

CITY OF MARSHALL STRATEGIC PLAN 2024-2027-April 2026 Progress

GOALS	OBJECTIVES	STRATEGIES	Potential Tactics (To be further refined and prioritized by each department)	SUPPORTING PARTNERS/ROLES	Milestones/ Key Accountability	Comments
Enrich and enhance quality of life	<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>	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	Met with SMSU, discussions on-going, need to meet with YMCA	This topic is brought up in a lot of communications regarding how to improve Marshall's offerings
			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	Received bandshell grant, continuing investment in playgrounds through donations and bonding	Lots of investment in this area
			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; old aquatic center site	City Council	Aquatic center demo bid in April	Will seek input for old aquatic center site and channel parkway
			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	Bonded for Channel Parkway improvements
		Strengthen walking, biking and park infrastructure.		Parks and Engineering Depts, City Council	Several trail projects completed in 2025, more in 2026, grants received in 2027	No impacts on local property tax payers
		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	Construction in Progress	Opening Mid-Summer 2026
			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	CVB held first meetings, CVB now holding mtgs with tournament focus and also have enlisted mtgs with hotels.	
	<i>Provide an enriched community experience for residents and visitors of all ages through local arts, entertainment, education, and natural resources.</i>	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	Sponsors It Begins with Us, Juneteenth and Welcoming Week as sponsored events	
			Explore opportunities to enhance public art through grants and other supporting organizations. i.e. an artist in residency program	Admin, Community Services staff	Looking at grants for projects in 2026 or 2027	
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	Bandshell Advisory Committee, MAFAC link established		

		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 program in place, more marketing to occur. Another grant received in 2026	
			Explore and identify measures to provide a flourishing urban tree canopy for our streets	Park Supt	Additional grant secured in 2026	
		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	Initial meeting held with Community Ed Director and Library Director	
			Partner with library to create, market & support city activities/strategic tactics where appropriate	Community Education	Initial meeting held with Community Ed Director and Library Director	
			Offer workshops to capture community memories/stories	Community Education	Initial meeting held with Community Ed Director and 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	Township contracts approved in May with new rates, annual review	3 year contract with annual review
		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	Public Safety Director/Fire Chief/City Council	City Council Budgeted for Replacement Program for Vehicles	
			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	Research conducted, staff considering options.	
			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)	Working with SWMHP in 2026-4 homes	Sale of lots and placement in 2026
	<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	City participated in High School Career Fair Held in March	Others?
			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	City participated in High School Career Fair Held in March	Others?

	Support efforts to help alleviate barriers for employees seeking child care.		SWIF	Exploring a model used in another small city, discussions have begun		
	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	Included housing study stats on the EDA bus tour and during public presentations.		
		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 Updated, considering forming the same bldg code review committee from 2018		
		Reduce development costs by providing greater clarity/flexibility to developers.	EDA	Case by case basis		
	Support business awareness of and access to information and resources to help address these challenges.		EDA	Host annual roundtable discussions-scheduled in March of 2026		
<i>Expand Marshall's position as a regional center of business, resident, and visitor attraction and retention.</i>	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	On-going	
<i>Promote orderly and efficient growth by regulating development and guiding planning.</i>	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	Need focus on this from staff		
		Work with Admin Services on better communication of Building Inspection Department requirements	EDA/Administration	Need focus on this from staff		
	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	Believe every building used for residential rental we are aware of has a rental registration Renewal letters to be sent out in November for 2026.	
		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	On-going	
		Collaborate to address the removal and/or improvement of dilapidated homes		EDA	Initial review of homes potential for removal/improvement	
	Work with county, legal, and city leadership to plan for, adopt, and implement THC cannabis ordinances/restrictions.			City Attorney/Staff	Ordinances approved, 2 businesses registered, waiting on any state license to be issued	

		Utilize the Comprehensive Plan to establish annual priorities and implement departmental work plans.		Planning and Zoning	No work on this started yet	
Promote and support community resilience	<i>Coordinate street/road infrastructure projects to ensure an integrated approach that maximizes public investments and benefits.</i>	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 Committee	On-going	
			Annually revisit street, utility and other PW/CIP	Public Works Director	On-going	
			Consider/explore alley assessment process/funding	Public Works Director/PIT Committee	Alley assessment policy approved by Council	
		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	Initiating planning process	
		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	On-going	
		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	Working FBO agreement, and other opportunities	
		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	On-going	
Review existing and explore new hiring/retention best practices that may increase the pool of potential hires.			Public Safety Director	On-going		
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			
		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 and meet regulatory 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	2025 Audit in process	
	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	Bandshell grant awarded, continued fundraising in parks, grants for trails, stormwater		
	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 aid funds remain and increase by actively engaging in the State bonding process Ensure we maintain our AA Bond rating	City Council	AA Bonding Maintained, MERIT Center Bonding proposed		
	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	Holding pattern for the time being		
			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	Manager on MMBA Board		
Balance investments and regulatory requirements that aid environmental stewardship.	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	Starting to look at plan to address future needs			
	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, tree replacment program			
	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			
Cultivate an informed, engaged and inclusive community	<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			
	<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.	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	No work on this started yet	
			Explore creation of a newcomer engagement program similar to Otter Tail County Grab a Bite program.		Chamber	Discussing welcome packets	High
			Work with library to help disseminate information/materials		Library Director/DEI Commission	Discussing welcome packets	High
		Encourage teams to establish departmental tactics around engagement/communications	Admin, Media Specialist	On-going			
		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	Finance is working on exploring options with potential software. Mayor does monthly video series.			
		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	Discussing potentially a weekly email update to residents.			
		Explore new website platform/design to aid access to information	Admin, Media Specialist	Holding pattern for the time being			
		Consider and adopt best practices for serving multilingual users and users seeking closed caption capabilities	Admin, Media Specialist	MCS approved language line services-Proprio			

		Monitor trends, platform features, and/or new applications within digital communication technology that would enhance communication with residents and businesses.	Admin, Media Specialist	On-going	
	Strengthen partnerships with community organizations and associations to improve community engagement.	Work together to increase involvement on boards, commissions, etc.	City Council	Past efforts has resulted in very few vacancies	Find out how many vacancies from Steven
		Work together to advocate for important actions at the state level	City Council	Continued involvement with CGMC, League	