	Strategic Priority	Objective	Action Item	Status
1	City Government Capacity	Develop and foster local and regional partnerships	Identify strategies and venues to improve opportunities for access to regional and state resources	In-Progress
2	City Government Capacity	Develop and foster local and regional partnerships	Communicate existing partnerships and initiatives (formal structured communication)	In-Progress
3	City Government Capacity	Gain efficiencies from technology and equipment investments	Identify and improve service delivery through process improvement training and technology upgrades	In-Progress
4	City Government Capacity	Identify and focus on the City's core services	Develop internal and external communication strategies	In-Progress
5	City Government Capacity	Identify and focus on City's core services	Financial Planning capacity: Identify Consulting staff, Financial Analyst or Economist to facilitate the development of biennial budget to improve decision making	Not-Started
6	City Government Capacity	Identify and focus on City's core services	Prioritize the Core Services Analysis	Not-Started
7	City Government Capacity	Invest in the City's workforce	Conduct regular staff training and mentorship	In-Progress
8	City Government Capacity	Invest in the City's workforce	Develop succession planning and knowledge transfer philosophy including long-range planning by department	In-Progress
9	Civic Leadership	Attract and Develop Future Leaders	Internal Leadership Development Program	Not-Started
10	Civic Leadership	Increase awareness of civic affairs and leadership opportunities	Identify internal leadership opportunities by department	Not-Started
11	Civic Leadership	Increase awareness of civic affairs and leadership opportunities	Engage late career and retirees in leadership and mentoring	Not-Started
12	Civic Leadership	Recognize and raise up leadership in all its forms, such that more people identify themselves as civic leaders	Develop Leadership Recognition Program (LRP)	Not-Started
13	Civic Leadership	Recognize and raise up leadership in all its forms, such that more people identify themselves as civic leaders	Implement LRP – Leadership Luncheon	Not-Started
14	Community Safety and Resiliency	Build a community culture of safety (consider safety best practices)	Youth outreach and education	In-Progress
15	Community Safety and Resiliency	Build a community culture of safety (consider safety best practices)	Incorporate the effect of the current state of camping on safety (community and Staff), resiliency, and capacity	In-Progress
16	Community Safety and Resiliency	Develop resiliency targets for critical infrastructure	Identify and mitigate natural and man-made hazards (Hazard mitigation plan)	In-Progress
17	Community Safety and Resiliency	Develop resiliency targets for critical infrastructure	Resiliency Planning to 2-3 week standards	In-Progress

18	Community Safety and Resiliency	Develop resiliency targets for critical infrastructure	Evaluate built environment downtown	Not-Started
19	Community Safety and Resiliency	Develop resiliency targets for critical infrastructure	Establish data and cyber security practices	In-Progress
20	Community Safety and Resiliency	Lead and plan for emergency preparedness	Establish a formal Emergency Management Program	In-Progress
21	Community Safety and Resiliency	Lead and plan for emergency preparedness	Allocate resources to planning, training	In-Progress
22	Community Safety and Resiliency	Lead and plan for emergency preparedness	Develop a safety plan for each City building	In-Progress
23	Community Safety and Resiliency	Lead and plan for emergency preparedness	Educate and train staff about roles and responsibilities (including general safety)	In-Progress
24	Community Safety and Resiliency	Lead and plan for emergency preparedness	Leverage local private resources in event of large emergency	In-Progress
25	Community Safety & Resiliency	Provide exceptional police, municipal court, utility service and public works	Develop external/internal service standards and quality management evaluation	In-Progress
26	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	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	Not-Started
27	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	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	Not-Started
28	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	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	In-Progress
29	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	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	In-Progress
30	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Appoint and train a designated coordinator to help new business owners navigate local development regulations and obtain federal, state and county-based financial incentives	Not-Started

31	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	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	Not-Started
32	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Improve key gateways into and through McMinnville with coordinated design interventions that reflect McMinnville's brand	Not-Started
33	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	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	In-Progress
34	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	As new infrastructure projects are planned and completed, such as a bridge replacement, ensure that the design serves McMinnville's sense of place	In-Progress
35	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Assess the sufficiency of McMinnville's existing design guidelines to protect and enhance valued aspects of the City's building stock and built form	In-Progress
36	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Vet the findings of McMinnville's most recent Economic Opportunities Analysis to clarify commercial and industrial land capacity; complete supplemental analyses as needed	In-Progress
37	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	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	In-Progress
38	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Invest in infrastructure improvements that make it safer and easier for residents and visitors to get around McMinnville	In-Progress
39	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Inventory key bike and pedestrian corridors and rank the investments required to improve pedestrian amenities	In-Progress
40	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Develop wayfinding graphics for primary pedestrian and bike connectors through and between McMinnville's major assets	Not-Started
41	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	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	In-Progress

42	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Complete improvements to Alpine Avenue and throughout the Granary/Northeast Gateway District	In-Progress
43	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Identify and complete high-priority infrastructure projects that serve McMinnville's current and future business community	In-Progress
44	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	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	In-Progress
45	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	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	In-Progress
46	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Develop an extensive, coordinated Capital Improvement Plan for business districts that supports current needs and is flexible enough to respond to future needs	In-Progress
47	Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Regain employer base that enhances the livability of McMinnville, Balancing the Tourist Economy	In-Progress
48	Economic Prosperity	Foster opportunity in technology and entrepreneurship	Foster physical connections to existing tech and entrepreneurship hubs through low-cost air services	Not-Started
49	Economic Prosperity	Be a leader in hospitality and place-based tourism	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	In-Progress
50	Engagement and Inclusion	Cultivate cultural competency and fluency throughout the community	Inclusion audit -Climate survey - Inclusive language evaluation - Naming policy for City facilities	Not-Started
51	Engagement and Inclusion	Celebrate diversity of McMinnville	Identify Opportunities and Support Existing Events (i.e. Sabor Latino, TEDxMcMinnville, UFO Festival)	In-Progress
52	Engagement and Inclusion	Celebrate diversity of McMinnville	Describe and communicate diversity in McMinnville – Develop a strategy/ plan	In-Progress
53	Engagement and Inclusion	Improve access by identifying and removing barriers to participation	ADA Transition Plan	In-Progress
54	Engagement and Inclusion	Improve access by identifying and removing barriers to participation	Translation of documents and signs/Interpretation during public engagement events	In-Progress

55	Engagement and Inclusion	Improve access by identifying and removing barriers to participation	Review procurement process	In-Progress
56	Growth and Development Character	Define the unique character through a community process that articulates our core principles	Update Comp Plan Policies	Not-Started
57	Growth and Development Character	Educate and build support for innovative and creative solutions	Develop an educational program to gather and share innovative/creative ideas for growth and development	Not-Started
58	Growth and Development Character	Educate and build support for innovative and creative solutions	Establish a program to promote and implement pilot projects	Not-Started
59	Growth and Development Character	Educate and build support for innovative and creative solutions	Explore open data initiative	In-Progress
60	Growth and Development Character	Strategically plan for short and long-term growth and development that will create enduring value for the community	Build the new Pool/Community Center	In-Progress
61	Housing Opportunities	Collaborate to improve the financial feasibility of diverse housing development opportunities	Explore entitlement status for Community Development Block Grants	In-Progress
62	Housing Opportunities	Conduct thorough and timely planning and forecasting to ensure that regulatory frameworks and land supply align with market-driven housing needs	Assess urban growth boundaries adjustment	In-Progress