



# City Council 2021 Goal Setting: Implementing McMinnville's 2032 Strategic Plan

Utilizing our 2032 Strategic Plan and 2019 Retreat Work to Prepare 2021 SMART Goals

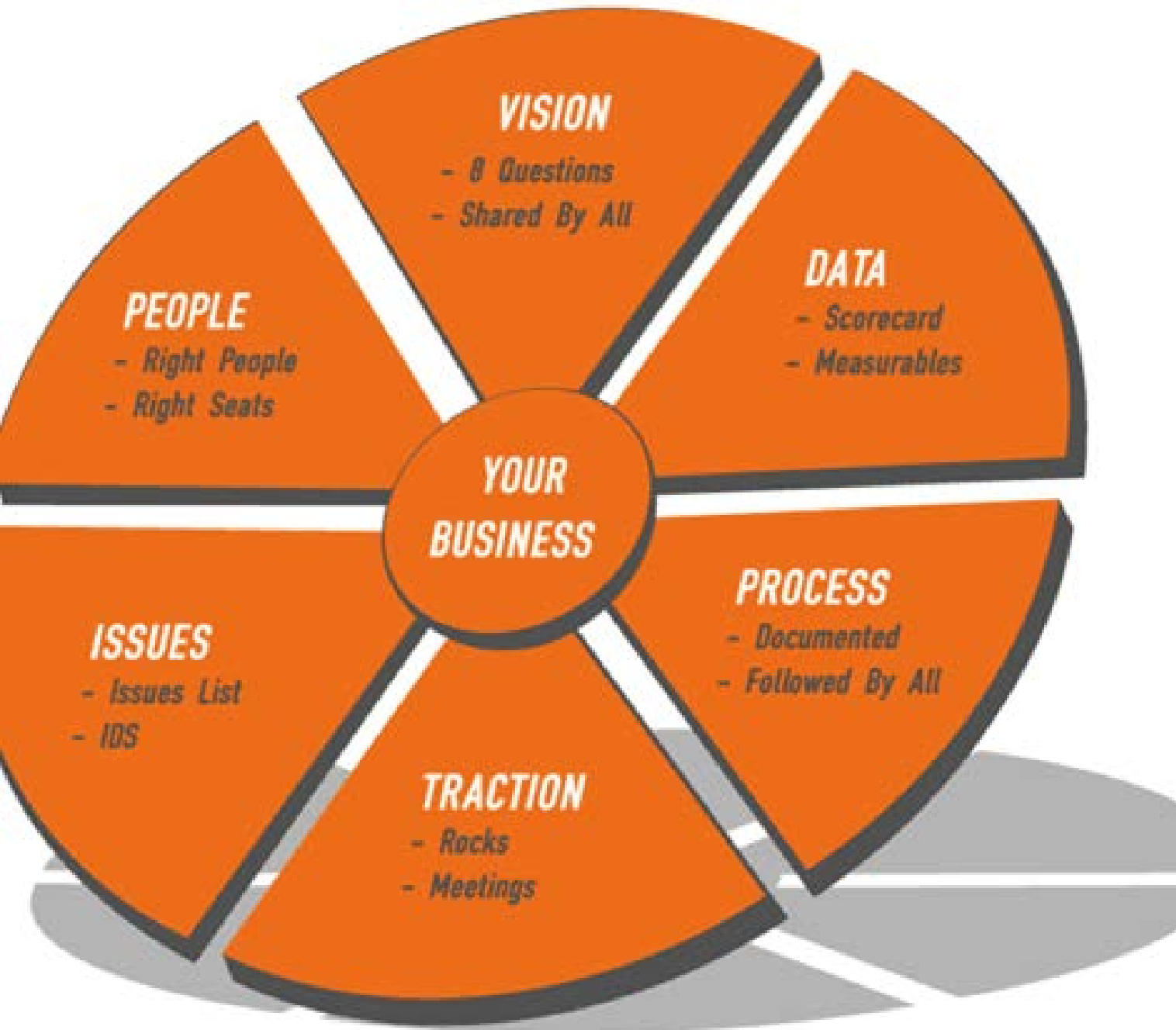
## What Outcomes are We Trying to Achieve?

- **CREATE A SHARED VISION AMONG CITY LEADERS (CITY COUNCIL AND DEPARTMENT HEADS) AND BEGIN THE WORK OF CREATING A CONGRUENT TEAM ACTING IN ALIGNMENT WITH THE SHARED VISION FOR THE BENEFIT OF THE CITY**
- **UTILIZE THE 2032 STRATEGIC PLAN AND THE RESULTS FROM THE 1-25-2019 WORK SESSION TO CREATE 2021 SMART (SPECIFIC, MEASURABLE, ATTAINABLE, REALISTIC AND TIME COUPLED) GOALS**
- **CREATE AN ACTION PLAN FOR TRACKING OUR SUCCESS USING THE MEASURABLE GOALS AS OUR SCORECARD**



# Purpose

What outcomes are we trying to achieve?



# Traction | The EOS Model

Building the Machine to Produce Excellence in Governance

The EOS Model™ (Entrepreneurial Operating System) provides a visual illustration of the Six Key Components™ of any organization that must be managed and strengthened to be a great organization. *In our goal setting we will begin our work on the Vision and the Data components of EOS.*

# The Vision Component

You cannot have a learning organization without a shared vision...A shared vision provides a compass to keep learning on course when stress develops.

**Peter Senge**

Strengthening this component means getting everyone 100 percent on the same page with where you're going and how you're going to get there.



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# The Data Component | Scorecards and Measurables



**You may create an inspirational and visually resplendent strategy map, but without accountability its value is specious. -Paul R. Nevin**

***Doing the hard work of turning thought work into hard data.***

Turning the high level thoughts into measurable data that can be easily tracked allows us to develop our systems of accountability so we know at any time if we are on track or off track.



# Traction

*Traction®. This means bringing discipline and accountability into the organization – becoming great at execution – taking the vision down to the ground and making it real.*



# Our Goal Setting Plan | Four Work Sessions

## The 2021 Goal Setting Work Sessions

- (1) Work Session 1- Goal Setting Kickoff Meeting (1-12-2021)
- (2) Work Session 2- converting top priorities into measurable goals (SMART) (1-20-2021)
- (3) Work Session 3- Presenting the white paper including the 2021 SMART goals created and the action plan to implementation for feedback
- (4) Work Session 4- Approval of 2021 Goals and Plan updated with any suggested edits from Work Session 3.



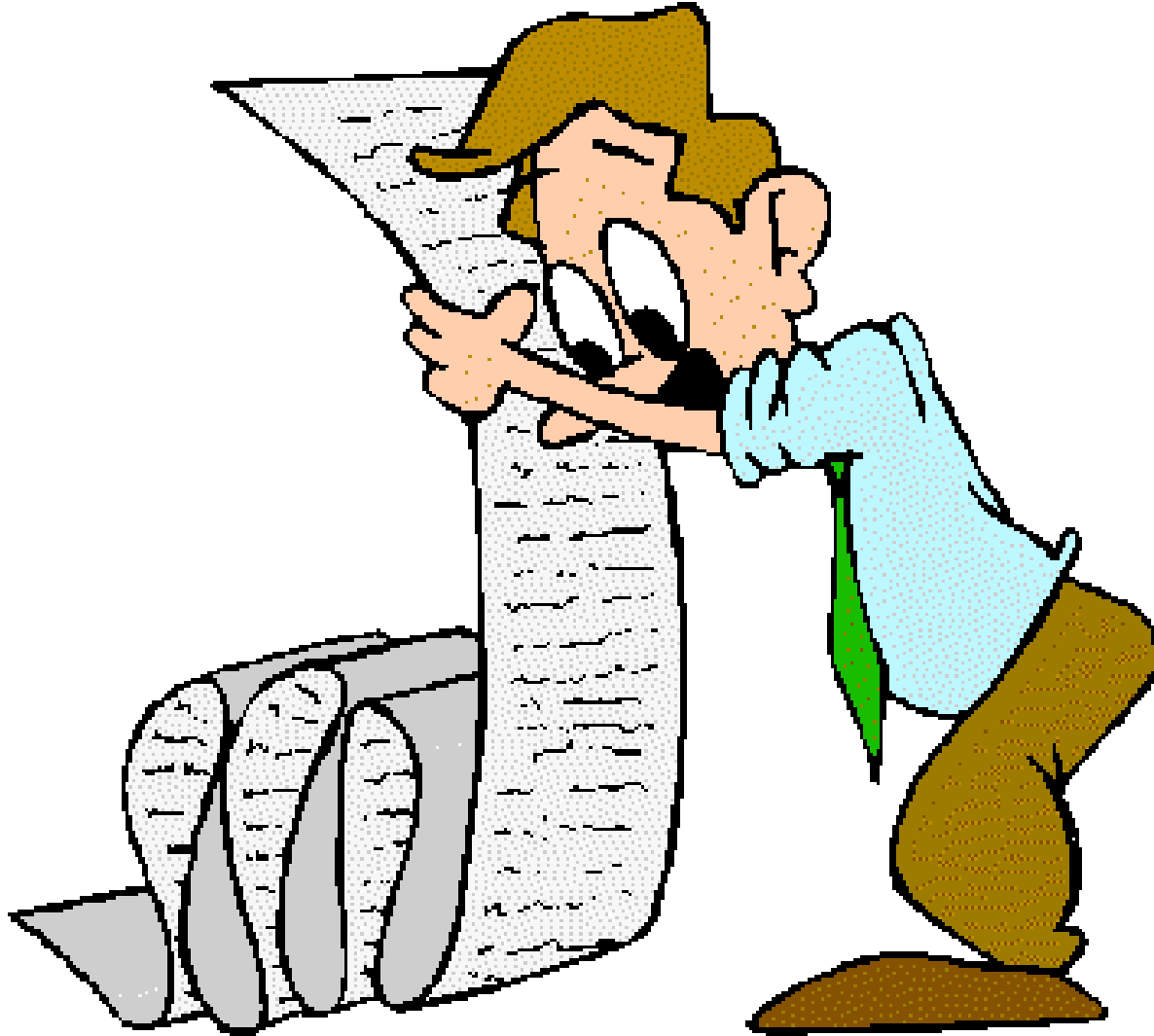
# Kickoff Work Session 1 | Present the Homework





# Reading

- There has been some great work done to date that we will build on in these work sessions. Your first assignment is to read the documents that contain the summary of that work:
  - The 2032 McMinnville Strategic Plan
  - The City of McMinnville City Council 2019 Retreat Summary provided by Eric Jensen
  - The Updated 2032 McMinnville Strategic Plan provided as Appendix F of Eric Jensen's report summary.



# Processing the Mission, Vision and Values

*Internalizing the meaning of these statements for you in your role*

- Prepare to discuss your interpretation of the vision statement, mission and values in the strategic plan with an eye on how you think these statements will guide your operational decisions in your role.
- Ask yourself questions about these statements to encourage deep thought work around what they mean including, for example:
  - What does it mean to be “collaborative” as a city?
  - What role does the city government play in creating an environment that encourages collaboration?
- Be prepared to share your take aways in a 2 minute statement at the beginning of Work Session 2



# Turning the Thought Work into Data

*Complete the City of McMinnville | Goal Setting Preparation Exercise: Prioritizing 2032 Strategic Plan Priorities spreadsheet*

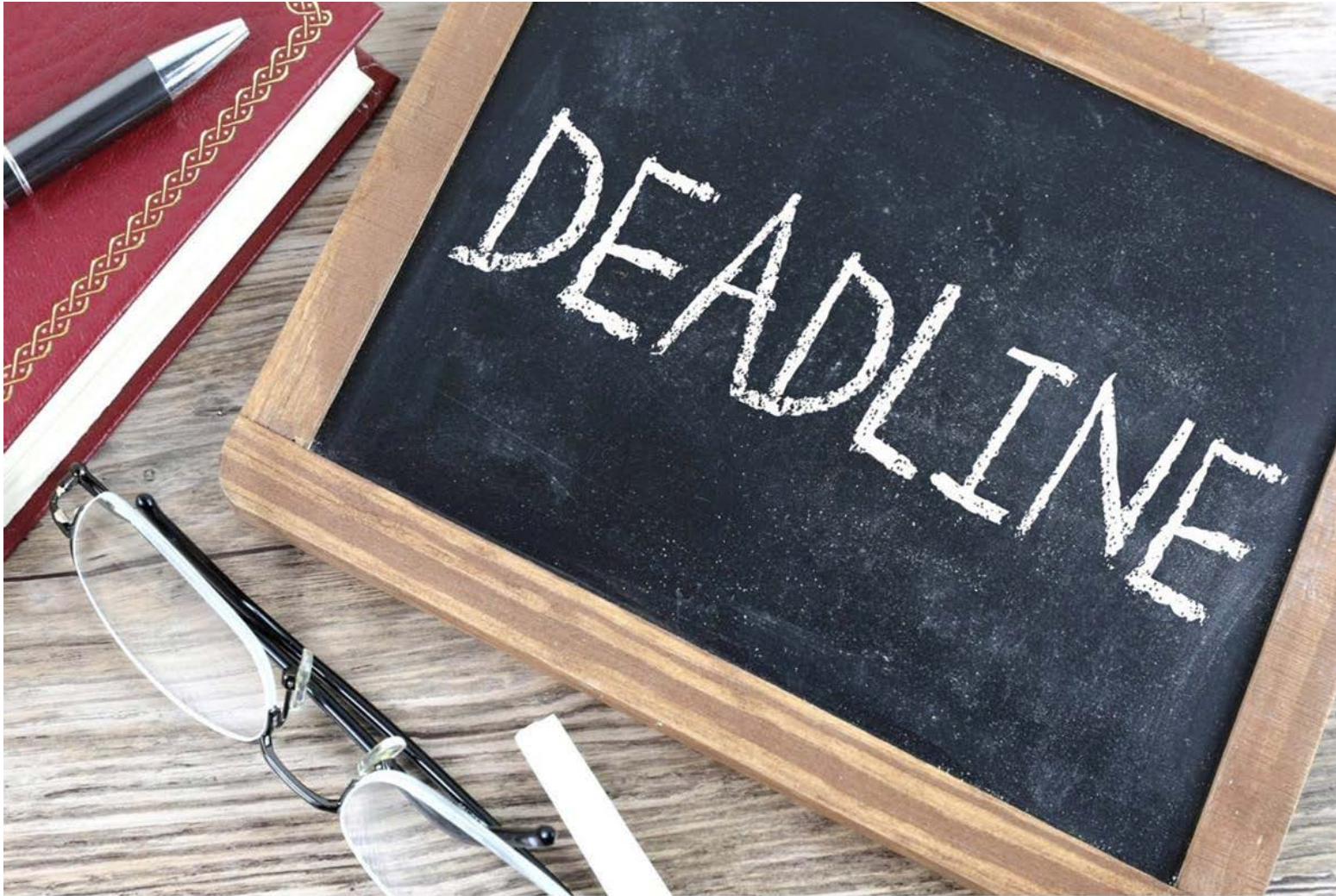


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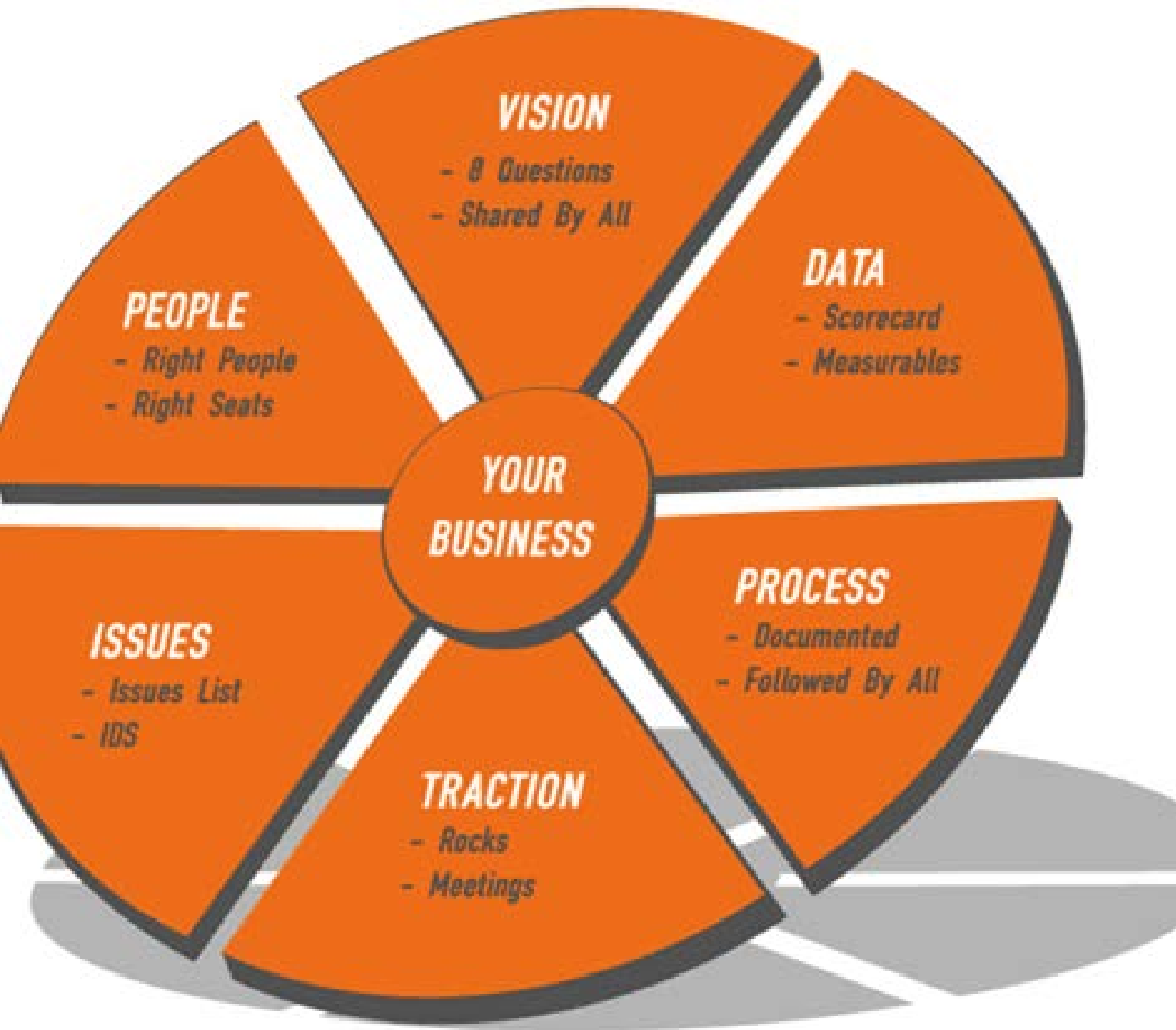
- Follow the instructions to complete the

***City of McMinnville | Goal Setting Preparation Exercise: Prioritizing 2032 Strategic Plan Priorities spreadsheet***

# Return Completed Spreadsheets by Friday, January 15, 2021 at 12pm







# TRACTION

Building the Machine to Produce Excellence in Governance

Outcomes:

- **Vision-** Leadership aligned with a vision that is shared by all.  
**Data-** Specific, Measureable, Attainable, Realistic and Time Coupled goals enable us to create organizational habits using scorecards for **ACCOUNTABILITY** and to keep us laser focused on the 20 Mile March towards **Excellence in Governance**.  
**Traction-** Bringing discipline and accountability into the organization- becoming great at execution-taking the vision down to the ground and making it real.



IT DOESN'T GET EASIER, WE GET BETTER.

Strategic Plan Goal	Strategic Plan Objective	Strategic Plan Action Priorities	In your opinion, is this action priority measurable? If yes, what is the metric statement? How do we know when we are done?	If this is a priority to be implemented by City Council and not by staff, is this already at the implementation stage within City	Is your City staff already working on this Action Priority? Yes or No	Has the planning and implementation of this priority already occurred? Is this priority at the level of staff implementation and improvement? 0- if already planned and implemented, 1- if planning, implementation at policy level still required	Is this a policy level priority? Is it broad and far reaching enough to be a policy level goal for the City? 0- City staff level priority, 1- City Council, Policy level priority	Time horizon (1, 3, 5 or 10 years) How urgently and immediately should this work be prioritized?	Level of importance, priority (1-5 where 1 is the most important and 5 is the least important) (1) How much impact will it have on the town? (2) How important is it to realize that impact?
A- Strengthen the City's ability to prioritize and									
	A-1 Develop and foster local and regional								
		A-1a* Strategically participate in local and regional partnerships							
		A-1b Identify strategies and venues to improve opportunities for access to regional and state resources							
		A-1c Communicate existing partnerships and initiatives (Formal structured communication)							
		A-1d Encourage participation and information sharing in professional associations							
	A-2 Gain efficiencies from technology and equipment								
		A-2a Audit, evaluate, advise, and encourage a culture of innovation							
		A-2b Identify and improve service delivery through process improvement training and technology upgrades							
	A-3 Identify and focus on								
		A-3a* Develop a definition of core services							
		A-3b Establish method to prioritize services with resources and maintenance needs							
		A-3c* Identify the true cost of core services							
		A-3d Develop Internal and External Communication Strategies							
		A-3e* Right-Size Services: Address insufficient resources by finding new sustainable funding sources (+Newly Added at 01-25-2019 City Council Retreat)							
	A-4 Invest in the city's								
		A-4a Develop centralized human resources function to support a thriving workforce							
		A-4b Develop centralized human resources function to support a thriving workforce							
		A-4c. Conduct regular staff training and mentorship							
		A-4d. Develop succession planning and knowledge transfer philosophy including long range planning by department							
Leadership development opportunities to foster a culture of civic pride and									
	B-1 Attract and develop								
		B-1a Proactive recruitment of people into leadership opportunities							
		B-1b Ensure safe, respectful environment on boards and commissions							
		B-1c. Improve communication about pathways to leadership (City as a centralized clearinghouse for leadership opportunities in the community)							
		B-1d. Civic education progress							
		B-1e. Use knowledge of barriers to create opportunities							
		B-1f. Internal Leadership Development Program							
		B-1g. Create youth development leadership initiative							
	B-2 Increase awareness of civic affairs and leadership								
		B-2a Use City programs and events to showcase leadership							
		B-2b Develop and deliver a communication plan with a consistent leadership message tailored for specific audiences							
		B-2c. Create "bite-sized" leadership opportunities for public							
		B-2d. Identify internal leadership opportunities by department							
		B-2e. Engage late career and retirees in leadership and mentoring							
		B-2f. Document the history of civic leadership in McMinnville							
	tip leadership in all its forms, such that more people identify themselves								
		B-3a Implement LRP – Mayor's Leadership Awards							
		B-3b Develop Leadership Recognition Program (LRP)							
		B-3c. Develop Leadership Recognition Program (LRP)							
		B-3d. Implement LRP – Leadership Luncheon							
		B-3e. Implement LRP – Civic Plaza Leadership Monument							
C- Proactively plan for and responsibly maintain									
	C-1 Build a community culture of safety (consider								
		C-1a Engage community through partnerships							
		C-1b Youth outreach and education							
		C-1c. Revise local dangerous building ordinance							
		C-1d. Crime Prevention through environmental design (review, evaluate, adopt) for public spaces							
	C-2 Develop resiliency targets for critical								
		C-2a Code and zoning development and enforcement							
		C-2b Identify and mitigate natural and man-made hazards (Hazard Mitigation Plan)							
		C-2c. Resiliency planning to 2-3 week standards							
		C-2d. Evaluate built environment downtown							
		C-2e. Develop regional hardened data center with public/private hosting							
	C-3 Lead and plan for								
		C-3a* Establish a formal Emergency Management Program							
		C-3b Allocate resources to planning, training							

		C-3c. Develop a safety plan for each City building							
		C-3d. Educate and train staff about roles and responsibilities (including general safety)							
		C-3e. Update Continuity of Operations Plan							
		C-3f. Leverage local private resources in event of large emergency							
	police, municipal court, fire, emergency medical services (EMS), utility								
		C-4a. Develop or establish standards for training, response time and staffing							
		C-4b. Develop external/internal service standards and quality management evaluation							
		C-4c. Evaluate, pursue and maintain accreditation as appropriate							
		C-4d.* Identify a strategy for long-term increase in stable Public Safety Services							
opportunity for all residents through sustainable growth across									
	D-1 Accelerate growth in living wage jobs across a								
		D-1a. 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							
		D-1b. 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							
		D-1c. 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							
		D-1d. 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							
		D-1e. Appoint and train a designated coordinator to help new business owners navigate local development regulations and obtain federal, state and county-based financial incentives							
		D-1f. 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							
		D-1g. 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							
		D-1h. 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							
		D-1i. Coordinate street furniture and other amenities with McMinnville's brand							
		D-1j. As new infrastructure projects are planned and completed, such as a bridge replacement, ensure that the design serves McMinnville's sense of place							
		D-1k. Assess the sufficiency of McMinnville's existing design guidelines to protect and enhance valued aspects of the City's building stock and built form							
		D-1l. 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							
		D-1m. 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							
		D-1n. Explore the feasibility of consistent commuter private airline service between McMinnville and larger regional hubs, such as Seattle, Portland and northern California							
		D-1o. Invest in infrastructure improvements that make it safer and easier for residents and visitors to get around McMinnville							
		D-1p. Inventory key bike and pedestrian corridors and rank the investments required to improve pedestrian amenities							
		D-1q. Develop wayfinding graphics for primary pedestrian and bike connectors through and between McMinnville's major assets							
		D-1r. 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							
		D-1s. Complete improvements to Alpine Avenue and throughout the Granary/Northeast Gateway District							
		D-1t. Identify and complete high-priority infrastructure projects that serve McMinnville's current and future business community							
		D-1u. 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							



		D-1v. 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							
		D-1w. Work with McMinnville Water and Light to develop a process for evaluating and placing electrical infrastructure underground, particularly for new development							
		D-1x. Identify and evaluate options to add an alternate freight route							
		D-1y. Create a user-friendly program to coordinate utility improvements for both public and private improvements to ensure maximum efficiencies and potential							
		D-1z. Develop an extensive, coordinated Capital Improvement Plan for business districts that supports current needs and is flexible enough to respond to future needs							
		D-1zz. + Evaluate the viability of a Port Authority for the airport							
	D-2 Improve systems for economic mobility and								
		D-2a 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							
		D-2b Support Disadvantaged Business Enterprise businesses							
	D-3 Foster opportunity in technology and								
		D-3a Foster physical connections to existing tech and entrepreneurship hubs through low-cost air services							
		D-3b Create an "Invest in the Future" grant program that is targeted towards private investment and business development with living wage job outcomes							
	D-4 Be a leader in hospitality and place-based								
		D-4a 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							
	D-5 Locate higher job density activities in								
		D-5a 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							
	D-6 Encourage connections to the local								
		D-6a Evaluate alignment of food cart regulations with community goals							
acceptance and mutual respect that acknowledges differences									
	E-1 Actively protect people from discrimination and								
		E-1a Employee Training (i.e. implicit bias and awareness)							
		E-1b Track, monitor, report statistics (re: hate, crime, bias)							
		E-1c. Diversity Equity and Inclusion Advisory Council							
		E-1d. Code of Conduct							
	E-2 Celebrate diversity of								
		E-2a Identify Opportunities and Support Existing Events (i.e. Sabor Latino, TEDxMcMinnville, UFO Festival)							
		E-2b Describe and communicate diversity in McMinnville – Develop a strategy/ plan							
	E-3 Improve access by identifying and removing								
		E-3a Bilingual pay incentive policy							
		E-3b ADA Transition Plan							
		E-3c. Translation of documents and signs/Interpretation during public engagement events							
		E-3d. Evaluate software for inclusion							
		E-3e. Review procurement process							
		E-3f. Develop inclusion plans City-wide and by department							
	E-4 Cultivate cultural competency and fluency								
		E-4a Inclusion audit -Climate survey - Inclusive language evaluation - Naming policy for City facilities							
		E-4b Customer service delivery training for culturally responsive provision							
		E-4c. Convene other partners							
		E-4d. Emotional intelligence training for City employees							
	E-5 Grow City's employees and Boards and								
		E-5a Educate staff and officials on demographics							
		E-5b Develop recruitment and retention strategies							
		E-5c. Evaluate, redesign advertising and recruitment tools							
development strategically, responsibly, and responsibly to enhance									
	character through a community process that articulates our core								
		F-1a* Develop and implement a Public Engagement Charter							
		F-1b Key Stakeholder survey							
		F-1c Update Comp Plan Policies							
	F-2 Educate and build support for innovative and								
		F-2a Social media strategy to inform and engage							
		F-2b Develop an educational program to gather and share innovative/creative ideas for growth and development							

		F-2c Establish a program to promote and implement pilot projects							
		F-2d Explore open data initiative							
	short and long-term growth and development that will create enduring value for								
		F- 3a Conduct a community visioning project							
		F-3b Update long range land use plans							
		F-3c. Evaluate and plan for City service demands based on growth and development impacts							
		F-3d. Set a policy for updating facilities plans							
		F-3e. Ensure that plans are flexible enough to respond to emerging trends, technology, etc. (ie. AI, AV)							
		F-3f.+ Evaluate Smart City principles (e.g. free wifi)							
		F-3g.+ Identify a strategy to operationalize environmental sustainability and efficient use of resources							
	G- Create diverse housing opportunities that support								
	G-1 Collaborate to improve the financial feasibility of								
		G-1a Engage with Governor's Office for housing development							
		G-1b Inventory financial tools available to support housing development							
		G-1c. Explore entitlement status for Community Development Block Grants							
		G-1d. Provide a coordinated resource clearinghouse for those seeking housing financial assistance							
	timely planning and forecasting to ensure that regulatory frameworks and land supply align with								
		G-2a Buildable lands inventory (Dec. 2018) renew every 10 years							
		G-2b Housing Needs Analysis (March 2019) renew every 10 years							
		G-2c.* Housing strategy (May 2019) renew every 10 years							
		G-2d.* Assess urban growth boundaries adjustment							
Newly Added at 01-25-2019 City Council Retreat designated by "**"									



# 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 written in a cursive, flowing style.

Mayor Scott Hill  
January 2019







# ACKNOWLEDGMENTS

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1000+ survey participants

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# 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

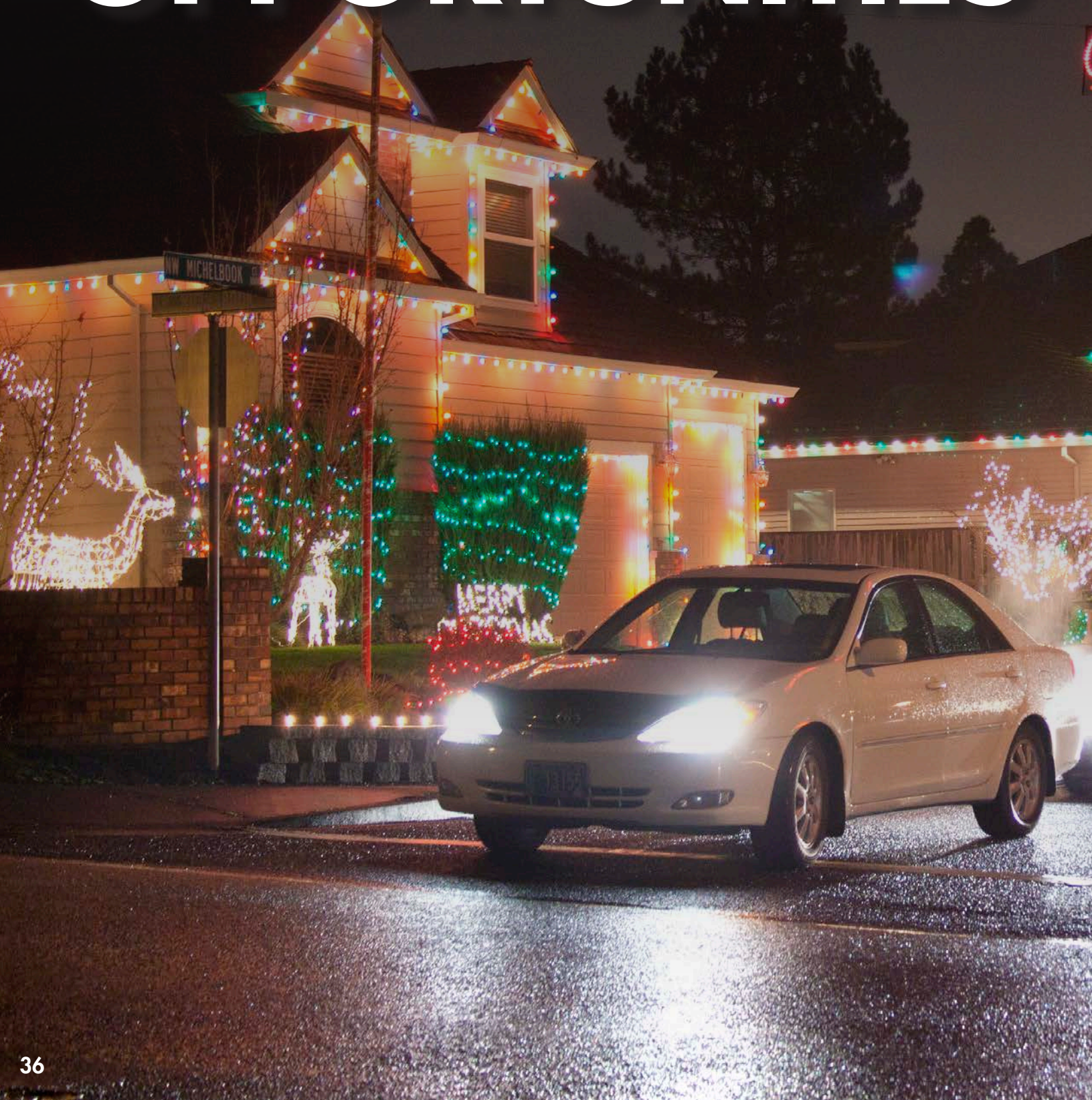
### OTHER ACTIONS:

- 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*













# CITY OF McMINNVILLE CITY COUNCIL 2019 RETREAT SUMMARY

Provided by:

JENSEN STRATEGIES, LLC



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February 18, 2019



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# OVERVIEW

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## INTRODUCTION

In 2018 the City of McMinnville adopted MAC-Town 2032, a strategic plan intended to guide the City’s policy priorities and budget allocations for the next 15 years. As the plan’s adoption coincided closely with the City Council’s annual goal-setting process, an opportunity existed to incorporate Strategic Plan action item prioritization within the Council’s retreat, while also focusing on organizational development. Accordingly, the City Manager retained Jensen Strategies (consultant) to facilitate a retreat that would include Council team building, Council-staff collaboration, strategic plan implementation development, and prioritization of plan items for execution in 2019.

McMinnville’s 2019 City Council Retreat was held on January 25<sup>th</sup> at the McMinnville Police Department, located at 121 SW Adams Street. The retreat agenda and attendees list are included in **Appendices A and B** respectively.

## METHODOLOGY

The consultant employed a collaborative, consensus-based approach in facilitating the retreat. First, in an effort to ensure that all applicable points of view were heard and understood at the outset, the consultant conducted preliminary interviews with all members of the City Council and leadership team, inquiring as to their perceptions of McMinnville’s strengths and challenges, future opportunities facing the City, and the way in which MAC-Town 2032 will interface with the Council’s goal setting process. General interview takeaways were shared with retreat attendees.

The consultant structured the retreat to provide opportunities for Council-only conversation as well as substantial Council-staff interaction. While the beginning sections of the retreat were reserved for Council members, latter stages of the process involved work groups that combined Council members and staff, and that sought diversity in terms of relative tenure with the City. Involvement of staff during the strategic planning portions of the retreat provided operational expertise that was vital to the discussion. During the course of the retreat, the consultant actively solicited feedback from all participants and encouraged a robust exchange of input and perspectives.



# RETREAT OUTCOMES

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Segment One – Council Only

## COUNCIL INTRODUCTIONS

To begin the proceedings, Council members were asked to share the values they bring to the body, as well as their top two policy priorities. This introductory exercise allowed participants to gain a better understanding of each other’s points of view, and served to set a tone of collaboration and mutual understanding for the day.

Participant responses are included in the table on the following page:

COUNCIL MEMBER VALUES	
Civility*	Equity and inclusion*
Integrity*	Love for McMinnville and its history*
Accepting responsibility	Accountability
Apolitical approach	Blue collar perspective
Compassion	Connectivity with residents
Courage	Energy
Focus on success for the whole	Genuine listening
Giving credit to others	Humanism
Humble confidence	Joy of public service
'Level 5' leadership	Maintaining the Council's positive momentum
Mutual respect	Optimism
Rational yet passionate policy approach	Reluctance to increase revenue to maintain service levels
Simplicity	Trust
Valuing diverse perspectives	Work-life balance

COUNCIL MEMBER POLICY PRIORITIES
<p><b><u>Housing / Homelessness*</u></b></p> <ul style="list-style-type: none"> <li>• Increasing workforce housing</li> <li>• Addressing camping within the community's quality of life standards</li> <li>• Ensuring diverse and affordable housing options</li> </ul>
<p><b><u>Economic Development*</u></b></p> <ul style="list-style-type: none"> <li>• Promoting economic diversity</li> </ul>
<p><b><u>Public Safety*</u></b></p> <ul style="list-style-type: none"> <li>• Staffing for Fire</li> <li>• Spearheading Fire District efforts</li> </ul>
<p><b><u>Growth</u></b></p> <ul style="list-style-type: none"> <li>• Slow, internal growth</li> </ul>
<p><b><u>Fiscal Stewardship</u></b></p> <ul style="list-style-type: none"> <li>• Addressing the budget shortfall</li> <li>• Cost of services growing faster than revenue</li> <li>• Living within the budget and maintaining services</li> <li>• Securing adequate revenue for Strategic Plan goals</li> </ul>
<p><b><u>Other</u></b></p> <ul style="list-style-type: none"> <li>• Developing the potential of the airport</li> <li>• Environmental protection</li> <li>• Parks and open space</li> <li>• Proactively addressing challenges</li> <li>• Protecting the City's assets</li> </ul>

\* Value/priority was mentioned by multiple Council members



# COUNCIL GROUP AGREEMENT

The facilitator led the Council through a discussion of the "Council Group Agreement" document (**Appendix C**), which articulates a series of principles the Council agrees to uphold regarding their mutual interactions, behavior, and conduct of business. The McMinnville Council has for many years conducted itself with a high degree of civility and decorum, and the Group Agreement is reflective of this commitment. The Council considered whether any elements of the document should be updated or edited.

Following the conversation, the Council determined that a more in-depth discussion was necessary regarding this document, as well as the "Roles and Responsibilities of Mayor, Council and City Manager" document, adopted in 1991 (**Appendix D**). The Council will ask the City Manager to schedule a Council worksession to consider and potentially revise these items.

Though the Council tabled these topics for a future worksession, the following topics were discussed:

- The importance of decorum, including genuine mutual respect and consideration of language used in discussion, despite any potential attacks from outside the body. The Council agreed that they serve an important role in setting a positive example for the community.
  - Council members consider themselves to be "on the same team". If one Councilor is unfairly criticized outside the City (e.g. a member of the public, an organization, etc.), the rest of the team agrees to support that individual.
- Regarding Group Agreement provisions #14 and 16 (related to sharing / soliciting points of view on policy matters and providing advance notice of impending legislative developments), the Council discussed the need to balance the expediencies of proactive conversation with the imperative to remain compliant with Oregon open meetings laws. Ideas offered included utilizing the City Manager to assist with disseminating information, and discussing policy issues during a designated Councilor comment period, perhaps at the beginning of Council meetings.

## Segment Two – Council and Staff

### STAFF INTRODUCTIONS

As stated above, staff played an important role in the latter stages of the retreat, providing an operational perspective on strategic planning discussions. When staff joined the retreat, they were asked to share the aspects they most appreciated about working for the City of McMinnville. Like the Council Introductions, this interchange fostered a sense of mutual understand and insight, and well as promoted a environment of positivity and openness.

Staff's responses are included in the table below:

<b>STAFF APPRECIATION FOR WORKING AT THE CITY</b>
People are genuinely welcoming and kind*
Support for being creative*
Atmosphere of Positivity
Being a part of this community
Everyone cares about people, both internally and externally
Everyone gives their best
Open communication and team problem-solving
Opportunity to work with a variety of departments
People are compassionate and responsive
Staff are open-armed and welcoming professionals
Strong team
Time to come together like this (retreat)
We can make a positive impact
We care, even if we disagree
We get to build 'cool stuff'

\* Item was mentioned by multiple staff members



## MAC-TOWN 2032: KEEPING IT ON THE RADAR

The strategic planning portion of the retreat began with an overview of the plan document and its role at the City, particularly with respect to policy prioritization, budgeting, and operational functions. Discussion then turned to development of potential approaches and tools for keeping the plan on the City’s radar and making it a priority, both at the Council and staff levels. The City sought to ensure that the plan would remain a relevant and vital part of decision making, rather than merely ‘sit on a shelf.’ Council and staff members were divided into two groups with separate facilitators, and were asked to brainstorm approaches to ensure that the City’s focus on the plan throughout the year and beyond. Once consolidated lists of ideas were produced, the results were shared with the rest of the participants. There was consensus that the proposals identified would do a great deal to accomplish their purpose.

The staff and Council’s ideas for maintaining the strategic plan’s primacy are included in the tables below:

<b>KEEPING IT ON THE RADAR: COUNCIL IDEAS</b>
Make the Strategic Plan part of the Council’s regular work, including reports at the beginning of Council meetings
Provide regular updates on goals/priorities, perhaps using a quarterly checklist
Create a calendar of Strategic Plan related activities and update every 3 months
Hold periodic informal sessions/meetings to check in on Strategic Plan progress
Ensure staff reports for Council agenda items contain references to the Strategic Plan (e.g. major budget request tied to Strategic Plan)
Communicate regularly on progress to community (in the State of the City and in other venues)

KEEPING IT ON THE RADAR: STAFF IDEAS
<p>Develop a communications plan to explain and promote the Strategic Plan</p> <ul style="list-style-type: none"> <li>• Internally <ul style="list-style-type: none"> <li>○ Integrate the plan within the organization’s culture</li> <li>○ Ensure staff understands how everything they do furthers the goals, not just big projects (Ask staff to help identify these connections, and what to stop doing)</li> </ul> </li> <li>• Externally <ul style="list-style-type: none"> <li>○ Develop multiple ambassadors/champions</li> <li>○ Develop talking points: successes and accomplishments</li> </ul> </li> </ul>
Identify specific leads to ensure accountability
Post goals conspicuously in multiple locations
Develop the mantra: “How does this relate to the Strategic Plan?”
Ensure regular Leadership time to check in on the Strategic Plan (high impact, long term issues)
Develop graphically-similar tools that integrate with the Strategic Plan (e.g. staff reports, budget document narratives, performance evaluations, etc.)

## REVISITING MAC-TOWN 2032

Continuing the strategic planning discussion, participants were asked to identify any glaring or critical omissions in the MAC-Town 2032 action plan, and to propose any necessary alterations. This discussion was a necessary prerequisite to the prioritization exercise that followed, which would have been incomplete with a finalized list of actions.

Participants added the following action items, which are designated by their corresponding action numbers according to the organizational framework of the strategic plan. The items below are also reflected within the updated MAC-Town 2032 document in **Appendix F**.

NEW MAC-TOWN 2032 ACTION ITEMS
A-3e. Right-Size Services: Address insufficient resources by finding new sustainable funding sources
D-1zz. Evaluate the viability of a Port Authority for the airport
F-3f. Evaluate Smart City principles (e.g. free wifi)
F-3g. Identify a strategy to operationalize environmental sustainability and efficient use of resources

**MAC-TOWN PRIORITIES FOR 2019**

With the list of action items complete, each participant work group was asked to identify up to four actions they would like for the Council to designate as priorities for accomplishment in 2019, drawing either from the existing plan document or the additional actions identified in the previous segment. Priority proposals were displayed on the wall for everyone to see, and the consultant facilitated a discussion through which consensus was reached on a final list of nine Council priorities. The priorities for 2019 are included in the table below:

COUNCIL PRIORITY ACTION ITEMS FOR 2019
A-1a. Strategically participate in local and regional partnerships
A-3a. Develop a definition of core services
A-3c. Identify the true cost of core services
A-3e. Right-Size Services: Address insufficient resources by finding new sustainable funding sources
C-3a. Establish a formal Emergency Management Program
C-4d. Identify a strategy for long-term increase in stable Public Safety Services.
F-1a. Develop and implement a Public Engagement Charter
G-2c. Housing strategy (May 2019) renew every 10 years
G-2d. Assess urban growth boundaries adjustment



# APPENDICES

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## APPENDIX A: AGENDA

### MCMINNVILLE CITY COUNCIL

### TEAM BUILDING RETREAT

JANUARY 25, 2019

### AGENDA

- 1. WELCOME** **Mayor Hill**  
Mayor's welcoming remarks.
- 2. RETREAT OVERVIEW** **Jensen**  
Overview of retreat objectives, agenda, and ground rules for the retreat.
- 3. COUNCIL INTRODUCTIONS** **Jensen/Council**  
Mayor/Council will be asked to respond to three questions:
  1. What are the values you hold as a Councilor?
  2. What are your two biggest policy priorities?
  3. What is one thing that the rest of the Council/staff present might not know about you?
- 4. COUNCIL GROUP AGREEMENT / ROLES & RESPONSIBILITIES** **Jensen**  
Review summary of Council expectations derived from the interviews. Discussion of current group agreement as well as roles and responsibilities document to determine if changes are needed. Agreement will be sought on both products.
- 5. BREAK**  
Staff arrives during the break.
- 6. TEAM BUILDING PROCESS OVERVIEW** **Jensen/Staff**  
Review of team building retreat process. Staff introductions including answering two questions:
  1. What do you like BEST about working for the City of McMinnville?
  2. What is one thing that the Council might not know about you?

- 7. INTERVIEW DEBRIEF** **Jensen**  
 Review of interview results.
- 8. MAC-TOWN 2032 OVERVIEW AND ROLE** **Towery**  
 Overview presentation of the MAC-Town 2032 Plan and its role with the City.
- 9. MAC-TOWN 2032: KEEPING IT ON THE RADAR – PART I** **Jensen/Groups**  
 Presentation on potential approaches and tools for keeping the plan on the City’s radar and making it a priority – both at the Council and staff levels. Subsequently, Council and staff divide into separate groups for a facilitated discussion on how to keep focused on the plan throughout the year and beyond. Groups will report out after lunch.
- 10. LUNCH**  
 Lunch at assigned tables for Council and staff to network. Toward the end of lunch the groups will participate in a quiz and winning table will receive a prize.
- 11. MAC-TOWN 2032: KEEPING IT ON THE RADAR – PART II** **Jensen/Groups**  
 Council and staff representatives report back on ideas for keeping the plan on the radar. Facilitated discussion to follow to refine and agree on recommended approaches for both Council and staff.
- 12. REVISIT MAC-TOWN** **Jensen/Groups**  
 Small group discussion answering the question: Are there any GLARING or CRITICAL omissions in the action plan? If so what, and what specific recommendations do you have?
- 13. BREAK**
- 14. STRATEGY PRIORITY DISCUSSION** **Jensen/Groups**  
 Assigned small groups will discuss priorities of the MAC-Town 2032 plan for the next year. Each group will look through the action plan and identify up to 4 priority actions recommended for Council to put on its priority list for 2019. Groups will report out followed by a facilitated discussion resulting in Council agreement on 10 (or less) priority actions for 2019.
- 15. OPEN DISCUSSION** **Jensen/All**  
 A facilitated open discussion with Council and staff.
- 16. NEXT STEPS** **Towery**
- 17. CLOSING REMARKS** **Mayor Hill**

## APPENDIX B: RETREAT PARTICIPANT LIST

### Name

Mayor Scott Hill  
Councilor Remy Drabkin  
Councilor Adam Garvin  
Councilor Zack Geary  
Councilor Kellie Menke  
Councilor Sal Peralta  
Councilor Wendy Stassens

Marcia Baragary  
Kylie Bayer  
Jenny Berg  
Melissa Bisset  
Mike Bisset  
Scott Burke  
David Koch  
Rich Leipfert  
Susan Muir  
Heather Richards  
Matt Scales  
Jeff Towery

### Position

Mayor  
Councilor, Ward 3  
Councilor, Ward 3  
Councilor, Ward 2  
Council President, Ward 2  
Councilor, Ward 1  
Councilor, Ward 1

Finance Director  
HR Manager  
Library Director  
City Recorder  
Community Development  
Director IS Director  
City Attorney  
Fire Chief  
Parks & Rec Director  
Planning Director  
Police Chief  
City Manager

## JENSEN STRATEGIES FACILITATORS

Erik Jensen  
Jeff Aprati  
Emily Ramelb

Principal  
Senior Associate  
Marketing Associate



## APPENDIX C: GROUP AGREEMENT



### CITY COUNCIL GROUP AGREEMENT

1. I will individually support the collective decision-making of the Council. If I disagree with the decision made by the council, I will exercise my convictions without personalizing the issue and without eroding the collective reputation of the council. Once the decision is made, I will generally support that decision.
2. If I disagree with a Council action, I will tell the members what I'm going to do about it. If I am not sure of my future actions, I will say, "I disagree, and I will figure out what I am going to do about it." I will notify the Council first of my intended action.
3. I will use and follow the process of the problem-solving strategy adopted by the Council.
4. I will respect the other members of the Council, even though they may differ philosophically; i.e., listening, ask for rationale, accommodate periodically.
5. I will present my rationale for my points of view and when asked for a rationale, I will act positively and offer my data for my conclusion.
6. If I am asked to respond or give my rationale to an issue and I am unready, I will say so, but will provide an approximate time when I will be.
7. I will say what I mean with no underlying messages in a positive manner.
8. I will not personalize issues or decisions.
9. If I have a concern or issue with another Council member or Administrator, I will go to that person first and in a positive, private, and timely manner, and share that concern. I will present my feelings and how those feelings affect me.
10. I will focus on the present and the future and use the past only as data for the present and the future.
11. If I am approached by someone, I will be open and positive and do my best to respond to his/her concerns.
12. I will not blame others for situations that I have opportunity to resolve.
13. I will recognize that the Council's role is to set policy and not to be administrators.
14. I will give other Council members and the Mayor and Administrator "advance" notice of significant matters to be introduced at Council meetings so as to preclude stressful surprises at Council meetings. 'Advance" means at least time to review the data.

15. I will not lobby for a point of view at the exclusion of other Council members.
16. I will feel free to call all the other Council members on my point of view, ask for their points of view, and share my rationale (my best case, your best case).
17. I will follow the intention and the law concerning doing Council business outside of Council meetings.
18. If I feel that the issues I may discuss with another Council member has implications for all Council members, I will attempt to share in a timely manner with the other Council members.

## APPENDIX D: ROLES AND RESPONSIBILITIES (1991)

CITY OF McMINNVILLE  
Roles and Responsibilities of  
MAYOR, COUNCIL, AND CITY MANAGER  
February 1, 1991

### Mayor

No-voter, catalyst for council, Council leader, spokesperson for City and Council, influences Council agenda, can call Council meetings, and directs Council meetings.

### Council Members

Voter, decision makers, establish City policy, represent ward constituency in specific problems, open to opposing points of view (laissez-faire approach versus pro- active approach/role), honestly expressive on all issues, approves and monitors budget, approves any policy changes.

### City Manager

City chief of staff, spokesperson/advocate for City departments, liaison with departments and Council, serves at pleasure of Council, administers Council decisions, manages City's budget, presents relevant City issues to the Council, keeps Council informed of new issues, makes recommendations to Council as requested .

## ROLES FURTHER DEFINED

### City Council

#### Provide leadership

- Set the example for staff, public.
- Positive, constructive tone.
- Is democratic in process.

#### Make decisions (policy)

- Set major goals and objectives.
- Focuses on big issues ("has the pig picture") Does good preparation.
- Gives direction.

#### Be a team player

- Values working with staff and demands good staff work.
- Respects staff's role as member of the team.
- Is "up front" - no surprises by timely communication.



## Communicate

- Listens to citizens, other City Council members, staff input.
- Communicates questions, opinions, etc., to other City Council persons, City Manager, and staff as appropriate.
- Participates in discussion.
- Gives feedback and evaluates the City Manager.

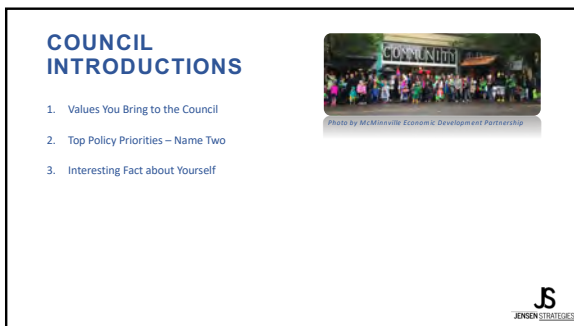
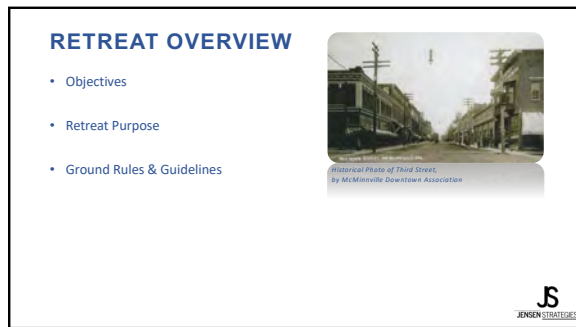
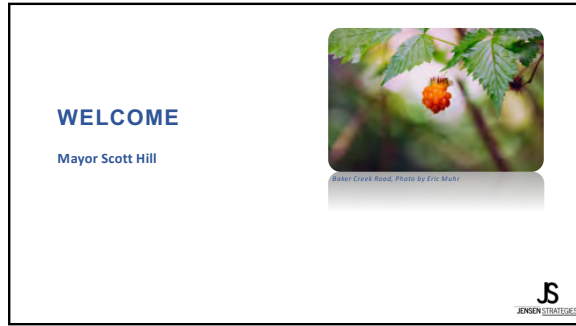
## Mayor

- Does all of City Council roles.
- Leads the group (City Council); sets the tone; (is the "quarterback") Runs effective, professional meetings.
- Performs "ceremonial" duties as head of the City; represents the City Continues ongoing, information communication with City Manager on a regular basis.
- Often speaks for the group.

## City Manager

- Carries out City Council policy directives, goals, and objectives; "gets the job done".
- Provides information and makes recommendations to City Council Leads the management team and other employees.
- Is the "link" between Mayor, City Council, and staff Communicates; keeps Mayor and City Council informed.
- Feels part of the City Council/Mayor/Manager "team," shares leadership responsibilities with Mayor and City Council
- Sets the tone and standard for employees by personal and professional example Represents the City.
- Anticipates the future (looks ahead).

# APPENDIX E: RETREAT POWERPOINT SLIDES



## GROUP AGREEMENT

- Review of established agreement
- Group Discussion



Evergreen Aviation Museum,  
Photo by Obsidian Architecture, LLC



## ROLES & RESPONSIBILITIES

- Review of existing document (1991)
- Group Discussion



Evergreen Aviation Museum,  
Photo by Obsidian Architecture, LLC



## GROUP ASSIGNMENTS

### Red Group

Councilor Geary  
Susan Muir  
Jeff Towery  
Wendy Stassens

### Green Group

Jenny Berg  
Scott Burke  
Councilor Garvin  
Councilor Peralta  
Chief Scales

### Blue Group

Marcia Baragary  
Kylie Bayer  
Councilor Drabkin  
Mayor Hill  
Chief Leipfert

### Purple Group

Melissa Bisset  
Mike Bisset  
David Koch  
Councilor Menke  
Heather Richards



## TEAM BUILDING

### Questions for staff:

- What do you like BEST about working for the City of McMinnville?
- What is one thing that the Council might not know about you?



## INTERVIEW TAKEAWAYS



Photo by McMinnville Economic Development Partnership



## INTERVIEW TAKEAWAYS

*community*

- Beautiful & vibrant downtown – 3<sup>rd</sup> Street
- Highly civic-minded & involved residents
- High value on community partnerships
- Diverse economy with strong tourism base
- Many service jobs that are not family wage
- Homelessness, mental illness, and drug addiction impacts
- Lack of affordable housing



Photo by McMinnville Economic Development Partnership





## INTERVIEW TAKEAWAYS

### city strengths

- Staff
  - Committed, community-minded, skilled
  - New city manager – collaboration and transparency
  - Recent department manager hires – new perspectives
- Long-term infrastructure planning
- Increasing cross-departmental coordination



Photo by McMinnville Economic Development Partnership



## INTERVIEW TAKEAWAYS

### city challenges

- Budget not currently able to meet City needs
- Deferred maintenance on facilities
- Compensation may not be competitive
- Increasing costs – especially PERS
- Lack of staffing



Photo by McMinnville Economic Development Partnership



## INTERVIEW TAKEAWAYS

### goals & priorities

- Results from last goal setting – mixed perceptions
- Council/Management priorities to be derived from, or consistent with, MAC-Town 2032
- New sustainable funding should be a high priority
- Top priorities = housing & homelessness
- Other priorities:
  - Economic development / urban renewal
- Inclusion and engagement of all McMinnville populations



Photo by McMinnville Economic Development Partnership



## INTERVIEW TAKEAWAYS

### city council

- Reputation as effective policy body
- Community focused
  - Civil
  - Respectful
  - Agree to Disagree



Photo by McMinnville Economic Development Partnership



## INTERVIEW TAKEAWAYS

### retreat expectations

- Team Building with both Council and staff
- MAC-Town 2032
  - Next steps
  - Roles
  - How to keep it moving forward
- Council priorities



Photo by McMinnville Economic Development Partnership



## MAC-TOWN 2032



## MAC-TOWN 2032 overview & role

- Overview
- Group Discussion



## MAC-TOWN 2032 keeping it on the radar (Part I)

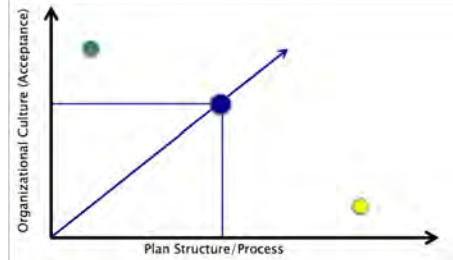
- Ensure champions – designated lead(s)
- Allocate resources
- Be accountable  
*Who reports? What is success?*
- Communication strategy
  - **Internal** – share goals & action priorities
  - **External** – communicate the achievements



# LUNCH



## MAC-TOWN 2032 keeping it on the radar (Part II)



## REVISIT MAC-TOWN 2032

- Are there any GLARING or CRITICAL omissions in the action plan?
- If so, what specific recommendations do you have?



## GROUP ASSIGNMENTS (new groups)

### Red Group

Jenny Berg  
Councillor Garvin  
David Koch  
Councillor Menke  
Heather Richard

### Blue Group

Kylie Bayer  
Scott Burke  
Councillor Geary  
Councillor Peralta  
Jeff Towery

### Green Group

Melissa Bisset  
Mayor Hill  
Susan Muir  
Chief Scales

### Purple Group

Marcia Baragary  
Mike Bisset  
Councillor Drabkin  
Chief Leipfert  
Wendy Stassens



## STRATEGY PRIORITY DISCUSSION

- Each group will identify up to 4 priority actions for 2019
- Consolidation discussion



## OPEN DISCUSSION



## NEXT STEPS



*Baker Creek Road, Photo by Eric Muhr*



City of  
**THANK YOU!**



APPENDIX F: UPDATED MAC-TOWN 2032



# 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 written in a cursive, flowing style.

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 Carillo  
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

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# 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 A

**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





## A-1 Develop and foster local and regional partnerships

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>A-1a.*</b> 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
<b>A-1b.</b> 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:

**A-1c.** Communicate existing partnerships and initiatives (Formal structured communication)

**A-1d.** Encourage participation and information sharing in professional associations



## A-2 Gain efficiencies from technology and equipment investments

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>A-2a.</b> Audit, evaluate, advise, and encourage a culture of innovation	Executive Team	TBD	Patrons/ City Staff	Budgeted funds TBD, Staff Time	Ongoing
<b>A-2b.</b> Identify and improve service delivery through process improvement training and technology upgrades	Executive Team	TBD	Patrons/ City Staff	Budgeted funds TBD, Staff Time	Ongoing

+Newly Added at 01-25-2019 City Council Retreat



## A-3 Identify and focus on the city's core services

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>A-3a.*</b> Develop a definition of core services	City Manager	Executive Team	Patrons/ City Staff	\$5,000 plus staff time	FY 18-19/ Year 1
<b>A-3b.</b> 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:

**A-3c.\*** Identify the true cost of core services

**A-3d.** Develop Internal and External Communication Strategies

**A-3e.\*+** Right-Size Services: Address insufficient resources by finding new sustainable funding sources



## A-4 Invest in the city's workforce

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>A-4a.</b> 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
<b>A-4b.</b> Competitive and equitable compensation	Kylie Bayer, HR Manager	Consultants, Admin Support	City Staff	\$25,000	FY 18-19/ Year 1

### OTHER ACTIONS:

**A-4c.** Conduct regular staff training and mentorship

**A-4d.** Develop succession planning and knowledge transfer philosophy including long range planning by department

+Newly Added at 01-25-2019 City Council Retreat

\*Identified as a top priority action at 01-25-2019 City Council Retreat 13

# CIVIC LEADERSHIP







# GOAL B

**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



## B-1 Attract and develop future leaders

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>B-1a.</b> 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
<b>B-1b.</b> 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:

**B-1c.** Improve communication about pathways to leadership (City as a centralized clearinghouse for leadership opportunities in the community)

**B-1d.** Civic education progress

**B-1e.** Use knowledge of barriers to create opportunities

**B-1f.** Internal Leadership Development Program

**B-1g.** Create youth development leadership initiative



## B-2 Increase awareness of civic affairs and leadership opportunities

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>B-2a.</b> Use City programs and events to showcase leadership	Executive Team	City Staff	Community	Staff time	FY 18-19/ Year 1
<b>B-2b.</b> 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:

**B-2c.** Create “bite-sized” leadership opportunities for public

**B-2d.** Identify internal leadership opportunities by department

**B-2e.** Engage late career and retirees in leadership and mentoring

**B-2f.** Document the history of civic leadership in McMinnville

+Newly Added at 01-25-2019 City Council Retreat



## B-3 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
<b>B-3a.</b> Implement LRP – Mayor’s Leadership Awards	Mayor	Planning Committee	City Staff and Volunteers	Staff time	FY 18-19/ Year 1
<b>B-3b.</b> Develop Leadership Recognition Program (LRP)	Executive Team	Staff Support	Patrons/ City Staff	Staff time	FY 19-20/ Year 2

### OTHER ACTIONS:

**B-3c.** Develop Leadership Recognition Program (LRP)

**B-3d.** Implement LRP – Leadership Luncheon

**B-3e.** Implement LRP – Civic Plaza Leadership Monument



+Newly Added at 01-25-2019 City Council Retreat

\*Identified as a top priority action at 01-25-2019 City Council Retreat



# COMMUNITY SAFETY & RESILIENCY





# GOAL C

**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



## C-1 Build a community culture of safety (consider safety best practices)

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
C-1a. Engage community through partnerships	Department Directors	Each program	Each program	Staffing/ Training Costs	FY 18-19/ Year 1
C-1b. 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:

C-1c. Revise local dangerous building ordinance

C-1d. Crime Prevention through environmental design (review, evaluate, adopt) for public spaces



## C-2 Develop resiliency targets for critical infrastructure

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
C-2a. 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
C-2b. 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:

C-2c. Resiliency planning to 2-3 week standards

C-2d. Evaluate built environment downtown

C-2e. Develop regional hardened data center with public/private hosting

+Newly Added at 01-25-2019 City Council Retreat





## C-3 Lead and plan for emergency preparedness

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>C-3a.*</b> 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
<b>C-3b.</b> Allocate resources to planning, training	City Manager	Executive Team	City staff	Staff time	Ongoing

### OTHER ACTIONS:

**C-3c.** Develop a safety plan for each City building

**C-3d.** Educate and train staff about roles and responsibilities (including general safety)

**C-3e.** Update Continuity of Operations Plan

**C-3f.** Leverage local private resources in event of large emergency



## C-4 Provide exceptional police, municipal court, fire, emergency medical services (EMS), utility services and public works

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>C-4a.</b> 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
<b>C-4b.</b> 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:

**C-4c.** Evaluate, pursue and maintain accreditation as appropriate

**C-4d.\*+** Identify a strategy for long-term increase in stable Public Safety Services



# ECONOMIC PROSPERITY







# GOAL D

**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





## D-1 Accelerate growth in living wage jobs across a balanced array of industry sectors

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>D-1a.</b> 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
<b>D-1b.</b> 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:

**D-1c.** 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

**D-1d.** 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

**D-1e.** Appoint and train a designated coordinator to help new business owners navigate local development regulations and obtain federal, state and county-based financial incentives

**D-1f.** 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

**D-1g.** 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

**D-1h.** 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

**D-1i.** Coordinate street furniture and other amenities with McMinnville's brand

**D-1j.** As new infrastructure projects are planned and completed, such as a bridge replacement, ensure that the design serves McMinnville's sense of place

+ Newly Added at 01-25-2019 City Council Retreat

**D-1k.** Assess the sufficiency of McMinnville's existing design guidelines to protect and enhance valued aspects of the City's building stock and built form

**D-1l.** 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

**D-1m.** 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

**D-1n.** Explore the feasibility of consistent commuter private airline service between McMinnville and larger regional hubs, such as Seattle, Portland and northern California

**D-1o.** Invest in infrastructure improvements that make it safer and easier for residents and visitors to get around McMinnville

**D-1p.** Inventory key bike and pedestrian corridors and rank the investments required to improve pedestrian amenities

**D-1q.** Develop wayfinding graphics for primary pedestrian and bike connectors through and between McMinnville's major assets

**D-1r.** 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

**D-1s.** Complete improvements to Alpine Avenue and throughout the Granary/Northeast Gateway District

**D-1t.** Identify and complete high-priority infrastructure projects that serve McMinnville's current and future business community

**D-1u.** 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

**D-1v.** 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

**D-1w.** Work with McMinnville Water and Light to develop a process for evaluating and placing electrical infrastructure underground, particularly for new development

**D-1x.** Identify and evaluate options to add an alternate freight route

**D-1y.** Create a user-friendly program to coordinate utility improvements for both public and private improvements to ensure maximum efficiencies and potential

**D-1z.** Develop an extensive, coordinated Capital Improvement Plan for business districts that supports current needs and is flexible enough to respond to future needs

**D-1zz.+** Evaluate the viability of a Port Authority for the airport

+Newly Added at 01-25-2019 City Council Retreat

\*Identified as a top priority action at 01-25-2019 City Council Retreat 25



## D-2 Improve systems for economic mobility and inclusion

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>D-2a.</b> 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
<b>D-2b.</b> Support Disadvantaged Business Enterprise businesses	Heather Richards, Planning Director	Planning Department	MEDP, MDA	Staff Time	FY 19-20/ Year 2



## D-3 Foster opportunity in technology and entrepreneurship

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>D-3a.</b> 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
<b>D-3b.</b> 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

+Newly Added at 01-25-2019 City Council Retreat





## D-4 Be a leader in hospitality and place-based tourism

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
D-4a. 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



## D-5 Locate higher job density activities in McMinnville

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
D-5a. 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



## D-6 Encourage connections to the local food system and cultivate a community of exceptional restaurants

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
D-6a. 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

+Newly Added at 01-25-2019 City Council Retreat

\* Identified as a top priority action at 01-25-2019 City Council Retreat 27



# ENGAGEMENT & INCLUSION







# GOAL E

**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





## E-1 Actively protect people from discrimination and harassment

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>E-1a.</b> 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
<b>E-1b.</b> Track, monitor, report statistics (re: hate, crime, bias)	Kylie Bayer, HR Manager	N/A	Community/ City Staff	Staff Time	Ongoing

### OTHER ACTIONS:

E-1c. Diversity Equity and Inclusion Advisory Council

E-1d. Code of Conduct



## E-2 Celebrate diversity of McMinnville

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>E-2a.</b> 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
<b>E-2b.</b> 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



## E-3 Improve access by identifying and removing barriers to participation

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>E-3a.</b> 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
<b>E-3b.</b> 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:

E3c. Translation of documents and signs/Interpretation during public engagement events

E-3d. Evaluate software for inclusion

E-3e. Review procurement process

E-3f. Develop inclusion plans City-wide and by department

+Newly Added at 01-25-2019 City Council Retreat

\*Identified as a top priority action at 01-25-2019 City Council Retreat



## E-4 Cultivate cultural competency and fluency throughout the community

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>E-4a.</b> Inclusion audit -Climate survey - Inclusive language evaluation - Naming policy for City facilities	HR Manager	Executive Team	Community	Staff time	FY 19-20/ Year 2
<b>E-4b.</b> Customer service delivery training for culturally responsive provision	HR Manager	Executive Team	Community	Staff time	FY 19-20/ Year 2

**OTHER ACTIONS:**

**E-4c.** Convene other partners

**E-4d.** Emotional intelligence training for City employees



## E-5 Grow City's employees and Boards and Commissions to reflect our community

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>E-5a.</b> Educate staff and officials on demographics	Kylie Bayer, HR Manager	Executive Team/ Admin Team	Boards, commissions, patrons	Staff time	FY 19-20/ Year 2
<b>E-5b.</b> 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:**

**E-5c.** Evaluate, redesign advertising and recruitment tools

# GROWTH & DEVELOPMENT CHARACTER

IN THE HEART OF  
WINE COUNTRY

STAG HOLLOW

OPEN





# GOAL F

**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



## F-1 Define the unique character through a community process that articulates our core principles

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>F-1a.</b> * 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
<b>F-1b.</b> 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:

P, n8 Update Comp Plan Policies



## F-2 Educate and build support for innovative and creative solutions

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>F-2a.</b> Social media strategy to inform and engage	Heather Richards, Planning Director	Planning Department Staff	Community	Staff time	FY 20-21/ Year 3
<b>F-2b.</b> 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:

P7, n8 Establish a program to promote and implement pilot projects

P7, n8 Explore open data initiative

+Newly Added at 01-25-2019 City Council Retreat



## F-3 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
<b>F-3a.</b> 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
<b>F-3b.</b> Update long range land use plans	Heather Richards, Planning Director	Planning/Community Development Department	Community, Developers, MW & L, Utility Providers	Ongoing	Ongoing

### OTHER ACTIONS:

**F-3c.** Evaluate and plan for City service demands based on growth and development impacts

**F-3d.** Set a policy for updating facilities plans

**F-3e.** Ensure that plans are flexible enough to respond to emerging trends, technology, etc. (ie. AI, AV)

**F-3f.+** Evaluate Smart City principles (e.g. free wifi)

**F-3g.+** Identify a strategy to operationalize environmental sustainability and efficient use of resources

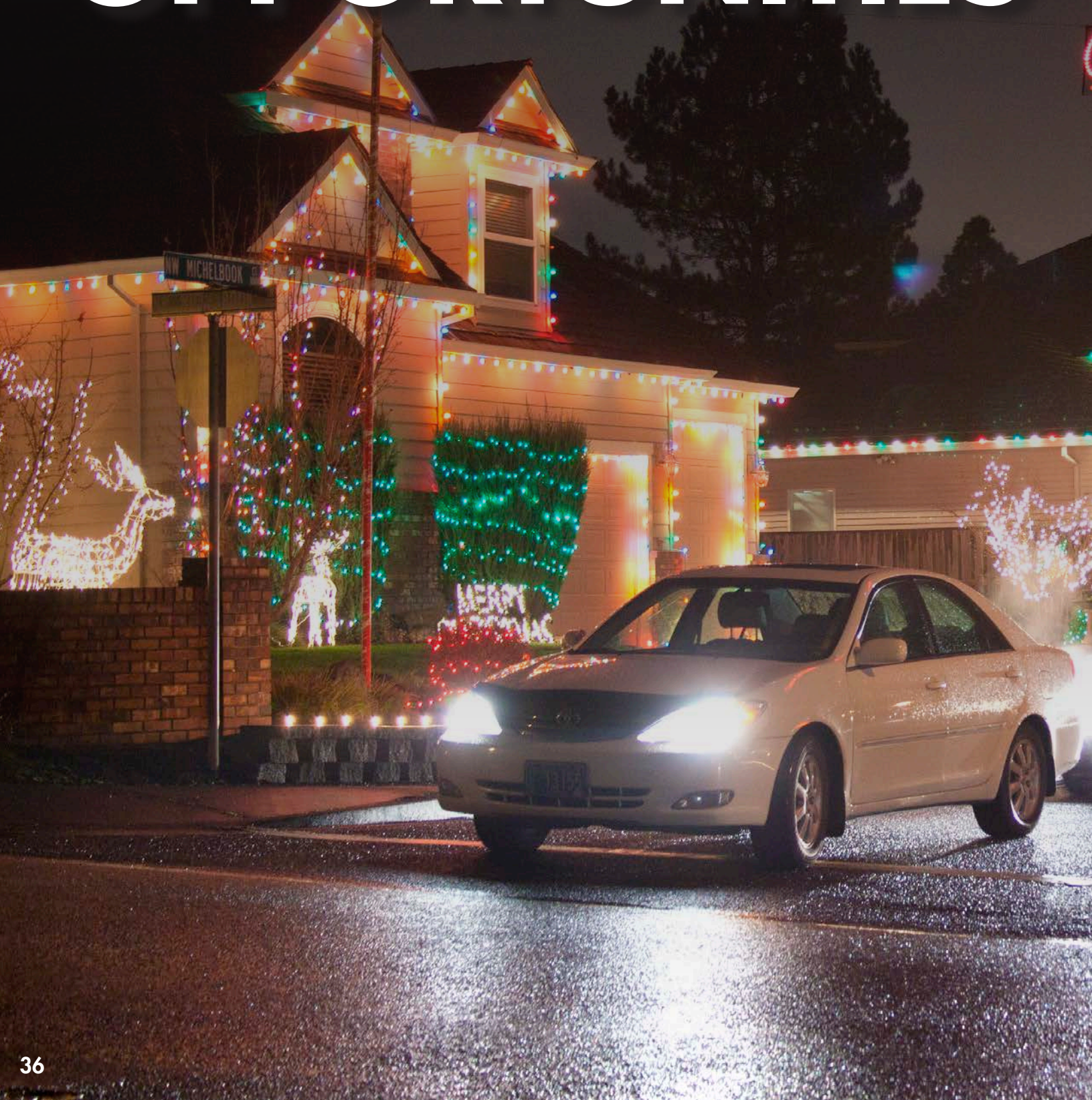


+Newly Added at 01-25-2019 City Council Retreat

\*Identified as a top priority action at 01-25-2019 City Council Retreat 35



# HOUSING OPPORTUNITIES





# GOAL G

**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





## G-1 Collaborate to improve the financial feasibility of diverse housing development opportunities

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
<b>G-1a.</b> 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
<b>G-1b.</b> 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:

**G-1c.** Explore entitlement status for Community Development Block Grants

**G-1d.** Provide a coordinated resource clearinghouse for those seeking housing financial assistance



## G-2 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
<b>G-2a.</b> 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
<b>G-2b.</b> 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:

**G-2c.\*** Housing strategy (May 2019) renew every 10 years

**G-2d.\*** Assess urban growth boundaries adjustment

+Newly Added at 01-25-2019 City Council Retreat

\*Identified as a top priority action at 01-25-2019 City Council Retreat



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*











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