



Marshall
ECONOMIC DEVELOPMENT

M O M E N T U M
Marshall

An Economic Development Strategy



Boyette

01.2026



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INTRODUCTION & ACKNOWLEDGEMENTS

The “magic of Marshall” is just different than other places in East Texas. The competitive economic development environment based on typical site selection factors is strong – location on I-20, 2 hours from Dallas, 40 minutes from Shreveport, excellent product (sites and buildings), and the home to two four-year residential colleges, a state technical college, and a community college. Differentiators and diversity are a critical part of Marshall's competitiveness for job creation and investment.

However, in order to maintain and retain the current economic base and to compete for new investment and job creation, the water/wastewater situation must be addressed. Lack of reliable and adequate basic infrastructure affects current property values and the ability to reinvest. And, if Marshall wants to experience the economic success it deserves, the water/wastewater issues can no longer just be talked about; they have to be aggressively dealt with. The city's leadership is working diligently to address this issue and has allocated \$56 million over the next six years.

Momentum has varied definitions and meanings. In terms of the development of this plan, the *impetus to go forward, develop, to get stronger* – **MOMENTUM** resonated. The name of this strategic economic development plan just had to be **Momentum Marshall**.

“This plan should lift all boats.”
Stakeholder



INTRODUCTION & ACKNOWLEDGEMENTS

Community involvement is a critical component of every economic development strategy, and the Marshall Economic Development Corporation (MEDC) convened more than 400 local stakeholders through interviews, group discussions, and an online survey to provide input to the **Momentum Marshall Economic Development Strategy**. Through the stakeholder engagement, data analysis, and secondary research about Marshall, its past, and its hopes for the future, we were given thoughtful ideas, opinions, and direction for development of this plan.

This **Momentum Marshall** plan was developed with the collaboration of many Marshall residents, and we are grateful for their interest and participation.

Momentum Marshall Core Team

- **Colin Brady**, Chairman, Marshall Economic Development Corporation
- **Keith Hill**, Vice Chairman, Marshall Economic Development Corporation
- **Rush Harris**, Executive Director, Marshall Economic Development Corporation
- **Dr. Felecia Herndon**, Vice President, Marshall Economic Development Corporation
- **Heather Hill**, former Administrative Coordinator, Marshall Economic Development Corporation
- **Tom Mullins**, President, T.G. Mullins Consulting, LLC



PROCESS OVERVIEW

A customized approach for the **Momentum Marshall** economic development strategy has resulted in a unique set of strategic goals and targeted sectors, all designed to ensure Marshall is positioned for continued competitiveness and success.

An initial review of a baseline economic indicator analysis of Marshall/Harrison County and several similar successful communities led to selection of six benchmark communities:

- Kilgore, Texas
- LaGrange, Georgia
- Mount Pleasant, Texas
- Oxford-Anniston, Alabama
- Paris, Texas
- Ruston, Louisiana

These communities were chosen based on their commonalities with Marshall and their economic development competitiveness and success. Additional research was conducted in the areas of emerging technologies; sector trends and location criteria; support of existing and new businesses; available sites and buildings; housing availability and affordability; and K-12 and post-secondary education. All data for the benchmarks is included in the Supporting Documentation that accompanies this plan.

The process has informed the strategies and action items that are designed to meet the six identified strategic goals:

- Competitiveness
- Infrastructure
- Livability
- Legacy Economy
- Entrepreneurship
- Branding & Communications



PROCESS OVERVIEW



Pre-Launch Zoom Meeting

- Review/Confirm Project Components
- Finalize Timeline
- Formulate Communications Framework
- Discuss Benchmark Communities
- Plan for Stakeholder Engagement
- Discuss and Issue Information Request

Data Gathering and Analysis

- Review of Information Provided
- Baseline Economic Indicator Analysis
- Benchmarking/ Best Practices
- Initial Target Sector/ Opportunity Review

Project Launch Workshop

- County Tour
- Present Data and Analysis
- Discuss Strategic Plan Name

Discovery Sessions

Online Survey(s)

Target Sector or Opportunity Review

Strategic Goals Development

Project Update Zoom Meeting

- Discuss and Refine Target Sectors
- Discuss Potential Strategic Goals and Recommendations

Target Profiles

Strategic Recommendations

PROJECT DELIVERY

Draft Deliverable Meeting

Implementation/Action Plan

Metrics

In-Person Presentation



TARGET SECTOR OPPORTUNITIES



SECTOR DEFINED

- Advanced Manufacturing refers to the integration of innovative technology into production processes to improve efficiency while increasing quality and meeting industry specifications or standards.

FOCUS

- Plastics & Chemicals
- Defense & Arms Manufacturing
- Metal Fabrication
- Legacy Manufacturers

DEMOGRAPHICS & WORKFORCE (HARRISON COUNTY)



LOCAL ASSETS

Location & Market Access

- Woodlawn Manufacturing, founded in Marshall, is a first- and second-tier supplier to the U.S. military
- Direct connection to Barksdale Air Force Base via Interstate 20, located 40 miles east in Bossier City, LA
- The chemical manufacturing supply chain relies heavily on the Texas-Louisiana region

Infrastructure

- Rail: Class I UP line (east/west) and Class I KCS line (southeast/northwest)
- Road: Interstate 20 and future Interstate 369 connect to larger markets

Sites & Buildings

- Multiple affordable and developable sites, including acreage at Marshall Business Park, Gateway Park, and more

Industry Trends

- Plastics & chemicals jobs grew by 23% in Harrison County from 2021-2025

Education/Workforce

- Texas State Technical College (TSTC) offers at least seven academic programs related to Advanced Manufacturing sectors and also works with employers to develop customized training programs to upskill the existing workforce

SECTOR DEFINED

- Cybersecurity refers to the wide range of technologies, processes, and services dedicated to protecting digital systems, networks, and data from digital attacks, damage, or unauthorized access.

FOCUS SECTORS

- Application Security
- Network Defense
- Threat Intelligence
- Intrusion Detection

DEMOGRAPHICS & WORKFORCE (HARRISON COUNTY)



LOCAL ASSETS

Location & Market Access

- Marshall's location and access to Interstate 20 provides a perfect connection to Louisiana's I-20 Technology Corridor. This tech hub has a strong focus on cyber, data, and research.
- The Shreveport Region is home to Barksdale Air Force Base, Cyber Innovation Center, and a 3,000-acre National Cyber Research Park.

Infrastructure

- Road: I-20 connecting to North Louisiana market, Barksdale Air Force Base, and Cyber Innovation Center at Bossier City, LA

Sites & Buildings

- Multiple affordable and developable sites, including at Marshall Business Park, Gateway Park, and more

Industry Trends

- Revenue is expected to grow at a compound annual growth rate of 5.72% from 2025 to 2030.
- The U.S. is expected to generate the most revenue globally, reaching \$86.38B in 2025.

Education/Workforce

- Wiley University offers an undergraduate program in Computer Information Technology and an MBA program, in partnership with IBM, to develop student skills in artificial intelligence, data science, and cybersecurity
- Texas State Technical College has a cybersecurity program in Marshall and online; both an Associate's degree and an advance technical certification are available.

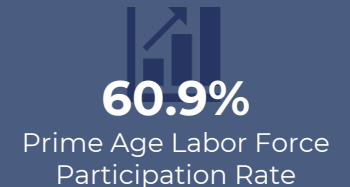
SECTOR DEFINED

- The Distribution industry is responsible for the movement, storage, and delivery of goods across all sectors.
- Cold storage refers to segments of the global supply chain that provides storage for products and materials that require some form of temperature control – most typically food, pharmaceuticals, and some chemicals.

FOCUS SECTORS

- Refrigerated Warehousing & Storage
- General Warehousing & Storage
- Other Warehousing & Storage
- Farm Product Warehousing & Storage

DEMOGRAPHICS & WORKFORCE (HARRISON COUNTY)



LOCAL ASSETS

Location & Market Access

- Lack of cold storage facilities in the region indicates opportunity for sector
- Central location in the middle of the U.S. provides excellent market access to most of the continent within a day's drive
- Excellent interstate access with Interstate 20 and future location of Interstate 369 running through Marshall, connecting to Dallas/Fort Worth, Shreveport, and Texarkana
- Right to Work state, with low unionization rate

Infrastructure

- Rail: Class I UP line (east/west) and Class I KCS line (southeast/northwest)
- Road: Interstate 20 and future Interstate 369 connecting to larger markets

Sites & Buildings

- Multiple affordable and developable sites, including at Marshall Business Park, Gateway Park, and more

Industry Trends

- Positive national growth trends for the sector
- With its Central location and significant population growth, the Distribution sector in Texas is rapidly expanding

SECTOR DEFINED

- Energy Systems refers to the production, distribution, and sale of energy resources to end-users, both residential and commercial. This definition includes the manufacturing of transformers and other components used to store and distribute power.

FOCUS SECTORS

- Large-Scale Components
- Renewable Energy Components
- Electronics & Systems
- Power Generation

DEMOGRAPHICS & WORKFORCE (HARRISON COUNTY)



LOCAL ASSETS

Partnerships

- Strong partnership between MEDC and regional power supplier allows potential partnering for grid storage pilots, transformer & switchgear testing, smart grid technology deployment, and more

Location & Market Access

- Proximity and access to highly concentrated regional cluster of energy production along Texas-Louisiana energy corridor
- Central location in the middle of the U.S. provides excellent market access to most of the continent within a day's drive
- Excellent interstate access with Interstate 20 and future location of Interstate 369 running through Marshall, connecting to Dallas/Fort Worth, Shreveport, and Texarkana

Infrastructure

- Rail: Class I UP line (east/west) and Class I KCS line (southeast/northwest)
- Road: Interstate 20 and future Interstate 369 connecting to larger markets
- Existing electrical grid capacity supported by regional transmission organizations separate from Texas's ERCOT

Sites & Buildings

- Multiple affordable and developable sites, including at Marshall Business Park, Gateway Park, and more

Competitiveness

Infrastructure

Livability

M O M E N T U M

Marshall

Strategic Recommendation Categories

Legacy Economy

Entrepreneurship

**Branding &
Communications**

STRATEGIC RECOMMENDATIONS

The foundation for development of appropriate and effective strategic recommendations is research – both qualitative and quantitative. For the **Momentum Marshall** plan, that research included data analysis, best practice identification, and valuable input from a broad range of stakeholders. Below are the Strategic Goal categories and supporting strategies for each.

| Competitiveness | Infrastructure | Livability |
|---|---|--|
| <ul style="list-style-type: none"> ▪ Increase attainable & desirable housing options ▪ Develop an incentives policy ▪ Enhance leadership opportunities | <ul style="list-style-type: none"> ▪ Address water/wastewater issues | <ul style="list-style-type: none"> ▪ Enhance the healthcare ecosystem ▪ Explore development of free wi-fi program ▪ Aggressively pursue hotel developers ▪ Conduct childcare feasibility study ▪ Enhance arts & culture in Marshall ▪ Explore upgrading facility and amenities at Harrison County Regional Airport |



STRATEGIC RECOMMENDATIONS

| Legacy Economy | Entrepreneurship | Branding & Communications |
|---|--|--|
| <ul style="list-style-type: none"> ▪ Aggressively recruit suppliers of area manufacturers ▪ Continually monitor employer workforce needs ▪ Proactively collaborate with ETBU and Wiley University ▪ Elevate stature of existing manufacturers | <ul style="list-style-type: none"> ▪ Focus on supporting the entrepreneur and small business ecosystem in Marshall ▪ Develop a Marshall Black-Owned Business Program | <ul style="list-style-type: none"> ▪ Implement positive messaging and branding opportunities ▪ Elevate the status of Marshall ISD ▪ Launch the Momentum Marshall campaign |





Competitiveness

STRATEGIC RECOMMENDATIONS

COMPETITIVENESS

Strategy: Increase Attainable and Desirable Housing Options

Action Item: Facilitate a process to address attainable workforce and management housing needs

The first step in addressing housing shortages should be to complete a housing study to determine specific needs. Key considerations for a housing study would include:

- Assessment of the types of housing in high demand
- Coordination with ETBU and Wiley to determine how student housing may impact the demand
- How the community can encourage housing development

Stakeholders from several different groups expressed concern about housing availability, including student housing, mid-level family housing, workforce housing, and management housing. While Marshall's population has remained stagnant for decades, housing is still in short supply, which must be addressed if the city hopes to increase population.

It is important to acknowledge how current water/wastewater infrastructure issues may impact efforts to develop housing. Significant development is likely not possible until the water/wastewater infrastructure issues are addressed. Assuming there is infrastructure to support housing development, the housing study should identify and prioritize potential sites in the city that are primed for new housing development, particularly areas with existing water/sewer utilities.



STRATEGIC RECOMMENDATIONS

COMPETITIVENESS

Strategy: Increase Attainable and Desirable Housing Options (cont'd)

Action Item: Consider incentives to workforce housing developers

Workforce housing may be defined as housing that is attainable for moderate-to-middle-income, critical workers. It includes homeownership, as well as rental housing, and is ideally located in acceptable proximity to workforce centers and amenities. It is critical that Marshall continue to attract attainable housing to ensure that the workforce has housing options. Potential ideas for attracting housing developers include the following:

- Create Empowerment Zones in areas in need of workforce housing
- Collaborate with taxing entities to determine incentive possibilities
- Explore creative use of multi-entity incentives to encourage attainable housing projects
- Provide financial assistance for public improvements, such as streetscape and public infrastructure (sewer, stormwater, public parking) for workforce housing projects
- Require that all new mixed-use developments have a designated percentage of workforce housing
- Offer expedited permitting for projects that include workforce housing units
- Grant fee waivers for workforce housing units



STRATEGIC RECOMMENDATIONS

COMPETITIVENESS

Strategy: Increase Attainable and Desirable Housing Options (cont'd)

Action Item: Develop a low-interest loan program

Work to establish a low-interest loan program designed to incentivize new housing construction, rehabilitation of existing units (especially in the New Town neighborhood), and infill development. The program should focus on reducing the financial barriers that prevent property owners and developers from undertaking projects that expand local housing stock. By offering competitive financing and incentives, MEDC has the potential to stimulate private investment and support the creation of a wider range of workforce and attainable housing options to meet employer and worker needs. Key components of this program should include:

- **Funding:** Seed the program with MEDC funds and explore leveraging additional funding sources through bank partnerships, federal and/or state programs, philanthropic grants, and Community Development Financial Institutions.
- **Structure:** Revolving loan fund (RLF), offering low-interest loans for eligible residential projects, including single-family homes, multi-family developments, mixed-use developments, and rehabilitation of blighted or deteriorated housing stock in targeted areas.
- **Priority:** Prioritize redevelopment and rehabilitation in underutilized areas (such as the New Town neighborhood), identifying high-need housing (such as workforce and attainable housing in the \$200,000 to \$300,000 range and multi-family or mixed-use development projects).
- **Terms:** Offer flexible and/or sub-market interest rates with interest periods during construction only, loan forgiveness, or rate reductions tied to performance criteria, such as investment in identified target areas and timely buildout.



STRATEGIC RECOMMENDATIONS

COMPETITIVENESS

Strategy: Increase Attainable and Desirable Housing Options (cont'd)

Action Item: Support the development of multi-family housing at ETBU (cont'd)

Work with ETBU to inventory all available property held by the university and identify appropriate site(s) for such development. Additionally, consider incentivizing mixed-use development, such as “3-over-1” type projects. Such mixed-use development projects provide localized economic development opportunities, especially for retail, restaurants, entertainment, etc., by providing ground-floor space for local entrepreneurs.



Southwestern University's recent campus expansion in Georgetown, TX, includes the mixed-use development pictured above.

Image Source: Southwestern University



STRATEGIC RECOMMENDATIONS

COMPETITIVENESS

Strategy: Develop an Incentives Policy

Action Item: Work with leadership to determine the incentives to support new job creation and/or capital investment

Marshall's Type A sales tax funding is available for incentives, site development, and infrastructure improvements. Work with the City of Marshall to determine specifics of how these incentives might be used and the process for administering them.

Development of a formal incentives policy would articulate when and for what purpose incentives could be offered to an existing business or new business industry considering job creation and/or capital investment in Marshall. The policy would also define incentives that require approval by the County Council and those that MEDC would have the authority to commit without going before the Council.

Consider engaging a consultant to work with the community in developing an incentives policy that will serve as the standard for administering incentives programs.

“A single large industrial win could change us overnight.”

Stakeholder



STRATEGIC RECOMMENDATIONS

COMPETITIVENESS

Strategy: Enhance Leadership Opportunities

Action Item: Collaborate with the Greater Marshall Chamber of Commerce on a best-in-class Leadership Marshall initiative

Cultivating new leadership is critical to the success of any community. For this strategy, Boyette engaged with a group of 30+ Millennials and GenZers to get their input. That group was very engaged and committed to taking on key roles in Marshall as the community's next generation of leaders. The current Leadership Marshall initiative should be evaluated and potentially expanded and/or enhanced to provide a best-in-class leadership program that would ensure that the community is prepared to fill leadership roles with this group of Marshall residents. MEDC could potentially provide funding and program support for enhancements to the Leadership Marshall program.

Action Item: Conduct a Briefing and Knowledge workshop for elected officials and city/county leadership

Develop and offer a workshop about economic development methods, the role of MEDC, and the roles of other city and county officials. This would include a focus on confidentiality about working with prospective new companies, as well as the elements of a prospect visit and who should participate in that. The structure, requirements, and potential uses of the 4A program and current incentives available for Marshall/Harrison County prospects should also be discussed. Additionally, a baseline economic analysis would be used to illustrate the types of data that are tracked by MEDC and are important measures of Marshall's success.



A grayscale photograph of a large, ornate building, likely a university structure, with a prominent sign that reads "MARSHALL". The building features a central gabled section with a decorative crest. The foreground is a grassy field. A dark blue rectangular box is overlaid on the image, containing the word "Infrastructure" in white text.

Infrastructure

STRATEGIC RECOMMENDATIONS

INFRASTRUCTURE

Strategy: Address Water/Wastewater Issues

Action Item: Take bold action to immediately address disrepair and capacity issues

Convene a task force of broad-based community leaders to determine how to expeditiously address the water and wastewater situation. Years of problems with the water and wastewater system are the result of aging infrastructure and lack of ongoing maintenance. The task force should include representatives from the City of Marshall and Harrison County; a representative of the manufacturing sector; the Presidents of both East Texas Baptist University and Wiley University; diverse residential groups; the Greater Marshall Chamber of Commerce; MEDC; and others.

The community needs to address the capacity challenges with the current system and identify a solution that will allow for upgrades to address all issues. Without a solution, the city will not grow in either population or economic opportunities. It will impact the community's competitiveness in every possible way and the sustainability of its existing economic base. The City has begun work as outlined in the five-year Capital Improvement Plan and is pursuing the needed funding to improve the water & wastewater infrastructure..

The City received a state grant/loan from the Texas Water Development Board (TWDB) in late 2025 to replace 23 lead service lines and 982 galvanized lines requiring replacement. In January 2026, the City of Marshall increased water/sewer rates over five years to fund \$56 million worth of capital improvement projects over its five-year Capital Improvement Plan that will address current issues with water and wastewater infrastructure. In April 2026, the City Council reviewed other major water system upgrades and how to fund them, combining system control and stabilization improvements with long-term improvements and replacements. This included Phase 1, approximately \$1.55 million will go toward urgent repairs, mainly stabilizing critical transmission lines and replacing control valves. In Phase 2, the city proposed issuing \$20 million in debt to reimburse Phase 1 costs and engineering fees for the Water Infrastructure Support Grant (WSIG) as well as funding approximately \$16.9 million in waterline replacements, focusing on leak-prone areas, dead-end lines, and key water infrastructure. The Council has also approved projects to be included in a grant application seeking \$20.5 million funding from the WSIG program for specific projects, such as major water main replacements, including the transmission line in Spring Street and other system improvements to reduce water loss.



STRATEGIC RECOMMENDATIONS

INFRASTRUCTURE

Strategy: Address Water/Wastewater Needs (cont'd)

Action Item: Work with City officials to communicate with businesses and residents the plan to address the water system repair and upgrade needs

As city leaders work to identify a viable solution to address the water and wastewater system inadequacies, they should provide transparent plans and status reports to both businesses and residents of Marshall. This communication must be straightforward and honest and allow stakeholders the opportunity to track progress toward a time when there will no longer be frequent outages and other issues with water and wastewater service.

Action Item: Monitor impact of inadequate water/wastewater capacity on existing industries

MEDC must continually monitor the issues related to inadequate water system infrastructure and its impact on major employers in the community. In interviews with key stakeholders for this project, many expressed concern about the issue and specifically mentioned that they frequently have outages that require them to close the business until the outage is repaired. That concern was heard across the business community and from educators, residents, and others.

A communications path between the business community and the city must be made available to employers who share their concerns with MEDC as the facilitator and convener of ongoing conversations. The issue creates significant productivity challenges for businesses, in addition to the effect it has on employees who are excused from work and, in some cases, not paid for the time lost as a result of a water/wastewater outage.

“Instead of eating the elephant one bite at a time, now we’ve got to swallow the whole thing.”

Stakeholder



A dimly lit art gallery with several framed paintings on the walls. Two people are seen from behind, looking at a large painting on the left. The scene is overlaid with a dark blue semi-transparent rectangle containing the word 'Livability' in white text.

Livability

STRATEGIC RECOMMENDATIONS

LIVABILITY

Strategy: Enhance the Healthcare Ecosystem

Action Item: Pursue the potential of other hospital networks providing service in Marshall

A 2024 study of health in East Texas identifies ongoing challenges with physician shortages, access to care, and high rates of chronic diseases, but also shows progress through major investments by healthcare systems. Given those findings and a decline in available healthcare services in Marshall, explore opportunities to enhance the local healthcare ecosystem by engaging with additional hospital networks to assess interest in expanding services and/or establishing a presence in Marshall. Marshall should determine what it will offer to any healthcare entity considering a location in the community and take a rifle approach to attracting one to Marshall. These might include items such as incentives, free land, or meeting other needs of the healthcare company.

Special consideration should be given to faith-based healthcare systems, such as Baptist-affiliated providers, in order to align the focus of ETBU with gaps in Marshall's current healthcare system. This effort should focus on identifying service gaps, specialty care needs, and growth opportunities that could improve access and quality of care for residents. Coordinate with the City of Marshall, Harrison County, and additional healthcare providers to ensure outreach efforts are complementary and aligned with long-term community health priorities.

CHRISTUS Facility in Mount Pleasant

CHRISTUS Health is nearing completion of a new healthcare facility in Mt. Pleasant as one of several new projects in East Texas.

The Mount Pleasant facility will include a 15-bed emergency department, state-of-the-art imaging, an onsite laboratory, and clinic space for primary care providers and space for visiting specialists.

Source: CHRISTUS Health news release



STRATEGIC RECOMMENDATIONS

LIVABILITY

Strategy: Enhance the Healthcare Ecosystem (cont'd)

Action Item: Pursue the potential of other hospital networks providing service in Marshall (cont'd)

As an additional option, Marshall should explore how Mount Pleasant attracted CHRISTUS to develop an emergency and clinic facility and consider discussing a similar option for Marshall. The Mount Pleasant expansion includes a freestanding emergency department, 12 provider medical offices, diagnostic imaging and testing, a lab, and a physical and occupational therapy center. Additionally, it has land available for future expansion.

Baylor Scott & White Health and University of Texas Health have both explored expansion opportunities in smaller communities and should be considered for this initiative, as well. Willis-Knighton in Shreveport may also present some possibilities for expanding available care in Marshall.



Rendering of Mount Pleasant CHRISTUS HealthPark Campus, Mount Pleasant



STRATEGIC RECOMMENDATIONS

LIVABILITY

Strategy: Explore Development of Free Wi-Fi Program

Action Item: Collaborate with the City of Marshall to develop free public Wi-Fi service

In the modern age, reliable and accessible internet connectivity is increasingly essential for education, workforce participation, entrepreneurship and overall community well-being. According to BroadbandNow.com, which provides a database of internet coverage and availability for various geographies in the United States, only **82.7%** of Marshall has broadband internet coverage. In order to bridge this “**digital divide**” in Marshall, work collaboratively to design and deploy a **free public Wi-Fi initiative in limited areas of the city** that expands digital access for everyone in Marshall, including students, workers, residents, and visitors. A comprehensive Wi-Fi program will help to strengthen Marshall’s **competitiveness** as a modern and connected community.

City of Fort Worth Neighborhood Wi-Fi Program

In August 2022, the City of Fort Worth, in collaboration with technology company Cisco and digital services provider Presidio, launched a free Wi-Fi access program to five identified underserved neighborhoods. Fort Worth ISD also joined the partnership by allowing the City to use school buildings to hold equipment that originate the signal. To select neighborhoods for the program, the City used areas identified in the Neighborhood Improvement Plan, which collected data such as household income, poverty, and crime rates to concentrate efforts to the neediest areas.



STRATEGIC RECOMMENDATIONS

LIVABILITY

Strategy: Aggressively pursue hotel developers

Action Item: Pursue the development of new hotels in Marshall

Proactively pursue new hotel development to address lodging gaps and support tourism, business recruitment, and tourism-driven visitation. Identify and market appropriate hotel sites and provide clear information on incentives, zoning, planning/development, and infrastructure capacity. Targeted outreach should focus on select-service and extended-stay hotel brands that align with Marshall's business traveler needs, university-related travel, and downtown/tourism events. Expanding hotel capacity will enhance Marshall's ability to attract conferences, sporting events, and corporate visitors, while strengthening the city's overall livability and economic competitiveness.



STRATEGIC RECOMMENDATIONS

LIVABILITY

Strategy: Facilitate the Expansion of High-Quality Childcare in Marshall

Action Item: Conduct childcare feasibility study

Throughout the process of developing the **Momentum Marshall** economic development plan, stakeholders suggested the need for better or more childcare options in Marshall. Take an active role in addressing the community's childcare shortage by conducting a childcare feasibility study. If feasibility can be established as a result of this study, consider partnering with local providers, employers, MISD, the City of Marshall, regional organizations, and any other relevant partners to expand high-quality, affordable childcare options. Additionally, the East Texas Council of Governments offers a variety of programs to assist childcare facilities, including training and partnerships with East Texas Workforce Solutions.

Working parents rely on dependable and consistent childcare, and the availability of such directly impacts employers' ability to recruit and retain talent. MEDC can help reduce a major barrier to employment by supporting efforts to increase license capacity, encourage or incent new childcare businesses, and facilitate the possible expansion of employer-supported childcare.



STRATEGIC RECOMMENDATIONS

LIVABILITY

Strategy: Enhance arts & culture in Marshall

Action Item: Promote the annual Wonderland of Lights event as a premier holiday attraction in East Texas

Partner with Visit Marshall and Marshall Main Street to promote and elevate the Wonderland of Lights festival as one of Texas' premier holiday attractions. The first step is developing a regional marketing campaign strategy, highlighting the uniqueness of Wonderland of Lights via social media, targeted tourism outreach, digital and print advertising, and possible media partnerships.

One important consideration in the success of elevating this event as a world-class attraction is branding. It is recommended that MEDC facilitate a refresh of the brand, including the logo, messaging, visuals, and even event programming. Doing so will breathe new life into this historic festival and ensure consistency in promotion across all channels.

“The arts give communities a sense of place, which business and industry desire and appreciate.”

Stakeholder



STRATEGIC RECOMMENDATIONS

LIVABILITY

Strategy: Enhance Arts & Culture in Marshall (cont'd)

Action Item: Pursue formal accreditation for Michelson Museum of Art

The Michelson Museum of Art is one of Marshall's most impressive and important cultural assets. While the museum maintains memberships in the Texas Association of Museums, Texans for the Arts, and the American Alliance of Museums (AAM), the museum is not formally accredited by AAM.

Provide support to the Michelson in pursuing formal accreditation through AAM, which is the premier national benchmark of excellence for museums in the U.S. Doing so would serve to elevate the museum's status by expanding grant funding opportunities, expanding access to traveling exhibitions, and ultimately advancing the Michelson's reputation, as well as Marshall's, as the premier cultural destination in East Texas.



STRATEGIC RECOMMENDATIONS

LIVABILITY

Strategy: Enhance Arts & Culture in Marshall (cont'd)

Action Item: Expand public art installations in key areas of Marshall

Marshall boasts a number of public art installations, particularly in the historic downtown district. Among the offerings are the **Madi Art Wall**, murals downtown, and various sculptures of pinecones.

According to **Americans for the Arts**, “Public art instills meaning – a greater sense of identity and understandings of where we live, work, and visit – creating memorable experiences for all. It humanizes the built environment, provides an intersection between past, present, and future, and can help communities thrive. Public art has been found to provide a positive impact on communities by supporting economic growth and sustainability, attachment and cultural identity, artists as contributors, social cohesion and cultural understanding, and public health and belonging.”

Work with relevant city departments, as well as the **Marshall Regional Arts Council**, to expand public art installations in key areas of the city. It is recommended that MEDC collaborate with city leaders and the Marshall Regional Arts Council to create a **Public Art Master Plan** to guide these efforts. This plan will help to identify priority locations and themes/types of installations. Considerations for focus areas would include high-visibility and trafficked areas, like downtown, gateways, parks, cultural districts, and historic neighborhoods such as **New Town**.



*Classic East Texas pinecone sculpture,
Downtown Marshall*



STRATEGIC RECOMMENDATIONS

LIVABILITY

Strategy: Explore upgrading facility and amenities at Harrison County Regional Airport

Action Item: Determine needs of airport users

Assist airport officials in identifying the gaps in service for current airport customers. This may include additional equipment and furnishings, as well as staffing that provides quick service and repairs at any time.

Action Item: Upgrade existing facilities and services at Harrison County Regional Airport

With an understanding of Marshall's image, as well as customer need, redesign existing facilities. This should include general aesthetic upgrades, in addition to a space configuration that would allow for expanded amenities. This might include a small restaurant, snacks for purchase, and space for pilots to relax during downtime at the airport.

Currently, the airport offers services from 8 am to 5 pm Monday through Saturday. Extending these hours should be considered. If it is not possible to have the facility fully staffed at other times., explore the possibility of having technicians available on an on-call basis outside regular business hours.



A grayscale image of an industrial robotic arm, likely a KUKA model, positioned in a factory setting. The arm is the central focus, extending from the right side towards the center. The background is slightly blurred, showing other industrial equipment and a factory floor. The overall tone is professional and technical.

Legacy Economy

STRATEGIC RECOMMENDATIONS

LEGACY ECONOMY

Harrison County has a stable and growing manufacturing base. The county has seen 10% growth since 2020 in six key manufacturing sectors, which represent Marshall's Legacy Industries.

Focusing on these sectors, which are the foundation of the Marshall economy, is critical as automation and other new technologies evolve the manufacturing process and the workforce skills required. Attention to and support of these sectors is critical as they work to transition to a new model of manufacturing and the need for enhanced workforce skills.

Legacy Focus Sectors

- Chemical Manufacturing
- Fabricated Metal Product Manufacturing
- Furniture & Related Product Manufacturing
- Transportation Equipment Manufacturing
- Machinery Manufacturing
- Primary Metal Manufacturing

Strategy: Aggressively Recruit Suppliers of Current Major Manufacturers

Action Item: Identify supplier needs of current Marshall employers

With a number of major manufacturers in East Texas, identify key sectors that meet the supply chain needs of these companies. Companies such as Eastman could improve their manufacturing time if they could access suppliers in the region. Work with existing companies to identify supply chain sectors that would be particularly beneficial. These initial conversations should be part of the MEDC Business Retention and Expansion (BRE) program.



STRATEGIC RECOMMENDATIONS

Strategy: Aggressively Recruit Suppliers of Current Major Manufacturers (cont'd)

Action Item: Develop a contact list of companies that would meet the supply chain needs of local manufacturers

Using information gathered during BRE visits, as well as sector knowledge, develop a list of companies that may be within the supply chain of several Marshall employers. This contact list should include the company background, and also specific contact information for an economic development decision maker within the company. These lists should be developed for each of MEDC's target sectors, as well as any other sectors that have a significant presence in Marshall. It is likely that there will be overlap across sectors when considering their supply chains. Those companies should be prioritized simply because multiple companies and sectors would likely ensure a stronger business case for the potential supplier.

Action Item: Consider attending sector trade shows and/or conferences with Marshall employers

While typical trade show participation is not always valuable to an economic development organization, identify a limited number of conferences and trade shows focused on the target sectors and the supplier sectors. MEDC could then have a presence there without a trade show booth and try to schedule meetings with some targeted companies. Again, this activity may allow for contact with target sector companies, as well as those that are potential suppliers, some of whom may be at the event to identify new customers.

In addition to the opportunity for in-person meetings, a portion of the social media marketing may be incorporated into these events. Consider targeting social media messaging from MEDC to people who are present in the conference hotel or convention space. This provides a very efficient way to directly reach some targeted companies.



STRATEGIC RECOMMENDATIONS

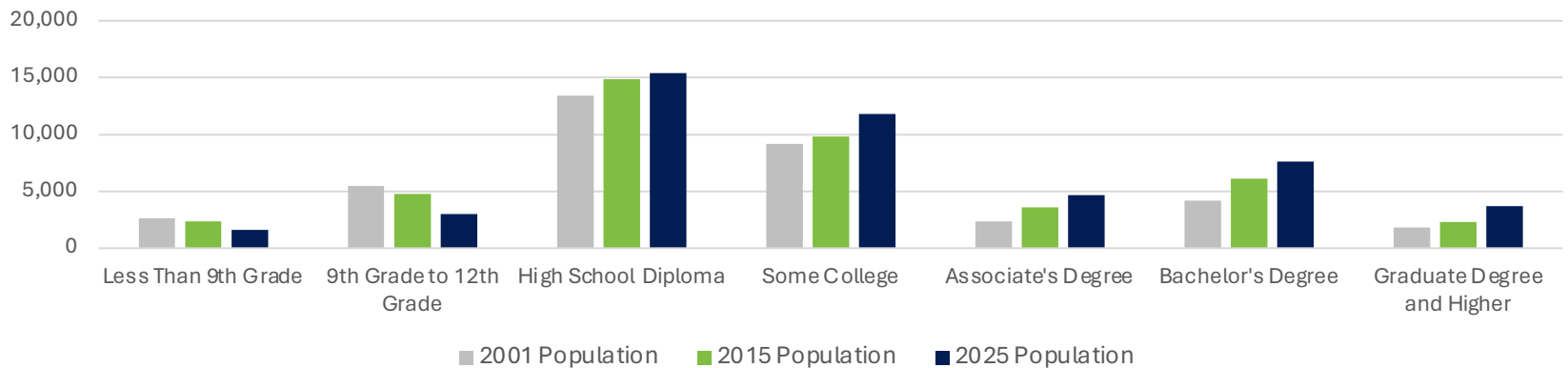
LEGACY ECONOMY

Strategy: Continually Monitor Employer Workforce Needs

Action Item: Convene education representatives and businesses regularly to discuss workforce needs

The WE Align group should continue to function as a conduit between employers and the education community. Marshall has an abundance of educational and workforce development opportunities that could be maximized by conducting effective meetings between employers and educators. In addition, Harrison County residents have steadily improved their educational attainment over the last 25 years. In order to keep that trend, it is important to continually demonstrate the opportunities that are available as a result of continued workforce training.

It is essential for educators to understand what skills are in demand and exactly how those skills are applied in the workplace if they are to deliver a highly skilled workforce to the community. At the same time, employers have to invest the time in working with the educational institutions to effectively communicate their needs. Additionally, Marshall companies should also participate in school Business Advisory Committees, offer internships/apprenticeships, and speak to classes that align with their workforce needs.



STRATEGIC RECOMMENDATIONS

LEGACY ECONOMY

Strategy: Continually Monitor Employer Workforce Needs (cont'd)

Action Item: Work with Career and Technical Education (CTE) officials at MISD to align courses with workforce skills demands

MISD has a new high-tech CTE facility and the opportunity to enhance the existing career paths that are offered by the district. Work with the school district and area businesses to ensure that the available career paths will effectively lead to employment in the area or connect with a next-level education program at one of the area post-secondary institutions. While some students will not remain in Marshall after high school graduation, it is essential that they have the opportunity to see what their education and employment options are and that they lead to high-value careers. In addition to local skills demand, MISD should also research the occupations in highest demand in the region and the state to give their students the skills to be marketable throughout the region.

Action Item: Review middle-skill occupations to identify potential gaps that may arise over the next three to five years

Marshall has a significant manufacturing community, which leads to a large pool of middle-skill occupations. Those are occupations that require more than a high school diploma but less than a bachelor's degree. Completing some research on what those high-demand, middle-skill occupations are in the area would give MEDC the tools to work with educators to ensure that there are programs that align with that demand.

Additionally, skills shortages lead to job opportunities for those who have sought the educational programs that prepare them for those middle-skill occupations. In addition to a rapidly evolving technological landscape, the aging workforce is also holding many of those middle-skill jobs. As they retire, there is a shortage of people trained to backfill those positions. Explore the skills shortages and work with workforce training and educational institutions to focus on programs that help fill that pipeline.



STRATEGIC RECOMMENDATIONS

LEGACY ECONOMY

Strategy: Proactively collaborate with ETBU and Wiley University

Action Item: Develop incentive program designed to retain college students in Marshall post-graduation

Many college graduates leave the community due to limited awareness of local career opportunities or a perceived lack of professional opportunities. To combat this, develop and implement an incentive program designed to retain college students in Marshall post-graduation. This initiative would be two-fold. First, develop targeted incentives for young professionals, such as student loan assistance, relocation/retention stipends, housing-related benefits, or employer-based incentives. Second, engage in coordinated job-matching and/or internship-to-employment pipelines with these recent graduates and select, targeted employers.

The program should prioritize aligning graduates with high-demand occupations in Marshall or occupations needed to support MEDC's targeted industries. In promoting Marshall as a viable place to build a career over the long term, MEDC can turn the tide against brain drain and lack of professional job opportunities for the younger generation.



STRATEGIC RECOMMENDATIONS

LEGACY ECONOMY

Strategy: Proactively collaborate with ETBU and Wiley University (cont'd)

Action Item: Support events and amenities that appeal to college students

Throughout the stakeholder engagement process, various stakeholders expressed the notion that despite Marshall's having **multiple post-secondary institutions** and a **large college student population**, the city itself does not feel like a traditionally understood "**college town**." Work with ETBU, Wiley University, the City, downtown organizations, and the private sector to better support amenities and programming to better serve Marshall's sizable college student population. Considerations should include:

Amenities: Encourage late-night and "**third-place**" spaces (i.e., coffee shops and/or food halls), extended hours study or **co-working spaces**, recreation, and **active lifestyle amenities** (i.e., outdoor ping-pong tables, chess boards, pickleball courts, city recreation leagues, etc.).

Events and Programming: Develop a monthly "**Downtown College Night**" series to feature live music, open-mic nights, food trucks, coffee vendors, and/or outdoor games; showcase student-created art in rotating exhibitions in public spaces like the **Harrison County Courthouse** or the Michelson Museum of Art; encourage local venues to host **live student music nights**; develop a recurring event showcasing Marshall's higher-education assets, such as "**Marshall College Fest**," involving a co-branded approach between Wiley University and ETBU with student organization tablings, live performances, food, and merchandise.

Special consideration should be given to activating Marshall's thriving downtown area for student-related amenities and programming development.

"This town should be considered a proper college town – but it's not."
Stakeholder



STRATEGIC RECOMMENDATIONS

LEGACY ECONOMY

Strategy: Elevate stature of existing manufacturers

Action Item: Explore automation issues through the WE Align group

Include automation skills and the impact on educators and employers as a focus of the Workforce and Education Alignment Group (WE Align). Topics should include AI, in addition to other types of automation, that will drive the demand for specific workforce skills and for upskilling the existing workforce. Secondary and post-secondary educators should also participate to discuss curriculum that may prepare workers for the future changes employers may see. Additionally, this would give employers the opportunity to help educators identify gaps in education and training offerings when they are compared with the anticipated changes.

Action Item: Identify and pursue skills transferability offerings

Part of the preparation for the automation summit should include a review of skills transferability opportunities. This would start with existing skills in the workforce that are likely to be impacted by automation in the next three to five years. Using skills transferability information, ensure that educational institutions are developing and offering education and training programs to give those employees whose jobs are at risk of automation the opportunity to re-train for another position that will utilize some of their existing skills.



STRATEGIC RECOMMENDATIONS

LEGACY ECONOMY

Strategy: Elevate stature of existing manufacturers (cont'd)

Action Item: Encourage employers to approach workforce development differently

Create a program to incentivize employers to create training programs for unskilled, unemployable, and those with low skills to develop a more skilled workforce prepared for high-wage jobs. These employer training programs might also address the impacts of automation while preparing workers for new technologies.



An aerial photograph of the East Texas State University campus is shown with a dark blue semi-transparent overlay. The word "Entrepreneurship" is written in large, white, bold, sans-serif font across the center of the image. In the background, several university buildings are visible, including a prominent white building with a series of arches and columns at the bottom, and a taller building with a blue roof and "ETSU" on its facade in the upper right. The sky is a clear, light blue.

Entrepreneurship

STRATEGIC RECOMMENDATIONS

ENTREPRENEURSHIP

Strategy: Focus on Supporting the Entrepreneur and Small Business Ecosystem in Marshall

Action Item: Utilize Synergy Park building capacity for co-working and Business Accelerator

In today's economy, many professionals choose to work in non-traditional "work-from-home" environments. Further, those engaged in entrepreneurship and freelance work most often don't have access to a traditional office in which to work. In order to capture and support these people, explore the feasibility of developing a downtown co-working space that would serve to provide affordable and flexible workspace and encourage collaboration and development of the entrepreneurial ecosystem in Marshall.

This initiative should represent a collaboration between MEDC and ETBU in developing an unused floor of the Synergy Park building in which MEDC is housed. Considerations should include modelling for partnership and operating structures, while also considering opportunities to integrate business support services (such as mail services, IT services, etc.) and network programming that strengthens Marshall's entrepreneurial ecosystem.

Once established, consider development of a **Business Accelerator** housed within the Synergy Park co-working space. The accelerator's key to potential success is as a program layered into the space and not necessarily as a separate facility. It will need a clear and targeted focus, such as supporting MEDC's targeted industries, supporting ETBU's business program, supporting creative businesses, etc.



STRATEGIC RECOMMENDATIONS

ENTREPRENEURSHIP

Strategy: Develop a Marshall Black-Owned Business Program

Action Item: Partner with Wiley University and other organizations to leverage support for Black-owned businesses

Wiley University serves a vital role in Marshall's post-secondary institution landscape and stands today as one of the oldest historically Black colleges west of the Mississippi River. Wiley's deep ties to Marshall's Black community cannot be overstated and, as such, is uniquely positioned to help lead inclusive entrepreneurship efforts and support.

Partner with Wiley University to develop a targeted program that supports the creation and growth of Black-owned businesses in Marshall. The initiative should provide culturally relevant business education and networking/mentorship opportunities, as well as leverage available access to capital for existing and aspiring Black entrepreneurs.

Strengthening Black-owned businesses in Marshall ensures that the benefits of growth are shared equitably among all residents and serves to build trust between decision-makers and Marshall's Black community.

MacKenzie Scott (formerly Bezos) has a foundation that has recently and/or is currently providing significant funding to HBCUs. This potential funding source for the program would potentially allow development of a very of a comprehensive Black-Owned Business program.

- Texas named a top state for Black entrepreneurship
- More than 1 in 10 U. S. Black business owners are in Texas
- East Texas Black-Owned Businesses Facebook group has 574 members



STRATEGIC RECOMMENDATIONS

ENTREPRENEURSHIP

Strategy: Develop a Marshall Black-Owned Business Program (cont'd)

Action Item: Create a mentorship program for Black-Owned businesses

Mentors are invaluable as entrepreneurs start their business journey. Without mentors, many entrepreneurs and business owners operate in silos, inundated in their own perspective. Mentors help business owners navigate complex challenges, expand their network and resources, and grow their overall business.

A key factor to successful mentorship is that the mentor and mentee relate to each other. To prevent unconscious bias from occurring in mentorship settings, Marshall should actively recruit diverse mentors to their programming. Diversity regarding race/ethnicity, gender, industry sector, access to capital, and other key characteristics should be considered for mentors.

Action Item: Promote and market funding opportunities

The awareness of available financial resources to support businesses gets owners one step closer to accessing those resources. Local funding may be available to support Black-owned businesses through community development financial institutions. Additionally, MEDC might create a grant fund to support entrepreneurs. The Wiley program should promote and market available funding opportunities through social media, radio, minority media outlets, minority-focused organizations, or trade-related publications.

Action Item: Host a Pitch-Day program for Black-Owned startups

Pitch days allow startup companies to present their products and ideas to potential investors. A select number of Black startups should be chosen through an application process to pitch their ideas and products to investors on Marshall Pitch Day. Local and regional investors who are interested in supporting Black-founded startups would be invited to the event. The media should also be invited to pitch day to cover the event and highlight the Black founders.





Branding & Communications

STRATEGIC RECOMMENDATIONS

BRANDING & COMMUNICATIONS

Strategy: Implement Positive Messaging and Branding Opportunities

Action Item: Enhance major entrances to the city

Work with volunteer organizations throughout the community to implement a cleanup and landscaping effort. Have these groups select a specific area along major arterials that has been identified as needing some attention. That group would then adopt the area and work with the city to maintain the landscaping and keep the area clean throughout the year.



As part of the planning process, all major entrances to the city should be identified and a plan developed for signage and landscaping. These areas should all follow the same plan, with only minor modifications that may be needed based on the location's street design.

Action Item: Work to improve downtown banners and wayfinding signage to create a better sense of place

Collaborate with Marshall Main Street and local downtown businesses to upgrade and expand downtown banners and wayfinding signage. High-quality banners and signage not only reinforce community pride but also improve navigation for visitors and residents by enhancing walkability. Perhaps the largest impact, however, is the promotion of key downtown destinations like restaurants, shops, the Michelson Museum of Art, and other cultural assets that make downtown Marshall such a great place. To support local businesses, consider tapping into local design partners and resources for the development of all banners and wayfinding signage.



STRATEGIC RECOMMENDATIONS

BRANDING & COMMUNICATIONS

Strategy: Implement Positive Messaging and Branding Opportunities (cont'd)

Action Item: Identify areas around the city that would benefit from clean-up and landscaping

Work with the City and business community to identify areas of Marshall that would benefit from cleanup and landscaping. These should primarily be areas that are along heavily traveled streets and roads, as well as in the downtown area, and might include medians and other grassy areas.

Action Item: Engage volunteer groups to establish a city beautification program

After identifying areas of focus for this program, work with volunteer organizations throughout the community to implement this cleanup and landscaping effort. Have these groups select a specific area that has been identified as needing some attention. That group would then adopt the area and work with the City to maintain the landscaping and keep the area clean throughout the year. The launch of this cleanup effort could be during Momentum Marshall month.



STRATEGIC RECOMMENDATIONS

BRANDING & COMMUNICATIONS

Strategy: Implement Positive Messaging and Branding Opportunities (cont'd)

Action Item: Develop and install signage at each business park

Marshall has a robust inventory of available sites and buildings, which is truly an asset compared to many other communities. To further enhance the value of available product, brand each business park to showcase the properties. This branding should include the following:

- **Name:** Each business park should have a name that is used when marketing available property or buildings there. The use of these names would include the MEDC website, listings in site and building databases, and as identifiers for property listed in proposals.
- **Entrance:** Additionally, the entrance of each business park should be inviting.

and well kept. The centerpiece to the entrance would be a large sign, possibly similar to the one shown at right. The sign would simply feature the business park name and feature the MEDC logo. Additional signage for each available site would have a compatible design.

The sign to the right is an idea for the style of the signs. Explore working with local manufacturers to complete the metalworking portion of the signs.



STRATEGIC RECOMMENDATIONS

BRANDING & COMMUNICATIONS

Strategy: Elevate Status of Marshall ISD

Action Item: Enhance perception of MISD through marketing activities

For a variety of reasons, and despite improvements in Texas Education Agency (TEA) letter-grade rankings in recent years, the current public perception of Marshall ISD is negative. This is a contributing factor in local families choosing to transfer their school-aged children to other districts.

Work closely with MISD to develop a coordinated marketing and communications strategy aimed at reshaping public perception and highlighting the district's achievements and opportunities. This marketing effort should have two main focuses:

- **Showcase High-Performing Programs:** Part of this campaign should also include a showcase of high-performing programs, including, but not limited to, career and technical education offerings, foreign language programs, special education programming, recent facilities and/or technology upgrades, dual-credit opportunities, and fine arts programming.
- **Highlight Recent Improvements:** Recent advancements in letter-grade performance rankings by TEA should be highlighted and communicated as a component of this social media campaign.

Action Item: Create a testimonial campaign specifically targeted to MISD graduates and families

Similar to the overall perception of Marshall by outsiders, the MISD also faces negative perceptions. But these are often perpetuated by people who live in Marshall or previously lived in Marshall and have chosen not to send their children to MISD schools. A testimonial campaign should feature both young and older alumni of MISD who have succeeded in their chosen field, in academic endeavors, in athletics, or as a volunteer. This video campaign would be a regular component of the community social media campaign, in addition to a strong push in outdoor advertising, on the MISD website, and in social media.



STRATEGIC RECOMMENDATIONS

BRANDING & COMMUNICATIONS

Strategy: Elevate Status of Marshall ISD (cont'd)

Action Item: Identify local social media influencers

Champions of MISD – including teachers, administrators, and board members, as well as other people in the community with a large number of followers on social media – should be enlisted as MISD influencers. They will use their social media platforms to share messaging from the school district and others to promote positive messaging from MISD. In addition to messaging, MISD would provide visual tools to enhance social media posts. These might include videos, photographs, diagrams, etc., to draw more attention to the messaging.



STRATEGIC RECOMMENDATIONS

BRANDING & COMMUNICATIONS

Strategy: Launch the Momentum Marshall Campaign

While many stakeholders expressed concerns about the future of the community and the challenges ahead, they expressed more concern about how others perceive Marshall. A comprehensive communications effort, involving organizations and stakeholders from every corner of the community, is needed to change that perception.

Action Item: Develop a **Momentum Marshall** identity to brand across the community

Create a **Momentum Marshall** identity and branding that could be used across the community to help put forth a cohesive message that the key agencies and organizations in Marshall are all working toward the same goal. Additionally, it will build equity in the new brand, with more use of the logo and messaging associated with it. The new brand should be reflected in all marketing and branding activities by all organizations involved. This would include websites, social media, printed materials, and signage. The launch of the brand should be an event to which the entire city invited to see how the community is working to change the perception of Marshall.

Action Item: Launch a social media campaign

Marshall should launch a social media campaign that announces the new branding of key city agencies and organizations. It should utilize the social media accounts for each organization involved – City of Marshall, MEDC, MISD, Visit Marshall, the Greater Marshall Chamber of Commerce, Main Street Marshall, and Harrison County – to reach as many stakeholders as possible. Messaging should focus on Marshall’s Momentum toward great achievements across all sections and stakeholders in the city.

“There is a perception problem, not a performance problem.”

Stakeholder



STRATEGIC RECOMMENDATIONS

BRANDING & COMMUNICATIONS

Strategy: Launch the Momentum Marshall Campaign (cont'd)

Action Item: Designate **Momentum Marshall** Month

The campaign should be launched with a **Momentum Marshall Month** that seeks to build community pride. The month may include a series of events showcasing all that is great about Marshall, including being home to four colleges, highlights of MISD successes, new entrepreneurship programs, and participants. In addition, downtown wayfinding signage should be unveiled along with other visual signs of the **Momentum** campaign across the city.

Action Item: Create a content calendar for social media outreach

A content calendar should be developed with timing and content for regular posts for the first year of the **Momentum** campaign. Content should include “good news” from all areas of the community – a new company locating in Marshall; the National Merit finalists at Marshall High school; an existing business winning a safety award; completion of a portion of the water/wastewater improvement program; etc.

Obviously, some of those are not things you will know in advance; so, the calendar should provide a mechanism for “breaking news,” with a focus on existing employers, prospective new companies, developers, brokers, and others who may be in position to positively contribute to Marshall's economic development efforts. However, the calendar also must identify content that can be posted on days when there is no “breaking news.” This could include something from Marshall's history, an upcoming festival, a new exhibit at the Michelson, opening of the farmer's market, etc. In order to keep resident interested and grow the followers of these organizations, the social media platforms must be active and dynamic.



ENDNOTES

ENDNOTES

STRATEGIC RECOMMENDATIONS

Competitiveness

<https://www.southwestern.edu/live/news/15527-building-the-future>

<https://communityimpact.com/austin/georgetown/development/2025/07/10/southwestern-university-unveils-560-acre-development-plan-in-georgetown/>

<https://www.bizjournals.com/austin/news/2025/10/15/southwestern-university-560-georgetown-development.html>

Livability

<https://www.etbu.edu/academics/academic-schools/teague-school-nursing>

<https://www.etbu.edu/themarshallgrand>

<https://www.etbu.edu/etbu-now/news/2018/02/etbu-celebrates-success-school-nursing-campaign>

<https://broadbandnow.com/Texas#providers-by-city>

<https://www.fortworthtexas.gov/news/2022/8/neighborhood-wifi#:~:text=CFW%20Neighborhood%20Wi%2DFi%20is%20a%20program%20that,as%20household%20income%2C%20poverty%2C%20and%20crime%20rates>

<https://www.michelsonmuseum.org/about-us-2>

<https://www.americansforthearts.org/by-topic/public-art>

<https://marshallartscouncil.org/>

<https://www.harrisoncountytexas.gov/page/harrison.Airport>



ENDNOTES

TARGET SECTORS

Advanced Manufacturing

<https://woodlawnmanufacturing.com/about-us>

<https://www.barksdale.af.mil/>

<https://comptroller.texas.gov/economy/economic-data/supply-chain/2021/chem.php>

<https://www.marshalledc.org/site-selection/infrastructure>

<https://www.marshalledc.org/site-selection>

<https://www.tstc.edu/campuses/marshall/>

Cybersecurity

<https://www.barksdale.af.mil/>

<https://www.marshalledc.org/site-selection/infrastructure>

<https://www.marshalledc.org/site-selection>

<https://www.tstc.edu/campuses/marshall/>

<https://www.statista.com/outlook/tmo/cybersecurity/worldwide?srsIid=AfmBOoq9JwyyayYNMlu3MUrjOf29GUOA4i-2kKNbXp0uEIsY825HH3Ei>

<https://www.wileyc.edu/academics/majors/computer-information-systems>

<https://www.tstc.edu/campuses/marshall/>

Distribution & Cold Storage

<https://www.marshalledc.org/site-selection/infrastructure>

<https://www.marshalledc.org/site-selection>

<https://gov.texas.gov/business/page/transportation-logistics>



ENDNOTES

TARGET SECTORS (cont'd)

Energy Systems

<https://www.swepco.com/community/>

<https://www.marshalledc.org/site-selection/infrastructure>

<https://www.marshalledc.org/site-selection>

