



**City Council Goal-Setting Meeting Agenda  
Saturday, January 11, 2025  
9:00 A.M. – 4:00 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.*

---

**CITY COUNCIL GOAL-SETTING MEETING:**

*You may join online via Zoom Meeting:*

<https://mcminnvilleoregon.zoom.us/j/87695840141?pwd=SmKyctfYz1fjOI62RFubNbQ7kRnqWL.1>

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

1. GOAL SETTING WITH JULIA NOVAK OF RAFTELIS
2. ADJOURNMENT OF GOAL-SETTING MEETING

# MEMO

**To:** Mayor Morris and Members of the City Council  
Jeff Towery, City Manager  
**From:** Julia D. Novak, Executive Vice President  
**Date:** January 2, 2025  
**Re:** Retreat Preparation

---

My colleague Julie Gieseke and I look forward to being with you on January 11. We will spend the day working with the Council to establish a solid foundation for governing together, share an update on the organizational work plan, and establish the 2025 Council priorities.

The purpose of this memo is to provide some background information, share the agenda, and 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 Street  
McMinnville, Oregon 97128

**When:** Saturday, January 11, 2025  
Part One: Mayor, Council, City Manager, City Attorney and City Recorder  
9:00 a.m. to 11:30-ish a.m.  
Part Two: The Executive Team will join for lunch and the remainder of the agenda  
11:30-ish a.m. to 4:00 p.m.

## Preparation

Two new Councilors and a new Mayor represent a significant shift in group dynamics, and I know the staff are eager to learn what new direction may be in store for the future.

## MAC-Town 2032

The City adopted a Strategic Plan in 2019 – MAC-Town 2032. The City's direction is established within the framework of MAC-Town 2032 and inclusive of Council goals.

We have included the strategic actions in two documents attached to this report. One includes all the items within the Strategic Plan that were identified in 2023 as “Underway or Not Yet Begun,” and the other is the list of the MAC-Town 2032 Actions that have been completed and operationalized.

As you review the Objectives and Actions in MAC-Town 2032, I would also like you to consider whether anything 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.

### **Governing Together**

Each member of the governing body is asked to share their thoughts on “Governing Together” in response to the following questions:

**What does good governance look like to you?**

---

---

---

---

**What values are important to you in governing?**

---

---

---

---

**What is important to remember when your position is the prevailing decision, and what is important to remember when your position is not the prevailing decision?**

---

---

---

---

**How do you distinguish between policy – the role of the Council and Administration – and the role of the Staff?**

---

---

---

---

**What type of relationship do you hope to have with your colleagues on the governing body?**

---

---

---

---

**What type of relationship do you hope to have with the City Manager and Staff?**

---

---

---

---

**What do you hope this governing body will be known for?**

---

---

---

---

### What do you hope to accomplish? (Individual Interests)

We want each member of the governing body to reflect on what they hope to accomplish during their time on the City Council. While direction and priorities reflect the intent of the majority, it is helpful for your colleagues—and staff—to know what you hope to accomplish. Please come prepared to share this overarching intention. As you share this with your colleagues and the City staff, consider the following points to make:

- Why is it important to you?
- How does it align with the City’s Strategic Plan?
- Why do you believe it is important to McMinnville?

---

---

---

---

---

---

---

### 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

### Part One: 9:00 a.m. to 11:30-ish a.m.

#### Setting the Stage

The facilitator will review the agenda and norms, and each participant will be asked to introduce themselves and share their expectations for the day.

#### Governing Together and Council-Manager Government

The facilitator will share some thoughts on governance and the Council-Manager form of government. The Council will then explore the series of questions included in this memo and share your individual thoughts on what it means to govern well together.

#### The Ideal Council Member

We will consider how different groups (the public, the staff, and your City Council colleagues) might describe an “ideal” member of the City Council.

### Part Two: 11:30-ish a.m. to 4:00 p.m.

#### “Speed Dating” with Department Directors

Councilmembers will spend time with each Department Director to understand the operational context. The staff will share current challenges and opportunities. At the conclusion, each Councilmember will report about key learnings and observations from this valuable time together.

#### Individual Interests

Each member of the City Council will share what they hope to accomplish during their time on the City Council.

#### MAC-Town 2032 and Council Goals

During this portion of the retreat, we will review MAC-Town 2032, understand what the organization is focused on, and determine if there are new Council Goals that are important to this governing body. This conversation will be informed by the conversations with the Department Directors and the Individual Interests the Council shares, as well as what is already part of the City’s ongoing efforts to implement MAC-Town 2032 and the current Council Goals.

#### Parting Thoughts

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

# **MAC-Town Strategic Plan 2032**

## **Objectives and Actions That Are Underway or Not Yet Begun**

The following table identifies items in the MAC-Town 2032 Strategic Plan that are **underway or have not yet begun**, as well as new ideas suggested by the Council during the 2023 workshop. The five actions identified as priorities for the coming year are in **BOLD** print.

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
<b>CITY GOVERNMENT CAPACITY</b> <b>Strengthen the City’s ability to prioritize and deliver municipal services with discipline and focus</b>	Develop and foster local and regional partnerships	Identify strategies and venues to improve opportunities for access to regional and state resources	Underway
		Communicate existing partnerships and initiatives (Formal structured communication)	Underway (i.e. City Newsletter; I Heart Mak)
	Gain efficiency from technology and equipment investments	Identify and improve service delivery through process improvement training and technology upgrades	Underway
	Identify and focus on the City’s core services	Establish method to prioritize services with resources and maintenance needs	Underway (the budget process)
		Develop Internal and External Communication Strategies	Underway
	Invest in the City’s workforce	Develop a centralized HR function to support a thriving workforce	Underway
		Conduct regular staff training and mentorship Citywide	Not Yet Begun



Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
		Develop succession planning and knowledge transfer philosophy, including long-range planning by department	Underway
<b>New Ideas</b>			
		<b>Evaluate and implement Core HR Functions</b>	<b>New Priority</b>
		Financial Planning Capacity: Identify Consulting Staff, Financial Analyst, or Economist to facilitate the development of a biennial budget to improve decision-making	New
		Prioritize the Core Services Analysis	New
		Identify relevant KPIs and track the data necessary to inform service delivery	New
		Survey the community on Core Service Priorities	New
<b>CIVIC LEADERSHIP</b> 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	Underway

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
		Ensure safe, respectful environment on all boards and commissions	Not Yet Begun
		Improve communication about pathways to leadership	Underway
		Use knowledge of barriers to create opportunities	Underway
		Internal Leadership Development Program	Not Yet Begun
		Create a youth development leadership initiative	Not Yet Begun
	Increase awareness of civic affairs and leadership opportunities	Use City programs and events to showcase leadership	Operationalized (Council) Not Yet Begun (Staff)
		Create bite-sized leadership opportunities for the public	Underway
		Identify internal leadership opportunities by department	Not Yet Begun
		Engage late career and retirees in leadership and mentoring	Not Yet Begun
		Documents the history of civic leadership in McMinnville	Not Yet Begun

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
	Recognize and raise up leadership in all its forms, such that more people identify themselves as civic leaders	Develop Leadership Recognition Program (LRP)	Not Yet Begun
		Implement LRP – Leadership Luncheon	Not Yet Begun
		Implement LRP – Civic Plaza Leadership Monument	Not Yet Begun
<b>COMMUNITY SAFETY AND RESILIENCY</b> Proactively plan for and responsively maintain a safe and resilient community	Build a community culture of safety (consider safety best practices)	Youth outreach and education	Underway
		Revise local dangerous building ordinance	Not Yet Begun
	Develop resiliency targets for critical infrastructure	Code and zoning development and enforcement	Underway
		Identify and mitigate natural and man-made hazards (Hazard Mitigation Plan)	Underway
		Resiliency Planning to two-three week standards	Not Yet Begun

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
		Evaluate the built environment downtown	Underway
		Establish data and cyber security practices	Underway
	Lead and plan for emergency preparedness	Establish a formal Emergency Management Program	Underway (Include Data and Tech)
		Allocate resources to planning and training	Underway
		Develop a safety plan for each City building	Underway
		Educate and train staff in roles and responsibilities (including general safety)	Underway
		Leverage local private resources in the event of a large emergency	Underway
	Provide exceptional police, municipal court, utility services, and public works	Develop or establish standards for training, response time, and staffing	Underway
		Develop external/internal service standards and quality management evaluation	Not Yet Begun

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
<b>New Items</b>			
		<b>Incorporate the effect of the current state of camping on safety (community and Staff), Resiliency and Capacity</b>	<b>New Priority</b>
<b>ECONOMIC PROSPERITY</b> 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	Not Yet Begun
		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	Not Yet Begun
		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	Not Yet Begun

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
		Identify and catalog 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	Underway
		Appoint and train a designated coordinator to help new business owners navigate local development regulations and obtain federal, state, and county-based financial incentives	Underway (MEDP)
		Develop checklists or fact sheets to aid in understanding and compliance with permitting and code enforcement procedures; produce a “playbook” that outlines City requirements and codes, available venues and associated costs, and volunteer organizations able to assist with event management	Underway
		Improve key gateways into and through McMinnville with coordinated design interventions that reflect McMinnville’s brand	Underway
		Install noticeable welcome and wayfinding signage at the Three Mile Lane bridge, as well as at key entrances to the downtown	Underway

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
		area and other economically significant areas	
		Coordinate street furniture and other amenities with McMinnville's brand	Underway
		As new infrastructure projects are planned and completed, such as a bridge replacement, ensure that the design serves McMinnville's sense of place	Underway
		Assess the sufficiency of McMinnville's existing design guidelines to protect and enhance valued aspects of the City's building stock and built form	Underway
		Vet the findings of McMinnville's most recent Economic Opportunities Analysis to clarify commercial and industrial land capacity; complete supplemental analyses as needed	Underway
		Develop a brownfield remediation program in partnership with the state to redevelop the old bus barn site, the NE Gateway vehicular junkyard, and the downtown autobody shop	Not Yet Begun

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
		Explore the feasibility of consistent commuter private airline service between McMinnville and larger regional hubs, such as Seattle, Portland, and northern California	Not Yet Begun (Visit McMinnville)
		Invest in infrastructure improvements that make it safer and easier for residents and visitors to get around McMinnville	Underway
		Inventory key bike and pedestrian corridors and rank the investments required to improve pedestrian amenities	Underway
		Develop wayfinding graphics for primary pedestrian and bike connectors through and between McMinnville's major assets	Underway
		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	Underway
		Complete improvements to Alpine Avenue and throughout the Granary/Northeast Gateway District	Underway



Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
		Identify and complete high-priority infrastructure projects that serve McMinnville's current and future business community	Underway
		Explore additional business lines at the McMinnville airport, including wildland fire fighting, recreation, and tourism uses such as skydiving, paragliding, balloon rides, pilot training on various aircraft and helicopters, and for private travel	Underway
		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	Underway
		Work with McMinnville Water and Light to develop a process for evaluating and placing electrical infrastructure underground, particularly for new development	Underway
		Identify and evaluate options to add an alternate freight route	Not Yet Begun
		Develop an extensive, coordinated Capital	Underway

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
		Improvement Plan for business districts that supports current needs and is flexible enough to respond to future needs	
	Foster opportunities in technology and entrepreneurship	Foster physical connections to existing tech and entrepreneurship hubs through low-cost air services	Not Yet Begun
		Create an “Invest in the Future” grant program that is targeted towards private investment and business development with living wage job outcomes	Not Yet Begun (MEDP)
	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	Underway
	Encourage connections to the local food system and cultivate a community of exceptional restaurants	Evaluate the alignment of food cart regulations with community goals	Not Yet Begun
<b>Is anything missing with regard to Economic Prosperity?</b>			
		<b>Regain an employer base that enhances the livability of McMinnville, Balancing the Tourist Economy</b>	<b>New Priority</b>

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
<b>ENGAGEMENT AND INCLUSION</b> <b>Create a culture of acceptance and mutual respect that acknowledges differences and strives for equity</b>	Actively protect people from discrimination and harassment	Employee Training (i.e. implicit bias and awareness)	Not Yet Begun
	Celebrate the diversity of McMinnville	Identify Opportunities and Support Existing Events (i.e. Sabor Latino, TEDx McMinnville, and UFO Festival)	Underway
		Describe and communicate diversity in McMinnville – develop a strategy plan	Underway
	Improve access by identifying and removing barriers to participation	ADA Transition Plan	Not Yet Begun
		Translation of documents and signs/interpretation during public engagement events	Underway
		Evaluate software inclusion	Underway
		Review procurement process	Underway
		Develop inclusion plans Citywide and by department	Underway

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
	Cultivate cultural competency and fluency throughout the community	Inclusion audit – climate survey, inclusive language evaluation, and naming policy for City facilities	Underway
		Customer service delivery training for culturally responsive provision	Underway
		Convene other partners	Underway
		Emotional intelligence training for City employees	Underway
	Grow City’s employees and Boards and Commissions to reflect our community	Educate staff and officials on demographics	Not Yet Begun
		Develop recruitment and retention strategies	Underway
		Evaluate and redesign advertising and recruitment tools	Underway
<b>GROWTH AND DEVELOPMENT CHARACTER</b> 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	Underway

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
		Update Comp Plan Policies	Not Yet Begun
	Educate and build support for innovative and creative solutions	Develop an educational program to gather and share innovative/creative ideas for growth and development	Not Yet Begun
		Establish a program to promote and implement pilot projects	Not Yet Begun
		Explore open data initiative	Not Yet Begun
	Strategically plan for short and long-term growth and development that will create enduring value for the community	Set a policy for updating the facilities plan	Not Yet Begun
<b>Is anything missing with regard to Growth and Development Character?</b>			
		<b>Build the new Pool/Community Center</b>	<b>New Priority</b>
		<b>Establish T, P, M, or similar regulatory tool in the EID related to wine bars or other sole alcohol sales businesses</b>	<b>New Priority</b>
<b>HOUSING OPPORTUNITIES (ACROSS THE INCOME SPECTRUM)</b>	Collaborate to improve the financial feasibility of diverse housing development opportunities	Explore entitlement status for Community development Block Grants	Underway

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
<b>Create diverse housing opportunities that support great neighborhoods</b>			
		Provide a coordinated resource clearinghouse for those seeking housing financial assistance	Underway
	Conduct thorough and timely planning and forecasting to ensure that regulatory frameworks and land supply align with market-driven housing needs	Housing strategy (May 2019) renew every 10 years	Underway
		Assess urban growth boundary adjustment	Underway

# **MAC-Town Strategic Plan 2032**

## **Objectives and Actions That Are Complete or Operationalized**

The following table identifies items in MAC-Town 2032 Strategic Plan that are **complete or operationalized**. The five actions identified as priorities for the coming year are in **BOLD** print.

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
<b>CITY GOVERNMENT CAPACITY</b> <b>Strengthen the City's ability to prioritize and deliver municipal services with discipline and focus</b>	Develop and foster local and regional partnerships	Strategically participate in local and regional partnerships	Operationalized
		Encourage participation and information sharing in professional associations	Operationalized
	Gain efficiency from technology and equipment Investments	Audit, evaluate, advise, and encourage a culture of innovation	Operationalized
	Identify and focus on the City's core services	Develop a definition of core services	Operationalized
		Identify the true cost of core services	Operationalized
	Invest in the City's workforce	Competitive and equitable compensation	Operationalized (Competitive cared for, but Equitable is in progress)
<b>CIVIC LEADERSHIP</b> <b>Encourage a variety of leadership development opportunities to foster a culture of civic pride and involvement</b>	Attract and develop future leaders	Civic education progress	Operationalized



Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
	Increase awareness of civic affairs and leadership Opportunities	Use City programs and events to showcase leadership	Operationalized (Council) Not Yet Begun (Staff)
		Develop and deliver a communication plan with a consistent leadership message tailored for specific audiences	Operationalized (weekly newsletter)
	Recognize and raise up leadership in all its forms, such that more people identify themselves as civic leaders	Implement LRP – Mayor’s Leadership Awards	Operationalized
<b>COMMUNITY SAFETY AND RESILIENCY</b> Proactively plan for and responsively maintain a safe and resilient community	Build a community culture of safety (consider safety best practices)	Engage the community through partnerships	Operationalized
		Crime prevention through environmental design (review, evaluation, adoption) for public spaces	Operationalized
	Lead and plan for emergency preparedness	Update Continuity of Operations Plan	Operationalized
<b>ECONOMIC PROSPERITY</b> Provide economic opportunity for all	Accelerate growth in living wage jobs across a balanced array of industry sectors	Improve McMinnville’s sense of place through thoughtful design	Operationalized

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
<b>residents through sustainable growth across a balanced array of traditional and innovative industry sectors</b>			
		Assess land supply for commercial and industrial uses and document lands available for development	Operationalized
		Create a user-friendly program to coordinate utility improvements for both public and private improvements to ensure maximum efficiencies and potential	Operationalized
	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 and devise a strategy to maximize ROI associated with the program	Completed
		Support Disadvantaged Business Enterprise businesses	Operationalized
	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,	Operationalized

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
		including transportation and distribution	
<b>ENGAGEMENT AND INCLUSION</b> <b>Create a culture of acceptance and mutual respect that acknowledges differences and strives for equity</b>	Actively protect people from discrimination and harassment	Track, monitor, and report statistics (re: hate crime, bias)	Operationalized
		Diversity Equity and Inclusion Advisory Council	Operationalized
		Code of Conduct	Complete
	Improve access by identifying and removing barriers to participation	Bilinguals pay incentive policy	Complete
<b>GROWTH AND DEVELOPMENT CHARACTER</b> <b>Guide growth and development strategically, responsively, and responsibly to enhance our unique character</b>	Define the unique character through a community process that articulates our core principles	Key Stakeholder survey	Operationalized
	Educate and build support for innovative and creative solutions	Social media strategy to inform and engage	Operationalized
	Strategically plan for short and long-term growth and	Conduct a community visioning project	Operationalized

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
	development that will create enduring value for the community		
		Update long-range land use plans	Operationalized
		Evaluate and plan for City service demands based on growth and development impacts	Operationalized
		Ensure that plans are flexible enough to respond to emerging trends, technology, etc. (i.e. AI and AV)	Operationalized
<b>HOUSING OPPORTUNITIES (ACROSS THE INCOME SPECTRUM) Create diverse housing opportunities that support great neighborhoods</b>	Collaborate to improve the financial feasibility of diverse housing development opportunities	Engage with the Governor's Office for housing development	Operationalized
		Inventory financial tools available to support housing development	Operationalized
	Conduct thorough and timely planning and forecasting to ensure that regulatory frameworks and land supply align with market-driven housing needs	Buildable land inventory (December 2018) renew every 10 years	Complete

Strategic Priority and Goal	Objective	Actions	Action Notes: Complete Operationalized Underway Not Yet Begun
		Housing Needs Analysis (March 2019) renew every 10 years	Complete