

**CITY OF MARSHALL STRATEGIC PLAN 2024-2027-November 2024 Progress**

| GOALS  | OBJECTIVES   | STRATEGIES  | Potential Tactics<br>(To be further refined and prioritized by each department)   | SUPPORTING PARTNERS/ROLES                 | Milestones/<br>Key Accountability                                  | PRIORITY |
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| <p><b>Enrich and enhance quality of life</b></p> | <p><i>Create vibrant, accessible, and well-maintained public parks and recreation amenities that contribute to the overall quality of life for residents and visitors.</i></p> | Develop a Master Park and Recreation Plan incorporating indoor recreation study and outdoor recreation needs.   | Utilize indoor recreation study to continue to explore and plan for opportunities that address the lack of indoor recreational space for families during winter months. | YMCA, MPS, SMSU                           | Preliminary Discussions  |          |
|  |  | Review, prioritize and complete upgrades to existing parks and recreation facilities. Continue to invest in inclusive playground equipment to improve the accessibility of parks and recreation amenities.                |   | City Council, Legislature, State grants   | Annual CIP Process, working with CGMC on bonding, active in grants |          |
|  |  | Continue to invest in Adult Community Center facility/building improvements.  |   | City Council, State and local grants      | Annual Budget Process, future CIP Process                          |          |
|  |  | Continue to explore and invest in programming opportunities for both indoor and outdoor recreation for all community members.   |   | YMCA, MPS, SMSU                           | Continuous   |          |
|  |  | Explore options for old softball complex; Future trail extensions; Soccer fields; Outdoor Pickleball Courts;  |   | City Council                              | Initiating Master Park Planning Process                            |          |
|  |  | Review and Prioritize Upgrades: Legion Field, Archery Range Storage, New hoops at Justice Park, Bathroom facilities at Victory Park, Irrigation at Several Parks, Expand Park Shop Building; Reconstruction of Band Shell |   | City Council, Legislature, State grants   | Annual CIP Process, working with CGMC on bonding, active in grants |          |
|  |  | Strengthen walking, biking and park infrastructure.   |   | Parks and Engineering Depts, City Council | Annual CIP Process, State grants                                   |          |
|  |  | Explore and initiate a wide range of resource development opportunities.  | Continue working with the "Jump In, Make a Splash" community to support amenities for the Aquatic Center  | City Council                              | Hired Construction Manager   | High     |
|  |  |   | Develop sponsorship/donation packet for potential funding partners; explore creation of a Friends group for ongoing fundraising and support                             | Parks and Admin Staff                     | Preliminary sponsorship packet being developed                     |          |
|  |  |   | Revitalization of Sports/Recreation Commission with Sports/Rec Partners   | Parks, CVB Staff                          | Preliminary discussions, initial meeting                           |          |
|  | <p><i>Provide an enriched community experience for residents and visitors of all ages through local arts, entertainment, education, and natural resources.</i></p>             | Expand community education offerings through advanced partnerships.   | Identify and attract more talent as instructors to advance quality community education offerings  | MPS, Community Services staff             | On-going   |          |
|  |  |   | Develop outreach information to share widely in the community;  | MPS, Community Services staff             | On-going   |          |
|  |  |   | Work with community/regional organizations to find new talent/offerings   | MPS, Community Services staff             | On-going   |          |
|  |  | Promote and support a range of opportunities that highlight and celebrate the arts, cultural diversity and creativity.  | Work with DEI Commission to identify and promote key multi-cultural events  | Community Services staff                  | On-going   |          |
|  |  |   | Explore opportunities to enhance public art through grants and other supporting organizations. i.e. an artist in residency program                                      | Admin, Community Services staff           | No work on this started yet  |          |
|  |  |   | Collaborate with the community and arts organizations to raise funds and create public art that supports Marshall's sense of place.                                     | Admin, Community Services staff           | No work on this started yet  |          |
|  |  | Maintain our designation as a Tree City and work to further ensure the care and expansion of community forestry.  | Work to address Emerald Ash Borer infestations within our community.  | Park and Public Works staff               | Tree removal and replacement started and on-going                  |          |
|  |  |   | Explore and identify measures to provide a flourishing urban tree canopy for our streets  | Park Supt                                 | On-going   |          |
|  |  | Promote the library as an indispensable resource for encouraging reading, learning, and exploration.  | Partner with library to offer workshops or other approaches to create and collect community memories & stories  | Community Education                       | Initiate Regular Mtgs with Community Ed Director, Library Director |          |

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|  |   |   | Partner with library to create, market & support city activities/strategic tactics where appropriate   | Community Education   | Initiate Regular Mtgs with Community Ed Director, Library Director                           |   |  |
|  |   |   | Offer workshops to capture community memories/stories  | Community Education   | Initiate Regular Mtgs with Community Ed Director, Library Director                           |   |  |
| <i>Provide for a Safe and Secure Community</i>   | Maintain and advance public safety partnerships with townships, surrounding communities, and the private sector.                                  |   | Explore options and best practices for future delivery of fire protection/emergency services for neighboring townships.  | Public Safety Director and Fire Chief   | Scheduled Mtg to Review Contracts, Will schedule mtg with township reps prior to end of year |   |  |
|  |   | Continually invest in critical training, equipment and infrastructure that ensures high-quality and efficient public safety departments (fire and law enforcement.) | Invest in personal protective equipment  | Public Safety Director/Fire Chief/City Council  | On-going   |   |  |
|  |   |   | Plan/budget for fleet replacement rotation   | Chief/City Council  | On-going   |   |  |
|  |   |   | Continual investment in specific lighting, security cameras, electronic public safety awareness systems.   | Public Safety Director/Fire Chief/City Council  | On-going   |   |  |
| <i>Stimulate economic vibrancy and growth</i>  | <i>Support the creation, retention, and growth of businesses and industry.</i>  | Increase incentives and support for small businesses and entrepreneurs through advanced collaboration.  | Research and fund a small business incubator/spec building to provide business start-up resources, support.  | EDA Director/Board  | No work on this started yet  |   |  |
|  |   |   | Increase incentives for small businesses   | EDA Director/Board  | Review current funding available and provide to EDA Board for exchange of ideas              |   |  |
|  |   |   | Work with Small Business Development Center, SMSU, Chamber, Marshall, Lyon County, and others to support and attract small businesses/entrepreneurs.   | EDA Director/Board  | On-going   |   |  |
|  |   | Raise awareness of business support resources of the EDA and other organizations.   | Promote available online and print resources that help provide a roadmap for business support from the EDA and other community organizations.  | CareerForce, Extension  | Enlist EDA Support Staff to Initiate this Work   |   |  |
|  |   |   | Work with library to create online resource guide and purchase appropriate business support materials for checkout   | EDA Director/Board  | Enlist EDA Support Staff to Initiate this Work   |   |  |
|  |   | Develop an intake process for potential new business development/projects.  | Explore the creation of an annual roundtable or business leader group to help identify and seek out prospective new businesses and or leverage existing businesses for future growth.  | EDA Director/Chamber  | Has been completed on annual basis   |   |  |
|  |   | Advance partnerships and pursue funding to facilitate business building improvements.   | Pursue grant funds, incentives and partners that can facilitate business building improvements such as upgrading or replacement of major systems (e.g., mechanical, electrical, HVAC or plumbing), windows, elevators, interior and exterior materials, universal design elements, lighting, landscaping and aesthetics. | UCAP (Small Cities)   |  |   |  |
|  |   | <i>Collaborate on efforts to address workforce, housing, and childcare challenges.</i>  | Promote skilled training, job openings, and youth engagement opportunities that strengthen our workforce.  | Identify and promote critical jobs that need to be filled and/or expanded across city departments and area businesses | Chamber, SMSU, High School   | Job Fairs Held Annually                                     |  |
|  |   |   |  | Partner with community entities on skilled training opportunities for employees of the city and area businesses       | CareerForce, CTI, SMSU   | CTI Success, SMSU Partnership with Avera, North Star Mutual |  |
|  |   |   |  | Engage and educate youth about roles within our city departments as well as across our business community             | HR Director  | High School Career Fair                                     |  |
| Support efforts to help alleviate barriers for employees seeking child care.           |   |   | SWIF   | Child Care Study Initiated  |  |   |  |
| Work to address housing barriers in collaboration with developers and area businesses. | Work with area businesses to help provide greater public awareness of the critical role of the housing supply in the community's economic future. |   | EDA/Chamber  |   |  |   |  |

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|   |  | Stay informed of and advocate for better housing, land-use, and development policies and regulations.                                   | EDA/City Council  | On-going   |          |
|   |  | Work to address barriers across local ordinances, building codes, and the comprehensive plan.   | EDA/Planning and Zoning   | Sign Ordinance Update under review                       |          |
|   |  | Reduce development costs by providing greater clarity/flexibility to developers.  | EDA   |  |          |
|   |  | Support business awareness of and access to information and resources to help address these challenges.                                 | EDA   |  |          |
| <b>Expand Marshall's position as a regional center of business, resident, and visitor attraction and retention.</b> | Facilitate redevelopment projects that enhance our community as an employment, cultural and retail hub.  | Investigate transload opportunities including potential partnerships with area industry/businesses                                      | EDA   | No work on this started yet                              |          |
|   | Support transportation planning, funding and expansion in the region.  |   | Public Works/Mayor  | ATP Representation, grants sought out                    |          |
|   | Support efforts to attract and retain residents, students, and visitors.   | Develop marketing materials/avenues that promote Marshall as the place to live, work, and play  | EDA/Chamber   | Enlist EDA Support Staff to Initiate this Work           |          |
|   |  | Engage SMSU Admissions on providing important community information to potential students   | EDA/Chamber   | Enlist EDA Support Staff to Initiate this Work           |          |
|   |  | Expand city entrance features including signage at key gateways into the city.  | City Council  | Funding needed   |          |
|   |  | Encourage and incentivize development near SMSU to improve the attractiveness of our community to students.                             | EDA   |  |          |
| <b>Promote orderly and efficient growth by regulating development and guiding planning.</b>                         | Explore new avenues to aid public communication/outreach related to planning, zoning, and building.  | Work to improve the delivery of information to help community members and the building community better navigate the permitting process | EDA/Planning and Zoning   |  |          |
|   |  | Work with Admin Services on better communication of Building Inspection Department requirements   | EDA/Administration  | No work on this started yet                              |          |
|   | Implement policies, tools, and regulations that help maintain and develop a healthy, diverse, and affordable housing stock for current and future residents. | Protect quality rental housing through rental housing inspections for compliance with rental code ordinance;                            | Community Planning  | Registrations nearly complete                            |          |
|   |  | Continue to Partner with MN Housing Finance on Broadmoor Valley Infrastructure Improvements;  | City staff  | On-going   |          |
|   |  | Amend zoning/development ordinances and/or regulations to allow flexibility in housing development to respond to needs                  | Planning and Zoning   | Initial work on sign ordinance                           |          |
|   |  | Collaborate to address the removal and/or improvement of dilapidated homes  | EDA   | No work on this started yet                              |          |
|   | Work with county, legal, and city leadership to plan for, adopt, and implement THC cannabis ordinances/restrictions.   |   | City Attorney/Staff   | Registration Ordinance Approved/Cannabis Zoning Dec 2024 |          |
|   | Utilize the Comprehensive Plan to establish annual priorities and implement departmental work plans.   |   | Planning and Zoning   | No work on this started yet                              |          |
| <b>Promote and support community resilience</b>   | <b>Coordinate street/road infrastructure projects to ensure an integrated</b>  | Annually prioritize and invest in street maintenance and rehabilitation, using the 5-Yr Capital Improvement Plan as a guide.            | Research and consider factors such as age, street condition, utilities condition and the type of street to prioritize and establish near and long-term plans. | Public Works Director/PIT Commit                         | On-going |

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| <i>approach that maximizes public investments and benefits.</i>   |   | Annually revisit street, utility and other PW/CIP  | Public Works Director               | On-going   |  |
|   |   | Consider/explore alley assessment process/funding  | Public Works Director/PIT Committee | On-going   |  |
|   | Collaborate on advanced planning for future transportation needs of the city, county and region.  | Work with MNDOT on US59 ; Work with MNDOT/Local Transportation Group on HWY 23 Safety Issues and Improvements as well as Other Major Corridor Improvements such as Hwy 212   | Public Works Director/Mayor         | ATP Representation, grants sought out, Mayor Hwy 23 Coalition                  |  |
| <i>Maintain a system of high-quality utilities and services that respond to change by focusing on the maintenance of regular operations as well as expansion investments.</i> | Work to explore future technology and equipment replacement needs.  | Work to complete the new wastewater treatment facility plan  | Wastewater Superintendent           |  |  |
|   | Govern and regulate water management practices and infrastructure to ensure safe and sustainable services.  | Provide public education and outreach to help reach National Pollutant Discharge Elimination System (NPDES) requirements and discuss Storm Water Pollution Prevention (SWPP)   | Wastewater Superintendent           |  |  |
|   | Plan for and implement improvements to enhance airport accessibility, safety, capacity, and efficiency.   | Complete SRE Building at Airport; Build/Secure additional private hangar space   | Public Works Director               | In-Progress  |  |
|   | Develop a vehicle life cycle replacement policy to foster efficient and cost-effective purchases.   |  | Director of Admin Services          | Initial review of policy   |  |
| <i>Establish and utilize high performing human resource practices, policies and procedures to effectively and efficiently deliver essential services.</i>                     | Develop intentional recruitment and retention strategies across all departments, including working with area high schools, colleges, and universities to advance career awareness and job opportunities | Actively plan for and engage in high school, college, and community outreach practices that showcase the importance of fire and police personnel and ultimately increase the pool of potential recruits.                       | Public Safety Director              | On-going   |  |
|   |   | Develop recruitment strategies in partnership with Minnesota colleges and universities.  | Public Safety Director              |  |  |
|   |   | Review existing and explore new hiring/retention best practices that may increase the pool of potential hires.   | Public Safety Director              |  |  |
|   | Work to create a more supportive and inclusive workplace culture that values diversity and open communications.   | Work with DEI Commission and staff to create an internal culture where everyone feels valued and respected, where different perspectives and ideas are welcomed, and where all employees have an equal opportunity to succeed. | HR Director/DEI Commission          |  |  |
|   | Improve employee onboarding/training to efficiencies and advance employee retention/satisfaction.   | Implement online onboarding process  | HR Director                         |  |  |
|   |   | Implement online leave/timekeeping process   | HR Director                         |  |  |
|   |   | Develop intentional professional development/training opportunities for staff  | HR Director                         |  |  |
|   |   | Work with staff to identify and implement advancements to internal policies and procedures to improve efficiencies and working conditions.   | HR Director                         |  |  |
|   | Explore and understand internal talent needs in relationship to planned/potential leadership changes across the next five to seven years.   | Identify key positions of recent and/or upcoming leadership changes;   | HR Director                         | Division Directors met with HR Director to discuss                             |  |
|   |   | Help ensure smooth transitions of staffing through advanced leadership development and supervisory training  | HR Director                         |  |  |
| <i>Work collaboratively to ensure financial capacity to deliver essential services and sustainable infrastructure.</i>  | Develop and adopt a 2-year budget for internal planning purposes and ensure the city's CIP plan is updated to reflect inflationary effects on total cost.   | Ensure we maintain an unqualified audit  | Director of Admin Services          |  |  |
|   |   | Identify potential new revenue and funding sources: non-tax revenues, grants, bonding, sales tax, donations/sponsorships, etc. to ensure adequate/stable funding for planned expenditure increases across city departments     | Director of Admin Services          |  |  |
|   | Actively engage in the State bonding process and seek grant funding opportunities to increase revenue from non-city of Marshall specific property taxpayers.  | Ensure that State aid funds, included advanced state air funds remain and increase by actively engaging in the State bonding process<br>Ensure we maintain our AA Bond rating  | City Council                        | Initiated discussions and approved legislative services from Flaherty and Hood |  |

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|  |  | Maintain municipal liquor store to control the distribution of alcohol while simultaneously generating revenue for the community through property tax reduction.                                   | Explore and implement opportunities to increase sales through marketing and transparency of the use of non-tax revenue generated through the liquor store.  | Director of Admin Services/Liquor Store Manager | On-going  |  |
|  |  |  | Explore and determine the future of THC/cannabis sales  | City Council                                    |   |  |
|  |  |  | Work to overcome challenges presented by competition through increased promotion, pricing, and advertising.   | Director of Admin Services/Liquor Store Manager | On-going  |  |
|  |  | Continue to promote legislation which is specifically beneficial to municipal liquor operations and oppose/attempt to change legislation which is specifically harmful thereto.                    |   | Liquor Store Manager/MMBA                       | On-going  |  |
| <i>Balance investments and regulatory requirements that aid environmental stewardship.</i> |  | Explore options in wastewater treatment that balances regulatory compliance and cost-effectiveness of potentially regulated compounds, i.e. nitrogen, phosphorous, PFAS, chlorides                 | Reduce phosphorus output from stormwater by 30% and suspended solids to 154 lbs./acre/year  | Wastewater Superintendent                       |   |  |
|  |  | Implement PFAS and Chloride Management Plans   | Continue to work through perfluoroalkyl substances (PFAS) recommendations/future requirements in drinking water, coordinating with Lyon County; Continue to work with MPCA/Industries on Chloride and other future limits | Wastewater Superintendent                       | PFAS Industries Identified/PFAS MPCA Workplan developed |  |
|  |  | Continue to fund programs that allow residents to assist in environmental stewardship through education and rebate programs.   |   | Public Works Director                           | Water softener rebates, rain barrels                    |  |
|  |  | Expand citizen volunteer opportunities concept of the Adopt a Park program to include specific public right of ways-such as 3rd Street, Saratoga Bridge and trails.                                |   | Public Works Director                           | No work on this started yet                             |  |
|  |  | Ensure we maintain Tree City and Green Step Cities Level 5 Designations  |   | Park and Rec Superintendent                     | On-going  |  |
| <b>Cultivate an informed, engaged and inclusive community</b>                              | <i>Create and sustain on-going dialogue and purposeful action that builds a diverse, inclusive, and equitable community.</i> | Expand outreach to ethnically and culturally diverse members of the community to increase engagement and representation across various commissions, committees, and organizations within the city. | Departmental-level planning/staff development for embracing diversity and opening up greater opportunities for all current and potential future staff and residents.  | City Council                                    |   |  |
|  |  | Work with DEI Commission and staff to develop a diverse talent pipeline for city staff positions.  | Identify key positions to be filled   | HR Director/DEI Commission                      |   |  |
|  |  |  | Work to create recruitment/attraction methods specific to new cultures/populations.   | HR Director/DEI Commission                      |   |  |
|  |  | Support efforts of the DEI Commission to create a community-wide culture of value and respect.   | Develop a program for fostering meaningful one-on-one interactions between newcomers and locals to help increase community engagement and inclusion.  | DEI Commission                                  |   |  |
|  |  |  | Explore creation of a newcomer engagement program similar to Otter Tail County Grab a Bite program.   | Chamber Library Director/DEI Commission         |   |  |
|  |  |  | Work with library to help disseminate information/materials   | Chamber Library Director/DEI Commission         |   |  |
|  | <i>Effectively and proactively communicate with and engage residents.</i>  | Scale and expand communication methods to integrate public knowledge into planning efforts and services across all departments.  | Encourage teams to establish departmental tactics around engagement/communications  | Admin, Media Specialist                         |   |  |
|  |  | Work across departments to explore and implement new methods to better communicate the necessity/why of city projects, levy increases, and/or need for funds.                                      | Admin, Media Specialist   |   |   |  |

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|  |  | Adopt new methods of communication to ensure residents are informed and engaged on Marshall happenings. May include one-stop shopping and/or multiple access points and sharing opportunities. | Admin, Media Specialist |  |  |
|  |  | Explore new website platform/design to aid access to information   | Admin, Media Specialist |  |  |
|  |  | Consider and adopt best practices for serving multilingual users and users seeking closed caption capabilities   | Admin, Media Specialist |  |  |
|  |  | Monitor trends, platform features, and/or new applications within digital communication technology that would enhance communication with residents and businesses.                             | Admin, Media Specialist |  |  |
|  | Strengthen partnerships with community organizations and associations to improve community engagement. | Work together to increase involvement on boards, commissions, etc.   | City Council            |  |  |
|  |  | Work together to advocate for important actions at the state level   | City Council            |  |  |