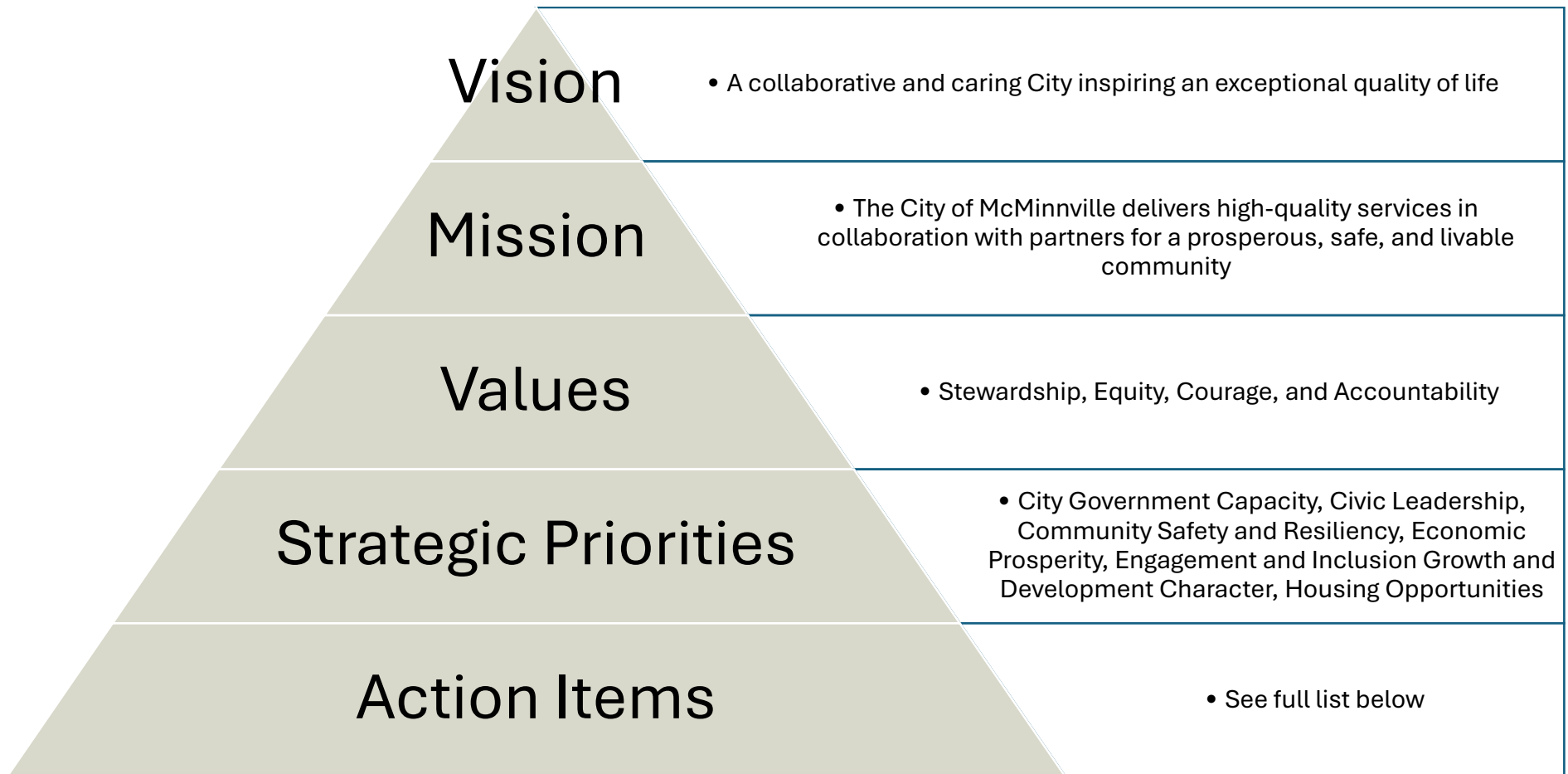


# Strategic Plan Update

## August 2025

### Background of Strategic Plan

The Strategic plan was developed in four phases, each phase building on the last, to develop a mission-driven strategic plan.



**Phase 1:** To develop a *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
- Two facilitated discussions with the Project Leadership Team (City department directors and community stakeholders)
- City Council
- Online web survey with more than 1,000 unique community responses
- A large community meeting attended by over 50 civic stakeholders.

**Phase 2:** The City organized small staff and community work groups on each of the strategic priorities in order to develop *Goals and 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.

**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.

**Phase 4:** In consultation with the Project Leadership Team and the Council, the City has developed a set of *Success Measures* which it will they intended to use to track progress on the strategic plan implementation.

The action items included in the MacTown 2032 document were intended to be completed within the first 2-3 years of the strategic plan. Unfortunately, the COVID pandemic hit one year later. The pandemic changed the way the City works, changed priorities, and created significant delays in progress on the action items. However, the City continues to make progress with the action items, as shown below.

**Action Items added in 2024:**

- Evaluate and implement Core HR functions
- Financial Planning capacity: Identify Consulting staff, Financial Analyst or Economist to facilitate the development of biennial budget to improve decision making
- Prioritize the Core Services Analysis
- Identify relevant KPI's and track the data necessary to inform service delivery.
- Survey the community on Core Service Priorities
- Incorporate the effect of the current state of camping on safety (community and Staff), resiliency, and capacity
- Regain employer base that enhances the livability of McMinnville, Balancing the Tourist Economy
- Build the new Pool/Community Center
- Establish T, P, M, or similar regulatory tool in the EID related to wine bars or other sole alcohol sales businesses

## Status of Current Actions Items

### 23 Items Removed during January 2025 Goal Setting with Council

City Government Capacity	New in 2024	Identify relevant KPI's and track the data necessary to inform service delivery.
City Government Capacity	New in 2024	Survey the community on Core Service Priorities
Civic Leadership	Attract and Develop Future Leaders	Proactive recruitment of people into leadership opportunities
Civic Leadership	Attract and Develop Future Leaders	Ensure safe, respectful environment on boards and commissions
Civic Leadership	Attract and Develop Future Leaders	Improve communication about pathways to leadership
Civic Leadership	Attract and Develop Future Leaders	Create youth development leadership initiative
Civic Leadership	Increase awareness of civic affairs and leadership opportunities	Use City programs and events to showcase leadership (staff)
Civic Leadership	Increase awareness of civic affairs and leadership opportunities	Create bite-sized leadership opportunities for the public
Civic Leadership	Increase awareness of civic affairs and leadership opportunities	Document the history of civic leadership in McMinnville
Civic Leadership	Recognize and raise up leadership in all its forms, such that more people identify themselves as civic leaders	Implement LRP – Civic Plaza Leadership Monument
Community Safety & Resiliency	Build a community culture of safety (consider safety best practices)	Revise local dangerous building ordinance
Community Safety & Resiliency	Provide exceptional police, municipal court, utility service and public works	Develop or establish standards for training, response time and staffing
Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Coordinate street furniture and other amenities with McMinnville's brand
Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Explore the feasibility of consistent commuter private airline service between McMinnville and larger regional hubs, such as Seattle, Portland and northern California
Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Work with McMinnville Water and Light to develop a process for evaluating and placing electrical infrastructure underground, particularly for new development
Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Identify and evaluate options to add an alternate freight route
Economic Prosperity	Foster opportunity in technology and entrepreneurship	Create an "invest in the Future" grant program that is targeted towards private investment and business development with living wage job outcomes

Economic Prosperity	Encourage connections to the local food system and cultivate a community of exceptional restaurants	Evaluate alignment of food cart regulations with community goals
Engagement & Inclusion	Cultivate cultural competency and fluency throughout the community	Customer service delivery training for culturally responsive provision
Engagement & Inclusion	Grow City's employees and Boards and Commissions to reflect our community	Educate staff and officials on demographics
Growth & Development Character	Define the unique character through a community process that articulates our core principles	Develop and implement a Public Engagement Charter
Growth & Development Character	Define the unique character through a community process that articulates our core principles	Establish T, P, M, or similar regulatory tool in the EID related to wine bars or other sole alcohol sales businesses
Housing Opportunities	Collaborate to improve the financial feasibility of diverse housing development opportunities	Collaborate to improve the financial feasibility of diverse housing development opportunities

47 Items Operationalized/Completed		
City Government Capacity	Develop and foster local and regional partnerships	Strategically participate in local and regional partnerships
City Government Capacity	Develop and foster local and regional partnerships	Encourage participation and information sharing in professional associations
City Government Capacity	Gain efficiencies from technology and equipment investments	Audit, evaluate, advise, and encourage a culture of innovation
City Government Capacity	Identify and focus on the City's core services	Develop a definition of core services
City Government Capacity	Identify and focus on the City's core services	Identify the true cost of core services
City Government Capacity	Identify and focus on the City's core services	Establish method to prioritize services with resources and maintenance needs
City Government Capacity	Invest in the City's workforce	Develop centralized human resources function to support thriving workforce
City Government Capacity	Invest in the City's workforce	Evaluate and implement core HR functions
City Government Capacity	Invest in the City's workforce	Competitive and equitable compensation
Civic Leadership	Attract and Develop Future Leaders	Civic education progress
Civic Leadership	Attract and Develop Future Leaders	Use knowledge of barriers to create opportunities
Civic Leadership	Increase awareness of civic affairs and leadership opportunities	Use City programs and events to showcase leadership (council)
Civic Leadership	Increase awareness of civic affairs and leadership opportunities	Develop and deliver a communication plan with a consistent leadership message tailored to specific audiences
Civic Leadership	Recognize and raise up leadership in all its forms, such that more people identify themselves as civic leaders	Implement LRP – Mayor's leadership awards
Community Safety & Resiliency	Build a community culture of safety (consider safety best practices)	Engage community through partnerships
Community Safety & Resiliency	Build a community culture of safety (consider safety best practices)	Crime prevention through environmental design
Community Safety & Resiliency	Lead and plan for emergency preparedness	Update Continuity of Operations Plan
Community Safety and Resiliency	Develop resiliency targets for critical infrastructure	Code and zoning development and enforcement
Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Improve McMinnville's sense of place through thoughtful design
Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Assess land supply for commercial and industrial uses and document lands available for development

Economic Prosperity	Accelerate growth in living wage jobs across a balanced array of industry sectors	Create a user-friendly program to coordinate utility improvements for both public and private improvements to ensure maximum efficiencies and potential
Economic Prosperity	Improve systems for economic mobility and inclusion	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
Economic Prosperity	Improve systems for economic mobility and inclusion	Support Disadvantaged Business Enterprise businesses
Economic Prosperity	Locate higher job density activities in McMinnville	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
Engagement & Inclusion	Actively protect people from discrimination & harassment	Track, monitor, report statistics (re: hate crimes, bias)
Engagement & Inclusion	Actively protect people from discrimination & harassment	Diversity Equity and Inclusion Advisory Council
Engagement & Inclusion	Actively protect people from discrimination & harassment	Employee Training (i.e. implicit bias and awareness)
Engagement & Inclusion	Improve access by identifying and removing barriers to participation	Bilingual pay incentive
Engagement & Inclusion	Improve access by identifying and removing barriers to participation	Develop inclusion plans City-wide and by department
Engagement & Inclusion	Improve access by identifying and removing barriers to participation	Evaluate software for inclusion
Engagement & Inclusion	Cultivate cultural competency and fluency throughout the community	Emotional intelligence training for City employees
Engagement and Inclusion	Cultivate cultural competency and fluency throughout the community	Convene other partners
Engagement & Inclusion	Grow City's employees and Boards and Commissions to reflect our community	Develop recruitment and retention strategies
Engagement & Inclusion	Grow City's employees and Boards and Commissions to reflect our community	Evaluate, redesign advertising and recruitment tools
Growth & Development Character	Define the unique character through a community process that articulates our core principles	Key stakeholder survey
Growth & Development Character	Educate and build support for innovative and creative solutions	Social media strategy to inform and engage
Growth & Development Character	Strategically plan for short and long-term growth and development that will create enduring value for the community	Conduct a community visioning project

Growth & Development Character	Strategically plan for short and long-term growth and development that will create enduring value for the community	Update long range land use plans
Growth & Development Character	Strategically plan for short and long-term growth and development that will create enduring value for the community	Evaluate and plan for City service demands based on growth and development impacts
Growth & Development Character	Strategically plan for short and long-term growth and development that will create enduring value for the community	Ensure that plans are flexible enough to respond to emerging trends, technology, etc. (i.e. AI, AV)
Growth & Development Character	Strategically plan for short and long-term growth and development that will create enduring value for the community	Set a policy for updating facilities plans
Growth & 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
Housing Opportunities	Collaborate to improve the financial feasibility of diverse housing development opportunities	Engage with the governor's office for housing development
Housing Opportunities	Collaborate to improve the financial feasibility of diverse housing development opportunities	Inventory financial tools available to support housing development
Housing Opportunities	Conduct thorough and timely planning and forecasting to ensure that regulatory frameworks and land supply align with market-driven housing needs	Buildable land inventory (Dec 2018) renew every 10 years
Housing Opportunities	Conduct thorough and timely planning and forecasting to ensure that regulatory frameworks and land supply align with market-driven housing needs	Housing needs analysis (March 2019) renew every 10 years
Housing Opportunities	Conduct thorough and timely planning and forecasting to ensure that regulatory frameworks and land supply align with market-driven housing needs	Housing strategy (May 2019) renew every 10 years