

# City of Marshall

Draft Strategic Plan



# Vision Statement

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

# Mission Statement

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

## Strategic Priority Areas

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**BUILDING  
COMMUNITY**



**COMMUNICATION-  
ENGAGEMENT**



**INCLUSION**



**ECONOMIC  
DEVELOPMENT**

# BUILDING COMMUNITY

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

# COMMUNICATION-ENGAGEMENT

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

# INCLUSION

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

# ECONOMIC DEVELOPMENT

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



# Building Community

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

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## Objectives

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

# Building Community

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

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## Objectives

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

# Building Community

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

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## Objectives

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

# Building Community

## Goal: Support housing development

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### Objectives

- Update Housing Study
- Facilitate increased housing supply through the development of a variety of housing types
- Prioritize geographic areas to target economic development incentives for housing development
- Pursue grant funds, incentives and partners that can facilitate business building improvements such as upgrading or replacement of major systems (e.g., mechanical, electrical, HVAC or plumbing), windows, elevators, interior and exterior materials, universal design elements, lighting, landscaping and aesthetics

# Building Community

## Goal: Facilitate and Promote Partnerships with Community Assets

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### Objectives

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

# Communication-Engagement

**Goal: Actively engage and communicate with the community**

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## Objectives

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

# Inclusion

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

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## Objectives

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

# Economic Development

**Goal: Support the creation, retention and growth of businesses**

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## Objectives

- Develop EDA Toolbox and Communicate Widely
- Facilitate Downtown redevelopment projects that enhance Downtown as the employment, cultural and retail hub
- Pursue grant funds, incentives and partners that can facilitate business building improvements such as upgrading or replacement of major systems (e.g., mechanical, electrical, HVAC or plumbing), windows, elevators, interior and exterior materials, universal design elements, lighting, landscaping and aesthetics
- Work with Small Business Development Center, SMSU Chamber, Marshall-Lyon County Library to facilitate creation of a small business incubator to provide business start-up resources and support.



# Economic Development

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

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## Objectives

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

# Economic Development

## Goal: Expand Commercial and Industrial Tax Base

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### Objectives

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

# Economic Development

## **Goal: Enable Smart Growth, Define Economic Growth and**

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### Objectives

- Update the Comprehensive Plan

## **Goal: Seek economic competitiveness with neighboring Regions and State**

### Objectives

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

## **Goal: Support a resilient business environment**

### Objectives

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



## What happens next:

Gather more ideas

Research the ideas generated

Follow up with community presentation



## Action items for follow-up:

Start turning ideas into reality.

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# Next Steps