



**MARSHALLTOWN
MORE THAN EVER**

STRATEGIC PLAN

2023-2024

MISSION

The City of Marshalltown collaborates to provide a welcoming, safe, vibrant, and growing community.

Mayor Joel Greer

City Council Members

Al Hoop, Gabriel Isom, Barry Kell, Mike Ladehoff,

Jeff Schneider, Gary Thompson, Dex Walker

STRATEGY 1

Expand and improve development in the community

Part of our mission is to be a growing community, which is why development of housing, commercial and retail opportunities, and industrial providers is so important. In order to expand and improve development in the community, we will do the following...

⇒ **Plan for and construct new infrastructure**

Infrastructure (streets, water, sewer) are needed for development to occur. Whether for residential, commercial or industrial opportunities, plans will be developed for the Council to consider proactively to spur development or reactively to respond to a developer need.

⇒ **Increase housing opportunities at all levels**

Marshalltown must have new housing opportunities in order for the community to grow. Each type of housing – single family, multi-family, attached, detached, market rate, income restricted – is important to providing the most options possible for residential growth.

⇒ **Incentivize redevelopment of existing buildings**

Marshalltown has buildings throughout the community which provide economic value but need a renovation or repurposing in order to remain productive. We will seek to incentivize redevelopment at the malls, the old hospital campus and other locations which contribute to a strong tax base.

⇒ **Invest in Downtown redevelopment**

As the owner of vacant lots and two buildings, the City will play a vital role in the redevelopment of Downtown Marshalltown. We will consider all options and continue to enhance infrastructure to make Downtown an economic contributor to the community.

⇒ **Enhance the public assets of both the Linn Creek District and the 13th Street District**

To be the destination for people to live, work, play and learn, Marshalltown needs amenities to grow our population and grow our tourism dollars. Both districts contribute to quality of life, and we will invest in quality of life projects to see growth and development.

KEY INDICATORS

- # of new single family/ owner-occupied residential units
- # of new rental units
- Total building permit valuation by year
- Assessed Valuation growth by Urban Renewal Area
- Community Survey Data
 - Overall economic health rating
 - Vibrancy of Downtown
 - Variety of housing options
 - Overall utility infrastructure



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STRATEGY 2

Enhance Marshalltown's public image

Community pride is a key facet to both the internal and external image a community portrays. Our mission puts safety, vibrancy, and welcoming as priorities to work towards, all of which contribute to how others view Marshalltown.

In order to enhance our public image, we will do the following...

⇒ **Enhance the attractiveness of the entrances to the community**

First impressions mean a lot when it comes to showcasing a community, and the entry points into Marshalltown – Highway 14 North and South, West Lincolnway, Iowa Avenue – need to be enhanced.

⇒ **Identify creative placemaking opportunities in City projects**

Working towards being known as a destination for public arts requires the City to be a participant in finding ways to use public projects to advance this initiative.

⇒ **Reduce blight and promote safety in neighborhoods**

Dilapidated and dangerous buildings decrease adjacent property values and contribute towards neighborhood decline. We will continue to pursue blighted properties and find ways to promote property maintenance to keep structures from being demolished.

⇒ **Identify public projects where aesthetics can be enhanced through functional improvements**

The City's Capital Improvement Plan is a great resource to identify ways in which aesthetic improvements can happen as part of an overall project. Whether moving curbs for more parking, plantings to enhance an area, or many other options, the City will use capital projects as opportunities to enhance beauty in functionality.

⇒ **Communicate with citizens to better promote Marshalltown**

Communication is constantly changing with new technologies and platforms. In Marshalltown it also means communicating in multiple languages to conduct business with the City. We will look at multiple ways to manage resources available to effectively issue City information.

KEY INDICATORS

- # of demolition permits issued
- # of City demolitions
- # of nuisance cases opened/closed by year
- # of Facebook followers
- # of website news subscribers
- Community Survey Data
 - Overall image of Marshalltown
 - Overall appearance of Marshalltown
 - Overall image or reputation
 - Sense of civic pride
 - Marshalltown as a place to live
 - Public information services rating
 - Marshalltown as a place to visit

STRATEGY 3

Continually improve and sustain the City's infrastructure, organization, and services

The City as an organization has to be a strong, viable organization in order to provide services to the community. In order to continually improve our organization, we will do the following...

⇒ **Plan and fund improvements to the City's infrastructure and buildings**

A plan is the basis for progress and multiple plans will be developed as part of ensuring Marshalltown's infrastructure and buildings last many years.

⇒ **Review City policies, procedures, plans, ordinances, programs and services for updates and efficiencies**

The rules which we operate by require review from time-to-time. Conducting reviews in a way which maximizes operational efficiency and ensures cost effectiveness is necessary to remain a strong organization.

⇒ **Focus on employee retention and training**

A strong, prepared workforce is at the heart of everything we do. Ensuring employees have the tools and training needed to exceed expectations will improve customer service and employee retention.

KEY INDICATORS

- Bond rating by year
- Employer Modification Factor by year
- Community Survey Data
 - City service ratings
 - Value of services for taxes paid
- Overall employee customer service
- Variety of housing options
- Overall utility infrastructure

OUR VALUES

Inclusion

We strive to provide equal access to all community members.

Innovation

We seek to challenge the status quo to provide a better benefit in the delivery of services.

Stewardship

We respect and care for the human, financial, natural resources and infrastructure of the community.

Trust

We are responsible and reliable public servants.

Integrity

We demonstrate accountability, transparency and professional respect.

Excellence

We strive to perform at the highest level.

STRATEGY 4

Partner with citizens, for-profit, non-profit, and others to improve quality of life

A vibrant and welcoming community requires a number of partners focusing on areas the City typically does not. Our mission is to collaborate, and we excel in this area. To improve quality of life through partnerships, we will do the following...

⇒ **Identify partners to address community issues like homelessness and mental health**

There are many issues in Marshalltown where the City is not the backbone organization. Homelessness and mental health take a team approach of multiple groups working together. We will learn what resources are available and identify ways in which the City can play a role.

⇒ **Facilitate relationships to provide more recreational opportunities in Marshalltown**

A variety of recreational opportunities and facilities contributes to a high quality of life. While the City has a role in recreation, many other entities also work in this space. To overcome hurdles for lacking facilities and programs, we will work with community partners to ensure Marshalltown residents can live, learn, work and play in Marshalltown.

⇒ **Partner with Trails Inc. for the building of the River's Edge Trail**

The City owns a vital asset in the Iowa River's Edge Trail, and Trails Inc. is our development partner. We will work with Trails Inc. towards the end goal of getting the trail to the Marshall County line.

⇒ **Utilize the Arts and Culture Master Plan to partner with the Arts & Culture Alliance on projects and initiatives**

Arts and culture are vital components to quality of life, and a partnership with the Arts & Culture Alliance is necessary to work towards community goals to enhance opportunities.

KEY INDICATORS

- Community Survey Data
 - Community support for the arts
 - Opportunities to attend cultural/arts/music activities
 - Opportunities to attend special events
 - Overall health and wellness opportunities
 - Availability of walking paths/trails



Our Process

Each year, the Mayor and City Council members come together to have a discussion about the future of Marshalltown and the role the City plays in the future. This year, the Council met on November 1, 2022, with Susan Parker of Sparker Solutions. The Strategic Plan for 2023-2024 and beyond is the product of the discussions and ideas proposed in that session.