



MARSHALL

CULTIVATING THE BEST IN US

STRATEGIC PLAN

2024 - 2027



Cheryl K. Glaeser
www.achieveresultstogether.com



MARSHALL

CULTIVATING THE BEST IN US

STRATEGIC GOALS and OBJECTIVES

2024-2027

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, OBJECTIVES, and STRATEGIES

GOAL: Enrich and enhance quality of life

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

STRATEGIC OBJECTIVES	CORE STRATEGIES
Create vibrant, accessible, and well-maintained public parks and recreation amenities.	<ul style="list-style-type: none"> • Develop a Master Park and Recreation Plan incorporating indoor recreation study and outdoor recreation needs. • Strengthen walking, biking and park infrastructure. • Explore and initiate a wide range of resource development opportunities.
Provide an enriched community experience for residents and visitors of all ages through local arts, entertainment, education, and natural resources.	<ul style="list-style-type: none"> • Expand community education offerings through advanced partnerships. • Promote and support a range of opportunities that highlight and celebrate the arts, cultural diversity and creativity. • Maintain our designation as a Tree City and work to further ensure the care and expansion of community forestry. • Promote the library as an indispensable resource for encouraging reading, learning, and exploration.
Provide for a safe and secure community.	<ul style="list-style-type: none"> • Maintain and advance public safety partnerships with townships, surrounding communities, and the private sector. • Continually invest in critical training, equipment and infrastructure that ensures high-quality and efficient public safety departments (fire and law enforcement.)

GOAL: Stimulate economic vibrancy and growth

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

STRATEGIC OBJECTIVES	CORE STRATEGIES
Support the creation, retention and growth of businesses and industry.	<ul style="list-style-type: none"> • Increase incentives and support for small businesses and entrepreneurs through advanced collaboration. • Raise awareness of business support resources of the EDA and other organizations. • Develop an intake process for potential new business development. • Advance partnerships and pursue funding to facilitate business building improvements.

<p>Collaborate on efforts to address workforce, housing, and childcare challenges.</p>	<ul style="list-style-type: none"> • Promote skilled training, job openings, and youth engagement opportunities that strengthen our workforce. • Support efforts to help alleviate barriers for employees seeking child care. • Work to address housing barriers in collaboration with developers and area businesses. • Support business awareness of and access to information and resources to help address these challenges.
<p>Expand Marshall’s position as a regional center of business, resident, and visitor attraction and retention.</p>	<ul style="list-style-type: none"> • Facilitate redevelopment projects that enhance our community as an employment, cultural and retail hub. • Support transportation planning, funding and expansion in the region. • Support efforts to attract/retain residents, students, and visitors.
<p>Promote orderly and efficient growth by regulating development and guiding planning.</p>	<ul style="list-style-type: none"> • Explore new avenues to aid public communication/outreach related to planning, zoning, and building. • Implement policies, tools, and regulations that maintain and develop a healthy, diverse and affordable housing stock. • Work with county, legal, and city leadership to plan for, adopt, and implement THC cannabis ordinances/restrictions. • Utilize the Comprehensive Plan to establish annual priorities and implement departmental work plans.

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	CORE STRATEGIES
<p>Coordinate street/road infrastructure projects to ensure an integrated approach that maximizes public investments and benefits.</p>	<ul style="list-style-type: none"> • Annually prioritize and invest in street maintenance and rehabilitation, using the 5-Yr Capital Improvement Plan as a guide. • Collaborate on advanced planning for future transportation needs of the city, county and region.
<p>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.</p>	<ul style="list-style-type: none"> • Work to explore future technology and equipment replacement needs. • Govern and regulate water management practices and infrastructure to ensure safe and sustainable services. • Plan for and implement improvements to enhance airport accessibility, safety, capacity, and efficiency. • Develop a vehicle life cycle replacement policy to foster efficient and cost-effective purchases.

<p>Establish and utilize high performing human resource practices, policies and procedures to effectively and efficiently deliver essential services.</p>	<ul style="list-style-type: none"> • 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 • Work to create a more supportive and inclusive workplace culture that values diversity and open communications. • Improve employee onboarding/training to efficiencies and advance employee retention/satisfaction. • Explore and understand internal talent needs in relationship to planned/potential leadership changes across the next five to seven years.
<p>Work collaboratively to ensure financial capacity to deliver essential services and sustainable infrastructure.</p>	<ul style="list-style-type: none"> • 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. • Actively engage in the State bonding process and seek grant funding opportunities to increase revenue from non-city of Marshall specific property taxpayers. • Maintain municipal liquor store to control the distribution of alcohol while simultaneously generating revenue for the community through property tax reduction. • Continue to promote legislation which is specifically beneficial to municipal liquor operations and oppose/attempt to change legislation which is specifically harmful thereto.
<p>Balance investments and regulatory requirements that aid environmental stewardship.</p>	<ul style="list-style-type: none"> • Explore options in wastewater treatment that balances regulatory compliance and cost-effectiveness of potentially regulated compounds, i.e. nitrogen, phosphorous, PFAS, chlorides • Implement PFAS and Chloride Management Plans • Continue to fund programs that allow residents to assist in environmental stewardship through education and rebate programs. • 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. • Ensure we maintain Tree City and Green Step Cities Level 5 Designations
<p><i>GOAL: Cultivate an informed, engaged and inclusive community</i></p> <p>VISION OF IMPACT: Residents and stakeholders have a voice in decisions that affect them through culturally-responsive and proactive engagement.</p>	
<p>STRATEGIC OBJECTIVES</p>	<p>CORE STRATEGIES</p>
<p>Create and sustain on-going dialogue and purposeful action that builds a diverse, inclusive, and equitable community.</p>	<ul style="list-style-type: none"> • 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. • Work with DEI Commission and staff to develop a diverse talent pipeline for city staff positions. • Support efforts of the DEI Commission to create a community-wide culture of value and respect.
<p>Effectively and proactively communicate with and engage residents.</p>	<ul style="list-style-type: none"> • Scale and expand communication methods to integrate public knowledge into planning efforts and services across all departments. • Strengthen partnerships with community organizations and associations to improve community engagement.



City of Marshall 2024 Strategic Planning Process Summary

Background

The City of Marshall envisions growing an inclusive and engaged community through collaboration and commitment as a vibrant regional center. Staff and leadership are committed to meeting the community's public service needs by providing valued services in a fair and equitable manner for the community. With its location in southwest Minnesota, Marshall serves as a regional economic hub, serving shopping, dining, and entertainment needs for at least a 30-mile radius. As such, a vibrant local economy must strike a balance of a capable workforce, local services, and a growing demand. These are all considerations for the services that should be available and implemented throughout the community and beyond.

The Mayor and City Council are the legislative and policy-making bodies for the City of Marshall. The City Administrator serves as the Chief Administrative Officer of the City and is responsible to the Council for the administration of all City affairs. The City Administrator, along with nearly 100 staff from over 15 departments, help ensure that the city delivers essential public services to the residents, business owners, and visitors. Leadership is committed to being responsive, efficient, innovative, open, neighborly, in providing services for the greater good of the community and region.

The City of Marshall's last strategic plan was developed in 2019, guiding city initiatives through 2024. In addition, the city updated their Comprehensive Plan in 2022 to serve as a guiding document for the community's growth for the next twenty years. This plan was developed through active participation of a task force representing the diverse view of the community as well as advanced community engagement activities to gather feedback throughout the planning process. The plan is focused on cultivating the best in Marshall by actively engaging residents, exploring opportunities, maintaining investments, fostering relationships, and having pride in the community. Throughout the planning process, community members expressed appreciation for Marshall's welcoming atmosphere, cultural connections, commercial good and service offerings, and the vibrant Downtown.

To ensure that City Administration, Staff and Council members align strategic decisions and operational systems with Marshall's Comprehensive Plan as well as community interests, the City of Marshall sought a third-party facilitator to develop an internal strategic plan. Cheryl K. Glaeser with Achieve Consulting was selected to facilitate the planning process which took place spring/summer of 2024.

SURVEY

A survey was completed by 56 city staff to gather insights to inform the strategic planning process. Respondents broadly represented city departments and the council. The range of years of service with the city was 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.

The survey asked a set of questions to ascertain employee engagement and satisfaction. Overall, respondents have very favorable views of the City of Marshall as a place of employment or service. A few opportunities for improvement were noted in comments in areas such as improved communications between/among staff, advancing staff ability to adapt to change, and helping staff avoid burnout.

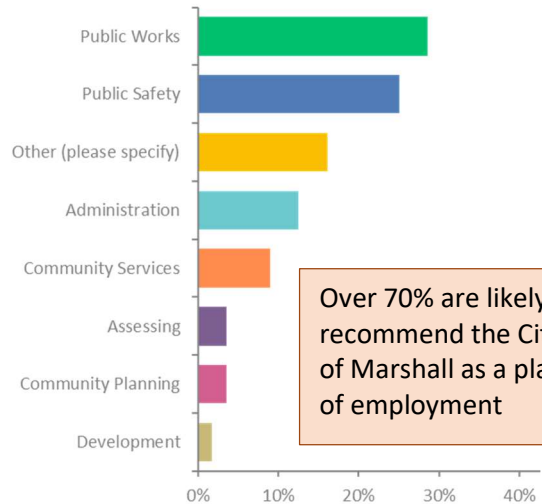
- Over 60% indicated that they look forward to coming to work each morning
- 70% noted that feel appreciate or recognized for their work
- 80% of respondents indicated they have a good working relationship with colleagues
- Over 75% feel comfortable contributing ideas and opinions in their department
- 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

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.



City Capacity/Department

Answered: 56



Over 70% are likely to recommend the City of Marshall as a place of employment

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

Overall, respondents at least somewhat agree that Marshall is a good place to live for all ages and has a good reputation in southwest Minnesota. Indicators of the quality of city services from the survey included:

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

Areas of disagreement were limited to a small percentage of respondents. The greatest opportunities for improvement were related to feeling recognized or appreciated for their work (18%), feeling comfortable contributing ideas/opinions in their departments (12%), the city’s effectiveness at communicating with residents (12%), and ensuring established departmental goals/strategies provide an actionable way for employees to meet the city goals (12%). One item of note is that 33% of respondents indicated they are unsure whether or not they see themselves working at the city two or more years from now. This is an area for further research to determine the reasons behind this response, whether they might be related to potential retirements, role dissatisfaction, or other.

For future investments, respondents noted that they would like to see the city invest in creating jobs/growing local businesses (73%); enhancing the quality of life (70%); and creating an equitable community by removing barriers to city services/programs (60%).

Over 70% feel that the city should invest in creating jobs and growing local businesses.

In seeking to gather insights on potential strategic priorities, survey respondents were asked to identify the three most important things that the city should focus on for the future. Choices included a range of opportunities from across all departments. It is important to note that respondents heavily represented Public Works (29%) and Public Safety (25%) departments.

Thinking about the future of Marshall, what are the three most important things the City should focus on? (You may only select 3.)

Answered: 48 Skipped: 8

ANSWER CHOICES	RESPONSES
Supporting/Encouraging New Business Development	72.92%
Ensuring Public Safety	62.50%
Improving Streets/Infrastructure	35.42%
Dedicating more resources to removal/improvement of dilapidated homes, cleaner neighborhoods, etc.	25.00%
Offering a Variety of Housing Options	18.75%
Increasing Small Business Incentives	18.75%

Top 3 focus areas

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

City of Marshall: Trends and Influences

Examining current trends and influences is crucial in developing a strategic plan because it allows the organization to anticipate changes, identify emerging opportunities, and mitigate potential risks. By understanding how external factors, such as economic shifts, technological advancements, and social dynamics, could impact the organization, the strategic plan can be more adaptable and aligned with future realities. This proactive approach ensures that the organization remains competitive, resilient, and better prepared to achieve its long-term goals. In light of the recently updated comprehensive plan, city staff briefly reviewed a few key trends and influential factors to create a foundation for identifying goals and actions.

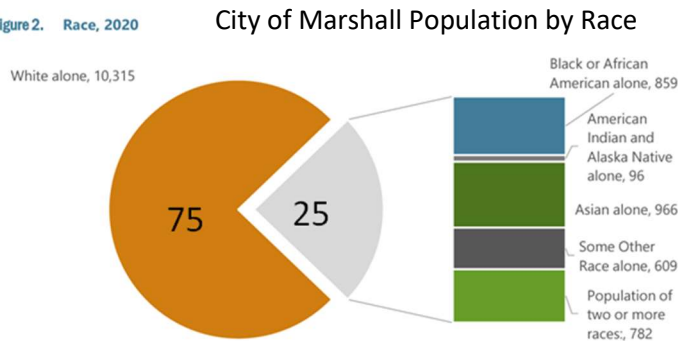
Population Demographics

While the official 2020 census shows Marshall’s population as 13,628, updated estimates by U.S. Census Bureau show that Marshall’s population in April 2020 was 13,890. This is important to note as it indicates growth rather than decline from the previous census (2010/13,680). Overall, Lyon County’s population has a natural increase - more births than deaths from 2020 to 2023, but also experienced net out-migration - meaning more people moved out than moved in. Despite suffering domestic out-migration, Lyon County welcomed net international in-migration - gaining new Minnesotans from foreign countries ⁽²⁾.

City of Marshall Population
 2020: 13,628 (US Decennial Census 2020)
 2040 Projection: 15,637 (2022 Comp Plan)

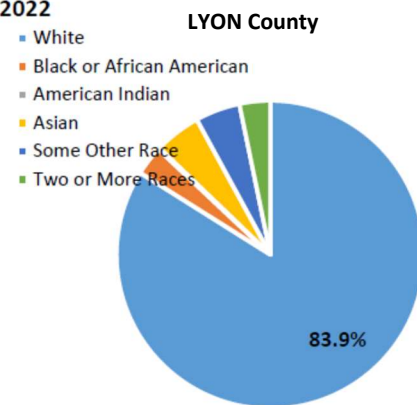
LYON County (MN DEED County Profile 6/2024

Figure 2. Race, 2020



Source: US Census, 2020/Comprehensive Plan 2020

Figure 3. Population by Race, 2022



According to the Minnesota State Demographic Center, Lyon County’s population is expected to decline from 2025 to 2035, with a rate of change that is slower than the projected statewide growth rate (4.5%). Despite the decline, the number of people aged 65 years and older is expected to increase over the next decade.

Table 4. Race and Hispanic Origin, 2022	Lyon Co.		Change from 2011-2022
	Number	Percent	
Total	25,352	100.0%	-1.4%
White	21,277	83.9%	-8.2%
Black or African American	780	3.1%	56.0%
American Indian or Alaska Native	43	0.2%	-66.9%
Asian or Other Pac. Islanders	1,236	4.9%	78.9%
Some Other Race	1,192	4.7%	39.4%
Two or More Races	824	3.3%	135.4%
Hispanic or Latino origin	1,934	7.6%	26.5%

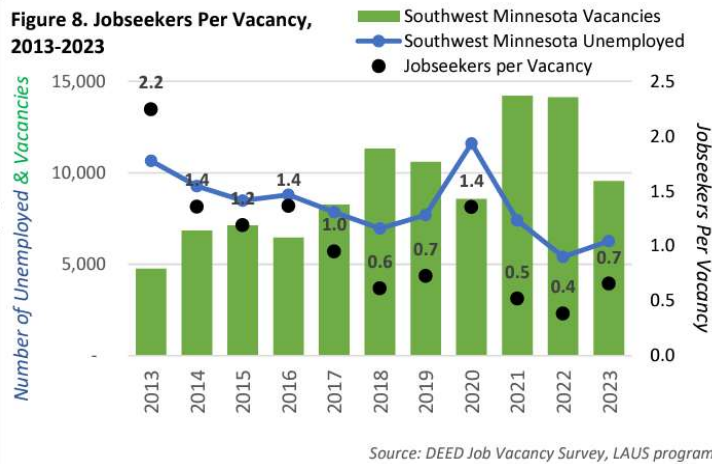
Source: U.S. Census Bureau, 2018-2022 Am

(1) 2022 American Community Survey 5-year Estimates
 (2) MN DEED 062024/lyon_tcm1045-407663

Labor Force Trends

At 2.5%, Lyon Co. had a lower unemployment rate than the state in 2023. After the pandemic recession Lyon Co.'s unemployment rate declined compared to the 3.4% pre-pandemic rate posted in 2019. The number of unemployed workers actively seeking work in Lyon Co. increased over the past year, and is down compared to 2019. The greatest job vacancies in the county are in Health Care and Social Assistance (25%) and Manufacturing (22%).

Figure 8. Jobseekers Per Vacancy, 2013-2023

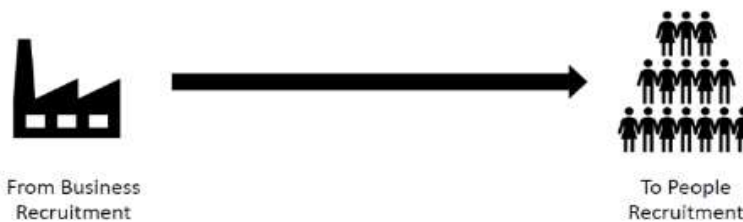


14,421	available workers
Labor Force change, 2008-2023	-284 workers -2.0% decline
2.5%	unemployment rate
2.7%	state
361	unemployed workers

According to a March, 2023 report of the Rural Policy and Development ⁽³⁾, low unemployment rates, combined with historically high job vacancies, is leading to a fundamental shift in economic development from

business recruitment to people recruitment. This has implications for tax incentives, infrastructure investments, as well as a need for focus on collaboration around housing, childcare, quality of life, and resident engagement.

A fundamental shift is taking place in economic development



This is a statewide issue!

© CENTER FOR RURAL POLICY & DEVELOPMENT

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

Strategic Planning Session

Departmental leads participated in a strategic planning session held on April 17, 2024. The session began with reviewing the city's vision and mission statements, a critical step in developing a strategic plan. These statements serve as the foundation of an organization's identity, guiding its direction and decision-making. By revisiting them, we sought to ensure that a well-aligned vision and mission would provide the roadmap for setting priorities, allocating resources, and achieving long-term success. In essence, these statements anchor your strategic plan in a clear and compelling sense of purpose.

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.*

Glaeser noted an alternate statement used in marketing materials (see below) and recommended further discussion to ensure clarity regarding the mission of the City of Marshall.

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

Each department has established mission statements, for which Glaeser commended leadership. Having mission statements at the department level provides clear direction and purpose tailored to the specific functions and goals of each department and helps align the team's efforts with the broader organizational mission, ensuring that every action and decision contributes meaningfully to the overall objectives. Additionally, it serves as a guide for decision-making, prioritizing tasks, and allocating resources, ultimately enhancing cohesion and productivity within the department.

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.

Along with understanding the city’s mission statement, it is also important for each staff member to understanding the broader purpose of their work. When individuals understand the broader purpose of their work, they tend to be happier, more involved, and more innovative. For organizations, when employees see how their roles align with company goals, it reduces turnover and boosts productivity. Glaeser recommended that leadership helps all staff understand their purpose and how their individual roles fit with the overall goals of the City of Marshall by asking staff exploratory questions such as those shown to the right.

- *What gets you motivated to come to work?*
- *How do you personally connect with your department’s mission?*
- *How do you personally connect with the overall mission of the city?*

Expected Outcomes

Before establishing strategic goals and objectives, Glaeser asked staff to share their expected outcomes from the planning process. Staff emphasized the importance of enhanced employee engagement, including stronger support for one another, increased productivity, and a clearer understanding of their roles and value within the city. They also highlighted the need for better coordination between departments, clearly defined goals, and a unified vision that all staff can embrace, which would contribute to improved staff retention. On the community side, staff expressed the desire for residents to be more informed and engaged, fostering better connections and understanding between staff, the council, and the community.

Insights to Guide the Future

SWOT Analysis

The City of Marshall's SWOT analysis highlights key areas that are crucial for its continued growth and development. Strengths such as strong interagency collaboration, effective staffing, and positive community engagement underscore the city's solid foundation. However, challenges like staff recruitment and retention, restructuring, succession planning, and communication about funding needs point to areas of weakness. External threats, including workforce shortages and legislative changes, further emphasize the need for proactive strategies. Despite these challenges, the city has significant opportunities to enhance HR processes, improve community services, and foster stronger partnerships, all of which will be vital in driving future success and maintaining a thriving community. Below is a summary of the insights gathered through the SWOT analysis.

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.

Pressing Needs

Staff were asked to identify the most pressing needs for the city. City staff identified several pressing needs both internally and community-wide. Internally, the city requires stable or increased funding, improved staff attraction and retention, a streamlined staff orientation and payroll process, and continued efforts toward inclusion. On a broader scale, the community's priorities include addressing childcare availability and affordability, meeting housing needs with new housing stock, and enhancing the promotion and marketing of Marshall as an attractive place to work, live, and play. Workforce development, particularly youth engagement, along with commercial and retail growth, are also critical. Additionally, staff emphasized the importance of cultural connections, expanding park facilities and indoor recreation space, maintaining infrastructure, and improving transportation through a 4-lane highway and rail access.

What are the most pressing needs for the next 2-3 years?



Strategic Priorities

Staff were then asked to consider the strategic priorities currently established for the city, including those identified in the 2020 strategic plan as well as the 2022 City of Marshall Comprehensive Plan. A brief review of these priorities, combined with the focus areas notes by survey respondents, helped provide a framework for staff to explore and identify key priorities for the next three to five years.

Top 3 focus areas – Staff/Council Survey 2024

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

<p>Building Community A safe community with a high quality of life and outstanding community assets</p> <ul style="list-style-type: none"> • Destination City • Arts, Culture, Recreation, Sport (Enriching community) • Capital improvements to enhance resident/visitor experiences • Housing Development • Facilitate/promote partnerships with community assets 	<p>Communication –Engagement Residents and stakeholders have awareness of and voice in decisions that affect them and receive culturally-responsive and proactive communication. Destination City</p>
<p>Embrace and Promote Diversity</p> <p>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</p>	<p>Economic Development</p> <p>Residents, employees, and businesses have pathways to financial growth and security and the city is recognized as business friendly.</p>

City of Marshall Comprehensive Plan – Priority Areas 2022

OVERALL PLAN	<p>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.</p> <p>FOCUS AREAS:</p> <ul style="list-style-type: none"> • Engagement • Community Pride • Partnerships
UTILITIES & SERVICES	<p>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.</p> <p>FOCUS AREAS:</p> <ul style="list-style-type: none"> • Maintenance • Operations • Future Expansion • Sustainable Infrastructure
LAND USE	<p>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.</p> <p>FOCUS AREAS:</p> <ul style="list-style-type: none"> • Flexible Land Uses, Zoning, and Policies • Community Identity • Smart Growth • Housing
PUBLIC FACILITIES	<p>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.</p> <p>FOCUS AREAS:</p> <ul style="list-style-type: none"> • Maintenance • Partnerships • Continued Investment
ECONOMIC DEVELOPMENT	<p>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.</p> <p>FOCUS AREAS:</p> <ul style="list-style-type: none"> • Existing Business Support • New Growth Opportunities • Workforce Development • Community Amenities • Partnerships • Housing
ENVIRONMENTAL AND CULTURAL FACTORS	<p>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.</p> <p>FOCUS AREAS:</p> <ul style="list-style-type: none"> • Public Art • Community Services • Enhancement • Inclusivity • Natural Resources

Identifying Key Priorities

Survey comments focused on a comprehensive set of strategic priorities aimed at enhancing community life, fostering economic growth, and ensuring sustainable development. These priorities encompass community enhancement through arts and recreation, infrastructure development, economic expansion, strategic urban planning, and increased public engagement. Additionally, respondents sought to bolster safety and security measures while striving for operational excellence in city management. Staff discussed and considered these potential priority areas while exploring the potential priorities that align with departmental goals and objectives. These were combined to create the strategic goals and objectives outlined on the first few pages of this document. This strategic plan will serve as a roadmap for the City of Marshall through 2027. These interconnected priorities reflect a holistic approach to city development, balancing the needs of residents, businesses, and visitors to create a thriving, inclusive, and competitive city environment.

Moving Forward

City staff and leadership, through this plan, developed a shared vision of success and key strategies that will guide the work of the city over the next three to five years. They also made significant strides in creating action steps for near-term goals. Staff will continue to utilize this plan as a roadmap to guide and make adjustments to actions moving forward.

Closing Statement

The strategic planning process has been a comprehensive and collaborative effort, bringing together diverse perspectives and expertise from across staff and leadership of the City of Marshall. Through thoughtful deliberation and shared commitment, the identified priorities and actionable strategies will guide the City of Marshall toward a vibrant and sustainable future.

As the city moves forward, it is imperative that staff and community leaders continue to foster strong partnerships, remain adaptable to changing circumstances, and stay focused on long-term goals. The work accomplished lays a solid foundation for continued growth and success. Working together, the city will strive to achieve the ambitions outlined in this plan, ensuring that Marshall remains a thriving and welcoming community for all.