

Marshall Area in Focus: 2007

Community
Strategic Planning Process

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Table of Contents

Introduction and Process Description.....	2
Values Summary	5
Vision Summary	11
Five-Year Goal Areas.....	25
First-Action Goal Areas	31
Five-Year Action Plan	33
Monitoring and Reporting	63
Appendices:	
Process Participants	
Community Coordinating Group	
Action Resource Teams	
Funders and Endorsing Organizations	

Introduction

In early 2002, several leading citizens of Marshall gathered to initiate a process to set community goals for the subsequent five years. Marshall has a rich tradition of planning for its future, beginning with “Marshall Forward” conducted in 1990 - 92. In 1995, the Marshall Forward goals were updated in a process called “Blueprint for Success”. Building on those initiatives, the Marshall community undertook “Marshall Area in Focus: 2007”. In 2002, the importance of the residents of the Marshall area coming together to make decisions for the area’s future was seen as particularly important. Two funding issues related to the county juvenile home and district library had recently been defeated at the polls, and the community was challenged in its division over the Marshall public schools Redskins mascot and name. It was more critical than ever that people come together to create a future that made sense to them.

As it began, the Marshall Area in Focus: 2007 venture established three goals as its foundation:

- To provide all Marshall area residents the opportunity to work together to identify community values, a community vision and the goals and actions necessary to achieve that vision;
- To provide Marshall area residents, organizations and businesses with a strategic plan that will provide a common direction for community decisions over the next four years; and
- To build community capacity for consensus decision-making and cooperative community planning.

As one of its first activities, people initiating Marshall Area in Focus contacted many community organizations, businesses, governments and foundations to ask for their support for the project through participation, assistance with funding, and accepting responsibility for helping to implement actions ultimately recommended through the process. As a result of those contacts, more than thirty-five organizations endorsed the initiative.

There was a need to assemble a group of area residents to oversee the project process. The group was to have no influence over the content of decisions made through the process, but rather to ensure that the process itself was open to all who wanted to participate, honest, with full disclosure of all information to all participants, and fair, with all voices having equal weight. Called the “Community Coordinating Group”, this assembly met periodically throughout the project to review plans for upcoming process steps. Members of this group played an essential role in ensuring that the results of the project truly reflected and belonged to the residents of the broad Marshall community.

In designing process steps to take project participants from broad ideas for the future of the Marshall area through setting and prioritizing multi-year goals to putting in place recommended actions for the next 5 years, an underlying philosophical approach was developed. To create this community plan, two sets of factors were taken into account. The first of these was the values and beliefs people in the community expressed, based on their

day-to-day experiences. These beliefs are the bedrock of community life, and no plan that conflicts with these collective values and experiences would be likely to succeed. The second set of factors was information and expertise brought to bear by those with particular training or background in a pertinent field. Merging these two factors was essential to create a plan that was both based on people's experiences and beliefs and was also feasible and practical.

PROCESS STEPS

Step One: Meetings-In-A-Box

In order to effectively engage a broad spectrum of local residents who might not ordinarily participate in public meetings, hosts were solicited to invite 10 or more of their friends and colleagues to informal discussions in their homes, workplaces or other places convenient and comfortable for everyone. Following the approach of understanding the experiences, beliefs and values of Marshall area residents, the meetings were structured to ask participants what they value about life in the Marshall community and what they envision for its future. Hosts of these Meetings-In-A-Box were provided with a discussion guide and response form for participants to fill out individually. The 450 residents attending these informal sessions in the spring of 2002 produced a lists of values and insights about their preferred future that were remarkably consistent.

Step Two: Community Goals Workshop

Based on the responses from participants of the Meetings-In-A-Box, people gathered in July, 2002, to consider and establish goals that would be based on the values expressed and to achieve the picture of the future. At a community workshop open to all residents of the Marshall area, participants worked in small groups to discuss and propose goals. Their collective work was organized into 14 goal areas as the Workshop concluded. Following the workshop and in preparation for the next step, goal statements were written for each of the 14 goal areas, incorporating all the goal ideas forwarded from workshop participants.

Step Three: Community Conference

Because communities cannot take on a full array of goals for accomplishment simultaneously, it was important to set priorities for first action from among the 14 goals. A community conference was held in late summer, 2002, at which people again worked in small groups to discuss and to reach consensus on the priorities each group held for the goals. The initial intent of the project had been to adopt four goals for first action; however, since some goals were tied in scoring, five goals were ultimately adopted. In addition, conference participants were encouraged to submit ideas for actions to achieve each first-action goal. All ideas for implementation were forwarded to the next process step.

Step Four: Action Resource Teams

Following the conference, it was time to develop specific five-year action plans to achieve each of the five goals identified for first action. These action plans needed to be based on realistic assessments and information so that they would be feasible and achievable. To bring

together both those interested in each goal area and those who had some level of information, experience and expertise in the topic, Action Resource Teams were formed around each first action goal. Each Team met three times to apply a more specific definition to the goal topic, to propose potential actions, to evaluate those proposed actions for cost and feasibility and finally to produce a specific and comprehensive set of action plans to achieve the goal and the future envisioned throughout the process.

These four process steps, combining the lived experience and beliefs of Marshall residents with practical expertise regarding implementation, and involving hundreds of people from the Marshall area, resulted in this Strategic Plan. Realizing the future outlined in this Plan document rests with the people of the Marshall area community.

Values Summary

The following is a summary of the individual written responses received from 450 Meeting-in-a-Box participants in response to this question: *List the four values you believe reflect the best of the Marshall area.*

Responses were first organized into categories. Some categories with similar intent were then combined into broad categories and a values statement was written for each. Listed below are the values statements, followed by a listing of the sub-categories, the number of times that topic was mentioned, and representative comments from participants' response forms.

The 450 people who participated in Meetings-in-a-Box said that they value...

ACTIVITIES AND CULTURE: ...Our residents enjoy being active, whether in the arts, local athletics programs or participating in a wide range of community events and activities.

Arts (7)

- Support for fine arts
- Rich in arts and culture
- Vibrant interest in the arts, creative and fine arts

Athletics (7)

- Athletics
- Sports programs
- Supportive of athletics and arts

Community events / activities (38)

- Community activities--parades, concerts
- Lots of activities, home tour, car show, garden tour
- Recreation, continued activities for youth
- Quality community events, fiesta of the 50s, chicken BBQ
- A lot of things to do for a small town

COMMITMENT TO COMMUNITY: ... We are proud of and committed to our Marshall community and its success, and demonstrate it through our active involvement in community affairs and decisions and by our degree of philanthropy and volunteerism.

Community involvement (49)

- Community involvement of all citizens in various activities
- Involved citizenry in community and schools, events, celebrations, governance

- Above average standard for town involvement
- Freedom of speaking up and listening and being heard

Community pride (79)

- Sense of community pride and belonging
- Wonderful sense of community spirit and pride
- Civic pride, very active community calendar
- People of Marshall are proud to live here

Philanthropy (34)

- Strong sense of contribution to others
- Generous nature in support of charitable efforts
- Businesses that believe in contribution financially and otherwise to community groups
- Philanthropic people

Success (7)

- High motivation for success
- Strive for success

Volunteerism (28)

- High level of volunteerism and corporate citizenship
- Volunteer mentality
- Volunteerism, good amount of people who care about the town and quality of life
- Large number of people who volunteer in all aspects of life here

DOWNTOWN: ...A viable, charming and vibrant downtown is important to our community.

Downtown (55)

- Non-cookie cutter downtown
- Vibrant and energetic downtown
- Strong downtown business district
- Downtown—take pride in look and feel

ECONOMIC STABILITY: ... We appreciate and support our strong and varied base of local businesses, including tourism. Our focus is on building a strong and diverse economic base while growing in a way that maintains our community character.

Businesses (25)

- Excellent service-oriented businesses
- Strong retail
- Strong multidimensional business community
- Balance of big business in small town

Economic development (13)

- Diversity of business and industry
- Thriving industries that provide jobs
- Considered growth to maintain values yet provide employment, more white-collar

- Strong employer base

Growth (4)

- Interest in "becoming"; demonstrate a community desire for growth while preserving historic and moral character
- Controlled growth

Tourism (4)

- Strength in tourism and promotion of tourism
- Nice place to visit

EDUCATION: ...It is important to our community to have an excellent educational system.

Education (103)

- Excellent school system
- Pride in education system
- Support for quality education
- Desire for good schools and learning centers for children
- School district—public school to continue excellence
- Good and improving school system

HEALTHCARE AND COMMUNITY SERVICES: ...Residents of all ages receive local, high-quality healthcare and public services to meet their needs.

Healthcare (65)

- Good hospital and doctors
- Wonderful "small town" hospital
- Superior healthcare facilities
- Good access to excellent healthcare

Public services (14)

- Dial-a-Ride and similar services
- Sound public institutions providing good services
- Full service community
- Takes good care of senior services; Marshall House

LEADERSHIP AND GOVERNANCE: ... We expect community leadership and local governments to be responsive to the community and to practice a collaborative approach when dealing with regional issues.

Community leadership and governance (6)

- Strong government
- Working with outside cities
- Tries to work with contiguous townships
- Responsiveness of government and elected representatives to address community

issues

RELIGION: ...Our churches play an active role in our spiritual and community lives.

Religion (26)

- Good churches that work together and have concerns for the community
- Strong spiritual connection
- Active churches participate in the community
- Strong religious foundation

RESPECT FOR HERITAGE: ... Our community enjoys a rich history and proud historic tradition.

History (158)

- Appreciation by citizens of historic architecture and heritage of the town
- Deep-rooted history
- Appreciation of the past
- Respect for history
- Historic community
- Historical heritage

Tradition (8)

- Sense of tradition
- Proud of long-standing traditions
- Strong traditions

SAFETY AND SECURITY: ... The level of safety and security found in our community is extremely important.

Safety (226)

- Safety / low crime rate
- Safe place to raise children
- Safe environment
- Belief that Marshall is a safe place to live
- Feeling of safety within community
- Safe, comfortable, secure
- Secure neighborhoods
- Safe for women, children, elderly
- Personal safety

SHARED COMMUNITY IDENTITY: ... We share a strong sense of community and a quality of life enriched by our small town atmosphere and community appearance. Meeting participants also said that the Marshall area is a good place to raise a family and they appreciate the unique characteristics of the area, including the surrounding natural lands and the convenience of our location.

Amenities (27)

- Brooks memorial fountain
- New nature walk
- Civic center
- Fairgrounds

Community appearance (101)

- Beautiful homes and gardens
- "Eye" value of the community
- Pride in and good keeping of homes
- Very clean, well-kept
- Pride in appearance of surroundings
- Attractive neighborhoods
- Proud of town's aesthetics

Community "feel" (19)

- Quiet
- Cozy
- Slow-paced

Ease of access (10)

- Easy getting from one place to another
- Easy access to healthcare services, travel, shopping, etc.
- Access to interstate highways

Family-oriented (45)

- Family-centered
- Great family environment
- Ideal area to raise children
- Family-oriented community
- Family-oriented values, nice place to raise a family

Location (22)

- Close to large metropolitan areas
- Location within state; also the location of post office, library, city offices
- Easy access to needs not available in Marshall
- Isolated from large city problems

Quality of life (13)

- Quality of life
- Quality of life; riverwalk, civic center
- An overall good quality of life (public safety, recreation dept., parks, schools) for

families

Sense of community (69)

- Very close-knit and supportive community
- Everybody knows everybody
- Sense of community
- General feeling of close-knit despite conflicts
- Strong sense of community togetherness
- Relationships amongst community members
- Hometown way of life

Small town atmosphere (109)

- Small town values
- Small town ambiance
- Community has small town feel, knowing neighbors
- Still thrives as a small town
- Retains small town friendly atmosphere
- Size—just right
- Small caring community
- Small town quaintness

Vision Summary

Meetings-in-a-Box participants also discussed this question: *Thinking ahead 20 years, if you could create the perfect Marshall community, what would it be like and why?* Participants then responded individually and in writing to the following request: *Please list 5 characteristics of the ideal Marshall community in the year 2022.*

Responses were organized into categories that are listed below in order of frequency of mention. The listing also includes in parenthesis the number of times that topic was mentioned and representative comments from participants' response forms.

The 450 people who participated in Meetings-in-a-Box said the following areas are part of their "vision" for our community...

Education (206)

Good and well funded school system
More challenging academic programs
New high school with bigger campus
Facilities and classes to educate youth on things outside of Marshall
More emphasis on math and science in schools
More services for gifted children
Better schools, back to basics
Strong school system, academics and athletics
Expanded educational opportunities, university branch
Combine school districts to improve money problems
More affordable schools
Single unified Marshall school
Focus on hiring knowledgeable teaching staff, better school funding
Good school system, high standards, financially sound, variety of opportunities
Better school curriculum with more diversity/ethnic curriculum
Schools with a strong diverse population
Good schools, including fine arts
An educational system capable of meeting all children's needs
Great school system, technologically updated school
Advanced school system (college prep)
Good schools for children and adults
School - community partnerships
Before and after school programs available for school age children
A post-secondary educational facility
Vibrant schools including cultural/art opportunities for children
Charter school closes
Quality administrative training in schools
By 2004 diversity and integrity training for school board and school administration

Stronger, less volatile school system
Better-managed schools
Progressive school system
Increased schooling choices
Increased emphasis in the schools on morals and high standards
Schools will allow parents to be more involved
School system that would focus more on family than sports
First class school system with vocational instruction available
Schools safe and at top performance
A Marshall public education system that is the school of choice for students
inside/outside Marshall

Economic Development (172)

Industrial park growth
Diversified business base
Better paying jobs
Some economic growth but not too much
New industrial development areas outside of city limits
High-end employers
Well thought-out plan that has brought high tech businesses to town
Thriving white collar industries
Keeping heavy industry out
Low industrialization
Business park and industrial area
Employment within reasonable commute
Larger diverse employment opportunities; locally owned businesses
More people living in Marshall that work and own businesses here
Pro-active ordinances controlling the number/type of businesses that result from the casino
Quality industries
Controlled industry
Restrictions on development that may take away from downtown businesses
Clean industry, no mills
Growth in the industrial park with an I-69 interchange
Organizations set up to help keep business strong
Growth in professional sector and regional or corporate headquarters
No casino
Enough industry to expand our tax base
To possess more large businesses (employee count of 300 +)
Strong mix of new business/industry with old/existing
Growing economy, expand airport
1 to 2 percent unemployment (or less)
Decrease the cost of doing business (taxes and utilities)
Coordinated infrastructure with townships for economic development
Keep Marshall a bedroom community

Diversity and Inclusiveness (146)

Diverse (race and age)
Acceptance
Community is more open-minded to minorities
More welcoming

Diversity of all kinds embraced and reflected
Greater diversity—making different cultures feel welcome
Community that can integrate all residents regardless of ethnicity, consider Hispanics as important part of the community
Diversity issues need to be addressed
Diversity—only way to grow and prosper
Diversity—open inclusiveness
More diversity without it being a hot button
Diversity not being an issue because of the high level of it in our community
Diversity issues virtually non-existent
Diversity and tolerance
To be more diverse, socially and economically
Expand diversity of thought, ethnicity, and income
Development of residential cultural diversity
Quality diverse people
Increase diversity in nationals
Diversity of work and people
Inclusiveness, economically and racially
Increased tolerance of differences in people
Integration of different races to learn from them
Community open to change and diversity
Increased diversity awareness
Diversity in all aspects (schools, economy, demographics)
Greater embracing of other ethnic backgrounds and cultures
To be known as a friendly place for diverse opinions, races, etc.
More feeling of inclusion for individuals or groups who feel disenfranchised
Eliminate bigotry
Open-minded
Respect for other cultures—acceptance
More openness to outsiders: socially, recreationally
More sensitivity to differences
More open to having the “old” and the “new” coexist in our town
All people are embraced (opinions)
Everyone treated as equal

Safety and Security (95)

Security for power and water
Law enforcement
Less drugs
Continue as a safe place to live and raise a family
No crime
Security
Remains a safe, quaint community
Safe community for children
Public safety still outstanding
Safe environment to live and work
Great public safety
More police officers around schools and downtown
Fire and police department in better location

Downtown (88)

Full downtown with lots of tourists with pretty structures
Downtown busy after 5
Downtown exciting, happening, busy
Charming downtown intact
Keep downtown vibrant
Funnel industry traffic away from downtown
Continue to add to the charm of the downtown
Beautiful/historic downtown
Downtown still small and quaint
Continue the strong downtown merchants and community support
Downtown needs to keep up front and back of business
Thriving downtown business district, few strip malls
Strong/unique downtown retail business district
Downtown business district the same
Nice downtown, retained and improved
More unique stores, cafes, streetscaping for downtown
Downtown with better streetscape, buildings still intact as historical and flourishing
Downtown development, things that meet all people's needs—not just gift shops;
 need grocery store
More financial programs and support for downtown businesses
All levels of downtown buildings being utilized
Downtown still the same
More downtown festivities
Diverse downtown commercial opportunities
Incorporate culture with our downtown growth, stores
Revitalization of the downtown business district with multiple "destination point"
 businesses
DDA needs to be more helpful to downtown businesses

Business (83)

Grocery stores for downtown citizens
More clothing and shoe stores
More stores like K-Mart
Keep the retail shops in town
More stores other than antiques
More restaurants
Music stores
Larger commercial region
Trendier stores
Mall
Bigger movie theater
Amusement park
Restaurants, not diners
Have diversified commercial establishments
More locally owned businesses
Clothing stores for less income persons
More diverse shops and manufacturing and service businesses

Need shopping for men and women, not high line
Encourage stores that are not just for tourists
Businesses that don't use manpower-type employees
Local businesses to better meet consumers' needs
Businesses that promote healthy lifestyles for employees
Limited amount of business growth
Positive business climate
Support financially for business owners
Larger stores on outskirts of town

Historic (83)

Retain our preserved historic buildings
Retain "historic Marshall"
Continued support for saving/maintaining historic properties
Historic district still valued
Focus on core attribute—historic district
An enhanced landmark district
Enhanced historical focus
Strengthened historic district
Continued historic leader in state/nation
More focus on historical homes
Helping to preserve historic identity, farmland preservation
Preservation of museums and historical sites
Keep historical theme alive and intact but grow and expand at the same time
Historic homes, businesses and parks still well preserved
Maintain historic homes/downtown
Continue to keep up NHLD/old homes and businesses
Some type of economic incentive for preservation/maintenance of residential historic resources

Public / Private Infrastructure (68)

Parking for hospital
Better and wider streets
Better traffic control
Repair road and enforce speed limit
Improve entrance to town, Michigan Avenue east and west
Improve Michigan Avenue pavement
Improve entrance to Redfield Plaza
Improve alley facades of north and south side of Michigan Avenue
Better fairgrounds
Retain and improve airport
Better parking
No traffic/bypass
Improved traffic flow
Extension of Riverwalk and bike paths
Lights around the tennis court
Industrial traffic bypass
More sidewalks
Riverwalk and river front development

Well maintained infrastructure that doesn't cost more than today with inflation adjustment
Less confusing road markings, more traffic lights
Annexation of SE quadrant of I-94 and I-69
Infrastructure providing light, power, and water without shortage or pollution
All homes on city water, sewer, electric
Rear facades in CBD all improved
Better zoning
Clean old factory areas
Less main street traffic, more "walker" friendly
Maintain current city buildings; don't let them get run down like the pumping station
Infrastructure to support future growth
Integration of public infrastructure by City of Marshall and Marshall Township
Additional exit off of I-69
Sidewalks
No more construction
More continuity between area from fountain to Marshall and I-69 to fountain
Water plant

Youth (68)

Youth-oriented centers
More activities for young people
Youth can succeed in a competitive world
More options for youth socially and academically
Children listening to teachers and parents
School for littler kids
No gangster attitudes from the kids
Great services for teens
Encouraging younger generations to stay
Greater youth/teen awareness of what is going on in Marshall
Safe and fun places with supervision for youth
More activities for adolescents, children, families
More for teenage kids to do, planned by them
Good tolerance for young people and things for them to do
Positive opportunities for youth outside of school
Troubled teen hotline where teens could call for help
Youth committee to work with school board
Strong youth programming, arts theater, skate park, clubs
Moral/spiritual renewal in the youth culture (teen pregnancy, etc.)
Focus on kids more than community

Housing (66)

Housing developments for the aging baby boomers
Affordable single-family housing
More housing opportunities
Affordable housing to attract people
Affordable middle class/working class housing
Planned neighborhoods affordable for young families
Affordable housing reflecting historical values
Expanded housing in new neighborhoods for young families

Well-preserved single-family homes
Affordable yet attractive housing
More condo living
No trailer park housing development
Moderate family housing
Robust housing market
Great housing at \$80,000-\$600,000
Multi-generational housing options

Community Appearance and "Feel" (62)

Cleanliness and pride in homes and property
Improve cleanliness of downtown
Clean streets
Improved appearance of entrances to town
Make alley facades more attractive on north and south side of Michigan Ave.
Pride of ownership
Cleaner parks
Clean up Michigan Ave.
Nice, well maintained homes
Well-kept neighborhoods
Charming ambiance
Homey
Pleasant atmosphere
Cleaner, neater, buried utilities
No dumpy looking neighborhoods
Consistent image, I-69 to downtown area
One theme through the city
Houses on Michigan Ave. kept up better
Better monitoring of rental property
Quiet
Charm
Strong residential neighborhoods
Peaceful

Healthcare (61)

Better medical facilities
Keep viable hospital in the town
Hospital has secondary site outside of town
Quality hospital
Healthcare affordable to all
A successful hospital that doesn't eliminate any more residential property
Nationally recognized healthcare
Easy access to health services
Continued superior healthcare facilities
Regional healthcare provider
Oaklawn hospital still strong, moves out of downtown to accommodate growth
Medical services available 24 hours other than emergency
Larger hospital, more services
Hospital that is financially stable
Specialty healthcare in Marshall beyond the basics

Hospital capable of providing modern medicine to the community

Growth (60)

Planned growth

New suburbs

Significant increase in population

Limited growth

Growth to become leaders and future leaders

Growth with care

Preservation with planned growth

Stay similar in size

Control of population

A community that grows but still has small town charm

Continues to be small but not insular

Growing vibrant community

Needs to grow slowly

Controlled growth, still defined as "small town" with the attendant attributes

Continued growth from increased economic development

Slightly larger size

Geographically large

City growth in land area and population by 20 percent

Growth but only in population, not size

Balance between growth and preservation

City extended beyond I-69/I-94 boundaries

Experience major growth

Business/industrial growth though keeping small town atmosphere

Larger diverse population, maybe double current size

Small Town Atmosphere (57)

Keep the small, friendly, close town atmosphere

Relatively similar in size

Small town atmosphere, residential family friendly

Keep small town values

Quaint small town qualities

Small town—no bigger, no smaller

Still small but conveniently located

Continued small town feel but more inclusive

Balance small town feel with growth

Progressive while preserving small town

Community Activities / Events (53)

More entertainment and recreational opportunities

Better food festival

Museums open year round and other attractions

Small town festivals

Fun for kids and adults

Variety of activities

Entertainment for all ages

Entertainment affordable to all

Nice vacation spot

Community events and projects
Activities at the fairgrounds
Traditional events maintained
Multi-faceted activities
Annual events for locals and tourists
More family activities, centers
City-run festivals
More culture events
More nature walks
Better carnival at the fairgrounds and entertainment
More community activities (pool, tennis courts, senior center)
Quick access to recreation and culture
Centralized recreational activities for all ages

Community Facilities (52)

Public swimming pool
Ice skating rink
A skate park
Nice theater for plays
Theme park
Concert hall
Recreation facilities for youth and seniors
Fairgrounds to be used and enlarged
A year round facility at fairgrounds
Outside concert location
Riverwalk expanded and linked to Calhoun Co. fairgrounds
Better visitor center, public restrooms
Downtown visitor center with public restrooms
Civic center centrally located cultural center with great opportunities
Centralized area for community activities
New movie theater
Skateboard Mecca
Family entertainment facilities: movie theater, restaurants, parks
Volunteer manned visitor center
A large public park with soccer fields, band shell, swimming pool, etc.
Recreation facility growth, indoor and outdoor
Community center, such as a Y center
Develop stronger recreation programs, bike trials, skateboard park

Resources (47)

Lower tax rate or millage rate
Keep property tax structure reasonable
Different tax structure
Tax base heavily supported by local industries
City income tax
Viable tax base—light industry
Taxing, budgeting balance that is perceived as providing value to all residents
Lower property taxes with better physical planning and use of resources
Continuum of diverse tax base, less than 50 percent owned by hospital
Comparable tax base to surrounding areas

Tax friendly to businesses and homeowners
Real tax abatements for downtown businesses
Utility rates in line, not the highest in the state
Stable and fair taxes
Taxed normal
Lower taxes due to large housing expansion throughout the township
Financially sound, doesn't over-tax families and businesses
A town that doesn't tax businesses out of being in town
Medium level on taxes
Lower taxes, attention to infrastructure, incorporate Marshall Township or implement income tax so everyone starts paying fair share
Healthy, adequately funded governmental agencies
Improve parks and recreation department with funding

Community Leadership/Governance (45)

Better leadership in the school and city
Township officials and city officials work together
Underground power base comes out and runs for boards, etc.
Progressive city/township management
Have strong, effective city leadership
Town and townships have a viable government agreement
A healthy financial structure between city and townships
Township and city need to combine efforts
Less wasteful local government
City/county government working with schools and businesses
City government that is proactive problem-solver
More approachable city government and administration
City government/officials helpful and supporting preservation
City government that places higher values on historic preservation, arts and small businesses
Local government is fair and honest
City government needs to be much more open to ideas supporting different factions of the community
More efficient city government
Merger with Marshall Township and new leadership in City Hall
Governed by the people, not a select few
Community leaders embrace/address diversity topics
Incorporate townships
Surrounding townships and cities to get together on industry
Fire department working as regional
Bridge gap with Albion (differences in diversity, education, healthcare, etc.)

Friendliness (38)

Small, friendly community
Charitable
Compassionate
Cooperative
Still residential and family-friendly
Hospitality
Appreciative
Friendly and caring citizens

Respectful, caring, welcoming
Neighbors know and care about each other
Inviting to outsiders
Friendly, no cliques
Friendly city employees, helpful
A “good neighbor” community, helping other neighbor communities

Sense of Community (37)

Citizens watch out for each other
Community spirit
Cohesiveness, sense of belonging
Unity, ability to pull together
Pride to be part of the community
More unified community, working together toward common goals
Sense of community spirit rather than separate alliances that [have] self interests at heart
Committed problem-solving, unity-seeking populace
Citizens involved in maintaining quality of life
Community that can handle conflicts and disagreements maturely
Sense of community relationships
Marshall maintains its identity

Parks (36)

More/better parks and recreation areas
Large parks with bike and running trails, picnic facilities, etc.
Wildlife park
Quality parks and green space like the Riverwalk
Recreation complex—soccer, baseball, football, volleyball, parks
Good walk and bike paths, clean park
Central park for families
Better organized park system
Open space
Linear paths for people to walk, green space
Bike trails
“Pocket parks” strategically placed providing safe/clean environment for kids
Neighborhood parks
More parks/pool for children (less focus on organized activities)
A riverside park on old dump site with soccer, baseball, etc.
More parks and walkways along the river

Senior Services (36)

Another senior complex
Senior citizen van only
Additional senior subsidized housing
More HUD homes for seniors
More senior housing
Less emphasis on elderly
Activity center for retirees
More assisted living for the seniors
Affordable assisted living centers

Great services and activities for seniors
Better quality elderly care
Place for seniors to live, cost between Maplewood and Marshall House
More places for the elderly, foster care or assisted living
Increased senior housing for all levels of independence
Campus type living for the senior community, independent/assisted, skilled nursing

Family-Oriented (25)

Attractive to families
Place for children to grow and seniors to retire
Family values taught
Ideal place to raise a family
Improved family values, youth culture
Family-oriented activities and facilities that foster families being together
Community where children return to establish careers and live
Young families to raise the percentage of population
Community doesn't rely on social programs but on parents and families for the needs of the community

Community Involvement/Volunteerism (23)

More volunteerism
More parent and teen volunteer programs for sports, arts
Clubs that emphasize sharing and caring
Continued charitable constituents
Stronger commitment to cooperation
Community awareness and participation
Community service
Strong community involvement
Sense of involvement throughout the county
Keeping the next generation actively involved
Community participation is even more inclusive and vibrant
Opportunities for all to participate
Intergenerational and multi-cultural cooperation
Ability for an individual to have an impact on the community

Arts (22)

More emphasis on fine arts activities in Marshall
Fine arts center for youth and adults
Growth in the arts, theater, visual, etc.
Arts and cultural center
More performing arts related programs
Strong youth arts programs in theater and music
Great performing arts location
Cultural entertainment/artistic "Mecca"
Cultural center within 50-mile radius

Public Services (19)

Separate Dial-a-Ride for adults and children
Separate public buses for Marshall House and other older people
Stricter enforcement of codes for homeowners

Public transportation (in and out of town, better airport, rail?)

Improved transportation like Dial-a-Ride that extends further out of town, take youths to malls, movie theater, etc.

Transportation for the indigent

Quality services

Viable DBA

More public transportation

Stronger support for the police and fire departments

Keep public service to the maximum the budget will allow

Good public services--police and fire

Tourism (17)

Marshall as a year-round destination, more winter activities

Expanded tourist events

Keeping tourism good so little shops thrive

More museums and tours for Marshall and surrounding areas

More tourist attractions

Religion (16)

Active and growing churches

A synagogue

New church downtown

Growth in moral and spiritual values

Strong religious ties, churches working together

Churches accepting all persons

Community with strong Christian foundation

Christ-centered community

Technology Infrastructure (16)

100 percent broadband communications

Have latest communication technology

Greater adaptation of technology

Known as a regional technological research center for the mid-west

Able to infuse new advances and technology while preserving heritage

Communication (15)

A Marshall daily newspaper

Communication between government, schools, and churches

Locally owned media, newspaper, Internet access community-wide

Encouragement of freedom of speech and expression

Getting better in every way, especially in communication with each other

Land Use (14)

Location of businesses in appropriate areas

Development of crossroads I-69 and I-94

Well defined industrial area

Keep the same shops east of the fountain

Development based on community vote not big business

Develop and utilize what buildings exist

Keep outlying areas agricultural
Stronger ties maintained with agricultural hinterlands
Not a large overgrowth of strip malls/businesses
No urban sprawl (Wal-Mart) that attract away from downtown
Hospital enlargement to be outside of downtown
Controlled development of the north, east, west entrances to town so that these areas do not
have the typical "cookie cutter" look of commercial/retail strips
Joint planning (preserve identity, farmland)

Natural Environment (10)

More care for environment
Cleaner Kalamazoo River
Low pollution level
Control on light pollution
Preserve our trees
Open green spaces throughout the city
Good water and air

Location (7)

Easy access to businesses
Accessibility
Convenient geographic location for travel
Removed from large city drugs, violence

Athletics (3)

More sports

Five-Year Goal Areas

The following goal areas are the product of the work of approximately 125 Marshall area residents who participated in a July 25, 2002 Community Goals Workshop. At the Workshop, participants worked together in small groups to reach consensus on the following question:

Based on what participants in the Meetings-in-a-Box said about what is important about life in the Marshall area and what they would like to see in this community's future, and considering Marshall Forward's goals and achievements, what six goals does your group agree should be established for the next five years to maintain the strengths and improve the weaknesses of the Marshall area?

All of the goals forwarded from this discussion process were then grouped into broad categories and each goal area was "named" by Workshop participants. The Five-Year Goal Areas contained in this document have been written to reflect the intent of the forwarded goals listed within each category. The fourteen goal areas are listed in alphabetical order.

Area Cooperation

Enhance community cohesiveness through greater cooperation between the City of Marshall and area townships.

Goals Forwarded at the Workshop:

- Support greater cooperation between City and townships
- Promote inter-governmental cooperation to enhance community synergy

Arts

Increase community support for and awareness of fine and cultural arts (and recreational activities deleted) and provide facilities for those activities.

Goals Forwarded at the Workshop:

- Provide, promote and support the arts
- Expand community facilities and cultural activities for all
- More awareness on the arts and world culture
- Enhance and expand entertainment, recreational and cultural activities
- Funding for the arts
- City economic support for development of cultural and arts programs in the community
- Develop broadly representative arts council to promote all arts and cultural activities
- Expand and support fine and cultural arts

Community Resources

Examine and consider changes to local tax structures and implement strategies for reducing the cost of living in Marshall.

Goals Forwarded at the Workshop:

- Conduct a feasibility study and asset mapping around the issue of a tax shift from property taxes to a City income tax
- Explore and implement strategies for reduction in cost of living in Marshall

Diversity and Inclusiveness

Create a richer community through a public commitment to inclusiveness and diversity of all kinds. Establish programs that promote cultural interaction and sensitivity.

Goals Forwarded at the Workshop:

- Racial diversity
- Implement a plan to demonstrate Marshall's long-term commitment to diversity and inclusiveness
- Broaden community diversity
- Create programs where diverse groups can learn to interact sensitively
- Affordable housing: lower property taxes; increase diversity
- Establish and publish a community statement of intent to promote inclusiveness for all citizens, guests and visitors
- Value diversity and encourage awareness
- Broaden sensitivity and understanding about the importance of diversity for creating a rich community

Downtown

Enhance the success of the downtown area by creating an environment that offers a rich and varied experience for local residents and tourists through aggressive recruitment and retention of businesses and unique shops, a visible visitor center and public facilities. In achieving this goal it is important to:

- *Consider incentives to encourage adaptive re-use of the upper floors of buildings to further enhance the downtown environment.*

Goals Forwarded at the Workshop:

- Local incentives for adaptive reuse for central business district second and third floors
- Focus on aggressive recruitment and retention for downtown business utilizing a coordinator)
- Viable downtown with unique shops (boutiques)
- Provide a public restroom in the central business district
- Develop a downtown marketing strategy that provides more diversity and seeks to identify Marshall as a destination downtown and meeting community needs

- Create a more visible visitor center [public restrooms; maybe obtain or secure grants for funding]
- Encourage and enhance tourism in downtown
- Develop a diversified downtown experience
- Develop an environment to enhance opportunity for downtown success

Economic Development

Develop a long-term, responsible plan with strategies that promote economic development, balancing the community desire for growth and its benefits with the safety, security and historic heritage so highly valued by our residents. In achieving this goal it is important to:

- *Promote and create a climate to attract and retain diverse, high-wage industry, retail, tourism and large and small businesses to expand our local tax base;*
- *Provide local infrastructure and incentives to support and encourage economic development, including leading edge communication technology and a mix of residential housing; and*
- *Create a supportive regional business environment through communication between businesses and neighbors and between the City of Marshall and area townships.*

Goals Forwarded at the Workshop:

- Develop and maintain utilities infrastructure
- Include historic perspective in decision-making at all levels and by all entities to preserve Marshall's quality of life as a historic community
- Further hospital expansion outside historic district
- Community infrastructure to remain competitive as a community of choice, i.e. high speed Internet
- Balance economic development, growth and land use, and tourism
- Provide economic climate to promote industry in the Marshall area
- Reduce dependency on Battle Creek: community pool; skating rink; convention center; broadband access; commercial transportation; Wal-Mart; diverse shopping; pizza open late
- Encourage responsible growth: long-term growth plan; competition; Partello Road development; communication between business and neighbors
- Improve communication and development with Marshall city and the surrounding townships
- Create an economic development plan that equally addresses industry, retail and tourism
- Attract high skill / high wage employers
- Develop a long-term economic development strategy that focuses on attraction and retention and planned growth including residential housing. Maintain safety, security, historic. (Expand industrial park; expand tax base; strong mix of housing; diversity; include health care)
- An all-inclusive Marshall area economic development commission [City, County, townships, Chamber, schools]
- Expand and diversify economic base to support both small and large business

- Develop specific retention and recruitment strategies and favorable incentives
- Environment for diverse economic growth
- Managed economic development and aggressive business retention

Education

Insure a quality public school system that is adequately funded and committed to high academic standards that provide enriching and comprehensive opportunities to prepare students of all abilities for life. In achieving this goal, it's important to:

- *Create a student environment that is safe, socially progressive, technologically advanced and enhanced by diversity of staff and curriculum; and*
- *Encourage open communication and community involvement with schools and expand educational opportunities for all ages through cooperative relationships with business, industry and post-secondary education.*

Goals Forwarded at the Workshop:

- Increase MEAP, ACT, and SAT scores to top 10 percent in the state
- Create unified, quality, well-funded educational system enhanced by diversity of staff and curriculum
- Fully funded schools, with high academic standards, a diverse teaching /administrative staff, with increased fine arts
- Positively perceived academically-oriented, financially viable school system
- Promote an excellent school system with academic emphasis and safe environment for all
- Expand educational opportunities through cooperation with business, industry, and post-secondary education
- Enhance excellence in education for students of all abilities
- Stronger education system with better funding
- More sports choices with less emphasis
- Insist on fiscally sound schools which focus on high achievement and community involvement
- Improve curriculum measurements) and communication
- All students better prepared for life
- Education—improve: curriculum; (student / teacher ratio); communication; (leadership development); adult education; (year-long schooling)
- Insure a quality public school system which provides enriching and comprehensive academic opportunities which prepare students for the real world
- Socially progressive and technologically advanced school system

Health Care

Continue to provide our residents with excellent health care through support of our local health care system.

Goals Forwarded at the Workshop:

- Continue to support an excellent health care system for all residents
- Keep hospital viable and "first class"
- Continue to enhance and improve health care to the Marshall community

Historic Preservation

Create incentives to encourage and support historic preservation.

Goals Forwarded at the Workshop:

- Programs to encourage historical preservation
- Continue to support projects that preserve Marshall's history
- Create incentives to preserve and protect historical areas

Housing

Increase the availability of moderately priced homes, resulting in positive population growth for the Marshall area.

Goals Forwarded at the Workshop:

- Michigan Avenue curb appeal; control rental property
- Increase the number of moderately priced homes for positive population growth for the Marshall area

Safety

Maintain and improve safety and security in our community and encourage involvement in citizen-based safety programs.

Goals Forwarded at the Workshop:

- Citizen involvement in the safety of the community
- Maintain a safe and attractive community
- Marshall provides a safe and secure environment for all
- Maintain / improve current safety levels

Sense of Community

Enhance our sense of community, pride, respect and unity through communication between and from civic organizations, the active involvement of our older citizens and the volunteerism and open-mindedness of our residents.

Goals Forwarded at the Workshop:

- Increase communication between and from civic organizations
- Provide meaningful community roles for older citizens
- Develop programs to insure community pride, respect and unity

- Encourage a sense of community through volunteerism and open-mindedness
- Promote / increase activities that enhance a sense of community

Services for Residents with Disabilities and the Elderly

Provide affordable home services for our elderly and disabled residents and ensure wheelchair and handicapped access throughout our community.

Goals Forwarded at the Workshop:

- Affordable home services for old and disabled
- Compliance with Americans with Disabilities Act: wheelchair and handicapped access

Youth and Recreation

Support youth involvement in our community by providing youth-oriented programs and facilities, such as centers and skate parks. Engage the community in developing a plan to enhance the parks and recreational and related educational opportunities for all our residents by creating activities and facilities accessible to all.

Goals Forwarded at the Workshop:

- Create outdoor recreation facilities accessible to all
- Youth-oriented centers
- Expand / upgrade parks and recreation experiential education
- Support and enhance youth programs and facilities
- Invest in infrastructure and programs to provide youth involvement
- Provide activities / facilities (recreational) for all ages and youth [Examples: skateboard park, ice skating]
- Support development of comprehensive recreational activities and facilities
- Enhance recreational opportunities for Marshall youth [Examples: skate park, youth center, etc.]
- Skate park
- Engage community in development of youth and family plan around activities, needs and facilities
- Develop a community park that equally address the interests of youth and adults

First-Action Goal Areas

At a Community Conference on August 28, 2002, approximately 85 residents chose the following goal areas as the most important for first action. At the Conference, participants worked together in small groups to reach consensus on which four of the fourteen goal areas identified during the Goals Workshop are most important for first action by the Marshall area community.

Once all small groups had decided on their lists of first-action goals, a representative from each group placed "first-action" tags under the appropriate goal areas which were all posted on the wall. The number of "first-action" tags under each goal area was then tallied to determine the first-action goals. Two of the goal areas had an equal number of "first-action" tags, resulting in the selection of five goals for first action. The goal areas are listed in alphabetical order.

Goal: Area Cooperation

Enhance community cohesiveness through greater cooperation between the City of Marshall and area townships.

Goal: Diversity and Inclusiveness

Create a richer community through a public commitment to inclusiveness and racial diversity. Establish programs that promote cultural interaction and sensitivity.

Goal: Downtown

Enhance the success of the downtown area by creating an environment that offers a rich and varied experience for local residents and tourists through aggressive recruitment and retention of businesses and unique shops, a visible visitor center and public facilities.

In achieving this goal, it is important to consider incentives to encourage adaptive re-use of the upper floors of buildings to further enhance the downtown environment.

Goal: Economic Development

Develop a long-term, responsible plan with strategies that promote economic development, balancing the community desire for growth and its benefits with the safety, security and historic heritage so highly valued by our residents.

In achieving this goal it is important to:

- Promote and create a climate to attract and retain diverse, high-wage industry, retail, tourism and large and small businesses to expand our local tax base;
- Provide local infrastructure and incentives to support and encourage economic development, including leading edge communication technology and a mix of residential housing; and
- Create a supportive regional business environment through communication between businesses and neighbors and between the City of Marshall and area townships.

Goal: Education

Insure a quality public school system that is adequately funded and committed to high academic standards that provide enriching and comprehensive opportunities to prepare students of all abilities for life.

In achieving this goal, it's important to:

- Create a student environment that is safe, socially progressive, technologically advanced and enhanced by diversity of staff and curriculum; and
- Encourage open communication and community involvement with schools and expand educational opportunities for all ages through cooperative relationships with business, industry and post-secondary education.

Five-Year Action Plan

This five-year action plan was developed by approximately 125 community volunteers and representatives from area governmental units, organizations and agencies. Divided into five groups, the Action Resource Teams were charged with identifying five-year results and actions to achieve those results for each of the five first-action goals selected by participants at the Community Conference.

Goal: Area Cooperation

Enhance community cohesiveness through greater cooperation between the City of Marshall and area townships.

Five-Year Results

- 1. Increased communication and trust among area governmental entities, enabling the discovery of common ground, awareness of area initiatives and projects and a reduction in animosity between township and city residents.**

Actions

- a) Create an intergovernmental group, consisting of elected and appointed officials, that will meet monthly to exchange ideas on any topic of interest to members, including, but not limited to, planning and zoning, services, infrastructure, new development, etc. Members will be strongly encouraged to report back to their respective governmental units.

Cross-reference with Area Cooperation Goal, Actions 3 a) and 4 a)

- b) Make a commitment to early involvement of any potentially affected area entity when a change is being considered by any one entity.
[Information below applies to both Actions a) and b)]

Benefits --

- *Reduction of animosity between township and city residents*
- *Alleviation of mistrust among entities and identification of areas of common ground*
- *Facilitation of awareness of initiatives and projects*
- *Increased intergovernmental communication*
- *Creation of a vehicle or process to open communication among entities*

For whom -- City of Marshall and surrounding townships and Calhoun County
Administered by -- Michigan State University Extension; Marshall Area in Focus co-
chairs; Kellogg Community College; Albion College; others?
Cost -- Minor
Feasible? -- Yes

2. Regionalized economic development serving area townships and the City of Marshall.

Actions

- a) Conduct an economic development summit, leading to regionalized economic development.

Benefits --

- Facilitation of open communication among stakeholders
- Initiation of a fresh start by acknowledging past events and learning from them but not dwelling on them so we can move forward
- All issues are brought out in the open so all stakeholders will know what the challenges are and where opportunities exist.

For whom -- Residents of Calhoun County, all surrounding townships, City of Marshall, Battle Creek Unlimited, all appointed organizations dealing with economic development, informal decision-makers, and current and future commercial industrial and business interests

Administered by -- Calhoun County Community Development

Cost -- With outside facilitator, for one-two day summit, plus report, estimated at \$10,000

Feasible? -- Yes, but with the following cautions: the City of Marshall is hesitant to put Battle Creek Unlimited relationship at risk; we do not want to "reinvent the wheel;" costs and benefit "share" for everyone; and someone needs to "run" with this to ensure it will continue.

- Summit Products:

- Revenue sharing (using *425's)
- Regional planning
- Level playing field

- Summit Participants:

- All townships
- Calhoun County
- City of Marshall
- Battle Creek Unlimited
- All appointed organizations dealing with economic development
- Informal decision-makers

*Public Act 425, or the Conditional Land Transfer Act, permits two local governmental units (define as cities, townships and villages) to enter into a written agreement to "conditionally transfer" property for a period not to exceed 50 years for the purpose of an economic development project. The agreement may be renewed for additional periods not to exceed 50 years with the approval of the legislative bodies of the involved units.

3. Increased interdependence of local units of government without a loss of local identity through shared service agreements, reducing the likelihood of any unit acting solely for its own self-interests. Results are regionalized city, township and county services and facilities, including parks, water and sewer and high-speed cable.

Actions

Cross-reference with Area Cooperation Goal, Actions 1 a) and 4 a)

- a) Centralize City and four township building inspection departments for standardization.

Benefits --

- One central location
- Office staffed full time
- Regular office hours
- Uniform fee structure
- Uniform and consistent interpretation of code

For whom -- Builders and contractors; residents and property owners

Administered by -- Calhoun County Community Development

Cost -- Loss of employment by part time or contracted inspectors; paid for through permit fees; loss of revenue to other governmental units; loss of local control for complaints but would be handled by County advisory board.

Feasibility?--Yes

- b) Develop a plan for extension of water and sewer across political boundaries for all four townships and the city.

Benefits --

- Improved environment
- Controlled growth
- Preservation of farmland
- Protection of investments
- Property values are increased

For whom -- Property owners

Administered by -- To be determined through engineering studies

Cost -- Special assessments and state and federal grants

Feasible? -- Yes

Cross-reference with Economic Development Goal, Action 6 a)

- c) Investigate the creation of a recreation district.

Benefits --

- Establishment of a district similar to the Library District
- Improved recreational facilities
- Generation of better revenues
- Shared costs by all users

- *Greater state / federal grant availability*
- *Increased quality of life*
- *Improved residency desirability*

For whom -- *Residents*

Administered by -- *Calhoun County Community Development, Calhoun County Agricultural and Industrial Society*

Cost -- *Additional millage*

Feasible? -- *Yes*

d) Investigate Dial-A-Ride transit service to entire townships.

Benefits --

- *Additional riders*
- *Increased service to township residents*

For whom -- *Senior citizens, children, medically challenged*

Administered by -- *City of Marshall Dial-A-Ride Transit, connection with Battle Creek Transit*

Cost -- *Increased fares, millage, current riders may be delayed due to increased usage*

Feasible? -- *Yes*

4. Mutually beneficial, binding 425 agreements among area governments established without the loss of individual identities.

Actions

a) Achieve a common understanding of the principles underlying 425 agreements for all governments to protect boundaries and build mutual expectations, including consultation with experts and the use of mediation where appropriate. In addition, establish formal agreements between governmental units so that as soon as they are contacted by a developer / investor the other impacted governmental unit will be notified.

Benefits --

- *Enhanced economic development (competitive edge with other communities who may not have formal structure or agreements in place)*
- *Increased timeliness (to respond to developers / investors)*
- *Increased consistency (with players and general contents of agreements)*
- *Establishment of long-term cooperation between governmental units*

For whom -- *Community and its residents; councils & boards; investors / developers (commercial, industrial or residential development); utility rate payers (more users of system can often reduce rates by spreading the fixed costs)*

Administered by -- *Townships (supervisor and one other designee); City (Mayor and City Manager). The idea is that there is equal number of persons negotiating the details of an agreement, followed by formal approval by complete boards and councils*

Cost -- Time commitment; legal fees; control, both pros and cons. Establishing a cooperative structure will result in greater stability as individuals filling various governmental positions change over time

Feasible? - Yes

Cross-reference with Area Cooperation Goal, Actions 1 a) and 3 a)

Goal: Diversity and Inclusiveness

Create a richer community through a public commitment to inclusiveness and racial diversity. Establish programs that promote cultural interaction and sensitivity.

Five-Year Results

- I. Improved community image as a result of expanded local services to address the limited availability of health care and retail that attract diverse consumers in our neighboring communities.

Actions

- a) Work with minority groups to identify specific minority consumer needs, then partner with area retailers to provide and market products.

Benefit -- *Marshall would be a more inviting community to diverse consumers*

For whom -- *Retailers, service providers and consumers*

Administered by -- *Marshall Area Chamber of Commerce and the Diversity Roundtable*

Cost -- *Time and energy*

Feasible? -- *High*

- b) Partner with minority leaders to insure Oaklawn Hospital is meeting minority health care needs.

Benefits --

- *Correction of misperceptions about Oaklawn Hospital and Marshall*
- *Increased access for diverse population*

For whom -- *Minorities; the community's image*

Administered by -- *Oaklawn Hospital*

Cost -- *Time*

Feasible? -- *High*

- c) Work with community, institutions and retailers to recognize key dates, e.g. Martin Luther King Day.

Benefit -- *Improved community image*

For whom -- *Marshall and surrounding communities*

Administered by -- *Marshall Area Chamber of Commerce and the Diversity Roundtable*

Cost -- *Political*

Feasible? -- *Moderate*

2. Diverse groups of people live, work, own businesses and assume positions of leadership in our community. Minority persons, including teachers, principals, doctors, government officials, and church and business representatives, are recruited and employed and diverse leadership throughout the community.

Actions

- a) Develop a minority recruiting plan both in the schools and City government to hire employees who can serve as role models for our community, e.g.:
- Offer stipends for minority student teachers
 - Work with teachers to allow for part-time teachers from area colleges to teach at least one class
 - Explore job swaps with other area governmental entities

Benefits --

- *Increased diversity*
- *Creation of an environment of safety for diverse groups*

For whom -- *Schools, hospitals, government*

Administered by -- *Groups, schools, hospital, government*

Cost -- *Money, time and creativity*

Feasible? -- *Moderate to fair*

Cross-reference with Diversity and Inclusiveness Goal, Action 4 c) and 5 a) and Education Goal, Action 4 a)

- b) Work with the Ministerial Association to encourage minority guest clergy and encourage church groups to consider recruitment of minority clergy.

Benefits --

- *The community is more inviting to diverse populations*
- *Illustration of the community's commitment to diversity*

For whom -- *Minority residents, the community and churches*

Administered by -- *Ministerial Association*

Cost -- *Political*

Feasible? -- *Moderate*

- c) Develop a minority recruitment package, ideas and mentoring programs.

Benefits --

- *Increased community diversity*
- *Recruitment of individuals to the community who otherwise would not consider Marshall as their home*

For whom -- *Real estate industry, home sellers, the community*

Administered by -- *Coalition of major employers, Marshall Area Chamber of Commerce and the Diversity Roundtable*

Cost: -- *Promotional materials, political*

Feasible? -- *Moderate*

Cross-reference with Diversity and Inclusiveness Goal, Action 4 a) and Education Goal, Actions 2 b),2 c) and 4 a)

3. Reduce stigma of diversity in the community and an image of acceptance projected externally by creating an accepted philosophy / mission statement of diversity and inclusiveness.

Actions

- a) Study / examine existing diversity programs / statements; define and draft mission statement.

Benefit -- A clear and common understanding of what we're aiming for and how we're doing

For whom -- The present and future community and visitors

Administered by -- A broad-based Marshall Diversity Coalition (MDC) representing all part of the community, including decision-makers

Cost -- Minimal to none (volunteer time, possibly some process / promotional materials)

Feasible? -- Yes

- b) Challenge community leaders to commit publicly to the statement of mission.

Benefits --

- Increased buy-in from community members
- Increased community effectiveness overall

For whom -- The community and all who may visit or join it

Administered by -- Marshall Area In Focus: 2007 Diversity and Inclusiveness Action Resource Team with assistance / support of those who have already committed to the statement

Cost -- Time; some informational and promotional materials

Feasible? -- Yes

- c) Develop posters and bumper stickers and banners in support of our diversity goal.

Benefits --

- Creation of visible reminders and declarations of commitment to community values
- Increased draw for more business
- Reinforcement of mission

For whom -- Everyone, especially those who declare their commitment and those whom the declarations draw

Administered by -- Marshall Area Chamber of Commerce and / or "Marshall Diversity Coalition," to be established

Cost -- Design, printing, promotion, etc.; some contributions expected to be available

Feasible? -- Yes

Cross-reference with Diversity and Inclusiveness Goal, Action 4 a) and Education Goal, Actions 2 b) and 2 c)

4. Measurably increased ethnic diversity, helping to create a community that people of all ethnicities desire move to and make their home.

Actions

- a) Create an advocacy program, including materials and training.
- Produce materials for real estate professionals to use to show why Marshall is a good choice
 - Initiate Michigan State University extension training to help people in the purchase of a home

Benefits --

- Creation of an accurate source of information
- Increased community awareness
- Creation of a more welcoming housing environment

For whom -- A broader base of potential residents (resulting in a larger pool of customers for realtors)

Administered by: -- Marshall Area Chamber of Commerce; realtors in the community; concerned individuals

Cost -- Dependent on scope of programs and funding available

Feasible?-- Dependent on development / market being large enough and community commitment being strong enough

Cross-reference with Diversity and Inclusiveness Goal, Actions 2 a) and 2 c); Education Goal, Action 2 c); Economic Development Goal, Actions 5 a) and 5 b)

- b) Address economic diversity at all levels of income.
- Develop resource hand book
 - Examine school curriculum that addresses diversity

Benefits --

- Creation of an accurate source of information
- Increased community awareness
- Creation of a more welcoming housing environment

For whom -- Marshall area community and those considering moving into it

Administered by -- Schools; Marshall Area Chamber of Commerce

Cost -- Identifying / developing / implementing programs; finding funding sources

Feasible? -- Yes

Cross-reference with Education Goal, Action 4 e)

- c) Establish minority representation in the school staff, police department, local government.

Benefit -- Creation of a larger pool of values / role models to draw and grow from

For whom -- All community residents, especially young people

Administered by -- Employers, especially governmental bodies

Cost -- Materials / advertising for outreach
Feasible? -- Yes

Cross-reference with Diversity and Inclusiveness Goal, Action 2 a) and with Education Goal, Action 4 a)

d) Create an independent study on the make-up of our town and suggest ways to make it more open; include other communities.

- Support community leadership links with Battle Creek as resources, such as the National Resource Center for the Healing of Racism

Benefits --

- Collection of factual information to be used to make further decisions
- Formulation of additional ideas to promote diverse growth in our population
- Allows us to see ourselves as others see us
- Creation of a source of information for other actions / results

For whom -- Our community

Administered by -- Marshall Diversity Coalition

Cost -- Dependent on scale / speed / scope

Feasible? -- Yes

e) Assess levels and measure change of diversity of population.

Benefit -- Allows us to see how we've done

For whom -- Our community and others outside it

Administered by -- Marshall Diversity Coalition

Cost -- Minimal but ongoing; can it be incorporated into other historical data tracking efforts?

Feasible? -- Yes, depending on scale, scope and depth of tracking effort desired

5. Increased awareness and understanding of diversity through exposure of people to diversity of all kinds.

Actions

a) Publicize / increase local diversity activities e.g.:

- Albion / Marshall police exchange
- Create "did you know" articles of local citizens by both student paper and local papers, more community exchanges.

Benefit -- Creation of a focus on a positive community image

For whom -- Marshall and surrounding communities

Administered by -- Existing diverse community organizations, such as the Marshall School District, the Diversity Roundtable and others

Cost -- Minimal

Feasible? -- Yes

Cross-reference with Diversity and Inclusiveness Goal, Action 2 a) and Education Goal, Action 4 a) and e)

- b) Encourage diverse cultural events, e.g. Eclectic Chorale performance at Civic Center.
Benefit -- *Tolerance, interest and acceptance are fostered*
For whom -- *Marshall and surrounding communities*
Administered by -- *Diverse community organizations (e.g. Friends of Arts, Diversity Roundtable, schools, Marshall Area Chamber of Commerce)*
Cost -- *Varies*
Feasible? -- *Yes*

Cross-reference with Education Goal, Action 4 d)

- c) Encourage student teachers of diverse backgrounds and help them to feel welcomed.
Benefits --
 - *Increased exposure to diverse cultures*
 - *Important role models provided*For whom -- *Students and teachers*
Administered by -- *Schools*
Cost -- *Unsure*
Feasible? -- *Yes*

Cross-reference with Diversity and Inclusiveness Goal, Action 2 a) and Education Goal, Action 4 a)

6. Increased community accessibility for persons with disabilities.

Actions

- a) Conduct a needs assessment to determine accessibility.
Benefit-- *Creation of a more accessible community*
For whom -- *Persons with disabilities and local businesses*
Administered by -- *City of Marshall Facilities and Infrastructure Department*
Cost -- *Free*
Feasible? -- *Yes*
- b) Explore options for local businesses to procure grants / resources to improve accessibility.
Benefit -- *Financial burden related to modifications is eased*
For whom -- *Local businesses and disabled residents and visitors*
Administered by -- *City of Marshall and the Marshall Area Chamber of Commerce*
Cost -- *Unknown*
Feasible? -- *Yes, gradually*
- c) Provide community with information about different types of disabilities, such as sight, hearing, movement and intellectual development.
Benefits --
 - *Increased awareness*
 - *Tolerance, interests and acceptance fostered*

For whom -- Marshall and surrounding communities

Administered by -- Disability Resource Center in Kalamazoo working with various community organizations

Cost -- Minimal

Feasible? -- Yes

Goal: Downtown

Enhance the success of the downtown area by creating an environment that offers a rich and varied experience for local residents and tourists through aggressive recruitment and retention of businesses and unique shops, a visible visitor center and public facilities.

In achieving this goal, it is important to consider incentives to encourage adaptive re-use of the upper floors of buildings to further enhance the downtown environment.

Five-Year Results

1. Increased downtown economic viability through beautification, façade improvements, the creation of a second story improvement plan, an increase in the number of retail businesses, restoration incentives and creation of an environment that supports the historic character of downtown buildings.

Actions

- a) Explore protection for Central Business District (CBD) by revised zoning.

Benefits -- *The City of Marshall Planning Commission is in the process of creating a revised Zoning Code for the entire City, including the Central Business District. It is hoped a revised document will make it easier for property owners to maximize use of their buildings. Items a new code can address include but are not limited to: Streamlined process for creation of second/third story residential in the Central Business District; Accommodation of overnight parking for residents within the Central Business District; expansion of "Principal permitted uses"; creation of infill standards. It must be determined if development requirements and design guidelines will be helpful to the continued viability of the Central Business District.*

For whom -- *A new zoning code will benefit the entire community*

Administered by -- *A City Planning Commission work group has been formed to meet with staff to review the draft code written by McKenna Associates*

Cost -- *The City of Marshall and McKenna Associates have a contract in the amount of \$29,500 for an adopted code*

Feasible? -- *Yes*

Cross-reference with Economic Development Goal, Action 3c)

- b) Review existing building façade plans and update where necessary and disseminate information / educate owners.

Benefit -- *Continuity of design in the Central Business District*

For whom -- *Property owners*

Administered by -- *Chamber of Commerce*

Cost -- *Volunteer, university course work*

Feasible? -- *High*

Cross-reference with Economic Development Goal, Action 3 d)

- c) Encourage the Downtown Development Authority to utilize a percentage of new money for building improvement, work with lenders to provide incentives and encourage City government to consider additional support.

Benefits --

- Increased tax base
- Increased profit to merchants
- Creation of an exciting, attractive Central Business District

For whom -- Posterity (historical renovation), city, region

Administered by -- Downtown Development Authority

Cost -- Person hours, money locally gathered

Feasible? -- Undetermined

- d) Develop a condo model document to allow for multiple-owner buildings (multiple mailing addresses, multiple uses).

Benefits --

- Development of additional residential, office and retail space
- Increased downtown traffic for merchants
- Preservation of buildings through capital improvements
- Increased Downtown Development Authority tax base

For whom -- Merchants, owners and citizens

Administered by -- Conduct a feasibility study with a task force consisting of: representative from the Downtown Development Authority, real estate attorney, banker, real estate broker, property developer, tax advisor, investment advisor and City Engineering and Building Department representative(s)

Cost -- Possible legal fees to research Michigan condominium law

Feasible? -- Yes

- e) Complete downtown power box and dumpster beautification.

Benefits -- Improved aesthetics and image

For whom -- Community, region and property owners

Administered by -- Downtown Development Office, coordinated with art groups, contractors and landscapers; if not, refer to the Downtown Development Authority

Cost -- Time and money

Feasible? -- Yes

Cross-reference with Economic Development Goal, Action 3 d)

- f) Develop a renovation, rehabilitation guidebook and resource list for second and third story restoration.

Benefits --

- Creation of a reliable reference for renovating or restoring second and third stories in Central Business District buildings
- Strengthening of the Central Business District

For whom -- Central Business District property owners, city citizens, region

Administered by -- Successful project managers, owners, coordinated with condo task force

Cost -- Volunteer / printing / dissemination / web site, etc.
Feasible? -- Excellent

Cross-reference with Downtown Goal Actions 1 a) and 1) d, and with Economic Development Goal, Action 3 c)

2. An established tourist, visitor and community destination downtown from the circle to the Marshall Area Chamber of Commerce and one block north and south of Michigan Avenue, supported by a public facilities plan with a visitor center with information, restroom facilities, local souvenirs and a ticket office for local events.

Actions

- a) Establish public restrooms with visitor information by promoting those that already exist and / or investigating options for building new restrooms.

Benefit -- Increased comfort from knowledge of facilities

For whom -- Local people and visitors

Administered by -- Information from the Marshall Area Chamber of Commerce, cooperation of current retail owners of restrooms available for public use

Cost -- Information: bookmark, map or brochure provided in-house by the Chamber of Commerce would be \$500 or less, possibly donated; cost of construction of new facilities estimated at \$150,000

Feasible? -- Information, certainly; new construction, possibly

- b) Develop plans to increase visitors to the Marshall community through events that focus on the whole downtown, such as walking tours, historical exhibits, informational kiosks, Riverwalk Festival, Farmers' Market, multi-day winter events and community garage sales.

Benefit -- Increased downtown customer traffic

For whom -- All, including merchants, customers and visitors

Administered by -- The Marshall Area Chamber of Commerce and many cooperating organizations or Downtown Development Authority person to work on events

Cost -- Chamber of Commerce estimates \$500 per event

Feasible? -- Yes

Ideas for downtown events and activities:

*Farmers' market

*In general, more input from citizens & civic groups, help with Chamber sponsored events

*Reinstate sidewalk and window washing for Michigan Week

*Sponsorship, business chairpeople for events like Christmas Open House, Ethnic Festival, "Strawberry Fest"

*Use of local products wherever possible - we have strawberry growers; are there others? (asparagus? pumpkins for the scarecrow festival?)

- *Seasonal activities that involve the farming and business communities, Community Garden, spring planting, fall harvest, beautification competitions among local restaurants for best use of locally grown produce*
- *Use of Civic Center - Chataqua sessions/town meetings - follow-up to "Visions" on locally "provocative" subjects*
- *Mixed media - dinner (at local restaurants) and a show at Civic*
- *Fashion show by local stores and models*
- *Family sessions on the Riverwalk*
- *Business sponsored activities - non competitive games (frisbee, golf, croquet); picnics, brought from home or "catered"; winter activities such as cross-country skiing, snowshoeing; summer activities such as nature walks*
- * Historic Rally - Involving stores, museums, houses, ending at Schulers; one for cars, one for bikes*

3. **A unified business succession, recruitment and marketing plan developed and implemented through a downtown economic function, establishing a supportive, cooperative climate among government, business, and related entities, such as the Marshall Area Chamber of Commerce and the Downtown Development Authority.**

Action

- a) Create a downtown development position.

Benefits --

- *Dedication of time, effort and resources necessary to address the various issues of downtown, including business retention and recruitment, workshops, zoning, building improvements, façade improvement, networking, working with the Marshall Area Chamber of Commerce, and promotion of special downtown activities*
- *Development and accomplishment of short and long-range plans that support the mission, values, goals and objectives of the Marshall Downtown Development Authority*

For whom -- *Downtown businesses and building owners, the community as whole, as well as Marshall's industrial base*

Administered by -- *The formation of a position should be a cooperative effort with the Downtown Development Authority spearheading the development and oversight of the position. Cooperation would include, but not be limited to: the City of Marshall and all its related / associated departments / sections; Marshall Area Chamber of Commerce; Marshall downtown businesses; and all other agencies and groups associated with economic development within the community and area*

Cost -- *A. Part-time position: \$25,000 - \$35,000 (salary and minimal miscellaneous administrative costs). Part-time position (20 hours a week) as a beginning with a goal to become a full-time position within five years. Person would be paid a salary plus vacation and sick time. Minimal office expenses - no or low cost office space, phone, office supplies, computer, etc. B. Full-time position: \$50,000 - \$65,000 (salary and minimal miscellaneous administrative costs). Funding could be a combination of Downtown Development Authority, the City of Marshall,*

community economic development supporters (banks, hospital, Marshall Manufacturer's Association, etc.) and foundation grants. Long-term funding will need to be determined. Funding will need to come from several sources including increased Tax Increment Financing
Feasible? -- *Dependent on available funds*

Cross-reference with Economic Development Goal, Action 2 d)

- 4. A merchants' association providing information and coordinating programs to encourage a variety of downtown businesses and promote awareness and loyalty.**

Action

- a) Develop an active merchants association to facilitate communication, share ideas and information.

Benefit -- *Increased communication, open idea exchange, and networking*

For whom -- *All Marshall businesses*

Administered by -- *Self-administered*

Cost -- *Volunteer*

Feasible? -- *Yes*

Goal: Economic Development

Develop a long-term, responsible plan with strategies that promote economic development, balancing the community desire for growth and its benefits with the safety, security and historic heritage so highly valued by our residents.

In achieving this goal it is important to:

- *Promote and create a climate to attract and retain diverse, high-wage industry, retail, tourism and large and small businesses to expand our local tax base;*
- *Provide local infrastructure and incentives to support and encourage economic development, including leading edge communication technology and a mix of residential housing; and*
- *Create a supportive regional business environment through communication between businesses and neighbors and between the City of Marshall and area townships.*

Five-Year Results

1. **Increased average income, at least at the national average, because of an economic development philosophy which focuses on up-scale growth through the attraction of higher wage / higher skill employers.**

Actions

- a) Continue to apply a return-on-investment process community-wide with threshold review for any tax abatement or subsidization; also must increase average household income.
Benefit -- Community resources will not be spent on negative / poor return
For whom -- All
Administered by -- Marshall City Council and staff; townships
Cost -- Low
Feasible? -- Very
- b) Persuade employers to direct new and relocated, high-skill, high-pay employees to Calhoun County.
Benefit -- Creation of higher wage households in the Marshall area and the related impacts
For whom -- All
Administered by -- Marshall Area Chamber of Commerce
Cost -- Low
Feasible? -- Yes
- c) Encourage expansion of local high-skill, high-paying companies.
Benefit -- Higher household income
For whom - All

Administered by -- Representatives of the City of Marshall, surrounding townships, Battle Creek Unlimited, Marshall Area Chamber and Ambassadors, Downtown Development Authority, Local Development Finance Authority, Marshall Area Development Alliance, and volunteers, including the Marshall Area Retention Team.

Cost -- Unknown

Feasible? -- Yes

2. New businesses in the Marshall area, resulting in an increase in the number of new jobs and retailers occupying all storefronts.

Actions

- a) Develop a plan to further improve the infrastructure and amenities available to our industrial park(s).

Benefits --

- Identification of the wants / needs of business
- Differentiation from other industrial parks

For whom -- New and existing business; employees

Administered by -- Local Development Finance Authority

Cost -- Strategic planning session; infrastructure costs

Feasible? -- Yes

Cross-reference with Economic Development Goal, Action 6 a) and Area Cooperation Goal, Action 3 c)

- b) Create marketing materials for industrial park(s).

Benefits --

- Information provided to businesses developing and employees relocating
- New businesses drawn to the area

For whom -- Business, employees, local government entities

Administered by -- Local Development Finance Authority

Cost -- Advertising, development of materials, printing

Feasible? -- Yes

Cross-reference with Economic Development Goal, Actions 2 e) and 3 a)

- c) Expand the airport.

Benefit -- Increased capacity to accommodate larger aircraft, both passenger and freight

For whom -- Taxpayers; existing and new businesses

Administered by -- City administration

Cost -- \$50,000 for a City of Marshall 5 percent match

Feasible? -- Yes, pending resolution of property issues

d) Create a position to support attraction of specialty retail to the downtown.

Benefits --

- *Allows a dedicated resource to focus on downtown issues*
- *Increased organization of downtown events*
- *Identification of best practices*

For whom -- *Everyone shopping and doing business downtown; existing and prospective merchants*

Administered by -- *The City of Marshall, in connection with the Marshall Area Chamber of Commerce and the Downtown Development Authority*

Cost -- *Funding the position*

Feasible? -- *Yes*

Cross-reference with Downtown Goal 3 a)

e) Market other prime properties in the Marshall area for industrial / business development.

Benefits --

- *Increased understanding of our land assets and potential*
- *Building of relationships*

For whom -- *Greater Marshall area and taxpayers*

Administered by -- *Local Development Finance Authority, City of Marshall and Calhoun County Community Development*

Cost -- *Research, printing, development, and advertising*

Feasible? -- *Yes*

Cross-reference with Economic Development Goal, Actions 2 b) and 3 a)

f) Achieve high academic standards.

Benefits --

- *Higher student achievement*
- *Creates a marketing tool*

For whom -- *Students, businesses and schools*

Administered by -- *School District's Office of Instruction*

Cost -- *To be determined by the Marshall School District*

Feasible? -- *Yes*

Cross-reference with Education Goal, Action 1 d)

3. Increased residents, employers/ees, and customers in the Marshall area, resulting from community support of retailers and the development and implementation of an area-wide marketing plan to make the Marshall area the "place of choice."

Actions

a) Develop and execute an area-wide marketing plan to target specific audiences.

- Hire a full-time area marketing director for year-long cheerleading
- Develop a web site
- Develop a plan for print / media
- Create a prospectus for new prospects

Benefit -- *The strengths of the Marshall area are sold to prospective residents, businesses and visitors*

For whom -- *Citizens of Marshall, Calhoun County, region, state, Marshall schools and area governmental units*

Administered by -- *City of Marshall Economic Development Office*

Cost -- *\$5,000 to \$200,000 per year*

Feasible? - *Yes*

Cross-reference with Economic Development Goal, Action 2 b) and 2 e)

b) Develop and manage a formal public relations effort; consider proposals from an outside public relations agency.

Benefit -- *The strengths of the Marshall area are sold to prospective residents, businesses and visitors*

For whom -- *Citizens of Marshall, Calhoun County, region, state, Marshall schools and area governmental units*

Administered by -- *A professional public relations firm hired by the City of Marshall Economic Development Office*

Cost -- *\$5,000 - \$15,000 per year*

Feasible? -- *Yes*

c) Make second story downtown development feasible by examining and amending zoning and building codes.

Benefits --

- *Expansion of the use of downtown square feet*
- *Creation of activity downtown*
- *Increased tax revenues*

For whom -- *All*

Administered by -- *Downtown Development Director and the City of Marshall*

Cost -- *Staff time / unknown*

Feasible -- *Yes*

Cross-reference with Downtown Goal, Actions 1 a) and 1 f)

d) Look at the city and environment with an “outsider’s eye” and develop a beautification plan to improve public spaces and private façades.

Benefit -- *Increased attractiveness of the city*

For whom -- *All*

Administered by -- The Downtown Development Office in conjunction with the Downtown Development Authority and the City of Marshall

Cost -- Volunteer service for committee, seek grants

Feasible - Yes

Cross-reference with Downtown Goal, Actions 1 b) and 1 e)

4. Retention and expansion of all existing business and industry with more than 20 employees.

Actions

- a) Develop a program that will creatively restructure the existing retention call program to allow making contact with all industrial/commercial and retail interests in the Marshall area, including keeping in contact with out-of-town owners / decision-makers.

Benefits --

- Stakeholders are kept apprised of the status of existing employers and can assist in identifying potential opportunities / problem areas
- Lines of communication are kept open and strong

For whom -- All industrial / commercial / retail interests

Administered by -- The City of Marshall, surrounding townships, Battle Creek Unlimited, Chamber and Ambassadors, Downtown Development Authority, Local Development Finance Authority, Marshall Area Development Alliance and volunteers from the Marshall Area Retention Team. The Marshall Area Retention Team could be formed with representatives from the agencies listed. A mailing list will have to be developed of interested parties that may want to serve on a Retention Team. Training will be imperative for any calling group so the message that is being delivered is uniform.

Cost -- Staff / training time associated with those organizations that are willing to allow personnel to participate on a Marshall Area Retention Team; costs associated with developing and publishing marketing materials

Feasible? -- Yes

- b) Establish a quasi private / public investment fund that existing and new industrial / commercial / retail can tap into.

Benefits --

- Creation of potential assistance for building owners for marketing, purchase and building improvements
- Creation of a potential temporary bridge for covering start-up operational costs, utilities, lease / rent
- Creation of potential to help facilitate who will be purchasing / renting / leasing buildings operational costs
- Reservation of buildings

For whom -- An inventory would have to be taken of existing businesses and a survey would have to be conducted to test the level of interest in establishing such a fund

Administered by -- An oversight board would have to be established that could perhaps involve the local lending institutions; potential funding sources include the Michigan Rural Rehabilitation Program and the Small Business Association (will guarantee up to 85% if an applicant does not fit into the standard bank load)
Cost -- Depending on the participants, staff time and training associated with developing an oversight board.
Feasible? -- Yes

5. A housing development plan for the Marshall area resulting in expanded new housing across all price ranges to meet demand.

Actions

- a) Conduct a housing summit with developers / builders and representatives from the City of Marshall and townships.

Benefit -- Housing plan and program initiated

For whom -- Citizens in the Marshall area who rent and would like to own homes and executives and professionals in Calhoun County

Administered by -- The City of Marshall and townships; developers / builders; realtors; charitable organizations

Cost -- Time with minimal hard costs

Feasible? -- Yes

- b) Fund a complete needs assessment on Marshall housing and develop an action plan to address housing needs and the relationship with undeveloped land.

Benefits --

- Documentation of housing needs
- Development of a plan to address the needs

For whom -- Citizens in the Marshall area who rent and would like to own homes and executives and professionals in Calhoun County

Administered by -- The City of Marshall and township; developers / builders; realtors; charitable organizations

Cost -- Time; \$25, 000 for professional services

Feasible? -- Yes

- c) Form a housing commission comprised of local governments, developers, builders, realtors, bankers and other interested parties.

Benefit -- Cooperation of local governments and owners / developers

For whom -- Marshall area

Administered by -- Developers, builders, realtors, charities and bankers

Cost -- Undetermined

Feasible? -- If local government and owners / developers realize the benefit

6. Expanded infrastructure capacity of the Marshall area that supports business expansion, attraction and retention and provides state-of-the-art telecommunication services and systems and a concrete land development plan for industrial / commercial use for the City of Marshall and surrounding townships.

Actions

- a) Extend water / sewer to industrial park expansion and townships.

Benefits --

- Increased tax revenues
- Increased ability of the City of Marshall to spread fixed costs over a greater number of customers

For whom -- Schools, City of Marshall, township governments (especially Marshall and Emmett Townships) retail and service customers

Administered by -- Alternatives: Local Development Finance Authority], through a possible 425 agreement; the City of Marshall / Battle Creek Unlimited, through a possible 425 agreement; or a private developer with on-site facilities

Cost -- \$5 to 10 million to extend from Marshall or Battle Creek; \$2 to 5 million for on-site facilities

Feasible? -- Yes

Cross-reference with Economic Development Goal, Action 2 a) and Area Cooperation Goal, Action 3 c)

- b) Provide high-speed Internet access to Marshall area residents and businesses.

Benefits -- Increased ability for economic development and business retention

For whom -- All area residents and businesses

Administered by -- The City of Marshall Economic Development Director in partnership with private telecommunication providers, Calhoun County and the State of Michigan

Cost -- Telecommunication plan-\$12,000; implementation varies depending on outcome of study (\$0 - \$30,000 per mile)

Feasible? -- Yes, planning grant secured

Cross-reference with Area Cooperation Goal, Actions 2 a), 3 b) and 4 a)

Goal: Education

Insure a quality public school system that is adequately funded and committed to high academic standards that provide enriching and comprehensive opportunities to prepare students of all abilities for life.

In achieving this goal, it's important to:

- *Create a student environment that is safe, socially progressive, technologically advanced and enhanced by diversity of staff and curriculum; and*
- *Encourage open communication and community involvement with schools and expand educational opportunities for all ages through cooperative relationships with business, industry and post-secondary education.*

Five-Year Results

1. Enhanced individual student academic progress in the Marshall schools, resulting from expanded academic opportunities, a 50 percent reduction in the drop-out rate, and the preparation of graduating students to pursue their individual career goals.

Actions

- a) Implement a post-graduate survey at one and three years.
Benefit -- Provide data and information regarding recent graduates that could be used for future planning
For whom -- The School District and community
Administered by -- School District / ACT
Cost -- \$5,000 each of first two survey years; \$7,500 third survey year
Feasible? -- Yes
- b) Continue development of an Educational Development Plan (EDP) for career development.
Benefit -- Plans are in place to assist students, parents and the School District with future career planning
For whom -- Students, employers, entrance requirements for post-graduation
Administered by -- Counseling and teaching staff
Cost -- Currently paid by the "Career Prep" grant
Feasible? -- Yes; mandated through Education YES (state-mandated program)
- c) Dedicate funds for technology, professional development, and upgraded software and equipment in conjunction with the District Technology Plan.
Benefit -- School District will have state-of-the-art equipment and software, as well as the necessary professional development
For whom -- Students, staff, parents, community
Administered by -- School District Technology Director and Technology Committee

Cost -- \$200,000 + per year

Feasible? -- If the money and grants are available; it is always a top priority

- d) Continue developing curriculum instruction and assessments, including a review of MEAP scores, District assessments and necessary professional development, to ensure increased academic progress for all students.

Benefit -- Increased academic progress for all students to provide a competitive advantage for students, the School District and the community

For whom -- Students, to meet legislative requirements and to improve instruction

Administered by -- Building administrators, Curriculum Coordinator and staff

Cost -- To be determined (Education YES, No Child Left Behind)

Feasible? -- Mandated by Education YES (state-mandated program) and No Child Left Behind (federally-mandated program)

Cross-reference with Economic Development Goal, Action 2 f)

2. An increase in families in the Marshall area who have been attracted and who remain because of the quality of the School District and because children in the area are prepared to attend Marshall schools.

Actions

- a) Establish a public relations and endowment position.

Benefit -- Attracting 5 families (assumes 7 students at \$6,700) produces revenue of \$46,400; retaining 5 families (assumes 7 students at \$6,700) retains revenue of \$46,400 (varies based on school aid per pupil funding)

For whom -- Students, families, property owners, business (increased customer base, hiring)

Administered by -- School District

Cost -- Salary / cost of person developing marketing plan; material and publishing cost

Feasible? -- Yes

- b) Develop and implement a comprehensive marketing plan.

- Conduct focus groups or survey of parents, employers, employees and preschool parents
- Identify key data sources (How do people "measure" us / schools)
- At least monthly communication to community using non-traditional methods that fit a small town.

Benefits --

- Increased ability to understand customer thoughts (where they get information, what's important in decision-making, why did they leave, why do they stay)
- Community / customer begins to get facts instead of rumors
- Focus groups get people involved and into the schools

For whom -- Students, families, property owners, business

Administered by -- Public relations / marketing staff; School District
Cost -- Marketing position salary; communication (materials / publishing) costs
Feasible? -- Yes

Cross-reference with Diversity and Inclusiveness Goal, Actions 2 c) and 2 a)

- c) Develop relationships with key individuals, e.g.: human resource professionals and real estate agents, in order to develop a baseline of where people are choosing to live.

Benefits --

- Factual information is going both ways (expanding marketing channel)
- Families and prospective residents have better information
- The potential for recruiting by employers is increased
- More accurate, factual information is available for use by business people

For whom -- Students, families, property owners, business

Administered by -- Public relations / marketing staff; School District

Cost -- Marketing position salary

Feasible? -- Yes

Cross-reference with Diversity and Inclusiveness Goal, Actions 2 c) and 4 a)

3. An improved level of school readiness for early childhood students resulting from strong preschool educational opportunities for all students.

Actions

- a) Define and publish school readiness skills.

Benefit -- Better-prepared children / families for formal school experience

For whom -- Parents, grandparents / babysitters, preschools, daycare, churches, physicians, any people and / or organizations involved with children and families, the Marshall community "persona"

Administered by -- Public schools in conjunction with Network for Young Children

Cost -- Minimal; grant dollars support the Network for Young Children, the School District utilizes their resources; hard costs of mailings and meetings; a person (from the schools?) to organize; the cost of a long-term commitment

Feasible? -- Yes

- b) Provide information about the Network for Young Children to the community.

Benefit -- Better-prepared children / families for formal school experience

For whom -- Parents, grandparents / babysitters, preschools, daycare, churches, physicians, any people and / or organizations involved with children and families, the Marshall community "persona"

Administered by -- Public schools in conjunction with Network for Young Children
Cost -- Minimal; grant dollars support the Network for Young Children, the School District utilizes their resources; hard costs of mailings and meetings; a person (from the schools?) to organize; the cost of a long-term commitment
Feasible? -- Yes

- c) Work with established preschools and day care centers to provide school readiness skills.

Benefit -- Better-prepared children / families for formal school experience
For whom -- Parents, grandparents / babysitters, preschools, daycare, churches, physicians, any people and / or organizations involved with children and families, the Marshall community "persona"

Administered by -- Public schools in conjunction with Network for Young Children
Cost -- minimal; grant dollars support the Network for Young Children, the School District utilizes their resources; hard costs of mailings and meetings; a person (from the schools?) to organize; the cost of a long-term commitment
Feasible? -- Yes

- d) Create a program and facility share with preschools and day care centers.

Benefit -- Better-prepared children / families for formal school experience
For whom -- Parents, grandparents / babysitters, preschools, daycare, churches, physicians, any people and / or organizations involved with children and families, the Marshall community "persona"

Administered by -- Public schools in conjunction with Network for Young Children
Cost -- minimal; grant dollars support the Network for Young Children, the School District utilizes their resources; hard costs of mailings and meetings; a person (from the schools?) to organize; the cost of a long-term commitment
Feasible? -- Yes

- e) Secure grant monies to fund the school readiness program(s).

Benefit -- Better-prepared children / families for formal school experience
For whom -- Parents, grandparents / babysitters, preschools, daycare, churches, physicians, any people and / or organizations involved with children and families, the Marshall community "persona"

Administered by -- Public schools in conjunction with Network for Young Children
Cost -- minimal; grant dollars support the Network for Young Children, the School District utilizes their resources; hard costs of mailings and meetings; a person (from the schools?) to organize; the cost of a long-term commitment
Feasible? -- Yes

4. An established program through which Marshall school students are exposed to diversity.

Actions

- a) Communicate with the Human Resources Roundtable, Oaklawn Hospital, the Marshall Area Chamber of Commerce, and the Calhoun Intermediate School District regarding successful staff recruiting.

Benefits --

- Knowledge of possible recruiting methods utilized by other major employers
- Ultimately, students could benefit from exposure to a more diverse work force in the Marshall Public Schools

For whom -- Students, parents and the community

Administered by -- Public Schools with assistance from the human resource sources in the community

Cost -- Initially the cost would be in the time of school employees and community members; potentially there may be some recruiting costs dependent upon the strategies developed

Feasible? -- Yes

Cross-reference with Diversity and Inclusiveness Goal, Actions 2 a), 2 c), and 5 a), and with Economic Development Goal, Action 3 a)

- b) Take students into communities where they may experience diversity (e.g. through internships, etc.).

Benefits --

- Students would be provided with the opportunity to meet and perhaps develop personal relationships with individuals of a more diverse background than themselves
- Students would experience different environments where people work together

For whom -- Students and school staff involved

Administered by -- Public schools with assistance from area employers and Calhoun Intermediate School District staff

Cost -- Personnel to establish internships with employers and for program coordination. Depending on the size of the program a staff / salary position may need to be created

Feasible? -- Yes, depending on cost involved

- c) Conduct student exchanges with other schools.

Benefit -- Students provided with the opportunity to experience a different environment first-hand, which could lead to the development of interpersonal relationships with students from other communities

For whom -- Students

Administered by -- Public schools, possibly Student Council

Cost -- Transportation and possibly other minimal costs

Feasible? -- Yes

- d) Expand the current practice of bringing in groups representing diversity.

Benefit -- Expose students to different cultures and to individuals who may face challenges due to their uniqueness

For whom -- Students, staff and community

Administered by -- Public schools, parent councils, community partnerships

Cost -- There would be a cost; it would vary depending on the type of group and if grants can be procured; grant writing would involve school employee or volunteer time/salary
Feasible? -- Yes. This has, and is, being done

Cross-reference with Diversity and Inclusiveness Goal, Action 5 b)

- e) Increase community awareness of all that is currently being done in the schools in the area of diversity.

Benefits --

- The entire community would benefit from being more aware of the curriculum, professional development of staff and all of the activities that occur
- Increased awareness could help to shape a different image of the community of Marshall

For whom -- All residents of the School District who are not aware

Administered by -- Public schools

Cost -- Minimal. However, since this type of information and events are reported on in the traditional media, some other types of creative communication may be necessary which may create cost

Feasible? -- Yes

Cross-reference with Diversity and Inclusiveness Goal, Action 5 a)

Monitoring and Reporting

To ensure that the people of the Marshall area, both those who participated in this process and those who did not, can track progress made on their community's goals, the volunteers who co-chaired each first-action goal Action Resource Team agreed to reconvene periodically to gather information on progress made in each goal's action plan. The information on the status of each set of actions will be reported to the community.

MARSHALL AREA IN FOCUS: 2007 VOLUNTEERS

The following area residents participated in the Marshall Area in Focus: 2007 process. The community owes them a debt of gratitude for their time and commitment to the future of our community.

Tim Abler	Sally Bulgarelli	Theresa Dawson	Guy Golomb
Meg Adams	Marilyn Burke	Peggy Day	Ed Goodrich
Maggie Adams	Julie Burke-Smith	Margaret Day	Charles Graessle
Ann and Dave Adams	Sandy Burris	Dave DeGraw	Romona Graessle
Charlie and Sue Aitken	John D Byrd	Andrew DeGraw	Lisa Griffin
Lesa Albrant	Mary Beth Byrd	Gloria Dempsey	Jeffrey Grondin
Steve Albrecht	John Byrd	Sue Denton	Sue and Wayne Groth
Abbie Albright	Brittany Byrens	Karen Deppe	Ann Grzeskowiak
Alec Allen	Casey Byrne	Pat DeVera	Carol Hagaman
Andrew Allen	Mary Jo Byrne	Jason Devine	Matthew Hagerty
Jane Anderson	Tim Caron	Sarah DeWolf	Karen Hagerty
Dan Anderson	Debbie and Craig Carrel	Feef and Rick Dillion	Mary Hail
Monica Anderson	Harriet Carrol	Marsha Dobbins	Lynne Haley
Sherry Anderson	Ramona Casarez	Sandi Dobbins	Nichole Hamilton
Trisha Anglemyer	Mr and Ms Cascarelli	Dave Dobill	Jim Haran
Mavis Ardis	Maria Casebeer	Paul Dogan	Marsha Haring
Dan Babcock	Wendell Chichester	Michael Donahue	John and Renee Harlow
Jackie Bahmer	Lou Chmura	Bob Doner	Lydia Harris
Bill Baird	Michelle Coats	Kathleen Doud	Mike Hass
Larry and Judy Baker	Pixie Coats	Pat Driver	Karin Hayes
Tim Banfield	Gary Coats	Ron Duchenev	Barbara Heemer
Vicki and Brad Banfield	Susan and John Collins	Mary Duckwall	William Heemer
Mark Banfield	Amy Conant	Patrick Dulaney	Jonas Heirman
Shelley Banfield	Eric Cook	Therese Edlund	Don and Helen Hensick
Donna Barlund	Lynn Cook	Kathy Eftekhari	Paul Herman
Becky Baskerville	Debra Cook	Alan Elliot	Janna Hibler
Paul Beardslee	Bart Cook	Elizabeth Elyea	Joe Hibler
Bernadette Bedwell	Lynn Cook	Deena Elyea	Cindy Hill
Molly Bedwell	Debra Cook	Bruce Elzinga	Scott Hill
Kevin Belew	Barbara Cooke	Ray Emery	Collin Hoffman
Jeff Berger	John Coulter	Peg Esbaugh	Melissa Holland
Suzanne Berger	Shirley Coulter	Donna Evans	Carolyn and Bob Holmes
Jim Bicknell	Rob Covert	Jeff Evans	Fred and Arline Homann
Terri Bidleman	Jeff Cox	Maurice Evans	Mary Houghton
Kathy Biggs	Karen Cox	Mary Lou Farfan	Tracy Hovarter
Karla Bivens	Margaret Craft	Joe Fitzpatrick	Mickie Hulscher
Jan Blank	Dennis Craft	Ann Fitzpatrick	Kathie Huntend
Emily Bodecker	Keith Cromwell	Eugene Fitzpatrick	Bob Hutchings
Jennifer Bomba	Regina Crooks	Barbara Fitzpatrick	Ron Ivey
Charlotte Bonato	Matt Crosby	Mark Foerster	Jane Iwan
Harry Borsheim	Mary Crosby	Kathy Foerster	Deb Jarvis
David Boshears	Charley Crosby	Dave Foster	Adam Jenks
Joel Boyea	Pat Crouse	Tom Franke	Dave Jenks
Rick Boyer	Denise Crumrine	Don Franklin	Marcia Jenks
Sarah Brewer	Lucille Culbert	Suzy Fritz	Dave and Marcia Jenks
Kevin Brophy	Bob Currie	Christen Galang	Alison Jenks
Julie Brophy	Sue Damron	Cathy Galloway	Jane Johnson
Tracy Brown	Josh Damron	Mike Galloway	Lin Johnson
Tom Brownell	Janice Darling	Mary Gehrig	Jeff and Joanna Johnson
Bob and Lori Brownell	Michael Darling	Richard Gerter	Ben Johnson
Jessi Broyles	Becky Davis	Lou Giannunzio	Rose Kalisz
Tov Buarisco	Laura Davis	Kendra Gibbs	Pat and Andy Karr
Gail Budrow-Bradstreet	Paul Davis	Jeanette Glen	Laura Keeper
Todd Bulgarelli	Matt Davis	Phil Glotfelty MD	Julia Keiper
Carl Bulgarelli	Ray Davis	L. Goedde	Eileen Kelleher

Annette Kellogg	John Miller	Don Rollo	Ellen Thronton
Al Kienzler	Luanne Miller	Rosemaire Schmidt	Taft Tice
Sharon & John Kiessling	Jennifer Montgomery	Greg Rosebush	Marion Till
Ron & Lynnette Kiessling	Ali Moore	Logan Ross	Shannon Tobin
Lynnda Kiessling	Sue Moore	Nancy Rowland	John Tobin
Lin Kile	Eileen Moore	John Sackrider	Alicia Torres
Kathryn Kinney	David Moran	Dawn Saylor	Jack Townsend
Norman Kinney	Jane Morell	Thomas Schaffer	J.W Townsend
Marissa Kinsley	Skip Moses	Mark Schauer	Amy Tracy
Penny Kinter	Mike Mumaw	Richard Schlee	Ryan Trapp
Penny and Mike Kinter	Stacy Mumaw	Lawrence Schmidt	Susan Traver
Landa Kleinschmidt	Brian Munger	Wanita Schmidt	Terry Travis
Shirley Knaack	Gordon Murphy	Robert Schnaitman	Thomas Tucker
Debbie Knight	Jonathon Murphy	Maxine Schnaitman	Octavia Turner
Wesley Knoch	Jonathon Murphy	Derek Schook	Chet Underwood
Don Kobylarz	Eric Murray	Ray and Katie Schook	Beryl Underwood
Irene Koenders	Stan Muster	Michael Schragg	Marie Van Fleet
Juli Kolbe	Sue Muster	Wes Schroeder	Justin Vanderburg
Rebecca Krug	Randy Nail	Nancy Schuler	Don Vandever
Jacquelyn Krug	Simon Narasimhan	Hans Schuler	Tammy Varvatos
Mike Krug	James Nash	William Scott	Don Viland
Annalisa Krug	Darlene Neidlinger	Larry Seedortt	Connie Viland
Ruth Krug	Jeremy Nelson	Erin Segar	Cheryl Vosburg
Deanna LaFleur	Nancy and Kent Nelson	Yalonda Sell	Starr Walbeck
Craig LaFountain	Heather Nicholls	Amy Shalley	Leona Walbeck
Cindy LaFountain	Jan Nielson	Mike Shalley	Deborah Walbeck
Stacie Lahr	Tom Orn	Shelley Shepherd	Sue Wallace
Andy Lake	Janet Ostrum	William Shields	Daniel Walsh
Ann LaPietra	Norman Ostrum	Pat Shirey	Dan and Leslie Walsh
John Anthony LaPietra	Martin Overhiser	Kristin Sims	Wanda J Wass
Jay Larson	Carolyn Palchak	Chris Singer	Steven Weaver
Karen Larson	Charles Parker	Cynthia Sink	Seth Weeldreyer
Ron Lawrence	Theresa Parlette	Stacey Skeen	Lorence Wenke
Kathy Lawrence	Margaret Pearce	Cherie Slayton	Katie Wheat
Jacob Leach	Bob Peplinski	Beverly Smith	Phyllis Whittaker
Charlie Leonard	Liz Perese	Shayne Smith	Lori & Wayne Wicklund
Jimmy Libbrecht	Martha Perkins	David Smith	Chris and Cathie Wigent
Rebecca Libbrecht	Judy and Gregg Peters	Jim Stadfeld	Sheryl Wilkinson
Jeff Lindey	Sandy Peterson	Mark Stafford	Megan Williams
Richard & Helen Lindsey	Bill and Theresa Port	Carmel Stauffer	Becky Willis
David Litchfield	Danielle Post	Jim Stealy	Alison Wills
Sue Livingston	Victor Potter	Jim Stealy	Erin Wills
Heidi Long	Victor Potter	Tom Stefan	Caitlin Wills
Michael Lounds	Fred Pratley	Clair Stevens	Kara Wills
Susan Love	Gordon Pratt	Nancy Stulberg	Ashley Wilson
Beth Anne M	Scott and Shelly Preston	Dan Stulberg	Suzanne Wirtz
Patrice Maquardt	Sam Ramon	Morris Stulberg	Elizabeth Witherspoon
Patrice Marquardt	Dennis Randolph	Eric Sullivan	Walt Witherspoon
Georgia Marsh	Debra Ranville	Patricia Summitt	Stan Wolk
Jim Mason	Joan Rapp	Cathy Swofinski	Jodi Woods
Barbara Mason	Bruce Rasher	Tim Sykora	Wendee Woods
Tim and Cecilia McCaleb	Dennis Raudolph	Carole Tabiaddon	Doreen Woods
Ryan McCann	Robert Redman	Tom Tarkiewicz	Meredith Wright
Jean and Dennis McClain	Alyssa Reniger	Gerald & Kathy Tarnacki	Ed Yoder
Tim and Sue McCloskey	Jeff Rhodes	Kathy Tarr	Muriel Youngdahl
Greg McComb	Ann Rhodes	Jeanie Taylor	Ashley Zigler
Sheri McCullough	David Richardson	Julie Taylor	Clarence Zuck
Joye McHale	Cherie Riser	Bill and Mary Thick	Kim Zuehlke
Melissa McKenna	Cris Roberts	Ellen Thimmig	
Lily and Bob Menchiari	Marge Robinson	Devin Thomas	
Keith and Sandy Mengel	Guy W. Robinson	Joan Thomas	
Nick Metzger	Becky Rocho	Harold Thomas	
Maureen Mickus	Lauren Rocho	Kevin & Patti Thompson	
Ray Mickus	Judy Rogers	Sue Thornton	

MARSHALL AREA IN FOCUS: 2007 COMMUNITY COORDINATING GROUP

The job of the members of the Community Coordinating Group was to oversee the community-based decision-making process to make sure it was open, honest and fair, and to encourage as many people as possible to participate. They helped by personally recruiting people to get involved, by asking local agencies and businesses to endorse and support the process, and by reviewing process materials. They also volunteered to take on logistical tasks in support of the process.

**MONICA ANDERSON
KEVIN BROPHY
JOHN D. BYRD
ERIC COOK
ROB COVERT
MIKE DARLING
RAYMOND M. DAVIS
SANDI DOBBINS
MARK FOERSTER
PAUL HERMAN
RON IVEY
JOANNA JOHNSON
JACQUELYN KRUG
DARLENE NEIDLINGER
BRUCE RASHER
NANCY SCHULER
CINDY SINK
JACK W. TOWNSEND
CHRIS WIGENT
WENDEE WOODS**

**VICKI BANFIELD
SALLY BULGARELLI
MARY JO BYRNE
BABARA COOKE
BOB CURRIE
PAUL DAVIS
PEGGY DAY
MAURICE EVANS
TOM FRANKE
BOB HUTCHINGS
ALISON JENKS
CHARLEY LEONARD
DENNIS MCCLAIN
VICTOR POTTER
MARK SCHAUER
AMY SHALLEY
KATHY TARR
DON VILAND
KARA WILLS**

MARSHALL AREA IN FOCUS: 2007 ACTION RESOURCE TEAMS

The following community volunteers and representatives from area governmental units, organizations and agencies served on Action Resource Teams. They were responsible for identifying five-year results and specific actions to achieve those results for each of the five first-action goals selected by process participants.

Area Cooperation

Co-Chairs: Bill Baird and Kathy Tarr

Floyd Beneker
Gail Bradstreet
Bob Brownell
Sally Bulgarelli
Al Byam
Eric Cook
Peggy Day
Maurice Evans
Don Franklin
Mike Hass
Athol Hazen

Bill Heemer
Ben Lark
Helen Linsdsey
Tim McCaleb
Dennis Randolph
Bruce Rasher
John Sackrider
Tom Tarkiewicz
Tom Tucker
Wendee Woods

Diversity and Inclusiveness

Co-Chairs: Alec Allen and Deana Elyea

Abbie Albright
Joey Caron
Ken Eagle
Joan Eggers
Lisa Johnson
John LaPietra
Mike Mankarian
Georgia Marsh
Maureen Mickus

Doug Murch
Margaret Pearce
Paul Ranville
Fran Rauth
Pat Shirey
Joyce Soebbing
Mary Thick
Dick Watson

Downtown Development

Co-Chairs: Monica Anderson and Mike Kinter

Ann Adams
Alec Allen
Lee Beam
Jim Bicknell
Tom Brownell
Mary Jo Byrne
Susan Collins
Barbara Cooke
Janice Darling
Aurora Dawn
Dave Deppe
Don Dickerson
Kathy Eftekhari
Don Viland

Renee Harlow
Debbie Knight
Ann LaPietra
Gerry Lehmann
Michael Lounds
Susan Love
Dennis McClain
Eileen Moore
Sue Moore
Janet Ostrum
Judy Peters
Barb Rosene
Hans Schuler

Economic Development

Co-Chairs: Kathy Eftekhari and Bruce Rasher

Sherry Anderson
Paul Beardslee
Kevin Belew
Jeff Berger
Judy Borowitz
Dave Bosserd
Rob Covert
Matt Davis
George Dougherty
Maurice Evans
Kelly Feneley
Mike Groat

Marilyn Hennon
Joanna Johnson
Amy Jones
Greg Moore
Jim Pardoe
Gregg Peters
Ann Rosenbaum-Petredean
John Sackrider
Nancy Schuler
Bill Thick
Wendee Woods

Education

Co-Chairs: Bob Currie and Kara Wills

Ron Behrenwald
Janice Darling
Mike Darling
Theresa Dawson
Feef Dillon
Dottie Face
Mary Gehrig
Lou Giannunzio
Ed Haring
Dr. Joe Hibler
Amy Jones
Kathleen Lambrix

Darlene Neidlinger
Gene Niedzwiecki
Vic Potter
Cindy Sink
Sue Townsend
Pat Vandenheede
Blain VanSickle
Tammy Varvatos
Don Viland
John Walton
Tom Woods

MARSHALL AREA IN FOCUS: 2007 ENDORISING ORGANIZATIONS

Endorsing organizations are asked to pledge to work on their own and in collaboration with others to help accomplish the five-year goals and accompanying actions plan that will be set by the community through the Marshall Area in Focus process.

Borg Warner Cooling Systems of Michigan
Calhoun Board of Trustees
Calhoun County Board of Commissioners
Calhoun County Board of Park Trustees
Calhoun County Board of Public Works
Calhoun County Road Commission
Calhoun Intermediate School District
Caron Chevrolet
City of Marshall
Cronin Foundation
Eaton Corporation
eggott.com
Local Finance Development Authority
Marshall Area Chamber of Commerce
Marshall Area Development Alliance
Marshall Civic Center Trust
Marshall Community Credit Union
Marshall Community Foundation
Marshall Exchange Club
Marshall Exchange @ Nite
Marshall Friends of the Arts
Marshall Historical Society
Marshall Ministerial Association
Marshall Network
Marshall Rotary Club
Marshall Rotary Foundation
Marshall Public Schools
Marshall Savings Bank
nu-Twist Printing and Graphics
Oaklawn Hospital
Standard Printing & Office Supply
Schuler's Restaurant and Pub
State Farm Insurance Companies
Zion Lutheran Church

MARSHALL AREA IN FOCUS: 2007 FUNDING ORGANIZATIONS

City of Marshall
Cronin Foundation
Local Development Finance Authority
Marshall Community Foundation
Oaklawn Hospital
Rotary Foundation
State Farm Insurance Companies

IN-KIND SERVICES/SPONSORSHIPS

eggott.com-Eric Cook	Website Development
Kellogg Community College	Project Brochure and Logo Design
Oaklawn Hospital	Clerical Services
Marshall Area Chamber of Commerce	Administrative Services
Standard Printing & Office Supply	Reduced Printing Costs
nu-Twist Printing & Graphics	Final Plan Booklet and Brochure Design
Schuler's Restaurant & Pub	Celebration Event

*Several other businesses have assisted by providing meeting space and refreshments at no or lower cost.

City of Marshall
Hungry Howie's
Marshall Activity Center
Marshall Area Chamber of Commerce
Marshall Civic Center Trust
Oaklawn Hospital
Winston Park Shell/Subway

For more information about Marshall Area in Focus: 2007, contact project co-chairs:

Amy Shalley, 269.789.5419, or Chris Wigent, 269.789.2461
Or visit the project website at www.MarshallAreaInFocus2007.org