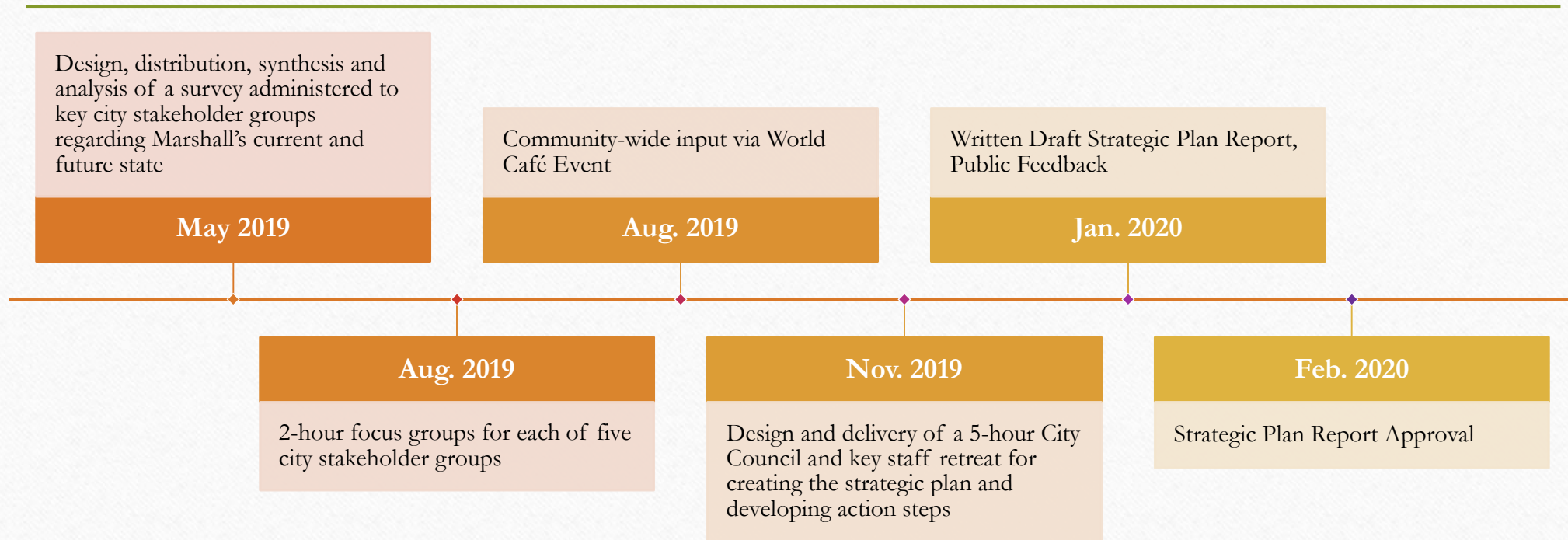


City of Marshall

Strategic Plan 2020-2024



Timeline Summary



Strategic Plan Stakeholder Input

City Council

City Staff

Business/Community Stakeholders

- Focus Group
- Chamber Survey

Public Input

- World Café
- Branding Data



Data review from survey of elected officials, community stakeholders and city staff-

Top issues:

Economic development
Workforce/Housing/Jobs
Childcare
Infrastructure
Safe and secure community
Partnering and collaboration
Engaging newcomers

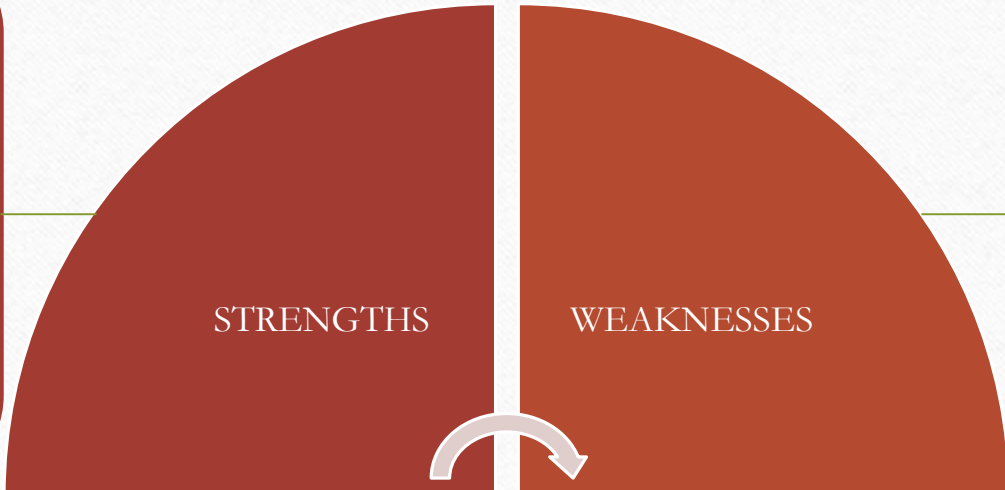
Communication: trust and city government/city staff and elected officials
SMSU

Data review from World Café-

Top Issues:

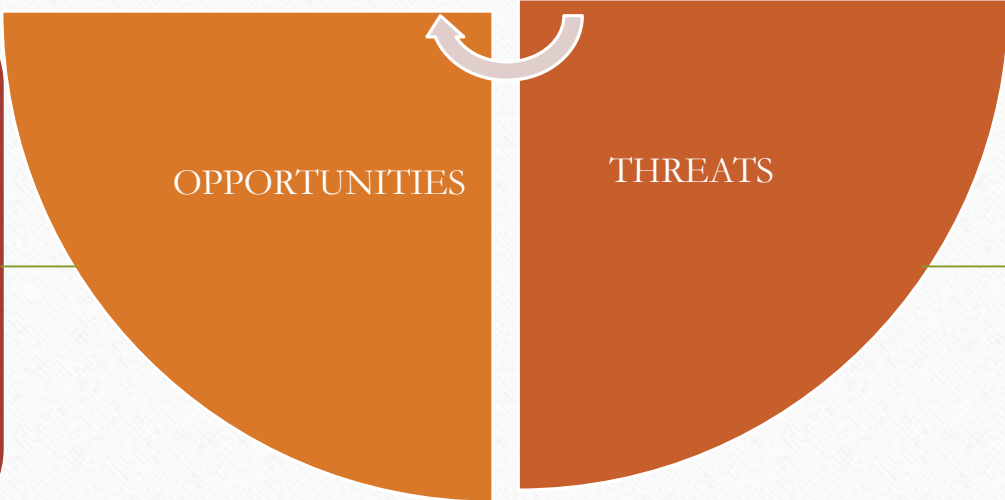
Economic development
Affordable housing
Diversity of leadership and involvement
City government communication
SMSU
Childcare
Community center

- SMSU
- Regional center/attractions
- Leadership is willing to invest in infrastructure
- Large employers
- Safe and secure community
- City services
- School system
- Economic competitiveness
- Parks and trails



- Community perception
- Workforce shortage
- Lack of diversity on boards and commissions
- Communication
- Childcare
- Misinformation
- Schwann's transition

- SMSU enrollment
- Attract more jobs
- Ready for industrial expansion
- Block 11 follow-through
- Pool renovation
- Encourage small business growth/minority ownership
- Continue sports complex growth/Merit
- Affordable housing



- SMSU declining enrollment
- Empty retail space
- Declining regional population
- Childcare
- Lack of economic development
- Mental health issues
- Vocal minority heard and appeased
- Lack of housing
- On-line retail shopping
- Inability to stop misinformation

ASSETS

Site Visit

Regional SW MN hub
Parks and recreation
Great schools
Youth & amateur sports
SMSU
Major employers
Downtown
Schwan's
Red Baron Arena, sports fields
Healthcare
Close-knit town, strong values
Camden State Park
Quality of life; cost of living

Stakeholders

SMSU
Parks, athletic facilities
Sense of community
Friendliness
Great schools
Major employers
Location
Public safety
Quality of life
Agriculture
Regional SW MN hub
Healthcare

Residents

SMSU*
Quality of life*
Good schools
Major employers, job center
Regional SW MN hub
Parks, trails, and fields
Healthcare
Camden State Park
Schwan's
*Faith community, Cleanliness,
Sense of community,
Agriculture*

CHALLENGES

Site Visit

Nothing distinct, no enthusiasm
Rep as not business friendly
No interstate, middle of nowhere
Available skilled workforce
SD more tax friendly
Lack of growth
Recruit/retain young professionals
Empty mall, retail leakage
Downtown growth, truck traffic
Change averse, fear competition
No geographic interests
Vocal minority, NIMBYs
Anti-immigrant attitudes

Stakeholders

Business attraction
Economic development
Weak growth
Lack of recreation
Retail variety
Conflicting ideas,
lack of collaboration, silos
Diversifying leadership
No interstate
Small business struggles
No reasons to visit
High taxes
Available workforce

Residents

Empty mall**
Lack of entertainment/nightlife*
Not business friendly*
Housing shortage, high costs
Brain drain
Ghost town on weekends
Lower SMSU enrollment
No interstate
Weak population growth
Lack of distinction, identity
& reputation
Vocal minority

OPPORTUNITIES

identified in the research

Downtown development

Better SMSU relationship

Diversity inclusion

Lifestyle amenities

Economic development vision

Industrial park

More events

Indoor activities

More of a college town

Economic development

Business friendly practices

Business attraction

Improved retail

More recreation

Activities, amenities, and opportunities for young professionals and families

New hotel

Community Center

Range of housing options

Vision Statement

Growing an inclusive and engaged
community through collaboration and
commitment as a vibrant regional center

Mission Statement

Providing valued services in a fair and equitable manner for our community

Strategic Priority Areas



**BUILDING
COMMUNITY**



**COMMUNICATION-
ENGAGEMENT**



INCLUSION



**ECONOMIC
DEVELOPMENT**

BUILDING COMMUNITY



A SAFE COMMUNITY WITH A HIGH
QUALITY OF LIFE AND
OUTSTANDING COMMUNITY ASSETS

COMMUNICATION-ENGAGEMENT



RESIDENTS AND STAKEHOLDERS HAVE
AWARENESS OF AND VOICE IN DECISIONS
THAT AFFECT THEM AND RECEIVE
CULTURALLY-RESPONSIVE AND PROACTIVE
COMMUNICATION

INCLUSION



RESIDENTS AND VISITORS HAVE THE TOOLS,
RESOURCES AND CONNECTIONS NECESSARY TO BE
FULLY ENGAGED AND PREPARED TO BENEFIT FROM
THE OPPORTUNITIES THEY SEEK
AND HAVE A SENSE OF
BELONGING IN MARSHALL

ECONOMIC DEVELOPMENT



RESIDENTS, EMPLOYEES AND
BUSINESSES HAVE PATHWAYS TO
FINANCIAL GROWTH AND SECURITY
AND CITY RECOGNIZED AS
BUSINESS FRIENDLY

Building Community

Goal: Support efforts that contribute to making Marshall a destination City

Objectives

- Market City Brand
- Engage SMSU Admissions on Providing Important Community Information to Potential Students
- Promote a range of special events that highlight and celebrate the arts, cultural diversity, outdoor recreation and innovation in the community
- Maintain and enhance quality, accessible public spaces with development of park and recreation project priority document

Building Community

Goal: Support arts, culture, recreation and sport to enrich our community

Objectives

- Build Support and Plan for Community Pool Renovation
- Consider the adoption of an Adopt a Park Program
- Encourage Development of Campground Facility-Private or Public
- Consider Indoor Playground or Activity Center for Family During Winter Months
- Engage SMSU/Marshall Schools/YMCA on Recreational Partnership Opportunities
- Improve Accessibility of City facilities, parks, and sidewalks across the City.

Building Community

Goal: Prioritize capital improvements throughout the City to enhance resident & visitor experiences.

Objectives

- Install entrance features, including signage, at key gateways into the City
- Increase the City's Bike Friendly Recognition from Bronze to Silver Level
- Review City-wide Street Tree Program to maintain designation as Tree City and emphasize distinctive neighborhood appearance, making maximum use of trees on streets, in developments, and in open space -- while considering / balancing maintenance needs and the impact trees may have on surrounding environment

Building Community

Goal: Support housing development

Objectives

- Update Housing Study
- Facilitate increased housing supply through the development of a variety of housing types
- Prioritize geographic areas to target economic development incentives for housing development
- 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

Building Community

Goal: Facilitate and Promote Partnerships with Community Assets

Objectives

- Form a Collaborative Roundtable of Community Partners-City, YMCA, Non-Profits, SMSU, County, Marshall Public Schools

Communication-Engagement

Goal: Actively engage and communicate with the community

Objectives

- Produce a City-wide Annual Report Promoting City Success Stories
- Develop a Community Calendar with Mobile Application
- Produce 4 government-related cable television productions aimed at informing residents about City projects and services
- Continue to monitor new trends, platform features, and/or new applications within the digital communication technology. New methods will be adopted to ensure customers and residents are informed, engaged, and up-to-date on everything happening in Marshall
- Complete City website redesign
- Increase web-based conversations, surveys, and FAQs

Inclusion

Goal: Foster an inclusive and welcoming community valuing all residents and their diversity

Objectives

- Participate with the County on a Diversity, Equity and Inclusion (DEI) taskforce/committee
- Research different neighborhood formation models
- Explore Forming a Youth Commission/Board to Advise the City
- Provide better City signage for welcoming residents/visitors and impressing positive image
- Reach out to ethnically and culturally diverse members of the community when selecting members for various commissions, committees and other non-elected bodies within the City
- Create program that encourages newcomer engagement similar to Otter Tail County Grab a Bite Program

Economic Development

Goal: Support the creation, retention and growth of businesses

Objectives

- Develop EDA Toolbox and Communicate Widely
- Facilitate Downtown redevelopment projects that enhance Downtown as the employment, cultural and retail hub
- 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
- Work with Small Business Development Center, SMSU Chamber, Marshall-Lyon County Library to facilitate creation of a small business incubator to provide business start-up resources and support.

Economic Development

Goal: Grow the City's position as a regional center

Objectives

- Collaborate with the Minnesota Department of Transportation and County in the improvement of Highway 19, 23, 59 and 68 transportation enhancements
- Participate with the County in initiatives and programs that support the region
- Coordinate with Chamber and the County to address issues at a regional scale, such as affordable housing and workforce development.
- Support regional transit opportunities
- Complete the Airport Master Plan to promote development and regional significance for air and parcel service.

Economic Development

Goal: Expand Commercial and Industrial Tax Base

Objectives

- Utilize TIF and other Economic Tools to Bring in Business/Development
- Evaluate Façade Improvement Program Tax Abatement Policy-Home and Commercial for Continuation
- Target Specific Loan Programs and Grant Funds
- Promote and market Opportunity Zones-Commerce Industrial Park-Red Baron Arena/SMSU Area
- Encourage and incentivize development near SMSU to improve the attractiveness of the City to students.
 - Engage mall ownership to explore repositioning opportunities
 - Facilitate community discussions for revitalizing underutilized commercial space.

Economic Development

Goal: Enable Smart Growth, Define Economic Growth

Objectives

- Update the Comprehensive Plan

Goal: Seek economic competitiveness with neighboring Regions and State

Objectives

- Partner with Chamber and form a lobby group to work on MN Legislature to achieve income/workers comp/corporate and property tax equity

Goal: Support a resilient business environment

Objectives

- Form Business Leader Group to Seek Out Prospective Businesses
- Review annually ordinances, policies and permit applications and streamline via on-line processes to improved doing business in the City

Goal Action Plan



Goal

State Action



Responsible

Who Will Carry
Out the Action



Priority

Allocate Resources
Public Support



Completion

Define Status
Specify Target
Completion Date

| ACTION | RESPONSIBLE | PRIORITY | Target Completion Date | Status | NOTES |
|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----------|------------------------|--------|-------|
| Goal: Support efforts that contribute to making Marshall a destination City | | | | | |
| Market City Brand | City Council, Chamber, CVB Staff | High | On-Going | | |
| Engage SMSU Admissions on Providing Important Community Information to Potential Students | CVB, SMSU Admissions | High | 8/2020 | | |
| Promote a range of special events that highlight and celebrate the arts, cultural diversity, outdoor recreation and innovation in the community | CVB, Community Services Division | Medium | On-Going | | |
| Maintain and enhance quality, accessible public spaces with development of park and recreation project priority document | Community Services Division | Medium | 10/2020 | | |

| ACTION | RESPONSIBLE | PRIORITY | Target Completion Date | Status | NOTES |
|----------------------------------------------------------------------------------|--------------------------------------------------|------------|------------------------|--------|-------|
| Goal: Support arts, culture, recreation and sport to enrich our community | | | | | |
| Build Support and Plan for Community Pool Renovation | City Council, Community Services Division | High | 4/2020 | | |
| Consider the adoption of an Adopt a Park Program City-wide | Community Services Division | Medium/Low | 12/2020 | | |
| Encourage Development of Campground Facility-Private or Public | EDA, Public Works | Low | 12/2021 | | |
| Consider Indoor Playground or Activity Center for Family During Winter Months | EDA, Community Services Director | Medium | 12/2021 | | |
| Engage SMSU/ Marshall Schools/ YMCA on Recreational Partnership Opportunities | City Council, Administration, Community Services | High | 5/2020 | | |
| Improve Accessibility of City facilities, parks, and sidewalks across the City | Community Services Division, Public Works | High | On-going | | |

| ACTION | RESPONSIBLE | PRIORITY | Target Completion Date | Status | NOTES |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------|------------------------|--------|-------|
| Goal: Prioritize capital improvements throughout the City to enhance resident & visitor experiences | | | | | |
| Install entrance features, including signage, at key gateways into the City | CVB, EDA, Public Works Division | Low | 12/2023 | | |
| Increase the City's Bike Friendly Recognition from Bronze to Silver Level | Community Services Division | High | 12/2021 | | |
| Review City-wide Street Tree Program to maintain designation as Tree City and emphasize distinctive neighborhood appearance, making maximum use of trees on streets, in developments, and in open space -- while considering/ balancing maintenance needs and the impacts trees may have on surrounding environment | Community Services Division | High | On-going | | |

| ACTION | RESPONSIBLE | PRIORITY | Target Completion Date | Status | NOTES |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------|------------------------|--------|-------|
| Goal: Support housing development | | | | | |
| Update Housing Study | City Council, EDA | High | 12/2023 | | |
| Facilitate increased housing supply through the development of a variety of housing types | City Council, EDA | High | On-going | | |
| Prioritize geographic areas to target economic development incentives for housing development | City Council, EDA | High | On-going | | |
| 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 | EDA | High | On-going | | |

| ACTION | RESPONSIBLE | PRIORITY | Target Completion Date | Status | NOTES |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------|------------------------|--------|-------|
| Goal: Facilitate and Promote Partnerships with Community Assets | | | | | |
| Form a Collaborative Roundtable of Community Partners-City, YMCA, Non-Profits, SMSU, County, Marshall Public Schools | City Council, Administration | High | 4/2020 | | |
| Goal: Actively engage and communicate with the community | | | | | |
| Produce a City-wide Annual Report Promoting City Success Stories | Administration, City Council | Medium | 12/2023 | | |
| Develop a Community Calender with Mobile Application | CVB, Chamber, EDA | Medium | 12/2020 | | |
| Produce 4 government-related cable television productions aimed at informing residents about City projects and services | Community Services | High | On-going | | |
| Continue to monitor trends, platform features, and/or new applications within the digital communication technology. New methods will be adopted to ensure residents are informed, engaged, and up-to-date on everything happening in Marshall | Administration, Community Services | High | On-going | | |

| ACTION | RESPONSIBLE | PRIORITY | Target Completion Date | Status | NOTES |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------|------------------------|--------|-------|
| Goal: Foster an inclusive and welcoming community valuing all residents and their diversity | | | | | |
| Participate with the County on a Diversity, Equity and Inclusion (DEI) taskforce/committee | City Council | High | 12/2020 | | |
| Research different neighborhood formation models | Administration | Medium/Low | 12/2024 | | |
| Explore better City signage for welcoming residents/visitors and impressing positive image | EDA, Public Works | Medium/Low | 12/2021 | | |
| Reach out to ethnically and culturally diverse members of the community when selecting members for various commissions, committees and other non-elected bodies within the City | City Council | High | On-going | | |
| Create program that encourages newcomer engagement similar to Otter Tail County Grab a Bite Program | CVB, Chamber | High | 12/2020 | | |
| Improve Accessibility of City facilities, parks, and sidewalks across the City | City Council, Public Works | High | On-going | | |

| ACTION | RESPONSIBLE | PRIORITY | Target Completion Date | Status | NOTES |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------|------------------------|--------|-------|
| Goal: Support the creation, retention and growth of businesses | | | | | |
| Develop EDA Toolbox and Communicate Widely | EDA | High | 12/2020 | | |
| Facilitate Downtown redevelopment projects that enhance Downtown as the employment, cultural and retail hub | City Council, EDA | High | On-going | | |
| 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 | EDA | High | On-going | | |
| Work with Small Business Development Center, SMSU, Chamber, Marshall-Lyon County Library to facilitate creation of a small business incubator to provide business start-up resources and support | EDA | High | 12/2020 | | |

| ACTION | RESPONSIBLE | PRIORITY | Target Completion Date | Status | NOTES |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------|------------------------|--------|-------|
| Goal: Grow the City's position as a regional center | | | | | |
| Collaborate with the Minnesota Department of Transportation and County in the improvement of Highway 19, 23, 59 and 68 transportation enhancements | Public Works | High | On-going | | |
| Participate with the County in initiatives and programs that support the region | City Council, EDA | High | 4/2020 | | |
| Coordinate with Chamber and the County to address issues at a regional scale, such as affordable housing and workforce development | EDA | High | On-going | | |
| Support regional transit opportunities | City Council | High | On-going | | |
| Complete the Airport Master Plan to promote development and regional significance for air and parcel service | Public Works | High | ? | | |

| ACTION | RESPONSIBLE | PRIORITY | Target Completion Date | Status | NOTES |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------|------------------------|--------|-------|
| Goal: Expand Commercial and Industrial Tax Base | | | | | |
| Utilize TIF and other Economic Tools to Bring in Business/ Development | City Council, EDA | High | On-going | | |
| Evaluate Façade Improvement Program Tax Abatement Policy-Home and Commercial for Continuation | City Council, EDA | High | 12/2020 | | |
| Target Specific Loan Programs and Grant Funds | EDA | High | On-going | | |
| Promote and market Opportunity Zones-Commerce Industrial Park-red Baron Arena/SMSU Area | EDA | High | On-going | | |
| Encourage and incentivize development near SMSU to improve the attractiveness of the City to students *Engage mall ownership to explore repositioning opportunities * Facilitate community discussions for revitalizing underutilized commercial space | EDA | High | 12/2020 | | |

| ACTION | RESPONSIBLE | PRIORITY | Target Completion Date | Status | NOTES |
|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----------|------------------------|---------------|-------|
| Goal: Enable Smart Growth, Define Economic Growth | | | | | |
| Update the Comprehensive Plan | Community Planning Division | High | 12/2021 | RFP Developed | |
| | | | | | |
| Goal: Seek economic competitiveness with neighboring Regions and State | | | | | |
| Partner with Chamber and form a lobby group to work on MN Legislature to achieve income/ workers comp. corporate and property tax equity | City Council, EDA, Chamber | High | 1/2021 | | |
| | | | | | |
| Goal: Support a resilient business environment | | | | | |
| Form Business Leader Group to Seek Out Prospective Businesses | EDA, Chamber | High | 12/2021 | | |
| Review annually ordinances, policies and permit applications and streamline via on-line processes to improved doing business in the City | EDA, Community Planning Division | High | On-going | | |

Next Steps



What happens next:

Start turning ideas into reality



Action items for follow-up:

Monitoring and Evaluation

Deviating from Plan

Changing the Plan