



[APRIL 2, 2024 DRAFT VERSION]

CITY OF PHILLIPS COMPREHENSIVE PLAN

[2024-2034]



City of Phillips Comprehensive Plan

1. ISSUES & OPPORTUNITIES..... 5

 Historical Population..... 10

 Population Counts..... 10

 Population Estimates 13

 Population Projections..... 13

 Population by Age Cohort & Population Pyramid..... 15

 Household Characteristics 17

 Household Projections..... 18

 Educational Attainment..... 19

 Employment Characteristics & Income..... 19

2. HOUSING..... 21

 Occupancy Characteristics 21

 Age of Housing Stock & Structural Characteristics 21

 Housing Value Characteristics..... 23

 Affordable and Accessible Housing..... 23

 Housing Programs..... 23

Community Development Block Grant Emergency Assistance Program (CDBG-EAP) 24

3. TRANSPORTATION 26

 Road System 26

 Traffic Volumes of Road System 26

 General Transportation Aids (GTA)..... 27

 Price County Airport 27

 Other Modes of Transportation..... 28

 State, Regional, and Other Transportation Plans 30

4. UTILITIES & COMMUNITY FACILITIES..... 31

 Utilities..... 31

 Communication Facilities and Services..... 33

City of Phillips Comprehensive Plan

5. ECONOMIC DEVELOPMENT 42

 Analysis of Labor Force 42

 Employment by Industry..... 44

 Analysis of Economic Base 45

 Attracting and Retaining Business and Industry 45

 Northcentral Technical College..... 46

 Northwest Wisconsin Concentrated Employment Program 46

 Department of Workforce Development Job Service..... 46

 Service Corps of Retired Executives..... 47

 Technical and Physical Infrastructure 47

 Quality of Life..... 47

 Economic Development (ED) Strengths and Weaknesses 48

 Business and Industry Sites..... 51

 Tourism Impact to the Local Economy 51

 Environmentally Contaminated Sites & Reuse Potential..... 52

 Economic Development Programs & Financing Mechanisms 57

 Summary 63

 Natural Resources..... 64

 Cultural and Historical Resources 70

Cemeteries, Burial Mounds, and Other Burials 73

7. INTERGOVERNMENTAL COOPERATION 76

 Relationship to Other Governmental Units 76

 Adjacent Towns..... 77

 Price County..... 77

 School District of Phillips..... 77

 State Government..... 78

 Federal Government..... 78

 Northwest Regional Planning Commission 78

City of Phillips Comprehensive Plan

Phillips Police Department..... 79

Cooperative Agreements 79

Existing and Potential Conflicts..... 79

Conflict Resolution..... 80

Intergovernmental Cooperation Ideas & Programs 81

8. LAND USE 83

 Existing Land Use 83

 Land Cover 86

 Land Trends..... 86

 Land Values..... 87

 Land Prices 88

 Land Supply and Demand 89

 Zoning 91

 Private Property Rights..... 95

 Future Land Use 95

9. IMPLEMENTATION 96

 Consistency Review During Plan Development 96

 Measuring Plan Progress 97

 Other Implementation Policies and Programs..... 109

 Ordinances and Programs..... 110

 Plan Updates and Revisions 111

 Conclusion..... 111

Appendix

 Community Survey..... 112

 Community Photos..... 145

 Main Street..... 151

1. ISSUES & OPPORTUNITIES

Phillips is the county seat of Price County. The City of Phillips was incorporated in 1876. By that time, it had developed into a growing community with businesses catering to the needs of the growing timber and farming enterprises. Logging in Wisconsin cleared vast tracts of virgin white pine. Timber harvesting and milling employed thousands in the area. The importance of timber was critical to the overall prosperity of the community. Loggers and increasingly farmers fueled the commercial growth of the city. Timbering continued to provide jobs and support business growth until the mid 20th century. Even today Phillips and the surrounding central Price County towns provide a significant concentration of population within the County.

As the timber was harvested, immigrant families came to the area to clear the deforested areas. Agricultural opportunities opened up as new families came to the area. Industry, mostly related to forestry, producing lumber and flooring products also began providing livelihood for area residents.

Loggers and immigrants came to the area, oftentimes by train, to work the vast tracts of virgin white pine forests and to clear and toil on the cleared landscape. The community developed on the backs of logger's and farmer's grueling labor. A vital downtown was surrounded with the hand-built homes of those who worked in the woods and the mills cutting timber into lumber used in construction throughout the state and area. A vibrant business district provided income to owners and shopkeepers. Farm families also hand-build their homes and their future in the rocky soil of Price County. As with logging, Agriculture was key to the development of Phillips and Price County. As logging cleared the land immigrant populations arrived in the area to develop farming enterprises. Entire families worked the land. Logging and farming were the engines that fed the development of a thriving commerce base in Phillips. Both logging and farming are still viable influences within the county. They both have been affected by enormously increased efficiencies and require far fewer workers to keep large agricultural and timber enterprises productive and profitable. Timber activity was the basis for natural and recreational areas like the Chequamegon National Forest and the Flambeau River State Forest as well as robust development of county forest land.

Although logging and agriculture continues to provide work in the area, the logging boom is past, and a number of timber related manufacturing enterprises started over the years have failed or closed. However, employment opportunities in the community began to change to diverse

City of Phillips Comprehensive Plan

manufacturing in the 1950's and continues to current times. Local, national and international manufacturing companies that were started in Phillips continue to provide goods and services to this day.

In the late 1950's Wisconsin Wood Products (Lionite), a company that manufactured panel board products from wood fibers started operation and soon became a primary employer in Phillips. The company enjoyed successful sales of its products. However, from the mid to late 1960's through 2015 the business changed hands a number of times and experienced declining sales. In 2015, the owner of the facility, Georgia Pacific, announced that the approximately 60 remaining employees would be permanently laid off and the plant would close in October of 2015. Georgia Pacific agreed to remove the structures on the property, rehabilitate the land and put the real estate up for sale.

An effort to reopen the mill was mounted in 2016 and failed soon after.

Lynda Ludwig, president of Price County United Limited appeared at the March 28, 2024, Phillips Planning Commission meeting to notify the city that the transfer of ownership of the 26 acre former Phillips Lionite Wood Products property to Price County United Limited occurred November 10, 2023. Ludwig said at the meeting that deed recording would occur in the next few days. She continued, "This transfer of ownership provides an opportunity for a revision and transformational change to our community's lakefront. Community engagement is planned."

Phillips has seen new manufacturing growth since the mid 1960's beginning with: Phillips Plastics Corp. (now Phillips Medisize); Marquip, Inc. (now BW Paper Systems); and Phillips Plating Corp. These dynamic manufacturing employers have been joined by: Industrial Air Products; Takco, Inc.; Dynamic Fan Corp.; Superior Automation; Compumold Tool & Design; OEM Corp., SRC America and a host of smaller manufacturers and subsidiary businesses.

Currently, Phillips provides one of the strongest manufacturing employment bases in the northern part of Wisconsin. A community goal is to keep employment growing. In fact, the employment base in this area has never been stronger. Local agricultural businesses, timber and contracting firms, local retail, restaurants, service and professional businesses add to the local employment base.

City of Phillips Comprehensive Plan

A significant challenge for growth among these businesses is a lack of housing inventory for people seeking employment. Many potential new residents have difficulty finding temporary housing at any cost so they can effect their long-term housing plans. A number of new residents seek to buy or build their homes in the area. The draw of “up-north” living lures many new home builders to home sites out of the city where homes can be built on nearby lakes and water ways and in expansive area woodlands. This has led to population growth in the Towns surrounding Phillips

A good number of housing units within the oldest parts of the city, dating back to the community’s beginnings. Vacancy and deferred maintenance on many of these properties make them undesirable.

In spite of a need for additional housing there have been recent rental housing projects. Additionally, there are platted areas in the city for new housing development and construction.

Additionally, there are sites available for commercial and mixed use development.

Effort to initiate a new “Mainstreet Program” is underway, now called Connect Communities. An application for the Connect Communities program is being supported by Price County United Limited with applications due in April. The City of Phillips was a member of the Connect Communities program from 2021- July of 2023 where the program had lapsed. Phillips had a Mainstreet program in the mid-1990’s

Other than employment, a host of reasons cause individuals and families to choose to make the Phillips area their home.

Phillips is surrounded by water and woods. The Phillips Chain-O-Lakes, comprised of four lakes Duroy, Elk, Long and Wilson is nearly 2,000 acres in area. To the north is Solberg Lake, east is Dardis and Musser Lakes, and to the west is Soo Lake. The Elk River water shed flows through Phillips and feeds the South Fork of the famous Flambeau River. These waterways are

surrounded with forest and cleared land. Living on the water or in the woods is a dream of many new arrivals to the area.

Recreational activities on the surrounding waters include quality fishing, and all water sports. On any summer day there is an assortment of boats and activity on the various bodies of water. From a quiet float down one of the rivers, a kayak or canoe ride through some great rapids, a swim in one of the many lakes, to leisurely pontoon rides and more lively boating activities. Fishing on the waters is lasts throughout the year.

But it's not all about water, this community, surrounded by lakes and rivers, is the gateway to the Flambeau River State Forest, The Nicollet-Chequamegon National Forests and Price County Forest lands: all providing woodland activity and habitat covering huge areas of Price County. Outdoor recreational activities abound in the area. Hunting, fishing, boating, snowmobiling, walking, hiking, running, snowshoeing, cross country skiing, fishing, biking tennis, pickle ball, a host of youth sports activities including hockey, trap shooting, baseball and school sports programs all providing youth and adult recreational opportunities.

Housing on the lakes and rivers includes quality homes, vacation lodging, retirement retreats, second homes and water-side cabins. A number of area residents choose to live with more solitude in the surrounding forests. There is abundant private forested land, extensive county forests, as well as the state and national forests. All the beauty and allure of northern Wisconsin is literally at your doorstep,

Phillips has a "Main Street". The downtown and area business areas include banking, real estate sales, professional services, retail stores, restaurants, bars, liquor sales, food and delicatessen sales, drug stores, a movie theatre, barber and beauty shops, laundromat services, shops catering to fishing, hunting and the outdoors. Businesses also include fashion, general merchandise, quality resale stores, auto supplies, printing and sign sales, insurance sales, hardware stores and more. Outside of downtown there are other stores and businesses: lodging, auto sales and service, large chain grocery store, convenience outlets, lumber and building supplies. The necessities of life can all be had.

City of Phillips Comprehensive Plan

Many needs are well served within the community. A number of service organizations enhance the quality of life in the region. Religious needs are met with at least eight denominations represented within the city. There is a library, a police force, a fire department, and ambulance service supported by the city. County offices include courthouse offices and services ranging from the county nurse to county zoning. County garages and the sheriff's office are located in the community. There is also an achievement center. Service and fraternal organizations provide leadership with community projects and recreational opportunities are plentiful.

Community development facilitated and accompanied with development of a network of rural schools to provide education to children whose parents came from all walks of life. Eventually, the small "one room" schools were embroidered into a consolidated school district. Today the School District of Phillips is a proud example of the good that can happen when people work together. The School District of Phillips, a high quality K-12 system offering solid college preparatory curricula and well as technical focused programs suited to local industry.

Since the late 1980's, Northcentral Technical College branch campus was developed and its continued growth has provided additional support for local industry and business with technical, career and continuing education programs. Northcentral Technical College is based in Wausau with branch campuses, besides Phillips, in Antigo, Medford, Wittenberg and Spencer

The community has a vibrant business atmosphere. The Industrial Development Corporation is active and has established two industrial parks. The area chamber of commerce, with nearly 200 members represents commercial enterprises in the area including manufacturing, retail sales, restaurants, night clubs, recreational providers, resort accommodations, motels, professional services, utilities, construction, maintenance businesses and more all serving area needs.

Service clubs and organizations include a newly established Main Street association, Lions, V.F.W., American Legion, Masons, a community theatre group, organizations for entertainment attractions, a county fair board, a host of snowmobile clubs, lake associations, and more.

On the whole, the reasons to make this area home overwhelm various criticisms. Still, as evidenced by comments in our community survey, many residents are concerned with ways to make life here better. Here summers are delightful and in the winter there are no mosquitoes.

Springtime brings the promise of nature’s annual blooming regrowth. And fall brings each year a quieter time to consider the good fortune to call this area home. The City of Phillips is located in the center of Price County, Wisconsin (Map 1).

HISTORICAL POPULATION

The City of Phillips had a population of 1,775 in 1950, but in the last 70 years, the City has experienced a total population loss of 242 people, a decrease of nearly 14 percent. Since 1950, the population had declined until the twenty years from 1980 to 2000 when it gained 153 persons. This gain was short-lived as the population decreased between the years 2000-2010 by 197 persons. From 2010-2020, the population has increased again from 1,478 to 1,533. Figure 1 charts Phillips population from 1950 to 2020.

POPULATION COUNTS

Table 1 displays the population trends from 1950 through 2020 for all municipalities within Price County. During this 70-year period, the population of 15 out of 22 communities in Price County declined. The Towns with the largest gains were those that border the City of Phillips. The Town of Elk gained 344 people while the Town of Worcester gained 238.

Price County’s population in the past 60 years has fallen from 16,344 persons in 1950 to 14,054 persons in 2020, a loss of 2,290 persons. There are no major trends or indicators that would indicate any population will experience a dramatic increase or decrease over the planning period. It is anticipated the decrease in population of younger age groups within the county will continue during the planning period.

Figure 1: Phillips Population Change 1950-2020

City of Phillips Comprehensive Plan

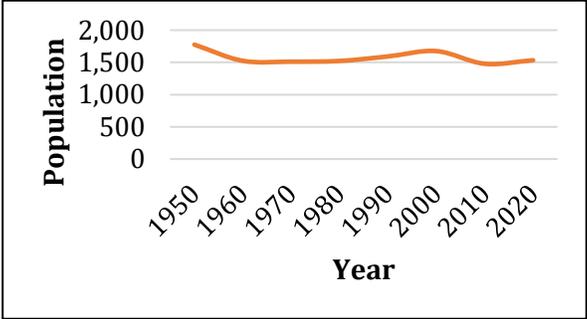


Table 1: Population Trends, Price County 1950-2020

Municipality	1950	1960	1970	1980	1990	2000	2010	2020	Change
Catawba (T)	344	365	338	319	276	283	269	247	-97
Catawba (V)	233	230	215	205	178	149	110	141	-92
Eisenstein (T)	655	594	653	728	679	669	630	625	-30
Elk (T)	616	526	636	996	1,059	1,183	988	960	344
Emery (T)	472	349	288	308	322	325	297	308	-164
Fifield (T)	792	657	763	805	863	989	901	905	113
Flambeau (T)	475	342	299	389	459	535	489	488	13
Georgetown (T)	258	211	183	166	195	164	171	172	-86
Hackett (T)	266	191	190	179	214	202	169	189	-77
Harmony (T)	338	277	235	268	203	211	222	220	-118
Hill (T)	363	325	293	349	360	364	333	366	3
Kennan (T)	553	504	426	387	330	378	356	143	-410
Kennan (V)	194	162	167	194	169	171	135	365	171
Knox (T)	739	530	539	542	420	399	341	311	-428
Lake (T)	1,327	1,246	1,473	1,369	1,333	1,319	1,128	1,106	-221
Ogema (T)	1,011	864	821	850	860	882	713	727	-284
Park Falls (C)	2,924	2,919	2,953	3,192	3,104	2,793	2,462	2,410	-514
Phillips (C)	1,775	1,524	1,511	1,522	1,592	1,675	1,478	1,533	-242
Prentice (T)	672	462	463	547	486	479	475	440	-232
Prentice (V)	477	427	519	605	571	626	660	563	86
Spirit (T)	555	420	342	379	345	315	277	292	-263
Worcester (T)	1,305	1,245	1,213	1,489	1,582	1,711	1,555	1,543	238
Price County	16,344	14,370	14,520	15,788	15,600	15,822	14,159	14,054	-2,290

Source: U.S. Census Bureau, 1950-2020

POPULATION ESTIMATES

Every year the Wisconsin Department of Administration (WDOA), Demographic Services Center develops population estimates for every municipality and county in the state. The January 1, 2021 final population estimate for the City of Phillips was 1,430 persons, a 7.2 percent decrease from the 2020 census count. Price County's 2021 final population estimate was 14,269, a 1.5 percent increase from 2020.

POPULATION PROJECTIONS

Population projections are based on past and current population trends and are not predictions, rather they extend past growth trends into the future and their reliability depends on the continuation of past growth trends. Projections should be considered as one of many tools used to anticipate and predict future needs. Population levels are subject to many phenomena including but not limited to: physical conditions, environmental concerns, land use, zoning restriction, taxation, annexation, and other political issues that influence business and personal location decisions.

Recognizing the inherent difficulties in predicting future population growth is important to the planning process. The Wisconsin Department of Administration (WDOA) Demographic Services Center prepares baseline population projections in accordance with Wisconsin Statute 16.96 to the year 2040 for all municipalities in Wisconsin. The projections are based on past and current population trends and are intended as a baseline guide for users. Users are urged to examine any other available forecasts that incorporate additional information such as land use, zoning regulations, and planned or proposed developments. Users may also compare the projections with the population estimates that are produced annually. Table 2 displays population projections for all municipalities in Price County, while Table 3 and Figure 2 show three additional population forecasts.

Table 2: Population Projections

Municipality	2010	2015	2020	2025	2030	2035	2040	2010-2040
Catawba (T)	269	255	255	255	250	240	225	- 44
Catawba (V)	110	100	95	90	85	75	65	- 45
Eisenstein (T)	630	605	595	590	580	560	520	- 110
Elk (T)	988	965	950	935	915	880	815	- 173
Emery (T)	297	285	280	280	275	265	245	- 52
Fifield (T)	901	875	870	875	865	845	790	- 111
Flambeau (T)	489	470	465	465	460	445	415	- 74
Georgetown (T)	171	165	170	170	170	165	160	- 11
Hackett (T)	169	160	155	150	140	130	115	- 54
Harmony (T)	222	220	225	235	240	240	230	8
Hill (T)	333	325	320	320	315	305	285	- 48
Kennan (T)	356	350	350	355	355	350	335	- 21
Kennan (V)	135	125	120	110	105	95	80	- 55
Knox (T)	341	340	335	330	325	315	290	- 51
Lake (T)	1,128	1,075	1,035	1,005	965	905	815	- 313
Ogema (T)	713	685	660	635	605	565	510	- 203
Park Falls (C)	2,462	2,410	2,365	2,330	2,270	2,175	2,000	- 462
Phillips (C)	1,478	1,400	1,360	1,320	1,270	1,200	1,085	- 393
Prentice (T)	475	455	450	455	450	440	415	- 60
Prentice (V)	660	640	645	660	660	655	625	- 35
Spirit (T)	277	265	260	255	245	235	210	- 67
Worcester (T)	1,555	1,530	1,530	1,540	1,530	1,505	1,415	- 140
Price County	14,159	13,700	13,490	13,360	13,075	12,590	11,645	- 2,514

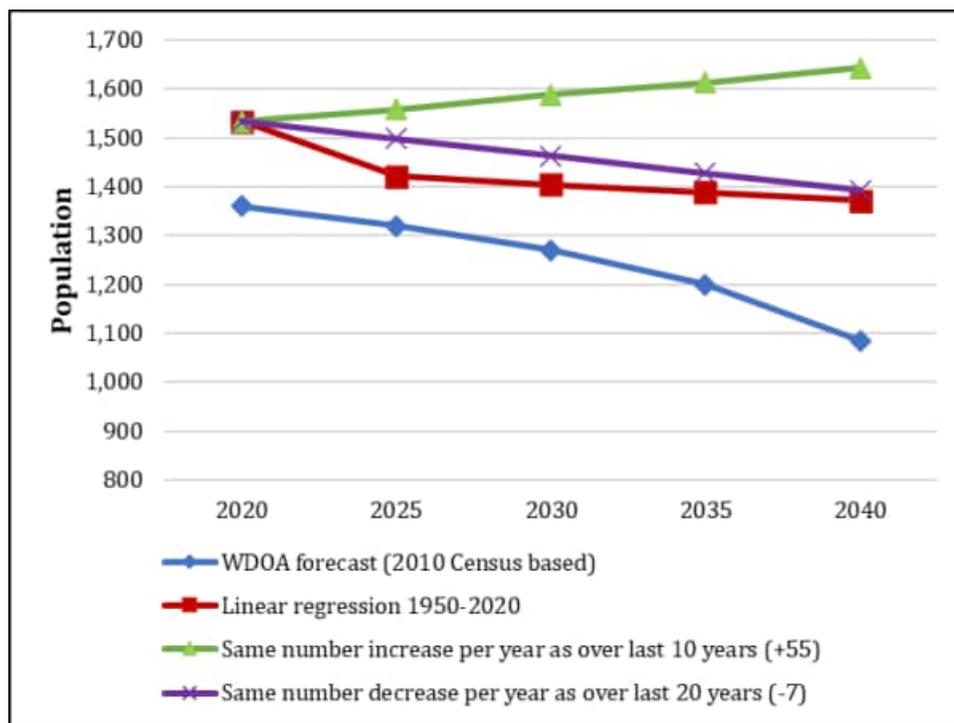
Source: 2010 U.S. Census Bureau; WDOA Population Estimate, 2010-2040 WDOA Projections

Table 3: City of Phillips Population Projections

Projection	2010	2015	2020	2025	2030	2035	2040
WDOA forecast (2010 Census based)	1,478	1,400	1,360	1,320	1,270	1,200	1,085
Linear regression 1950-2020	1,478	1,453	1,533	1,421	1,404	1,388	1,372
Same number increase per year as over last 10 years (+55)	1,478	1,378	1,533	1,558	1,588	1,613	1,643
Same number decrease per year as over last 20 years (-7)	1,478	1,448	1,533	1,498	1,463	1,428	1,393

Source: WDOA & NWRPC

Figure 2: City of Phillips Population Projection Comparison



POPULATION BY AGE COHORT & POPULATION PYRAMID

A shifting age structure is a national trend that is evident in Wisconsin and Price County. This is largely due to the baby-boomer generation, which is a large segment of the overall population, nearing retirement age. As this age group gets older, the demand for services such as health care will increase. It will become increasingly important for municipalities to recognize these trends and to plan for the new demands that will need to be met. Within the City of Phillips, the

majority of the population is in the 25 to 44 age group, Table 4. The 2020 median age for the City of Phillips is 39.7 years of age.

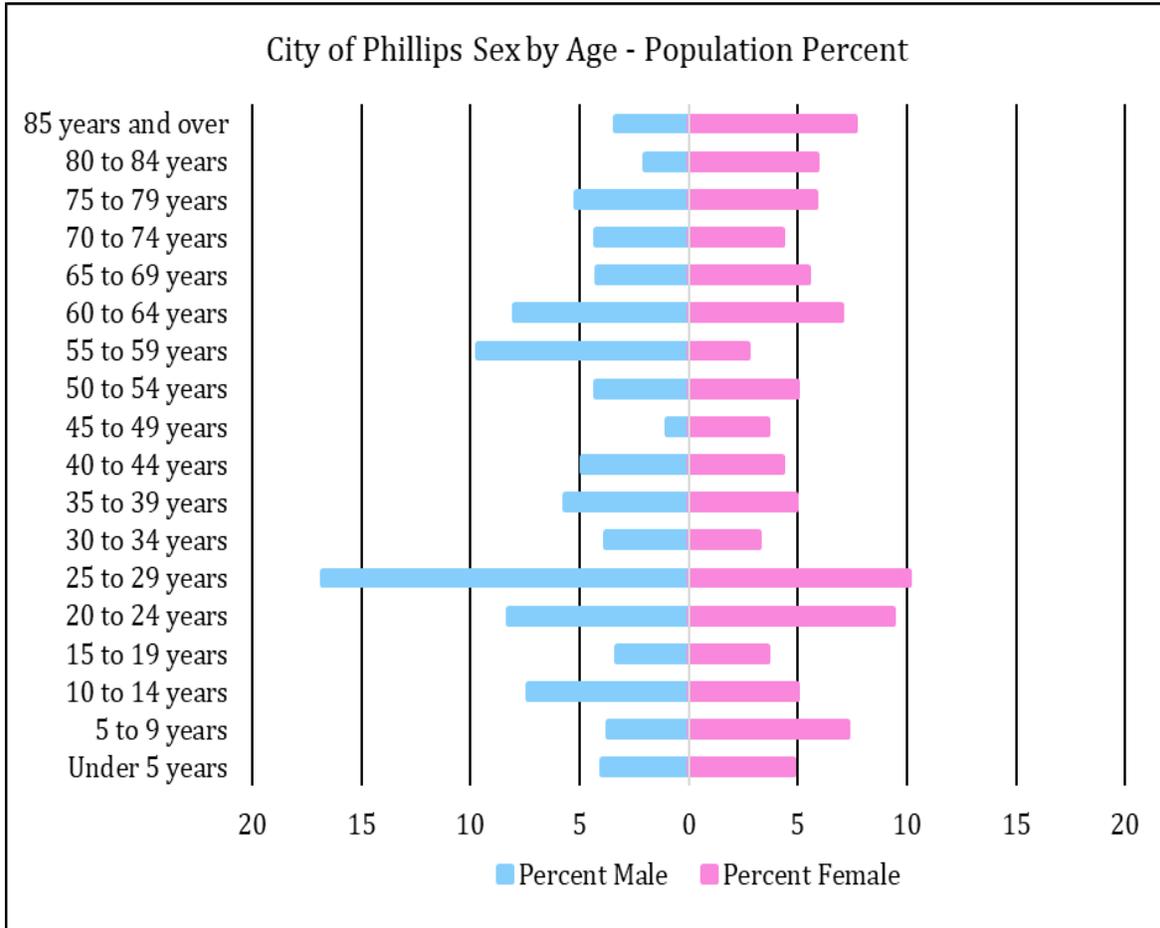
The population pyramid is a graphical illustration that shows the distribution of sex and various age groups in a population (Figure 3). As is typical for communities in northern Wisconsin, there is a lack of people aged 20-24, although this age range has increased from 2010-2020 and a sizeable population is within the 65 and older age groups.

Table 4: Population by Age Cohort, City of Phillips

Age Cohort	2010	2020	Change	%Change
85 years and over	118	95	-23	-19.5%
75 to 84 years	139	164	25	18.0%
65 to 74 years	85	155	70	82.4%
55 to 64 years	148	227	79	53.4%
45 to 54 years	205	119	-86	-42.0%
35 to 44 years	171	167	-4	-2.3%
25 to 34 years	153	283	130	85.0%
20 to 24 years	85	150	65	76.5%
15 to 19 years	103	58	-45	-43.7%
5 to 14 years	194	199	5	2.6%
Under 5 years	74	75	1	1.4%
Selected age categories				
All over 75 years	232	257	25	10.8%
All over 65 years	349	412	63	18.1%
All under 20 years	339	332	-7	-2.1%
All under 15 years	236	274	38	16.1%

Source: 2010 and 2020 U.S. Census Bureau

Figure 3: Sex by Age



HOUSEHOLD CHARACTERISTICS

Table 5 represents selected household characteristics for the City of Phillips in 2000, 2010, and 2020 as reported by the U.S. Census Bureau. Overall, total households have decreased by 30 units in the last ten years.

Table 5: City of Phillips Household Characteristics

	2000	2010	2020
Total households	721	695	665
Family households (families)	396	350	452
With own children under 18 years	204	175	238
Husband-wife (married-couple) family	287	276	293
With own children under 18 years	126	112	97
Male householder, no wife present		23	5
With own children under 18 years		19	2
Female householder, no husband present	82	51	154
With own children under 18 years	59	44	139
Non-family households	325	381	428
Householder living alone	287	328	386
Households with individuals under 18 years	214	179	264
Households with individuals 65 years and over	243	179	363
Average household size	2.14	1.92	1.82
Average family size	2.89	2.75	2.33

Source: 2000, 2010, and 2020 U.S. Census Bureau

HOUSEHOLD PROJECTIONS

According to the Comprehensive Planning Law, the Issues and Opportunities Element must contain household forecasts. Table 6 illustrates household projections for the City of Phillips taken from the Wisconsin Department of Administration’s Demographic Services Center. Households are predicted to decrease through 2040.

Table 6: City of Phillips Household Projections

	1980	1990	2000	2010	2020	2025	2030	2035	2040
City of Phillips	620	663	721	695	665	650	626	586	523

Source: U.S. Census Bureau 1980-2020 and WDOA

EDUCATIONAL ATTAINMENT

According to the 2020 U.S. Census Bureau data, approximately 90.8 percent of the City of Phillips’ population age 25 and older had attained at least a high school level education or higher with approximately 14.3 percent having attained a college level degree (bachelor’s degree or higher). See Table 7 below for more information.

Table 7: Comparison of Educational Attainment, Population 25 to 64 years

Attainment Level	City of Phillips	%	City of Park Falls	%	Price County	%	State of WI	%
Less than high school graduate	64	5.3	26	1.6	172	1.7	194,860	4.9
High school graduate	445	36.8	609	36.3	4,068	39.4	1,205,321	30.3
Some college or associates degree	479	39.6	685	40.8	3,678	35.6	1,255,043	31.5
Bachelor’s degree or higher	173	14.3	213	12.7	1,739	16.9	1,226,547	30.8

Source: U.S. Census Bureau

EMPLOYMENT CHARACTERISTICS & INCOME

A community’s labor force is the portion of the population that is employed or available to work. The labor force includes people who are in the armed forces, employed, unemployed and actively seeking employment. According to the 2016-2020 American Community Survey 5-Year Estimates, 707 City residents aged 16 and older are in the labor force. Table 8 illustrates labor force statistics for the City of Phillips in more detail.

Table 8: City of Phillips Employment Status

Employment Status	Estimate	Percent
Population 16 years and over	1,400	100.0%
In labor force	707	50.5%
Employed	686	49.0%
Unemployed	21	1.5%
Armed Forces	0	0.0%
Not in labor force	693	49.5%

Table 9 shows a large portion of Phillips households (36.7% with an income range less than \$35,000) made less than the median household income of \$42,585. Phillips median household income is positioned squarely between the \$35,000-\$49,999 household income range to determine an exact percentage of households less than the City median household income. In comparison, 45.7 percent of households with a total household income less than \$35,000 in the City of Park Falls earned less than its median income of \$37,400. Phillips had a slightly higher overall median household income than that of the City of Park Falls.

Source: 2016-2020 ACS, U.S. Census

Table 9: City of Phillips Income & Benefits (in 2019 inflation- adjusted dollars)

Income Range	Phillips	Park Falls
Total households	880	1,158
Less than \$10,000	73	135
\$10,000 to \$14,999	88	82
\$15,000 to \$24,999	91	207
\$25,000 to \$34,999	72	106
\$35,000 to \$49,999	195	259
\$50,000 to \$74,999	222	164
\$75,000 to \$99,999	99	101
\$100,000 to \$149,999	35	77
\$150,000 to \$199,999	3	0
\$200,000 or more	2	23
Median household income	\$42,585	\$37,400

2. HOUSING

Adequate housing is a cornerstone of every community. The ability of a municipality to address the demand for housing is vital to its economic viability and the well-being of its inhabitants. By studying housing characteristics, we can gain an understanding of changes taking place in the community. This element contains a compilation of data specific to the City of Phillips including housing stock assessment information for occupancy, age, structural and value characteristics and programs that promote development of housing for persons of all income levels and age groups.

Table 10: City of Phillips Occupancy Characteristics

Occupancy Characteristic	1990	2000	2010	2020
Total Housing Units	757	839	868	879
Total Occupied Housing Units	663	721	695	695
Owner Occupied Housing Units	418	436	364	347
Renter Occupied Housing Units	245	285	331	348
Seasonal Units	21	43	49	48
Average Household Size	2.25	2.14	1.92	1.82

OCCUPANCY CHARACTERISTICS
Table 10 illustrates housing characteristics for the City of Phillips for 1990, 2000, 2010, and 2020. In the last 30 years, Phillips has gained 32 housing units, about one per year. Of the 695 occupied housing units, owner- versus renter-occupied housing units are about the same. Average household size continues to see a steady decline.

Source: U.S. Census Bureau, Decennial Census

AGE OF HOUSING STOCK & STRUCTURAL CHARACTERISTICS

The 2016-2020 American Community Survey 5-Year Estimates reports that 30 percent of housing units in the City of Phillips were constructed before 1939. See Figure 4 below.

Figure 4: Year Home Built

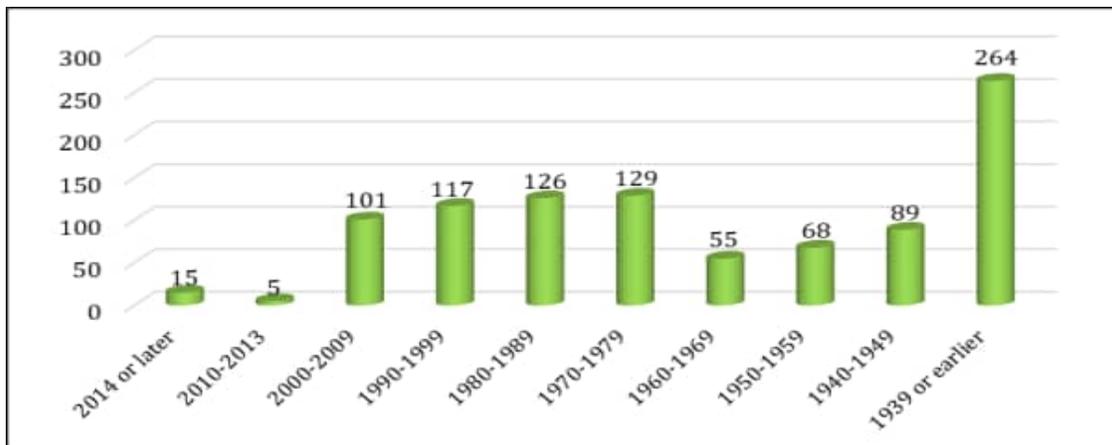


Table 11 displays housing stock characteristics for Phillips. Park Falls is included for comparison. These include units in structure, rooms, mobile homes and the lack of some facilities and utilities.

Table 11: Physical Housing Stock Characteristics Comparisons

Community	Median Rooms	Units in Structure		Mobile Homes	Lacking complete plumbing facilities	Lacking complete kitchen facilities	No telephone service
		1 unit, detached	1 unit, attached				
City of Park Falls	4	854	1	35	0	43	16
City of Phillips	4	538	32	99	0	7	15

Source: 2016-2020 American Community Survey 5-Year Estimates

1-UNIT DETACHED: This is a 1-unit structure detached from any other house; that is, with open space on all four sides. Such structures are considered detached even if they have an adjoining shed or garage. A one-family house that contains a business is considered detached if the building has open space on all four sides. Mobile homes or trailers to which one or more permanent rooms have been added or built also are included.

1-UNIT ATTACHED: This is a 1-unit structure that has one or more walls extending from ground to roof separating it from adjoining structures. In row houses (sometimes called townhouses), double houses, or houses attached to nonresidential structures, each house is a separate, attached structure if the dividing or common wall goes from ground to roof.

Table 12 depicts home heating fuel used in the City of Phillips. Of occupied housing units, most are heated with utility or natural gas (90.5%). Electricity and all other methods also make up a large portion of ways to heat home in Phillips. No homes were heated using solar energy.

Table 12: Home Heating Fuel

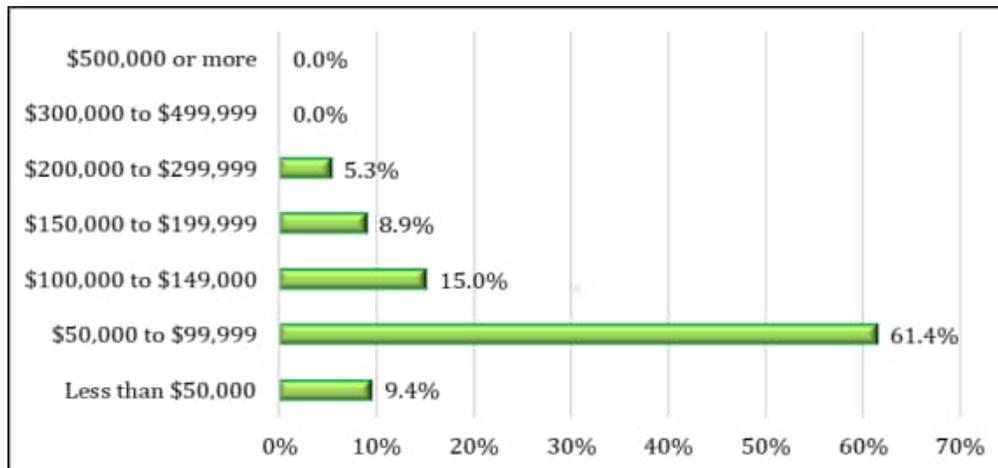
Type of Fuel	Number
Utility Gas	797
Electricity	192
All other fuels	99
Bottles, tank, or LP gas	31
Fuel oil, kerosene, etc.	31
Coal	4
No fuel used	0

Source: 2016-2020 American Community Survey 5-Year Estimates

HOUSING VALUE CHARACTERISTICS

Of the 414 owner-occupied housing units (2020 census), 61 percent of the homes were valued between \$50,000 and \$99,999. The median home value of a house in the City of Phillips was reported as \$86,300. Figure 5 shows housing values for specified owner-occupied housing units.

Figure 5: Housing Value



AFFORDABLE AND ACCESSIBLE HOUSING

Phillips encourages and promotes the private sector to address the needs of all income levels, age groups, and persons with special needs in the development of housing within the city. The city itself cannot independently supply the range of housing needs residents may in fact desire. As a result, the private sector is encouraged to make available the development or redevelopment of land to accommodate housing choices for all income levels and housing types, including low and moderate-income.

HOUSING PROGRAMS

The Wisconsin comprehensive planning legislation requires the plan to contain a list of programs to provide an adequate housing supply that meets existing and forecasted housing demand.

Below is a list of housing programs available to the City of Phillips.

WHEDA (Wisconsin Housing and Economic Development Authority)

The Wisconsin Housing and Economic Development Authority serve Wisconsin residents and communities by working with others to provide creative financing resources and information to stimulate and preserve affordable housing, small business, and agribusiness.

City of Phillips Comprehensive Plan

USDA-Rural Development

Rural Development administers federal funds to help secure loan options to assist low- to moderate-income families with home purchase and rehabilitation. Rural Development generally funds individuals who cannot obtain conventional financing.

Community Development Block Grant (CDBG) Housing Rehabilitation

Housing rehabilitation funds are made available through the U.S. Department of Housing and Urban Development, as a pass through to the State of Wisconsin. CDBG housing rehabilitation funds are available to municipalities and regions to help offset rehabilitation costs of eligible homeowners and landlords.

The City of Phillips has been a past recipient of the CDBG Housing Program. Funds are available to qualifying applicants (low to moderate income) for making major repairs to housing units such as replacing shingles, windows, siding, and doors; improving plumbing and electrical systems; adding insulation to walls and attics; and providing down payment assistance to persons to purchase a home.

COMMUNITY DEVELOPMENT BLOCK GRANT EMERGENCY ASSISTANCE PROGRAM (CDBG-EAP)

Emergency assistance funds are available to assist local governments in responding to emergency housing needs. The funds are provided to eligible families (low to moderate income) whose homes sustained damage due to the natural forces.

Northwest Affordable Housing Inc.

Northwest Affordable Housing Inc., located in Spooner, WI is a 501(C)(3) non-profit organization having access to housing funds to assist qualifying homeowners (low to moderate income) make major repairs to housing units including replacing shingles, windows, siding, and doors; improving plumbing and electrical systems; adding insulation to walls and attics; and other home repairs.

North Central CAP, Inc.

This program improves the efficiency of homes. Limited weatherization program is for households that cannot receive regular weatherization due to the homes condition or the project

City of Phillips Comprehensive Plan

not being cost effective. The agency also provides emergency furnace repairs and replacement. Eligibility is required based on income.

Tomorrow's Home Foundation

The Tomorrow's Home Foundation assists disabled persons in the purchase of a manufactured or modular home via a down payment assistance grant, providing emergency assistance grants designed to make critical repairs so that individuals and families can stay in their manufactured or mobile home, create a method and mode for disposing of old, uninhabitable mobile homes that were blighting the countryside, and educating the manufactured and modular housing industry. At the present time, the Tomorrow's Home Foundation only operates in the State of Wisconsin.

3. TRANSPORTATION

Transportation is necessary for the effective movement of people and goods within and outside an area. It plays a vital role in the facilitation of an area’s economy, land use, and development. This element of the City of Phillips Comprehensive Plan presents an inventory of the existing transportation facilities and services and discusses future transportation needs and concerns. Included in this section is a detailed analysis of the various modes of transportation including the road/street system, airport, railroad facilities, bicycle and pedestrian transportation, public transportation and other motorized and non-motorized transportation facilities within the City and surrounding area.

ROAD SYSTEM

The movement of people and goods from one destination to another in a safe, economical and efficient manner is of great importance. The Federal Highway Administration (FHWA) has established the ‘Functional Road Classification’ system to categorize road systems according to their function along a continuum that indicates the greatest mobility/greatest access to property. Roads that provide the greatest mobility are classified as principal arterials and collectors in this continuum. Roads classified as ‘local’ provide the greatest access to property and are the most common in most communities.

Within in the City of Phillips, functional road classification types are represented by Principal Arterials (STH 13), Major Collectors (CTH D, F, H & W), Minor Collectors (South Airport Road & Avon Avenue) and many local streets – Table 13. Map 2 depicts the City of Phillips Functional Road Classification.

Table 13: Functional Classification

Class	Miles
Local Streets	13.00
Major Collectors	2.05
Minor Collectors	2.52
Principal Arterials	2.40
Minor Arterials	0.00
Total	19.97

TRAFFIC VOLUMES OF ROAD SYSTEM

Table 14 depicts change in Annual Average Daily Traffic (AADT) at recording sites on roads and streets passing through the City of Phillips from 2002 to 2019. As is indicated in the table, all traffic recording sites have shown a decrease in AADT since 2002. The decrease in AADT in and around the City of Phillips could be attributed to residents of the city and surrounding towns

making less frequent vehicular trips related to shopping, commuting to work, and recreational purposes; and less travel by tourists and visitors to the area.

Table 14: City of Phillips AADT 2002-2020

Location	2002	2005	2007	2010	2013	2016	2019	2002-2019 Change
Site 1: STH 13 between Cherry St. & Chestnut St.	9,000	9,900	8,000	7,800	7,300	7,300	7,100	-1,900
Site 2: STH 13 south of Oak St.	7,700	7,600	6,900	6,400	8,100	6,200	6,000	-1,700
Site 3: STH 13 north of Emery St. (CTH D)	8,600	7,400	6,500	6,000	8,600	6,500	6,200	-2,400
Site 4: STH 13 north of CTH F	6,800	6,000	5,400	4,600	6,000	4,900	4,600	-2,200
Site 5: CTH H south of S Airport Rd.	1,600	1,600	1,600	1,400	n/a	n/a	1,200	-400
Site 6: CTH W (Beebe St.) @ STH 13	4,300	4,300	4,300	2,300	n/a	n/a	1,400	-2,900
Site 7: Avon Ave between Chestnut St. & Maple St.	1,500	1,500	1,500	1,400	n/a	n/a	1,200	-300
Site 8: Avon Ave between Oak St. & Maple St.	1,100	1,100	1,100	880	n/a	n/a	680	-420
Site 9: S Airport Rd	390	390	n/a	200	n/a	n/a	180	-210

Source: WisDOT

Table 15: General Transportation Aid Payments 2016-2021, City of Phillips

GENERAL TRANSPORTATION AIDS (GTA)
 General Transportation Aids (GTA) provide local governments with a partial reimbursement of funds to offset the cost of municipal street construction, maintenance, traffic, and police costs. The City’s payment is based on either a share of eligible transportation related expenditures, or a per mile payment. The City has gained a significant amount of GTA between 2016 and 2021. (Table 15)

Year	Payment
2016	\$114,423.00
2017	\$129,302.00
2018	\$148,682.00
2019	\$171,002.48
2020	\$196,652.85
2021	\$225,876.02

PRICE COUNTY AIRPORT

The Price County Airport is a public airport located on approximately 518 acres of land in the north portion of the corporate limits of the City of Phillips. The airport opened in 1945 and is classified as a Transport/Corporate airport, which is intended to serve corporate jets, small passenger and cargo aircraft used in regional service. These aircraft generally have a gross takeoff weight of less than 60,000 pounds, with approach

speeds below 141 knots and wingspans of less than 118 feet. The airport offers two runways; *Runway 1/19 (5,000 feet long) and *Runway 6/24 (3,950 feet long). Other amenities at the airport include Airport management aviation fuel, aircraft parking (ramp or tiedown), passenger terminal and lounge, flight training, pilot supplies, courtesy cars (free for pilots to use in the local area), public telephone and computerized weather. Future expansion and improvements to the airport have been discussed and are still in the discussion and planning stage.



The Wisconsin Department of Transportation Bureau of Aeronautics compiles a list of projects for all airports in the State of Wisconsin. The project listing is a snapshot of BOA's 5-year program, based on assumptions about available revenue, legislative decisions and local funding. Inclusion in this program is not a guarantee of funding, nor an indicator of final approval.

OTHER MODES OF TRANSPORTATION

While the road/street system is the main transportation mode through the city, there are other modes of transportation throughout the city that encourage neighborhood designs that support a range of transportation choices. Some of those include the following.

Pedestrian Travel

Pedestrian travel is an often overlooked, yet important mode of transportation. A five-minute walk through a neighborhood enables pedestrians to connect with friends, neighbors, and social institutions in a way he or she cannot from inside a vehicle. Within the City of Phillips pedestrian travel is made possible by a series of sidewalks connecting residential neighborhoods, commercial developments, schools and parks. Some segments of the City do not have sidewalks, forcing pedestrians to use local streets. A 1 ½ mile lighted and paved walking trail is located around Elk Lake in Lionite Park.

Bicycling

The City of Phillips does not have designated on or off-road bicycle trails. Biking within the City of Phillips is currently supported by the local street system. The WisDOT, along with the Bicycle Federation of Wisconsin have compiled a Wisconsin State Bike Map that highlights bicycling conditions on select roadways in northern Wisconsin. There are no officially designated bicycle routes in the city according to the map, but county highways coming into the City are rated based on their condition for biking.

Transportation Facilities for the Disabled

Residents of the area with disabilities can take advantage of specialized transportation service through a number of organizations. Price County Aging and Disability Resource Center of the North provides options for transportation services for eligible residents.

Mass Transit

Bay Area Rural Transit operates with Phillips and has a 5-mile radius of service. Riders can travel Monday thru Friday with connections to other communities outside of Price County. The closest access to commercial bus transportation is available through Indian Trails with stops in Ashland and Hurley. Jefferson Lines also provides commercial bus transportation, with the closest scheduled stop in Abbotsford at the Super 29 Shell Store.

Trucking

Trucking through the City is accommodated by the existing highway system. Although no national transportation trucking company is located in the City, Transport Services Unlimited (TSU) provides specialized services to clients throughout western Wisconsin and eastern Minnesota.

Weight restriction on local highways can impact product delivery during the spring of each year. These restrictions generally last for approximately one month and are a direct result of the freeze/thaw process during “spring breakup.” While weight restrictions rarely affect personal vehicular use, they can create problems in the delivery of certain building materials and other products.

Water

No direct waterborne commerce routes are available to the City. The nearest commercial ports are located in Duluth/Superior, Ashland and along the Mississippi River in western Wisconsin and eastern Minnesota.

Rail

One railroad currently bisects the City of Phillips. WATCO purchased the former Canadian National (CN) Railroad in the City and now owns and operates the rail line. As the rail line travels north of the City of Phillips, the line was damaged by significant flooding in 2016 and large portions of the track North of Mellen have not been repaired. As a result of the damage to the rail line, no rail service exists north of Park Falls.

STATE, REGIONAL, AND OTHER TRANSPORTATION PLANS

The Wisconsin Comprehensive Planning Legislation requires that Phillips identify other applicable state, regional, and other transportation plans. Table 16 lists these plans.

Table 16: Transportation Plans

Plan Type	State Plans	Other Plans
Transportation corridor plans	Connect 2050, WISDOT State Freight Plan	NA
County highway functional and jurisdictional studies	NA	NA
Urban area transportation plans	NA	NA
Rural area transportation plans	Active Transportation Plan 2050	Price Cty. Highway Dept. Budget
Airport master plans	WI Airport System Plan 2020	NA
Rail plans	Draft-Wisconsin Rail Plan 2030	NA

4. UTILITIES & COMMUNITY FACILITIES

Public and community facilities and services provided by public or private entities to a community are vital elements in a community's progress and well-being. Public and community facilities include local governmental buildings, libraries, education institutes and maintenance and storage facilities. Services include police and fire protection, medical, municipal water and sewer services, electrical, natural gas, telephone and cable. Information is also depicted on maps three and four.

As part of the comprehensive planning process, the public and community facilities and services provided either by the City of Phillips or by other public or private entities were reviewed and evaluated as to their present condition and adequacy to meet the current and future needs of the City.

UTILITIES

Water Supply

The City of Phillips's water system consists of supply, storage, and delivery facilities. Municipal water is pumped from two (2) different groundwater wells to fill two elevated tanks and is then distributed under pressure to connections in the service area. The average amount of water pumped per day is 200,000 gallons. Chemical additions include Chloride, Fluoride, Polyphosphate and Caustic Soda. On a quarterly basis, the City of Phillips Utility Department sends out approximately 800 sewer and water bills.



The City of Phillips storage facilities consist of two above ground, elevated tanks or water towers. One water tower is located on Peterson Drive. The above ground tank is able to hold 100,000 gallons of water. The second water tower is located at Balsam Street. The tank can hold 250,000 gallons of water.

Annually, the City of Phillips is required to submit by July 1st to all property owners receiving municipal water a Consumer Confidence Report (CCR) that describes the quality of water the city is providing.

Over the 20-year planning horizon, maintenance and improvements to the existing water supply system are anticipated. As public highways are improved, replacing old water lines is critical. Additionally, providing adequate water pressure/flow for fire prevention in all areas of the city must be maintained and enhanced. New water distribution/lines may be necessary in portions of the city where development is present or projected to occur.

Sanitary Sewer Service

The City of Phillips wastewater treatment facility, located adjacent to STH 13 provides primary settling, secondary treatment by rotating biological contactors and final clarification. The current system has been in place since 1987 with the last major upgrade done in 2022. A UV system is used from May to September annually for disinfection. Effluent is combined with Phillips Plating and discharged into Elk Lake. Sludge is treated in aerobic digestors and spread as a soil conditioner on approved cropland. The treatment system uses one lift station, approximately 14 miles of sanitary sewer lines, and has a design capacity of 1.2 million gallons per day (mgd) with an average daily flow of 0.375 mgd.

Over the 20-year planning horizon, maintenance and improvements to the existing sewer service system is likely.

Solid Waste Disposal & Recycling

The City of Phillips currently has a two (2) year contract with Waste Management for both garbage and recycling (curbside-pickup) services. Citizens can set up an account with Waste Management to receive a 96gal cart for garbage that they will be billed directly by Waste Management for and they will also receive a 96 gal cart for recycling provided at no cost. Garbage and recyclables are currently picked up every Monday.

Waste Management provides residents with curbside recycling in the City of Phillips. Accepted recyclables include, but are not limited to; paper, plastics, aluminum, glass, tin and cardboard. Although there are no active municipal dumpsites in the city, one closed landfills exists and is located near Marquip LLC on Airport Road. Over the 20-year planning horizon, it is anticipated the city will continue to contract for solid waste and recycling services.



Northwest Cleansweep was developed by Northwest Regional Planning Commission in 1995 to provide for the collection of hazardous wastes throughout a ten-county service area. The program provides these services to households, farms, farm-related businesses, schools, municipalities, and businesses. A mixture of multiple single day collection events during the summer months and a mobile collection of hazardous wastes at businesses, schools and municipalities in the spring and fall of each year are held.

Single day events are scheduled each year in Phillips, Park Falls and Prentice.

Some of the typical chemicals brought into a collection event include antifreeze, ballasts, acids, caustics, fertilizers, insecticides, mercury, oil filters, oxidizers, paint, pesticides, poisons, solvents, and water reactives. Paints and solvents generally account for nearly 60 percent of the material brought into an event. Certain items cannot be safely accepted at collection events, such as radioactive materials, explosives, freon, ammunition, or biological, infectious or medical wastes (other than pharmaceutical medications).

Storm Water Management

The City provides storm water management and runoff through the use of storm drains along city streets. Storm water flows to Duroy and Elk lakes.

COMMUNICATION FACILITIES AND SERVICES

Access to fast and reliable telecom services and a skilled workforce to use the services are becoming a particularly important factor in economic development. Several communication companies provide service to Phillips. The quality of telecommunication services depends on the capacity of the network that serves the City. Future services will also depend on identifying and planning for future development/construction areas.

Newspapers

The Price County Review newspaper covers the City and other countywide news.

Broadband and Telephone Services

Internet services are available through Norvado, in addition to other satellite companies. Landline phone services are available through Norvado.

Postal Service

The City of Phillips has its own postal zip code, 54555. The City post office is located at 194 North Avon Avenue.

Cellular/PCS Towers (Personal Communication Service)

Over time, as wireless communication company's look to expand their services, more cellular towers may be erected in other towns surrounding the City. Price County currently has cell tower guidelines in place for the construction of new towers. Although it is the City's policy to not develop cellular towers in the City limits due to the flight paths in and out of the Phillips Municipal Airport, a tower was built at a lower height to accommodate the needs of the airport. Verizon is working with the City to place a cellular antenna on the new water tower in the spring of 2024. As part of the planning process, the City should work with the county and surrounding towns in determining acceptable locations for possible future tower locations and ordinances.

Power Plants & Transmission Lines

There are currently no power plants in the City of Phillips. The closest power plant is at the Flambeau Station (16 MWe) near Park Falls. One 155 KV transmission line runs northeast of the City of Phillips and one substation is located within the City (south line loop feed).

Electricity & Natural Gas

Xcel Energy currently provides electricity and natural gas to the City of Phillips. Natural gas service is available to most properties via a high-pressure natural gas main with a carrying capacity of 450 pounds of pressure. Over the 20-year planning horizon, it is not anticipated that the City of Phillips itself will engage in providing electrical power or natural gas services to the City.



City of Phillips Comprehensive Plan

City Hall

The Phillips City Municipal Hall is located at 174 South Eyder Avenue in the southern portion of the City. It consists of administrative offices of the mayor, clerk/treasurer, zoning administrator, and police department, with the public works director located off site at the public works facility. Elections are also held in City Hall.

The City of Phillips rents its large municipal hall at a cost of \$300.00 per day of the activity and a \$300.00 security deposit. Tables (64 at 2' 6" x 6' each), 409-435 chairs, bathroom facilities, kitchen, and other amenities are included with the rental. The rental hall size is 70 feet wide by 99 feet long and holds a maximum capacity of 800 people. A training room and council room are also available at the municipal hall, and a pavilion is available for rent at the Elk Lake (Lionite) Park as well as a band stage.



Police Department

The City of Phillips Police Department is currently housed in the City Municipal Hall located at 174 South Eyder Avenue. The City of Phillips Police Department is staffed by five full-time staff members, four part-time staff members, a part time school liaison officer and six trained volunteer law enforcement chaplains. The department includes a Chief of Police, Lieutenant and Patrol officers who all have duties including, crime prevention patrols, public relations, conflict mediation and resolution, emergency response, enforcement of State and local laws and ordinances, traffic enforcement, accident investigations, basic and major crime investigations, evidence technicians, death investigators and a narcotics officer. The department provides mutual aid as per state statutes allow.

City of Phillips Comprehensive Plan

Fire Department

The Phillips Fire Department is located at 164 S Avon Avenue. The Phillips Fire Department provides fire service to nearly 5,000 people and covers an area of approximately 330 square miles, which includes the City of Phillips, Town of Elk, Town of Emery, Town of Worcester, and two-thirds of the Town of Flambeau. The department currently has 28 volunteer fire fighters and has an Insurance Service Office (ISO) rating of 5. The ISO rating is an indication of how quickly and efficiently fire departments respond to fire emergencies in their district. The lower the ISO rating on a scale of 1 to 10, the better the insurance rates are (generally).

EMT/Ambulance

Emergency rescue services are provided to the City of Phillips through the Central Price County Ambulance. The Ambulance office is located on Chestnut Street. The Central Price County Ambulance covers the same area as the fire department plus the Town of Harmony.

Library

The Phillips Public Library located at 286 Cherry Street in the City of Phillips is the only library in Phillips and is open to the public. The Phillips Public Library provides quality materials in a variety of formats, as well as informational, educational, cultural and recreational services and programs for all.

Cemeteries

The City of Phillips operates two municipal cemeteries within its boundaries. Both the Lakeside Cemetery and II Lakes Cemetery are located just off of CTH H on the north side of the City. The cemeteries are run by the Lakeside Cemetery Association. Over the 20-year planning horizon, the city does not anticipate developing or adding more cemeteries.

Educational Facilities

Phillips School District

The Phillips School District covers approximately 600 square miles and has three physical schools and a virtual school with a district enrollment of 718 students in September 2022. The school is currently listed as Wisconsin Interscholastic Athletic Association Division 4 in the Marawood Athletic Conference. Additionally, the schools generally score above the state average in state test scores.

School classes from Pre-Kindergarten to Grade 12 are consolidated at one school facility located at 365 Highway 100, Phillips. September 2022 enrollment for all class grades was 718 pupils.

Virtual learning opportunities for students within the district is available and was developed to better serve the unmet needs of some students and move toward preparing all students for the 21st century skills they will be required to demonstrate in the future. The School District of Phillips is partnering with the Department of Public Instruction (DPI), Wisconsin Virtual School, and WiscNet to provide viable course options for students.



Northcentral Technical College

The Northcentral Technical College, headquartered in Wausau has a regional (north) campus located at 1408 Pine Ridge Road in Phillips. The Northcentral Technical College (NTC) has been a vital educational component for the citizens of North Central Wisconsin. In 1987, NTC dedicated the Phillips Campus, and has been effectively connecting students with the business community.

Other post-secondary educational opportunities exist including: UW-Stevens Point (112 miles), UW-Eau Claire (110 miles), UW-Superior (154 miles), UW-Green Bay (183 miles), Northland College in Ashland, WI (74 miles), Gogebic Community College in Ironwood, MI (78 miles) and multiple WITC campuses scattered throughout the region.



City of Phillips Comprehensive Plan

Although over the 20-year planning horizon the City of Phillips does not anticipate developing any educational facilities, it does encourage all educational campuses in proximity of Phillips to coordinate and develop multiple use facilities whereby enhanced services or facilities are available.

Medical/Health Care Facilities and Services

The closest hospital facility to Phillips residents is the Marshfield Medical Center located at 98 Sherry Avenue in Park Falls. The hospital is jointly sponsored by Ministry Health Care and Marshfield Clinic and is the northern most facility in the network that serves a patient base of 17,650 people in four counties.

Marshfield Medical Center is a Critical Access Hospital and provides 24-hour care for inpatient and outpatient services, and emergency ambulance services. It is licensed for 25 beds, including the Intensive Care Unit and Medical/Surgery. Marshfield Medical Center is jointly sponsored by Ministry Health Care and Marshfield Clinic.

Two clinics are available to residents and visitors of the City of Phillips. Marshfield Clinic-Phillips Center is located at 104 Trinity Avenue and Aspirus Clinic located at 625 Peterson Avenue. Both clinics offer numerous services to community members.



Aspirus Clinic – Phillips, WI

Marshfield Clinic, Aspirus, and Prevea have reduced or eliminated some services to Price County. Price County lost Marshfield Clinic's urgent care, home health and hospice, and Marshfield Clinic has eliminated or reduced staffing at the Phillips and Park Falls Clinics. Aspirus has closed the Phillips nursing home. Prevea has discontinued their in-house services with BW Papersystems.

Other area hospitals where residents can receive full medical services include Aspirus (Medford), Marshfield Medical Center (Ladysmith), and Ashland Memorial Health Center. All of these hospitals operate facilities that are staffed 24 hours a day.

Senior and Disabled Care Facilities and Independent Living

Senior and assisted living opportunities are an important need for every community in northern Wisconsin. The following is a list of senior care facilities located in the City of Phillips.

- Aspirus Duroy Terrace Apartments is a RCAC (Residential Care Apartment Complex) that is both an independent and assisted senior living facility.
- Aspirus Regency House houses the Aspirus Regency Adult Day Center, which is an adult daycare center.
- Lakeside Villa is a 20 unit facility offering memory care and assisted living.

Child Care Facilities & Services

The City of Phillips residents have access to several childcare providers in the city and many more throughout the county. As of June 2022, according to www.childcarefinder.wisconsin.gov, there is one Certified Family provider, two Licensed Group providers, and five Licensed Family providers located within the City of Phillips. Residents have access to a number of childcare providers in the city and many more throughout the county.

Parks & Recreational Facilities

The City of Phillips maintains a *Parks and Recreation Plan* to identify future parks and recreation needs, prioritize those needs and to suggest appropriate action to be taken by the City to meet the needs. Below is a listing of parks and recreation areas available to residents and visitors within the City of Phillips. Refer to the *City of Phillips Park and Recreation Plan* for more information.



- Elk Lake (Lionite) Park
- Bostrom Park
- Veterans Memorial Park
- Sokol Park
- Skate Park
- Cemetery Park
- Four Seasons (Chapman's) Park
- Shamrock Field
- Forward Park
- Ice Skating Rink
- Phillips Community Pool

Trails

There are two designated trail systems within the City of Phillips. There is a 1.5 mile paved and lighted walking trail located along Elk Lake at Elk Lake Park and a .6 mile walking trail to be developed at Forward Park. The City of Phillips has also developed and adopted an official ATV route map that is available on the City of Phillips website.

Boat Launches

A public boat launch is available at Elk Lake Park, with adjacent parking, along with a picnic area and restrooms. An additional City owned and maintained boat ramp is located adjacent to Bostrom Park, just off State Highway 13.

Other Government Facilities

Because the City of Phillips is the county seat of Price County, there are a number of county-owned buildings located in Phillips. They included the following:

Price County Courthouse

The Price County Courthouse is located at 126 Cherry Street in the City of Phillips and is the headquarters for the following offices; clerk/treasurer, circuit court, budget and accounting, child support agency, district attorney, personnel department, real property lister, register of deeds, state probation & parole office, surveyor's office, and veteran's service office.



Courthouse Annex/Normal Building

Located at 104 South Eyder Avenue, the Courthouse Annex/Normal Building houses the following offices; emergency management, forestry and parks department, department of health and human services, information technology, land conservation and zoning and UW-Extension.



City of Phillips Comprehensive Plan

Price County Sheriff's Department/Jail

The Sheriff's Department is located at 164 Cherry Street in the City of Phillips. Inside the Safety Building the jail, dispatch center and Sheriff's administrative offices are located. The facility is operated 24 hours a day 7 days a week.

Price County Airport

The Price County Airport, located at 1205 N Airport Road is a corporate/transport rated airport with two runways. The airport is open to the public and is located within the city limits of Phillips. The airport adjoins the Phillips Industrial Park and is within one mile of Phillips' newest Industrial Park. The airport is open and staffed year-round, seven days a week, including holidays. For more information on the Price County Airport, see the Transportation section of this plan.

Price County Fairgrounds (Price County Productions)
Partly located in the northeast portion of the City of Phillips and Town of Worcester, the fairgrounds provide space and structures for the annual Price County Fair in August as well as other events.



5. ECONOMIC DEVELOPMENT

The ability of a community to retain its existing businesses and to attract new and innovative businesses, industries, and workers is a key element for the community's economic survival and prosperity. Providing a good climate for business development enhances the community's overall wellbeing both in financial terms as well as in civic pride. By providing for its businesses and the residents who comprise its workforce, the community ensures its future success. Numerous factors contribute to the economic development of a community, many of which extend far beyond the community's boundaries. Since 2021 the housing market has changed significantly, with an increase in rent and cost of homes along with a short supply of home builders developing speculative housing. The lack of housing choices is limiting the ability of residents to move up to newer homes and for others to find homes in the community to relocate for employment in Phillips. Therefore, in addition to the specific data on the City of Phillips, this element includes information on Price County.

This element of the comprehensive plan contains a compilation of background information, goals, objectives, and programs to promote the retention and stabilization of the economic base in the City of Phillips. Furthermore, this chapter includes an assessment of new businesses and industries that are desired in the city; an assessment of the city's strengths and weaknesses with respect to attracting and retaining businesses and industries; and an inventory of environmentally contaminated sites. It also identifies applicable county, state and regional economic development programs that apply to the City of Phillips.

ANALYSIS OF LABOR FORCE

Labor force is that portion of the population 16 years or older that is employed or unemployed but actively looking for a job. There are 1,400 persons over 16 years of age in Phillips and of those 707 are in the civilian labor force. Table 17 details the labor force statistics for the City of Phillips.

Table 17: City of Phillips Labor Force Statistics

Labor Classification	Estimate	Percent
EMPLOYMENT STATUS		
Population 16 years and over	1,400	100.0%
In labor force	707	50.5%
Civilian labor force	707	50.5%
Employed	686	49.0%
Unemployed	21	1.5%
Armed forces	0	0.0%
Not in labor force	693	49.5%
Females 16 years and over	740	52.9%
In labor force	294	39.7%
Civilian labor force	294	39.7%
Employed	281	38.0%
OCCUPATION		
Management, business, science, and arts	206	30.0%
Service occupations	112	16.3%
Sales and office occupations	77	11.2%
Natural resources, construction & maintenance	103	15.0%
Production, transportation & material moving	188	27.4%
CLASS OF WORKER		
Private wage and salary workers	594	86.6%
Government workers	37	5.4%
Self-employed in own not incorporated business workers	55	8.0%
Unpaid family workers	0	0.0%

Source: 2016-2020 American Community Survey 5-Year Estimates

EMPLOYMENT BY INDUSTRY

Table 18 details the number of employed residents of the City of Phillips by industry sector from the U.S. Census Bureau’s 2016-2020 American Community Survey 5-Year Estimates. As shown, manufacturing is the largest industry sector providing 265, or 40.9 percent, of the jobs to residents of the City of Phillips. Educational services and health care (17.9%), and retail trade (16.5%) are the next largest industry sector employers. Under the industry classification system (NAICS) school districts are included in the Education and Health industry sector, not with Government as they once were.

Table 18: City of Phillips Employment by Industry

Industry	Total	Percent
All Industries	686	100.0%
Agriculture, forestry, fishing and hunting, and mining	8	1.2%
Construction	36	5.2%
Manufacturing	265	38.6%
Wholesale trade	6	0.9%
Retail trade	113	16.5%
Transportation and warehousing, and utilities	13	1.9%
Information	4	0.6%
Finance, insurance, real estate, and rental and leasing	19	2.8%
Professional, scientific, mgmt., admin, and waste mgmt.	14	2.0%
Educational, health and social services	123	17.9%
Arts, entertainment, recreation, accommodation, and food serv.	48	7.0%
Other services (except public administration)	34	5.0%
Public administration	3	0.4%

Source: 2016-2020 American Community Survey 5-Year Estimates

ANALYSIS OF ECONOMIC BASE

The City of Phillips is located in the center of Price County, of which it is also the county seat. Located almost entirely within the city limits are Duroy and Elk Lake, which offers its residents and visitors a wide choice of recreational opportunities and provides excellent fishing, swimming, or just relaxing. The City's location on State Highway 13 and a municipal airport make it easily accessible. Maintaining the balance of growing the local economic base and preserving the quality of life can be a challenge for the city and local economic development organizations.

The Central Business District (CBD) of Phillips is located along State Highway 13 and contains typical early twentieth century structures. Most of the commercial development is concentrated in this downtown area. The CBD is an important community asset that not only provides goods and services to the local community, but one that showcases the city to travelers and visitor.

ATTRACTING AND RETAINING BUSINESS AND INDUSTRY

Historically, business attraction has centered on manufacturing and will likely continue to do so, but increasingly, attracting retail, tourism, technology, and service-oriented businesses has become important in order to diversify and expand business clusters in the area. To be successful, an attractive and competitive environment must be provided. Entrepreneurship and small business development is necessary to create new jobs and provide stability to the local economic base.

Because of structural changes in the economy and the transition from a primarily physical-labor industrial age economy to an intellectual-labor, information age or knowledge-based economy, the development of technology-based businesses has become even more important to attract high-skilled, high-paying jobs. The City of Phillips and Price County, as indicated in the following sections, has the necessary amenities, such as high-speed telecommunication access, adequate power sources, and access to financing to attract knowledge-based businesses.

It is estimated that 85 percent of the employment in an area is generated by the existing businesses; therefore, retaining these companies is a high priority for local officials and economic development organizations. To accomplish this, the obstacles that restrict the growth

of existing businesses must be removed and assistance must be given to them to help them remain competitive in a global economy. This section provides information on existing programs, initiatives, infrastructure, and organizations available to attract/retain businesses and industries in Phillips and Price County.

NORTHCENTRAL TECHNICAL COLLEGE

Northcentral Technical College (NTC) provides a hands-on, skills-based education that creates quality employment opportunities for residents in a 10-county district that includes Price County and the City of Phillips. NTC has its main campus at Wausau, which is about 70 miles from Phillips; however, the college has several regional campuses, one of which is located in Phillips. NTC graduates stimulate local economic development by putting their education to work in northern Wisconsin. NTC also offers hands-on training programs in cooperation with local manufacturers in the area.

NORTHWEST WISCONSIN CONCENTRATED EMPLOYMENT PROGRAM

The Northwest Wisconsin Concentrated Employment Program, Inc. (NWCEP) is a non-profit corporation whose mission is to strengthen the economy by providing effective and efficient workforce development services to businesses and workers. In existence since 1968, it administers programs to help local youth and adults gain marketable skills and find better jobs. In addition, NWCEP provides a variety of services, including workshops, conferences, and newsletters for businesses and business development. Its main office is located in the City of Ashland.

DEPARTMENT OF WORKFORCE DEVELOPMENT JOB SERVICE

The Department of Workforce Development (DWD) hosts the Job Services program for planning, administering and making available high quality public labor exchange and targeted program services for job seekers, employers, UI Claimants/Dislocated Workers and Wisconsin Veterans. A DWD Job Center is housed in the community of Park Falls and is intended as a one-stop employment and training provider network combining resources and services for job seekers including resume writing, job applications, interview tips, access to the Job Center database, and questions regarding unemployment insurance.

Small Business Development Center

Another source for technical assistance is the Small Business Development Center (SBDC). It provides management assistance to current and prospective small business owners. The SBDC offers one-stop assistance to individuals and small businesses by providing a wide variety of information and guidance. The program is a cooperative effort of the private sector, the educational community, and federal, state and local governments. The three locations most convenient to Price County are the University of Wisconsin campuses located in Superior, Eau Claire and Stevens Point.

SERVICE CORPS OF RETIRED EXECUTIVES

The SCORE Association (Service Corps of Retired Executives) is a resource partner with the U.S. Small Business Administration. SCORE is a 501 (c) (3) nonprofit organization provides a public service to America by offering small business advice and training. SCORE's 10,500 volunteers, which are working/retired business owners, executives and corporate leaders, share their wisdom and lessons learned in business. Services for the Phillips area are provided out of West Central Wisconsin and the UP of Michigan.

TECHNICAL AND PHYSICAL INFRASTRUCTURE

Phillips and Price County have excellent transportation facilities to serve existing and future businesses. One of the major north-south freeways of northwest Wisconsin, State Highway 13, runs through the center of Price County and bisects Phillips. It provides easy truck freight access to businesses throughout the county. The Price County Airport (PBH) is a corporate/transport-type airport with two runways providing access to manufacturing and local residents. While limited rail service is available, rail lines are still in place and could be utilized by manufacturing industries. Other physical infrastructure, like sewer, water, natural gas, electrical services, and telecommunications are plentiful and readily available to businesses.

QUALITY OF LIFE

A good quality of life is becoming increasingly important to employers and employees alike, not only in Wisconsin, but around the country. The City of Phillips has a premium quality of personal life with a beautiful physical environment and excellent quality and quantity of water.

City of Phillips Comprehensive Plan

Residents of the City of Phillips enjoy a relaxed lifestyle. The area offers quality educational opportunities, unlimited outdoor recreation, and reasonable cost of living. Phillips has an indoor community pool with Olympic-sized lanes for lap swimmers, swimming lessons and open swim. There are also number youth activities and program including sports, 4-H, and Scout programming.

Natural, recreational, and lifestyle amenities abound throughout the county and tranquility and solitude of the great outdoors is plentiful. Phillips is far enough north to escape the crowds yet has exceptional four-season recreational opportunities. The lack of traffic jams, low crime rates, and low costs enhance the quality living environment. Clean, unpolluted air, as well as lots of open space for recreation and expansion, adds to the general overall quality of life to residents of Phillips. About 18,000 of the Price County's 806,840 acres are in lakes and streams, and more than 310,000 acres of forested land are open to the public with over 300 miles of trails.

Visitors from throughout the Midwest are drawn to Price County's clean air and water, thousands of acres of forest lands, parks, campgrounds, golf courses, and hundreds of miles of snowmobile trails and ATV/UTV trails. Area residents enjoy this quality of life on a daily basis. Phillips also offers a reasonable cost of living, low crime rates, and the knowledge that their children are growing up in a positive environment.

ECONOMIC DEVELOPMENT (ED) STRENGTHS AND WEAKNESSES

The attraction of business and industry is an important goal for the city. The City of Phillips has several attributes that would make it an excellent place to locate a potential business.

Strengths

- NTC/Employer training programs and opportunities
- Good public school system – superior test scores
- A healthy diversified base of manufacturing companies
- Great living conditions
 - Low crime rate
 - Clean air and water

City of Phillips Comprehensive Plan

- Great outdoor recreational opportunities
 - Close to large state and federal forests and lots of lakes
 - Low population Density
- Adequate medical services
- On or close to main highways – available rail transportation
- Price County Airport
- Highly skilled labor force in certain industries
- County Seat
- Established industrial parks
- Land/room for expansion in all categories
- Phillips is “up north” – attracts outdoor enthusiasts
- Small community environment – friendly casual, safe
- Nice parks featuring pavilions and a splash pad
- Pride of membership in a small town
- Opportunities to expand economic base
- Money for expansion seems to be available from existing employers if they chose to expand here
- Potential for retail and residential development
- Low electrical cost – high speed connectivity – fiber optic service
- Good work ethic
- Progressive ownership of local businesses, good entrepreneurship spirit
- High percentage of manufacturing jobs in Phillips
- Vibrant and diversified retail business community
- Progressive and active local industrial development community
- UW-Extension
- Enterprise Development Zone and AG tax credits
- Community understands the need for natural resource sustainability

City of Phillips Comprehensive Plan

While the city enjoys its share of advantages, there are several disadvantages or weaknesses that the city must address when seeking to attract new business and industry.

Weaknesses

- State ED focused on SE Wisconsin and St. Croix Valley, not on rural Wisconsin
- Education system, community and businesses are not keeping the young people in the area
- Lack of available lease space
- Lack of retail to draw people to area causing tax dollars to flow out of county
- Limited availability of retail options - only one major grocery store – no competition
- Unimproved back alleys
- A lingering attitude of it was good enough – it's still good enough among long term residents
- Lack of coordination of community development
- Lack of organized Economic Development (ED) effort in the city – no full-time/part-time ED specialist
- Youth employment options are limited
- A plan does not exist for economic growth
- Disconnect of absentee landowners
- Old city without a clear direction of modernization
- Limited population, labor pool
- Budgetary concerns, financial costs of local governments
- Lack of funding for Economic Development
- Lack of insight/progressiveness on county level
- No interstate system accessibility
- Low population of people of childbearing age
- Lack of coordinated use of financial resources
- Lack of regionally coordinated ED effort
- Need better understanding of importance of Economic Development

BUSINESS AND INDUSTRY SITES

Future commercial and industrial development in the City of Phillips is most likely to occur along or adjacent to the State Highway 13 corridor running through the city and in the business park or industrial park. The community would like to see a compatible mix of land uses along this corridor in the future. The city would even support limited residential development in the area (some exists already) to provide additional housing opportunities.

While the city would like to welcome additional business development to support the local tax base, it is important that any new development exist in harmony with the local environment. Therefore, new business and industry developments should be “clean” and not produce waste which would be a hazard to the natural resources of the City of Phillips, i.e., lakes, rivers, streams, wetlands and forests. Likewise, new development should blend into the landscape and not represent a nuisance to other businesses and residents.

Phillips has both an Industrial Park and a Business Park. A wide variety of industrial and manufacturing companies are located in the Industrial Park, which is adjacent to the Price County Airport. Phillips' Business Park features lots that are adaptable to a variety of business needs. Water, sewer, electricity, and natural gas are available to both.

TOURISM IMPACT TO THE LOCAL ECONOMY

Information on tourism is not available at the community level; therefore, Price County data must be used for the City of Phillips. The following information was acquired from the Wisconsin Department of Tourism.

Price County is a vacationland for local and distance travelers and ranked 67th in the state for traveler spending in 2021. Its natural amenities, an abundance of woods and water, significantly contribute to the number of visitors to Price County. Businesses that cater to tourism, such as motels, resorts, campgrounds, B&Bs, and retail stores complement the many of miles of snowmobiling, ATV and biking trails as well as the many parks, golf courses, historic sites, and area attractions.

According to the Wisconsin Department of Tourism, visitors to Price County in 2021 spent a total of \$18.0 million. A total of 443 jobs with a total personal income of \$7.2 million were supported by visitors to Price County. Visitors also generated \$2.1 million in state and local taxes during 2021.

ENVIRONMENTALLY CONTAMINATED SITES & REUSE POTENTIAL

The Wisconsin Department of Natural Resources Environmental Remediation and Redevelopment Program maintain a list of contaminated sites, or “brownfields,” in the state. The DNR defines brownfields as “abandoned or under-utilized commercial or industrial properties where expansion or redevelopment is hindered by real or perceived contamination.” Examples of brownfields might include a large abandoned industrial site or a small corner gas station. Properties listed in the DNR database are oftentimes self-reported, and do not necessarily represent a comprehensive listing of possible brownfields in a community. Table 19 lists all remediation activities in the DNR database. Of the 96 activities listed, only three are active. Status of activity locations is denoted by “open” meaning the activity is in need of clean up or where cleanup is still underway; “closed” meaning the activity investigation or cleanup of the contamination has been completed and the state has approved all cleanup actions; “general property (Gen prop) meaning liability exemption, liability clarifications, etc. to clarify the legal status of the property; and “nar” meaning the party does not need to undertake an investigation or cleanup. Activity types include: LUST-Leaking Underground Storage Tanks, ERP-Environmental Repair, NAR-No Action Required and SPILL, which is a discharge of a hazardous substance that may adversely impact, or threaten to impact public health, welfare or the environment.

Table 19: Remediation Activities, City of Phillips

Activity Name	Address	Status	Jurisdiction	Activity Type
10013 Dardis Lake Rd	10013 Dardis Lake Rd	Closed	DNR	SPILL
3.25 Mi N Of Phillips	3.25 Mi N Of Phillips	Closed	DNR	SPILL
4 Blks From Sheriff Dept	4 Blks From Sheriff Dept	Closed	DNR	SPILL
Ball Petroleum	165 S Lake Ave	Nar	DNR	NAR
Berg Michael	10013 Dardis Lake Rd	Closed	DNR	ERP
Birchland Bldg	198 S Lake Ave	Closed	DNR	ERP
Birchland Bldg	198 S Lake Ave	Closed	DNR	LUST
Brozak Mike Property	N10088 Dardis Lake Ln	Closed	DNR	LUST
Cinema North Theatre	205 N Lake Ave	Nar	DNR	NAR
City Of Phillips Spill	721 N Lake Ave	Closed	DNR	SPILL
Coplan Electric	Rt 2 Box 263	Nar	DNR	NAR
Copps #8127 - Loading Dock (Pick n Save)	256 S Lake St	Closed	DNR	SPILL
Copps Corp Store #127 (Pick n Save)	256 S Lake St	Gen Prop	DNR	GP
Cranberry Lake Corp	N6950 Cranberry Lake Rd	Nar	DNR	NAR
Denk Farm	N11744 Cth F	Nar	DNR	NAR
Dragovich & Boho Sites	556 & 586 E Eyder Ave	Closed	DNR	LUST
Duvault Elsie	Lake St	Nar	DNR	NAR
Elk Lake Park	Cth H	Gen Prop	DNR	GP
Elsen Property	N8521 E Wilson Flowage Rd	Open	DNR	ERP
Emery Tn Shop	W2901 Cth D	Closed	DNR	LUST
Fahrner Asphalt Sealers Spill	1424 N Lake St	Closed	DNR	SPILL
Feed Mill	185 S Lake St	Nar	DNR	NAR
Flambeau Tn Garage	N11212 Warner Dr	Closed	DNR	LUST

City of Phillips Comprehensive Plan

Flambeau Tn Garage	Flambeau Tn Garage	Closed	DNR	SPILL
Flambeau Tn Garage	N11212 Warner Dr	Nar	DNR	NAR
Flambeau Tn Garage - Chlorides	N11212 Warner Dr	Open	DNR	ERP
Georgia Pacific	115 Depot Rd	Closed	DNR	SPILL
Georgia Pacific - Fuel Oil	115 Depot Rd	Closed	DNR	LUST
Georgia Pacific Corp	115 Depot Rd	Closed	DNR	SPILL
Georgia Pacific Corp- Lionite Products	115 Depot Rd	Closed	DNR	SPILL
Georgia-Pacific Corp	115 Depot Rd	Closed	DNR	SPILL
Georgia-Pacific Corp	115 Depot Rd	Closed	DNR	SPILL
Georgia-Pacific Corp	115 Depot Rd	Closed	DNR	SPILL
Harrington Frank Residence	562 N Lake Ave	Closed	DNR	LUST
Hayward Land And Logging Llc Spill	325 S Avon Ave	Closed	DNR	SPILL
Hilgys Lp Gas	225 S Lake St	Nar	DNR	NAR
Hwy 13 5 Mi S Of Phillips	Sth 13 5 Mi S Of Phillips	Closed	DNR	SPILL
Hwy 13 Depot St	Sth 13 Depot St	Closed	DNR	SPILL
J And B Disposal Spill	Oak St & Avon St	Closed	DNR	SPILL
Jade Lukes Spill	774 N Lake Ave	Closed	DNR	SPILL
Jb Disposal Inc. Spill	Raskie Rd To Lowland Rd	Closed	DNR	SPILL
Klisnick Tim	N9620 Bass Lake Rd	Closed	DNR	LUST
Knight Transportation Spill	Sth 13 & Sth 111 (On Sth 13 S)	Closed	DNR	SPILL
Krist Oil Co Site	125 S Lake St	Closed	DNR	LUST
Kwik Trip #1067	1424 N Lake & 111 Fairview	Nar	DNR	NAR
Lionite Hardboard/Georgia Pacific	115 Depot Rd	Closed	DNR	LUST
Marquip Inc	1300 N Airport Rd	Closed	DNR	ERP
Marquip Inc	1300 N Airport Rd	Closed	DNR	LUST
Merrill Kummer	275 Chestnut St	Nar	DNR	NAR

City of Phillips Comprehensive Plan

Moore Craig Property	375 S Argyle	Closed	DNR	LUST
N Airport Rd	N Airport Rd	Closed	DNR	SPILL
N8327 Birchhill Rd	N8327 Birchhill Rd	Closed	DNR	SPILL
Northern States Power	133 N Lake Ave	Closed	DNR	LUST
Our Lady Of The North	125 N Argyle	Nar	DNR	NAR
Phillips Armory	174 S Eyder Ave	Nar	DNR	NAR
Phillips Bus Garage	705 Elk Ave	Closed	DNR	LUST
Phillips Cty	300 Cherry St	Nar	DNR	NAR
Phillips Cty (Avon & Maple)	Avon & Maple	Closed	DNR	LUST
Phillips Cty (Avon & Walnut)	326 S Avon Ave	Closed	DNR	LUST
Phillips Cty Garage	146 Balsam St	Gen Prop	DNR	GP
Phillips Cty Garage	146 Balsam St	Nar	DNR	NAR
Phillips Cty Lf	N Airport Rd	Closed	WMM	ERP
Phillips Elementary School	400 Turner St	Nar	DNR	NAR
Phillips Medisize	One Plastics Dr	Gen Prop	DNR	GP
Phillips One Stop	396 N Lake St	Closed	DNR	LUST
Phillips Plastics Corp - Hangar	1245 N Airport Rd	Nar	DNR	NAR
Phillips Plating Corp	984 N Lake Ave	Open	DNR	ERP
Phillips Plating Corp	984 N Lake Ave	Nar	DNR	NAR
Phillips School Dist	705 Elk Ave	Nar	DNR	NAR
Phillips Service Center	515 S Lake Ave	Closed	DNR	LUST
Phillips Spur	N8442 Sth 13 S	Closed	DNR	LUST
Pleasant View Nursing Home	595 Peterson Dr	Closed	DNR	LUST
Preferred Insurance	215 S Lake Ave	Closed	DNR	LUST
Price Cnty Hwy Comm	146 Balsam St	Nar	DNR	NAR
Price Cnty Hwy Dept	704 N Lake Ave	Closed	DNR	ERP
Price Cnty Hwy Dept	704 N Lake Ave	Nar	DNR	NAR

City of Phillips Comprehensive Plan

Price Cnty Hwy Dept-Phillips	704 N Lake Ave	Closed	DNR	LUST
Price Cnty Telephone	105 N Avon Ave	Nar	DNR	NAR
Price Cnty Telephone Co	105 N Avon Ave	Closed	DNR	LUST
Price Lake Rd - Middle Of Price Creek	Price Lake Rd- Middle Of Price	Closed	DNR	SPILL
Pump & Pantry	598 S Lake St	Closed	DNR	LUST
Rasmussen Service Center	715 S Lake Ave	Closed	DNR	ERP
Rasmussen Service Center	715 S Lake Ave	Gen Prop	DNR	GP
Rr Property Adjoining Wwtp	Rr Adjoining Wwtp (Sth 13)	Gen Prop	DNR	GP
School Dist Of Phillips	705 Elk Ave	Nar	DNR	NAR
Shamrock Oil	985 N Lake St	Closed	DNR	LUST
Shamrock Oil	985 N Lake St	Nar	DNR	NAR
Sth 13 & Avon Ave	Sth 13 & Avon Ave	Closed	DNR	SPILL
Texaco Bulk Plt	Texaco Bulk Plt	Closed	DNR	SPILL
Thaler Oil Express Mart	235 N Lake	Closed	DNR	LUST
Three Mile Corner	N7297 Sth 13	Closed	DNR	LUST
Tonys Implement	175 S Avon	Closed	DNR	LUST
Vyskocil Otto Property	W2777 Trappers Rd	Closed	DNR	ERP
Wi Dot - Phillips Cty	Sth 13 Row	Closed	DNR	LUST
Worcester Tn	W6895 Springs Dr	Nar	DNR	NAR
Xcel Energy Spill	310 Hickory Hill Ln	Closed	DNR	SPILL

Source: WIDNR, Bureau for Remediation and Redevelopment

Encouraging effective cleanup, reuse and reclamation of sites damaged through prior usage is important to restore and reuse prime development sites. Several programs exist to fund or assist in funding the redevelopment of these sites. The Brownfield's Initiative provides grants to individuals, businesses, local development organizations and municipalities for environmental remediation activities for brownfield sites where the owner is unknown, cannot be located, or cannot meet clean-up costs.

ECONOMIC DEVELOPMENT PROGRAMS & FINANCING MECHANISMS

There are many programs at the federal, state, county, and regional level that can help the City of Phillips in the support and development of economic development efforts. In addition, there are programs available for individual businesses to assist in start-up and expansion. This section contains a list of the major agencies and programs that are most likely to be used by the county in its economic development efforts. In addition to programs, there are economic development organizations in Price County that provide assistance to local units of government and businesses. These are also listed in this section.

U.S. Small Business Administration

The Small Business Administration (SBA) is a United States government agency that provides support to entrepreneurs and small businesses. The mission of the Small Business Administration is "to maintain and strengthen the nation's economy by enabling the establishment and viability of small businesses and by assisting in the economic recovery of communities after disasters". The agency's activities are summarized as the "3 Cs" of capital, contracts and counseling.

The Xcel Energy Loan Fund

Xcel Energy is committed to being a valuable partner to businesses and communities they serve. Xcel offers a variety of programs and services for expanding companies or new industries wishing to relocate in their service area. Recognizing that each business is unique, Xcel Energy offers customized programs designed to help businesses and communities grow.

Economic Development Tax Credit

The tax credits, which are nonrefundable and nontransferable, must be applied against a certified business's Wisconsin income tax liability. Eligible activities include: job creation, capital investment, employee training and corporate headquarters location. Tax benefits are available to assist businesses that meet certain requirements and are located in, or are willing to relocate to, Wisconsin. For more information contact the Wisconsin Economic Development Corporation.

Northwest Wisconsin Business Development Corporation

The Northwest Wisconsin Business Development Corporation (NWBDC) is a non-profit corporation formed by the Northwest Regional Planning Commission (NWRPC) to address the

critical need for business financing in northwestern Wisconsin. It is targeted at the best economic development opportunities of the area: the timber and wood products industry, tourism, and other manufacturing and service industries. NWBDC manages three revolving loan funds (RLFs) and a technology seed fund.

Northwest Wisconsin Regional Economic Development Fund

Recently, a regional revolving loan fund, the Northwest Wisconsin Regional Economic Development Fund (NWREDF), was formed due to a Wisconsin Department of Commerce initiative to consolidate and, thus, make better use of the monies in many of the underutilized local RLFs. NWREDF provides dollars for a wider range of projects, streamlines the application and administration process, and removes the current capitalization limits placed on communities. The administrative board of the fund makes decisions regarding specific projects and loans under consideration for funding and is made up of a representative from each county participating in the RLF. RLFs in Phillips, Park Falls, Prentice, and Price County have joined the regional fund.

Wisconsin Angel Network

The Wisconsin Angel Network (WAN) is a public-private initiative managed through the Wisconsin Technology Council. WAN provides services and support to angel networks and early-stage investors, including: Deal Flow – connecting investors and Wisconsin entrepreneurs; Administration – helping to organize and create angel investor networks; Education – offering early-stage investing seminars and workshops; Networking events – increasing communication between investors.

Economic Development Administration

The U.S. Department of Commerce Economic Development Administration offers two programs for assistance with economic development that apply to the City of Phillips. One is the Public Works and Economic Development Facilities Assistance Program, which supports the construction or rehabilitation of essential public infrastructure and development facilities necessary to generate private sector jobs and investment, including investments that support technology-led development, redevelopment of brownfield sites, and eco-industrial development. Secondly, the Economic Adjustment Assistance Program is available to: (1) address the immediate needs of businesses and communities presently undergoing transition due to a sudden

and severe job loss; and (2) demonstrate new and proactive approaches for economic competitiveness and innovative capacity for threatened regions and communities.

USDA Rural Development

Several loan and grant programs of benefit to the city, county, and local business development are available from the USDA Rural Development. One of those programs is the Community Facility Guaranteed Loans Program, which provides funding to local units of government to construct, enlarge, extend, or otherwise improve community facilities providing essential services in rural areas and towns.

Business finance programs provide financial backing and technical assistance to stimulate business creation and growth. The programs work through partnerships with public and private community based organizations and financial institutions to provide financial assistance, business development, and technical assistance to rural businesses. These programs help to provide capital, equipment, space, job training, and entrepreneurial skills that can help to start and/or grow a business. Business Programs also support the creation and preservation of quality jobs in rural areas.

Loans, loan guarantees, and grants are available to individuals, businesses, cooperatives, farmers and ranchers, public bodies, non-profit corporations, Native American Tribes, and private companies in rural communities. The financial resources of the Business Programs are often leveraged with those of other public and private credit source lenders to meet business and credit needs in under-served areas.

Community facilities finance programs offer community infrastructure opportunities to ensure rural areas enjoy the same basic quality of life and services enjoyed by those in urban areas. Community Facilities Programs offer direct loans, loan guarantees and grants to develop or improve essential public services and facilities in communities across rural America. These amenities help increase the competitiveness of rural communities in attracting and retaining businesses that provide employment and services for their residents.

Public bodies, non-profit organizations and federally recognized American Indian Tribes can use the funds to construct, expand or improve facilities that provide health care, education, public safety, and public services. Projects include fire and rescue stations, village and town halls,

City of Phillips Comprehensive Plan

health care clinics, hospitals, adult and child care centers, assisted living facilities, rehabilitation centers, public buildings, schools, libraries, and many other community-based initiatives. Financing may also cover the costs for land acquisition, professional fees, and purchase of equipment.

Wisconsin Economic Development Corporation

The Wisconsin Economic Development Corporation is a public-private agency in the state of Wisconsin designed to assist business development and innovation through loans, grants, tax credits, and technical assistance programs. Local units of government can access WEDC programs for business development and retention, entrepreneurial development, downtown main street programs, environmental repair, and business and historic tax credits.

Wisconsin Department of Administration

The Division of Energy, Housing, and Community Resources provides funding tools to communities to assist in improving business growth and community public facilities. The Community Development Block Grant for Economic Development (CDBG-ED) provides grant funds awarded to units of general local government to provide financial assistance to businesses to create or retain jobs for low- and moderate-income (LMI) individuals. Examples of eligible projects include: business loans to expand facilities or purchase equipment, specialized employee training, or business infrastructure projects.

The Community Development Block Grant Program for Public Facilities (CDBG-PF) provides grant funds awarded to units of general local government to help support infrastructure and facility projects for communities. Examples of eligible projects include improvements and repairs to streets, drainage systems, water and sewer systems, and sidewalks; and the construction or expansion of or improvement to community centers, senior centers, libraries, and fire stations. Grants are limited to projects that, if implemented, meet a CDBG National Objective.

The Community Development Block Grant Public Facilities for Economic Development (CDBG-PFED) provides grant funds awarded to units of general local government for public infrastructure projects that support business expansion and create or retain jobs for low- and

City of Phillips Comprehensive Plan

moderate-income (LMI) individuals. Examples of eligible applications include: new or improved water and sewer service and streets that result in business expansion and job opportunities for low- and moderate-income (LMI) individuals.

Wisconsin Department of Tourism

The Wisconsin Department of Tourism sponsors a Joint Effort Marketing (JEM) grant program that is available to non-profit organizations to support new, existing, one-time, and one-of-a-kind events; sales promotions; or destination marketing campaigns. The JEM program is considered the most popular funding program and can assist communities in marketing hotel and meeting space to attract more business travelers. Other grant programs include the Ready, Set, Go! (RSG) Program, Tourist Information Center Grant Program, and Meetings Mean Business (MMB) Grant Program.

Wisconsin Department of Transportation

Available from the Wisconsin Department of Transportation is a program called the Transportation Facilities Economic Assistance and Development Program (TEA). The intent of the TEA program is to help support new business development in Wisconsin by funding transportation improvements that are needed to secure jobs in the state. A governing body, business, consortium group, or any combination thereof can apply for TEA program funding.

Tax Increment Finance District

The City of Phillips has two tax increment districts, both created in 1995. These districts provided financing tools to encourage economic development that would likely not occur without some public assistance. Both districts will terminate on September 12, 2025. Overall, districts are allowed to utilize the tax revenues generated from new construction to make improvements within the districts. These districts can be beneficial in assisting new business parks and can provide development incentives to businesses locating in established tax increment districts.

Northwest Regional Planning Commission

The Northwest Regional Planning Commission is a cooperative venture of the local units of governments in the ten counties of Ashland, Bayfield, Burnett, Douglas, Iron, Price, Rusk,

City of Phillips Comprehensive Plan

Sawyer, Taylor, and Washburn and the five tribal nations of Bad River, Lac Courte Oreilles, Red Cliff, St. Croix, and Lac du Flambeau in the region. The purpose of NWRPC is to assist the communities of the membership to promote sustainable economic development, develop public facilities, provide planning and technical services, efficiently manage and conserve natural resources, and protect the environment.

In an effort to build a focused development strategy for the Northwest Region, NWRPC developed three non-profit development corporations, each focusing on a specific area need and opportunity including financing for business start ups and expansions (Northwest Wisconsin Business Development Corporation), technology-based business development (Wisconsin Business Innovation Corporation), and affordable housing (Northwest Affordable Housing, Inc.). NWRPC is located in the City of Spooner, Washburn County.

Northwest Wisconsin Business Development Corporation

A strategic partner of the Northwest Regional Planning Commission, the Northwest Wisconsin Business Development Corporation, has available revolving loan funds to address a gap in private capital markets for long-term, fixed rate, low down-payment, and low interest financing to assist businesses in job creation/retention and growth.

Visions Northwest

Visions Northwest is a public/private partnership group made up of stakeholders in the 10-County Region to promote regional economic development goals and efforts. As part of the WBIC, Visions will collaborate with the Wisconsin Economic Development Corporation for faster development of the regions industries, workforce and regional identity.

Phillips Industrial Development Corporation

The mission of the Phillips Industrial Development Corporation (Phillips IDC) is to help maintain, market and increase businesses in the Phillips community, especially in the manufacturing sector. The Phillips IDC membership is comprised of professional, local business people with a wide variety of knowledge and skills to provide guidance and advice to existing and new businesses. The Phillips IDC acts as a liaison for the City of Phillips to market and sell available lots in the city's industrial and business parks. It acts as an agent to the City of Phillips in administrating the cities Revolving Loan Fund. The Phillips IDC can also provide secondary

financing to existing and new business in the Phillips community. It is the goal of the Phillips IDC to help businesses create and maintain a skilled workforce in the Phillips community in order to allow the community to grow and prosper.

SUMMARY

Over the past several decades, significant strides have been made to encourage economic development efforts. Through the expansion of industrial space, residential development, and commercial enterprise, greater economic development opportunities exist.

6. NATURAL, AGRICULTURAL & CULTURAL RESOURCES

Natural resources including forests, soils, topography, water resources and other features have a profound effect on a community's development. These physical features directly or indirectly constrain or encourage growth, as the natural resources that occur in certain areas are often a primary factor in the establishment and growth (or



decline) of communities. Natural resources are often interrelated, and disturbance in one area can potentially affect other areas. From a planning standpoint, it is important to understand these interrelationships and the role natural resources play in determining a community's future development. The following element will identify and describe how natural, agricultural and cultural resources influence the City of Phillips.

NATURAL RESOURCES

Topography

Topography, or the configuration of a land area's varying elevation, is an important planning consideration. Land use and required maintenance depend to a large degree upon slope. While steep slopes can provide attractive views and recreational opportunities, building development can be adversely impacted. Surface elevations in and immediately around the City of Phillips do not fluctuate significantly. Elevation ranges from a high of approximately 1,440 to 1,540 feet above sea level. See Map 5, Elevation.

Surface Water Resources

With surface waters making up over 20 percent of the total land area within the City of Phillips, water resources serve a valuable function within the City of Phillips. Many recreational activities within the area, such as fishing, boating and swimming depend on the surface water resources. The quantity and quality of water are very important. In terms of recreational

opportunity, the larger the number of water resources, the more activities that can be promoted to draw tourists to the area. Table 20 details information on lakes within the city.

The most significant water features in the Phillips area are Elk Lake and Duroy Lake (Map 6).

Elk Lake

Elk Lake, which is directly in the middle of the City, has approximately 88 surface acres (all of which is within the City limits) and 2.79 miles of shoreline, less than 0.5 miles of which is public. It has a maximum depth of 25 feet. Visitors have access to the lake from two public boat landings and a public beach. The bottom of the lake consists of 70% sand and 30% muck. Fish include Musky, Panfish, Smallmouth Bass, Northern Pike and Walleye.

Duroy Lake

Duroy Lake is 350 acres and has a maximum depth of 18 feet. Visitors have access to the lake from one public landing or park within 1000 feet of the lake (Price County Fairground). The bottom of the lake consists of 50% gravel and 50% muck. Fish include Musky, Panfish, Largemouth Bass, Smallmouth Bass, Northern Pike and Walleye.

Table 20: Phillips Water Resources

Name	Surface Acres	Max. Depth (ft)	Miles of Shoreline	Miles of Public Shoreline	*D/SP/S	Class
Duroy	379.3	18	10.06	1.20	D	2
Elk	88.3	25	2.79	0.47	D	2
Long	418.3	54	11.87	0.02	D	1
Pot	9.3	14	0.45	0.45	S	3

Source: WDNR

*Data is for entire water resource, as some water bodies extend into other jurisdictions/municipalities.

D-Drainage Lake; S-Seepage Lake

Phillips Chain of Lakes Association

The Phillips Chain of Lakes Association is a non-profit organization formed in 1995 with the intention of assisting in the efforts to preserve and maintain the water quality and fisheries of the

chain of lakes located in Phillips through public education and various volunteer projects. For more information to: <http://phillipschain.org/>

Exceptional and Outstanding Water Resources

The WDNR designates many of the state’s highest quality waters into two categories: Outstanding Resource Waters (ORWs) or Exceptional Resource Waters (ERWs). Waters designated as ORW or ERW are surface waters which provide outstanding recreational opportunities, support valuable fisheries and wildlife habitat, have good water quality, and are not significantly impacted by human activities. ORW and ERW status identifies waters that the State of Wisconsin has determined warrant additional protection from the effects of pollution.

ORWs receive the state’s highest protection standards, while ERWs are secondary. ORWs and ERWs share many of the same environmental and ecological characteristics. They differ in the types of discharges each receives, and the level of protection established for the waterway after it is designated.

- **ORWs:** ORWs typically do not have any point sources discharging pollutants directly to the water (for instance, no industrial sources or municipal sewage treatment plants), though they may receive runoff from nonpoint sources. New discharges may be permitted only if their effluent quality is always equal to or better than the background water quality of that waterway—no increases of pollutant levels are allowed.
- **ERWs:** If a particular body of water has existing point sources at the time of designation, it is more likely to be designated as an ERW. Like ORWs, dischargers to ERW waters are required to maintain background water quality levels; however, exceptions can be made for certain situations when an increase of pollutant loading to an ERW is warranted because human health would otherwise be compromised.

All of Squaw Creek is designated as an Exceptional Water Resource. The creek extends along the City’s northeastern border to CTH H.

Impaired Waters

Every two years, the Wisconsin DNR publishes a list of waters considered impaired under Clean Water Act Section 303(d). Impaired waters do not meet water quality standards and may not support fishing, swimming or recreation. None of the lakes within the City of Phillips are currently listed as impaired.

Under section 303(d) of the Clean Water Act, states, territories, and authorized tribes are required to develop lists of impaired waters. These are waters that are too polluted or otherwise degraded to meet the water quality standards set by states, territories, or authorized tribes. The law requires that these jurisdictions establish priority rankings for waters on the lists and develop TMDLs for these waters. A Total Maximum Daily Load, or TMDL, is a calculation of the maximum amount of a pollutant that a body of water can receive and still safely meet water quality standards.

Ground Water Resources

The City of Phillips relies on groundwater to meet their water supply needs. Groundwater is also the primary source of water for irrigated agriculture and is very important for industry. Streams, lakes, and wetlands are fed by groundwater; thus fish, other aquatic life, and wildlife are as dependent on abundant, clean groundwater as people. Human activities such as groundwater withdrawal, land use activities which reduce groundwater recharge, and contamination of groundwater can decrease the quantity of good quality groundwater for human use and other purposes.

Watersheds & Floodplains

The City of Phillips is completely within the Elk River watershed. The upstream portion of this watershed lies in the Chequamegon National Forest, where the Elk River begins. Much of the watershed is wetland.

Areas susceptible to flooding are considered unsuitable for development because of risks to lives and property. Flood Insurance Rate Maps (FIRMs) are the most recent (1989) source



Elk River Watershed

for identifying flood hazard areas. These maps can be viewed online at <https://www.fema.gov/>. The FIRMs are intended to serve as interim maps prior to the completion of a more detailed study. Additional field checking may be required to determine whether or not a given area is in a floodplain hazard area before development can be authorized or denied. Map 6 depicts Surface Waters and Floodplains.

Wetlands

Within the City of Phillips, several wetland areas exist (Map 7). There are emergent herbaceous wetlands and wood wetlands found throughout the city, the most prominent of which are found around Elk Lake and Duroy Lake. These wetlands serve as important resources for flood control, water quality improvements, groundwater recharge, wildlife habitat, and development toward or near them should be designed and guided so it does not diminish the positive attributes of the wetland.

Metallic/Non-Metallic Mineral Resources

Metallic and non-metallic mineral resources include all mined materials including sand, gravel, building stone, lime, copper, silver, and gold. There are currently no extraction pits in operation within the city limits of Phillips.

Wildlife Habitat & Endangered Species

As Phillips is primarily an urban setting, the City has fewer natural areas to serve as wildlife habitat than the rural forested areas in the county. Price County is known to provide habitat for several state and federally listed endangered species. The Wisconsin Department of Natural Resources maintains the Natural Heritage Inventory (NHI) database. The data are intended as a general reference for the public and are presented as a list of rare species (endangered, threatened and special concern) and other sensitive resources (high-quality natural communities and significant natural features) that are known to occur within each Township in a county. The data do not identify specific locations of endangered resources. As such, the NHI County Data are appropriate for general planning and assessment purposes only. As of June 9, 2022 endangered species found in Price County include the gray wolf, bald eagle and sharp-tailed grouse. Table 21 details these species.

Table 21: Threatened & Endangered Species

Common Name	Status
Gray Wolf	SC/FL
Bald Eagle	SC/P
Sharp-tailed Grouse	SC/H

Source: WDNR, Natural Heritage Inventory

SC/FL – Special Concern, Federally protected as endangered or threatened, but not so designated by state

SC/P – Special Concern, fully protected

SC/H – Special Concern, no laws regulating use, possession, or harvesting

Soil Associations and Productive Agricultural Areas

A soil association is a geographic assemblage of soils which takes into account a myriad of broad features. Most soil associations in Wisconsin include soils of both good and poor natural drainage and were originally covered by some type of vegetation. There are 190 soil associations within Wisconsin.

Prime farmland soils do not include unique farmland, which is land other than prime farmland that is used for production of specific food crops. These soils have unique conditions, growing season, and moisture content that are specific to one type of crop. In Wisconsin, this could include soils used for cranberry production that are too wet for other crops or soils used for orchards that may be too steep or erodible to qualify as prime farmland. At present there is little significant agricultural activity within the boundaries of the City of Phillips. Small, scattered plots of cultivated crops do exist.

Prime farmland is defined as land that has the best combination of physical and chemical characteristics for producing food, fiber, forage, and other agricultural crops with minimum outputs of fuel, fertilizer, pesticides and labor without intolerable soil erosion. The State of Wisconsin categorized farmland as prime, potentially prime and farmland that has Statewide importance.

If the City expands outward into the surrounding Towns of Elk or Worcester through annexation, there are agricultural lands in the towns which may be affected. As over-development and loss of agricultural lands is identified as a key problem facing land use in Wisconsin, the City should work together toward an amendable solution to balance new development and the retention of Price County farmland resources, scenic areas and forest resources.

CULTURAL AND HISTORICAL RESOURCES

Cultural resources include historic buildings and structures as well as ancient and historic archeological sites. Preservation of cultural resources provides community residents a connection to the history of their neighborhoods, towns and region as well as a sense of continuity and meaning. Because cultural resources provide an important window to the past, many Wisconsin communities preserve and retain culturally significant resources to distinguish their communities.

Architecture Sites Inventory

According to the Architecture and Historic Inventory (AHI), maintained by the Wisconsin Historical Society, there are twenty-six (26) records identified in the City of Phillips (Table 22). For more information on these sites go to: <http://www.wisconsinhistory.org/ahi/>

Table 22: Architecture and Historic Inventory

AHI #	Location	Historic Name	Current Name
19143	400 Chestnut	Price County Courthouse	Price County Courthouse
19144	186 N Argyle Ave	Dr. Sperry House	Norviel House
19145	S CNR of Avon St and Maple St	Blacksmith Shop	Totem Pole
19146	234 N Avon Ave	n/a	n/a
19147	304 N Avon Ave	n/a	Heindl Funeral Home
19148	S Avon Ave	n/a	n/a
19149	396 S Avon Ave	Bloom's Tavern, Store & House	n/a
19150	Balsam St	Price Co. Jail & Sheriff's	n/a

City of Phillips Comprehensive Plan

		Residence	
19151	SW CNR of Beebe St & Center St	n/a	United Methodist Church
19152	SW CNR of Beebe St & Flambeau	n/a	Mess House
19153	300 Cherry St	Phillips High School	Heritage House Apartments
19154	104 S Eyder Ave	County Normal School	Price County Offices/Annex
19155	175 Chestnut St	Int'l Order of Odd Fellows Hall	Harns Furniture
19156	Depot Rd by Soo Line Tracks	n/a	n/a
19157	Sokol Park	Lidice Memorial	Lidice Memorial
19160	106 N Lake St	n/a	n/a
19161	126 N Lake Ave	Bank of Phillips	Bumble Bee Rentals
19162	137 N Lake Ave	Masonic Temple	Custom T's Print Shop/Radio Shack/Masonic Temple
19163	152 N Lake Ave	First National Bank	Meister's Bar & Grill
19164	195 N Lake Ave	n/a	Johnson's Hardware Hank
19165	198 N Lake Ave	CC Kelleher Hardware Store	Wells Fargo Bank
19166	575 S Lake St	Trinity Lutheran Church	n/a
19167	NW CNR of STH 13 & Balsam St	n/a	n/a
111880	165 S Lake Ave	Flambeau Milling Corp	Feed Mill Shops
125138	146 Balsam St	Phillips Fire Station & City Hall	The 5 Senses
179361	174 S Eyder Ave	WI National Guard Armory	Phillips City Hall

Source: WI Historical Society/City of Phillips

Archeological Sites & Cemeteries Inventory

The Wisconsin Historical Society maintains a list of archaeological sites and cemeteries referred to as the Archaeological Site Inventory (ASI), a component of the Wisconsin Historic Preservation Database (WHPD). The Archaeological Site Inventory (ASI) is the most comprehensive list of archaeological sites, mounds, unmarked cemeteries, marked cemeteries,

and cultural sites available. The **ASI does not** include all of the sites and cemeteries present in the state, however. It includes **ONLY** those sites that have been reported to the Wisconsin Historical Society. The information in the ASI is a compilation of reports covering a period of 150 years. The information for each entry varies widely and the Society has not been able to verify all of the entries. Few of these sites have been evaluated for their importance. The ASI is changed and updated on a daily basis and recommendations about site importance may change as new information becomes available. The attached site list will become quickly out of date and a procedure for updating the list should be developed.

This ASI information is confidential and is not subject to Wisconsin's open records law. This information is also protected by Federal law (Section 304 of the National Historic Preservation Act, Section 9(a) of the Archaeological Resources Protection Act of 1979). This caution not only helps protect archaeological sites but also protects landowners since private landowners own the majority of archaeological sites in the City.

Under Wisconsin law, Native American burial mounds, unmarked burials, and all marked and unmarked cemeteries are protected from intentional disturbance.

Since only a small portion of the City has been surveyed for the presence of archaeological sites and cemeteries, the sites listed in the inventory represent only a fraction of the sites that are potentially present. Local residents and American Indian communities who have and do live and work in the area possess much additional information on other archaeological sites and cemeteries. Steps should be taken to have this information incorporated into the land use plan.

There are **three** cemeteries or burial sites and **one** cabin/homestead identified in the City. Since a systematic survey of the county has not been completed, additional cemeteries and burials may be present. As part of the planning process, all cemeteries and burials in the City should be cataloged under Wis. Stat. 157.70 to provide for the maximum protection of these important sites and to clearly define their boundaries. Table 23 below provides information on the four archaeological sites in the City of Phillips.

Table 23: City of Phillips ASI Inventory

Code #	Site Name	Site Type	Cultural Study Unit	T-R-S
PR-0163	Lake Duroy Burial Ground	Cemetery/burial	Historic Indian	T37N.R1E.S7
PR-0017	Little Leg	Cabin/homestead	Historic Euro-American	T37N.R1W.S12
BPR-0012	St. Patrick’s Cemetery	Cemetery/burial	Historic Euro-American	T37N.R1E.S18
BPR-0013	Lakeside Cemetery	Cemetery/burial	Historic Euro-American	T37N.R1E.S7

Source: WI Historical Society

CEMETERIES, BURIAL MOUNDS, AND OTHER BURIALS

Cemeteries and burial areas have been set aside as special areas throughout Wisconsin history and they have been given special protection under the law.

Where are archaeological sites going to be located?

Using the results of archaeological surveys, relevant historical and environmental data, the following high priority areas were designated:

- higher, dryer areas adjacent to rivers, streams, creeks, lakes, wetlands
- higher, dryer areas adjacent to older, abandoned rivers, streams, creeks, lakes, wetland
- areas adjacent to rock outcrops
- areas adjacent to older historic features such as trails, early roads, rail corridors, and earlier communities

Many sites are undoubtedly present in the area considering the City’s location along several lakes, creeks and rivers.

Under Wisconsin law, Native American burial mounds, unmarked burials, and all marked and unmarked cemeteries are protected from intentional disturbance. If anyone suspects that a

Native American burial mound or an unmarked or marked burial is present in an area, the Burial Sites Preservation Office should be notified. If human bone is unearthed during any phase of a project, all work must cease, and the Burial Sites Preservation Office must be contacted at 1-800-342-7834 to be in compliance with Wis. Stat. 157.70 which provides for the protection of all human burial sites. Work cannot resume until the Burial Sites Preservation Office gives permission. If you have any questions concerning the law, please contact 608-264-6508.

How do we know which archaeological sites need preservation?

Under Wisconsin law Native American burial mounds, unmarked burials, and all marked and unmarked cemeteries are protected. In addition to these, a wide variety of archaeological sites may be worthy of preservation. Through the use of the State and National Register of Historic Places a procedure for identifying important sites is available. The criteria include: a good local example of an architectural style and period; association with a person important in our past; represent an important period, movement or trend in local, state or national history; or have the potential to yield important information about our past through archaeological investigations.

Protecting Important Archaeological Sites

The wide variety of methods used to protect natural resources can also be used to protect archaeological sites. For example, land purchases, conservation easements, zoning, and the state operated tax exemption program for property owners.

Owners of archaeological sites listed on the National or State Register of Historic Places may obtain property tax exemption. To obtain the tax exemption, the landowner must agree to place a permanent protective covenant for the site area in the deed for the property. The tax exemption program makes the landowner and subsequent owners stewards of Wisconsin's past. The intent of the program is not to discourage all use of the property containing a site, but to encourage land use planning that protects sites.

How are archaeological sites and cemeteries identified and evaluated?

Archaeological identification and evaluations are required for a variety of projects that receive Federal or State funding, licenses, or permits. These projects are automatically forwarded to the Wisconsin Historical Society for review. Local residents frequently report sites and cemeteries.

Community Design

Understanding community design issues is an important part of the planning process. Each Wisconsin community has its own distinct character. Addressing community design issues can help to develop and maintain a community's distinct character-its sense of place. Local communities have a number of options to address community design issues. Some of these include adopting a design review process, crafting design guidelines for developments such as traditional neighborhood design, cluster development, planned unit developments and historic preservation.

7. INTERGOVERNMENTAL COOPERATION

This element of the comprehensive plan analyzes the relationship of the City of Phillips in terms of planning and decision-making to adjacent local governmental units; State, Federal, and regional governmental entities; quasi-public organizations/associations; and school districts. It also incorporates plans under certain State statutes and identifies existing and potential conflicts between the City of Phillips and other governmental units and describes processes to resolve such conflicts.

RELATIONSHIP TO OTHER GOVERNMENTAL UNITS

Table 24 analyzes the relationship between Phillips and other adjacent and overlapping jurisdictions. This analysis is based on the City’s view of how those relationships are being carried out. It is the City of Phillips intention to always encourage coordination and cooperation between nearby and overlapping jurisdictions. Some of the ways this is achieved is narrated throughout this section.

Table 24: Phillips Intergovernmental Relationship Ratings

Adjacent Area	Excellent	Good	Fair	Poor
Town of Elk	X			
Town of Worcestor	X			
Price County			X	
State of Wisconsin			X	
DNR		X		
WisDOT				X
Region (NWRPC)	X			
Federal			X	
School District	X			

Source: City of Phillips

ADJACENT TOWNS

The City of Phillips shares municipal borders with two towns in Price County (Elk & Worcester). The primary interaction between the City and Towns of Elk and Worcester is with their relationship with the Fire Department. The City of Phillips has a good working relationship with the Towns.

PRICE COUNTY

The city and its citizens access and utilize many services and programs of Price County government, which is located in the City of Phillips – the county seat. The City of Phillips cooperates, works with, and shares much information with Price County. The two have shared, and continue to share responsibilities on development projects, which benefit both the county and City. The City of Phillips has a fair working relationship with the County. Below are some examples of these cooperative efforts.

- Sharing services with the Price County Highway Department for road maintenance and snow removal.
- Has a Memorandum of Understanding with the Price County Clerk's office.
- Formal joint powers agreement with Price County Sheriff's Department
- The city works cooperatively with Land Records, the County Treasurer and Zoning offices relating to property addresses and parcel numbers and transfers of property between owners and questions from citizens/taxpayers regarding their tax bills, deeds and property transfers.
- Cooperate and coordinate on elections.
- Agreements with Price County and the Phillips School District for setting up TID.
-

SCHOOL DISTRICT OF PHILLIPS

The City of Phillips has an excellent working relationship with the Phillips School District.

STATE GOVERNMENT

The primary state government agency the City deals with is the Wisconsin Department of Natural Resources (DNR). The DNR is responsible for the regulation of the municipal water and sewer systems and provides technical assistance as well. The City of Phillips also cooperates with the DNR on recycling initiatives. In general, DNR staff helps a great deal, and the city has a good relationship with them.

While little interaction is conducted with other state agencies, the City of Phillips works cooperatively with state government in the collection of taxes, real estate assessments, elections, annexations, Board of Review issues and many other items. The city and WisDOT have a poor communicative relationship. The city calls on its state representatives and the governor on occasion for assistance. The City of Phillips is also involved with the Departments of Administration, WEDC, and other state agencies as is necessary.

FEDERAL GOVERNMENT

The City of Phillips works with the federal government on an as-needed basis and works with locally elected Congressman and Senators.

NORTHWEST REGIONAL PLANNING COMMISSION

The City of Phillips is within the Region represented by the Northwest Regional Planning Commission (NWRPC). The Commission provides services and programs to the ten county region consisting of Ashland, Bayfield, Burnett, Douglas, Iron, Price, Rusk, Sawyer, Taylor, and Washburn Counties and the Tribal Nations of Bad River, Lac Courte Oreilles, Lac Du Flambeau, Red Cliff, and St. Croix. NWRPC serves and assists its member communities with economic development, transportation, community development planning, housing, recycling, hazardous waste management, comprehensive planning, coastal management, environmental planning, Geographic Information Systems (GIS) mapping, and provides technical assistance to the region's local units of government, businesses, and citizens. The Northwest Regional Planning Commission and the City of Phillips have worked cooperatively on past projects. The City of Phillips has an excellent working relationship with NWRPC.

PHILLIPS POLICE DEPARTMENT

The Phillips Police Department has a greater intergovernmental role than any other city department. State Statute requires the city establish mutual aid agreements with: Price County Sheriff's Office, State Patrol, Wisconsin Department of Natural Resources wardens, Federal Bureau of Investigation, Department of Justice, immigration etc.

COOPERATIVE AGREEMENTS

Cooperative agreements can play an important role in shaping how elected officials view the type, scale, and intensity of land use developments, especially when the participation of neighboring towns may be required. The City of Phillips has several general intergovernmental agreements with adjoining and overlapping jurisdictions. Below is a list of these agreements.

- Fire – (City of Phillips and the Towns of Elk, Emery, Flambeau, and Worcester)
- Ambulance – Central Price County Ambulance

EXISTING AND POTENTIAL CONFLICTS

In an effort to make the land use decision-making process go more smoothly, the City of Phillips has identified existing (current) and potential (future) conflicts between the City of Phillips and other adjoining or overlapping units of government.

Existing Conflicts:

1. Airport
2. Fire Department expenses shared with member townships

Potential Conflicts:

1. ATV trail development in City
2. Fire Department Grant opportunities – grants now require firemen to have Level II certification in order to be eligible to apply for grant funds

CONFLICT RESOLUTION

The Comprehensive Planning Law requires that the City of Phillips identify a process to resolve conflicts. Conflict is often part of the planning process. What follows is a discussion of formal and informal techniques for resolving conflicts. Each dispute and/or conflict resolution technique has a purpose. Although conflicts can arise in many planning contexts, intergovernmental issues are a source of many planning conflicts. It is therefore appropriate to discuss a means to resolve conflicts. The following are conflict resolution options the City of Phillips may consider when conflicts arise.

Mediation is a cooperative process involving two or more parties and a mediator. The mediator, a neutral third party with special skills and training in dispute resolution, helps the parties voluntarily reach a mutually agreeable settlement of the issue in dispute.

Binding arbitration is a process where a neutral person is given the authority to make a legally binding decision and is used only with the consent of all the parties. The parties present evidence and examine witnesses and the arbitrator makes a determination based on evidence.

Non-binding arbitration is a technique in which a neutral person is given the authority to render a non-binding decision as a basis for subsequent negotiations between the parties after the parties' present evidence and examine the witnesses.

Early neutral evaluation is a process in which a neutral person evaluates brief written and oral presentations early in the litigation process. The neutral person provides an initial appraisal of the merits of the case with suggestions for conducting discovery and obtaining a legal ruling to resolve the case as efficiently as possible.

A focus group can be used to resolve disputes by using a panel of citizens selected in a manner agreed upon by all the parties. The citizens hear presentations from the parties; and, after hearing the issues, the focus group deliberates and renders an advisory opinion.

A mini-trial consists of presentations by the parties to a panel of selected and authorized by all the parties to negotiate a settlement of the dispute that, after the presentations, considers the legal and factual issues and attempts to negotiate a settlement.

A moderated settlement conference is a process in which a neutral person, who hears brief presentations from the parties, in order to facilitate negotiations, conducts conferences. The neutral person renders an advisory opinion in aid of negotiation.

A summary jury trial is a technique where attorneys make abbreviated presentations to a small jury selected from the regular jury list. The jury renders an advisory decision to help the parties assess their position to aid future negotiation.

INTERGOVERNMENTAL COOPERATION IDEAS & PROGRAMS

There are many ways communities can cooperate. These are some ideas and programs to consider. The following ideas were taken directly from the *Intergovernmental Cooperation Guide* published by the Wisconsin Department of Administration.

Voluntary Assistance: Your community, or another, could voluntarily agree to provide a service to your neighbors because doing so makes economic sense and improves service levels.

Trading Services: Your community and another could agree to exchange services. You could exchange the use of different pieces of equipment, equipment for labor, or labor for labor.

Renting Equipment: Your community could rent equipment to, or from, neighboring communities and other governmental units.

Contracting: Your community could contract with another community or jurisdiction to provide a service.

Routing County Services: Some services are already paid for through taxes and fees. (An example would be police protection services). Your Intergovernmental Cooperation Element could identify areas where improvements are needed and could recommend ways to cooperatively address them.

Sharing Municipal Staff: Your community could share staff with neighboring communities and other jurisdictions – both municipal employees and independently contracted professionals. You could share a building inspector, assessor, zoning administrator, clerk, etc.

Consolidating Services: Your community could agree with one or more other communities or governmental units to provide a service together.

Joint Use of a Facility: Your community could use a public facility along with other jurisdictions. The facility could be jointly owned, or one jurisdiction could rent space from another.

Joint Purchase and Ownership of Equipment: Your community could agree to jointly purchase and own equipment such as pothole patching machines, mowers, rollers, snowplows, etc.

Cooperative Purchasing: Cooperative purchasing, or procurement, is where jurisdictions purchase supplies and equipment together to gain more favorable prices.

8. LAND USE

The analysis of land use serves as a fundamental element in comprehensive planning. A review and assessment of both the type and quantity of land uses in a community through time is an indication of the pace of community development. After mapping and analyzing growth trends, land use analysis may be used in conjunction with population and housing trends and projections to anticipate future physical growth potential. Growth potential may then be compared to the various City policies and values to assess desired types, amounts and direction of growth.

EXISTING LAND USE

The following examines the existing land use pattern for the City of Phillips based on interpretation of recent aerial photography and Planning Commission input. The City of Phillips is 3.36 square miles, or 2,156 acres in size, with approximately 454 acres represented as water. The inventory of existing land use patterns is divided into eight (8) broad land used categories. These categories are depicted in Map 8 and broken down into acreages in Table 25.

1. Residential

Lands with structures designed for human habitation including permanent, seasonal, and mobile housing units (not in a designated mobile home park) and recreational cabins and cottages.

2. Commercial

Retail sales establishments, restaurants, hotels/motels, and service stations.

3. Manufacturing

Lands used for manufacturing and processing, wholesaling, warehousing distribution, and similar activities.

4. Agricultural Forest

Land that is producing or is capable of producing commercial forest products.

5. Open/Forested

Undeveloped fallow fields, not used for agricultural purposes and forested lands under private ownership and private forest woodlots.

6. Institutional

These lands include: government-owned administration buildings and offices; fire stations; hospitals and health care facilities; day care centers; public schools, colleges, and educational research lands; and lands of fraternal organizations. Cemeteries, churches, and other religious facilities are included in this land use category.

7. Recreational

Recreation lands under public or private ownership. Publicly owned recreational lands may include: town parks, nature preserves or athletic fields, boat landings, campgrounds, etc. Examples of privately owned lands may include: golf courses, campgrounds, marinas, shooting range, etc.

8. Utility

Lands use for generating and/or processing electronic, communication, or water; electricity; petroleum or other transmittable product; and for the disposal, waste processing, and/or recycling of byproducts.

Table 25: City of Phillips Existing Land Use Classifications

Land Use Classification	Acres	Percent
Agricultural Forest	258.6	16.6%
Commercial	77.1	5.0%
Manufacturing	134.0	8.7%
Open/Forestland	158.9	10.2%
Institutional	125.2	8.0%
Airport	187.8	12.1%
Cemetery	30.1	1.9%
City Property	185.8	11.9%
County Property	45.9	2.9%
Recreational	31.2	2.0%
Residential	314.8	20.2%
Utility	7.8	0.5%
Total Acreage	1,557.2	100.0%

Source: NWRPC

LAND COVER

Land cover information for the City of Phillips was obtained from the WISCLAND (Wisconsin Initiative for Statewide Cooperation on Land Cover Analysis and Data) data set. This data represents surface vegetation, open water, and urban area delineation based on interpretation of dual year satellite imagery and represents a generalized view of community land cover and should not replace individual site examination (Map 9). The land cover information in the following table reflects areas within the city limits. Land cover acreages are show in Table 26.

Table 26: City of Phillips Land Cover

Land Cover Class	Approximate Area (Acres)	Percent
<i>Developed, Low Intensity</i>	521.9	24.3%
<i>Developed, High Intensity</i>	343.8	16.0%
<i>Broad-leaved Deciduous Forest</i>	76.3	3.5%
<i>Coniferous Forest</i>	178.4	8.3%
<i>Forage Grassland</i>	41.4	1.9%
<i>Idle Grassland</i>	59.2	2.7%
<i>Crop Rotation</i>	6.9	0.3%
<i>Open Water</i>	396.5	18.4%
<i>Floating Aquatic Herbaceous Vegetation</i>	60.7	2.8%
<i>Emergent/Wet Meadow</i>	69.8	3.2%
<i>Lowland Scrub/Shrub</i>	91.8	4.3%
<i>Forested Wetland</i>	308.0	14.3%
Total	2,216.7	100.0%

Source: WISCLAND

LAND TRENDS

It is a requirement of the land use element to analyze trends in land supply, demand, and price of land in the City of Phillips. Historical information regarding land use trends in Phillips is largely

unavailable. Land use trends and land supply can be gleaned from assessment data. While having limitations, this information can be used as a broad indicator of land use change over a period of time. Table 27 provides property assessment data for the City of Phillips in three-year increments from 2000 to 2021 for residential, commercial, agricultural, and manufacturing real estate classes.

Table 27: Property Tax Assessment, City of Phillips, WI 2000-2021

Year	Residential		Commercial		Agricultural		Manufacturing	
	Parcels	Acres	Parcels	Acres	Parcels	Acres	Parcels	Acres
2000	751	213	180	87	1	58	18	107
2003	807	254	178	97	1	55	18	107
2006	802	333	194	149	1	55	19	109
2009	791	390	194	114	1	30	21	118
2010	789	387	195	145	1	30	20	117
2011	785	386	195	119	0	0	20	117
2012	785	386	195	117	0	0	20	117
2017	779	385	204	124	0	0	18	114
2018	783	401	202	124	0	0	16	98
2019	783	401	203	124	0	0	16	98
2020	784	401	206	130	0	0	16	98
2021	769	402	208	158	0	0	14	70
Change	18	189	28	14	-1	-58	-4	-37

Source: WI Dept. of Revenue

LAND VALUES

Land prices are dictated by the real estate market and the laws of supply and demand. Increasing the amount of available and developable land can press land costs downward, while decreasing the supply of developable land can raise prices. Government regulation can also impact the overall supply of developable land and consequently influence land prices.

The market price of land depends upon many factors, all of which can vary significantly from one location to another. It is often difficult to generalize the market price of property within a unit of government due to the ‘location specific’ factors that dictate the price and by the fact that a limited number of properties are on the market at any given time.

The Wisconsin Department of Revenue Bureau of Equalization provides values for land and their improvements. Table 28 details the land values and improvement values according to the 2021 Statement of Assessments for the City of Phillips.

Table 28: 2020 Assessed Land Values, City of Phillips, WI

	Parcel Count	Value		
Real Estate Class	Parcels	Land	Improvements	Total
Residential	784	\$13,070,500	\$36,888,100	\$49,958,600
Commercial	206	\$3,686,900	\$19,343,100	\$23,030,000
Manufacturing	16	\$1,034,700	\$17,905,700	\$18,940,400
Agricultural	0	\$0	\$0	\$0
Undeveloped	23	\$77,800	\$0	\$77,800
Ag Forest	0	\$0	\$0	\$0
Forest	3	\$79,600	\$0	\$79,600
Other	0	\$0	\$0	\$0
Real Estate Totals	1,032	\$17,949,500	\$74,136,900	\$92,086,400

Source: WI Dept. of Revenue

LAND PRICES

The price of land depends upon many factors, which can vary significantly by location. It is difficult to generalize the market price of property within a given municipality due to the ‘location specific’ factors that dictate the price and by the fact that a limited number of properties are on the market at any given time.

RE/MAX New Horizons Realty, LLC was searched in mid-2022 to find all available properties within the city limits. Based on the information at that time, non-waterfront properties ranged from a low of \$39,900 to \$219,900. The asking price for 20 acres of vacant wetland was \$18,900. This information represents a snapshot of the local housing market and does not include properties for sale by owner. The database includes only the listing, or asking price, not the actual sale price of residential properties.

LAND SUPPLY AND DEMAND

The general land supply describes all lands within a community which are currently undeveloped. The available land supply refers to the supply currently undeveloped, buildable land within the community, or formerly developed lands which are appropriate for redevelopment. The available land supply does not include lands where development is restricted by the presence of environmental conditions such as steep slopes, wetlands or floodplains.

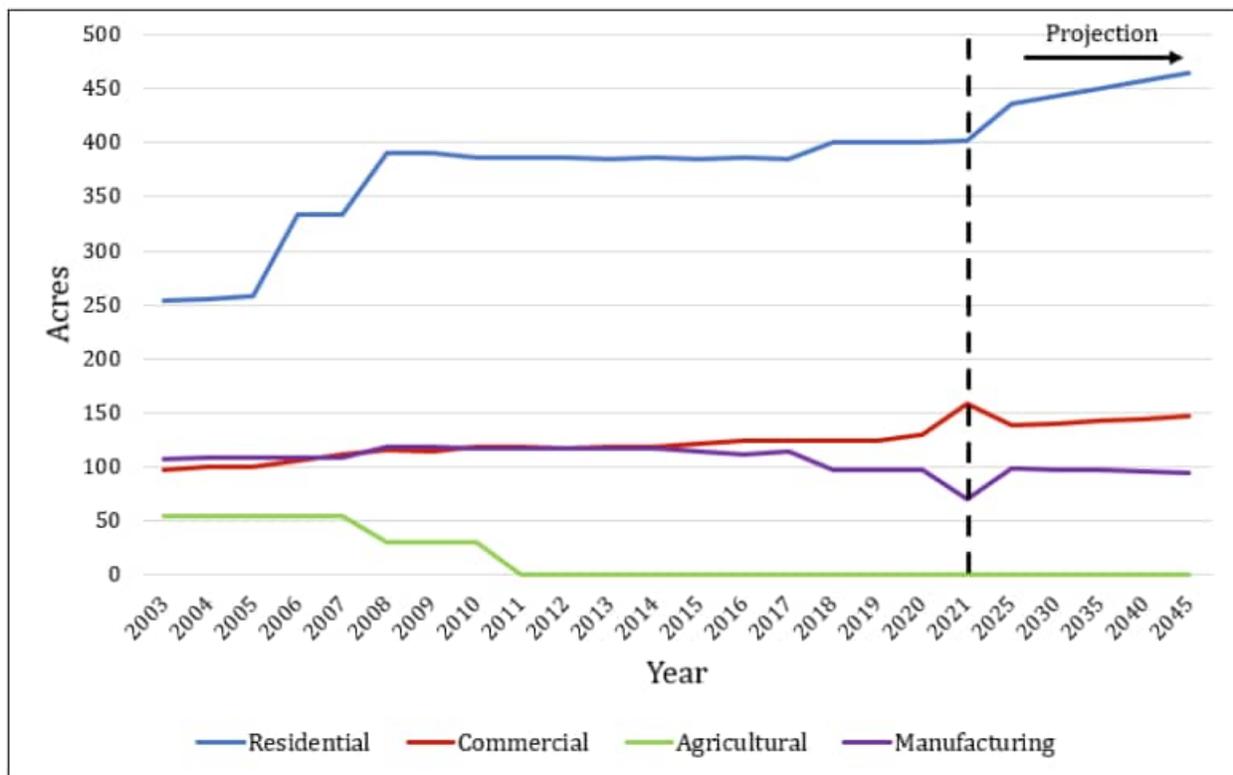
Land demand analysis is used to determine the acreage required to accommodate future residential, commercial, manufacturing, and agricultural growth. Demand forecasts are based on historic trends and assumptions should be regarded as an estimate of potential land needs. Unforeseen changes in community demographics, social values, or economic conditions could greatly impact actual land demand. Land use projections identify a slight increase in residential and manufacturing acreage out to 2045 (Table 29) based on Wisconsin Department of Revenue Statement of Assessments data using straight line projections based on a linear regression mathematical analysis using assessment data from 2003-2021. These projections are consistent with the City's vision for growth as well as the goals, objectives and policy recommendations in this comprehensive plan. However, given the relatively small population and size of Phillips, a small number of changes can impact actual land use, for example, annexations that may take place over the 20-year planning horizon (see Figure 6).

Table 29: City of Phillips Forecast Land Demand Projected 2025-2045

Land Use Type	Projected acres of land					
	2021	2025	2030	2035	2040	2045
Residential	402	435	443	450	457	464
Commercial	158	138	140	142	144	146
Agricultural	0	0	0	0	0	0
Manufacturing	70	98	98	97	96	95

Source: WI Dept. of Revenue and NWRPC

Figure 6: City of Phillips Past and Projected Future for Land Use Acreage



ZONING

Zoning is a locally enacted law that regulates and controls the use of property. While zoning involves dividing the community into districts or zones for agricultural, residential, commercial, industrial, and public purposes, zoning text that accompanies the maps specify uses permitted in each district and defines the requirements and/or conditions for those uses. This tool (zoning) provides for orderly growth by protecting homes and property from harmful uses on neighboring properties.

The City adopted a general zoning ordinance in 1981. The ordinance purpose is promoting the public health, safety, morals, comfort, convenience, prosperity and general welfare of the City and environs. The ordinance includes seven zoning districts (Map 10) all of which contain activities, standards, and requirements that are administered at the discretion of the City and the City has adopted airport, wetland, and floodplain ordinances as overlays to the City’s Zoning Code. These activities include issuance of conditional use permits (special exceptions), variances, and building and sanitary permits. Zoning in the adjacent Towns is administered by Price County. Table 30 lists the City of Phillips lot size and setback requirements and Table 31 lists the acreages associated with each zoning district.

Table 30: City of Phillips Lot Size and Setback Requirements

Districts	Height ¹	Lot Area (2')	Min. Lot Width	Front Lot Line	Front St. Center Lane	One Side	Both Sides	Rear	% Lot Coverage	Min. Lot Depth
R-1	35	10,000 8,000*	100	25	58	10 5	20 10	35 5	0.25	100'
R-2	35	10,000 6,000* 3,000**	100	25	58	10 5	20 10	35 5	0.35	100'
C-1	45	7,500	50	25	58	10 5	20 10	25	0.50	100'
C-2	35	10,000	100	25	58	10 5	20 10	30	0.25	100'

City of Phillips Comprehensive Plan

I-1	60	20,000	100	50	83	20	40	20	0.35	100'
A-1	45	43,560	200	40	73	10	20	10	0.25	100'
W-1	See Sec.17.12-Phillips Zoning Code									
FP-1	See Sec.17.13-Phillips Zoning Code									
PUD	45	5 acres	500	25	58	25	50	35	0.35	200'

Source: City of Phillips

R-1 Residential

R-2 Multi-Family

C-1 Commercial

C-2 Neighborhood Commercial

I-1 Industrial

A-1 Agricultural

W-1 Conservancy

FP-1 Floodplain

PUD-Planned Unit Development

*Per unit for duplexes

** For all units, 3 or more.

²All dimensions are in feet or square feet

R-1 Residential District

This district provides for one-family and two-family year-round residential development protected from traffic hazards and the intrusion of incompatible land uses. It is intended to encourage such development around existing residential areas where soil conditions are suitable for such development and in those areas which can be economically and readily served by utilities and municipal facilities.

R-2 Multi-Family Residential District

This district is intended to provide for multi-family year-round residential development in areas which are served by utilities and municipal facilities.

C-1 Commercial District

This district is intended to provide for the orderly and attractive grouping at appropriate locations of retail stores, shops, offices and similar commercial establishments.

C-2 Neighborhood Commercial District

This district is intended to provide for orderly and attractive commercial development within neighborhood setting to be laid out in such a way that it is compatible with the adjacent residential development. Approval for rezoning to this zone and the reuse of property within this zone will require the submission of a site plan as part of the conditional use application herein required.

I-1 Industrial District

This district is intended to provide for manufacturing and industrial operations which, based on actual physical and operational characteristics, would not be detrimental to surrounding areas by reason of smoke, noise, dust, odor, traffic, physical appearance or similar factors relating to public health, welfare and safety. Those industries requiring outdoor storage for raw materials and/or finished products may be required to provide a fence or screen in accordance with provisions.

A-1 Agricultural District

This district is established to help conserve good farming areas and prevent uncontrolled, uneconomical spread of residential, commercial or industrial development.

W-1 Conservancy Overlay District

In order to protect and/or preserve the natural state of scenic areas, preserve natural areas and buffer strips and discourage intensive development of marginal lands so as to prevent potential hazards to public and private property, this district explicitly defines permitted uses within the overlay area and separation distance requirements. The ordinance also establishes requirements for development by conditional use permit.

Though not currently used, the City of Phillips has two zoning districts defined within their zoning code – General Floodplain Overlay and Planned Unit Development (PUD) districts. They are defined as follows:

FP-1 General Floodplain Overlay District

The purpose of this district is to promote the public health, safety and general welfare by prohibiting floodplain uses, such as fill, dumping, storage of material, structures, buildings and any other works which acting alone or in combination with other existing or future uses which will increase potential flood heights and velocities and by requiring the storage or processing of materials that are buoyant, flammable or potentially dangerous to human, animal, or plant life and the construction, reconstruction, or alteration to structures and buildings on or that are moved in such as way to prevent future loss of life and property damage, public responsibilities for rescue and relief and the installation of public streets, sewer, water and other public utilities or services below the flood potential.

Planned Unit Development (PUD) District

The PUD district is intended to provide for large scale residential or residential-recreational development. This district shall have no definite boundaries until such are approved by the City Council on the recommendation of the Planning Commission in accordance with procedures prescribed for zoning amendments by SS62.23, WI Statutes.

Table 31: City of Phillips Zoning Districts by Area

ZONING DISTRICT	Acres	% Percent
R1 – Single Residential	474.73	30.9%
R2 – Multi-Family Residential	35.55	2.3%
C1 – Commercial	120.22	7.8%
C2 – Neighborhood Commercial	0.93	0.1%
I1 – Industrial	452.23	29.4%
A1 - Agricultural	343.87	22.4%
W1 - Conservancy	109.92	7.1%

Source: City of Phillips & NWRPC

PRIVATE PROPERTY RIGHTS

The planning of future land uses is sometimes perceived as an intrusion on the rights of private property owners. The actual purpose of this activity is to protect the rights of the individual and to give landowners, citizens, and local communities the opportunity to define their own destiny. Private property rights were respected throughout the City of Phillips comprehensive planning process. This plan was developed through an open, community-based, citizen participation process which focused upon balancing the needs of private landowners with the needs of the larger community.

Wisconsin law holds private property ownership in very high regard. Although private landowners are generally free to do as they wish with their property, there are limits on unconditional ownership. Landowners are prohibited from using their property in a manner that jeopardizes public health safety. Furthermore, the actions of a private landowner cannot cause an “unreasonable” interference with another landowner’s use of their property.

FUTURE LAND USE

The future land use map and its categories is a community’s visual guide to future planning. The future land use map should bring together most, if not all elements of the comprehensive plan such as natural resources, economic development, housing, transportation and utilities and community facilities. It is a map of what the community wants to have happen; it is **not** a predication. The future land use map is not an official map, nor is it a zoning map. The Future Land Use Plan Map (Map 11) represents the long-term land use recommendations for all lands in the City of Phillips. Although the map is advisory and does not have the authority of zoning, it is intended to reflect community desires and serve as a guide for local officials to coordinate and manage future development of the town.

Using all pertinent data available to them, the City of Phillips Planning Commission participated in a mapping exercise to identify the desired future land use scenario for the City. Specifically, they used their broad knowledge of the City, the series of maps that were prepared as part of the planning process and their interpretation of the current trends. The goal was to produce a generalized future land use map to guide the City’s growth over a 20-year planning horizon.

9. IMPLEMENTATION

The purpose of this chapter is to explain how this plan will be utilized to guide the community based on a set of goals, objectives and recommendations. Overall, the comprehensive plan addresses many important components helpful in maintaining a healthy community. As change is inevitable, the comprehensive plan may need to be amended to appropriately reflect those changes. This chapter includes a list of goals, objectives, and recommendations representing the main chapters of the comprehensive plan. The timeframe for action on each of the goals, objectives and recommendations is on-going as the plan commission and city council will review the list annually to select key recommendations based on current need, financial resources, staff resources and other factors.

The comprehensive plan is not an inflexible or static document. The objectives and recommendations are intended to allow flexibility in light of new information or opportunities. The plan is not an attempt to predict the future but an attempt to document community values and philosophies that citizens share.

The plan commission, council, and citizens in reviewing all proposals pertaining to growth, development, and other activities should review this document. Proposals should be examined to determine whether they are consistent with community wishes and desires as expressed in the plan. A thorough review of the plan is necessary with particular attention given to the goals and objectives. Where the impact of a proposed development is minimal, the evaluation may simply be a determination of whether or not the plan provides relevant direction and whether the requested action is in conformance with the plan. Development proposals with significant potential impacts will require a more detailed analysis in order to determine consistency.

CONSISTENCY REVIEW DURING PLAN DEVELOPMENT

Within this implementation element, it is required to “describe how each of the elements of the comprehensive plan will be integrated and made consistent with the other elements of the comprehensive plan.” As a result of the comprehensive plan being developed in a coordinated and simultaneous effort, the planning process has ensured that the development and review of each element is consistent with the others; and based on that analysis, there are no known inconsistencies between the planning elements.

MEASURING PLAN PROGRESS

As part of the comprehensive planning process, a number of goals, objectives, and recommendations were developed that when implemented are intended to build stronger relationships and give direction to the community.

It is required to include a mechanism to measure the local governmental unit's progress toward achieving all aspects of the comprehensive plan. The task of developing a measurement tool to gauge the outcome of this plan's objectives and recommendations will be accomplished by the periodic review of the recommendations achieved by the community on an annual basis.

Housing Goals

To preserve, enhance, and expand the residential character in areas of single-family housing.

Objectives

- Encouraging, where feasible, a full range of community facilities on a neighborhood-by-neighborhood basis.
- Examining blight influences from residential areas.
- Encouragement for duplexes, mobile home parks and elderly housing in appropriate locations to serve the citizens.
- Encouraging home ownership throughout the community.

Recommendations

- Ensure compatibility of uses prior to approving new development in or adjacent to existing residential areas.
- Site the development of new community facilities in areas where they can be utilized by underserved neighborhoods.
- Remove blighted structures through a number of venues, Community Development Authority actions; Tax Incremental Financing; housing code enforcement; public facility grants; zoning ordinance; City financed public improvements; redevelopment, and housing rehabilitation revolving loan funds.

City of Phillips Comprehensive Plan

- Provide for additional multifamily development.
- Develop a rental ordinance to assist in the implementation of an annual rental unit inspection to ensure rental units are not in substandard condition.
- Coordinate with the County Health Department, City Police Department, and other agencies to develop a process to respond to unsafe and unhealthy living conditions in residential structures.

Goals

To promote the construction of multi family housing in the appropriate sections of the Planning Area

Objectives

- Designating areas suitable for the development of apartments and similar medium density residential uses in selected areas suitable for that purpose.

Recommendations

- Assist the private sector where possible, with market rate housing, tax credits, financial assistance from local banking programs, rehabilitate housing assisted with CDBG, Housing Cost Reduction Initiative (HCRI) and HOME funds, and condominium development. Convert vacant non-residential buildings into apartments.

Goals

Preserve and develop high quality housing areas to satisfy the demand for an adequate number of dwellings of various types and densities

Objectives

- Providing and developing conveniently located areas suitable for housing.
- Modernizing and renewing deteriorating residential neighborhoods.
- Providing low-income elderly housing opportunities.
- Designating certain prime areas for commercial use.
- Providing adequate parking.
- Improving the appearance of existing businesses.
- Involving existing business owners in planning for their improvements.

Recommendations

- Infill development should be done prior to developing on the fringes to limit vehicle trips as well as extension of City services.
- Utilize housing rehabilitation housing grants, public infrastructure improvements, First-time Home Buyers, WHEDA, etc.
- Utilize non-profit housing organizations along with housing grant programs such as CDBG, HOME and HCRI to increase housing opportunities for low and moderate income people.
- Concentrate on keeping the downtown commercially viable and provide for highway commercial in designated areas, but ensure that traffic and aesthetic impacts are thoroughly addressed through good design.
- Prepare a downtown parking needs study.
- Make use of TIF funding to help fund and design improvements to the buildings.

Transportation

Goals

Plan for new streets and improve the efficiency of the major street network.

Objectives

- Separating local and through traffic wherever feasible.
- Discouraging non-local traffic from passing through residential neighborhoods.
- Reducing the impact of existing traffic in residential areas.
- Identifying roads needing improvement and making the needed improvements in a timely fashion.

Recommendations:

- When reviewing new subdivisions, design the local routes to be separated from collector routes.

City of Phillips Comprehensive Plan

- Preparing an access control ordinance to limit access points on collector roads making them safer.
- Continuing to develop residential uses off of the major roads.
- Enforcing traffic laws.
- Intersections in the City needing improvement are: • CTH F and STH 13 • Elm St. and Lake Ave. • Lake Ave. at Flambeau (CTH W) • Beebe St. and Avon Ave.
- Provide for bike lanes on selected local and through routes.
- Provide for ATV, UTV and snowmobile trails along selected local and through routes.

Utilities and Community Facilities

Goals

To organize and plan for city utilities and community facilities.

Objectives

- Develop plans for needed community facilities such as the parks, water system, industrial expansion, etc.
- Providing adequate water supply and sanitary waste disposal where necessary to developed areas and land for new development.

Recommendations

- Identify all the utility and street needs, set priorities, and schedule improvements. Make improvements each year, supplementing the cost with grants as much as possible.
- Improve telecommunications and improve the fiber optics system and broadband.
- Prepare plans (i.e. parks and recreation, industrial expansion, street improvements) so that all needs can be identified and prioritized.
- Implement recommendations found in the Outdoor Recreation Plan.

Natural, Cultural, and Agricultural Resources

Goals

Balance the need for tourism with the need to protect the natural environment.

Objective

- Analyzing proposed development of parks and recreation facilities and businesses and considering the environmental impacts of such actions.
- Limiting development in wetlands and flood hazard areas.

Recommendations

- Don't destroy what is attracting the tourists to northern Wisconsin. Review the environmental consequences of any proposed tourism development and weigh the costs and benefits and balance the need to provide tourism with the need to protect lands from significant negative environmental impacts. Implement mitigation measures where possible.
- Develop on the best soils possible by requiring careful site testing and preparation for marginal soils.
- Limit development in the floodplain or on wetlands unless mitigated.

Economic Development

Goals

To accommodate the changing commercial economy of the City and to enhance local opportunity for commercial development.

Objectives

- Promoting service uses.
- Encouraging existing businesses to continually monitor and change to accommodate the retail market, and thus to increase sales.
- Communicating with industry on a regular basis.
- Accommodating existing businesses to grow and prosper as much as possible.

Recommendations

- Work through UW Extension, Northcentral Technical College and others to seek new businesses of the types needed.

City of Phillips Comprehensive Plan

- Form a team of extension and utility economic development experts to do merchant visits and recommend changes.
- The City and the Industrial Development Corporation should reach out to industry and business annually to determine local needs.
- Develop a mechanism for communication with local commercial enterprises.
- Promote liaison and cooperation with area school systems in primary and secondary grades to establish understanding of the local employment market.
- Encourage K-12 programs in the local school districts that are directed to local employment needs.

Goals

To improve existing industrial development compatible with adjacent uses.

Objectives

- Providing land for new construction and expansion of existing industries.
- Promoting the types of industry that Phillips can expect to attract to the City.

Recommendations:

- Continue to develop the industrial parks and stay tuned to the needs of all industry so that there is room for expansion.
- Place the efforts of the community into attainable industrial growth goals. The community should seek firms that would supply goods to the industries in Phillips and other northern and central Wisconsin communities. The Wisconsin Economic Development Corporation (WEDC), Xcel Energy, UW Extension, Northcentral Technical College, Northwest Regional Planning Commission, the local Industrial Development Corporation, and others can all assist with this effort.

Goals

To promote new industrial development in suitable industrial areas.

Objectives

- Developing, adopting, and implementing industrial development.
- Implementing the TIF district and look to other TIF opportunities as they arise.

City of Phillips Comprehensive Plan

- Obtaining grants at every opportunity.
- Servicing new industrial areas with all public utilities and any other community facilities that are necessary.
- Establishing programs to support industry.
- Providing greater efforts to inform area businesses and industry of various available funding and development vehicles.

Recommendations

- Foster the City's partnership with the Industrial Development Corporation to expand existing industrial development programs to create greater transparency between the IDC, local business and industry, government and the community as a whole.
- When meeting with businesses, industries and those seeking venture capital, inform them of the presence of the TIF Districts and other financial programs. Keep written information on-line and ready for walk-in customers, for example the maps and the TIF Program Manual and TIF Plan.
- Keep up-to-date on the available grants and apply for them. Keep plans for improvements up-to-date to make it easy to document need for grants.
- New sites will need to have sewer and water and seek as much outside financial assistance as possible to provide infrastructure.
- Continue to promote the industrial incubator in the new industrial park.
- Continue to work with Northcentral Technical College to train and retrain employees.
- Aid in the establishment of an Education Center that could supplement courses at the High School and Northcentral Technical College as well as other educational entities and have this available for all age groups.

Goals

Continue to promote tourism as an important part of the economy.

Objectives

- Promoting overall tourism efforts of Phillips and the surrounding area.
- Participating in area-wide promotion efforts.

City of Phillips Comprehensive Plan

- Promoting businesses that cater to tourists.
- Studying the possibility of more community events.
- Determining the niches of the Chamber of Commerce and use them to the advantage of the City.
- Assisting in establishing a lodging room tax in the surrounding towns to assist promotional efforts.

Recommendations

- Remain involved in area-wide tourism efforts as this will provide the best opportunity for promotion including businesses that supply goods and services to snowmobilers, outdoor recreationists, shoppers and other tourists.
- Community events are good for business community strength and image and explore other event themes related to the fire, loggers or the dams.
- Develop a fellowship with such organizations and agencies. Involve them in decision-making by inviting them to public meetings and question them for advice when making related decisions.

Intergovernmental Cooperation

Goals

Work cooperatively with local and county governments, school district, and representatives at the state and federal level.

Objectives

- Incorporating citizen participation into comprehensive planning and plan implementation.
- Working with the Phillips School District, Northcentral Technical College and Phillips employers to provide the needed educational opportunities for City residents.
- Ensuring public employees of the city understand they are ambassadors of community good will while working within the city and interacting with citizens and visitors.

Recommendations

City of Phillips Comprehensive Plan

- The City Council should act as the coordinator and recruit other organizations to help implement some elements of the plan.
- Develop a mechanism for communication with local commercial enterprises.
- Promote liaison and cooperation with area school systems in primary and secondary grades to establish understanding of the local employment market.
- Encourage K-12 programs in the local school districts that are directed to local employment needs.
- Coordinate with the County Health Department, City Police Department, and other agencies to develop a process to respond to unsafe and unhealthy living conditions in residential structures.

Land Use

Goal

To organize and plan a complete strategy for City improvements and growth management.

Objectives

- Preparing a plan for future streets and land uses for the City and its extraterritorial area.
- Providing the needed infrastructure improvements in an affordable manner to serve existing development and planned growth.
- Coordinating efforts of service clubs, businesses, government agencies, and other participants that affect Phillips' future.
- Seeking a variety of grants and alternative methods of funding needed improvements.
- Establishing a program to improve community identity, attitude, pride, and image.
- Identifying the function of Phillips as it relates to the area's human environment.
- Marketing Phillips throughout the County and the region.
- Improving the appearance and viability of the downtown.

Recommendations

- Implement the comprehensive plan and ensure that new development follows the plan.

City of Phillips Comprehensive Plan

- Periodically review comprehensive plan implementation at intervals, monthly or quarterly at Plan Commission meetings and provide reports to the Council.
- Phillips needs to continue to look for outside sources of funding for City projects. The County Economic Development agent, private consultants, and others can assist in this matter.
- To help improve community attitude and pride, citizens should be kept up to date on city accomplishments and challenges by the getting word out by newsletter, newspaper articles, social media or other means will increase the pride in the community.
- Be aware of the need to maintain the downtown, provide opportunities for industrial expansion, and support the location of government facilities in Phillips.
- Start marketing efforts at home with opportunities then look to the region and state for more business to bring more money into the City's economy.
- Implement the TIF plan and look for avenues to enhance other TIF development.
- Coordinate with industry in addition to the schools to determine needs and opportunities and develop educational opportunities of all people to maintain economic strength.

Goal

To create a balanced pattern of related urban land uses.

Objectives

- Ensuring that adjacent land uses are compatible with regard to such factors as smoke, noise, odor, traffic, activity, and appearance.
- Eliminating nonconforming uses.
- Adopting ordinances and programs to eliminate blight.
- Strictly controlling land divisions.

Recommendations

- Prior to approving projects ensure that compatibility exists or can be built into the proposal and for conditional use permits, follow standards required in the zoning ordinance.

City of Phillips Comprehensive Plan

- Amend the zoning to change most nonconforming uses to conforming. Other uses may need to be purchased.
- Examine economic development programs and ordinances that may include Economic Development Revolving Loan Funds, implementing and expanding TIF districts to provide economic development assistance, develop a Community Development Authority to assist in eliminating blighted conditions, and examine and enforce existing building codes.
- Adopt and follow strict ordinances for certified surveys and subdivisions.

Goal

Utilize vacant land within Phillips to its maximum potential.

Objectives

- Encouraging the full use of vacant and underutilized property in the City.
- Developing land adjacent to existing capital assets such as developed infrastructure.

Recommendations

- Encourage the development of vacant lots within City Limits before developing areas on the fringes.
- Encourage the development of lands that are or can easily be served by existing infrastructure before approving development that would require extensions of service infrastructure.

The recommendations identified above are continuous and ongoing steps that do not have a specific implementation target date. As a result, on an annual basis the plan commission should monitor the plan's overall objectives and recommendations in an effort to realize its accomplishments and identify areas where additional resources or recommendations need to be implemented.

While there are no specific redevelopment areas identified, several of the identified goals, objectives, and recommendations include reference to promoting the redevelopment of abandoned or dilapidated parcels and the maintenance and rehabilitation of existing residential structures, where practical. Where applicable in implementing the comprehensive plan,

redevelopment alternatives should at least be explored before new development of greenfields begins.

Utilizing the goals and objectives and community survey data and input, a list of suggested actions has also been developed to guide future planning and development in the community.

Phillips Comprehensive Plan Overview

	What	When	Who will it involve	Cost
Downtown	Establish targeted Revitalization Zone	S	Downtown and community businesses	M
	Institute state affiliated Main Street Program	S	Downtown Business, WEDC, Chamber of Commerce	M
	Implement Historic Tax Credits as one means to revitalize historic structures	M	Downtown Business, WEDC, Chamber of Commerce	M
	Created Historic Preservation Board	M	City Government	M
	Determine Historic Districts to enable leveraged funding	M	Historic Preservation Board	M
	Consider creation of a Business Improvement District (BID)	M	City, Community Businesses, Chamber of Commerce	M
Lake Shore	Remove blighted waterfront structures and remediate land	M	Wisconsin DNR (Brownfield remediation) (Superfund)	M
	Establish waterfront trails connecting Duroy, Elk and Long Lakes	M	City, DNR recreational funding	M
	Develop a waterfront use plan	M	Planning Commission	M
	Consider screening city water treatment plant, highway and lake	S	City	M
	Develop plan to relocate or remove Express Mart Business	S-M	Property Owner, City, Planning Commission	M
	Develop plan to relocate or remove Hilgy LP Gas	S-M	Property Owner, City, Planning Commission	M
	Define and control parking in Elk Lake Park	S-M	City, DNR recreational funding	
	Define disposition of former Lionite property		City, County, State, Federal	
Unite Urban Areas	Make connections north-south and east-west	S-M	City, DNR recreational funding	M
	Capture lake views along north-south highway corridor	S-M	City, Planning Commission	M
Strengthen	Diversify and upgrade infill housing	S-M	City, neighborhood organizations, area Realtors	
Housing	Conservation buffers	S-M	Planning Commission	M

City of Phillips Comprehensive Plan

	Strategic demolition	S-M	City	M
	Strategic code development and enforcement	S-M	Planning Commission, City	M
	Healthy neighborhoods	S-M	City, neighborhood organizations	M
	Careful disposition of vacant land	S-M	City	M
	Allow Enterprise Funding development	S-M	City	M
Promote	Implement 'Quality of Place' initiatives	S-M	City	M
Place Based	Leverage local and area educational environmental programs	S-M	City, local and area education institutions	M
Economic Dev.	Promote collaborative entrepreneurialism in business community	S-M	City, Planning Commission, Chamber of Commerce	M
	Complete an Economic Development Plan	S-M	City, Chamber of Commerce, NTC, State DOA and WEDC	M
Set Examples of	Provide rebates for home retrofitting	S-M	City	
Sustainability	Encourage energy efficient improvements in city infrastructure	S-M	City, Xcel energy advice and assistance	
	Continue mandatory recycling and composting ordinances	S-M	City, recycling contractor	M
	Means for residents / businesses to opt into renewable energy	S-M	City, NTC, Xcel energy	M
	Promote green spaces within the community	S-M	City, neighborhood organizations	M
	Increase access to area-based food production	S-M	City, local businesses	M
	Promote efficient modes of transportation	S-M	City, WisDOT	
	Definitions: <u>When</u> S (short-term) - M (mid-term); and <u>Cost</u> M (moderate)			

OTHER IMPLEMENTATION POLICIES AND PROGRAMS

Based on projected land use needs into the future, the future land use map will assist the community in directing land use activities to areas best suited for such development, based on background data, future projections, local issues and opportunities, natural resource constraints, and public input. It may be possible that future annexations of property from adjoining towns may provide the best alternative for continued growth of the community and area.

In order for the Future Land Use Map to be an effective tool for local decision-making, it is important that it be regarded as general in nature and should not be used for site-specific decisions. It is for this reason that only general locations for various land uses are shown on the

map. The Future Land Use Map was developed from the Existing Land Use Map, background data, and the community's desires for future development trends. Based on that analysis, it is projected the future land use map will mirror existing land use. During the planning horizon, as developer proposals are presented, amendments may be necessary to reflect forces that change or shift local land use patterns and demand.

ORDINANCES AND PROGRAMS

Other tools helpful to a community exist and may be applicable from time to time. Below are a few examples of these tools.

Acquisition

This type of land preservation tool involves the direct purchase of land for the purposes of preservation and protection. This tool should be used in cases where other protective mechanisms fail to meet objectives and/or in cases of high-priority acquisition lands. Acquisition efforts should be coordinated with other local, state, and national acquisition initiatives (lake associations, environmental groups, USFS, DNR, etc.). Depending on the acquisition, funding assistance from federal, state, or not-for-profit groups may be found.

Best Management Practices (BMP)

Best management practices describe voluntary procedures and activities aimed at protection of natural resources. BMP's are described in detail in the Wisconsin Department of Natural Resources publications titled "Wisconsin Construction Site Best Management Practice Handbook", and "Wisconsin's Forestry Best Management Practices for Water Quality". Shoreland BMP's are a set of specific actions that landowners can take to help protect and preserve water quality.

Other Adjoining and Overlapping Jurisdiction Comprehensive Planning Processes

Phillips encourages dialog between all adjoining and overlapping jurisdictions (towns, Price County, potential federal and state agencies, and school districts) as they develop or revise their respective comprehensive plans or development directives. This dialog will ensure that local input and consistency between comprehensive plans is reached. Where inconsistencies are identified and a resolution cannot be reached, future actions can be developed to bring the parties together to address their concerns.

PLAN UPDATES AND REVISIONS

The Comprehensive Plan is intended to be a living document. Over time, social and economic conditions and values tend to change and the comprehensive plan should be updated periodically to reflect these changes. Systematic, periodic updates will ensure that not only the statistical data is current but also the plan's goals, objectives, and recommendations reflect the current situation. Under current law, it is required that an update of the plan be undertaken every ten years. However, it is recommended the plan be reviewed for consistency at least once every five years. This will ensure that any changes in the social and economic conditions or community values are reflected within the plan.

To ensure that residents are involved in plan amendments, the following process and protocol should be followed. The Plan Commission shall undertake a review of the plan at ten-year increments from the time of formal adoption by the city council and shall consider necessary amendment(s) to the plan resulting from property owner requests and changes to social and economic conditions. Upon the plan commission review, recommended changes to the plan shall be forwarded to the city council. The Plan Commission shall call a public hearing to afford property owners time to review and comment on recommended plan changes. The public hearing shall be advertised using a Class I notice. Based on public input, plan commission recommendations, and other facts, the city council will formally act on the recommended amendment(s). During plan amendments, it is important that the Public Participation Plan be utilized to ensure public input.

CONCLUSION

This Comprehensive Plan is intended to be a dynamic and evolving document. Periodic revision and update of the plan will ensure that it is accurate and consistent with the wishes and desires of the community. Plan recommendations in this document provide the basis for evaluation of development proposals and give the community a means for achieving their community vision expressed by the goals, objectives and recommendations. The specific action statements are meant to serve as the mechanisms for achieving the goals and objectives, which were defined throughout the planning process. Overall, the comprehensive plan provides a guide and policy framework for development within the City of Phillips.



Local
Postal Customer

PSRT STD
ECRWSS
U.S. POSTAGE
PAID
EDDM RETAIL

Phillips Community Survey

As a resident and/or stakeholder in the Phillips Area Community your advice is needed and appreciated. This survey will be part of the information gathered to develop an updated Comprehensive Plan for the City of Phillips.

Please take the time to consider your answers to each question. There will be an opportunity within the survey to present your own ideas to improve our community.

Your responses will be used to insure this Comprehensive Plan update is relevant and representative of community needs.

—First of all, although this survey is anonymous, but there are a few questions about yourself that will make this effort as meaningful as it can be:

How long have you lived in the area?

Please check one:

- less than 2 years,
- 2 to 5 years,
- 5 to 10 years,
- 10 to 20 years,
- over 20 years.
- born and raised.

Where in the do you live?

Please check one:

- City of Phillips, district 1 (north),
- City of Phillips, district 2 (central),
- City of Phillips, district 3 (south),
- City of Phillips, Phillips Chain of Lakes
- Town of Flambeau,
- Town of Elk, Soo Lake
- Town of Elk, Elk River and Phillips Chain of Lakes
- Town of Elk,
- Town of Worchester, Solberg Lake
- Town of Worchester, Musser Lake
- Town of Worchester, Dardis Lake
- Town of Worchester,
- Town of Emery,

- Town of Harmony,
- Town of Hackett,
- Town of Georgetown,
- other _____.

Employment

Please check one:

- Local Industry
- Local Retail Business
- Local Profession
- Local Government
- Education
- Self-employed
- Retired
- Disabled
- Unemployed
- Other

Where do you work?

Please check one:

- Phillips
- In the Phillips area
- Outside the Phillips area, if so, where _____



Local
Postal Customer

PSRT STD
ECRWSS
U.S. POSTAGE
PAID
EDDM RETAIL

Phillips Community Survey

As a resident and/or stakeholder in the Phillips Area Community your advice is needed and appreciated. This survey will be part of the information gathered to develop an updated Comprehensive Plan for the City of Phillips.

Please take the time to consider your answers to each question. There will be an opportunity within the survey to present your own ideas to improve our community.

Your responses will be used to insure this Comprehensive Plan update is relevant and representative of community needs.

—First of all, although this survey is anonymous, but there are a few questions about yourself that will make this effort as meaningful as it can be:

How long have you lived in the area?

Please check one:

- less than 2 years,
- 2 to 5 years,
- 5 to 10 years,
- 10 to 20 years,
- over 20 years.
- born and raised.

Where in the do you live?

Please check one:

- City of Phillips, district 1 (north),
- City of Phillips, district 2 (central),
- City of Phillips, district 3 (south),
- City of Phillips, Phillips Chain of Lakes
- Town of Flambeau,
- Town of Elk, Soo Lake
- Town of Elk, Elk River and Phillips Chain of Lakes
- Town of Elk,
- Town of Worcester, Solberg Lake
- Town of Worcester, Musser Lake
- Town of Worcester, Dardis Lake
- Town of Worcester,
- Town of Emery,

- Town of Harmony,
- Town of Hackett,
- Town of Georgetown,
- other _____.

Employment

Please check one:

- Local Industry
- Local Retail Business
- Local Profession
- Local Government
- Education
- Self-employed
- Retired
- Disabled
- Unemployed
- Other

Where do you work?

Please check one:

- Phillips
- In the Phillips area
- Outside the Phillips area, if so, where _____

LIFE IN PHILLIPS

Quality of Life (The reasons you choose to live in this area)

For each of the following questions please rate, using a scale between 5 and 1: with 5 being very important to the quality of life and pleasure living where you do and 1, the least important to you as a reason to live in your community:

1. Employment opportunities __
2. Living away from big cities __
3. Proximity to Federal, State and County Forest and recreational areas __
4. Parks and residential green spaces in the community __
5. Water front living __
6. Schools (i.e., K-12 and Technical College offerings) __
7. Area and local road and street networks __
8. Medical care and services (i.e., physician, ambulance, dental, optometry, aging care) __
9. Professional Services (i.e, legal, accounting, counseling, finance, banking) __
10. Personal wellness services (i.e., grooming and styling) __
11. Library services __
12. Police and fire protection __
13. Proximity to adequate airport __
14. Develop Community Garden Plans __
15. Other: _____

Community Satisfaction

In the last section we sought to find the reasons for living in this area. This question considers how satisfied you are with services and area attributes and an open question about a positive ideas for the community. Please rate, using a scale between 5 and 1: with 5 being completely satisfactory and 1, completely unsatisfactory:

16. Overall how do you feel about living in the Phillips area (away from big cities) __
17. Proximity to Federal, State and County Forest and recreational areas __
18. Parks and green spaces in your community __
19. Water front living __
20. Schools (i.e., K-12 and Technical College offerings) __
21. Area and local road and street networks __
22. Making sidewalks and trails linking north to south and east to west in the city __
23. Medical care and services (i.e., physician, ambulance, dental, optometry, aging care) __
24. Professional Services (i.e, legal, accounting, counseling, finance, banking) __

- 25. Personal wellness services (i.e., grooming and styling) ___
- 26. Library services ___
- 27. Well defined downtown business district ___
- 28. Local availability of personal clothing ___
- 29. Police and fire protection ___
- 30. Having a local airport ___
- 31. Other: _____

COMMUNITY IMPROVEMENT EFFORTS

City Government, available residential and commercial property uses

Please rate the following, using a scale between 5 and 1: with 5 being most important and 1 the least important.

- 32. A need for higher quality rental housing ___
- 33. Should there be stronger efforts to assist apartment and home owners to upgrade their property ___
- 34. Do areas of obvious deferred property maintenance affect impressions of the community ___
- 35. Would residential code development and uniform enforcement improve the housing and commercial property inventory in the community ___
- 36. Should there be consideration of strategic demolition and care in disposition of vacant property, both residential and commercial ___
- 37. Should the city encourage neighborhood organizations and should they be encouraged to help with code development and enforcement ___
- 38. Should green belt conservation areas be considered in and near residential and commercial areas ___
- 39. Should housing and commercial development include potential funding and financing opportunities for developers ___
- 40. Should housing improvement efforts include encouraging renewable energy ___
- 41. Should energy efficient improvements in community buildings and facilities be encouraged ___
- 42. Should the city consider a City Manager/Administrator ___

Businesses/Professional/Industrial development and assistance

How do you perceive current efforts and/or potential changes in community development? Please rate, using a scale between 5 and 1, with 5 being most important and 1 the least important.

- 43. Should the city encourage area or county wide business and industrial development ___
- 44. Establish Targeted Revitalization Zone(s) identified by community input ___
- 45. Reinstitute state affiliated Main Street Program ___
- 46. Create Historic Preservation Board ___
- 47. Consider tax credit policy to aid revitalization of historic structures ___
- 48. Consider removal of blighted property in residential and business area(s) ___
- 49. Work with business owners to encourage relocation and/or appearance improvements ___

50. Consider creation of Business Improvement Districts (BID) ___

51. Utilize Tax Increment Financing (TIF) districts to aid business development ___

BID and TIF are financing means used by municipalities to finance infrastructure improvements using funding resulting from the incremental increase in property value in identified property areas

52. Identify the status of the former Lionite property ___

53. Improve or increase customer parking in business areas ___

54. Control the use of parking with time limits or meters to encourage employee parking away from prime customer parking areas. ___

LAKE SHORE USE AND COMMUNITY DEVELOPMENT

Using a scale of between 5 and 1, with 5 being most important and 1 the least important. Please rate the following:

55. Is the lake shore in the city a centerpiece for the city ___

56. Should the city encourage lakefront development ___

57. Should the city develop a waterfront and recreational use plan for the city ___

58. Should the city refer to a waterfront or recreational use plan when considering development plans ___

59. If the city had a recreational use plan should a board be formed to maintain and develop goals ___

60. Should the city remove blighted structures and remediate land ___

61. Should the city establish a water front trail connecting Duroy, Elk and Long Lakes ___

62. Should the city consider screening city water treatment plant from highway and lake views ___

63. Should the city define and control parking in Elk Lake Park ___

64. Should the city consider the former Georgia Pacific property (Lionite) in future development plans ___

65. Should the city invite developer proposals for business and lakefront development ___

If funding were not an issue, what project(s) do you think are most important to the community?

How would you make the community a better place to live and work?

Phillips Area Survey - Results

The Phillips planning commission has completed distribution, collection, and compilation of the results of the area survey for the 2023 Comprehensive plan. A comprehensive plan review is required every 10 years. The Phillips Planning Commission determined that a wider view is needed to complete a truly comprehensive tally of community needs. The commission realizes that the impact of the city extends beyond the borders of the city limits. Residents of the surrounding community are indeed stakeholders in the affairs of the city, to include: employment, educational opportunities for area children as well as continuing and adult education, housing, services, recreational and lifestyle choices. Surveys were distributed by mail to each residential address in the City of Phillips and the Towns of: Worcester, Elk, Flambeau, Emery, Harmony, Hackett and Georgetown.

There were 301 returns: 95 from the City of Phillips; 100 from the town of Worcester; 70 from the town of Elk; 16 from the Town of Emery; 13 from the Town of Flambeau; 4 from the town of Harmony; and 3 from the town of Hackett. there were no returns from the Town of Georgetown. The 301 surveys were returned amounted to 14 percent of the 2150 distributed. This a good survey return and shows a solid representation of the area, whether surveyed my mail, phone, or in person.

The choice to mail the surveys was made to insure that the greatest number of area residents received the survey and would would have the opportunity to make their concerns for Phillips and its future known.

Tabulation of the results showed a handful of primary concerns (as noted with the number of repetitive choices in each area surveyed). Those concerns are:

- 1. Concern with the former Lionite property and its eventual determination.**
- 2. More rental housing, both affordable and higher quality to help promote area employment.**
- 3. Downtown and appearance and areas of residential blight, the condition of sidewalks, streets and alleys within the city.**
- 4. Establishing paths to connect community parks and recreational venues with sidewalks, paved trails for bikes, runners and walkers.**
- 5. Day Care opportunities for children as well as aging and needy adults.**

It is fair assessment that there is great variety in the responses to the survey. Hundreds of ideas for opportunities were identified within the community. There are also expressions of concerns. Area by area demographic data and survey comments are shown in the accompanying results sheets for each area in the following pages. Survey respondents were clear in their concerns for the community as well as heartfelt concern for their vested interests in the area.

The survey is intended to show perceived need for changes (opportunities). As well as those positive area characteristics survey with which respondents were pleased, happy or even proud of, including: lifestyle; a naturally beautiful place to live and raise a family; surprising amenities considering the area's relatively low population density; recreational opportunities and more.

While not all concerns and opportunities and challenges can be met, and likely some are not identified, this survey is a starting point for discussion of potential goals and challenges for and within our community.

Phillips Comprehensive Plan Survey Results

City of Phillips 95

- | | |
|------------------------|------------------------|
| 1. 17, 4, 9, 22, 43 | 32. 4, 16, 29, 18, 33 |
| 2. 6, 18, 12, 16, 43 | 33. 2, 3, 24, 41, 26 |
| 3. 7, 15, 11, 19, 44 | 34. 4, 8, 9, 26, 49 |
| 4. 6, 9, 14, 29, 38 | 35. 2, 8, 11, 29, 42 |
| 5. 43, 23, 14, 6, 8 | 36. 2, 3, 9, 22, 59 |
| 6. 13, 12, 28, 18, 23 | 37. 5, 9, 17, 18, 49 |
| 7. 4, 4, 17, 27, 41 | 38. 13, 13, 28, 23, 18 |
| 8. 1, 8, 22, 30, 33 | 39. 8, 11, 14, 28, 34 |
| 9. 4, 14, 14, 33, 29 | 40. 2, 11, 18, 24, 29 |
| 10. 14, 27, 28, 17, 12 | 41. 2, 9, 23, 22, 39 |
| 11. 9, 17, 18, 17, 32 | 42. 49, 16, 12, 10, 8 |
| 12. 2, 8, 18, 24, 40 | 43. 1, 11, 20, 32, 33 |
| 13. 47, 23, 8, 7, 9 | 44. 2, 7, 19, 26, 38 |
| 14. 33, 31, 18, 5, 4 | 45. 6, 5, 26, 19, 33 |
| 15. | 46. 6, 13, 18, 20, 38 |
| 16. 2, 4, 19, 24, 49 | 47. 4, 10, 29, 27, 24 |
| 17. 3, 7, 20, 25, 38 | 48. 2, 7, 18, 14, 50 |
| 18. 4, 3, 19, 25, 44 | 49. 6, 7, 19, 28, 34 |
| 19. 10, 9, 23, 23, 27 | 50. 5, 10, 14, 26, 38 |
| 20. 3, 10, 14, 31, 36 | 51. 5, 7, 41, 29, 22 |
| 21. 6, 9, 23, 28, 28 | 52. 9, 7, 11, 14, 52 |
| 22. 2, 13, 31, 29, 19 | 53. 8, 3, 29, 23, 34 |
| 23. 3, 6, 24, 26, 37 | 54. 49, 17, 7, 8, 13 |
| 24. 0, 14, 34, 23, 24 | 55. 1, 3, 34, 26, 27 |
| 25. 3, 5, 33, 34, 20 | 56. 12, 8, 14, 23, 38 |
| 26. 4, 8, 22, 34, 27 | 57. 7, 11, 34, 19, 25 |
| 27. 8, 17, 28, 27, 10 | 58. 4, 6, 29, 21, 33 |
| 28. 53, 21, 7, 7, 2 | 59. 5, 7, 16, 26, 39 |
| 29. 0, 8, 20, 20, 47 | 60. 3, 5, 19, 23, 46 |
| 30. 7, 7, 21, 29, 28 | 61. 3, 5, 19, 19, 43 |
| 31. _____ | 62. 35, 20, 17, 8, 13 |
| | 63. 10, 8, 33, 25, 19 |
| | 64. 4, 2, 18, 27, 44 |
| | 65. 6, 7, 15, 29, 44 |

- Area 1 29
- Area 2 35
- Area 3 26
- Area 4 5

Employment

- Local Ind. 12
- Loc. Retail 6
- Professional 4
- Gov't. 4
- Education 5
- Self Empl. 5
- Retired 49
- Disabled 6
- Unemployed 0
- Other 4

Suggestions for questions 15 and 31 included

- Age
- 2 7
- 2-5 10
- 5-10 6
- 10-20 7
- +20 31
- Born /Raised 28

Work Location

- Phillips 28
- Phillips Area 3
- P. F. 3
- Hawkins 2
- Rhineland 1
- Winter 1
- Prentice 1
- Medford 1

1 self-returned survey

Suggestions for community needs and improvement are listed below. Top five are in bold type. The remaining had at least one survey mention.

- Need to do something about former Lionite Property
- Affordable and quality rental housing
- Downtown appearance, poor condition of sidewalks, streets and highways
- Better sidewalks, walking and biking trails linking city parks and recreational venues
- Day care, public and affordable for children as well as seniors
- Better planning for park and lakefront use and then using plans when development is considered
- Ordinance review with better enforcement, i.e. noise, speeding, snow removal, downtown / residential parking and lawn care.
- Concern of drug use and sales - better enforcement
- Safer downtown parking and crossings - consider "bump-outs at crossings
- Need for more Local activities, festivals, family attractions, winter activities, etc.
- Move Hilgy's for appearance and safety - Express mart
- Increase opportunities for small retail and business development
- Do something about poorly maintained, vacant and abandoned buildings
- Develop city and/or county dump and recycling station, improve garbage pickup
- Youth center and more activities for youth
- Senior center, day care and activities
- Nursing home needed
- CNA classes
- Something like a YMCA
- Providing safe, quality drinking water
- Duroy and Elk Lake shoreline cleanup for better lake views
- Better control of parking in residential areas
- Annex quality property for housing and business growth
- Green spaces
- Community beach or pool; sledding hill
- Add skateboard park to Elk Lake facilities
- Fill empty Main Street lots with businesses
- Promote arts and education
- Regulation of vacation rentals
- Local outlet for news and community events
- More attractions to bring tourists to town
- Another or larger grocery store
- Support arts and education
- Regulate downtown parking to favor customers instead of employees of business and government
- More community events and attractions to attract visitors
- Fill empty Main Street lots with businesses
- Consider diversity
- Concern with library catalogue
- City sponsored clean-up
- More varied shopping opportunities

Phillips Comprehensive Plan Survey Results

Town of Worcester 100

1. 15, 5, 23, 20, 42
2. 4, 8, 13, 23, 52
3. 0, 4, 27, 23, 48
4. 1, 7, 30, 28, 35
5. 7, 6, 23, 29, 43
6. 5, 13, 34, 28, 20
7. 1, 12, 37, 23, 29
8. 1, 10, 22, 37, 36
9. 3, 13, 38, 27, 22
10. 18, 12, 35, 24, 17
11. 7, 15, 34, 27, 20
12. 1, 12, 23, 30, 38
13. 43, 28, 19, 15, 12
14. 60, 29, 9, 4, 0
- 15.
16. 4, 9, 20, 30, 38
17. 1, 3, 34, 25, 31
18. 1, 9, 41, 33, 25
19. 2, 15, 19, 35, 33
20. 1, 12, 38, 32, 26
21. 6, 18, 20, 23, 39
22. 8, 12, 40, 30, 13
23. 4, 20, 35, 19, 25
24. 4, 8, 38, 26, 29
25. 4, 5, 34, 39, 30
26. 11, 14, 27, 21, 32
27. 1, 32, 33, 16, 16
28. 55, 31, 13, 2, 5

29. 0, 8, 19, 41, 38
30. 7, 11, 21, 24, 40
- 31.
32. 5, 18, 32, 27, 21
33. 5, 8, 38, 33, 21
34. 7, 12, 12, 26, 49
35. 7, 12, 14, 29, 41
36. 3, 10, 34, 29, 23
37. 5, 8, 20, 35, 38
38. 4, 20, 35, 28, 17
39. 6, 11, 24, 34, 32
40. 4, 24, 21, 19, 36
41. 6, 21, 29, 27, 23
42. 47, 31, 16, 7, 2
43. 0, 9, 28, 30, 40
44. 2, 12, 40, 26, 19
45. 1, 12, 30, 26, 32
46. 9, 20, 29, 14, 28
47. 9, 34, 25, 19, 15
48. 1, 8, 22, 29, 45
49. 4, 8, 23, 29, 39
50. 2, 18, 28, 38, 20
51. 5, 24, 20, 29, 23
52. 4, 6, 9, 37, 47
53. 3, 12, 29, 38, 21
54. 50, 29, 18, 7, 1
55. 1, 29, 20, 22, 32
56. 16, 11, 23, 23, 38
57. 1, 13, 22, 34, 35
58. 1, 7, 20, 34, 37
59. 4, 6, 16, 33, 43
60. 3, 4, 26, 31, 37
61. 5, 11, 24, 28, 36
62. 36, 18, 17, 19, 12
63. 20, 13, 36, 19, 13
64. 3, 6, 27, 27, 44
65. 10, 8, 24, 25, 36

Soo Lake 13
Musser 9
Dardis 3
Worcester 75

Employment

Local Ind. 13
Loc. Retail 3
Professional 6
Gov't. 2
Education 4
Self Empl. 10
Retired 54
Disabled 2
Unemployed 0
Other 6

Suggestions for questions 15 and 31 included

Age
-2 1
2-5 7
5-10 7
10-20 6
+20 30
Born /Raised 33

Work Location

Phillips 23
Phillips Area 17
P. F. 1
Hawkins
Rhineland
Winter
Prentice
Medford

1 self-returned survey

Suggestions for community needs and improvement are listed below. Top choices in bold type. The remaining had at least one survey mention.

- **Need to do something about former Lionite Property**
- **Affordable and quality rental housing**
- **Downtown appearance, poor condition of sidewalks, streets and highways**
- **Better sidewalks, walking and biking trails (with wider road ways) linking city parks and recreational venues**
- **Concern over drug use and sales - better enforcement**
- **Move Hilgy's**
- Do something about poorly maintained, vacant and abandoned buildings
- Duroy and Elk Lake shoreline cleanup
- Water quality in area lakes
- More shopping variety
- Day care, public and affordable for children as well as seniors
- Better planning for park and lakefront use and then using plans when development is considered
- Ordinance review with better enforcement, i.e. noise, speeding, snow removal, downtown / residential parking and lawn care.
- Concern of drug use and sales - better enforcement
- Safer downtown parking and crossings - consider "bump-outs at crossings"
- Need for more Local activities, festivals, family attractions, winter activities, etc.
- Move Hilgy's for appearance and safety - Express mart
- Increase opportunities for small retail and business development
- Senior center, day care and activities
- More attractions to bring tourists to town
- Another or larger grocery store

- Regulate downtown parking to favor customers instead of business and government employees
- More community events and attractions to attract visitors
- Fill empty Main Street lots with businesses
- Close library return to Christian values
- Concern with library
- City sponsored clean-up
- More varied shopping opportunities
- Library too small, needs to be larger
- More and better jobs
- Have traffic bypass downtown.
- More and better street lights
- Stoplight at airport entrance
- New business owners group
- Hwy H railroad crossing
- New city garage, bus garage and fire hall
- Schools without government influence
- Consider agriculture and existing businesses
- Help for family caregivers
- Move boat landing south of Hwy. H
- Make Hwy 13 4-lane Marshfield to Ashland
- Greater shopping choices
- Senior day care to include structured activity and outings
- High speed rail Superior to Milwaukee
- Faster internet
- Medical and EMS improvement
- Less to unemployed and more to cops
- Make Elk Lake Park more dog friendly
- SEE NEXT PAGE

Town of Worcester Suggestion Continuation:

- Provide Expert professional assistance and capital for community projects
- Preserve history and charm of community
- Engage the community in planning
- Create "Vibrant" spaces - use placemaking strategies
- Increased shopping access
- Develop artistic signage to emphasize town and use good landscaping
- Develop town graphic or logo, i.e. "Hodag"
- Get more porta-potties for bigger events
- Blacktop Elk Lake parking areas
- Cut off music and fireworks at 10 p.m.
- More open community with less structure and density
- RR crossing on Hwy H is terrible
- Encourage small business development
- Use area of old city well for dog park, fishing pier and parking
- Move Highway 13 to the west
- Help for family care givers

Phillips Comprehensive Plan Survey Results

Town of Elk 70

- | | |
|------------------------|------------------------|
| 1. 1, 13, 22, 13, 22 | 30. 12, 21, 20, 7, 13 |
| 2. 1, 4, 10, 23, 40 | 31. |
| 3. 1, 8, 20, 19, 27 | 32. 3, 3, 10, 28, 28 |
| 4. 1, 8, 12, 15, 33 | 33. 4, 15, 17, 14, 23 |
| 5. 13, 12, 10, 14, 24 | 34. 3, 5, 11, 20, 34 |
| 6. 1, 2, 19, 22, 39 | 35. 4, 3, 18, 31, 18 |
| 7. 0, 6, 18, 17, 32 | 36. 5, 7, 28, 20, 30 |
| 8. 1, 3, 12, 34, 33 | 37. 2, 6, 18, 21, 26 |
| 9. 7, 11, 19, 21, 17 | 38. 13, 17, 16, 18, 5 |
| 10. 3, 5, 8, 23, 34 | 39. 3, 8, 22, 23, 17 |
| 11. 5, 7, 23, 21, 19 | 40. 6, 7, 7, 20, 34 |
| 12. 0, 4, 21, 19, 28 | 41. 13, 9, 19, 17, 13 |
| 13. 28, 12, 17, 12, 14 | 42. 37, 20, 9, 4, 3 |
| 14. 13, 20, 18, 15, 7 | 43. 23, 9, 16, 19, 10 |
| 15. | 44. 6, 4, 15, 20, 28 |
| 16. 2, 8, 13, 21, 28 | 45. 3, 2, 13, 18, 37 |
| 17. 3, 3, 16, 21, 28 | 46. 1, 4, 20, 23, 24 |
| 18. 0, 7, 17, 30, 29 | 47. 31, 16, 14, 4, 9 |
| 19. 7, 13, 17, 23, 12 | 48. 0, 8, 21, 27, 15 |
| 20. 1, 6, 17, 21, 27 | 49. 2, 4, 21, 23, 23 |
| 21. 7, 8, 9, 22, 26 | 50. 4, 5, 13, 19, 30 |
| 22. 2, 21, 18, 16, 16 | 51. 5, 6, 23, 19, 20 |
| 23. 3, 4, 18, 24, 24 | 52. 3, 8, 20, 21, 20 |
| 24. 1, 3, 14, 21, 34 | 53. 1, 1, 13, 21, 33 |
| 25. 1, 3, 18, 23, 28 | 54. 42, 15, 13, 5, 0 |
| 26. 4, 15, 17, 17, 19 | 55. 1, 7, 21, 23, 21 |
| 27. 2, 22, 21, 18, 9 | 56. 5, 8, 23, 19, 16 |
| 28. 35, 20, 13, 9, 1 | 57. 5, 11, 14, 9, 14 |
| 29. 1, 3, 8, 20, 42 | 58. 8, 12, 16, 18, 19 |
| | 59. 0, 9, 15, 20, 28 |
| | 60. 1, 6, 6, 17, 42 |
| | 61. 4, 7, 30, 15, 27 |
| | 62. 3, 5, 14, 18, 33 |
| | 63. 10, 7, 13, 20, 23 |
| | 64. 11, 13, 13, 17, 21 |
| | 65. 7, 4, 8, 18, 36 |

- Downtown appearance, poor condition of sidewalks, streets and highways
- Need to do something about former Lionite Property
- Affordable and quality rental housing
- Better sidewalks, walking and biking trails linking city parks and recreational venues
- Day care, public and affordable for children as well as seniors
- Better planning for park and lakefront use and then using plans when development is considered
- Ordinance review with better enforcement, i.e. noise, speeding, snow removal, downtown / residential parking and lawn care.
- Concern of drug use and sales - better enforcement
- Move Hilgy's for appearance and safety - Express mart
- Increase opportunities for small retail and business development
- Do something about poorly maintained, vacant and abandoned buildings
- Develop city and/or county dump and recycling station, improve garbage pickup
- Senior center, day care and activities
- Nursing home needed
- Need something like a YMCA
- Green spaces
- Promote/support arts and education
- Regulate downtown parking to favor customers instead of business and government employees
- More community events and attractions to attract visitors
- Concern with library selections
- More varied shopping opportunities
- Sewer hookups at campground
- Lakefront development for public use
- More retail shopping opportunity

Elk, Soo Lake 8
Elk, Elk River
Chain O Lakes 23
Town Of Elk 39

Employment

Local Ind. 3
Loc. Retail 1
Professional 5
Gov't. 2
Education 1
Self Empl. 5
Retired 45
Disabled 3
Unemployed 1
Other 4

Suggestions for questions 15 and 31 included

Age
-2 4
2-5 5
5-10 2
10-20 8
+20 39
Born /Raised 16

Work Location

Phillips 14
Phillips Area 9
P. F. 1
Hawkins
Rhinelanders
Winter
Prentice
Medford

1 self-returned survey

Suggestions for community needs and improvement

are listed below. Top choices are in bold type. The remaining had at least one survey mention.

- Area public transportation options
- More hotel lodging
- Open gates at area forest areas
- Don't make Phillips bigger
- Draw more industry to area
- Have Pick & Save employees use lot by fire hall
- Nursing home needed
- Pickle ball courts
- Use railroad for trails, if abandoned
- Keep positives like location and good residents
- Need skilled trade classes
- Improve fairgrounds
- Support police and fire departments
- Regulate "No Wake" zones on lakes
- Bans wake board boats
- Limit skiing and personal watercraft hours
- No stop lights
- Bigger grocery store
- Limit library purchase funding
- Broad band access
- Lionite should remain an industrial site
- Need for a dog park
- Need more major employers
- Develop logo or emblem for better recognition
- Improve lake weed control
- Better area cell phone service
- SEE NEXT PAGE

Town of Elk Survey Suggestions

- More shopping choices
- More funding for library
- Better police training
- More parks with dog friendly areas
- More family-friendly activities
- Make a Hwy 13 entrance to Elk Lake Park and add parking along railroad
- Encourage "Silver Sneakers" sponsors
- Make sure community keeps grocery store
- Have a trail system that is wheel-chair friendly
- More boat access points on chain
- More camping spots
- Community marina with water craft rentals
- More good paying jobs in health care and part-time work, to include benefits
- Keep summer year 'round
- More inclusivity in public policy
- Help for homeless
- Reign in excessive school cost
- Support arts and education
-

**Phillips
Comprehensive Plan
Survey Results**

Town of Flambeau 13

1. 5, 2, 2, 2, 1
2. 0, 0, 0, 2, 10
3. 3, 0, 2, 5, 2
4. 3, 0, 4, 2, 3
5. 4, 4, 2, 0, 2
6. 5, 3, 3, 0, 1
7. 2, 4, 3, 2, 1
8. 3, 1, 1, 3, 4
9. 2, 3, 1, 3, 3
10. 3, 4, 1, 3, 1
11. 4, 2, 4, 0, 2
12. 2, 1, 7, 2, 5
13. 5, 5, 2, 0, 0
14. 7, 2, 1, 2, 0
- 15.
16. 1, 0, 0, 5, 6
17. 1, 0, 6, 1, 3
18. 0, 1, 5, 4, 3
19. 3, 1, 4, 1, 4
20. 4, 1, 3, 2, 0
21. 3, 5, 3, 0, 1
22. 1, 3, 2, 2, 4
23. 2, 2, 5, 0, 3
24. 1, 3, 5, 2, 2
25. 2, 3, 4, 2, 1
26. 2, 1, 3, 3, 3
27. 1, 2, 4, 4, 1
28. 5, 4, 2, 0, 1
29. 1, 0, 1, 8, 2
30. 4, 1, 2, 4, 1
- 31.

32. 3, 1, 2, 5, 1
33. 2, 1, 4, 4, 1
34. 1, 1, 1, 1, 7
35. 5, 2, 2, 3, 0
36. 2, 2, 4, 1, 3
37. 5, 4, 1, 2, 0
38. 3, 2, 2, 4, 1
39. 2, 1, 3, 5, 1
40. 1, 0, 5, 4, 2
41. 1, 0, 3, 5, 2
42. 6, 2, 3, 1, 0
43. 1, 2, 0, 3, 6
44. 2, 1, 4, 4, 2
45. 2, 1, 4, 2, 0
46. 0, 3, 4, 1, 3
47. 1, 1, 5, 2, 2
48. 1, 2, 2, 2, 4
49. 1, 1, 4, 3, 2
50. 3, 3, 1, 2, 2
51. 0, 3, 4, 1, 3
52. 0, 4, 3, 2, 2
53. 1, 1, 5, 2, 2
54. 3, 3, 2, 4, 0
55. 0, 0, 4, 1, 7
56. 3, 1, 4, 0, 2
57. 1, 1, 2, 4, 4
58. 1, 2, 3, 2, 4
59. 1, 3, 3, 3, 2
60. 3, 1, 1, 2, 5
61. 2, 0, 0, 1, 9
62. 2, 2, 3, 7, 3
63. 3, 2, 3, 3, 1
64. 1, 1, 3, 3, 3
65. 2, 5, 2, 2, 2

T. Flambeau 13

Employment

Local Ind. 1
 Loc. Retail 1
 Professional
 Gov't.
 Education
 Self Empl. 1
 Retired 8
 Disabled
 Unemployed 0
 Other 3

Suggestions for questions 15 and 31 included with overall suggestions.

Age

-2 1
 2-5
 5-10 2
 10-20 2
 +20 3
 Born /Raised 3

Work Location

Phillips 3
 Phillips Area 1
 P. F. 1
 Hawkins
 Rhinelander
 Winter
 Prentice
 Medford

Suggestions for community needs and improvement are listed below. Top choices are in bold type. The remaining had at least one survey mention.

- **Need to do something about former Lionite Property**
- **Affordable and quality rental housing**
- **Downtown appearance, poor condition of sidewalks, streets and highways**
- Affordable and quality rental housing
- Better sidewalks, walking and biking trails linking city parks and recreational venues
- Move Hilgy's for appearance and safety
- Do something about poorly maintained, vacant and abandoned buildings
- Retail business development: Now there are fewer stores and less merchandise variety
- Work opportunities for youth to work and move to area
- More community outreach events
- Encourage historic themes to downtown business fronts
- More recreational choices
- More technical education
- Duroy and Elk Lake shoreline cleanup for better lake views
- Regulate downtown parking to favor customers instead of business and government employees
- Tennis courts at ElkLake Park
- More playground equipment at Elk Lake Park
- Promote Price County Airport and its corporate traffic

**Phillips
Comprehensive Plan
Survey Results**

Town of Emery 16 13

1. 1, 1, 3, 5, 6
2. 1, 0, 0, 0, 15
3. 4, 5, 2, 2, 5
4. 9, 5, 1, 1, 2
5. 10, 3, 0, 0, 3
6. 3, 1, 2, 2, 8
7. 2, 3, 3, 4, 4
8. 0, 3, 3, 5, 5
9. 0, 3, 6, 4, 3
10. 8, 2, 2, 1, 2
11. 7, 2, 3, 1, 3
12. 11, 2, 1, 0, 2
13. 10, 0, 2, 0, 4
14. 10, 2, 2, 0, 2
- 15.
16. 1, 0, 1, 4, 12
17. 1, 0, 1, 3, 11
18. 1, 0, 4, 1, 9
19. 6, 1, 3, 0, 5
20. 1, 1, 1, 5, 7
21. 3, 2, 4, 3, 4
22. _____
23. 3, 1, 6, 3, 3
24. 1, 1, 5, 3, 5
25. 0, 2, 3, 4, 7
26. 4, 1, 3, 2, 6
27. 1, 0, 2, 3, 10
28. 1, 1, 1, 4, 6
29. 5, 3, 1, 1, 3
30. _____
- 31.

32. 0, 0, 3, 4, 6
33. 2, 1, 3, 1, 6
34. 1, 2, 5, 1, 4
35. 2, 2, 1, 4, 7
36. 0, 0, 4, 3, 9
37. 3, 1, 5, 5, 2
38. 4, 1, 3, 4, 4
39. 3, 1, 6, 4, 2
40. 8, 1, 1, 4, 2
41. 4, 0, 2, 5, 5
42. 4, 0, 6, 2, 1
43. 0, 0, 0, 3, 12
44. 3, 1, 2, 3, 5
45. 5, 3, 4, 2, 1
46. 4, 2, 3, 3, 3
47. 3, 0, 3, 5, 4
48. 1, 0, 4, 3, 7
49. 1, 0, 4, 5, 5
50. 2, 0, 6, 2, 4
51. 3, 2, 5, 1, 4
52. 3, 1, 0, 5, 6
53. 3, 0, 4, 1, 7
54. 9, 2, 1, 2, 1
55. 0, 0, 0, 2, 11
56. 4, 0, 2, 2, 8
57. 3, 1, 1, 2, 7
58. 0, 0, 1, 4, 10
59. 1, 0, 2, 6, 7
60. 3, 0, 3, 1, 9
61. 4, 2, 3, 0, 7
62. 5, 3, 2, 0, 6
63. 2, 2, 2, 4, 6
64. 0, 0, 2, 3, 11
65. 4, 0, 6, 1, 5

T. of Emery	16
Employment	
Local Ind.	11
Loc. Retail	1
Professional	1
Gov't.	4
Education	
Self Empl.	3
Retired	6
Disabled	
Unemployed	
Other	1

Suggestions for questions 15 and 31 included with overall suggestions.

Age	
-2	
2-5	1
5-10	3
10-20	1
+20	6
Born /Raised	4

Work Location	
Phillips	5
Phillips Area	
P. F.	
Hawkins	
Rhineland	
Winter	
Prentice	
Medford	1

**4 from land fill distribution
prior to final draft survey release**

Suggestions for community needs and improvement are listed below. Top choices are in bold type. The remaining had at least one survey mention.

- **Need to do something about former Lionite Property**
- **Affordable and quality rental housing**
- **Downtown appearance, poor condition of sidewalks, streets and highways**
- Better sidewalks, walking and biking trails linking city parks and recreational venues
- Nursing home needed
- Concern with library book catalogue
- City sponsored clean-up
- Widen roadway on Hwy 13 where needed for traffic flow, i.e. Hwy F/airport and Hwy W
- Keep area "Vibrant"
- Start community garden
- Better cell service
- Better access to Physicians and medical professionals
- More shopping options
- Attract new business for more jobs
- Concern about loud minority trying to ban books at library and schools
- Toddler accessible play equipment in Elk Lake Park with benches for parents

**Phillips
Comprehensive Plan
Survey Results**

Town of Harmony. 4

1. 0, 0, 1, 2, 0
 2. 0, 0, 0, 0, 2
 3. 0, 0, 1, 0, 1
 4. 0, 0, 1, 0, 1
 5. 1, 0, 0, 1, 1
 6. 1, 0, 0, 1, 0
 7. 0, 0, 2, 0, 0
 8. 0, 0, 1, 1, 1
 9. 0, 0, 2, 0, 0
 10. 0, 0, 1, 2, 0
 11. 1, 1, 0, 0, 1
 12. 0, 0, 1, 0, 2
 13. 2, 0, 0, 0, 0
 14. 2, 0, 0, 0, 0
 15.
 16. 0, 0, 0, 1, 3
 17. 0, 0, 1, 1, 1
 18. 0, 0, 2, 1, 0
 19. 1, 0, 0, 2, 0
 20. 0, 0, 2, 0, 0
 21. 0, 0, 3, 0, 0
 22. 2, 0, 0, 0, 0
 23. 0, 1, 0, 1, 1
 24. 0, 0, 2, 1, 0
 25. 0, 0, 1, 2, 0
 26. 1, 0, 1, 0, 0
 27. 1, 0, 1, 0, 0
 28. 2, 0, 0, 1, 0
 29. 0, 1, 0, 0, 1
 30. 0, 2, 0, 1, 0
 31.
 32. 0, 0, 1, 0, 1
 33. 1, 1, 0, 0, 0

34. 0, 1, 1, 0, 0
 35. 1, 0, 1, 0, 0
 36. 0, 1, 1, 0, 0
 37. 0, 2, 0, 0, 0
 38. 0, 2, 0, 1, 0
 39. 0, 2, 0, 0, 0
 40. 0, 2, 0, 1, 0
 41. 0, 2, 0, 0, 0
 42. 1, 1, 0, 0, 0
 43. 0, 0, 0, 2, 1
 44. 0, 0, 1, 0, 0
 45. 0, 1, 1, 1, 0
 46. 1, 0, 0, 0, 1
 47. 1, 1, 0, 0, 0
 48. 0, 0, 2, 0, 0
 49. 0, 1, 1, 0, 0
 50. 1, 0, 1, 0, 0
 51. 0, 1, 1, 0, 0
 52. 0, 0, 1, 0, 3
 53. 0, 0, 1, 0, 2
 54. 1, 0, 0, 0, 1
 55. 0, 0, 0, 1, 3
 56. 0, 0, 2, 0, 0
 57. 0, 0, 1, 0, 1
 58. 0, 0, 2, 0, 1
 59. 0, 1, 1, 0, 0
 60. 0, 0, 2, 0, 0
 61. 0, 1, 0, 0, 1
 62. 1, 0, 0, 0, 1
 63. 0, 1, 0, 0, 1
 64. 0, 0, 0, 1, 2
 65. 0, 0, 0, 2, 0

T Harmony. 4

Employment

Local Ind.
 Loc. Retail
 Professional 1
 Gov't.
 Education
 Self Empl.
 Retired
 Disabled
 Unemployed
 Other

Suggestions for questions 15 and 31 included with overall suggestions.

Age

-2
 2-5
 5-10 1
 10-20 1
 +20 2
 Born /Raised

Work Location

Phillips 1
 Phillips Area
 P. F.
 Hawkins
 Rhinelander
 Winter
 Prentice
 Medford

**Suggestions for community needs and improvement
are listed below**

- Better boat and trailer parking
- More varied shopping and places to eat
- Highlight recreational activities

**Phillips
Comprehensive Plan
Survey Results**

Town of Hackett. 3

- 1. 0, 0, 0, 0, 2
- 2. 0, 1, 0, 1, 0
- 3. 0, 0, 2, 0, 0
- 4. 0, 0, 1, 1, 0
- 5. 0, 1, 1, 0, 0
- 6. 0, 0, 0, 1, 1
- 7. 1, 0, 0, 1, 0
- 8. 0, 0, 0, 1, 1
- 9. 0, 0, 0, 2, 0
- 10. 0, 0, 1, 0, 1
- 11. 0, 0, 1, 0, 1
- 12. 0, 0, 0, 1, 1
- 13. 1, 0, 1, 0, 0
- 14. 0, 1, 1, 0, 0
- 15.
- 16. 0, 1, 0, 1, 0
- 17. 0, 0, 1, 1, 1
- 18. 0, 1, 0, 2, 0
- 19. 0, 1, 0, 1, 0
- 20. 0, 0, 1, 1, 1
- 21. 0, 0, 2, 1, 0
- 22. 1, 1, 0, 1, 0
- 23. 0, 0, 1, 1, 1
- 24. 0, 0, 1, 1, 1
- 25. 0, 0, 1, 0, 2
- 26. 0, 0, 0, 2, 1
- 27. 0, 0, 2, 0, 1
- 28. 1, 0, 1, 0, 1
- 29. 0, 0, 1, 1, 1
- 30. 1, 1, 0, 1, 0
- 31.

- 32. 0, 0, 1, 1, 1
- 33. 1, 0, 1, 0, 1
- 34. 0, 0, 1, 0, 2
- 35. 1, 0, 1, 0, 1
- 36. 0, 0, 0, 2, 1
- 37. 1, 0, 0, 0, 1
- 38. 0, 0, 2, 0, 1
- 39. 0, 0, 0, 1, 1
- 40. 0, 0, 2, 0, 1
- 41. 0, 0, 1, 1, 1
- 42. 1, 0, 2, 0, 0
- 43. 0, 1, 0, 0, 2
- 44. 0, 0, 2, 1, 0
- 45. 1, 0, 0, 1, 1
- 46. 0, 1, 2, 0, 0
- 47. 0, 0, 2, 0, 1
- 48. 0, 0, 1, 1, 1
- 49. 0, 0, 2, 0, 1
- 50. 0, 2, 0, 0, 1
- 51. 1, 0, 1, 0, 1
- 52. 0, 1, 1, 0, 1
- 53. 0, 1, 1, 0, 1
- 54. 3, 0, 0, 0, 0
- 55. 0, 0, 0, 0, 3
- 56. 1, 1, 1, 0, 0
- 57. 0, 0, 1, 1, 1
- 58. 0, 0, 0, 2, 1
- 59. 0, 0, 1, 1, 1
- 60. 0, 0, 0, 1, 2
- 61. 0, 0, 0, 1, 2
- 62. 1, 0, 2, 0, 0
- 63. 1, 0, 1, 0, 1
- 64. 0, 0, 1, 0, 2
- 65. 0, 1, 1, 0, 1

T Hackett 3

Employment

- Local Ind.
- Loc. Retail
- Professional 3
- Gov't.
- Education
- Self Empl.
- Retired 1
- Disabled
- Unemployed
- Other

Suggestions for questions 15 and 31 included with overall suggestions.

Age

- 2
- 2-5
- 5-10
- 10-20 1
- +20 2
- Born /Raised

Work Location

- Phillips 1
- Phillips Area
- P. F.
- Hawkins
- Rhineland
- Winter
- Prentice 1
- Medford 1

**Suggestions for community needs and improvement
are listed below**

- More varied restaurant choices
- Affordable and quality rental housing
- Better sidewalks, walking and biking trails to link recreational venues. Make some dog friendly
- Pickle Ball courts
- More restaurant choices

Phillips Area Business and Industry Survey

As a business and industry stakeholder in the Phillips Area community your advice is needed and appreciated. This survey will be part of the information gathered to develop an updated Comprehensive Plan for the City of Phillips and to help guide policy and development aid within this community.

Although this survey can be anonymous, if the city is to be most helpful to you and the community, there will be some efforts that will rightly focus on the needs of a specific business or industry. In that case please identify your self to the Phillips City Clerk if you would agree to an in-person interview. A representative will make an appointment for the interview.

How long have your business operated in the Phillips area?

- less than 2 years,
- 2 to 5 years,
- 5 to 10 years,
- 10 to 20 years,
- over 20 years.
- Over 30 years.

Describe your business.

- Industry
- Retail
- Services
- Professional
- Agricultural
- Contracting
- Timber/Excavating
- Hospitality/Lodging
- Other _____

Where in the area is your business located?

Please check one:

- City of Phillips
- Town of Flambeau
- Town of Elk
- Town of Worcester
- Town of Emery
- Town of Harmony
- Town of Hackett
- Town of Georgetown
- other _____

How many employees do you have in Price County. _____

Do you feel a county-wide economic development organization would be helpful? Y N.



Is there one area issue that would most positively affect your business/industry.

Would you relate how the City of Phillips might be of assistance to help you reach your business goals?

In your business/industry do you have specific skills, knowledge or expertise that may be used to aid business development within the community?

If you have additional concerns please attract additional page(s) to this survey.

Would you like to be contacted to arrange a personal interview? Please provide your contact information:

Thank you for your time.

Phillips Comprehensive Plan Business and Industry Survey - Results

This survey instrument identified businesses by longevity, class, location and number of employees. (The entire employment base is identified elsewhere in the Comprehensive Plan).

There were 195 surveys mailed to business and industry using the membership list of the Phillips Area Chamber of Commerce. There were 41 written responses. Contact was made in-person and via phone with some industrial companies not responding directly to the survey.

The survey asked three open ended questions relating to needs, public assistance and how a business might aid area business development.

Business age showed 2 with less than 2 years of operation, 4 with 2-5 years, 4 with 5 to 10 years, 11 with 10-20 years, 5 with over 20 years and 11 with over 30 years..

Responders overwhelmingly favored a county-wide economic development organization with 26 out of 41 in favor and unanimous approval from the in-person contacts in industries (Of the industries contacted, four agreed to confidential interviews). 4 responders indicated no support and 10 were uncommitted.

Industry, retail, service businesses and organizations and professional occupations provided the most responses, followed by hospitality, contracting and excavation. There were also responses from non-profit organizations such as a museum, a wildlife refuge and a church.

The biggest issue for business and industry

To first question asking what might positively affect a business was answered most frequently by "Housing": Quality housing for new employees of industry and business. (8 respondents specifically mentioned housing as the issue that would most positively affect their business future. A second housing issue indicated was affordable housing for needy community residents. Housing was the number one issue named by industry as an impediment to hiring new employees.

Other areas of community opportunity where multiple responses agreed

Develop reasons for new employees to move to the area; Investment in small business development and entertainment venues; downtown storefront revitalization; engaging a city planner to aid and coordinate community improvement activities and economic support for businesses; and to address that idea that local government creates barriers to entrepreneurs and new business.

Develop comprehensive planning for: infrastructure development to support population growth; develop a comprehensive vision for community recreation like Elk Lake Park (not as a criticism, but to promote clear goals for this and other recreational areas; develop the former Lionite property with participation and partnership with state and federal agencies; and to help promotion and marketing focusing of strength and reasons to relocate in the area.

Scattered responses:

The following responses each had at least one notation from respondents.

Grants for new businesses.

Encourage tourism development and population growth via economic development.

Encourage a centralized news and information source.

Promote awareness of internet and telecommunication access and opportunity. Encourage expansion of high speed internet.

Develop "Gap" filling opportunities to mesh the community with other housing and development agencies.

Grow school enrollment and provide more "kid" friendly environment and provide additional opportunities for youth interaction.

Be involved in housing opportunities and in new development and renovation.

Be aware of community safety issues like LP gas tanks and storage located in commercial and residential areas.

Increase capacity of treatment plant.

Provide more visible support of area attractions: parks, nature areas, trails, museums, historical societies, silent sports etc.

Encourage more day care services.

Promote better cell and internet connectivity within the city and throughout the area.

Develop walking trails connecting local lakes.

One respondent recognized "helpful" city employees

Survey responders pointed out challenges and improvement opportunities in the city

Encourage better communication from the city.

Encourage more concern about Sokol Park, in particular the Lidice Monument.

Find ways to make some housing areas more attractive. There are areas of Phillips where deferred maintenance on housing is obvious.

Improve road and sidewalk maintenance.

Help make the downtown more attractive. Improve sidewalks, streets and provide benches for elderly.

Responders suggested a need for help from community business and industry

Help with resources, i.e. people and funding for coordinated efforts.

Provide support for community business meeting and conferences and providing community classes in communication and listening.

Providing help with marketing and sales.

Providing business development support and expertise to support new and existing business development.

Providing financing help and advice for business and housing programs.

Positives

The area is a destination for those who wish to leave congested cities and have the opportunity to raise families in a less stressful environment.

Quality schools and library services. The School District of Phillips has a modern plant, dedicated faculty and recognized student results. The Phillips Campus of Northcentral Technical College provides career path opportunities for individuals and continuing education for technical and service employees. The Phillips Public Library is a modern, well-staffed facility.

There are a number of recreational activities for adults and kids. The range is from sanctioned school sports programs to league and individual sports for children and adults. Little League, swimming, golf bowling, softball, trap, bicycling and running a jogging, cross-country skiing, pickleball, and certainly more.

This area is a destination for retirement and those interested in living in and near pristine nature.

Phillips is surrounded by lakes, streams and rivers providing vast outdoor recreational opportunities.



NICHOLAS A. TRIMNER

County Administrator | Price County
126 Cherry Street, Room 106 | Phillips, WI 54555
Phone: +1 715.339.5138 | Email:
Nick.Trimner@co.price.wi.us Web: www.co.price.wi.us

March 15, 2023

Ted Kempkes – Comprehensive Plan Committee
City of Phillips
174 S Eyder Ave
Phillips, WI 54555

Mr. Kempkes,

Thank you for taking the time to sit down and discuss the City of Phillips comprehensive plan. I look forward to seeing the results of all the work you and the committee are doing. During our meeting, you asked me to give you a few ideas on how the County and City could work better together to continue moving the community forward, from the perspective of the County Administrator. As the County Administrator, I believe if any area of the county grows the surrounding areas will benefit and grow, also. As discussed, we know there is not a lot of direct support the county can give to area communities and their projects. However, what we can do is write letters of support when seeking grant funding, participate in meetings with stakeholders, help facilitate meetings with legislators, and be a resource for information.

First of all, from my perspective, the city would find value in implementing some type of administrative or management position. A position like this at the city would create meaningful dialogue on a constant basis with legislators, business leaders, community members, and provide resources to keep a community growing. It also helps your current department leaders to be able to focus on what they were hired to do. They would no longer need to deal with the day-to-day personnel and fiscal issues. In my tenure with the county, I have noticed a significant shift in how Park Falls grew after they created the City Administrator position. They seem to continue to experience success in business growth, obtaining grants, and improving their infrastructure. That individual can work with people every day with goals in mind set by the council.

Second, the county is considering making an investment in economic development and tourism in the future. With that we will need to be able to work closely with the communities on what that looks like. We are not going to be able to do it alone and will need partners to be successful. I'm not sure what that looks like today, but it will have something to do with working with the local chambers of commerce.

Finally, when the county is lucky enough to have legislators visit the area, the city needs a representative(s) to prioritize meeting with them. This circles back to my first suggestion of an administrator/manager and highlighting communication and access to city officials or representation on a more consistent basis. In the last month both state legislative representatives have made time to meet with local leaders in Phillips. WDNR Secretary Adam Payne has a cabin in Price County. We have the Governor's Fishing Opener in Phillips in May. These are all opportunities to continue to let State officials know who we are and why it is important to get additional state funding sent our way in the form of grants. Building relationships with the legislators is important in so many ways.

Please do not hesitate to contact me if you have any additional questions. I look forward to seeing the completed comprehensive plan.

Respectfully,



Nicholas A. Trimner
County Administrator

IV. Interviews

Personal interviews were conducted with the following City of Phillips department managers:

Phillips City Attorney, Bryce Schoenfeld: *SCHOENFELD*

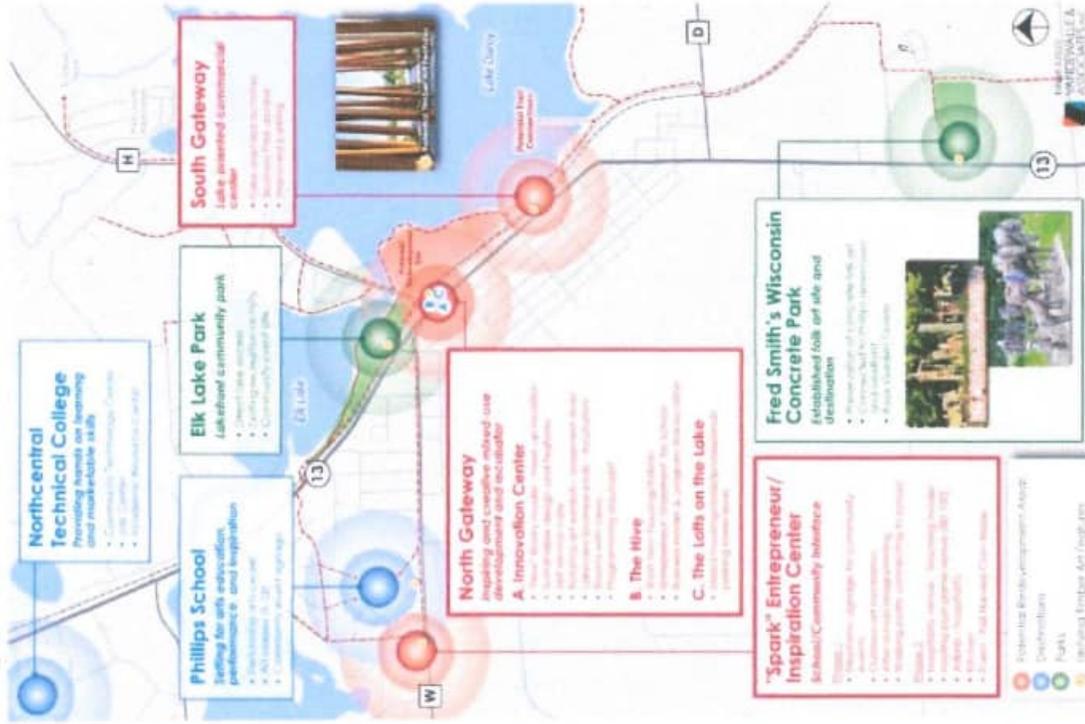
Phillips Chief of Police, Mike Hauschild;

Phillips Director of Public Works, Jim Heizler.

Representatives of the Phillips Industrial Corporation.

During each interview each of the individuals was aware of upcoming challenges and focused on immediate concerns within the city. There was a strong consensus that communication is key to managing present and future concerns.

CREATIVE CONNECTIONS & REDEVELOPMENT
Phillips, Wisconsin



Phillips Visioning

Creating
Quality Spaces
Thriving Economic Prosperity

- Localism
- Entrepreneur Ecosystem
- Functionality
- Connections

South Gateway

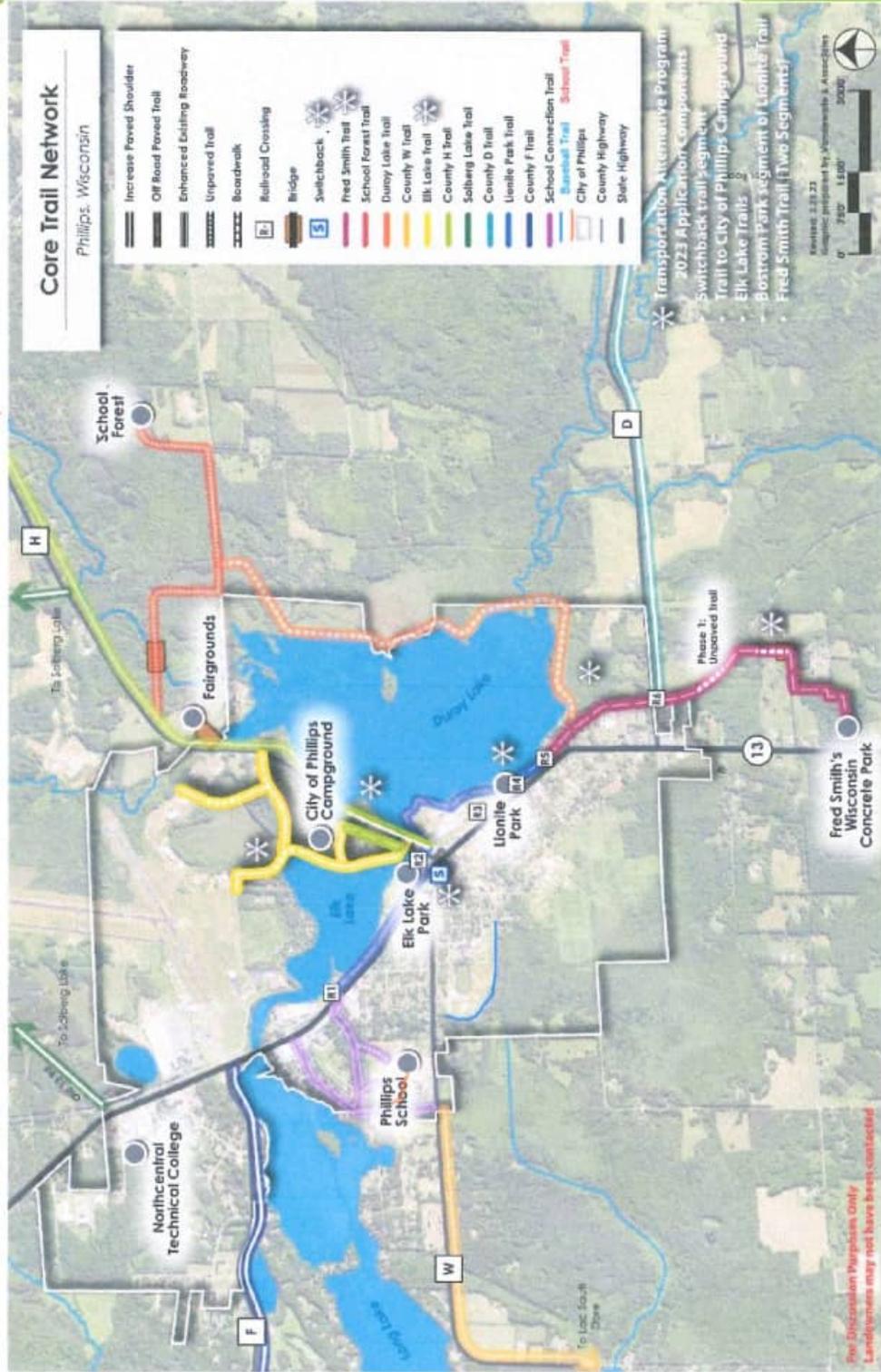
- Promote Price County with Chamber of Commerce
- Phillips is the only town with a mainstreet on Hwy 13
- First view of a lake 2hrs away
- Locally owned
- Market to recruit/retain
- Statement of youth and healthy living, outdoor complement, vibrant, clean

Upper level

- Promote area, unobstructed views
- Lower level** = lake views
- Private - business pods/ studio apartments
- Recreational



Phillips Proposed New Trail Network 3/23



Cherry St.

LAKE AVENUE RECONFIGURATION STUDY PHILLIPS, WISCONSIN

Alley

Parking

Existing:

Parking spaces: 38 (West 19, East 19)
Parallel
Sidewalks: 13-17' ?
Bump-out: Possible
Bike lanes: 0
Green: 0

Pedestrian connection between parking area and Lake Ave.

Bike Pedestrian Path

Scenario A:

Parking spaces: 32 (West 0, East 32)
Diagonal
Sidewalks: 8'-14'
Bump out: No
Bike lanes: 2
Green: 4'

Scenario B:

Parking spaces: 49 (West 17, East 32)
Parallel and Diagonal
Sidewalks: 10'-16'
Bump-out: Yes
Bike lanes: 0
Green: 2'

Scenario B1:

Parking spaces: 47 (West 15, East 32)
Bump-out: Yes, large

80-84 feet

(B1)

Potential bump-out location

74 feet

Lake Ave.

458 feet

Potential green space

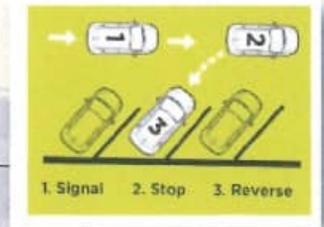


Downtown District, Wausau

Diagonal parking (back-in)



Prairie River District, Eau Claire



From mikeontraffic.com



North

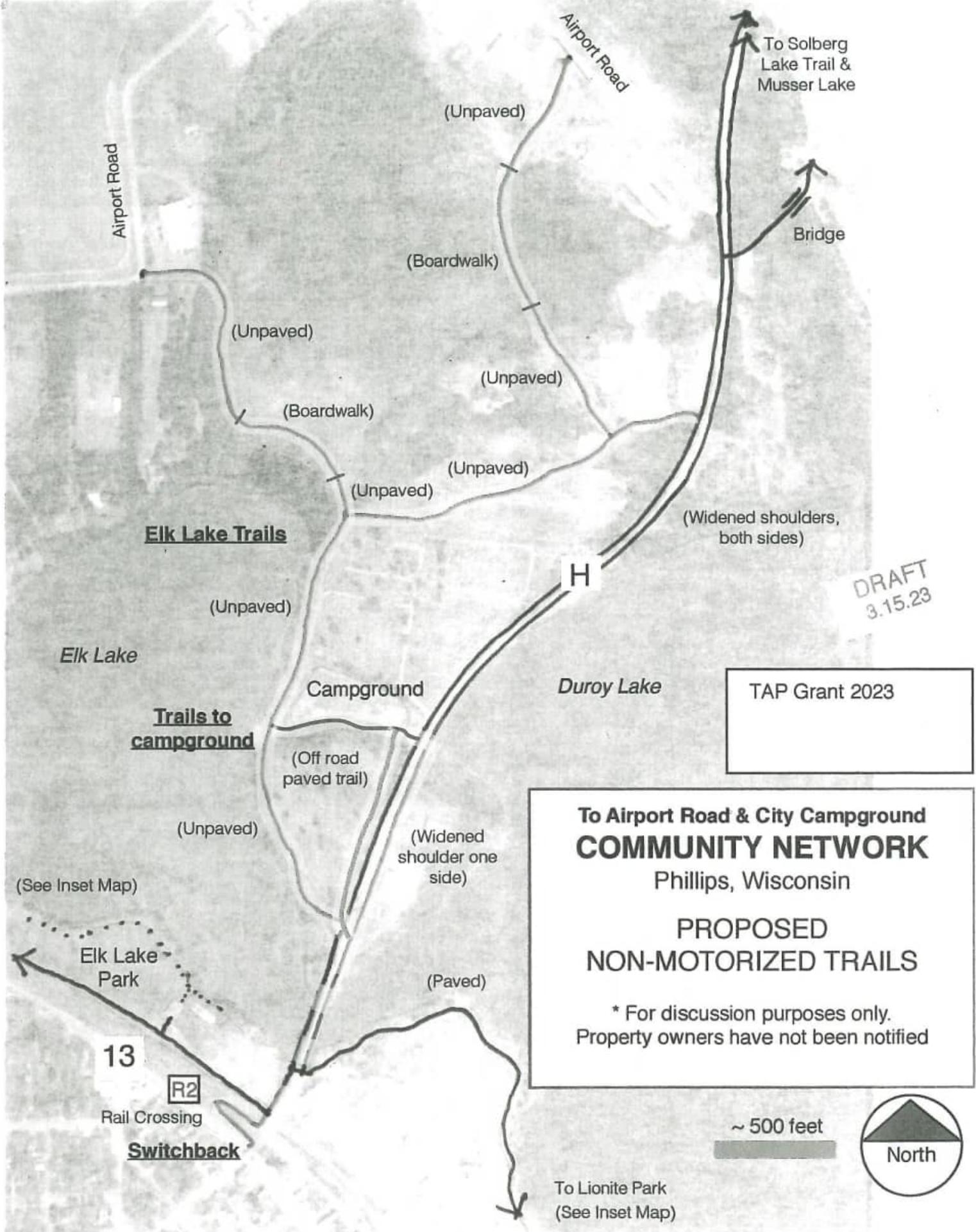
50 feet

Chestnut St.



LAKE AVENUE BUMP-OUT





Airport Road

Airport Road

To Solberg Lake Trail & Musser Lake

(Unpaved)

(Boardwalk)

Bridge

(Unpaved)

(Unpaved)

(Boardwalk)

(Unpaved)

(Unpaved)

(Widened shoulders, both sides)

Elk Lake Trails

H

DRAFT
3.15.23

(Unpaved)

TAP Grant 2023

Elk Lake

Campground

Duroy Lake

Trails to campground

(Off road paved trail)

**To Airport Road & City Campground
COMMUNITY NETWORK**
Phillips, Wisconsin
**PROPOSED
NON-MOTORIZED TRAILS**
* For discussion purposes only.
Property owners have not been notified

(Unpaved)

(Widened shoulder one side)

(See Inset Map)

Elk Lake Park

(Paved)

13

R2

Rail Crossing

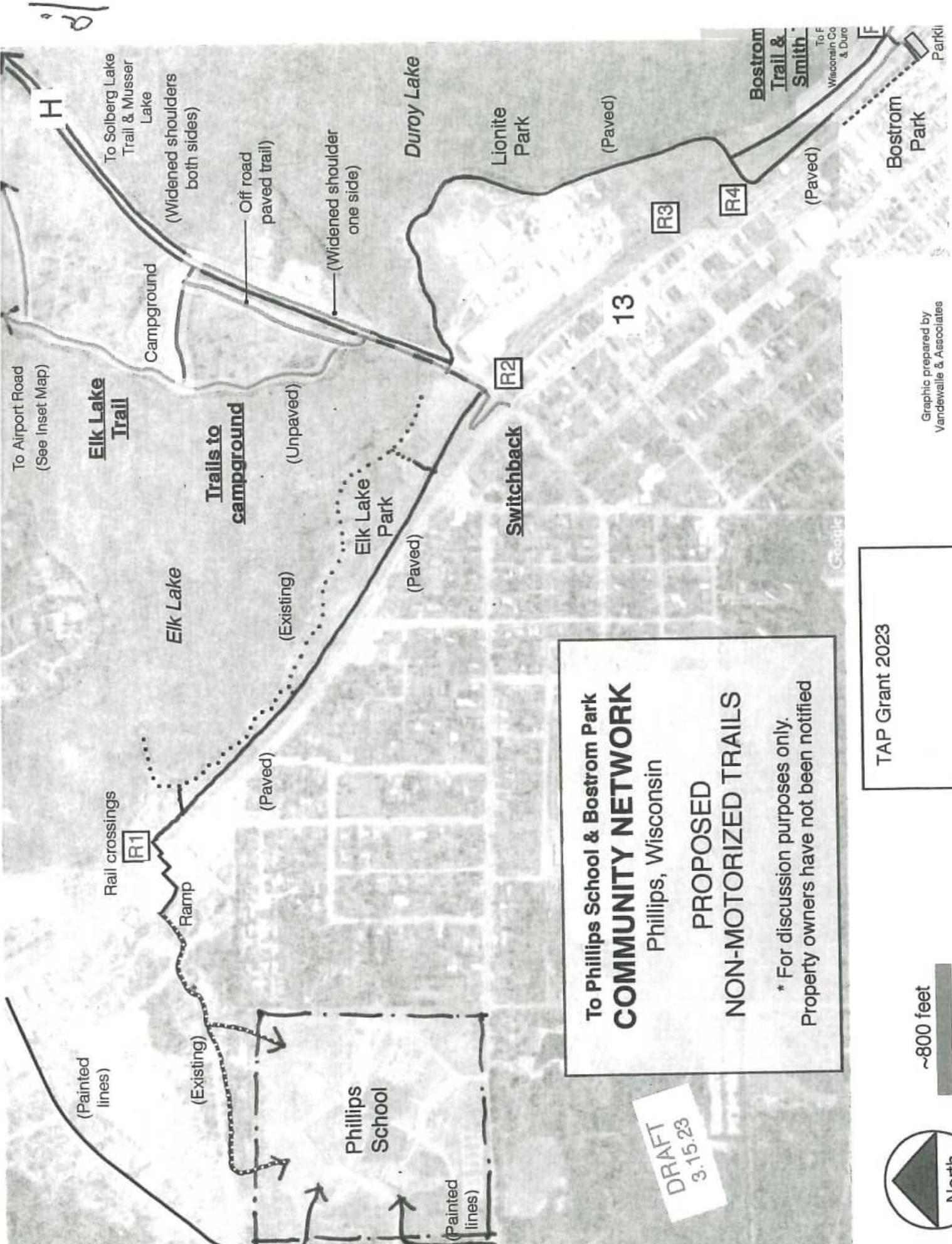
Switchback

~ 500 feet



To Lionite Park
(See Inset Map)

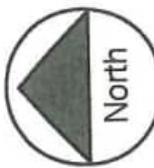
b.



To Phillips School & Bostrom Park
COMMUNITY NETWORK
 Phillips, Wisconsin
**PROPOSED
 NON-MOTORIZED TRAILS**
 * For discussion purposes only.
 Property owners have not been notified

DRAFT
 3.15.23

TAP Grant 2023



~800 feet

Graphic prepared by
 Vandewalle & Associates

COMMUNITY CONNECTIONS & LAKE ACCESS

Phillips, Wisconsin



Revised: 10.2.23
VANDEWALLE &
ASSOCIATES INC.
© 2023

Community Lake Access & Residential Development

Phillips, Wisconsin



Note: This site plan is conceptual.

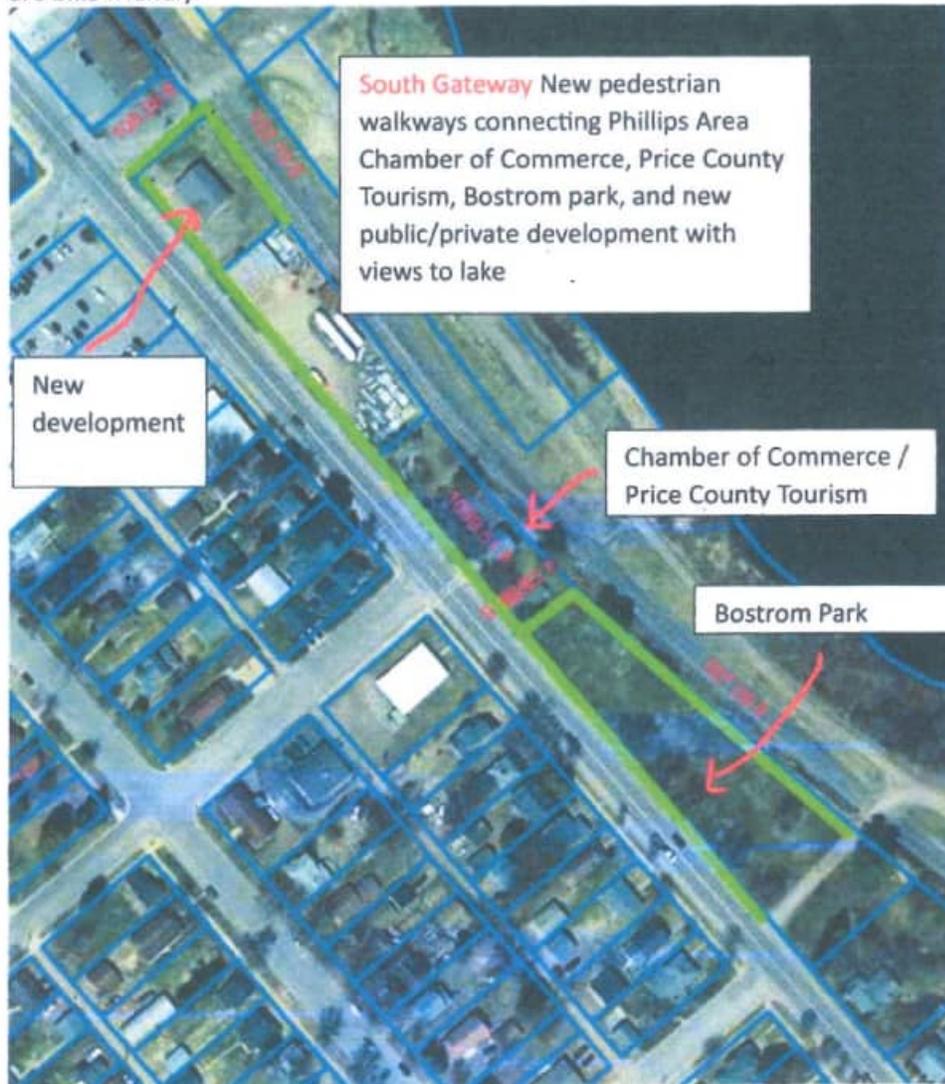
- Residential structures shall meet county highway and lot setback requirements. Driveways shall meet county highway access requirements.
- Boathouses shall meet size restrictions and setback from lake edge requirements.
- Boathouse components shall be limited to those allowed by DNR regulations.
- Clearing of shoreline vegetation shall meet limitations of DNR regulations to maintain natural beauty and control runoff.
- Further site design development should be based on further and complete review of City, County, and State regulations.



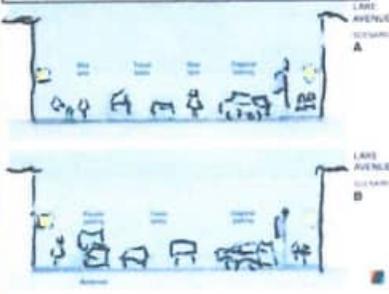
Revised: 10.2.23
VANDEWALLE & ASSOCIATES INC.
© 2023

Mainstreet Block Central Commercial District Redesign, Switchback Project & South gateway pedestrian network with bike lane designation.

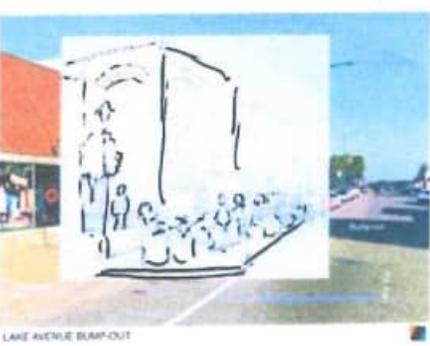
Phillips, WI State DOT Highway 13 resurface project scheduled for 2024/25 coordination with street improvements for pedestrian, wheelchair accessibility, and bike paths. Note all streets off Highway 13 are bike friendly.



<=Overview of projects
Study Hwy 13
ped.bike.sidewalk interface



Pedestrian Bump out on Hwy 13



Mainstreet Block Central Commercial District Redesign, Switchback Project & South gateway pedestrian network with bike lane designation.

Phillips, WI State DOT Highway 13 resurface project scheduled for 2024/25 coordination with street improvements for pedestrian, wheelchair accessibility, and bike paths. Note all streets off Highway 13 are bike friendly.



Appendix 2 – Photos of the City of Phillips

A. Housing Inventory





B. Parks



C. Businesses







Main Street Opportunities

Current Obstacles Facing Rural Leaders

IL Governor's Rural Affairs Council Survey, 2023



Difficulty Accessing Federal and State Resources

- Update electronic *Rural Resource Guide*
- Increase **collaboration** among agencies in working with communities

Find Ways to Commercialize Locally-Grown Ag Products

- Foster community supported local enterprises, e. g., grocery stores
- Identify new and stable markets for Cannabis, vegetables, etc.

Modernize Delivery of Local Public Services

- Stem increases in property tax burdens from population declines
- Decrease or remove unnecessary unfunded state mandates

Preserve Main Street as a Social Center

- Address outdated restrictive building codes; consider a Rural Land Bank
- Add social services, educational opportunities in downtown area

Encourage Age-Friendly Housing to Increase Housing for Newcomers

- Explore AARP recommended programs
- Garden homes, allow multi-family housing

Community Shops and Social Enterprises (England)

- Population Declines Threatened Local Businesses in Small Places
- Increased Sense of Loneliness with Health Consequences
- Community Shops are a Viable Alternative
- Results:
 - 12 shops opened in 2021; 407 operating
 - 220 shops offer postal services
 - 1,300 casual, full or part-time workers
 - Total of 7,500 volunteers are involved
 - Long-term survival rate is 92%
 - Majority (57%) have between 100 & 300 member/shareholders
 - Shops buy from average of 28 local suppliers



See: Plunkett Foundation. *Community Shops: A Better Form of Business 2022*.