

CITY OF McMinnville
MINUTES OF SPECIAL CALLED CITY COUNCIL MEETING
of the McMinnville City Council
Held at the Kent L. Taylor Civic Hall on Gormley Plaza
McMinnville, Oregon

Wednesday, May 30, 2018 at 6:00 p.m.

Presiding: Scott Hill, Mayor

Recording Secretary: Melissa Grace

Councilors:	<u>Present</u>	<u>Excused Absence</u>
	Adam Garvin	Remy Drabkin
	Kellie Menke	
	Sal Peralta	
	Alan Ruden	
	Wendy Stassens	

Also present were City Manager Jeff Towery, Planning Director Heather Richards, Parks and Recreation Director Susan Muir, Library Director Jenny Berg, Information Systems Director Scott Burke and Dave Adams, KLYC Radio.

1. CALL TO ORDER: Mayor Hill called the meeting to order at 6:06 p.m. and welcomed all in attendance.
2. PLEDGE

Mayor Hill led the Pledge of Allegiance.
3. STRATEGIC PLANNING UPDATE

Brian Scott, BDS Planning and Urban Design presented. He reviewed the three parts of the strategic planning process. He explained that there were focus groups, an online survey, a situation assessment and a community charrette. The work on goals and objectives for work groups are in progress. He noted the components of the strategic plan including: vision, mission, values, strategic priorities, goals, objectives, actions and targets.

He displayed the draft purpose statements for the Mission and Values. The proposed mission is “The City of McMinnville delivers high-quality services in collaboration with partners for a prosperous, safe, and livable community.

Council discussion ensued regarding the proposed mission. The council agreed to move forward with the proposed mission.

Mr. Scott shared the proposed values as follows:

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 & Inclusion. 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.

Councilor Stassens asked if there was any further discussion on the word innovation rather than the word courage as suggested during the Charrette. Council President Menke noted that she liked the word courage. City Manager Towery stated that the term courage came out of the focus groups and explained that innovation although important and applied is important it does not necessarily rise to the level of being called out as an overall value.

Mr. Scott shared that six Strategic Priorities have been identified as follows: Growth and Development Character, Housing Opportunities, Economic Prosperity, City Government Capacity, Community Safety and Resiliency, Engagement and Inclusion, and Civic Leadership.

Strategic priority work groups have been formed. The work groups will meet several times help develop the goals, objectives, actions, and targets for McMinnville's strategic plan.

He explained the work group approach and provided the draft goals of the strategic priority work groups.

1. **Growth & Development Character.** Guide growth responsively and responsibly to enhance our unique character.
2. **Housing Opportunities.** Create diverse housing opportunities that support great neighborhoods.
3. **Economic Prosperity.** (TBD from Economic Development process.)

4. **City Government Capacity.** A proactive organization with a clear and shared understanding of the City's core lines of business, which direct investment in its people, organizational infrastructure, and partnerships.
5. **Community Safety & Resiliency.** Proactively and responsively develop and maintain a safe and resilient community.
6. **Engagement & Inclusion.** Creating a culture of acceptance and mutual respect which willingly acknowledges and overcomes differences.
7. **Civic Leadership.** Embrace a variety of leadership development opportunities to foster a culture of civic pride and involvement.

Mr. Scott reviewed the draft objectives for each strategic priority.

1. **Growth & Development Character**

- **Define the unique character** with a community process that articulates core principles.
- Prioritize continuous evaluation and planning for **infrastructure and services to guide growth.**
- Establish and sustain **open and inclusive public engagement** at all stages of the planning and implementation process.

2. **Housing Opportunities**

- Conduct thorough and timely **planning and forecasting** (buildable lands; housing needs; housing strategy; urban growth boundary).
- Promote **housing affordability** through diversifying the available typologies.
- Ensure that **regulatory frameworks and land supply** align with market-driven housing needs. (from Economic Development Strategy).
- Collaborate to improve the **financial feasibility of housing development** and new home purchases. (from Economic Development Strategy).
- New **building permits** should be in alignment with forecasted growth.
- Develop the **construction workforce** by investing in and leveraging great local educational institutions and mentoring new local developers.
- Provide a coordinated resource "**clearinghouse**" for those seeking housing financial assistance.

3. **Economic Development**

- (TBD from Economic Development process.)

4. **City Government Capacity**

- Identify and clarify **core lines of business** and ground truth with the public.
- Proactively plan for **knowledge transfer and succession** planning of staff.
- Gain efficiencies from one-time **technology investments.**

- **Recruit and retain** talented people.
- 5. **Community Safety & Resiliency**
 - Lead in **emergency preparedness**.
 - Ensure safe **infrastructure and surroundings**.
 - Provide exceptional **police, fire, and EMS services**.
 - Build a community **culture of safety**.
- 6. **Engagement & Inclusion**
 - Improving access by identifying and **removing barriers to participation**.
 - Ensuring **safety from discrimination and harassment** for all.
 - Cultivate **cultural competency** and fluency throughout the community.
 - **Celebrate diversity** of McMinnville.
 - Grow the **City's labor force and Boards and Commissions** to reflect our diverse community.
- 7. **Civic Leadership**
 - Attract and **develop future leaders**.
 - Identify, assess, and **mitigate barriers**.
 - Support **civic education** at the local and county level.
 - Recognize and **raise up leadership** in all of its forms.

Councilor Peralta suggested that the word typology be changed to something more accessible to read. Councilor Peralta felt that the biggest challenge there is matching the jobs that are being created to the types of housing available.

Planning Director Richards shared the discussion that the work group had relating to the term typology.

Mayor Hill stated that the priorities will provide direction but are also the items that should be looked at. The Council felt that it was a good list.

City Manager Towery suggested that the City Government Capacity goal should be shorter and perhaps use an action word to start the draft goal.

The next steps are that the work groups will reconvene beginning in June to finalize goals and objectives, and then work will begin on action plans and performance metrics. The project leadership team will continue to work on overall plan structure and first year implantation plan.

4. ECONOMIC DEVELOPMENT PLANNING UPDATE

Elliott Weiss, Community Attributes Inc. presented. He provided an overview of the project process, the summary of key findings and SWOT analysis, a review of the draft strategic framework and draft strategies.

The process has included:

- Ongoing monthly advisory committee meetings, with four completed to date.
- Robust data profile to ascertain current and anticipated demographic and economic characteristics of McMinnville.
- City tour – downtown, Granary District, various neighborhoods, Linfield College and elsewhere.
- Four focus groups with business leaders from a broad range of industries, including manufacturing, software development, financial services, education, agriculture, wine, tourism and hospitality, and others.
- One public open house to share key findings from the data profile and to solicit feedback on McMinnville’s economic vision and strategic priorities.
- Development and hosting of an online Idea Map as an open forum for public comment on opportunities and challenges facing McMinnville.
- Submission of a SWOT analysis and a summary of economic development challenges and opportunities for McMinnville.
- Submission of a strategic framework to guide strategy development.
- Submission of a draft strategy for City and PAC review.
- One public open house.
- One City Council work session.

Mr. Weiss shared that June through July they will:

- Revise and submit final strategy.
- Compile strategy and other project materials in a draft report.
- Presentation of report to City Council.
- Finalize and submit Economic Development Strategy.

Mr. Weiss provided the key findings from the data profile:

- McMinnville has the largest population and highest employment in Yamhill County, which positions the city as a subregional center, on the outskirts of the greater Portland region. McMinnville is expected to grow and capture more than half of projected population growth in Yamhill County in the coming years, thereby increasing its role as the commerce and population center of Yamhill County.
- For those moving to McMinnville, most come from within Yamhill County or other places within the State of Oregon, indicating that McMinnville is a regional draw.
- Yamhill County’s population is aging and will continue to age; residents 65+ will account for a larger share of the population in the coming decades and will be the largest age segment by 2055.

- The McMinnville and Yamhill County economy has balanced industry sectors, with Educational and Medical Services, Manufacturing, Trade, Transportation and Utilities, Government, and Leisure and Hospitality each accounting for between 11% - 22% of countywide employment. McMinnville has large employers (or many employers) in each of these sectors, including Cascade Steel, Willamette Valley Medical Center, Linfield College, Yamhill County (government), and others.
- Office-using employment, such as Professional and Business Services, Financial Activities and Information, is low, though Professional and Business Services are expected to grow rapidly. Educational and Medical Services are expected to add the greatest number of jobs in the Mid-Valley region through 2024.
- McMinnville's median household income is low, with disparities by race or ethnicity and educational attainment; healthcare practitioner and technical occupations is the highest-paying occupational category in McMinnville, at \$68,000.
- Most McMinnville residents commute to work alone in a car. Many McMinnville residents (39%) work in McMinnville, and the most common commute destinations for residents are to Portland and Salem (12% total).
- A lower percentage of McMinnville residents obtain a bachelor's degree or higher; educational attainment lags relative to the region.
- Housing affordability is a challenge, as it is throughout the greater Portland region. Housing costs are not more burdensome than in many other communities throughout the region.
- McMinnville's poverty rate is relatively high at 20%, but poverty varies across family types, race or ethnicity, and educational attainment. In McMinnville, more than half of single mothers and one-quarter of all families with children are in poverty; one-third of Hispanic or Latino individuals are in poverty and one-third of individuals with less than a high school diploma live in poverty.

Discussion ensued regarding graduation rates, trade based occupations and industrial employers. It was noted that McMinnville is doing a good job with graduation rates.

Mayor Hill stated that regionally there is difficulty with the being able to grow the Urban Growth Boundary and the fertile agricultural lands.

Discussion ensued regarding working with neighboring communities proactively. It was noted that it came up in several focus groups and that a regional perspective may need to be considered.

Discussion ensued regarding McMinnville's population and population forecasts.

The strengths were identified as follows:

- High quality of life to boast about and attract investment.
- Strong, widely recognized downtown.
- Robust wine and tourism economy, as well as cultural (e.g. Air and Space Museum) and recreational amenities that bring visitors.
- Well known regionally and nationally as a destination for wine and food weekends, with some supporting tourist assets.
- Balanced employment across industry sectors.
- Presence and involvement of postsecondary educational institutions (Linfield College and Chemeketa Community College).
- Location advantages:
 - Good location in proximity to major metro area.
 - High quality soils in surrounding areas, climate suited for agriculture.
 - Natural environment assets nearby, including Yamhill River, access to the ocean and mountains.
- Inexpensive power and water, with sustainable sources.
- Major infrastructure assets: major highways, freight rail, airport.
- Positive business climate perceptions.

The weaknesses were identified as follows:

- Relatively low educational attainment.
- A limited labor pool for local companies and those looking to relocate.
- Difficult access to and from I-5 and no near-term possibility of a more direct connection.
- End-of-the-line location for wine country visitors coming from the Portland area.
- Lack of housing options.
- Low levels of professional and office-using employment.
- Comparatively high poverty rates and low median household income.

Mr. Weiss shared that economic inclusion and participation is one of the significant goals.

Mayor Hill shared that McMinnville Economic Development Partnership recently provided a tour for High School students. He explained that the more connections and that can be made between education and employers the better off everyone will be.

Discussion ensued regarding why the 25-29 year old group is leaving and not returning.

Mr. Weiss continued with the opportunities:

- Proximity to Portland allows McMinnville to capitalize on urban infrastructure/amenities.
- Local airport has comparative advantages over other regional airports.
- Highway 99 bypass: future completion will improve access to McMinnville.
- A stronger framework for regional collaboration.
- Opportunity sites for new downtown development.
- New housing development – higher density, diversity of types, live-work units.
- Improved connections to the University of Oregon and Oregon State University.
- Stronger branding and improved gateways into McMinnville.
- Innovation in agriculture and food systems:
 - Wine-oriented makerspace
 - Food hub
 - \$6 million gift to Linfield College’s wine program
 - Expanded culinary and craft beverage retail offerings
- Better use of recreational assets.
 - Creating new trails, hosting tournaments and events, improvements to the Community Center and pool, Bike tourism, improved and expanded bike routes.
- Clustering around major high-tech employers like TTR, Northwest UAV and Northwest Rapid Manufacturing.
- Increased apprenticeship (and similar) programs for trade-oriented occupations.
- Telecommuting to jobs in larger cities, development of a co-working space.
- Conference space for different sized groups; improved hospitality options.

Mr. Weiss discussed the identified threats:

- Limited land availability for residential, commercial and industrial development.
- Regulatory challenges associated with UGB expansion.
- Worsening housing affordability.
- Brain drain due to local graduates leaving for other job markets.
- Absorption of projected growth without detrimental impacts to character, congestion, affordability.
- Future oversaturation of wine/tourism and increasing concentration of low-wage service industry jobs.
- Need to find a sustainable solution to homelessness.
- Future impacts of climate change on agriculture and related industries, including tourism.

Mr. Weiss explained that eight goals have been identified. The foundation goals and strategies which are mean to be broadening beneficial across multiple industry sectors are:

1. Grow living-wage jobs across a balanced array of industry sectors.
2. Improve economic participation and inclusion.
3. Maintain and enhance our high quality of life.

Mr. Weiss stated that the target sector goals and strategies are intended to pursue opportunities and improve outcomes within clusters or sectors of related industries. The target sector goals and strategies are:

4. Sustain and innovate within traditional industry and advanced manufacturing.
5. Grow employment within technology and entrepreneurship.
6. Be a leader within tourism, retail, restaurants and hospitality.
7. Innovate within wine, agriculture and food systems.
8. Expand employment and operations within education, medicine and other sciences.

The strategic framework and draft strategies were further discussed as follows:

1. Grow Living-Wage Jobs Across a Balanced Array of Industry Sectors.

- 1.1 Maintain and enhance McMinnville's positive business climate.
 - Improve the dialogue between the City and the local business community.
 - Provide additional tools and resources for business formation and grow.
 - Sustain a streamlined permitting and approvals process.
- 1.2 Develop McMinnville's brand and leverage McMinnville's strong sense of place to spur economic growth.
 - Conduct a formal branding process.
 - Reinforce McMinnville's brand identity through strategic communications.
 - Communicate McMinnville's sense of place through thoughtful design.
- 1.3 Ensure commercial and industrial land availability
 - Assess land supply for commercial and industrial uses and document lands available for development.
 - Communicate land availability to current and prospective businesses.

- 1.4 Improve infrastructure to serve businesses, visitors and local residents.
 - Improve external connections between McMinnville and the region.
 - Invest in infrastructure improvements that make it safer and easier for residents and visitors to get around McMinnville.
 - Identify and complete high-priority infrastructure projects that serve McMinnville's current and future business community.
- 1.5 Expand efforts in talent attraction and retention.

Councilor Peralta noted that there is such a competitive advantage in energy costs and it should be reflected in the plan. He felt that the City should be encouraging more white collar employment in the community. He thought that the Steel Mill could be a type of industrial capacity that could be clustered around.

2. Improve Economic Participation and Inclusion.

- 2.1. Enhance education and workforce development, build career pathways and provide adult skills training.
 - Work with local businesses to specify workforce needs, including occupations and skills.
 - Improve access to skill development and education in career pathways at the elementary and secondary levels.
 - Increase the access for McMinnville residents to workforce training and re-training resources at local community and technical colleges.
- 2.2 Provide tools for growing and scaling small, entrepreneurial endeavors.
 - Connect businesses with available resources.
 - Support DBE businesses.

2.3 Ensure adequacy of social services.

3. Maintain and Enhance our High Quality of Life.

- 3.1 Provide a sufficient quantity of housing units that suit local wages and workforce needs.
 - Ensure that regulatory frameworks and land supply align with market-driven housing needs.
 - Collaborate to improve the financial feasibility of housing development and new home purchases.
- 3.2 Expand recreation options.

- Community suggestions included: Complete a recreation master plan to identify, evaluate and prioritize potential improvements, including a trail or paved path along the Yamhill River; the installation of fitness equipment along existing trail corridors, such as the Hewlett Packard trail; in-town cycling infrastructure like bike lanes and bike racks; pedestrian connections to Joe Dancer Park from Wortman Park and from Evergreen; improved river access, such as a dock, at Joe Dancer Park; improvements to existing parks and sports fields, including a restroom facility and picnic pavilion in Joe Dancer Park and new awnings or covers for the dugouts at the baseball fields; a BMX pump track; extension of the Westside Bicycle/Pedestrian Greenway.

4. Sustain and Innovate within Traditional Industry and Advanced Manufacturing.

- 4.1 Ensure workforce availability in trades.
- 4.2 Facilitate innovation within traditional industry sectors.
- 4.3 Expand and market land availability for industrial activities

5. Grow Employment within Technology and Entrepreneurship.

- 5.1. Become a place where small and medium technology firms can relocate.
- 5.2. Provide opportunities for co-working, teleworking, and other arrangements enabled by telecommunications technology.
- 5.3. Incubate new businesses and start-ups.
- 5.4. Create new talent pipelines for tech-related occupations.

6. Be a Leader in Tourism, Retail, Restaurants and Hospitality.

- 6.1. Make downtown the best it can be.
- 6.2. Become the preferred destination for wine-related tourism.
- 6.3. Diversify tourism destinations beyond wine.
- 6.4. Encourage connections to the local food system and cultivate a community of exceptional restaurants.
- 6.5. Market and promote McMinnville.

7. Innovate within Wine, Agriculture and Food Systems.

- 7.1. Maintain prominence in wine while looking for opportunities to innovate within supply chains, viticulture and production.
- 7.2. Locate higher job-density activities in McMinnville.
- 7.3. Expand R&D for wine and other agricultural/cultivation-oriented and value-added practices.

- 7.4. Open new markets for local agricultural products.
- 7.5. Preserve natural assets while ensuring long-term stability in agricultural production.

8. Expand Employment and Operations in Education, Medicine and other Sciences.

- 8.1 Leverage Linfield College and Chemeketa CC.
- 8.2 Encourage growth at Willamette Valley Medical Center.
- 8.3 Explore increased local roles for Oregon's public universities.

Discussion ensued regarding jobs per acre. Planning Director Richards shared that there currently an adopted economic opportunity analysis and within it there is a policy of striving to achieve 11 jobs per acre on employment lands. There is an action recommended to go back and see what is working, or not working, regarding the economic opportunity analysis.

Discussion ensued regarding the construction industry, a regional workforce related to construction, local builders, and the challenges in the building industry.

Councilor Peralta noted that families are moving to McMinnville and that perhaps amenities should be focused on. He also felt there should be a focus on the retirement community and health care. He commented on leveraging the cheap electricity to bring in industry.

Council President Menke commented on the fiber optic backbones and felt that it should be added to the conversation.

Councilor Ruden felt that the information rang true and that it was good to hear it in an organized manner.

Councilor Stassens commented on the successful community meeting Community Attributes hosted the previous night.

Mayor Hill commented on how resources will drive the process.

City Manager Towery stated that the community will be having conversations around the future of growth and development in McMinnville and what that looks like.

ADD ITEM

Councilor Peralta mentioned that the Friends of the Yamhelas Westsider Trail sent an email to him asking for the support of the Council. He noted that many of the items mentioned in the presentation relate to the vision of the trail: it improves the recreational aspect and preserves the rights-of-way

for rail infrastructure. He asked that support be considered at a future Council meeting.

Mayor Hill suggested that it would be good to have more information on the topic before making a decision. He thought that perhaps they could present to Council at a future meeting. Mayor Hill stated that he would like to hear both sides present.

5.

ADJOURNMENT

Mayor Hill adjourned the meeting at 8:20 p.m.

s/s Melissa Grace
Melissa Grace, City Recorder