



# 2025 Action Plan

6 Month Update

## Finance

---

### **Create and Adopt FY2026 Budget**

The FY2026 budget was adopted by the City Council at their May 19, 2025, meeting, per the requirements of the City Charter. The budget is available on the City website.

### **Complete the FY 2025 Audit**

The auditors were in the finance office the week of July 7<sup>th</sup>, 2025, performing preliminary fieldwork. They will be back for full-year fieldwork in September and will present their opinion to the City Council in December.

### **Create and Adopt 2026-2031 CIP**

The CIP was created by staff over several months and adopted by the City Council following a Public Hearing on January 21, 2025.

### **Review existing Property and Liability Insurance program**

An RFP was developed over several months and will be published in July of 2025.

### **Develop and implement a minimum cash reserve policy for FiberNet**

The FiberNet minimum cash reserve policy will be brought to City Council in the fall of 2025 to review.

### **Review the Purchasing Ordinance and Policy**

Work on this policy has begun and will be brought to City Council later this year.

### **Review current Utility Bill Format for potential redesign**

This will coincide with reviewing the customer on-line payment interface and software.

### **Review customer on-line payment interface and software program**

The City has started the process of changing from Point & Pay to BS&A Payments for our online and credit card payment processing. This move will result in a more seamless payment portal, as well as offering additional payment options (text reminders, text to pay, tap to pay, etc.).

### **Examine and improve customer outage and response interface and functionality**

Electric, Water, Wastewater, and DPW after hours calls moved from NRTC to Cooperative Response Center (CRC) on March 3, 2025, to improve the customer service experience. The City website also has a "Notify Me" section where people can sign up for text and email emergency alerts.

### **Complete and Implement new Cost Allocation Plan**

The City's updated Cost Allocation Plan was completed in the spring by MGT Consulting and implemented in the FY2026 budget.

### **Complete and Implement LDFA Public Safety funding agreement**

An agreement was created by staff and the City Attorney, presented to the DDA/LDFA Finance committee, and then presented to the LDFA at its April meeting. The Board did not adopt the agreement as presented. We anticipate this will be brought back to the Board this year.

## Clerk

---

### **Update the FOIA policy and procedures**

The City Council has approved the revised FOIA policy. We are in the process of implementing new FOIA software which should be going live soon. This software will hopefully make things more efficient on the city side and will also allow us to make some documents public after a FOIA request if we choose to, hopefully lessening the amount of work on our end.

### **Update and implement the Records Retention Policy and Program**

The clerk's office is working diligently on getting the city back on track with record retention. We have gone through the building department records, election records, and are working our way through finance records currently. We are moving through one department at a time to make the process as smooth and efficient as possible.

### **Complete the Ward Reapportionment Process**

The Clerk's office has worked with the GIS department to gather census data and review the ward map for the city. Currently we are waiting for a legal review to determine what we are able to do at this point in a census cycle. Based on 2020 census data there is not a huge discrepancy between any of the wards, and the smallest ward, ward 4, is the one looking at the largest potential growth with the new Hughes St addition.

### **Implement the video and audio recording of all Boards and Commission meetings**

All regular and special meetings of all boards and commissions are now being recorded and posted to the City YouTube channel, barring any technical issues.

## Police

---

### **Evaluate and Improve the Code Enforcement Program**

The Marshall Police Department completed a strategic plan in 2024. The plan identified several goals relating to code enforcement including improvements to proactive enforcement and moving code enforcement back to a designated assignment. Based on this feedback, a Detective/Code assignment was created which assigned investigations and code enforcement to one officer, separating the duties from road patrol duties. Detective Erin Hug was assigned as the Detective/Code Officer, and a letter of understanding was drafted to separate the investigations and code duties from road patrol duties in our patrol contract. Additional part-time salary funds for code enforcement were requested and approved for the 2025-2026 budget. The Marshall Police Department has created a part-time Police Services Assistant (PSA) position which will assist code enforcement. We are currently in the process of filling two part-time positions with a goal of starting them in July. The Police Services Assistants will also help with community events, subpoena service, and other duties.

A brief glance at our code enforcement statistics show we have increased our enforcements in the first 6 months of 2025 compared to 2024. In the first half of 2024 we had around 40 code enforcements documented and in 2025 we have 107 documented enforcements. We continue to evaluate and improve our code enforcement program. The addition of the Police Services Assistants will improve our code program while also providing a future recruitment opportunity. Over the last 6 months we have also been in the process of reviewing Chapter 92 of the City Of Marshall Ordinances, specifically our nuisance ordinance as it relates to rubbish and prohibited vegetation. Ordinance changes are being introduced to address specific issues within the City of

Marshall. This includes updating the rubbish and litter definitions along with our prohibited vegetation and grass ordinance abatement notice and compliance time requirements. We are in the process of researching other communities to gain additional information on potential improvements to the ordinance. We will be holding a council work session in July to talk over the proposed changes.

### **Improve the School Resource Officer Program**

The Marshall Police Department made some goals for improving the School Resource Officer Program. The first goal was to renew the School Resource Officer contract with Marshall Public Schools. The three-year contract renewal was negotiated with Marshall Public Schools through June of 2028. A few changes were made to the contract and our Special Assignment Policy, to align the contract length with the School Resource Officer assignment length. The contract renewal was reviewed and approved in May 2025. Officer Groeneveld will remain in the School Resource Officer assignment through June 30, 2028.

Another goal for the School Resource Officer Program is to increase the training opportunities. SRO Groeneveld completed several training courses this last year and has scheduled additional training with MPS and MPD staff. SRO Groeneveld recently conducted a walkthrough of the MHS with Marshall PD, Marshall FD, Marshall Ambulance, and Calhoun County Emergency Management personnel. SRO Groeneveld also has a tabletop exercise/training planned for August with school administration and first responders where we will be walking through police response and the school reunification process. SRO Groeneveld has also been working with Sgt. Philpott to improve our active assailant response training which will assist our schools and local businesses in planning and training for shootings incidents.

An additional goal for SRO Groeneveld this year is to implement the Handle with Care Program. The Handle with Care program is a statewide formalized law enforcement notification process for schools, to notify staff when students have had a law enforcement contact and may need extra care. This program uses trauma-sensitive curricula and training to inform officers and school staff to better communicate and connect supports services for students in need. We currently have a similar practice, but we are working on adopting the Handle with Care program. We are currently working with the Calhoun County Sheriff's Department to create a countywide Handle with Care program.

### **Research and implement a Drone program**

The Marshall Police Department is a member of the countywide Calhoun Unmanned Aerial Systems (CALUS) team headed up by the Calhoun County Sheriff's Department (CCSD). Officer Vandenboss has been assigned to this team and has obtained his drone pilot license. The Marshall Police Department had a goal in 2025 to purchase and implement a drone to assist in increasing the capabilities of the countywide team.

We researched drones and worked with CCSD to identify the drone product that would best complement Marshall PD and the CALUS team. In our monthly review of our 2024-2025 budget, we found we had enough funds left to purchase a drone. The DJI Matrice 30T was purchased and arrived at the beginning of June. This drone is the same drone model being used by other area agencies. The drone has been set up and registered. We are currently in the process of updating and reviewing our drone policy and procedures, which mirrors the Calhoun County Sheriff's Department policy. Our goal is to have all the processes formalized and training completed with a deployment date in early July.

### **Increase Traffic Enforcement Efforts**

Traffic complaints remain one of the top complaints we received from citizens. Traffic enforcement was also identified as an area to improve in our 2024 strategic plan. In 2025 the Marshall Police Department set a goal of increasing our proactive traffic enforcement while also continuing to improve our accident reconstruction and motor carrier enforcement training.

An emphasis has been placed on proactive enforcement this year and the officers have responded with a 128% increase in traffic stops and a 225% increase in citations during the 1<sup>st</sup> quarter. (see the table below. The first quarter statistics also show a slight decrease in accidents for the first quarter. We will continue to monitor our progress and acknowledge the great job our staff is doing to increase proactive traffic enforcement.

| 1 <sup>st</sup> Quarter | Arrests | Reports | T/S  | Citations | FC/Disp |
|-------------------------|---------|---------|------|-----------|---------|
| 2024                    | 31      | 108     | 129  | 15        | 1050    |
|                         | 26      | 97      | 97   | 15        | 933     |
|                         | 27      | 124     | 94   | 18        | 1013    |
|                         | 41      | 123     | 138  | 28        | 1001    |
| Totals                  | 125     | 452     | 458  | 76        | 3997    |
|                         |         |         |      |           |         |
| 2025                    | 21      | 114     | 203  | 46        | 1205    |
|                         | 25      | 109     | 212  | 50        | 1140    |
|                         | 29      | 134     | 268  | 56        | 1307    |
|                         | 45      | 121     | 362  | 95        | 1395    |
| Totals                  | 120     | 478     | 1045 | 247       | 5047    |
|                         |         |         |      |           |         |
| Difference              | -5      | 26      | 587  | 171       | 1050    |
| Percentage              | -4%     | 6%      | 128% | 225%      | 26%     |

Officer Patterson is currently our accident investigator. Officer Patterson set a goal of becoming an accredited accident reconstructionist. He will be working on this training over the next 3 years, as he continues to conduct accident investigations as part of the countywide CAIT-Calhoun County Accident Investigation Team. He assisted CCSD with two accident reconstruction events this year and is scheduled to attend tire forensics training later in the year.

Officer Vandeboss attended a basic motor carrier training last year. He will be looking to attend additional training in 2025 to increase his knowledge regarding commercial traffic laws.

### **Develop and Implement a community camera program**

In 2024 we met with both Verkada and Avigilon, who presented the capabilities of their camera products and software. In April of 2025 we met again with Avigilon to discuss their cloud-based camera solution. We learned that Marshall Public Schools recently purchased new Avigilon cameras and updated software. The Avigilon software has the ability to integrate with the Aware

software being used by Central Dispatch which provides the ability for dispatch to live feed the schools' cameras in an emergency. Avigilon representatives advised they could create a camera plan for the City of Marshall if Avigilon is the product we choose to use.

Flock cameras have also reached out to set up meetings. They are a growing license plate reader (LPR) camera provider being used throughout the state. Currently the City of Albion, City of Coldwater, and Calhoun County are using Flock cameras.

We continue to examine camera solutions for the City of Marshall. The goal for 2025 is to seek grant funding for a consultant to create a community camera plan for the City of Marshall. The plan would help guide a scalable camera project over the next several years as funding is available.

### **Evaluate and research camera and body camera systems for replacement**

The Marshall Police Department is evaluating our current camera system. We have received demos of new products from our current vendor Safefleet, and we have also had a demo meeting with Axon in April 2025. Axon is currently the industry leader in police cameras and digital evidence storage (evidence.com). The product and service provided by Axon is high quality and also very expensive in comparison.

Our current system is adequate at this time, but we are seeking cost-effective solutions. Our goal by the end of the year is to select the preferred vendor and create a plan for funding and implementation over the next 5 years.

### **Improve Community Engagement Efforts**

Community engagement remains a core value for the Marshall Police Department. We continue to participate in the City of Marshall special events, assist businesses with trainings, and have implemented the Versaterm Community Engagement Software.

As of July 5<sup>th</sup>, the Police Department has assisted in reviewing and providing support for over 12 special events. The Police Department has also completed and carried out operation plans for three larger events (Oaklawn Color Run, Memorial Day Parade, Blues Festival). We continue to work with other city staff to refine and update our Special Events review process while also finding ways to improve safety.

The Marshall Police Department continues to provide community trainings along with training support for businesses. Here is a list of a few training courses and events we have provided or partnered with so far in 2025:

- SHARP Self-Defense community training February 3<sup>rd</sup>
- SHARP Self-Defense training for the Calhoun County Area Career Center students March 11<sup>th</sup>.
- Deputy Chief Ambrose completed a Fraud Presentation at Marshall Rotary in April.
- Detective Hug Participated in a multi-jurisdiction recruiting event on May 10<sup>th</sup>.
- Sgt. Brown presented on Election Security at the County Clerks Monthly Meeting in May.
- Sgt. Philpott assisted Southern Michigan Bank with Active Shooter Training in June.
- The Marshall Police Department assisted Tractor Supply with a "touch a truck event" in June.

The Marshall Police Department continues to be a resource, providing trainings and support for our community. We established a Community Training Fund at the Marshall Community

Foundation in February to help gain community engagement and financial support for our training programs. This fund will be used to help sustain and grow our community trainings.

The Marshall Police Department implemented the Versaterm Community Connect engagement software on February 10<sup>th</sup>, 2025. This software is an automated customer service solution that sends text messages and emails directly to 911 callers and crime victims, along with mobile-friendly surveys to community members who interact with an agency. This program has been a great success, see the summary highlights below:

- Survey Completion rate of 27%
- 224 Surveys completed
- Police Officer Rating 4.74 out of 5
- Dispatch Rating 4.64 out of 5
- Department Rating 4.55 out of 5
- 64 Respondent Comments

The information gathered from the surveys is being used to improve services. We've learned that interaction and follow-up communication increases customer satisfaction. An increased emphasis has been placed on increasing our interaction and following up with our complainants. The comments, which are overwhelmingly positive, are shared with the officers weekly and are inspirational. We will continue to monitor and use this data to help guide our operations.

## Fire

---

### **Reduce ISO rating to a 3 or lower**

The ISO inspection was completed. We are currently awaiting the final results. Preparation throughout 2024 positioned us well for a potential rating improvement.

### **Implement a resident door-to-door free smoke detector installation program**

Launched on June 2nd. The initiative is off to a great start with positive feedback from the community.

### **Continue Advanced Training Programs**

Hazardous Materials Technician, Premier Swift Water Rescue, etc.

Four members completed the Swift Water Rescue Technician course in South Bend, IN. We will continue seeking advanced training opportunities for staff development.

### **Continue working with Ford to properly prepare for BlueOval LFP battery manufacturing**

Multiple meetings have taken place with the BOBP Fire Official. We are actively collaborating on Emergency Action Plans and coordinating future training for plant staff.

### **Certify (FF I&II) and train new Part-Paid On-call Employees**

Both individuals have successfully completed training and are now certified FF I & II. They have already proven to be valuable assets to the department.

**Continue Training and fostering Partnerships with surrounding Fire Department agencies**

Three joint quarterly trainings have occurred: Marshall: Technical Rope Rescue & Confined Space, Marengo Township: Grain Bin Rescue, and Marshall Township: Fire Ground Communications & 800MHz Radios. A fourth training course is scheduled for fall in Fredonia, focusing on Auto Extrication.

## Safety

---

**Continue monthly Safety Program and annual Safety Day**

Monthly safety classes continue through the Safety Committee. Notably, our Confined Space Program was successfully utilized on May 5th during a DPW entry, reinforcing our commitment to safe operations even when setup takes extra time.

**Continue to work with the Employee Events Committee to improve interdepartmental relationships and morale**

Two events have been held to date, including a March Madness lunch and Bracket Challenge. Planning is underway for the annual summer picnic to further support interdepartmental camaraderie and morale.

## Public Services

---

**Complete Verona Road- West Drive construction project**

Verona Road and West Drive construction project kicked off in April with tree removal on the south side of the road for sidewalk installation. To date, the sidewalk and driveway approach installation, sewer repairs, and road improvements are complete. The project will continue through July with an expected substantial completion in August.

**Continue development and oversight of the MAJOR Campus utility extension**

Significant construction milestones have been met by the construction team in the first 6 months of 2025. The City is on the cusp of taking ownership of Projects 1 through 6, 8, and 9. Official substantial completion has been met, and the City is operating the water and sewer infrastructure serving the MAJOR Campus. The BlueOval parcel uses metered water for construction activities, and the wastewater treatment plant has received flows from the site. The construction at the WWTP is expected to start in late August with a duration well into 2027.

**Establish MAJOR Campus Stormwater System Operations and Maintenance Plan**

City staff, legal representatives, and consulting engineers will be presenting a stormwater special assessment district for the Major Campus to City council in the coming months. This district will be the mechanism in which the City generates revenue for the operation and maintenance of the stormwater infrastructure serving the Major Campus. Several site visits have been conducted over the first part of 2025 by City staff and their consultants. A deep understanding and inventory of the stormwater assets that will be owned, operated and maintained by the City has been developed.



**Complete tree planting program and achieve Tree City USA certification**

In partnership with the Marshall Area Conservation Committee, the City has completed this goal as of this Spring. Sixty trees were planted this year on April 26, 2025. The trees were purchased with funding from a generous donation by Ford BlueOval Battery Park Michigan. With the tree planting, and the arbor day proclamation the City has met all 3 of the standards to be certified as Tree City USA for 2025.

**Complete Tree Inventory, Tree Assessment, and Maintenance Program**

Bids for tree inventory in the right of way and on select City properties were received recently and approved by City Council. The expected completion of the inventory is August 2025 with the assessment and maintenance program following shortly after.

**Complete detailed laser scan and coat basin of the Brooks Memorial Fountain**

The laser scan was completed in May. The basin coating is complete as of July 18, 2025.

**Continue lead service line inventory and replacements program**

Lead service line inventory has started by the City's contractor on East Hanover Street. The next area for further investigation is High Street. Lead service line replacements have occurred as the lead service lines are discovered. Year to date, over 5 service lines have been replaced.

**Establish sewer pipe assessment program and sewer collection model**

Initial steps of the sewer collection model have begun with sewer flow monitoring. The monitoring is active now through the City's collection system and is expected to be completed in August. The monitoring is the first step in building a collection model by providing flow data for the entire system at 20 different locations. This data is then used to build the model. The next step after sewer monitoring is to survey data collection of the system.

**Complete the Cosmopolitan Watermain construction project**

The watermain lining component of the project is completed. The watermain replacement component has been bid and the contract is being finalized. The project documents stipulate a November 2025 completion date, however, based on the timing of the bid some of the project work may seep into Spring of 2026.

**Complete Valley View I and Neighborhood Sidewalk construction project.**

The neighborhood sidewalk project is substantially complete. The installation of sidewalk on Forest Street and Allen Road occurred in May. The Valley View I public infrastructure project is underway with grading and underground infrastructure for stormwater, sanitary sewer, and water distribution.

**Review Citywide Rubbish contract and program**

This project has not been started

**Complete Risk and Resiliency, Emergency Response, Water Reliability and Asset Management plans for the water utility**

The City has authorized consulting support for the Water Reliability report. The project has completed initial meetings but has not progressed beyond initial data compilation.

## Electric

### Electric System Reliability—meet or exceed 2024 SAIFI, SAIDI, CAIDI, ASAI

The Electric Department 2025 Distribution System Reliability goals are to improve on its 2024 results reported using the American Public Power Association (APPA) eReliability Tracker software. These indices include: System Average Interruption Frequency Index (SAIFI), System Average Interruption Duration Index (SAIDI), Customer Average Interruption Duration Index (CAIDI) and Average Service Availability Index (ASAI).

Staff enters electric service interruption data—including outage duration and number of affected customers—into the APPA eReliability Tracker software. The software calculates reliability statistics for the City of Marshall electric distribution system. The 2025 electric distribution system reliability goals, results for May 2025 and year-to-date (YTD) 2025 are shown below. In May the SAIFI, SAIDI and ASAI reliability goals were all achieved, while CAIDI was not. YTD 2025, the SAIFI, SAIDI and ASAI targets were achieved, while CAIDI was not. The Electric Department will continue working to minimize service interruption frequency and duration in 2025.

|                                | 2025 Goal | May 2025 | January-May 2025 |
|--------------------------------|-----------|----------|------------------|
| <b>SAIFI (# interruptions)</b> | 1.452     | 0.0136   | 0.0987           |
| <b>SAIDI (minutes)</b>         | 74.51     | 1.423    | 6.753            |
| <b>CAIDI (minutes)</b>         | 51.307    | 104.796  | 68.41            |
| <b>ASAI (%)</b>                | 99.9858   | 99.9968  | 99.9968          |

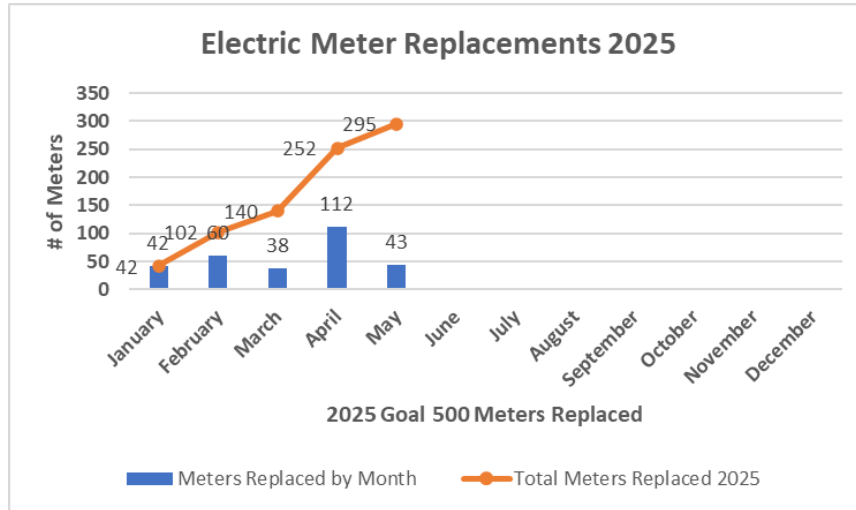
### Replace approximately 70 wooden poles

The Electric Department goal is to replace approximately 70 wooden poles in 2025. In May, eight new wooden poles were set, bringing total 2025 wooden pole replacements to 33, 47.14% of the annual goal, with seven months remaining in the year. Thirty-seven additional wooden poles (approximately five per month) must be replaced this year to meet the Electric Department 2025 goal.



### Replace 500 electromechanical electric meters

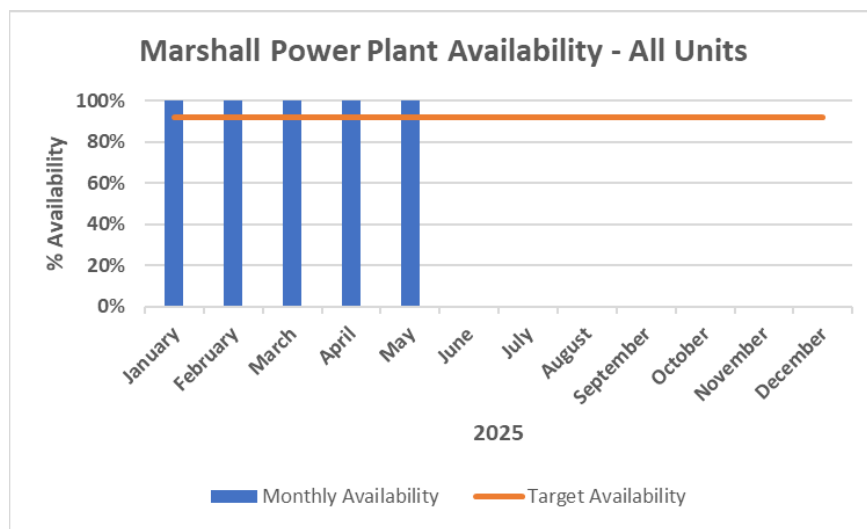
The Electric Department 2025 goal is to replace 500 electromechanical meters. Metering staff replaced 43 electric meters in May, bringing total 2025 electric meter replacements to 295, 59% of the annual goal, with seven months remaining in the year. Metering staff must replace an additional 205 electric meters this year (29 per month) to meet the 2025 goal.



### Maintain 92% or greater generating unit availability

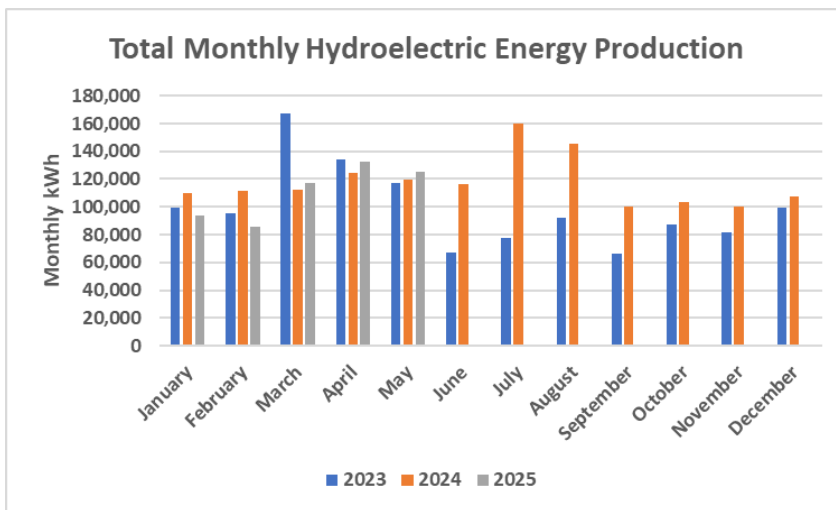
Power Plant Generating Unit Availability is calculated by dividing the total number of hours a generating unit was available for service (whether it was operating or not) by the total number of hours in the time period (month or year). Availability can be tracked for both individual generating units and for all units collectively.

The 2025 Electric Department goal is to meet or exceed a 92% annual availability factor. In May 2025, collective availability of the five Power Plant generating units was 100.00% for the fifth consecutive month. Year to date 2025 collective generating unit availability is 100%.



### Generate at least 1,200,000 kWh from Marshall Hydroelectric Project

Through May, year to date 2025 hydroelectric energy production totals 554,915 kWh, 46.24% of the annual energy production goal of 1,200,000 kWh, with seven months remaining in the year. Assuming hydroelectric generating unit availability remains high, Kalamazoo River conditions through December 31 will determine whether the annual energy production goal is met. Low river flow as well as high river flow can negatively impact energy production at the City hydroelectric plant.



### Maintain competitive rates with Consumers Energy and DTE across all rate classes

In addition to reliable service, competitive electric rates are one of the most critical measures of municipal electric system success. As part of the annual Electric Department Revenue Requirement update presented to City Council earlier this year, rate consultants Courtney & Associates updated electric rate comparisons with Consumers Energy and DTE. With the exception of the largest industrial customers, City of Marshall electric rates remain very competitive with those of area investor-owned utilities. City of Marshall large customer rates are scheduled to decrease as part of the five-year electric rate plan adopted by Marshall City Council in 2024.

### Achieve zero lost time accidents

Through June 15, the Electric Department has experienced zero 2025 lost time accidents.

### Develop and Implement Department Organization and Succession Plan

The City of Marshall Electric-FiberNet Department Succession Plan was approved by City Council on April 7, 2025. The Succession Plan recommended two new positions to help ensure smooth transitions in the future—Deputy Director of Electric Utilities and Power Production Superintendent. The City is currently soliciting candidates for these two new positions.

## FiberNet

---

### **Finalize Capital Improvement Plan for network components and infrastructure**

Earlier this spring, our consultants and FiberNet team developed a plan to reduce the number of active nodes and replace the aging switches and routers in the FiberNet network. The equipment has been procured and is in the process of being programmed, networked and installed. Significant network changes have also occurred over the past many months that have improved reliability, redundancy and set the stage for this new network plan.

Additionally, as part of this project, the customer router system was also identified as needing replacement due to age and functionality and the FiberNet team is evaluating a replacement option that will also provide additional customer functionality and control.

### **Develop and Implement Marketing and Sales program**

This phase of the project will begin towards the end of the year once we have upgraded the network components and started the customer router implementation to coincide with the roll out and installation communication plan. As part of this project, our speed tiers and rates will be examined.

### **Develop and Implement Department Organization and Staffing Plan**

In conjunction with the Electric Department reorganization plan, FiberNet management and oversight is being evaluated for efficiency and optimization with our new administrative hires and existing staff. Once the Electric Department Deputy Director position is hired, the review of the FiberNet organization and staffing plan will be finalized.

## Information Technology

---

### **Replace the Citywide telephone system**

The City has retained the services of Parks Communications Solutions to help guide the City with the development of a request for proposals (RFP) to replace the aged city telephone system. An ad-hoc employee team is currently working with the owner, Matt Parks, on the RFP and is anticipating being able to go to bid in the next 60 days.

### **Review Citywide IT Services contract**

The City is currently in the process of developing a professional services agreement with Calhoun County to provide the City with Information Technology services currently being provided to the City by a private company which is expiring. We are in the final stages of the new proposals' development and will be bringing the agreement for City Council consideration in August.

## Community Development

---

### **Adopt the City Master Plan including the Non-Motorized Master Plan**

The Master Plan, including the Non-Motorized Plan, is in the adoption process and is anticipated to be adopted in the third quarter of 2025.

**Following the Completion of the Master Plan, review the Zoning Ordinance for updates**  
Zoning Ordinances will be reviewed upon adoption of the Master Plan. This will be completed in 2026.

**Update Sign Ordinance and Implement updates**

The sign ordinance has been revised and is anticipated to be adopted by the Council in the third quarter of 2025.

**Achieve Redevelopment Ready Community Certification**

The primary items have been completed for RRC recertification and staff is working with RRC staff to ensure recertification is achieved in the first quarter of 2026.

**Implement the downtown Traffic Calming Project in partnership with MDOT**

Due to budget constraints, implementation has been delayed until 2026.

**Complete the LDFA- Brooks Parcel Inventory Update**

The Brooks Parcel Inventory update project was completed. Accurate parcel information is now available, including wetland delineation boundaries. MAEDA is working to market the buildable sites.

**Continue partnership with MAEDA and MEDC to develop the Marshall MAJOR Campus**

Ongoing work continues with MAEDA, MDOT, and other partners to identify opportunities in the development of the remaining land on the MAJOR Campus. Recent work includes coordinating with the MAJOR Campus development concept plan to ensure connectivity and non-motorized access while encouraging Industrial development.

**Continue Adaptive Reuse program for the upper floors in the downtown**

Five apartments were completed at 125/127 West Michigan Avenue. An apartment is included in the Frentz project on Mansion Street. Three hotel rooms have been completed in the 19 Zero 9 Venue project. Projects at the Masonic Temple, Stagecoach, and other downtown buildings have been proposed.

**Continue Housing Development projects using NIA TIF and other incentives**

Development continues on Forest St using the NE NIA for infrastructure funding. The final lots are being sold, and completion of this development is anticipated in 2026. Infrastructure installation is underway on Valley View Development. Construction of homes is anticipated in 2026. Discussions with the County Land Bank regarding the development of the former State Farm property have started.

Significant progress has been made in the South NIA, as several housing units have been constructed and sold. Discussions related to the next phase of the development have started as sales of the duplex product have been robust in the last 12 months.

The proposed development in Hughes Street will be submitted for site plan in the fourth quarter of 2025 with the expectation that a Brownfield housing incentive will be part of the development. This project has the potential to add significant housing stock to the community.

**Investigate opportunities for retail cannabis facilities**

No progress has been made as the Master Plan update process did not identify this as a priority. Due to financial revenue sharing from the State, and multiple inquiries from interested growers, this may be worth revisiting under a separate process in 2026.

**Complete the improvements to the Athletic Field Expansion/Eaton Park**

Construction is underway and completion is expected by the end of 2025. Pickleball courts and splashpad will be ready for play in Spring of 2026.

**Pursue the construction of the River District pathway, signage and amenities**

A committee has been established to work on this issue. Grant opportunities to fund a 10' wide path to connect the River District and Downtown have not been successful, but we will continue to be investigated.

**Develop wayfinding signage plans for downtown businesses, City properties and points of interest.**

Wayfinding has been identified as a need especially as it relates to locations away from Downtown. This has been identified as a priority in the Master Plan and a consultant will be engaged to develop a wayfinding plan in late 2025.