. One way--which is not currently viable due to the lack of rear entrances--would be to have all deliveries made in the rear. The other alternative is to eliminate Main Street parking, and this works at cross purposes to Medford's overall objective of improving parking on the street. Beneficial sidewalk activity would also be reduced.

b. Proposed Transportation Improvements

In addition to improving the flow of traffic in the vicinity of Main Street, there are several non-automobile alternatives Medford should examine. These involve using transportation to generate more coordinated downtown/strip activity which, in turn, will promote a more logical pattern for economic growth.

Since local sentiment, according to the individuals we spoke with during our visit, expressed a desire to see Medford function as an entity rather than the "us" of

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downtown against the "them" of the strip, one promising alternative is to implement a jitney service that would operate on demand in a loop between downtown and the strip. Not only would this allow equal access for the less mobile residents of Medford, but it would have the added advantages of:

- conserving fuel
- reducing traffic congestion
- reducing auto emissions
- alleviating parking problems
- reducing commuter travel costs.

The type of vehicle Medford decides to employ for running a jitney service is an issue that can be decided later once local reaction and a willingness to work toward implementing the service is established. However, the fact that there is an underutilized taxi service in town suggests this mode as a viable option. Using taxis is worthy of further consideration. The state's Urban Transit Assistance Program (for which \$10 million has been authorized statewide in fiscal year 1978) may be adaptable for paying for taxis to operate paratransit service. The fare on the jitney service is another issue which must be decided and here, the choice is one of allowing the operators to set their own rate or setting an artificially low rate for passengers and subsidizing the operator for operating costs which exceed trip fares. In most systems of this nature, it has frequently been determined that the availability of the service is more important than the cost of the service.

For the industrial park, one transportation alternative increasingly being attempted is that of employer van pools. Medford is particularly suited for experimenting with this option because of the large number of employees situated in one area so that travel demand and per trip density would be high, but costs would be relatively low. Van pools also capitalize on many of the advantages referred to in the discussion of the jitney service.

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The final transportation improvement recommended is to strengthen the existing service in Medford for the elderly and handicapped. The portion of this group which resides in the nursing home appears to be quite isolated and yet they typically have a variety of unmet trip needs including social and recreational activities, shopping, and nutrition.

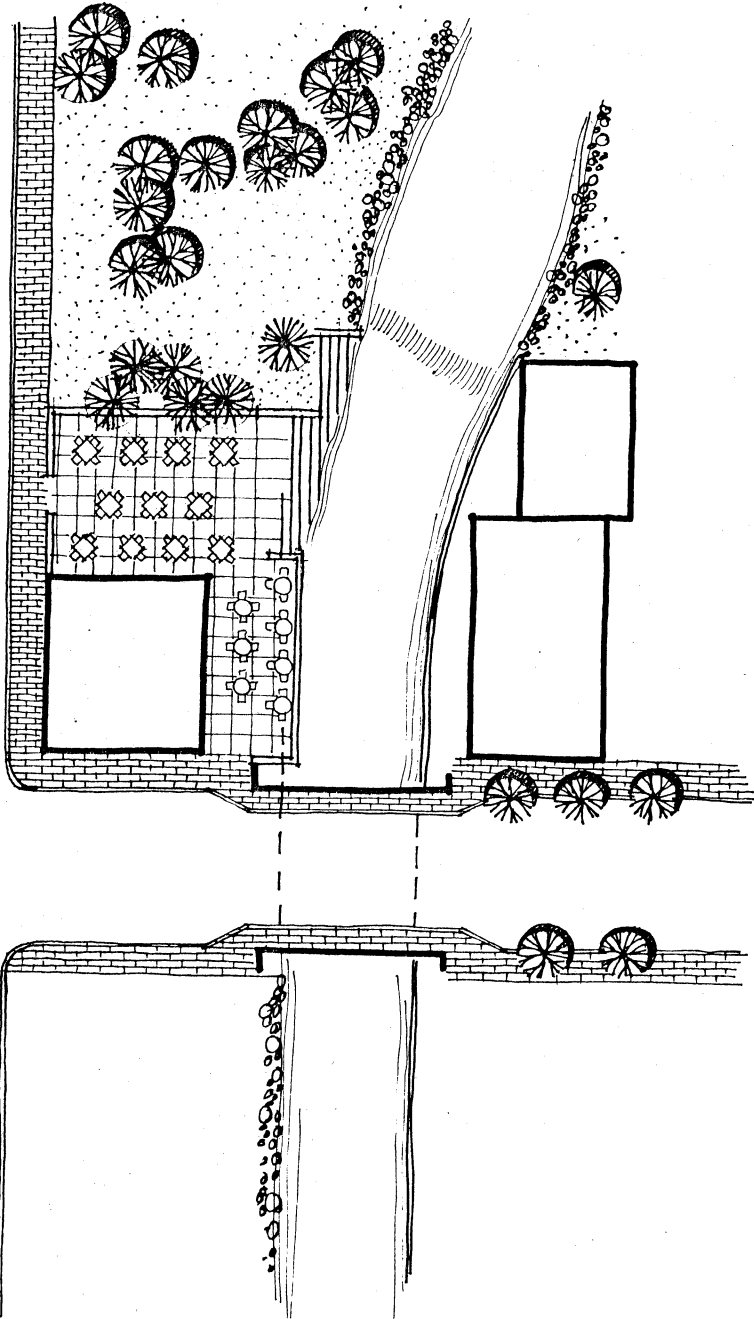
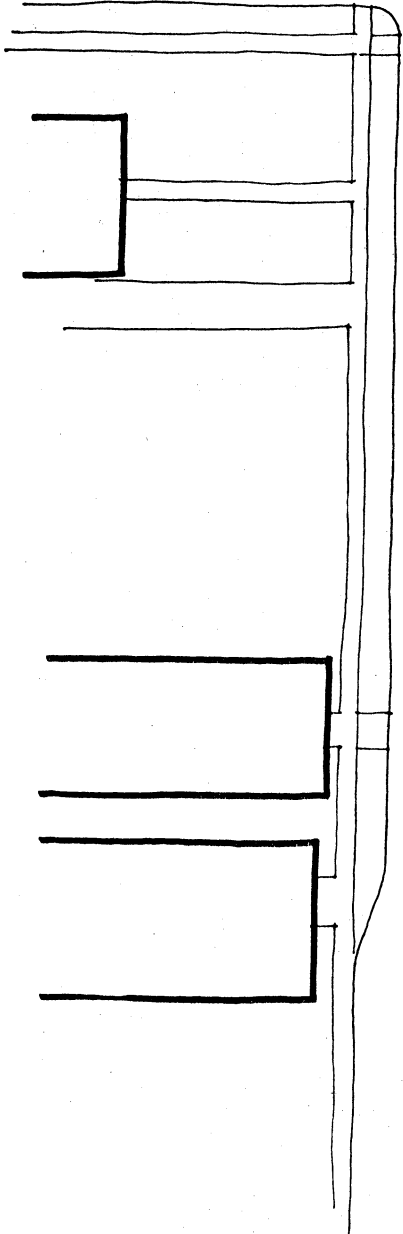
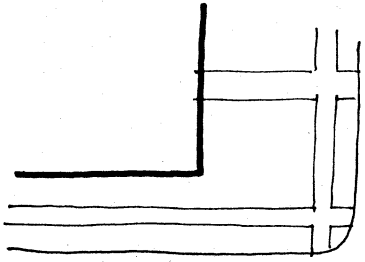
2. Environmental Recommendations

- a. No building should take place in Soil Numbers 034, 4, 04L, 5, 6 or 11 with the possible exception of carefully planned nature walks.
- b. Encourage development in Soil Numbers 107, 137, 156, 157 190 and 245 in preference to all other soil types.
- c. Accurately identify the boundaries of good soils before development proceeds as they are almost always located immediately adjacent to undevelopable soils.
- d. Relocate any materials storage facilities within the floodplain, with highest priority on relocation of the lime stock piles.
- e. Repair existing retaining walls around the Mill Pond and along the River.
- f. Initiate a comprehensive flood control improvement program, coordinated with open space opportunities, to be implemented incrementally over the long term, including both

Management of the tributaries to the Black River which occur in the Town and City to reduce the flow of storm water to the River in peak periods, and

Expansion of the River's ability to safely store water in appropriate areas.
- g. Floodproof any existing structures in the floodplain which are to remain standing.
- h. Require strict soil conservation measures in the design and construction of all new facilities throughout the Town and City.

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FLOOD CONTROL PARK

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- i. Prohibit overland disposal of any waste materials without appropriate confinement measures.
- j. Provide for effective enforcement of such regulations.
- k. Erect dikes and establish a solid vegetative cover around the perimeter of the sewage treatment plant.

3. Physical Design Recommendations

- a. Architectural Restoration on Main Street. In general, the commercial buildings on Main Street are sound, apparently functional and well maintained. However, the street has lost some of its character and continuity over the years as merchants have made individual improvements to their buildings. The R/UDAT team recommends that the merchants make a concerted effort to recapture the street's innate quality by exploiting the original architecture, uncovering the original facades and adapting them with modern materials to fulfill the current needs for advertising and display of merchandise. This recommendation is not intended to make the street look as if it were all built at the same time by the same developer. Instead the continuity of the street and the ways that the buildings relate to each other will reflect the fact that merchants on the street do talk to each other and do cooperate, a fact any potential new business will be pleased to hear.

In addition to architectural restoration of the buildings on the east side of Main Street and selected buildings on the east side of Main Street, we propose several improvements to the street itself:

- The installation of pedestrian level lighting on existing light poles (no new wiring will be necessary).
- Decorative banners over the street on supports attached to the light poles. The banner supports can also be used to support Christmas garlands over the street.

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- RESTORE ARCHITECTURALLY SIGNIFICANT
FACADES
- UNIFY SIGNAGE
- PROVIDE LIGHT WEIGHT, CLEAR CANOPY

EXISTING AND NEW BUILDINGS

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- Pedestrian street crossings repaved in concrete sets to identify them more clearly both for drivers and pedestrians.
- Flower pots for additional color on the sidewalk.

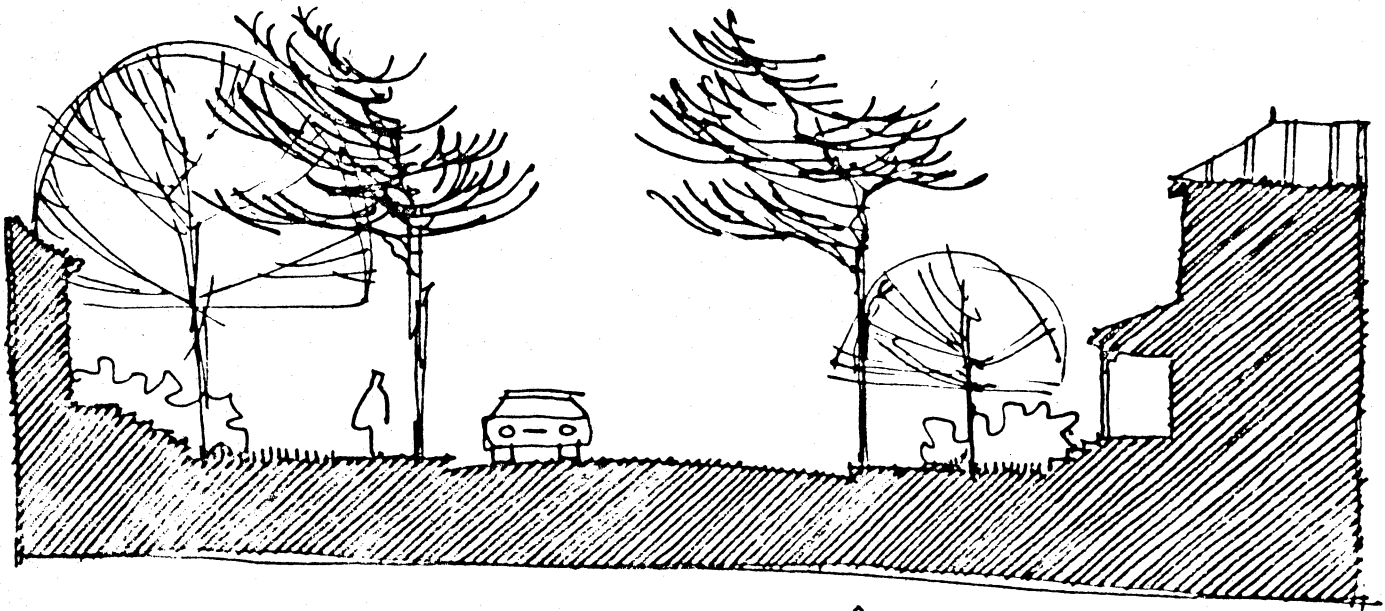
No new tree plantings are proposed for Main Street, primarily to emphasize the commercial nature of the street and to permit as much sunlight as possible to reach the street.

- b. State Street and the Flight of the Angels. State Street ends at Main Street but is on axis with a pedestrian stairway leading up the hill to the parking lot. The R/UDAT team is recommending several pedestrian oriented changes to this axis both to call attention to it and to increase the perception of downtown Medford as consisting of more than just two blocks of Main Street. These include:

- Narrowing State Street from Whelan to Main to permit wider pedestrian areas and some sitting areas. This change will not preclude parallel parking on both sides of the street
- New paving of sidewalks from curb to building line in concrete sets
- Lining both sides of the whole axis with a street tree such as white ash.
- Drinking fountains, flower pots and banners in seasonal colors along the axis
- Pedestrian lighting on existing light poles
- Seating and flowering shade trees at selected locations
- A vehicle pull-in space in front of the Co-op for picking up goods

Improvements to State Street should also include watering troughs and shade trees at the river edge for the Amish horses.

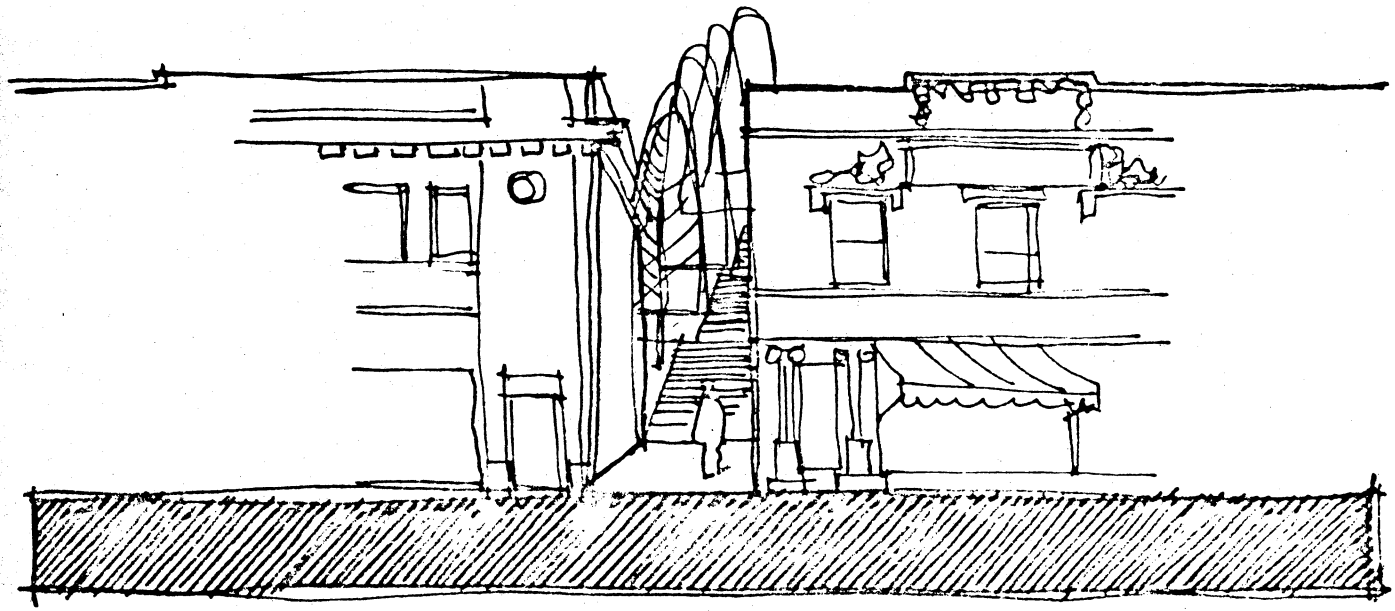
SECOND STREET



ADD AUSTRIAN PINE
AS REPLACEMENT TO
LOST ELMS.

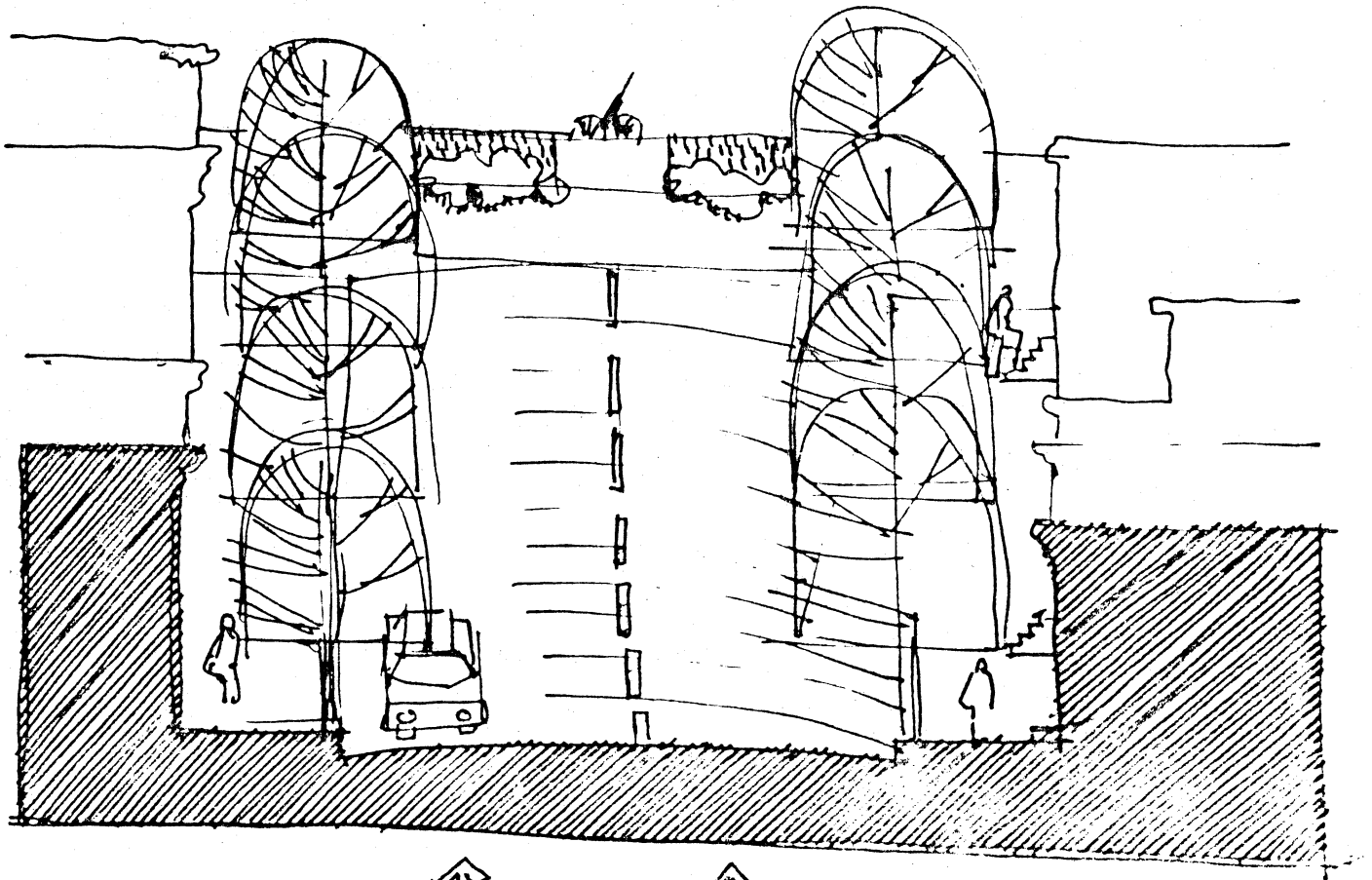
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FLIGHT-OF-THE-ANGELS



PLANT SHADE & WIND PROTECTION
MAPLE TREES ON NORTH SIDE OF WALK.

DIVISION STREET



↑ ↑
PLANT EVERGREEN
SHRUBS ON TOP OF
RETAINING WALL.

↑
PLANT AN ALLEY
OF ZELCONIA TREES
TO COUNTY COURTHOUSE.

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c. New Community Center. A 10,000 square foot community center, made up primarily of meeting rooms, with parking for approximately 100 cars, is proposed at the southeast corner of Division and Whelan Streets, replacing the existing utility company buildings. This land is now heavily underutilized and in some respects, unsightly. The utility company can relocate some of its activities to the City Hall. The existing substation can remain, but any other uses such as vehicle storage should be relocated. It is assumed that the parking proposed for the Center would serve other uses when the Center is not in use, and would be supplemented by other nearby parking in the evening.

d. Parking/Greenway. A well landscaped (especially flowering trees) parking and pedestrian area is proposed in back of the buildings on the west side of Main Street, both blocks, with one-way access from State Street. There are two opportunities for pedestrian connections to Main Street (in addition to State Street) which can be developed as mini parks, additionally offering visual connections between Main Street and the lower level of parking.

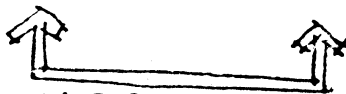
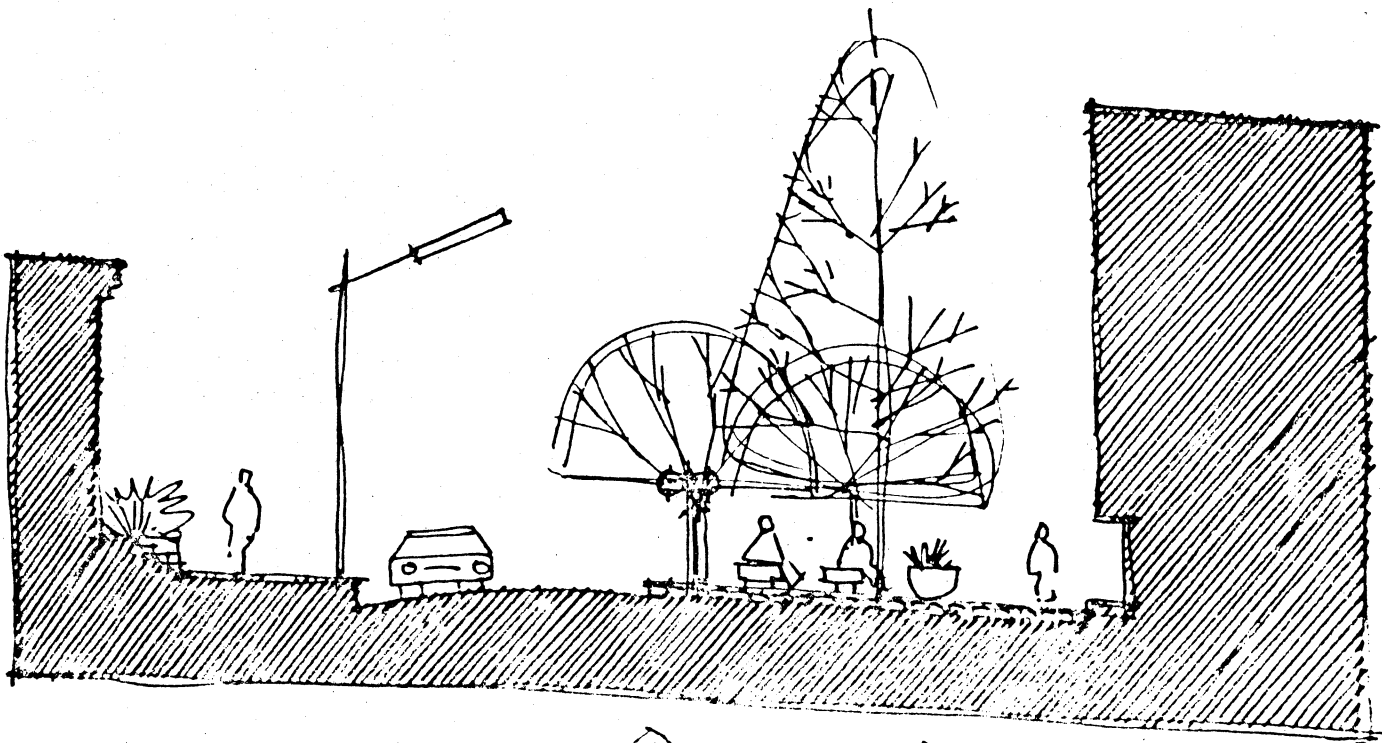
e. Wall Mural. As a contemporary contrast to the architectural restoration of Main Street, a boldly colored wall mural is proposed for the backs of the buildings on the west side of Main Street, from State Street South, and on the wall of the Co-op building facing the Parking/Greenway.



f. Flood Control Parks. Nearly every opportunity for flood control improvements is also an opportunity for some form of recreation or open space development. Retaining walls and in some cases the whole bed of the river should be constructed of gabions (rock filled wire cages) which are not only inexpensive, prevent the buildup of hydrostatic pressure behind them and can be adopted to fit any configuration, but also lend themselves to uses such as sitting or walking and have even been used to build floodplain amphitheaters. And since they are part of the flood control system, they will not have to be replaced after every heavy flood.

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STATE STREET



WIDEN SIDEWALK IN
SITTING PLAZA WITH
FLOWERING CHERRY TREES
PEDESTRIAN LIGHTS AND
FLOWER POTS

CO-OP
BANK



ADD A TALL
VERTICAL TREE-
MAPLE

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Another device which can be used to allow floodplain parks to be usable immediately after floods is to line the gravel paths with cobblestones. They will thus be readily identifiable even though the gravel has been washed away. (Paved areas in floodplain parks would conflict with the flood protection nature of the parks.)

- g. Entrance to Downtown Medford. It is proposed that the corner of Main Street and Route 64 have a sign clearly showing the way to downtown Medford. After the lime stockpiles have been phased out, this corner will offer excellent views to the Mill Pond and perhaps an expanded Kiwanis Park.

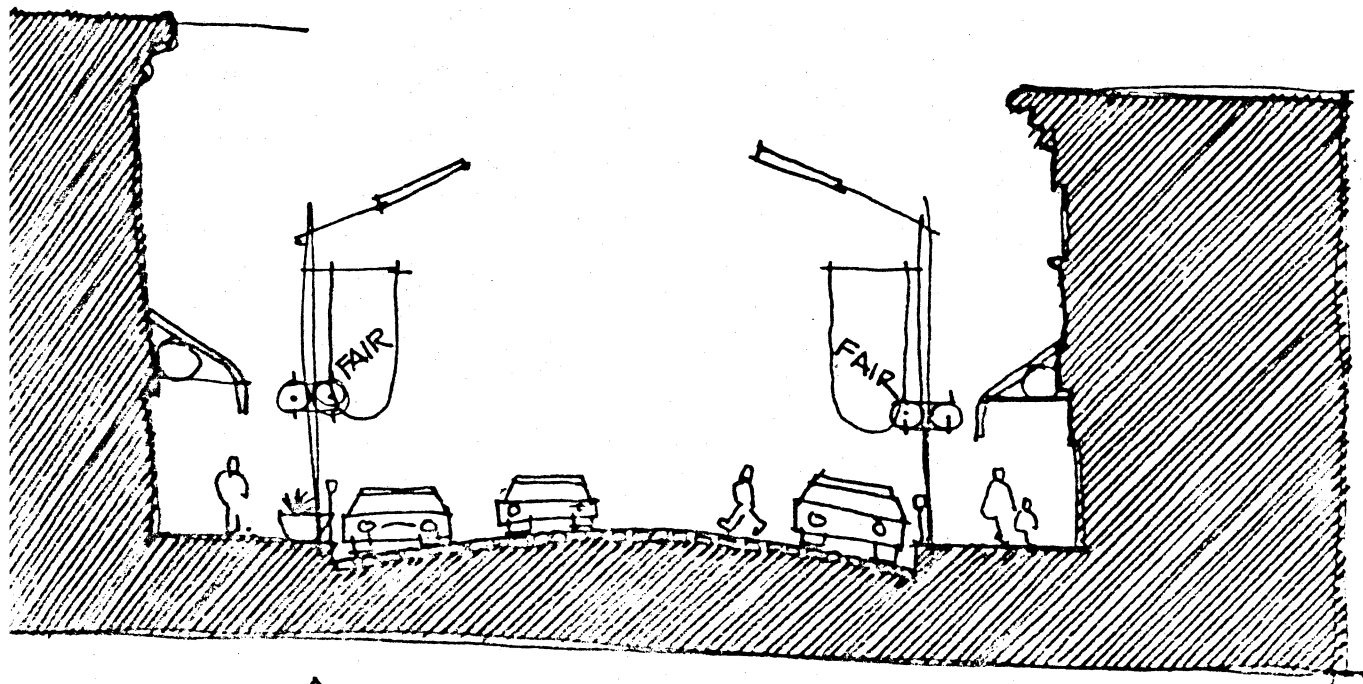
- h. Tree Planting Elsewhere. The Elm trees which have been removed should be replaced throughout Medford. Along Second Street, Norway or Austrian Pines are recommended, with lower branches trimmed to a height of eight feet. These will give a green backdrop to downtown when viewed from the south and west and will provide some wind protection to downtown.

In other areas, maples, white poplar, Siberian elm and other tall stately trees should be planted.

Division Street should be planted with Zelkova, which is very similar to Elm in appearance, from Main to Second Street to support the axis to the War Memorial.

- i. Railroad Depot. The old depot is a very attractive structure adjacent to grossly under-used land. The R/UDAT team proposed that the City negotiate a 99 year lease for this building and the northern spur, offering in exchange to build a smaller maintenance building down track. The depot can then be restored and turned into a very elegant supper club. A plaza in front of the Depot could be used as an outdoor cafe in warm weather and some of the adjacent open area could be used for Sunday flea markets or similar events. This area, like the Parking/Greenway to which it is attached, should also be planted with large flowering trees.

MAIN STREET



↑
AWNINGS
ON
STOREFRONTS

↑
ADD AUSTRIAN PINE
AS REPLACEMENT TO
LOST ELMs

ADD PEDESTRIAN
LIGHTS TO STREET,
FLOWER POTS,
BANNERS

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The Program

The Urban Planning and Design Committee of the American Institute of Architects has been sending teams of design professionals to American communities since 1976. The program is essentially a public service. Team members are selected for their particular expertise in specific problem areas, serve without remuneration, and agree to not accept commissions for work resulting from their recommendations. Their general charge is to acquaint themselves with the community and its people, to analyze the existing conditions from a fresh perspective and to offer recommendations for community design improvements.

The objectives of the R/UDAT program are as follows: to improve the regional/urban condition in the nation; to illustrate the importance of the urban design framework for community development and regional planning; to illustrate the importance of urban and regional planning; to stimulate public awareness and action; and to focus efforts toward improving communities through citizen involvement in urban design and planning issues.

The Visit

A request by the Northwest Regional Planning Commission for a R/UDAT team visit was approved in December, 1977. An advance trip was made to participate in a downtown revitalization conference and workshop sponsored by the Northwest Regional Planning Commission. Following the workshop the communities of Medford and Spooner were selected based on a number of criteria including ability to implement R/UDAT proposals. The team was then organized and received extensive background material on the study area. On November 2-7 the team made its visit which consisted of surveying the area by air, vehicle and foot and meeting with governmental officials and planners, civic leaders and organizations and interested groups and residents. Following the surveys and meetings, the team engaged in intensive work sessions which culminated in a public presentation of this report on November 6, 1978

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The Team

Fred Travisano AIA

Team Chairman, Architect and Urban Designer. Formerly Director of Development, City of Trenton, New Jersey, now partner in the firm of Clarke and Travisano, Architects and Planning, Trenton New Jersey and Professor of Architecture at the New Jersey School of Architecture, Newark, New Jersey. He has received several awards for his work in Trenton including a HUD award, Urban Design award and Progressive Architecture award,



David V. Abramson

Architect. David V. Abramson is an architect from New York City who specializes in restoration and rehabilitation. He has a bachelor of architecture degree from the University of Illinois and a Master's degree in preservation from Columbia University. He currently is the architect for the Newark Housing Development and Rehabilitation Corporation, a private non-profit corporation dedicated to the revitalization of Newark and its neighborhoods. He is the author of a number of articles and books including Trenton, An Inventory of Historic, Industrial and Engineering Structures. He serves, at the appointment of the Governor, on New Jersey's State Review Committee for Historic Sites.



Rita J. Bamberger

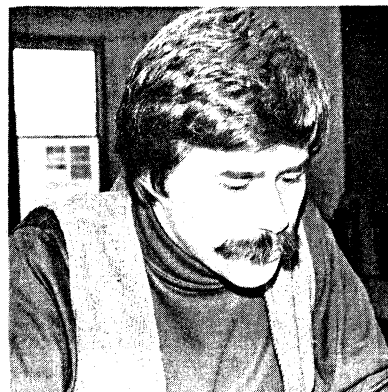
Transportation Planner. Ms. Bamberger is currently working as a transportation planner at the Insitute of Public Administration in Washington, D.c. Her primary emphasis has been on providing technical assistance to local transportation projects aimed at improving the mobility of the elderly and handicapped. Her current work also involves assistance in preparation of a book on innovative financing mechanisms for mass transit. Ms. Bamberger graduated in 1976 from the University of Colorado with an honors degree in political science.



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Bill Beyer

Architect/Urban Designer. A University of Minnesota graduate, Mr. Beyer has had six years of experience with THE HODNE/STAGEBERG PARTNERS, Inc., involved in a wide variety of areas including community planning, environmental impact analysis, development planning, programming, graphic design, and architectural design. He is currently working on the design of a community elementary school in Flint, Michigan, planned by the C.S. Mott Foundation as a national prototype of its community school philosophy.



Felicity Brogoen-Ollswang

Assistant Professor of Architecture and Urban Planning. A former lecturer in architecture and planning at the University of Strathclyde, Glasgow, Scotland and a member of Britains Royal Town Planning Institute. Dr. Brogoen Ollswang currently teaches at the University of Wisconsin-Milwaukee. Her research interests are in the areas of housing rehabilitation and neighborhood planning. She has developed a major non-profit housing rehabilitation project in Glasgow, Scotland called Assist, and is currently involved in developing a University operated planning and technical assistance service for neighborhoods.



Susan Connor

Attorney/Planner. An Assistant State's Attorney in Lake County (greater metropolitan Chicago) Illinois, Ms. Connor is presently drafting a model comprehensive performance zoning ordinance; is involved in land use litigation and serves as legal counsel to the county's regional planning commission. Ms. Connor received both her law and Master of Urban and Regional Planning degrees from the University of Hawaii. She has previously worked as a planner in New Haven, Connecticut and Honolulu, Hawaii.



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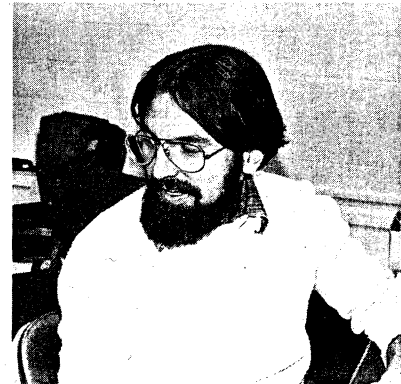
Kathleen Kelly

Ecologist/Planner. Ms. Kelly is an applied ecologist from Philadelphia consulting to architects, engineers, governments and contractors on how the things they wish to build are likely to interact with the environment, and on devices they may use to take advantage of or minimize such interaction. She relies heavily on her experience with the New York State Urban Development Corporation and the NYC Housing and Development Administration for her understanding of the practical side of design and construction problems. She has studied at Stanford University and pursued her particular interest in desert ecology throughout the Middle East and the American West. Articles by Ms. Kelly have appeared in Architectural Records and Landscape Architecture Quarterly and she is co-author of Landscaping the Saudi Arabian Desert (The Delancey Press, Philadelphia 1976).



R. Terry Schnadelbach

Landscape Architect/Environmental Planner. Mr. Schnadelbach is the principle of the firm the Schnadelbach Organization in Philadelphia, Pennsylvania. He received his Master's in landscape architecture from the Harvard Graduate School of Design and is a past recipient of the American Prix d'Rome. The Schnadelbach Firm has planned and designed in many small American towns throughout New York, Maryland and New Jersey, and executed streetscape improvements for many shopping areas. His family lives and works downtown.



Ed Whitelaw

Economist. Ed Whitelaw teaches economics at the University of Oregon, and he heads ECO Northwest, Ltd., a consulting firm in economics, planning, resource management, and program evaluation. He received his bachelor's degree in mathematics, political science, and economics, at M.I.T. (1968). In recent years, he has served as an advisor to the President's Domestic Council on economic decline and fiscal stress in cities; an advisor to the National Science Foundation; the Office of Coastal Zone



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Management; and the Bureau of Land Management on onshore impacts of offshore oil and gas development, staff economist for the Oregon Coastal Conservation and Development Commission, and chief economist for the Nairobi (Kenya) Urban Study. Whitelaw's teaching, research, publishing, and consulting include urban and regional economics, housing, transportation, state and local finance, environmental and resource economics, and econometrics.

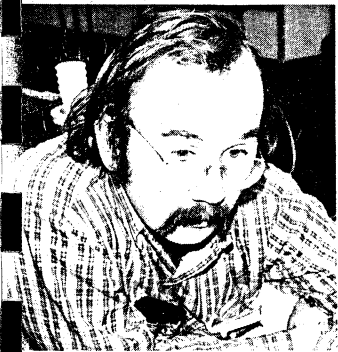
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Table A: Covered Nonfarm Employment by Location and Industry

	1976		1977		1978	
	Medford Taylor Co.	Taylor Co.	Medford Taylor Co.	Taylor Co.	Medford Taylor Co.	Taylor Co.
Total	2241	3530	2776	3660	2847	Not Available
Manufacturing						
Durable	826	930	840	890	813	
Non-Durable	243	460	243	500	268	
Contract Construction	47	90	47	120	66	
Transportation, Communications, and Public Utilities	112	170	113	170	118	
Wholesale and Retail Trade	696	730	711	790	716	
Services	118	370	622*	400	643	
Finance, Insurance, and Real Estate	91	110	92	120	102	
Government	108	670	108	670	121	

SOURCE: Derived from estimates of Covered Non-farm Wage and Salaried Employment; Monthly Labor Market Information; Wisconsin Department of Industry, Labor and Human Relations; Bureau of Research and Statistics, 1976-78.

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Table B: Covered Employment by County
and Industry
1972 - 1977

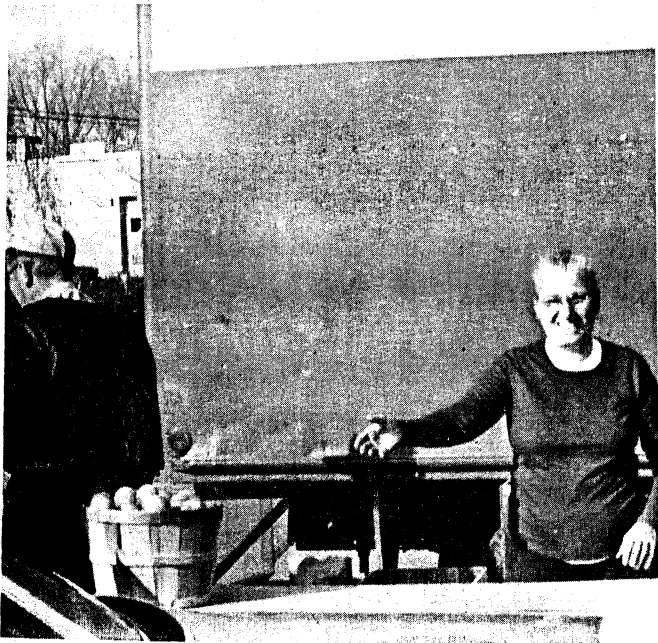
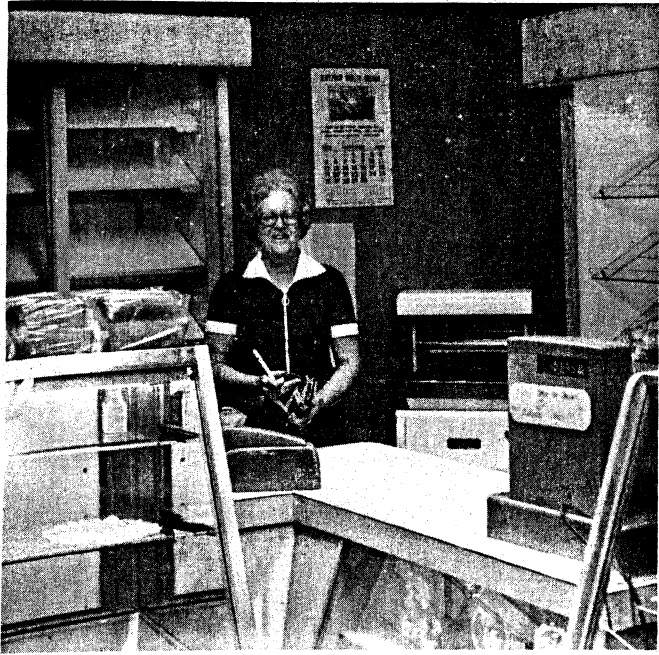
	1972		1973		1974	
	Taylor	Washburn	Taylor	Washburn	Taylor	Washburn
Total	2930	2360	3140	2490	3370	2530
Manufacturing						
Durable	700	280	720	320	780	310
Non-Durable	310	80	370	80	400	90
Contract Construction	80	60	90	60	140	70
Transportation, Communications, and Public Utilities	140	140	160	180	160	190
Wholesale and Retail Trade	620	590	660	540	740	550
Services	360	500	380	500	390	520
Finance, Insurance and Real Estate	80	60	80	80	80	80
Government	640	650	680	730	680	720

SOURCE: Derived from estimates of Covered Non-Farm Wage and Salaried Employment; Monthly Labor Market Information; Wisconsin Department of Industry, Labor and Human Relations; Bureau of Research and Statistics, 1972-1977.

Table B: Covered Employment by County
and Industry
1972 - 1977 (Con'd)

	1975		1976		1977	
	Taylor	Washburn	Taylor	Washburn	Taylor	Washburn
Total	3280	2610	3530	2720	3660	2880
Manufacturing						
Durable	650	290	930	380	890	400
Non-durable	440	90	460	80	500	230
Contract Construction	140	80	90	110	120	80
Transportation, Communications, and Public Utilities	160	200	170	200	170	200
Wholesale and Retail Trade	740	600	730	580	740	580
Services	400	520	370	520	400	520
Finance, Insurance and Real Estate	90	80	110	90	120	100
Government	660	750	670	760	670	770

SOURCE: Derived from estimates of Covered Non-Farm Wage and Salaried Employment; Monthly Labor Market Information; Wisconsin Department of Industry, Labor and Human Relations; Bureau of Research and Statistics, 1972-1977.



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