



Marshall
ECONOMIC DEVELOPMENT

M O M E N T U M
Marshall

An Economic Development Strategy



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Discussion Participants

- City Leadership
- County Leadership
- Downtown Merchants
- Major Employers
- New Town Neighborhood Assn.
- Utility Partners
- Millennials / Gen-Z
- East Texas Baptist University
- Wiley University
- Marshall ISD
- Marshall Main Street
- Essential Services
- Michelson Museum
- Regional Economic Development Partners
- Panola College
- Texas State Technical College
- Local Media Organizations
- Chamber of Commerce

400+

Stakeholders engaged in
planning process

120

Approximate number of
Millennial and Gen-Z survey
respondents

70%

Of Millennial and Gen-Z survey
respondents plan to stay in
Marshall long-term

65%

Of all survey respondents are
excited about Marshall's
prospects for the future

SURVEY FINDINGS

- 75% of survey respondents said job growth potential is very important
- 80% of residents believe attracting new employers & industries is the most important growth strategy for Marshall
- Two-thirds of residents are excited about Marshall's prospects for the future



INTERVIEW FINDINGS

Stakeholder Engagement

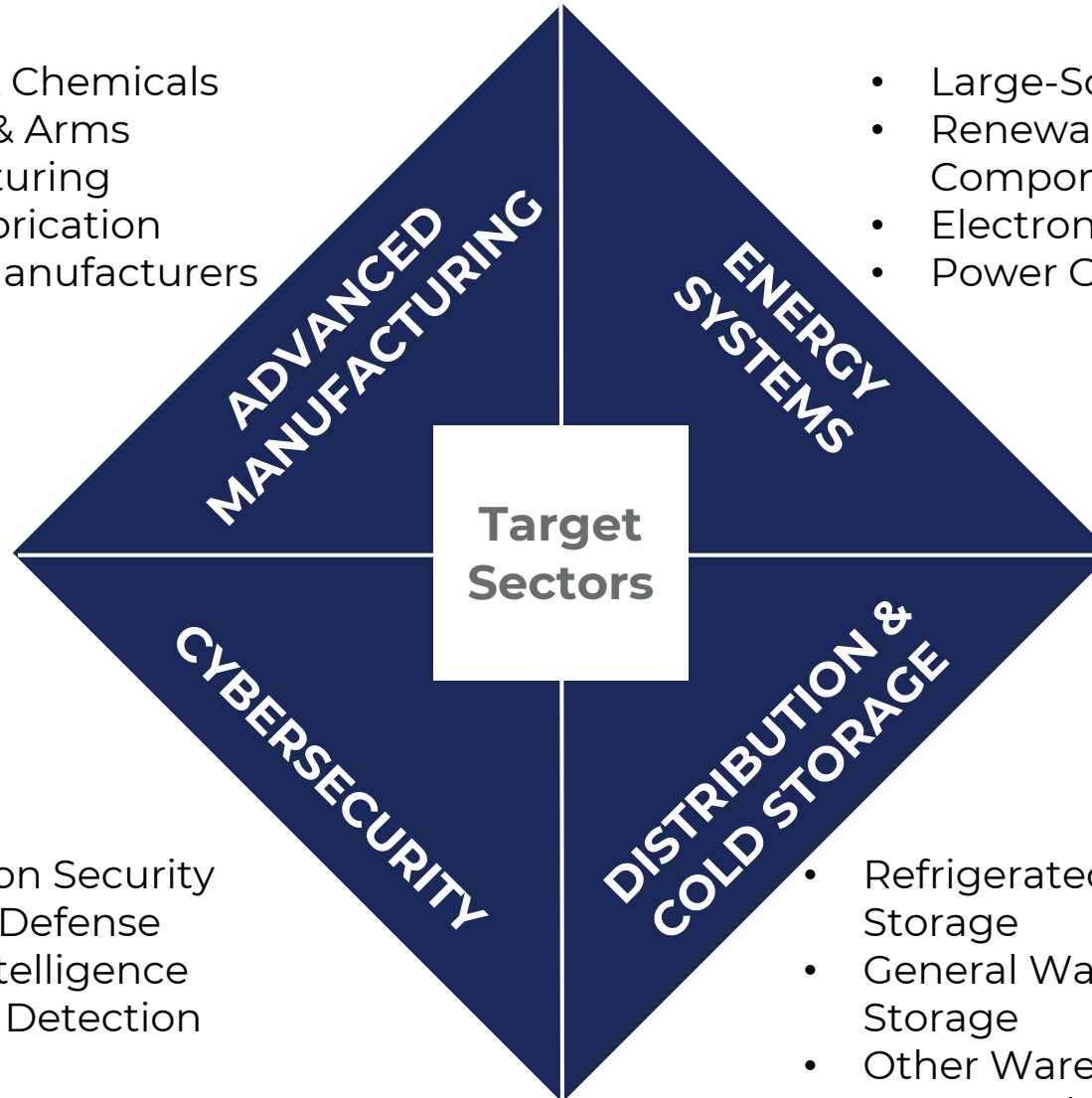
- Concerns about frequent changes in city leadership
- Need for clearer processes and more transparency in decision making
- Water infrastructure was the top concern in all interviews & group discussions
- Broadband access is critical to long-term economic development efforts
- Desire to rebrand Marshall's identity to reflect progress and opportunity
- Lack of middle-class housing is a challenge
- Significant land is available for development
- Job quality should drive strategy
- Marshall ISD has strong teachers and leadership but struggles with perception
- The arts is an inclusive, identity building mechanism for Marshall



TARGET SECTOR OPPORTUNITIES

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

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



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

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





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Strategic

Recommendations



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STRATEGIC RECOMMENDATIONS

Goals & Strategies

COMPETITIVENESS

- Increase attainable & desirable housing options
- Develop an incentives policy
- Enhance leadership opportunities



STRATEGIC RECOMMENDATIONS

Goals & Strategies

INFRASTRUCTURE

- Address water and wastewater issues



STRATEGIC RECOMMENDATIONS

Goals & Strategies

LIVABILITY

- 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

Goals & Strategies

LEGACY ECONOMY

- Aggressively recruit suppliers of area manufacturers
- Continually monitor employer workforce needs
- Proactively collaborate with higher education partners
- Elevate stature of existing manufacturers



STRATEGIC RECOMMENDATIONS

Goals & Strategies

ENTREPRENEURSHIP

- Focus on supporting the entrepreneur and small business ecosystem in Marshall
- Develop a Marshall Black-Owned Business Program



STRATEGIC RECOMMENDATIONS

Goals & Strategies

BRANDING & COMMUNICATIONS

- Implement positive messaging and branding opportunities
- Elevate the status of Marshall ISD
- Launch the Momentum Marshall campaign





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Q & A



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IMPLEMENTATION / ACTION PLAN

#	OVERALL STRATEGIC GOAL	STRATEGIES AND ACTION ITEMS	TIMELINE					RESPONSIBLE PARTIES	
			2nd Q 2026	2026	2027	2028	2029		2030
1	LEGACY ECONOMY	Aggressively Recruit Suppliers of Current Major Manufacturers							
		<i>Identify supplier needs of current Marshall employers</i>		x	x	x	x	x	MEDCO, local industry
		<i>Develop a contact list of companies that would meet the supply chain needs of local manufacturers</i>	x	x	x	x	x	x	MEDCO, local industry
		<i>Consider attending sector trade shows and/or conferences with Marshall employers</i>			x	x	x	x	MEDCO, local industry
2		Continually Monitor Employer Workforce Needs							
		<i>Convene education representatives and businesses regularly to discuss workforce needs</i>	x	x	x	x	x	x	WE Align, MEDCO, local industry
		<i>Work with Career and Technical Education (CTE) officials at MISD to align courses with workforce skills demands</i>	x	x	x	x	x	x	WE Align, MEDCO, MISD, local industry
		<i>Review middle-skill occupations to identify potential gaps that may arise over the next three to five years</i>	x	x	x	x	x	MEDCO, TSTC, local industry	
3		Proactively Collaborate with ETBU and Wiley University							
		<i>Develop incentive program designed to retain college students in Marshall post graduation</i>			x				MEDCO, MISC, higher education insitutions
		<i>Support events and amenities that appeal to college students</i>		x	x	x	x	x	MEDCO, higher education institutions
4		Elevate Stature of Existing Manufacturers							
		<i>Explore automation issues through the WE Align group</i>				x			MEDCO, WE Align
		<i>Identify and pursue skills transferability offerings</i>			x				MEDCO, TSTC, MISD, local industry
		<i>Encourage employers to approach workforce development differently</i>		x	x				MEDCO, local industry





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