2019

MARSHALL AREA EDA ANNUAL REPORT

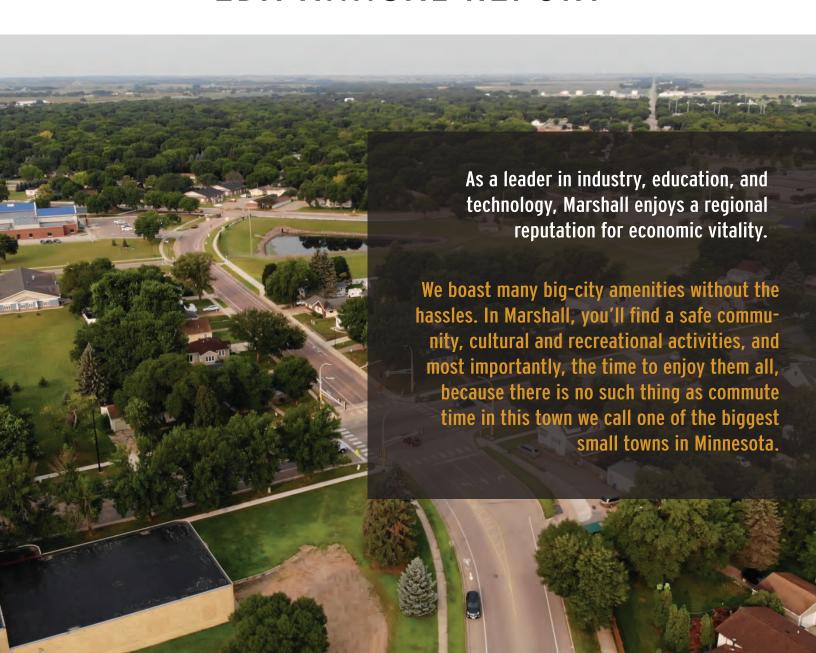


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MARSHALL EDA



EDA BOARD OF DIRECTORS

Greg Bucher – President
Chet Lockwood - Vice President
Stacy Frost - Treasurer
John DeCramer
Steven Meister
Dan Herrmann
Tawny Schotzko

EDA PRESIDENT MESSAGE

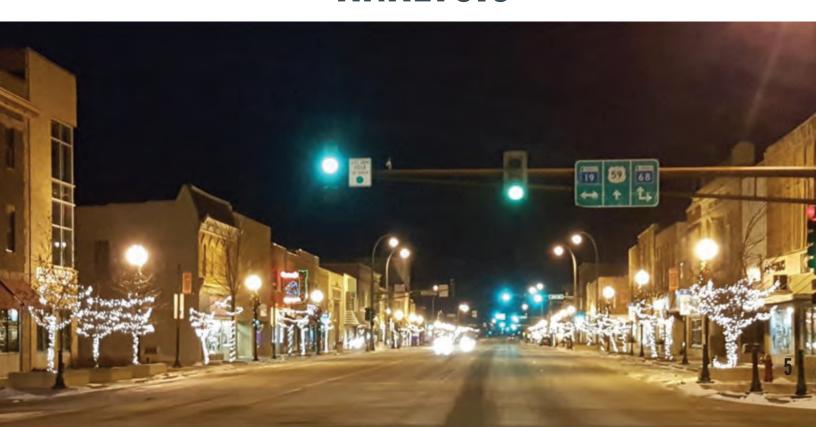
As we turn the page to a new decade, we reflect on our accomplishments while focusing on the future. We are moving forward on a foundation of growth in many areas such as housing, retail offerings, commercial businesses, investment in our public and private education system, various recreational amenities, and many others. In 2019 alone we saw business expansion at Action Manufacturing, Marshall Machine Shop, Harrison Truck Center, and Menards, to name just a few. The grand openings of Ashley Furniture and Hobby Lobby, a continued upward trend in single family housing construction, expansion at the Colonial House apartment complex, the addition of the Nexus Apartments complex, extensive renovation at the Suite Liv'n apartment complex, start of construction on the new Head Start facility, the new rebuild of Southwest Coaches and passage of a referendum in support of significant additions and improvements to our public school facilities also were noteworthy achievements. For all of our past successes, I am profoundly thankful for all of the people and organizations who contributed to the growth and progress in the Marshall area. Our future is bright, yet there is additional work ahead where together we will continue to grow and improve the Marshall area as the regional leader of Southwest Minnesota.

FINANCIAL REPORT

	AUDITED BEGINNING FUND BALANCE	UNAUDITED ENDING FUND BALANCE
	1/1/19	12/31/19
FUND 204 LOCAL EDA CRIF	556,774	566,083
FUND 205 <i>PARKWAY ADDITION</i>	241,206	241,477
FUND 206 PARKWAY ADDITION II	(20,804)	(29,567)
FUND 207 PARKWAY ADDITION III & I	1,105,781 <i>V</i>	1,113,124
FUND 208 <i>EDA ADMIN</i>	56,135	52,311
FUND 213 FEDERAL EDA CRIF	173,252	48,274
FUND 214 <i>EDA REVOLVING</i>	255,260	255,632

Marshall is a regional center for medical care, retail, trade, education, employment and business. The diverse economic base and strong foundation in agriculture has provided stability to the local economy over recent years. Recent studies illustrate a common labor and retail draw from approximately 40 miles from the City. Marshall's current population of 13,706 doubles its daytime population to 25,000+ according to employment estimates.

ECONOMIC TRENDS ANALYSIS



AREA BUSINESSES

NEW BUSINESSES

- The Gym
- Wash Me Windows
- All State Robert Shouse
- Lynn VanPatten Yoga
- Rustic Hideaway Boutique
- Glow Tanning
- CTD Cryo
- MN Prairie Wellness
- Balanced Boutique
- Frankie's Hot Dogs
- Marshall Auto Exchange

- Sky Printing
- Urban Sound Systems
- Due North Media
- Prairie Sewing
- Culture Garden Kitchen
- Hobby Lobby
- Ashley Furniture
- Lavish Salon
- Marshall School of Martial Arts
- MN Lands & Homes Real Estate
- Herzog Apartments

RENAMED BUSINESSES

- AgPlus (Formerly Cenex)
- Speedway (Formerly Super America)
- CareerForce (Formerly MN Workforce Center)
- Suite Liv'n (Formerly Sunrise, Birch Court, Birchwood, & Parrie Apartments)
- Connect Wireless (Formerly AT&T)
- SOTA Orthodontics (Formerly H&L Orthodontics)

CLOSED BUSINESSES

- Sole Mates
- Sunsational Tanning
- Northern Love Apparel & Gifts
- Marshall Frame Shop
- Shopko
- Open Door Health Center
- Sports Rage
- Davita Dialysis

BUSINESS DEVELOPMENT

arshall is a thriving community. As a flourishing regional hub with a reputation for economic vitality, Marshall is a forward thinking, business-friendly community with a regional vision with retail development opportunities available!



ASHLEY HOMESTORE

Furniture Mart USA redeveloped the former K-mart building as a multi-tenant building adjacent to Highway 23. Ashley HomeStore opened in August 2019 with a total project cost of \$735,000 which included interior remodeling, an addition and reroofing the entire building.



MERIT CENTER

The \$3.1 million expansion for the Minnesota Emergency Response and Industrial Training (MERIT) Center driving track added 1.5 miles of road. The full driving track at the MERIT Center is now over two miles long – enough space for law enforcement vehicles to get up to speed for pursuit training. In addition to the track's skills pad, which is used for maneuvering at slower speeds, the construction added a skid pad that can be used for sudden braking and turning. This project was funded through a bonding package approved by the Minnesota House of Representatives which included a \$3 million appropriation for the MERIT Center expansion.



HOBBY LOBBY

Furniture Mart USA redeveloped the former K-mart building as a multi-tenant building adjacent to Highway 23. Hobby Lobby opened in August 2019 with a total project cost of \$1.375 million.



AVERA EMERGENCY DEPARTMENT

Avera Marshall Emergency Department doubled their space to 10,540 square feet. The \$6 million project included new patient rooms and drivethrough ambulance garage. The expanded department now has a total of 10 patient care rooms, including two trauma rooms. Being able to handle more emergency patients is important for Avera Marshall as a hospital with a Level III trauma designation. Avera Marshall is the only Level III hospital within 60 miles. The Level III designation means the hospital has demonstrated an ability to provide care like resuscitation, surgery, intensive care and stabilization of injured people, and has 24-hour coverage by emergency physicians and prompt availability of surgical teams.



Head Start Line Franchis







THE NEXUS APARTMENTS (UNIQUE OPPORTUNITIES)

Unique Opportunities purchased 9 acres of Parkway III for up to a 107-unit apartment development project in 2018. The first 36-unit apartment building was completed on Legion Road in fall of 2019. The second 36-unit apartment building is underway, an estimated \$2.575 million project. Amenities include stainless steel appliances, granite countertops, washers, and dryers in each apartment.

UNITED COMMUNITY ACTION PARTNERSHIP HEAD START

The new \$3.6 million United Community Action Partnership Head Start building is under construction with funding coming from several sources, including grants from the federal Department of Health and Human Services Office of Head Start, the Minnesota Department of Education, the Otto Bremer Trust and Mardag Foundation. The building will be located next to the UCAP main office and will house five Head Start classrooms, three Early Head Start classrooms and one state-funded Early Head Start socialization space.

HARRISON TRUCK CENTERS

Harrison Truck Center is completing a 9,000 square foot addition and remodel to their existing facility. The service addition will be a state-of-the-art service facility to house additional service technicians and additional truck bays and also repurposing the existing service bays into a climate-controlled part storage facility, retail parts show room, drivers lounge, conference rooms and additional office space. The \$3 million project started in June 2019 with completion expected in early 2020.

BLOCK 11

The City of Marshall is working to secure a development agreement with APX Construction Group, LLC to construct a mixed-use building with about 33,400 square feet of commercial or office space on the 1st floor and around 56 apartments on the 2nd and 3rd floor.

HABITAT FOR HUMANITY

The Habitat for Humanity Home Build Campaign allows individuals to achieve homeownership with help from their community and an affordable mortgage.



MARSHALL MACHINE SHOP

Marshall Machine Shop is expanding another 7,500 square feet making the main building 20,000 feet and a total of 26,000 square feet for both buildings that comprise the existing metal fabrication shop.



MENARDS

The \$800,000 expansion project included an additional warehouse in the outside lumberyard and expansion of the Garden Center along with a few changes in the store's interior to allow for more product selection and displays.



GRACE LIFE/EAST SIDE CAMPUS EXPANSION

Grace Life Church expansion was a \$1.6 million project which included a 15,000 square foot addition. The expansion includes an entryway, bathrooms, coffee bar and worship center, which is attached to the current building on the north side.



SOUTHWEST TOUR & TRAVEL

A fire destroyed the bus garages in November 2018 and Southwest Tour & Travel choose to rebuild a 280' X 100' one story metal building housing the bus garage and the travel agency. The \$1,400,000 project started April 2019 and finished September 2019.

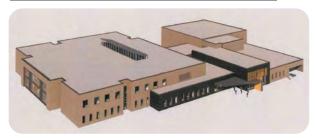


ACTION MANUFACTURING

Action Manufacturing is expanding its current manufacturing plant to allow for more office and storage space. The \$665,000 project is underway.

"GROWTH IS
NEVER BY MERE
CHANCE; IT IS
THE RESULT OF
FORCES
WORKING
TOGETHER"

COMMUNITY DEVELOPMENT



MARSHALL PUBLIC SCHOOLS

The Marshall Public School referendum passed in 2019. A 81,500 square foot new elementary school (grades 2-4) will be built adjacent to the Marshall Middle School. In addition, a three class-room addition will be constructed at Park Side School. Furthermore, all schools will be getting security improvements which includes access controls, visitor management, secured entrances, a video door station, a FOB door entry and alarm systems.



OUR COURTS. OUR FUTURE.

A renovated basketball court in Independence Park was established as a result of winning the Minnesota Timberwolves "Our Courts. Our Future." and was dedicated in memory of Carter Boerboom.



CITY HALL RENOVATION

The Marshall City Council approved an estimated \$6.1 million renovation project at City Hall. The renovation will start in 2020 and will result in several improvements which include: better security, improved accessibility, office locations more conveniently located that serve the public most, smaller office space for staff contrasted with larger space for public interaction and windows devoted for meeting space to allow natural light to come through the building. The project is expected to be completed in spring of 2021.

SAFE ROUTES TO SCHOOL

Safe Routes to School/Transportation Alternatives Grant for School Zone Speed Limits and Traffic Calming Signage in Marshall, Minnesota. The inflation factors for FY 2022 results in a total project cost of \$424,800, a federal award of \$339,840 and a local match of \$84,960.

HIGHWAY 23 TRANSPORTATION

MnDOT completed the \$2.1 million construction project to build a reduced-conflict intersection or "j-turn" at the intersection of Highway 23 and County Road 7. A restricted turn lane was also completed at the intersection of Clarice Avenue and Highway 23. The project goals are lower sped, safety and access improvements while staying within budget.

MARSHALL AREA PUBLIC ARCHERY RANGE

The Marshall Area Public Archery Range was a \$8,500 project and is located adjacent to the MERIT Center on Erie Road. The range targets vary from 10 yards all the way out to 100 yards. This archery range is open to the public at no cost.

BICYCLE FRIENDLY COMMUNITY

The League of American Bicyclists recognized Marshall, MN on December 6, 2018 with a Bronze Level Bicycle Friendly Community (BFC) award. Being recognized as one of 25 communities in the great state of Minnesota is reflective of the progressive nature of our community and their commitment to an enriched quality of life.

WATER TREATMENT PLANT

The Marshall Municipal Utilities (MMU) water treatment plant project is a \$11.5M project that received \$7M in grant funding from the State of MN. The project will allow the water treatment plant to produce a 'softer' water which will help to reduce the 13,000 lbs of salt that are currently discharged into the Redwood River every day through the wastewater treatment plant. The project will help the city meet 2024 MN Pollution Control Agency discharge permit requirements.

WASTEWATER TREATMENT PLANT

The city's wastewater treatment plant project is a \$14M project to refurbish or replace several areas of the wastewater treatment processes that are in need of repair or replacement to help ensure regulatory compliance in the future.

HOUSING

COLONIAL HOUSE

The Colonial House was a \$640,000 project which includes 9-plex efficiency suites. The Colonial House has shorter term leases available for working professionals and has options of either unfurnished or furnished studios.

PARKWAY II HOMES

United Community Action Partnership purchased 8 lots in Parkway II to build affordable single-family homes in Marshall with grant funding through Minnesota Housing Finance Agency. UCAP also obtained a purchase option for Parkway II Lots 9-13 in block 4 in the Parkway II Addition to continue providing affordable housing in Marshall.

JM Development purchased 11 Parkway II lots in November 2018 and have been constructing pre-sold and spec homes in Parkway II.

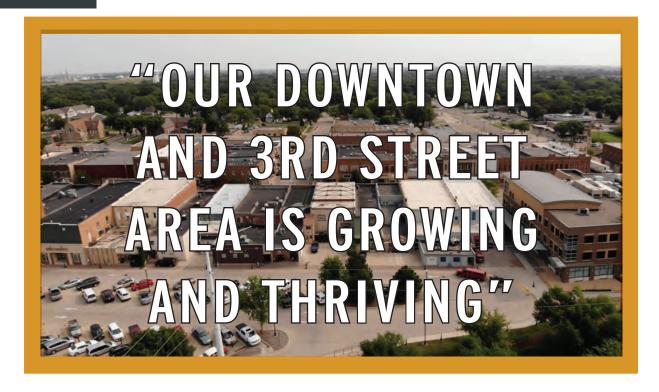
THUNDERBIRD 4-PLEX

The newly constructed 4-plex at Thunderbird was a \$638,000 project. The 4-plex is individual units with attached garages available for rent.

SUITE LIV'N

Suite Liv'n on Birch Apartments renovated 103unit apartment. The structure is the same, but the complex had new roofs, new boilers, new appliances, new carpet, fresh paint and plumbing repairs. The Suite Liv'n put around \$3 million into renovating the three apartment buildings making up the complex. Rent at the refurbished apartment complex is \$650 a month for a one-bedroom apartment, \$750 for a two-bedroom apartment, and \$850 for a three-bedroom apartment.

DOWNTOWN



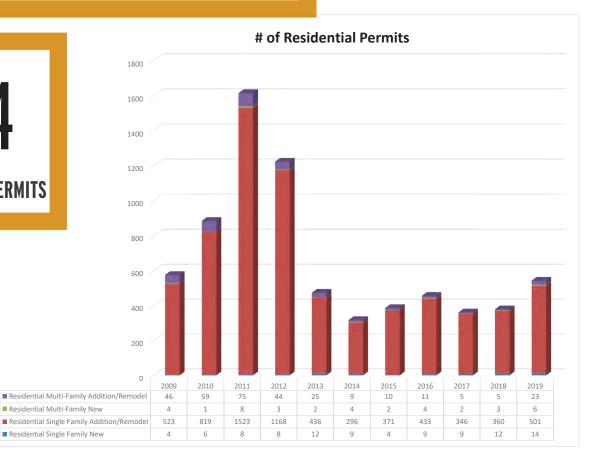




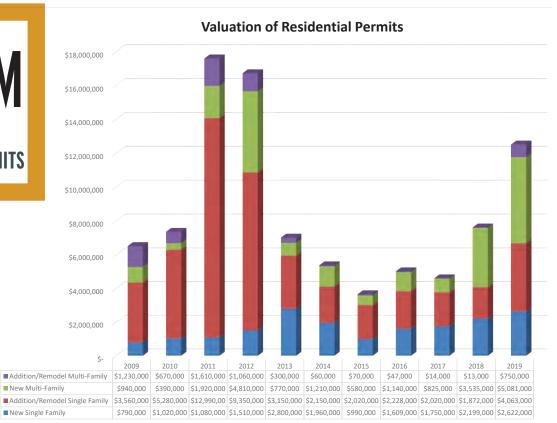


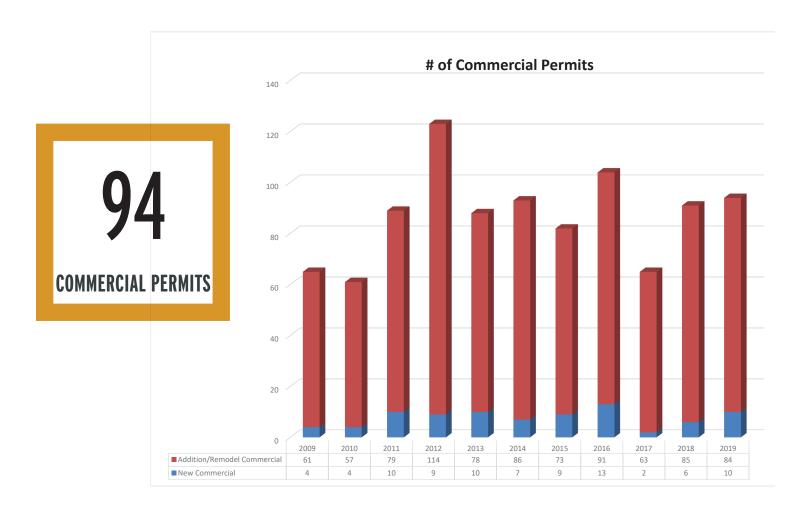
BUILDING PERMIT ACTIVITY

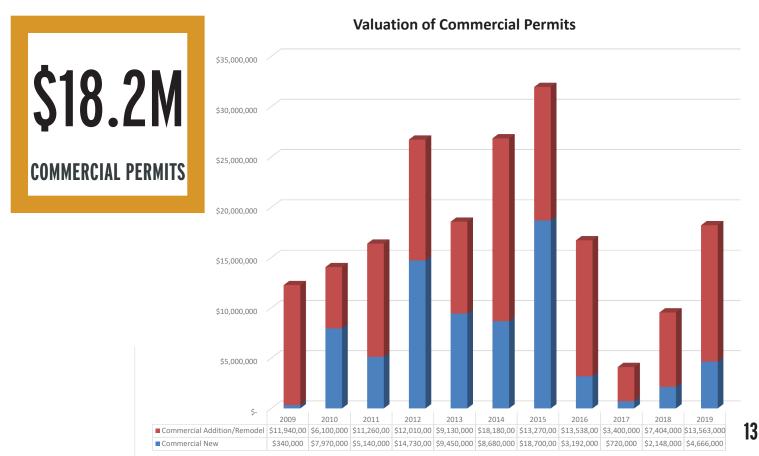


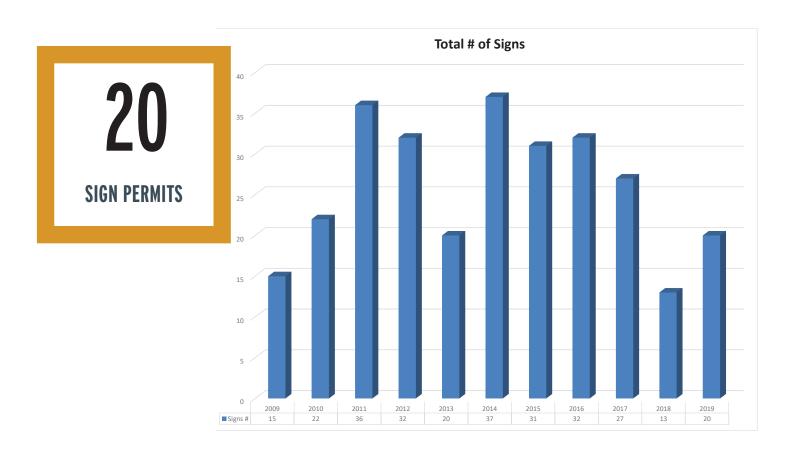


\$12.5M
RESIDENTIAL PERMITS

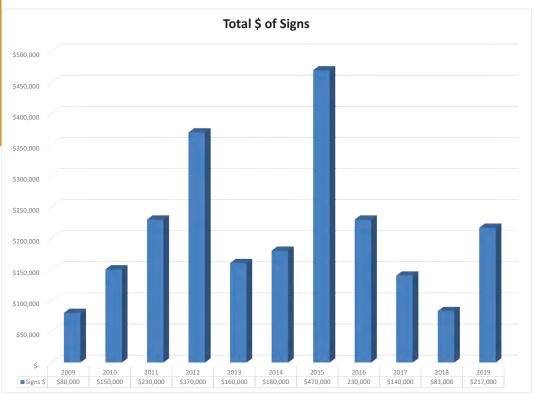


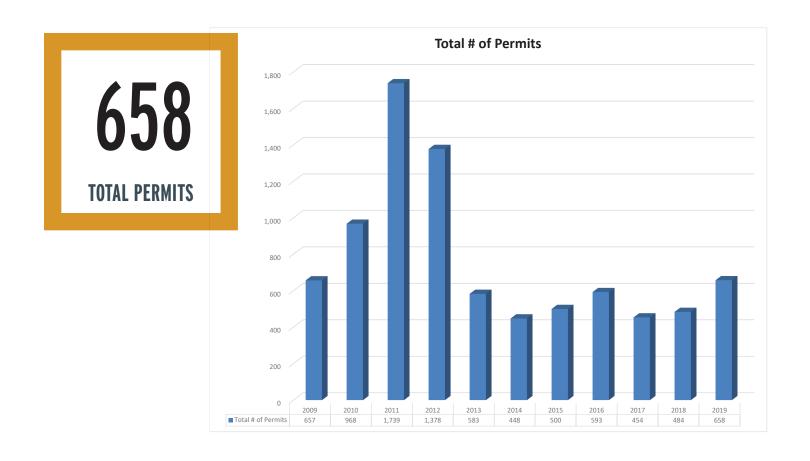


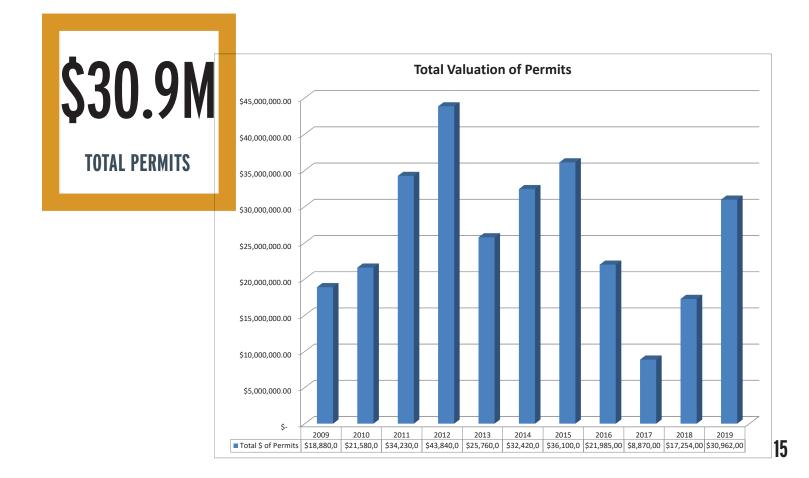








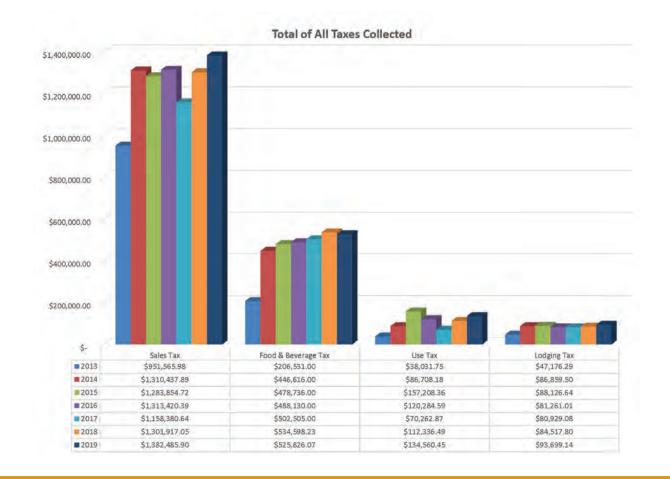




LOCAL SALES & USE TAX

\$1,812,078 2017 Total Tax \$2,033,370 2018 Total Tax

\$2,136,572 2019 Total Tax



"THE STRENGTH OF A BUSINESS LIES IN ITS ABILITY TO CONTINUOUSLY EVOLVE."

According to the University of Minnesota Retail Trade Analysis report, the Minnesota Department of Revenue releases sales tax information each spring for the year that ended about 15 months earlier. The latest information indicates that Marshall's taxable retail and service sales increased 32% between 2010 and 2017, reaching an estimated total of \$203 million.

RETAIL TRADE ANALYSIS



MERCHANDISE CATEGORY

arshall continues to be a destination for retail purchases in 2017. Without inflation adjustments, taxable sales in Marshall increased 32.3 percent from 2010 to 2017, while the number of firms fell 2.2 percent. Statewide, taxable sales increased 8.3 percent over the same time period and the number of firms fell 8.4 percent.

Selected Categories	Taxable Sales 2014	Taxable Sales 2017	Dollar Change	Percent Change
Vehicles & Parts	\$12,240,400	\$12,767,006	+\$526,606	+4.30%
Furniture Stores	\$6,393,505	\$6,270,856	-\$122,649	-1.92%
Electronics	\$3,071,755	\$2,481,268	-\$590,487	-19.22%
Building Materials	\$64,336,381	\$65,110,179	+\$773,798	+1.20%
Food, Groceries	\$12,112,909	\$12,478,872	+\$365,963	+3.02%
Health, Personal Stores	\$230,991	\$150,004	-\$80,987	-35.06%
Gas/Convenience Stores	\$5,552,349	\$5,575,565	+\$23,216	+0.42%
Clothing	\$1,768,178	\$1,424,150	-\$344,028	-19.46%
Leisure Goods	\$3,118,919	\$3,361,148	+\$242,229	+7.77%
General Merchandise Stores	\$43,289,962	\$40,325,960	-\$2,964,002	-6.85%
Miscellaneous Retail	\$2,062,140	\$1,774,604	-\$287,536	-13.94%
Accommodations	\$5,713,908	\$4,849,964	-\$863,944	-15.12%
Eating & Drinking	\$30,725,831	\$34,487,374	+\$3,761,543	+12.24%
Total Retail and Services Sales	\$203,662,761	\$203,375,929	-\$286,832	-0.14%

^{*} Figures not adjusted for inflation.

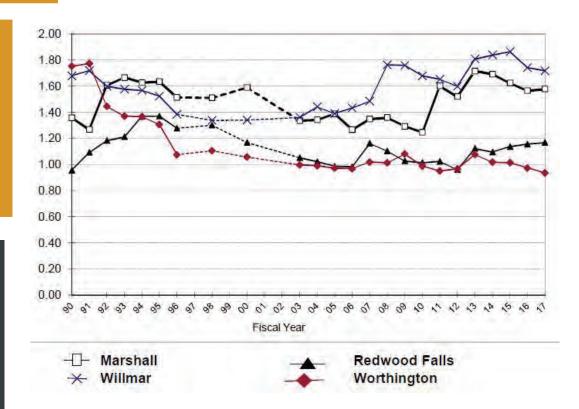
		_	Variance Be	etween Actua	al & Expected		
Merchandise Group	Sales Sa	Actual Sales (\$millions)	In Dollars (millions)	As % of Expected	Trade Area Pop. Gain or Loss	Number of Firms	of others
Vehicles & Parts	\$13.41	\$12.77	-\$0.64	-4.8%	-660	11	6.3%
Furniture Stores	\$4.07	\$6.27	+\$2.20	+54.2%	7,516	9	3.1%
Electronics	\$2.55	\$2.48	-\$0.07	-2.8%	-390	4	1.2%
Building Materials	\$43.16	\$65.11	+\$21.95	+50.8%	7,047	9	32.0%
Food, Groceries	\$10.60	\$12.48	+\$1.88	+17.8%	2,463	.9	6.1%
Health, Personal Stores	\$1.64	\$0.15	-\$1.49	-90.8%	-12,589	10	0.1%
Gas/Covenience Stores	\$4.55	\$5.58	+\$1.03	+22.7%	3,140	9	2.7%
Clothing	\$0.87	\$1.42	+\$0.55	+63.4%	8,789	14	0.7%
Leisure Goods	\$1.71	\$3.36	+\$1.65	+96.1%	13,318	10	1.7%
General Merchandise Stores	\$42.18	\$40.33	-\$1.85	-4.4%	-609	5	19.8%
Miscellaneous Retail	\$4.39	\$1.77	-\$2.62	-59.6%	-8,260	22	0.9%
Amusement & Recreation	\$2.03	\$1.22	-\$0.81	-39.9%	-5,524	5	0.6%
Accommodations	\$5.10	\$4.85	-\$0.25	-4.9%	-681	8	2.4%
Eating & Drinking Places	\$22.98	\$34.49	+\$11.51	+50.1%	6,941	42	17.0%
Repair, Maintenance	\$3.77	\$3.82	+\$0.05	+1.4%	194	17	1.9%
Personal Services, Laundry	\$0.77	\$0.68	-\$0.09	-11.8%	-1,632	46	0.3%
Total Taxable Retail & Service*	\$168.44	\$203.38	+\$34.94	+20.7%	2,875	352	100.0%

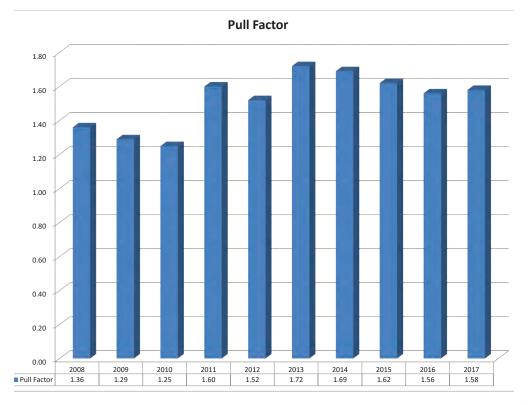
¹⁸

PULL FACTOR

1.58
PULL FACTOR

According to the University of Minnesota Retail Trade Analysis report, there are several ways to measure performance other than dollars of sales. **Economists expect cities** of larger populations to have more sales since their potential customer base is larger. A pull factor index higher than 1.0 indicates that businesses are pulling in customers from outside their community. A lower pull factor usually indicates residents are leaving the community to make purchases. The 1.58 pull factor indicates that the City of Marshall is generating 58% more sales than expected based on population.





Population and household data allow you to quantify the current market size and extrapolate future growth.

Household income data is a good indicator of residents' spending power. Household income positively correlates with retail expenditures in many product categories. Age is an important factor to consider because personal expenditures change as individuals grow older.

Marshall's population continues to slowly increase. Marshall's median age is 32 years old. From 2010-2017, the age category with the largest estimated increase was Under 18 (294), and the age category with the largest estimated decrease was 18-34 (-586). Marshall's median household income comes in at \$47,344.

Data accuracy related to the graphs in this section is indicated as follows: BLACK indicates a coefficient of variation < 12%; ORANGE (preceded with one dot) indicates between 12 and 40%; and RED BOLD (preceded with two dots) indicates a coefficient of variation > 40%. This applies to all the graphs in this section, including Workforce Analysis, Educational Analysis, and Housing Analysis.

DEMO-GRAPHIC ANALYSIS



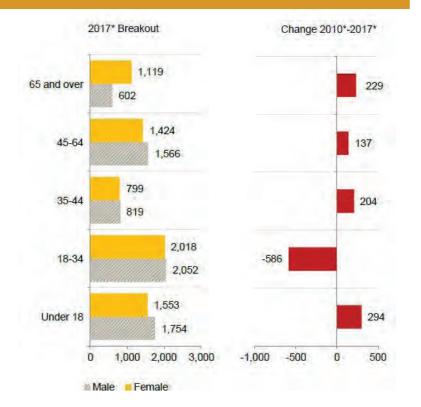
POPULATION TRENDS

	Marshall city, MN	Lyon County, MN	U.S.
Population (2017*)	13,706	25,789	321,004,407
Population (2010*)	13,428	25,606	303,965,272
Population Change (2010*-2017*)	278	183	17,039,135
Population Pct. Change (2010*-2017*)	2.1%	0.7%	5.6%

Race

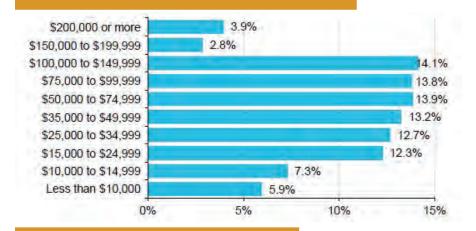
	Marshall city, MN	Lyon County, MN	U.S.
Total Population, 2017*	13,706	25,789	321,004,407
White alone	11,436	22,719	234,370,202
Black or African American alone	801	862	40,610,815
American Indian alone	-83	111	2,632,102
Asian alone	619	969	17,186,320
Native Hawaii & Other Pacific Is. alone	0	71	570,116
Some other race alone	481	710	15,553,808
Two or more races	286	417	10,081,044
Percent of Total			
White alone	83.4%	88.1%	73.0%
Black or African American alone	5.8%	3.3%	12.7%
American Indian alone	0.6%	0.4%	0.8%
Asian alone	4.5%	3.8%	5.4%
Native Hawaii & Other Pacific Is. alone	"0.0%	0.0%	0.2%
Some other race alone	3.5%	2.8%	4.8%
Two or more races	2.1%	1.6%	3.1%

AGE/GENDER DISTRIBUTION





HOUSEHOLD INCOME



\$47,344

MARSHALL MEDIAN
HOUSEHOLD INCOME

POVERTY LEVEL

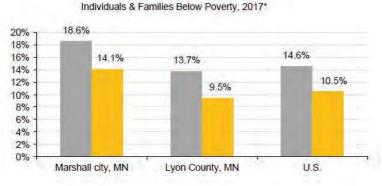
Poverty Prevalence

	Marshall city, MN	Lyon County, MN	U.S.
People, 2017*	12,749	24,582	313,048,563
Families, 2017*	3,090	6,448	78,298,703
People Below Poverty	2,371	3,374	45,650,345
Families below poverty	435	610	8,253,388
Percent of Total			
People Below Poverty	18.6%	13.7%	14.6%
Families below poverty	14.1%	9.5%	10.5%

Poverty Rate by Age & Family Type~

	Marshall city, MN	Lyon County, MN	U.S.
People, 2017*	18.6%	13.7%	14.6%
Under 18 years	25.1%	18.4%	20.3%
65 years and older	12.0%	9.9%	9.3%
Families, 2017*	14.1%	9.5%	10.5%
Families with related children < 18 years	21.8%	15.5%	16.7%
Married couple families	"5.3%	3.9%	5.3%
with children < 18 years	7.4%	5.5%	7.5%
Female householder, no husband present	46.8%	38.8%	28.8%
with children < 18 years	54.0%	44.9%	38.7%

~Poverty rate by age and family type is calculated by dividing the number of people by demographic in poverty by the total population of that demographic.



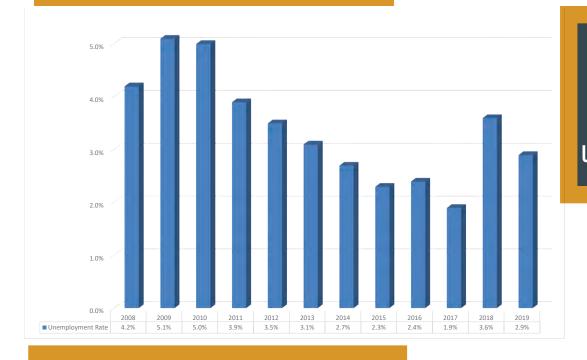
435
FAMILIES BELOW POVERTY LEVEL

Schwan's Company, formerly known as The Schwan Food Company, US Bancorp Business Equipment Finance Group, a business equipment leasing company; Avera Marshall Regional Medical Center, a 49-bed regional hospital, a medical clinic and surgery center; Southwest Minnesota State University, the top-ranked public liberal arts college in the Midwest, along with many other public and private companies --- large and small --- call Marshall home.

WORKFORCE ANALYSIS

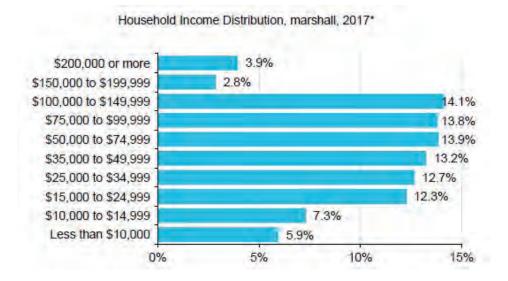


UNEMPLOYMENT RATE



2.9%
UNEMPLOYMENT RATE

HOUSEHOLD EARNINGS



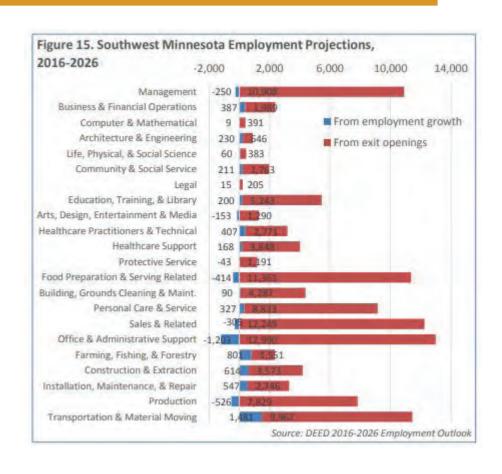
82.4% LABOR EARNINGS

	Marshall city, MN	Lyon County, MN	U.S.
Total households, 2017*	5,313	10.060	118.825.921
Labor earnings	4.377	8.244	92,371,708
Social Security (SS)	1,301	2,719	36,313,166
Retirement income	673	1,266	21,876,763
Supplemental Security Income (SSI)	155	330	6,390,187
Cash public assistance income	246	351	3.041,626
SNAP (previously Food Stamps)	546	877	15,029,498

EMPLOYMENT OCCUPATION

Marshall city, MN 7,437	Lyon County, MN	U.S.
7,437	10.000	
	13,863	150,599,165
2,549	4,908	56,391,480
1,192	2,193	27,064,027
1,551	2,830	35,440,563
173	325	1,064,488
318	669	7,585,520
1,395	2,411	18,331,436
34.3%	35,4%	37.4%
16.0%	15.8%	18.0%
20.9%	20.4%	23.5%
2.3%	2.3%	0.7%
4.3%	4.8%	5.0%
18.8%	17.4%	12.2%
	2,549 1,192 1,551 173 318 1,395 34.3% 16.0% 20.9% 2.3% 4.3%	2,549 4,908 1,192 2,193 1,551 2,830 173 325 318 669 1,395 2,411 34.3% 35.4% 16.0% 15.8% 20.9% 20.4% 2.3% 4.3% 4.8%

EMPLOYMENT PROJECTIONS



INDUSTRY EMPLOYMENT

	Marshall city, MN	Lyon County, MN	U.S.
Civilian employees > 16 years, 2017*	7,437	13,863	150,599,165
Ag, forestry, fishing & hunting, mining	269	990	2,817,922
Construction	391	849	9,564,541
Manufacturing	1,255	2,073	15,477,389
Wholesale trade	223	441	4,042,867
Retail trade	1,028	1,728	17,167,000
Transport, warehousing, and utilities	264	571	7,681,579
Information	*41	127	3,173,300
Finance and ins, and real estate	767	1,275	9,908,320
Prof, mgmt, admin, & waste mgmt	367	678	17,001,157
Edu, health care, & social assistance	1,663	3,170	34,781,348
Arts, entertain, rec, accomod, & food	704	1,050	14,586,646
Other services, except public admin	190	447	7,371,226
Public administration	275	464	7,025,870
Percent of Total			
Ag, forestry, fishing & hunting, mining	3.6%	7.1%	1.9%
Construction	5.3%	6.1%	6.4%
Manufacturing	16.9%	15.0%	10.3%
Wholesale trade	3.0%	32%	2.7%
Retail trade	13.8%	12.5%	11.4%
Transport, warehousing, and utilities	3.5%	4.1%	5.1%
Information	0.6%	0.9%	2.1%
Finance and ins, and real estate	10.3%	9.2%	6.6%
Prof, mgmt, admin, & waste mgmt	4.9%	4.9%	11.3%
Edu, health care, & social assistance	22.4%	22.9%	23.1%
Arts, entertain, rec, accomod, & food	9.5%	7.6%	9.7%
Other services, except public admin	2.6%	3.2%	4.9%
Public administration	3.7%	3.3%	4.7%

INDUSTRY PROJECTIONS

Industry	Estimated Employment 2016	Projected Employment 2026	Percent Change 2016-2026	Numeric Change 2016-2026
Total, All Industries	211,618	213,503	+0.9%	+1,885
Health Care & Social Assistance	29,857	31,196	+4.5%	+1,339
Manufacturing	31,264	31,145	-0.4%	-119
Retail Trade	20,647	19,748	-4.4%	-899
Educational Services	16,891	16,886	0.0%	-5
Public Administration	13,150	13,136	-0.1%	-14
Accommodation & Food Services	12,207	11,965	-2.0%	-242
Construction	7,995	8,408	+5.2%	+413
Wholesale Trade	8,272	8,323	+0.6%	+51
Transportation & Warehousing	7,176	8,023	+11.8%	+847
Other Services, Ex. Public Admin	7,632	7,142	-6.4%	-490
Agriculture, Forestry, Fish & Hunt	5,599	7,026	+25.5%	+1,427
Finance & Insurance	6,314	6,369	+0.9%	+55
Professional & Technical Services	4,296	4,600	+7.1%	+304
Administrative & Waste Services	4,163	4,277	+2.7%	+114
Information	2,746	2,569	-6.4%	-177
Arts, Entertainment, & Recreation	2,544	2,402	-5.6%	-142
Management of Companies	1,563	1,541	-1.4%	-22
Real Estate & Rental & Leasing	1,232	1,269	+3.0%	+37
Utilities	755	831	+10.1%	+76
Mining	349	312	-10.6%	-37

JOB VACANCIES

	Number of Total Vacancies	Percent Part-time	Percent Temporary or Seasonal	Requiring Post- Secondary Education	Requiring 1 or More Years of Experience	Requiring Certificate or License	Median Hourly Wage Offer
Total, All Occupations	10,281	40%	6%	28%	30%	42%	\$13.63
Personal Care & Service	1,326	76%	0%	6%	3%	65%	\$11.98
Food Preparation & Serving Related	1,300	59%	2%	14%	14%	2%	\$10.95
Production	996	6%	1%	9%	18%	3%	\$14.00
Transportation & Material Moving	911	28%	17%	9%	61%	81%	\$19.22
Protective Service	817	99%	0%	1%	2%	99%	\$9.98
Healthcare Practitioners & Technical	790	41%	0%	96%	43%	96%	\$22.70
Building, Grounds Cleaning & Maint.	611	14%	8%	3%	7%	10%	\$12.43
Sales & Related	608	39%	3%	42%	41%	15%	\$13.73
Installation, Maintenance & Repair	421	4%	0%	50%	75%	29%	\$17.92
Office & Administrative Support	376	30%	4%	18%	47%	5%	\$14.01
Construction & Extraction	323	1%	47%	13%	14%	20%	\$16.52
Healthcare Support	296	51%	0%	24%	2%	63%	\$12.76
Education, Training & Library	281	51%	52%	98%	79%	92%	\$14.28
Life, Physical & Social Sciences	227	0%	0%	36%	40%	9%	\$14.92
Management	202	0%	0%	95%	99%	57%	\$28.66
Business & Financial Operations	155	3%	0%	77%	96%	17%	\$26.08
Architecture & Engineering	151	2%	2%	73%	79%	34%	\$24.23
Community & Social Service	80	20%	0%	57%	81%	63%	\$19.32
Computer & Mathematical	70	23%	0%	81%	76%	11%	\$26.47
Arts, Design, Entertainment & Media	19	9%	0%	90%	74%	5%	\$18.4



MAJOR EMPLOYERS

Schwan's Company • 900

Avera Marshall • 706

US Bancorp • 550

Turkey Valley Farms • 450

Marshall Public Schools • 435

Hy-Vee Food Store • 400

Southwest Minnesota State University • 348

North Star Mutual Insurance • 265

Archer Daniels Midland • 250

Wal-Mart • 229

Runnings • 199

REM Southwest Services • 160

Cygnus Home Service • 150

Vishay HiRel Systems LLC • 142

Ralco Nutrition • 140

Menards • 125

Cliff Viessman Inc. • 110

City of Marshall • 110

Reinhart Food Service Inc • 112

United Community Action Partnership • 86

BH Electronics, Inc • 90

19 100+ EMPLOYEES

COMMUTING PATTERNS

arshall is a labor importer – drawing workers from surrounding cities and counties. In addition, Marshall is home to four major highways intersecting: Highway 59, Highway 23, Highway 19, Highway 68. The population of 13,706 residents grows daily to 25,000 people as a result of a multitude of opportunities for employment, education, and retail shopping in the City of Marshall.

	Marshall city, MN	Lyon County, MN	U.S.
Workers 16 years and over, 2017*	7,358	13,710	148,432,042
PLACE OF WORK:		.,256,52,	. Zaprosakous
Worked in county of residence	6,939	12,482	107,418,664
Worked outside county of residence	419	1,228	41,013,378
TRAVEL TIME TO WORK:			
Less than 10 minutes	4,181	5,746	17,921,724
10 to 14 minutes	1,519	2,309	19,241,335
15 to 19 minutes	541	1,473	21,633,308
20 to 24 minutes	303	1,408	20,585,782
25 to 29 minutes	25	472	8,998,679
30 to 34 minutes	212	710	19,345,968
35 to 39 minutes	38	110	4,158,159
40 to 44 minutes	19	52	5,476,102
45 to 59 minutes	'98	7235	11,464,394
60 or more minutes	181	408	12,579,181
Mean travel time to work (minutes)	12	14.3	25.1
Percent of Total			
PLACE OF WORK:			
Worked in county of residence	94.3%	.91.0%	72.4%
Worked outside county of residence	5.7%	9.0%	27.6%
TRAVEL TIME TO WORK:			
Less than 10 minutes	56.8%	41.9%	12.1%
10 to 14 minutes	20.6%	16.8%	13.0%
15 to 19 minutes	7.4%	10.7%	14.6%
20 to 24 minutes	4.1%	10.3%	13.9%
25 to 29 minutes	0.3%	3.4%	6.1%
30 to 34 minutes	2.9%	5.2%	13.0%
35 to 39 minutes	0.5%	70.8%	2.8%
40 to 44 minutes	0.3%	0.4%	3.7%
45 to 59 minutes	1.3%	1.7%	7.7%
60 or more minutes	2.5%	3.0%	8.5%

7,358
MARSHALL WORKERS

88.9% LESS THAN 24 MIN.

56.8% LESS THAN 10 MIN.

Marshall is well known for its high quality education. Marshall is home to Marshall Public Schools, 3 Parochial Schools (True Light Christian School, Holy Redeemer School and Samuel Lutheran School), and Southwest Minnesota State University. Our students are provided countless opportunities and services to develop them into successful men and women in our community.

EDUCATIONAL ANALYSIS



EDUCATIONAL ATTAINMENT

ducational attainment can be used as a measure of the quality of the resident labor force, and Minnesota is well known for its quality of education. Unlike other counties in Southwest Minnesota, Lyon County has competitive educational attainment rates with the state of Minnesota, thanks to the presence of Southwest Minnesota State University in Marshall. An estimated 91.9% of the adult population had at least a high school diploma or GED, while an estimated 30.7% had a bachelor's degree or higher.

2,481

MARSHALL PUBLIC SCHOOL ENROLLMENT

89.2%
HIGH SCHOOL
GRADUATION RATE

6,818
SMSU ENROLLMENT

SCHOOL ENROLLMENT

	Marshall city, MN	Lyon County, MN	U.S.
Total Population over 3 years old, 2017*	13,204	24,777	309,341,395
Enrolled in school:	4,314	7,059	81,751,797
Enrolled in nursery school, preschool	295	539	4,934,251
Enrolled in kindergarten	198	*349	4,136,743
Enrolled in grade 1 to grade 4	674	1,379	16,335,701
Enrolled in grade 5 to grade 8	832	1,535	16,495,557
Enrolled in grade 9 to grade 12	549	1,171	17,001,421
Enrolled in college	1,766	2,086	22,848,124
Not enrolled in school	8,890	17,718	227,589,598
Percent of Total			
Enrolled in school:	32.7%	28.5%	26.4%
Enrolled in nursery school, preschool	2.2%	2.2%	1.6%
Enrolled in kindergarten	1.5%	1.4%	1.3%
Enrolled in grade 1 to grade 4	5.1%	5.6%	5.3%
Enrolled in grade 5 to grade 8	6.3%	6.2%	5.3%
Enrolled in grade 9 to grade 12	4.2%	4.7%	5.5%
Enrolled in college	13.4%	8.4%	7.4%
Not enrolled in school	67.3%	71.5%	73.6%

	Marshall city, MN	Lyon County, MN	U.S.
Total Population 25 yrs or older, 2017*	8,271	16,561	216,271,644
No high school degree	670	1,256	27,437,114
High school graduate	7,601	15,305	188,834,530
Associates degree	979	2,095	17,917,481
Bachelor's degree or higher	2,542	4,385	66,887,603
Graduate or professional	689	1,154	25,510,535
Percent of Total			
No high school degree	8.1%	7.6%	12.7%
High school graduate	91.9%	92.4%	87.3%
Associates degree	11.8%	12.7%	8.3%
Bachelor's degree or higher	30.7%	26.5%	30.9%
Graduate or professional	8.3%	7.0%	11.8%

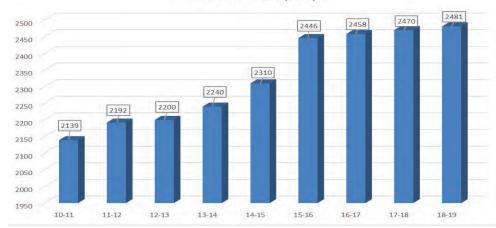
MARSHALL PUBLIC SCHOOLS

Student enrollment is one of the biggest factors in completing our budget each year, so the number of students we have each month, and where they are going to and coming from, is something we pay close attention to. At the end of the 2018-2019 year, we received funding for 2,481 students in kindergarten through 12th grade. Enrollment projection for 2019-2020 year is 2,491 students enrolled in those same grades, which is a slight increase with student enrollment last year. We have had an increase of 342 students since 2011, that is a 13.7% increase. The enrollment growth has created space challenges for our district. The District was fortunate to pass a building bond referendum in May of 2019. Included in the referendum were safety and security uapgrades at the High School, Park Side and MATEC locations, as well as an Early Childhood addition to the Park Side School and a new 2nd through 4th grade elementary building.



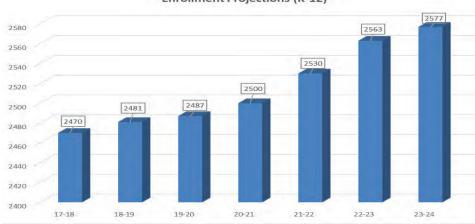
A: As the graph below shows, student enrollment in kindergarten through grade twelve has grown significantly over the past eight years. Based on several factors, we anticipate that this enrollment growth will continue.

Total Enrollment (K-12)



B: As shown in the graph below, student enrollment in kindergarten through 12th grade is projected to continue to increase from a low of 2,470 students in 2017-2018 to a forecasted enrollment high of 2,577 in 2023-2024. For the 2017-2018 school year we are at record enrollment numbers for the school district. In 2014, at the request of the school district, Hazel Reinhardt, a former Minnesota State Demographer, studied enrollment history and other factors to develop a comprehensive enrollment projection based on a variety of factors. Ms. Reinhardt's projections include births, kindergarten 'capture' rate, and incoming 9th grade increases due to tuitioned in and non-public schools/students. Her projections indicated an increase of anywhere between 18.6% and 23.3% from 2013-2014 and 2023-2024. Interestingly, Ms. Reinhardt's most aggressive projection for 17-18 was 2,446 students and our actual enrollment exceeded her most aggressive projection by 24 students.

Enrollment Projections (K-12)



SOUTHWEST MN STATE UNIVERSITY

99%

EMPLOYED SMSU

GRADUATES

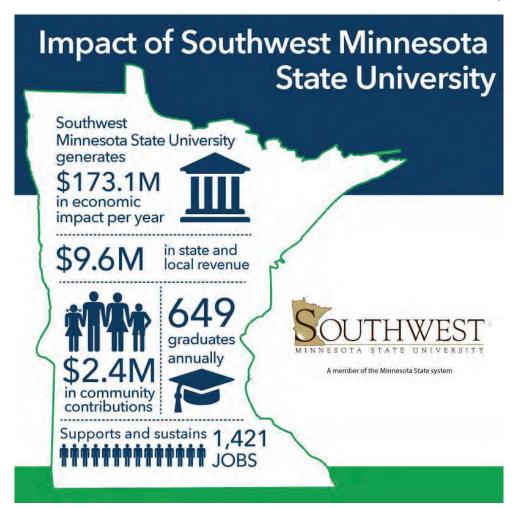
97%

EMPLOYED IN FIELD

OF STUDY

8%
CONTINUING THEIR
EDUCATION

Enrollment Figures from Fall 2018		Minnesota Residents	77.5%
Total Headcount	6,818	Counties Represented	74
Degree-seeking (undergrad)	2,013	Out of State	22.6%
Graduate	466	States Represented	38
Female	58.7%	International	6%
Male	41.2%	Countries Represented	23



Southwest Minnesota State University serves approximately 6,818 students across the State of Minnesota and throughout the upper Midwest through a variety of undergraduate, graduate and concurrent enrollment programs. Approximately 2,013 undergraduate degree seeking students are served on-campus. SMSU is recognized for its affordability, quality and lifetime return on investment.

According to the Marshall Comprehensive Housing Needs Analysis report, the demographic characteristics of Marshall and the Primary Market Area show a growing demand for a variety of housing products, including: rental housing targeting the young adult (25 to 34) age group as well as the empty nester population (55 to 74 age group); entry-level ownership housing for first-time home buyers (25 to 39); move-up housing for the 35 to 44 age group; and senior housing.

HOUSING ANALYSIS



HOUSING CHARACTERISTICS

	Marshall city, MN	Lyon County, MN	U.S.
Total Housing Units, 2017*	5,823	11,219	135,393,564
Occupied	5,313	10,060	118,825,921
Vacant	510	1,159	16,567,643
For rent	296	421	2,838,344
Rented, not occupied	32	32	620,294
For sale only	57	109	1,346,331
Sold, not occupied	9	57	650,264
Seasonal, recreational, occasional	9	81	5,462,087
For migrant workers	0	0	35,846
Other vacant	107	459	5,614,477
Year Built			
Built 2010 or later	105	170	4,302,412
Built 2000 to 2009	684	1,136	19,663,902
Built 1990 to 1999	673	1,022	18,945,953
Built 1980 to 1989	1,016	1,385	18,399,296
Built 1970 to 1979	1,015	1,998	20,920,173
Built 1940 to 1969	1,751	3,137	35,710,068
Median year structure built [^]	1976	1971	1977

-				-	
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Occupancy			
Occupied	91.2%	89.7%	87.8%
Vacant	8.8%	10.3%	12.2%
For rent	5.1%	3.8%	2.1%
Rented, not occupied	0.5%	0.3%	0.5%
For sale only	1.0%	1.0%	1.0%
Sold, not occupied	0.2%	0.5%	0.5%
Seasonal, recreational, occasional	0.2%	0.7%	4.0%
For migrant workers	0.0%	0.0%	0.0%
Other vacant	"1.8%	4.1%	4.1%
Year Built			
Built 2010 or later	"1.8%	1.5%	3.2%
Built 2000 to 2009	11.7%	10.1%	14.5%
Built 1990 to 1999	11.6%	9.1%	14.0%
Built 1980 to 1989	17.4%	12.3%	13.6%
Built 1970 to 1979	17.4%	17.8%	15.5%
Built 1940 to 1969	30.1%	28.0%	26.4%

91.2%

OCCUPIED

5.1%

FOR RENT-VACANT

1.0%

FOR SALE-VACANT

AFFORDABLE HOUSING

	Marshall city, MN	Lyon County, MN	U.S.
Owner-occupied mortgaged homes, 2017*	1,990	4,136	48,185,314
Cost >30% of household income	392	765	14,130,580
Specified renter-occupied units, 2017*	2,375	3,198	42,992,786
Rent >30% of household income	982	1,302	20,138,321
Median monthly mortgage cost ⁴ , 2017*	\$1,167	\$1,148	\$1,515
Median gross rent [^] , 2017*	\$625	\$621	\$982
Percent of Total			
Cost >30% of household income	19.7%	18.5%	29.3%
Rent >30% of household income	41.3%	40.7%	46.8%

1,990
OWNER OCCUPIED HOUSING WITH MORTGAGE

\$1,167
MEDIAN MONTHLY
MORTAGE

\$625
MEDIAN GROSS RENT



- Cost >30% of household income
- Rent >30% of household income

The City of Marshall has over 200+ acres of industrial park land available for development opportunities. In addition, the City of Marshall also has redevelopment property available for interested parties.

DEVELOPMENT OPPORTUNITIES



COMMERCE PARK

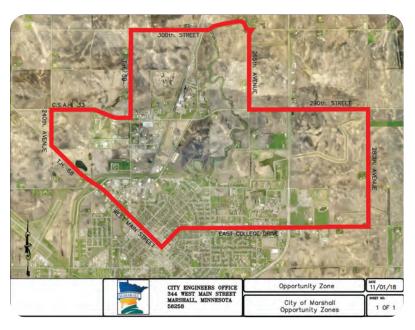
Commerce Park spans across 136.03 developable acres and can be subdivided into as little as 5 acre lots. Commerce Park is located west of Highway 59 North and is centrally located in the industrial district of Marshall.

Commerce Park is currently zoned agriculture, but will transition to general industrial district.

The City of Marshall was awarded a \$2 Million Business Development Public Infrastructure Grant to build out Michigan Road. In addition, Commerce Park is located in the federally designated Opportunity Zone.



OPPORTUNITY ZONES



Opportunity Zones are a new community development program established by Congress in the Tax Cut and Jobs Act of 2017 to encourage long-term investments in low-income and urban communities nationwide. Opportunity Funds allow U.S. investors holding unrealized gains in stocks and mutual funds to pool their resources in projects located in Opportunity Zones, which will be invested in rebuilding low-income communities.

Minnesota Census Tract: 27083360500 was designated as an Opportunity Zone which includes Commerce Park and Tiger Park Addition (Amateur Sports Complex area).

SONSTEGARD SUBDIVISON II



Sonstegard Subdivision II was initially 64.266 acres. The majority of the industrial park was filled within two years. Only one 1.2810 acre parcel is still available for development.

Sonstegard Subdivision II is located between Trunk Highway 68 and County Road 33 and is located at the heart of Marshall's industrial district. It is currently zoned general industrial.

AIRPARK EAST





The Southwest
Minnesota Regional
Airport-Marshall/Ryan
Field is a growing
area and at present
has over 25 developable acres.

Located within easy access to air transportation, railroads, and highway systems, the airpark offers a prime location for businesses.

We encourage developers and businesses to explore the development opportunities on the airpark and in the airport environs.

Southwest Minnesota Regional Airport-Marshall/Ryan Field's features include:

- 7,220-foot primary runway in length to handle corporate/commercial aircraft and possible future scheduled air service
- 4,000-foot crosswind runway
- BEACON, VOR/DME, ILS, weather computer
- Flight training and repair service
- Charter flights available to any point in North America and Canada

PARKWAY II

Parkway II Addition provides single-family housing opportunities of all kinds. Parkway II is zoned single family residential and has a variety of building options for home buyers.

Parkway II has 24 lots available from \$11,500-\$15,000/lot. Inquire about Tax Abatement Incentives as both the City of Marshall and Lyon County passed Tax Abatement Incentives for building new homes.





INQUIRE ABOUT TAX ABATEMENT INCENTIVES

PAKKWAY II ADDITION

Edina Realty.

a Berkshire Hathaway affiliate

BILL ARCHBOLD

507-829-5407
BillArchbold@EdinaRealty.com

MOLLY ARCHBOLD 507-530-6036

MollyArchbold@EdinaRealty.com

thearchboldteam.edinarealty.com 877-270-1289 • 1301 E. College Drive • Marshall, MN 56258

PARKWAY III

Parkway III currently consists of 8.835 acres of city-owned land located on Legion Field Road/10th Street. Parkway III is currently zoned R-1 as a single-family residence district, but the City of Marshall is considering rezoning to R-3 low to medium density, multiple-family residence district.



PARKWAY IV

Parkway IV consists of 31.10 acres located on London Road. Parkway IV is currently zoned general business and single-family residence. The City of Marshall has considered rezoning the property to light industrial. Parkway IV's recent infrastructure can be designated for high tech or bio businesses.



TIGER PARK ADDITION



Building off of our newly constructed Red Baron Arena & Expo, which features two sheets of ice and an exposition center, the competition baseball/softball complex opened in Summer 2017. Tiger Park Addition has adjacent properties available for retail and restaurant development opportunities. Marshall is seeking hospitality, restaurant and retail enterprises that would complement each other and reach the amateur sports crowd along with the Southwest Minnesota State University population and our own community members. In addition, Tiger Park Addition is located in the federally designated Opportunity Zone.

TALL GRASS LIQUOR OUTLOT

Tall Grass Outlot consists of .937 acres. It is located near the busy corner of Highway 59 and Boyer Drive – adjacent to Runnings, WalMart, Tall Grass Liquors, Menards, Aldi and Pizza Ranch. The City of Marshall would be willing to sell all or a portion of the red box area.



BLOCK 11

Block 11 consists of 11 parcels totaling approximately 1.41 acres, located on one of the busiest corners of Marshall at the intersection of College Drive and Main Street. Block 11 is within limits of the Downtown Central Business District.

The Central Business District which intends to preserve and enhance the city's central business district as the prime center for office and government employment, shopping and cultural activities.

The City of Marshall is working with a developer who submitted a proposal to acquire the property to construct a mixed-use commercial/residential development. It will include a 56-unit housing on the 2nd and 3rd floors and retail/office space on the 1st floor.



DISCOVER SOUTHWEST MN

BALATON POP. 629

Largest Employers

Minnewaska Community Health Services Lakeview Senior Housing City of Balaton Ralco trū Shrimp Company Western Mutual

www.balatonmn.com

Business Energy Grants - secured funding through the Clean Energy Resource Team that will be used to assist local businesses in 2020 with energy efficiency grants for their buildings.

Eastbay - continued spec home development in the Eastbay subdivision with lots available for sale. Tax abatement available for new construction.



Balaton Care Center - The City of Balaton and the Balaton Economic Development Authority are collaborating on repurposing the Balaton Care Center which is the former nursing home building. The Balaton Care Center currently offers a Sanford Clinic, physical therapy office through Health Enhancement Center, hair salon, EDA offices, and kitchen for adjacent Lakeview Senior Housing. The City and EDA are working to expand assisted living offerings, medical services as well as other community services and programming.

COTTONWOOD POP. 1,245

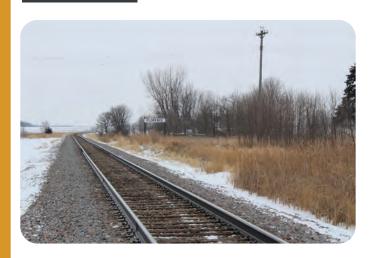
Largest Employers

North Star Insurance Lakeview Public Schools

www.cityofcottonwoodmn.com

The City of Cottonwood is working on getting dilapidated buildings downtown demolished so they can redevelop prime lots for future economic growth.

FLORENCE POP. 38



GARVIN POP. 133



Bitton's Roadhouse Restaurant & Bar with a Banquet Hall and Off-Sale Liquor Store.

GHENT POP. 370



KB's Bar & Grill Serves lunch, dinner, coffee and drinks. KB's Bar & Grill is known for their pizza and customer service.

LYND POP. 466



Southwest School of Dance Southwest School of Dance and Prestige Gymnastics offer a wide variety of classes for students of all ages.

MINNEOTA POP. 1,363



Sky Tinted Products Group

Chasing Our Tails purchased the vacant Schott Corporation building and it will be the new location of a packaging and distribution center. The Minneota property will handle packaging and distribution, under the name "Sky Tinted Products Group." This move has added 15 new jobs to town.

RUSSELL POP. 342

The RTR (Russell, Tyler, Ruthton) School **District** broke ground in October 2019 for a new PreK-12 campus on the west end of Tyler.

Shady Oaks Native Prairie Adventure Trails, an ATV park in rural Russell, opened with about 5-1/2 miles of trails. Enjoy the overlooks and scenic views on this memorial trail near the city of Russell in Lyon County.

TAUNTON POP. 135

Duke's Corner Cafe

Duke's Corner Café is owned by Brad and Courtney Norcutt. They offer the great food and catering for all occasions.

TRACY POP. 2,101

Largest Employers:

Sanford Tracy Medical Center Tracy Area Schools Prairie View Health Care **Premium Plant Services** City of Tracy Minnwest Bank South Chasing Our Tails



Tracy Lanes

Tracy Lanes was purchased and remodeled making it the only bowling alley in Lyon County.



New Housing Addition

Tracy has a new housing addition that has constructed twin-homes as well.





Chasing Our Tails

Chasing Our Tails pet-treats has established manufacturing operations in the former Tracy Bottling/Hebig Electric building on South Street. Additional pettreat products will be processed in the former Salmon Chevrolet-Oldsmobile building on Fourth St. Chasing Our Tail had renovations in the Tracy building which included utility upgrades, as well as the addition of a 4,000 square-foot freezer. This move has added 15 new jobs to town.

yon County is celebrating it's 150th year in 2020. Events and activities are being planned to commemorate the 150th anniversary of Lyon County in 2020.

yon County is located in southwest
Minnesota. The county seat is in
Marshall. As of the 2010 census, the
population for the county is 25,857. The
county was named for General Nathaniel
Lyon, an Army officer who served in the
Dakota and Minnesota territories before
being killed in the American Civil War in
1861

he county has a total area of 722 square miles of which 715 square miles is land and 7.1 square miles is water. The Yellow Medicine River flows northeast through the upper portion of the county; the Redwood River flows northeast through the central part; and the Cottonwood River flows northeast through the lower part of the county.



LYON COUNTY STATS

\$54,181

MEDIAN HOUSEHOLD INCOME

25,789

LYON COUNTY POPULATION

10,060

TOTAL HOUSEHOLDS

35.6

MEDIAN AGE

81.9%

LABOR EARNINGS



Big-City Amenenties-No Hassles

We boast many big-city amenities without the hassles. In Marshall, you'll find a safe community, cultural and recreational activities, and most importantly, the time to enjoy them all, because there is no such thing as commute time in this town we call one of the biggest small towns in Minnesota.



Wired & Shovel Ready

Our business community is more wired than most metropolitan areas and we have competitive services. Southwest MN is a forward thinking, business-friendly region with shovel ready sites welcoming you to join us.



Best in Minnesota!

WCCO **Best Hockey Rink** in Minnesota in 2017

ACHIEVEMENTS

arshall is taking an active role in developing strategies for hiring, retaining, and training the workers who will give businesses a competitive advantage by strengthening industry and education partnerships.

s a leader in industry, education and technology, Marshall enjoys a regional reputation for economic vitality.

