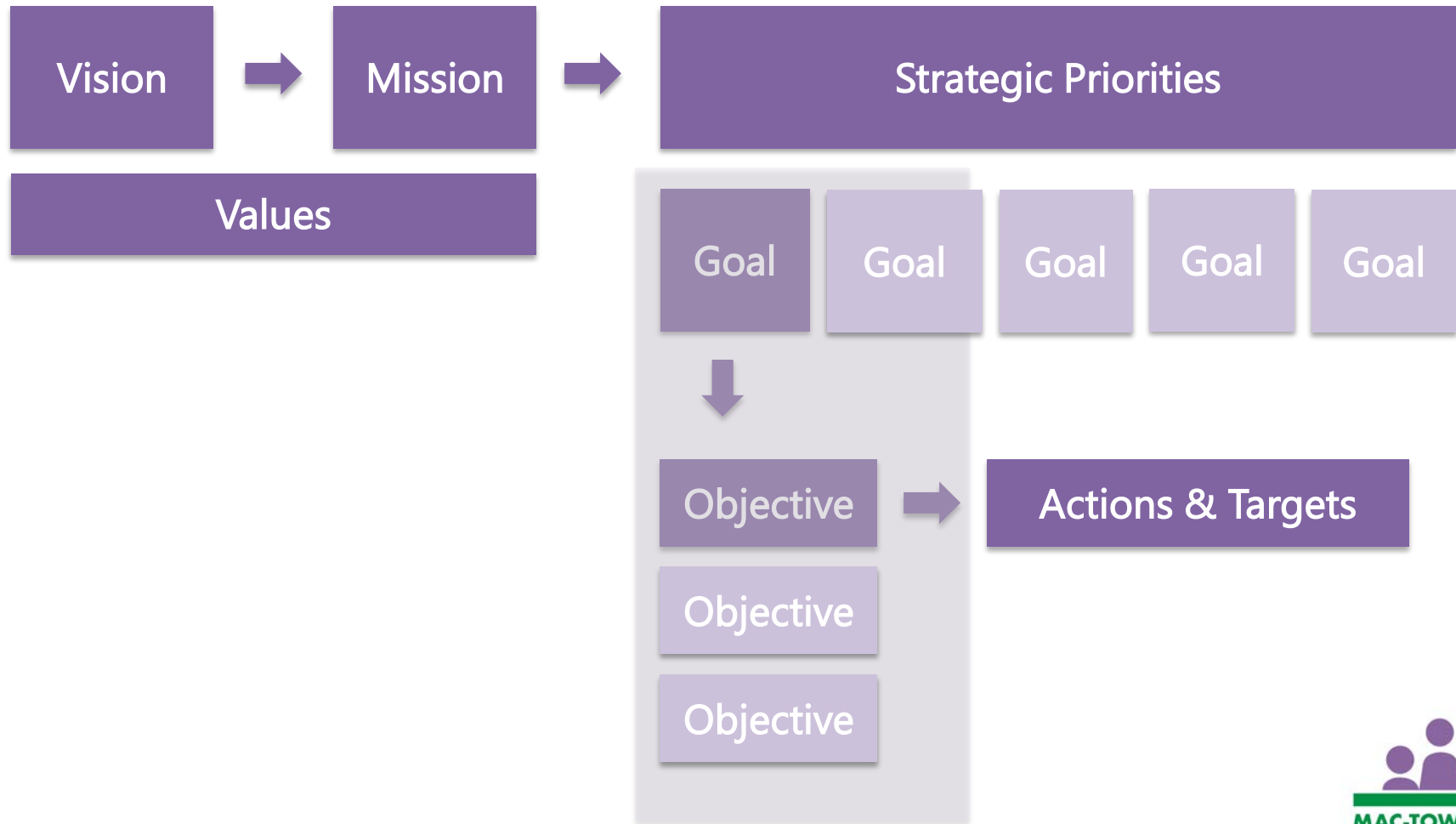# MAC-TOWN 2032: STRATEGIC PLAN

Update – Action Plans

September 11, 2018

COMPONENTS OF A STRATEGIC PLAN

Vision → Mission → Strategic Priorities

Values

| Goal | Goal | Goal | Goal | Goal |

Goal → Objective → Actions & Targets

Objective

Objective

MAC-TOWN 2032
STRATEGIC PLAN

Discuss Today!

McMinnville Draft Purpose Statements

Vision

With a legacy of strong civic leadership, McMinnville is a diverse and thriving city growing with intention to preserve our small town feel while expanding opportunities for all.

Mission

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

Values

Stewardship ● Equity ● Courage ● Accountability

Strategic Priorities *(Next slide)*

MAC-TOWN 2032
STRATEGIC PLAN

McMinnville Strategic Priorities

- City Government Capacity

- Civic Leadership

- Community Safety & Resiliency

- Economic Prosperity

- Engagement & Inclusion

- Growth & Development Character

- Housing Opportunities (across the income spectrum)

CITY GOVERNMENT CAPACITY

GOAL: Strengthen the City's ability to prioritize & deliver municipal services with discipline and focus.

OBJECTIVES:

- Develop & foster local & regional partnerships.
- Gain efficiencies from technology & equipment investments.
- Identify & focus on the City's core services.
- Invest in the City's workforce.

CITY GOVERNMENT CAPACITY

OBJECTIVE: Develop & foster local & regional partnerships.

Actions:

- Create capacity to identify & participate.
- Communicate existing partnerships with potential to improve/support department initiatives.
- Identify strategies & venues to improve opportunities for access to regional, state, etc., resources.
- Encourage participation & information sharing in professional associations.

CITY GOVERNMENT CAPACITY

OBJECTIVE: Gain efficiencies from technology & equipment investments.

Actions:

- Innovation function to audit, evaluate, advise.

- Evaluate utilization of existing technology platforms.

- Increase opportunities for process improvement training & implementation.

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STRATEGIC PLAN

CITY GOVERNMENT CAPACITY

OBJECTIVE: Gain efficiencies from technology & equipment investments.

Actions:

- Evaluate physical deployment of city services/facilities.

- Finish phone system upgrade or replace/ update phone system.

- Endorse innovation culture.

CITY GOVERNMENT CAPACITY

OBJECTIVE: Identify & focus on the City's core services.

Actions:

- Develop a communication strategy.
- Present alternative revenue report from LOC.
- Identify the true cost of core services.
- Leadership Team to define core services for Mac.
- Establish method to prioritize projects & work assignments.
- Complete Facility Assessment.

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STRATEGIC PLAN

CITY GOVERNMENT CAPACITY

OBJECTIVE: Invest in the City's workforce.

Actions:

- Competitive & equitable compensation.
- Conduct regular staff training & mentorship.
- Develop succession planning.
- Planning for knowledge transfer.
- Develop centralized HR function to support a thriving workforce.
- Organizational Health (placeholder).

MAC-TOWN 2032
STRATEGIC PLAN

CITY GOVERNMENT CAPACITY

OBJECTIVE: Invest in the City's workforce.

Actions:

- Volunteer Recognition.
- All staff meeting.
- Supervisor/Manager meeting.
- Employee Newsletter.
- Emotional Intelligence training.
- Employee Recognition Program
- Formal opportunities for cross department work.

CITY GOVERNMENT CAPACITY

OBJECTIVE: Invest in the City's workforce.

Actions:

- Employee Representative Committee role clarity & work plan.
- Joint leader/management work.
- Compensation Study.
- Employee Newsletter.
- Long range plans for all departments.
- Employee Survey

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STRATEGIC PLAN

CIVIC LEADERSHIP

GOAL: Encourage a variety of leadership development opportunities to foster a culture of civic pride & involvement.

OBJECTIVES:

- Attract & develop future leaders.

- Increase awareness of civic affairs & leadership opportunities.

- Recognize & raise up leadership in all forms, resulting in more self-identification as leaders.

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STRATEGIC PLAN

CIVIC LEADERSHIP

OBJECTIVE: Attract & develop future leaders.

Actions:

- Improve communication about pathways (clearing house).

- Identify, assess, mitigate barriers.

- Call to action for future engagement. Leverage partnerships.

- Civic education progress.

- Create capacity for City Staff to participate in school & higher ed programs to gain interest (teaching opportunities).

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STRATEGIC PLAN

CIVIC LEADERSHIP

OBJECTIVE: Attract & develop future leaders.

Actions:

- Use knowledge of barriers to create opportunities.

- Internal Leadership Academy (i.e. Leadership Exchange).

- Proactive recruitment of people into leadership opportunities.

- Create youth development leadership initiative.

- Ensure safe, respectful environment on boards & commissions.

MAC-TOWN 2032
STRATEGIC PLAN

CIVIC LEADERSHIP

OBJECTIVE: Increase awareness of civic affairs & leadership opportunities.

Actions:

- Create "bite sized" leadership opportunities for public.

- Document the history of civic leadership in Mac.

- Create a communication plan which will be tailored to target specific audiences.

- Identify leadership opportunities by department.

- Create social media accounts.

CIVIC LEADERSHIP

OBJECTIVE: Increase awareness of civic affairs & leadership opportunities.

Actions:

- Executive Team to develop & deliver consistent leadership message/s, i.e. Chamber Leadership Program.

- Use City programs & events to showcase leadership.

- Engage late career & retirees in leadership & mentoring.

CIVIC LEADERSHIP

OBJECTIVE: Recognize & raise up leadership in all forms, resulting in more self-identification as leaders.

Actions:

- Help describe the public good created by volunteering.

- Identify leadership qualities.

- Identify current leaders or current barriers.

- Develop a common understanding of leadership (meaning, characteristics…).

CIVIC LEADERSHIP

OBJECTIVE: Recognize & raise up leadership in all forms, resulting in more self-identification as leaders.

Actions:

- Showcasing community advocates not in formal leadership roles.

- Leadership recognition.

- Leadership Monument in Plaza next to Civic Hall.

- Leadership luncheon.

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STRATEGIC PLAN

COMMUNITY SAFETY AND RESILIENCY

GOAL: Proactively plan for & responsively maintain a safe & resilient community.

OBJECTIVES:

- Build a community culture of safety (consider safety best practices).

- Develop community resiliency targets for critical infrastructure.

- Lead & plan for emergency preparedness.

- Provide exceptional police, fire, emergency medical services (EMS), utility services & public works & facilities.

MAC-TOWN 2032
STRATEGIC PLAN

COMMUNITY SAFETY AND RESILIENCY

OBJECTIVE: Build a community culture of safety (consider safety best practices).

Actions:

- Engage community through partnerships.
- Youth outreach & education (i.e. safe routes).
- Community Groups & neighborhood watch programs.
- Coordination with Educational Instruction.

MAC-TOWN 2032
STRATEGIC PLAN

COMMUNITY SAFETY AND RESILIENCY

OBJECTIVE: Build a community culture of safety (consider safety best practices).

Actions:

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

- Support existing programs (i.e. School Resource Officers, Park Rangers, Traffic Safety, CERT).

- Revise local dangerous building ordinance.

MAC-TOWN 2032
STRATEGIC PLAN

COMMUNITY SAFETY AND RESILIENCY

OBJECTIVES: Develop community resiliency targets for critical infrastructure.

Actions:

- Code and zoning development enforcement.
- Identify and mitigate natural and man-made hazards (Hazard Mitigation Plan).
- Develop regional hardened data center with public/private hosting.
- Resiliency Planning to 2-3 week standards.
- Evaluate built environment downtown.

MAC-TOWN 2032
STRATEGIC PLAN

COMMUNITY SAFETY AND RESILIENCY

OBJECTIVE: Lead & plan for emergency preparedness.

Actions:

- Educate & train staff about roles & responsibilities (including general safety).
- Appoint an Emergency Manager to serve as a single point of contact for the City.
- Leverage local private resources in event of large emergency.
- Allocate resources to planning, training.
- Update Continuity of Operations Plan.
- Develop a safety plan for each City building.

COMMUNITY SAFETY AND RESILIENCY

OBJECTIVE: Provide exceptional police, fire, emergency medical services (EMS), utility services & public works & facilities.

Actions:

- Develop standards for training, response time & staffing.

- Quality Management (i.e. program evaluation standards).

- Evaluate, pursue, maintain accreditation.

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STRATEGIC PLAN

ENGAGEMENT & INCLUSION

GOAL: Create a culture of acceptance & mutual respect that acknowledges differences & strives for equity.

OBJECTIVES:

- Actively protect people from discrimination & harassment.

- Celebrate diversity of McMinnville.

- Cultivate cultural competency & fluency throughout the community.

MAC-TOWN 2032
STRATEGIC PLAN

ENGAGEMENT & INCLUSION

GOAL: Create a culture of acceptance & mutual respect that acknowledges differences & strives for equity.

OBJECTIVES:

- Grow City's labor force & Boards & Commissions to reflect our diverse community.

- Improve access by identifying & removing barriers to participation.

ENGAGEMENT & INCLUSION

OBJECTIVE: Actively protect people from discrimination & harassment.

Actions:

- Develop codes of conduct.
- Employee training (i.e. implicit bias & awareness).
- Track, monitor, report statistics (i.e. hate crime, bias).
- Diversity, Equity & Inclusion Advisory Council.

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STRATEGIC PLAN

ENGAGEMENT & INCLUSION

OBJECTIVE: Celebrate diversity of McMinnville.

Actions:

- Support existing events (i.e. Sabor Latino).
- Identify existing & new opportunities.
- Describe and communicate diversity in Mac.

MAC-TOWN 2032
STRATEGIC PLAN

ENGAGEMENT & INCLUSION

OBJECTIVE: Cultivate cultural competency & fluency throughout the community.

Actions:

- Language evaluation for gender identity (i.e. website pronouns).

- Service delivery training for culturally responsive provision.

- Naming policy.

- Convene other partners.

- City wide climate survey.

- Emotional Intelligence Training for City Employees.

ENGAGEMENT & INCLUSION

OBJECTIVE: Grow City's labor force & Boards & Commissions to reflect our diverse community.

Actions:

- Evaluate, redesign advertisement & recruiting tools.

- Educate staff & elected officials re: demographics of community & organization.

- Recruitment & retention strategies.

MAC-TOWN 2032
STRATEGIC PLAN

ENGAGEMENT & INCLUSION

OBJECTIVE: Improve access by identifying & removing barriers to participation.

Actions:

- Translation of documents, signs, etc.
- ADA Transition Plan.
- Evaluate software for inclusion.
- Bilingual pay incentive policy.
- Develop inclusion plans City wide & by department.
- Review procurement processes.

MAC-TOWN 2032
STRATEGIC PLAN

GROWTH & DEVELOPMENT CHARACTER

GOAL: Guide growth & development strategically, responsively & responsibly to enhance our unique character.

OBJECTIVES:

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

- Educate & build support for innovative & creative solutions.

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

MAC-TOWN 2032
STRATEGIC PLAN

GROWTH & DEVELOPMENT CHARACTER

OBJECTIVE: Define the unique character through a community process that articulates our core principles.

Actions:

- Develop & implement a Public Engagement Charter.

- Conduct a key stakeholder survey.

- Update comprehensive plan policies.

MAC-TOWN 2032
STRATEGIC PLAN

GROWTH & DEVELOPMENT CHARACTER

OBJECTIVE: Educate & build support for innovative & creative solutions.

Actions:

- Social Media strategy to inform & engage.
- Develop an educational program to gather & share innovative/creative ideas for growth & development.
- Establish a program to promote & implement pilot projects.
- Explore open data initiative.

MAC-TOWN 2032
STRATEGIC PLAN

GROWTH & DEVELOPMENT CHARACTER

OBJECTIVE: Strategically plan for short & long-term growth & development that will create enduring value for the community.

Actions:

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

- Evaluate & plan for City service demands based on growth & development impacts.

- Conduct a community visioning project.

- Set a policy for updating facilities plans.

- Update long range land use plans.

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STRATEGIC PLAN

HOUSING OPPORTUNITIES

GOAL: Create diverse housing opportunities that support great neighborhoods.

OBJECTIVES:

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

MAC-TOWN 2032
STRATEGIC PLAN

HOUSING OPPORTUNITIES

OBJECTIVE: Collaborate to improve the financial feasibility of diverse housing development opportunities.

Actions:

- Inventory financial tools available to support housing development.

- Explore entitlement status for Community Development Block Grant funds.

- Engage with Governor's Office for Housing Development.

HOUSING OPPORTUNITIES

OBJECTIVE: Conduct thorough & timely planning & forecasting to ensure that regulatory frameworks & land supply align with market-driven housing needs.

Actions:

- Complete Buildable Lands Analysis.
- Conduct Housing Needs Analysis.
- Develop Housing Strategy.
- Implement Great Neighborhood Principles.
- Assess Urban Growth Boundary.
- Prepare City Center housing strategy.

MAC-TOWN 2032
STRATEGIC PLAN

HOUSING OPPORTUNITIES

OBJECTIVE: Promote diverse housing types.

Actions:

- Consider inclusionary zoning program.
- Research & evaluate development code incentives.
- Evaluate & implement transitional housing options.
- Leverage City resources to promote mixed use housing opportunities.
- Partner with school district to construct new housing types.

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STRATEGIC PLAN

CITY GOVERNMENT CAPACITY

GOAL: Strengthen the City's ability to prioritize & deliver municipal services with discipline and focus.

OBJECTIVES:

- Develop & foster local & regional partnerships.
- Gain efficiencies from technology & equipment investments.
- Identify & focus on the City's core services.
- Invest in the City's workforce.

MAC-TOWN 2032 STRATEGIC PLAN

Economic Prosperity Mission

McMinnville provides **economic opportunity** for all residents through sustainable growth across a **balanced array of traditional & innovative industry sectors**, from steel manufacturing to technology. Economic growth is **collaborative**, & **inclusive** of individuals from diverse backgrounds. Businesses leverage **local & regional talent pipelines** while attracting new employees & residents who value McMinnville's **high quality of life**. Our strong downtown serves residents & visitors alike, featuring unique shops & world-class restaurants that offer **locally produced food products & globally renowned wine**. As we evolve, we prize our **small town roots &** we maintain McMinnville's character.

MAC-TOWN 2032
STRATEGIC PLAN

Economic Prosperity

- **Foundational Goals & Strategies** are meant to be broadly beneficial across multiple industry sector.

- **Target Sector Goals & Strategies** are intended to pursue opportunities & improve outcomes within clusters or sectors of related industries.

Foundational Goals & Strategies

- Accelerate Growth in Living Wage Jobs Across a Balanced Array of Industry Sectors.

- Improve Systems for Economic Mobility & Inclusion.

- Maintain & Enhance Our Quality of Life.

Target Sector Goals & Strategies

- Sustain & Innovate with Traditional Industry & Advanced Manufacturing.

- Foster Opportunity in Technology & Entrepreneurship.

- Be a Leader in Hospitality & Place-Based Tourism.

- Align & Cultivate Opportunities in Craft Beverages & Food Systems.

- Proactively Assist Growth in Education, Medicine & Other Sciences.

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STRATEGIC PLAN

Accelerate Growth in Living Wage Jobs

OBJECTIVE: Maintain & enhance McMinnville's positive business climate.

Actions:

- Improve the dialogue between the City & the local business community.

- Provide additional tools & resources for business formation & growth.

- Sustain a streamlined permitting & approvals process.

MAC-TOWN 2032
STRATEGIC PLAN

Accelerate Growth in Living Wage Jobs

OBJECTIVE: Develop McMinnville's brand & leverage McMinnville's strong sense of place to spur economic growth.

Actions:

- Conduct a formal branding process.
- Reinforce McMinnville's brand identity through strategic communications.
- Communicate McMinnville's sense of place through thoughtful design.

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STRATEGIC PLAN

Accelerate Growth in Living Wage Jobs

OBJECTIVE: Ensure commercial & industrial land availability.

Actions:

- Assess land supply for commercial & industrial uses & document lands available for development.

- Communicate land availability to current & prospective businesses.

Accelerate Growth in Living Wage Jobs

OBJECTIVE: Improve infrastructure to serve businesses, visitors & local residents.

Actions:

- Improve external connections between McMinnville & the region.

- Invest in infrastructure improvements that make it safer & easier for residents & visitors to get around McMinnville.

- Identify & complete high-priority infrastructure projects that serve McMinnville's current & future business community.

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STRATEGIC PLAN

Accelerate Growth in Living Wage Jobs

OBJECTIVE: Expand efforts in talent attraction & retention.

Economic Mobility & Inclusion

OBJECTIVE: Enhance education & workforce development, build career pathways & provide adult skills training.

Actions:

- Increase the access for McMinnville residents to workforce training & re-training resources at local community & technical colleges

- Improve access to skill development & education in career pathways at the elementary & secondary levels.

- Work with local businesses to specify workforce needs, including occupations & skills.

Economic Mobility & Inclusion

OBJECTIVE: Provide tools for growing & scaling small, entrepreneurial endeavors.

Actions:

- Connect businesses with available resources.
- Support Disadvantaged Business Enterprise (DBE) businesses.

OBJECTIVE: Ensure adequacy of social services.

High Quality of Life

OBJECTIVE: Provide a sufficient quantity of housing units that suit local wages & workforce needs.

Actions:

- Ensure that regulatory frameworks & land supply align with market-driven housing needs.

- Collaborate to improve the financial feasibility of housing development & new home purchases.

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STRATEGIC PLAN

High Quality of Life

OBJECTIVE: Expand & improve recreation amenities & options.

Actions:

- Update the Parks, Recreation & Open Space Plan to evaluate & prioritize investments in recreation infrastructure.

- Cultivate partnerships to develop & market McMinnville's recreation amenities.

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STRATEGIC PLAN

High Quality of Life

OBJECTIVE: Invest in McMinnville's neighborhoods.

Actions:

- Implement the recommendations of the citywide Strategic Plan, particularly as they relate to livable neighborhoods.

- Ensure that regulations & City investments encourage livability.

High Quality of Life

OBJECTIVE: Leverage arts & culture amenities.

OBJECTIVE: Proactively maintain McMinnville's character.

OBJECTIVE: Become a regional leader in cross-jurisdiction collaboration & problem solving.

Traditional Industry & Advanced Manufacturing

OBJECTIVE: Ensure workforce availability in trades & other mid-skill positions.

OBJECTIVE: Connect traditional industry & advanced manufacturing to innovation resources for sustainable growth.

OBJECTIVE: Expand & market land availability for industrial activities.

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STRATEGIC PLAN

Technology & Entrepreneurship

OBJECTIVE: Become a place where small & medium technology firms can relocate & grow.

OBJECTIVE: Provide opportunities for co-working, teleworking, & other arrangements enabled by telecommunications technology.

OBJECTIVE: Incubate new businesses & start-ups.

OBJECTIVE: Create new talent pipelines for tech-related occupations.

MAC-TOWN 2032 STRATEGIC PLAN

Hospitality & Place-Based Tourism

OBJECTIVE: Make downtown the best it can be.

OBJECTIVE: Become the preferred destination for wine-related tourism.

OBJECTIVE: Diversify tourism destinations beyond wine.

OBJECTIVE: Market & promote McMinnville.

Craft Beverages & Food Systems

OBJECTIVE: Maintain prominence in wine while looking for opportunities to innovate within supply chains, viticulture & production.

OBJECTIVE: Locate higher job-density food & beverage activities within McMinnville.

OBJECTIVE: Expand Research & Development for wine & other agricultural/cultivation-oriented & value-added practices.

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STRATEGIC PLAN

Craft Beverages & Food Systems

OBJECTIVE: Open new markets for local agricultural products.

OBJECTIVE: Encourage a holistic approach to local food culture, improving connections to the local producers & cultivating a community of exceptional restaurants & culinary establishments.

OBJECTIVE: Preserve natural assets while ensuring long-term stability in agricultural production.

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STRATEGIC PLAN

Education, Medicine & Other Sciences

OBJECTIVE: Leverage institutional land assets & support planning for institutional growth & clustering.

OBJECTIVE: Assist in recruitment & training to fill specific workforce needs.

OBJECTIVE: Support the expansion of programmatic offerings at local institutions.

OBJECTIVE: Improve & expand connections between key institutions & the City of McMinnville.

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STRATEGIC PLAN

Next Steps

❑ Focus Group participants will meet September 18th, 3-5 p.m. to review DRAFT Action Plans.

❑ Executive Team led work groups will refine & prioritize actions; set targets for timeline.

❑ Consultant Team will review results & prepare report for Council.

❑ City Council Meeting, October 9th.

- Review Strategic Plan.

- Offer direction for next steps/adoption.