

## Strategy 1: Expand and improve development in the community

Projected  
Completion

Comments

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

Implement Downtown design standards	3/31/2022	Final zoning ORD reading on 4/11
Administer Catalyst Building grant program	4/30/2023	All funds allocated
Administer the shared wall grant program	6/30/2023	All projects funded; awaiting change orders
Administer the Downtown Revitalization Grant	8/31/2024	Bid rejected in Q2; rebid in early 2024
Complete the State Street Reconstruction Project	12/31/2023	Bid awarded to Construct in Q2; work to start in 2023
Complete City-owned demolition projects in the downtown	12/31/2022	101 West Main not complete; to be complete in Q4
Create a plan for the temporary improvements/long term use of 21 W Main St	6/30/2022	On hold pending DTR bid
Meet monthly with UPH to discuss future of downtown campus	Ongoing	Monthly meetings held in Q3 with UPH, Chamber
Partner with the Chamber to create redevelopment scenarios for hospital, vacant lots	12/31/2022	Met w/ developer-owner of UPH property on future uses
Continue funding for the MCBBD Incentive Grant Program	11/30/2022	Will come before Council in Q4
Create a Downtown Wayfinding Plan/color scheme with MCBBD	6/30/2022	MCBBD is discussing; Small Nation Tour provided a model

### **Objective 2: Support and promote commercial and industrial development**

Construct the Edgewood/North 8th Avenue Extension	12/31/2022	Construction underway; to be completed in 2023
Plat the Edgewood industrial area and sell available lots	12/31/2022	Will occur after street construction
Complete the selective rezoning of the Highway 14 Corridor	3/31/2022	Final zoning ORD reading on 4/11
Apply for a RAISE grant for the Highway 14 Corridor Improvements	7/1/2022	Grant not awarded
Create Urban Renewal Area #7 for the Highway 14 Corridor (north of Bromley)	5/31/2022	Complete in Q3
Promote and support Water Works' plans for enhanced water production	12/31/2022	No update
Assist Water Works with grant writing as needed	12/31/2022	No update
Investigate industrial Wastewater Treatment Plant capacity enhancements	12/31/2022	Mtg held on 9/22; SBR PR load limits increased; ongoing

### **Objective 3: Increase housing opportunities at all levels**

Implement at least one new TIF residential district to support public infrastructure costs	12/31/2022	No update/no proposals for residential TIF
Create a program to support low-to-moderate income housing using both ARPA and TIF LMI funds	6/30/2022	All ARPA funds allocated; recommend no action at this time
Support the Marshalltown Community Development Corporation (CDC)	Ongoing	PW providing infrastructure info as requested
Implement ARPA-funded program for home repairs in low-income census tracts	6/30/2022	All ARPA funds allocated; recommend no action at this time
Provide funding to 10 homes under the Chamber's new home buyer incentive	12/31/2022	Eligible permits issued, but no reimbursement to Chamber
Support the Timber Creek Ridge Senior Housing project	5/31/2022	Awaiting developer confirmation the project will proceed

### **Objective 4: Proactively prepare for development of all types**

Construct Creekside Estates infrastructure	12/31/2022	Substantially complete; close-out in progress
Construct UnityPoint Health secondary access	12/31/2022	Awaiting land purchase by UPH
Construct South 7th Avenue extension (south of Olive Street)	12/31/2022	Bid awarded on 10/10; construction to be complete 2023
Identify greenfield development locations and develop marketing info for locations	12/31/2022	No update
Work with the Chamber on the Industrial Site Certification process	12/31/2022	Currently in Step 2; funding for Step 3 to Council in Q4
Consider other infrastructure projects for development projects	Ongoing	No projects presented in Q3

## Strategy 2: Enhance Marshalltown's public image

	Projected Completion	Comments
<b>Objective 1: Eliminate blight throughout the community</b>		
Demolish 10 structures under the D&D program	12/31/2022	6 residential, 6 commercial complete
Submit Lead Grant extension request to HUD	3/31/2022	Extension approved; new end date 9/30/23
Complete 25 projects under the HUD Lead Abatement grant program	12/31/2022	2 large projects completed in Q3; more to be bid in Q4
Apply for HUD Lead Abatement and/or Healthy Homes grant	12/31/2022	Next application will not happen until 2023 based on extension
Create and hold a training on citizen role in nuisance abatement	12/31/2022	Engergov portal not active; will occur in 2023
Implement the EPA Brownfield Grant, create ongoing Brownfield Program	8/31/2024	Visioning completed in Q3; more info to Council in Q4
<b>Objective 2: Design and construct capital projects which enhance the aesthetics of the community</b>		
Complete the Pickleball Pocket Park	5/31/2022	Contractor removed panels, cleaned in 2023; plantings, benches TBD
Complete Elk Park Improvements	6/30/2022	Grant portion of work completed
Acquire land for Phase 2 of West End Park Master Plan	12/31/2022	Awaiting abstract update before transfer of property
Design, complete Peterson Park Improvements	12/31/2022	Design not started; end date now 2023
Design, complete Kiwanis Park Improvements	12/31/2023	Funding changed to prior GO Bonds; design to start in Q4
Implement Phase 1 of Riverview Park Master Plan (stormwater)	12/31/2023	On GO list; will start design in 2023
Design, complete Park 101 (101 West Main pocket park)	12/31/2023	\$250k funding committed in budget; awaiting demo
Implement enhancements at the Cartwright Farmers Market	6/30/2023	Property acquired; no improvements planned until State St. underway
Complete the installation of one monument entry sign as part of the Wayfinding Plan	9/30/2023	No update
Implement Riverview Park and Airport wayfinding signs	6/30/2022	Completed in Q3
Install wayfinding directional signs	6/30/2022	Local road installation underway; waiting on redesign for Hwy 14
Install new park signs with park improvements	12/31/2022	Elks Park sign ordered
Complete the Freedom Rock-Skate Park trail connection	6/30/2023	On GO list; will start design following public hearing
Complete railroad crossing safety/quiet zone improvements	12/31/2022	Awaiting plans/specs and UP approval
Design and bid the Center Street viaduct repair project	12/31/2022	New estimated bid date of early 2023
Complete the construction of the Airport Terminal/Hangar	2/28/2022	Terminal, hangar occupancy in Q3; site to be complete in Q4
Plan, design and bid SRF Sponsored project	12/31/2022	Matching funds on GO list; bidding in late 2023
Accept the recommendations of the Arts and Culture Master Plan	4/30/2022	Plan not yet complete; anticipate Q4 presentation
<b>Objective 3: Improve communication of City programs and initiatives</b>		
Provide the Citizens Police Academy	5/30/2022	2022 Academy ended 5/24
Provide the Citizens Fire Academy	11/30/2022	Started on 9/17
Provide Budgeting 101 in-person and online	3/31/2022	Will not happen in CY2022; preparing for 2023
Identify other social media platforms for use and specify types of communication	9/30/2022	No update
Develop and implement a public campaign for stormwater education	12/31/2022	No update
Conduct the National Community Survey	12/31/2022	Data collection underway; results anticipated in Dec.
Promote notifications on City website to increase users	12/31/2022	Awaiting website redesign for new promotion
Identify key City forms/materials for translation into most common languages	12/31/2022	No update
Recognize volunteer board and commission members for years of service milestones	12/31/2022	Planning to start for recognition of 2022 volunteers
<b>Objective 4: Support positive community marketing</b>		
Complete community marketing contracts with OnMedia, Vision Marshalltown	8/31/2022	Contracts complete
Review the need for ongoing marketing contracts	7/31/2022	Will review following NCS
Review the promotions and marketing agreement with the Chamber	6/30/2022	2 year agreement approved on 3/28
Continue to work with the Chamber, Vision Marshalltown on the More Than Ever initiative	Ongoing	Website redesign based on More Than Ever campaign

### Strategy 3: Continually improve the City's organization & services

Projected  
Completion

Comments

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

Place an item on the November 2022 ballot to renew LOST through 6/30/35	11/30/2022	Will re-examine following 2023 Legislative Session
Complete the rewriting of the City's Zoning Ordinance	3/31/2022	Final zoning ORD reading on 4/11
Amend the Emergency Operations Plan to reflect changes from the derecho	6/30/2022	Mgmt team held EOC training, discussed updates; forthcoming in Q4
Create Continuity of Operations Plan	9/30/2022	Finance working on cybersecurity portion
Collect data on odor levels in the community to determine if ordinance changes are needed	12/31/2022	WPC continues to track odor complaints; JBS system improvements in Q3
Adopt the International Property Maintenance Code for rental inspection changes	6/30/2022	Bringing proposal forward in Q4
Review the Fire Code open burning as part of a discussion of odors in the community	12/31/2022	No update; awaiting discussion of codes as part of 2023 Legislative Session
Complete a stormwater rate study	6/30/2022	Study being finalized by HDR; presentation in Q4
Review City-issued licenses and permits for necessity	6/30/2022	Discussion continuing in Q4 on pawnbroker ORD
Create a policy for the incorporation of diversity, equity and inclusion in City operations	4/30/2022	Staff took part in IDI process through ISU in Q3
Create a taskforce to review City operations by department with a DEI policy	Ongoing	No update

#### Objective 2: Develop comprehensive plans for City infrastructure and improvements

Present an Annual Street Improvement Program to the City Council	6/30/2022	Awaiting ISU PCI update; presentation to Council in Q1 2023
Complete the sidewalk gap project near Anson and Fisher Elementary Schools	12/31/2022	Substantially complete; punch items remain
Fund and complete the sidewalk gap projects near Hoglan Elementary School	8/30/2023	Part of GO Borrowing; bid in 2023
Complete first round of dangerous sidewalk abatement notices and repairs	12/31/2022	No update
Complete new Finance space remodel in City Hall	6/30/2022	Complete; Finance moved into new space in April
Investigate reuse of second story of City Hall	12/31/2022	Facilities Supt. evaluating conference room options

#### 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	11/30/2022	President's Day used as training day
Issue an RFP for a consultant to review the non-bargaining wage scale if ILOC inadequate	9/30/2022	RFP issued on Oct. 3; further discussion in Q4
Continue monthly Safety Committee meetings	Ongoing	Meeting held in July; others cancelled due to schedules; ICAP Loss Control visit in Sept.
Plan and implement communication methods that reach all City employees	Ongoing	No update
Conduct the National Employee Survey	12/31/2022	Agreement signed for 2023
Create a city-wide employee recognition program	12/31/2022	No update

#### Objective 4: Review existing functions for efficiencies

Convene a discussion on recreation programming in Marshalltown	6/30/2022	No update
Implement Energov update for website enhancements for developers/process improvement	6/30/2022	Still awaiting Citizen Portal training from Energov
Complete a LEAN process for Library donations	6/30/2022	Waiting to schedule with Library
Review Region 6 funding request "carevan"/Peoplerides	6/30/2022	Will come forward in Q4
Issue RFP and contract for Rental Inspection Services	6/30/2022	Proposed for Q4
Issue an RFP and contract for Building Official services	2/28/2022	Complete; work started 2/1/22
Issue an RFP and contract for Fire Inspection services	2/28/2022	Complete; work started 4/1/22
Issue an RFP for implementation of automated traffic enforcement (ATE)	3/31/2022	RFP issued in Q3; recommendation coming to Council in Q4

#### Objective 5: Maintain a financially healthy organization

Present long term financial projections for the General Fund revenues and expenditures	3/31/2022	Will be part of next budget process
Complete all insurance and FEMA-related reimbursements for 2020 derecho	12/31/2022	FEMA projects obligated; insurance close-out in Q4
Review City fees and charges	6/30/2022	Council adopted a resolution on 6/27
Investigate the implementation of a franchise fee on gas and electricity	12/31/2022	Work session in Q3; proposal coming forward in Q4
Consider the creation of new utilities to support specific functions- urban forest, street lights	6/30/2022	Discussion had in Q3; election needed to move forward
Pursue grant funding for City functions and projects	Ongoing	Creative Placemaking application submitted

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

	Projected Completion	Comments
<b>Objective 1: Partner with the Marshall County Arts and Culture Alliance/MPAC to promote public art in the community</b>		
Discuss public art as part of the Airport Terminal project	6/30/2022	Awaiting final construction budget before discussion
Discuss public art as part of the State Street reconstruction	12/31/2022	Will work with Alliance on monument at State/Center
Support the Alliance's mural program	Ongoing	No update
Work with the Alliance to implement the Marshalltown Public Art Master Plan	Ongoing	Plan development underway; staff and Council reps on committee
Consider a policy with a set-aside for public art in City projects	9/30/2022	Will not occur in 2022; anticipate a request in 2023
<b>Objective 2: Partner with Trails Inc. on trail-related initiatives</b>		
Complete the replacement of bridges 2 through 5	12/31/2023	Easement acquisition underway; funding shortfall on project; letting spring 2023
Maintain sharrows through the community on designated routes	9/30/2022	Pavement markings updated in Q3 for bike routes
Assist Trails Inc. with plan development and grant applications	Ongoing	State Rec Trail grant submitted in Q3 but not awarded
Review trail connectivity throughout Marshalltown and to Marshall County w/ Trails Inc.	12/31/2022	No update
Promote the fundraising efforts of Trails Inc.	Ongoing	No update
Initiate planning/fundraising for a trailhead for the Iowa River's Edge Trail	12/31/2022	Trailhead in 2022 GO borrowing, Creative Placemaking app
Hold annual meeting with Hardin County Trails Commission	12/31/2022	Quarterly meetings occurring w/ Hardin Trails and Iowa Natural Heritage Fndn
<b>Objective 3: Work with other entities on partnerships which benefit the community</b>		
Continue the MPACT program with YSS	12/31/2026	Quarterly reports continue
Initiate a public nuisance tax sale with each annual tax sale	5/31/2022	Tax sale held on 6/20; awaiting assignment of tax certificates
Review a list of County-held tax certificates to determine if reuse opportunities exist	12/31/2022	Currently reviewing after recent tax sale
Work with Water Works to identify/implement mutually beneficial projects	Ongoing	MWW providing contributions to Edgewood, State Street
Meet quarterly with the County Board of Supervisors	Ongoing	Meeting held on 4/18; looking at meeting in October 2022
Dispose of land to Fisher Governor Foundation and YMCA (acquired through DOT)	6/30/2022	Awaiting abstract creation to transfer
Implement the CDBG-Public Facilities grant with MICA for facility improvements	12/31/2023	Work ongoing
Implement the CDBG-CV grant with Emergency Food Box for equipment	6/30/2023	Work ongoing
Work with other entities to talk about diversity, equity, inclusion initiatives in Marshalltown	Ongoing	No update
Invite agencies part of official City projects/community initiatives to Council meetings	Ongoing	No update
Attend Marshall & Hardin County Coordinating Board for homelessness discussion	Ongoing	Meetings resumed in Sept.
Meet with community partners working on food scarcity	Ongoing	No update
Research neighborhood safety programs for implementation	6/30/2022	PD held town hall at Hoglan Elementary on 5/26