



MaRion
IOWA[®]

Reach higher!

2023-2025 Strategic Plan



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PROCESS

The City of Marion partnered with Monica Allen of Insight Performance Management to update the Strategic Plan for fiscal years 2023-2025. The leadership team and City Council met in June 2022 to revisit the plan. This was done to align with the onboarding of new Council members and teammates, reflect the latest Community Survey results and ultimately integrate with the budget process. City Council adopted the budget and new Strategic Plan concurrently in March 2023.



LETTER FROM THE MAYOR



Dear Friends,

I am pleased to share with you the 2023-2025 Strategic Plan for the City of Marion.

This plan reflects the collective priorities of our community and is informed by data collected through our biennial community survey, resident feedback, our City team and City Council members.

It represents our vision and efforts to make Marion the best place in Iowa to raise a family and grow a business.

Within the pages of this document, you will come to understand our shared areas of focus and the path we intend to take to get there.

It also includes a firm commitment to diversity, equity, inclusion and belonging. Our City's staff have developed the implementation strategies for this plan through a lens that ensures fairness and preserves the dignity of all people.

In addition, a new focus area has been added. "Team Marion" takes our commitment to our workforce a step further and more explicitly defines our people strategy.

Thank you for taking the time to read this document and share in our vision. I hope you'll agree that we have much to celebrate and a bright future ahead.

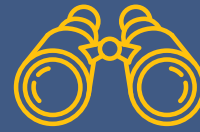
Let's keep reaching higher, together!

Nicolas AbouAssaly
Mayor

CITY VISION AND GUIDING PRINCIPLES

EQUITY STATEMENT

Diversity, equity and inclusion are principles that bind us together to create a community where everyone belongs. The City of Marion is fully dedicated to addressing systems of inequity while building an accessible community where people of all cultures and identities can thrive. The City expects that its employees embrace this vision of inclusion and will strongly encourage its residents and community partners to do the same. By fulfilling this commitment, the City of Marion envisions a community that is inclusive and preserves the dignity of all people.



Vision

Marion is an innovative city with vibrant neighborhoods and abundant opportunities for all.



Brand Promise

Marion is the best place in Iowa to raise a family and grow a business. Here, we reach higher!



Guiding Principles

The City of Marion commits to the following:

- Acting with integrity
- Being accountable to the community and each other
- Fostering a collaborative work environment





FOCUS AREAS

Vibrant Community To have a community that is accessible, attractive and open to all members and visitors, and that aligns with having a high quality of life in Marion.

Efficient & Effective Government To have all-encompassing internal support functions and departments in alignment with the focus areas.

Community & Economic Development To have a community that provides excellent job opportunities, attracts and retains quality businesses, and engages in partnerships and services that allow for ongoing growth in Marion.

Sustainable Infrastructure & Services To invest in roads, water, trees and sewer, and create a long-term approach to maintaining the physical infrastructure for residents and visitors.

Safe Community To have a community where all residents, businesses and visitors feel safe.

Team Marion To implement a clearly defined people strategy that attracts, engages, develops and retains employees to achieve the City's mission of Reaching Higher!



GOALS & OBJECTIVES

VIBRANT COMMUNITY



To have a community that is accessible, attractive and open to all members and visitors, and that aligns with having a high quality of life in Marion.

Goals	Objectives	Proposed Completion Date
1.1 Make Marion a regional, cultural and entertainment destination for residents and visitors	Construct and operationalize the Central Plaza	Nov. 2024
	Acquire land for the Outdoor Aquatic Center	Dec. 2023
1.2 Enhance educational, arts, culture and recreational opportunities (e.g. walkable trails) in the community	Roll out Library Bookmobile	March 2024
	Complete the final segment of the CeMar Trail	Oct. 2025
1.3 Preserve the historical character of the city	Develop Caboose Linear Park	May 2024
	Develop a plan for implementing the Indian Creek Master Plan	May 2024
	Support and incentivize historical sustainability of commercial and housing stock	Oct. 2024
1.4 Enhance accessibility for residents and visitors through transit, sidewalk and other mobility-focused programs	Develop a Community-Wide Wayfinding System Master Plan	Dec. 2023
	Develop plans for the next phase of 7th Avenue Reconstruction & Streetscape - 12th-22nd Streets	Oct. 2026
	Launch Public Wi-Fi in high-traffic parks and the Central Plaza	Nov. 2024
	Evaluate the future of the Marion Municipal Airport - C-17	TBD



EFFICIENT & EFFECTIVE GOVERNMENT

To have all-encompassing internal support functions and departments in alignment with the focus areas.

Goals	Objectives	Proposed Completion Date
2.1 Capitalize on new and existing operational strategies to maximize opportunities and reduce risk	Implement a Procurement Card program	Jan. 2024
	Use software to create a budget document that meets GFOA Distinguished Budget Presentation Award standards	July 2024
	Implement Community Development software	April 2024
2.2 Broaden partnerships internally and externally within the community through collaborative shared services frameworks	Centralize workers compensation, property and liability claims reporting and policy administration	Sept. 2025
	Establish schedule for regular City policy review	Oct. 2023
	Renew 28E wastewater treatment agreement with Cedar Rapids	June 2024
	Update the Linn County Metro Hazard Mitigation Plan	July 2024





COMMUNITY & ECONOMIC DEVELOPMENT

To have a community that provides excellent job opportunities, attracts and retains quality businesses, and engages in partnerships and services that allow for ongoing growth in Marion.

Goals	Objectives	Proposed Completion Date
3.1 Support sustainable business growth to diversify the City's tax base	Complete Uptown Marion Parking Study	Jan. 2024
	Complete Tower Terrace Road segment from C Avenue to Alburnett Road	Sept. 2025
3.2 Ensure Marion's growth is guided by planning principles and develops in a sustainable and resilient manner	Complete update of the Marion Comprehensive Plan	March 2025
	Complete Alburnett Road Extension	Nov. 2025
	Implement a housing/rental rehab program using ARPA funds	Aug. 2026



SUSTAINABLE INFRASTRUCTURE & SERVICES

To invest in roads, water, trees and sewer and create a long-term approach to maintaining the physical infrastructure for residents and visitors.

Goals	Objectives	Proposed Completion Date
4.1 Implement and maintain sustainable infrastructure for streets, sanitary and storm sewers, trees and water	Develop Stormwater Master Plan	Oct. 2028
	Invest in neighborhood street and infrastructure improvements	Ongoing
4.2 Create an environmentally conscious community	Develop Reforestation Plan for Marion	April 2024
4.3 Implement and maintain the sustainable practices of waste management	Complete Public Services Maintenance Facility	June 2024
	Complete Solid Waste Collections Study and implement recommendations	Sept. 2024
	Construct Indian Creek Trunk Sewer Segment 7	Oct. 2024
	Construct Indian Creek Trunk Sewer Segment 11	Oct. 2026





SAFE COMMUNITY

To have a community where all residents, businesses and visitors feel safe.

Goals	Objectives	Proposed Completion Date
5.1 Optimize service delivery of police, fire and emergency communications	Develop and implement Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP) for Marion	Sept. 2023
	Use data collected through Public Safety Records Management System to identify trends and deploy resources	Jan. 2025
	Implement Fire Department’s community-driven strategic goals into operational work plans	Dec. 2026
5.2 Protect lives and property through enhanced code enforcement policies and practices	Continue the roll-out of citywide parking restrictions	Ongoing
	Conduct City Hall Space Analysis and implement security plan	Sept. 2023
	Align International Code Council (ICC) Codes with Marion’s <ul style="list-style-type: none"> • Adopt new Electrical Codes in 2023 • Adopt Mechanical, Plumbing and Building Codes in 2024 	June 2024
	Adopt newest version of Statewide Urban and Specifications (SUDAS) program	June 2024



TEAM MARION

To implement a clearly defined people strategy that attracts, engages, develops and retains employees to achieve the City’s mission of Reaching Higher!

Goals	Objectives	Proposed Completion Date
6.1 Have a creative, comprehensive and scalable Human Resources infrastructure to support the goals of the City	Develop an enhanced recruitment strategy to help the City remain competitive in today’s labor market	June 2025
	Introduce succession planning and define opportunities for advancement	Dec. 2023
	Implement an industry-specific Human Resources Information System (HRIS)	June 2024
6.2 Implement a brand framework to position Marion as an employer of choice	Complete Compensation Study (review of total compensation and benefits) and implement effective pay plan structure that is sustainable for the City	Sept. 2023
	Enhance physical and mental health of employees through wellness initiatives	Ongoing
6.3 Optimize workforce performance through a well-designed learning environment and platform	Support Marion University training program - offer training through PDCM, IMWCA, Kirkwood Community College and local experts	Ongoing
6.4 Enhance employee experience through a meaningful and intentional engagement model	Collaborate with employee committees (Engagement, Safety and Experience) to gather input across all aspects of the employee experience	Ongoing

OUR COMMITMENT:

To create a culture that fosters supportive relationships to positively impact Team Marion and our community.

