

## Village of Marvin 2026-2036 Strategic Plan (Adopted 2/26/2026)

**Mission Statement:** "We strive to create a vibrant community with a balance between preservation and thoughtful economic growth that promotes a high quality of life through transparent leadership, efficient governance, and responsive services."

**Vision Statement:** "The Village of Marvin will be a welcoming and engaged community that promotes preservation, offers recreation and celebrates heritage."

### Goal 1: Preserve Small-Town Atmosphere and Identity

**Description:** Preserving the charm and sense of community in Marvin is a guiding principle. This will be achieved through:

**Strategies:**

- Showcasing the Village's unique characteristics, celebrating Marvin's historic roots, and promoting the benefits of residency.
- Monitoring growth trends and implementing traffic mitigation strategies to reduce congestion.
  - **Year 1 Action Items:**
    - Assess revisions to Road Abandonment Policy to allow individual streets to petition, rather than the entire HOA/subdivision.
- Expanding opportunities for community events such as seasonal festivals and farmers markets to strengthen local engagement.
  - **Year 1 Action Items:**
    - Implement a pop-up Farmers Market
  - **Year 3 Action Items:**
    - Conduct feasibility research for a hard surface Farmers Market.
  - **Year 5 Action Items:**
    - Implement a hard surface Farmers Market.
- Implementing a cohesive branding strategy, including wayfinding signage, to enhance the Village's identity.
  - **Year 1 Action Items:**
    - Complete engineering for the Village's wayfinding initiative.
    - Work with developers on cost-sharing for wayfinding (monument/directional) signage.
  - **Year 3 Action Items:**
    - Complete the installation of two phases directional signage of the Village's wayfinding initiative to improve navigation and community identity.
    - Complete the installation of half of the proposed welcome monuments to improve community branding.
    - Allocate funding for and implement seasonal decorations and community branding elements, such as pole banners.
  - **Year 5 Action Items:**
    - Complete the installation of wayfinding signage and monuments to improve community navigation and branding.
- Prioritizing beautification efforts with green space enhancements, landscaping, and sustainable development initiatives.
  - **Year 1 Action Items:**
    - Maintain Tree City USA designation, proclaim an annual Arbor Day and hold a local Arbor Day event.
    - Assess revisions to Tree Ordinances regarding fee-in-lieu options and buffer requirements.
    - Ensure public trees are properly maintained, including pruning, chemical treatments, and replanting when necessary.
    - Sustain an annual commitment to the Mayor's Monarch Pledge to protect pollinator habitats and promote local biodiversity through community-wide conservation efforts.
    - Ensure all current roundabouts are landscaped and are well-maintained.
  - **Year 3 Action Items:**
    - Install and maintain landscaping at the future Bonds Grove/Waxhaw-Marvin roundabout.
- Encouraging resident participation and education through outreach initiatives, such as surveys and public communication.
  - **Year 1 Action Items:**
    - Engage the community through surveys to gather input on capital projects, park and recreational needs, and planning issues.
    - Continue to promote the results of the 2025 Community Survey to promote public education of "community survey-driven" capital projects.
  - **Year 3 Action Items:**
    - Develop and implement a new Community Survey to assess resident opinions on government services and capital projects.

## Goal 2: Create Spaces for Community Building, Recreation, and Commerce.

**Description:** Creating public spaces that encourage community interaction and economic growth is a core priority. This will be accomplished by:

### Strategies:

- Promoting and developing the Heritage District and other commercial areas as vibrant gathering places for residents, fostering a mix of local businesses, public spaces, and cultural activities.
  - **Year 1 Action Items:**
    - Develop a master plan for the Marvin Heritage District, outlining zoning regulations, land use strategies, and economic incentives.
  - **Year 3 Action Items:**
    - Develop a retail recruitment strategy to attract businesses to the Heritage District and other commercial areas.
    - Implement the specific recommendations and commercial growth strategies identified in the Five-Year Strategic Economic Development Plan completed by the NC Dept of Commerce.
- Enhance and maintain current parks and recreational areas, including playgrounds, walking trails, and open green spaces.
  - **Year 1 Action Items:**
    - Complete construction of the Houston-Ross Park, providing residents with a central public gathering space.
    - Promote grand opening of Houston-Ross Park, emphasizing its multi-use character.
    - Bid out and implement electrical upgrades to Marvin Efird Park.
  - **Year 3 Action Items:**
    - Expand recreational offerings, including the expansion of amenities (such as disc golf course expansion) at Marvin Efird Park.
    - Install security lighting at Marvin Efird Park.
- Achieving open space per capita goals to maintain a balance between development and preservation of natural areas.
- Encouraging private investment and partnerships to help fund, enhance, and maintain community amenities.
  - **Year 1 Action Items:**
    - Assess public-private partnerships for tree maintenance, sidewalk maintenance, street repair.
    - Evaluate Interlocal Agreements (ILAs) to leverage Union County and other municipalities, including Waxhaw's Public Works and Engineering capacity for Marvin's roadway and stormwater needs.
    - Explore a collaborative model with Union County and other municipalities, including the Town of Waxhaw for joint management and execution of community events.
    - Request an appropriation from Union County and the Town of Waxhaw for the Bonds Grove/Waxhaw Marvin Church Roundabout.
    - Educate the Council on Municipal Service District tax overlays.
    - Build relationships and initiate discussions for possible future public-private partnerships to build new and enhance current amenities.
  - **Year 3 Action Items:**
    - Launch the Downtown Main Street Program to revitalize local commerce and community engagement.
    - Establish a Community Development Coordinator position to oversee growth and infrastructure projects.
  - **Year 5 Action Items:**
    - Continue infill of municipal service district planning and development tools.

### Goal 3: Grow the Village Strategically, Safely, and Responsibly.

**Description:** As Marvin continues to expand, it is critical to manage growth responsibly by:

**Strategies:**

- Supporting thoughtful development initiatives, adapting zoning ordinances, and evaluating development proposals based on adopted plans, community values, and growth trends.
  - **Year 5 Action Items:**
    - Assess necessary updates or plan to replace Comprehensive Plan to reflect current and future development goals.
- Partnering with planning and development experts to ensure sustainable expansion.
  - **Year 1 Action Items:**
    - Educate Council on the development of a Municipal Service District (MSD) master plan, integrating analysis from the Comprehensive Plan to establish rate projections that ensure the financial sustainability of future infrastructure.
  - **Year 3 Action Items:**
    - Contract consultant for a stormwater management study/master plan.
- Ensuring sufficient funding for the implementation of approved master plans to support the establishment of public spaces.
  - **Year 1 Action Items:**
    - Educate Council regarding stormwater management (MS4).
  - **Year 3 Action Items:**
    - Conduct stormwater assessment.
  - **Year 5 Action Items:**
    - Implement a stormwater management program and associated fee structure.
- Encouraging annexation of key areas to ensure consistent infrastructure and services.
  - **Year 3 Action Items:**
    - Implement annexation strategies as outlined in Comprehensive Plan (reassess if Comprehensive Plan does not move forward.)
    - Strategize to strengthen relationships with Marvin-adjacent neighborhoods.
  - **Year 5 Action Items:**
    - Consider annexation by referendum after strengthening relationships with Marvin-adjacent neighborhoods.
  - **Year 10 Action Items:**
    - Complete annexation initiatives to integrate surrounding communities and unify infrastructure planning.
- Collaborating with the Union County Sheriff's Office to enhance public safety, communication, and crime prevention initiatives.
  - **Year 1 Action Items:**
    - Initiate discussions with the Union County Sheriff's Office and commercial developments to establish a satellite office to improve public safety presence.
  - **Year 3 Action Items:**
    - Explore a tax increase to hire additional law enforcement officers.
- Supporting growth of municipal services/facilities; provide resources to support Village Staff, ensuring transparency and efficiency in operations.
  - **Year 1 Action Items:**
    - Analyze ability to restructure Public Works Director position to include engineering background to reduce need for some contracted engineering work.
    - Consider implementing Laserfiche (records management software) to improve internal recordkeeping practices.
    - Conduct a demo of Placer.AI software with Council.
    - Conduct research into alternative Finance software solutions.
    - Provide continuing education for Village Office Staff and Public Works Crewmen.
    - Provide continuing education to staff regarding the Main Street Program.
    - Assess privatization of facility maintenance, including grass/grounds, roundabouts, buildings.
    - Begin facility analysis for future expansion of municipal facilities.
  - **Year 3 Action Items:**
    - Begin planning for a new solid waste services contract to improve sustainability and service quality.
    - Acquisition of additional Public Works equipment, including a bucket truck; and initiation of minor additional Public Works services.
    - Implement new finance software for enhanced budgeting and reporting transparency.

- Review Finance policies for necessary updates.
- Establish new record archive facilities to enhance government efficiency and transparency.
- Provide additional office space for Village Staff (expansion of Village Hall).
- Acquire land for a dedicated Public Works Facility to improve service quality and efficiency.
- Strengthen emergency preparedness initiatives.
- **Year 5 Action Items:**
  - Begin construction of Public Works Facility.

**Goal 4: Promote Multimodal Transportation and Pedestrian Safety**

**Description:** Ensuring safe and efficient movement throughout the Village is essential for both residents and visitors. Key strategies include:

**Strategies:**

- Assuming maintenance responsibilities for neighborhood roads and sidewalks to improve safety and accessibility.
  - **Year 1 Action Items:**
    - Assess revisions to right-of-way repair ordinances to improve sidewalk maintenance and accountability.
    - Assess options of sidewalk maintenance strategies with HOA partnerships or other ordinance changes.
    - Replace damaged sidewalk panels and/or grind down raised panels.
    - Communicate with HOAs regarding accountability for damages to Village streets and sidewalks.
    - Consider assuming maintenance of New Town Road from the Waxhaw-Marvin roundabout to the Marvin Road roundabout.
  - **Year 5 Action Items:**
    - Reach 75% ownership of neighborhood roads to improve local infrastructure control.
  - **Year 10 Action Items:**
    - Achieve 100% ownership of neighborhood roads, with potential expansion to include certain connector roads.
    - Expand Public Works services to potentially include street maintenance, further enhancing local infrastructure control.
- Working with NCDOT, CRTPO, Union County, and other municipalities to implement necessary improvements at high-traffic intersections.
  - **Year 1 Action Items:**
    - Explore Waxhaw’s developer traffic fee-in-lieu for local match OR contribution to Bond Grove / Waxhaw-Marvin roundabout.
    - Meet with Waxhaw on cost share at Bond Grove / Waxhaw-Marvin roundabout and amend capital reserve ordinance.
    - Establish and expedite capital reserve for future roundabouts.
- Developing and executing a Safe Roads Action Plan to enhance pedestrian and vehicular safety.
  - **Year 1 Action Items:**
    - Execute agreement with USDOT to authorize work to begin on Safe Roads Action Plan in accordance with regulations.
    - Enter contract with firm to compose Safe Roads Action Plan.
- Maintaining an interconnected network of greenways and walking trails to promote alternative transportation methods and recreational use.
  - **Year 10 Action Items:**
    - Establish full trail connectivity across the Village, linking neighborhoods with pedestrian-friendly paths.
- Identifying funding sources, including grants and state programs, to support road, sidewalk, and greenway projects.