

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

GOALS	OBJECTIVES	STRATEGIES	Potential Tactics (To be further refined and prioritized by each department)	SUPPORTING PARTNERS/ROLES	Milestones/ Key Accountability	PRIORITY	
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	Waiting on YMCA Director Hire, Development of new Sports Commission		
			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	Legislation proposed for Band Shell, seeking additional outdoor grant,		
			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	Development of new Sports Commission		
			Explore options for old softball complex; Future trail extensions; Soccer fields; Outdoor Pickleball Courts;	City Council	Initiating Master Park Planning Process		
			Review and Prioritize Upgrades: Legion Field, Archery Range Storage, New hoops at Justice Park, Bathroom facilities at Victory Park, Irrigation at Several Parks, Expand Park Shop Building; Reconstruction of Band Shell	City Council, Legislature, State grants	Annual CIP Process, working with CGMC on bonding, active in grants, legislation proposed for band shell		
		Strengthen walking, biking and park infrastructure.		Parks and Engineering Depts, City Council	Annual CIP Process, State grants		
		Explore and initiate a wide range of resource development opportunities.	Continue working with the "Jump In, Make a Splash" community to support amenities for the Aquatic Center Develop sponsorship/donation packet for potential funding partners; explore creation of a Friends group for ongoing fundraising and support Revitalization of Sports/Recreation Commission with Sports/Rec Partners	City Council	Council Action on Jan 28th to re-authorize bids	High	
				Parks and Admin Staff	Preliminary sponsorship packet being developed		
				Parks, CVB Staff	Preliminary discussions, initial meeting, by-laws being developed and reviewed		
		<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	Initial mtg with Library to schedule	
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	Juneteenth Planning mtg scheduled for January 22			
	Explore opportunities to enhance public art through grants and other supporting organizations. i.e. an artist in residency program		Admin, Community Services staff	No work on this started yet			
	Collaborate with the community and arts organizations to raise funds and create public art that supports Marshall's sense of place.		Admin, Community Services staff	No work on this started yet			
Maintain our designation as a Tree City and work to further ensure the care and expansion of community forestry.	Work to address Emerald Ash Borer infestations within our community.		Park and Public Works staff	Tree removal and replacement started and on-going, residential program initiated, more promotion needed			
	Explore and identify measures to provide a flourishing urban tree canopy for our streets		Park Supt	On-going			
Promote the library as an indispensable resource for encouraging reading, learning, and exploration.	Partner with library to offer workshops or other approaches to create and collect community memories & stories Partner with library to create, market & support city activities/strategic tactics where appropriate Offer workshops to capture community memories/stories		Community Education	Initial mtg with Library to schedule			
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	<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	Tentative date with townships scheduled for Jan 23rd	
		Continually invest in critical training, equipment and infrastructure that ensures high-quality and efficient public safety departments (fire and law enforcement.)	Invest in personal protective equipment	Public Safety Director/Fire Chief/City Council	On-going	
			Plan/budget for fleet replacement rotation	Chief/City Council	On-going	
			Continual investment in specific lighting, security cameras, electronic public safety awareness systems.	Public Safety Director/Fire Chief/City Council	On-going	
<i>Stimulate economic vibrancy and growth</i>	<i>Support the creation, retention, and growth of businesses and industry.</i>	Increase incentives and support for small businesses and entrepreneurs through advanced collaboration.	Research and fund a small business incubator/spec building to provide business start-up resources, support.	EDA Director/Board	No work on this started yet	
			Increase incentives for small businesses	EDA Director/Board	Review current funding available and provide to EDA Board for exchange of ideas	
			Work with Small Business Development Center, SMSU, Chamber, Marshall, Lyon County, and others to support and attract small businesses/entrepreneurs.	EDA Director/Board	On-going	
		Raise awareness of business support resources of the EDA and other organizations.	Promote available online and print resources that help provide a roadmap for business support from the EDA and other community organizations.	CareerForce, Extension	Enlist EDA Support Staff to Initiate this Work	
			Work with library to create online resource guide and purchase appropriate business support materials for checkout	EDA Director/Board	Enlist EDA Support Staff to Initiate this Work	
		Develop an intake process for potential new business development/projects.	Explore the creation of an annual roundtable or business leader group to help identify and seek out prospective new businesses and or leverage existing businesses for future growth.	EDA Director/Chamber	Has been completed on annual basis	
	Advance partnerships and pursue funding to facilitate business building improvements.	Pursue grant funds, incentives and partners that can facilitate business building improvements such as upgrading or replacement of major systems (e.g., mechanical, electrical, HVAC or plumbing), windows, elevators, interior and exterior materials, universal design elements, lighting, landscaping and aesthetics.	UCAP (Small Cities)			
	<i>Collaborate on efforts to address workforce, housing, and childcare challenges.</i>	Promote skilled training, job openings, and youth engagement opportunities that strengthen our workforce.	Identify and promote critical jobs that need to be filled and/or expanded across city departments and area businesses	Chamber, SMSU, High School	Need to review with HR	
			Partner with community entities on skilled training opportunities for employees of the city and area businesses	CareerForce, CTI, SMSU	CTI Success, SMSU Partnership with Avera, North Star Mutual	
			Engage and educate youth about roles within our city departments as well as across our business community	HR Director	High School Career Fair	
Support efforts to help alleviate barriers for employees seeking child care.			SWIF	Child Care Study Initiated		
Work to address housing barriers in collaboration with developers and area businesses.		Work with area businesses to help provide greater public awareness of the critical role of the housing supply in the community's economic future.	EDA/Chamber			
		Stay informed of and advocate for better housing, land-use, and development policies and regulations.	EDA/City Council	On-going		
		Work to address barriers across local ordinances, building codes, and the comprehensive plan.	EDA/Planning and Zoning	Sign Ordinance Update under review		
		Reduce development costs by providing greater clarity/flexibility to developers.	EDA			
Support business awareness of and access to information and resources to help address these challenges.		EDA				
<i>Expand Marshall's position as a regional center of business, resident, and visitor attraction and</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		

	<i>retention.</i>	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		
	<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		
			Work with Admin Services on better communication of Building Inspection Department requirements	EDA/Administration	Initial mtgs held to discuss communication options	
	Implement policies, tools, and regulations that help maintain and develop a healthy, diverse, and affordable housing stock for current and future residents.	Protect quality rental housing through rental housing inspections for compliance with rental code ordinance;	Community Planning	Registrations nearly complete, compliance letters sent, 100 property owners need to return		
		Continue to Partner with MN Housing Finance on Broadmoor Valley Infrastructure Improvements;	City staff	On-going		
		Amend zoning/development ordinances and/or regulations to allow flexibility in housing development to respond to needs	Planning and Zoning	Initial work on sign ordinance		
		Collaborate to address the removal and/or improvement of dilapidated homes	EDA	No work on this started yet		
	Work with county, legal, and city leadership to plan for, adopt, and implement THC cannabis ordinances/restrictions.		City Attorney/Staff	Registration and Zoning Ordinances Approved		
	Utilize the Comprehensive Plan to establish annual priorities and implement departmental work plans.		Planning and Zoning	No work on this started yet		
<b>Promote and support community resilience</b>	<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	Work Session to be scheduled with Council to review	
			Consider/explore alley assessment process/funding	Public Works Director/PIT Committee	Brought forward to PIT and Ways and Means	
	Collaborate on advanced planning for future transportation needs of the city, county and region.	Work with MNDOT on US59 ; Work with MNDOT/Local Transportation Group on HWY 23 Safety Issues and Improvements as well as Other Major Corridor Improvements such as Hwy 212	Public Works Director/Mayor	ATP Representation, grants sought out, Mayor Hwy 23 Coalition		
<i>Maintain a system of high-quality utilities and services that respond to change by focusing on the maintenance of regular operations as well as expansion investments.</i>	Work to explore future technology and equipment replacement needs.	Work to complete the new wastewater treatment facility plan	Wastewater Superintendent			
	Govern and regulate water management practices and infrastructure to ensure safe and sustainable services.	Provide public education and outreach to help reach National Pollutant Discharge Elimination System (NPDES) requirements and discuss Storm Water Pollution Prevention (SWPP)	Wastewater Superintendent			
	Plan for and implement improvements to enhance airport accessibility, safety, capacity, and efficiency.	Complete SRE Building at Airport; Build/Secure additional private hangar space	Public Works Director	In-Progress		
	Develop a vehicle life cycle replacement policy to foster efficient and cost-effective purchases.		Director of Admin Services	Initial review of policy		
<i>Establish and utilize high performing human resource practices, policies and procedures to effectively and efficiently deliver essential services.</i>	Develop intentional recruitment and retention strategies across all departments, including working with area high schools, colleges, and universities to advance career awareness and job opportunities	Actively plan for and engage in high school, college, and community outreach practices that showcase the importance of fire and police personnel and ultimately increase the pool of potential recruits.	Public Safety Director	On-going		
		Develop recruitment strategies in partnership with Minnesota colleges and universities.	Public Safety Director			
		Review existing and explore new hiring/retention best practices that may increase the pool of potential hires.	Public Safety Director			

		Work to create a more supportive and inclusive workplace culture that values diversity and open communications.	Work with DEI Commission and staff to create an internal culture where everyone feels valued and respected, where different perspectives and ideas are welcomed, and where all employees have an equal opportunity to succeed.	HR Director/DEI Commission		
		Improve employee onboarding/training to efficiencies and advance employee retention/satisfaction.	Implement online onboarding process	HR Director		
			Implement online leave/timekeeping process	HR Director		
			Develop intentional professional development/training opportunities for staff	HR Director		
			Work with staff to identify and implement advancements to internal policies and procedures to improve efficiencies and working conditions.	HR Director		
		Explore and understand internal talent needs in relationship to planned/potential leadership changes across the next five to seven years.	Identify key positions of recent and/or upcoming leadership changes;	HR Director	Division Directors met with HR Director to discuss	
			Help ensure smooth transitions of staffing through advanced leadership development and supervisory training	HR Director		
<b>Work collaboratively to ensure financial capacity to deliver essential services and sustainable infrastructure.</b>	Develop and adopt a 2-year budget for internal planning purposes and ensure the city's CIP plan is updated to reflect inflationary effects on total cost.	Ensure we maintain an unqualified audit	Director of Admin Services			
		Identify potential new revenue and funding sources: non-tax revenues, grants, bonding, sales tax, donations/sponsorships, etc. to ensure adequate/stable funding for planned expenditure increases across city departments	Director of Admin Services			
	Actively engage in the State bonding process and seek grant funding opportunities to increase revenue from non-city of Marshall specific property taxpayers.	Ensure that State aid funds, included advanced state air funds remain and increase by actively engaging in the State bonding process Ensure we maintain our AA Bond rating	City Council	MERIT and Band Shell Legislation 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			
		Work to overcome challenges presented by competition through increased promotion, pricing, and advertising.	Director of Admin Services/Liquor Store Manager	On-going		
	Continue to promote legislation which is specifically beneficial to municipal liquor operations and oppose/attempt to change legislation which is specifically harmful thereto.		Liquor Store Manager/MMBA	On-going		
<b>Balance investments and regulatory requirements that aid environmental stewardship.</b>	Explore options in wastewater treatment that balances regulatory compliance and cost-effectiveness of potentially regulated compounds, i.e. nitrogen, phosphorous, PFAS, chlorides	Reduce phosphorus output from stormwater by 30% and suspended solids to 154 lbs./acre/year	Wastewater Superintendent			
	Implement PFAS and Chloride Management Plans	Continue to work through perfluoroalkyl substances (PFAS) recommendations/future requirements in drinking water, coordinating with Lyon County; Continue to work with MPCA/Industries on Chloride and other future limits	Wastewater Superintendent	PFAS Industries Identified/PFAS MPCA Workplan developed		
	Continue to fund programs that allow residents to assist in environmental stewardship through education and rebate programs.		Public Works Director	Water softener rebates, rain barrels		
	Expand citizen volunteer opportunities concept of the Adopt a Park program to include specific public right of ways-such as 3rd Street, Saratoga Bridge and trails.		Public Works Director	No work on this started yet		
	Ensure we maintain Tree City and Green Step Cities Level 5 Designations		Park and Rec Superintendent	On-going		
<b>Cultivate an informed, engaged and inclusive community</b>	<b>Create and sustain on-going dialogue and purposeful action that builds a diverse, inclusive, and equitable community.</b>	Expand outreach to ethnically and culturally diverse members of the community to increase engagement and representation across various commissions, committees, and organizations within the city.	Departmental-level planning/staff development for embracing diversity and opening up greater opportunities for all current and potential future staff and residents.	City Council		
		Work with DEI Commission and staff to develop a diverse talent pipeline for city staff positions.	Identify key positions to be filled	HR Director/DEI Commission		

		Work to create recruitment/attraction methods specific to new cultures/populations.	HR Director/DEI Commission		
	Support efforts of the DEI Commission to create a community-wide culture of value and respect.	Develop a program for fostering meaningful one-on-one interactions between newcomers and locals to help increase community engagement and inclusion.	DEI Commission		
		Explore creation of a newcomer engagement program similar to Otter Tail County Grab a Bite program.	Chamber Library Director/DEI Commission		
		Work with library to help disseminate information/materials	Library Director/DEI Commission		
<i>Effectively and proactively communicate with and engage residents.</i>	Scale and expand communication methods to integrate public knowledge into planning efforts and services across all departments.	Encourage teams to establish departmental tactics around engagement/communications	Admin, Media Specialist	Community Survey on Communication proposed for early this year	
		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		
		Adopt new methods of communication to ensure residents are informed and engaged on Marshall happenings. May include one-stop shopping and/or multiple access points and sharing opportunities.	Admin, Media Specialist		
		Explore new website platform/design to aid access to information	Admin, Media Specialist		
		Consider and adopt best practices for serving multilingual users and users seeking closed caption capabilities	Admin, Media Specialist		
		Monitor trends, platform features, and/or new applications within digital communication technology that would enhance communication with residents and businesses.	Admin, Media Specialist		
		Strengthen partnerships with community organizations and associations to improve community engagement.	Work together to increase involvement on boards, commissions, etc.	City Council	City Administrator Jan column on this topic, social media promotion
	Work together to advocate for important actions at the state level		City Council	Feb/March Legislative Action Day Attendance planned	