

2019  
CITY VISIONING,  
GOALS, AND  
OBJECTIVES



Adopted by City Council  
March 18, 2019

**CITY OF MARSHALL**  
**STRATEGIC PLANNING WORKSHOP SUMMARY**  
February 2, 2019

---

**OVERVIEW**

On February 1 and 2, 2019 the Mayor, Members of the City Council, City Manager and Directors met to discuss and identify a vision and direction for the City of Marshall. They created a “vision tour” for the City, major goals and objectives and actions to be taken in the first year of this five-year plan.

The following document reflects the essence of this two-day discussion.

---

**VISION 2024: THE CITY OF MARSHALL MICHIGAN**

*A visitor to the City of Marshall in 2024 will be shown the following: (no order of priority)*

- *Maintain vibrant downtown*
- *Stronger DDA plan*
- *More options for service businesses to rent – **not** in the downtown*
- *New condos and townhouses – Row houses (West Michigan Ave.)*
- *West Michigan Avenue walkability and beautification*
- *Increased multi-tenant housing (Shared spaces, communal living)*
- *Enhanced appearance of main corridors  
(S. Kalamazoo has good lighting, new sidewalks and is walkable)*
- *Improved walkability, sidewalks, lighting, signage, beautification*
- *Connecting downtown with residential and river, better connect parks*
- *Changed perception of parking*
- *Downtown trees lit year-round*
- *Busy airport*
- *Near capacity industrial park*
- *Transportation options  
- Uber, Lyft, Bird, Lime, Autonomous cars*
- *The county-wide transit system in place*
- *Improve the partnership between Albion and Marshall  
- The same school system and shared economic development planning*
- *Multiple vehicle charging stations (2)*
- *Better maintained roads*
- *Large affordable fitness venues*
- *Balanced identity and dynamic growth*
- *Support coupled with the value of history*
- *A dog park in honor of B. Williams*
- *Better usage of parks*
- *Solar field at Eaton Brownfield*

## **MAJOR GOAL AREAS**

*To fulfill the Vision for 2024, the City of Marshall will focus on the following major goal areas:*

### **I. ATTRACTIVE – WALKABLE – LIVABLE COMMUNITY**

### **II. DOWNTOWN-CENTRAL BUSINESS DISTRICT**

### **III. INFRASTRUCTURE AND CITY SERVICES**

### **IV. COMMUNITY AND ECONOMIC DEVELOPMENT**

---

#### **GOAL AREA ONE - ATTRACTIVE – WALKABLE – LIVABLE COMMUNITY (NICK METZGER, JACOB GATES, AND SCOTT MCDONALD)**

- Increased housing
- Improved walkability throughout the community
- West Michigan Avenue walkability and beautification
- Dog park
- Large, affordable fitness club
- Improved appearance of the main corridors
- Significantly effective code enforcement
- Better usage of parks

#### **ONE YEAR TASKS**

##### **I.A. INCREASE HOUSING**

1. Review Target Market Analysis (TMA), MAEDA available residential property inventory, and other residential studies
2. Discuss type of housing planned for Golden Rule, Kelly Williams, and other properties
3. Work with Neighborhood Improvement Authorities
4. Analyze other residential developments for potential restart (Briarwood, Pratt Park, Pristanchia, McClellan, etc.)
5. Catalog possible residential builders

##### **I.B. IMPROVE WALKABILITY THROUGHOUT THE COMMUNITY**

1. Create current sidewalk and pathway map
2. Determine high volume walkable destinations
3. Determine walkability pathways to high volume destinations

##### **1.C. WEST MICHIGAN AVE CORRIDOR IMPROVEMENTS**

1. Evaluate corridor improvement needs
2. Determine costs

3. Determine providers of improvements

#### **I.D. DOG PARK**

1. Determine need for dog park
2. Determine interested individuals and groups
3. Meet to discuss needs
  - a. Location
  - b. Size
  - c. Amenities
4. Establish Ad Hoc Committee
5. Committee recommends location and style of dog park
6. Committee identifies funding sources for dog park construction
7. Park Board and City Council approves plan

#### **I.E. REGIONAL ATHLETIC FACILITY**

1. Determine need

#### **I.F. IMPROVED APPEARANCE OF THE MAIN CORRIDORS**

1. Review appearance of entry corridors
2. Develop concepts for improvements

#### **I.G. SIGNIFICANTLY EFFECTIVE CODE ENFORCEMENT**

1. Adopt 2018 International Property Maintenance Code
2. Determine staffing responsibility
  - a. Building Inspection Department
  - b. Fire Department
  - c. Police Department
3. Determine priorities
4. Develop level of compliance

#### **I.H. BETTER USAGE OF PARKS**

1. Perform Parks and Recreation user needs survey
2. Analyze survey results
3. Complete Parks Master Plan
4. Determine funding and sustainability requirements

---

**GOAL AREA TWO – DOWNTOWN – CBD  
(SCOTT WOLFERSBERGER, RYAN UNDERHILL, AND ED RICE)**

- Maintain vibrant downtown
- More non-downtown service business spaces (close to downtown)
- Downtown trees lit year round
- Charging stations downtown and elsewhere
- Wi-Fi/5G downtown

**ONE YEAR TASKS**

**II.A. MAINTAIN VIBRANT DOWNTOWN**

1. Identify needs to maintain a vibrant downtown
2. Analyze needs for sustainability, funding and providers

**II.B. MORE DOWNTOWN RETAIL SPACES**

1. Inventory types of downtown businesses
2. Inventory possible available downtown business space
3. Discuss retail mix

**II.C. DOWNTOWN TREE LIGHTING**

1. Determine funding sources
  - a. DDA
  - b. Electric Fund
  - c. Foundation grants
  - d. Donations
2. Determine extent of project
3. Determine funding of light strings
  - a. MAEDA donation campaign
4. Design electric infrastructure
5. Finalize funding
6. Bid project
7. Council approval
8. Construct the lighting infrastructure
9. Light string campaign
10. Purchase and install light strings

**II.D. ELECTRIC VEHICLE CHARGING STATIONS**

1. Determine downtown and community locations for EV charging stations
  - a. Discuss with DDA
  - b. Discuss with private property owners
2. Explore funding sources
  - a. VW settlement fund
  - b. State grants
  - c. Electric Department
3. Determine electric power availability
4. Determine payment methods
  - a. Credit card
  - b. Free
5. Finalize plan

#### **II.E. WIFI DOWNTOWN**

1. Assess value of downtown public WIFI
2. If valuable determine providers
3. Determine funding source
4. Prepare RFP for implementation

---

**GOAL AREA THREE – INFRASTRUCTURE AND CITY SERVICES  
(RYAN TRAVER AND JON BARTLETT)**

- Income tax
- Countywide transit
- Stronger DDA plan
- Better maintained roads
- Increased transportation options (Uber, Lyft, etc.)
- S. Kalamazoo corridor to River District
- Solar field
- Keeping up with staffing needs
- Examine waste collection

**ONE YEAR TASKS**

**III.A. INCOME TAX**

1. Supply Council with 2014 Income Tax study and presentation
2. Council to decide if they want to move forward with an update study

**III.B. COUNTYWIDE TRANSIT**

1. Continue to work with County stakeholder group
2. Review report in October
3. Make recommendation to County Board of Commissioners for 2020 ballot proposal.

**III.C. STRONGER DDA PLAN**

1. Evaluate DDA district boundaries
2. Review implications of changing DDA plan
3. Update DDA plan.

**III.D. BETTER MAINTAINED ROADS**

1. Review 2018 Road Condition report
2. Review budgeted 2019 road projects
3. Submit FY 2019-2020 construction projects
4. Review possible grant eligible projects
5. Prepare a 5-year construction program
6. Review funding options

### **III.E. INCREASED TRANSPORTATION OPTIONS (UBER, LYFT, ETC.)**

1. Review City ordinances
2. Meet with current vendors
3. Review options
4. Market availability through MAEDA

### **III.F. SOUTH KALAMAZOO CORRIDOR TO RIVER DISTRICT**

1. Review improved lighting schemes for vehicles and pedestrians
2. Review tree trimming needs
3. Review landscaping improvement options
4. Review current sidewalk conditions
5. Review signage needs

### **III.G. SOLAR FIELD**

1. Discuss Eaton plant site – lease or purchase
2. Review options for solar panels
3. Determine construction costs
4. Determine rates
5. Investigate project partners
6. Negotiate land lease or purchase cost
7. Design and bid project construction
8. Recommend project to Council

### **III.H. KEEPING UP WITH STAFF NEEDS**

1. Succession planning
2. Create an Assistant City Manager position
3. Create a Deputy Electric Utility position
4. Review departmental staffing needs



---

**GOAL AREA FOUR – COMMUNITY and ECONOMIC DEVELOPMENT  
(MICHAEL MCNEIL AND KRISTIN BAUER)**

- Busy airport
- Near capacity industrial park
- Improved partnership with Albion and surrounding townships (especially housing)
- Ceres Farm property

**ONE YEAR TASKS**

**IV.A. BUSY AIRPORT**

1. Finalize airport terminal plans
2. Advertise, receive and approve bids for terminal construction
3. Begin terminal construction
4. Develop an airport marketing plan
  - a. MAEDA
  - b. Airport Board
5. Review transportation partnerships with airport
  - a. MAEDA trolley
  - b. Airport car
  - c. Uber/Lyft
  - d. DART

**IV.B. NEAR CAPACITY INDUSTRIAL PARK**

1. Inventory current available lots
2. Develop expansion plan
3. Develop list of available land parcels

**IV.C. IMPROVED PARTNERSHIP WITH ALBION AND SURROUNDING TOWNSHIPS**

1. Finalize revised PA 425 Conditional Land Transfer Master Agreement with Marshall Township
2. Continue the Albion Marshall Connector partnerships
3. Explore partnership opportunities with other governmental units
4. Collaborate on community events

**IV.D. CERES FARM PROPERTY**

1. Review current utility expansion studies
2. Develop scenarios of potential developments
3. Research funding options

## **NEXT STEPS**

The strategic planning process involves the following next steps:

- 1)** City Manager and Senior Staff review these summary notes, adjust as necessary and distribute as appropriate.
- 2)** Create a One Year Action Plan (City Manager and Staff) and submit a final proposed strategic plan to the Mayor and Council
- 3)** Council discusses (status, updates, issues, and opportunities) elements of the strategic plan monthly.
- 4)** Council and Staff review the total plan status in six-seven months.
- 5)** Council and Staff review the total plan. Discuss the one-year status of the plan in February-March 2020. Identify one-year tasks for the next year.

### **Submitted by:**

Lewis G. Bender, Ph.D.

[lewbender@aol.com](mailto:lewbender@aol.com)

618-792-6103 (cell)