



MARSHALL
CULTIVATING THE BEST IN US

Strategic Planning

SPRING/SUMMER 2024

Planning Process - Survey

Survey – 56 Respondents

Years of Service - nearly equally represented from less than 1 year to nearly 20 years.

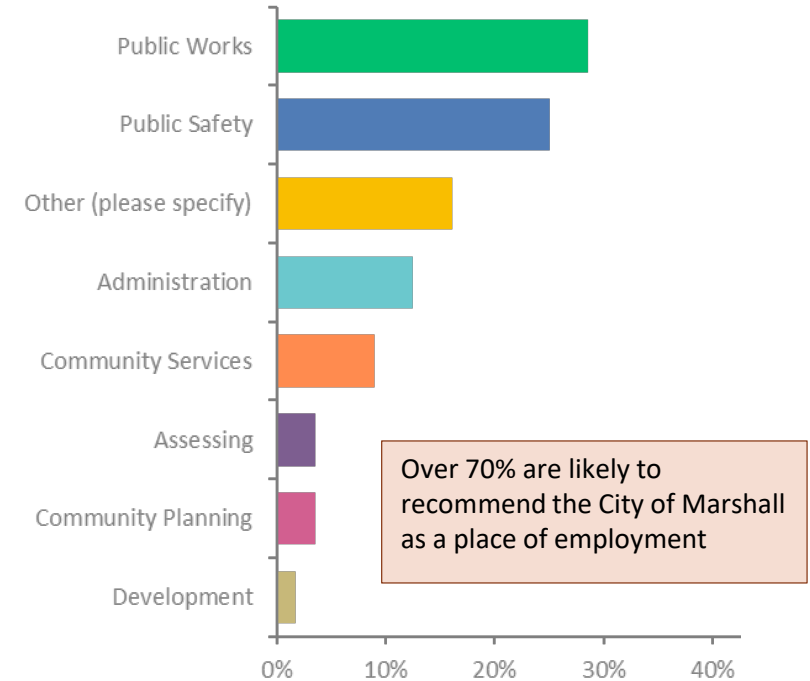
45% served in a supervisory role

Over 50% of respondents represented the age group of 35-54 years.

- Over 60% indicated that they look forward to coming to work each morning
- 70% noted that feel appreciate or recognized for their work
- 80% of respondents indicated they have a good working relationship with colleagues
- Over 75% feel comfortable contributing ideas and opinions in their department
- Nearly 80% feel comfortable asking for help to complete tasks
- 70% feel they have the tools/materials needed to do their job
- Over 70% are likely to recommend the City of Marshall as a place of employment
- Nearly 46% see themselves working at the city 10 or more years from now
- Nearly 60% feel the city is effective at communicating with residents

City Capacity/Department

Answered: 56



Other: WWTF, Library, Liquor Store, Finance, Council (3), Custodial staff, Parks

Respondent Insights

What excites respondents most about the future of Marshall, is the growth opportunities for the community.

Respondents noted appreciation for a thriving business environment, reliable city infrastructure, and community amenities such as the new aquatic center.

95% of respondents at least somewhat agree that Marshall is a good place to live for all ages.

78% indicated Marshall has a good reputation in SW MN.



- Over 80% of respondents noted that the city has done a good job upgrading its infrastructure (water, roads, sanitary sewer) over the past decade.
- Over 60% feel city government is fiscally responsible with its resources

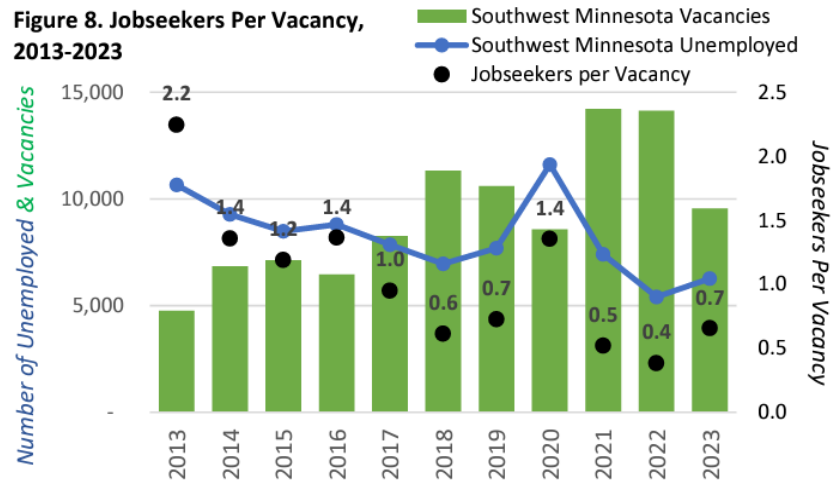
Respondents: Future Investments/Focus

Future Investments

- Creating jobs/growing local businesses (73%)
- Enhancing the quality of life (70%)
- Creating an equitable community by removing barriers to city services/programs (60%).

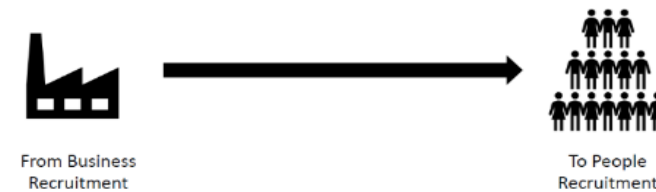
Top 3 focus areas

- Supporting/Encouraging New Business Development
- Ensuring Public Safety
- Improving Streets/Infrastructure



Source: DEED Job Vacancy Survey, LAUS program

A fundamental shift is taking place in economic development



This is a statewide issue!

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(3) 2023 Local Employment Dynamics Partnership Virtual Workshop, Center for Rural Policy & Development, March 29, 2023.

Vision & Mission

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

Mission: Providing valued services in a fair and equitable manner for the community.

Cultivating the best in us, by actively engaging residents, exploring opportunities, maintaining our investments, fostering relationships, and having pride in the community.

Mission: Departments

EDA:

To attract, promote, retain and expand economically sound industry, businesses, commerce and housing within the Marshall community.

Community Services:

To promote or provide, through leadership, facilitation, partnerships and collaboration, an enriched community experience for all citizens.

Public Safety:

To foster and promote the public safety of the City of Marshall, while safeguarding the constitutional rights of all people.

Community Planning:

To protect the public's life, health and welfare and improve the quality of life through the adoption, interpretation, education and enforcement of the Minnesota Building Code and zoning ordinances in a fair, cooperative and efficient manner.

DEI Commission:

To create and sustain an ongoing dialogue, through which we explore inequities, share information, and be a change agent for race equity within our community.

Chamber:

In Business for Business - To be recognized as the voice of business. Core purpose: To serve its members as an advocate for all their business needs, while providing networking and educational opportunities all in the interest of making the Marshall area a better place to live, work, stay or play.

Assessor's Office:

To ensure the fair and equitable assessment of all property in the City of Marshall while committing to treat all taxpayers in a professional and respectful manner. To ensure that all property owners pay no more than their fair share of the property tax while upholding the laws and regulations of the State of Minnesota.

“When you know your why, your what becomes more clear and impactful.” Michael Jr.

<https://www.youtube.com/watch?v=1ytFB8TrkTo&list=RDLVTJtiihxFjhs&index=2>

SWOT Analysis

Most pressing needs for the next 2-3 years...

workforce
Expanding amenities
staff/youth retention
stable funding
infrastructure
housing
child care
cultural connections
business growth
promoting Marshall

Strengths:

- **Internal:** Strong interagency collaboration, effective operational systems, and quality staffing with high morale and stability. The city offers multiple community opportunities and demonstrates good crisis management.
- **External:** Positive engagement with elected officials and community partners, with active cultural connections and strong community event participation.

Weaknesses:

- **Internal:** Need for expanded indoor recreation space. Staffing challenges include succession planning, cross-training, workload management, and cultural diversity. Planning around CIP funds and large levy increases also identified.
- **External:** Improved communication about project necessity and funding, and stronger partnerships with community organizations are needed.

Opportunities:

- **City:** Enhance HR processes, supervisory training, and succession planning. Engage youth in exploring and understanding city careers and advance partnerships with local organizations.
- **Community:** Leverage existing strengths, improve partnerships, promote Marshall, and capitalize on economic growth and workforce development opportunities.

Threats:

- **Workforce:** Labor shortages, retention of younger generations, youth leaving the community.
- **Legislative:** State-level funding, regulations, and mandates.
- **Infrastructure:** Gaps in transportation, housing, childcare, and indoor recreation space.
- **General:** Budgetary pressures, interest rates, and declining community involvement.

City of Marshall Comprehensive Plan – Priority Areas 2022

OVERALL PLAN

GOAL:	Encourage Marshall to cultivate the best in us, by actively engaging residents, exploring opportunities, maintaining our investments, fostering relationships, and having pride in the community.
FOCUS AREAS:	<ul style="list-style-type: none"> • Engagement • Community Pride • Partnerships

LAND USE

GOAL:	Plan for growth and change that support living, working, and playing in Marshall through flexible policies that adopt to community needs while maintaining the community's identity and access to a high quality of life for all.
FOCUS AREAS:	<ul style="list-style-type: none"> • Flexible Land Uses, Zoning, and Policies • Community Identity • Smart Growth • Housing

PUBLIC FACILITIES

GOAL:	Collaborate with the community to provide a network for public facilities that provides the spaces and services to meet the community's safety, educational, social, and celebratory needs.
FOCUS AREAS:	<ul style="list-style-type: none"> • Maintenance • Partnerships • Continued Investment

UTILITIES & SERVICES

GOAL:	Maintain a system of high quality utilities and services that respond to changes through a focus on maintenance, investments in needed expansion, and attention to regular operations.
FOCUS AREAS:	<ul style="list-style-type: none"> • Maintenance • Operations • Future Expansion • Sustainable Infrastructure

ECONOMIC DEVELOPMENT

GOAL:	Collaborate with the community to advocate for new and local investment that makes Marshall the place to spend and earn your money, while supporting existing businesses and a qualified workforce.
FOCUS AREAS:	<ul style="list-style-type: none"> • Existing Business Support • New Growth Opportunities • Workforce Development • Community Amenities • Partnerships • Housing

ENVIRONMENTAL AND CULTURAL FACTORS

GOAL:	Celebrate all that Marshall has to offer, including the people, resources, and built environment, by enhancing the resources, preparing for change, and opening spaces to all.
FOCUS AREAS:	<ul style="list-style-type: none"> • Public Art • Community Services • Enhancement • Inclusivity • Natural Resources



Cultivating the best in us by actively planning for and implementing key actions that ensure efficient public investments, fostered relationships, and overall community pride.

IMPACT STATEMENTS

- Residents and visitors experience an enriched, safe quality of life.
- Marshall is seen as a vital regional center for stimulating economic growth.
- The City of Marshall maximizes public investments through focused and efficient service to community.
- Residents have a voice in decisions that affect them through culturally-responsive and proactive engagement.

STRATEGIC GOALS and OBJECTIVES 2024-2027



GOAL: Enrich and enhance quality of life

VISION OF IMPACT: Residents and visitors experience an enriched, safe quality of life.

STRATEGIC OBJECTIVES

- Create vibrant, accessible, and well-maintained public parks and recreation amenities.
- Provide an enriched community experience for residents and visitors of all ages through local arts, entertainment, education, and natural resources.
- Provide for a safe and secure community.

GOAL: Stimulate economic vibrancy and growth

VISION OF IMPACT: Marshall is seen as a vital regional center for stimulating economic growth.

STRATEGIC OBJECTIVES

- Support the creation, retention and growth of businesses and industry.
- Collaborate on efforts to address workforce, housing, and childcare challenges.
- Expand Marshall's position as a regional center of business, resident, and visitor attraction and retention.
- Promote orderly and efficient growth by regulating development and guiding planning.

GOAL: Promote and support community resilience

VISION OF IMPACT: The City of Marshall maximizes public investments through focused and efficient service to community.

STRATEGIC OBJECTIVES

- Coordinate street/road infrastructure projects to ensure an integrated approach that maximizes public investments and benefits.
- 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.
- Establish and utilize high performing human resource practices, policies and procedures to effectively and efficiently deliver essential services.
- Work collaboratively to ensure financial capacity to deliver essential services and sustainable infrastructure.
- Balance investments and regulatory requirements that aid environmental stewardship.

GOAL: Cultivate an informed, engaged and inclusive community

VISION OF IMPACT: Residents and stakeholders have a voice in decisions that affect them through culturally-responsive and proactive engagement.

STRATEGIC OBJECTIVES

- Create and sustain on-going dialogue and purposeful action that builds a diverse, inclusive, and equitable community.
- Effectively and proactively communicate with and engage residents.

Next Steps: Converting Plan to Action

- Prioritizing Actions/Taks
- Determining key roles/responsibilities
- What specific action steps in the next 90-120 days will make the most difference in your department?





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Thank you!



Cheryl K. Glaeser, Achieve Consulting
Cheryl@achieveresultstogether.com
Cell: 320-583-7526