City of McMinnville

McMinnville Police Department
Training Room
121 SE Adams Street
McMinnville, OR 97128

City Council Goal-Setting Meeting Agenda
Saturday, December 09, 2023
9:00 A.M. – 5:00 P.M.

Welcome! The public is strongly encouraged to participate remotely but there is seating in the training room for those who are not able to participate remotely. However, if you are not feeling well, please stay home and take care of yourself.

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CITY COUNCIL GOAL-SETTING MEETING:
You may join online via Zoom Meeting:
https://mcminnvilleoregon.zoom.us/j/86391689384?pwd=V2rTOzjn7Sib16B2oiVgT7wbFBQnGK.1

Zoom ID: 86391689384
Zoom Password: 305723
Or you can call in and listen via zoom: 1-253- 215- 8782
ID: 86391689384

9:00 AM –COUNCIL GOAL-SETTING MEETING – VIA ZOOM A AND SEATING AT PD TRAINING ROOM

1. CALL TO ORDER & ROLL CALL

2. PLEDGE OF ALLEGIANCE

3. MOVING FROM OUTPUTS TO OUTCOMES DISCUSSION & ACTIVITY WITH JON PHEANIS & KATE WELTY OF MIG PRINCIPAL

4. GOAL SETTING WITH JULIA NOVAK OF RAFTELIS

5. ADJOURNMENT OF GOAL-SETTING MEETING

City of McMinnville
City Council Goal Setting

MIG ANNOTATED AGENDA
December 9, 2023, 9:00am | Police Department Training Room

Meeting Objectives:
- Expand commitment to understanding and driving equitable results
- Increase engagement and motivation
- Shift mindsets about priority goals

Time	Agenda Item/Description of Activity	Lead(s)	Materials Needed	Send Materials in Advance (Y/N)
10 min	**I. Welcome** • Agenda Review Mayor Remy Drabkin will kick off the meeting with opening remarks about the purpose of the morning session and how it will contribute to goal setting in the afternoon. She will turn it to **Jon Pheanis of MIG** to review the agenda for the first half of the day.	Mayor Drabkin Jon Pheanis, MIG Principal	Agenda (version for distribution)	Y
1 hour	**II. Coin Toss Game** MIG will begin by providing the instructions and purpose of the "Coin Toss to Explore Social Inequalities" game. Throughout the game, MIG will ask questions of participants and highlight lessons learned along the way.	Jon Pheanis, MIG Principal Kate Welty, MIG Principal	Pennies	N

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Time	Agenda Item/Description of Activity	Lead(s)	Materials Needed	Send Materials in Advance (Y/N)
30 min	**III.** **Moving from Outputs to Outcomes** MIG will briefly discuss what it means to move from "outputs" to "outcomes." They will also discuss the importance of data for understanding and driving outcomes and introduce the different levels in the data maturity model. Jon will ask the Council members to approach the poster and answer the following two questions using the post-it notes provided: 1. Where do you believe the City is in the maturity model? 2. Where would you like the City to be and why? Kate will compile the results quickly and Jon will summarize feedback. He will also ask if participants have any additional questions. Jon will then let everyone know we will have a 10 minute stretch break.	Jon Pheanis, MIG Principal Kate Welty, MIG Principal	Data Maturity Model poster Sticky notes Pens	N
10 min	***Break***			
1 hour	**IV.** **Understanding Equity in the Context of Outcomes** Kate will kick off this agenda item, highlighting that now we are going to tie together what we learned about social inequity with what we learned about performance tracking. Kate will provide a brief explanation of how, when we gather and analyze data on outcomes, we "disaggregate" the data based on subgroup characteristics (e.g., race and ethnicity, gender, gender identity, age, geographic location, etc.).	Jon Pheanis, MIG Principal Kate Welty, MIG Principal	PPT slides	N

City of McMinnville City Council Work Session | Annotated Meeting Agenda 2

Time	Agenda Item/Description of Activity	Lead(s)	Materials Needed	Send Materials in Advance (Y/N)
	The reason we do this is to understand if groups with certain characteristics are experiencing different outcomes than others. The most important reason to identify these disparities is to take the next step in understanding why they exist and what we can do to address them. If we don't disaggregate the data, these disparities can remain invisible.			
	With that introduction, Jon will provide several examples from park planning that illustrates the full cycle of selecting performance indicators, collecting and disaggregating data, and then asking questions and gathering additional data to understand the root of disparities.			
30 min	**V. Where to Go Next** Jon and Kate will facilitate a final discussion about concrete steps the City could take to increase data maturity and begin to actively use data for decision making. Council members will be asked to identify steps that can be taken and realistic timelines. Jon will encourage the group to bring these thoughts into the goal setting portion of the meeting.	Jon Pheanis, MIG Principal Kate Welty, MIG Principal	Wallgraphic	N
10 min	**VI. Closing** Mayor Drabkin will thank everyone for their active engagement during the first part of the day. She will remind that the afternoon will be focused on goal setting with Julia Novak.	Mayor Drabkin		N

OPTIMIZED
Organization adopts data-driven strategy.
Data used to create performance culture.
05

INTEGRATION
Organization adopts data into the enterprise.
Data used for prediction and improvement.
04

ALIGNMENT
Organization sets standards for data and reporting.
Data used to understand why situations occur.
03

DEVELOPING
Organization establishes reporting within departments.
Reports are tactical and used for operations management.
02

CHAOS
Organization dependent on ad hoc processes and data.
Reporting from financial applications. Spreadsheets rule.
01

zencos

ARTWORK: SHOWEET.COM

5 ∎ Claude S. Fischer, Michael Hout, Martín Sánchez Jankowski, Samuel R. Lucas, Ann Swidler, and Kim Voss

Inequality by Design

Why do some Americans have a lot more than others? Perhaps, inequality follows inevitably from human nature. Some people are born with more talent than others; the first succeed while the others fail in life's competition. Many people accept this explanation, but it will not suffice. Inequality is not fated by nature, nor even by the "invisible hand" of the market; it is a social construction, a result of our historical acts. *Americans have created the extent and type of inequality we have, and Americans maintain it.*

To answer the question of what explains inequality in America, we must divide it in two. First, who gets ahead and who falls behind in the competition for success? Second, what determines how much people get for being ahead or behind? To see more clearly that the two questions are different, think of a ladder that represents the ranking of affluence in a society. Question one asks why this person rather than that person ended up on a higher or lower rung. Question two asks why some societies have tall and narrowing ladders—ladders that have huge distances between top and bottom rungs and that taper off at the top so that there is room for only a few people—while other societies have short and broad ladders—ladders with little distance between top and bottom and with lots of room for many people all the way to the top.

The answer to the question of who ends up where is that people's social environments largely influence what rung of the ladder they end up on.[1] The advantages and disadvantages that people inherit from their parents, the resources that their friends can share with them, the quantity and quality of their schooling, and even the historical era into which they are born boost some up and hold others down. The children of professors, our own children, have substantial head starts over children of, say, factory workers. Young men who graduated from high school in the booming 1950s had greater opportunities than the ones who graduated during the Depression. Context matters tremendously.

The answer to the question of why societies vary in their structure of rewards is more political. In significant measure, societies choose the height and breadth of their "ladders." By loosening markets or regulating them, by providing services to all citizens or rationing them according to income, by subsidizing some groups more than others, societies, through their politics, build their ladders. To be sure, historical and external constraints deny full freedom of action, but a substantial freedom of action remains. In a democracy, this means that the inequality Americans have is, in significant measure, the historical result of policy choices Americans—or, at least, Americans' representatives—have made. In the United States, the result is a society that is distinctively *un*equal. Our ladder is, by the standards of affluent democracies and even by the standards of recent American history, unusually extended and narrow—and becoming more so.

To see how policies shape the structure of rewards (i.e., the equality of outcomes), consider these examples: Laws provide the ground rules for the marketplace—rules covering incorporation, patents, wages, working conditions, unionization, security transactions, taxes, and so on. Some laws widen differences in income and earnings among people in the market; others narrow differences. Also, many government programs affect inequality more directly through, for example, tax deductions, food stamps, social security, Medicare, and corporate subsidies.

To see how policies also affect which particular individuals get to the top and which fall to the bottom of our ladder (i.e., the equality of opportunity), consider these examples: The amount of schooling young Americans receive heavily determines the jobs they get and the income they make. In turn, educational policies—what sorts of schools are provided, the way school resources are distributed (usually according to the community in which children live), teaching methods such as tracking, and so on—strongly affect how much schooling children receive. Similarly, local employment opportunities constrain how well people can do economically. Whether and where governments promote jobs or fail to do so will, in turn, influence who is poised for well-paid employment and who is not.

Claiming that intentional policies have significantly constructed the inequalities we have and that other policies could change those inequalities may seem a novel idea in

the current ideological climate. So many voices tell us that inequality is the result of individuals' "natural" talents in a "natural" market. Nature defeats any sentimental efforts by society to reduce inequality, they say; such efforts should therefore be dropped as futile and wasteful. Appeals to nature are common and comforting. As Kenneth Bock wrote in his study of social philosophy, "We have been quick to seek explanations of our problems and failures in what we *are* instead of what we *do*. We seem wedded to the belief that our situation is a consequence of our nature rather than of our historical acts."[2] In this case, appeals to nature are shortsighted.

Arguments from nature are useless for answering the question of what determines the structure of rewards because that question concerns differences in equality *among societies*. Theories of natural inequality cannot tell us why countries with such similar genetic stocks (and economic markets) as the United States, Canada, England, and Sweden can vary so much in the degree of economic inequality their citizens experience. The answer lies in deliberate policies.

Appeals to nature also cannot satisfactorily answer even the first question: Why do some *individuals* get ahead and some fall behind? Certainly, genetic endowment helps. Being tall, slender, good-looking, healthy, male, and white helps in the race for success, and these traits are totally or partly determined genetically. But these traits matter to the degree that society makes them matter—determining how much, for example, good looks or white skin are rewarded. More important yet than these traits are the social milieux in which people grow up and live.

Realizing that intentional policies account for much of our expanding inequality is not only more accurate than theories of natural inequality; it is also more optimistic. We are today more unequal than we have been in seventy years. We are more unequal than any other affluent Western nation. Intentional policies could change those conditions, could reduce and reverse our rush to a polarized society, could bring us closer to the average inequality in the West, could expand both equality of opportunity and equality of result.

Still, the "natural inequality" viewpoint is a popular one. Unequal outcomes, the best-selling *Bell Curve* argues, are the returns from a fair process that sorts people out according to how intelligent they are.[3] But *The Bell Curve*'s explanation of inequality is inadequate. The authors err in assuming that human talents can be reduced to a single, fixed, and essentially innate skill they label intelligence. They err in asserting that this trait largely determines how people end up in life. And they err in imagining that individual competition explains the structure of inequality in society. . . .

Disparities in income and wealth, [other] analysts argue, encourage hard work and saving. The rich, in particular, can invest their capital in production and thus create jobs for all.[4] This was the argument of "supply-side" economics in the 1980s, that rewarding the wealthy—for example, by reducing income taxes on returns from their investments—would stimulate growth to the benefit of all. The 1980s did not work out that way, but the theory is still influential. We *could* force more equal outcomes, these analysts say, but doing so would reduce living standards for all Americans.

Must we have so much inequality for overall growth? The latest economic research concludes *not;* it even suggests that inequality may *retard* economic growth. In a detailed statistical analysis, economists Torsten Persson and Guido Tabellini reported finding that, historically, societies that had more inequality of earnings tended to have lower, not higher, subsequent economic growth. Replications by other scholars substantiated the finding: More unequal nations grew less quickly than did more equal societies.[5] . . .

This recent research has not demonstrated precisely how greater equality helps economic growth,[6] but we can consider a few possibilities. Increasing resources for those of lower

income might, by raising health, educational attainment, and hope, increase people's abilities to be productive and entrepreneurial. Reducing the income of those at the top might reduce unproductive and speculative spending. Take, as a concrete example, the way American corporations are run compared with German and Japanese ones. The American companies are run by largely autonomous managers whose main responsibility is to return short-term profits and high stock prices to shareholders and—because they are often paid in stock options—to themselves as well. Japanese and German managers are more like top employees whose goals largely focus on keeping the company a thriving enterprise. The latter is more conducive to reinvesting profits and thus to long-term growth.[7] Whatever the mechanisms may be, inequality appears to undermine growth. Americans certainly need not feel that they must accept the high levels of inequality we currently endure in order to have a robust economy.

A related concern for Americans is whether "leveling" stifles the drive to get ahead. Americans prefer to encourage Horatio Alger striving and to provide opportunities for everyone. Lincoln once said "that some would be rich shows that others may become rich."[8] Many, if not most, Americans believe that inequality is needed to encourage people to work hard.[9] But, if so, *how much* inequality is needed?

For decades, sociologists have been comparing the patterns of social mobility across societies, asking: In which countries are people most likely to overcome the disadvantages of birth and move up the ladder? In particular, does more or less equality encourage such an "open" society? The answer is that Western societies vary little in the degree to which children's economic successes are constrained by their parents' class positions. America, the most unequal Western society, has somewhat more fluid intergenerational mobility than do other nations, but so does Sweden, the most equal Western society.[10] There is no case for encouraging inequality in this evidence, either.

In sum, the assumption that considerable inequality is needed for, or even encourages, economic growth appears to be false. We do not need to make a morally wrenching choice between more affluence and more equality; we can have both. But even if such a choice were necessary, both sides of the debate, the "altruists" who favor intervention for equalizing and the supposed "realists" who resist it, agree that inequality can be shaped by policy decisions: Wittingly or unwittingly, we choose our level of inequality.

NOTES

1. We know that in statistical models of individual status attainment much, if not most, of the variance is unaccounted for. Of the explained variance, however, the bulk is due to social environment broadly construed. Also, we believe that much of the residual, unexplained variance is attributable to unmeasured social rather than personal factors.

2. Kenneth Bock, *Human Nature Mythology* (Urbana 1994), p. 9.

3. Richard J. Herrnstein and Charles Murray, *The Bell Curve: Intelligence and Class Structure in American Life* (New York 1994).

4. See, for example, Rich Thomas, "Rising Tide Lifts the Yachts: The Gap Between Rich and Poor Has Widened, but There Are Some Comforting Twists," *Newsweek*, May 1, 1995. See also George Will, "What's Behind Income Disparity," *San Francisco Chronicle*, April 24, 1995.

5. Torsten Persson and Guido Tabellini, "Is Inequality Harmful for Growth?," *American Economic Review* 84, 1994; Roberto Chang, "Income Inequality and Economic Growth: Evidence and Recent Theories," *Economic Review* 79, 1994; George R. G. Clarke, "More Evidence on Income Distribution and Growth," *Journal of Development Economics* 47, 1995. See also Peter H. Lindert, "The Rise of Social Spending," *Explorations in Economic History* 31, 1994.

6. Persson and Tabellini's explanation ("Is Inequality Harmful?") for their results is that in societies with greater earnings inequality, there is less political pressure for government redistribution; such redistribution impairs growth. However, their evidence for the explanation is thin, and Clarke's results ("More Evidence") are inconsistent with that argument. Chang ("Income Inequality") suggests that with more equality, lower-income families could make longer-term investment decisions. In any

event, the statistical results suggest that government intervention on behalf of equality in the market, rather than after the market, would be beneficial.

7. See, for example, Michael Porter, *Capital Choices: Changing the Way America Invests in Industry* (Washington 1992).

8. Quoted by Alan Trachtenberg, *The Incorporation of America: Culture and Society in the Gilded Age* (New York 1982), p. 75.

9. See, for example, Lee Rainwater, *What Money Buys: Inequality and the Social Meanings of Income* (New York 1974); James R. Kluegel and E. R. Smith, "Beliefs About Stratification," *Annual Review of Sociology* 7, 1981.

10. Harry B. G. Ganzeboom, Donald J. Treiman, and Wout C. Ultee, "Comparative Intergenerational Stratification Research," *Annual Review of Sociology* 17, 1991.

RAFTELIS

MEMO

To: Mayor Drabkin and Members of the City Council
          Jeff Towery, City Manager
From: Julia D. Novak, Executive Vice President
Date: December 1, 2023
Re: Retreat Preparation

My colleague Julie Gieseke and I look forward to being with you on December 9. We will facilitate the afternoon discussion on Goal Setting and be present with you throughout the day to follow the arc of the discussion that leads you to identifying Council priorities.

The purpose of this memo is to share the agenda and important logistics of the retreat, and allow some time for you to reflect on conversations we intend to engage in during our time together.

Logistics

Location: Police Department Training Room
               121 SE Adams St.
               McMinnville, Oregon 97128

When: Saturday, December 9, 2023
               9 AM to 4:00 PM

Preparation

We have put the strategic actions in a matrix document that is attached to this document. It would be helpful to review the actions and make a note about how you perceive the status of the item: Complete, Operationalized, or Underway. For the ones that are not "done" or underway, please take some time to consider which of those actions are most important to you right now. Please come prepared with the top two or three strategic actions within each priority area that you are most interested in seeing the City take on in the next 12 to 24 months.

As you review the Objectives and Actions that are in MacTown 2032, I would also like you to consider if anything that is important to you is missing. We will make space to identify gaps if they exist, and discuss how those issues might be integrated into the Council goals.

Norms

- Listen with respect
  - Let others finish before you start talking
  - Be attentive to the speaker
  - Disagree agreeably
- Be:
  - **BOLD**
  - Positive and realistic
  - Candid and honest
  - Patient and self-aware
  - Engaged and fully present
- Strive for consensus
  - Look for opportunities to agree
  - Remember the power of "if" and "and"
- Have fun!

Agenda

Setting the Stage

The Mayor will frame the context for the day and set the stage for a constructive day of discussion, learning, and priority setting.

Introductions and Expectations

We will take a minute to do brief introductions and share expectations for the day.

Output to Outcomes Discussion

The morning session will be facilitated by Kate Welty and Jon Pheanis of MIG.

Closing and Transition

The Mayor will wrap up the morning conversation and set the stage of priority setting.

MacTown 2032 and Council Goals

During this portion of the retreat, we will review MacTown 2032 and identify what is important to individual members of the governing body and then what is important to the Council as a whole.
I will share feedback from my Council interviews and then review the content of MacTown 2032 to identify Council priorities for the coming year.

Parting Thoughts

We will end the retreat by having each person share a reflection on the day's discussion.

MacTown 2032
Objectives and Actions

Mactown 2032 – Goals – Objectives and Actions

Strategic Priority and Goal	Objective	Actions	Action Notes: C = Complete O = Operationalized U = Underway Notes:
CITY GOVERNMENT CAPACITY **Strengthen the City's ability to prioritize and deliver municipal services with discipline and focus**	Develop and foster local and regional partnerships	Strategically participate in local and regional partnerships	
		Identify strategies and venues to improve opportunities for access to regional and state resources	
		Communicate existing partnerships and initiatives (Formal structured communication)	
		Encourage participation and information sharing in professional associations	
	Gain efficiencies from technology and equipment investments	Audit, evaluate, advise, and encourage a culture of innovation	
		Identify and improve service delivery through process improvement training and technology upgrades	
	Identify and focus on the City's core services	Develop a definition of core services	
		Establish method to prioritize services with resources and maintenance needs	
		Identify the true cost of core services	
		Develop Internal and External Communication Strategies	
	Invest in the City's workforce	Develop centralized human resources function to support a thriving workforce	

Strategic Priority and Goal	Objective	Actions	Action Notes: C = Complete O = Operationalized U = Underway Notes:
		Competitive and equitable compensation	
		Conduct regular staff training and mentorship	
		Develop succession planning and knowledge transfer philosophy including long range planning by department.	
Is anything missing with regard to City Government Capacity?			
CIVIC LEADERSHIP Encourage a variety of leadership development opportunities to foster a culture of civic pride and involvement	Attract and develop future leaders	Proactive recruitment of people into leadership opportunities	
		Ensure safe, respectful environment on boards and commissions	
		Improve communication about pathways to leadership (City as a centralized clearinghouse for leadership opportunities in the community)	
		Civic education progress	

Strategic Priority and Goal	Objective	Actions	Action Notes: C = Complete O = Operationalized U = Underway Notes:
		Use knowledge of barriers to create opportunities	
		Internal Leadership development Program	
		Create youth development leadership initiative	
	Increase awareness of civic affairs and leadership opportunities	Use City programs and events to showcase leadership	
		Develop and deliver a communication plan with a consistent leadership message tailored for specific audiences	
		Create bite-sized leadership opportunities for the public	
		Identify internal leadership opportunities by department	
		Engage late career and retirees in leadership and mentoring	
		Documents 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	Implement LRP – Mayor's Leadership Awards	
		Develop Leadership Recognition Program (LRP)	
		Implement LRP – Leadership Luncheon	
		Implement LRP – Civic Plaza Leadership Monument	
Is anything missing with regard to Civic Leadership?			

Strategic Priority and Goal	Objective	Actions	Action Notes: C = Complete O = Operationalized U = Underway Notes:
COMMUNITY SAFETY & RESILIENCY **Proactively plan for and responsively maintain a safe and resilient community**	Build a community culture of safety (consider safety best practices)	Engage community through partnerships	
		Youth outreach and education	
		Revise local dangerous building ordinance	
		Crime Prevention through environmental design (review, evaluate, adopt) for public spaces	
	Develop resiliency targets for critical infrastructure	Code and zoning development and enforcement	
		Identify and mitigate natural and man-made hazards (Hazard Mitigation Plan)	
		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	Establish a formal Emergency Management Program	

Strategic Priority and Goal	Objective	Actions	Action Notes: C = Complete O = Operationalized U = Underway Notes:
		Allocate resources to planning, training	
		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	Develop or establish standards for training, response time and staffing	
		Develop external/ internal service standards and quality management evaluation	
Is anything missing with regard to City Community Safety & Resiliency?			

Strategic Priority and Goal	Objective	Actions	Action Notes: C = Complete O = Operationalized U = Underway Notes:
ECONOMIC PROSPERITY **Provide economic opportunity for all residents through sustainable growth across a balanced array of traditional and innovative industry sectors**	Accelerate growth in living wage jobs across a balanced array of industry sectors	Develop and implement a coordinated onboarding system for new and small businesses, in coordination with MEDP, McMinnville Downtown Association, McMinnville Water and Light, McMinnville Industrial Promotions, the McMinnville Chamber of Commerce and other partners	
		Coordinate efforts to create branded online and print materials to market business resources, potentially including a small business resource director, a "how to do business in McMinnville" guide and a handbook on licensing and permitting	
		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	

Strategic Priority and Goal	Objective	Actions	Action Notes: C = Complete O = Operationalized U = Underway Notes:
		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	

Strategic Priority and Goal	Objective	Actions	Action Notes: C = Complete O = Operationalized U = Underway Notes:
		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	

Strategic Priority and Goal	Objective	Actions	Action Notes: C = Complete O = Operationalized U = Underway Notes:
		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	

Strategic Priority and Goal	Objective	Actions	Action Notes: C = Complete O = Operationalized U = Underway Notes:
		Develop an extensive, coordinated Capital Improvement Plan for business districts that supports current needs and is flexible enough to respond to future needs.	
	Improve systems for economic mobility and inclusion	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	
		Support Disadvantaged Business Enterprise businesses	
	Foster opportunity in technology and entrepreneurship	Foster physical connections to existing tech and entrepreneurship hubs through low-cost air services	
		Create an "Invest in the Future" grant program that is targeted towards private investment and business development with living wage job outcomes	
	Be a leader in hospitality and place-based tourism	Evaluate current zoning and existing land use patterns, including underutilized parcels, to ensure that key downtown parcels offer the highest and best use for their location	
	Locate higher job density activities in McMinnville	Ensure the sufficiency of regulations in applicable zones to accommodate urban winemaking and other non-retail aspects of the wine industry, including transportation and distribution	

Strategic Priority and Goal	Objective	Actions	Action Notes: C = Complete O = Operationalized U = Underway Notes:
	Encourage connections to the local food system and cultivate a community of exceptional restaurants	Evaluate alignment of food cart regulations with community goals	
Is anything missing with regard to Economic Prosperity?			
ENGAGEMENT & INCLUSION **Create a culture of acceptance and mutual respect that acknowledges differences and strives for equity**	Actively protect people from discrimination and harassment	Employee Training (i.e. implicit bias and awareness)	
		Track, monitor, report statistics (re: hate crime, bias)	
		Diversity Equity and Inclusion Advisory Council	
		Code of Conduct	
	Celebrate diversity of McMinnville	Identify Opportunities and Support Existing Events (i.e. Sabor Latino, TEDx McMinnville, UFO Festival)	

Strategic Priority and Goal	Objective	Actions	Action Notes: C = Complete O = Operationalized U = Underway Notes:
		Describe and communicate diversity in McMinnville – develop a strategy plan	
	Improve access by identifying and removing barriers to participation	Bilingual pay incentive policy	
		ADA Transition Plan	
		Translation of documents and signs/interpretation during public engagement events	
		Evaluate software inclusion	
		Review procurement process	
		Develop inclusion plans City-wide and by department	
	Cultivate cultural competency and fluency throughout the community	Inclusion audit – climate survey, inclusive language evaluation, naming policy for City facilities	
		Customer service delivery training for culturally responsive provision	
		Convene other partners	
		Emotional intelligence training for City employees	
	Grow City's employees and Boards and Commissions to reflect our community	Educate staff and officials on demographics	
		Develop recruitment and retention strategies	
		Evaluate, redesign advertising and recruitment tools	
Is anything missing with regard to Engagement and Inclusion?			

Strategic Priority and Goal	Objective	Actions	Action Notes: C = Complete O = Operationalized U = Underway Notes:
GROWTH & DEVELOPMENT CHARACTER **Guide growth and development strategically, responsively, and responsibly** **to enhance our unique character**	Define the unique character through a community process that articulates our core principles	Develop and implement a Public Engagement Charter	
		Key Stakeholder survey	
		Update Comp Plan Policies	
	Educate and build support for innovative and creative solutions	Social media strategy to inform and engage	
		Develop an educational program to gather and share innovative/creative ideas for growth and development	
		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	Conduct a community visioning project	
		Update long range land use plans	

Strategic Priority and Goal	Objective	Actions	Action Notes: C = Complete O = Operationalized U = Underway Notes:
		Evaluate and plan for City service demands based on growth and development impacts	
		Set a policy for updating facilities plan	
		Ensure that plans are flexible enough to respond to emerging trends, technology, etc. (i.e. AI, AV)	
Is anything missing with regard to Engagement and Inclusion?			
HOUSING OPPORTUNITIES (ACROSS THE INCOME SPECTRUM) Create diverse housing opportunities that support great neighborhoods	Collaborate to improve the financial feasibility of diverse housing development opportunities	Engage with Governor's Office for housing development	
		Inventory financial tools available to support housing development	
		Explore entitlement status for Community development Block Grants	

Strategic Priority and Goal	Objective	Actions	Action Notes: C = Complete O = Operationalized U = Underway Notes:
		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	Buildable land inventory (Dec 2018) renew every 10 years	
		Housing Needs Analysis (March 2019) renew every 10 years	
		Housing strategy (May 2019) renew every 10 years	
		Assess urban growth boundaries adjustment	
Is anything missing with regard to Housing Opportunities (Across the Income Spectrum)?			