

MARSHALLTOWN

— I O W A —

The City of Marshalltown collaborates to provide a welcoming, safe, vibrant, and growing community.

To achieve this mission, we place importance on the following values:

- ⇒ **Inclusiveness** – working as one to deliver exceptional outcomes
- ⇒ **Innovation** – willingness to take risks, looking to the future while respecting the past, progressing forward
- ⇒ **Stewardship** – respecting the human, financial and natural resources of the community
- ⇒ **Trust** – establishing respectful relationships, being a caring community
- ⇒ **Excellence** – striving for a common standard in everything we do

The Mayor and City Council and department head team identified internal and external forces that positively or negatively impact our planning efforts in 2021 and beyond.

STRENGTHS

An internal look at what we do well

- Professionalism
- Partnerships with public-minded organizations
- Fiscal soundness
- Planning/Forward thinking staff
- Quality services provided by quality employees
- Updated technology (website/phones)
- Trusted and supported by the community
- Volunteerism and leadership of elected officials and staff
- Physical assets- new streets, Coliseum
- Collaborative internal culture
- Strong staff work ethic
- Optimism/Perseverance/Pride
- Disaster experience

WEAKNESSES

An internal look at areas we can improve upon

- Hard on ourselves, not always showing community pride
- Communication in other languages
- Communication w/ public
- Negativity
- General Fund stability and overall declining revenues to support services
- Lack of applicants for jobs
- Pay scale issues between bargaining, non-bargaining
- Lack of representative boards & commissions
- Perceived lack of code enforcement
- Support of neighborhood revitalization
- Lack of organizational diversity
- Limited cross-training/succession planning
- Lack of staff capacity/employee burnout

OPPORTUNITIES

Positive external forces helping the City achieve our goals

- Infrastructure projects
 - Airport, Trails, Library, Edgewood extension, FEMA streets
- Accessibility through sidewalks, ADA Transition Plan
- Tornado, derecho rebuilding and recovery
- Downtown Implementation Plan
- Chance to change identity
- Highway 14 Corridor Study/ DOT resurfacing project
- Diverse community
- New partnerships for shared programming
- Housing Strategy
- Committed corporate community
- Proximity to larger communities
- Legislative influence
- UPH Downtown Campus
- New medical facilities
- Education- MCSD and MCC
- Volunteers

THREATS

External obstacles facing the City

- Backfill, legislative actions impacting local control
- Declining valuations
- High commuter rate
- City image and reputation, both inside/outside
- Qualified labor
- Loss/lack of medical, mental health services
- Loss of retail, box store and small business
- Nat'l economy slowdown
- Listening to 1% negative
- Population loss
- Poverty/lack of living wage
- Remaining static/no growth
- Federal grant cuts
- Tariffs
- Proximity to larger communities
- School open enrollment
- Unknown of disaster recovery
- Attitudes towards diversity
- UPH Downtown Campus
- Unemployment/underemployment
- Limited quality childcare
- Long-term impact of COVID

GOAL 1: EXPAND AND IMPROVE DEVELOPMENT IN THE COMMUNITY

Objective 1: Support the Marshalltown Central Business District and development in Downtown

- *Develop & implement design standards for the Historic District & Central Business District*
- *Work to address blight in the MCBD*
- *Identify & promote public funding options for development*
- *Implement the Downtown Master Plan high priority recommendations*

Objective 2: Support and promote commercial and industrial development

- *Work with the Chamber to proactively pursue prospects*
- *Complete the rezoning of the north Highway 14 Corridor*
- *Enhance relationships with existing industries*
- *Implement the Highway 14 Corridor Study*
- *Promote the development of industry with the Edgewood Extension/industrial area*
- *Create processes for development which are user-friendly for the developer*

Objective 3: Look at innovative ways to further enhance housing quality and quantity

- *Identify and plan for the redevelopment of vacant lots through the D&D program*
- *Participate/engage with Marshalltown Community Development Corporation*
- *Review incentives for infill development on the north side*

Objective 4: Ensure appropriate infrastructure exists for all types of development

- *Partner with housing developers to install infrastructure which enhances new development*
- *Complete transportation projects which provide development opportunities*

We will know our actions were effective through development occurring and through the creation of areas which are ready for development.

Key indicators for measurement of this goal are the following:

⇒ **Community Survey Data**

- % positive overall economic health
- % positive vibrancy of Downtown
- % positive for variety of housing options
- % positive for overall quality of utility infrastructure

⇒ **Building Permits Issued**

- By property type (residential, commercial/industrial)
 - New construction, alteration, demolition
- Downtown, Highway 14 Corridor, Urban Renewal Areas
- \$ value of improvements by property type and area

⇒ **Residential Unit Demand**

- New residential unit development with the goal to build 1,000 new units by 2024

⇒ **Property Revitalization**

- % of D&D properties redeveloped or reused
- Assessed valuations before demolition and after redevelopment/reuse
- Assessed valuations by property tax class

WHAT WILL WE DO TO GET THERE?

GOAL 2: ENHANCE MARSHALLTOWN'S PUBLIC IMAGE

- Objective 1: Eliminate blight throughout the community
- Continue the Dangerous and Dilapidated Building Program and obtaining title to properties
 - Implement the Lead Program
 - Enhance ways for citizens to report nuisance issues, including providing updates

- Objective 2: Design and construct capital projects which enhance quality of life and aesthetics
- Complete the Airport Hangar/Terminal project
 - Develop a plan for enhancing infrastructure in the MCBD and implementing recommendations of the Master Plan
 - Implement the Wayfinding Master Plan
 - Complete the railroad crossing safety improvements proposed for the Union Pacific crossings
 - Implement the Parks and Recreation Master Plan
 - Identify and plan trail improvement projects throughout the community

- Objective 3: Improve communication of programs & initiatives
- Enhance the City's social media presence
 - Incorporate the results of the Community Survey into city and community planning
 - Continue to hold the Police and Fire Citizens Academies and find a permanent funding source
 - Develop a public campaign for stormwater management
 - Develop communications around understanding of the City's finances

- Objective 4: Support the marketing of Marshalltown
- Support Vision Marshalltown's communications plan, as well as other community wide marketing programs
 - Create and promote positive City stories

We will know our actions were effective through the reduction of blighted properties, City projects which enhance the aesthetics and appearance of the community and enhanced community pride.

Key indicators for measurement of this goal are the following:

⇒ **Blight Reduction**

- % of D&D properties redeveloped or reused
- Assessed valuations before demolition and after redevelopment/reuse
 - # of nuisance cases initiated

⇒ **Quality of Life & Communication**

- % positive rating for the overall appearance of Marshalltown
- % positive rating of public information services
- % positive rating for the overall quality of parks and recreation opportunities
- % positive rating for the overall feeling of safety

⇒ **Enhanced Community Pride**

- % positive rating for the overall image or reputation
- % positive rating for Marshalltown as a place to visit

WHAT WILL WE DO TO GET THERE?

GOAL 3: CONTINUALLY IMPROVE & SUSTAIN THE CITY'S ORGANIZATION AND SERVICES

Objective 1: Review policies, procedures, and ordinances for updates

- Rewrite the City's zoning ordinance
- Update the Emergency Operations Plan
- Review the role of the Human Rights Commission
- Recognize volunteer board & commission members
- Review mandatory/discretionary functions of the City
- Review noise and odor ordinances
- Review storm and sanitary sewer rates
- Review City Code sections for improvements
- Establish a Brownfield Program to track brownfield properties

Objective 2: Develop comprehensive plans for City infrastructure and improvements

- Continue to implement the Street Improvement Plan
- Continue eliminating gaps in existing sidewalks
- Incorporate the ADA Transition Plan recommendations into capital projects
- Construct an addition to the Marshalltown Public Library
- Complete the City Hall/Carnegie building updates

Objective 3: Recruit, retain, and train employees in order to maintain a successful workforce

- Review the non-bargaining wage scale
- Continue to provide employee training opportunities, including cross-training of positions
- Include Employee Survey data in decision-making
- Continue to focus on health and safety in the workplace

Objective 4: Review existing City functions and finances for efficiencies

- Review General Fund revenues and expenditures
- Implement a LEAN process improvement program
- Work with others to evaluate recreation programming
- Complete disaster recovery processes with FEMA, insurance
- Evaluate changes to the rental registration program

We will know our actions were effective by not having to amend to allow for the Council to take action on an item, modern infrastructure, a successful workforce, and fiscal stability.

Key indicators for measurement of this goal are the following:

- ⇒ **Policies and Procedures**
 - % positive rating of City services
- % positive overall customer service provided by City employees
 - ⇒ **Modern Infrastructure**
 - Pavement condition index rating
 - # of miles of new streets and sidewalks
 - # of miles of resurfaced streets
 - Utility rate ranking in annual survey
 - ⇒ **Successful Workforce**
 - Employee satisfaction rating
- Employer Modification Factor for Workers' Comp
 - ⇒ **Fiscal Stability**
 - Bond Rating
 - % fund balance in major funds
 - % of LOST used in GF
- % positive rating for the value of services for taxes paid

WHAT WILL WE DO TO GET THERE?

GOAL 4: PARTNER WITH CITIZENS, FOR-PROFIT, NON-PROFIT AND OTHER GROUPS TO IMPROVE QUALITY OF LIFE

Objective 1: Partner with the Arts & Culture Alliance/MPAC to promote public art in the community.

- *Develop a plan for public art to be part of City buildings and future improvements*
- *Continue to identify ways to incorporate art into parks and recreational spaces*
- *Continue an art focus in future plans*

Objective 2: Partner with Trails Inc. on trail-related initiatives

- *Work with Trails Inc. on the implementation of the Placemaking Plan*
- *Identify outside funding for trail-related projects and promote the fundraising of Trails Inc.*
- *Strengthen communication & connection with the Hardin County Trails Commission*

Objective 3: Work with other entities on partnerships which benefit the community

- *Continue to identify public nuisance properties which are tax certificates held by the County*
- *Support the Sister Cities Program*
- *Support Vision Marshalltown initiatives*
- *Support public safety related groups (Crimestoppers, Red Cross smoke detector installation, neighborhood watch)*
- *Partner with NGOs assisting in disaster recovery*
- *Work with others to create a community coalition to address mental health/substance abuse needs*
- *Support the Welcoming America initiative*
- *Review the land/governance relationship with the Fisher Community Center*

Objective 4: Use legislative resources to affect positive change for the City

- *Work with the Iowa League of Cities to continue to promote funding of Backfill and local control*
- *Communicate regularly with local legislators regarding issues that are important to the City*

We will know our actions were effective by promoting arts and cultural activities, providing trails, and supporting quality of life initiatives within the community.

Key indicators for measurement of this goal are the following:

⇒ **Arts and Culture**

- Annual \$ spend on public art in City buildings or parks
 - # of programs held at the Library
- % positive rating for community support for the arts

⇒ **Trails**

- Pavement rating of existing trails
- % positive rating for the availability of walking paths and trails

⇒ **Quality of Life Initiatives**

- % positive rating of overall quality of life

WHAT WILL WE DO TO GET THERE?

GOAL 1: Expand and improve development in the communityProjected
Completion

Assigned Resources

Objective 1: Support the Marshalltown Central Business District and development in Downtown

Implement Downtown design standards	3/31/2021	H&CD
Administer Catalyst Building grant program	4/30/2023	Admin
Administer the shared wall grant program	4/30/2022	Admin
Prepare and apply for a CDBG Downtown Revitalization Grant	6/30/2021	H&CD
Complete the Downtown Implementation Plan and schedule improvements	6/30/2021	Admin, H&CD, PW
Send property maintenance notices to owners not in a grant program or demolition phase	6/30/2021	H&CD
Demolish properties acquired through 657A and evaluate for future use	12/31/2021	Admin, H&CD

Objective 2: Support and promote commercial and industrial development

Construct the Edgewood/North 8th Avenue Extension	12/31/2021	PW/Engr
Plat the Edgewood industrial area and sell available lots	12/31/2022	Admin
Complete the selective rezoning of the Highway 14 Corridor	6/30/2021	H&CD
Apply for a BUILD grant for the Highway 14 Corridor Improvements	7/1/2021	Admin, H&CD, PW
Add additional land to Urban Revitalization Area #2 to enhance commercial growth	3/31/2021	Admin
Enhance information for developers on the City's website including fillable forms	3/31/2021	H&CD
Implement software changes to create efficiencies in staff review, developer experience	12/31/2021	H&CD

Objective 3: Look at innovative ways to further enhance housing quality and quantity

Implement at least one new TIF residential district to support public infrastructure costs	12/31/2021	Admin
Create a program to support low-to-moderate income housing	12/31/2021	Admin, H&CD
Participate in the founding of the Marshalltown Community Development Corporation (CDC)	3/31/2021	Admin, H&CD
Evaluate current incentives for existing home renovations with a recommendation to Council	6/30/2021	H&CD
Provide funding to 10 homes under the Chamber's new home buyer incentive	12/31/2021	Admin, H&CD
Identify greenfield development locations and develop marketing info for locations	9/30/2021	Admin, H&CD, PW

Objective 4: Ensure appropriate infrastructure exists for all types of development

Construct Phase 1 of East Merle Hibbs extension	12/31/2021	PW/Engr
Discuss alternatives connections to East Merle Hibbs extension	4/30/2021	PW/Engr, Admin
Identify City roles in findings of Chamber's Industrial Barriers Work Group and develop plans	3/31/2021	Admin, PW/Engr
Consider other infrastructure projects for development projects	Ongoing	PW/Engr, Admin, H&CD

GOAL 2: Enhance Marshalltown's public image

	Projected Completion	Assigned Resources
Objective 1: Eliminate blight throughout the community		
Demolish 10 structures under the D&D program	12/31/2021	H&CD, Admin
Complete 51 projects under the HUD Lead Abatement grant program	12/31/2021	H&CD
Pursue FEMA funding for derecho-related demoltions	6/30/2021	H&CD, Admin
Create and hold a training on citizen role in nuisance abatement	12/31/2021	H&CD
Consider an ordinance for the registration of abandoned/vacant buildings	6/30/2021	H&CD, Admin
Implement a Brownfield Program and partner with KSU-TAB to gather data	12/31/2021	H&CD
Objective 2: Design and construct capital projects which enhance the aesthetics of the community		
Complete the Pickleball Pocket Park	8/30/2021	Admin, P&R, PW/Engr
Complete the construction of the Airport Terminal/Hangar	12/31/2021	PW/Engr
Complete the installation of one monument entry sign as part of the Wayfinding Plan	12/31/2021	Admin, PW/Engr
Implement Riverview Park and Airport wayfinding signs	12/31/2021	Admin, P&R
Install wayfinding directional signs	12/1/3121	PW/Engr
Accept bids for railroad crossing safety improvements/quiet zone; continue with construction	6/30/2021	Admin, PW/Engr
Complete the engineering study of the Center Street viaduct; continue with construction	12/31/2021	PW/Engr
Complete the FEMA project for street repairs from the derecho	12/31/2022	PW/Engr
Plan for and complete Elk Park Improvements	12/31/2021	Parks & Rec
Aquire land for Phase 2 of West End Park Master Plan	12/31/2021	Parks & Rec
Complete the Anson Park Shelter renovation project	9/30/2021	Parks & Rec
Replace the parking lots at the MSA complex	6/30/2022	Parks & Rec, PW/Engr
Renovate the parking lot at 1st and Church Street	7/31/2021	PW/Engr
Objective 3: Improve communication of City programs and initiatives		
Provide the Citizens Police Academy	TBD	Police
Provide the Citizens Fire Academy	TBD	Fire
Update and hold Budgeting 101 info meetings	12/31/2021	Finance
Identify other social media platforms for use and specify types of communciation	9/30/2021	Admin
Develop and implement a public campaign for stormwater education	12/31/2021	PW/Engr
Implement a Community Survey working group to analyze results, make recommendations	12/31/2021	Admin
Objective 4: Support public relations and marketing of Marshalltown		
Place More Than Ever logo and tagline in Council Chambers	6/30/2021	Admin
Review the promotions and marketing agreement with the Chamber	6/30/2021	Admin
Utilize More Than Ever in City communications/promotions	Ongoing	Admin

GOAL 3: Continually improve the City's organization & servicesProjected
Completion

Assigned Resources

Objective 1: Review policies, procedures, and ordinances for updates

Place an item on the November 2021 ballot to renew LOST through 6/30/35	11/30/2021	Admin
Complete the rewriting of the City's Zoning Ordinance	12/31/2021	H&CD
Amend the Emergency Operations Plan to reflect lessons learned from the derecho	6/30/2021	All Departments
Collect data on odor levels in the community to determine if ordinance changes are needed	12/31/2021	PW/Engr
Consider the adoption of the International Property Maintenance Code	12/31/2021	H&CD
Review the Fire Code open burning as part of a discussion of odors in the community	12/31/2021	Fire
Review the role of and need for a Human Rights Commission	6/30/2021	Admin
Compile and review mandatory and discretionary functions of the City	12/31/2021	All Departments
Review the sanitary sewer rate study	3/31/2021	PW/Engr
Complete a stormwater rate study	12/31/2021	PW/Engr
Recognize volunteer board and commission members for years of service milestones	12/31/2021	Admin
Review the Council Manual	9/30/2021	Admin
Review City-issued licenses and permits for necessity	6/30/2021	Admin

Objective 2: Develop comprehensive plans for City infrastructure and improvements

Present an Annual Street Improvement Program to the City Council	3/31/2021	PW/Engr
Complete the 12th Avenue sidewalk project	12/31/2021	PW/Engr
Complete the sidewalk gap projects near Fisher and Anson Elementary Schools	12/31/2021	PW/Engr
Fund and construct an addition to the Marshalltown Public Library	12/31/2025	Library, PW/Engr
Complete the 1st phase of trail replacement	12/31/2021	P&R, PW/Engr
Present an annual report of ADA compliance related work for the prior calendar year	3/31/2021	Admin, PW/Engr
Complete City Hall building updates	12/31/2022	PW/Engr, Admin

Objective 3: Recruit, retain, and train employees in order to maintain a successful workforce

Continue annual training days on Veteran's Day and Presidents Day	11/31/21	HR
Issue an RFP for a consultant to review the non-bargaining wage scale	6/30/2021	HR
Continue monthly Safety Committee meetings	Ongoing	HR
Re-initiate the 30 minute mini-trainings for staff	Ongoing	HR
Discuss setting building business hours to be 8:30-4:30 to assist employee family flexibility	6/30/2021	Admin, HR
Create a work group of employees to make recommendations from the Employee Survey	12/31/2021	Admin/HR

Objective 4: Review existing functions and finances for efficiencies

Present long term financial projections for the General Fund revenues and expenditures	3/31/2021	Finance
Convene a discussion on recreation programming in Marshalltown	12/31/2021	P&R
Complete the FEMA reimbursement process from the 2018 tornado	12/31/2021	Admin, Finance
Complete all insurance and FEMA-related reimbursements for 2020 derecho	12/31/2021	Admin, Finance
Review City fees and charges	6/30/2021	All Departments
Evaluate Rental Inspection Program operations and make recommendation for CY 2022	3/31/2021	H&CD
Complete a LEAN process for Library donations	12/31/2021	HR, Library

GOAL 4: Partner with citizens, for-profit, non-profit & others to improve quality of life

	Projected Completion	Assigned Resources
Objective 1: Partner with the Marshall County Arts and Culture Alliance/MPAC to promote public art in the community		
Discuss public art as part of the Airport Terminal project	9/30/2021	Admin, PW/Engr
Complete the sidewalk poetry project as part of the Pickleball Pocket Park	6/30/2021	Admin, P&R
Discuss public art as part of the 3rd Ave/Highway 14 resurfacing project	6/30/2022	Admin, PW/Engr
Discuss a process for a public art project in the City Council Chambers	6/30/2021	Admin
Discuss public art as part of the Library addition	6/30/2025	Library, Admin
Support the Alliance's mural program	Ongoing	Admin, H&CD
Consider the creation of a City Public Art Master Plan	9/30/2021	Admin
Consider a policy with a set-aside for public art in City projects	12/31/2021	Admin
Partner with the Alliance on an Iowa Great Places grant application	10/31/2021	H&CD, P&R, Admin, PW/Engr
Objective 2: Partner with Trails Inc. on trail-related initiatives		
Maintain sharrows through the community on designated routes	9/30/2021	PW/Engr
Assist Trails Inc. with plan development and grant applications	12/31/2021	P&R, PW/Engr, Admin
Complete a City Trails Master Plan to develop better accessibility, connectivity between trails	12/31/2021	P&R, PW/Engr, Admin
Complete the trail connection from the Freedom Rock to MSA	12/31/2021	Admin, P&R, PW/Engr
Promote the fundraising efforts of Trails Inc.	Ongoing	All Departments
Initiate planning/fundraising for a trailhead for the Iowa River's Edge Trail	9/30/2021	Admin, P&R, PW/Engr, H&CD
Objective 3: Work with other entities on partnerships which benefit the community		
Work with YSS on the MPACT program	12/31/2021	Police
Initiate a public nuisance tax sale with each annual tax sale	5/31/2021	Admin
Review a list of County-held tax certificates to determine if reuse opportunities exist	12/31/2021	Admin, H&CD
Discuss the future of the Fisher Community Center land situation/governance	6/30/2021	Admin
Partner with MCSD to exchange land at Anson Park for that near Bicentennial Park	3/31/2021	Admin, P&R
Create a community event trailer	6/30/2021	PW/Engr, Parks and Rec
Partner with Marshalltown Little League on site improvements	6/30/2021	Parks and Rec
Participate in the Welcoming America initiative through the YMCA	Ongoing	Admin, H&CD
Participate in a community discussions on mental health substance abuse issues	12/31/2021	Police
Objective 4: Use legislative resources to affect positive change for the City		
Attend League of Cities or other state or local association legislative events	Ongoing	All Departments
Regularly contact state and federal legislators with updates	Ongoing	All Departments