



# MAC-TOWN 2032 STRATEGIC PLAN

JANUARY 2019

# VISION

A collaborative and caring city inspiring an exceptional quality of life

# MISSION

The City of McMinnville delivers high-quality services in collaboration with partners for a prosperous, safe, and livable community

# VALUES



## STEWARDSHIP

We are responsible caretakers of our shared public assets and resources. We do this to preserve the strong sense of community pride which is a McMinnville trademark.



## EQUITY

We are a compassionate and welcoming community for all—different points of view will be respected. Because not all members of our community are equally able to access our services or participate in public process, we commit ourselves to lowering these barriers.



## COURAGE

We are future-oriented, proactively embracing and planning for change that is good for our community and consistent with our values.



## ACCOUNTABILITY

We believe healthy civil discourse is fostered through responsive service and clear, accurate, useful information.

# STRATEGIC PRIORITIES

The following strategic priorities require special focus by the City in the next fifteen years. In order to move McMinnville toward its Vision, the City believes it will need to make disproportionate investments in time and financial resources in these areas.



## CITY GOVERNMENT CAPACITY

Strengthen the City's ability to prioritize and deliver municipal services with discipline and focus



## CIVIC LEADERSHIP

Encourage a variety of leadership development opportunities to foster a culture of civic pride and involvement



## COMMUNITY SAFETY & RESILIENCY

Proactively plan for and responsively maintain a safe and resilient community



## ECONOMIC PROSPERITY

Provide economic opportunity for all residents through sustainable growth across a balanced array of traditional and innovative industry sectors



## ENGAGEMENT & INCLUSION

Create a culture of acceptance and mutual respect that acknowledges differences and strives for equity



## GROWTH & DEVELOPMENT CHARACTER

Guide growth and development strategically, responsively, and responsibly to enhance our unique character



## HOUSING OPPORTUNITIES (ACROSS THE INCOME SPECTRUM)

Create diverse housing opportunities that support great neighborhoods

# INTRODUCTION

For the past 25 years, I have had the distinct privilege of calling McMinnville home. With a community that is comprised of engaged citizens, good governance, great city employees, collaborative partners, an abundance of local volunteers, a forward-thinking public, beautiful land and buildings, award winning educational institutions, and so much more, I have wide perspective on what makes a city livable. But McMinnville is more than a livable city, it is a city built on a legacy, a heritage of doing the right thing at the right time and celebrating together.

I am proud of the collaborative process that has served the City of McMinnville well over our many years of growth. Our partnerships with groups such as McMinnville Water and Light, McMinnville Chamber of Commerce, McMinnville Downtown Association, McMinnville Industrial Promotions, McMinnville Economic Development Partnership, McMinnville School District and Visit McMinnville have benefited us as they have worked tirelessly to ensure a forward-thinking community with an exceptional ability to adapt to changing times and circumstances.

To ensure this continued pattern of success the City has embarked upon developing a strategic plan for our next 15+ years called MAC-TOWN 2032. Discussions started over a year ago and in February, the City started its first community-wide strategic planning process committed to extensive, diverse, and effective engagement of the public and other key stakeholders within the community. We wanted to answer the following questions: Who are we? Where are we going? What do we want to achieve? How are we going to achieve it? How do we know when we have achieved it?

We have used committees, public meetings, surveys, interviews and focus groups to engage a broad and deep cross section of McMinnville. This report contains the results of the hard work of hundreds of people including the City Council, Executive Team and a wide variety of city staff, civic partners and community members. We are thrilled by the support and feedback provided throughout the process. We are excited to embark on the work set out in this plan, guided by our new Vision, Mission and Values. We now have the opportunity to set priorities with substantial community input and implement with more precision over the coming years to enhance this place we call McMinnville.

I hope you are as inspired as I am by the MAC-TOWN 2032. It is reflective of our growing and changing community. It strikes a balance between accommodating future growth and finding ways to maintain our sense of place and identity. It clearly articulates the kind of community people want to see: livable, safe, smart, and easy to get around with strong employment and plenty of things to see and do.

Finally, I want to thank all the volunteers, staff and partner organizations who have contributed so much time and energy to this endeavor. You make McMinnville a better place and inspire all of us to serve.



A handwritten signature in black ink that reads "Scott A. Hill". The signature is fluid and cursive, written over a white background.

Mayor Scott Hill  
January 2019



# ACKNOWLEDGMENTS

## CITY COUNCIL

Scott Hill, Mayor  
Kellie Menke, Council President  
Adam Garvin  
Alan Ruden  
Remy Drabkin  
Sal Peralta  
Wendy Stassens

## PROJECT LEADERSHIP TEAM

David Koch  
Eli Sanchez Rivera  
Heather Richards  
Jeff Towery  
Jenny Berg  
Jose Lopez  
Matt Scales  
Marcia Baragary  
Mary Stern  
Maryalice Russel  
Melissa Bisset  
Mike Bisset  
Rich Leipfert  
Scott Burke  
Susan Muir  
Walt Gowell

## ECONOMIC DEVELOPMENT LEADERSHIP TEAM

Bradly James  
Danielle Hoffman  
Erin Stephenson  
Gioia Goodrum  
Heather Richards  
Jeff Knapp  
Jeff Towery  
Jenny Berg  
Jody Christensen  
Kelly McDonald  
Kyle Faulk  
Maria Stuart  
Peter Hofstetter  
Peter Kircher  
Paul Davis  
Scott Burke  
Sean Rauch

## CITY STAFF, CIVIC PARTNERS & COMMUNITY MEMBERS

Aaron Orta  
Adam Carlson  
Agustin Partido  
Alan Avendano  
Alana Celia  
Alejandro Ruiz H.

Alicia Carrillo  
Andres Molina  
Anne Lane  
Aristeo Ruiz-Hernandez  
Betsy Paniagua  
Brandon Roben  
Brian Ruden  
Blanca Rosas  
Carl Peters  
Chris McLaran  
Chris Secrist  
Chuck Darnell  
Damaris Cortes  
Damon Schulze  
Dave Haugeberg  
David Renshaw  
Deanna Benson  
Deb McDermott  
Diocelina Delgado  
Donna Montoya  
Dwayne Willis  
Ed Gormley  
Elena Calderon  
Elena Ponce  
Eva Lopez  
Fidelia Calderon  
Heather Miller  
Helen Anderson  
Hugo Martinez  
Holly Nelson  
Irene Flores  
Irma Del Rayo  
Isabel Cortes  
Javier Alvarado  
Jeb Bladine  
Jeff Dyck  
Jeff Sargent  
Jesus Lomeli  
Jesus Vera  
Johanna Cuevas  
John Dietz  
John McKeegan  
Jose Carrillo  
Jose Ruden Garcia  
Juan Flores  
Julia Cannell  
Katie Sours  
Kylie Bayer-Fertterer  
Lacey Dykgraff  
Linda Gardner  
Liz Fliszar  
Lucretia Elmer  
Luis Garcia

Maria de Ponce  
Maria Molina  
Maria Vicksta  
Mark Siegel  
Matt Deppe  
Maurilio Luna  
Megan Simmons  
Miriam Vargas Corona  
Monica Juarez  
Niein Carrillo  
Norma Marin  
Norma Martinez  
Oliver Vera  
Ossie Bladine  
Pastora Hernandez  
Rafaela Ceja-B  
Raul Rodriguez  
Rita Martinez-Salas  
Rob Reygers  
Roberto Flores  
Rony Lucas  
Rosa Olivares  
Sam Geary  
Sarah Sullivan  
Shawn Branson  
Stephanie Legard  
Steve Ganzer  
Stevie Whited  
Suzet Avendano  
Taylor McLean  
Tim Munro  
Tim Swenson  
Tom Hellie  
Tom Tankersley  
Victoria Flores  
Xochitl Honorate  
Yanira Vera  
Yuliana Cisneros  
Zack Geary

1000+ survey participants

## BDS PLANNING & URBAN DESIGN

Brian Douglas Scott  
Gabriel Silberblatt  
Dan Lokic

## ECONORTHWEST

Terry Moore

## IN CONJUNCTION WITH

Arturo Vargas

# TABLE OF CONTENTS



3	-	<b>STRATEGIC PRIORITIES</b>
8	-	<b>PLANNING PROCESS</b>
10	-	City Government Capacity
14	-	Civic Leadership
18	-	Community Safety & Resiliency
22	-	Economic Prosperity
28	-	Engagement & Inclusion
32	-	Growth & Development Character
36	-	Housing Opportunities
40	-	<b>SUCCESS MEASURES</b>

# MAC-TOWN 2032

In January 2018, the City of McMinnville initiated a citywide strategic planning process to help guide its policy priorities and budget allocations moving forward. This process was designed to leverage the dedication of McMinnville’s existing public and private leadership, while also intentionally reaching out to the city’s residents who are less often involved, especially the Latino/a community and youth.

Over 138 community members (plus another 1,000 survey takers) participated in the planning process. The planning work occurred in three phases as illustrated in the accompanying diagram: Phase 1: Assessment “Who We Are,” Phase 2: Planning “Where We Want to Go,” and Phase 3: Implementation “How We Are Going to Get There.”





# PROCESS

In order to develop a broadly held Vision, Mission, and Values for the City, as well as its Strategic Priorities, the City worked with BDS Planning to engage community members in a variety of formats: Five facilitated focus groups (City Staff, the McMinnville Leadership Council, Young Leaders, Latino/a Professionals, and a broader Latino/a community group), two facilitated discussions with the Project Leadership Team (City department directors and community stakeholders) and with the City Council, an online web survey with more than 1,000 unique community responses, and a large community meeting attended by over 50 civic stakeholders.



In Phase 2, the City organized small staff and community work groups on each of the strategic priorities in order to develop Goals and supporting Objectives. These groups each met several times to work on articulating Goals that would help the City achieve its community-inspired Vision in a manner consistent with its Values. In Phase 3, the City Leadership Team took these Goals and Objectives and set to work on developing Actions that the City can take to make progress. Finally, in consultation with the Project Leadership Team and the Council, the City has developed a set of Success Measures which it will use to track its progress on strategic plan implementation.



## MAC-TOWN 2032 - CITY STAFF - 2/8/18



# CITY GOVERNMENT CAPACITY





# GOAL

Strengthen the City's ability to prioritize and deliver municipal services with discipline and focus

# OBJECTIVES

1. Develop and foster local and regional partnerships
2. Gain efficiencies from technology and equipment investments
3. Identify and focus on the City's core services
4. Invest in the City's workforce



## Develop and foster local and regional partnerships

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Strategically participate in local and regional partnerships	City Manager	Executive Team	Council	Staff time – New and Existing, Travel and Training Funds	FY 18-19/ Year 1
Identify strategies and venues to improve opportunities for access to regional and state resources	Executive Team, City Council	N/A	N/A	Staff time	FY 18-19/ Year 1

### OTHER ACTIONS:

- Communicate existing partnerships and initiatives (Formal structured communication)
- Encourage participation and information sharing in professional associations



## Gain efficiencies from technology and equipment investments

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Audit, evaluate, advise, and encourage a culture of innovation	Executive Team	TBD	Patrons/ City Staff	Budgeted funds TBD, Staff Time	Ongoing
Identify and improve service delivery through process improvement training and technology upgrades	Executive Team	TBD	Patrons/ City Staff	Budgeted funds TBD, Staff Time	Ongoing



## Identify and focus on the city's core services

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Develop a definition of core services	City Manager	Executive Team	Patrons/ City Staff	\$5,000 plus staff time	FY 18-19/ Year 1
Establish method to prioritize services with resources and maintenance needs	City Manager	Executive Team	Patrons/ City Staff	\$5,000 plus staff time	FY 18-19/ Year 1

### OTHER ACTIONS:

- Identify the true cost of core services
- Develop Internal and External Communication Strategies



## Invest in the city's workforce

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Develop centralized human resources function to support a thriving workforce	Kylie Bayer, HR Manager	Admin Support	City Staff	\$232,642	FY 18-19/ Year 1
Competitive and equitable compensation	Kylie Bayer, HR Manager	Consultants, Admin Support	City Staff	\$25,000	FY 18-19/ Year 1

### OTHER ACTIONS:

- Conduct regular staff training and mentorship
- Develop succession planning and knowledge transfer philosophy including long range planning by department

# CIVIC LEADERSHIP





# GOAL

Encourage a variety of leadership development opportunities to foster a culture of civic pride and involvement

## OBJECTIVES

1. Attract and develop future leader
2. Increase awareness of civic affairs and leadership opportunities
3. Recognize and raise up leadership in all its forms, such that more people identify themselves as civic leaders



## Attract and develop future leaders

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Proactive recruitment of people into leadership opportunities	City Manager/ City Council	Executive Team	Existing board and commission members	Recruitment materials	FY 18-19/ Year 1
Ensure safe, respectful environment on boards and commissions	City Manager/ City Recorder	HR Manager/ Staff Liaisons	City Council, Board and commission members	Staff time, Orientation Materials	FY 18-19/ Year 1

### OTHER ACTIONS:

- Improve communication about pathways to leadership (City as a centralized clearinghouse for leadership opportunities in the community)
- Civic education progress
- Use knowledge of barriers to create opportunities
- Internal Leadership Development Program
- Create youth development leadership initiative



## Increase awareness of civic affairs and leadership opportunities

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Use City programs and events to showcase leadership	Executive Team	City Staff	Community	Staff time	FY 18-19/ Year 1
Develop and deliver a communication plan with a consistent leadership message tailored for specific audiences	Executive Team	City Staff	Community	Staff time	FY 19-20/ Year 2

### OTHER ACTIONS:

- Create “bite-sized” leadership opportunities for public
- Identify internal leadership opportunities by department
- Engage late career and retirees in leadership and mentoring
- Document the history of civic leadership in McMinnville





## Recognize and raise up leadership in all its forms, such that more people identify themselves as civic leaders

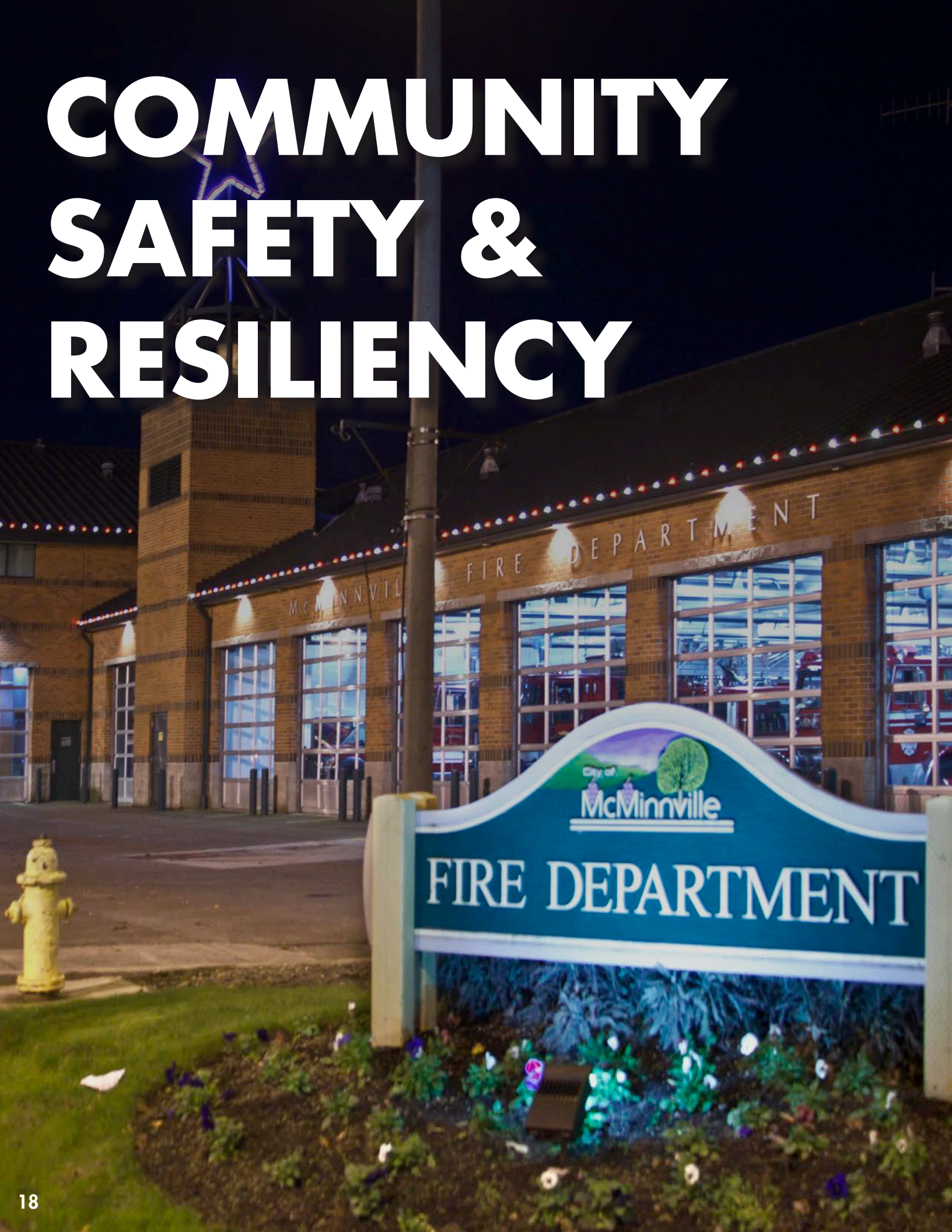
PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Implement LRP – Mayor’s Leadership Awards	Mayor	Planning Committee	City Staff and Volunteers	Staff time	FY 18-19/ Year 1
Develop Leadership Recognition Program (LRP)	Executive Team	Staff Support	Patrons/ City Staff	Staff time	FY 19-20/ Year 2

### OTHER ACTIONS:

- Develop Leadership Recognition Program (LRP)
- Implement LRP – Leadership Luncheon
- Implement LRP – Civic Plaza Leadership Monument



# COMMUNITY SAFETY & RESILIENCY





# GOAL

Proactively plan for and responsively maintain a safe and resilient community

## OBJECTIVES

1. Build a community culture of safety (consider safety best practices)
2. Develop resiliency targets for critical infrastructure
3. Lead and plan for emergency preparedness
4. Provide exceptional police, municipal court, fire, emergency medical services (EMS), utility services and public works



## Build a community culture of safety (consider safety best practices)

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Engage community through partnerships	Department Directors	Each program	Each program	Staffing/ Training Costs	FY 18-19/ Year 1
Youth outreach and education	Department Directors – Fire, PD, Parks, Planning, Community Development	Prevention Education Team; School District	Community	\$5,000 – School Fire Safety; TBD – Survival Swim School	FY 19-20/ Year 2 and Year 2-15

### OTHER ACTIONS:

- Revise local dangerous building ordinance
- Crime Prevention through environmental design (review, evaluate, adopt) for public spaces



## Develop resiliency targets for critical infrastructure

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Code and zoning development and enforcement	Code Enforcement Team	Planning, Community Development	City Council, Police Department, Park and Recreation Department, Library, Municipal Court, Fire Department	Staff time	FY 18-19/ Year 1
Identify and mitigate natural and man-made hazards (Hazard Mitigation Plan)	Planning	Planning, Community Development	Community	Budgeted funds TBD, Staff Time	FY 19-20/ Year 2

### OTHER ACTIONS:

- Resiliency Planning to 2-3 week standards
- Evaluate built environment downtown
- Develop regional hardened data center with public/private hosting



## Lead and plan for emergency preparedness

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Establish a formal Emergency Management Program	Fire Department	City Manager, All Departments	City staff, Yamhill Council, McMinnville Water and Light	Staff time	FY 19-20/ Year 2
Allocate resources to planning, training	City Manager	Executive Team	City staff	Staff time	Ongoing

### OTHER ACTIONS:

- Develop a safety plan for each City building
- Educate and train staff about roles and responsibilities (including general safety)
- Update Continuity of Operations Plan
- Leverage local private resources in event of large emergency



## Provide exceptional police, municipal court, fire, emergency medical services (EMS), utility services and public works

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Develop or establish standards for training, response time and staffing	Department Director	Operational and Staff Support as needed	Council and Service Recipients	Staff time	Ongoing
Develop external/internal service standards and quality management evaluation	Department Director	Operational and Staff Support as needed	Accreditation Bodies	Staff time and Fees	Ongoing

### OTHER ACTIONS:

- Evaluate, pursue and maintain accreditation as appropriate

# ECONOMIC PROSPERITY





# GOAL

Provide economic opportunity for all residents through sustainable growth across a balanced array of traditional and innovative industry sectors

## OBJECTIVES

1. Accelerate growth in living wage jobs across a balanced array of industry sectors
2. Improve systems for economic mobility and inclusion
3. Foster opportunity in technology and entrepreneurship
4. Be a leader in hospitality and place-based tourism
5. Locate higher job density activities in McMinnville
6. Encourage connections to the local food system and cultivate a community of exceptional restaurants



## Accelerate growth in living wage jobs across a balanced array of industry sectors

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Develop and implement a coordinated onboarding system for new and small businesses, in coordination with MEDP, McMinnville Downtown Association, McMinnville Water and Light, McMinnville Industrial Promotions, the McMinnville Chamber of Commerce and other partners	Planning	Stable Table-MDA, MEDP, Chamber, Visit McMinnville, City	Community, Stable Table-MDA, MEDP, Chamber, Visit McMinnville, City	Business License Fee	FY 19-20/ Year 2
Coordinate efforts to create branded online and print materials to market business resources, potentially including a small business resource directory, a "how to do business in McMinnville" guide and a handbook on licensing and permitting	Planning	Stable Table-MDA, MEDP, Chamber, Visit McMinnville, City	Community	Budgeted funds TBD, Staff Time	FY 19-20/ Year 2

### OTHER ACTIONS:

- Develop a web-based dashboard that incorporates demographic, economic and real estate data to quickly assess trends, challenges and opportunities for prospective entrepreneurs, business owners and real estate developers
- Identify and catalogue sources for federal, state and county business incentives, including low-interest loans, industrial revenue bonds, sales or property tax deferrals, New Market and other tax credits, SBA HUB Zones, and others
- Appoint and train a designated coordinator to help new business owners navigate local development regulations and obtain federal, state and county-based financial incentives
- Develop check lists or fact sheets to aid in understanding and compliance with permitting and code enforcement procedures; produce a "play book" that outlines City requirements and codes, available venues and associated costs, and volunteer organizations able to assist with event management
- Improve McMinnville's sense of place through thoughtful design
- Improve key gateways into and through McMinnville with coordinated design interventions that reflect McMinnville's brand
- Install noticeable welcome and wayfinding signage at the Three Mile Lane bridge, as well as at key entrances to the downtown area and other economically significant areas
- Coordinate street furniture and other amenities with McMinnville's brand
- As new infrastructure projects are planned and completed, such as a bridge replacement, ensure that the design serves McMinnville's sense of place



- Assess the sufficiency of McMinnville’s existing design guidelines to protect and enhance valued aspects of the City’s building stock and built form
- Assess land supply for commercial and industrial uses and document lands available for development
- Vet the findings of McMinnville’s most recent Economic Opportunities Analysis to clarify commercial and industrial land capacity; complete supplemental analyses as needed
- Develop a brownfield remediation program in partnership with the state, to redevelop the old bus barn site, the NE Gateway vehicular junkyard and downtown autobody shop
- Explore the feasibility of consistent commuter private airline service between McMinnville and larger regional hubs, such as Seattle, Portland and northern California
- Invest in infrastructure improvements that make it safer and easier for residents and visitors to get around McMinnville
- Inventory key bike and pedestrian corridors and rank the investments required to improve pedestrian amenities
- Develop wayfinding graphics for primary pedestrian and bike connectors through and between McMinnville’s major assets
- Consider improvements to downtown streets and sidewalks, including regrading and low-impact development (LID) retrofits, to improve drainage and prevent standing water during and after rain events
- Complete improvements to Alpine Avenue and throughout the Granary/Northeast Gateway District
- Identify and complete high-priority infrastructure projects that serve McMinnville’s current and future business community
- Explore additional business lines at the McMinnville airport, including wildland fire fighting, recreation and tourism uses such as skydiving, paragliding, and balloon rides, pilot training on various aircraft and helicopters, and for private travel
- Maximize the potential for light industrial and office development near the airport; review regulations and infrastructure at key airport sites and revise the Airport Layout Report as necessary to position the airport for compatible forms of growth
- Work with McMinnville Water and Light to develop a process for evaluating and placing electrical infrastructure underground, particularly for new development
- Identify and evaluate options to add an alternate freight route
- Create a user-friendly program to coordinate utility improvements for both public and private improvements to ensure maximum efficiencies and potential
- Develop an extensive, coordinated Capital Improvement Plan for business districts that supports current needs and is flexible enough to respond to future needs



## Improve systems for economic mobility and inclusion

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Research and track the nomination process for the State of Oregon's Opportunity Zones and, pending McMinnville's status as an Opportunity Zone, devise a strategy to maximize ROI associated with the program	Heather Richards, Planning Director	Planning Department	MEDP, MDA	Staff Time	FY 18-19/ Year 1
Support Disadvantaged Business Enterprise businesses	Heather Richards, Planning Director	Planning Department	MEDP, MDA	Staff Time	FY 19-20/ Year 2



## Foster opportunity in technology and entrepreneurship

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Foster physical connections to existing tech and entrepreneurship hubs through low-cost air services	Rich Spofford, Engineering Services Manager	Planning/ Community	MEDP, MDA	Budgeted funds TBD, Staff Time	FY 20-21/ Year 3
Create an "invest in the Future" grant program that is targeted towards private investment and business development with living wage job outcomes	Heather Richards, Planning Director	Planning/ Community	MEDP, MDA	Urban Renewal Funds	Year 2-15



## Be a leader in hospitality and place-based tourism

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Evaluate current zoning and existing land use patterns, including underutilized parcels, to ensure that key downtown parcels offer the highest and best use for their location	Heather Richards, Planning Director	Planning/Community	MDA, Downtown, Community	Urban Renewal Funds	FY 20-21/ Year 3



## Locate higher job density activities in McMinnville

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Ensure the sufficiency of regulations in applicable zones to accommodate urban winemaking and other non-retail aspects of the wine industry, including transportation and distribution	Heather Richards, Planning Director	Planning	MEDP, Wine Industry	Planning Budget	FY 19-20/ Year 2  FY 20-21 Year 3



## Encourage connections to the local food system and cultivate a community of exceptional restaurants

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Evaluate alignment of food cart regulations with community goals	Heather Richards, Planning Director	N/A	N/A	N/A	FY 18-19/ Year 1 FY 19-20 Year 2

# ENGAGEMENT & INCLUSION





# GOAL

Create a culture of acceptance and mutual respect that acknowledges differences and strives for equity

## OBJECTIVES

1. Actively protect people from discrimination and harassment
2. Celebrate diversity of McMinnville
3. Cultivate cultural competency and fluency throughout the community
4. Grow City's employees and Boards and Commissions to reflect our community
5. Improve access by identifying and removing barriers to participation



## Actively protect people from discrimination and harassment

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Employee Training (i.e. implicit bias and awareness)	Kylie Bayer, HR Manager	N/A	Community/ City Staff	Staff Time/ Speaker Fees	FY 19-20/ Year 2
Track, monitor, report statistics (re: hate, crime, bias)	Kylie Bayer, HR Manager	N/A	Community/ City Staff	Staff Time	Ongoing

### OTHER ACTIONS:

- Diversity Equity and Inclusion Advisory Council
- Code of Conduct



## Celebrate diversity of McMinnville

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Identify Opportunities and Support Existing Events (i.e. Sabor Latino, TEDxMcMinnville, UFO Festival)	Executive Team	City Staff	Community	Sponsorship Funds, Staff time	FY 19-20/ Year 2
Describe and communicate diversity in McMinnville – Develop a strategy/ plan	Executive Team	City Staff	Visit McMinnville, City Council	Staff time	FY 19-20/ Year 2



## Improve access by identifying and removing barriers to participation

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Bilingual pay incentive policy	Kylie Bayer, HR Manager	Executive Team	Community	Staff time, labor budget increase to account for incentive pay	FY 18-19/ Year 1
ADA Transition Plan	Heather Richards, Planning Director	Planning, Executive Team	Community	Staff time, Evaluation, compliance software, consultant fees	FY 19-20/ Year 2 and Year 2-15

### OTHER ACTIONS:

- Translation of documents and signs/Interpretation during public engagement events
- Evaluate software for inclusion
- Review procurement process
- Develop inclusion plans City-wide and by department



## Cultivate cultural competency and fluency throughout the community

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Inclusion audit -Climate survey - Inclusive language evaluation - Naming policy for City facilities	HR Manager	Executive Team	Community	Staff time	FY 19-20/ Year 2
Customer service delivery training for culturally responsive provision	HR Manager	Executive Team	Community	Staff time	FY 19-20/ Year 2

### OTHER ACTIONS:

- Convene other partners
- Emotional intelligence training for City employees



## Grow City's employees and Boards and Commissions to reflect our community

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Educate staff and officials on demographics	Kylie Bayer, HR Manager	Executive Team/ Admin Team	Boards, commissions, patrons	Staff time	FY 19-20/ Year 2
Develop recruitment and retention strategies	Kylie Bayer, HR Manager	Admin Team, Department Admins or Director as needed	Unions, employee groups, other organizational HR staff	Budgeted funds TBD, Staff Time	FY 19-20/ Year 2

### OTHER ACTIONS:

- Evaluate, redesign advertising and recruitment tools

# GROWTH & DEVELOPMENT CHARACTER

IN THE HEART OF  
WINE COUNTRY

STAG HOLLOW

OPEN





# GOAL

Guide growth and development strategically, responsively, and responsibly to enhance our unique character

# OBJECTIVES

1. Define the unique character through a community process that articulates our core principles
2. Educate and build support for innovative and creative solutions
3. Strategically plan for short and long-term growth and development that will create enduring value for the community



## Define the unique character through a community process that articulates our core principles

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Develop and implement a Public Engagement Charter	Heather Richards, Planning Director	Planning Staff/ Consultant	Community	Staff Time	FY 18-19/ Year 1 FY 19-20/ Year 2
Key Stakeholder survey	Heather Richards, Planning Director	Planning Staff/ Consultant	Community	\$3,000	FY 18-19/ Year 1 FY 19-20/ Year 2

### OTHER ACTIONS:

- Update Comp Plan Policies



## Educate and build support for innovative and creative solutions

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Social media strategy to inform and engage	Heather Richards, Planning Director	Planning Department Staff	Community	Staff time	FY 20-21/ Year 3
Develop an educational program to gather and share innovative/creative ideas for growth and development	Heather Richards, Planning Director	Planning Department Staff	Community	Staff time	FY 20-21/ Year 3

### OTHER ACTIONS:

- Establish a program to promote and implement pilot projects
- Explore open data initiative



## Strategically plan for short and long-term growth and development that will create enduring value for the community

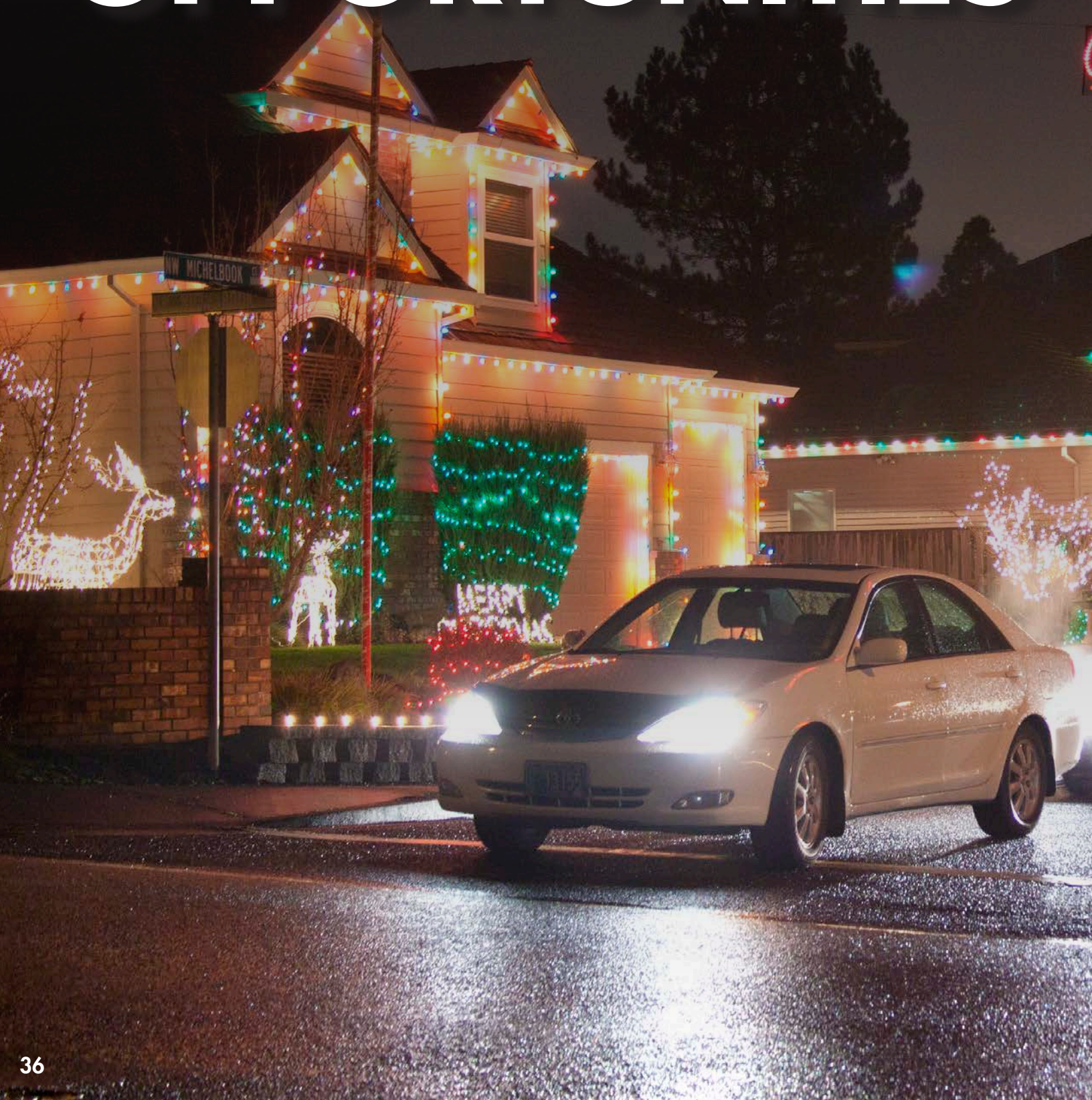
PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Conduct a community visioning project	Heather Richards, Planning Director	Executive Team, Key Personnel	Community	\$50,000	FY 18-19/ Year 1 FY 19-20 Year 2
Update long range land use plans	Heather Richards, Planning Director	Planning/Community Development Department	Community, Developers, MW & L, Utility Providers	Ongoing	Ongoing

### OTHER ACTIONS:

- Evaluate and plan for City service demands based on growth and development impacts
- Set a policy for updating facilities plans
- Ensure that plans are flexible enough to respond to emerging trends, technology, etc. (ie. AI, AV)



# HOUSING OPPORTUNITIES





# GOAL

Create diverse housing opportunities that support great neighborhoods

## OBJECTIVES

1. Collaborate to improve the financial feasibility of diverse housing development opportunities
2. Conduct thorough and timely planning and forecasting to ensure that regulatory frameworks and land supply align with market-driven housing needs



## Collaborate to improve the financial feasibility of diverse housing development opportunities

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Engage with Governor's Office for housing development	Heather Richards, Planning Director	City Manager, City Council	Developers, Community	Staff time	FY 19-20/ Year 2
Inventory financial tools available to support housing development	Heather Richards, Planning Director	Planning Staff	Providers, Community	Staff time	FY 19-20/ Year 2 FY 20-21/ Year 3

### OTHER ACTIONS:

- Explore entitlement status for Community Development Block Grants
- Provide a coordinated resource clearinghouse for those seeking housing financial assistance



## Conduct thorough and timely planning and forecasting to ensure that regulatory frameworks and land supply align with market-driven housing needs

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Buildable lands inventory (Dec. 2018) renew every 10 years	Heather Richards, Planning Director	Planning/Community Development Department	Community, Developers, Special Interests Groups	Funded	FY 18-19/ Year 1
Housing Needs Analysis (March 2019) renew every 10 years	Heather Richards, Planning Director	Planning/Community Development Department	Community, Developers, Housing Providers, Special Interests Groups	Funded	FY 19-20/ Year 2

### OTHER ACTIONS:

- Housing strategy (May 2019) renew every 10 years
- Assess urban growth boundaries adjustment

CITY OF  
McMINNVILLE



# SUCCESS MEASURES

## **City Government Capacity**

- *Percent rating positively (e.g., excellent/good): Overall confidence in McMinnville government*

## **Civic Leadership**

- *Percent rating positively (e.g., excellent, good): Overall development of new leaders (both within the community and the City)*

## **Community Safety & Resiliency**

- *Percent rating positively (e.g., excellent/good): Overall feeling of safety in McMinnville*

## **Economic Prosperity**

- *Percent rating positively (e.g., excellent/good): Overall economic health of McMinnville*

## **Engagement & Inclusion**

- *City's staff, committee, commission, and volunteer appointments that reflect the community's diverse makeup*

## **Growth & Development Character**

- *Percent rating positively (e.g., excellent/good): The overall quality of life in McMinnville*

## **Housing Opportunities**

- *Percent rating positively (e.g., excellent/good): Variety of housing options and availability of affordable quality housing in McMinnville*





