



**Police Department Training Room
121 SW Adams Street
McMinnville, OR 97128**

**Special Called City Council Meeting Agenda
McMinnville Strategic Plan Work Session
Friday, March 2, 2018
12:30 PM**

1. CALL TO ORDER
2. SITUATIONAL ASSESSMENT
3. DISCUSSION ON STRATEGIC PRIORITIES
4. ADJOURNMENT

The Police Department is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made a least 48 hours before the meeting to the City Recorder (503) 435-5702. For TTY services, please dial 711.

To: Jeff Towery, City Manager

From: BDS Planning & ECONorthwest

Re: Strategic Plan Draft Priorities Summary

Date: February 27, 2018

Introduction

The following headlines are draft strategic priorities for the City of McMinnville's Strategic Plan summarized by the consulting team based on several inputs:

1. Three facilitated focus groups (City Staff, the McMinnville Leadership Council, and Young Leaders).
2. A facilitated discussion with the Project Leadership Team (City department directors and community stakeholders).
3. An online values survey conducted between 1/31/18 and 2/15/18 with more than 1,000 unique responses.
4. Review and synthesis of existing city data and documents from all departments.
5. An email survey of department directors about the most critical issues for McMinnville.

The following draft strategic priorities may be considered issue areas or "buckets" that will ultimately organize the remainder of the strategic plan. Clarifying the specific goals, actions and metrics that fall under each of the strategic priorities will be the work of the next phase of strategic planning. It will be in the upcoming second and third phases that the City government's role in addressing each of these issue areas will need to be clearly defined.

After further refinement by the City leadership (and input from the Latino/a focus groups being held on February 26 & 28), the draft strategic priorities will be presented and discussed at length during a March 2nd workshop with department heads and city council. With adjustments from this workshop, the strategic priorities will be further refined by a large group of community stakeholders at a strategic planning charrette on March 23rd. It is the City's intent to have the final strategic priorities approved by City Council on March 27th.

Each of the draft strategic priorities below is supported by several high-level findings from the engagement and analysis described above.

Draft Strategic Priorities

1. HOUSING DIVERSITY

- All three focus groups agreed tackling housing affordability was a critical opportunity for McMinnville; a desire for “inclusiveness” meant housing options for socio-economically diverse residents and first-time homebuyers.
- According to secondary data review, 88% of surveyed McMinnville residents felt that the availability of affordable housing was an issue that the City should prioritize; 46% of residents would be willing to pay additional taxes to increase affordable housing options (The National Citizen Survey Community Livability Report, 2016).
- In the survey of department heads, three department heads mentioned people experiencing homelessness or other social issues; one noted McMinnville’s shift from rural to metropolitan size, issues, and services requirements. Perception of and concern for homelessness was a theme at each of the three focus groups and was mentioned as the second most common fear on the online survey (17% or 180). These point support a common observation in many mid-sized and large cities throughout the Northwest: population growth is positively correlated with people experiencing homelessness and the need for social services.

2. ECONOMIC PROSPERITY

- “Economic vitality” was a common theme for vision in all three focus groups—while for City Staff this included financial soundness and career opportunities for the city government, the other groups mentioned livability and ability to achieve dreams.
- Leadership Council (LC) and City Staff (CS) both mentioned the need to diversify business and employment opportunities. LC noted industrial attractions, while CS noted commercial development and recreation opportunities.
- “Tourism” was the second most common word used when 2018 strategic plan survey respondents were asked about McMinnville’s greatest opportunity 11% (116) - Mostly just one word answers here, though many added “local” and “wine” as qualifiers

3. GROWTH & DEVELOPMENT CAPACITY

- “Growth” or “growing” was the most commonly referenced “greatest opportunity” on the 2018 strategic plan survey: 14% (153)—the majority of comments referred to planned or deliberate residential development and jobs. Encouraging growth in a way that preserved McMinnville’s “character” and “feel” was a theme throughout.
- In an open-ended question to surveyed residents about the single most important issue for the City to prioritize in the next five years, infrastructure (including road and sidewalk repairs, building repairs, code enforcement, growth, planning, snow removal) was the most common response category with 18% of the total (The National Citizen Survey Community Livability Report, 2016).

- Several department heads surveyed noted the City's declining resources and time allocated to long-range planning—the comprehensive plan, vision, buildable lands inventory, housing needs assessment, and urban growth boundary amendment are all past due.
- All three focus group participants mentioned character. YL highlighted “originality,” while LC noted traits such as “healthy fun, and affordable,” and the CS mentioned “small town feel.”

4. ENGAGEMENT & INCLUSION

- Despite a vibrant and growing segment of Latino/a residents and workers (over a fifth of the population in total), this group is underrepresented in formal civic discourse.
- All three focus groups mentioned “diversity” when talking about their vision for McMinnville—inclusivity and a thriving community for all were sentiments shared throughout all groups.
- All three focus groups identified “inclusivity” as a core value for McMinnville.

5. CITY GOVERNMENT CAPACITY

- All three focus groups agreed that it should be the City's mission to be “efficient and effective” in the stewardship of its assets and services.
- Few of the City documents reviewed provide details about problems with departmental operations. There is some evidence that response times for Fire/EMS have decreased. In a survey of department heads, several mentioned staffing as a problem: not enough, and hard to retain given wages. McMinnville is expected to grow and to increase its share of the County's residents over time. (Yamhill County Coordinated Population Forecast 2017-2067). The expectations of a growing and diverse urban population will probably be for more and better services, which will almost certainly mean more staffing.
- Department heads reported significant deferral of internal projects and maintenance of City buildings
- All three focus groups mentioned Improved City coordination & communication as a key opportunity—this meant better connected services, building partnerships, coordinating regionally, and providing better opportunities for community input.
- Department heads noted that the City organization is decentralized. While that gives departments some operational advantages, it also can reduce opportunities for productive and efficient collaboration on citywide issues, and reduce efficiency if centralized support services are unavailable or under-supplied (e.g., facilities maintenance, human resources, legal).

6. CIVIC LEADERSHIP

- Across all focus groups, Leadership was a theme in priorities/opportunities—City Staff mentioned “regional leadership,” Leadership Council mentioned young leaders in government
- Secondary data review suggests that the City has a large number of volunteers involved in service--Is the volunteerism producing civic leadership? Is that civic leadership leading to solutions?
- Each of the focus groups notes McMinnville’s history of stable and long-term civic leadership. Several noted that solid leadership of the 1980s through the present is aging, and that the community needs a new generation of civic leaders.
- Partnerships are key—The Young Leaders and Leadership Council both mentioned leveraging partnerships (nonprofits, education, etc.) as a critical opportunity/priority for the City.