

Kent Taylor Civic Hall 200 NE Second Street McMinnville, OR 97128

City Council Work Session Agenda Wednesday, January 20, 2021 6:00 p.m. – Work Session

Welcome! The public is strongly encouraged to participate remotely but there is limited seating at Civic Hall for those who are not able to patriciate remotely. However, if you are not feeling well, please stay home and take care of yourself. In accordance with Governor Kate Brown's new face covering mandate, all who wish to attend public meetings must wear a face mask or some kind of face covering is required while in the building and you must maintain six feet apart from others.

You can live broadcasts the City Council Meeting on cable channels Xfinity 11 and 331, Frontier 29 or webstream here:

www.mcm11.org/live

You may join online via Zoom Meeting:

 $\underline{https://mcminnvilleoregon.zoom.us/j/96105541564?pwd=T1o10VZkZXVVdnJtRnEycTRPdGpaUT09}$

Meeting ID: 961-0554-1564 Zoom Password: 065183

Or you can call in and listen via zoom: 1-253-215-8782 Meeting ID: 961-0554-1564

- 1. CALL TO ORDER
- 2. GOAL SETTING WITH WENDY STASSENS
- 3. ADJOURNMENT

Kent Taylor Civic Hall is accessible to persons with disabilities. A request for an interpreter for the having impaired or for other accommodations for persons with disabilities should be made a least 48 hours before the meeting to the Claudia Cisneros, City Recorder (503) 435-5702.



City of McMinnville
Administration
230 NE Second Street

McMinnville, OR 97128 (503) 435-5702

www.mcminnvilleoregon.gov

MEMORANDUM

DATE: January 14th, 2021

TO: City Council

FROM: Claudia Cisneros, City Recorder **SUBJECT:** Goal Setting with Wendy Stassens

Summary:

Wendy Stassens kicked off the City Council Goal Setting at the January 12th, 2021 Work Session outlining the outcomes trying to achieve as follows:

- 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.

In preparation for this meeting City Council and Department Directors were asked to review the following documents:

- 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.

The structure of the meeting will be as follows:

I.Meeting 2: Organizing the collective wisdom of the people in the room- consensus building

- A. Round Robin- Create a shared understanding of the Mission, Vision, Values Statement-Each person shares their takeaway from the Mission, Vision, Values homework, 2 min each
- B. Brainstorming session to converge on the consensus of the most important things to do in the next 12 months.

Present the data from the homework

Refine the goal statement

State the metric

First cut at the resources needed to achieve that goal and meet that metric

Do we have the resources necessary to accomplish this?

What to do with a goal with a longer time horizon than 12 months: a metric for partial steps to get to the completed goal. Identify realistic steps that should be completed in 2021 and the metric for those progress steps towards the greater goal.

Select one or two people to present your outcomes:

- a. Goal statement
- b. Measurable
- c. Resource demand

Presentations of Results

Attachments:

- The 2032 McMinnville Strategic Plan
- The City of McMinnville City Council 2019 Retreat Summary provided by Eric Jensen
- Goal Setting Preparation Excel Spread Sheet (converted into PDF)



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.

SEQUITY

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 tireless 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.



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

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Chris McLaran

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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

Lucetta 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 Rodriquez

Rita Martinez-Salas

Rob Reygers Roberto Flores

Rony Lucas

Rosa Olivares

Sam Geary

Sarah Sullivan Shawn Branson

Stephanie Legard

Steve Ganzer

Stevie Whited

Suzet Avendano

Taylor McLean

Tim Munro

Tim Swenson

Tom Hellie

Tom Tankersley

Victoria Flores

Xochitl Honorate

Yanira Vera

Yuliana Cisneros Zack Geary

1000+ survey participants

BDS PLANNING & URBAN DESIGN

Brian Douglas Scott Gabriel Silberblatt

Dan Lokic

ECONORTHWEST

Terry Moore

IN CONJUNCTION WITH

Arturo Vargas

TABLE OF CONTENTS



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."

	W H O	W H E R E we want to go	H O W we are going to get there		
PROCESS	Kick-off Situation Assessment Values Survey Values Workshops - Stakeholders - Targeted Communities - Staff - PROJECT ADVISORY COMMITTEE #1 - COUNCIL #1 Strategic Planning Workshop (broad group) - includes PROJECT ADVISORY COMMITTEE #2 COUNCIL #2	Issues Priority Work Groups Goals Objectives PROJECT ADVISORY COMMITTEE #3 Vetting Stakeholders Targeted Communities PROJECT ADVISORY COMMITTEE #4 COUNCIL #3	Issues Priority Work Groups Actions Metrics Implementation Steps PROJECT ADVISORY COMMITTEE #5 COUNCIL #4		
VERABL	• SWOT • VISION • MISSION • VALUES • STRATEGIC PRIORITIES	• STRATEGIC DIRECTIONS • GOALS/ OBJECTIVES	• ACTION PLAN & METRICS • IMPLEMENTATION PLAN - YEAR 1 WORK PLAN - MANAGEMENT STRUCTURE • FINAL PLAN		
	DECEMBER - MARCH	APRIL - MAY	JUNE - AUGUST		

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.











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

- 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	

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







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

- 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

- 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

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







Proactively plan for and responsively maintain a safe and resilient community

- 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

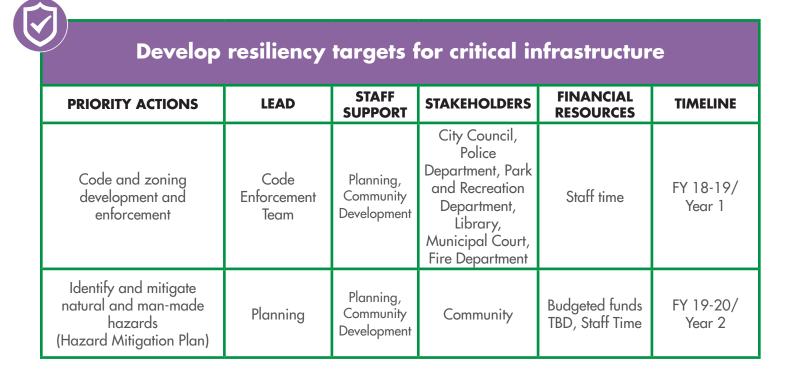


Build a community culture of safety (consider safety best practices)

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



- 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:

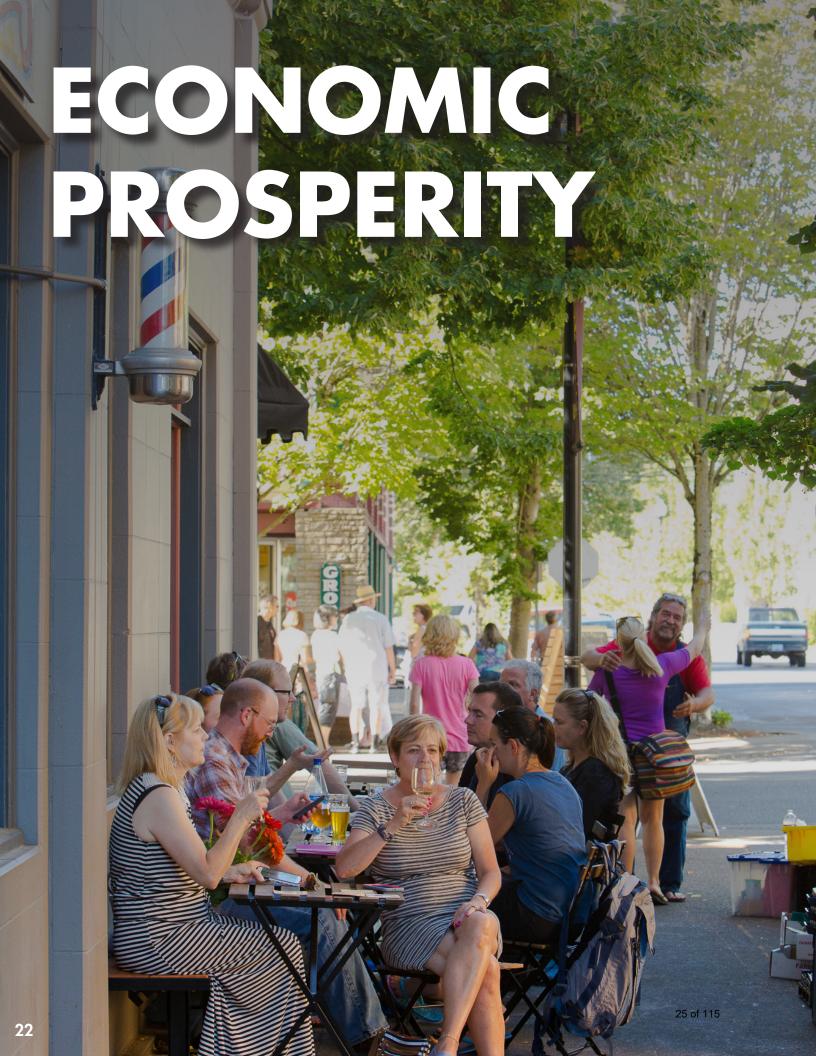
- Develop a safety plan for each City building
- Educate and train staff about roles and responsibilities (including general safety)
- Update Continuity of Operations Plan
- Leverage local private resources in event of large emergency

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





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

- 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

- 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

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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

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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





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

- 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

- Translation of documents and signs/Interpretation during public engagement events
- Evaluate software for inclusion

- Review procurement process
- Develop inclusion plans City-wide ans by 115 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:

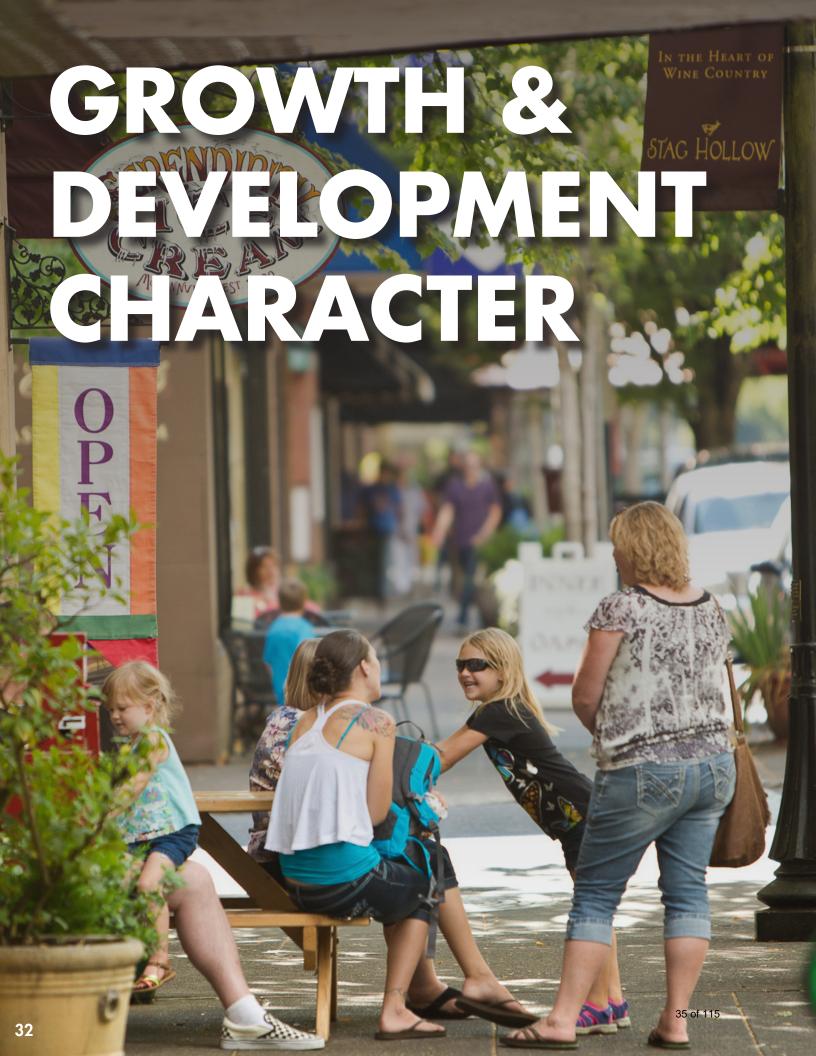
- Convene other partners
- Emotional intelligence training for City employees

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





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

- 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

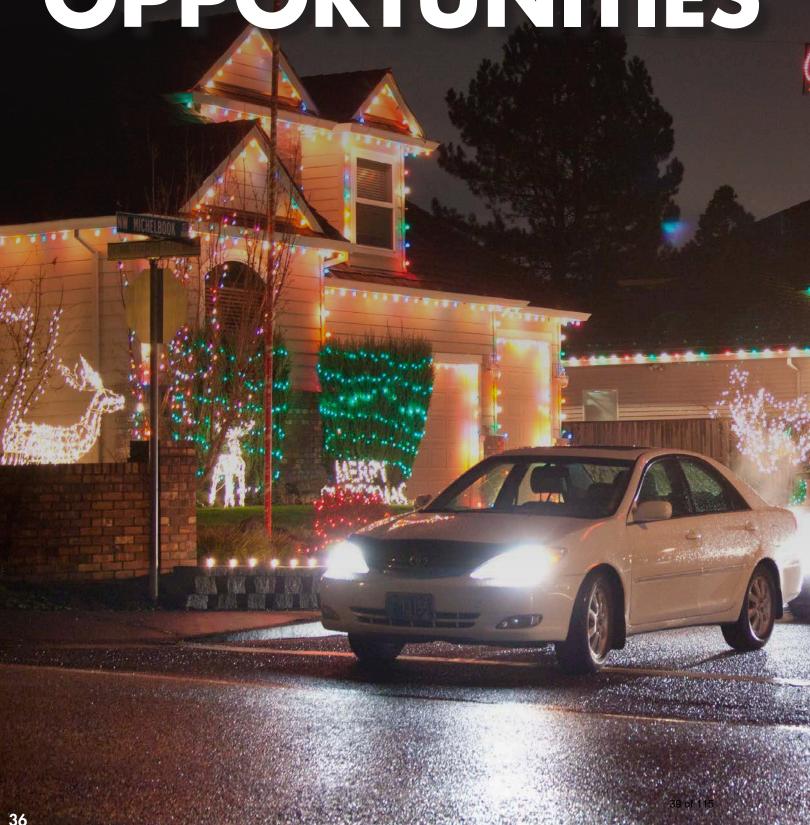
PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
Conduct a community visioning project	Heather Richards, Planning Director	Executive Team, Key Personnel	Community	\$50,000	FY 18-19/ Year 1 FY 19-20 Year 2
Update long range land use plans	Heather Richards, Planning Director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









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



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

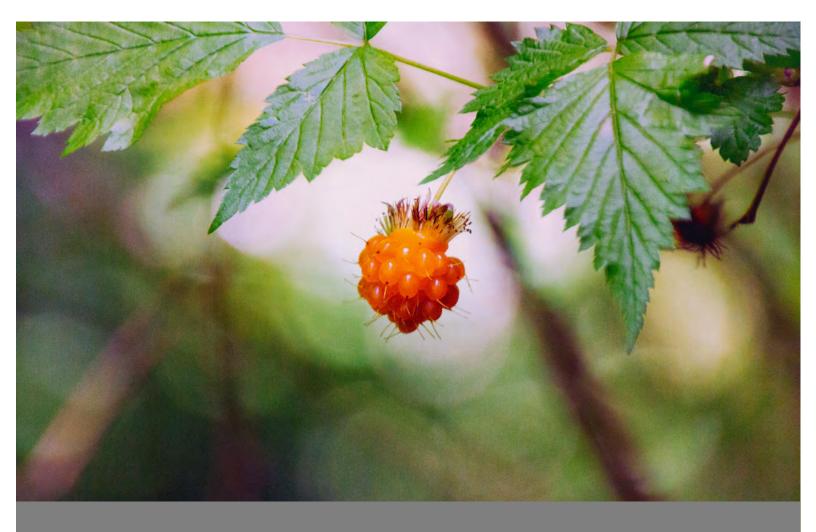
• Percent rating positively (e.g., excellent/good): The overall quality of life in McMinnville

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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OVERVIEW

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 25th 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.

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RETREAT OUTCOMES

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:

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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

Housing / Homelessness*

- Increasing workforce housing
- Addressing camping within the community's quality of life standards
- Ensuring diverse and affordable housing options

Economic Development*

Promoting economic diversity

Public Safety*

- Staffing for Fire
- Spearheading Fire District efforts

Growth

Slow, internal growth

Fiscal Stewardship

- Addressing the budget shortfall
- Cost of services growing faster than revenue
- Living within the budget and maintaining services
- Securing adequate revenue for Strategic Plan goals

Other

- Developing the potential of the airport
- Environmental protection
- Parks and open space
- Proactively addressing challenges
- Protecting the City's assets

* Value/priority was mentioned by multiple Council members

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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 <u>more in-depth discussion was necessary</u> 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.
 - o 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.

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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:

STAFF APPRECIATION FOR WORKING AT THE CITY
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

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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:

KEEPING IT ON THE RADAR: COUNCIL IDEAS

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)

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KEEPING IT ON THE RADAR: STAFF IDEAS

Develop a communications plan to explain and promote the Strategic Plan

- Internally
 - o Integrate the plan within the organization's culture
 - 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)
- Externally
 - Develop multiple ambassadors/champions
 - o Develop talking points: successes and accomplishments

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**.

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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

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APPENDICES

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?

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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

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APPENDIX B: RETREAT PARTICIPANT LIST

<u>Name</u> <u>Position</u>

Mayor Scott Hill Mayor

Councilor Remy Drabkin

Councilor, Ward 3

Councilor Adam Garvin

Councilor, Ward 3

Councilor, Ward 3

Councilor, Ward 2

Councilor Kellie Menke Council President, Ward 2

Councilor Sal Peralta Councilor, Ward 1
Councilor Wendy Stassens Councilor, Ward 1

Marcia Baragary

Kylie Bayer

HR Manager

Jenny Berg

Library Director

Melissa Bisset

City Recorder

Mike Bisset

Scott Burke

Community Development

Director IS Director

David Koch City Attorney
Rich Leipfert Fire Chief

Susan Muir Parks & Rec Director
Heather Richards Planning Director
Matt Scales Police Chief
Jeff Towery City Manager

JENSEN STRATEGIES FACILITATORS

Erik Jensen Principal

Jeff ApratiSenior AssociateEmily RamelbMarketing Associate

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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.

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- 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.

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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.

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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.

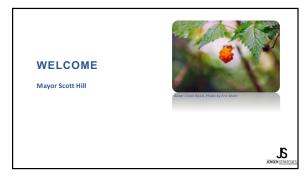
City Manager

- 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).

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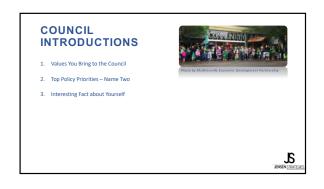
APPENDIX E: RETREAT POWERPOINT SLIDES













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GROUP AGREEMENT

- · Review of established agreement
- Group Discussion



A.

ROLES & RESPONSIBILITIES

- Review of existing document (1991)
- Group Discussion



GROUP ASSIGNMENTS

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

JENSEN STRATE

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?



JENSEN STRAT

INTERVIEW TAKEAWAYS



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INTERVIEW TAKEAWAYS

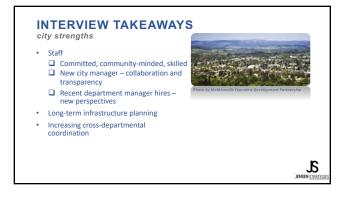
community

- Beautiful & vibrant downtown 3rd 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, mentally illness, and drug addiction impacts
- Lack of affordable housing



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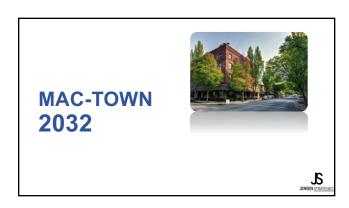




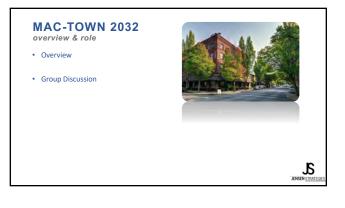




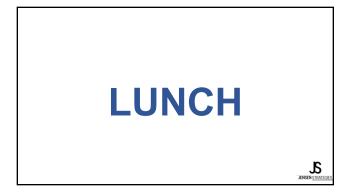


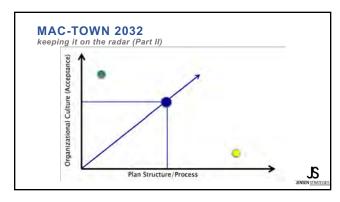


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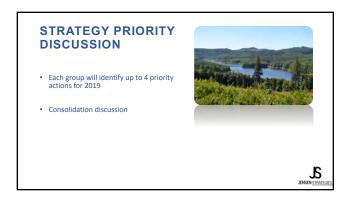




REVISIT MAC-TOWN 2032 • Are there any GLARING or CRITICAL omissions in the action plan? • If so, what specific recommendations do you have?



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OPEN DISCUSSION





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APPENDIX F: UPDATED MAC-TOWN 2032

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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 tireless 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.



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

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Mary Stern

Maryalice Russel

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Mike Bisset

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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

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Aaron Orta

Adam Carlson

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Eva Lopez

Fidelia Calderon

Heather Miller

Helen Anderson

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Jose Carrillo

Jose Ruden Garcia

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Julia Cannell

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Kylie Bayer-Fertterer

Lacey Dykgraff

Linda Gardner

Liz Fliszar

Lucetta 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

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Pastora Hernandez

Rafaela Ceja-B

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Rony Lucas Rosa Olivares

Sam Geary

Sarah Sullivan

Shawn Branson

Stephanie Legard

Steve Ganzer

Stevie Whited

Suzet Avendano

Taylor McLean

Tim Munro

Tim Swenson

Tom Hellie

Tom Tankersley

Victoria Flores

Xochitl Honorate

Yanira Vera

Yuliana Cisneros

Zack Geary

1000+ survey participants

BDS PLANNING & URBAN DESIGN

Brian Douglas Scott

Gabriel Silberblatt

Dan Lokic

ECONORTHWEST Terry Moore

IN CONJUNCTION WITH

Arturo Vargas

TABLE OF CONTENTS



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."

W H O	W H E R E we want to go	H O W we are going to get there
Kick-off Situation Assessment Values Survey Values Workshops Stakeholders Targeted Communities Staff PROJECT ADVISORY COMMI COUNCIL #1 Strategic Planning Workshop (broad includes PROJECT ADVISORY) COUNCIL #2	• COUNCIL #3	Issues Priority Work Groups Actions Metrics Implementation Steps PROJECT ADVISORY COMMITTEE #5 COUNCIL #4
• SWOT • VISION • MISSION • VALUES • STRATEGIC PRIORITIE	• STRATEGIC DIRECTIONS • GOALS/ OBJECTIVES	• ACTION PLAN & METRICS • IMPLEMENTATION PLAN • YEAR 1 WORK PLAN • MANAGEMENT STRUCTURE • FINAL PLAN

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.

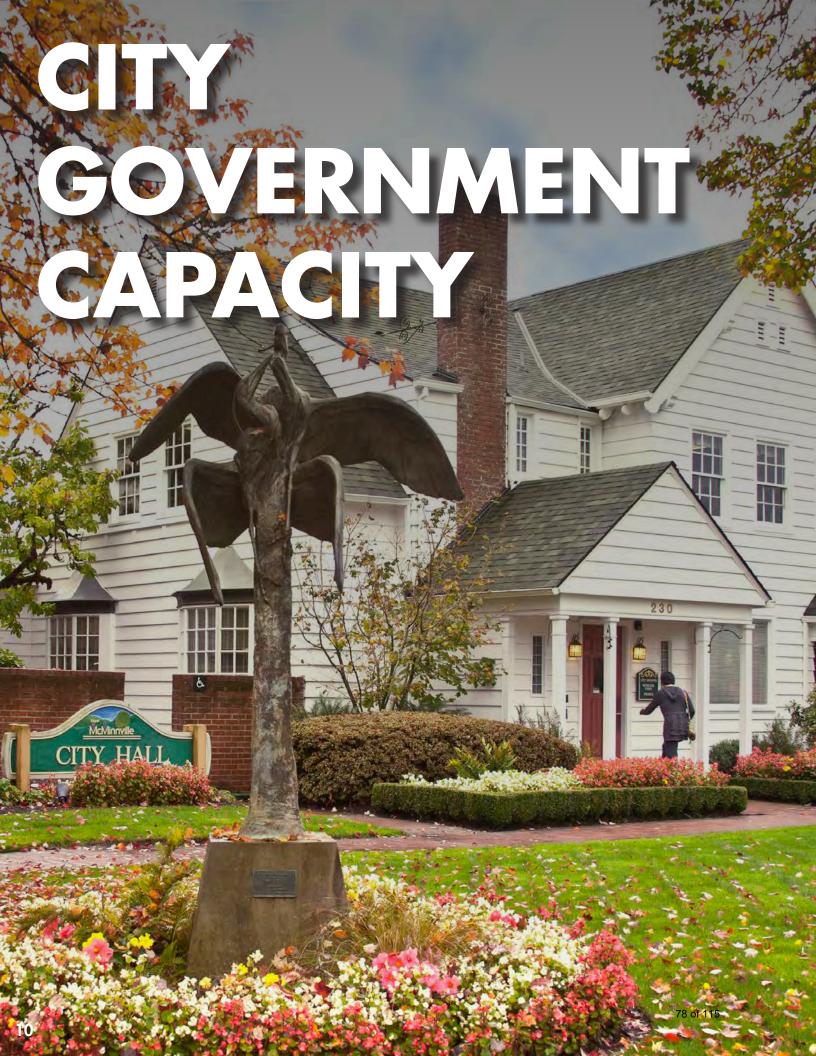
In Phase 2, the City organized small staff and community work groups on each of the strategic priorities in order to develop Goals and supporting Objectives. These groups each met several times to work on articulating Goals that would help the City achieve its community-inspired Vision in a manner consistent 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.











GOAL A

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

- 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
A-1 a.* 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
A-1b. 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-1 d. 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
A-2a. Audit, evaluate, advise, and encourage a culture of innovation	Executive Team	TBD	Patrons/ City Staff	Budgeted funds TBD, Staff Time	Ongoing
A-2b. Identify and improve service delivery through process improvement training and technology upgrades	Executive Team	TBD	Patrons/ City Staff	Budgeted funds TBD, Staff Time	Ongoing

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

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
A-3a.* Develop a definition of core services	City Manager	Executive Team	Patrons/ City Staff	\$5,000 plus staff time	FY 18-19/ Year 1
A-3b. 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
A-4a. 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
A-4b. 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







GOAL B

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

- 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

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B-1 Attract and develop future leaders

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
B-1 a. 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-1b. 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-2a. Use City programs and events to showcase leadership	Executive Team	City Staff	Community	Staff time	FY 18-19/ Year 1
B-2b. 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-3a. Implement LRP – Mayor's Leadership Awards	Mayor	Planning Committee	City Staff and Volunteers	Staff time	FY 18-19/ Year 1
B-3b. 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







GOAL C

Proactively plan for and responsively maintain a safe and resilient community

- 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
C1b. 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

		1 -		·	
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



C-3 Lead and plan for emergency preparedness

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
C-3a.* 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
C-3b. 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

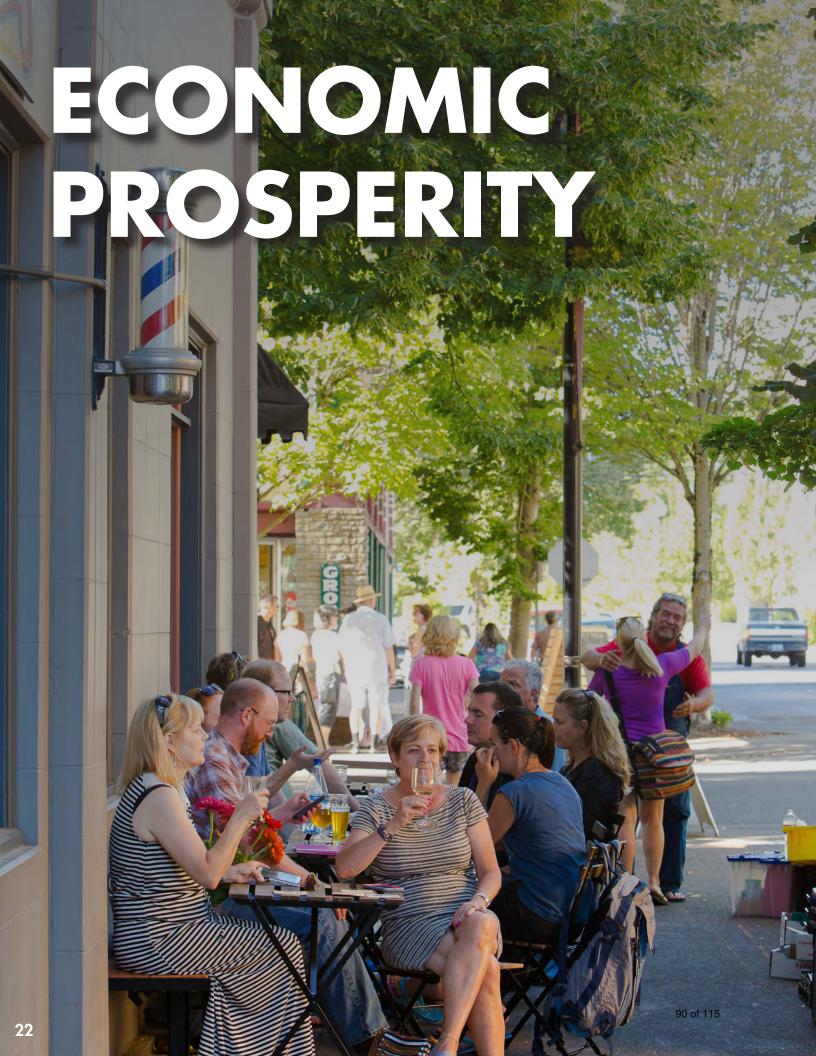
C-4 Provide exceptional police, municipal court, fire, emergency medical services (EMS), utility services and public works

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





GOAL D

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

- 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
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	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
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	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-1***j*. 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-1 k.** 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-11.** 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-1 m.** 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-1 n.** Explore the feasibility of consistent commuter private airline service between McMinnville and larger regional hubs, such as Seattle, Portland and northern California
- **D-10.** Invest in infrastructure improvements that make it safer and easier for residents and visitors to get around McMinnville
- **D-1 p.** 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-1 r.** 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-1 u.** 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-1 w.** 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 inclusion

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
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	Heather Richards, Planning Director	Planning Department	MEDP, MDA	Staff Time	FY 18-19/ Year 1
D-2b. 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
D-3a. 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
D-3b. 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 2-1 <i>5</i>

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





GOAL E

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

- 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
E-1 a. 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
E-1b. 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-3 Improve access by identifying and removing barriers to participation

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
E-3a. 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
E-3b. 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

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

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

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E-4 Cultivate cultural competency and fluency throughout the community

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
E-4a. Inclusion audit -Climate survey - Inclusive language evaluation - Naming policy for City facilities	HR Manager	Executive Team	Community	Staff time	FY 19-20/ Year 2
E-4b. 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
E-5a. Educate staff and officials on demographics	Kylie Bayer, HR Manager	Executive Team/ Admin Team	Boards, commissions, patrons	Staff time	FY 19-20/ Year 2
E-5b. 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





GOAL F

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

- 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
F-1a.* 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
F-1b. 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, n8Update Comp Plan Policies

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

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

P%n8Establish a program to promote and implement pilot projects
P%n8Explore 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
F-3a. Conduct a community visioning project Planning Director		Executive Team, Key Personnel	Community	\$50,000	FY 18-19/ Year 1 FY 19-20 Year 2
F-3b. Update long range and 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

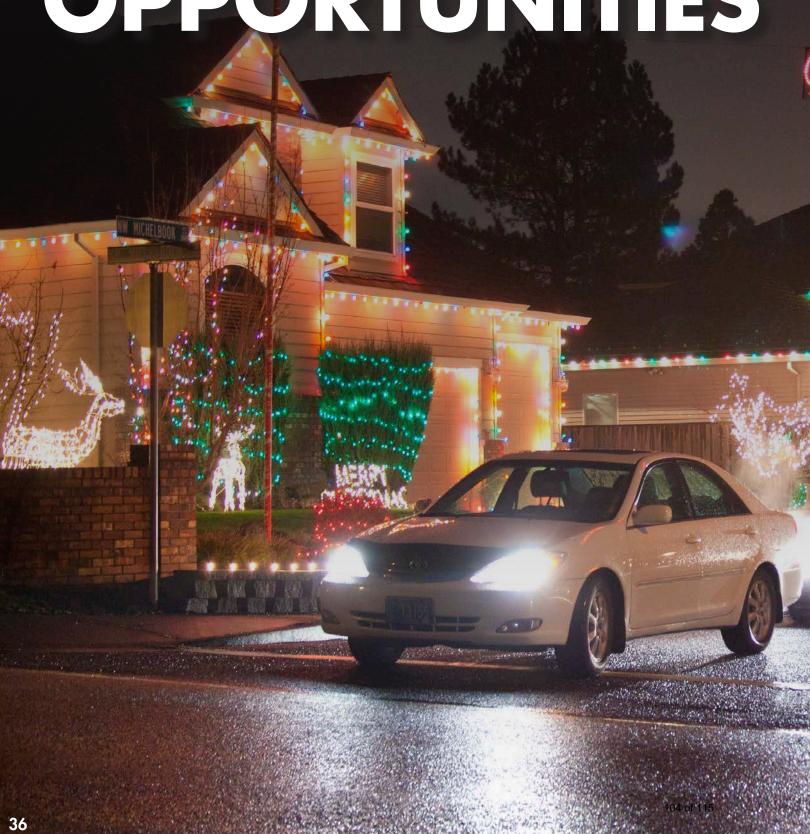
F-3e. Ensure that plans are flexible enough to respond to emerging trends, technology, etc. (ie. AI, AV)

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

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









GOAL G

Create diverse housing opportunities that support great neighborhoods

- 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	
G-1a. 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	
G-1b. Inventory financial tools available to support housing development	G-1b. Inventory financial tools available to support Heather Richards, Planning		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
G-2a. 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
G-2b. Housing Needs Analysis (March 2019) renew every 10 years	. Housing Needs Visis (March 2019) Heather Planting Richards, Co		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



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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			In your opinion, is this action priority	If this is a priority to be implemented		Has the planning and implementation of this priority already occurred? Is this			Level of importance, priority (1-5 where 1 is the most
			measurable? If yes,	by City Council and	Is your City staff	priority at the level of staff	Is this a policy level priority? Is it broad		important and 5 is the least
			what is the metric	not by staff, is this	already working	implementation and improvement? 0- if	and far reaching enough to be a policy	Time horizon (1, 3, 5 or 10	important) (1) How much
			statement? How do we		on this Action	already planned and implemented, 1- if	level goal for the City? 0- City staff level	years) How urgently and	impact will it have on the
	Strategic Plan		know when we are	implementation	Priority? Yes or	planning, implementation at policy level	priority, 1- City Council, Policy level	immediately should this	town? (2) How important is it
Strategic Plan Goal	Objective	Strategic Plan Action Priorities	done?	stage within City	No	still required	priority	work be prioritized?	to realize that impact?
A- Strengthen the City's ability to prioritize and									
,	A-1 Develop and foster								
	local and regional					1			
		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							
		A1-c 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		1		1			
		A-3b Establish method to prioritize services with resources and maintenance needs A-3c* Identify the true cost of core services	<u> </u>	1	1				+
		The Control was cost of core services							
		A-3d Develop Internal and External Communication Strategies							
I		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	Turiding Sources (Fivewry Added at 01-25-2019 Only Council Reliear)							
		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							
leadership development		range planning by department							
opportunities to foster a									
culture of civic pride and	B-1 Attract and develop								
		D. 4 - December 2011 - Control of							
		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	15 Tg. Ordate Youth development todate only initiative		1					
	civic affairs and leadership	B-2a Use City programs and events to showcase leadership			ı	I			
		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							
	up leadership in all its	B-2f. Document the history of civic leadership in McMinnville							
I	forms, such that more								
-	people identify themselves	B-3a Implement LRP – Mayor's Leadership Awards			1	1	I		
		B-3b Develop Leadership Recognition Program (LRP)							
		B-3c. Develop Leadership Recognition Program (LRP) B-3d. Implement LRP – Leadership Luncheon	1	 					
		B-3e. Implement LRP – Civic Plaza Leadership Monument							
C- Proactively plan for and responsively maintain									
,	C-1 Build a community								
-	culture of safety (consider	C-1a Engage community through partnerships				1		1	
		C-1b Youth outreach and education							1
		C-1c. Revise local dangerous building ordinance C-1d. Crime Prevention through environmental design (review, evaluate, adopt) for public	1	 	1	+			+
	C 2 Dayslan rasilian	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-3 Lead and plan for	C-2e. Develop regional hardened data center with public/private hosting					<u> </u>		
		C-3a* Establish a formal Emergency Management Program							
		C-3b Allocate resources to planning, training			ļ			Ļ	

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		C-3c. Develop a safety plan for each City building		I			
		C-3d. Educate and train staff about roles and responsibilities (including general safety)					
		C-3e. Update Continuity of Operations Plan					
	police, municipal court, fire,	C-3f. Leverage local private resources in event of large emergency					
	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					
<u> </u>		business in McMinnville" guide and a handbook on licensing and permitting				1	
		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-1]. 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-11. 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-11. Identify and complete high-priority infrastructure projects that serve McMinnville's current and future business community					
		D-tu. Explore additional business lines at the McMinnville airport, including wildland fire fighting, recreation and tourism uses such as skydiving, paragiding, and balloon rides, plot training on various aircraft and he					

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	1		1		Т	1		
		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						
		resport as necessary to position the amport or companies forms or grown						
		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. 4. Country						
		D-1y. Create a user-friendly program to coordinate utility improvements for both public and private improvements to ensure maximum efficiencies and potential						
		private improvements to ensure maximum emclencies 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	,		1		1	,	
		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.O. Foster de visal accordina de visale de la companya del companya de la companya de la companya del companya de la companya		1		T		
1		D-3a Foster physical connections to existing tech and entrepreneurship hubs through low- cost air services						
	1	OCOL CIR OCI NODO	1					
1		D-3b Create an "Invest in the Future" grant program that is targeted towards private						
		investment and business development with living wage job outcomes					<u> </u>	
	D-4 Be a leader in							
	hospitality and place-base						1	
1		D-4a Evaluate current zoning and existing land use patterns, including underutilized						
1		parcels, to ensure that key downtown parcels offer the highest and best use for their location						l l
	D- 5 Locate higher job	location						
	density activities in							
							I	
		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						1	
		D-6a Evaluate alignment of food cart regulations with community goals						
acceptance and mutual	1	, , , , , , , , , , , , , , , , , , , ,						
respect that								
acknowledges differences	s							
	E-1 Actively protect people from discrimination and							
	from discrimination and	E-1a Employee Training (i.e. implicit bias and awareness)	1			ı	1	
		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,						
		E-2a Identify Opportunities and Support Existing Events (i.e. Sabor Latino, TEDxMcMinnville, UFO Festival)						
1		TEDxMcMinnville, UFO Festival)						
	E-3 Improve access by	E-2a Identify Opportunities and Support Existing Events (i.e. Sabor Latino, TED:xMcMinnville, UFO Festival) E-2b Describe and communicate diversity in McMinnville – Develop a strategy/ plan						
	E-3 Improve access by identifying and removing	TED:xMcMinnville, UFO Festival) E-2b Describe and communicate diversity in McMinnville – Develop a strategy/ plan						
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		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. Al, AV)					1	
		F-3f.+ Evaluate Smart City principles (e.g. free wifi)			<u> </u>			
		F-3g.+ Identify a strategy to operationalize environmental sustainability and efficient use						
		of resources					I	
G- Create diverse housing	ng							
opportunities that suppor	rt							
	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						
		C Ob Harris Needs A - bais (March 2040) 40						
	+	G-2b Housing Needs Analysis (March 2019) renew every 10 years G-2c.* Housing strategy (May 2019) renew every 10 years					+	
		G-2C. Housing strategy (May 2019) renew every 10 years		1				
		G-2d.* Assess urban growth boundaries adjustment		1				
	1			-			+	
Newly Added at 01-25-20	019 City Council Retreat design	nated by "+"					1	

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