

Work Plan

Task 1. Demographic and Economic Assessment

- » 1.1 Aggregate and assess relevant demographic and economic data, including existing demographic characteristics, key industries and market segments, real estate market characteristics and fiscal performance metrics
- » 1.2 Produce local economic forecast for industries and employment and perform a SWOT analysis for McMinnville based on data collected to-date
- » 1.3 Summarize premium economic opportunities for McMinnville and key obstacles or impediments to sustainable growth

Decision-making milestone: *use list of premium economic opportunities to identify key questions and methods for engagement activities*

Who are the most important industry stakeholders?

What do we need to know from the public?

How do we best present the information to each audience?

Potential challenges may include data availability. Leveraging client knowledge of state, regional and local data sources and client relationships to ensure accurate and timely data provision.

Task 1 is anticipated to occur between January 2018 and March 2018.

Task 2. Client, Community and Stakeholder Engagement

- » 2.1 Orchestrate and execute a kickoff meeting or conference call to review scope and anticipated outcomes, establish communication best practices and identify next steps
- » 2.2 Plan and execute regular check-in meetings or conference calls between the project manager and the client's Project Leadership Team
- » 2.3 Develop and deploy a custom, online, map-based comment tool for broad feedback on the city's existing website
- » 2.4 Perform up to six (6) phone or in-person interviews with key industry stakeholders, based on growth opportunities identified in Task 1
- » 2.5 Design, prepare and facilitate two (2) community visioning workshops with key stakeholders identified by the client and the consultant
- » 2.6 Brief the Project Leadership Team on findings and attend two (2) workshops and/or meetings with the McMinnville City Council to discuss draft and final work products

Decision-making milestone: *use community and stakeholder feedback to filter, refine and prioritize economic opportunities and set goals for Task 3*

Which industries do we want to target?

What are realistic goals for targeted industries?

How do we allocate limited resources between competing priorities?

Potential challenges may include conflicting viewpoints among community members and stakeholders. We work collaboratively with all stakeholders and the client to ensure broad participation and consensus-building, and our work products acknowledge the need for ongoing review of new data, periodic reevaluation of strategic priorities and persistent engagement.

Task 2 is anticipated to occur between January 2018 and August 2018. Please see the included schedule graphic for additional detail.

Task 3. Strategic Framework

- » 3.1 Based on findings from Tasks 1 and 2, identify overarching goals, necessary strategies and potential actions to achieving the community vision; deliver a draft of this custom, place-based strategic framework to the client for review
- » 3.2 Review client comments and revise draft strategies and actions based on client feedback
- » 3.3 Design an implementation matrix that complements the strategic framework and prepare content for the matrix, potentially including prioritization, partnerships, funding needs and sources, relevant timelines for implementation and performance measures
- » 3.4 Document how work products in Task 3 address the specific goals identified by the client in the RFP, including:
 - Identify McMinnville's unique opportunities and niche potential that will separate McMinnville from other communities and maintain the feeling of a vibrant small-town in close proximity to a fast-growing metropolitan area, and create a sustainable economy for generations to come.
 - Position a unique quality of life to attract creative class and entrepreneurial talent to establish the next generation of local business development and investment in the community.
 - Lead McMinnville's agricultural and manufacturing traditional economy towards a successful and sustainable 21st century economy.
 - Utilize McMinnville's history of collaboration towards achieving big things.
 - Identify what is an attractive business climate for McMinnville's targeted potential and what McMinnville still needs to do to create that climate.
 - Leverage the growing tourism industry towards new business development and investment. "If you like to play here, why not work and live here too."
 - Focus the efforts of all individual economic development partners so that they are successful in their own unique roles but working collaboratively and collectively towards advancing a coherent and cohesive overall economic vision.
 - Invest limited resources in strategic initiatives that create family wage jobs that are multi-generational and reinforce the small town charm of McMinnville.
 - Recommendations on light industrial, office, and retail commercial centers – whether or not to preserve existing square footage, increase, or decrease. Include geographic locations for focus.
 - Research and analysis of mobile services – current practices and impacts on local brick-and-mortar businesses and strategies to leverage them to bring in business into the City.
 - Preparation of business attraction and retention strategies incorporating results from McMinnville's SWOT analysis.
 - Preparation of performance measures with timelines that will be used to evaluate whether and to what extent plan goals and objectives have been or are being met.

Decision-making milestone: *commit to a framework for goals, strategies and actions*

Does the structure of the strategy make sense to stakeholders?

Is it accessible and engaging?

Does it cover the necessary content?

Task 3 is anticipated to occur between May 2018 and June 2018.

Task 4. Delivery of Draft and Final Economic Strategy

- » 4.1 Layout draft strategic framework and implementation matrix, along with other work products (e.g. concise demographic and economic profile, community engagement summary) where they support the conceptual development of strategic recommendations
- » 4.2 Deliver graphically-appealing draft report in PDF form for client review and comment
- » 4.3 Respond to client comments on the first draft and edit the draft strategy document to meet client needs
- » 4.4 Deliver final report, after initial workshop with the McMinnville City Council, in PDF and print format

Decision-making milestone: *when and how do we present the strategy for maximum impact?*

What (and how much) information should be included in the strategy document?

How do we create a visually-appealing product that reflects the community's values?

When do we review draft work products with City Council and other stakeholders?

Task 4 is anticipated to occur between June 2018 and August 2018.