



Advisory Services
Program

Embracing the Future to Preserve the Past

ULI ADVISORY SERVICES PANEL

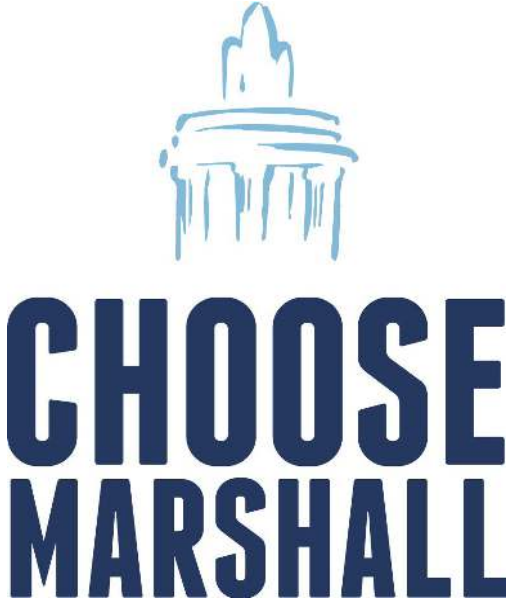
MARSHALL, MICHIGAN

THURSDAY, MAY 23, 2024

THANK YOU, STAKEHOLDERS

Aaron Reed • Al Morehart • Alena Guenther • Amanda Lankerd • Amy Peterson • Andy Norman • Ann Thompson • Annjanette Kremer • Ashley Lovieno • Becky Jones • Bob Lyng • Candace Braddock • Carter Furland • Carol Riggs • Caryn Drenth • Catherine Yates • Christopher Small • Danielle Fenbert • Dave Neubauer • David Boshears • David Nowicki • Derek King • Derek Perry • Diane Thompson • Dr. Kenneth Kornheiser • Eric Zuzga • Ermal Faulkner • Gabby Bruno • George Jenkot • Glenn Kowalske • Greg Potter • Gregg Beeg • Jack Reed • Jackie Murray • Jacob Gates • James Durian • James Franke • Jason Ball • Jeff Albaugh • Jen Bomba • Jen Rice • Jeremy Temple • Jessica Enoch • Jim Dobbins • Mayor Jim Schwartz • Jodi Haywood • John Sackrider • Joseph Elias • Josh Lankerd • Karl Dehn • Kathy Searles • Kelli Scott • Ken Jewison • Kevin Murphy • Kevin Whipp • Kierith Kurth • Kimber Thompson • Kris Martin • Kristin Holbrook • Linda Engle • Mackenzie Murphy • Mayor Mark Behnke • Mark Wallace • Mary Jo Byrne • Matt Davis • Melissa Fish • Melody Askew • Michael Elias • Michael Carty • Mike Beck • Mike Carty • Mike Lounds • Nikki Roberts • Patty Parker • Patty Williams • Paul Watson II • Regis Klinger • Richard Lindsay • Robert Corder • Sara Jeffery • Scott Cubberly • Scott Davis • Scott Puckett • Scott Wolfersberger • Shannon Tiernan • Steve Searles • Terri Fitzpatrick • Tiffany Daniels • Tim Banfield • Tom Tarkiewicz • Tony Lentych • Tony Reinhart • Vicki Beardslee • Virgie Ammerman

THANK YOU TO OUR HOSTS



THE MISSION OF THE URBAN LAND INSTITUTE

Shape the future of the built environment for transformative impact in communities worldwide

MISSION COMMITMENTS

CONNECT active, passionate, diverse members through the foremost global network of interdisciplinary professionals

INSPIRE best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

LEAD in solving community and real estate challenges through applied collective global experience and philanthropic engagement





For 75 years, ULI's Advisory Services Program (ASP) has matched the brightest minds in real estate with the toughest problems facing our cities.



ASP panels bring together the best and brightest from ULI's diverse membership - developers, planners, financiers, market analysts, economists, architects, designers and public officials - to provide practical solutions and **objective, unbiased advice** not available from any other source.



They partner with public leaders and are not afraid to **ask the tough questions** that illuminate unique pathways forward.

The Advisory Services Process

- The panel applauds the Marshall Area Economic Development Alliance (MAEDA), the City of Marshall, and Ford for their ongoing efforts
 - Many of the recommendations made within this presentation are consistent with work already underway
- The recommendations reflect the panel's work over a five-day period and the information that the panel was able to review and analyze at that time
- Recommendations range from those that can be immediately implemented to opportunities that will require time and notable effort
- Time will be needed to discuss these recommendations and determine their feasibility and prioritize them. It may be determined that they are not all appropriate

ULI Panelists and Staff

Selected for their subject matter expertise to provide **objective, volunteer** recommendations

Lynn Thurber (Panel Chair)

JLL Income Property Trust
Hamilton, Montana

Nicki Hellenkamp

City of Boise
Boise, Idaho

Stacey Mosley

Brandywine Realty Trust
Philadelphia, Pennsylvania

Beth Poovey, PLA

LandDesign
Charlotte, North Carolina

Joe Reidy

Thrive Companies
Columbus, Ohio

Sue Southon

ICF
Bloomfield Hills, Michigan

Glenn Walters

TownStudio
Asheville, North Carolina

John Watt, MAI

Valbridge Property Advisors
Pittsburgh, Pennsylvania

ULI Staff:

Lauren McKim Callaghan

Panel Project Lead

Senior Director, Advisory Services

Brittney Gilardian

*Senior Associate, Advisory Services &
Global Leadership*

Barbra Gustis

Director, Advisory Services & Key Leaders

Shannon Sclafani

Executive Director

District Council- ULI Michigan

Scope of our ULI Advisory Service Panel

- *How might MAEDA, the City of Marshall maximize the economic benefits to the greater Marshall area from the BlueOval Battery Park investment, while enhancing and maintaining desirable community character and amenities? How might MAEDA and the City of Marshall best partner with Ford on this endeavor?*
- Our impressions of your community are strongly positive
- We are impressed with the early undertakings related to many aspects of the MAJOR Campus



Community Sentiment

What are people saying...

Impacts on the environment, including the river, ground water and air quality

Housing shortages

Increased traffic

Infrastructure capacity including public service, fire and police, schools, medical care, transportation

Influx of new people who do not have a commitment to the community's special character and historic significance

Everyone wanted more transparency; more timely, detailed, and consistent information

A Vibrant and Thriving Community Requires Continued Economic Growth and Job Creation

- *'The future is not a result of choices among alternative paths offered by the present, but a place that is created - created first in mind and will, created next in activity. The future is not a place we are going to but one we are creating.'* Vaclav Havel
- Working together you can create that future, ensuring your community remains a vibrant, thriving place for generations to come



Our Presentation Topics

Community
Impacts

Communication

County-Wide
Approach

Land Use &
Character

Near-Term
Priorities



Community Impacts

Environmental Impacts

- The community voiced significant concerns about the potential harm to the environment from new industrial development
 - Stormwater, industrial wastewater, management of hazardous materials and air pollution
 - Enbridge
 - Michigan Department of Environment, Great Lakes, and Energy (EGLE)
 - Stormwater
 - Industrial wastewater
 - Air pollution
 - Management of hazardous materials
- While it is always possible that an industrial facility can have a release of contaminants that may result in an environmental impact, the development of the MAJOR Campus in compliance with the applicable regulations intended to mitigate any potential impact

Environmental Impacts

- Panel recommends that Ford continue to communicate the environmental controls that they are already installing as part of their plant design and operation
 - Continue the effort with the local first responders to enable adequate response in case of an accident at the plant or in the transportation of materials to the site
 - Partner with area hospitals to prepare them for the potential injuries that could be caused by the materials involved in the manufacturing operations as well as the safety of the healthcare workforce
 - Communicate emergency plans to the public in the event of an accident
- Panel recommends that the city of Marshall transparently communicate the nature of the wastewater that it will be receiving from the Ford plant so that the public understands that its wastewater treatment plant will be protected
- Panel recommends more transparency in the communications with respect to the stormwater management system that has been installed at the MAJOR Campus in an effort to improve the condition of the Kalamazoo River

Transportation Impacts



Michigan Avenue/Riverwalk

- The panel recommends that The City of Marshall work with MDOT to limit truck traffic on East Michigan Avenue to maintain safety in the business district
- Users on the MAJOR Campus, should request that trucks to avoid East Michigan Avenue through downtown Marshall
- We anticipate that The City of Marshall, Marshall Township, and MAEDA will facilitate the dissemination of the changes coming to West Michigan Avenue
- The extension of the Riverwalk from South Kalamazoo Avenue to the site will add safe walking/biking access to the MAJOR Campus

Welcoming Culture

Small-town feel is important to the residents of Marshall

- As the community welcomes a new, diverse population, it is important to trust that new residents will appreciate the themes that residents clearly love about Marshall
- It is important to act together in a way that encourages new residents to become involved in the community
- Activating downtown and the Riverwalk will provide opportunities to engage new populations
- There are still many critical decisions to be made within the development process that will continue to result in contentious conversations. Strengthen civility and trust throughout the community

Built Environment

Marshall residents value the historic nature of the community

- It is vital to both recognize, and clearly communicate, that a community that does not continue to grow will die
- As the community continues to evolve, it will be vital for the City of Marshall to work together with the citizenry to proactively and thoughtfully plan for growth that will maintain and enhance the aspects of the built environment that the community values

Built Environment



Housing

Housing will become an issue as growth accelerates. A safe, secure home is vital to maintaining secure families



Built Environment

MAJOR Campus



**Broaden the community
engagement to
understand the
concerns of the public
with respect to
the MAJOR Campus**

Community Services

Investing in human capital recommendations

- Daycare needs will have to be addressed – both now and in the future
- The schools and Kellogg Community College, in partnership with Ford, should work together to provide workforce education
- Recommend MAEDA reach out to major employers to help fulfill their workforce training needs
- Healthcare providers should increase capacity to address both the expanded workforce as well as the increased population
- Public safety will need to expand to fill the additional demands generated by increases in traffic, workforce and population
- Continue to build upon the corporate partnership with Ford and the non-profit community

Communication

Communicate, Communicate, Communicate



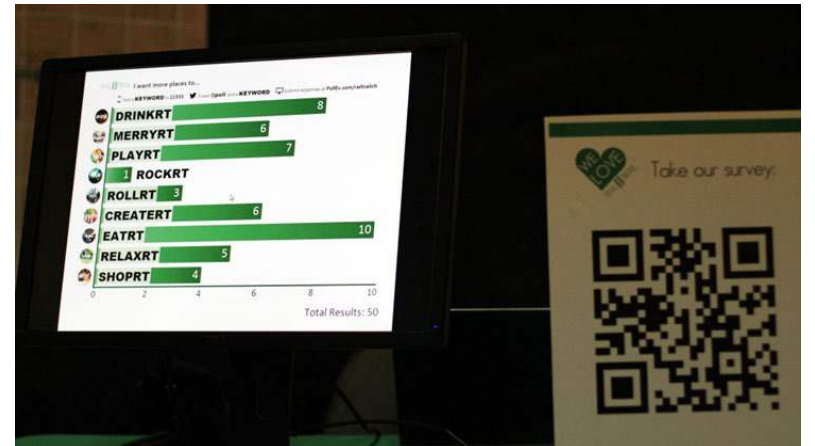
Communication is the foundation of trust and transparency

- Acknowledge the intended audience
 - Target audience - residents of Marshall and the surrounding communities
 - Messaging needs to respond to the interests and values of the target audience
- Provide regular updates
 - Regular updates are a must
 - Sharing project status, popular ideas, and projected timelines
 - Expect that aspects of the project are unknown or will change over time
 - Goal to inform, not to persuade
- Use multiple communication channels
 - Different communication channels need to be combined to reach the broadest possible audience

In-person Community Engagement



- Targeted engagement
 - Stakeholders who are directly impacted
 - Request an invitation to attend meetings
 - Ex: faith-based organizations, community service groups
- Community open houses
 - Ford/City of Marshall/MAEDA to provide 15-20-minute presentation
 - Relevant staff and subject matter experts to staff tables around the room
 - Meet people where they are – in places where public meetings may not typically occur but are welcoming and accessible
 - Rotating locations to enable participation across the County
- Discussion-based events
 - Professional facilitation
 - Use of tools such as real-time polling to allow everyone's opinions to be quickly shared and displayed



MAJOR Campus Hub



(New community website)

- One stop source of accurate information on all aspects of project
- Brand as "go to" source for current, accurate information on the project, activity, and events
- Use QR code to promote everywhere
- Immediate content:
 - Construction progress (dashboard and video)
 - Projected timelines for information dissemination – workforce training, hiring, procurement
 - FAQ's about the project
 - "Coming soon" projects – Michigan Avenue, Riverwalk improvements
- As the project develops:
 - Skills training opportunities
 - Hiring information
 - Procurement



County-Wide Approach

Local Employer, County-Wide Impact



- The BlueOval Battery Park plant poses an array of opportunities and challenges for the community in Marshall and the surrounding county
- Focused collaboration is needed over the next five years to effectively manage the resulting growth and blend Ford into the community:
 - Workforce development and childcare access
 - Transportation
 - Emergency services
 - Housing
 - Green space
- Committed and capable organizations are already working to address the collection of needs
- More formal structure is needed to better establish lines of communication and accountability to raise concerns, identify gaps, and receive information effectively



Guiding Thoughts on Structure



- Formalize a working group structure that:
 - Focuses on key subject areas related to Ford's expansion and brings additional organizations to the table for very targeted community needs
 - Creates a clear line of communication between those working on these issues and those in leadership at Ford and in local government
 - Facilitates sharing of ideas, best practices, and information needed for decision making
- Keys to success:
 - Requires an administrative home that facilitates collaboration at the county level
 - Requires dedicated administrative support to:
 - Organize recurring working group meetings
 - Centrally manage communication of project updates & engagement opportunities to the public on behalf of the working groups (detailed in the Communications section)
 - Reassess the utility of the working groups after five years to address future trends
 - Can be refocused for future projects, as other growth drivers will likely emerge during that time

Guiding Thoughts on Structure

County-Wide Leadership Team

Convened & Chaired by: Ford BlueOval CEO, Mayor of Marshall
Members: Public, Private, Philanthropic, and Not-for-Profit Leadership

Working Groups

Emergency
Services

Transportation

Green
Space

Housing

Workforce
Development &
Childcare Access

Example Working Group Participants

The following are suggestions to build upon and formalize groups already convening:

- Immediate action step for each: establish a shared understanding of the impact of the BlueOval City project on work group issue areas and identify the resources needed
- Housing
 - Calhoun County Land Bank
 - Local economic development groups
 - Michigan State Housing Development Authority
 - Local developers
 - Local planning officials
 - Relevant Ford staff
- Green Space
 - Local groups focused on conservation and open space
 - Economic development agencies
 - Relevant Ford staff
- Emergency Services
 - Local fire departments
 - Local law enforcement departments
 - Relevant Ford staff
- Workforce Development & Childcare Access
 - Relevant Ford staff
 - Michigan Works, school districts, education-focused nonprofits
 - Other major employers
- Transportation
 - Transportation Authority of Calhoun County
 - Michigan Department of Transportation
 - Regional Planning Organization
 - Relevant Ford Staff
 - Other major employers

Major Employer CEO Group

- Establish regular communication between CEOs of major employers
- Share best practices for ongoing corporate citizenship
- Discuss common employer challenges and find shared solutions
- Build on and preserve a diverse ecosystem of industries





Land Use and Character

Vision

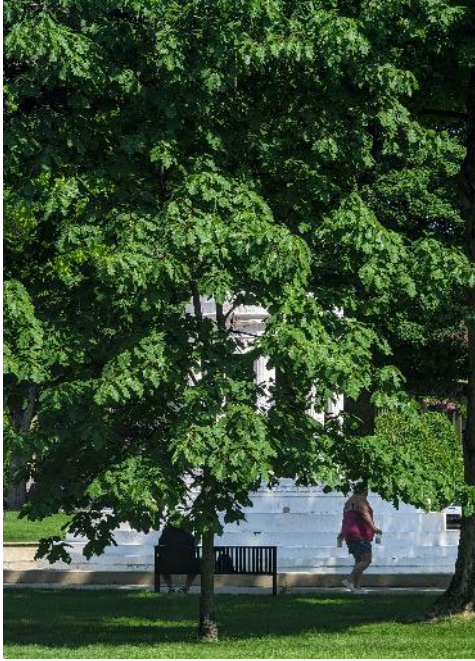
Marshall and the region have an opportunity to build upon existing physical infrastructure to best support existing residents, new residents, and visitors in ways that preserve existing community character and history, promote inclusivity, expand quality of life opportunities, elevate image and brand, and point toward a new and exciting future.



Framework

Goals and strategy

1 Public Realm
(Streets and Open Space)



2 The MAJOR Campus



3 Downtown



4 Historic Neighborhoods



5 Housing + New Neighborhoods



1 Public Realm Streets



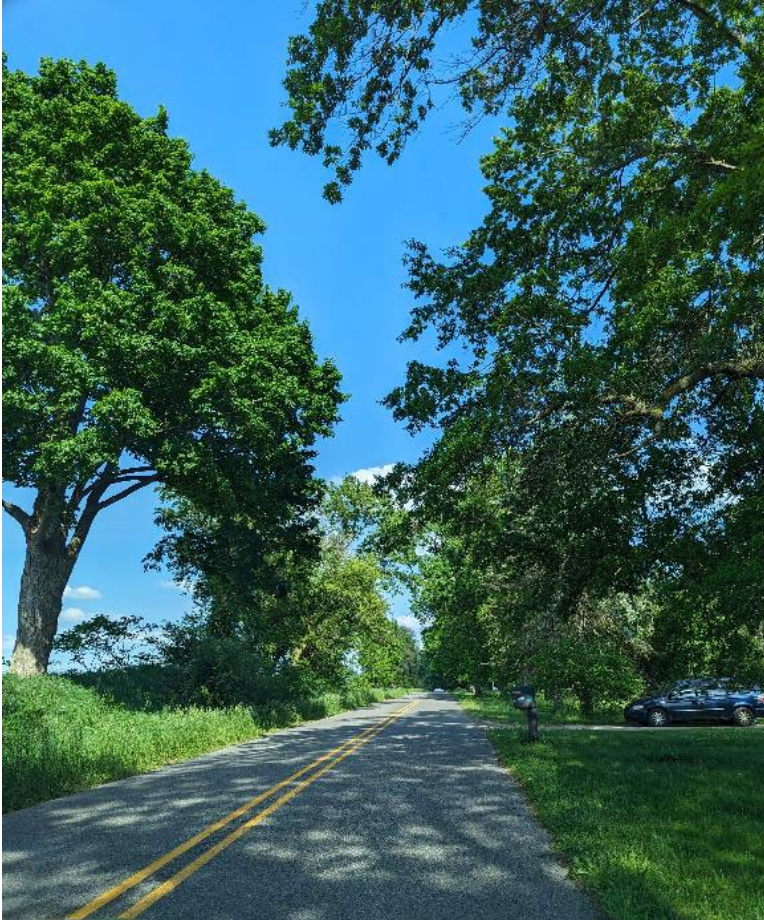
Goal: Streets and gathering spaces should reflect the quality, character, and scale of historic Marshall, while also integrating innovative approaches that promote cultural, social and environmental sustainability and unique identities from district to district.



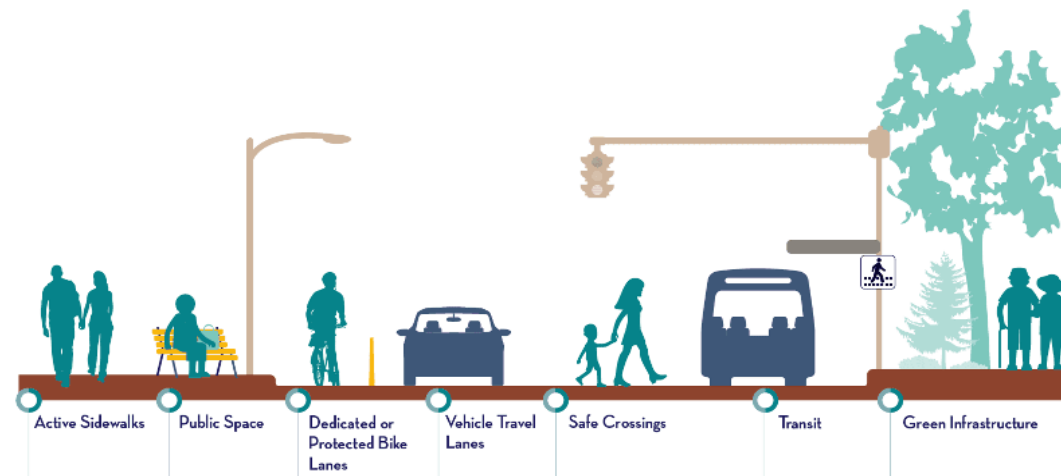
- Create a corridor plan for Michigan Avenue as a complete Street in its entirety through the city
- Prioritize pedestrian and bicycle facilities over the car within the city



1 Public Realm Streets



- Protect the scenography and character of rural roads throughout the region
- Create design standards for complete streets to be used city-wide
- Create a bike/ped plan for the city
- Create a stronger signage and wayfinding program to link the entire city



1 Public Realm Open Space

Goal: Marshall's and the region's parks, trails and open spaces can provide an interwoven system of green infrastructure that weaves together the rural landscape, small-town character, the river, and the communities providing a rich natural asset that protects the heart of the community.

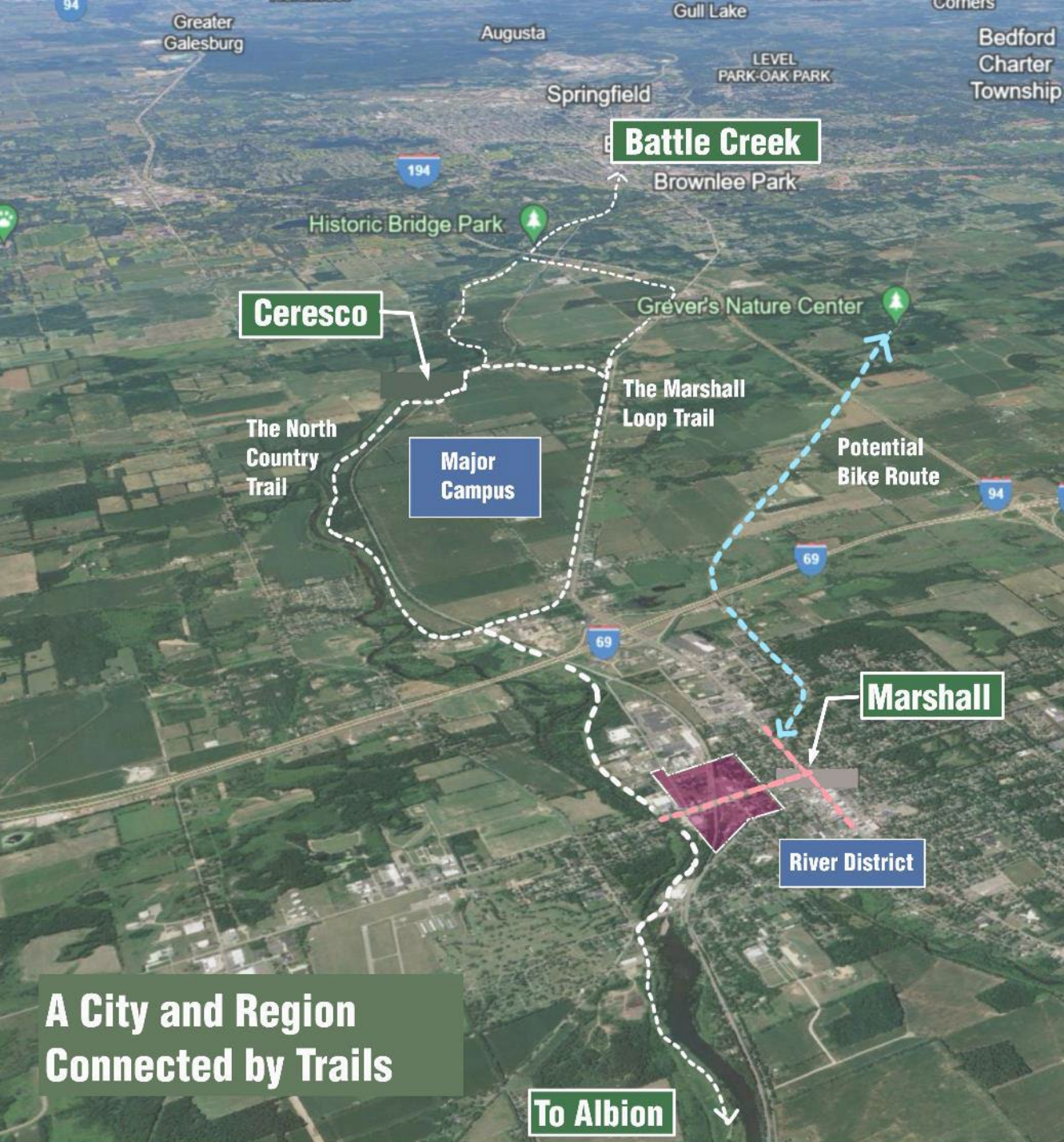
- Connect to the North Country Trail
- Create a "Marshall Loop" – Downtown – River District – Riverwalk – Ceresco- MAJOR Campus Natural Area – Bear Creek – Michigan Ave – Downtown
- Plan and design Bear Creek Park into a community open space
- Consider a Downtown Park for gatherings and events



1 Public Realm Open Space

- Adopt the national standard of 10-minute walk to open space for every residence
- Build staff and increase capacity to manage park and open spaces
- Protect Ceresco from sprawling development
- Coordinate region for future park and recreation needs
- Locate parks within neighborhoods
- Create a parks and open space masterplan





- Link Marshall with the MAJOR Campus and region with a trail network that expands the North Country Trail
- Create a "Marshall Loop" that further creates connections
- Consider bike facilities along roadways that link to open space assets
- Connect downtown to the river with sidewalks, trails, and bike lanes through a new River District



CITY OF HICKORY

NORTH CAROLINA



The Motto

Life. Well crafted.

Background

Hickory's success started with building community support for the initial public investment which quickly lead to an approved bond referendum.

In early 2012, the City of Hickory recognized that a plan was necessary to economically revitalize the city. The City took initiative and made a strategic effort to focus on community outreach to build support for the economic development plan – The Inspiring Spaces Plan.

KEY INGREDIENTS

Inform and Involve the Community: The City engaged with community leaders on project committees, held several community information events, and dedicated staff to be available and answer questions about the process.

Geographic Diversity: Projects were geographically dispersed to ensure investment across the community to garner support for investment in downtown.

Smart Funding Management: Once initial bonds were approved by residents, that money was then leveraged to acquire grant funding.

Growth-positive attitude!

KEY PARTNERS

City of Hickory
Catawba County
Hickory Downtown Development Assoc.
Friends of Hickory

INITIATIVES

City Branding
Inspiring Spaces Plan
Downtown renovation + social district
Hickory Trail (City Walk, Riverwalk,
Aviation Walk, OLLE Art Walk)
Trivium Corporate Center
Streetscapes + gateways

FUNDING

\$40M bond referendum
\$76M grant funding
City + County revenue budgets
Various private development investments

Between 2000 and 2010 Hickory saw a decline in population and jobs, recognizing a need for change and positive growth.

THE INSPIRING SPACES PLAN

The Inspiring Spaces Plan seeks to make strategic investments in Hickory through a capital improvements plan over 10 years in order to attract additional private investment.

As communities compete with one another to attract such investment, the presence of quality parks and greenways, attractive streetscapes, vibrant plazas and other public spaces becomes an important marketing tool. With the Inspiring Spaces initiative, Hickory has positioned itself to be a community-of-choice in the growing region. The Inspiring Spaces Plan identifies opportunities for bolstering economic development through improvements to key cultural, institutional and natural destinations, and the linkages between them.

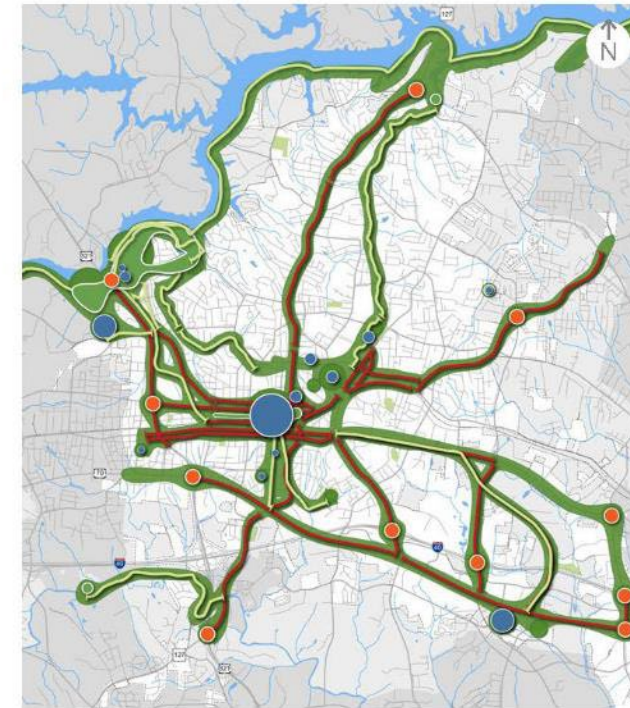
The City-wide planning effort resulted in a framework that prioritizes improvements to the public infrastructure and properties to promote Hickory as a welcoming and vibrant city, as well as a thriving place to work, live and play. The plan recognizes priority construction projects, their associated costs, and an implementation schedule for improving the appearance and functionality of streets, parks and public areas throughout the City.

THREE KEY IDEAS

Improve Hickory's public assets as regional destinations (Union Square, the Catawba River frontage)

Connect those destinations, including Lenoir Rhyne University, via a high quality trail that is a destination as well

All the investments should celebrate and support the brand "Life. Well Crafted" and be authentic to Hickory



INSPIRING SPACES PLAN

MAP LEGEND

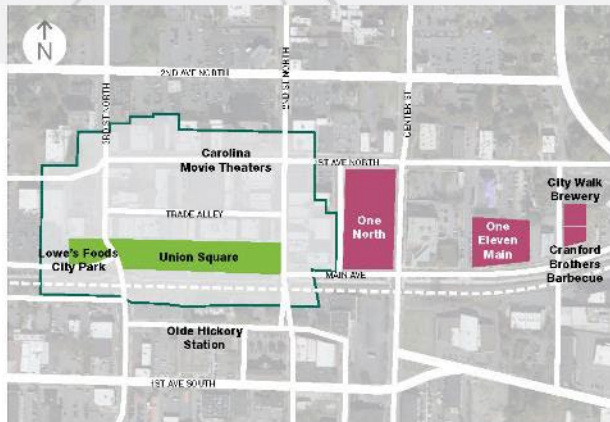
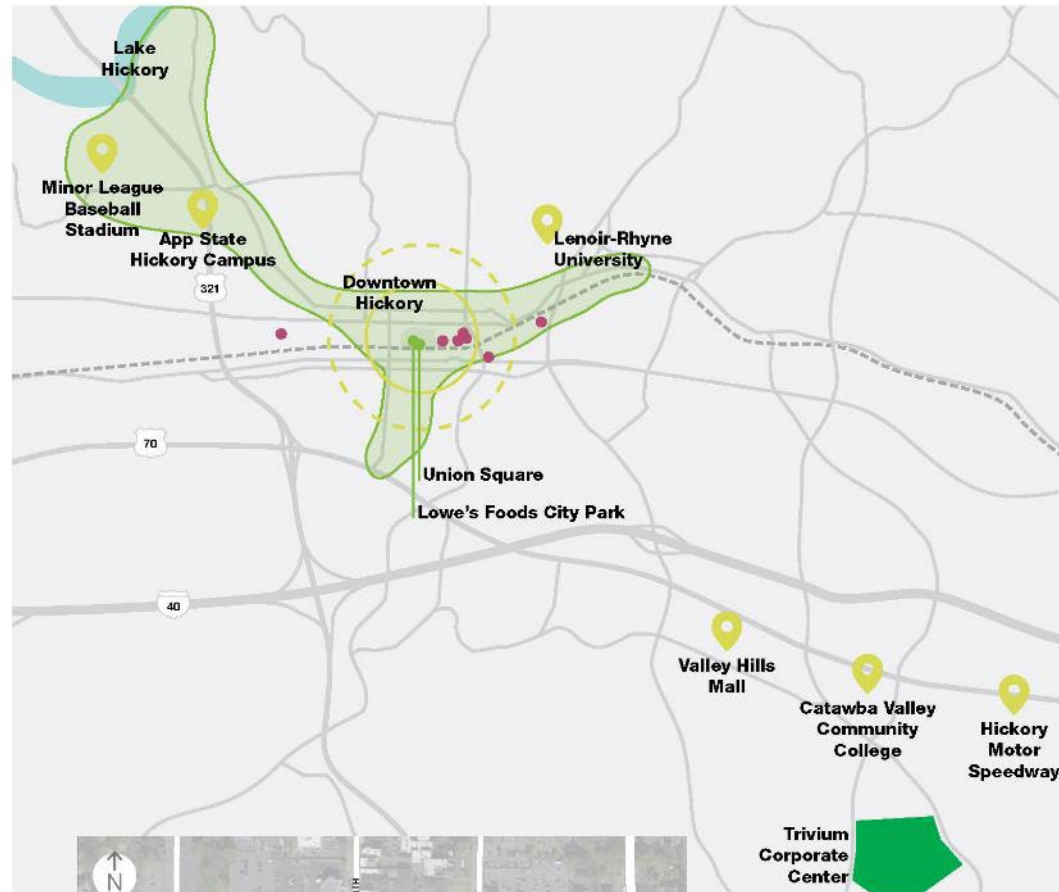
- Gateways
- Special Places
- Parks
- Greenways
- Streetscapes
- Linkages

"The Hickory of tomorrow is being created today."

- Mayor Hank Guess, 2023

Key Moments





DOWNTOWN HICKORY

MAP LEGEND

- Public Health Investment
- Private Development
- Publicly managed; privately used
- Influential Point of Interest

Snapshot of Today

All bond and bond-related projects associated with the economic revitalization plan are either complete, in design, or under construction.

The plan produced four major focus areas: downtown renovations, Hickory Trail, streetscapes and gateways, and Class A advanced manufacturing commercial space. Within 10 years, all four projects were initiated and made significant advancement for completion and quickly producing desired results - attracting technological manufacturing, university satellite campuses, and younger residents.

Streetscapes + Gateways

Citywide wayfinding signage and gateway sculptural signage at major entrance points to the city provide a consistent sense of identity, establishment, and pride of residency. Additional streetscape and gateway projects are in progress.

Hickory Trail

The multi-use trail is nearly complete and will span 10 miles across the city to connect popular destinations and amenities through safe bicycle and pedestrian infrastructure.

Trivium Corporate Center

Trivium Corporate Center is a 378-acre Class A business park that is jointly developed by the City of Hickory and Catawba County, and marketed by the Catawba County Economic Development Corporation. In 2021, the partnership expanded the venture by purchasing an additional 108 acres of land. Today, the park hosts manufacturing facilities for top-tier tenants such as Corning Inc.



BY THE NUMBERS

Source: craftinghickory.com; February 20, 2024

\$845M
private investment

1,565
new jobs

1,316
new residential units

4,074
new residents

Snapshot Continued...

Higher Education Rich

Hickory Trail is now connected, putting Lenoir Rhyne University's 2,600 students within walking and bicycling distance to downtown. App State's satellite campus welcomed it's first class in Fall 2023. Catawba Valley Community College hosts 4,300 students centered between downtown and Trivium Corporate Center.



363
students enrolled at App State Hickory Campus in inaugural semester



Downtown + City Walk

Downtown renovations and the incorporation of the Hickory Trail's City Walk into the central business district are complete and currently host programming year-round such as performances and markets.



+ CASE STUDY



UNION SQUARE RENOVATION + STREETScape ENHANCEMENTS

A New Chapter for Union Square Begins

The revitalization of Union Square anchors this space as the heart of downtown Hickory and sets the stage for future improvements into the public realm.



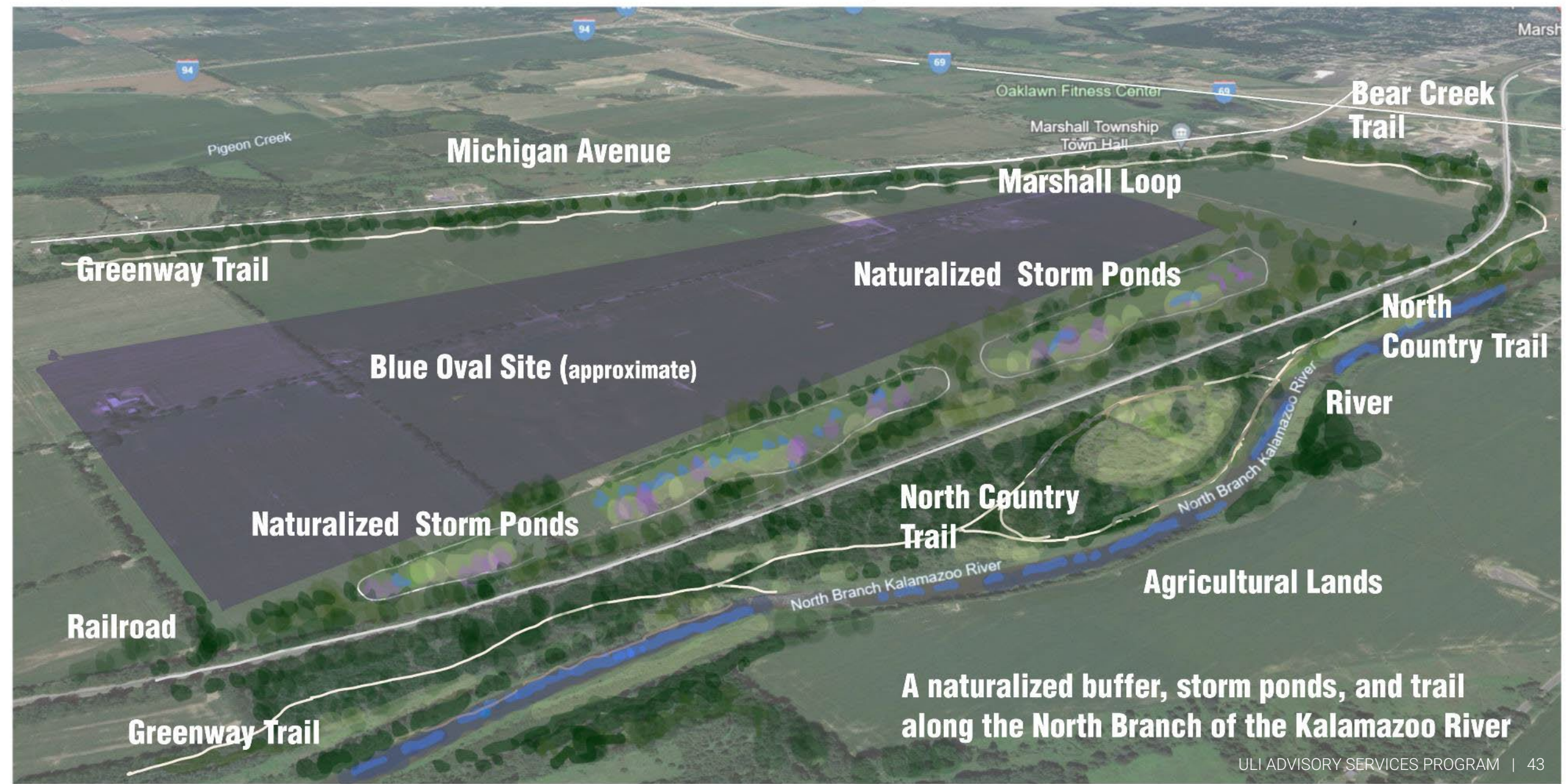
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2 MAJOR Campus

Goal: Create a setting for the campus that fits the rural character by establishing a landscape program, site design guidelines, and engineering guidelines that promote environmental sensitivity and rural character.

- Elevate environmental protection above requirements
- Design stormwater ponds to be an amenity, create site character and support habitat
- Create a landscape for the MAJOR Campus that reflects upon rural landscape and environmental responsibility
- Use SITES or LEED best practices to inspire design and development standards for the MAJOR Campus
- Consider the promotion of a powerful story for the MAJOR Campus that is about environmental responsibility and character or other meaningful theme





A naturalized buffer, storm ponds, and trail along the North Branch of the Kalamazoo River

3 Downtown

Goal: Protect, curate, and promote Marshall's downtown so that it continues to thrive long into the future as a friendly neighbor to surrounding residential areas, and supporting living, working, and shopping.

- Develop a special Marshall brand
- A Downtown Resiliency Plan to promote its retail and to reduce impacts from other retail in the city or region
- Create incentives for maximizing residential uses
- Parking options that enhance walkability and vibrancy while avoiding large open areas of asphalt
- More street trees where needed to cool the sidewalks and parking areas



3 Downtown

- Design standards for development/redevelopment
- Grant funding for façade maintenance
- Continue to expand program of events year around
- Better manage traffic safety with traffic calming devices, clear crosswalks, pedestrian signals, truck routing, etc.
- Consider locating a downtown park to provide additional energy/activity
- Expand the bike/pedestrian infrastructure, such as to the river



4 Historic Neighborhoods

Goal: Allow and enable Marshall to grow and thrive in ways that protect its value, character, and sense of place attributable to its historic neighborhoods and assets.

- Expand the historic district and create zoning protection
- Prepare and adopt historic neighborhood design guidelines
- Consider incentives for investment in preservation and funding for façade maintenance
- Allow infill and accessory dwelling units (ADUs) that fit with the character of the neighborhood



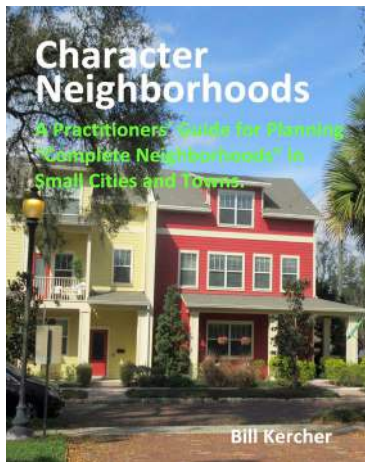
5 Housing + New Neighborhoods

Goal: Promote housing that creates diversity, affordability, and community character while accommodating the demand the MAJOR Campus will create. Embrace the new demand for housing with smart growth tools to attract new energy, families, younger folks, and diversity.

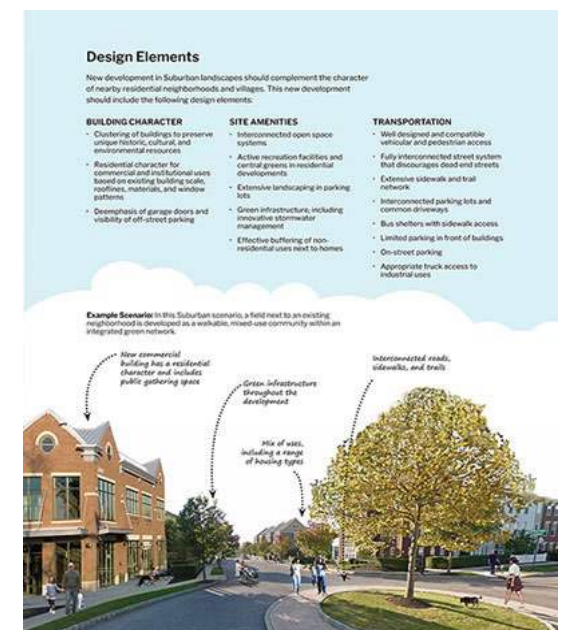
- Pathways and support for proposed (on the boards) developments to proceed to address near-term demand
- Adopt timeless development principles: walkability, housing and price diversity, connectivity, etc.
- Create zoning and subdivision ordinances that supports great neighborhoods
- Develop policies for affordable housing (ADUs, land trust, infill development, housing assistance trust fund, zoning code revisions, density bonuses, public / private partnerships, etc.)

5 Housing + New Neighborhoods

- Align street design, parks, schools, engineering, subdivision ordinances, and zoning codes to create complete neighborhoods
- Consider coordinating policies and standards for basic elements, such as street design, where development occurs, how it occurs, etc. with adjacent communities to promote even quality and execution
- Target specific "high asset" areas of the city for exciting and new infill redevelopment for the future



Source: ETools: Smart Growth



THE RIVER DISTRICT

Example Vision Plan



- Example of how, over time, the River District could support a mixed-use village that would be attractive to a younger or new market
- Takes advantage of river access, the brewery, walkable access to downtown
- Consider locating farmers market here at the silo site





Near-Term Priorities (6-12 Months)

MAEDA

- Build capacity (internally and/or externally) for top priorities
- Lead in organizing and convening county-wide working groups
- Clearly articulate MAEDA roles and responsibilities
- **Continue to enhance the frequency and transparency of communications**
- Complete and celebrate one or two new community amenities within this period e.g. opening of part of the new North Country Trail or hold a community event at Bear Creek demonstrating what future uses it can provide
- Use this period to:
 - Build relationships and trust
 - Develop the mid to long term set of priorities and plans

City of Marshall

- Build capacity (internally and/or externally) for top priorities and county-wide working groups' leadership
- Lead in the organization of the county-wide working groups
- Clearly articulate city and City Manager roles and responsibilities
- Engage with all members of the community
- **Continue to enhance the frequency and transparency of communications**

Ford Motor Company

- Continue to be present and involved
- Designate appropriate Ford employees to be engaged in county-wide working groups
- Consider convening business heads of local large employers to discuss shared issues of employee retention, training, transportation, and childcare
- Continue to support near term community projects that can provide immediate evidence of Ford's commitment to community amenities
- **Continue to enhance the frequency and transparency of communications**
- Use this period to:
 - Build relationships and trust
 - Develop the mid to long term set of priorities and plans
- Be a community steward of the land; set the standard for how an industrial project should be developed and landscaped

The Advisory Services Process

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Q&A