

Kent Taylor Civic Hall 200 NE Second Street McMinnville, OR 97128

City Council Meeting Agenda Tuesday, March 12, 2019 5:30 p.m. – Work Session 7:00 p.m. – Regular Council Meeting

Welcome! All persons addressing the Council will please use the table at the front of the Council Chambers. All testimony is electronically recorded. Public participation is encouraged. If you wish to address Council on any item not on the agenda, you may respond as the Mayor calls for "Invitation to Citizens for Public Comment."

5:30 PM – WORK SESSION – COUNCIL CHAMBERS

- 1. Call to Order
- 2. Presentation by OregonASK Kids on the Block afterschool program assessment.
- 3. Adjournment

7:00 PM - REGULAR COUNCIL MEETING - COUNCIL CHAMBERS

- 1. CALL TO ORDER
- 2. PLEDGE OF ALLEGIANCE
- 3. INVITATION TO CITIZENS FOR PUBLIC COMMENT The Mayor will announce that any interested audience members are invited to provide comments. Anyone may speak on any topic other than: a matter in litigation, a quasijudicial land use matter; or a matter scheduled for public hearing at some future date. The Mayor may limit comments to 3 minutes per person for a total of 30 minutes. Please complete a request to speak card prior to the meeting. Speakers may not yield their time to others.

4. ADVICE/INFORMATION ITEMS

- a. Reports from Councilors on Committee & Board Assignments
- b. Department Head Reports
- c. Cash and Investment Report December 2018

5. CONSENT AGENDA

- a. Consider the Minutes of the January 8th, 2019 Regular Meeting, January 22nd, 2019 Work Session (Budget Committee) and Regular Meeting, and January 25th, 2019 Special Called Meeting (City Council Retreat).
- b. Consider OLCC request for Off-Premises and Full On-Premises, Commercial licenses from Mac MKt, LLC at 1140 NE Alpine Avenue.
- c. Consider OLCC request for Off-Premises licenses for Liquor and Beer and Wine Sales from McMinnville North Liquor located at 2628 North Highway 99W.
- d. Consider request for a Full On-Premises, Off-Premises and Full On-Premises, Commercial licenses from Red Hills Kitchen, LLC. located at 530 NE 4th Street/ 375 NE Ford Street.
- e. Consider request for Winery 1st location from Alisa Irene Blends, LLC. (Convergence Wines) located at 2803 NE Orchard Avenue.

Kent Taylor Civic Hall 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 or melissa.bisset@mcminnvilleoregon.gov.

6. PRESENTATION

a. City Council 2019 Retreat Summary

7. RESOLUTIONS

- a. Consider **Resolution No. 2019-17**: A Resolution awarding the purchase of one (1) unisex flushing restroom unit from Portland Loo by the Parks and Recreation Department.
- b. Consider **Resolution No. <u>2019-18</u>**: A Resolution making budgetary transfers of appropriation authority for fiscal year 2018-2019 (General Fund, Fire Department and Ambulance Fund).
- c. Consider **Resolution No.** <u>2019-16</u>: A Resolution adopting the MAC Town 2032 Economic Development Strategic Plan.

8. ORDINANCES

- a. Consider first reading with possible second reading of **Ordinance No. <u>5062</u>**: An Ordinance Amending the McMinnville City Code, adding Chapter 2.30, specific to The McMinnville Economic Vitality Leadership Council.
- b. Consider first reading with possible second reading of Ordinance No. <u>5063</u>: An Ordinance amending Planned Development Ordinance No. 4953 and 4990, to reduce average lot size requirements and certain setbacks, increase allowed block lengths and lot depth to width ratio, and amending an approved site plan, for a small-lot, small-home subdivision at Chegwyn Village.

9. ADJOURNMENT



City of McMinnville
Parks and Recreation
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McMinnville, OR 97128
(503) 434-7310
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STAFF REPORT

DATE: February 28, 2019

TO: Jeff Towery, City Manager

FROM: Susan Muir, Parks & Recreation Director

SUBJECT: Presentation - Kids on the Block (KOB) after school program assessment

STRATEGIC PRIORITY & GOALS:



CITY GOVERNMENT CAPACITY

Strengthen the City's ability to prioritize & deliver municipal services with discipline and focus.



ENGAGEMENT & INCLUSION

Create a culture of acceptance & mutual respect that acknowledges differences & strives for equity.

OBJECTIVE/S: Identify and focus on the City's core services, Develop and foster local and regional partnerships, Cultivate cultural competency and fluency throughout the community, Improve access by identifying and removing barriers to participation

Report in Brief:

This work session is an opportunity for the City's consultant, OregonASK, to present the attached Kids on the Block (KOB) after school program assessment final report to the City Council. Susan Zundel, head of the consultant team from OregonASK, will be presenting a framework of after school quality standards, the current synopsis and observations of operations at KOB, findings and recommendations.

Staff is not recommending any actions be taken at this work session. Rather, staff is planning to form a small technical advisory committee to advise the Parks and Recreation Department on implementation. The staff will then return to the Council with additional information and next steps at a later date.

Background:

The initial purpose of the attached assessment, as discussed at the September, 2018 City Council Work Session, was to address the change in the funding structure for the after school program. Over the years, the City's KOB program was funded in part (up to almost 45%) by fundraising dollars that were distributed by a board-run organization, Kids on the Block, Inc. That fundraising dynamic has changed, and it is anticipated that there are 2-3 years of funding remaining from Kids on the Block, Inc.

As we consider the recommendations related to the financial situation in the attached report, it may be interesting to reflect upon some of the discussions, concerns, and decisions that were made early in the KOB program's first 30 years related to funding. While gathering information for OregonASK's assessment, staff found some interesting (albeit anecdotal) information from undated newspaper clippings published at approximately the same time the KOB program first began. According to these newspaper clippings, the initial funding structure for KOB was anticipated to include fundraising, as well as city and school district funding and facilities. The article also indicated it was eventually the goal for the program to pay for itself. It appears at the time that the program had broad support from the City Council and School Board. The newspaper clippings indicate that questions about the long-term funding were raised at the inception of the KOB program. The headline of one article read "Kids Program Has Support But No Money Backing". In reality, having reaped the benefit of the Mayor's Ball and other funding sources for three decades, the fundraising portion of the KOB funding plan likely outlasted what would have been reasonable to expect when the program first began.

These newspaper clippings also brought to light two additional conversation topics related to KOB's early funding plans. One article indicated an acknowledgement that some funding for the KOB program located at Wascher Elementary came from the Lafayette community. That community support changed at some point. Funding for Wascher KOB is the same as funding for the five KOB sites inside McMinnville city limits now even though Wascher KOB serves families and children who do not reside in McMinnville. A second article from around the same time indicated that one City Councilor raised a discussion about government's role in 'child care'. The discussion resulted in policy direction for the City of McMinnville to participate and fund the Kids on the Block program, which has continued for three decades.

Perhaps more importantly than the funding issue, this assessment provides an opportunity for us to also consider larger changes as we map out the next 30 years for after school care in McMinnville. The Kids on the Block program has been managed in a professional manner over the last 30 years, providing a safe, fun place for children to go after school. While continuing to accomplish that task and develop the program within the paradigm of enrichment and recreation, the program did not grow in the same ways that traditional after school programs have over the years, which is reflected in the assessment and the national trends in after school care. Outcomes, measures, equity, inclusion and alignment with the school day

have not been objectives of the KOB program in the past, and now is our opportunity to address them.

Some kids and families are served well by KOB's current model but others are left out. Thus, the OregonASK finding that our program is at a crossroad is particularly relevant as we look towards mapping out the next 30 years of after school care in McMinnville.

This background, along with the attached assessment, give the City a good foundation for continuing discussions about families, kids and after school care in McMinnville.

Discussion:

The purpose of this work session is to present the final assessment and for the City Council to ask the consultant any questions about their work. The Parks and Recreation Department will form a small technical advisory committee to review the report and consider options before a recommendation comes forward to City Council at a later date.

Attachments:

Kids on the Block Afterschool Enrichment Sustainability Final Report

Fiscal Impact:

This report was funded with KOB Inc. funding. Fiscal impacts for implementation will be discussed at a later date.

Recommendation:

There is no action scheduled for the work session.



Kids on the Block Afterschool Enrichment Sustainability

2018 Assessment and Recommendations

A Roadmap for the Next Generation

Commissioned by City of McMinnville Parks & Recreation Department

Prepared by OregonASK Expanded Learning Partnership

Final Draft



OregonASK is a collaboration of public and private organizations and community members that seek to address common issues and concerns across all out-of-school time services – child care, recreation, education and youth development. The mission of OregonASK is to support, expand and advocate for quality out-of-school time programs and activities for children, youth and families throughout Oregon.

State affiliate to the <u>National Afterschool Association</u>

Member of the <u>National Network of Statewide Afterschool Networks</u>

Part of the <u>National Girls Collaborative Project</u>



www.oregonask.org

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Report Navigation

This report parallels the five areas that the City of McMinnville Request for Proposal (RFP) identified for assessment:

- Participant Outreach & Customer Service
- Program Operations
- Staffing & Management
- Partners & Stakeholders
- Financial Sustainability

The chapters focused on each of these five areas begin by covering the current practices and prevailing context, with information collected from a variety of sources. Following the current practice information, the report describes the assessment process and presents key findings.

Each chapter concludes with a set of recommendations, which can be implemented a) immediately, b) for the 2019/20 school year, or c) over a longer period of time



Background

The City of McMinnville Parks & Recreation Department created an after-school program in 1989 at three public elementary schools; McMinnville was less than half its current population of 34,000. A few key business leaders recognized an opportunity to serve children's needs more thoroughly by initiating a partnership with the City Parks & Recreation Department and McMinnville School District. This group of leaders formed Kids on the Block, Inc. (a non-profit organization) and hired a Volunteer Coordinator to augment the City of McMinnville's after-school program.

Within a few years, the Parks & Recreation Department hired KOB, Inc.'s Volunteer Coordinator to manage all aspects of the after-school program. KOB Inc.'s purpose gradually moved away from initiating, operating, and advising the enrichment aspect of the after-school program, and toward raising funds to support the Kids on the Block program. KOB, Inc. continues to support the KOB program with an annual financial contribution of approximately \$200,000. However, since the group is no longer conducting active fund-raising, KOB, Inc.'s reserve funds are forecasted to be depleted within 2-3 years.





To assist the City in planning for quality improvement and financial sustainability, funding from KOB, Inc. supported an independent program assessment. After a competitive request for proposals process, OregonASK, the statewide afterschool network was selected to conduct the assessment. Having previously been selected by the Oregon Department of Education as the training and technical assistance provider for the state's 21st Century Community Learning Center grantees, the organization brings a wealth of information and expertise to benefit Kids on the Block.

Purpose

This report was commissioned to establish baseline evaluation data of all aspects of the current program and provide recommendations to 1) achieve financial stability and 2) meet/exceed best practices for after-school programs, which guided data collection and analysis.

The overarching goal of the KOB program assessment is to collect and analyze data to inform future program development, policies, and financial sustainability.

Methodology

As specified in the City's Request for Proposal, the work included program observation and evaluation, interviewing a wide range of stakeholders, analyzing service gaps, analyzing staffing levels, analyzing KOB Inc. and City budgets, synthesizing relevant research, identifying opportunities for the program to achieve or exceed standard best practices for afterschool programs, and developing a comprehensive model for financial sustainability.

OregonASK employed five key data collection methods to identify needs and perspectives in the focus areas:

- 1. Existing/historical data review
- 2. On-site program observations
- 3. Key stakeholder interviews
 - a. KOB management staff
 - b. Community stakeholders
- 4. Focus groups
 - a. Community stakeholders
 - b. Parents of non-participants
- 5. Written and online surveys
 - a. KOB site staff
 - b. 4th and 5th grade participants
 - c. Parents of participants
 - d. Parents of non-participants
 - e. Community stakeholders



Executive Summary

After-school programs are a blend of recreation, youth development, and child care. The quality of afterschool programs is measured against a set of rigorous standards¹ – addressing issues as basic as health and safety, and issues as complex as equity and alignment with the school day. In some areas, Kids on the Block excels, and in a few areas the program is woefully lacking. However, with thoughtful consideration and adequate resources, KOB is well-positioned to deliver in all areas.

A total of 206 individuals provided input during the assessment process, which included surveys, focus groups, and interviews. Historical program and community data, along with site visits for program observation, also informed the findings and recommendations, generating the following priorities:

Purpose & Structure

As the program operator, the City of McMinnville appears to be at a crossroads. Policy decisions need to be made about the City's interests, role and investment in Kids on the Block Afterschool Enrichment. The program's purpose, including goals, objectives and outcomes (beyond being a safe, fun place to be afterschool), is unclear. The silver lining is in the attention being drawn to these issues through this first-ever assessment of program quality and sustainability. As priorities about the program's purpose become clear, the structure, calendar, and focus of activities can be refined. In turn, as the structure, calendar and activities are refined, the budget, funding, partnerships, and long-term financial plans can be addressed. Top recommendations include:

- Clarify the City of McMinnville's role (mission and objectives) related to after-school programming. Identify the City's interests in promoting, coordinating, championing, and/or providing after-school programming. Answer philosophical and policy questions, such as:
 - Why is the City of McMinnville invested/involved in afterschool programming?
 - What are the desired outcomes?
 - What is the rationale for public investment?
- Shift to an outcomes-oriented approach; identify the goals and objectives for youth participation; develop measures of success; track data.

¹ Oregon's Quality Framework for Afterschool and Summer Programs (see Appendix)

• Determine the changes to be made to KOB, develop a scope of work, and identify appropriate staffing to carry out the changes.

Management, Staff & Training

Development of systems, adoption of policies, and documentation of procedures will strengthen KOB program management. Findings reflect that good work is being done. However, the basis for much of this good work is good judgment. Systems for consistent data collection, staff training, and program evaluation are among the areas addressed in this report.

Recruiting and scheduling the KOB workforce requires extensive effort. Collective leadership from community institutions, such as Linfield College, Chemeketa Community College, the city, the school district, and the business community may be able to develop creative solutions. Implementing some of the recommendations offered in this report may require greater investment in staff training, technical assistance, and professional development. Top recommendations include:

- Develop a KOB staff handbook of policies/practices and clear guidelines.
- Include Kindergarten students and establish a structure that accommodates age-grouped activities (e.g.; K-2nd and 3rd-5th graders); assign staff to work predominantly with one age group.
- Develop a program evaluation framework and corresponding evaluation plan.

Equity, Diversity & Inclusion

To better serve McMinnville's diverse community, issues of language, culture, and abilities need to be addressed. KOB (and likely other City and community services) would benefit from training and technical assistance on equity, diversity, and inclusion – as well as increased resources for translation and interpretation, culturally appropriate activities, and accommodations for differently abled students. Top recommendations include:

- Increase outreach to low-income and Spanish-speaking populations. Work more closely with agencies, organizations, and individuals trusted by the Latino community.
- Develop equity and inclusion policies; train staff on inclusive practices.

 Train site staff in behavior management and youth engagement; developmentally appropriate activities; inclusive practices; and making accommodations for students with special needs.

Community Connections

Kids on the Block is a long-standing, well-regarded program. It is well positioned to increase communication and collaboration with various sectors of the community, potentially enhancing program activities, increasing student/community connections, and developing new avenues for sustainability. Whether increasing community connections through a parent or community advisory council, service-learning projects, or a new enterprise, the community, the youth, and the program will likely all benefit. Top recommendations include:

- Solicit partner and community input when designing/revising program objectives and setting enrollment and scholarship targets. Communicate and coordinate with McMinnville School District to address community needs, minimize duplication, and maximize the use of local resources.
- Establish a committee or council to advise staff on KOB program policies and practices, identify program objectives and milestones, and engage community voice in youth services.
- Enhance partnerships with the Chamber of Commerce and Downtown Association; design mutually beneficial and innovative partnerships; explore opportunities for businesses to subsidize KOB slots as an employee benefit, etc.
- Develop capacity to solicit new business/community resources and to recruit, place, and support program volunteers.

School Partnerships

While the City of McMinnville and McMinnville School District are inextricably linked as public servants, it is their common commitment to quality of life that should make them strong partners. Decades of coordination, use of public buildings, and sharing program information provides a good foundation. This report recommends deepening the current partnership to ensure timely and frequent communications, joint planning, and a mindset of collaborative visioning and problem solving at every level. Top recommendations include:

 Work collaboratively with MSD to integrate and align the District's after-school academic interventions and KOB's enrichment program, so students and families can access the full range of benefits.

- Work with McMinnville School District to incorporate KOB into the District's emergency and disaster preparedness plan.
- Collaborate with the District to align with the school day on Positive Behavioral Intervention and Support (PBIS) expectations, strategies, data, and training so students are getting the same guidance in all contexts of their day.

Fees & Finances

Revenue streams will always fluctuate, and a diversified portfolio can help mitigate some of that fluctuation. However, with a major funding stream drying up in the next 2-3 years, Kids on the Block must implement a mix of strategies to maintain viable services. Thoughtful consideration about increasing fees must go hand-in-hand with increasing scholarships; providing cost-effective options for added services; developing business partnerships; and ensuring that the most volatile of funding streams (grants and fundraising) are not depended on for core program services. Top recommendations include:

- Provide KOB programming on all school days.
- Explore fee increases along with ways to provide scholarships to families with financial need.
- Offer a fee-based "late pick-up" option.

Respectfully submitted,

The OregonASK Project Team:

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Susan Zundel, Quality Improvement Coordinator

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Jan Calvin, Full Circle Consulting

Sonja Svenson, Svenson Consulting



Introduction

Quality Standards

OregonASK used the following two best practice standards to assess KOB program components:

National Recreation & Park Association-Standards that Define High-quality Youth Programs

1. Physical and Psychological Safety	5. Positive Social Norms
2. Developmentally Appropriate Structure	6. Support for Efficacy and Mattering
3. Supportive Relationships	7. Opportunities for Skill-Building
4. Opportunities to Belong	8. Integration of Family, Schools, and Community Efforts

Oregon's Quality Standards for Afterschool and Summer Programs

Standard	Areas of A	Assessment
Activities and Curriculum	Activities Academic curriculum	Equity
Equity	Policies Family engagement	Staff competency
Families, Communities and Schools	Family partnerships Community partnerships	School partnerships
Health, Safety, and Nutrition	Safety Nutrition Physical activity	Sanitation, health & hygiene Media content & screen time Emergency & disaster prep.
Highly Skilled Personnel	Professional dev. planning Program leadership	Advancement Professional development
Program Management	Recruitment and retention Staff evaluation Systems	Program evaluation Financial sustainability
Social & Emotional Learning & Engagement	Self-management Self-awareness Social awareness	Responsible decision-making, Relationship skills

Community Data

Demographics²

McMinnville (pop. 34,347) is the largest city in Yamhill County, representing 33% of the county population (105,772).

- Median household income is \$47,460 (in 2016 dollars)
- Among children age birth to five, 30% live below the poverty level
- Among children age five to seventeen, 27% live below the poverty level
- 21.7% of McMinnville's population is Latino (7.7% in 1990; 14.6% in 2000; and 20.6% in 2010)
- 32.8% of all Latino families in McMinnville live below the poverty level

Public Information³

In a 2016 survey, McMinnville residents cited the following as their top sources for information about City government and its activities, services, and events:	% who Rated it as a <i>Major Source</i>
1. Local media outlets (newspapers, radio, local TV stations)	48%
2. City website (www.mcminnvilleoregon.gov)	44%
3. Word-of-mouth	42%
4. City information in the Parks & Recreation brochure or water bill	33%

Child Care

Results of the National Citizen Survey (McMinnville Community Livability Report 2016) showed only four of 45 aspects of community characteristics rated lower than the national benchmark. One of those four aspects with a low rating was "child care/preschool."

 $^{{\}tt 2~https://www.census.gov/quickfacts/fact/table/yamhill county or egon, mcmin nvillecity or egon/PST045217}$

³ National Citizen Survey; McMinnville Community Livability Report, 2016

Sixty-four percent (64%) of McMinnville School District students currently live in single-parent households, which is more than double the national figure.

Parents use home-based and non-home-based (or center-based) programs for child care. Findings presented later in this report, indicate that parents use KOB to meet their need for after-school care. As such, an inventory of the area's non-home-based programs showed that KOB is the primary provider of these services. Incidentally, all but KOB are provided by faith-based organizations.



McMinnville Area Center-Based Elementary Age Programs	Operations	Average Elementary Enrollment
Discovery Zone Child Development Center.	5 days/week; parents choose 2, 3, 4, or 5 days/wk.	20
McMinnville		
Grace Place Learning Center. McMinnville	3 hours/day x 5 days/week	15
McMinnville Christian Academy After School Care, McMinnville	3 hours/day x 5 days/week	30
St. James School Extended Care McMinnville	3 hours/day x 5 days/week	15
City of McMinnville Kids on the	134 days per school year	375
Block McMinnville and Lafayette	3 hours/day x 5 days/week	
	Total Enrollment	455

There are also other youth programs, more singularly focused on sports, music, arts, or academics.

McMinnville's 2011 National Citizen Survey

It should be noted that only 8% of the 2011 survey participants identified as Spanish, Hispanic, or Latino, while McMinnville's Latino population was 20.6% (U.S. Census, 2010). However, survey findings related to quality of services included:

- The quality of City of McMinnville recreation programs or classes was rated as "excellent" by 22% of residents and "good" by 54% of residents, for a cumulative positive rating of 76%.
- However, the quality of services provided to McMinnville youth was rated "much below" when compared to the national benchmark. 9% of residents rated it as "excellent" and 40% rated it as "good," for a cumulative positive rating by 49% of McMinnville residents.
- Furthermore, the quality of services provided to low-income people was rated even lower than the quality of youth services. While 9% of residents also rated it as "excellent," only 36% rated it as "good," for a cumulative positive rating by 45% of McMinnville residents.

The most recent *City of McMinnville Parks, Recreation and Open Space Master Plan*, was published in June 1999, based on community input gathered in 1997-1998.

- The report notes, "McMinnville residents depend on City sponsored programs because few private and non-profit program providers offer services to residents."
- With regard to priorities and subsidized services, the report states, "Youth of all ages should have the highest priority when planning recreation programs, according to McMinnville residents. Adult programs are in demand, but should be highly self-supporting. Services to disabled residents, seniors, and ethnic minority populations should continue to be improved."
- With regard to pricing, the report says, "Pricing policies for user fees should be aligned with residents' program and age group priorities. For example, programs for youth should be more highly subsidized than programs for adults. Since 45% of residents have a low to moderate income, staff should evaluate pricing policies for affordability, and, when necessary, develop non-tax revenue sources to subsidize program fees."
- In closing, regarding recreation programs, the report states, "An on-going system of program evaluation to measure for customer satisfaction and the achievement of measurable outcomes is recommended."

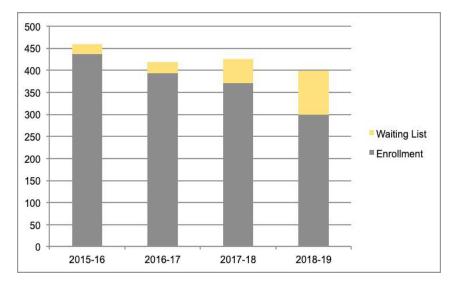
Recent KOB Program Enrollment Data

Student Enrollment by Site

	Number of Students				
Site	2015-16	2016-17	2017-18	2018-19	
Sue Buel	49	45	33	25	
Columbus	79	77	70	59	
Grandhaven	86	81	80	59	
Newby	77	57	62	59	
Memorial	86	87	76	78	
Wascher	60	47	50	20	
Annual Enrollment	437	394	371	300	
Year-end Waitlists	22	25	54	99	
Estimated Demand	459	419	425	399	

^{*}As of 11/13/2018

Students Enrolled and on Waiting Lists

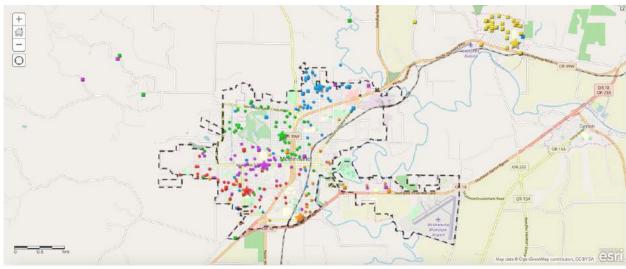


Note: Changes in workforce availability impacted Fall 2018 program enrollment. By July 2018 traditional KOB staff recruitment efforts had garnered fewer staff than required before the start of the school year. The City instituted enrollment caps and waiting lists until additional staff could be identified.

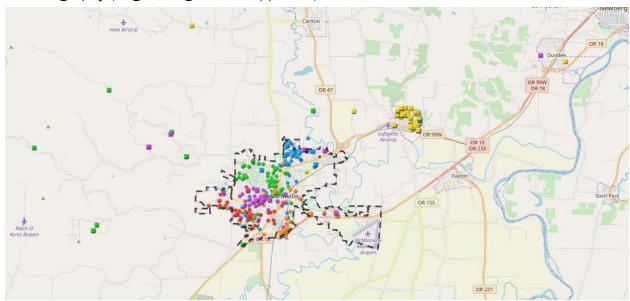
2017-18 KOB Participants' Residential Addresses

Shapes Key		Color Key	
*	Elementary Schools	Red: Columbus	Purple: Newby
•	Resident Participants	Blue: Grandhaven	Orange: Sue Buel
	Non-resident participants	Green: Memorial	Yellow: Wascher

Core Geography (larger image in the appendix)



Full Geography (larger image in the appendix)



Participant Outreach and Customer Service

Current Synopsis

Kids on the Block program information is shared several different ways. The program is advertised citywide through the City of McMinnville Parks & Recreation Department quarterly Activity Guide, mailed to all McMinnville households, and distributed throughout the community. The KOB Facebook page posts notice of the day fall registration opens in July, and KOB information is posted on the City's website. The program has historically advertised in school newsletters and flyers sent home at the beginning of the school year and reached out to previous participants to ensure they were aware that registration was underway.

However, in 2018, there was a decrease in promotions, based on limited staffing. Traditional efforts to recruit staff resulted in significantly fewer applications. The difference was so significant that by July 2018, the City had to intensify staff recruitment efforts, while, at the same time, curtail marketing and put a hold on the number of students/families who could register at each site. Further information is provided in the "Key Findings" section of this chapter.

KOB has a long history in McMinnville and enjoys a place in the institutional fabric of the community, often being cited as a "signature program." Adults who participated as youth have made their way back to the program as employees, and even more send their own children to KOB. Even a current McMinnville City Councilor attended KOB as a child and openly praises the program.

The McMinnville School District has partnered with the City to offer KOB in public elementary schools for the last 29 years – so school staff are well aware of the program. The School District Homeless Student Liaison is also aware that homeless students can be added at any time for no cost to the family. Historically, an average of 10 homeless students have accessed the program each year, although no homeless students were enrolled as of 11/15/18.

Registration Process

Program registration is completed by visiting the McMinnville Community Center front desk Tuesdays-Fridays (9am-8pm) and Saturdays (9am-3pm) or online at https://apm.activecommunities.com/mcminnvilleparksandrec/Home#

Slightly more people register online (53%) than in-person (47%). However, requesting financial assistance requires showing up in person and completing the Parks & Recreation Department's Fee Reduction Request Form to show that household income makes the family eligible for assistance.

Program Fees and Financial Assistance

Fees

The 2018-19 annual KOB fee is \$625 per child, regardless of the number of registered children in a family. It is described as an annual fee, so parents understand the program is not offered on a monthly, weekly, or drop-in basis. However, KOB fees are prorated for participants who join later in the school year. In 2017-18 this resulted in dropping the fee to \$500 in December and \$375 in February, as the program was able to accommodate additional participants.

Financial Assistance

Students are eligible for financial assistance (usually a \$200 discount) depending on the number of people in their household and the household's annual income. To apply for financial assistance, customers must visit the McMinnville Community Center and complete the Parks & Recreation Department's Fee Reduction Request Form prior to registration. The City has been very flexible in working to accommodate individual needs.

Payment Plan

A payment plan is available for both online and in-person registrations. It includes paying 20% to register and four more equal payments every 30 days. Payments are charged automatically to the customer's credit or debit card. An additional \$25 is charged if the customer opts for the "non-automatic payment plan."

Uncollected Fees

Each year the program has been left with a sizable balance of uncollected fees. The department recently established a protocol to require payment of any outstanding balance prior to the family being able to register for a new KOB year.

Accommodations and Accessibility

Location

KOB operates at each of the six district elementary schools, making the location accessible to public school students. The McMinnville School District works with homeschooled students to ensure they are welcomed to the public school setting and programs, and KOB extends a similar welcome.

Transportation

For students who normally ride the bus home from school, bus transportation is provided by the McMinnville School District at 5:00 p.m.

a	Number / % of 5:00 PM Bus Riders				
Site	2017-2018	2018-2019*			
Sue Buel	4 (12%)	2 (8%)			
Columbus	3 (4%)	2 (3%)			
Grandhaven	6 (8%)	4 (7%)			
Newby	1 (2%)	2 (3%)			
Memorial	6 (8%)	5 (6%)			
Wascher	6 (12%)	O (na)			
Annual Totals	26 (7%)	15 (5%)			

^{*}As of 11/13/2018

Special Needs

Program registration forms ask for information about the child's health concerns or allergies, but do not specifically ask about special needs or accommodations. Parents wishing to register children who have special needs are asked to contact the KOB program manager to discuss concerns and potential solutions and strategies to help their child be successful and safe in the KOB program. Staff have little experience, training, or resources to accommodate children with special needs.

Language, Gender, and Cultural Diversity

The City of McMinnville Activity Guide is provided in English, while the KOB annual program calendar is in both English and Spanish. Information in school newsletters is sometimes provided in both English and Spanish. Ten of the KOB staff members are fluent in both Spanish and English, with each site assigned at least one bilingual staff person.

KOB staff is predominantly (84%) female, while the program serves a fair balance of male and female students. KOB staff is generally representative of the Latino students they serve. The largest minority population enrolled this fall is Latino students, at 19%, and 21% of the KOB staff identify as Latino, according to the staff survey.

Parent-Staff Contact

Most parents pick their children up in person from the program each day. Since people can only gain access to the program through the school office or a locked door adjacent to the program, this means that parents are always greeted in some manner.

Parent and Participant Feedback

Parent and participant feedback is informal, if at all, as the program does not administer surveys or other consistent methods of evaluation. The last parent survey was conducted in 2008.

Assessment Process

The Participant Outreach & Customer Service assessment process included:

- At least one program observation at each site during program operations
- Site staff interviews
- Surveys of community stakeholders, participant families, participant youth, non-participant families, and KOB site staff
- Focus groups and individual interviews with elementary school principals and McMinnville School District administrators, community stakeholders, and non-participant families (the latter in English and Spanish)

Key findings for Participant Outreach & Customer Service begin on the next page.

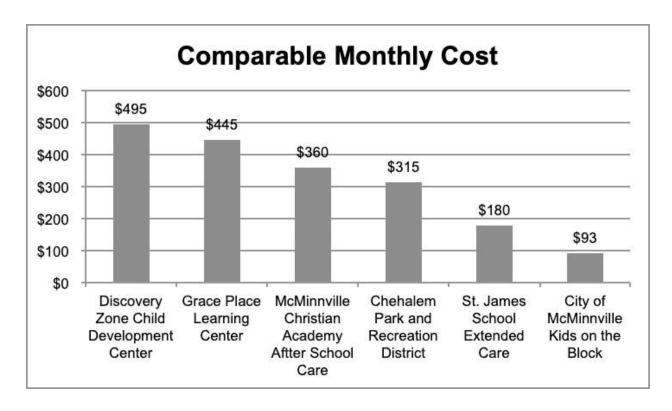
Participant Outreach & Customer Service - Key Findings

Outreach

While print and electronic information about KOB is widely distributed, in-person or relationship-based outreach is very limited. Little, if any outreach is done to engage low-income or minority populations, for whom print media is generally less effective. Focus groups with non-participant parents revealed that information about the program appears vague, and parents aren't really sure what is being offered. Focus group members stated that they did not receive enough information about costs, activities in the program, or requirements to lead them to sign up. Some Latino parents even questioned the title, "Kids on the Block," asking why they would want their kids on the block.

Comparison Fees

The current \$625 KOB annual fee is far below the cost of other local afterschool programs. Chehalem Park and Recreation District is included for comparison, as an area tax-based jurisdiction. Comparable monthly costs are based on three hours per day and five days per week.



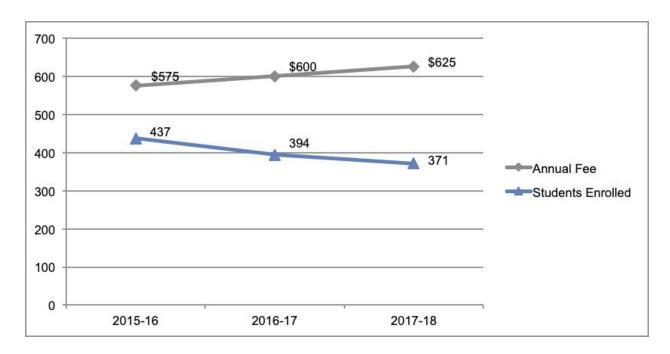
McMinnville Area Elementary After-School Programs

Elementary Age Programs	Operations	, ,	One-time	Discounts	Comparison Rates		
Flogianis		Payment Options	Fees		Per hour	Per day	Per Month
Discovery Zone Child Development Center McMinnville	5 days/week; choose 2, 3, 4, or 5 days/wk.	\$219/mo. 2 days \$310/mo. 3 days \$400/mo. 4 days \$495/mo. 5 days	\$100 reg. \$50 supply fee		\$9.13 \$8.61 \$8.33 \$8.25	\$27.38 \$25.83 \$25.00 \$24.75	\$219 \$310 \$400 \$495
Grace Place Learning Center McMinnville	3 hours/day x 5 days/week		\$100 reg \$100 supply fee	10% sibling discount	\$7.42	\$22.25	\$445 (w/trans. from school to Center)
McMinnville Christian Academy After School Care	3 hours/day x 5 days/week	\$6/hour for drop-in			\$6.00	\$18.00	\$360
McMinnville	3 hours/day x 5 days/week	\$4/hour with an \$80 punch card for 20 hours			\$4.00	\$12.00	\$240
Chehalem Park and Recreation District Newberg Dundee	Full-Time Plan, after school, in-service, field trips, Winter & Spring Break		\$35 reg. fee	20% off for sibling; 10% off for paying all	\$5.25	\$15.75	\$315
	Part-Time Plan, up to 12 hrs/wk			in advance	\$3.92	\$11.75	\$235
St. James School Extended Care McMinnville	3 hours/day x 5 days/week	\$3/hour			\$3.00	\$9.00	\$180
City of McMinnville Kids on the Block McMinnville Lafayette	134 days 5 days/week	\$625/year Can pay in four installments		\$200 discount- low-income free for homeless	\$1.54	\$4.63	\$92.59 (w/bus. home after KOB)

According to Oregon Department of Human Services, center-based child care rates for McMinnville and similar geographic areas are \$363-\$570 per month, depending on level of care and licensing.⁴ KOB is a license-exempt program and operates part-time, correlating to a \$363 per month rate, versus the \$93 shown in the chart above.

Cost Considerations

When the KOB fee structure switched from seasonal to annual in 2013-14, the intent was to raise the \$500 annual fee by \$25 every year, with the goal of gradually bringing the price up to cover a greater portion of the City's costs. Over the past three years, the annual fee increased by 8.7% (\$50 more in 2017-18 than in 2015-16), while enrollment decreased by 15.1% (66 fewer students in 2017-18 than in 2015-16).



Non-participant focus group families stated that the program fee gave them slight pause when considering whether or not they would enroll their children in KOB. However, several non-participant parents noted that they might be willing to pay the current \$625 fee, or close to it, if they knew more about the activities offered and the benefits to their children participating in the program.

Additionally, community stakeholders suggested that a number of parents may be willing and able to pay more for KOB services. 50% of participant parents surveyed said they were "willing and/or able to pay more for Kids on the Block." It should be noted,

⁴ Oregon DHS, https://www.oregon.gov/DHS/ASSISTANCE/CHILD-CARE/Pages/Rates.aspx

however, that 52% of the parents completing this survey had students at Memorial Elementary School, which serves a more affluent population compared to other schools.

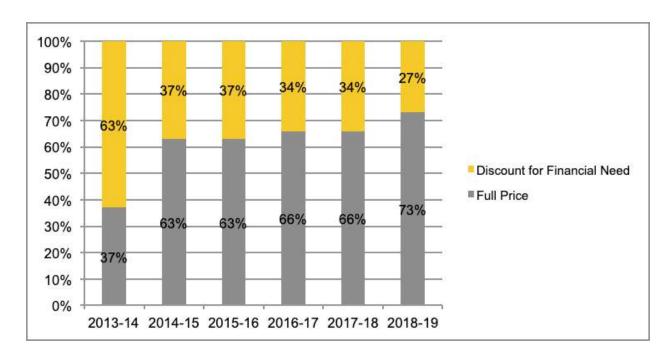
83% of surveyed parents said KOB should not be 100% supported by parent fees, and that there should be some support from taxpayer subsidy and/or fundraising.

As of 11/13/18, approximately 27% of the 2018-19 KOB participants had been approved for financial assistance. The following table shows a consistent decrease in the percent of students receiving financial subsidy. On the whole, it appears that the population served by KOB has shifted over time from families with a high level of economic need to families with less of a need for subsidies.

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19*
Annual Fee	\$500	\$525	\$550	\$575	\$625	\$625
% at Full Price (full or partial year)	37%	63%	63%	66%	66%	73%
% at Discount for \$ Need	63%	37%	37%	34%	34%	27%
# Enrolled	417	435	437	394	371	300
# on Wait List	0	21	22	25	54	99
Total Demand	417	456	459	419	425	399

^{*}As of 11/13/2018

Percent of KOB Enrollment Paying Full Price and Percent Receiving Discount



Additionally, in fall 2018 MSD secured a five-year 21st Century Community Learning Center grant that allowed it to add elementary level after school academic enrichment (STEAM Ahead Project), which targets traditionally underserved students – specifically, economically disadvantaged students, Latino students, ELs, students with disabilities, homeless students, and first-generation college-goers. The district's grant application for program funding states, "The criteria and processes for recruiting and targeting students and families will use the following key indicators: 1) The presence of demographic characteristics that define a student as traditionally underserved; 2) Students performing below standard in ELA and/or math; 3) Credit deficient students and/or students at-risk of becoming off-track for on-time graduation; 4) Students experiencing or at-risk of chronic absenteeism; 5) Students/families recovering from adverse childhood experiences.... Teaching and learning in the STEAM Ahead Project will be seamlessly aligned with school day curriculum, instruction, and assessment."

Students are referred to the STEAM Ahead Project and provided services free of charge. The district provides bus transportation for regular bus-riders home after the program ends at 4:20 pm. While a few students participate in both STEAM Ahead and KOB, student involvement in STEAM Ahead may have resulted in fewer low-income students participating in KOB this year.

Student and Parent Input

For the most part, KOB program planning is done centrally, with little opportunity for student or parent input. The opportunity to provide input is the lowest ranked aspect with regard to parent satisfaction. Charts below also provide available statewide data for comparison.

Overall, parents give KOB high program satisfaction ratings and say their child's interests and preferences are taken into account and part of the curriculum:

Statement	Parents Agree or Strongly Agree	
	ков	Statewide
KOB is a good experience for my child	98%	N/A
The activities provided by KOB are interesting to my child	95%	87%
I am satisfied with the quality of enrichment activities (art, science, music, etc.) in KOB	91%	88%
My child's interests & preferences are taken into account & are part of the curriculum	86%	N/A
The staff provides a positive environment for my child	98%	91%
I feel that my child is safe in KOB	100%	92%



While 86% of parents agree or strongly agree with the statement, "I am satisfied with the level of communication from KOB in regard to concerns with my child," parents give other KOB communications moderately low ratings. Only half the parents (50%) say they have opportunities to provide input and/or feedback on the KOB program:

Statement	Parents Agree or Strongly Agree	
	КОВ	Statewide
I know what activities are happening at KOB on a day-to-day basis	48%	78%
I am satisfied with the level of communication from KOB in regard to concerns with my child.	86%	N/A
I am satisfied with the level of communication from KOB in regard to program activities, upcoming events, program schedule, etc.	60%	N/A
I have opportunities to provide input and/or feedback on the KOB program	50%	70%

Fewer KOB staff report that youth and parents have opportunities to provide input to KOB than do after-school staff statewide:

Statement		Staff Agree or Strongly Agree	
	КОВ	Statewide	
Youth are given an opportunity to provide input on what they'd like to learn or do	80%	96%	
Our program offers many opportunities for parents/families to provide input on what they would like to see in the program	69%	88%	

Parent-Staff Communications

OregonASK observed interactions between staff and parents that were friendly, with site directors taking time to talk with parents when needed. However, only 67% of KOB staff members agreed or strongly agreed that they "have opportunities to frequently connect with family members from our program," compared to 78% of staff in a similar statewide survey. Staff are not directed or provided time to interact with parents.

Student Feedback

65 4th and 5th graders were surveyed. 87% of students said they "always feel safe" at KOB; 3% sometimes feel safe; and 10% said they "do not feel safe at KOB."

Students were asked about specific benefits of KOB:

Question	Yes	Sometimes	No
Have you made friends at Kids on the Block?	87.5%	1.6%	10.9%
Does Kids on the Block help you with your schoolwork?	69.2%	3.1%	27.7%
Have you learned how to do new things at Kids on the Block?	64.6%	0.0%	35.4%

Home Alone?

50% of non-participant parents said that their children are home alone, paralleling feedback from participant parents, 49% of whom said, "if not for KOB" their child would be home alone.

Several of the Spanish-speaking parents involved in the non-participant focus groups had at least one stay-at-home parent or older siblings that look after younger kids and weren't actively looking at structured afterschool or childcare options.

However, a number of non-participant parents who do seek childcare said they would be more likely to leave their children with a family member, friend, or acquaintance than register for KOB. These parents had heard of the program, but knew little else about it. Many Latino parents, in particular, expressed an interest in finding out more about the activities offered and whether or not kids receive homework help. Parent comments included, "I would sign up if the teacher told me to." And "If I understood the benefits of the program, I would be more inclined to enroll my child."

Outreach and Customer Service Recommendations	Now	2019- 2020	Longer Term	Est. Cost Range \$-\$\$\$
1. Increase KOB staff interaction with parents. Provide staff time and direction to enhance parent communications.	х	х	Х	\$
2. Establish opportunities for youth and parents to provide feedback and input about the KOB program. Include special efforts to hear from parents who are traditionally less represented.	х	Х	х	\$
3. Provide all program materials in both English and in Spanish.		х	Х	\$
4. Increase outreach to low-income and Spanish-speaking populations. Work more closely with agencies, organizations, and individuals trusted by the Latino community.		х	X	\$-\$\$
5. Examine youth feedback around feelings of safety and other social and emotional aspects of program design and staffing.	х	х	Х	
6. Determine program's purpose & target population		Х	Х	
7. Shift to an outcomes-oriented approach; identify the goals and objectives for youth participation; develop measures of success; track data		х	X	\$
8. Work collaboratively with MSD to integrate and align the District's after school academic interventions and KOB's enrichment program, so students and families can access the full range of benefits	х	Х	х	
9. Explore fee increases along with ways to provide scholarships to families with financial need.		х	Х	Cost Recovery

The estimated costs range (\$-\$\$\$) projects new or additional costs required to implement each recommendation, typically stemming from additional staff time. Recommendations with no estimated costs would still require staff time, but are projected to be implemented within current staffing levels.

Program Operations

Current Synopsis

As described in City of McMinnville Parks & Recreation Department materials, "Kids on the Block After-School Enrichment gives 1st-5th grade students a safe, fun place to be after-school. Located at each of the six elementary schools in the McMinnville School District, the program includes three activity rotations each day: Creation Station, Fit Zone, and STEM & Strategy. Children also enjoy a healthy snack, a bit of quiet time for reading or homework, and a brief period of outside free time on the playground each day. Indoor activities take place in the school gymnasium and cafeteria,

with occasional use of classrooms at some locations.

Advertised Daily Schedule

2:30 - 2:45 p.m. Check-in and Snack Time

2:45 - 3:00 p.m. Playground Time

3:05 - 3:25 p.m. Quiet Reading & Homework Time

3:30 - 3:55 p.m. Creation Station

4:00 - 4:25 p.m. Fit Zone (G.Y.M. = Get Yourself Moving!)

4:30 - 4:55 p.m. STEM & Strategy Games (STEM = Science,

Technology, Engineering, Math)

5:00 - 5:30 p.m. Clean-Up & Check-Out Time

Every few weeks, a special guest visits to provide additional fun and enrichment. Visitors include scientists, story-tellers, musicians, and other entertaining and talented people from places such as OMSI, Oregon Zoo, Oregon Aquarium, AC Gilbert Discovery Village, Humlie School of Music, and Chehalem Valley Dance Academy.

The KOB After-School Enrichment Program begins in mid-September, has a break in December and again at the end of January, then ends in mid-May, operating 134 (78%) of the 172 school days in 2018-19.

Assessment Process

The assessment process included:

- One or two program observations at each site during program operation
- Site staff interviews
- Surveys to community influencers, participant families, participant youth, non-participant families, and KOB site staff
- Focus groups and individual interviews with elementary school principals and McMinnville School District administrators, community influencers, and non-participant families (the latter in English and Spanish)

Key findings for Program Operations begin on the next page.

Program Operations - Key Findings

Statewide, Oregon parents cite their top five reasons for selecting an afterschool program as:

Hours: The hours meet their needs (89%)
 Safety: The program is a safe haven (88%)

3. Enjoyment: Their child enjoys the after-school program (87%)

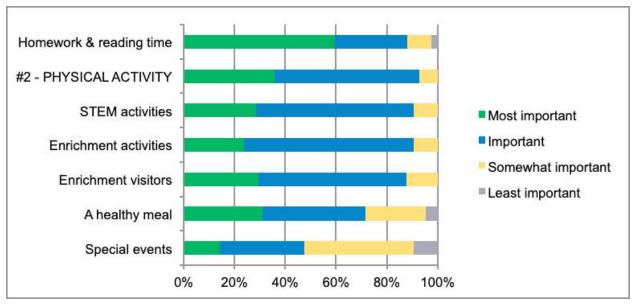
4. Quality: Quality of care (86%)

5. Physical Activity: Physical activity opportunities (80%)

A fall 2018 survey of 45 KOB parents revealed the following related to these top five reasons.

- Hours: There is general agreement from the community and parents, in particular, that the KOB program hours (2:30-5:30 p.m.) meet the local needs. However, one of the most common suggestions for improvement is to have the program operate for more days, ideally, every school day. The 2018-19 KOB Calendar (in Appendices) shows that KOB operates 134 of the 172 elementary school days (78%).
- 2. Safety: 100% of parents said they feel their child is safe at KOB.
- 3. **Enjoyment**: 98% of parents agreed or strongly agreed that KOB is a good experience for their child.
- 4. **Quality**: 91% of KOB parents agreed or strongly agreed with the statement, "I am satisfied with the quality of enrichment activities (art, science, music, etc.) in KOB."
- 5. **Physical Activity**: In a weighted ranking of KOB components, parents ranked "physical activity" as the second most important component after "homework and reading" and as the top most important component, with the greatest <u>number</u> of positive parent ratings (see the following charts).

Parent Ranking of KOB Components



Component by Rating	% of Parents rating the component as "Most Important" or "Important"
1. Physical activity	86.7%
2. STEM activities	84.4%
3. Enrichment activities	84.4%
4. Homework and reading time	82.2%
5. Enrichment visitors	80.0%
6. A healthy meal	66.7%
7. Special events	44.4%

Activities for Students

Activity plans are centrally developed, without input from students, parents, or other staff. The plans are intended to serve all of the 1st-5th grade participants but do not differentiate for the developmental differences between age groups or for the different needs of children within age groups. Staff at each site receive materials and written

instructions for weekly activities each Sunday. They are asked to independently review the materials in preparation for the week, but are not afforded time to collaborate or modify activities to better suit the needs of their students.

A STEM (Science, Technology, Engineering, and Math) activity is offered daily. However, the observed activities were more along the lines of science-themed craft projects. A true STEM lesson or activity has specific goals and methods of teaching that were not present in the KOB "STEM" activities. True STEM activities are guided by the engineering design process, are open-ended, convey STEM concepts, and reframe failure as part of learning.⁵

Alignment with the Academic Day

Alignment with the academic day is a quality standard for afterschool programs. Alignment can be achieved by enhancing learning through an array of strategies, such as hands-on activities and service learning projects. Successful alignment with the academic day is as much about student engagement and lifelong learning as it is about the specific subject matter. There is no notable coordination between KOB and the McMinnville School District for aligning or enhancing school day learning during the afterschool program.

While academic support is not a stated goal of the KOB program, parents like that students have an opportunity to work on homework during the program. The daily schedule includes 20 minutes of "Quiet Reading & Homework Time." Observed levels of support for homework varied by site. At some sites, staff took a more supervisory role during homework time; at other sites staff were leading spelling quizzes, timing reading logs, and reading aloud or listening to children reading aloud.

Families with children in the program reported that they value the program highly, and place the most importance (weighted ranking) on homework time (see chart on previous page).

There were reported examples of a stronger partnership between KOB and the school district in the program's earlier years. While this report does not attempt to assess the relationship between the two organizations, there appears to be room for more communication, coordination, and collaboration on after-school programming.

⁵ National Research Council. (2015). Identifying and Supporting Productive STEM Programs in Out-of-School Settings. Committee on Successful Out-of-School STEM Learning. Board on Science Education, Division of Behavioral and Social Sciences and Education. Washington DC. The National Academies Press.

Culturally Responsive Activities for English Language Learners (ELL)

The description of KOB activity planning, along with on-site observations, reveals a program reflective of majority culture. KOB does not engage its own diverse staff or seek parent or youth input to develop its activities. More could be done to reflect the specific interests and needs of English language learners and other cultures. KOB is currently serving only a few of the District's 618 elementary ELL students, however, 18% of KOB students are Latino.

Social and Emotional Learning and Engagement

Quality afterschool programs foster social and emotional learning and engagement through the staff and student relationship. Staff members were observed at each KOB site and behaved at each end of the "engagement spectrum." Some staff were active leaders, while others tended to just watch those folks lead. The more active and engaging staff managed transitions, lead activities, and had one-to-one conversations with students. Other staff members hung back and were much less connected with the children.

In quality after-school programs, youth are actively consulted, involved in planning and take on leadership roles during activities and projects. The daily KOB schedule rotated students through activity stations. Most (but not all) sites grouped students by grade level. All students were required to participate in each activity, regardless of their desire or the appropriateness of the activity for their age.

Staff helped students understand accountability and responsible decision-making at every site. However, staff at some sites were punitive rather than instructive, reacting to behavior that could have been prevented, had staff been more engaged. At other sites staff were proactive and positive.



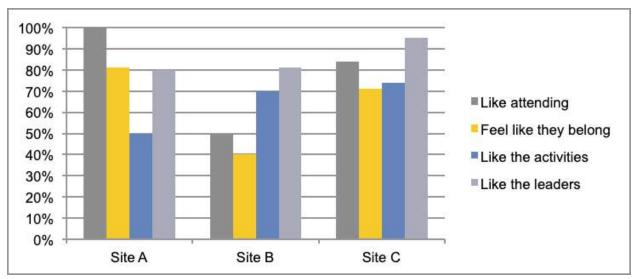
Positive Behavioral Intervention and Support (PBIS) is implemented across the McMinnville School District to help staff manage student behavior. While KOB staff are provided a pre-season overview of PBIS for general awareness, KOB has not adopted the practices or aligned with PBIS.

Variations in staff member expertise and leadership style likely impacted how students viewed their experiences in the program. Of the 65 4th-5th grade students surveyed:

- 72% enjoyed coming to KOB, compared to 81% in similar programs statewide.
- 76% of KOB participants felt like they belonged at KOB, compared to 87% statewide.
- There were variations in student responses by site, and low and high responses were not consistent within a given site. Depending on the site,
 - o 50% to 100% of students liked coming to the program;
 - 40% to 81% felt like they belonged at KOB;
 - 50% to 74% liked the activities, and
 - 67% to 95% liked the KOB program leaders.

Data from the three sites with the largest number of survey participants is provided in the following charts.



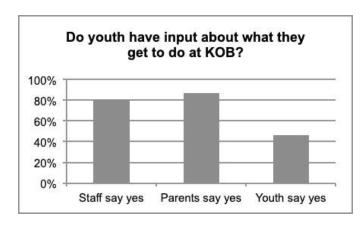


4th & 5th Grade Student Satisfaction

	4th and 5th Grade Students						
Site	Like attending	Feel like they belong	Like the activities	Like the leaders			
Α	100%	81%	50%	80%			
В	50%	40%	70%	81%			
С	84%	71%	74%	95%			

Of note, students who did not specify a gender were less likely to enjoy coming to KOB, less likely to make friends, and less likely to like the leaders and feel comfortable talking to them (although, the meaning of these differences is unclear).

Youth Input and Choice-making



80% of staff said students have the opportunity for input on what they'd like to learn (compared to 93% statewide), and 87% of families said their child's interests were taken into account at KOB.

Only 46% of students reported that they have opportunities to make choices about what they do at KOB.

Meeting Community Needs

While no single program can be expected to meet all community needs, three specific needs resonated in surveys and focus groups, alike:

- Alignment to the school calendar: operate KOB every day that school is in session;
- 2. Include kindergarten students, and;
- 3. Increased enrollment slots overall.

In addition, the KOB program manager reported receiving about a dozen phone calls each year from parents who end up not registering their child for KOB because they can't get back from work in Portland or Salem in time to pick their child up at the 5:30 p.m. close of program.

Program Operations Recommendations	Now	2019- 2020	Longer Term	Est. Cost Range \$-\$\$\$\$
 1. Clarify the City of McMinnville's role (mission and objectives) related to afterschool programming. Identify the City's interests in promoting, coordinating, championing, and/or providing after-school programming. Answer philosophical and policy questions, such as: Why is the City of McMinnville invested/involved in after-school programming? What are the desired outcomes? What is the rationale for public investment? 			X	
2. Elevate the role and expectations of frontline staff to interact, guide, and build relationships with students. Ensure adequate training and program planning time to deliver a high quality environment and differentiated programming. Provide appropriate wages for increased expectations.		x	X	\$\$-\$\$\$
3. Develop equity and inclusion policies; train staff on inclusive practices.	Х	х		
4. Train staff on differentiating activities for different ages and abilities		х		\$
5. Ask children what they would like to do in the program. Incorporate more youth choice and leadership into daily activities	х	х	Х	
6. Work with McMinnville School District to incorporate KOB into the District's emergency and disaster preparedness plan.		х	Х	
7. Create a comprehensive emergency and disaster preparedness plan.			X	
8. Include Kindergarten students and establish a structure that accommodates age-grouped activities (e.g.; K-2nd and 3rd-5th graders); assign staff to work predominantly with one age group.		Х	х	\$
9. Offer a fee-based "late pick-up" option.*		х	Х	May increase cost recovery

10. Provide programming on all school days. **		Х	\$\$-\$\$\$
11. Collaborate with the District to align with the school day on Positive Behavioral Intervention and Support (PBIS) expectations, strategies, data, and training so students are getting the same guidance in all contexts of their day.	X	х	\$
12. Operate at full capacity and integrate recommended quality improvements before considering serving more than 400 students		Х	

^{*}Fee-based late pick-up option would be self-sustaining with no net impact to the General Fund.

The estimated costs range (\$-\$\$\$) projects new or additional costs required to implement each recommendation, typically stemming from additional staff time. Recommendations with no estimated costs would still require staff time, but are projected to be implemented within current staffing levels.

^{**}Additional days of programming would require additional General Fund support and/or be offset by increased program fees.

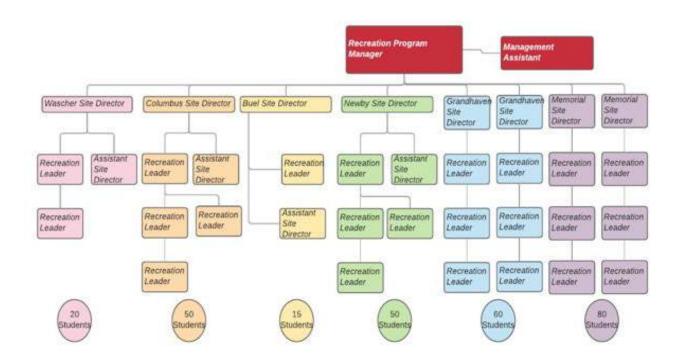
Staffing and Management

Current Synopsis

As a City of McMinnville Parks & Recreation program, Kids on the Block is overseen by the Parks & Recreation Department Director, who relies on the KOB Program Manager to design, supervise, and otherwise manage the program.

A Site Director and several Recreation Leaders supervise and facilitate the daily, centrally-planned KOB activities at each location and guide children in making good behavior choices. Job descriptions are included in the Appendices.

Each site generally maintains a 1:10 adult to child ratio. The KOB staffing structure is outlined below.



Many of the site staff are recruited through the Linfield College Federal Work Study program. Other recruitment activities included job fairs (at Linfield College, Chemeketa Community College, Western Oregon University, and George Fox College) and posting job openings on the City website, KOB Facebook page, and local newspaper, and sharing it with Parks & Recreation patrons.

KOB staff members complete a thorough interview process (which includes a background check and reference checks) and KOB Staff Orientation. Pre-season staff orientation includes eight hours of training over four days, covering the program mission, calendar, schedule, hiring paperwork, programming/rotation stations, an on-site tour, meet and greet with their building principal, site specific logistics, and use of the radios – a critical tool for on-site communications. An outside consultant provides training on Positive Behavior Intervention Supports (PBIS) basics for afterschool providers, and each staff person is also required to complete online training sessions on their own (paid) time on anti-bullying, mandatory reporting, and concussions (2-4 hours); and to get their CPR/First Aid Certification.

Site directors connect individually with the Program Manager weekly and meet formally as a team once a month. All KOB staff also have a monthly meeting. Site directors are expected to communicate with fellow site staff throughout the week, to ensure the program operates smoothly. KOB does not use a formal staff evaluation protocol or mechanisms for client/customer feedback for program evaluation.

Assessment Process

The assessment included the following activities:

- One or two program observations at each site during program operation
- Staff interviews
- Surveys to community influencers, participant families, participant youth, non-participant families, and KOB site staff
- Focus groups and individual interviews with elementary school principals and MSD administrators, community influencers, and non-participant families in English and in Spanish

Key findings for Staffing and Management begin on the next page.

Staffing - Key Findings

Staff Recruitment

Fully staffing the program has become increasingly difficult. One barrier is the thriving local job market. There are more opportunities for entry level work in McMinnville than people willing to take the jobs - and the schedule, hours and/or wages of many of those jobs are more attractive than working at KOB. Local employers rivaling KOB for recruitment include coffee shops, Linfield College (campus jobs), and McMinnville School District. In addition, staff report that Linfield classes are getting harder to schedule around, as they conflict with the afternoon KOB program time.

Staff Scheduling

While the staffing structure (see chart on page 42) shows 35 site-based positions, the limited availability of employees requires 55-60 individuals be hired to fully staff the program three hours per day (2:30-5:30 p.m.), five days per week.

Staff Ratios: Observed staff-to-student ratios varied widely from the 1:10 staff-to-student target. Ratios of 1:30 were observed at one site (2:30-3:00 p.m.) and 1:3 at another site (4:30-5:00 p.m.).

Staff/Student Representation

KOB serves close to the same number of girls as boys (52% and 48%, respectively). However, more females are on staff than males (79% and 14%, respectively).

KOB staff are generally representative of the students they serve, when it comes to the Latino population. While 35% of the school district elementary students are Latino, 18% of KOB students are Latino and 21% of KOB staff are Latino.

Job Duties

Besides working directly with students, all staff attend a monthly KOB staff meeting. KOB site directors are allowed to spend an additional four hours per week in meetings, on preparation, and on site management duties.

Ten of the KOB staff members are fluent in both Spanish and English, commonly using Spanish to communicate with parents. The City does not provide a pay differential to these non-represented staff.

Job Satisfaction

100% of the 30 KOB staff completing the survey said they like their job, and 93% said they have the tools and resources they need to do their jobs well - data on par with state averages.

Staff Communication

KOB staff report high levels of communication and collaboration between staff

- 87% said they regularly communicate with other staff (on par with state averages)
- 80% said they collaborate frequently with other staff members (slightly above state averages)

Professional Development

KOB staff report that training has been most effective at preparing them to carry out lesson plans and manage health and safety - and least effective in preparing them to work with families, students, and each other. More than one-third of staff requested the following training:

Topic	Percent of Staff Requesting Training
Behavior Management	59%
Social and Emotional Wellness	44%
Youth Engagement	41%
Age Appropriate Activities	37%
Culturally Responsive Teaching	37%
Learning Styles	37%
Positive Behavioral Interventions & Supports (PBIS)	37%

Management - Key Findings

Management

The KOB Program Manager is in her 12th year operating Kids on the Block. In addition to KOB, this position oversees the summer STARS program and a \$400,000 budget, hiring more than 60 staff per year. A Parks & Recreation Management Assistant also provides one-quarter time (.25 FTE) administrative support to KOB. Job descriptions are included in the Appendices.

Staff Supervision

Site staff receive direction during pre-season training and monthly staff meetings. There are few written policies and procedures and no staff handbook. While staff problems are addressed in conversations with the program manager, and 63% of staff report receiving regular feedback from supervisors about their performance (compared to 77% statewide), there are no formal or uniform staff performance appraisals.

Community Relations

Among long-time residents, KOB is well-known and well-regarded. Other families are not at all familiar with the program. Families new to the community or less connected to schools and/or civic life - particularly those for whom English is not their primary language - tend to know less about KOB, what it provides, or how their child might benefit from participation. Similarly, KOB partners are steadfast. They tend to be the same businesses and organizations that have been involved year after year and in the same ways - the school district, Linfield work study program, and the paid or volunteer enrichment providers. However, there are likely other untapped community resources and partnerships that could be of benefit to KOB.

Participant Data and Data-sharing

KOB currently collects participant name, age, grade level, and gender. Additional student and family information (e.g.; Individual Education Plans, health, or school data) is sometimes shared in conversations between families and KOB staff and between school and program staff, but this is not documented or enabled through a signed Release of Information.

Program Records

KOB registration and financial record-keeping is similar to other afterschool programs and has recently been improved. However, records are not easily searchable or compiled in a way that allows for annual comparisons or trend analysis.

Program Evaluation

A parent survey was conducted in 2008, but until this assessment project KOB had not conducted a full program evaluation. There is no evaluation framework (program vision, mission, goals, objectives, or metrics) to guide program evaluation.

Professional Development

KOB management staff participation in training and professional development is similar to that of other after-school program managers. It is expected that future professional development will be aligned with adopted recommendations from this report.

Staffing and Management Recommendations	Now	2019- 2020	Longer Term	Est. Cost Range \$-\$\$\$
1. Develop a KOB staff handbook of policies/practices and clear guidelines.		х	X	\$
2. Train site staff in behavior management and youth engagement; developmentally appropriate activities; inclusive practices; and making accommodations for students with special needs.		X	х	\$
3. Ask parents to complete a Release of Information form so KOB and School District staff can share information to better support students in each setting.		X	x	
4. Establish inter-agency information-sharing protocols.		Х	Х	
5. Establish a committee or council to advise staff on KOB program policy and practices, identify program objectives and milestones, and engage community voice in youth services		X	x	
6. Examine opportunities to increase site staff wages or other factors that will improve staff recruitment. Explore shared staffing with the school district to deliver a more collaborative after-school experience.		х	х	\$-\$\$
7. Develop a formal site staff appraisal process that aligns with City policies and the KOB mission and vision.		х	Х	
8. Develop systems for collecting demographic data and information about students' cultures and individual needs to better serve KOB participants		X	x	\$
9. Determine the changes to be made to KOB, develop a scope of work, and identify appropriate staffing to carry out the changes.		Х	Х	\$-\$\$
10. Develop a program evaluation framework and corresponding evaluation plan.			Х	\$

The estimated costs range (\$-\$\$\$) projects new or additional costs required to implement each recommendation, typically stemming from additional staff time. Recommendations with no estimated costs would still require staff time, but are projected to be implemented within current staffing levels.

Partners and Stakeholders

Current Synopsis

In the initial program years (circa 1990) the partnership between the City of McMinnville, the McMinnville School District, and the Kids on the Block, Inc. non-profit organization appears to have been much like that of many emerging programs – organic, and with little need to define formal roles, much less a governance model.

Currently, the City of McMinnville operates the Kids on the Block After-School Enrichment program, and three major partners contribute tangible resources, facilitated by intergovernmental agreements (IGAs), memorandums of understanding (MOUs), financial contracts, and other written agreements:

- The McMinnville School District (MSD) provides space, including utilities and custodial services, and transportation home for KOB participants who request it. MSD also contributes \$40,000 to support annual program activities.
- Linfield College provides \$40,000-worth of college student work-study hours per year at a reduced charge of \$10,000. This augments the other KOB seasonal staff hours.
- KOB, Inc. provides approximately \$200,000 to support annual program activities. Other partners tend to be fee-for-service enrichment visitors, such as OMSI, Oregon Zoo, Oregon Aquarium, AC Gilbert Discovery Village, Humlie School of Music, and Chehalem Valley Dance Academy.

Stakeholders include program partners and populations impacted by the program, such as parents, teachers, businesses, other family service providers, public safety officials, and the greater community.

Assessment Process

OregonASK assessed partner and stakeholder roles and perspectives by conducting:

- Key stakeholder interviews (KOB management staff and community leaders)
- Meetings and focus groups (program partners, parents and community stakeholders)
- Written and online surveys (parents and community stakeholders)
 The partner roles assessment was conducted primarily through interviews, and the perspective-gathering process centered on the following questions:
 - 1. How do you see KOB Afterschool Enrichment enhancing the community or "community livability?"

- 2. Is there a particular population that should be prioritized for participation in Kids on the Block After-School Enrichment?
- 3. How should KOB program success be measured?

Key findings for Partners & Stakeholders begin on the next page.

Partners & Stakeholders - Key Findings

KOB Value/Benefits

Stakeholders from every sector voiced a high value for the KOB program. The most commonly identified benefit was as child-care for full-time, part-time, and non-working parents to be able to attend to work and other family priorities.

- Working Families: Representatives of the business community were quick to identify the appeal of KOB to attract employers and their workforce to McMinnville. Across the state, 65% of Oregon parents agree that afterschool programs help give working parents peace of mind about their children when they are at work; and 64% agree that afterschool programs help working parents keep their jobs. It is not surprising that less than 10% of KOB parents said they have helped plan or staff a KOB event or activity, given that the program helps meet the needs of working parents.
- **Home Alone**: 49% of KOB parents said their child would be home alone after school, if not for Kids on the Block. Additionally, 50% of non-participating parents said their children are home alone after school.
- Homework & Social Skills: 67% of parents said KOB helps their child get their homework done; and 64% said participation in KOB improves their child's social skills.

Communication, Cooperation, and Collaboration with the School District Facility use, program marketing, and bus transportation are all critical contributions made to KOB by the McMinnville School District. In addition, opportunities were recently identified for the district to assist with enrollment tracking and strategies for staff recruitment to fill currently vacant KOB Recreation Leader positions. However, little inter-agency planning is conducted related to outcomes or sustainability.

Elementary school principals expressed appreciation for the times when KOB information is shared prior to the start of the school year. Specifically, district staff suggested reinstating the practice of the City designating a specific number of scholarships to each school and having the school identify the students/families that could best benefit from program participation.

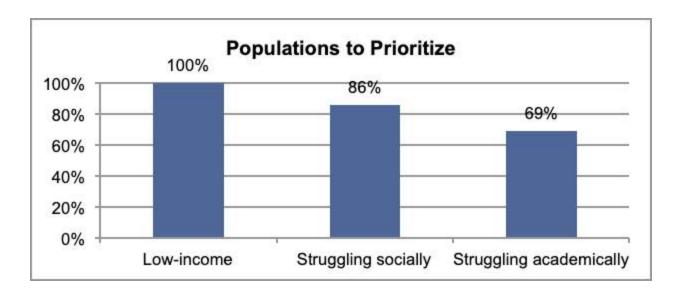
Prioritized Service Populations

The overarching stakeholder message was to include every child who wants to participate. Unfortunately, data from the past few years shows that KOB has not been able to accommodate the demand and operates with waiting lists.

КОВ	2015-16	2016-17	2017-18	2018-19*
Annual Enrollment	437	394	371	300
Year-end Wait Lists	22	25	54	99
Estimated Demand	459	419	425	399

^{*}As of 11/13/2018

When asked where the City of McMinnville should focus KOB resources, 100% of surveyed stakeholders said low-income families should be prioritized, followed by students struggling socially (86%) and students struggling academically (69%).



Measures of Success

Stakeholders generally struggled to identify how KOB success should be measured. However, some individuals suggested that the program track things such as students' academic performance, amount of time spent on homework or reading, school attendance, or behavior referrals, but noted that showing a correlation to KOB participation might be difficult. Staff interviews confirmed that the program's stated goal

is basically the program description, "Kids on the Block After-School Enrichment gives 1st-5th grade students a safe, fun place to be after school ends."

Partner and Community Engagement

As Kids on the Block has developed over the past three decades, the staff time that initially focused on volunteer and community engagement is now dedicated to program management, staffing, curriculum development and activity planning, as well as responding to scholarship requests and other program priorities. Local businesses have contributed to past fundraising efforts benefitting KOB, as they do to just about everything in McMinnville. A focus group member received nods around the table when referencing "business donor fatigue."

The Executive Summary of the *Yamhill County Needs and Opportunities Assessment* (Oregon Community Foundation, February 2017), states, "stakeholders describe Yamhill County residents as generous and community-minded with an active volunteer ethos." (p. 2) and "Many interview respondents described old-fashioned values and neighborliness that distinguish Yamhill County from other communities. They noted thriving volunteer involvement, and engaged faith-based community, and residents inclined to help one another out." (p. 14).

Over the years, individual school parent clubs have contributed funds to cover specific student scholarships for KOB at the request of their school's principal.

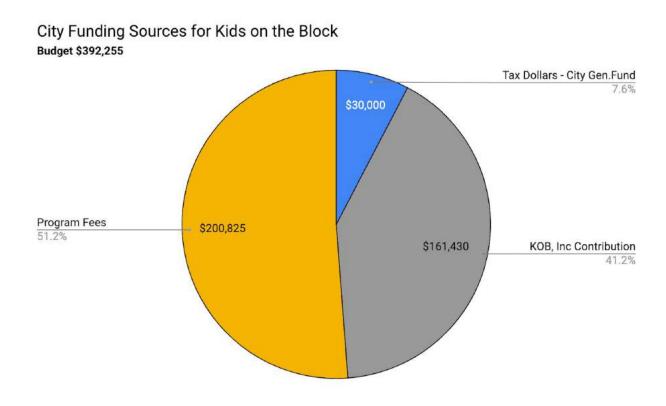
Partners and Stakeholders Recommendations	Now	2019- 2020	Longer Term	Est. Cost Range \$-\$\$\$
1. Formalize a donation process and online presence easily accessible to businesses and individuals who want to contribute to McMinnville Parks and Recreation scholarship programs, including Kids on the Block.		х	х	\$
2. In collaboration with the Chamber of Commerce and McMinnville Economic Development Partnership, develop informational materials for use in business recruitment and employee retention.		х	Х	\$
3. Confirm and communicate scholarship rates, including the cost of a McMinnville School District scholarship (considering their indirect costs) and non-partner scholarship rates.		х	Х	\$
4. Expand cooperation with McMinnville School District. Establish regular communication and data-sharing methods; strengthen mutual accountability through memorandum of understanding.	X	х	Х	
5. Solicit partner and community input when designing and/or revising program objectives and setting enrollment and scholarship targets. Communicate and coordinate with McMinnville School District to address community needs, minimize duplication, and maximize the use of local resources.		x	x	\$
This could be part of an advisory committee for all of Parks and Recreation programs that determines distribution methods and allocations across all Parks and Recreation programs for scholarships as well as other potential funding sources.				
6. Develop more specific program objectives (outcome-based programming); design activities to achieve those objectives; and create evaluation tools to measure progress			X	\$
7. Assess local business resources and their capacity to contribute or expand program support.			х	\$
8. Develop capacity to make connections with businesses and other community partners to recruit, place, and support program volunteers.			х	\$\$

The estimated costs range (\$-\$\$\$) projects new or additional costs required to implement each recommendation, typically stemming from additional staff time. Recommendations with no estimated costs would still require staff time, but are projected to be implemented within current staffing levels.

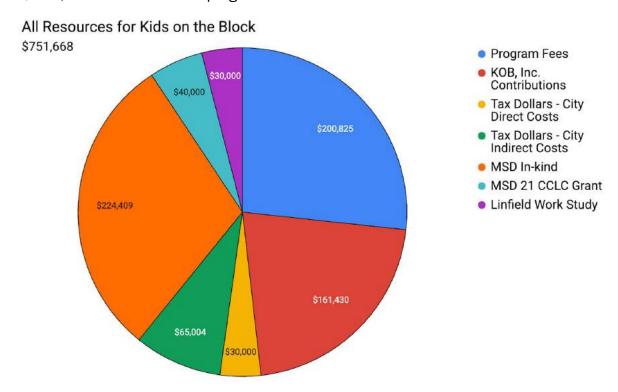
Financial Sustainability

Current Synopsis

The Kids on the Block program is funded by the City of McMinnville, Parks and Recreation Department; McMinnville School District; Kids on the Block, Inc., a local 501(c)(3) non-profit; and, through work study students supported by Linfield College financial aid, which is either federal or state loan or grant funds to the students. The City of McMinnville 2017-18 Budget shows the following program resources:



The following chart shows the same resources (funding) as in the City's budget, as well as \$359,413 in other in-kind program resources:



Current KOB operations require \$392,255 in program funding (52%) and \$359,413 in other in-kind, tax and grant resources (48%) for a total resource requirement of \$751,668.

Source	City Adopted Budget	All Resources
Program Fees	\$200,825	\$200,825
KOB, Inc.	\$161,430	\$161,430
Tax Dollars - Direct Costs	\$ 30,000	\$ 30,000
Tax Dollars - Indirect Costs		\$ 65,004
McMInnville School District - In-kind		\$224,409
MSD 21st CCLC Grant		\$ 40,000
Linfield College Work Study		\$ 30,000
Total	\$392,255	\$751,668

The KOB, Inc. non-profit has received a major source of program funding through the annual Mayor's Ball, which was held from 1988 until 2017. With this source no longer generating revenue, funding reserves held by KOB, Inc. will be depleted in approximately 2.5 years.

Intent

The Parks & Recreation Department seeks a KOB financial stability plan that:

- 1. Is not as dependent on community fund-raising;
- 2. Does not increase the burden to the City's General Fund;
- 3. Remains affordable for families while charging a tuition that reflects reasonable market value; and
- Ensures equitable use of City of McMinnville tax dollars for the benefit of McMinnville residents.

Assessment Process

OregonASK reviewed all available KOB financial information from multiple sources within the community of McMinnville and surrounding areas. After reviewing the financial data, some assumptions needed to be made before a cost model could be built that reflected the four core elements of the financial stability plan. The assumptions were:

- 1. KOB is open for students at least 134 days in the 2018-19 program year;
- 2. McMinnville School District provides in-kind contributions for facilities, janitorial services, maintenance, and food for KOB participants;
- 3. Enrollment at single point in time (May 1, 2018) was 350 students and used as the basis for financial models; and
- 4. Use of ERDC⁶ child care subsidies as reflected by historical tuition reductions.

Key findings for Financial Sustainability begin on the next page.

⁶ ERDC or Employment Related Day Care: the federal child care subsidy program administered by the Oregon Department of Education, Early Learning Division. https://www.oregon.gov/DHS/assistance/child-care/pages/index.aspx

Financial Sustainability - Key Findings

Cost Model Application and Analysis

A common method for calculating cost per student or "cost per slot" is to divide the primary agency's cash budget (in this case the City's \$392,255) by the number of program participants. What this results in is simply the "cash contribution per slot," but not the true cost or even the true value. The cost model described in the next few pages provides information on the Value per Slot and the Cost per Slot for Kids on the Block.

OregonASK used the same cost modeling tool the State of Oregon, Early Learning Division used to estimate costs for new preschool programs in 2016. The model is applicable to KOB, as it was designed to be used for different types of facilities: school-based/school-run, school-based/non-profit run, child care centers, and family child care homes.

The project cost model and variables were based on: the 2018-19 City of McMinnville Adopted Budget; May 1, 2018 enrollment at six schools; McMinnville School District in-kind costs; Bureau of Labor Statistics industry standards for non-teaching positions; Employment Related Day Care (ERDC) Rates as established by the 2016 Oregon's Child Care Market Price Study⁷; and 2018 federal Child and Adult Care Food Program (CACFP) reimbursements for after-school program snacks and meals⁸. The model was used to calculate the Value of participant slots; cost per participant; potential revenue from the federal child care and subsidy program and its impact; and costs per child for each school (based on May 1, 2018 enrollment).

Variables were adjusted to reflect inputs from all sources. Budgeted Expenses came from: the 2018-19 City of McMinnville Adopted Budget; school district in-kind estimated costs for facilities, personnel, food, transportation, and indirect; and the Linfield College in-kind contribution of work study students. Cost Recovery reflected all the sources of income, which included City general funds; in-kind estimates from the school district; potential funding from the 21st Century Community Learning Center program; parent tuition; KOB, Inc. contributions; and potential revenue from ERDC subsidies. Cost model calculations are included in the Appendix.

 $^{7\} https://www.oregon.gov/DHS/ASSISTANCE/CHILD-CARE/Documents/2016\%200 regon\%20 Child\%20 Care\%20 Market\%20 Price\%20 Study.pdf \\ 8\ https://www.fns.usda.gov/cacfp/child-and-adult-care-food-program$

"Value" means the total cost of a participant slot, supported by funding and in-kind contributions. Because of the various cost recovery sources, KOB parents do not pay the full value of a KOB slot. Value per Slot is shown in the chart below, with current year Value of \$2,424 growing with inflation to \$2,810 five years out.

Value Per Slot Share of Cost with Inflation (District Set Cost)

Budget Year	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Average KOB Value per Slots (350 Slots)	\$2,424	\$2,497	\$2,572	\$2,649	\$2,729	\$2,810
Cost Recovery:						
*City of McMinnville						
**Average Program Tuition	\$573	\$590	\$608	\$626	\$645	\$665
MSD	\$1,137	\$1,137	\$1,137	\$1,137	\$1,137	\$1,137
*Linfield College	\$86	\$88	\$91	\$94	\$96	\$99
21st CCLC Grant (MSD)	\$114	\$114	\$114	\$114	\$114	\$114
*KOB, Inc.	\$461	\$356	\$183	\$47	\$0	\$0
Revenue Shortfall	\$53	\$211	\$438	\$631	\$736	\$909
Total	\$2,424	\$2,497	\$2,572	\$2,649	\$2,729	\$2,810

^{*}Based on 2018-19 Adopted Budget

^{**}Tuition Increases at 3%

"Cost per Slot" means the total Parks & Recreation Department KOB Budgeted Expenses divided by the total enrollment. The Cost per Slot and corresponding funding sources with a minimum enrollment of 350 students are shown below. As the reserves held by KOB, Inc. are depleted and 21st Century Community Learning Center funding ends, the model projects a growing funding gap.

Estimated Revenue per Slot

Budget Year	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Average City Cost per Slot (350 Slots)	\$1,295	\$1,334	\$1,374	\$1,415	\$1,457	\$1,501
Cost Recovery:						
*City of McMinnville						
**Program Tuition	\$573	\$700	\$750	\$800	\$850	\$900
MSD	\$0	\$0	\$0	\$0	\$0	\$0
*Linfield College	\$0	\$0	\$0	\$0	\$0	\$0
21 st CCLC Grant (MSD)	\$114	\$114	\$114	\$114	\$114	\$114
*KOB, Inc.	\$461	\$356	\$183	\$47	\$0	\$0
Revenue Shortfall	\$146	\$163	\$326	\$454	\$493	\$601
Total	\$1,295	\$1,334	\$1,374	\$1,415	\$1,457	\$1,501

^{*}Based on 2018-19 Adopted Budget

^{**}Tuition Increases – Parent pays larger share

The following scenario shows a minimum tuition increase of nearly 25% for 2019-20, and an increase of 11.6% burden to the General Fund (\$163 versus \$146 per slot x 350 slots). The burden to the General Fund is decreased the closer enrollment comes to the maximum of 400 students.

Year	Tuition Rates	Average Tuition Income per Slot	Remaining Revenue Shortfall per Slot w/ 350 Students (see chart above)	Remaining Revenue Shortfall per Slot w/ 400 Students
2018-19	\$ 625	\$ 573	\$146	(\$14)
2019-20	\$ 778	\$ 700	\$163	(\$3)
2020-21	\$ 833	\$ 750	\$326	\$155
2021-22	\$ 889	\$ 800	\$454	\$277
2022-23	\$ 944	\$ 850	\$493	\$311
2023-24	\$1,000	\$ 900	\$601	\$414

The following chart shows what the tuition rates and income would need to be to bring the shortfall to zero, with 350 students and with 400 students:

	,		Revenue w/400 Students	
Year	Tuition Rates	Average Tuition Income per Slot	Tuition Rates	Average Tuition Income per Slot
2018-19	\$ 625	\$ 573	\$ 625	\$ 573
2019-20	\$ 958	\$ 863	\$ 774	\$ 697
2020-21	\$1,196	\$1,076	\$1,005	\$ 905
2021-22	\$1,393	\$1,254	\$1,197	\$1,077
2022-23	\$1,492	\$1,343	\$1,290	\$1,161
2023-24	\$1,668	\$1,501	\$1,460	\$1,314

Participant Tuition – Structure and Fees

Three variables determine participant tuition: 1) Time of year (full tuition at the beginning, versus prorated tuition later in the year); 2) Financial need; and 3) Actual amount collected. For the 2017-18 program year there were 23 different amounts paid by participants. This is not a sustainable model for ensuring stable income from a primary revenue stream.

50% of parents surveyed said they were able and willing to pay more. However, it should be noted that 54% of survey respondents were from Memorial Elementary School, which has the lowest percentage of low-income families.

17.5% of parents believe that KOB should be 100% fee-supported; 82.5% stated that KOB should have some support from taxpayer dollars and/or fundraising.

Enrollment

The current KOB model can accommodate 400 students. During the first half of the school year in 2018-19, the program is operating below its full capacity, which increases the Cost per Slot.

Federal Child Care Subsidy

KOB has not taken advantage of the state's Employment Related Day Care⁹ child care subsidy program¹⁰ as a source of financial assistance for low-income families. Based on the Federal Poverty Rate, parents can apply for assistance and receive a child care subsidy that can be used at a provider of their choice.

KOB, Inc

Over the past 7-10 years, the KOB, Inc. board of directors' membership has had a decline in interest, while still having a core group of 4-5 individuals who have remained committed to being good stewards of the money raised over the years by the Mayor's Ball. The purpose of the group needs to be revisited, as the remaining participants have made it clear that they are not interested in fundraising. The non-profit would require a new group of committed individuals if that is the direction.

⁹ https://www.oregon.gov/DHS/assistance/child-care/pages/index.aspx

¹⁰ https://www.oregon.gov/DHS/assistance/child-care/pages/index.aspx

Wascher Elementary School

Even though Wascher is located outside the City of McMinnville in the City of Lafayette, the City includes it as one of the six KOB program sites and charges the same rate as at other sites. McMinnville tax payers are, in effect, subsidizing this program for 43 non-City residents.

Non-resident Participants

21 KOB participants do not live within the city limits of Lafayette or McMinnville and do not contribute to the city tax base that supports the program. As noted above, McMinnville tax payers are, in effect, subsidizing this program for non-City residents.

Additional Information

Services to Homeless Families

ERDC is available to homeless families. In the 2017-18 school year, the McMinnville School District identified 79 homeless 1st-5th grade students. A new ERDC program fast-tracks applications for homeless families in dire financial circumstances and provides the highest rate to providers of care. Both the Parks & Recreation staff and school district staff can provide information to these families and other agencies serving this population. There is a Department of Human Services (DHS) field office in McMinnville where parents can apply for this program. School districts also receive federal McKinney-Vento funds to serve homeless students, which could be a partnership opportunity between the KOB program and school sites.

Services to Migrant/Seasonal Farmworker Families

ERDC is available to migrant and seasonal farmworker families. Currently, the McMinnville School District reports that 74 1st-5th grade students qualify for Migrant Services. A new program at DHS fast-tracks ERDC applications for families with care needs during non-traditional work hours and provides the highest subsidy rate to providers.

Use of Linfield College Work Study Students

Anecdotal information from Parks & Recreation staff indicates Work Study students may not be available for staff positions because of restructuring of programs at Linfield College to afternoon classes. While these students have been of great value to the KOB program, consideration must be given to both the short and long-term benefits to KOB and to these students. While this issue is a KOB programming issue, it does have a

financial impact given the services provided by Linfield students account for approximately \$30,000 of in-kind Cost Recovery each year.					

Financial Sustainability Recommendations	Now	2019 - 2020	Longe r Term	Est. Cost Range \$-\$\$\$
1. Establish a fee schedule with no more than four set rates based on program year remaining and a four-level scholarship fee schedule corresponding to income based on Federal Poverty Level or State Median Income		x	x	
2.Confirm availability of Linfield College Work Study students	х	х	х	
3.Fund pay rates at the level that will attract staff to work the 2:30-5:30 p.m. hours on a regular basis.		х	х	0-\$\$
4.Increase early staff recruitment to maximize program capacity; ensure as close to full enrollment of 400 students at the beginning of the school year as possible.		х	х	\$
5. Determine which program recommendations will be adopted, and develop a corresponding budget; use the new budget to calculate potential fee increases and set scholarship targets.	х	х	х	\$ Impact TBD
6.Work with DHS to help qualifying families access Employment Related Day Care (ERDC) child care subsidies. (This helps reduce the burden on scholarship funds. May also increase admin cost)	х	х	х	Increases Cost Recovery
7. Provide information to families about ERDC	х	х	х	
8. Initiate conversations with the City of Lafayette; explore entering into an Intergovernmental Agreement (IGA) wherein the City of Lafayette would provide funding to replace the City of McMinnville's general fund support to Wascher.	х	х	х	Increases Cost Recovery
9. Assess community interest in reviving KOB, Inc. as a fundraising body for KOB scholarships and special enrichment activities, serving in a capacity similar to "Friends of the Library." However, similar to grants, these funds should not be relied upon for daily program operations.	х	х	х	May Increases Cost Recovery
10. Consider a non-resident participant fee for KOB that aligns with other city Park and Rec. Department activity fees.		Х	х	May Increases Cost Recovery

The estimated costs range (\$-\$\$\$\$) projects new or additional costs required to implement each recommendation, typically stemming from additional staff time. Recommendations with no estimated costs would still require staff time, but are projected to be implemented within current staffing levels.

Appendices

2018-19 KOB Calendar

Job Descriptions

Assessment Tools

Oregon's Quality Standards for Afterschool and Summer Programs

National Recreation & Park Association, Standards that Define High-quality Youth Programs

KOB Quality Improvement Plan for Current Program Model

CITY OF MCMINNVILLE - CASH AND INVESTMENT BY FUND December 2018

GENERAL OPERATING

FUND#	FUND NAME	CASH IN BANK	INVESTMENT	TOTAL
01	General	\$443,235.38	\$12,470,157.21	\$12,913,392.59
05	Special Assessment	447.46	148,618.82	149,066.28
07	Transient Lodging Tax	723.88	4,000.00	4,723.88
10	Telecommunications	836.98	1,030.00	1,866.98
15	Emergency Communications	997.13	173,094.81	174,091.94
20	Street (State Tax)	385.21	1,998,156.23	1,998,541.44
25	Airport Maintenance	851.81	(321,250.97)	(320,399.16)
45	Transportation	540.42	7,417,177.01	7,417,717.43
50	Park Development	720.78	1,568,545.99	1,569,266.77
58	Urban Renewal	265.60	281,982.53	282,248.13
59	Urban Renewal Debt Service	908.47	317,339.33	318,247.80
60	Debt Service	962.34	3,793,084.88	3,794,047.22
70	Building	211.33	1,236,500.00	1,236,711.33
75	Sewer	113.82	1,337,986.45	1,338,100.27
77	Sewer Capital	658.67	27,941,103.65	27,941,762.32
79	Ambulance	260.31	(495,164.72)	(494,904.41)
80	Information Systems & Services	826.08	208,713.61	209,539.69
85	Insurance Reserve	938.64	1,909,290.54	1,910,229.18
	CITY TOTALS	453,884.31	59,990,365.37	60,444,249.68

MATURITY			INTEREST	
DATE	INSTITUTION	TYPE OF INVESTMENT	RATE	CASH VALUE
N/A	Key Bank of Oregon	Checking & Repurchase Sweep Account	0.20%	\$ 453,284.31
N/A	Key Bank of Oregon	Money Market Savings Account	0.02%	15,512,083.98
N/A	State of Oregon	Local Government Investment Pool (LGIP)	2.50%	37,568,087.29
N/A	State of Oregon	Park Improvement Bonds (LGIP)	2.50%	639,453.87
N/A	State of Oregon	Transportation Bond (LGIP)	2.50%	5,333,790.95
N/A	State of Oregon	Urban Renewal Loan Proceeds (LGIP)	2.50%	278,797.27
N/A	MassMutual Financial Group	Group Annuity	3.00%	658,752.01
				\$ 60,444,249.68

CITY OF McMINNVILLE MINUTES OF REGULAR MEETING

of the McMinnville City Council

Held at the Kent L. Taylor Civic Hall on Gormley Plaza McMinnville, Oregon

Tuesday, January 8, 2019 at 7:00 p.m.

Presiding: Scott Hill, Mayor

Recording Secretary: Melissa Bisset

Councilors: Present Excused Absence

Remy Drabkin Sal Peralta

Adam Garvin Zack Geary

Kellie Menke, Council President

Wendy Stassens

Also present were City Manager Jeff Towery, City Attorney David Koch, Planning Director Heather Richards, Community Development Director Mike Bisset, Parks and Recreation Director Susan Muir, Information Systems Director Scott Burke, Police Chief Matt Scales, Fire Chief Rich Leipfert, Human Resources Manager Kylie Bayer-Fertterer, Finance Director Marcia Baragary, and members of the News Media – Dave Adams, KLYC

Radio, and Tom Henderson, News Register.

AGENDA ITEM

- 1. CALL TO ORDER: Mayor Hill called the meeting to order at 7:02 p.m. and welcomed all in attendance.
- 2. PLEDGE OF ALLEGIANCE: Councilor Stassens led the pledge of allegiance.
- 3. PROCLAMATION & RECOGNITION OF COUNCILOR ALAN RUDEN

Mayor Hill read a proclamation declaring January 8, 2019, as Alan Ruden Day in recognition of Councilor Ruden's years of service to the City. He presented Councilor Ruden with the proclamation and a plaque.

The Mayor, Council, and City Manager shared their personal stories of Councilor Ruden and expressed their thanks for his leadership, compassion, and service.

Mayor Hill recognized Councilor Ruden's family in the audience and thanked them as well.

Councilor Ruden introduced his family. This was a strong community and he was proud of what had been accomplished in the last eight years. He thought the City was in good hands with the capable Council.

Mayor Hill recessed the meeting for a short reception for Councilor Ruden at 7:21 p.m.

Mayor Hill reconvened the meeting at 7:36 p.m.

4. OATH OF OFFICE – Councilor Remy Drabkin, Councilor Zack Geary, and Councilor Sal Peralta

Mayor Hill said Councilor Peralta was already sworn in this morning due to his absence tonight.

Councilors Drabkin and Geary read the Oath of Office. City Attorney Koch affirmed both Councilors had taken the Oath of Office and were qualified to serve.

5. ELECTION OF COUNCIL PRESIDENT

Mayor Hill suggested Councilor Menke remain the Council President for the next two years.

Councilor Drabkin MOVED to nominate Councilor Menke for Council President; SECONDED by Councilor Garvin. Motion PASSED unanimously.

6. INVITATION TO CITIZENS FOR PUBLIC COMMENT: Mayor Hill invited the public to comment.

There were no public comments.

7. CONSENT AGENDA

- a. Consider request from Andrew Minor Wines, LLC for a Winery 1st Location OLCC Liquor License located at 475 NE 17th Street.
- b. Consider request from Las Margaritas Mexican Restaurant, LLC for a Full on-premises, commercial OLCC Liquor License located at 1310 NE Baker Street.

There was consensus to approve the consent agenda.

8. RESOULTIONS

8.a. Consider Resolution No. <u>2019-01</u>: A Resolution authorizing the approval of a cooperative fund exchange agreement between the City of McMinnville and Oregon Department of Transportation (ODOT) known as 2018 Fund Exchange Agreement, No. 33147.

Community Development Director Bisset stated this resolution was the second in a number of fund exchanges that would happen over the term of the loan agreement. Per the loan agreement they were able to exchange their federal dollars one for one with state money to cover their loan principle and interest payments.

Councilor Stassens MOVED to adopt Resolution No. 2019-01; authorizing the approval of a cooperative fund exchange agreement between the City of McMinnville and Oregon Department of Transportation (ODOT) known as 2018 Fund Exchange Agreement, No. 33147; SECONDED by Council President Menke. Motion PASSED unanimously.

Consider Resolution No. <u>2019-02</u>: A Resolution authorizing the release of an existing storm drainage easement, located in the City of McMinnville, Yamhill County, Oregon.

Community Development Director Bisset said the owner of the property at 624 SW Drumwood was redeveloping the property and constructing 27 townhomes. As part of the development, they were relocating an existing public storm mainline and were granting an easement over that new alignment. The release of the old easement would allow for the efficient development of the property.

Councilor Drabkin MOVED to adopt Resolution No. 2019-02; authorizing the release of an existing storm drainage easement, located in the City of McMinnville, Yamhill County, Oregon; SECONDED by Councilor Garvin. Motion PASSED unanimously.

Consider Resolution No. <u>2019-03</u>: A Resolution awarding a Contract Amendment 2 for Professional Services for the Water Reclamation Facility Tertiary Treatment and Disinfection Project, Project No. 2017-2.

Community Development Director Bisset said at the Council's November 13 meeting they awarded a construction contract to Stettler Supply for the construction of the tertiary filter and UV system improvements at the Water Treatment Plant. This contract amendment would allow CH2M Hill to provide construction services for the project.

Councilor Stassens MOVED to adopt Resolution No. 2019-03; awarding a Contract Amendment 2 for Professional Services for the Water Reclamation Facility Tertiary Treatment and Disinfection Project, Project No. 2017-2; SECONDED by Council President Menke. Motion PASSED unanimously.

Consider Resolution No. <u>2019-04</u>: A Resolution appointing Jerry Hart, Cherry Haas, and Leanna Gautney as representatives of the City of McMinnville Budget Committee.

Mayor Hill discussed the interview process for the Budget Committee representatives.

8.c.

8.b.

8.d.

Council President Menke thought these candidates were remarkably qualified and looked forward to working with them.

Council President Menke MOVED to adopt Resolution No. 2019-04; appointing Jerry Hart, Cherry Haas, and Leanna Gautney as representatives of the City of McMinnville Budget Committee; SECONDED by Councilor Geary. Motion PASSED unanimously.

Consider Resolution No. <u>2019-05</u>: A Resolution awarding a bid for the NW Neighborhood Park, Project No. 2015-11.

Parks and Recreation Director Muir said this had been a project with a lot of community input. The funding for the park came from the bond, SDCs, donations from the Collins Foundation, Kiwanis, Oregon Community Foundation, Sunrise Rotary, Ford Family Foundation, and several individuals, and a State grant. They went out to bid in May and all responses were too high for the budget. Staff went back and right sized the project including reducing the grading in the park and downsizing the restroom facility. After sending it to bid again, they received bids under the engineer's estimate. C&M Excavation came in at \$800,007.68 which was in the budget and staff recommended approval. This park took into account people with all abilities and was how future parks would be built.

Mayor Hill thought this was a great location and a much needed park.

Councilor Drabkin said this had been an inspiring process with so much community collaboration. She was happy that it was moving forward.

Councilor Garvin MOVED to adopt Resolution No. 2019-05; awarding a bid for the NW Neighborhood Park, Project No. 2015-11; SECONDED by Councilor Drabkin. Motion PASSED unanimously.

Consider Resolution No. <u>2019-06</u>: A Resolution adopting the Mac-Town 2032 Strategic Plan.

City Manager Towery summarized the process of developing the Strategic Plan. This was the recommended final draft of the plan. Much of it had been unchanged or only subtly changed from what the Council saw in October. The vision statement had been changed to be shorter and more aspirational. The mission, values, and strategic priorities were the same. An acknowledgements page had been added as well as a number of near, mid, and long term actions that had been identified to meet the goals in the plan. They would inform the upcoming budget and future budgets. There were actions listed for the City and City's partners for economic development as well. He then discussed the success measures that would show that the City was making progress. He recommended adoption of the plan.

8.e.

Mayor Hill said he and City Manager Towery shared some of the plan with the City Club this afternoon. It was met with good reception. He was excited to use the plan in the Council's upcoming goal setting.

Councilor Stassens liked the changes that were made. She asked about the process for the scorecards, which were to be relevant to active measures instead of past measures.

City Manager Towery explained they would not be the only way to measure and report, but for ease of transmitting to a broad, interested public they would need high level measures that captured the fundamental essence of the goals. The success measures were intended to be at the high goal level and there would be other evaluations done on specific actions.

Council President Menke was in support of the new vision statement.

Councilor Garvin was overall happy with the plan. He asked about the business license fee helping to develop and implement coordinated onboarding systems. Once those systems were up and running, what would the fee go towards?

City Manager Towery said that was a potential project that had not been acted on yet until it came back to the Council for additional conversation.

Council President Menke MOVED to adopt Resolution No. 2019-06; adopting the Mac-Town 2032 Strategic Plan; SECONDED by Councilor Stassens. Motion PASSED unanimously.

9. ADVICE/ INFORMATION ITEMS

9.a. Reports from Councilors on Committee and Board Assignments

Mayor Hill discussed the Council assignments for various boards and committees.

Councilor Garvin stated the new CAD system had been up for a month. There would be a YCOM meeting on Thursday.

Council President Menke reported on the last Visit McMinnville meeting and how they had a great budget and were progressing well. She recommended the Council and Budget Committee review the current year's budget in preparation for the next year's budget process.

Councilor Stassens announced the McMinnville Urban Renewal Advisory Committee would be meeting this week. They would be reviewing some loan applications and would be receiving information on the Third Street project.

Councilor Drabkin stated the McMinnville Affordable Housing Task Force would be meeting at the end of the month. The Housing for Homeless

subcommittee partnered with the Ford Family Foundation to bring in a group that focused on strategic doing. At that meeting, they were broken down into smaller groups to develop doing plans, or smaller steps that would engage people quickly into action. There was a 30 day check in where these smaller groups would check in to make sure they were still moving forward with the projects. City Manager Towery worked with the Chamber to host a Greeters meeting last week and it was well attended. They presented the overnight car camping program at that meeting and some people expressed interest in participating.

Mayor Hill met with the mayors in Marion, Polk, and Yamhill counties. There had been \$22 million earmarked from Governor Brown for right-of-way acquisition for the Bypass project. The Parkway Committee would be going to Washington D.C. to meet with congressional representatives to pursue more funding for the project.

9.b. Department Head Reports

Police Chief Scales would be doing a Downtown Safety Task Force wrap up survey. He discussed the hiring and training of police officers that was being done currently.

Fire Chief Leipfert reported on the new CAD system. EMS Chief Mount had turned in his resignation effective January 31. They would be going through the interview process for the Operations Chief position soon.

Human Resources Manager Bayer-Fertterer reported on upcoming recruitments.

Information Systems Director Burke discussed the success of the CAD project. He also discussed the audio improvements to the Civic Hall building.

City Manager Towery said the February 16 Work Session had been cancelled as it was the same night as the Council of Governments annual dinner.

Mayor Hill announced the LOC Day at the Capitol was January 24.

10. ADJOURNMENT: Mayor Hill adjourned the Regular City Council Meeting at 8:33 p.m.

Melissa Bisset, City Recorder

CITY OF McMINNVILLE MINUTES OF BUDGET COMMITTEE MEETING

Held at the Civic Hall on Gormley Plaza McMinnville, Oregon

Tuesday, January 22, 2019 at 5:45 p.m.

Presiding: Scott A. Hill, Mayor

Recording Secretary: Melissa Grace

Councilors: <u>Present</u>

Remy Drabkin Adam Garvin Zack Geary

Kellie Menke, Council President

Sal Peralta Wendy Stassens

Budget Committee: <u>Present</u> <u>Absent</u>

Jerry Hart Peter Hofstetter

Leanna Gautney

Kyle Faulk

John Mead Drew Millegan Cherry Haas

Also present were City Manager Jeff Towery, City Attorney David Koch, Finance Director Marcia Baragary, Community Development Director Mike Bisset, Human Resources Manager Kylie Bayer-Fertterer, Information Systems Director Scott Burke, Parks and Recreation Director Susan Muir, Planning Director Heather Richards, Senior Planner Chuck Darnell, and a member of the news media, Tom Henderson of the *News Register*.

AGENDA ITEM

1. CALL TO ORDER: Mayor Hill called the meeting to order at 5:52 p.m.

Everyone in attendance introduced themselves.

2. GENERAL FUND FORECAST

3.

City Manager Towery presented the recently adopted Strategic Plan including the vision, mission, values, and strategic priorities of the plan. He noted that the items related to economic prosperity looked a little different than the other strategic priorities as there was a separate plan dedicated to economic prosperity with

foundational and target sector goals and strategies. Mr. Towery explained that this plan would help target projects in a strategic way.

Mayor Hill noted that this presentation was a broad overview of the process. Budget Committee Member Gautney asked how this strategic plan process compared to what had been done in the past. Mr. Towery shared that this was the first Strategic Plan for the City. One of the reasons they decided to pursue a Strategic Plan was the generational shift that was happening in the organization and community.

Budget Committee Member Hart asked about the goal setting process and if there had been follow up on goals. City Manager Towery said the goals that had been adopted two years ago were woven into the Strategic Plan. While the plan was new, it was more an evolution of how they had done things and the kinds of goals that had been set for a long period of time. Mayor Hill responded the Council always set annual goals to focus their work. The Strategic Planning process had been driven by the public.

Budget Committee Member Hart explained that the Budget Committee typically met to review the proposed budget, spent a minimal amount of time reviewing the budget, and did not have much input into the budget. He appreciated this meeting where they could spend more time with the information. Mayor Hill asked that Budget Committee members start preparing for this next budget cycle now by looking at last year's budget.

Finance Director Baragary invited Budget Committee members to meet with her on the internal budget process. She shared that a first quarter budget update was presented to Council last November. In November she also reported that the General Fund reserve carried forward from 2017-18 to 2018-19 was \$6.8 million and approximately 30 percent of annual expenditures. She also reported that she anticipated General Fund expenditures and revenues would be in line with what was expected.

She stated that the mid-year updated forecast included the following General Fund revenue assumptions:

- 4 percent increase in property taxes;
- 2 percent increase in cable and garbage franchise fees;
- 2 percent increase in State liquor revenues; and
- 4 percent increase in State marijuana revenues.

She discussed how the City focused on recurring revenues for forecasting which were property taxes, franchise fees, state shared revenues, and interest on investments. She noted that the increase in property taxes had been very consistent over the last couple of years at about 4 percent. She noted that property taxes were about 55 percent of General Fund revenue. The forecast was a very extensive spreadsheet that went line by line in the general ledger. There were broad assumptions in the forecast and a lot of time and effort went into it. Finance Director

Baragary noted that the projected revenues in the table displayed did not include additional revenues that might be identified during the Strategic Planning process.

Numbers in table below are in millions

Projected Operating	Actual	Estimated	Forecast	Forecast	Forecast	Forecast
Revenues	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Projected revenues	\$22,323	\$23,599	\$23,774	\$24,490	\$25,233	\$25,997
Amount change	1,939	1,276	175	716	743	764
% change	9.5%	5.7%	0.7%	3.0%	3.0%	3.0%

She noted that revenue was fairly flat in the forecast as there were no additional sources of revenue built into the forecast.

Finance Director Baragary then reviewed the General Fund expenditures assumptions:

- 2.25% 2.50% COLA for general service, police, and fire employees;
- Increases in PERS rates;
- 6 percent increase in health insurance;
- 2% increase in materials & services;
- 5% increase in property, liability, and workers comp insurance; and
- Estimated General Fund transfer to Ambulance Fund of \$950,000 in 2019-20, increasing to \$1,500,000 in 2022-23.

She noted that there were a lot of moving parts in the Ambulance Fund and reminded the Budget Committee that these were projections.

Finance Director Baragary reviewed the General Fund expenditures projections:

Numbers in table below are in millions

Projected Operating	Actual	Estimated	Forecast	Forecast	Forecast	Forecast
Expenditures	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Projected expenditures	\$22,659	\$26,085	\$26,247	\$26,756	\$28,297	\$29,713
Amount change	2,413	3,426	162	509	1,541	1,416
% change	11.9%	15.1%	0.6%	1.9%	5.8%	5.0%

Finance Director Baragary noted that these numbers did not include deferred maintenance, adjustments that might be made from Police and Fire negotiations, or any changes as a result of the General Services Salary Study.

Councilor Drabkin asked why the deferred maintenance numbers were not included in the projections. Finance Director Baragary said staff needed to discuss how to incorporate the results of the Facilities Assessment Study that was not final at this point. It would need to be incorporated into the capital projects list.

City Manager Towery stated when the study was finalized, staff would bring it forward to Council in a Work Session to discuss what the issues were and what the needs were near term and long term.

Mayor Hill noted that there was a gap between the projected expenses and revenues and they would need to be looked at and some tough decisions made.

Council President Menke commented that some of the focus of the Strategic Plan was looking at different sources of revenues to meet the needs.

Finance Director Baragary said they always anticipated when building the budget that there would be more revenues than was budgeted for and fewer expenditures than were budgeted for. For revenues that could happen through a difference in property taxes or marijuana taxes. For expenditures, the biggest reason they underspent was through staff turnover. In the budget there was an assumption that positions were filled all year round and that typically did not happen. There were some savings that happened as positions remained open until filled.

Finance Director Baragary noted that expenses were growing at a faster rate than revenues. As the operating deficit increased, the reserve decreased.

General Fund Operating Income (Deficit)

Numbers in table below are in millions

Revenues, Expenditures and	Actual	Estimated	Forecast	Forecast	Forecast	Forecast
Operating Income (Deficit)	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Projected Revenues	\$22,323	\$23,599	\$23,774	\$24,490	\$25,233	\$25,997
Projected Expenses	(22,659)	(26,085)	(26,247)	(26,756)	(28,297)	(29,713)
Projected Savings		\$750	\$1,500	\$1,500	\$1,500	\$1,500
Operating Income (Deficit)	(\$336)	(\$1,737)	(\$973)	(\$766)	(\$1,564)	(\$2,215)

Finance Director Baragary then displayed a chart of the General Fund Reserve:

	Actual 2017-18	Estimate 2018-19	Forecast 2019-20	Forecast 2020-21		Forecast 2022-23
Reserve as a % of expenditures	30%	20%	16%	12%	6%	(2%)

She noted that there was a City of McMinnville policy adopted by Council that recommended a 25 percent reserve in the General Fund and noted that the Government Finance Officers Association (GFOA) recommended a 17 percent minimum reserve. The reserve provided cash flow for the City until they started receiving property taxes in November. The reserve also allowed the City to bridge the gap during an economic downturn. Credit rating agencies looked at the City's reserve for bonds, and the lower the credit rating the more their interest expanded on any debt the City issued. She noted explained that there were a lot of variables in the forecast and reminded the Budget Committee to look at the trend. She stated that in the past there had been a 45-48 percent reserve in the past, which might have been too high, and that the City was looking at finding a reasonable balance.

Council President Menke reminded the Budget Committee not to be too alarmed by the table as it had looked that way for several years.

City Manager Towery explained that there was a structural imbalance where expenses were growing faster than revenues. From year to year mid-term corrections were made that kept the curve in place and moved it forward a year at a time. Until a long term revenue strategy could be developed where revenue growth matched expenditure growth or expenditures were significantly reduced there would always be a gap.

Councilor Drabkin stated that in other years services had been increased. She stated that hiring increases were more substantial long-term costs. There was a difference going into this year than in previous years with a lot of increased fixed costs. City Manager Towery stated that over the last decade reserves had been relied upon to keep things stable in the organization. For the most part the City did not have to make steep or drastic cuts, but they also didn't invest to keep up with growing demands for service or needs that were being deferred. Last year when they added a number of positions it was the first reinvestment in non public safety staffing in a decade. Significant investments in public safety had been made by increasing staffing by about 20 percent in the Police Department and about 30 percent in the Fire Department.

Councilor Stassens asked about PERS expenses. Finance Director Baragary stated that PERS rates would change in July 1, 2021. There was a solid number for the PERS employer contribution rates.

Finance Director Baragary reminded the Budget Committee that the City was faced with the challenge of finding ways to mitigate the gap between revenues and expenditures and maintaining an adequate reserve. A strategic long range financial plan would be essential in the City's ability to fund operations and achieve the Council's goals. She shared that the GFOA stated "long-term financial planning combines financial forecasting with strategizing...and works best as part of an overall Strategic Plan."

GFOA recommended that the City:

- Determine the scope (at least 5-10 years recommended);
- Analysis of financial environment;
- Communicate with internal and external stakeholders:
- Identify service policies and priorities; and
- Adopt and execute the plan.

Finance Director Baragary then shared that GFOA stated that, "Financial forecasting is the process of projecting revenues and expenditures over a long-term period, using assumptions about economic conditions, future spending scenarios, and other salient variables." She thought they already did that well. "Long-term financial planning is the process of aligning financial capacity with long-term service objectives."

- After adopting the plan, strategies must be put into action (e.g., identifying funding required to achieve goals)
- "Execution of the plan is where the strategies become operational through the budget, financial performance measures, and action."

Budget Committee Member Mead was concerned with the decline in the reserve and did not want the percentage to go to the lower amount.

Budget Committee Member Hart shared that he needed to understand better the reasons for the decline in the reserve.

Budget Committee Member Millegan stated that he was currently not concerned about the reserves, but in the long term it was risky to have a decline especially if there was a recession and they were still drawing down on reserves. They were currently at 20 to 30 percent in reserves and had ample time to address any issues.

Budget Committee Member Gautney stated that her biggest concern was having a deficit in the operational income because they would not be able to add more operations to the budget at this point. She would like to focus on what they could do to raise revenues.

Budget Committee Member Haas stated that this was dependent on the priorities of the goals that the Council set during their upcoming goal setting meeting.

Mayor Hill stated that the City was very fortunate to have a good Finance Department. The City of McMinnville's budget was very readable and user friendly compared to others. All Budget Committee members brought different perspectives and experiences but all had a passion for the numbers. He agreed the reserve was something they needed to keep an eye on in the future.

1.	ADJOURNMENT:	Mayor Hill adjourned the meeting at 6:57 p.m.
		Melissa Bisset, City Recorder

CITY OF McMINNVILLE MINUTES OF REGULAR MEETING

of the McMinnville City Council

Held at the Kent L. Taylor Civic Hall on Gormley Plaza McMinnville, Oregon

Tuesday, January 22, 2019 at 7:00 p.m.

Presiding: Scott Hill, Mayor

Recording Secretary: Melissa Bisset

Councilors: Present

Remy Drabkin Adam Garvin Zack Geary

Kellie Menke, Council President

Sal Peralta Wendy Stassens

Also present were City Manager Jeff Towery, City Attorney David Koch, Finance Director Marcia Baragary, Community Development Director Mike Bisset, Human Resources Manager Kylie Bayer-Fertterer, Information Systems Director Scott Burke, Parks and Recreation Director Susan Muir, Planning Director Heather Richards, Senior Planner Chuck Darnell, and a member of the news media, Tom Henderson of the *News Register*.

AGENDA ITEM

- 1. CALL TO ORDER: Mayor Hill called the meeting to order at 7:06 p.m. and welcomed all in attendance.
- 2. INVITATION TO CITIZENS FOR PUBLIC COMMENT: Mayor Hill invited the public to comment.

Scott Thorkildson, McMinnville resident, stated that he had come to a Council meeting previously regarding the issues with the homeless in the Industrial Park. He distributed photos to the Council and stated that in the evening in the Industrial Park everyone was gone. He encountered some people in the Industrial Park that looked like they were collecting junk. He had some things stolen before as well. He noted several areas on Riverside, Marsh, and Dustin that had junk everywhere and structures where homeless people were living. He challenged the Council to go down and see the amount of junk. He would not be allowed to put those kinds of structures on his property. He suggested the homeless could be moved to Airport Road, Armory Way Road, or Cruickshank so they would not be detriments to the businesses in the Industrial Park.

3. CONSENT AGENDA

a. Consider Resolution No. <u>2019-07</u>: A Resolution awarding the purchase of twenty seven (27) pieces of Landscape Structures Play Equipment from Ross Recreation Equipment by the Parks and Recreation Department.

Mayor Hill said this resolution would be considered later on in the agenda.

4. PUBLIC HEARING

a. Supplemental Budget Hearing (related to Airport Maintenance Fund)

Finance Director Baragary stated that the Resolution proposed a supplemental budget for the Airport Maintenance Fund. This was necessary due to unanticipated repairs of the AV gas tank and fuel system at the Airport. The estimated cost was \$117,000 and the supplemental budget would transfer \$120,000 out of Contingency to Capital Outlay. This public hearing was required because the budget transfer exceeded 15 percent of total appropriations in the Airport Fund.

Mayor Hill opened public hearing at 7:15 p.m.

Kathy Andreas worked for McMinnville Water and Light and asked what the tanks were for.

Community Development Director Bisset explained that they were for aircraft fuel. Mayor Hill closed the hearing at 7:16 p.m.

5. RESOLUTIONS

5.b.

5.a. Consider Resolution No. <u>2019-10</u>: A Resolution adopting a supplemental budget for fiscal year 2018-2019 and making a budgetary transfer of appropriation authority (related to Airport Maintenance Fund).

Councilor Drabkin MOVED to adopt Resolution No. 2019-10; adopting a supplemental budget for fiscal year 2018-2019 and making a budgetary transfer of appropriation authority (related to Airport Maintenance Fund); SECONDED by Councilor Garvin. Motion PASSED 6-0.

Consider Resolution No. <u>2019-07</u>: A Resolution awarding the purchase of twenty seven (27) pieces of Landscape Structures Play Equipment from Ross Recreation Equipment by the Parks and Recreation Department.

Parks and Recreation Director Muir stated that there was one adjustment to the resolution, which was why it was taken off the consent agenda. The resolution would authorize the City to engage in an agreement with Landscape Structures rather than Ross Recreation Equipment.

Council President Menke was very excited about this project.

Council President Menke MOVED to adopt Resolution No. 2019-07; awarding the purchase of twenty seven (27) pieces of Landscape Structures Play Equipment from Landscape Structures by the Parks and Recreation Department; SECONDED by Councilor Stassens. Motion PASSED 6-0.

Consider Resolution No. <u>2019-08</u>: A Resolution establishing revised sanitary sewer user fees; and repealing Resolution 2018-12.

5.c.

Community Development Director Bisset stated that in December 2017 the Council approved the updated Wastewater Financial Plan which concluded that 2.8 percent rate increases were required annually in order to cover planned capital improvements and operating costs. He had included in the Council packet a chart that showed the planned capital draw down as well as reserve amounts over the planning period. The next plan review would be done at the end of this calendar year. The equity portion of the approved 2015 review had concluded with the rates they adopted for July 1, 2018. The new rate would be effective July 1, 2019.

Mayor Hill stated that when it came to sewer infrastructure the City had been able to pay without having to go out to bond. This resolution would continue with that practice and would keep the City in compliance.

Councilor Drabkin asked about duplexes, the two units combined would be paying just under what a single family unit would be paying but anything above that would be a multiplying factor. That meant that those in apartment complexes would be paying a higher rate on a single meter. In some of the reporting, multifamily use was reported all together and in others the data applied to single family residences and multifamily residences. There was a discrepancy in being able to pull conclusive data. In the equity report it talked about equally distributing costs among system users, but the conclusion of the report stated the industrial users cost went down and the rates for small to moderate volume users would increase 3 to 5 percent. She was concerned that the lowest income residents were carrying a higher burden of the cost than those that were able to pay at a higher rate.

Community Development Director Bisset discussed how the equity report was conducted and adopted four years ago. As of July 1, 2018, that plan was fully implemented. This was a continuing rate increase related to covering capital and operating costs. At the time when they adopted the equity plan there was a lot of discussion with the rate consultant on the components involved in spreading costs equitably over the system. He stated that later in 2019, many of the elements that Councilor Drabkin commented on could be reviewed for options. Regarding the meter charges, that related to converting particular uses to equivalent dwelling units. A duplex would pay two base charges, and multifamily would pay for how many units there were. He pointed out that there was inflow and infiltration in the system and those costs were spread across the system uniformly. A single family house and a large water user equally shared the cost. There was some science in setting the base rate and there had been robust discussions on how high the base rate should be

compared to the volume charged and what that burden placed on a lower income household vs. commercial and industrial business. He was open to looking at options for how low income customers were treated related to sewer rates.

Councilor Stassens asked what kind of feedback there had been from the public as these changes had been implemented.

Community Development Director Bisset stated that in the early 90s the City had one of the lowest sewer rates in the state, but with the requirements to build a new treatment plant and to stop sanitary sewer overflows into the Yamhill River, they had invested millions into the sewer system. They went from the lowest to one of the highest rates in the state in the mid 90s. They also took out some debt to cover some of the construction costs. Those debts had been paid off and the significant capital in front of the Council was due to address growth in the community and the aging assets. It was a pay as you go plan. Over the last two decades other communities had to face some of the same challenges and McMinnville was no longer the poster child for high sewer rates. There were complaints from time to time about how high the sewer rates were, but staff told the story of why the rates were what they were and what it took to run the services in the City. The City was fortunate to be able to fund significant capital investments in the system without taking on additional debt that would incur a burden of financing and interest charges.

Councilor Stassens commented on the use of the Public Affairs Specialist to tell the story and asked how the message was being distributed.

Community Development Director Bisset said this position had been in place for about a year and they now had a social media presence and updated website. A new sewer rate brochure was created as well.

Council President Menke MOVED to adopt Resolution No. 2019-08; establishing revised sanitary sewer user fees; and repealing Resolution 2018-12; SECONDED by Councilor Stassens. Motion PASSED 6-0.

Consider Resolution No. <u>2019-09</u>: A Resolution establishing revised System Development Charges (SDCs) pertaining to parks and recreation, sanitary sewer, and transportation; and repealing Resolution No. 2018-08.

Community Development Director Bisset stated that the Municipal Code allowed for the annual adjustment of System Development Charges for transportation, sanitary sewer, and parks based on the Construction Cost Index in the Engineering News Record Report for Seattle. That index between January 1, 2018 and January 1, 2019 grew by 4.9 percent. The index took into consideration a combination of cost increases for labor and construction materials. The increase in SDCs would be 4.9 percent effective July 1, 2019. The previous year they had increased the fee by 7.7 percent. If approved, staff would begin public outreach on the increase.

5.d.

Council President Menke MOVED to adopt Resolution No. 2019-09; establishing revised System Development Charges (SDCs) pertaining to parks and recreation, sanitary sewer, and transportation; and repealing Resolution No. 2018-08; SECONDED by Councilor Drabkin. Motion PASSED 6-0.

6. ORDINANCE

6.a.

Consider First Reading of Ordinance No. 5061 with possible Second Reading: An Ordinance amending the Comprehensive Plan Map Designation from Residential to Commercial on existing properties and lots of record, rezoning said property from R-4 PD (Multiple Family Residential Planned Development) to O-R (Office/Residential), and amending an existing Planned Development Overlay District to remove said property from the Planned Development.

No Councilor present requested that the Ordinance be read in full.

City Attorney Koch read by title only Ordinance No. 5061.

Senior Planner Darnell said this was a request for a Comprehensive Plan Map amendment, zone change, and planned development amendment for 600 SE Baker Street. He displayed the site location and noted that it was currently vacant. The applicant would like to change the Comprehensive Plan Map designation from residential to commercial and to rezone the property from multiple family residential that had a planned development overlay to office residential. He then displayed the existing zoning versus the proposed zoning. This would only apply to the portion of the site that was outside of the flood plain. He explained the concept plan which showed the general development plan that was intended by the applicant. It showed a 10,000 square foot office building surrounded by areas for future residential development.

Senior Planner Darnell reviewed the applicable Comprehensive Plan amendment review criteria as follows:

Section 17.74.020

A. The proposed amendment is consistent with the goals and policies of the Comprehensive Plan.

Chapter II – Natural Resources

- Goal II 1: To preserve the quality of the air, water, and land resources within the planning area.
- Policy 9.00: The City of McMinnville shall continue to designate appropriate lands within its corporate limits as "floodplain" to prevent flood induced property damages and to retain and protect natural drainage ways from encroachment by inappropriate uses.

Section 17.74.020

- The proposed amendment is consistent with the goals and policies of the Comprehensive Plan.
- Chapter III Cultural, Historical, & Educational Resources
- Goal III1: To provide cultural and social services and facilities commensurate with the needs of our expanding population, properly located to service the community and to provide positive impacts on surrounding areas.
- MV Advancements was an organization that provided social services to individuals who experienced disabilities.
- Site selected due to proximity to other community services that their clients would access:
 - Close to downtown area and other social services
 - Transit access

Section 17.74.020

- The proposed amendment is consistent with the goals and policies of the Comprehensive Plan.
- Chapter IV Economy of McMinnville
 - Goal IV 1: To encourage the continued growth and diversification of McMinnville's economy in order to enhance the general well-being of the community and provide employment opportunities for its citizens.
- Chapter V Housing and Residential Development
 - Goal V 1: To promote development of affordable, quality housing for all city residents.

Senior Planner Darnell then reviewed the Zone Change criteria as follows:

Section 17.74.020

A. The proposed amendment is consistent with the goals and policies of the Comprehensive Plan.

Chapter V – Housing and Residential Development

- Goal V 1: To promote development of affordable, quality housing for all city residents.
- Goal V 2: To promote a residential development pattern that is land-intensive and energy-efficient, that provides for an urban level of public and private services, and that allows unique and innovative development techniques to be employed in residential designs.
- Deficit of land zoned for R-4 (Multiple-Family Residential) in 2001 Buildable Lands Inventory
- Proposal: O-R Zone to allow for both commercial and residential uses. O-R zone is McMinnville's only mixed use zone.
- Applicant stated intent to construct up to 24 residential units
 - Restrictive covenant suggested by current owner (Linfield College) to:

- Limit the number of units to 24.
- Restrict use to residential units in conjunction with MV Advancements services or senior housing.
- Linfield College's letter of support indicates that the college had no intent of selling property to developer that would seek high density development or maximum build-out of property.

Policy 71.13 includes factors to serve as criteria in determining areas appropriate for high-density residential development:

- 1. Areas which are not committed to low or medium density development;
- 2. Areas which can be buffered by topography, landscaping, collector or arterial streets, or intervening land uses from low density residential areas in order to maximize the privacy of established low density residential areas;
- 3. Areas which have direct access from a major collector or arterial street;
- 4. Areas which are not subject to development limitations;
- 5. Areas where the existing facilities have the capacity for additional development;
- 6. Areas within a one-half mile wide corridor centered on existing or planned public transit routes;
- 7. Areas within one-quarter mile from neighborhood and general commercial shopping centers; and
- 8. Areas adjacent to either private or public permanent open space.

Factors being achieved:

- Not committed to low density development.
- Not subject to development limitations.
- Existing facilities have capacity for development.
- Within one-quarter mile of transit service & commercially zoned property.
- Not adjacent to low density residential.

Factors not being achieved:

- Access to major collector or major arterial.
- Traffic study provided analyzing use of access on Cowls Street.
- Adjacency to public or private open space.
- Planning Commission included a condition of approval that, if development includes multiple-family, the site shall provide a usable open space area for residents.
- Policy 80.00: In proposed residential developments, distinctive or unique natural features such as wooded areas, isolated preservable trees, and drainage swales shall be preserved wherever feasible.
 - Planning Commission included a condition to preserve two large trees on the site.

Section 17.74.020

 The proposed amendment is orderly and timely, considering the pattern of development in the area, surrounding land uses, and any changes which may have occurred in the neighborhood or community to warrant the proposed amendment.

Section 17.74.020

The proposed amendment is orderly and timely, considering the pattern of
development in the area, surrounding land uses, and any changes which may
have occurred in the neighborhood or community to warrant the proposed
amendment.

Section 17.74.020

- Utilities and services can be efficiently provided to serve the proposed uses or other potential uses in the proposed zoning district.
- Engineering Department and utility providers have no concerns with providing adequate services to the site to support higher density development.
- Traffic Impact Analysis and Transportation Planning Rule (TPR) Analysis
 - TPR Analysis compared proposed development against development currently allowed under current zoning.

Senior Planner Darnell discussed the planned development amendment including:

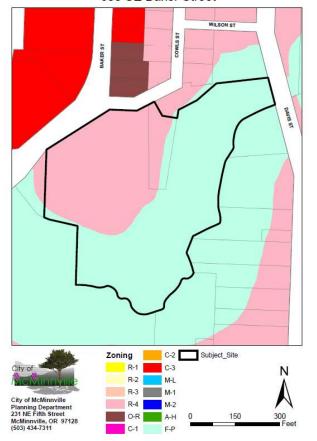
- Ordinance 4739 contains the Linfield College Master Plan
- Subject site included, but not identified for future use.
- Master Plan Goal: "The College should decide whether to keep outlying parcels including the Columbus School site..." (Page 21)
- Master Plan Open Spaces identifies Cozine Creek Park, but property to north not included (Page 36).

Senior Planner Darnell explained the public hearing and neighborhood meeting process as follows:

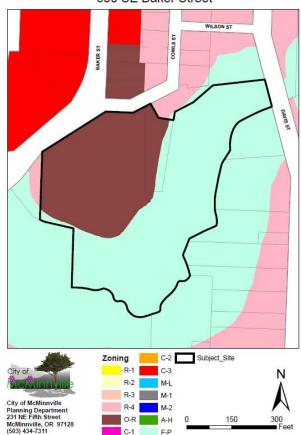
- Neighborhood Meeting held September 19, 2018
 - Attended by about 15 residents
- Public Hearing by Planning Commission on December 20, 2018.
 - One item of testimony in opposition related to loss of R-4 land.
 - Staff noted that the proposal of O-R zoning allowed for same higher density residential uses as allowed in R-4 zone.
 - Applicant intent to provide 24 units in future phase.
 - Practicality: Linfield College letter of support states that they
 had no intention to sell to a developer with interest in
 maximum density build-out.

Senior Planner Darnell stated that the Planning Commission recommended approval of Ordinance No 5061 which would include a Comprehensive Plan Map amendment, a Zone Change (with conditions related to open space and preservation of significant trees), and a Planned Development amendment (with a condition related to amendment of the original PD ordinance).

Existing Zoning 600 SE Baker Street



Proposed Zoning 600 SE Baker Street



Councilor Drabkin saw a couple red flags. One was the use of the criteria and the supporting documentation that was used to meet the criteria. Using housing and residential development and saying that criterion was being met was worrisome to her. She was concerned that it was eliminating the highest density zone entirely from the site as opposed to partially removing it. She stated that while there was an intent expressed in the application, there was no actual guarantee that a rezone would promote the goal or stand up to the criteria because nothing in the application was actually for a multifamily residential unit. She was concerned that goal was not met. She was also concerned about using the 2013 Economic Opportunities Analysis because it was not a report that was paid for by the City, but was done by a private investor who had a clear benefit to the outcome of the report. While there could be useful information gleaned from the Economic Opportunities Analysis, she hesitated to rely on it knowing how it was funded and that it could be skewed. The analysis said they only needed a small amount of commercial and quite a bit more residential. She thought that residential needs far outweighed the commercial needs especially as there were vacancies in commercial buildings. She understood the same density would be permitted in the O-R zone as allowed in the R-4 zone and that Linfield said they would not have sold the property to someone who would develop to its full

capacity. However, there was still no plan for a residential build on land that was currently zoned R-4. They were actively trying to increase the residential land supply.

Senior Planner Darnell agreed that there was no guarantee that residential use would be developed; however staff supported it because the proposed zone still allowed for residential use. If someone wanted to they could do an even denser development with having office use and residential development. There was no guarantee other than what the applicant stated was their intention and it was further supported by the restricted covenant to provide 24 dwelling units in the future. The City adopted the 2013 Economic Opportunities Analysis and it was acknowledged by the State that this was a document that must be used until the analysis was updated.

Councilor Drabkin asked if there was any conversation regarding rezoning a smaller portion of the property. She was not sure with the development of the 10,000 square foot office building and required parking that there would be enough space for 24 residential units. She did not want all of the residential land used up for a parking lot.

Senior Planner Darnell said that was not discussed. There was no requirement in the OR zone that they had to take that area out. They would still use the entire area to calculate the total number of dwelling units that would be allowed. The total number could be the same under the OR zone as it could be under the R-4 zone regardless of how much office space there was on the site. They also allowed shared parking for uses that had offset main hours of use so it could potentially be utilized for an office/residential mixed site.

Councilor Stassens asked about the limitations that Linfield was placing on the applicant and how that played into the City's evaluation of the zone change. Senior Planner Darnell stated the covenant would be a private matter between the two parties. It was nothing that the City would regulate or require.

Councilor Stassens clarified that there was only the potential for high density residential based on the land purchase and as long as it was run by MV Advancements.

Council President Menke asked if this would be low income or subsidized housing or if it could be any type of housing.

Senior Planner Darnell replied the zone allowed for any type of housing. He did not know if MV Advancements clients were low income. It could be low income or senior housing. The zoning did not regulate the type of housing.

Council President Menke stated that this was an innovative use of the OR zone. Senior Planner Darnell noted that it was the most versatile zone in the code.

Councilor Peralta thought that this accommodated a critical need in the community. He was satisfied completely that the legal obligations had been met.

Councilor Geary stated he was on the Planning Commission when they made the recommendation for approval. One of the reasons for that decision was this proposal on this specific piece of land with these local partners gave the City the best chance to develop both commercial and housing on the property.

Councilor Garvin agreed with Councilor Geary's comments.

Councilor Geary stated that it was gratifying to have a local company be a part of the project and to allow that business to thrive and grow.

Councilor Stassens thought it was an ideal parcel for mixed use and liked the idea of seeing mixed use that specifically targeted a group that MV Advancements served. She was in strong support of the zone change.

Council President Menke also thought it was a great project.

Councilor Drabkin clarified that they were not approving the project and that it only included a hypothetical residential use. The intent was to build a large office, not a large mixed use facility. She noted that there was not a unanimous approval by the Planning Commission. In her perspective they were giving away the possibility of guaranteeing that it had residential use. It was not a lack of wanting to see the project come to fruition, it was a concern that through changing the zoning it opened up the possibility of the land being used for something other than residential and it might never see residential use.

Councilor Peralta MOVED to consider the second reading of Ordinance No. 5061; SECONDED by Council President Menke. Motion PASSED 5-1 with Councilor Drabkin opposed. The second reading would be brought back to the February 12, 2019 meeting.

7. ADVICE/ INFORMATION ITEMS

7.a. Reports from Councilors on Committee & Board Assignments

Councilor Garvin stated that YCOM had a meeting but there was a lack of a quorum. Overall things seemed to be going well with the new CAD system. There had been conversations with the City of Dundee about them coming in. They would start looking at this year's fees and budget in the next few meetings. He also attended the last Airport Commission meeting where a proposal to extend a ten year lease was denied. This was an opportunity zone and he thought they would see more investment in the next five years.

Councilor Peralta reported that the unemployment rates for the Mid-Willamette Valley Council of Governments counties had been released. It was 3.8 percent for Yamhill County.

Council President Menke reported on the last Visit McMinnville meeting where ways to experience McMinnville were discussed. They would be doing strategic planning on February 25.

Councilor Geary stated that he attended the last Landscape Review Committee meeting. He would be attending the Historic Landmarks Committee meeting tomorrow.

Councilor Drabkin said there would be an Affordable Housing Task Force meeting tomorrow.

Councilor Stassens said the Urban Renewal Advisory Committee would be meeting on the first Wednesday of February.

Mayor Hill reminded the Council that this Thursday was City Day at the Capital. He shared what had been discussed at the last Parkway Committee meeting which was funding for completion of the Bypass project. Members would be going to Washington D.C. as well. Councilor Peralta would be taking the Council position on the Committee and Council President Menke would be taking an at large position. Today Fire Chief Leipfert, City Manager Towery, Council President Menke, and he had a lunch meeting with the Amity Fire District Board to discuss the opportunity for McMinnville to provide administrative and training oversight.

City Manager Towery said the discussion right now was the prospect of the City providing administrative support and training in the absence of their full time chief who was retiring at the end of the fiscal year. One of McMinnville's administrative chiefs would serve on site in Amity on a weekly basis and in addition they would hire a chief of training who would coordinate and implement training for both fire districts. A draft agreement would come back to Council in a couple of months.

Mayor Hill reminded everyone that on January 29 there would be the State of the City Address and second Annual Awards Reception.

7.b. Department Head Reports

Planning Director Richards announced that there was a data conversion hiccup with the new epermitting system and there would be a slight delay in the transition. She stated the system is for building, planning, and Code Enforcement, and is a free program offered through the State. She explained that it will be a great program.

City Manager Towery stated that Erik Jensen was in the final stretch of completing a detailed agenda for the teambuilding meeting which would be on Friday at 8:30 in the morning at the Police Department.

8. ADJOURNMENT: Mayor Hill adjourned the Regular City Council Meeting at 8:40 p.m.

Melissa Bisset, City Recorder

CITY OF McMINNVILLE SPECIAL CALLED MEETING – COUNCIL RETREAT MINUTES

of the McMinnville City Council Held at the Police Department Training Room McMinnville, Oregon

Tuesday, January 25, 2019 at 8:30 a.m.

Presiding: Scott Hill, Mayor

Recording Secretary: Jensen Strategies, LLC

Councilors: Present Excused Absence

Remy Drabkin Adam Garvin Zack Geary

Kellie Menke, Council President

Sal Peralta Wendy Stassens

Facilitators: Erik Jensen

Jeff Aprati Emily Ramelb

1. **WELCOME**

Mayor Hill called the meeting to order at 8:40 a.m. He delivered welcoming remarks, explaining that the purpose of the retreat was to provide an opportunity for the Council to enhance their working relationships, connect with each other, and collaborate on important policy priorities.

2. **RETREAT OVERVIEW**

Facilitator Erik Jensen underlined the importance of team-building efforts. He explained that the retreat was split into two sections – one reserved for only the Council, and the other for both Council and staff. This approach would provide an opportunity for Council members to focus on their interpersonal dynamics while also preserving time to collaborate with staff leaders.

3. COUNCIL INTRODUCTIONS

To provide a chance to learn more about each other, Council members were asked to share with the group: (A) What are the values you hold as a Councilor? (B) What are your two biggest policy priorities? (*The Council also shared 'fun facts' about themselves*.)

A: Values:

- Civility*
- Equity and inclusion*
- Integrity*
- Love for McMinnville and its history*
- Accepting responsibility
- Accountability
- Apolitical approach
- Blue collar perspective
- Compassion
- Connectivity with residents
- Courage
- Energy
- Focus on success for the whole
- Genuine listening
- Giving credit to others
- Humanism
- Humble confidence
- Joy of public service
- 'Level 5' leadership
- Maintaining the Council's positive momentum
- Mutual respect
- Optimism
- Rational yet passionate policy approach
- Reluctance to increase revenue to maintain service levels
- Simplicity
- Trust
- Valuing diverse perspectives
- Work-life balance

B. Policy Priorities:

- Housing / Homelessness*
 - o Increasing workforce housing
 - Addressing camping within the community's quality of life standards
 - o Ensuring diverse and affordable housing options
- Economic development*
 - o Promoting economic diversity
- Public Safety*
 - Staffing for Fire
 - o Spearheading Fire District efforts
- Growth
 - o Slow, internal growth
- Fiscal stewardship
 - Addressing the budget shortfall
 - o Cost of services growing faster than revenue
 - o Living within the budget and maintaining services
 - o Securing adequate revenue for Strategic Plan goals
- Other
 - o Developing the potential of the airport
 - Environmental protection
 - o Parks and open space
 - o Proactively addressing challenges
 - o Protecting the City's assets

4. COUNCIL GROUP AGREEMENT

The facilitator led the Council through a discussion of the "Council Group Agreement" document, which articulates a series of principles the Council agrees to uphold regarding their mutual interactions, behavior, and conduct of business. The McMinnville Council has for many years conducted itself with a high degree of civility and decorum, and the Group Agreement is reflective of this commitment.

3

The Council considered whether any elements of the document should be updated or edited.

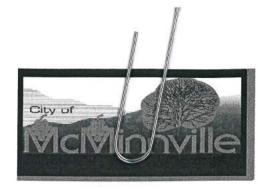
Following the conversation, the Council determined that a *more in-depth discussion* was necessary regarding this document, as well as the "Roles and Responsibilities of Mayor, Council and City Manager" document, adopted in 1991. The Council will ask the City Manager to schedule a Council Work Session to consider and potentially revise these items.

Though the Council tabled these topics for a future Work Session, the following topics were discussed:

- The importance of decorum, including genuine mutual respect and consideration of language used in discussion, despite any potential attacks from outside the body. The Council agreed that they serve an important role in setting a positive example for the community.
 - Council members consider themselves to be "on the same team". If
 one Councilor is unfairly criticized outside the City (e.g. a member
 of the public, an organization, etc.), the rest of the team agrees to
 support that individual.
- Regarding Group Agreement provisions #14 and #16 (related to sharing / soliciting points of view on policy matters and providing advance notice of impending legislative developments), the Council discussed the need to balance the expediencies of proactive conversation with the imperative to remain compliant with Oregon open meetings laws. Ideas offered included utilizing the City Manager to assist with disseminating information, and discussing policy issues during a designated Councilor comment period, perhaps at the beginning of Council meetings.

5.	ADJOURNMENT:	Mayor Hill adjourned the Special Called Meeting at 10:15 a.m.
		City Recorder

4



City Reco	order Use
Final Action:	
■ Approved	■ Disapproved

BUSINESS NAME / INDIVIDUAL: Mac Mkt, LLC BUSINESS LOCATION ADDRESS: 1140 NE Alpine Ave LIQUOR LICENSE TYPE: Full On-Premises, Commercial; Off-Premises				
Is the business at this location currently licensed by OLCC Yes No If yes, what is the name of the existing business:				
Hours of operation: Sunday-Thursday 7 am – am – 11 pm Entertainment: Live Music and Recorded Mu Hours of Music: Friday 7 pm – 10 pm Live mu Seating Count: 92 Restaurant, 20 Lounge, 58 room, 14 seating at bars: Total Seating 204	sic usic			
EXEMPTIONS: (list any exemptions)				
Tritech Records Management System Ch Criminal Records Check: Yes N Recommended Action: Approve I	lo			
Chief of Police / Designee	City Manager / Designee			



City Reco	order Use
Final Action: Approved	■ Disapproved

BUSINESS NAME / INDIVIDUAL: McMinnville North Liquor BUSINESS LOCATION ADDRESS: 2628 North Hwy 99W LIQUOR LICENSE TYPE: Off-Premises Is the business at this location currently licensed by Yes No	OLCC
If yes, what is the name of the existing business:	
Hours of operation: Sunday 11 am – 6 pm, Monday pm, Friday and Saturday 10 am – 9 pm Entertainment: N/A Hours of Music: N/A Seating Count: N/A	– Thursday 10 am – 8
EXEMPTIONS: (list any exemptions)	
Tritech Records Management System Check: Criminal Records Check: Yes • No Recommended Action: Approve • Disappr	
Chief of Police / Designee City N	Manager / Designee



City Reco	order Use
Final Action: Approved	■ Disapproved

BUSINESS NAME / INDIVIDUAL: McMinnville North Liq BUSINESS LOCATION ADDRESS: 2628 North Hwy 99W LIQUOR LICENSE TYPE: Off-Premises	quor			
Is the business at this location currently license Yes No If yes, what is the name of the existing business				
Hours of operation: Sunday 11 am – 6 pm, Monday – Thursday 10 am – 8 pm, Friday and Saturday 10 am – 9 pm Entertainment: N/A Hours of Music: N/A Seating Count: N/A EXEMPTIONS:				
(list any exemptions)				
Tritech Records Management System Che Criminal Records Check: Yes • No Recommended Action: Approve • Di)			
Chief of Police / Designee	City Manager / Designee			



City Reco	order Use
Final Action:	-
■ Approved	■ Disapproved

BUSINESS NAME / INDIVIDUAL: Red Hills Kitchen, LLC BUSINESS LOCATION ADDRESS: 530 NE 4 th and 375 NE Ford St LIQUOR LICENSE TYPE: Full on-premises, Commercial; Off-premises Is the business at this location currently licensed by OLCC Yes No If yes, what is the name of the existing business:
Hours of operation: Sunday – Saturday 7 am to 10 pm Entertainment: Recorded music Hours of Music: 7 am to 10 pm Seating Count: 40 restaurant, 12 bar, 24 outdoor, total 76 EXEMPTIONS: (list any exemptions)
Tritech Records Management System Check: Yes No Criminal Records Check: Yes No Recommended Action: Approve Disapprove

Chief of Police / Designee

City Manager / Designee



order Use
■ Disapproved

BUSINESS NAME / INDIVIDUAL: Alisa Irene Blends, LLC (Convergence Wines) BUSINESS LOCATION ADDRESS: 2803 NE Orchard Ave LIQUOR LICENSE TYPE: Winery 1st Location Is the business at this location currently licensed by OLCC Yes No If yes, what is the name of the existing business:
Hours of operation: N/A Entertainment: N/A Hours of Music: N/A Seating Count: N/A EXEMPTIONS: (list any exemptions)
Tritech Records Management System Check:
Chief of Police / Designee City Manager / Designee



City of McMinnville
Administration
230 NE Second Street
McMinnville, OR 97128

(503) 435-5702 www.mcminnvilleoregon.gov

STAFF REPORT

DATE: March 12, 2019

TO: Mayor and City Councilors FROM: Jeff Towery, City Manager

SUBJECT: City Council 2019 Retreat Summary

STRATEGIC PRIORITY & GOAL:



Report in Brief:

The attached summary of the City Council's 2019 Retreat is presented to the Council for review and approval as presented or amended through discussion and consensus by the Council.

Background:

Upon adoption of the City's strategic plan, Mac-Town 2032, in January, 2019, the City Council's annual goal setting process was focused on Council team building, Council-staff collaboration, strategic plan implementation development, and prioritization of plan items for execution in the coming year.

Discussion:

Jensen Strategies was retained to facilitate the City Council and Executive Team through a team building exercise which included a review of Mac-Town 2032 and interviews with the participants in advance. The initial work with the Council resulted in an agreement to set a future work session to discuss a Council Group Agreement and the Roles and Responsibilities of Mayor, Council and City Manager. That work session is scheduled for April 17 and will be facilitated by Jensen Strategies. The balance of the report focuses on the implementation strategy for the strategic plan and Council priority action items for 2019. The consultant team does highlight a particular topic related to public safety services for further discussion on page 10 of the report.

Attachments:

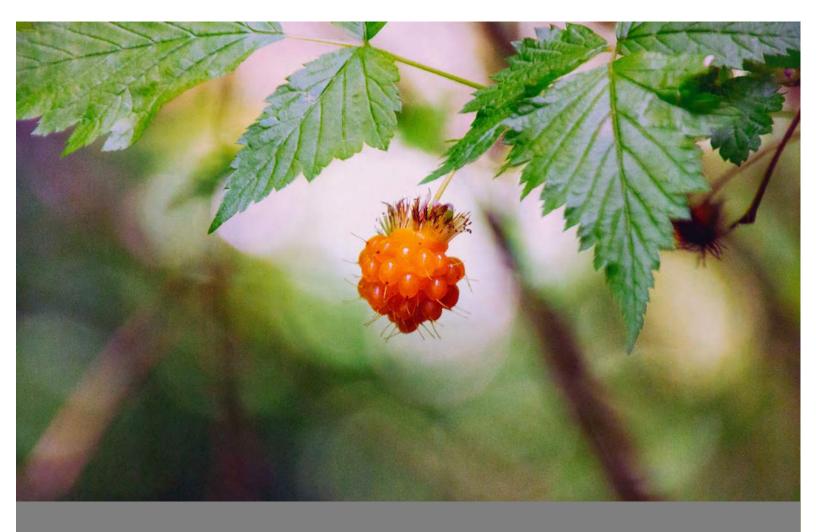
1. City Council 2019 Retreat Summary provided by Jensen Strategies, LLC

Fiscal Impact:

Every priority in the plan carries with it some amount of fiscal impact to be determined and refined as priorities are established and presented for action. Mac-Town 2032 and this report will inform and shape the City's budgets for FY19-20 and going forward.

Recommendation:

Review, ask questions and discuss the report as appropriate. Come to consensus on the priority related to public safety services as well as any other issues raised during discussion and adopt the report by motion.



CITY OF McMINNVILLE CITY COUNCIL 2019 RETREAT SUMMARY

Provided by:

JENSEN STRATEGIES, LLC



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OVERVIEW

INTRODUCTION

In 2018 the City of McMinnville adopted MAC-Town 2032, a strategic plan intended to guide the City's policy priorities and budget allocations for the next 15 years. As the plan's adoption coincided closely with the City Council's annual goal-setting process, an opportunity existed to incorporate Strategic Plan action item prioritization within the Council's retreat, while also focusing on organizational development. Accordingly, the City Manager retained Jensen Strategies (consultant) to facilitate a retreat that would include Council team building, Council-staff collaboration, strategic plan implementation development, and prioritization of plan items for execution in 2019.

McMinnville's 2019 City Council Retreat was held on January 25th at the McMinnville Police Department, located at 121 SW Adams Street. The retreat agenda and attendees list are included in **Appendices A and B** respectively.

METHODOLOGY

The consultant employed a collaborative, consensus-based approach in facilitating the retreat. First, in an effort to ensure that all applicable points of view were heard and understood at the outset, the consultant conducted preliminary interviews with all members of the City Council and leadership team, inquiring as to their perceptions of McMinnville's strengths and challenges, future opportunities facing the City, and the way in which MAC-Town 2032 will interface with the Council's goal setting process. General interview takeaways were shared with retreat attendees.

The consultant structured the retreat to provide opportunities for Council-only conversation as well as substantial Council-staff interaction. While the beginning sections of the retreat were reserved for Council members, latter stages of the process involved work groups that combined Council members and staff, and that sought diversity in terms of relative tenure with the City. Involvement of staff during the strategic planning portions of the retreat provided operational expertise that was vital to the discussion. During the course of the retreat, the consultant actively solicited feedback from all participants and encouraged a robust exchange of input and perspectives.

RETREAT OUTCOMES

<u>Segment One – Council Only</u>

COUNCIL INTRODUCTIONS

To begin the proceedings, Council members were asked to share the values they bring to the body, as well as their top two policy priorities. This introductory exercise allowed participants to gain a better understanding of each other's points of view, and served to set a tone of collaboration and mutual understanding for the day.

Participant responses are included in the table on the following page:

COUNCIL MEMBER VALUES				
Civility*	Equity and inclusion*			
Integrity*	Love for McMinnville and its history*			
Accepting responsibility	Accountability			
Apolitical approach	Blue collar perspective			
Compassion	Connectivity with residents			
Courage	Energy			
Focus on success for the whole	Genuine listening			
Giving credit to others	Humanism			
Humble confidence	Joy of public service			
'Level 5' leadership	Maintaining the Council's positive momentum			
Mutual respect	Optimism			
Rational yet passionate policy approach	Reluctance to increase revenue to maintain service levels			
Simplicity	Trust			
Valuing diverse perspectives	Work-life balance			

COUNCIL MEMBER POLICY PRIORITIES

Housing / Homelessness*

- Increasing workforce housing
- Addressing camping within the community's quality of life standards
- Ensuring diverse and affordable housing options

Economic Development*

• Promoting economic diversity

Public Safety*

- Staffing for Fire
- Spearheading Fire District efforts

Growth

Slow, internal growth

Fiscal Stewardship

- Addressing the budget shortfall
- Cost of services growing faster than revenue
- Living within the budget and maintaining services
- Securing adequate revenue for Strategic Plan goals

Other

- Developing the potential of the airport
- Environmental protection
- Parks and open space
- Proactively addressing challenges
- Protecting the City's assets

^{*} Value/priority was mentioned by multiple Council members

COUNCIL GROUP AGREEMENT

The facilitator led the Council through a discussion of the "Council Group Agreement" document (Appendix C), which articulates a series of principles the Council agrees to uphold regarding their mutual interactions, behavior, and conduct of business. The McMinnville Council has for many years conducted itself with a high degree of civility and decorum, and the Group Agreement is reflective of this commitment. The Council considered whether any elements of the document should be updated or edited.

Following the conversation, the Council determined that a <u>more in-depth discussion was necessary</u> regarding this document, as well as the "Roles and Responsibilities of Mayor, Council and City Manager" document, adopted in 1991 **(Appendix D)**. The Council will ask the City Manager to schedule a Council worksession to consider and potentially revise these items.

Though the Council tabled these topics for a future worksession, the following topics were discussed:

- The importance of decorum, including genuine mutual respect and consideration of language used in discussion, despite any potential attacks from outside the body. The Council agreed that they serve an important role in setting a positive example for the community.
 - Council members consider themselves to be "on the same team". If one Councilor is unfairly criticized outside the City (e.g. a member of the public, an organization, etc.), the rest of the team agrees to support that individual.
- Regarding Group Agreement provisions #14 and 16 (related to sharing / soliciting points of view on policy matters and providing advance notice of impending legislative developments), the Council discussed the need to balance the expediencies of proactive conversation with the imperative to remain compliant with Oregon open meetings laws. Ideas offered included utilizing the City Manager to assist with disseminating information, and discussing policy issues during a designated Councilor comment period, perhaps at the beginning of Council meetings.

Segment Two - Council and Staff

STAFF INTRODUCTIONS

As stated above, staff played an important role in the latter stages of the retreat, providing an operational perspective on strategic planning discussions. When staff joined the retreat, they were asked to share the aspects they most appreciated about working for the City of McMinnville. Like the Council Introductions, this interchange fostered a sense of mutual understand and insight, and well as promoted a environment of positivity and openness.

Staff's responses are included in the table below:

STAFF APPRECIATION FOR WORKING AT THE CITY
People are genuinely welcoming and kind*
Support for being creative*
Atmosphere of Positivity
Being a part of this community
Everyone cares about people, both internally and externally
Everyone gives their best
Open communication and team problem-solving
Opportunity to work with a variety of departments
People are compassionate and responsive
Staff are open-armed and welcoming professionals
Strong team
Time to come together like this (retreat)
We can make a positive impact
We care, even if we disagree
We get to build 'cool stuff'

 $^{{\}scriptstyle \star}$ Item was mentioned by multiple staff members

MAC-TOWN 2032: KEEPING IT ON THE RADAR

The strategic planning portion of the retreat began with an overview of the plan document and its role at the City, particularly with respect to policy prioritization, budgeting, and operational functions. Discussion then turned to development of potential approaches and tools for keeping the plan on the City's radar and making it a priority, both at the Council and staff levels. The City sought to ensure that the plan would remain a relevant and vital part of decision making, rather than merely 'sit on a shelf.' Council and staff members were divided into two groups with separate facilitators, and were asked to brainstorm approaches to ensure that the City's focus on the plan throughout the year and beyond. Once consolidated lists of ideas were produced, the results were shared with the rest of the participants. There was consensus that the proposals identified would do a great deal to accomplish their purpose.

The staff and Council's ideas for maintaining the strategic plan's primacy are included in the tables below:

KEEPING IT ON THE RADAR: COUNCIL IDEAS

Make the Strategic Plan part of the Council's regular work, including reports at the beginning of Council meetings

Provide regular updates on goals/priorities, perhaps using a quarterly checklist

Create a calendar of Strategic Plan related activities and update every 3 months

Hold periodic informal sessions/meetings to check in on Strategic Plan progress

Ensure staff reports for Council agenda items contain references to the Strategic Plan (e.g. major budget request tied to Strategic Plan)

Communicate regularly on progress to community (in the State of the City and in other venues)

KEEPING IT ON THE RADAR: STAFF IDEAS

Develop a communications plan to explain and promote the Strategic Plan

- Internally
 - o Integrate the plan within the organization's culture
 - Ensure staff understands how everything they do furthers the goals, not just big projects (Ask staff to help identify these connections, and what to stop doing)
- Externally
 - Develop multiple ambassadors/champions
 - o Develop talking points: successes and accomplishments

Identify specific leads to ensure accountability

Post goals conspicuously in multiple locations

Develop the mantra: "How does this relate to the Strategic Plan?"

Ensure regular Leadership time to check in on the Strategic Plan (high impact, long term issues)

Develop graphically-similar tools that integrate with the Strategic Plan (e.g. staff reports, budget document narratives, performance evaluations, etc.)

REVISITING MAC-TOWN 2032

Continuing the strategic planning discussion, participants were asked to identify any glaring or critical omissions in the MAC-Town 2032 action plan, and to propose any necessary alterations. This discussion was a necessary prerequisite to the prioritization exercise that followed, which would have been incomplete with a finalized list of actions.

Participants added the following action items, which are designated by their corresponding action numbers according to the organizational framework of the strategic plan. The items below are also reflected within the updated MAC-Town 2032 document in **Appendix F**.

NEW MAC-TOWN 2032 ACTION ITEMS

- A-3e. Right-Size Services: Address insufficient resources by finding new sustainable funding sources
- **D-1zz.** Evaluate the viability of a Port Authority for the airport
- F-3f. Evaluate Smart City principles (e.g. free wifi)
- F-3g. Identify a strategy to operationalize environmental sustainability and efficient use of resources

MAC-TOWN PRIORITIES FOR 2019

With the list of action items complete, each participant work group was asked to identify up to four actions they would like for the Council to designate as priorities for accomplishment in 2019, drawing either from the existing plan document or the additional actions identified in the previous segment. Priority proposals were displayed on the wall for everyone to see, and the consultant facilitated a discussion through which consensus was reached on a final list of eight Council priorities. The eight priorities for 2019 are included in the table below:

COUNCIL PRIORITY ACTION ITEMS FOR 2019

- A-1a. Strategically participate in local and regional partnerships
- A-3a. Develop a definition of core services
- **A-3c.** Identify the true cost of core services
- A-3e. Right-Size Services: Address insufficient resources by finding new sustainable funding sources
- C-3a. Establish a formal Emergency Management Program
- F-1a. Develop and implement a Public Engagement Charter
- G-2c. Housing strategy (May 2019) renew every 10 years
- G-2d. Assess urban growth boundaries adjustment

ISSUE IDENTIFIED FOR FURTHER DISCUSSION

During the strategic plan prioritization discussion, participants also considered a proposal to "address strategy for long-term increase in stable Fire/EMS service." While this concept was originally included among the Council's identified priorities for 2019, following the retreat the Council determined that additional consideration and deliberation was needed on this point, particularly regarding whether the concept should be broadened to address the stability of public safety services generally.

APPENDICES

APPENDIX A: AGENDA

MCMINNVILLE CITY COUNCIL TEAM BUILDING RETREAT JANUARY 25, 2019

<u>AGENDA</u>

1. WELCOME Mayor Hill

Mayor's welcoming remarks.

2. RETREAT OVERVIEW Jensen

Overview of retreat objectives, agenda, and ground rules for the retreat.

3. COUNCIL INTRODUCTIONS

Jensen/Council

Mayor/Council will be asked to respond to three questions:

- 1. What are the values you hold as a Councilor?
 - 2. What are your two biggest policy priorities?
 - 3. What is one thing that the rest of the Council/staff present might not know about you?

4. COUNCIL GROUP AGREEMENT / ROLES & RESPONSIBILITIES

Jensen

Review summary of Council expectations derived from the interviews. Discussion of current group agreement as well as roles and responsibilities document to determine if changes are needed. Agreement will be sought on both products.

5. BREAK

Staff arrives during the break.

6. TEAM BUILDING PROCESS OVERVIEW

Jensen/Staff

Review of team building retreat process. Staff introductions including answering two questions:

- 1. What do you like BEST about working for the City of McMinnville?
- 2. What is one thing that the Council might not know about you?

7. INTERVIEW DEBRIEF Jensen

Review of interview results.

8. MAC-TOWN 2032 OVERVIEW AND ROLE

Towery

Overview presentation of the MAC-Town 2032 Plan and its role with the City.

9. MAC-TOWN 2032: KEEPING IT ON THE RADAR – PART I

Jensen/Groups

Presentation on potential approaches and tools for keeping the plan on the City's radar and making it a priority – both at the Council and staff levels. Subsequently, Council and staff divide into separate groups for a facilitated discussion on how to keep focused on the plan throughout the year and beyond. Groups will report out after lunch.

10. LUNCH

Lunch at assigned tables for Council and staff to network. Toward the end of lunch the groups will participate in a quiz and winning table will receive a prize.

11. MAC-TOWN 2032: KEEPING IT ON THE RADAR - PART II

Jensen/Groups

Council and staff representatives report back on ideas for keeping the plan on the radar. Facilitated discussion to follow to refine and agree on recommended approaches for both Council and staff.

12. REVISIT MAC-TOWN

Jensen/Groups

Small group discussion answering the question: Are there any GLARING or CRITICAL omissions in the action plan? If so what, and what specific recommendations do you have?

13. BREAK

14. STRATEGY PRIORITY DISCUSSION

Jensen/Groups

Assigned small groups will discuss priorities of the MAC-Town 2032 plan for the next year. Each group will look through the action plan and identify up to 4 priority actions recommended for Council to put on its priority list for 2019. Groups will report out followed by a facilitated discussion resulting in Council agreement on 10 (or less) priority actions for 2019.

15. OPEN DISCUSSION Jensen/All

A facilitated open discussion with Council and staff.

16. NEXT STEPS Towery

17. CLOSING REMARKS Mayor Hill

APPENDIX B: RETREAT PARTICIPANT LIST

<u>Name</u> <u>Position</u>

Mayor Scott Hill Mayor

Councilor Remy Drabkin

Councilor, Ward 3

Councilor Adam Garvin

Councilor, Ward 3

Councilor, Ward 3

Councilor, Ward 2

Councilor Kellie Menke Council President, Ward 2

Councilor Sal Peralta Councilor, Ward 1
Councilor Wendy Stassens Councilor, Ward 1

Marcia Baragary

Kylie Bayer

HR Manager

Jenny Berg

Library Director

Melissa Bisset

City Recorder

Mike Bisset Community Development
Scott Burke Director IS Director

David Koch City Attorney
Rich Leipfert Fire Chief

Susan Muir Parks & Rec Director
Heather Richards Planning Director
Matt Scales Police Chief
Jeff Towery City Manager

JENSEN STRATEGIES FACILITATORS

Erik Jensen Principal

Jeff Aprati Senior Associate
Emily Ramelb Marketing Associate

APPENDIX C: GROUP AGREEMENT



CITY COUNCIL GROUP AGREEMENT

- 1. I will individually support the collective decision-making of the Council. If I disagree with the decision made by the council, I will exercise my convictions without personalizing the issue and without eroding the collective reputation of the council. Once the decision is made, I will generally support that decision.
- 2. If I disagree with a Council action, I will tell the members what I'm going to do about it. If I am not sure of my future actions, I will say, "I disagree, and I will figure out what I am going to do about it." I will notify the Council first of my intended action.
- 3. I will use and follow the process of the problem-solving strategy adopted by the Council.
- 4. I will respect the other members of the Council, even though they may differ philosophically; i.e., listening, ask for rationale, accommodate periodically.
- 5. I will present my rationale for my points of view and when asked for a rationale, I will act positively and offer my data for my conclusion.
- 6. If I am asked to respond or give my rationale to an issue and I am unready, I will say so, but will provide an approximate time when I will be.
- 7. I will say what I mean with no underlying messages in a positive manner.
- 8. I will not personalize issues or decisions.
- 9. If I have a concern or issue with another Council member or Administrator, I will go to that person first and in a positive, private, and timely manner, and share that concern. I will present my feelings and how those feelings affect me.
- 10. I will focus on the present and the future and use the past only as data for the present and the future.
- 11. If I am approached by someone, I will be open and positive and do my best to respond to his/her concerns.
- 12. I will not blame others for situations that I have opportunity to resolve.
- 13. I will recognize that the Council's role is to set policy and not to be administrators.
- 14. I will give other Council members and the Mayor and Administrator "advance" notice of significant matters to be introduced at Council meetings so as to preclude stressful surprises at Council meetings. 'Advance" means at least time to review the data.

- 15. I will not lobby for a point of view at the exclusion of other Council members.
- 16. I will feel free to call all the other Council members on my point of view, ask for their points of view, and share my rationale (my best case, your best case).
- 17. I will follow the intention and the law concerning doing Council business outside of Council meetings.
- 18. If I feel that the issues I may discuss with another Council member has implications for all Council members, I will attempt to share in a timely manner with the other Council members.

APPENDIX D: ROLES AND RESPONSIBILITIES (1991)

CITY OF McMINNVILLE Roles and Responsibilities of MAYOR, COUNCIL, AND CITY MANAGER February 1, 1991

Mayor

No-voter, catalyst for council, Council leader, spokesperson for City and Council, influences Council agenda, can call Council meetings, and directs Council meetings.

Council Members

Voter, decision makers, establish City policy, represent ward constituency in specific problems, open to opposing points of view (laissez-faire approach versus pro- active approach/role), honestly expressive on all issues, approves and monitors budget, approves any policy changes.

City Manager

City chief of staff, spokesperson/advocate for City departments, liaison with departments and Council, serves at pleasure of Council, administers Council decisions, manages City's budget, presents relevant City issues to the Council, keeps Council informed of new issues, makes recommendations to Council as requested.

ROLES FURTHER DEFINED

City Council

Provide leadership

- Set the example for staff, public.
- Positive, constructive tone.
- Is democratic in process.

Make decisions (policy)

- Set major goals and objectives.
- Focuses on big issues ("has the pig picture") Does good preparation.
- Gives direction.

Be a team player

- Values working with staff and demands good staff work.
- Respects staff's role as member of the team.
- Is "up front" no surprises by timely communication.

Communicate

- Listens to citizens, other City Council members, staff input.
- Communicates questions, opinions, etc., to other City Council persons, City Manager, and staff as appropriate.
- Participates in discussion.
- Gives feedback and evaluates the City Manager.

Mayor

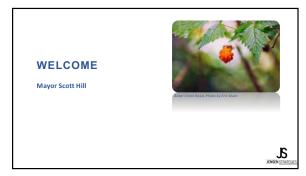
- Does all of City Council roles.
- Leads the group (City Council); sets the tone; (is the "quarterback") Runs effective, professional meetings.
- Performs "ceremonial" duties as head of the City; represents the City Continues ongoing, information communication with City Manager on a regular basis.
- Often speaks for the group.

City Manager

- Carries out City Council policy directives, goals, and objectives; "gets the job done".
- Provides information and makes recommendations to City Council Leads the management team and other employees.
- Is the "link" between Mayor, City Council, and staff Communicates; keeps Mayor and City Council informed.
- Feels part of the City Council/Mayor/Manager "team," shares leadership responsibilities with Mayor and City Council
- Sets the tone and standard for employees by personal and professional example Represents the City.
- Anticipates the future (looks ahead).

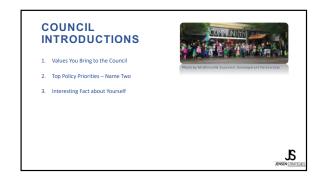
APPENDIX E: RETREAT POWERPOINT SLIDES













GROUP AGREEMENT

- · Review of established agreement
- Group Discussion



JENSEN STRAT

ROLES & RESPONSIBILITIES

- Review of existing document (1991)
- Group Discussion



GROUP ASSIGNMENTS

Councilor Geary Susan Muir Jeff Towery Wendy Stassens

Green Group Jenny Berg Scott Burke Councilor Garvin Councilor Peralta Chief Scales

Blue Group Marcia Baragary Kylie Bayer Councilor Drabkin

Mayor Hill Chief Leipfert

Purple Group Melissa Bisset Mike Bisset David Koch Councilor Menke Heather Richards

JENSEN STRATE

TEAM BUILDING

- Questions for staff:
 - ☐ What do you like BEST about working for the City of McMinnville?
 - ☐ What is one thing that the Council might not know about you?



JENSEN STRAT

INTERVIEW TAKEAWAYS



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INTERVIEW TAKEAWAYS

community

- Beautiful & vibrant downtown 3rd Street
- Highly civic-minded & involved residents
- High value on community partnerships
- Diverse economy with strong tourism base
- Many service jobs that are not family wage
- Homelessness, mentally illness, and drug addiction impacts
- Lack of affordable housing



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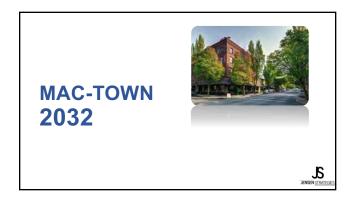


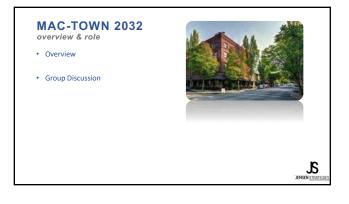






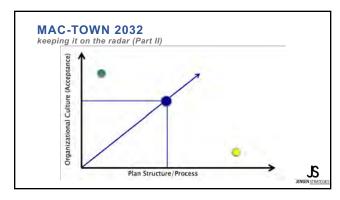






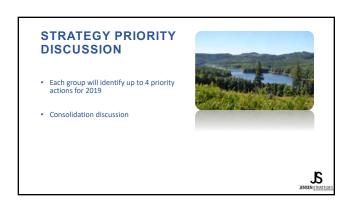






REVISIT MAC-TOWN 2032 • Are there any GLARING or CRITICAL omissions in the action plan? • If so, what specific recommendations do you have?

GROUP ASSIGNMENTS (new groups) Blue Group Jenny Berg Councilor Garvin Kylie Bayer Scott Burke Councilor Geary Councilor Peralta Jeff Towery **David Koch** Councilor Menke Heather Richard **Green Group Purple Group** Melissa Bisset Marcia Baragary Mayor Hill Susan Muir Mike Bisset Councilor Drabkin Chief Leipfert Wendy Stassens Chief Scales a



OPEN DISCUSSION





APPENDIX F: UPDATED MAC-TOWN 2032



VISION

A collaborative and caring city inspiring an exceptional quality of life

MISSION

The City of McMinnville delivers high-quality services in collaboration with partners for a prosperous, safe, and livable community

VALUES

**** 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**

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.

STRATEGIC PRIORITIES

The following strategic priorities require special focus by the City in the next fifteen years. In order to move McMinnville toward its Vision, the City believes it will need to make disproportionate investments in time and financial resources in these areas.



CITY GOVERNMENT CAPACITY

Strengthen the City's ability to prioritize and deliver municipal services with discipline and focus



CIVIC LEADERSHIP

Encourage a variety of leadership development opportunities to foster a culture of civic pride and involvement



COMMUNITY SAFETY & RESILIENCY

Proactively plan for and responsively maintain a safe and resilient community



ECONOMIC PROSPERITY

Provide economic opportunity for all residents through sustainable growth across a balanced array of traditional and innovative industry sectors



ENGAGEMENT & INCLUSION

Create a culture of acceptance and mutual respect that acknowledges differences and strives for equity



GROWTH & DEVELOPMENT CHARACTER

Guide growth and development strategically, responsively, and responsibly to enhance our unique character



HOUSING OPPORTUNITIES (ACROSS THE INCOME SPECTRUM)

Create diverse housing opportunities that support great neighborhoods

INTRODUCTION

For the past 25 years, I have had the distinct privilege of calling McMinnville home. With a community that is comprised of engaged citizens, good governance, great city employees, collaborative partners, an abundance of local volunteers, a forward-thinking public, beautiful land and buildings, award winning educational institutions, and so much more, I have wide perspective on what makes a city livable. But McMinnville is more than a livable city, it is a city built on a legacy, a heritage of doing the right thing at the right time and celebrating together.

I am proud of the collaborative process that has served the City of McMinnville well over our many years of growth. Our partnerships with groups such as McMinnville Water and Light, McMinnville Chamber of Commerce, McMinnville Downtown Association, McMinnville Industrial Promotions, McMinnville Economic Development Partnership, McMinnville School District and Visit McMinnville have benefited us as they have worked tireless to ensure a forward-thinking community with an exceptional ability to adapt to changing times and circumstances.

To ensure this continued pattern of success the City has embarked upon developing a strategic plan for our next 15+ years called MAC-TOWN 2032. Discussions started over a year ago and in February, the City started its first community-wide strategic planning process committed to extensive, diverse, and effective engagement of the public and other key stakeholders within the community. We wanted to answer the following questions: Who are we? Where are we going? What do we want to achieve? How are we going to achieve it? How do we know when we have achieved it?

We have used committees, public meetings, surveys, interviews and focus groups to engage a broad and deep cross section of McMinnville. This report contains the results of the hard work of hundreds of people including the City Council, Executive Team and a wide variety of city staff, civic partners and community members. We are thrilled by the support and feedback provided throughout the process. We are excited to embark on the work set out in this plan, guided by our new Vision, Mission and Values. We now have the opportunity to set priorities with substantial community input and implement with more precision over the coming years to enhance this place we call McMinnville.

I hope you are as inspired as I am by the MAC-TOWN 2032. It is reflective of our growing and changing community. It strikes a balance between accommodating future growth and finding ways to maintain our sense of place and identity. It clearly articulates the kind of community people want to see: livable, safe, smart, and easy to get around with strong employment and plenty of things to see and do.

Finally, I want to thank all the volunteers, staff and partner organizations who have contributed so much time and energy to this endeavor. You make McMinnville a better place and inspire all of us to serve.



Mayor Scott Hill January 2019



ACKNOWLEDGMENTS

CITY COUNCIL

Scott Hill, Mayor

Kellie Menke, Council President

Adam Garvin Alan Ruden

Remy Drabkin

Sal Peralta

Wendy Stassens

PROJECT LEADERSHIP TEAM

David Koch

Eli Sanchez Rivera

Heather Richards

Jeff Towery

Jenny Berg

Jose Lopez

Matt Scales

Marcia Baragary

Mary Stern

Maryalice Russel

Melissa Bisset

Mike Bisset

Rich Leipfert

Scott Burke

Susan Muir

Walt Gowell

ECONOMIC DEVELOPMENT LEADERSHIP TEAM

Bradly James

Danielle Hoffman

Erin Stephenson

Gioia Goodrum

Heather Richards

Jeff Knapp

Jeff Towery

Jenny Berg

Jody Christensen

Kelly McDonald

Kyle Faulk

Maria Stuart

Peter Hofstetter

Peter Kircher

Paul Davis

Scott Burke

Sean Rauch

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David Renshaw

Deanna Benson

Deb McDermott

Diocelina Delgado

Donna Montoya

Dwayne Willis

Ed Gormley

Elena Calderon

Elena Ponce

Eva Lopez

Fidelia Calderon

Heather Miller

Helen Anderson

Hugo Martinez

Holly Nelson

Irene Flores

Irma Del Rayo

Isabel Cortes

Javier Alvarado

Jeb Bladine

Jeff Dyck

Jeff Sargent

Jesus Lomeli

Jesus Vera

Johanna Cuevas

John Dietz

John McKeegan

Jose Carrillo

Jose Ruden Garcia

Juan Flores

Julia Cannell

Katie Sours

Kylie Bayer-Fertterer

Lacey Dykgraff

Linda Gardner

Liz Fliszar

Lucetta Elmer

Luis Garcia

Maria de Ponce

Maria Molina

Maria Vicksta

Mark Siegel

Matt Deppe

Maurilio Luna

Megan Simmons

Miriam Vargas Corona

Monica Juarez

Niein Carillo

Norma Marin

Norma Martinez

Oliver Vera

Ossie Bladine

Pastora Hernandez

Rafaela Ceja-B

Raul Rodriquez

Rita Martinez-Salas

Rob Reygers

Roberto Flores

Rony Lucas

Rosa Olivares

Sam Geary

Sarah Sullivan

Shawn Branson

Stephanie Legard

Steve Ganzer

Stevie Whited

Suzet Avendano

Taylor McLean

Tim Munro

Tim Swenson

Tom Hellie

Tom Tankersley

Victoria Flores

Xochitl Honorate

Yanira Vera

Yuliana Cisneros Zack Geary

1000+ survey participants

BDS PLANNING & URBAN DESIGN

Brian Douglas Scott

Gabriel Silberblatt Dan Lokic

ECONORTHWEST

Terry Moore

IN CONJUNCTION WITH

Arturo Vargas

& COMMUNITY MEMBERS

Aaron Orta

Alan Avendano

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MAC-TOWN 2032

In January 2018, the City of McMinnville initiated a citywide strategic planning process to help guide its policy priorities and budget allocations moving forward. This process was designed to leverage the dedication of McMinnville's existing public and private leadership, while also intentionally reaching out to the city's residents who are less often involved, especially the Latino/a community and youth.

Over 138 community members (plus another 1,000 survey takers) participated in the planning process. The planning work occurred in three phases as illustrated in the accompanying diagram: Phase 1: Assessment "Who We Are," Phase 2: Planning "Where We Want to Go," and Phase 3: Implementation "How We Are Going to Get There."

W H O	W H E R E we want to go	H O W we are going to get there
Kick-off Situation Assessment Values Survey Values Workshops Stakeholders Targeted Communities Staff PROJECT ADVISORY COMMITTEE #1 COUNCIL #1 Strategic Planning Workshop (broad group) includes PROJECT ADVISORY COMMITTEE #2 COUNCIL #2	Issues Priority Work Groups Goals Objectives PROJECT ADVISORY COMMITTEE #3 Vetting Stakeholders Targeted Communities PROJECT ADVISORY COMMITTEE #4 COUNCIL #3	Issues Priority Work Groups Actions Metrics Implementation Steps PROJECT ADVISORY COMMITTEE #5 COUNCIL #4
• SWOT • VISION • MISSION • VALUES • STRATEGIC PRIORITIES	• STRATEGIC DIRECTIONS • GOALS/ OBJECTIVES	• ACTION PLAN & METRICS • IMPLEMENTATION PLAN - YEAR 1 WORK PLAN - MANAGEMENT STRUCTURE • FINAL PLAN
	CHARLES AND ADDRESS OF THE PARTY OF THE PART	JUNE - AUGUST

PROCESS

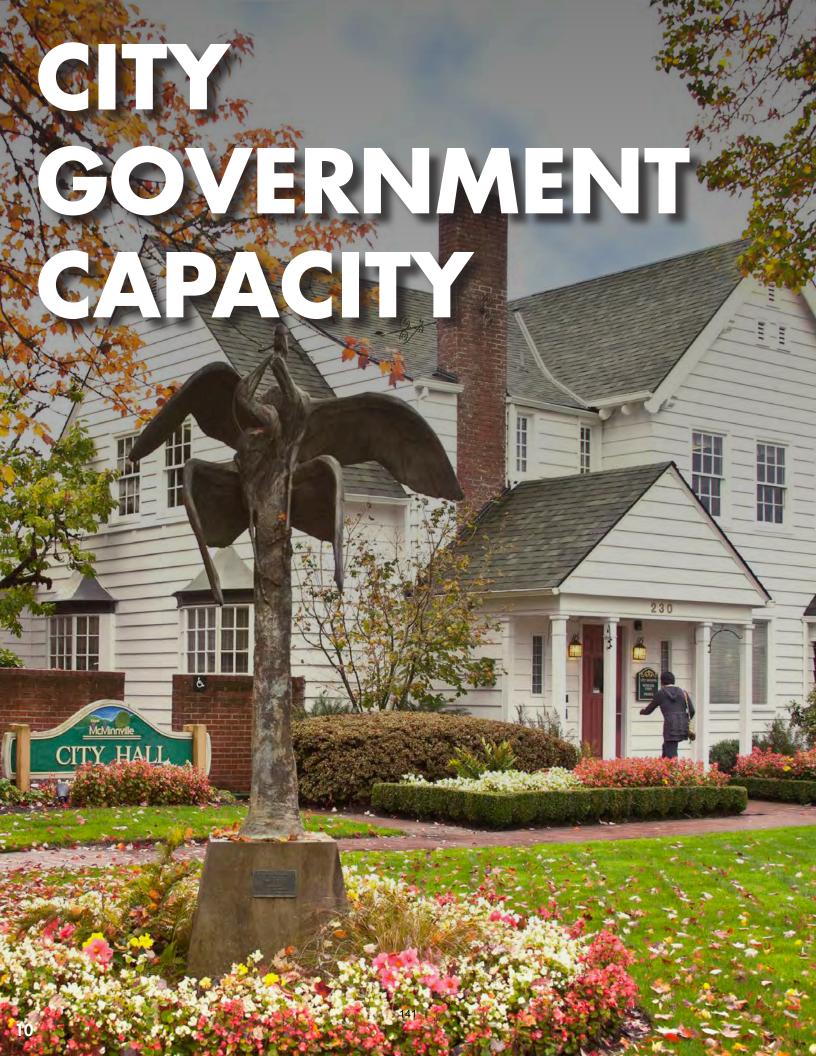
In order to develop a broadly held Vision, Mission, and Values for the City, as well as its Strategic Priorities, the City worked with BDS Planning to engage community members in a variety of formats: Five facilitated focus groups (City Staff, the McMinnville Leadership Council, Young Leaders, Latino/a Professionals, and a broader Latino/a community group), two facilitated discussions with the Project Leadership Team (City department directors and community stakeholders) and with the City Council, an online web survey with more than 1,000 unique community responses, and a large community meeting attended by over 50 civic stakeholders.

In Phase 2, the City organized small staff and community work groups on each of the strategic priorities in order to develop Goals and supporting Objectives. These groups each met several times to work on articulating Goals that would help the City achieve its community-inspired Vision in a manner consistent with its Values. In Phase 3, the City Leadership Team took these Goals and Objectives and set to work on developing Actions that the City can take to make progress. Finally, in consultation with the Project Leadership Team and the Council, the City has developed a set of Success Measures which it will use to track its progress on strategic plan implementation.











GOAL A

Strengthen the City's ability to prioritize and deliver municipal services with discipline and focus

OBJECTIVES

- 1. Develop and foster local and regional partnerships
- 2. Gain efficiencies from technology and equipment investments
- 3. Identify and focus on the City's core services
- 4. Invest in the City's workforce

A-1 Develop and foster local and regional partnerships

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
A-1 a.* Strategically participate in local and regional partnerships	City Manager	Executive Team	Council	Staff time – New and Existing, Travel and Training Funds	FY 18-19/ Year 1
A-1b. Identify strategies and venues to improve opportunities for access to regional and state resources	Executive Team, City Council	N/A	N/A	Staff time	FY 18-19/ Year 1

OTHER ACTIONS:

A-1c. Communicate existing partnerships and initiatives (Formal structured communication)

A-1 d. Encourage participation and information sharing in professional associations

A-2 Gain efficiencies from technology and equipment investments

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
A-2a. Audit, evaluate, advise, and encourage a culture of innovation	Executive Team	TBD	Patrons/ City Staff	Budgeted funds TBD, Staff Time	Ongoing
A-2b. Identify and improve service delivery through process improvement training and technology upgrades	Executive Team	TBD	Patrons/ City Staff	Budgeted funds TBD, Staff Time	Ongoing

⁺Newly Added at 01-25-2019 City Council Retreat

^{*}Identified as a top priority action at 01-25-2019 City Council Retreat

A-3 Identify and focus on the city's core services

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
A-3a.* Develop a definition of core services	City Manager	Executive Team	Patrons/ City Staff	\$5,000 plus staff time	FY 18-19/ Year 1
A-3b. Establish method to prioritize services with resources and maintenance needs	City Manager	Executive Team	Patrons/ City Staff	\$5,000 plus staff time	FY 18-19/ Year 1

OTHER ACTIONS:

A-3c.* Identify the true cost of core services

A-3d. Develop Internal and External Communication Strategies

A-3e.*+ Right-Size Services: Address insufficient resources by finding new sustainable funding sources

A-4 Invest in the city's workforce **STAFF FINANCIAL STAKEHOLDERS LEAD** TIMELINE **PRIORITY ACTIONS SUPPORT RESOURCES A-4a.** Develop centralized human resources function Kylie Bayer, Admin FY 18-19/ City Staff \$232,642 to support a thriving HR Manager Support Year 1 workforce Consultants. **A-4b.** Competitive and Kylie Bayer, FY 18-19/ Admin City Staff \$25,000 equitable compensation HR Manager Year 1 Support

OTHER ACTIONS:

A-4c. Conduct regular staff training and mentorship

A-4d. Develop succession planning and knowledge transfer philosophy including long range planning by department

⁺Newly Added at 01-25-2019 City Council Retreat

^{*}Identified as a top priority action at 01-25-2019 City Council Retreat 13







GOAL B

Encourage a variety of leadership development opportunities to foster a culture of civic pride and involvement

- 1. Attract and develop future leader
- 2. Increase awareness of civic affairs and leadership opportunities
- 3. Recognize and raise up leadership in all its forms, such that more people identify themselves as civic leaders

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B-1 Attract and develop future leaders

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
B-1a. Proactive recruitment of people into leadership opportunities	City Manager/ City Council	Executive Team	Existing board and commission members	Recruitment materials	FY 18-19/ Year 1
B-1b. Ensure safe, respectful environment on boards and commissions	City Manager/ City Recorder	HR Manager/ Staff Liaisons	City Council, Board and commission members	Staff time, Orientation Materials	FY 18-19/ Year 1

OTHER ACTIONS:

B-1c. Improve communication about pathways to leadership (City as a centralized clearinghouse for leadership opportunities in the community)

B-1d. Civic education progress

B-1e. Use knowledge of barriers to create opportunities

B-1f. Internal Leadership Development Program

B-1g. Create youth development leadership initiative

B-2 Increase awareness of civic affairs and leadership opportunities

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
B-2a. Use City programs and events to showcase leadership	Executive Team	City Staff	Community	Staff time	FY 18-19/ Year 1
B-2b. Develop and deliver a communication plan with a consistent leadership message tailored for specific audiences	Executive Team	City Staff	Community	Staff time	FY 19-20/ Year 2

OTHER ACTIONS:

- **B-2c.** Create "bite-sized" leadership opportunities for public
- **B-2d.** Identify internal leadership opportunities by department
- **B-2e.** Engage late career and retirees in leadership and mentoring
- B-2f. Document the history of civic leadership in McMinnville
- +Newly Added at 01-25-2019 City Council Retreat
- *Identified as a top priority action at 01-25-2019 City Council Retreat

B-3 Recognize and raise up leadership in all its forms, such that more people identify themselves as civic leaders

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
B-3a. Implement LRP – Mayor's Leadership Awards	Mayor	Planning Committee	City Staff and Volunteers	Staff time	FY 18-19/ Year 1
B-3b. Develop Leadership Recognition Program (LRP)	Executive Team	Staff Support	Patrons/ City Staff	Staff time	FY 19-20/ Year 2

OTHER ACTIONS:

B-3c. Develop Leadership Recognition Program (LRP)

B-3d. Implement LRP – Leadership Luncheon

B-3e. Implement LRP – Civic Plaza Leadership

Monument







GOAL C

Proactively plan for and responsively maintain a safe and resilient community

- 1. Build a community culture of safety (consider safety best practices)
- 2. Develop resiliency targets for critical infrastructure
- 3. Lead and plan for emergency preparedness
- 4. Provide exceptional police, municipal court, fire, emergency medical services (EMS), utility services and public works

C-1 Build a community culture of safety (consider safety best practices)

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
C-1a. Engage community through partnerships	Department Directors	Each program	Each program	Staffing/ Training Costs	FY 18-19/ Year 1
G1b. Youth outreach and education	Department Directors – Fire, PD, Parks, Planning, Community Development	Prevention Education Team; School District	Community	\$5,000 – School Fire Safety; TBD – Survival Swim School	FY 19-20/ Year 2 and Year 2-15

OTHER ACTIONS:

C-1c. Revise local dangerous building ordinance

C-1d. Crime Prevention through environmental design (review, evaluate, adopt) for public spaces

C-2 Develop resiliency targets for critical infrastructure

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
C-2a. Code and zoning development and enforcement	Code Enforcement Team	Planning, Community Development	City Council, Police Department, Park and Recreation Department, Library, Municipal Court, Fire Department	Staff time	FY 18-19/ Year 1
C-2b. Identify and mitigate natural and man-made hazards (Hazard Mitigation Plan)	Planning	Planning, Community Development	Community	Budgeted funds TBD, Staff Time	FY 19-20/ Year 2

OTHER ACTIONS:

- C-2c. Resiliency planning to 2-3 week standards
- C-2d. Evaluate built environment downtown
- C-2e. Develop regional hardened data center with public/private hosting
- +Newly Added at 01-25-2019 City Council Retreat
- *Identified as a top priority action at 01-25-2019 City Council Retreat



C-3 Lead and plan for emergency preparedness

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
C-3a.* Establish a formal Emergency Management Program	Fire Department	City Manager, All Departments	City staff, Yamhill Council, McMinnville Water and Light	Staff time	FY 19-20/ Year 2
C-3b. Allocate resources to planning, training	City Manager	Executive Team	City staff	Staff time	Ongoing

OTHER ACTIONS:

C-3c. Develop a safety plan for each City building

C-3d. Educate and train staff about roles and responsibilities (including general safety)

C-3e. Update Continuity of Operations Plan

C-3f. Leverage local private resources in event of large emergency

C-4 Provide exceptional police, municipal court, fire, emergency medical services (EMS), utility services and public works

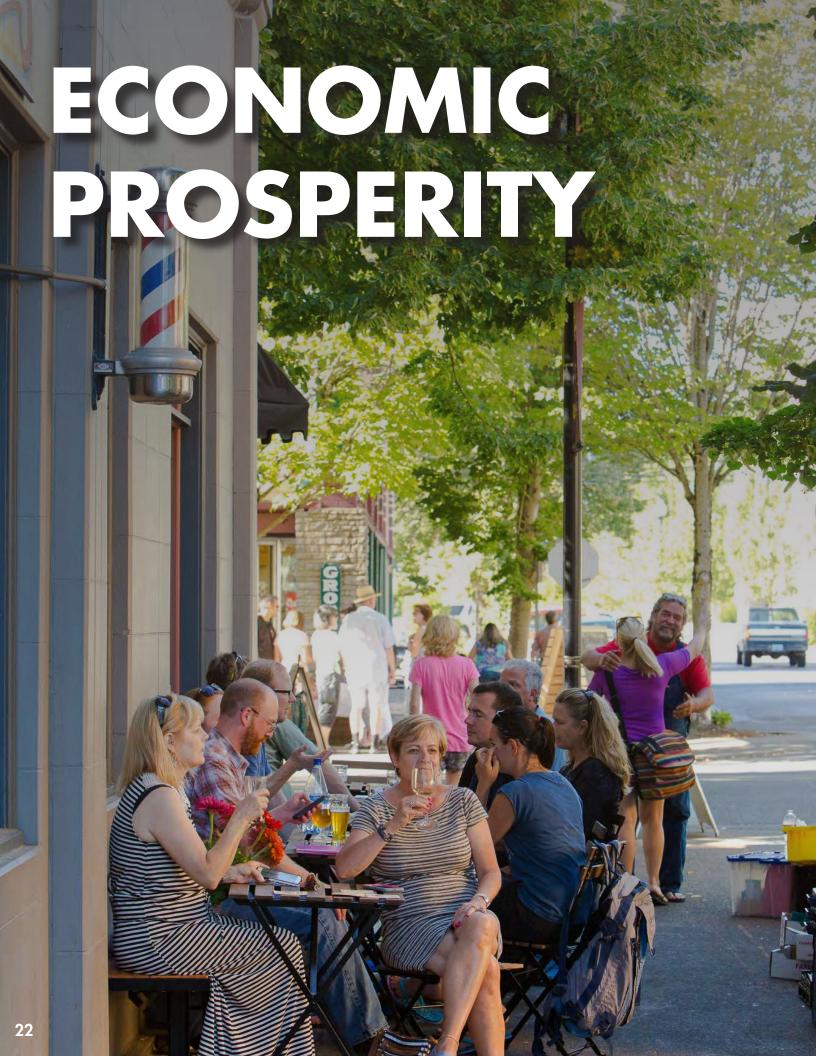
PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
C-4a. Develop or establish standards for training, response time and staffing	Department Director	Operational and Staff Support as needed	Council and Service Recipients	Staff time	Ongoing
C-4b. Develop external/ internal service standards and quality management evaluation	Department Director	Operational and Staff Support as needed	Accreditation Bodies	Staff time and Fees	Ongoing

OTHER ACTIONS:

C-4c. Evaluate, pursue and maintain accreditation as appropriate

⁺Newly Added at 01-25-2019 City Council Retreat

^{*}Identified as a top priority action at 01-25-2019 City Council Retreat 21





GOAL D

Provide economic opportunity for all residents through sustainable growth across a balanced array of traditional and innovative industry sectors

- 1. Accelerate growth in living wage jobs across a balanced array of industry sectors
- 2. Improve systems for economic mobility and inclusion
- 3. Foster opportunity in technology and entrepreneurship
- 4. Be a leader in hospitality and place-based tourism
- 5. Locate higher job density activities in McMinnville
- 6. Encourage connections to the local food system and cultivate a community of exceptional restaurants

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D-1 Accelerate growth in living wage jobs across a balanced array of industry sectors

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
D-1a. 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	Planning	Stable Table- MDA, MEDP, Chamber, Visit McMinnville, City	Community, Stable Table- MDA, MEDP, Chamber, Visit McMinnville, City	Business License Fee	FY 19-20/ Year 2
D-1b. Coordinate efforts to create branded online and print materials to market business resources, potentially including a small business resource directory, a "how to do business in McMinnville" guide and a handbook on licensing and permitting	Planning	Stable Table- MDA, MEDP, Chamber, Visit McMinnville, City	Community	Budgeted funds TBD, Staff Time	FY 19-20/ Year 2

OTHER ACTIONS:

- **D-1c.** 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
- **D-1d.** 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
- **D-1e.** Appoint and train a designated coordinator to help new business owners navigate local development regulations and obtain federal, state and county-based financial incentives
- **D-1f.** 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
- D-1g. 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

- **D-1h.** 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
- D-1i. Coordinate street furniture and other amenities with McMinnville's brand
- D-1 j. As new infrastructure projects are planned and completed, such as a bridge replacement, ensure that the design serves McMinnville's sense of place
- +Newly Added at 01-25-2019 City Council Retrest
- *Identified as a top priority action at 01-25-2019 City Council Retreat

- **D-1 k.** Assess the sufficiency of McMinnville's existing design guidelines to protect and enhance valued aspects of the City's building stock and built form
- **D-11.** Assess land supply for commercial and industrial uses and document lands available for development Vet the findings of McMinnville's most recent Economic Opportunities Analysis to clarify commercial and industrial land capacity; complete supplemental analyses as needed
- **D-1 m.** 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
- **D-1 n.** Explore the feasibility of consistent commuter private airline service between McMinnville and larger regional hubs, such as Seattle, Portland and northern California
- **D-1 o.** Invest in infrastructure improvements that make it safer and easier for residents and visitors to get around McMinnville
- **D-1p.** Inventory key bike and pedestrian corridors and rank the investments required to improve pedestrian amenities
- **D-1q.** Develop wayfinding graphics for primary pedestrian and bike connectors through and between McMinnville's major assets
- **D-1r.** 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
- D-1s. Complete improvements to Alpine Avenue and throughout the Granary/Northeast Gateway District
- D-1t. Identify and complete high-priority infrastructure projects that serve McMinnville's current and future business community
- **D-1 u.** 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
- **D-1v.** 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
- **D-1w.** Work with McMinnville Water and Light to develop a process for evaluating and placing electrical infrastructure underground, particularly for new development
- D-1x. Identify and evaluate options to add an alternate freight route
- **D-1y.** Create a user-friendly program to coordinate utility improvements for both public and private improvements to ensure maximum efficiencies and potential
- **D-1z.** Develop an extensive, coordinated Capital Improvement Plan for business districts that supports current needs and is flexible enough to respond to future needs
- D-1zz.+ Evaluate the viability of a Port Authority for the airport

D-2 Improve systems for economic mobility and inclusion

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
D-2a. 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	Heather Richards, Planning Director	Planning Department	MEDP, MDA	Staff Time	FY 18-19/ Year 1
D-2b. Support Disadvantaged Business Enterprise businesses	Heather Richards, Planning Director	Planning Department	MEDP, MDA	Staff Time	FY 19-20/ Year 2

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D-3 Foster opportunity in technology and entrepreneurship

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
D-3a. Foster physical connections to existing tech and entrepreneurship hubs through low-cost air services	Rich Spofford, Engineering Services Manager	Planning/ Community	MEDP, MDA	Budgeted funds TBD, Staff Time	FY 20-21/ Year 3
D-3b. Create an "invest in the Future" grant program that is targeted towards private investment and business development with living wage job outcomes	Heather Richards, Planning Director	Planning/ Community	MEDP, MDA	Urban Renewal Funds	Year 2-15

⁺Newly Added at 01-25-2019 City Council Retreat

^{*}Identified as a top priority action at 01-25-2019 City Council Retreat

D-4 Be a leader in hospitality and place-based tourism

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
D-4a. 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	Heather Richards, Planning Director	Planning/ Community	MDA, Downtown, Community	Urban Renewal Funds	FY 20-21/ Year 3

D-5 Locate higher job density activities in McMinnville

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
D-5a. 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	Heather Richards, Planning Director	Planning	MEDP, Wine Industry	Planning Budget	FY 19-20/ Year 2 FY 20-21 Year 3

D-6 Encourage connections to the local food system and cultivate a community of exceptional restaurants

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
D-6a. Evaluate alignment of food cart regulations with community goals	Heather Richards, Planning Director	N/A	N/A	N/A	FY 18-19/ Year 1 FY 19-20 Year 2

⁺Newly Added at 0.15225-2019 City Council Retreat

^{*}Identified as a top priority action at 01-25-2019 City Council Retreat 27





GOAL E

Create a culture of acceptance and mutual respect that acknowledges differences and strives for equity

- 1. Actively protect people from discrimination and harassment
- 2. Celebrate diversity of McMinnville
- 3. Cultivate cultural competency and fluency throughout the community
- 4. Grow City's employees and Boards and Commissions to reflect our community
- 5. Improve access by identifying and removing barriers to participation



E-1 Actively protect people from discrimination and harassment

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
E-1 a. Employee Training (i.e. implicit bias and awareness)	Kylie Bayer, HR Manager	N/A	Community/ City Staff	Staff Time/ Speaker Fees	FY 19-20/ Year 2
E-1b. Track, monitor, report statistics (re: hate, crime, bias)	Kylie Bayer, HR Manager	N/A	Community/ City Staff	Staff Time	Ongoing

OTHER ACTIONS:

E-1c. Diversity Equity and Inclusion Advisory Council

E-1d. Code of Conduct



E-3 Improve access by identifying and removing barriers to participation

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
E-3a. Bilingual pay incentive policy	Kylie Bayer, HR Manager	Executive Team	Community	Staff time, labor budget increase to account for incentive pay	FY 18-19/ Year 1
E-3b. ADA Transition Plan	Heather Richards, Planning Director	Planning, Executive Team	Community	Staff time, Evaluation, compliance software, consultant fees	FY 19-20/ Year 2 and Year 2-15

OTHER ACTIONS:

E3c. Translation of documents and signs/Interpretation during public engagement events

E-3d. Evaluate software for inclusion

E-3e. Review procurement process

E-3f. Develop inclusion plans City-wide and by department

+Newly Added at 01-25-2019 City Council Retreat

*Identified as a top priority action at 01-25-2019 City Council Retreat

E-4 Cultivate cultural competency and fluency throughout the community

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
E-4a. Inclusion audit -Climate survey - Inclusive language evaluation - Naming policy for City facilities	HR Manager	Executive Team	Community	Staff time	FY 19-20/ Year 2
E-4b. Customer service delivery training for culturally responsive provision	HR Manager	Executive Team	Community	Staff time	FY 19-20/ Year 2

OTHER ACTIONS:

E-4c. Convene other partners

E-4d. Emotional intelligence training for City employees

E-5 Grow City's employees and Boards and Commissions to reflect our community

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
E-5a. Educate staff and officials on demographics	Kylie Bayer, HR Manager	Executive Team/ Admin Team	Boards, commissions, patrons	Staff time	FY 19-20/ Year 2
E-5b. Develop recruitment and retention strategies	Kylie Bayer, HR Manager	Admin Team, Department Admins or Director as needed	Unions, employee groups, other organizational HR staff	Budgeted funds TBD, Staff Time	FY 19-20/ Year 2

OTHER ACTIONS:

E-5c. Evaluate, redesign advertising and recruitment tools





GOAL F

Guide growth and development strategically, responsively, and responsibly to enhance our unique character

- 1. Define the unique character through a community process that articulates our core principles
- 2. Educate and build support for innovative and creative solutions
- 3. Strategically plan for short and long-term growth and development that will create enduring value for the community

F-1 Define the unique character through a community process that articulates our core principles

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
F-1a.* Develop and implement a Public Engagement Charter	Heather Richards, Planning Director	Planning Staff/ Consultant	Community	Staff Time	FY 18-19/ Year 1 FY 19-20/ Year 2
F-1b. Key Stakeholder survey	Heather Richards, Planning Director	Planning Staff/ Consultant	Community	\$3,000	FY 18-19/ Year 1 FY 19-20/ Year 2

OTHER ACTIONS:

P, n8Update Comp Plan Policies

F-2 Educate and build support for innovative and creative solutions

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
F-2a. Social media strategy to inform and engage	Heather Richards, Planning Director	Planning Department Staff	Community	Staff time	FY 20-21/ Year 3
F-2b. Develop an educational program to gather and share innovative/creative ideas for growth and development	Heather Richards, Planning Director	Planning Department Staff	Community	Staff time	FY 20-21/ Year 3

OTHER ACTIONS:

P%n8Establish a program to promote and implement pilot projects

P%n8Explore open data initiative

⁺Newly Added at 01-25-2019 City Council Retreat

^{*}Identified as a top priority action at 01-25-2019 City Council Retreat

F-3 Strategically plan for short and long-term growth and development that will create enduring value for the community

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
F-3a. Conduct a community visioning project	Heather Richards, Planning Director	Executive Team, Key Personnel	Community	\$50,000	FY 18-19/ Year 1 FY 19-20 Year 2
F-3b. Update long range land use plans	Heather Richards, Planning Director	Planning/ Community Development Department	Community, Developers, MW & L, Utility Providers	Ongoing	Ongoing

OTHER ACTIONS:

F-3c. Evaluate and plan for City service demands based on growth and development impacts

F-3d. Set a policy for updating facilities plans

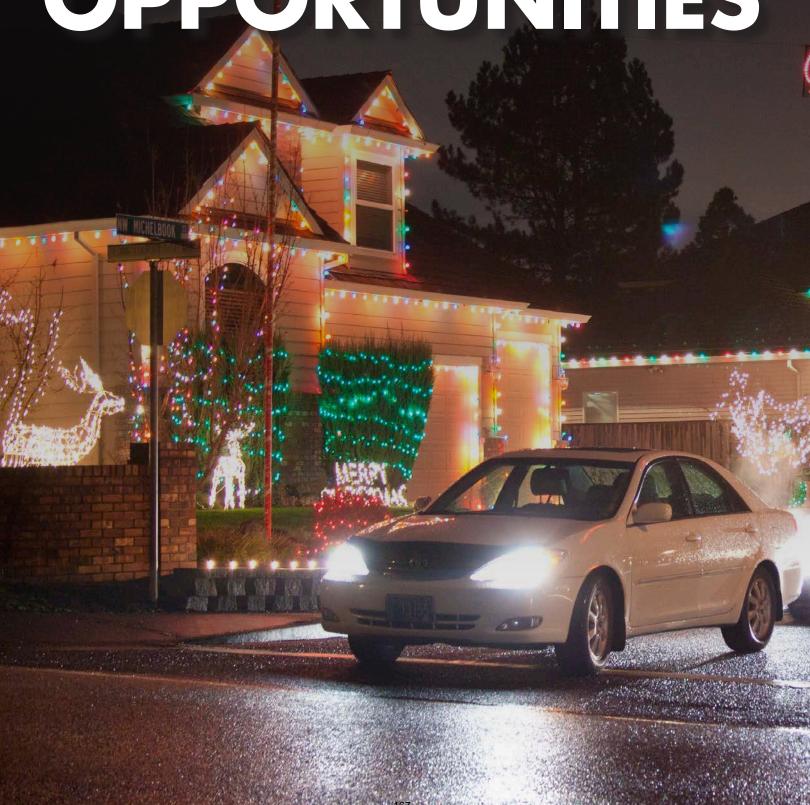
F-3e. Ensure that plans are flexible enough to respond to emerging trends, technology, etc. (ie. AI, AV)

F-3f.+ Evaluate Smart City principles (e.g. free wifi)

F-3g.+ Identify a strategy to operationalize environmental sustainability and efficient use of resources









GOAL G

Create diverse housing opportunities that support great neighborhoods

- 1. Collaborate to improve the financial feasibility of diverse housing development opportunities
- 2. Conduct thorough and timely planning and forecasting to ensure that regulatory frameworks and land supply align with market-driven housing needs

G-1 Collaborate to improve the financial feasibility of diverse housing development opportunities

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
G-1a. Engage with Governor's Office for housing development	Heather Richards, Planning Director	City Manager, City Council	Developers, Community	Staff time	FY 19-20/ Year 2
G-1b. Inventory financial tools available to support housing development	Heather Richards, Planning Director	Planning Staff	Providers, Community	Staff time	FY 19-20/ Year 2 FY 20-21/ Year 3

OTHER ACTIONS:

G-1c. Explore entitlement status for Community Development Block Grants

G-1d. Provide a coordinated resource clearinghouse for those seeking housing financial assistance



G-2 Conduct thorough and timely planning and forecasting to ensure that regulatory frameworks and land supply align with market-driven housing needs

PRIORITY ACTIONS	LEAD	STAFF SUPPORT	STAKEHOLDERS	FINANCIAL RESOURCES	TIMELINE
G-2a. Buildable lands inventory (Dec. 2018) renew every 10 years	Heather Richards, Planning Director	Planning/ Community Development Department	Community, Developers, Special Interests Groups	Funded	FY 18-19/ Year 1
G-2b. Housing Needs Analysis (March 2019) renew every 10 years	Heather Richards, Planning Director	Planning/ Community Development Department	Community, Developers, Housing Providers, Special Interests Groups	Funded	FY 19-20/ Year 2

OTHER ACTIONS:

G-2c.* Housing strategy (May 2019) renew every 10 years

G-2d.* Assess urban growth boundaries adjustment

+Newly Added at 01-25-2019 City Council Retreat

*Identified as a top priority action at 01-25-2019 City Council Retreat



SUCCESS MEASURES

City Government Capacity

• Percent rating positively (e.g., excellent/good): Overall confidence in McMinnville government

Civic Leadership

• Percent rating positively (e.g., excellent, good): Overall development of new leaders (both within the community and the City)

Community Safety & Resiliency

Percent rating positively (e.g., excellent/good): Overall feeling of safety in McMinnville

Economic Prosperity

Percent rating positively (e.g., excellent/good): Overall economic health of McMinnville

Engagement & Inclusion

• City's staff, committee, commission, and volunteer appointments that reflect the community's diverse makeup

Growth & Development Character

• Percent rating positively (e.g., excellent/good): The overall quality of life in McMinnville

Housing Opportunities

• Percent rating positively (e.g., excellent/good): Variety of housing options and availability of affordable quality housing in McMinnville







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City of McMinnville
Parks and Recreation Department
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STAFF REPORT

DATE: March 4, 2019

TO: Jeff Towery, City Manager **FROM:** Anne Lane, Project Manager

VIA: Susan Muir, Parks and Recreation Director

SUBJECT: Purchasing Restroom for the Jay Pearson Neighborhood Park

Report in Brief:

This action is the consideration of a resolution to purchase a restroom for the Jay Pearson Neighborhood Park.

Background:

On January 8, 2019 City Council awarded a contract for construction of the NW Neighborhood Park and on February 12, 2019 City Council formally named this site the Jay Pearson Neighborhood Park. An important feature of this park includes installation of a flushing unisex restroom unit. When the park originally went to bid in the spring of 2018 we had originally planned for a two (2) room, custom designed bathroom, of similar size to some of our other park restrooms. Construction costs for the two (2) room restroom were two to three times the cost of the restroom we have selected from Portland Loo.

The Portland Loo is a pre-fabricated single room, ADA accessible restroom. This model has several advantages in addition to cost. Staff from Parks and Recreation and Public Works travelled to Portland to visit several examples of this restroom and saw one being prepared for installation. We believe the Portland Loo offers maintenance efficiencies, improved security as well as being lower cost than the original restroom structure.

A bid solicitation was sent to three (3) comparable manufacturers of which two (2) responded. The Portland Loo best meets our safety interests through various unique design aspects that allow persons inside to be easily seen from outside the unit day or night.

Discussion:

The City Manager's purchasing authority, by Ordinance, is \$75,000. The attached resolution authorizes the City Manager to enter into a contract for \$102,032.00.

Attachments:

- 1. Resolution
- 2. Contract

Fiscal Impact:

Funds for this project are included in the adopted FY19 Park Development Fund (50) budget. This park has been generously supported by many donations and grants including contributions from the Collins Foundation, Kiwanis and Kiwanis International, the Oregon Community Foundation, Sunrise Rotary, the Ford Family Foundation an Oregon State Parks Local Government Grant as well as city funds. This park will be the final construction project from the \$9.1 million park bond from 2000.

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Recommendation:

Staff recommends the City Council adopt the attached resolution authorizing the purchase of a restroom for the Jay Pearson Neighborhood Park.

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RESOLUTION NO. 2019-17

A Resolution awarding the purchase of one (1) unisex flushing restroom unit from Portland Loo by the Parks and Recreation Department.

RECITALS:

Currently, the Parks and Recreation Department is seeking to purchase a restroom for the new construction of a barrier free inclusive park located at Yohn Ranch Drive in Northwest McMinnville using funds authorized by City Council for this purchase.

On January 8th, 2019, the City Council approved Resolution 2019-05 awarding a bid for the NW Neighborhood Park, Project No. 2015-11 for the construction of the park.

Following a complete review of viable options it was determined that Portland Loo offered the restroom that met the most requirements developed and best addressed safety concerns.

Using a bid solicitation process, we are in compliance with state purchasing laws.

Based on the above information, it is staff's recommendation that Portland Loo be awarded the contract for one (1) unisex flushing restroom unit in the amount of \$102.032.00

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF McMINNVILLE, OREGON, as follows:

- 1. That entry into a purchase agreement between the City of McMinnville and Portland Loo, for purchase of: one (1) unisex flushing restroom unit \$102,032.00 is hereby approved.
- 2. The City Manager is hereby authorized and directed to execute a purchase agreement in substantially the form shown in the attachment.
- 3. That this Resolution shall take effect and be in full force and effect from and after March 12, 2019.

Adopted by the Common Council of the City of McMinnville at a regular meeting held the 12th day of March, 2019 by the following votes:

Ayes:	
Nays:	
Approved this 12th day of March,	2019.
	MAYOR
Approved as to Form:	
CITY ATTORNEY	_



City of McMinnville Finance Department 230 NE Second Street McMinnville, OR 97128 (503) 434-2350 www.mcminnvilleoregon.gov

STAFF REPORT

DATE: March 12, 2019

TO: Jeff Towery, City Manager

FROM: Marcia Baragary, Finance Director

SUBJECT: Resolution 2019-18 Budgetary transfers of contingency appropriation (Fire

Department and Ambulance Fund)

STRATEGIC PRIORITY & GOAL:



COMMUNITY SAFETY & RESILIENCY

Proactively plan for & responsively maintain a safe & resilient community.

OBJECTIVE/S: Provide exceptional police, municipal court, fire, emergency medical services EMS), utility services and public works

Report in Brief: This resolution transfers appropriations from General Fund contingency to the General Fund, Fire Department personnel services and materials and services categories and also transfers appropriations from Ambulance Fund contingency to the Ambulance Fund personnel services and materials and services categories.

Contingency transfers are necessary due to costs related to the hiring of firefighters to fill an unanticipated number of vacant positions and unanticipated attorney costs related to the firefighter contractual bargaining agreement. Because firefighter costs are generally allocated to the Fire Department and Ambulance Fund, transfers are needed in both the Fire Department and Ambulance Fund budgets.

<u>Background:</u> Due to unexpected vacancies in firefighter positions in 2018-19, personnel services and materials and services costs related to newly hired employees have been higher than expected. Costs related to the hiring of new employees include costs for overtime, protective clothing, medical/psychiatric screening, and uniforms. Total transfers of \$78,600 are necessary due to these unanticipated costs, with a transfer of \$53,250 from General Fund contingency to the Fire Department personnel services and materials and services categories and a transfer of \$25,350 from the Ambulance Fund contingency to the Ambulance Fund personnel services and materials and services categories.

In addition, the City has incurred unanticipated attorney costs related to contractual bargaining agreement negotiations and arbitration proceedings between the City of McMinnville (the "City") and International Association of Firefighters, Local 3099 (the "Union"). The City and Union were unable to reach agreement on all of the terms of the collective bargaining agreement that expired on June 30, 2018 and, as a result, the parties entered into arbitration proceedings in January 2019. The City contracted with an attorney to represent its interest in the arbitration proceedings, causing unanticipated attorney costs to be incurred. Therefore, total contingency transfers of \$70,000 are necessary due to these unanticipated costs, with \$24,500 from the General Fund contingency to the General Fund, Fire Department materials and services category and a transfer of \$24,500 from the Ambulance Fund contingency to the Ambulance Fund materials and services category.

The total amount of the contingency transfers for unanticipated new hire costs and attorney costs in the General Fund, Fire Department is \$77,750 and in the Ambulance Fund the total amount is \$70,850.

<u>Discussion:</u> Oregon Revised Statute (ORS) 294.463 allows a governing body to authorize a transfer of appropriation authority after a budget has been adopted by passing a resolution or ordinance. Transfers may be made from an operating contingency appropriation to the appropriation category from which it will be expended.

<u>Attachments:</u> Resolution 2019-18: A resolution making budgetary transfers of appropriation authority for fiscal year 2018-19 (Fire Department and Ambulance Fund)

<u>Fiscal Impact:</u> In the General Fund, contingency is reduced by \$77,750 and Fire Department personnel services and materials and services appropriations are increased by a total of \$77,750; no increase in total appropriations.

In the Ambulance Fund, contingency is reduced by \$70,850 and Ambulance Fund personnel services and materials and services appropriations are increased by a total of \$70,850; no increase in total appropriations.

Recommendation: Adoption of Resolution 2019-18.

RESOLUTION NO. 2019-18

A Resolution making budgetary transfers of appropriation authority for fiscal year 2018-2019

RECITAL:

This resolution transfers appropriations from General Fund contingency to the General Fund, Fire Department personnel services and materials and services categories and also transfers appropriations from Ambulance Fund contingency to the Ambulance Fund personnel services and materials and services categories.

Contingency transfers are necessary due to costs related to the hiring of firefighters to fill an unanticipated number of vacant positions and unanticipated attorney costs related to the firefighter contractual bargaining agreement. Because firefighter costs are generally allocated to the Fire Department and Ambulance Fund, transfers are needed in both the Fire Department and Ambulance Fund budgets.

Due to unexpected vacancies in firefighter positions in 2018-19, personnel services and materials and services costs related to newly hired employees have been higher than expected. Costs related to the hiring of new employees include costs for overtime, protective clothing, medical/psychiatric screening, and uniforms. Total transfers of \$78,600 are necessary due to these unanticipated costs, with a transfer of \$53,250 from General Fund contingency to the Fire Department personnel services and materials and services categories and a transfer of \$25,350 from the Ambulance Fund contingency to the Ambulance Fund personnel services and materials and services categories.

In addition, the City has incurred unanticipated attorney costs related to contractual bargaining agreement negotiations and arbitration proceedings between the City of McMinnville (the "City") and International Association of Firefighters, Local 3099 (the "Union"). The City and Union were unable to reach agreement on all of the terms of the collective bargaining agreement that expired on June 30, 2018 and, as a result, the parties entered into arbitration proceedings in January 2019. The City contracted with an attorney to represent its interest in the arbitration proceedings, causing unanticipated attorney costs to be incurred. Therefore, total contingency transfers of \$70,000 are necessary due to these unanticipated costs, with \$24,500 from the General Fund contingency to the General Fund, Fire Department materials and services category and a transfer of \$24,500 from the Ambulance Fund contingency to the Ambulance Fund materials and services category.

The total amount of the contingency transfers for unanticipated new hire costs and attorney costs in the General Fund, Fire Department is \$77,750 and in the Ambulance Fund the total amount is \$70,850.

Oregon Revised Statute (ORS) 294.463 allows a governing body to authorize a transfer of appropriation authority after a budget has been adopted by passing a resolution or ordinance. Transfers may be made from an operating contingency appropriation to the appropriation category from which it will be expended.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF McMINNVILLE, OREGON that the following transfer of appropriation authority under the fiscal year 2018-2019 City of McMinnville Amended Budget is hereby made, to wit:

1. The following emergency need exists in the General Fund, Fire Department:

In the Personnel Services and Materials & Services categories due to unanticipated costs related to firefighter new hire expenses and arbitration attorney expenses

General Fund:	Adopted	Budget	Amended
Requirements:	<u>Budget</u>	<u>Adjustment</u>	<u>Budget</u>
Administration	1,505,991		1,505,991
Finance	805,929		805,929
Engineering	1,091,207		1,091,207
Planning	1,502,007		1,502,007
Police	8,506,466		8,506,466
Municipal Court	539,655		539,655
Fire	3,538,396	77,750	3,616,146
Parks & Recreation	2,949,569		2,949,569
Park Maintenance	1,328,774		1,328,774
Library	1,678,331		1,678,331
Not Allocated to Organization:			
Debt Service	487,996		487,996
Transfers Out to Other Funds	2,182,508		2,182,508
Operating Contingencies	900,000	(77,750)	822,250
Ending Fund Balance	1,763,866		1,763,866
Total Requirements	\$28,780,695		\$28,780,695

2. The following emergency need exists in the Ambulance Fund:

In the Personnel Services and Materials & Services categories due to unanticipated costs related to firefighter new hire expenses and arbitration attorney expenses

Ambulance Fund:	Adopted <u>Budget</u>	Budget <u>Adjustment</u>	Amended <u>Budget</u>
Requirements:			
Emergency Medical Services	5,051,158	70,850	5,122,008
Transfers Out to Other Funds	366,015		366,015
Contingency	300,000	(70,850)	229,150
Ending Fund Balance	1,025,296		1,025,296
Total Requirements	\$6,742,469		\$6,742,469

This Resolution will take effect immediately upon passage and shall continue in full force and effect until revoked or replaced.

12 th day of March 2019 by the following votes	S:
Ayes:	
Nayes:	
Approved this 12th day of March 2019.	
Approved as to form:	MAYOR
CITY ATTORNEY	

Adopted by the Common Council of the City of McMinnville at a regular meeting held the



City of McMinnville
Planning Department
231 NE Fifth Street
McMinnville, OR 97128
(503) 434-7311
www.mcminnvilleoregon.gov

STAFF REPORT

DATE: March 12, 2019

TO: Mayor and City Councilors

FROM: Heather Richards, Planning Director

SUBJECT: Resolution No. 2019-16,

"Adopting the MAC Town 2032 Economic Development Strategic Plan

STRATEGIC PRIORITY & GOAL:



ECONOMIC PROSPERITY

Provide economic opportunity for all residents through sustainable growth across a balanced array of traditional and innovative industry sectors.

OBJECTIVE/S: Accelerate growth in living wage jobs across a balanced array of industry sectors

<u>Report in Brief:</u> This is the consideration of Resolution No. 2019-16, adopting the *MAC Town 2032 Economic Development Strategic Plan.*

Background:

"McMinnville is old enough to be substantial,
Young enough to be ambitious,
Big enough to be industrious,
And small enough to be friendly."

As part of its strategic planning effort, the City of McMinnville engaged Community Attributes, Inc., to lead a specialized economic development strategic planning effort, working with the City of McMinnville, McMinnville Economic Development Partnership, McMinnville Chamber of Commerce, McMinnville Downtown Association, Visit McMinnville, local business leaders and employers, that will help McMinnville use rigorous data analysis, trend forecasting and robust public and stakeholder engagement to develop an overall economic development strategy that identifies what McMinnville's unique potential and opportunities are, and what McMinnville's economy can and should be as it grows in the future, including:

• Identifying McMinnville's unique opportunities and niche potential that will separate McMinnville from other communities and maintain the feeling of a vibrant small-town in

Attachments:

Resolution No. 2019-16

MAC Town 2032 Economic Development Strategic Plan

close proximity to a fast-growing metropolitan area, and create a sustainable economy for generations to come.

- Positioning 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.
- Leading McMinnville's agricultural and manufacturing traditional economy towards a successful and sustainable 21st century economy.
- Utilizing McMinnville's history of collaboration towards achieving big things.
- Identifying what is an attractive business climate for McMinnville's targeted potential and what McMinnville still needs to do to create that climate.
- Leveraging the growing tourism industry towards new business development and investment. "If you like to play here, why not work and live here too."
- Focusing 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.
- Investing limited resources in strategic initiatives that create family wage jobs that are multi-generational and reinforce the small town charm of McMinnville.

Currently McMinnville enjoys a small-town quality of life with a mid-sized city's infrastructure and organizational structure. Recently voted one of the Great Places in America by the American Planning Association, McMinnville boasts one of the most vibrant Main Streets in Oregon that is managed by an established downtown organization with a sustainable economic improvement district and full-time staff, McMinnville Downtown Association. McMinnville also has a long-standing and active Chamber of Commerce, an non-profit economic development organization, McMinnville Economic Development Partnership (MEDP), that after ten years is establishing itself as an independent 501(c)6 with sustainable funding sources. Additionally, McMinnville just created its own destination marketing organization, Visit McMinnville, which is in its third year with a dedicated transient lodging tax as a funding source. In 1969, McMinnville Industrial Promotions formed as a local shareholder group investing in industrial development, which is still active today, with assets including land and cash reserves. And finally, McMinnville Water and Light, a utility company under the city charter operate a utility that is able to offer some of the most reliable and inexpensive water and power in the state.

For years, McMinnville's economic industry focused on manufacturing and advanced manufacturing through the efforts of MIP and MEDP. In the 1980s the community decided to restore and revitalize Third Street, their beloved Main Street as the community's city center for local businesses and community gatherings. And most recently, McMinnville and Yamhill County have enjoyed tremendous success with the emergence of the nationally and internationally renowned wine industry.

In 2032, McMinnville will be celebrating its 150th birthday. For that milestone, the City of McMinnville and its partners would like to build upon those successful efforts and opportunities to continue to create economic opportunities for its residents both new and old, and to pave the way for the next generation of economic success stories.

Discussion:

Community Attributes, Inc., was hired to work with a Community Project Advisory Committee to prepare this Economic Development Initiative containing goals, objectives and implementation measures.

The Project Advisory Committee (PAC) was comprised of economic development professionals and community business leaders and employers met monthly to review materials with the consultant team. The PAC membership was:

Jeff Towery, City of McMinnville Heather Richards, City of McMinnville Jeff Knapp, Visit McMinnville Jody Christensen, McMinnville Economic Development Partnership Gioia Goodrum, McMinnville Chamber of Commerce Jenny Berg, McMinnville Downtown Association Bradly James, McMinnville Downtown Association Scott Burke, City of McMinnville Peter Hofstetter, Willamette Valley Medical Center Erin Stephenson, Atticus Hotel Maria Stuart, R Stuart & Co. Winery Danielle Hoffman, Chemeteka Community College Kyle Faulk, Citizens Bank Kelly McDonald, the Granary District Sean Rauch, Wells Fargo Peter Kircher, Golden Valley Brewing

A critical aspect of the planning effort was soliciting community input. The scope of work included several different avenues for public engagement, including five focus group interviews, an online public comment tool and two community workshops.

This economic development strategic plan is meant to be a road map for McMinnville's economic development efforts over the next fifteen years, recognizing the great work that is already occurring and the potential to leverage those efforts towards larger goals and impacts. It is not intended that this be the City of McMinnville Economic Development Strategic Plan directing just city efforts and resources, but rather a community document that leverages all of the different efforts of economic development partners in the community.

Since this is a community-wide economic development strategic plan, potential projects and programs have been identified but have not been mandated as actions so that all economic development partners can continue to discuss and evaluate the feasibility and viability of the projects moving forward. Leads and partners identified in the strategic plan will more than likely continue to evolve.

Boards from MEDP, Visit McMinnville, the McMinnville Chamber of Commerce and the McMinnville Downtown Association have all reviewed the strategic plan. The City of McMinnville City Council reviewed the strategic plan and incorporated those elements that the City should be a lead on into the City's Strategic Plan.

The document is structured with goals, strategies, and potential task or projects.

Attachments:

Resolution No. 2019-16 MAC Town 2032 Economic Development Strategic Plan GOALS: There are three foundational goals and five targeted sector goals.

STRATEGIES: Each goal has several strategies to achieve the goal. POTENTIAL TASKS OR

PROJECTS: And each strategy has a list of potential tasks or projects that were identified through a public engagement process. The list of potential tasks or projects are meant to be seen as opportunities for different economic partners in McMinnville to consider as actions towards advancing a strategy. They are not meant to be perceived as mandates for the strategic plan to be successful.

LEADS, PARTNERS AND PERFORMANCE MEASURES: All of the McMinnville economic development agencies will work towards advancing the strategic plan within their own agency goals and work plans. Potential leads and partners have been identified for each strategy based upon mission, vision and capacity of the different organizations in the community.

IMPLEMENTATION: An economic development council will be formed comprised of members of the partner economic development organization and community members at-large. This council will meet to discuss how to implement the plan and what high-impact, near-term and high-impact, long-term strategies, tasks and projects should be moving forward over the course of the plan. The council will continually evaluate what is working and what is not working, and make changes accordingly. This economic development strategic plan should not be viewed as a mandate for organization work plans but rather as a guiding document for leveraging efforts and maximizing overall impacts.

The plan identifies three foundational goals and strategies that are meant to be broadly beneficial across multiple industry sectors.

- 1. Accelerate Growth in Living-Wage Jobs Across a Balanced Array of Industry Sectors.
- 2. Improve systems for Economic Mobility and Inclusion.
- 3. Maintain and Enhance our High Quality of Life.

The plan identifies five target sector goals and strategies that are intended to pursue opportunities and improve outcomes within clusters or sectors of related industries. :

- 1. Sustain and Innovate within Traditional Industry and Advanced Manufacturing.
- 2. Foster Opportunity in Technology and Entrepreneurship
- 3. Be a Leader in Hospitality and Place-Based Tourism
- 4. Align and Cultivate Opportunities in Craft Beverages and Food Systems.
- 5. Proactively Assist Growth in Education, Medicine and Other Sciences.

Attachments:

- Resolution No. 2019-16
- MAC Town 2032 Economic Development Strategic Plan

Attach manufact

Fiscal Impact:

Since the projects are not mandated by the adoption of the *MAC Town 2032 Economic Development Strategic Plan*, this action does not have any fiscal impact.

Recommendation:

Staff recommends adoption of the MAC Town 2032 Economic Development Strategic Plan.

I move to approve Resolution No. 2019-16, adopting the *MAC Town 2032 Economic Development Strategic Plan.*

RESOLUTION NO. 2010-16

A Resolution adopting the MAC-Town 2032 Economic Development Strategic Plan.

RECITALS:

There are many different organizations working on economic development in McMinnville, including but not limited to the City of McMinnville, the McMinnville Downtown Association, the McMinnville Chamber of Commerce and McMinnville Economic Development Partnership; and

In 2017, these partners gathered together to talk about how to leverage all of their individual efforts towards one collective strategy for the City of McMinnville; and

In 2018, the City of McMinnville initiated the development of an economic development strategic plan with a project advisory committee comprised of members of the City of McMinnville, McMinnville Downtown Association, the McMinnville Chamber of Commerce, McMinnville Economic Development Partnership, Chemeketa College, and many business leaders in the community; and

The intent from the beginning of the project was to develop a strategic plan that would be a guidance document for everyone in the City of McMinnville working on economic development issues; and

The plan identifies three foundational goals and strategies that are meant to be broadly beneficial across multiple industry sectors.

- Accelerate Growth in Living-Wage Jobs Across a Balanced Array of Industry Sectors.
- 2. Improve systems for Economic Mobility and Inclusion.
- 3. Maintain and Enhance our High Quality of Life.

The plan identifies five target sector goals and strategies that are intended to pursue opportunities and improve outcomes within clusters or sectors of related industries.

- 1. Sustain and Innovate within Traditional Industry and Advanced Manufacturing.
- 2. Foster Opportunity in Technology and Entrepreneurship
- 3. Be a Leader in Hospitality and Place-Based Tourism
- 4. Align and Cultivate Opportunities in Craft Beverages and Food Systems.
- 5. Proactively Assist Growth in Education, Medicine and Other Sciences.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF McMINNVILLE, OREGON, as follows

- 1. That the MAC Town 2032 Economic Development Strategic Plan is hereby adopted and shall be an official document of the City of McMinnville. A copy of the Strategy is marked "Exhibit A" attached hereto and incorporated by reference as if fully set forth herein; and
- 2. This Resolution will take effect immediately upon passage and shall continue in full force and effect until revoked or replaced.

12th day of March, 2019 by the following votes:

Ayes:

Nays:

Approved this 12th day of March, 2019.

MAYOR

Approved as to form:

Adopted by the Common Council at the City of McMinnville at a regular meeting held the

CITY ATTORNEY

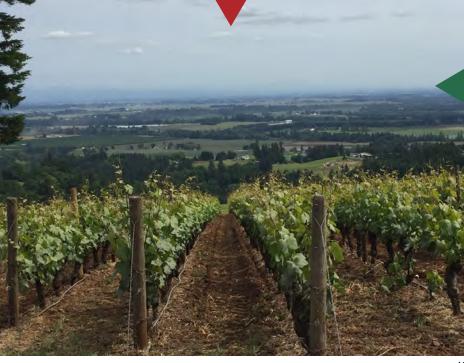






MAC-Town 2032

Economic Development Strategic Plan











Founded in 2005, **Community Attributes Inc. (CAI)** helps clients make informed decisions and evaluate results utilizing demographics, economic and financial data, geographic information systems (GIS), and other evidence-based methods. We apply our expertise across multiple disciplines, with a particular focus on regional economics; land use economics; community and economic development; surveys, market research and evaluation; data analysis and business intelligence; and information design.

Acknowledgements

McMinnville City Council

Scott Hill, Mayor

Sal Peralta

Wendy Stassens

Kellie Menke

Alan Ruden

Remy Drabkin

Adam Garvin

City of McMinnville Staff

Jeff Towery, City Manager

Heather Richards, Planning Director

Scott Burke, Information Systems Director

Consultant Team

Chris Mefford, President and CEO

Elliot Weiss, Project Manager

Kristina Gallant

Carrie Schaden

Maureen McLennon

Project Advisory Committee

Jeff Knapp, Visit McMinnville

Jody Christensen, McMinnville Economic Development Partnership

Gioia Goodrum, McMinnville Chamber of Commerce

Jenny Berg, McMinnville Downtown Association

Peter Hofstetter, Willamette Valley Medical Center

Erin Stephenson, Atticus Hotel

Maria Stuart, R Stuart & Co. Winery

Danielle Hoffmann, Chemeteka Community College

Kyle Faulk, Citizens Bank

Kelly McDonald, the Granary District

Sean Rauch, Wells Fargo

Peter Kircher, Golden Valley Brewing

Bradly James, McMinnville Downtown Association

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Background and Purpose

MAC-Town 2032 is a strategic planning process founded on the idea that "McMinnville is old enough to be substantial young enough to be ambitious, big enough to be industrious, and small enough to be friendly." This economic development strategy is an important component of the larger strategic plan, offering direction to the City of McMinnville and its partners, to increase living wage jobs and promote sustainable economic growth.

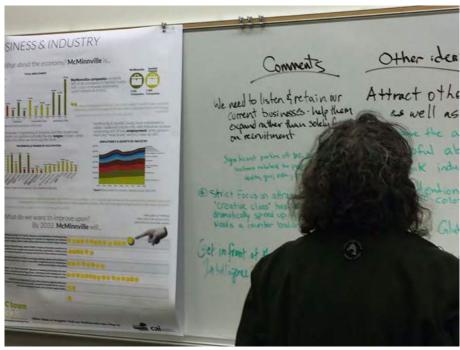
To create the economic development strategy, the project team engaged the community in a variety of ways. The following is a summary of the process used to create this plan.

A Project Advisory Committee (PAC) met monthly to provide direction to the project team, review draft work products and ensure alignment with the citywide strategic plan.

The consultant team toured the City and surrounding areas on foot and by car to understand the City's physical assets, and assembled a robust data profile to access quantitative and qualitative information about the community.

The team also engaged the public and other stakeholder groups through the following methods:

- 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
- > Two public open house events 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
- > Two workshops with City Council for input on goals and strategies



Above: a community member provides input at a MAC-Town 2032 community open house.

"McMinnville is old enough to be substantial, Young enough to be ambitious, Big enough to be industrious, And small enough to be friendly."

-- (Historic Brochure)

Project Goals

The process and outcomes of MAC-Town 2032 are informed by specific goals for McMinnville's economic development strategy. These goals, presented below, seeded conversations amongst the project advisory committee, influenced the development of specific strategies and actions, and imply a continuing committment to implementing the plan.

- 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.

Project Goals

Living Wage Jobs

Increasing the number of living wage jobs in McMinnville is central to many of the project goals previously detailed. There are many ways to define a "living wage". For the purposes of this study, the wage required to afford a median two bedroom apartment is used for context. This assumes that a renter should not spend more than 30% of their income on their housing costs.

As the real estate market changes, the wage required to afford a median two bedroom unit will also change. The formula below can be used to help under-stand how market dynamics affect housing affordability at a given point in time. This formula assumes that utilities are included in the monthly median rent and is calculated for the household. Additional considerations for specific households are also important, and include household size, age, lifestyle demands and other factors.

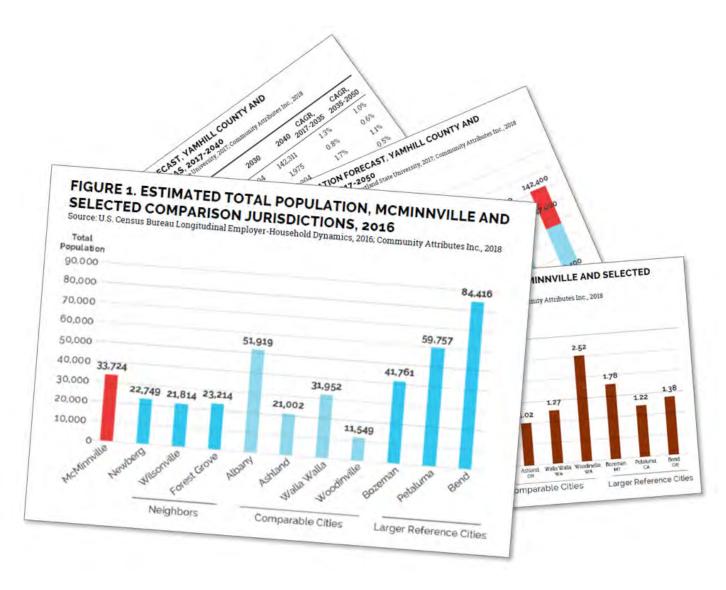
Below is a sample calculation for a 2-Bedroom unit in 2018. This should be updated periodically.

2018	Exam	ple
------	-------------	-----

Monthly Med	lian Rent,
2-Bedroor	n Unit

Profile

A rigorous analysis of demographic and economic data underpins this strategic plan. The full data profile is included as an appendix to this report, and key findings are included on the following page of this report.



Profile

Key Findings

- > 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.

Mission



Structure of the Document

This economic development strategic plan is meant to be a road map for McMinnville's economic development efforts over the next fifteen years, recognizing the great work that is already occurring and the potential to leverage those efforts towards larger goals and impacts. The document is structured with goals, strategies, and potential task or projects.

GOALS: There are three foundational goals and five targeted sector goals.

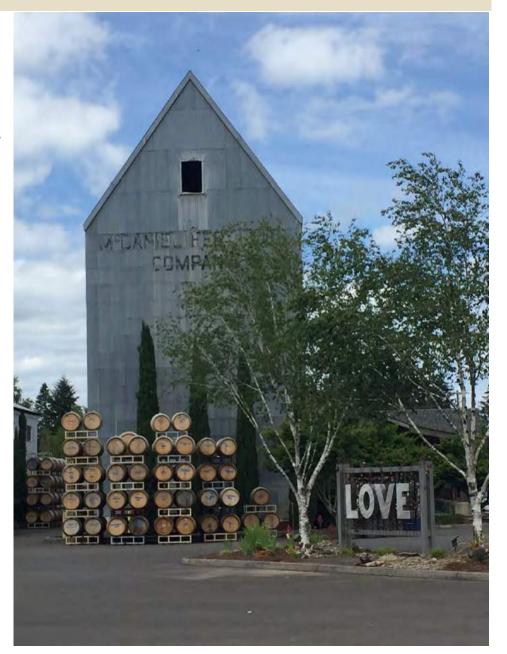
STRATEGIES: Each goal has several strategies to achieve the goal.

POTENTIAL TASKS OR PROJECTS: And each strategy has a list of potential tasks or projects that were identified through a public engagement process. The list of potential tasks or projects are meant to be seen as opportunities for different economic partners in McMinnville to consider as actions towards advancing a strategy. They are not meant to be perceived as mandates for the strategic plan to be successful.

LEADS, PARTNERS AND PERFORMANCE MEASURES: All of the McMinnville economic development agencies will work towards advancing the strategic plan within their own agency goals and workplans. Potential leads and partners have been identified for each strategy based upon mission, vision and capacity of the different organizations in the community.

IMPLEMENTATION: An economic development council will be formed comprised of members of the partner economic development organization and community members at-large. This council will meet to discuss how to implement the plan and what high-impact, near-term and high-impact, long-term strategies, tasks and projects should be moving forward over the course of the plan. The council will continually evaluate what is working and what is not working, and make changes accordingly.

This economic development strategic plan should not be viewed as a mandate for organization work plans but rather as a guiding document for leveraging efforts and maximizing overall impacts.



Strategic Framework

FOUNDATIONAL GOALS AND STRATEGIES...

are meant to be broadly beneficial across multiple industry sectors.

- 1. Accelerate Growth in Living-Wage Jobs Across a Balanced Array of Industry Sectors
- 2. Improve Systems for **Economic Mobility and Inclusion**
- 3. Maintain and Enhance our High Quality of Life

TARGET SECTOR GOALS AND STRATEGIES...

are intended to pursue opportunities and improve outcomes within clusters or sectors of related industries.

- 4. Sustain and Innovate within Traditional Industry and Advanced Manufacturing
- 5. Foster Opportunity in **Technology and Entrepreneurship**
- 6. Be a Leader in **Hospitality and Place-Based Tourism**
- 7. Align and Cultivate Opportunities in Craft Beverages and Food Systems
- 8. Proactively Assist Growth in Education, Medicine and Other Sciences



Accelerate Growth in Living-Wage Jobs

Across a Balanced Array of Industry Sectors

Goal One



1.1 Maintain and enhance McMinnville's positive business climate

1.1.1 Improve the dialogue between the City and the local business community.

POTENTIAL TASKS OR PROJECTS:

- Coordinate with partners to define the appropriate forum for, and regularly conduct, small business forums or distribute surveys to connect with stakeholders and determine the challenges and opportunities facing McMinnville's business community.
- > Host an annual business summit where business owners, employees and consumers can interact with elected officials, suggest improvements to the business climate, identify networking opportunities and growth strategies, and spread awareness of local offerings, potentially with breakout sessions for specific industry clusters.

1.1.2 Provide additional tools and resources for business formation and growth.

POTENTIAL TASKS OR PROJECTS:

- 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 directory, 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.
- > Encourage the development of industry specific mentor groups/ associations

1.1.3 Sustain a streamlined permitting and approvals process.

- Appoint and train a designated coordinator to help new business owners navigate local development regulations and obtain federal, state and county-based financial incentives.
- 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.



1.2 Develop McMinnville's brand and leverage McMinnville's strong sense of place to spur economic growth.

1.2.1 Conduct a formal branding process.

POTENTIAL TASKS OR PROJECTS:

- Facilitate conversations with industry sector representatives and between key stakeholders to identify and develop branding themes and discrete, high-priority branding initiatives.
- > Apply McMinnville's brand to communications, marketing, and other materials to align marketing efforts.

1.2.2 Reinforce McMinnville's brand identity through strategic communications.

POTENTIAL TASKS OR PROJECTS:

- Communicate the City of McMinnville's community and economic development successes via press releases, interviews, and social media.
- Coordinate internally and externally to optimize the City's social media accounts for dissemination of information related to economic development assets, success stories, events, and networking and employment opportunities.

1.2.3 Communicate 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.



1.3 Ensure commercial and industrial land availability

1.3.1 Assess land supply for commercial and industrial uses and document lands available for development

POTENTIAL TASKS OR PROJECTS:

- > Vet the findings of McMinnville's most recent Economic Opportunities Analysis to clarify commercial and industrial land capacity; complete supplemental analyses as needed.
- > Develop and host a web application to present available commercial properties.
- > 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.

1.3.2 Communicate land availability to current and prospective businesses.

POTENTIAL TASKS OR PROJECTS:

- Invite reputable, locally-based real estate brokers to write a periodic column on available properties in McMinnville and the McMinnville area real estate market.
- Promote a branded "shovel-ready" certification to focus interest and resources on key commercial and industrial development sites in McMinnville.

MAC-Town 2032 Economic Development Strategic Plan

Goal One



1.4 Improve infrastructure to serve businesses, visitors and local residents.

1.4.1 Improve external connections between McMinnville and the region.

POTENTIAL TASKS OR PROJECTS:

- > Encourage efforts, through lobbying and other means, to complete the Highway 99 Dundee Bypass in a timely manner.
- Explore the feasibility of consistent commuter private airline service between McMinnville and larger regional hubs, such as Seattle, Portland and northern California.
- > Work with YCTA, Metro, local employers and other regional partners to expand and improve and expand public and private transportation between McMinnville and Portland.

1.4.2 Invest in infrastructure improvements that make it safer and easier for residents and visitors to get around McMinnville.

POTENTIAL TASKS OR PROJECTS:

- > 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.
- > Complete improvements to Alpine Avenue and throughout the Granary/ Northeast Gateway District.

1.4.3 Identify and complete high-priority infrastructure projects that serve McMinnville's current and future business community.

- > Work with regional partners to assess the rail network in the Yamhill Valley and to explore options for increased use by McMinnville businesses.
- 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.
- > Evaluate McMinnville's disaster preparedness and priortize infrastructure improvements to ensure adequate preparation for future natural disasters.
- > Work with McMinnville Water and Light to develop a process for placing all electrical infrastructure, such as transmission lines, 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
- > Evaluate a 10GB fiber network with Online Northwest.
- > Develop an extensive, coordinated Capital Improvement Plan for business districts that supports current needs and is flexible enough to respond to future needs.



1.5 Expand efforts in talent attraction and retention.

- > Work with partners to curate and host McMinnville-based professional retreats or co-working programs to draw talent for local industries and institutions.
- > Recruit targeted trade/associations for conferences.
- > Implement intentional talent attraction strategies with 2 and 4-year institutions, including strategies around significant class reunions.
- > Build a bridge with Visit McMinnville and business travelers to augment and track lead generation and talent attraction opportunities.
- > Expand internship programs throughout the City of McMinnville's municipal departments.
- > Identify and market amenities targeted to recruit young professionals from the Portland metro, particularly as they start to have families and look for opportunities to live in smaller cities and towns outside the city.

Improve Systems For

Economic Mobility and Inclusion

Goal Two





Improve Systems for **Economic Mobility and Inclusion**

2.1 Enhance education and workforce development, build career pathways and provide adult skills training.

2.1.1 Work with local businesses to specify workforce needs, including occupations and skills.

POTENTIAL TASKS OR PROJECTS:

- > Collaborate with a local workforce agency to form industry panels to collaborate on hiring needs conversations.
- > Identify skills needed and connect that information with local curriculum leaders at all educational levels.
- **2.1.2** Improve access to skill development and education in career pathways at the elementary and secondary levels.

POTENTIAL TASKS OR PROJECTS:

- > Work with local educational institutions to create programs, such as career fairs or lesson plans, that highlight career paths and technical skills in demand with McMinnville employers.
- Seek volunteers and other partners, including the South Metro Salem STEM Partnership and Oregon Institute of Technology, to develop mentorbased STEM programs for young people in McMinnville.
- > Partner with local educators to identify grant-funded opportunities for program expansion in STEM learning.
- Increase access by K-12 schools across Valley school districts to skills development and workforce training opportunities including internship and apprenticeship programs.

2.1.3 Increase the access for McMinnville residents to workforce training and re-training resources at local community and technical colleges.

- > Create and advertise "hire local" incentives for McMinnville businesses.
- Complete a feasibility assessment and establish partnerships for the creation of a makerspace and fabrication laboratory.
- Explore creation of a volunteer workforce development task force to connect employers and students for job shadow, internship and volunteer opportunities, as well as coursework aimed at non-traditional and careerchange students.
- > Actively publicize local hiring events and other career-related programs, such as career fairs, at local post-secondary institutions.



Improve Systems for **Economic Mobility and Inclusion**

2.2 Provide tools for growing and scaling small, entrepreneurial endeavors.

2.2.1 Connect businesses with available resources.

POTENTIAL TASKS OR PROJECTS:

- 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 the ROI associated with the program.
- > Create and distribute a list of Business Oregon incentives and resources, such as Oregon InC and the Rural Opportunity Initiative, that would potentially benefit McMinnville entrepreneurs.

2.2.2 Support DBE businesses.

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- Catalogue and publicize resources that DBE-qualified businesses are uniquely able to access and provide technical assistance in securing resources for early-stage businesses.
- > Host an annual DBE Summit to bring businesses together for networking and interaction with City officials.



Improve Systems for **Economic Mobility and Inclusion**

2.3 Ensure adequacy of social services.

- > Partner with Yamhill County Family and Youth Services to develop and expand programs on parenting, money management, conflict resolution, preparedness, sheltering and other relevant topics.
- > Negotiate with service providers to improve the accessibility of basic services for adults with decreasing mobility and provide transportation to key regional destinations.
- Connect adults and youth for whom English is a second language with regional programming and resources to improve English language proficiency.
- > Provide and link to resources and funding opportunities for retrofitting homes with monitoring and support technology to facilitate "aging in place" for McMinnville residents.
- Convene a coalition of service providers, business owners and other stakeholders to meet regularly to develop a sustainable solution to homelessness.
- > Consider the installation of spare change "parking meters" in downtown to encourage donations and supplement funds for housing the homeless.

Maintain and Enhance Our

High Quality of Life

Goal Three





Maintain and Enhance our High Quality of Life

3.1 Provide a sufficient quantity of housing units that suit local wages and workforce needs.

3.1.1 Ensure that regulatory frameworks and land supply align with market-driven housing needs.

POTENTIAL TASKS OR PROJECTS:

- Complete a housing needs assessment, possibly in conjunction with the Urban Renewal Plan, that includes an inventory of vacant and redevelopable residential lands and a code assessment to identify gaps in code provisions that preclude or impede the construction of specific housing typologies.
- > Demonstrate the viability of new housing types through demonstration projects that leverage workforce training partnerships in construction.
- > Work with local employers to identify unique housing arrangements for employees relocating to McMinnville.
- Rezone and change other regulations, as needed, to ensure that duplexes, triplexes, quadplexes, ADUs, tiny homes, modular homes and/or other housing types are allowable in appropriate locations.
- Develop a City Center Housing Strategy to identify how to develop new housing in the Downtown and NE Gateway District that responds to market needs.

3.1.2 Collaborate to improve the financial feasibility of housing development and new home purchases.

- Partner with a local bank on a "live where you work" homebuyer program offering favorable mortgage terms for workers looking for housing in McMinnville.
- > Evaluate the potential for public-private partnerships that provide infrastructure for new residential development.



Maintain and Enhance our High Quality of Life

3.2 Expand and improve recreation amenities and options.

3.2.1 Update City Plans to evaluate and prioritize investments in recreation infrastructure.

POTENTIAL TASKS OR PROJECTS:

- > Evaluate and designate primary pedestrian and bike connectors through and between McMinnville's major assets and implement public realm improvements including lighting, signage, landscaping and street furniture.
- > Complete a trail or paved path along the Yamhill River.
- > Install fitness equipment along existing trail corridors, such as the Hewlett Packard trail.
- > Add in-town cycling infrastructure like bike lanes and bike racks.
- > Improve pedestrian connections to Joe Dancer Park from Wortman Park and from Evergreen.
- > Improve Yamhill River access, such as through a dock, at Joe Dancer Park.
- Complete 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.
- > Construct a BMX pump track.
- > Extend the Westside Bicycle/Pedestrian Greenway.
- > Add an outdoor stage or amphitheater to one of McMinnville's existing parks.

3.2.2 Cultivate partnerships to develop and market McMinnville's recreation amenities.

- > Evaluate the feasibility of a Parks Advisory Committee made up of community stakeholders with a Business and Economic Development representative to maintain the importance of parks amenities in an economic development program.
- > Develop and implement an adopt-a-trail program to enhance maintenance and upkeep of existing trails in McMinnville.
- > Promote and expand existing regional athletic events held in McMinnville, including youth sports tournaments and running and bike races.
- Work with IMBA, local shops, local riders, the U.S. Forest Service and other property owners to develop a network of off-road trails leaving straight from McMinnville, with the "town as trailhead".
- > Work with Travel Oregon to expand, signify, and promote road biking routes in and around McMinnville.
- > Evaluate the potential for events in the "all-road" cycling segment, leveraging local gravel and dirt road networks.
- > Collaborate with Michelbook to plan proactively for the future of country club and its recreational assets.
- > Support a recreation facilities plan that Identifies the community's priorities and resources needed to update, improve, expand and add recreational facilities that serve the community's needs including a Community Center and Aquatic Center.
- > Work with Yamhill County to identify and prioritize improvements to the Yamhill County Fairgrounds.
- > Coordinate with YMCA and/or other similar organizations to evaluate the feasibility of opening a recreation facility in McMinnville.



Maintain and Enhance our High Quality of Life

3.3 Leverage arts and culture amenities.

POTENTIAL TASKS OR PROJECTS:

- > Evaluate the feasibility of a public private partnership to create a community art space or collaborative studio and cooperative gallery.
- > Create or expand programs that feature the work of local artists on a rotating basis in City buildings and in the public realm.
- > Assess the need for and feasibility of updating or expanding the McMinnville Public Library.
- Initiate a conversation between locals artists, arts organizations, philanthropies and other parties to identify the potential for an arts and culture-focused event center in McMinnville.
- > Establish periodic, formal dialogue with the Evergreen Aviation and Space Museum and the Yamhill County Heritage Museum to anticipate their needs and identify opportunities to provide support
- > Collaborate to develop a community arts and culture event calendar that centralizes McMinnville's arts and culture-related offerings

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Maintain and Enhance our High Quality of Life

3.4 Invest in McMinnville's neighborhoods.

3.4.1 Implement the recommendations of the citywide Strategic Plan, particularly as they relate to livable neighborhoods

3.4.2 Ensure that regulations and City investments encourage livability.

- > Review and revise zoning designations to provide neighborhood-serving retail and services in close proximity to residential neighborhoods.
- Systematically evaluate the adequacy of street lighting in residential areas and key bike and pedestrian corridors, and ensure that pedestrian corridors in neighborhoods and around key destinations are well-served by crosswalks, bike lanes, and other bike and pedestrian infrastructure.
- Evaluate the adequacy of current policy regarding vacation and short-term rentals to balance the needs of neighborhood residents and visitors to McMinnville.



Maintain and Enhance our High Quality of Life

Proactively maintain McMinnville's character.

POTENTIAL TASKS OR PROJECTS:

- > Explore the creation of a legacy business program to celebrate the longevity of longstanding local businesses.
- > Explore the feasibility of facade improvement grants, tax credit/abatement programs or revolving loans for property owners that voluntarily make physical improvements to their properties.
- > Evaluate the potential applicability of form-based code provisions, particularly in neighborhood centers, pedestrian corridors, and the downtown area, to ensure good design.
- > Review adopted design guidelines and other development standards to ensure that new development contributes positively to McMinnville's sense of place.

3.6 Become a regional leader in cross-jurisdiction collaboration and problemsolving.

POTENTIAL TASKS OR PROJECTS:

- > Identify the appropriate forum for conversations around complex regional issues and potentially lead the creation or and facilitate a regional working group that meets periodically to develop regional solutions
- > Evaluate existing City participation in regional organizations and coordinate to encourage employee participation in regional leadership positions

MAC-Town 2032 Economic Development Strategic Plan

Goal Three

Sustain and Innovate Within

Traditional Industry and Advanced Manufacturing

Goal Four







Sustain and Innovate within Traditional Industry and Advanced Manufacturing

4.1 Ensure workforce availability in trades and other mid-skill positions.

POTENTIAL TASKS OR PROJECTS:

- Encourage expansion and allocate resources for middle, high school, and community and technical college programs that encourage career exploration and skills development in trades and mid-skill occupations
- Convene a panel of business leaders from traditional industry and advanced manufacturing employers in McMinnville to pioneer a collaborative approach to expanding apprenticeships and volunteering employee time to teach in-demand skills to individuals evaluating tradebased careers.

4.2 Connect traditional industry and advanced manufacturing to innovation resources for sustainable growth.

- Highlight industrial innovation in McMinnville through periodic events, posts and other marketing, connecting innovators through storytelling and innovation partnerships.
- Plan and participate in an industrial innovation working group or recurring social event to facilitate idea sharing and cross-pollination among business leaders.
- > Connect business leaders with regional innovation resources through Business Oregon and other innovation-oriented organizations.
- > Consider an international sister city program to share innovative practices.



Sustain and Innovate within Traditional Industry and Advanced Manufacturing

4.3 Expand and market land availability for industrial activities.

- "Promote and market the McMinnville Industrial Park as a target area for advanced manufacturing investment within Yamhill County."
- > Coordinate with McMinnville Industrial Promotion to ensure leadership succession and continued engagement.

Foster Opportunity In

Technology and Entrepreneurship

Goal Five





Foster Opportunity in **Technology and Entrepreneurship**

5.1 Become a place where small and medium technology firms can relocate and grow.

POTENTIAL TASKS OR PROJECTS:

- > Foster physical connections to existing tech and entrepreneurship hubs through low-cost air services.
- Market McMinnville as a destination for young and aspiring employees to find opportunity in business, entrepreneurship, computer and software engineering and other programs in Oregon's post-secondary institutions.
- > Survey local "tech" employers to identify current regulatory shortcomings or infrastructural needs for business relocation and expansion.
- > Promote the concept of McMinnville's "tech terroir" to emphasize McMinnville's potential assets to entrepreneurs, business owners and others involved in tech-oriented occupations.
- > Explore opportunities to improve connections to and otherwise better leverage McMinnville's dark fiber ring for business use.
- > Hire an innovation officer and/or complete a comprehensive strategy around smart cities and innovation in urban sustainability.
- > Create an "Invest in the Future" grant program that is targeted towards private investment and business development with living wage job outcomes.

5.2 Provide opportunities for co-working, teleworking, and other arrangements enabled by telecommunications technology.

POTENTIAL TASKS OR PROJECTS:

> Collaborate to develop a coworking space to foster entrepreneurship, innovation and to enable convenient telecommuting to regional employers in Portland or elsewhere. Explore unique partnership opportunities for cooperative or pop-up telecommuting spaces.



Foster Opportunity in **Technology and Entrepreneurship**

5.3 Incubate new businesses and start-ups.

POTENTIAL TASKS OR PROJECTS:

- > Maintain a list of funding sources for start-up and expansion grants for locally-owned businesses.
- Coordinate with partners to improve access to funding and resources available through local foundations, non-profits and other funders in McMinnville to empower local capacity-building efforts.
- > Study the feasibility of aggregators or cooperatives to efficiently distribute locally-made products from McMinnville businesses to larger metropolitan markets.

5.4 Create new talent pipelines for tech-related occupations.

POTENTIAL TASKS OR PROJECTS:

- Connect business leaders with interested local educators to develop extracurricular activities and to improve current curricula and align education and training with emerging employer needs.
- Cultivate relationships with post-secondary institutions to ensure awareness of job opportunities in McMinnville, and ensure that McMinnville job opportunities are represented on school job boards, in job fairs, and other promotional events.

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Be a Leader In

Hospitality and Place-Based Tourism

Goal Six





Be a Leader in **Hospitality and Place-Based Tourism**

6.1 Make downtown the best it can be.

POTENTIAL TASKS OR PROJECTS:

- > Evaluate current zoning, historical districts and designations, and existing land use patterns, including underutilized parcels, to ensure that key downtown parcels offer the highest and best use for their location.
- Communicate with County officials to explore the potential for a purposebuilt County facility, outside of downtown, that includes a courthouse, commissioners offices, and clerks office.
- Continue to evaluate new downtown events to diversify downtown events and activities and publicize emerging retailers or other non-retail organizations.
- > Evaluate the feasibility of improving or expanding the provision of public restrooms in the downtown area.

6.2 Become the preferred destination for wine-related tourism.

- Collaborate to expand marketing of McMinnville and Yamhill Valley products and to improve national and international recognition of local wine.
- > Connect hoteliers and other hospitality professionals in Oregon and elsewhere to local opportunities for high-quality additions to McMinnville's current hospitality offerings.
- Collaborate with Travel Oregon to host a tourism workshop for McMinnville business owners to establish and leverage competitive advantages of over similar regional offerings.
- > Leverage Linfield's wine studies program to identify opportunities to increase visitation to the Willamette Valley region and to the viticultural areas immediately surrounding McMinnville



Be a Leader in **Hospitality and Place-Based Tourism**

6.3 Diversify tourism destinations beyond wine.

POTENTIAL TASKS OR PROJECTS:

- > Create branded itineraries for a range of activities and distribute online and in hard copy throughout McMinnville and at local and regional airports to offer pre-planned adventures for visitors.
- > Optimize social media performance by continuing and expanding the use of hash tags, branded icons, slogans, and other techniques to highlight and encourage sharing of McMinnville-based experiences.
- Conduct a feasibility study to identify the potential costs and economic and fiscal impacts of building an indoor sports complex for local recreation and regional event use.
- > Engage the Wings and Waves water park to identify and pursue opportunities for growth and expansion.
- > Become a national destination for bicycle tourism and other recreational and leisure activities.

6.4 Market and promote McMinnville.

- > Develop and maintain robust relationships with Travel Oregon, and seek promotion opportunities accordingly.
- > Document and track the economic impact of tourism and outdoor recreation to Yamhill Valley communities.
- Work with visit McMinnville and local hoteliers to identify gaps in available conference space and to establish a plan to expand McMinnville's offerings for small and large conferences.

Align and Cultivate Opportunities In

Craft Beverages and Food Systems

Goal Seven





7.1 Maintain prominence in wine while looking for opportunities to innovate within supply chains, viticulture and production.

POTENTIAL TASKS OR PROJECTS:

- Convene a technical assistance panel to identify new opportunities in urban wine-making and distribution and to establish a framework for collaboration and innovation in wine-making that best leverages public and private resources and identifies critical public/private partnerships.
- Expand programming at IPNC to include a technical component for knowledge sharing between wine-makers and other professionals in viticulture and oenology.
- Encourage collaborative research at Linfield and Chemeketa CC and facilitate connections between these schools and other viticulture programs nationally.
- > Proactively recruit beverage-makers that complement existing wineries and breweries, such as cideries and distilleries.

7.2 Locate higher job-density food and beverage activities within McMinnville.

- Ensure the sufficiency of regulations in applicable zones to accommodate urban wine-making and other non-retail aspects of the wine industry, including transportation and distribution.
- > Encourage further clustering of wine-oriented business in the Granary/ Alpine District.
- > Contact wineries throughout the region to identify growth-oriented operations needing new or larger space, and target marketing and recruitment efforts accordingly.



- > Recruit food processing and production companies that offer synergies with wineries, such as charcuterie and cheese companies.
- Coordinate with educational institutions to anticipate needs and ensure that McMinnville remains a hub for wine education while expanding culinary education and training locally

7.3 Expand R&D for wine and other agricultural/cultivation-oriented and value-added practices.

- Hire an Agriculture Coordinator or Resource Officer to connect producers with resources and coordinate efforts to innovate within wine and agriculture.
- > Convene a group of wine-makers and entrepreneurs to evaluate the feasibility of a wine maker-space or similarly collaborative wine-making space for small producers, experimental products, or research.
- > Conduct a feasibility study and potentially complete a business plan for an integrated food hub and permanent, year-round farmer's market.
- In partnership with other Oregon cities and counties, commission a study of value-added industry successes and best practices related to agriculture in western U.S. and Canadian communities.
- > Liaise with researchers at OSU's Small Farms Program and other similar agricultural programs throughout the state and the region.
- Invite educators in the region to conduct research and teaching based in the Yamhill Valley, including possible distance learning and online college course options.
- > Explore opportunities for expanded agricultural production using hydroponics, aquaponics and other similar cultivation methods



7.4 Open new markets for local agricultural products.

POTENTIAL TASKS OR PROJECTS:

- > Establish a branding and marketing program for local agricultural products, such as "Yamhill County Grown" or similar.
- > Develop and market a local Farm-to-Table program by connecting Yamhill Valley farmers with local restaurants.
- > Explore the potential for a cooperative distribution model to move McMinnville's agricultural products to restaurants in the Portland metro.

7.5 Encourage a holistic approach to local food culture, improving connections to the local producers and cultivating a community of exceptional restaurants and culinary establishments.

- > Create a forum for local restaurateurs to connect with local agricultural producers and improve culinary offerings.
- > Work with stakeholders to establish a local demonstration or innovation kitchen that can be rented to test new recipes, host small events, or otherwise incubate local culinary endeavors.
- > Publicize local food offerings across all price levels through a branded guide to local cuisine, and distribute at and regional hotels, wineries, airports and other places frequented by travelers.
- > Partner on development of a "Farm-for-a-Day" agri-tourism program connecting local farming operations to paying guests.
- > Evaluate alignment of current food cart regulations with community goals.



7.6 Preserve natural assets while ensuring long-term stability in agricultural production.

- > Espouse an approach to environmental stewardship and encourage participation and support by local farmers for initiatives in keeping with this approach.
- > Establish and facilitate a business leadership group to identify solutions to sustainability challenges.
- > Establish local resiliency infrastructure and training through programs like FEMA's Community Emergency Response Teams (CERT) or other community-based models.



Proactively Assist Growth In

Education, Medicine and Other Sciences

Goal Eight



Proactively Assist Growth in Education, Medicine and Other Sciences

8.1 Leverage institutional land assets and support planning for institutional growth and clustering.

POTENTIAL TASKS OR PROJECTS:

- Ensure that the Willamette Valley Medical Center can accommodate future growth through a master plan that includes supportive zoning, targeted capital improvements and other tools.
- > Use regulatory tools and constructive dialogue with businesses to encourage clustering of medical-professional uses near the Willamette Valley Medical Center and to create a regional anchor for health care.
- > Engage McMinnville's large institutions in a dialogue about proactive planning for large and underutilized land assets.
- > Assess the desireability and potential feasibility of the creation of a "university district" or similar near one or more of McMinnville's college campuses.

8.2 Assist in recruitment and training to fill specific workforce needs.

- Identify and fill gaps in education and training opportunities at local educational institutions for in-demand skills in "Eds and Meds" occupations.
- Connect employers in education and health care to national skilled workforce pools through branding, recruitment, relocation incentives and other tools.
- Explore public-private and other partnerships to improve amenities for students and employees, potentially including an expanded supply of student housing or housing appropriate for students on or near Linfield and Chemeketa campuses, and improved transportation to campuses and other institutions.



Proactively Assist Growth in Education, Medicine and Other Sciences

8.3 Support the expansion of programmatic offerings at local institutions.

POTENTIAL TASKS OR PROJECTS:

- > Work with Linfield College and Chemeketa CC to assess demand for education and training in health care and related services and to expand programming accordingly.
- > Engage Chemeketa CC leadership in a dialogue to explore the creation an on-site culinary and hospitality program.
- Collaborate with leadership at the school district and at Linfield and Chemeketa to better engage Oregon's four-year public universities.
- Connect local students with opportunities to work with OSU Extension, in labs or to participate in other UO and OSU programs prior to high school graduation.
- > Explore the creation of an aviation education program that leverages McMinnville's existing infrastructure and workforce assets.
- > Identify opportunities to bring programming offered at other Chemeketa Community College campuses to McMinnville, particular when serving established local industries.
- > Foster R&D opportunities for existing and emerging industries.

8.4 Improve and expand connections between key institutions and the City of McMinnville.

- > Create safer and more intuitive physical connections to McMinnville from Linfield and Chemeketa, including better sidewalks, lighting and public transportation, particularly along Davis Street.
- > Proactively engage students in community events to improve dialogue between permanent residents and college attendees.

Implementation

Leads, Partners and Performance Measures

This section of the strategic plan identifies potential lead actors, potential partners and performance measures for each strategy included in the plan.

Potential leads and partners are anticipated to spearhead and contribute to the implementation of the strategies identified. In some cases, the City's Stable Table is identified as a lead or partner. This group includes the City of McMinnville, Visit McMinnville, McMinnville Chamber of Commerce, McMinnville Downtown Association and McMinnville Economic Development Partnership. Other organizations identified include:

- > Affordable Housing Task Force (AHTF)
- > Chemeketa College
- > International Pinot Noir Celebration (IPNC)
- > Linfield College
- > McMinnville Chamber of Commerce
- > McMinnville Economic Development Partnership (MEDP)
- > McMinnville Downtown Association (MDA)
- > McMinnville Industrial Promotions (MIP)
- > McMinnville School District (MSD)
- > McMinnville Urban Renewal Advisory Committee (MURAC)
- > McMinnville Water and Light (MW&L)
- > Mid-Willamette Valley Council of Governments (MWVCOG)
- > Oregon Department of Transportation (ODOT)
- > Oregon State University (OSU)
- > Public Art Committee
- > Regional Solutions Team (RST)
- > Travel Oregon
- > University of Oregon (UO)
- > Visit McMinnville
- > Willamette Valley Medical Center (WVMC)
- > Willamette Valley Wineries Association (WVWA)
- > Yamhill County
- > Yamhill County Transit (YCTA)
- > Yamhill Soil and Water Conservation District (SWCD)





Accelerate Growth in Living-Wage Jobs Across a Balanced Array of Industry Sectors

1.1 Maintain and enhance McMinnville's positive business climate	Stable Table; City of McMinnville; McMinnville Economic Develop- ment Partnership (MEDP)	Stable Table	Customer satisfaction surveys; feedback from business summit (1.1.1)
1.2 Develop McMinnville's brand and leverage McMinnville's strong sense of place to spur economic growth.	Stable Table; City of McMinnville	Stable Table; Oregon Department of Transportation (ODOT)	Total employment; MEDP inquiries; social media content production and user engagement
1.3 Ensure commercial and industrial land availability	City of McMinnville; MEDP	Stable Table; City of McMinnville; Chamber of Commerce; Regional Solutions Team (RST)	Buildable lands capacity analy- ses; land transactions
1.4 Improve infrastructure to serve businesses, visitors and local residents.	City of McMinnville; Stable Table; MEDP; Parkway Committee; Mc- Minnville Urban Renewal Adviso- ry Committee (MURAC)	City; Stable Table; MEDP; RST; ODOT; Chamber; Yamhill County Transit (YCTA); Yamhill County; Airport Commission; McMinnville Water and Light (MW&L); McMinnville Industrial Promotions (MIP)	Transportation levels of service; flights departing/arriving McMin- nville; mode split (ACS); com- mute times (ACS)
1.5 Expand efforts in talent attraction and retention.	Stable Table; City of McMinnville; MEDP; Visit McMinnville; Lin- field College; McMinnville High School	Stable Table	Number of conferences hosted; student retention (surveys); age segmentation (ACS)



Improve Systems for **Economic Mobility and Inclusion**

2.1 Enhance education and workforce development, build career pathways and provide adult skills training.	MEDP; Stable Table; McMinnville School District (MSD)	Stable Table; Chamber of Com- merce; MSD; Linfield College; Chemeketa College	Unemployment rate; median household income; educational attainment; feedback from em- ployer surveys or focus groups
2.2 Provide tools for growing and scaling small, entrepreneurial endeavors.	City of McMinnville; MEDP; Sta- ble Table	MEDP; Stable Table	New business licenses; business owner demographics

2.3 Ensure adequacy of social services.

Yamhill County

MSD; City of McMinnville

Poverty rate; unemployment rate; homeless PIT counts



Maintain and Enhance our High Quality of Life

3.1 Provide a sufficient quantity of housing units that suit local wages and workforce needs.	City of McMinnville; MEDP; MU- RAC; Affordable Housing Task Force (AHTF)	City of McMinnville; Chamber of Commerce; McMinnville Down- town Association (MDA)	Housing starts (building per- mits); housing unit segmentation (ACS); housing cost burden; homeless PIT counts	
3.2 Expand and improve recreation amenities and options.	City of McMinnville; Visit McMin- nville; Stable Table	City of McMinnville; Yamhill County	Number of events; total event attendance; Travel Oregon eco- nomic impact data	
3.3 Leverage arts and culture amenities.	Public Art Committee; City of McMinnville	MDA; Visit McMinnville	Number of events; total event attendance; Travel Oregon eco- nomic impact data	
3.4 Invest in McMinnville's	City of McMinnville		Neighborhood safety (e.g. crime	
neighborhoods.	,		data, traffic incidents); vacancy rates	
neighborhoods. 3.5 Proactively maintain Mc- Minnville's character.	City of McMinnville; Chamber of Commerce; MURAC	MEDP	data, traffic incidents); vacancy	



Sustain and Innovate within **Traditional Industry and Advanced Manufacturing**

4 4			
4.1 Ensure workforce availabil- ity in trades and other mid-skill positions.	MEDP	MSD; Chamber of Commerce; Chemeketa College; Linfield College	Certificate and degree comple- tions; feedback from employer surveys or focus groups; total employment in industrial sectors
4.2 Connect traditional industry and advanced manufacturing to innovation resources for sustainable growth.	MEDP		Year over year change in employ- ment in industrial sectors; new industrial businesses (business licenses)
4.3 Expand and market land availability for industrial activities.	MEDP; MIP		Land transactions on industri- ally-zoned properties; industrial vacancy and absorption; total assessed improvement value for industrial lands



Foster Opportunity in **Technology and Entrepreneurship**

· 2—			
5.1 Become a place where small and medium technology firms can relocate and grow.		Certificate and degree comple- tions; feedback from employer surveys or focus groups; total em- ployment in information sectors; new businesses in info. sector	
5.2 Provide opportunities for co-working, teleworking, and other arrangements enabled by telecommunications technology.	Stable Table		Commute data (ACS); co-work- ing memberships
5.3 Incubate new businesses MEDP; Chamber of Commerce and start-ups.			New businesses in the informa- tion sector (business licenses); businesses receiving venture capital investment (via survey)
5.4 Create new talent pipelines for tech-related occupations.	MEDP	MSD; Chemeketa College; Lin- field College	Certificate and degree com- pletions; total employment by occupation for tech-related occupations



Be a Leader in **Hospitality and Place-Based Tourism**

6.1 Make downtown the best it can be.	City of McMinnville; MDA; MU- RAC	MDA; Stable Table	External press/recognition; social media engagement; retai vacancy rate; total assessed improvement value; hotel stays; total retail sales	
6.2 Become the preferred destination for wine-related tourism.	Visit McMinnville		Tasting room retail sales (via business survey); hotel stays; Travel Oregon economic impact data	
6.3 Diversify tourism destina- tions beyond wine.	Visit McMinnville		Hotel stays; Travel Oregon eco- nomic impact data	
6.4 Market and promote McMin- nville.	Visit McMinnville	Travel Oregon; Yamhill County	Social media engagement; hotel stays; Travel Oregon economic impact data	



Align and Cultivate Opportunities in **Craft Beverages and Food Systems**

7.1 Maintain prominence in wine while looking for opportunities to innovate within supply chains, viticulture and production. MEDP; Linfield College; Chemeketa College; International Pinot Noir Celebration (IPNC); DP		Willamette Valley Wineries Asso- ciation (WVWA); Visit McMinn- ville; MDA	Number of wine-related busi- nesses (business licenses); IPNC and other event attendance; Linfield College wine program enrollment	
7.2 Locate higher job-density City of McMinnville; MEDP food and beverage activities within McMinnville.		WVWA; MURAC	Total employment in food and beverage sector; square feet per employee in food and beverage sector	
7.3 Expand R&D for wine and other agricultural/cultivation-oriented and value-added practices.	MEDP	WVWA; MDA; RST; Oregon State University (OSU)	Total employment in agriculture; number of businesses in agri- culture sector; gross business income for businesses in agricul- ture sector	

STRATEGY	POTENTIAL LEADS	POTENTIAL PARTNERS	PERFORMANCE MEASURES	
7.4 Open new markets for local agricultural products.	MEDP; Chamber of Commerce	Stable Table; MEDP; MDA; City of McMinnville; OSU	Farmer's market dates and attendance; gross business income for businesses in agriculture sector; percent of revenues from direct sales (from business survey)	
7.5 Encourage a holistic approach to local food culture, improving connections to the local producers and cultivating a community	ocal food culture, improving nnections to the local produc- and cultivating a community Preserve natural assets ile ensuring long-term stabil-		Locally-sourced ingredients (from business survey); total number of restaurants	
7.6 Preserve natural assets while ensuring long-term stability in agricultural production.			Total land in agriculture; total land in conservation; water quality indicators (as available from SWCD)	



Proactively Assist Growth in **Education**, **Medicine and Other Sciences**

8.1 Leverage institutional land assets and support planning for institutional growth and clustering.	City of McMinnville; Linfield College; Chemeketa College; Willamette Valley Medical Center (WVMC)		Total employment in "eds and meds" sectors; new construction (square feet) on institutional lands; total enrollment at LC, CC
8.2 Assist in recruitment and training to fill specific workforce needs.	MEDP; Linfield College; Cheme- keta College; Willamette Valley Medical Center (WVMC)	Visit McMinnville; City of McMin- nville	Total employment in "eds and meds" sectors; feedback from employer surveys or focus groups
8.3 Support the expansion of programmatic offerings at local institutions.	Linfield College; Chemeketa College; MSD	University of Oregon (UO); OSU; City of McMinnville	Certificate and degree comple- tions; total enrollment at LC, CC
8.4 Improve and expand con- nections between key institu- tions and the City of McMinn- ville.	City of McMinnville; Linfield College; Chemeketa College		Student feedback (via surveys or other per 8.4)





City of McMinnville

ECONOMIC DEVELOPMENT STRATEGY

DEMOGRAPHIC & ECONOMIC PROFILE April 13, 2018





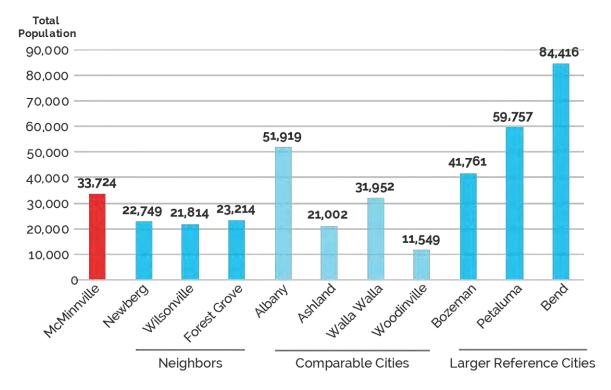
Key Findings

- 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.

Population

FIGURE 1. ESTIMATED TOTAL POPULATION, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS. 2016

Source: U.S. Census Bureau Longitudinal Employer-Household Dynamics, 2016; Community Attributes Inc., 2018

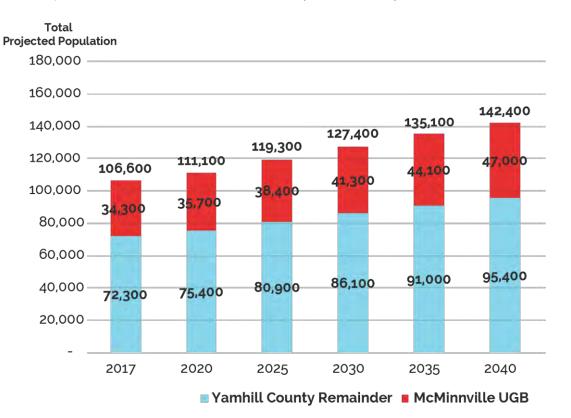


- McMinnville's population in 2017 was 34,293, Portland State University's Population Research Center. For comparison to other cities, U.S. Census data for 2016 is more practical. In 2016, McMinnville's population 33,724.
- McMinnville is the largest city in Yamhill County and larger than neighbors Newberg, Wilsonville and Forest Grove, but smaller than nearby Albany (51,900).
- The neighboring cities all are closer to Portland, which is significant for interpreting subsequent slides.
- McMinnville's population is quite similar to Walla Walla, Washington (31,952), for comparison purposes.
- The larger cities shown are useful to compare McMinnville's future to benchmarks amongst these larger reference cities.

Population

FIGURE 2. POPULATION FORECAST, YAMHILL COUNTY AND MCMINNVILLE UGB, 2017-2050

Source: Population Research Center at Portland State University, 2017; Community Attributes Inc., 2018



- McMinnville's population is expected to grow to 41,300 by 2030 (7,000 new residents since 2017) and 47,000 by 2040 (12,700 new residents since 2017), as Yamhill County as a whole grows 127,400 in 2030 and 142,400 in 2040.
- Yamhill County outside of McMinnville is expected to add 23,100 new residents by 2040.
- The forecasts suggest that McMinnville will receive 35% of population growth in Yamhill County through 2040.

If forecasts hold, the share of Yamhill County residents living in McMinnville will increase from 32% to 33% by 2040.

Population

FIGURE 3. POPULATION FORECAST, YAMHILL COUNTY AND COUNTY URBAN GROWTH AREAS, 2017-2040

Source: Population Research Center at Portland State University, 2017; Community Attributes Inc., 2018

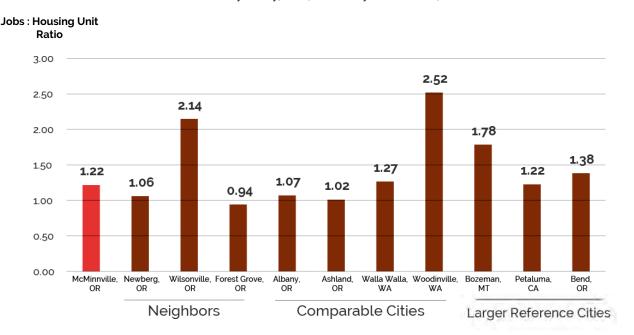
Area / Year	2017	2020	2030	2040	CAGR, 2017-2035	CAGR, 2035-2050
Yamhill County	106,555	111,101	127,404	142,311	1.3%	1.0%
Amity UGB	1,642	1,691	1,840	1,975	0.8%	0.6%
Carlton UGB	2,229	2,340	2,813	3,204	1.7%	1.1%
Dayton UGB	2,837	2,914	3,108	3,290	0.7%	0.5%
Dundee UGB	3,243	3,408	4,158	4,936	1.9%	1.4%
Gaston UGB (Yamhill)	157	157	158	159	0.1%	0.0%
Lafayette UGB	4,083	4,436	5,375	5,970	1.9%	0.7%
McMinnville UGB	34,293	35,709	41,255	46,956	1.4%	1.2%
Newberg UGB	24,296	25,889	31,336	36,709	1.9%	1.4%
Sheridan UGB	6,340	6,401	6,754	7,016	0.5%	0.3%
Willamina UGB (Yamhill)	1,227	1,230	1,259	1,287	0.2%	0.2%
Yamhill UGB	1,077	1,099	1,264	1,406	1.2%	0.8%
Outside UGB Area	25,132	25,827	28,084	29,403	0.8%	0.2%

- McMinnville's 1.3% compound annual growth rate (CAGR) from 2017-2050 is fourth-highest in Yamhill County, less than Newberg (1.7%), Dundee (1.7%) and Carlton (1.4%).
- Outside of McMinnville, only Newberg (17,805) is forecasted to add more than 4,700 new residents through 2050
- Forecasts indicate that growth will occur more rapidly (CAGR) from 2017-2035, than from 2035-2050.

Jobs to Housing Units

FIGURE 4. JOBS-TO-HOUSING UNIT RATIO, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

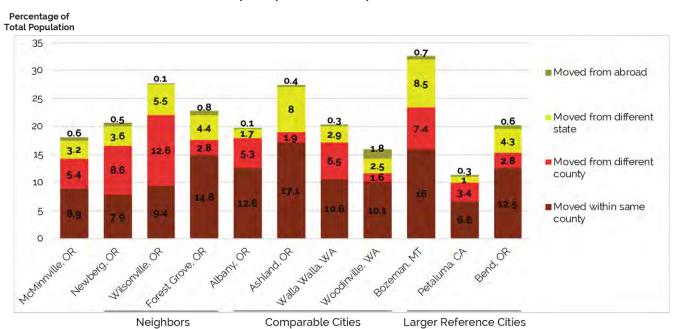


- Jobs-to-Housing Units Ratio measures how many jobs a community has relative to the number of housing units in the community; it is an indicator of the community's economic role in a given region.
- McMinnville has 1.22 jobs per housing unit, indicating that it is a job center for the region. This is comparable to the ratio in Petaluma (1.22) and Walla Walla (1.27).
- Wilsonville, Woodinville, and Bozeman are the strongest employment centers among selected comparison jurisfictions, according to this metric. Forest Grove, Ashland, Newberg and Albany have comparatively lower ratios.

Resident Mobility

FIGURE 5. RESIDENT MOBILITY WITHIN PRIOR YEAR, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018



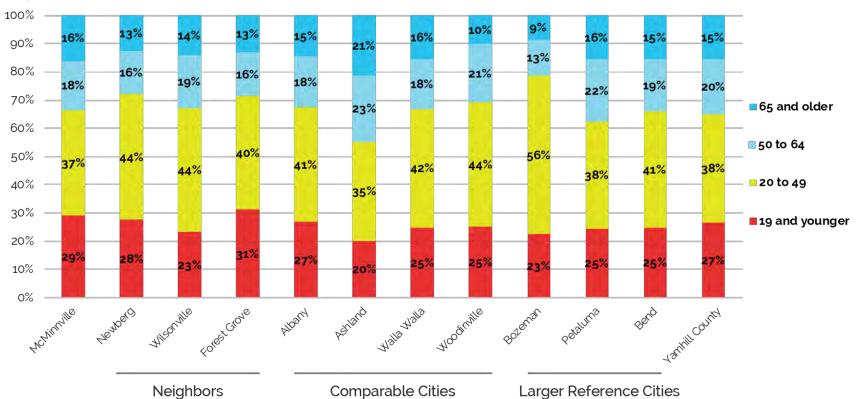
- 18% of McMinnville residents moved within the last year, less than in neighboring cities of Newberg (21%), Forest Grove (23%) and Wilsonville (28%).
- Of people who moved, a larger portion (49%) of McMinnville residents relocated from another place within the same county, as compared to neighbors Newberg (38%) and Wilsonville (34%).
- Comparable cities Albany, Walla Walla and Woodinville all experienced similar levels of mobility; Walla Walla drew most similarly from within the same county (52%).
- Bozeman (9%), Ashland (8%) and Wilsonville (6%) attribute the largest percentage of total residents to those who have moved from out of the state or from abroad within the last year.
 Petaluma and Albany attribute the lowest percentage of residents to in-migration from out of state or abroad, at 1% and 2% respectively.



FIGURE 6. POPULATION BY AGE GROUP, CITY OF MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Total Population



McMinnville has a similar age composition to Yamhill County overall, though McMinnville has a larger portion of residents aged 65 or older than all selected neighboring cities, and fewer individuals aged 20 to 49 than all neighboring cities.

Age

FIGURE 7. FORECASTED POPULATION BY AGE SEGMENT, YAMHILL COUNTY, 2017-2040

Source: Population Research Center at Portland State University, 2017; Community Attributes Inc., 2018

	2017	2020	2025	2030	2035	2040	
0-19	27%	26%	25%	25%	24%	24%	
20-24	7%	7%	6%	6%	6%	6%	
25-34	12%	12%	12%	11%	11%	11%	
35-44	13%	13%	13%	13%	13%	12%	
45-64	25%	24%	24%	23%	24%	24%	
65+	17%	18%	20%	22%	22%	23%	

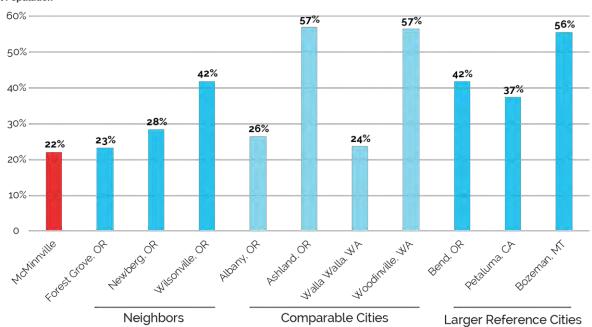
- Simplified age segments correspond more directly to life stages and major milestones.
- Forecasts indicate an overall aging population, with residents aged 65 or older will account for 25% of Yamhill County's population in 2067, compared to 17% in 2017.
- Forecasts also indicate that children will account for a smaller share of total population, falling from 27% in 2017 to 23% in 2067; parentingaged adults (25-64) are forecasted to account for 46% in 2067, down from 50% in 2017.

Education

FIGURE 8. EDUCATIONAL ATTAINMENT, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Percentage of Total Population



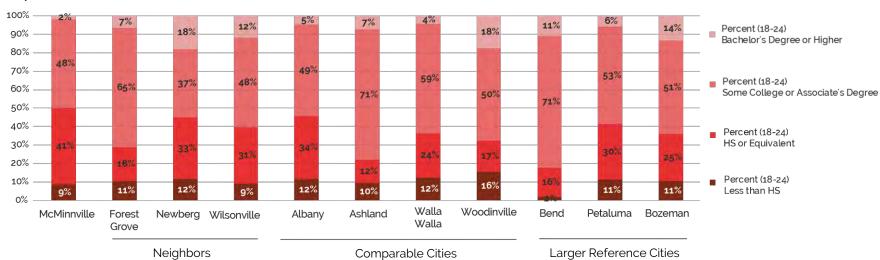
- Educational attainment, as measured by the percent of the population aged 25+ with a bachelor's degree or higher, lags in McMinnville (22%) as compared to neighbors Newberg (28%), Forest Grove (23%) and Wilsonville (42%).
- Ashland and Woodinville (57%), as well as Bozeman (56%) have the highest rates of educational attainment. Woodinville and Wilsonville are proximate to major metros (Seattle and Portland), which tend to have higher rates of educational attainment. Both Ashland and Bozeman are home to four-year universities—Southern Oregon University and Montana State University, with enrollment of 6,000 and 17,000, respectively, as well as hundreds of faculty and staff.

Education

FIGURE 9. EDUCATIONAL ATTAINMENT, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Percentage of Total Population



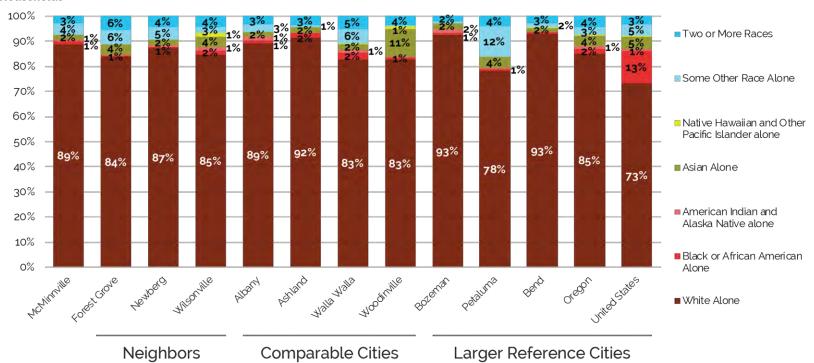
- The percentage of residents age 18-24 who have less than a high school (or equivalent) education is lower (9%) in McMinnville than in most comparison cities, with the lowest percentage in Bozeman (2%), the highest percentage in Wilsonville, Albany and Walla Walla (12%), and an average of 10% across all comparison cities.
- The percentage of residents age 18-24 with some college, an associate's degree, or higher is lower in McMinnville (50%) than in the remaining comparison cities, who average 65%.

Race

FIGURE 10. HOUSEHOLDER RACE, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Percentage of All Households



 McMinnville is less racially diverse than neighboring cities Newberg, Wilsonville and Forest Grove.

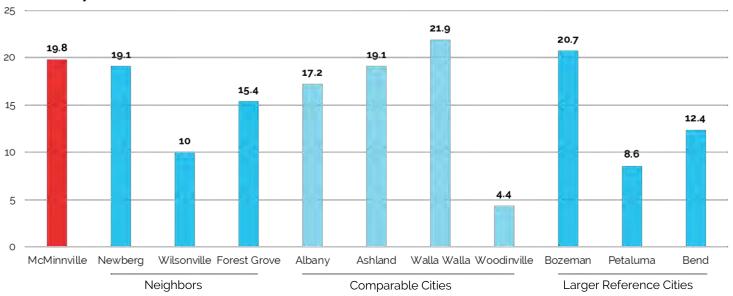
McMinnville Racial Composition, 2016

White Alone		29,952
Some Other Race		1,446
Two or More Races		1,006
Asian Alone		555
Black or African American Alone	405	
255American Indian and Alaska Native		265
Native Hawaiian and Other Pacific Islander		95

FIGURE 11. PERCENTAGE OF HOUSEHOLDS IN POVERTY, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

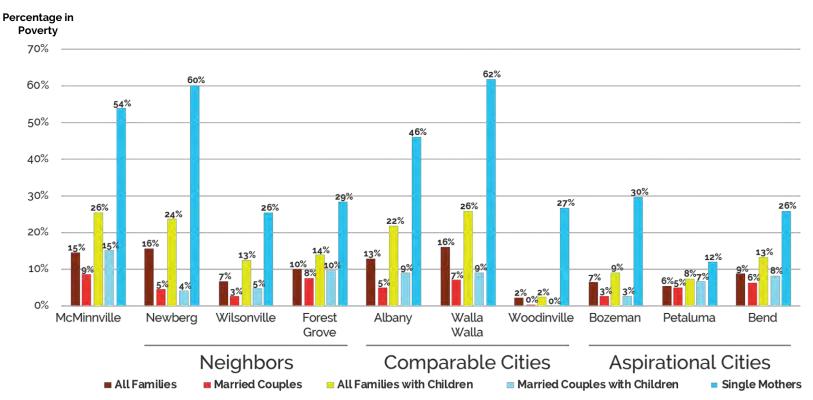
Percentage of Households in Poverty



- 19.8% of McMinnville households live in poverty. Of the comparison jurisdictions, only Walla Walla and Bozeman have a higher share.
- Among neighboring cities, Newberg has a similar poverty rate, while Wilsonville and Forest Grove are lower.

FIGURE 12. POVERTY BY FAMILY TYPE, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

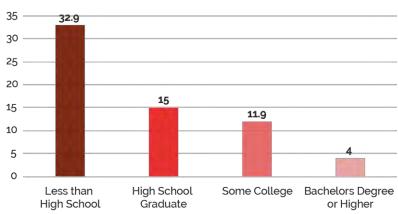


- 54% of McMinnville's single mother households live in poverty. The rate is only higher in Newberg and Walla Walla, and much lower in all other comparison jurisdictions (12%-30%) except Albany (46%).
- McMinnville's poverty rate for all families with children (26%) is among the highest of comparison jurisdictions. Walla Walla (26%), Newberg (24%) and Albany (22%) are characterized by similar rates, while the remaining comparison cities range from 2% (Woodinville) to 14% (Forest Grove).

FIGURE 13. POVERTY RATE BY EDUCATIONAL ATTAINMENT, CITY OF MCMINNVILLE, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Percentage of Population



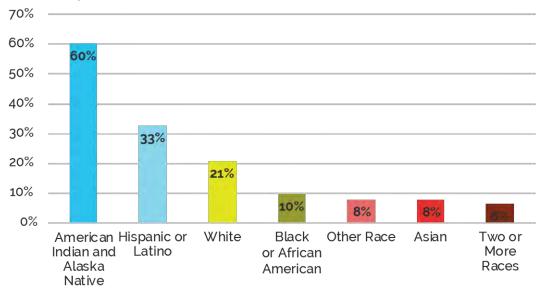
- One-third of residents with less than a high school diploma (or equivalent) live in poverty in McMinnville.
- This rate drops by 55% for residents who complete high school, then drops by 21% for residents who proceed to complete some college.
- Only four percent (4%) of residents in McMinnville with a bachelor's degree or higher live in poverty, a 66% decrease over the poverty rate for residents who have completed some college, and a 88% decrease over the rate for residents with less than a high school education.

FIGURE 14. POVERTY RATE BY RACE OR ETHNICITY, CITY OF MCMINNVILLE, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Note: racial and ethnic categories used are those given by the U.S. Census Bureau

Percentage of Population in Poverty



- Poverty rates for Black or African American (10%) and for Asian (8%) residents of McMinnville are lower than for other races/ethnicities and lower than the citywide average (19.8%).
- Hispanic or Latino residents are more likely (33%) than the average resident to live in poverty, and the Hispanic or Latino poverty rate is 36% higher than the poverty rate for white residents.
- The poverty rate for American Indian and Alaskan Native residents (60%) is higher than for any other race or ethnicity in McMinnville; there are 265 residents of McMinnville in this racial/ethnic group.

FIGURE 15. HOUSING BY TENURE AND TYPE, CITY OF MCMINNVILLE, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

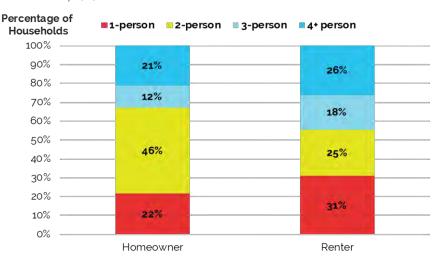
Number of Units



- McMinnville has 6,900 owner-occupied housing units and 5,100 renter-occupied housing units.
- 79% of owner-occupied housing units are single family structures (detached); 20% are categorized as "mobile home or other type".
- 43% of renter-occupied housing units are in larger apartment structures (5 or more units), while 40% are in detached single family structures.
- 15% of McMinnville's occupied housing units are duplexes, triplexes or quadplexes; of these, only 6% are owner-occupied.

FIGURE 16. HOUSEHOLD SIZE BY HOUSING TENURE, CITY OF MCMINNVILLE, 2016

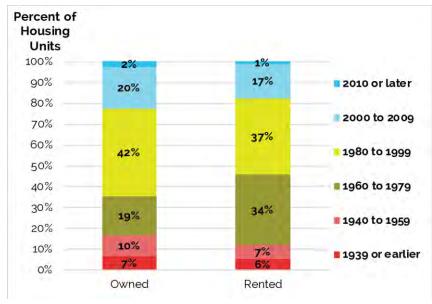
Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018



 Two-person households account for 46% of all owner occupied households.

FIGURE 17. YEAR BUILT BY HOUSING TENURE, CITY OF MCMINNVILLE, 2016

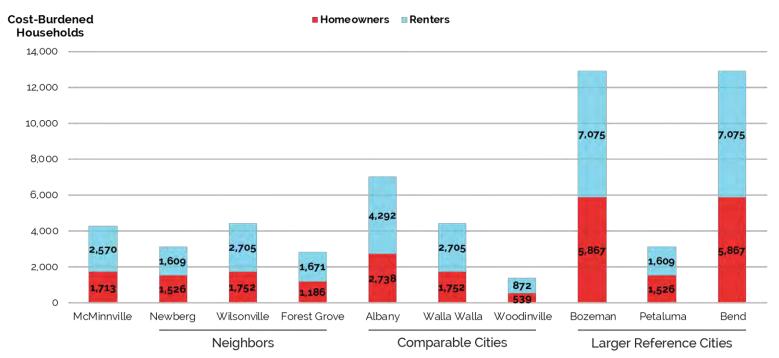
Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018



- 40% of McMinnville's housing units were built between 1980 and 1999, including 42% of owner-occupied units and 37% of renter-occupied units.
- Only 17% of owner-occupied units and 13% percent of renter-occupied units were built prior to 1960.
- While more than 20% of McMinnville's occupied housing units were built after 1999, less than 2% of all occupied housing units were built after 2009.

FIGURE 18. HOUSEHOLD COST BURDEN, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

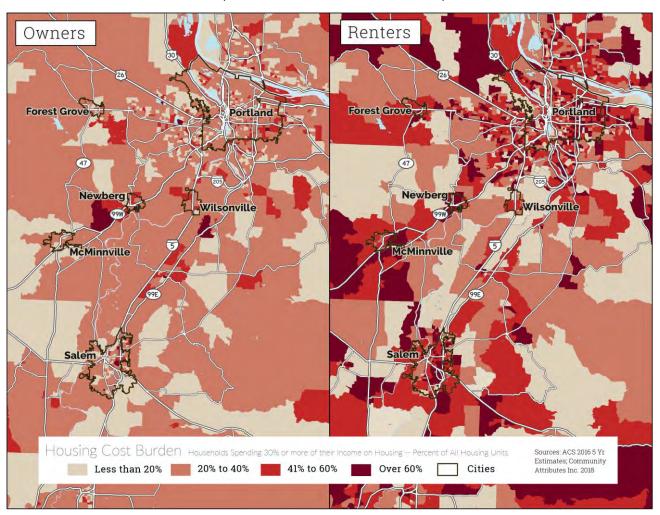
Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018



- Homeowners in McMinnville are cost-burdened by their mortgages at a lower rate (24.7%) than in all selected neighboring cities (25.3% -31.6%).
- Only in Woodinville and Albany are homeowners cost-burdened at a lower rate.

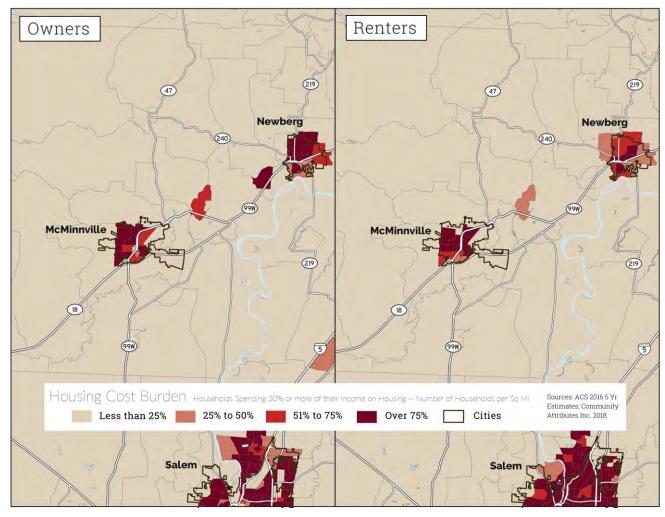
- 50% of renters in McMinnville are cost-burdened; this rate is lower than all selected neighboring cities, and lower than all selected comparable cities except Woodinville.
- 35.7% of all residents in McMinnville are costburdened by housing, third-lowest among selected comparison cities.

FIGURE 19. HOUSING COST BURDEN (MAP) – PERCENT OF ALL HOUSEHOLDS THAT ARE COST-BURDENED, PORTLAND METRO REGION, 2016



- A greater share of renters in the McMinnville area are burdened by the amount of money they must spend on rent.
- The map represents the percent of all households within Census Bureau block groups spending more than 30% of their income on housing costs.
- For homeowners, the highest percentages of cost-burdened households are outside of major metros.
- For renters, the highest percentages of costburdened households are in and around identified cities.

FIGURE 20. HOUSING COST BURDEN (MAP) – DENSITY OF COST-BURDENED HOUSEHOLDS, PORTLAND METRO REGION, 2016

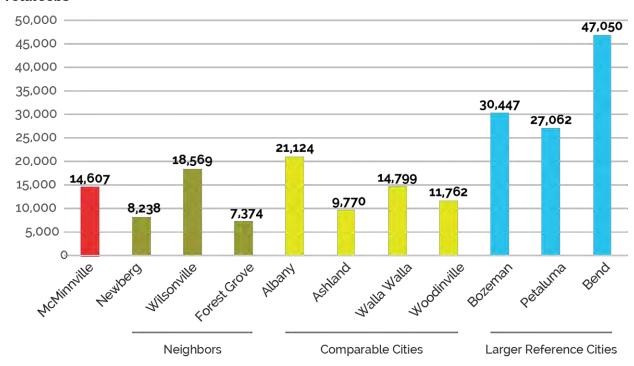


- The map represents total number of households per square mile by Census Bureau block group that are cost-burdened by housing costs.
- Because population densities are higher in cities and towns, costburdened households are more common in these areas.

FIGURE 21. TOTAL EMPLOYMENT (JOBS), CITY OF MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2015

Source: U.S. Census Bureau LEHD, 2015; Community Attributes Inc., 2018

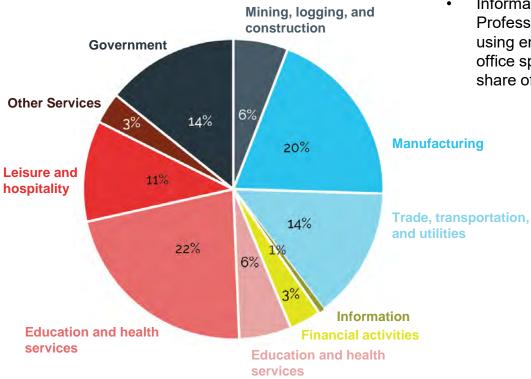
Total Jobs



- McMinnville is the largest employment center (14,607 jobs) in the Yamhill Valley; of selected neighboring cities, only Wilsonville (18,569) has higher employment.
- McMinnville has a similar number of jobs as Walla Walla (14,799).
- All larger reference cities have a higher number of jobs.
- 2016 Oregon Employment
 Department data indicates that
 McMinnville's employment has
 increased to 14,951.

FIGURE 22. SHARE OF EMPLOYMENT BY INDUSTRY, YAMHILL COUNTY, 2017

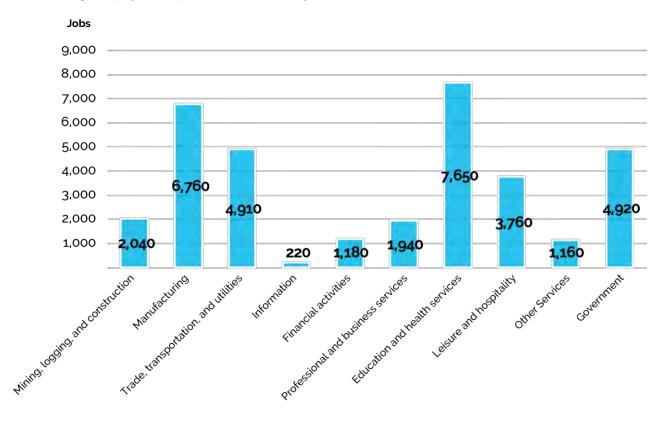
Source: Oregon Employment Department, 2018; Community Attributes Inc., 2018



- Education and Health Services is the largest industry sector by share of employment (22%) in Yamhill County, followed by Manufacturing (20%).
- Information (1%), Financial Activities (3%), and Professional and Business Services (6%) are officeusing employment and typically drive demand for office space; these sectors account for a smaller share of employment in Yamhill County.

FIGURE 23. ESTIMATED EMPLOYMENT BY INDUSTRY, YAMHILL COUNTY, 2017

Source: Oregon Employment Department, 2018; Community Attributes Inc., 2018

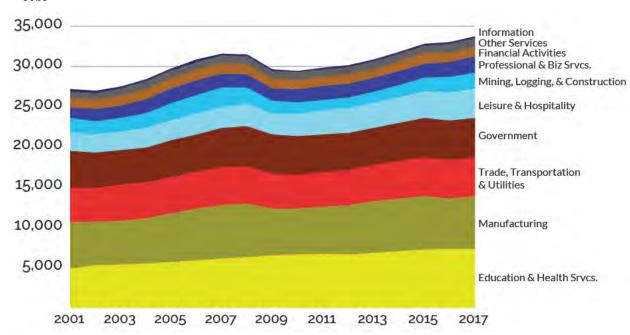


 Education and Health Services is the largest industry sector by total employment (7,650) in Yamhill County, followed by Manufacturing (6,760%).

FIGURE 24. HISTORICAL EMPLOYMENT BY INDUSTRY, YAMHILL COUNTY, 2001-2017

Source: Oregon Employment Department, 2018; Community Attributes Inc., 2018

Jobs



- Yamhill County's largest sector, education and health services, has grown more consistently than other industry sectors.
- Manufacturing, currently the County's second-largest sector, was the largest sector in 2001.

FIGURE 25. HISTORICAL EMPLOYMENT GROWTH RATES BY INDUSTRY, YAMHILL COUNTY, 2001-2017

Source: Oregon Employment Department, 2018; Community Attributes Inc., 2018

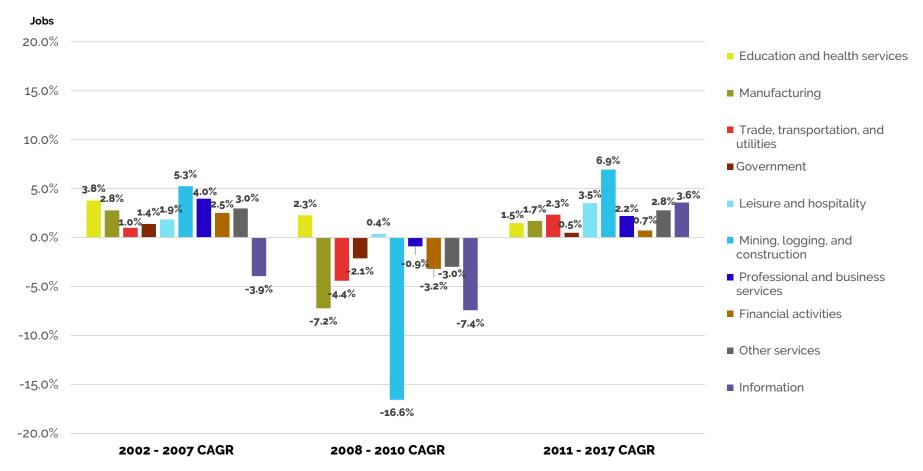
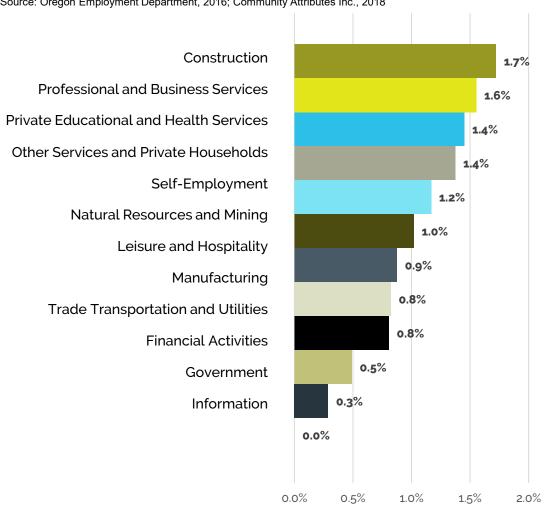


FIGURE 26. FORECASTED EMPLOYMENT GROWTH RATE (CAGR) BY INDUSTRY, MID-VALLEY REGION, 2014-2024

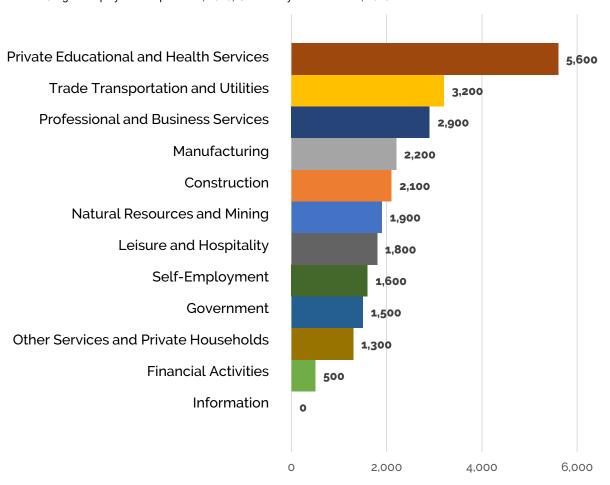
Source: Oregon Employment Department, 2016; Community Attributes Inc., 2018



- The Mid-Valley Region includes Yamhill, Marion, Linn and Polk counties.
- Within the Mid-Valley Region, employment in construction is forecasted to grow at the fastest rate between 2014-2024 (1.72%).
- Educational and Health Services, the largest industry sector in Yamhill County in 2017, is expected to grow at an average annual rate of 1.45%.

FIGURE 27. FORECASTED EMPLOYMENT GROWTH (JOBS) BY INDUSTRY, MID-VALLEY REGION, 2014-2024

Source: Oregon Employment Department, 2016; Community Attributes Inc., 2018

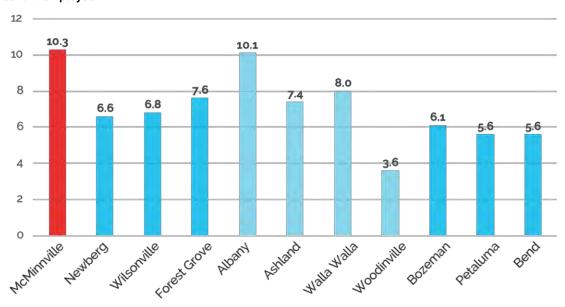


- Educational and Health
 Services, the largest industry
 sector in Yamhill County, is
 expected to add 5,600 jobs in
 the Mid-Valley Region, more
 than other industry sector.
- Trade, Transportation and Utilities and Manufacturing are drivers of demand for industrial space; these sectors together are expected to add 5,400 jobs in the Mid-Valley Region by 2024.

FIGURE 28. UNEMPLOYMENT RATE, CITY OF MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Percent Unemployed

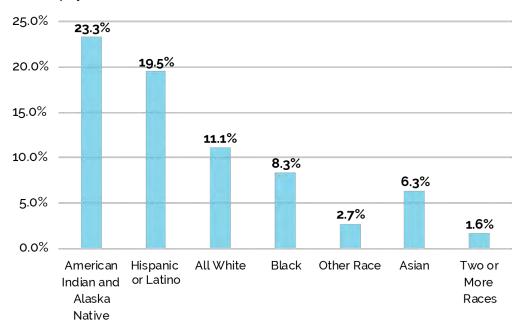


- Census data indicate that McMinnville's unemployment rate is higher than all selected comparison jurisdictions.
- 2016 Oregon Employment
 Department data indicates that the
 unemployment rate in McMinnville
 has fallen to 4.8%; according to
 DOE, the Yamhill County
 unemployment rate has been lower
 than 10% since October, 2010.

FIGURE 29. UNEMPLOYMENT BY RACE OR ETHNICITY, CITY OF MCMINNVILLE, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

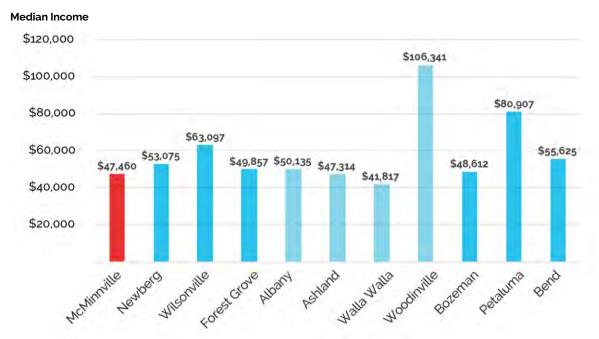
Percent Unemployed



- Unemployment rates differ by race and ethnicity in McMinnville.
- 23.3% of McMinnville's American Indian and Alaska Native workforce are unemployed and 19.5% of the City's Hispanic or Latino workforce is unemployed.

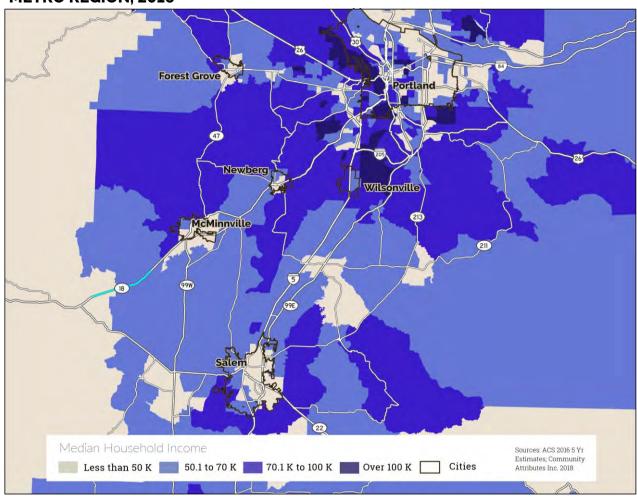
FIGURE 30. MEDIAN HOUSEHOLD INCOME, CITY OF MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018



- McMinnville's median household income is lower than most selected comparison cities; Ashland and Walla Walla are lower.
- McMinnville's median household income is lowest among the selected neighboring cities.
- Among selected comparison cities, Woodinville and Wilsonville are closest to major metro areas are have comparatively higher median household incomes.

FIGURE 31. MEDIAN HOUSEHOLD INCOME (MAP), PORTLAND METRO REGION, 2016

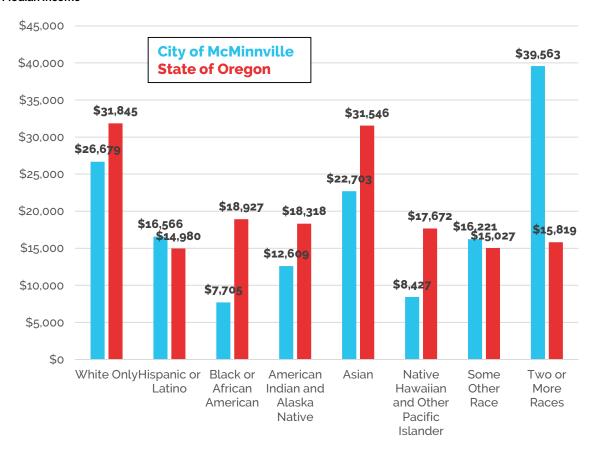


- Median household income is higher in rural Yamhill County than in larger towns McMinnville and Newberg.
- Higher median household income levels are concentrated in the south and southwest side of the Portland metro.

FIGURE 32. MEAN INCOME BY RACE OR ETHNICITY, CITY OF MCMINNVILLE AND STATE OF OREGON, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018 Note: Races not included did not have a median income calculated for McMinnville

Median Income

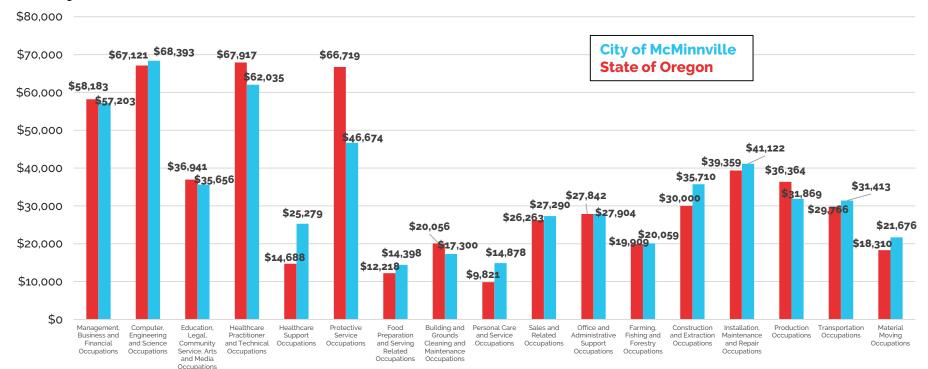


- Racial disparities exist in mean (individual) income in McMinnville.
- Mean income for Hispanic or Latino individuals (12.4% of the population) is 38% less than for White Only individuals in McMinnville, and is 53% less statewide.
- In McMinnville, mean income for all non-white individuals, except individuals characterized as two or more races, is lower than for White Only individuals.
 Statewide, mean income for Asian individuals is similar to White Only individuals, while other racial and ethnic categories earn less, on average.

FIGURE 33. MEDIAN WAGE BY OCCUPATION, CITY OF MCMINNVILLE AND STATE OF OREGON, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Median Wage



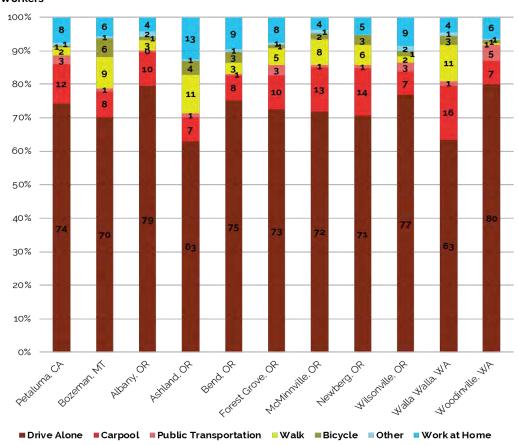
- Median wages for four occupational categories are above McMinnville's overall median household income – Management, Business and Financial Occupations, Computer Engineering and Science Occupations, Healthcare Practitioner and Technical Occupations, and Protective Service Occupations.
- Tourism-related occupations such as Food Preparation and Serving Related Occupations pay lower wages than most occupational categories.

Transportation to Work

FIGURE 34. MEANS OF TRANSPORTATION TO WORK, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Percentage of Workers



- 72% of McMinnville workers drive alone to work; this is similar to Newberg (71%) and lower than Forest Grove (73%) and Wilsonville (77%).
- Ashland and Walla Walla have the lowest rates of single-occupancy vehicle commuting (63%).
- 8% of McMinnville workers walk to work, higher than neighboring cities Wilsonville (2%), Forest Grove (5%) and Newberg (6%).
- 2% of McMinnville workers bike to work, more than in Forest Grove and Wilsonville (1%) but less than in Newberg (3%).
- 4% of McMinnville workers work from home, similar to Walla Walla and Albany (4%) and lower than all other selected comparison cities.

Transportation to Work

FIGURE 35. PLACE OF RESIDENCE FOR WORKERS IN MCMINNVILLE, 2015

Source: U.S. Census Bureau LEHD, 2015; Community Attributes Inc., 2018

	2015 Share	Change 2005- 2015
McMinnville	38.0%	-5.6%
Salem	4.2%	0.5%
Portland	3.1%	0.6%
Newberg	2.8%	0.2%
Sheridan	2.3%	0.1%

FIGURE 36. PLACE OF WORK FOR MCMINNVILLE RESIDENT WORKERS, 2015

Source: U.S. Census Bureau LEHD, 2015; Community Attributes Inc., 2018

	2015 Share	Change 2005- 2015
McMinnville	39.2%	-3.4%
Portland	6.4%	0.0%
Salem	5.7%	0.9%
Newberg	3.7%	-0.2%
Hillsboro	2.8%	0.6%

- A larger share of McMinnville workers and residents are commuting to or from places outside of McMinnville for work in 2015 than in 2005.
- McMinnville is the most common place of residence for workers in McMinnville (38%), and is the most common place of employment for McMinnville resident workers (39%).
- 4.2% of workers in McMinnville reside in Salem, followed by Portland (3.1%), Newberg (2.8%) and Sheridan (2.3%).
- 6.4% of McMinnville resident workers commute to Portland for work, followed by Salem (5.7%), Newberg (3.7%) and Hillsboro (2.8%).
- More workers (8,400) come to McMinnville to work from homes outside of McMinnville than leave homes in McMinnville for jobs outside McMinnville (8,000).



City of McMinnville

ECONOMIC DEVELOPMENT STRATEGY

SWOT Analysis May 24, 2018





KEY FINDINGS (FROM 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.

STRENGTHS

- 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, 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
- Various parks and recreational assets
- Positive business climate perceptions and a sense of civic leadership

WEAKNESSES

- 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

OPPORTUNITIES

- Proximity to Portland allows McMinnville to capitalize on urban infrastructure and 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**, improved opportunity in surrounding communities
- 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
 - \$6M 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

OPPORTUNITIES (CONT'D)

- 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

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

Mac-Town 2032

Economic Development Strategy Focus Group Findings

March 14, 2018

Focus Group No. 1

Assets:

- **Diversified employer base** with high-tech Northwest Rapid Manufacturing on the one hand and Cascade Steel on the other
- Low-cost, almost 100% renewable power, among the cheapest in the country; public control of the water/watershed provides long-term certainty in the face of resource constraints and drought
- Existing talent base, particularly in the wake of Evergreen's closure, though larger metros compete for talent regionally
- High quality of life aids talent-attraction: "we are what your talent looks for"
- **Linfield College**, one of the Wall Street Journal's best in the West, solid academics, good athletics; some students come because McMinnville is perceived as a safe, small-town atmosphere for college
- Wineries, traditional agriculture and nurseries, though wine creates a
 lot of service industry jobs and we need a better economic base than that;
 McMinnville and Newberg are hubs for wine, though Newberg has a lot of
 retail and McMinnville is stronger on the supply side
- Our airport and its tenants; light industrial base
- **Cheap power, water**; water availability has perhaps not been fully appreciated by water-intensive industries like craft brewing
- Insulated a bit from the Portland metro in that it's too long to commute—also creates challenges
- Some recent projects have been big successes:
 - Granary District with recent federal funding
 - Partial completion of the **Highway 99 bypass**, which benefits other communities too, but cuts travel time to/from Portland needs to be completed
- The airport supports a broad range of industries:
 - Wine through private travel, particularly to/from California (e.g. Jackson family)
 - Industry such as Northwest UAV
 - Training visitors for training on aircraft/helicopters from as far away as China

- The airport also has advantages over other regional airports:
 - o Runway is longer than at Aurora State Airport
 - McMinnville's airport has an instrument landing system (ILS) that facilitates landing during inclement weather or poor visibility

Challenges:

- Constrained land supply is a big one, and the problem of UGB
 expansion is "high-centered" in the Mid-Valley because the cities are
 bursting at the seams, but the region has prime farmland that needs
 protection; there is little land left to accommodate housing growth and
 very little industrial land—what is available will be exhausted within a
 15-year timeframe
- Housing is a particular challenge for young people due to cost and availability, and the UGB is critical to preserve the farmland that enables wine and agriculture; expanding residential capacity involves finding lower-value land, which often requires a larger investment in infrastructure, thereby driving up the cost to build and putting pressure on builders to offer a higher-priced product
- McMinnville is the small town that a lot of "other towns want to be when they grow up", but that also produces some "McMinnville envy", which can make regional collaboration challenging
- Young talent tends to leave; we need to give young people a reason to stay or to come back after leaving temporarily
- Evergreen's departure has more or less played out, but the last building just sold, so there's an enduring economic impact
- **Housing affordability**, particularly for recent college graduates; quality of life amenities make McMinnville a "slam dunk" for adults in their 30s with young families, but "this is a tough place to be single in your 20s"
- Much of our young talent leaves after high school/college graduation and we face a bit of a **brain drain**
- Bridge into town on Highway 18 needs to be replaced
- There is a lot of competition for companies fleeing California, making that a difficult niche; Reno, for example, is doing everything it can to capture this market

Opportunities:

- Cluster companies around key high-tech employers like TTR, Northwest UAV and Northwest Rapid Manufacturing
- Recruit companies relocating from California for improved employee quality of life
- **Improve regional connectivity**: it is unlikely that McMinnville will "win the land wars" given the presence of high-dollar agriculture operations and the prominence of wine, but the regional perspective—how

- communities can work together despite the physical space between them—offers opportunities to grow sustainably with the County or a defined job or commute-shed
- **Be proactive about growth and density**; either we pull up the draw bridge or we find ways to grow well
- Better leverage the airport
- Support and encourage the air and space museum, which is a national attraction
- Attract clean, high-tech, high-wage jobs that create a high-value product with a light footprint; example of a knife company (Ferrum?) that relocated from California and brought the skilled workforce with them
- Get more involved with the County to create a stronger regional presence; leverage County institutions to find regional solutions to local problems
- Continue to grow and improve our downtown core
- New medium and high-density housing development, particularly to satisfy the market demand from retirees, but also, secondarily, to market to young people and potentially second home owners
- Leverage the **\$6M gift to Linfield's wine program** to spur innovation

Focus Group No. 2

Assets:

- Air and space museum
- **Leisure activities**, especially wine; "I see this as Bend back when I moved to Bend, with the leisure activities in place of outdoor recreation."
- Water park is tremendously underleveraged as a family destination; people from Portland likely drive two or three hours up to Great Wolf Lodge for a similar experience
- City leadership, business-friendly environment: RNH Construction, through work on the Atticus Hotel, says working with the City has been amazing; Bend offers the opposite experience
- Excellent food scene, particularly for a community this size; tremendous restaurants, significant catering business due in part to weddings at wineries

Challenges:

- From a hospitality/visitation standpoint, about 50% of a hotel's business comes from leisure and about 50% from corporate/business travel, so filling the weeknights and securing the corporate/business travel portion is a challenge; the leisure portion will take care of itself
- Town is land-constrained, and **affordable/workforce housing** is a legitimate issue
- Sometimes we can be too focused on downtown, and we need to ensure that we develop assets throughout the community
- Parking can be an issue downtown; some spots are locked up by daytime employees, but these spots should turn over regularly
- Yamhill County offices downtown may not be the highest and best use of that land
- Transportation challenges in capturing business from Portland;
 McMinnville is the end of the line coming out form Portland and the trip asks visitors to stop frequently at stoplights
- We need a **sustainable solution to homelessness**, and the clustering of service providers in and around downtown magnifies the issue
- Labor is a challenge, but it's a challenge everywhere for this industry

Opportunities:

• Improved hospitality offerings:

- Higher-end products: prior to opening Atticus, the Allison in Newberg was the only high-end lodging in the valley, with everything else in the two- or three-star range
- Convention center/meeting space, as well as space for smaller groups, maybe 25-30 people, seems to be a gap in our offerings
- There is huge demand for **higher-density housing**, especially near downtown
- Sustaining and maintaining **historic character** is really important, and good design guidelines are necessary to ensure high-quality development
- **Craft beverage expansion**: wine is more or less self-propagating, but there are opportunities in spin-offs like distilling, cider-making, brewing; this town could support more in the drinking spinoff vein

Focus Group No. 3

Assets:

- Lots of existing **agricultural activity, diversified crops**, 274 different crops grown in Oregon and many can be found in the valley (olives, blueberries, grapes, apples, prunes, hazelnuts, Christmas trees, grass seed, etc.)
- Extremely lucky to have Mac Power and Light
- Linfield, which is being used more and more to create wine and agriculture-related possibility; Center for Wine Education received significant grant
- Wine is an anchor here, but we're **not a monoculture**, and that's important; Napa's problem was/is that it is only about wine
- Land availability for agriculture and grape cultivation: there are thousands
 of acres available and a lot of Class 4 soil able to grow good grapes,
 other crops

Challenges:

- **Climate change**, which could fundamentally alter what and how we grow in the valley
- Corporate intrusion into agriculture/farmland
- Urban draw for wine is weak, because when vineyards are also present, people choose to visit the vineyards over the urban tasting rooms
- Possible over-saturation of tasting rooms on Third Street; not enough traffic to support all of them
- Market penetration/knowledge of product for Yamhill Valley/Oregon wine is still a challenge
- Shoulder season creates adversity for wineries
- Perceived short-sightedness of OSU; they have the potential to be a great partner but finding the right people there is challenging, and Extension may not be well-supported at the state level
- McMinnville could use a stronger brand, and better alignment of development and improvements with that brand
- Increasing traffic, affordability challenges all could dilute McMinnville's quality of life in the future

Opportunities:

- Yamhill County and McMinnville could be a leader in the production, processing and value-add segments for agricultural products; potential role in R&D: "agriculture is not just soil, it's labs, it's science-based; the cannabis industry offers opportunities."
- Creation of a year-round indoor farmer's market or food hub
- Soil and Water Conservation District has 174 acres within the UGB to be used in support of urban agriculture
- Mixed-use and light industrial potential on Lafayette
- "It would be interesting to use our **rail**; we have it, but don't use it."
- Get more involved with OSU's Small Farms Department and Food Innovation Center
- Better leverage **Yamhill Soil and Water**, which owns or manages over 3,000 acres in Yamhill County
- We need a space for entrepreneurial food people to develop new and innovative food products and projects and pursue value-add opportunities
- Wine-oriented makerspace would be very useful; more R&D across all agriculture activities; Stellenbosch, South Africa and Regua, Portugal offer examples of wine incubators or collective spaces for winemaking
- Better food, lodging would benefit us, because we're just a little too far from Portland to be a comfortable day trip, and that's why people often stop in Dundee or Newberg; the people we want to draw have higher expectations for food and lodging
- The growth curve for wine here is steep but flattening; there's still more opportunity here than in any of the other major wine regions of the world
- Find ways to ensure that the people that work the vineyards can continue to live here, because they tend to be a younger, more diverse demographic that creates demand for food, nightlife, concerts, galleries, etc. and this is how we avoid becoming a monoculture; affordable housing is a critical component in this equation
- Room for growth in diversified light industrial, companies that provide support, supplies, equipment repairs, etc. for wine and agriculture
- Tie Linfield's Center for Wine Education into hospitality/tourism programs at larger universities
- Focus on smaller vineyards the average around McMinnville is six acres, versus 212 acres in Washington; we must make small agriculture work well
- Lots of opportunity for bike routes, bike tourism, or a wine bike route
 that caters to a totally different segment of visitor
 City or County could/should hire a resource officer that helps with grant
 writing, understands funding sources, and facilitates innovation in
 agriculture and other industry sectors

Focus Group No. 4

Assets:

- Cheap power, part of the reason why McMinnville is here
- Chemeketa is a huge asset and can be better leveraged
- **Small-town character**, family atmosphere is part of the reason why some businesses locate in McMinnville; in some cases, it's a good fit for the company culture
- Attractive location from a quality of life standpoint, not many places balance access to the coast, the mountains and a major metro the way McMinnville does
- Nice downtown and high-end restaurants can add value for businesses, as they offer places to entertain clients from out of town

Challenges:

- Access to the I-5 corridor, logistics and transportation are an enduring challenge
- Dependence on California to some extent for market demand for products, construction in California is a boon for our industrial segment, but it can be cyclical
- Workforce availability for trades is crisis-level; it is extremely difficult
 to find even entry-level people with a little bit of training or exposure,
 electrical and millwright are scarce; also need "soft skills" for
 manufacturing and fabrication because we can teach some of the
 technical skills, like welding
- Housing is an issue, especially for younger employees
- Denser housing types may cater more to people from out of town; a lot of our workforce, especially if they are from McMinnville or surrounding communities, want a detached home with a small yard
- Limited middle-of-the-road options for dining out can be a quality of life issue and can increase some affordability tension
- Oversaturation of tasting rooms on Third Street can make downtown feel less welcoming to some
- Communication and coordination with the business community is lagging; some regulations don't seem to account for business perspectives, and business owners wish they had a more consistent seat at the table

- There is anecdotal evidence of limited industrial land supply; there's not a lot of quality office space available, and this could constrain the growth of fast-growing companies
- Infrastructure isn't keep up with growth; roads to serve new residential development seem to be a second thought

Opportunities:

- Large grant to the School District for middle school trades, excellent fabrication and manufacturing program at the high school
- Opportunity to ramp up apprenticeship programs at major employers (Cascade Steel has about 15 apprentices right now); other non-traditional models such as from Solid Form, which created an endowment and a volunteer program for employees to get instruction and information about career pathways into secondary schools, or from OnlineNW, which entered a revenue-sharing agreement with local schools
- Wine can seed some metalworking and fabrication, as it creates a need for custom pieces
- Invest in Willamina, Dayton, etc. to ensure a broad spectrum of affordability regionally, so that our workforce can afford to live comfortably across the wage spectrum, even if not in McMinnville
- Adequately teach and train people skills and other soft skills, because a
 lot of the technical skills are teachable upon employment

McMinnville Idea Map Comments

Address	Type of Comment	Comments	Type of User
Southeast 3 Mile Lane, Southeast Three Mile Lane, McMinnville, 97128	Transportation and Infrastructure	I'd love to see an amazing arch or elaborate sign welcoming people to town as they cross the bridge	None
Southeast Stratus Avenue, McMinnville, 97128	Business and Industry	Bring Costco to McMinnville!	Resident
Joe Dancer Park Trail, McMinnville, 97128	Quality of Life	Duck Pond	Resident
Southeast Lever Street, McMinnville, 97128	Tourism	The Hewlett Packard trail at Linfield College would be a great place for fitness equipment. People could walk the trail and stop at intervals to use the equipment for pull ups, sit up, etc. on the outdoor exercise equipment.	Resident
Joe Dancer Park Trail, McMinnville, 97128	Tourism	Please create a river walk path along the river.	Resident
200-298 Northwest Adams Street, McMinnville, 97128	Build this Here	I'd like to see a grander entry into City Park (like a monument or gateway, and a a crosswalk on Adams St. to safely move pedestrians to and from City Park.	Resident
103 Southeast Baker Street, McMinnville, 97128	Build this Here	I would love to see more co-work spaces like WeWork. Freelancing is going to become a trend in the next few years. Let's start now to encourage the growth.	Resident
1900-1940 Southeast Nehemiah Lane, McMinnville, 97128	Transportation and Infrastructure	The new bridge from 18 to 3rd Street should reflect our community - add art/cool signage. It's a gateway to our community - it should tell our story.	Resident
3790 Southeast Cirrus Avenue, McMinnville, 97128	Business and Industry	Our airport has great potential - could we support a world class aviation business park? Yes-leverage KJW and other corporate travel and tourist activity.	Resident
500 Northeast Captain Michael King Smith Way, McMinnville, 97128	Tourism	Connect Evergreen to Joe Dancer park with a walking/biking trail.	Resident
601-699 Southeast Davis Street, McMinnville, 97128	Transportation and Infrastructure	Improve Davis Street with better sidewalks and lighting linking our downtown to Linfield in a better manner.	Resident
105 Northeast 4th Street, McMinnville, 97128	Business and Industry	Recruitment WeWork - from their website - 'When we started WeWork in 2010, we wanted to build more than beautiful, shared office spaces. We wanted to build a community. A place you join as an individual, 'me', but where you become part of a greater 'we'. A place where we're redefining success measured by personal fulfillment, not just the bottom line. Community is our catalyst.'	None
3255 Northeast Cumulus Avenue, McMinnville, 97128	Workforce and Skills	Create opportunity for business and education to connect - maybe industry specific programs at college or high school.	Business Owner or Employer
1955 Northeast Cumulus Avenue, McMinnville, 97128	Transportation and Infrastructure	Update the Three Mile Lane bridge. It is a gateway to downtown McMinnville.	Resident
3685 Southeast Three Mile Lane, McMinnville, 97128	Business and Industry	Conference space that can accommodate more than 300.	Business Owner or Employer
2243-2261 Kauer Drive, McMinnville, 97128	Housing	Affordable housing for employees making minimum wage. Tech jobs pay well, but we have many residents making minimum wage with little in the way of affordable housing.	Business Owner or Employer
Pioneer Way, McMinnville, 97128	Housing	More student housing on Linfield campus.	Business Owner or Employer
555 NE 3rd St, McMinnville, OR 97128, USA	Build this Here	Make all of Third Street in the distinct downtown section pedestrians only. Cover the street in pavers or differentiate by a paint color/pole blocks etc. Burlington, VT has a great example of this working well (https://www.churchstmarketplace.com/). Parking is still available on the outskirts, and this would improve walkability of the City, as well as encourage more people to walk and bike rather than drive. Other benefits would include safety of pedestrians downtown, improved congestion of cars in this area, encouragement of socialization while downtown, and even fluidity of pedestrian walkways carrying over across town once Alpine Ave is finished!	Resident
Baker Creek Rd, McMinnville, OR 97128, USA	Quality of Life	Extend the Westside Bicycle/Pedestrian Greenway. This is a great path for running, but I'd love to see it extended further! Connect to nearby trails or parks, extend into undeveloped field, etc. lots of separated opportunity for recreation around here—we're just missing one quality long trail!	Resident
319 Southwest Jasmine Court, McMinnville, 97128	Housing	Affordable housing is a growing problem. I want my employees to be able to live and work in McMinnville. I don't want people to have to drive from other communities to work here.	Business Owner or Employer
150-198 Northwest Park Drive, McMinnville, 97128	Transportation and Infrastructure	More bike trails! Let's make McMinnville a city that is known for its bike friendly community. More bike lanes on streets. More bike racks for people to lock their bikes safely.	Resident
715 Northeast Galloway Street, McMinnville, 97128	Tourism	Create and arts center. Someplace where artists can have studios that is affordable. We need more diversity than simply wine and tourism. Visual art add multiple dimensions to how people engage with the world around them. We can all benefit from more art in our lives.	Resident

600 Northeast Evans Street, McMinnville, 97128	Quality of Life	Both the Community Center and the Pool need to be updated. We should either join the two together, or update them to provide a larger variety of services; especially the Community Center (this would be a priority).	Resident
Northwest Pinehurst Drive, McMinnville, 97128	Quality of Life	Neighborhood gathering spaces scattered around town that residents can rent/book for parties, kids/families can gather to play games, people can pick up books from the library, etc. Maybe adjacent to already existing parks? Perhaps these could also serve as additional substations for an ambulance, if needed. This would allow neighborhoods to have a gathering space and maintain some of the small-town feel that people like, while McMinnville grows around them.	Resident
138 NW Park Dr, McMinnville, OR 97128, USA	Tourism	We love the swimming pool and its staff but the building needs improvement-its showing its age. $ \\$	Resident
Airport Park McMinnville, OR 97128, USA	Transportation and Infrastructure	It would be great to have some reliable public transportation to PDX from McMinnville.	Resident
NW Park Dr, McMinnville, OR 97128, USA	Tourism	Maybe an outdoor stage for concerts in the park, Shakespeare in the park, etc.	Resident
2500 Northeast Orchard Avenue, McMinnville, 97128	Tourism	Improve/Add sidewalks on Orchard Ave and throughout Industrial Park to Joe Dancer connecting Wortman Park to Joe Dancer for walking/biking/etc.	Resident
Joe Dancer Park Trail, McMinnville, 97128	Tourism	Improve/build access to river at Joe Dancer dock? kayaking, fishing?	Resident
17370 Northeast Courtney Road, McMinnville, 97128	Build this Here	Additions to Joe Dancer: restroom facility, snack shack/picnic pavilion AND awnings/covers for baseball dugouts	Resident
Northeast 12th Avenue, McMinnville, 97128	Build this Here	complete Alpine (street/sidewalk) up to 13th	Resident
510 Northeast Captain Michael King Smith Way, McMinnville, 97128	Build this Here	Build Indoor Sports complex soccer, event use, etc.	Resident
1625 Southeast Brooks Street, McMinnville, 97128	Build this Here	Build outdoor amphitheater for summer concerts/plays/entertainment	Resident
3790 Southeast Cirrus Avenue, McMinnville, 97128	Business and Industry	Commuter Airline? McMinnville to Bend/Oakland/Seattle?	Resident
NE Riverside Dr, McMinnville, OR 97128, USA	Business and Industry	McMinnville has food production businesses like Betty Lou's and Diane's, but it seems like we would be an attractive location for more businesses in this vein, particularly those with gourmet products that feel like good companions for the wine industry. Charcuterie companies, cheese companies, etc	Business Owner or Employer
NE Riverside Dr, McMinnville, OR 97128, USA	Tourism	Add am amphitheater to lower city park. It's such a beautiful place, but under utilized by the community. Making the lower park a music venue would contribute in a positive way to the lives of locals, and if inappropriate entity managed it, we could bring bands to town that would increase tourism. To this end, the City needs to also allow permits for special events in our parks which allow for alcohol service. Carlton has done this with great success. Why aren't we fully utilizing these lovely spaces to bring events to town/host local events that have alcohol? The city is WAY behind the times on this one.	Resident
NE Riverside Dr, McMinnville, OR 97128, USA	Tourism	The City needs to work with the board at Michelbook to find progressive ways to make the club more sustainable for the long term. It's a ticking time bomb financially—what will happen when it's no longer sustainable by a dwindling membership? Michelbook takes up a HUGE portion of land in our community, and provides a service to a tiny population. The board of directors needs to take loans if necessary to invest in infrastructure like an outdoor swimming pool and supplement their income with a surge in younger members, plus allowing access to the pool with a cost of admission. It was amazing when the City park had an outside pool in McMinnville—and Carlton is lucky to still have one—but Michelbook could solve a problem for themselves and add value to the community with this investment. From a broader standpoint though, the City should have the long term financial health of Michelbook on their radar.	Resident
Northeast Cowls Street, McMinnville, 97128	Business and Industry	Keep the downtown viable for business by providing diversity in opportunity, reasonable tax rates and adequate parking for customers and employees.	Business Owner or Employer
McMinnville, OR 97128, USA	Housing	This very large parcel of land close to Linfield and downtown is undeveloped. Shouldn't it be low income/student housing?	Resident
Yamhill County Fair	Tourism	The Fairgrounds brings a lot of people from out of state, to use the facility and explore the area. It would be safe to say that 1/2 the users are form out of the county. Figures used by OSU said that the fairgrounds put 7 million back in the community per year. It has never been thought about being a economic generator in the community.	Employee

Zipcode 97128	Business and Industry	I am very concerned about the impending Cascadia earthquake, and how ill prepared McMinnville as a city is. Running water alone is estimated to take over a year to repair. How many businesses can survive like this? How can tourism even exist at that point? How many people will straight up leave and never return?Investing in reinforcing our utilities (water pipes, roads, bridges, electricity lines) will expedite McMinnville's recovery greatly in the event of a natural disaster. It's not if, but when, and when it hits, I don't want for the entire city to suffer because we weren't ready.	Business Owner or Employer
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Southeast 3 Mile Lane, Southeast Three Mile Lane, McMinnville, 97128	Transportation and Infrastructure	Pedestrian/bicycle connections from downtown to Joe Dancer to Hwy 18 area.	Resident
398 Southeast Armory Way, McMinnville, 97128	Transportation and Infrastructure	add ped/bike connections to Airport Park from Joe Dancer Park	Resident
855 Northeast Marsh Lane, McMinnville, 97128	Housing	Workforce or Affordable Housing	Business Owner or Employer
415 Northeast Burnett Road, McMinnville, 97128	Housing	Affordable Housing	Resident
1318 Oregon 99W, McMinnville, 97128	Housing	Workforce or Affordable Housing	Business Owner or Employer
551 Southwest Hill Road South, McMinnville, 97128	Housing	This seems to be an area of town that we could greatly increase our housing. There needs to be high density and affordable.	Business Owner or Employer
2068-2076 Northwest Meadows Drive, McMinnville, 97128	Transportation and Infrastructure	Connect Meadow so that it is a through street.	Resident
Southwest Adams Street, McMinnville, 97128	Transportation and Infrastructure	Complete the sidewalk here on the west side of Hwy 99W.	Resident
Southeast Washington Street, McMinnville, 97128	Tourism	Update swimming pool to include outdoor pool area.	Resident
335 Northeast 6th Street, McMinnville, 97128	Tourism	Time to update the community center area. Could the city and county work together to relocate county facilities to make room for private investment in housing, event space, and more retail? The courthouse, commissioners offices, and clerk office could be combined in a purpose built facility near the WESD facility by Lowe's. The downtown properties are high value from a community development perspective.	Resident
Northeast Baker Street, McMinnville, 97128	Tourism	Encourage more experiences for young professionals music venues, co-work space, and live/work units.	Resident
Yamhill County Fair	Other	Consider and study feasibility of creating a long term plan for a new local government center that would include the City and the County along with other related government services. This could be modeled after the Clackamas County facility.	Other
Northeast Riverside Drive	Housing	Potential rezoning property to the Southeast side of the intersection of Riverside Drive and Marsh Lane. Ideal place for workforce and affordable housing due to proximity of industrial area, transportation with easy access to Lafayette Avenue, YCAP and Parks.	Other
3080 Highway 18, McMinnville, 97128	Business and Industry	Costco! A campus similar to Wilsonville, where it includes a gas station, Target, restaurants, and some smaller retail store space would be great. Three Mile Lane desperately needs a gas station and restaurants. It would also help decrease our 99w traffic and increase visitors to 3rd street and the Alpine district.	Resident
2275-2319 Southwest Barbara Street, McMinnville, 97128	Quality of Life	The housing has built up so much out west 2nd and Hill road without any infrastucture to go with it. This area needs a gas and grocery so once these residents are home, they don't have to drive back to 99w and go to the farthest north or south part of town to get these everyday services. It would also cut down traffic on west 2nd and Baker Creed rd, helping out those residents.	Resident

Yamhill Valley Heritage Center - Yamhill County Historical Society	Business and Industry	An important asset for entertainment, education and pride for resident and visitor alike providing not just a museum but many active events per year.	Business Owner or Employer
Yamhill County Historical Society	Business and Industry	A relatively unknown and underappreciated asset containing extensive research facilities as well as museum structures.	Business Owner or Employer
NE 3rd St, McMinnville, OR 97128, USA	Business and Industry	The tunnel of trees is probably the only main street west of the Mississippi to have it. You would think other towns have it, but surprisingly they don't. While they might have trees downtown, the street spanning arch is a unique assets and underappreciated. The permanent twinkle lights are a nice touch, but to preserve and maximize the value of that almost one of a kind asset, the gaping holes in the tunnel should be filled back it and well maintained. The trees are not only attractants to tourists and locals alike, they are a key component is attracting new residents and new businesses.	Business Owner or Employer
NE 3rd St, McMinnville, OR 97128, USA	Business and Industry	It is a shame that the city is apparently too gutless to have a strong sign code and enforce it. Perhaps it should get a second opinion from competent land law specialists outside of McMinnville before relying on an assumption that the courts will not allow enforcement. Sign codes are important to mental impressions of a city.	Business Owner or Employer
Evergreen Aviation	Business and Industry	This is a world class asset and far too important to lose or even risk losing. The city or county should perhaps take a more proactive role is assisting its survival. We have art sculptures downtown. Why not include some aviation art? Or, better yet, how about a plane on a pylon like that out front of the former Evergreen Aviation HQ and find a place to put it downtown, perhaps near the library. It could have signs encouraging people traveling along Adams or Baker to divert to the museum. If not a plane, how about the giant landing gear structure that Evergreen has? It could be loaned and parked securely at a corner downtown with directions signage nearby.	Business Owner or Employer
Airport Park	Business and Industry	Airport park is a delightful park, but seems to be relatively unknown. Perhaps better larger road direction signage to it and mention on maps might help. It will be important to keep it well maintained.	Business Owner or Employer
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3330 Southeast Three Mile Lane, McMinnville, 97128	Build this Here	Residents and businesses have both wanted a new shopping center anchored by Costco to be built here. The community would benefit greatly from the jobs and added tax revenue. Please consider allowing it.	Resident
100-118 Northeast 3rd Street, McMinnville, 97128	Transportation and Infrastructure	I would like us to work with ODOT to provide a pedestrian crossing signage and lights. People often cross from the downtown area into the city park. Especially during the summer months, when there is more foot traffic, the crossing can be dangerous and cars aren't aware of pedestrian right of way laws.	Employee
235 Northeast 3rd Street, McMinnville, 97128	Transportation and Infrastructure	Third Street remains the heart of McMinnville and it is mostly pedestrian foot traffic. Considering how rainy it is a large portion of the year, deep puddles envelope both sides at intersections, often meeting in the middle of the street. I'd like to see a regrading of these intersections, particularly at Cowls, Davis and Evans. Further, the improvements should include landscape drainage corners.	Resident
11340-11452 Southeast Cruickshank Road, Dayton, 97114	Build this Here	It would be wonderful to have a convention center with perhaps a hotel in the area around the airport	Employee
1077 Northeast Alpine Avenue, McMinnville, 97128	Housing	It would be great to have some high density housing in the area in which the urban renewal is taking place - Alpine	Employee
400 NE Baker St, McMinnville, OR 97128, USA	Business and Industry	Oregon Mutual Insurance Company	Business Owner or Employer
400 NE Baker St, McMinnville, OR 97128, USA	Business and Industry	Make sure downtown remains accessible and safe. Make sure we consider the impacts of growth. The economic health of the community is more than just downtown, prepare and invest in it.	Business Owner or Employer
Northeast 2nd Street, McMinnville, 97128	Build this Here	We need a stop sign and crosswalk here. People don't see me crossing the road and they're going way above the speed limit. Some nice people stop for me, but the other side of the road will be oblivious. It gets especially dangerous when people can't see kiddos.	Employee
Northeast Galloway Street, McMinnville, 97128	Build this Here	McMinnville needs a food cart pod. The few food trucks we have are spread over a wide area. They would attract more business and tourists in a central location. Preferably this would be close to the downtown core. This parking lot could be an excellent space for it. I believe the church across the street owns the lot. The church could rent out the space when it is not in use (M-Sat).	Resident
135 Northeast 3rd Street, McMinnville, 97128	Transportation and Infrastructure	A crosswalk needs to be installed for crossings between the library/fountain/park area and third street. Many pedestrians use this to cross the highway instead of at at 2nd street. I realize ODOT is in charge of the highway. But can the city not even put paint on the roadway to indicate cars should yield for pedestrians?	Resident

Northeast Lafayette Avenue, McMinnville, 97128	Housing	McMinnville needs affordable, low income housing. The homeless population surge in the past couple of years is a testament to the need for this. Homelessness is a complicated issue with many causes and in need of many solutions. Please consider supporting a low cost tiny house village around this location or further east near YCAP. Opportunity Village in Eugene is a great example of how to do it well.	Resident
263-299 Northeast Baker Street, McMinnville, 97128	Business and Industry	The space where Cornerstone Coffee occupied is prime space on 3rd street. First, please don't support more tasting rooms going into the downtown core. McMinnville residents need more businesses on 3rd street that are geared toward our community and not the tourism industry. Second, please support finding a new occupant for this space. A new coffee shop would be great. I would love to see Flag	Resident
Northwest Oakmont Court, McMinnville, 97128	Build this Here	As another comment pointed out, the country club takes up a huge amount of space within McMinnville and offers little back to the quality of life of most in the community. I support having a golf course within our community. But I would like to see the country club and city partner in finding ways in which the public could enjoy the space more. One idea is to create a walking path around the perimeter of the golf course similar to the Glendoveer course in Portland. Another idea is to provide access somewhere through the park for the public to walk. The course is a major obstacle for families, joggers, and walkers.	Resident
2098 Northwest Kale Way, McMinnville, 97128	Build this Here	McMinnville already has two great skateparks on the east side of town at Joe Dancer and the south side at Discovery Meadows. But there is nothing like this for kids and families on the north end of town. A growing attraction around the world are pump tracks. The new park around the development going in here could be an ideal location for a pump track. Pump tracks are safer than skateparks, relatively cheap, and can be enjoyed by a broader segment of the population (i.e. all ages, skill level, or sport equipment). The area around Chegwyn could also be a great location for this unique and exciting attraction.	Resident
Northeast 2nd Street, McMinnville, 97128	Quality of Life	The traffic improvements on 2nd street have been an improvement for traffic. But not for quality of life in terms of the loss of trees and landscaping in this area. One of the things that makes McMinnville so attractive is the trees and landscaping throughout the city. Please bring back more greenery to this area. Right now it is looking more like a concrete wasteland.	Resident
1699 Southeast Brooks Street, McMinnville, 97128	Build this Here	Build a field house with indoor soccer facilities similar to those offered in Tualatin or Sherwood. Many residents would love to have more recreational sports opportunities in the winter months.	Resident
Northeast 3rd Street, McMinnville, 97128	Transportation and Infrastructure	Our downtown core needs more public restrooms. The homeless downtown are using alleys and sidewalks instead of proper facilities. I don't condone this behavior, but the facilities for a city our size, especially at the library, is inadequate. There is nothing between the library and the community center. If another space for restrooms can't be found, please consider expanding the library restrooms so that more than one person can use each restroom at a time. This would also reduce the potential for crime, such as drug use, etc. in the restrooms, because they would no longer be locked rooms.	Employee
263-299 Northeast Baker Street, McMinnville, 97128	Business and Industry	I would love to see a good Indian or Vietnamese pho / banh mi restaurant in this unoccupied space. We have neither in town and they would be an attraction to both residents and tourists.	Resident
Southeast Stratus Avenue, McMinnville, 97128	Business and Industry	I'd love to see a Costco in town as well. But on a smaller scale, I'd also love to see a Trader Joe's.	Resident
Northwest Adams Street, McMinnville, 97128	Quality of Life	The library needs an update and expansion within the next 10-15 years. Either that, or a new library needs to be built. Space is already very limited. As the ways in which communities utilize libraries change, so must the spaces they occupy.	Employee
Northeast Evans Street, McMinnville, 97128	Business and Industry	The county occupies many high profile buildings in McMinnville's downtown. That space could be much better utilized by businesses and residents. Please consider moving county services to a less high profile area.	Resident
Southeast Davis Street, McMinnville, 97128	Quality of Life	Create signage to encourage Linfield Students to walk to McMinnville's downtown.	None
Northwest Hill Road, McMinnville, 97128	Housing	It's exciting to see a new housing development started in this area, but houses start above 300k. This is not affordable housing for young professionals looking to stay in the community.	Resident
Northeast Riverside Drive, McMinnville, 97128	Quality of Life	It would be great to have a second dog park in town. One in an easier to access location and which includes things like agility equipment for dogs.	Resident
Northeast 9th Street, McMinnville, 97128	Quality of Life	I would love to see better lit streets. Currently many neighborhoods lack any sort of street lighting at night. This makes McMinnville extremely unwalkable in the winter.	Resident
738-750 Southwest Edmunston Street, McMinnville, 97128	Tourism	We need an outdoor theatre. Perhaps built into one of the hillsides around Joe Dancer Park or Lower City park? It would be a wonderful cultural attraction for outdoor concerts and plays. The city needs an Arts center where there are studios for dance, music and art available for lessons, or work. Art provides the creative kernel that filters up and brings additional resources to towns. We need to expand the bike path from Carleton to McMinnville or over to Lafayette. Some type of Bike path is needed. Expand on gaining access to the riverfront property on the S side of Willamette hospital for a jogging/ bike walking path. The City should have some property given as a swap from Evergreen when the water park was granted its permits	Resident

800 Southwest Brockwood Avenue, McMinnville, 97128	Housing	The city needs to be wary of Aspenization. Without an increase of professional jobs, we then become an exburb of Portland with commuters who have no time to give back to our city and others who can't afford to live here on minimum wage and drive in from other towns. Various types of housing needs to interspersed next to each other to prevent pockets of low-income vs high income. Healthy neighborhoods have a mixture of both types next to each other. Ideally, Apartment buildings would have stricter codes so they fit into mixed use neighborhoods. Currently, there seems to be no penalties for apartment owners when their apartments are falling down, so perhaps an increase in penalties to encourage responsible landlords without driving up rents.	
McMinnville, 97128	Transportation and Infrastructure	Somehow, we need a commuter train into Portland. I know David Lett worked for years on this, but it would be ideal. Driverless cars may ease the commute but the ideas is to get cars and drivers off the road. The bypass needs to be finished. We need roundabouts vs lights and stop signs. Please, please, please add roundabouts. Make sure the outer loops of the city do not have additional intersections. Keep the traffic flowing.	Resident
1208 Southwest Baker Street, McMinnville, 97128	Build this Here	Another high school. A grocery store off of Baker Creek. A park off of Baker Creek and Hill Rd. Upgrade the Pool but keep its location. Expand the locker rooms. Encourage the Mac Theatre with grants or something to get the darn boiler fixed/earthquake upgrade so there can be movies/performance/ music. We need a public commercial kitchen for those who want to take advantage of our areas natural resources and create a food business. When it is not used for commercial purposes, then it can be used to teach canning and cooking.	Resident
925 Northeast 3rd Street, McMinnville, 97128	Other	Work with water and light to put all electrical lines etc underground. Stop blaming each other for not getting it done as it causes each party to lose credibility. Whenever a road needs to be repaved, put the darn wires underground. Set a plan that is used to do so when roads get redone. We have been paying for the sewer upgrade for the past 19 years when does that end? Roll it over to putting wires underground.	Resident
Oregon 99W, McMinnville, 97128	Transportation and Infrastructure	We need a better signal at this intersection for vehicles traveling North/South and wanting to turn. There needs to be a designated right-turn lane and a left-turn arrow signal for vehicles wanting to travel East.	Resident
Oregon 99W, McMinnville, 97128	Quality of Life	Pay more attention to improving the city on the North East side of the city. There are many residents here too who rarely travel to the downtown area of McMinnville that would like to see improvements made in there area of town.	Resident
Pacific Highway West, McMinnville, 97128	Other	More vegan- and vegetarian-friendly restaurants are desired so we don't have to consistently travel out of town to find restaurants that are compatible with our dietary restrictions.	Resident
Northwest Adams Street, McMinnville, 97128	Other	I just want to second that the library needs an updated building.	Resident
McMinnville, 97128	Quality of Life	Although I am sure they contribute significantly to our city, the steel factory is often very noisy during the late night and early morning hours. I would appreciate it if they could do their more-noisy work during daylight hours.	Resident
Northeast Ford Street, McMinnville, 97128	Tourism	It would be wonderful to have a local philharmonic or dance company with regular performances.	Resident
Northeast Alpine Avenue, McMinnville, 97128	Tourism	Will this area of the Granary become more like a town square/plaza where community gathering happens regardless of an event occasion? Perhaps a water feature where children can play in the summer would help encourage this.	Resident
Northeast Three Mile Lane, McMinnville, 97128	Business and Industry	I second (or third!) the Trader Joe's comment. You can go on their website and suggest a location for a new store. Maybe if we all do it, we can convince them:)	Resident
150-198 Northwest Park Drive, McMinnville, 97128	Transportation and Infrastructure	I agree with another comment about bike paths and racks. McMinnville is such a bikeable town, can we encourage it with bike-friendly features and benefits?	Resident
514 Northeast 3rd Street, McMinnville, 97128	Tourism	Bring back the Mack Theater!	Resident
Northwest 15th Street, McMinnville, 97128	Transportation and Infrastructure	Sidewalks for Memorial students on their way to cross Baker and Adams!!	Resident
421 Northeast 3rd Street, McMinnville, 97128	Business and Industry	Update the downtown plan to position downtown for creative class/tech terrior initiative. Look for office space development and housing off of third street. Provide the necessary infrastructure to support future AI needs	Resident
611-619 Northeast 3rd Street, McMinnville, 97128	Housing	Develop a city center housing strategy that provides housing for millennial generation as they start to move away from large urban centers to exurban centers.	Employee
14400-14434 Northwest Berry Creek Road, McMinnville, 97128	Other	Create a culture of corporate community citizens/business/leadership - a sense of giving back to the community and supporting public amenities that contribute to quality of life.	Resident
2650 Northwest High Heaven Road, McMinnville, 97128	Other	Create a culture of valuing creativity/innovative thought time in all companies in McMinnville to reinforce an entrepreneurial environment.	Resident
1530 Southwest Friendly Court, McMinnville, 97128	Quality of Life	Code enforcement - is there a program? McMinnville properties look overgrown, weedy and depressed. Encourage a pride of property campaign to clean up McMinnville, and support a code enforcement program	Resident
125 Southeast Cowls Street, McMinnville, 97128	Tourism	Connect tourism industry with business recruitment - if you like to visit here why not live here and grow a business.	Employee

3790 Southeast Cirrus Avenue, McMinnville, 97128	Business and Industry	Leverage the airport strategically and proactively for economic development. Appears underutilized. Huge asset that could serve the community in larger way.	Employee
201-299 Northeast 7th Street, McMinnville, 97128	Transportation and Infrastructure	City needs to think proactively about is public right of way in regards to future artificial intelligence needs - policies, monetize for maintenance and upkeep in a changing environment, regulate, incentivize and collaborate with other utility providers	Employee
Ford Drive, McMinnville, 97128	Other	Partner with Bloomberg to stage McMinnville as a future SMART city.	Resident
40 Everson Street, McMinnville, 97128	Other	The future of jobs and economy will be determined by people who are looking for experience over product for locational decisions. McMinnville needs to identify what experience it can offer that sets it aside from other communities.	Business Owner or Employer
Northeast Captain Michael King Smith Way, McMinnville, 97128	Business and Industry	Maximize the campus started by Evergreen to establish a PNW attraction - conference facility, ropes course, etc. This could be an executive retreat, family vacation, etc.	Resident
Oregon 99W, McMinnville, 97128	Business and Industry	Move the bus barn and activate the railroad spur. This is not the highest and best use for this property.	Resident
3790 Southeast Cirrus Avenue, McMinnville, 97128	Tourism	Create a gateway at the property owned by the City of Redmond north of Highway 18 by the eastern city limits. Something that is unique to McMinnville.	Employee
11200 Oregon 99W, McMinnville, 97128	Tourism	Create a gateway at the property by Betty Lou's. Something that is unique for McMinnville.	Resident
Salmon River Highway, McMinnville, 97128	Tourism	Create a gateway on Highway 18 at the western city limits.	Employee
205 Northeast Galloway Street, McMinnville, 97128	Business and Industry	Work with property owner to obtain a brownfield grant to clean up auto body property and then leverage for a mixed use development project.	Employee
1200-1298 Northeast 12th Avenue, McMinnville, 97128	Business and Industry	Clean up junkyard brownfield.	Employee
1300 Northeast Alpha Drive, McMinnville, 97128	Business and Industry	Think creatively about secondary supplies and craftsmanship for beverage industry (wine, beer, gin), such as barrel assemblers, bottling, labeling, corks, etc.	Employee
1405 Northeast Alpha Drive, McMinnville, 97128	Business and Industry	Somebody is planting a crazy amount of filbert orchards on the outskirts of McMinnville. How can we take advantage of that in terms of product lines, production, etc.	Employee
7201 Northeast Riverside Drive, McMinnville, 97128	Business and Industry	Re-evaluate employment land codes for job densities - lots of land is encumbered in cannabis grow operations and storage facilities - does not create jobs in an urban environment. Land is limited in McMinnville, these are activities that could be occurring in the county.	Employee
207 Northeast Ford Street, McMinnville, 97128	Business and Industry	Create an office environment for 1st, 2nd, 4th and 5th streets to expand downtown north and south.	Employee
900 Southwest Baker Street, McMinnville, 97128	Business and Industry	Create flex space/incubators for high tech entrepreneurs in the Alpine Avenue district. Transform some of the storage facilities into cool work space pods.	Employee
1035 Northeast Alpine Avenue, McMinnville, 97128	Business and Industry	We need to figure out how to transform mini-storage facilities in the Alpine Avenue district into something that hosts jobs and produces economy. Perhaps work with one property owner on a pilot project that is a public-private development partnership.	Employee
1711 Northeast Alpha Drive, McMinnville, 97128	Business and Industry	Work with county on an evaluation of county fairground property regarding a highest and best use study.	Employee
McMinnville, 97128	Business and Industry	Work with county to consolidate county properties to county fairgrounds and relocate jail facility to a better location. Then position downtown county property for a large public-private development project.	Resident
Northeast Evans Street, McMinnville, 97128	Housing	Build a new community/aquatic center by City Park and then reposition existing city center into a private housing development project.	Employee
Joe Dancer Park Trail, McMinnville, 97128	Tourism	Explore a trail system along the Yamhill River in an effort to expand recreational bike/ped trails and start to establish a bike/ped network all over town connecting recreational opportunities and other destinations.	Employee
1001-1017 Northeast 4th Street, McMinnville, 97128	Build this Here	This is a critical redevelopment corner that needs to be multi-story, zero property line development to reposition this area as a pedestrian gateway zone.	Resident
625 Keck Drive, McMinnville, 97128	Tourism	Work with Linfield on leveraging their acreage for a joint community/campus amenity that serves both needs - such as a convention center, incubator space for wine industry to expand wine curriculum.	Employee
6925 Northeast Riverside Drive, McMinnville, 97128	Business and Industry		Employee
Northeast Riverside Drive, McMinnville, 97128	Business and Industry	Relocate public works facility to wastewater plant campus and then reposition this land for future industrial development with a focus on family wage jobs.	Resident
1401-2299 Southwest Hill Road South, McMinnville, 97128	Other	Message McMinnville as progressive and embracing new technology.	Employee

628-642 Northeast 2nd Street, McMinnville, 97128	Transportation and Infrastructure	Work with online nw to set up a 10 GB network throughout the downtown and connect to new 10 GB infrastructure on Alpine Avenue to promote to tech businesses.	Resident
13480 Southwest Peavine Road, McMinnville, 97128	Workforce and Skills	Target Portland for workforce recruitment focusing on millennials that are moving into starting families and looking for a town to raise their family that is close to a metro area.	Employee
5715 Southeast Booth Bend Road, McMinnville, 97128	Transportation and Infrastructure	Small cell technology - get in front of it and leverage it proactively for the community.	Resident
13500 Southwest Peavine Road, McMinnville, 97128	Business and Industry	Start mentoring networks for growing businesses to access peer groups.	Employee
5715 Southeast Reid Lane, Dayton, 97114	Quality of Life	Invest in aging public amenities.	Employee
9257-9299 Southwest Youngberg Hill Road, McMinnville, 97128	Workforce and Skills	Stop just focusing on existing workforce challenges and start focusing on recruiting workforce needed/wanted to support job/business needs. Be aspirational. Play on the fact that McMinnville is a great place to live. Use TTR as an example. Workforce can be recruited and retained.	Business Owner or Employer
Northeast Clearwater Drive, McMinnville, 97128	Other	Create an entrepreneurial support network.	Business Owner or Employer
Northeast Baker Street, McMinnville, 97128	Transportation and Infrastructure	99W is an embarrassment and does not represent McMinnville's potential. We need to clean it up and encourage new investment. Higher density and mixed-use developments.	Business Owner or Employer
Shore Pine, McMinnville, 97128	Business and Industry	This is the last large pieces of undeveloped land in McMinnville. Be very thoughtful about master planning this property and development standards. Do not ruse to respond to the first development opportunity. Work with the property owner to leverage this property for enduring value.	Business Owner or Employer
105 Northeast 3rd Street, McMinnville, 97128	Transportation and Infrastructure	I agree with the pedestrian crossing comments' how about a pedestrian bridge over Adams? With the right design and maybe artwork, it could look really cool.	Resident



City of McMinnville
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231 NE Fifth Street
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STAFF REPORT

DATE: March 12, 2019

TO: Mayor and City Councilors

FROM: Heather Richards, Planning Director

SUBJECT: Ordinance No. 5062 - Amending the McMinnville City Code to add Section 2.30, the

McMinnville Economic Vitality Leadership Council."

STRATEGIC PRIORITY & GOAL:



ECONOMIC PROSPERITY

Provide economic opportunity for all residents through sustainable growth across a balanced array of traditional and innovative industry sectors.

OBJECTIVE/S: Accelerate growth in living wage jobs across a balanced array of industry sectors

Report in Brief: This action is the consideration of Ordinance No. 5062, an ordinance adding Chapter 2.30 (Economic Vitality Leadership Council), to the McMinnville City Code to enable the formation of a community group that will provide guidance on the implementation of the *MAC Town 2032 Economic Development Strategic Plan.*

Background:

"McMinnville is old enough to be substantial,
Young enough to be ambitious,
Big enough to be industrious,
And small enough to be friendly."

In 2018, the City of McMinnville initiated the development of an economic development strategic plan with a project advisory committee comprised of members of the City of McMinnville, McMinnville Downtown Association, the McMinnville Chamber of Commerce, McMinnville Economic Development Partnership, Chemeketa College, and many business leaders in the community.

The intent from the beginning of the project was to develop a strategic plan that would be a guidance document for everyone in the City of McMinnville working on economic development issues.

Attachments: Ordinance No. 5062 The plan identified three foundational goals and strategies that are meant to be broadly beneficial across multiple industry sectors.

- 1. Accelerate Growth in Living-Wage Jobs Across a Balanced Array of Industry Sectors.
- 2. Improve systems for Economic Mobility and Inclusion.
- 3. Maintain and Enhance our High Quality of Life.

The plan also identified five target sector goals and strategies that are intended to pursue opportunities and improve outcomes within clusters or sectors of related industries. :

- 1. Sustain and Innovate within Traditional Industry and Advanced Manufacturing.
- 2. Foster Opportunity in Technology and Entrepreneurship
- 3. Be a Leader in Hospitality and Place-Based Tourism
- 4. Align and Cultivate Opportunities in Craft Beverages and Food Systems.
- 5. Proactively Assist Growth in Education, Medicine and Other Sciences.

Discussion:

The Project Advisory Committee (PAC) was comprised of economic development professionals and community business leaders and employers met monthly to review materials with the consultant team. The PAC membership was:

Jeff Towery, City of McMinnville Heather Richards. City of McMinnville Jeff Knapp, Visit McMinnville Jody Christensen, McMinnville Economic Development Partnership Gioia Goodrum, McMinnville Chamber of Commerce Jenny Berg, McMinnville Downtown Association Bradly James, McMinnville Downtown Association Scott Burke, City of McMinnville Peter Hofstetter, Willamette Valley Medical Center Erin Stephenson, Atticus Hotel Maria Stuart, R Stuart & Co. Winery Danielle Hoffman, Chemeteka Community College Kyle Faulk, Citizens Bank Kelly McDonald, the Granary District Sean Rauch, Wells Fargo Peter Kircher, Golden Valley Brewing

The Plan's Project Advisory Committee discussed how to ensure that the Plan would be utilized and leveraged as effectively as possible for the community of McMinnville.

They discussed forming an Economic Vitality Leadership Council comprised of members of the McMinnville Downtown Association, McMinnville Economic Development Partnership, McMinnville

Attachments:

Ordinance No. 5062

Chamber of Commerce, Visit McMinnville, the City of McMinnville and other community stakeholders that would meet periodically to review the plan and discuss what made sense to move forward in terms of projects and programs.

At their last regular meeting, the Project Advisory Committee reviewed the draft language for the Economic Vitality Leadership Council and voted to recommend its approval to the McMinnville City Council.

Attachments:

• Ordinance No. 5062

Fiscal Impact:

There is no anticipated fiscal impact to the City of McMinnville with this decision.

Recommendation:

Staff recommends that the Council adopt Ordinance No. 5062.

"I MOVE TO ADOPT ORDINANCE NO. 5062."

ORDINANCE NO. 5062

AN ORDINANCE AMENDING THE MCMINNVILLE CITY CODE, ADDING CHAPTER 2.30, SPECIFIC TO THE McMINNVILLE ECONOMIC VITALITY LEADERSHIP COUNCIL.

RECITALS:

In 2018, the City of McMinnville initiated the development of an economic development strategic plan with a project advisory committee comprised of members of the City of McMinnville, McMinnville Downtown Association, the McMinnville Chamber of Commerce, McMinnville Economic Development Partnership, Chemeketa College, and many business leaders in the community; and

The intent from the beginning of the project was to develop a strategic plan that would be a guidance document for everyone in the City of McMinnville working on economic development issues; and

The plan identified three foundational goals and strategies that are meant to be broadly beneficial across multiple industry sectors.

- Accelerate Growth in Living-Wage Jobs Across a Balanced Array of Industry Sectors.
- 2. Improve systems for Economic Mobility and Inclusion.
- 3. Maintain and Enhance our High Quality of Life.

The plan identified five target sector goals and strategies that are intended to pursue opportunities and improve outcomes within clusters or sectors of related industries. :

- 1. Sustain and Innovate within Traditional Industry and Advanced Manufacturing.
- 2. Foster Opportunity in Technology and Entrepreneurship
- 3. Be a Leader in Hospitality and Place-Based Tourism
- 4. Align and Cultivate Opportunities in Craft Beverages and Food Systems.
- 5. Proactively Assist Growth in Education, Medicine and Other Sciences.

The Plan's Project Advisory Committee discussed how to ensure that the Plan would be utilized and leveraged as effectively as possible for the community of McMinnville; and

The Plan's Project Advisory Committee voted to recommend that the City of McMinnville establish an Economic Vitality Leadership Council to oversee the implementation of the Plan; and

On March 12, 2019, the City of McMinnville adopted the MAC Town 2032 Economic Development Strategic Plan.

NOW, THEREFORE, THE COMMON COUNCIL FOR THE CITY OF MCMINNVILLE ORDAINS AS FOLLOWS:

- 1. That Chapter 2.30 (Economic Vitality Leadership Council) is added to the McMinnville City Code as provided in Exhibit A to this Ordinance.
- 2. That this Ordinance shall take effect 30 days after its passage by the City Council.

Council.		
Passed by the Council this12 th	day of March, 2019, by the following votes:	
Ayes:		
Nays:		
	MAYOR	
Attest:	Approved as to form:	
CITY RECORDER	CITY ATTORNEY	



CITY OF MCMINNVILLE PLANNING DEPARTMENT 231 NE FIFTH STREET MCMINNVILLE, OR 97128

503-434-7311 www.mcminnvilleoregon.gov

PROPOSED AMENDMENTS TO THE MCMINNVILLE MUNICIPAL CITY CODE

New proposed language is represented by <u>underline font</u>, deleted language is represented by <u>strikethrough font</u>.

Sections:

2.30.010	Purpose.
2.30.020	Responsibilities and Power.
2.30.030	Membership.
2.30.040	Officers.
2.30.050	Meeting/Quorum
2.30.060	Expenses / Reimbursements
2.30.070	Special Provisions
2.30.080	Staff Support

Chapter 2.30

ECONOMIC VITALITY LEADERSHIP COUNCIL

2.30.010 Purpose. To serve in an advisory and guidance role to McMinnville economic development partners advancing the MAC Town 2032 Economic Development Strategic Plan. To focus on both high-impact, near-term strategies and objectives, and high-impact, long-term strategies and objectives that will:

- A. <u>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.</u>
- B. 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.

- C. <u>Lead McMinnville's agricultural and manufacturing traditional economy towards a successful and sustainable 21st century economy.</u>
- D. Utilize McMinnville's history of collaboration towards achieving big things.
- E. <u>Identify what is an attractive business climate for McMinnville's targeted</u> potential and what McMinnville still needs to do to create that climate.
- F. <u>Leverage the growing tourism industry towards new business development and investment.</u> "If you like to play here, why not work and live here too."
- G. 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.
- H. <u>Invest limited resources in strategic initiatives that create family wage jobs that are multi-generational and reinforce the small town charm of McMinnville.</u>

2.30.020 Responsibilities and Power.

- A. <u>Serve as an advisory committee on implementing McMinnville's economic development strategic plan.</u>
- B. Support economic development efforts in the city of McMinnville.
- C. <u>Have the authority to coordinate economic development activities with other city, county, state or federal agencies.</u>

2.30.030 Membership

- A. Number of Members. The MAC Town 2032 Economic Vitality Leadership Council shall be comprised of 15 members. .
- B. Representation. Membership shall be comprised of two members each from the City of McMinnville, McMinnville Chamber of Commerce, McMinnville Economic Development Partnership, Visit McMinnville, and McMinnville Downtown Association, one member from McMinnville Water and Light, one member from the McMinnville School District, and three members at-large representing the McMinnville business community. Each member should be part of the overall team of the representative stakeholder.
- C. Appointments. Appointments will be made by each respective agency for those members representing that agency with guidance from the The MAC Town 2032 Economic Vitality Leadership Council. The three members at large will be appointed by the McMinnville City Council with the recommendation of the MAC Town 2032 Economic Vitality Leadership Council.
- D. **Terms.** All terms are for three years commencing with January of each year.

All members may serve two consecutive three-year terms. Members who have served two full terms may be reappointed to the MAC Town 2032 Economic Vitality Leadership Council after a three-year hiatus from the council. For the initial appointments, five members will be appointed to a one year term, five members to a two-year term, and five members to a three year term. The initial one and two year terms will not count towards the term limits.

- E. Removal. A council member may be removed by the majority vote of the MAC Town 2032 Economic Vitality Leadership Council if the council finds misconduct, nonperformance of duties or three successive unexcused absences from regular meetings by the member, the member shall be removed.
- F. <u>Ex-Officio Members.</u> One ex-officio youth (21 years of age and under) may be appointed by the McMinnville City Council, to serve a three year term. The ex-officio youth shall not be a voting member.

2.30.040 Officers

- A. Chairperson / Vice-Chairperson. At its first meeting of each year, the MAC Town 2032 Economic Vitality Leadership Council shall elect from its membership a chairperson and vice-chairperson. The chairperson or vice-chairperson, acting as chairperson, shall have the right to make or correct motions and vote on all matters before the council. A majority of the council may replace its chairperson or vice-chairperson with another member at any time during the calendar year.
- B. Annual Report to City Council. The Chairperson of the council shall make an annual report to the McMinnville City Council outlining accomplishments for the past year and work plan for the following year or more often as the Chairperson deems appropriate, or at the request of the McMinnville City Council.

2.30.050 Meeting/Quorum

- A. <u>Meeting Schedule.</u> The Council shall meet as required to accomplish their responsibilities.
- B. <u>Meeting Conduct.</u> The Rules of Parliamentary Law and Practice as in Roberts Rules of Order Revised Edition shall govern each committee meeting.
- C. **Open to the Public.** All meetings shall be open to the public.
- D. Quorum. A majority of the members of the council shall constitute a quorum. Quorum will be based on the number of people officially appointed to the council at the time and should not include vacancies.

2.30.060	Fynenses	/ Reimbursements.	Council	members	shall	receive no	compensatio
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Oudings and No. 5062 (Management) City Code 2.20 Francis Vitality Landauchin Council Days 5.66

2.30.070 Special Provisions.

- A. The MAC Town 2032 Economic Vitality Leadership Council shall operate within the laws and guidelines of the federal government, the state government, Yamhill County and the City of McMinnville.
- B. The Council may appoint an ad-hoc committee to address issues that are under the purview of the existing council.
- **2.30.080 Staff Support.** Staffing shall be provided by the City of McMinnville, McMinnville Chamber of Commerce, McMinnville Economic Development Partnership, Visit McMinnville and McMinnville Downtown Association. The City of McMinnville shall provide lead staff support for the administration of the council.



City of McMinnville
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STAFF REPORT

DATE: March 12, 2019

TO: Mayor and City Councilors

FROM: Jamie Fleckenstein, Associate Planner

SUBJECT: Ordinance No. 5063, PDA 2-18, an ordinance amending an existing planned

development to support a small-lot, small-home subdivision.

(R440902100/R4400902104, Cottages at Chegwyn Village, Phase 2)

STRATEGIC PRIORITY & GOAL:



HOUSING OPPORTUNITIES (ACROSS THE INCOME SPECTRUM)

Create diverse housing opportunities that support great neighborhoods.

OBJECTIVE/S: Collaborate to improve the financial feasibility of diverse housing development opportunities

Report in Brief: This action is the consideration of Ordinance No. 5063, an ordinance approving a Planned Development request on an existing property.

The subject site is located west of NE McDonald Lane, east of NE Jacob Street, north of NE Peyton Lane, and south of NE Autumn Ridge Drive, and is more specifically described as Tax Lots 2100 and 2104, Section 9, T. 4 S., R 4 W., W.M.

Cottages at Chegwyn Village, LLC is requesting approval to amend an R-4 Planned Development described by Ordinance 4953 and amended by Ordinance 4990 reducing average lot size and certain setbacks, increasing allowed block length and lot depth to width ratio, allowing lot access through an access easement, and amending an approved site plan.

This land use request was considered at a public hearing by the McMinnville Planning Commission on February 21, 2019. The public hearing was closed at the same meeting, following which the Planning Commission deliberated and then voted to recommend that the Council consider and approve the Planned Development Amendment requests subject to conditions of approval outlined in Ordinance No. 5063.

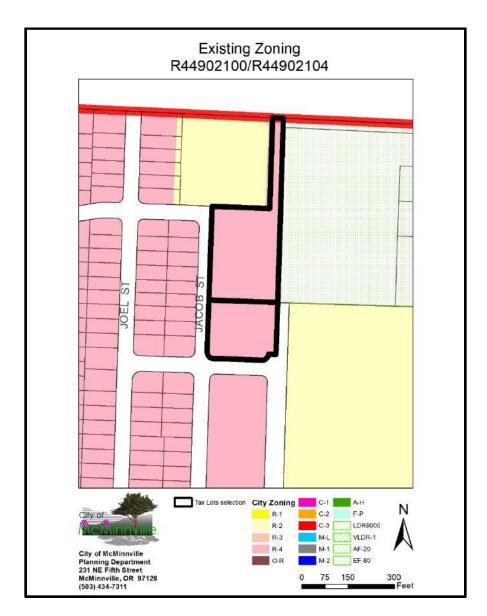
Attachments:

The applicant also requested approval of an alley loaded 28 lot subdivision on approximately 1.88 net acres. At their meeting on February 21, 2019, the Planning Commission voted to approve the Tentative Subdivision request (S 2-18), conditional to the final approval of the Planned Development Amendment request. If Ordinance No. 5063 is not approved, S 2-18 will not move forward.

Background:

The subject site is currently undeveloped, and is zoned R-4 PD (Multi-Family Residential Planned Development). To the north of the subject site where the Cottages at Chegwyn Village Phase 2 is proposed, is undeveloped land owned by McMinnville Water & Light that is anticipated to be the site of a future electrical substation. To the east of the subject site is undeveloped land owned by the McMinnville School District. West of the subject site is the Bungalows at Chegwyn Village Phase 3, a single family residential development. To the south of the subject site is the Cottages at Chegwyn Village, a multifamily residential development. A visual of the subject site and reference maps showing the zoning designations of the subject site and the surrounding properties can be seen below:



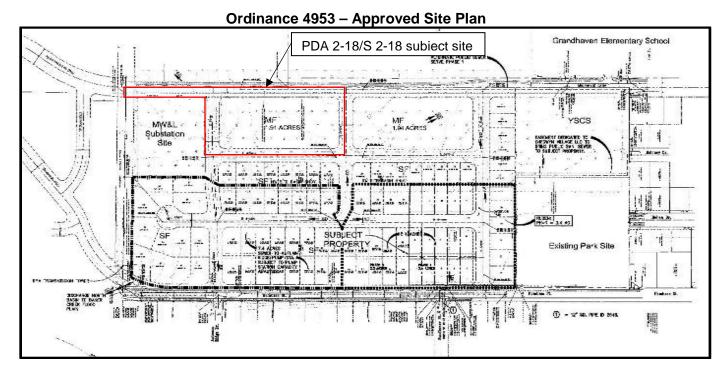


The applicant is requesting approval of a Planned Development Amendment to an R-4 Planned Development described by Ordinance 4953 and amended by Ordinance 4990. The amendments requested consist of reducing the average lot size requirements, increasing the allowed block lengths, and increasing the lot depth to width ratio that are allowed in the underlying R4 zoning standards, as well as amending certain yard setbacks approved in Ordinance 4990 and amending the site plan approved in Ordinance 4953. This Planned Development amendment also requests to allow access to lots through an access easement.

The applicant also requested approval of a Tentative Subdivision for the construction of an alley loaded 28 small lot subdivision of bungalow style single family detached residences, referred to as the Cottages at Chegwyn Village Phase 2. On February 21, 2019, Planning Commission approved the Tentative Subdivision request, conditioned upon the approval of the Planned Development Amendment being approved as requested.

Attachments:

Currently, the subject site is zoned R-4 PD, approved in 2012 by the McMinnville City Council with the adoption of Ordinance 4953. Ordinance 4953 was subsequently amended in 2015 by Ordinance 4990. Ordinance 4953 rezoned approximately 22.26 acres from County EF-80 to City R-4 PD, and approved a site plan as part of the planned development. The subject site was identified as multi-family on the site plan. The approved "Overall Plan" can be seen below:



Ordinance 4953 approved the following setback variances to the R-4 zoning standards as part of the planned development:

- Front Yard: 15 feet minimum setback reduced to 10 feet.
- Side Yard: Six (6) feet minimum reduced to zero for garage construction on Lots 2, 4-7, 9, 11, 12, 14, 16-20. All other development shall provide minimum six (6) foot side yard setback.
- Exterior Side Yard: No change to 15 foot setback.
- Rear Yard: No change to 20 foot setback.

Ordinance 4953 also established an average lot size for single family lots within the subject site of 5,000 square feet instead of a 5,000 square foot minimum lot size. Phases 1 and 2 of the Bungalows at Chegwyn Village (both single family developments) were developed subject to the planned development standards established by Ordinance 4953.

Preceding the development of additional phases of the Bungalows at Chegwyn Village, Planned Development Ordinance 4990 was approved by the McMinnville City Council on June 23, 2015 amending Ordinance 4953 for approximately 13.7 acres of land of the original site plan. Exceptions to zoning standards approved by Ordinance 4990 included the following reductions in required yard setbacks:

• Front Yard: No change to 10 foot setback.

Attachments:

- Side Yard: Zero foot setback for garage construction on all lots. All other development shall provide minimum six (6) foot side yard setback.
- Exterior Side Yard: No change to 15 foot setback.
- Rear Yard: No change to 20 foot setback.
- All setbacks for multiple-family lots: 10 feet.

Ordinance 4990 did not amend the original site plan.

Since that time, portions of the site subject to Ordinance 4990 have been developed with single family and multi-family residences, including the Bungalows at Chegwyn Village Phase 3 (single family development) and the Cottages at Chegwyn Village (multi-family development). It is the remaining 2.40 acres of the original 22.26 acres that are the subject of the current Planned Development Amendment and Subdivision requests. This 2.40 acres was originally identified as multi-family in the Ordinance 4953 site plan and is subject to the setback standards established by Ordinance 4990. However, both Ordinance 4953 and Ordinance 4990 do not define multi-family.

It should be noted that if this planned development amendment is not approved, the provisions of Ordinance 4953 and Ordinance 4990 are still binding on the site and would permit multifamily on the site. Multi-family is defined in the McMinnville City Code as three or more units in a structure. There is nothing in the code that requires a minimum density of development. So the multifamily development could be as few as three units or as many as 50 plus units on the site if all conditions of the planned development and zoning ordinance can be met. For a reference, phase 1 of the Cottages at Chegwyn Village has 36 dwelling units on approximately 1.96 acres.

Evaluation of Review Criteria for Planned Development Amendments:

An amendment to an existing planned development may be authorized, provided that the proposal satisfies all relevant requirements of the Zoning Ordinance (Ord. 3380) and also provided that the applicant demonstrates the following:

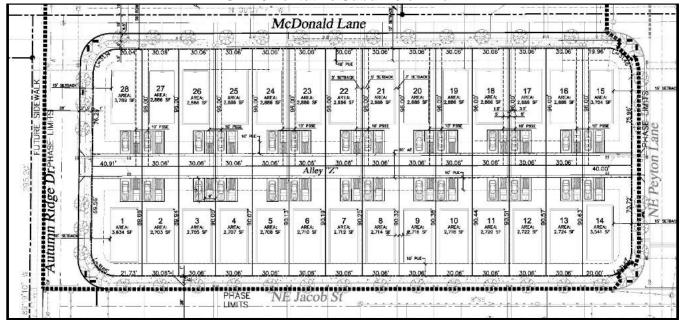
Section 17.74.070 Planned Development Amendment – Review Criteria:

A. There are special physical conditions or objectives of a development which the proposal will satisfy to warrant a departure from the standard regulation requirements.

The applicant has provided narrative in the application outlining the objectives of the proposed development. Specifically, the applicant wants to meet a market need for smaller, single family dwelling units and City goals of increased density in the underlying R-4 zone. To meet these goals, the applicant is proposing a 28 lot, alley loaded, detached bungalow style single family housing subdivision. For each dwelling unit, there are two (2) shared off-street parking stalls accessed from the alley. The tentative subdivision plan illustrating these concepts is shown below:

Attachments:





In order to achieve this development, the applicant is proposing adjustments to the existing planned development, Ordinance 4990, which amended Ordinance 4953. The history of planned development zone changes for the subject site is outlined below, including the proposed amendment:

	R-4 Zone	P.D. Ordinance 4953	P.D. Ordinance 4990 (existing P.D.)	Proposed P.D. Amendment
Lot Size	5,000 s.f. min. 2,500 s.f. min. for common wall single-family	5,000 s.f. average	5,000 s.f. average	2,925 s.f. average
Front Yard Setback	15 feet	10 feet	10 feet	10 feet (no change)
Side Yard Setback	6 feet	0 feet for garages on some lots; 6 feet all other development	0 feet for garages; 6 feet all other development	3 feet
Exterior Side Yard Setback	15 feet	15 feet	15 feet	15 feet (no change)
Rear Yard Setback	20 feet	20 feet	20 feet	20 feet (no change)

The planned development amendments proposed by the applicant are summarized below:

- Reduce average lot size from 5,000 square feet to 2,925 square feet;
 - o (Note: The application requests a reduction from 4,900 s.f. to 2,925 s.f., but the current average lot size requirement for the subject site per Ord. 4990 is 5,000 s.f.)
- Maintain the reduced 10 foot front yard setback;

Attachments:

- Reduce the side yard setback from six (6) feet to three (3) feet.
 - o (Note: The application requests a reduction from five (5) feet to three (3) feet, but the current side yard setback requirement for the subject site per Ord. 4990 is six (6) feet.)

Additional planned development amendments identified by staff during subdivision review (discussed in more detail below):

- Allow an approximate 10 percent increase in allowed block length (proposed block length is approximately 440 feet, standard block length is 400 feet)
- Allow the lot depth to width ratio to exceed the recommended two (2) to one (1) ratio (interior lots have a proposed depth to width ratio of 2.7:1)
- Allow access easement (alley) to provide access to more than three (3) lots (the access easement provides access to 28 lots)
- Allow alley loaded small lot subdivision development by amending the final development plans made part of the zone and binding on the owner and developer per Section 2, Condition 3 of Planned Development Ordinance 4953.

Again, if this planned development amendment is not approved, the provisions of Ordinance 4953 and Ordinance 4990 are still binding on the site, which would permit development similar to the Cottages at Chegwyn Village, the multi-family development to the south of the subject site. The Cottages at Chegwyn Village has 36 dwelling units on approximately 1.96 acres, yielding a density per net acre of 18.36 dwelling units per acre. If multi-family dwelling units were proposed on the subject site's 1.88 net acres, per maximum density standards in the R-4 zone, 54 two (2) bedroom units (1,500 square feet of lot area minimum per unit) or 46 three (3) bedroom units (one per 1,750 square feet) could potentially be proposed in buildings up to 60 feet in height. Since multi-family dwelling is defined as three (3) or more dwelling units in a building, the minimum that could be developed on the site under the current planned development is three (3) units.

However, the applicant is proposing a single family development with the objectives of providing an innovative housing product and site design to meet a housing need not met with multi-family development. The applicant, by requesting the planned development amendment, hopes to provide single family detached housing that provides ownership opportunity at a lower cost due to the smaller lot, smaller home size, and lack of garage.

The proposed subdivision development cannot reach the desired density for the proposed housing type without the reduction of average lot size from 5,000 square feet to 2,925 square feet. The application indicates a minimum lot size of 2,702 square feet and a maximum lot size of 3,789 s.f. The underlying R-4 zone allows common wall single family dwelling units on minimum 2,500 square foot lots. The proposed amendment increases the density of single family development for the subject site, yet remains below the maximum threshold for single family residences established by the underlying zone.

Keeping the reduced 10 foot front yard setback will allow the proposed single family dwelling units to be located closer to the street, creating the space for an mid-block access easement/alley to access each unit's off-street parking spaces. The application indicates that the 10 foot setback will apply to units on the west side of the subdivision. Units on the east side, along McDonald Lane, will be set back 17 feet due to an existing McMinnville Water & Light easement.

The reduction of the required side yard setback from six (6) feet to three (3) feet will allow the applicant to maintain the density of the underlying R-4 zone. According to the application, the reduced side yard

Attachments:

setback helps provide the density of townhomes, but with a detached single family product without the complication of shared wall construction and maintenance. The applicant is proposing to utilize the three (3) foot side yard setback for all interior side yards in lots 1 through 14 along Jacob Street, and for one interior side yard per lot for lots 16 through 27 along McDonald Lane. Lots 1, 14, 15, and 28, being corner lots, would be subject to the 15 foot exterior side yard setback.

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B. Resulting development will not be inconsistent with the Comprehensive Plan objectives of the area.

The subject site is designated as Residential on the McMinnville Comprehensive Plan Map. There are numerous Comprehensive Plan Goals and Policies that are applicable to this request. The narrative provided by the applicant identifies those goals and policies in more detail, and they have also been identified in the attached decision document.

General Comprehensive Plan Goals & Policies

The Comprehensive Plan goals and policies most applicable to the planned development amendment request are found in Chapter V (Housing and Residential Development), Chapter VI (Transportation System), and Chapter VII (Community Facilities and Services).

Housing and Residential Development

Goals from Chapter V of the Comprehensive Plan promote the "development of affordable, quality housing for all city residents" (Goal V 1), and also "a residential development pattern that is land intensive and energy-efficient, that provides for an urban level of public and private services, and that allows unique and innovative development techniques to be employed in residential designs" (Goal V 2). More specifically, supporting policies provide guidance in the provision of opportunities for the development of a variety of housing types and densities (Policy 58.00), encouragement of compact development in areas where urban services are already available (Policy 68.00), development of a variety of housing types on residentially designated land to meet housing needs (Policy 71.00), and encouragement of planned residential developments which offer a variety and mix of housing types and prices (Policy 73.00).

The proposed Planned Development Amendment will allow the development of a 28 lot, alley loaded, detached bungalow style single family housing subdivision, a unique and innovative development that will meet a market demand for lower cost single family detached housing. The innovation of the development can be found in using several techniques to help keep the potential housing costs down while providing a unique character to the subdivision. Small lots keep the cost of land to a minimum. Smaller homes keep the cost of construction and materials down. Alley loaded off-street parking means garages can be eliminated, further keeping the cost of development down, which can be translated to lower sale prices for the homes. Providing an alley to serve the lots and access off-street parking also means that no driveways are necessary in the front of the homes that would disrupt the sidewalk or planting strips in the rights-of-way. Uninterrupted planting strips will allow for more street trees and screening/buffering of the development from the street. Uninterrupted sidewalks translate to a more pleasant and safe pedestrian experience throughout the development. The type of housing that will be provided, alley loaded single family homes on small lots at a density typically found in townhome developments, is innovative and will be unique to the area. The development is being proposed on land

Attachments:

designated residential and that has urban services available to serve the development. Therefore, the proposed Planned Development Amendment and resulting development is consistent with the Housing and Residential Development Goals of the Comprehensive Plan and satisfies Policies 58.00, 68.00, 71.00, and 73.00.

Additional policies address the provision of common open space in residential planned developments designed to directly benefit future residents of the developments (Policy 75.00) and the location of parks, recreation facilities, and community centers within planned developments that are readily accessible to all occupants (Policy 76.00).

Located less than ¼ mile away from the proposed development is Chegwyn Farms Neighborhood Park, an existing City Park. As defined in the 1999 McMinnville Parks, Recreation, and Open Space Master Plan, a neighborhood park is designed to serve residences within a ½ mile radius without crossing a major street. Chegwyn Farms Neighborhood Park is accessible to all future occupants of the proposed development via public walkways along local residential streets, a shared use path connecting the park to NE Samson Street, and by vehicular access from NE Hembree Street or NE Mohan Drive. The proposed planned development amendment and development are consistent with the Comprehensive Plan Policies 75.00 and 76.00 in that a park with open space and recreation facilities is readily accessible to occupants of the planned development.

Policies 77.00 and 78.00 provide guidance in designing traffic systems within planned developments, requiring that internal traffic systems promote safe and efficient traffic flow and give consideration pedestrian and bicycle pathways (Policy 77.00) and that traffic systems are compatible with the circulation patterns of adjoining properties (Policy 78.00).

The primary internal traffic system within the proposed development as allowed by the planned development amendment is the alley serving all lots. All off street parking is proposed to be accessed via the alley, which will be a shared access easement. Alley loaded off-street parking will encourage vehicular traffic on the alley in the rear of the lots. The alley connects to local residential streets, Autumn Ridge Drive to the north and Peyton Lane to the south, which in turn connect to McDonald Lane, a minor collector. Alley loaded off-street parking eliminates the need for driveways crossing sidewalks to access front-loaded garages or other parking in the front of a residence. The result is an uninterrupted sidewalk along the east and west edges of the development, safer for pedestrians and bicyclists. The sidewalks along the north and south edges are broken only once were the alley is accessed from the local street. The alley promotes efficient traffic flow from the development into the adjacent street network while creating a safe pedestrian and bicycle environment. The traffic system around the perimeter of the proposed development is carried by the extension of existing streets, McDonald Lane to the west, and Autumn Ridge Drive to the north. This is extension of the existing street grid is compatible with the circulation patterns of adjoining properties. Therefore, the planned development amendment and proposed development is compatible with Policies 77.00 and 78.00.

The Comprehensive Plan includes specific policies related to Residential Design, which the applicant has provided findings for in their application. The proposed development is consistent with policies regarding incorporation of pedestrian and bicycle pathways to connect with activity areas (Policy 81.00) and the layout of streets to preserve development potential of adjacent properties (Policy 82.00). While no internal pedestrian or bicycle pathway was provided in the development proposal, staff felt that such a path would provide negligible benefit over public sidewalks around the perimeter of the development.

Attachments:

The public sidewalk on McDonald Lane, easily accessible from the proposed development, provides direct access to Grandhaven Elementary School and nearby commercial facilities located on Highway 99. The proposed development is bounded by existing development to the west and south. Vacant, undeveloped properties border the subject site to the north and east. The proposed extension of Autumn Ridge Drive along the north side of the proposed development and McDonald Lane along the east side, and extension of associated utilities will preserve the development potential of the adjacent properties.

Policy 99.00 requires an adequate level of urban services be provided with all proposed residential development, including sanitary sewer, storm sewer, water supply, and improved streets (to City standards) within the development or providing access to the development. The proposed development is consistent with Policy 99.00. Adequate urban services can be provided concurrently with development to serve the subdivision. Sanitary sewer and storm drain lines are available via McDonald Lane, and are proposed to be extended to serve the development. McDonald Lane and Autumn Ridge Drive are proposed to be extended to provide access to the entirety of the proposed development. Water and power are located in Autumn Ridge Drive, McDonald Lane, and Jacob Street, and are planned to be extended to the subject site to serve the property.

<u>Transportation System</u>

The Goal of Chapter VI of the Comprehensive Plan promotes the "development of a transportation system that provides for the coordinated movement of people and freight in a safe and efficient manner" (Goal VI 1). More specifically, supporting policies address streets, parking, and bike paths.

Policies regarding streets include the goal to insure safe and easy access to every parcel (Policy 117.00), encouraging development of roads that minimize adverse effects on the land, reduce the amount of land necessary for streets, emphasize existing and future needs of the area to be served (traffic volumes being an important factor), and consideration of Compete Streets and multimodal transportation (Policy 118.00). Policy 122.00 encourages provisions for functional road classifications, including minor collectors and local streets. The proposed development is consistent with Policies 117.00 and 118.00. Each individual parcel of the proposed subdivision will be accessed via private alley, which is in turn accessed via NE Autumn Ridge Drive and NE Peyton Lane. The alley will be paved and accessed by driveway approaches from the public streets constructed to City standards. The extension of Autumn Ridge Drive and McDonald Lane provide further access to parcels in the subdivision and allow for future development of adjacent properties. The streets will be constructed to City standards, providing asphalt surfacing, curbs, planting strips, and sidewalks that combine to provide meet multi-modal transportation needs. The proposed development is also consistent with Policy 122.00. NE McDonald Lane is classified as a minor collector, and will be extended to service the proposed development in accordance to City Standards, including paving, curbs, planter strips with landscaping, and sidewalks. The applicant is dedicating right-of-way to the City to extend the west half of McDonald Lane. The applicant has indicated that they are working with the McMinnville School District, property owners to the east of the proposed development to allow the full construction of McDonald Lane right-of-way to City standards. The applicant further indicates that the McMinnville School District is supportive of the request and has agreed to a temporary easement to allow access and construction of the full right-of-way, with dedication of the school district owned portion of the McDonald Lane right-of-way to occur following completion of construction. Autumn Ridge Drive, a designated local street, will also be extended to serve the proposed development per City standards, including paving, curbs, planter strips with landscaping, and sidewalks.

Attachments:

McMinnville continues to require adequate off street parking for future developments and land use changes (Policy 126.00), and encourages off-street parking to better utilize roadways and right-of-way (Policy 127.00). The proposed development provides the required two (2) off-street parking spaces per dwelling unit (up to 4 bedrooms). Off-street parking is accessed via a proposed alley in the rear of the lots. Therefore, the proposed development is consistent with Policies 126.00 and 127.00.

The City also encourages subdivision designs that include bike and foot paths that interconnect neighborhoods and lead to schools, parks, and other activity areas (Policy 132.00). The proposed subdivision is one square block in area, bounded by Autumn Ridge Drive, Jacob Street, Peyton Lane, and McDonald Lane. Each street surrounding the subdivision has, or will have, public sidewalks that connect to the City's street and sidewalk network. This public walkway network provides direct access to adjacent neighborhoods, Chegwyn Farms Neighborhood Park, Grandhaven Elementary School, and the commercial facilities located on Highway 99. Although no dedicated bike or foot path internal to the subdivision was proposed as part of the development, staff felt that the benefit of such an element would be negligible to the benefits of the uninterrupted, or minimally disrupted, sidewalks created by the use of the alley and alley loaded off-street parking. Therefore, the proposed development is consistent with Policy 132.00.

Community Facilities and Services

McMinnville's Comprehensive Plan also includes goals relative to Community Facilities and Services. A goal from Chapter VII is to "provide necessary public and private facilities and utilities at levels commensurate with urban development, extended in a phased manner, and planned and provided in advance of or concurrent with development, in order to promote the orderly conversion of urbanizable and future urbanizable lands to urban lands within the McMinnville urban growth boundary." Supporting policies provide guidance in the provision of municipal sewage connections to urban developments (Policy 136.00) and provide guidelines for the extension of sanitary sewage collection lines to urban developments (Policy 139.00). Another policy guides the provision of adequate storm water drainage to urban developments (Policy 142.00)

The application indicates that each lot of the proposed development will be served by the public sanitary sewer collection system that will be extended and constructed with the development of adjacent streets. The proposed eight (8) inch sanitary sewer extension in McDonald Lane has capacity to service the proposed subdivision based on the density of the development. The proposal is consistent with Policies 136.00 and 139.00. The application indicates that an existing 15 inch public storm drain in McDonald Lane has the capacity to service the development and will be extended to do so. Therefore, the proposed development is consistent with Policy 142.00.

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C. The development shall be designed so as to provide for adequate access to and efficient provision of services to adjoining parcels.

The proposed development is designed within the existing street network surrounding the subject site. The extension of NE Autumn Ridge Drive and NE McDonald Lane adjacent to the proposed development, and the associated extensions of sewer, water, and power in those streets, will provide access and efficient provision of services to adjoining parcels.

Attachments:

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D. The plan can be completed within a reasonable period of time.

The applicant has indicated that construction of the subdivision would begin Early Summer 2019 and be completed in Late Fall 2019, in one single phase of construction.

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E. The streets are adequate to support the anticipated traffic, and the development will not overload the streets outside the planned area.

The density of the proposed development is within the density standards for the underlying R-4 zone. The Transportation System Plan is based on the full build-out of the zone at maximum density. The proposed development is not increasing the density beyond that which has been incorporated into the TSP, and will not overload the streets in the planned area. The proposed 28 lots are expected to generate approximately 269 vehicle trips per day based on the ITE daily trip rate of 9.6 trips per day. New traffic is expected to exit off-street parking to the alley, and then to one of two local streets, Autumn Ridge Drive or Peyton Lane. From the local streets, traffic is expected to then use McDonald Lane, a designated minor collector. Minor collectors are designed to carry higher volumes of traffic than local streets, per the City's Transportation System Plan.

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F. Proposed utility and drainage facilities are adequate for the population densities and type of development proposed.

Existing eight (8) inch water lines are located in McDonald Lane and Jacob Street can be extended to service the development.

An existing eight (8) inch sanitary sewer line located in McDonald Lane can be extended to service the development, and has capacity and depth. The capacity is based on the Facility Plans assumption that the sewers are sized for 12 dwelling units per acre. The application indicates the density of the proposed development is just under 12 dwelling units per gross acre.

An existing 15 inch storm drain line located in McDonald Lane can be extended to service the proposed development, and has capacity and depth to service the proposed development.

Existing power, natural gas, and telephone lines in McDonald Lane and Jacob Street can be extended to service the development.

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G. The noise, air, and water pollutants caused by the development do not have an adverse effect upon surrounding areas, public utilities, or the city as a whole.

It is not anticipated that the proposed residential development would cause noise, air, and water pollutants that would have an adverse effect on the surrounding areas, public utilities, or the city as a whole.

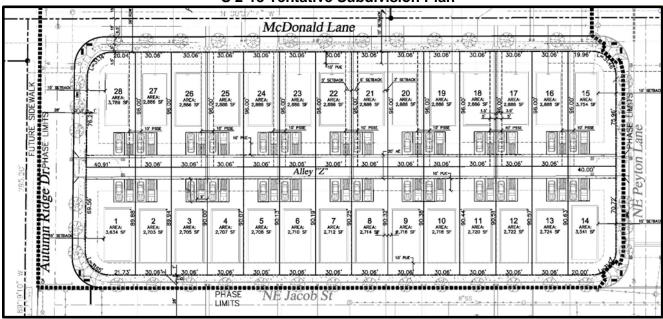
Attachments:

Based on the evaluation above, the Planning Commission found that the requested Planned Development Amendment satisfied the review criteria for approval. Therefore, the Planning Commission voted to recommend approval of the Planned Development Amendment. Staff is suggesting that the amendment be processed in Ordinance 5063, which is attached for your review, and that the Ordinance specify that the final development plans made part of the zone and binding on the owner and developer per Section 2, Condition 3 of Planned Development Ordinance 4953 shall be amended to reflect an alley loaded small lot subdivision in the northeast portion of the site plan labeled multi-family; and that Section 2 of Ordinance 4990 is amended by adding the following: An alley loaded small lot single family development is allowed with the following development standards:

- a. An average lot size of 2,925 square feet;
- b. A front yard setback of ten (10) feet;
- c. An interior side yard setback of three (3) feet;
- d. An approximate ten (10) percent increase in allowed block length;
- e. A lot depth to width ratio exceeding the recommended two (2) to one (1) ratio;
- f. An access easement to provide access to more than three (3) lots.

Subdivision Review

The applicant also requested approval of a Tentative Subdivision for the construction of an alley loaded 28 small lot subdivision of bungalow style single family detached residences, referred to as the Cottages at Chegwyn Village Phase 2. The proposed tentative subdivision plan is provided again below for reference:



S 2-18 Tentative Subdivision Plan

On February 21, 2019, Planning Commission voted to approve with conditions the Tentative Subdivision request, conditioned upon the final approval of the Planned Development Amendment being approved as requested.

Attachments:

Ordinance No. 5063 including:
Exhibit A – PDA 2-18 Decision Document
Public Comments Received
Application Materials
Planning Commission Minutes, 2-21-19

Discussion:

The Planning Commission held a public hearing at their regular meeting on February 21, 2019. Five (5) written testimonies were received prior to the public hearing. One resident wrote on December 4, 2018 to express support for the proposed amendments and development. One resident wrote on February 5, 2019 to express support of a development of single family detached residences instead of multi-family rental units currently allowed, stating that individual homeowners will take pride of ownership in their home and community, but with concern that a more affordable housing development would be attractive to investors to purchase for rental investments, which could have an effect on maintenance and appearance of the development. One resident wrote on February 10, 2019 to oppose approval of the planned development amendment and subsequent development because the original development plan indicated the site was to be developed as multi-family and that the development based on the modified planned development would negatively impact the surrounding neighborhood. One resident wrote on February 17, 2019 to express concern over the loss of land zoned for multi-family, and one resident wrote on February 20, 2019 to express concern over the possible inclusion of carports and a lack of exterior storage space.

One resident provided oral testimony during the February 21, 2018 public hearing. The testimony provided was oppositional, and focused on the mechanics and logistics of how the proposed development would function, from solid waste and recycling service in the alley to the maintenance of the access easement/alley.

The public hearing was closed on February 21, 2019, following which the Planning Commission deliberated. The Planning Commission discussed the oppositional testimony provided during the public hearing, and referenced the fact the proposed Planned Development Amendment would allow development at a density found within the multi-family zone and comparable to the neighboring multi-family development. The Commission also discussed how the innovative new housing type allowed by the Planned Development Amendment request would meet a need for new home ownership opportunities at a lower cost than can be found currently in McMinnville. The Planning Commission then voted, on a 7-2 vote, to recommend that the Council consider and approve the Planned Development Amendment request, subject to conditions of approval outlined in detail in Ordinance No. 5063.

As mandated by Oregon state law and described by Section 17.72.050 (Application Time Limit) of the McMinnville Zoning Ordinance, the City is required to take final action on all land use requests within 120 days from the date the application was deemed complete. The application for the Planned Development Amendment and Tentative Subdivision (PDA 2-18 / S 2-18) was deemed complete November 19, 2018. The 120 day time limit expires March 19, 2019. If the City Council decides to hold a public hearing for the Planned Development Amendment request, the applicant must provide to the City in writing, an extension to the 120 day time period, otherwise the applicant may file a petition for a writ of mandamus in the county circuit court to compel issuance of approval.

Attachments:

Ordinance No. 5063, including:
Exhibit A – PDA 2-18 Decision Document
Public Testimony Received
Application Materials
Draft Planning Commission Minutes, 2-21-19

Attachments:

Ordinance No. 5063 including:
Exhibit A – PDA 2-18 Decision Document
Public Comments Received
Application Materials
Planning Commission Minutes, 2-21-19

Fiscal Impact:

None.

Alternative Courses of Action:

- 1. **ADOPT** Ordinance No. 5063, approving PDA 2-18 and adopting the Decision, Conditions of Approval, Findings of Fact and Conclusionary Findings.
- 2. ELECT TO HOLD A PUBLIC HEARING date specific to a future City Council meeting.
- 3. **DO NOT ADOPT** Ordinance No. 5063, providing findings of fact based upon specific code criteria to deny the application in the motion to not approve Ordinance No. 5063.

Recommendation/Suggested Motion:

Staff recommends that the Council adopt Ordinance No. 5063 which would approve PDA 2-18, subject to conditions of approval as recommended by the Planning Commission.

"THAT BASED ON THE FINDINGS OF FACT, THE CONCLUSIONARY FINDINGS FOR APPROVAL, AND THE MATERIALS SUBMITTED BY THE APPLICANT, I MOVE TO ADOPT ORDINANCE NO. 5063."

Attachments:

ORDINANCE NO. 5063

AN ORDINANCE AMENDING PLANNED DEVELOPMENT ORDINANCE NO. 4953 AND 4990 TO REDUCE AVERAGE LOT SIZE REQUIREMENTS AND CERTAIN SETBACKS, INCREASE ALLOWED BLOCK LENGTHS AND LOT DEPTH TO WIDTH RATIO, AND AMEND AN APPROVED SITE PLAN, FOR A SMALL-LOT, SMALL-HOME SUBDIVISION AT CHEGWYN VILLAGE.

RECITALS:

The subject site is located west of NE McDonald Lane, east of NE Jacob Street, north of NE Peyton Lane, and south of NE Autumn Ridge Drive, and is more specifically described as Tax Lots 2100 and 2104, Section 9, T. 4 S., R 4 W., W.M.; and

The Planning Department received application PDA 2-18 on October 18, 2018, and deemed it complete on November 6, 2018. A public hearing before the McMinnville Planning Commission was held on February 21, 2019, after due notice had been provided in the local newspaper on February 15, 2019, and written notice had been mailed to property owners within 300 feet of the affected property. At the February 21, 2019, Planning Commission public meeting, after the application materials and a staff report were presented and testimony was received, the Commission voted 7 - 2 to recommend approval of PDA 2-18 to the McMinnville City Council; and

The City Council, being fully informed about said request, found that the requested amendments conformed to the applicable Comprehensive Plan goals and policies, as well as the Planned Development Amendment review criteria listed in Section 17.74.070 of the McMinnville Municipal Code based on the material submitted by the applicant and the findings of fact and conclusionary findings for approval contained in Exhibit A; and

The City Council having received the Planning Commission recommendation and staff report, and having deliberated;

NOW, THEREFORE, THE COMMON COUNCIL FOR THE CITY OF MCMINNVILLE ORDAINS AS FOLLOWS:

- 1. That the Council adopts the Findings of Fact, Conclusionary Findings, Decision and Conditions of Approval as documented in Exhibit A approving PDA 2-18; and
- 2. That the final development plan made part of the zone and binding on the owner and developer per Section 2, Condition 3 of Planned Development Ordinance 4953 is amended to reflect an alley loaded small lot subdivision in the northeast portion of the site plan labeled multifamily; and
 - 3. That Section 2 of Ordinance 4990 is amended by adding the following:
 - 2. An alley loaded small lot single family development is allowed with the following development standards:
 - a) An average lot size of 2,925 square feet:
 - b) A front yard setback of three (3) feet;

- c) An interior side yard setback of three (3) feet;
- d) An approximate ten (10) percent increase in allowed block length;
- e) A lot depth to width ratio exceeding the recommended two (2) to one (1) ratio:
- f) An access easement to provide access to more than three (3) lots).
- 4. That this Ordinance shall take effect 30 days after its passage by the City Council.

Passed by the Council this 12 th da	ay of March 2019, by the following votes:
Ayes:	
Nays:	
	MAYOR
Attest:	Approved as to form:
CITY RECORDER	CITY ATTORNEY

EXHIBIT A



CITY OF MCMINNVILLE PLANNING DEPARTMENT 231 NE FIFTH STREET MCMINNVILLE, OR 97128

503-434-7311 www.mcminnvilleoregon.gov

DECISION, FINDINGS OF FACT AND CONCLUSIONARY FINDINGS FOR THE APPROVAL OF A PLANNED DEVELOPMENT AMENDEMENT TO REDUCE AVERAGE LOT SIZE REQUIREMENTS, REDUCE REQUIRED YARD SETBACKS, INCREASE ALLOWED BLOCK LENGTH, INCREASE ALLOWED LOT DEPTH TO WIDTH RATIO, INCREASE LOTS ACCESSIBLE BY ACCESS EASEMENT, AND REMOVE A BINDING SITE PLAN FROM THE ZONE AT R44092100/R44092104.

DOCKET: PDA 2-18 (Planned Development Amendment)

REQUEST: The applicant is requesting approval of a Planned Development Amendment to

an R-4 Planned Development described by Ordinance 4953 and amended by Ordinance 4990. The amendments requested consist of reducing the average lot size requirements, increasing the allowed block lengths, and increasing the lot depth to width ratio that are allowed in the underlying R4 zoning standards, as well as amending certain yard setbacks approved in Ordinance 4990 and amending the site plan approved in Ordinance 4953. This Planned Development amendment also requests to allow access to lots through an

access easement.

LOCATION: The subject site is located west of NE McDonald Lane, east of NE Jacob Street,

north of NE Peyton Lane, and south of NE Autumn Ridge Drive, and is more specifically described as Tax Lots 2100 and 2104, Section 9, T. 4 S., R 4 W.,

W.M.

ZONING: R-4 PD (Multiple Family Residential Planned Development)

APPLICANT: Alan Ruden, on behalf of Cottages at Chegwyn Village, LLC

STAFF: Jamie Fleckenstein, PLA, Associate Planner

DATE DEEMED

COMPLETE: November 06, 2018

HEARINGS BODY: McMinnville Planning Commission

DATE & TIME: February 21, 2019. Civic Hall, 200 NE 2nd Street, McMinnville, Oregon.

DECISION-MAKING

BODY: McMinnville City Council

DATE & TIME: March 12, 2019. Civic Hall, 200 NE 2nd Street, McMinnville, Oregon.

PROCEDURE:	A request to amend an existing Planned Deve to be reviewed by the Planning Commission described in Section 17.72.120 of the McMinn	on during a public hearing, as			
CRITERIA:	The applicable criteria are specified in Section Code.	17.74.070 of the McMinnville City			
APPEAL:	The decision may be appealed within 15 days of the date the decision is mailed as specified in Section 17.72.170 of the McMinnville Zoning Ordinance.				
COMMENTS:	This matter was referred to the following McMinnville Fire Department, Police Depart Building Department, Parks Department, Cit McMinnville Water and Light; McMinnville Scounty Public Works; Yamhill County Formunications; Comcast; and Northwest Naprovided in this exhibit.	ment, Engineering Department, by Manager, and City Attorney; School District No. 40; Yamhill Planning Department; Frontier			
DECISION					
	gs and conclusions, the City Council APPRO 18) subject to the conditions of approval pro				
	//////////////////////////////////////	IONS			
City Council:Scott Hill, Mayor of M	/IcMinnville	Date:			
Planning Commissio		Date:			
Planning Department Heather Richards, Pl		Date:			

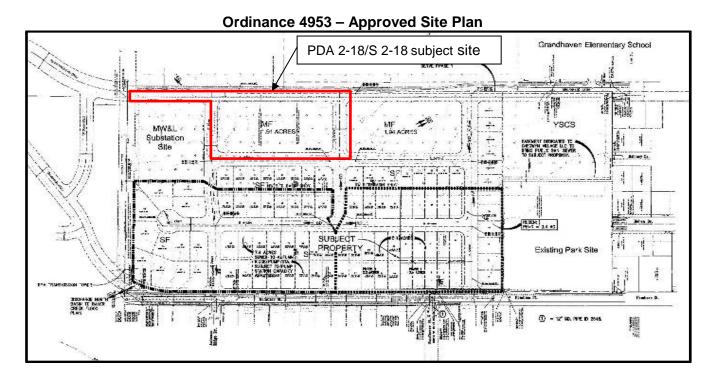
APPLICATION SUMMARY:

The applicant is requesting approval of a Planned Development Amendment to an R-4 Planned Development described by Ordinance 4953 and amended by Ordinance 4990. The amendments requested consist of reducing the average lot size requirements, increasing the allowed block lengths, and increasing the lot depth to width ratio that are allowed in the underlying R4 zoning standards, as well as amending certain yard setbacks approved in Ordinance 4990 and amending the site plan approved in Ordinance 4953. This Planned Development amendment also requests to allow access to lots through an access easement.

The applicant also requested approval of a Tentative Subdivision for the construction of an alley loaded 28 lot subdivision of bungalow style single family detached residences, referred to as the Cottages at Chegwyn Village Phase 2. This subdivision was approved by the McMinnville Planning Commission on February 21, 2019, and was conditioned upon the approval of the Planned Development Amendment being approved as requested. The Tentative Subdivision Plan is a separate land-use decision and was processed in a separate decision document.

The subject site is approximately 2.74 gross acres, and following the conveyance of a small strip of land to McMinnville Water & Light and dedication of rights-of-way, the subdivision will have a net area of approximately 1.88 acres, yielding a density per net acre of 14.89 dwelling units per acre.

Currently, the subject site is zoned R-4 PD, approved in 2012 by the McMinnville City Council with the adoption of Ordinance 4953. Ordinance 4953 was subsequently amended in 2015 by Ordinance 4990. Ordinance 4953 rezoned approximately 22.26 acres from County EF-80 to City R-4 PD, and approved a site plan as part of the planned development. The subject site was identified as a multifamily on the site plan. The approved "Overall Plan" can be seen below:



Ordinance 4953 approved the following setback variances to the R4 zoning standards as part of the planned development:

- Front Yard: 15 feet minimum setback reduced to 10 feet.
- Side Yard: Six (6) feet minimum reduced to zero for garage construction on Lots 2, 4-7, 9, 11, 12, 14, 16-20. All other development shall provide minimum six (6) foot side yard setback.
- Exterior Side Yard: No change to 15 foot setback.
- Rear Yard: No change to 20 foot setback.

Ordinance 4953 also established an average lot size for single family lots within the subject site of 5,000 square feet instead of a 5,000 square foot minimum lot size. Phases 1 and 2 of the Bungalows at Chegwyn Village were developed subject to the planned development standards established by Ordinance 4953.

Preceding the development of additional phases of the Bungalows at Chegwyn Village, Planned Development Ordinance 4990 was approved by the McMinnville City Council on June 23, 2015 amending Ordinance 4953 for approximately 13.7 acres of land of the original site plan. Exceptions to zoning standards approved by Ordinance 4990 included the following reductions in required yard setbacks:

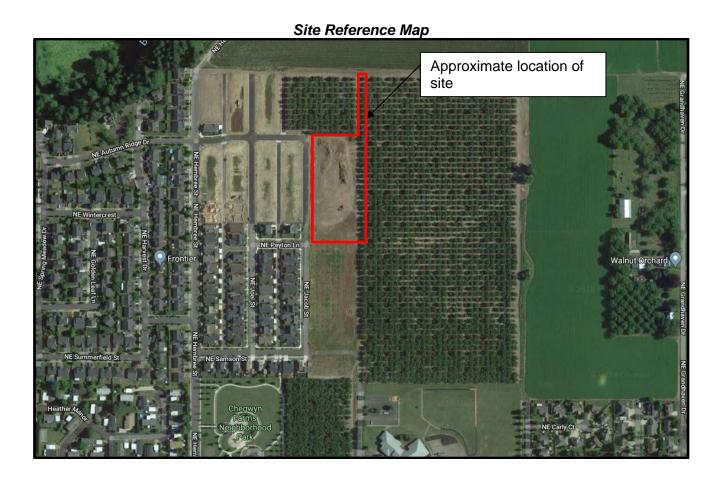
- Front Yard: No change to 10 foot setback.
- Side Yard: Zero foot setback for garage construction on all lots. All other development shall provide minimum six (6) foot side yard setback.
- Exterior Side Yard: No change to 15 foot setback.
- Rear Yard: No change to 20 foot setback.
- All setbacks for multiple-family lots: 10 feet.

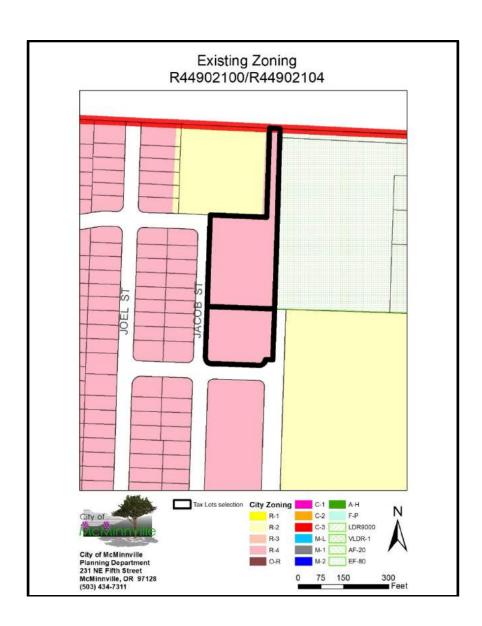
Ordinance 4990 did not amend the original site plan.

Since that time, portions of the site subject to Ordinance 4990 have been developed with single family and multi-family residences, including the Bungalows at Chegwyn Village Phase 3 and the Cottages at Chegwyn Village. It is the remaining 2.40 acres of the original 22.26 acres that are the subject of the current Planned Development Amendment and Subdivision requests. This 2.40 acres was originally identified as multi-family in the Ordinance 4953 site plan and is subject to the setback standards established by Ordinance 4990.

It should be noted that if this planned development amendment is not approved, the provisions of Ordinance 4953 and Ordinance 4990 are still binding on the site, which would permit development similar to the Cottages at Chegwyn Village, the multi-family development to the south of the subject site. The Cottages at Chegwyn Village has 36 dwelling units on approximately 1.96 acres, yielding a density per net acre of 18.36 dwelling units per acre.

The subject site is currently undeveloped, and is zoned R-4 PD (Multi-Family Residential Planned Development). To the north of the subject site where the Cottages at Chegwyn Village Phase 2 is proposed, is undeveloped land owned by McMinnville Water & Light that is anticipated to be the site of a future electrical substation. To the east of the subject site is undeveloped land owned by the McMinnville School District. West of the subject site is the Bungalows at Chegwyn Village Phase 3, a single family residential development. To the south of the subject site is the Cottages at Chegwyn Village, a multi-family residential development. A visual of the subject site and reference maps showing the zoning designations of the subject site and the surrounding properties can be seen below:





CONDITIONS OF APPROVAL:

The following conditions of approval shall be required:

PDA 2-18 is recommended for approval subject to the following conditions:

- 1. That Section 2 of Ordinance 4990 is amended by adding the following: An alley loaded small lot single family development is allowed with the following development standards:
 - a. An average lot size of 2,925 square feet;
 - b. A front yard setback of ten (10) feet;
 - c. An interior side yard setback of three (3) feet;
 - d. An approximate ten (10) percent increase in allowed block length;
 - e. A lot depth to width ratio exceeding the recommended two (2) to one (1) ratio;
 - f. An access easement to provide access to more than three (3) lots.
- 2. That the final development plans made part of the zone and binding on the owner and developer per Section 2, Condition 3 of Planned Development Ordinance 4953 shall be amended to reflect an alley loaded small lot subdivision in the northeast portion of the site plan labeled multi-family.

3. All other standards and conditions of approval adopted by Ordinance 4990 and Ordinance 4953 remain in effect.

ATTACHMENTS:

- 1. PDA 2-18 Application and Attachments (on file with Planning Department)
- 2. Testimony Received Jonathan Booth Email received December 4, 2018 (on file with Planning Department)
- 3. Testimony Received John and Karen Vanderwall Email received February 5, 2019 (on file with Planning Department)
- 4. Testimony Received Patrick Evans Email received February 10, 2019 (on file with Planning Department)
- 5. Agency Comments McMinnville Water & Light Memorandum, November 30, 2018 (on file with Planning Department)
- 6. Communication Letter of Intent from McMinnville School District, February 1, 2019 (on file with Planning Department)
- 7. Communication McMinnville Water & Light Conveyance Confirmation, January 25, 2019 (on file with Planning Department)

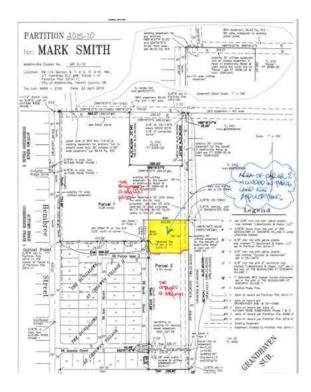
COMMENTS:

Agency Comments

This matter was referred to the following public agencies for comment: McMinnville Fire Department, Police Department, Engineering and Building Departments, City Manager, and City Attorney, McMinnville School District No. 40, McMinnville Water and Light, Yamhill County Public Works, Yamhill County Planning Department, Frontier Communications, Comcast, Northwest Natural Gas. Most of the comments received pertain to the accompanying Tentative Subdivision Plan that is proposed if this planned development amendment is approved, and are reflected as conditions of approval in that land-use decision document but provided here for continuity.

• McMinnville Engineering Department:

The application materials do not seem to accurately describe the properties included in the proposal. Specifically, a portion of parcel 2 of partition 2015-10 (AKA tax lot R4409 02104) is included in the subdivision area, and none of the application materials accurately show the northern property line of this parcel.



Suggested conditions of approval for the applications include:

- The final plat shall reflect that access to McDonald Lane for Lots 15-28 is not allowed.
- The final plat shall reflect the dedication of 28-feet of right-of-way for NE McDonald Lane. As
 previously approved, a public utility easement along the site's McDonald Lane frontage, except
 where the NE Peyton Lane and NE Autumn Ridge Drive right-of-ways intersect the McDonald
 Lane right-of-way, is not required.
- Prior to the City's acceptance of the final plat, McDonald Lane adjacent to the development shall be fully improved with a total of 30-feet of pavement (curb to curb width), 6.5-foot wide curbside planting strips (including the curb width), and five-foot-wide sidewalks. This will require the dedication of right-of-way from the adjacent School District owned property (tax lot R4409 02400). Per the development agreement for the McDonald Lane extension, as recorded in document no. 2008-06237, the northern limits of the NE McDonald Lane improvement shall be 30 feet south of the northern edge of the subject properties (R4409 02100 and R4409 02400).
- The existing McMinnville Water & Light easement over the 28-foot wide right-of-way west of centerline for McDonald Lane will need to be released by McMinnville Water & Light prior to the acceptance of the final subdivision plat by the City.
- Autumn Ridge Drive shall be improved with a 28-foot wide paved section, 5-foot wide curbside
 planting strips, and five-foot-wide sidewalks placed one foot from the property line within a 50foot right-of-way, as required by the McMinnville Land Division Ordinance for local residential
 streets. The sidewalk along the north side of Autumn Ridge Drive shall be installed prior to the
 City's acceptance of the final plat.
- The applicant shall install a barricade at the northern terminus of McDonald Lane, consistent with City standards. The barricade shall include signage with text stating: "This Street is planned for extension to serve future development."

- On-street parking will not be permitted within a 30-foot distance of street intersections
 measured from the terminus of the curb returns. Additionally, on-street parking will not be
 permitted adjacent to where the private driveways for the proposed apartments intersect
 McDonald Lane.
- The City Public Works Department will install, at the applicant's expense, the necessary street signage (including stop signs, no parking signage, and street name signage), curb painting, and striping (including stop bars) associated with the development. The applicant shall reimburse the City for the signage and markings prior to the City's approval of the final plat.
- That a detailed, engineered sanitary sewage collection plan, which incorporates the
 requirements of the City's adopted Conveyance System Master Plan, must be submitted to
 and approved by the City Engineering Department. Any utility easements needed to comply
 with the approved sanitary sewage plan must be reflected on the final plat. Any offsite public
 easements must be dedicated to and accepted by the City prior to the City's approval of the
 final plat.
- That a detailed, engineered storm drainage plan, which satisfies the requirements of the City's Storm Drainage Master Plan must be submitted to and approved by the City Engineering Department. Any utility easements needed to comply with the approved plan must be reflected on the final plat.
- If the final storm drainage plan incorporates the use of backyard collection systems and easements, including those in the proposed alleys, such systems must be private rather than public, and private maintenance agreements for them must be approved by the City prior to the City's approval of the final plat.
- Prior to the construction of any private storm facilities, the applicant shall obtain the necessary permits from the City's Building Division.
- The final plat shall include 10-foot wide public utility easements along both sides of all public rights-of-way for the placement and maintenance of required utilities. Such easement on McDonald Lane, except where the NE Peyton Lane and NE Autumn Ridge right-of-ways intersect the McDonald Lane right-of-way, shall not be required.
- The final plat shall include use, ownership, and maintenance rights and responsibilities for all easements and tracts.
- The applicant shall secure from the Oregon Department of Environmental Quality (DEQ) any
 applicable storm runoff and site development permits prior to construction of the required site
 improvements. Evidence of such permits shall be submitted to the City Engineer.
- That the applicant submit evidence that all fill placed in the areas where building sites are expected is engineered. Evidence shall meet with the approval of the City Building Division and the City Engineering Department.
- That park fees shall be paid for each housing unit at the time of building permit application as required by McMinnville Ordinance 4282, as amended.
- That the required public improvements shall be installed to the satisfaction of the responsible agency prior to the City's approval of the final plat. Prior to the construction of the required

public improvements, the applicant shall enter into a Construction Permit Agreement with the City Engineering Department, and pay the associated fees.

• That the applicant shall submit a draft copy of the subdivision plat to the City Engineer for review and comment which shall include any necessary cross easements for access to serve all the proposed parcels, and cross easements for utilities which are not contained within the lot they are serving, including those for water, sanitary sewer, storm sewer, electric, natural gas, cable, and telephone. A current title report for the subject property shall be submitted with the draft plat. Two copies of the final subdivision plat mylars shall be submitted to the City Engineer for the appropriate City signatures. The signed plat mylars will be released to the applicant for delivery to McMinnville Water and Light and the County for appropriate signatures and for recording.

• McMinnville Fire Department:

We have no issue with revised plan. The only comment would be to ensure the proper hydrant spacing is maintained (one hydrant every 500ft).

Bonneville Power Administration

BPA has reviewed the amended Chegwyn Village Development plans. Proposed amendments for Phase II will not negatively impact the BPA transmission line easement.

McMinnville Water & Light

McMinnville Water and Light (MW&L) provided comments in a Memorandum dated 11-30-2018. Those comments have been incorporated into this decision document. The memorandum is provided as an attachment to this document (Attachment 5)

Public Comments

Notice of this request was mailed to property owners located within 300 feet of the subject site. As of the date this report was written, 3 emails have been received.

- Email Jonathan Booth, December 4, 2018 (Attachment 2), expressing support of the application based on the applicant's past development history.
- Email John and Karen Vanderwall, February 5, 2019 (Attachment 3), expressing overall support for the application, but with concerns related upkeep and maintenance of affordable homes that may be bought by investors and not be owner-occupied.
- Email Patrick Evans, February 10, 2019 (Attachment 4), expressing opposition to the application
 with concerns related to the change from multi-family to single family development, ownership of
 those developments and the impact that lack of maintenance would have on the surrounding
 neighborhood, fire response, and lack of benefit to the neighborhood.

FINDINGS OF FACT

1. Alan Ruden, on behalf of the property owner Cottages at Chegwyn Village, LLC, requested approval to amend Planned Development Ordinance 4990 to vary from the underlying R-4 PD zone by reducing the average lot size from 5,000 square feet to 2,925 square feet and reducing the side yard setback from five (5) feet to three (3) feet, allowing the development of an alley-

loaded 28 lot subdivision, which would replace a similarly sized multi-family development, that was planned for the lot, as previously approved under the "Overall Plan" submitted February 9, 2012 and approved by Ordinance 4953.

- 2. The subject site is located west of NE McDonald Lane, east of NE Jacob Street, north of NE Peyton Lane, and south of NE Autumn Ridge Drive, and is more specifically described as Tax Lots 2100 and 2104, Section 9, T. 4 S., R 4 W., W.M.
- 3. The site is currently designated as Residential on the McMinnville Comprehensive Plan Map, 1980. The site is currently zoned R-4 PD (Multiple Family Residential Planned Development) on the McMinnville Zoning Map.
- 4. Sanitary sewer and municipal water and power can adequately serve the site. The municipal water reclamation facility has sufficient capacity to accommodate expected waste flows resulting from development of the property.
- 5. This matter was referred to the following public agencies for comment: McMinnville Fire Department, Police Department, Parks and Recreation Department, Engineering and Building Departments, City Manager, and City Attorney, McMinnville School District No. 40, McMinnville Water and Light, Yamhill County Public Works, Yamhill County Planning Department, Recology Western Oregon, Frontier Communications, Comcast, Northwest Natural Gas. No comments in opposition were provided to the Planning Department.
 - 6. Notice of the application was provided by the City of McMinnville to property owners within 300 feet of the subject site, as required by the process described in Section 17.72.120 (Applications— Public Hearings) of the McMinnville Zoning Ordinance. Notice of the public hearing was also provided in the News Register on Friday, February 15, 2019. No public testimony was provided to the Planning Department prior to the Planning Commission public hearing.
- 7. The applicant has submitted findings (Attachment 1) in support of this application. Those findings are herein incorporated.

CONCLUSIONARY FINDINGS:

McMinnville's Comprehensive Plan:

The following Goals and policies from Volume II of the McMinnville Comprehensive Plan of 1981 are applicable to this request:

- GOAL V 1: TO PROMOTE DEVELOPMENT OF AFFORDABLE, QUALITY HOUSING FOR ALL CITY RESIDENTS.
- Policy 58.00 City land development ordinances shall provide opportunities for development of a variety of housing types and densities.

<u>Finding:</u> Goal V1 and Policy 58.00 are SATISFIED. The proposed planned development amendment will implement the necessary changes to zoning standards to allow the development of a new type of housing product - alley loaded small lot bungalow style single family detached residential - at a density not found in the area in an effort to provide diverse and affordable housing.

- GOAL V 2: TO PROMOTE A RESIDENTIAL DEVELOPMENT PATTERN THAT IS LAND INTENSIVE AND ENERGY-EFFICIENT, THAT PROVIDES FOR AN URBAN LEVEL OF PUBLIC AND PRIVATE SERVICES, AND THAT ALLOWS UNIQUE AND INNOVATIVE DEVELOPMENT TECHNIQUES TO BE EMPLOYED IN RESIDENTIAL DESIGNS.
- Policy 68.00 The City of McMinnville shall encourage a compact form of urban development by directing residential growth close to the city center and to those areas where urban services are already available before committing alternate areas to residential use.
- Policy 71.00 The City of McMinnville shall designate specific lands inside the urban growth boundary as residential to meet future projected housing needs. Lands so designated may be developed for a variety of housing types. All residential zoning classifications shall be allowed in areas designated as residential on the Comprehensive Plan Map.
- Policy 73.00 Planned residential developments which offer a variety and mix of housing types and prices shall be encouraged.

Finding: Goal V2 and Policies 68.00, 71.00, and 73.00 are SATISFIED. The proposed Planned Development Amendment will allow the development of a 28 lot, alley loaded, detached bungalow style single family housing subdivision, a unique and innovative development that will meet a market demand for lower cost single family detached housing. The innovation of the development can be found in using several techniques to help keep the potential housing costs down while providing a unique character to the subdivision. Small lots keep the cost of land to a minimum. Smaller homes keep the cost of construction and materials down. Alley loaded off-street parking means garages can be eliminated, further keeping the cost of development down, which can be translated to lower sale prices for the homes. Providing an alley to serve the lots and access off-street parking also means that no driveways are necessary in the front of the homes that would disrupt the sidewalk or planting strips in the rights-of-way. Uninterrupted planting strips will allow for more street trees and screening/buffering of the development from the street. Uninterrupted sidewalks translate to a more pleasant and safe pedestrian experience throughout the development. The type of housing that will be provided, alley loaded single family homes on small lots at a density typically found in townhome developments, is innovative and will be unique to the area. The development is being proposed on land designated residential and that has urban services available to serve the development. Therefore, the proposed Planned Development Amendment and resulting development is consistent with the Housing and Residential Development Goals of the Comprehensive Plan and satisfies Policies 68.00, 71.00, and 73.00.

- Policy 75.00 Common open space in residential planned developments shall be designed to directly benefit the future residents of the developments. When the open space is not dedicated to or accepted by the City, a mechanism such as a homeowners association, assessment district, or escrow fund will be required to maintain the common area.
- Policy 76.00 Parks, recreation facilities, and community centers within planned developments shall be located in areas readily accessible to all occupants.

<u>Finding:</u> Policies 75.00 and 76.00 are SATISFIED. Located less than ¼ mile away from the proposed development is Chegwyn Farms Neighborhood Park, an existing City Park. As defined in the 1999 McMinnville Parks, Recreation, and Open Space Master Plan, a neighborhood park is designed to serve residences within a ½ mile radius without crossing a major street. Chegwyn Farms Neighborhood Park is accessible to all future occupants of the proposed development via public walkways along local residential streets, a shared use path connecting the park to NE Samson Street,

and by vehicular access from NE Hembree Street or NE Mohan Drive. The proposed planned development amendment and development are consistent with the Comprehensive Plan Policies 75.00 and 76.00 in that a park with open space and recreation facilities is readily accessible to occupants of the planned development.

- Policy 77.00 The internal traffic system in planned developments shall be designed to promote safe and efficient traffic flow and give full consideration to providing pedestrian and bicycle pathways.
- Policy 78.00 Traffic systems within planned developments shall be designed to be compatible with the circulation patterns of adjoining properties.

Finding: Policies 77.00 and 78.00 are SATISFIED. The primary internal traffic system within the proposed development as allowed by the planned development amendment is the alley serving all lots. All off street parking is proposed to be accessed via the alley, which will be a shared access easement. Alley loaded off-street parking will encourage vehicular traffic on the alley in the rear of the lots. The alley connects to local residential streets, Autumn Ridge Drive to the north and Peyton Lane to the south, which in turn connect to McDonald Lane, a minor collector. Alley loaded off-street parking eliminates the need for driveways crossing sidewalks to access front-loaded garages or other parking in the front of a residence. The result is an uninterrupted sidewalk along the east and west edges of the development, safer for pedestrians and bicyclists. The sidewalks along the north and south edges are broken only once were the alley is accessed from the local street. The alley promotes efficient traffic flow from the development into the adjacent street network while creating a safe pedestrian and bicycle environment. The traffic system around the perimeter of the proposed development is carried by the extension of existing streets, McDonald Lane to the west, and Autumn Ridge Drive to the north. This is extension of the existing street grid is compatible with the circulation patterns of adjoining Therefore, the planned development amendment and proposed development is compatible with Policies 77.00 and 78.00.

Policy 81.00 Residential designs which incorporate pedestrian and bikeway paths to connect with activity areas such as schools, commercial facilities, parks, and other residential areas, shall be encouraged.

<u>Finding:</u> *Policy 81.00 is SATISFIED.* While no internal pedestrian or bicycle pathway was provided in the development proposal, staff felt that such a path would provide negligible benefit over public sidewalks around the perimeter of the development. The public sidewalk on McDonald Lane, easily accessible from the proposed development, provides direct access to Grandhaven Elementary School and nearby commercial facilities located on Highway 99.

Policy 82.00 The layout of streets in residential areas shall be designed in a manner that preserves the development potential of adjacent properties if such properties are recognized for development on the McMinnville Comprehensive Plan Map.

<u>Finding:</u> *Policy 82.00 is SATISFIED.* The proposed development is bounded by existing development to the west and south. Vacant, undeveloped properties border the subject site to the north and east. The proposed extension of Autumn Ridge Drive along the north side of the proposed development and McDonald Lane along the east side, and extension of associated utilities will preserve the development potential of the adjacent properties.

Policy 99.00 An adequate level of urban services shall be provided prior to or concurrent with all proposed residential development, as specified in the acknowledged Public Facilities Plan. Services shall include, but not be limited to:

- 1. Sanitary sewer collection and disposal lines. Adequate municipal waste treatment plant capacities must be available.
- 2. Storm sewer and drainage facilities (as required).
- 3. Streets within the development and providing access to the development, improved to city standards (as required).
- 4. Municipal water distribution facilities and adequate water supplies (as determined by City Water and Light).

Finding: Policy 99.00 is SATISFIED. Adequate urban services can be provided concurrently with development to serve the subdivision. Sanitary sewer and storm drain lines are available via McDonald Lane, and are proposed to be extended to serve the development. McDonald Lane and Autumn Ridge Drive are proposed to be extended to provide access to the entirety of the proposed development. Water and power are located in Autumn Ridge Drive, McDonald Lane, and Jacob Street, and are planned to be extended to the subject site to serve the property.

- GOAL VI 1: TO ENCOURAGE DEVELOPMENT OF A TRANSPORTATION SYSTEM THAT PROVIDES FOR THE COORDINATED MOVEMENT OF PEOPLE AND FREIGHT IN A SAFE AND EFFICIENT MANNER.
- Policy 117.00 The City of McMinnville shall endeavor to insure that the roadway network provides safe and easy access to every parcel.
- Policy 118.00 The City of McMinnville shall encourage development of roads that include the following design factors:
 - 1. Minimal adverse effects on, and advantageous utilization of, natural features of
 - 2. Reduction in the amount of land necessary for streets with continuance of safety, maintenance, and convenience standards.
 - 3. Emphasis placed on existing and future needs of the area to be serviced. The function of the street and expected traffic volumes are important factors.
 - 4. Consideration given to Complete Streets, in consideration of all modes of transportation (public transit, private vehicle, bike, and foot paths).

Finding: Goal VI1 and Policies 117.00 and 118.00 are SATISFIED. Each individual parcel of the proposed subdivision will be accessed via private alley, which is in turn accessed via NE Autumn Ridge Drive and NE Peyton Lane. The alley will be paved and accessed by driveway approaches from the public streets constructed to City standards. The extension of Autumn Ridge Drive and McDonald Lane provide further access to parcels in the subdivision and allow for future development of adjacent properties. The streets will be constructed to City standards, providing asphalt surfacing, curbs, planting strips, and sidewalks that combine to provide meet multi-modal transportation needs.

- Policy 122.00 The City of McMinnville shall encourage the following provisions for each of the three functional road classifications:
 - 2. Major, minor collectors.
 - Designs should minimize impacts on existing neighborhoods.
 - Sufficient street rights-of-way should be obtained prior to development of adjacent lands.
 - On-street parking should be limited wherever necessary.
 - Landscaping should be required along public rights-of-way. (Ord. 4922, February 23, 2010)
 - As far as is practical, residential collector streets should be no further than 1.800 feet apart in order to facilitate a grid pattern of collector streets in residential areas.
 - 3. Local Streets

- Designs should minimize through-traffic and serve local areas only.
- Street widths should be appropriate for the existing and future needs of the area.
- Off-street parking should be encouraged wherever possible.
- Landscaping should be encouraged along public rights-of-way.

<u>Finding:</u> *Policy 122.00 is SATISFIED.* NE McDonald Lane is classified as a minor collector, and will be extended to service the proposed development in accordance to City Standards, including paving, curbs, planter strips with landscaping, and sidewalks. The applicant is dedicating right-of-way to the City to extend the west half of McDonald Lane. The applicant has indicated that they are working with the McMinnville School District, property owners to the east of the proposed development to allow the full construction of McDonald Lane right-of-way to City standards. The applicant further indicates that the McMinnville School District is supportive of the request and has agreed to a temporary easement to allow access and construction of the full right-of-way, with dedication of the school district owned portion of the McDonald Lane right-of-way to occur following completion of construction. Autumn Ridge Drive, a designated local street, will also be extended to serve the proposed development per City standards, including paving, curbs, planter strips with landscaping, and sidewalks.

- Policy 126.00 The City of McMinnville shall continue to require adequate off-street parking and loading facilities for future developments and land use changes.
- Policy 127.00 The City of McMinnville shall encourage the provision of off-street parking where possible, to better utilize existing and future roadways and rights-of-way as transportation routes.

<u>Finding:</u> *Policies 126.00 and 127.00 are SATISFIED.* The proposed development provides the required two (2) off-street parking spaces per dwelling unit (up to 4 bedrooms). Off-street parking is accessed via a proposed alley in the rear of the lots.

- Policy 132.00 The City of McMinnville shall encourage development of subdivision designs that include bike and foot paths that interconnect neighborhoods and lead to schools, parks, and other activity areas.
- Policy 132.15 The City of McMinnville shall require that all new residential developments such as subdivisions, planned developments, apartments, and condominium complexes provide pedestrian connections with adjacent neighborhoods.

<u>Finding:</u> *Policies 132.00 and 132.15 are SATISFIED.* The proposed planned development that results from this land-use application is one square block in area, bounded by Autumn Ridge Drive, Jacob Street, Peyton Lane, and McDonald Lane. Each street surrounding the subdivision has, or will have, public sidewalks that connect to the City's street and sidewalk network. This public walkway network provides direct access to adjacent neighborhoods, Chegwyn Farms Neighborhood Park, Grandhaven Elementary School, and the commercial facilities located on Highway 99. Although no dedicated bike or foot path internal to the subdivision was proposed as part of the development, staff felt that the benefit of such an element would be negligible to the benefits of the uninterrupted, or minimally disrupted, sidewalks created by the use of the alley and alley loaded off-street parking. The required right-of-way improvements which include sidewalks, will connect the proposed development to the adjacent neighborhoods.

GOAL VII 1: TO PROVIDE NECESSARY PUBLIC AND PRIVATE FACILITIES AND UTILITIES AT LEVELS COMMENSURATE WITH URBAN DEVELOPMENT, EXTENDED IN A PHASED MANNER, AND PLANNED AND PROVIDED IN ADVANCE OF OR CONCURRENT WITH DEVELOPMENT, IN ORDER TO PROMOTE THE ORDERLY

CONVERSION OF URBANIZABLE AND FUTURE URBANIZABLE LANDS TO URBAN LANDS WITHIN THE McMINNVILLE URBAN GROWTH BOUNDARY.

- Policy 136.00 The City of McMinnville shall insure that urban developments are connected to the municipal sewage system pursuant to applicable city, state, and federal regulations.
- Policy 139.00 The City of McMinnville shall extend or allow extension of sanitary sewage collection lines within the framework outlined below:
 - 1. Sufficient municipal treatment plant capacities exist to handle maximum flows of effluents.
 - 2. Sufficient trunk and main line capacities remain to serve undeveloped land within the projected service areas of those lines.
 - 3. Public water service is extended or planned for extension to service the area at the proposed development densities by such time that sanitary sewer services are to be utilized.
 - 4. Extensions will implement applicable goals and policies of the comprehensive plan.
- Policy 142.00 The City of McMinnville shall insure that adequate storm water drainage is provided in urban developments through review and approval of storm drainage systems, and through requirements for connection to the municipal storm drainage system, or to natural drainage ways, where required.
- Policy 143.00 The City of McMinnville shall encourage the retention of natural drainage ways for storm water drainage.
- Policy 144.00 The City of McMinnville, through McMinnville Water and Light, shall provide water services for development at urban densities within the McMinnville Urban Growth Boundary.
- Policy 145.00 The City of McMinnville, recognizing McMinnville Water and Light as the agency responsible for water system services, shall extend water services within the framework outlined below:
 - 1. Facilities are placed in locations and in such manner as to insure compatibility with surrounding land uses.
 - 2. Extensions promote the development patterns and phasing envisioned in the McMinnville Comprehensive Plan.
 - 3. For urban level developments within McMinnville, sanitary sewers are extended or planned for extension at the proposed development densities by such time as the water services are to be utilized;
 - 4. Applicable policies for extending water services, as developed by the City Water and Light Commission, are adhered to.
- Policy 147.00 The City of McMinnville shall continue to support coordination between city departments, other public and private agencies and utilities, and McMinnville Water and Light to insure the coordinated provision of utilities to developing areas. The City shall also continue to coordinate with McMinnville Water and Light in making land use decisions.
- Policy 151.00 The City of McMinnville shall evaluate major land use decisions, including but not limited to urban growth boundary, comprehensive plan amendment, zone changes, and subdivisions using the criteria outlined below:

- 1. Sufficient municipal water system supply, storage and distribution facilities, as determined by McMinnville Water and Light, are available or can be made available, to fulfill peak demands and insure fire flow requirements and to meet emergency situation needs.
- 2. Sufficient municipal sewage system facilities, as determined by the City Public Works Department, are available, or can be made available, to collect, treat, and dispose of maximum flows of effluents.
- 3. Sufficient water and sewer system personnel and resources, as determined by McMinnville Water and Light and the City, respectively, are available, or can be made available, for the maintenance and operation of the water and sewer systems.
- 4. Federal, state, and local water and waste water quality standards can be adhered to.
- 5. Applicable policies of McMinnville Water and Light and the City relating to water and sewer systems, respectively, are adhered to.

<u>Finding:</u> Goal VII1 and Policies 136.00, 139.00, 142.00, 143.00, 144.00, 145.00, 147.00, and 151.00 are SATISFIED. Based on comments received, adequate levels of sanitary sewer collection, storm sewer and drainage facilities, municipal water distribution systems and supply, and energy distribution facilities, either presently serve or can be made available to serve the site. Additionally, the Water Reclamation Facility has the capacity to accommodate flow resulting from development of this site. Administration of all municipal water and sanitary sewer systems guarantee adherence to federal, state, and local quality standards. The City of McMinnville shall continue to support coordination between city departments, other public and private agencies and utilities, and McMinnville Water and Light to insure the coordinated provision of utilities to developing areas and in making land-use decisions.

- Policy 153.00 The City of McMinnville shall continue coordination between the planning and fire departments in evaluating major land use decisions.
- Policy 155.00 The ability of existing police and fire facilities and services to meet the needs of new service areas and populations shall be a criterion used in evaluating annexations, subdivision proposals, and other major land use decisions.

<u>Finding:</u> Policies 153.00 and 155.00 are SATISFIED. Emergency services departments have reviewed this request and no concerns were raised. Any requirements of the Oregon Fire Code or Building Code will be required at the time of development.

- GOAL VII 3: TO PROVIDE PARKS AND RECREATION FACILITIES, OPEN SPACES, AND SCENIC AREAS FOR THE USE AND ENJOYMENT OF ALL CITIZENS OF THE COMMUNITY.
- Policy 163.00 The City of McMinnville shall continue to require land, or money in lieu of land, from new residential developments for the acquisition and/or development of parklands, natural areas, and open spaces.

<u>Finding:</u> *Policy 163.00 is SATISFIED.* Park fees shall be paid for each housing unit at the time of building permit application as required by McMinnville Ordinance 4282, as amended.

- GOAL VIII 1: TO PROVIDE ADEQUATE ENERGY SUPPLIES, AND THE SYSTEMS NECESSARY TO DISTRIBUTE THAT ENERGY, TO SERVICE THE COMMUNITY AS IT EXPANDS.
- Policy 173.00 The City of McMinnville shall coordinate with McMinnville Water and Light and the various private suppliers of energy in this area in making future land use decisions.

Policy 177.00 The City of McMinnville shall coordinate with natural gas utilities for the extension of transmission lines and the supplying of this energy resource.

<u>Finding:</u> *Policies 173.00 and 177.00 are SATISFIED.* Policies 173.00 and 177.00 are satisfied. McMinnville Water and Light and Northwest Natural Gas were provided opportunity to review and comment regarding this proposal and no concerns were raised.

GOAL X1: TO PROVIDE OPPORTUNITIES FOR CITIZEN INVOLVEMENT IN THE LAND USE DECISION MAKING PROCESS ESTABLISHED BY THE CITY OF McMINNVILLE.

Policy 188.00 The City of McMinnville shall continue to provide opportunities for citizen involvement in all phases of the planning process. The opportunities will allow for review and comment by community residents and will be supplemented by the availability of information on planning requests and the provision of feedback mechanisms to evaluate decisions and keep citizens informed.

<u>Finding:</u> *Policy 188.00 is SATISFIED.* McMinnville continues to provide opportunities for the public to review and obtain copies of the application materials and completed staff report prior to the holding of advertised public hearing(s). All members of the public have access to provide testimony and ask questions during the public review and hearing process.

McMinnville's City Code:

The following Sections of the McMinnville Zoning Ordinance (Ord. No. 3380) are applicable to the request:

<u>17.74.070 Planned Development Amendment - Review Criteria.</u> An amendment to an existing planned development may be either major or minor. Minor changes to an adopted site plan may be approved by the Planning Director. Major changes to an adopted site plan shall be processed in accordance with Section 17.72.120, and include the following:

- An increase in the amount of land within the subject site;
- An increase in density including the number of housing units;
- A reduction in the amount of open space; or
- Changes to the vehicular system which results in a significant change to the location of streets, shared driveways, parking areas and access.

An amendment to an existing planned development may be authorized, provided that the proposal satisfies all relevant requirements of this ordinance, and also provided that the applicant demonstrates the following:

A. There are special physical conditions or objectives of a development which the proposal will satisfy to warrant a departure from the standard regulation requirements;

Finding: *Criterion 17.74.070(A) is SATISFIED.* The applicant has presented special objectives for the proposed development that the planned development will satisfy that warrant a departure from the standards established in Ordinances 4990 and 4953, and the underlying R-4 zone. The applicant is proposing a development with the objectives of providing an innovative housing product and site design to meet a housing need not met with multi-family development. The applicant, by requesting the planned development amendment, hopes to provide single family detached housing that provides ownership opportunity at a lower cost due to the smaller lot, smaller home size, and lack of garage. The innovation of the development can be found in using several techniques to help keep the potential housing costs down while providing a unique character to the subdivision. Small lots keep the cost of

land to a minimum. Smaller homes keep the cost of construction and materials down. Alley loaded off-street parking means garages can be eliminated, further keeping the cost of development down, which can be translated to lower sale prices for the homes. Providing an alley to serve the lots and access off-street parking also means that no driveways are necessary in the front of the homes that would disrupt the sidewalk or planting strips in the rights-of-way. Uninterrupted planting strips will allow for more street trees and screening/buffering of the development from the street. Uninterrupted sidewalks translate to a more pleasant and safe pedestrian experience throughout the development. The type of housing that will be provided, alley loaded single family homes on small lots at a density typically found in townhome developments, is innovative and will be unique to the area.

B. Resulting development will not be inconsistent with the Comprehensive Plan objectives of the area;

<u>Finding:</u> *Criterion 17.74.070(B) is SATISFIED.* The proposed Planned Development Amendment is consistent with the goals and policies of the Comprehensive Plan, as described in more detail above in the specific findings for each Comprehensive Plan goal and policy.

C. The development shall be designed so as to provide for adequate access to and efficient provision of services to adjoining parcels;

<u>Finding:</u> *Criterion 17.74.070(C) is SATISFIED.* The proposed development is designed within the existing street network surrounding the subject site. The extension of NE Autumn Ridge Drive and NE McDonald Lane adjacent to the proposed development, and the associated extensions of sewer, water, and power in those streets, will provide access and efficient provision of services to adjoining parcels.

D. The plan can be completed within a reasonable period of time;

<u>Finding:</u> *Criterion 17.74.070(D) is SATISFIED.* The applicant has indicated that construction of the subdivision would begin Early Summer 2019 and be completed in Late Fall 2019, in one single phase of construction.

E. The streets are adequate to support the anticipated traffic, and the development will not overload the streets outside the planned area;

<u>Finding:</u> *Criterion 17.74.070(E) is SATISFIED.* The density of the proposed development is within the density standards for the underlying R-4 zone. The Transportation System Plan is based on the full build-out of the zone at maximum density. The proposed development is not increasing the density beyond that which has been incorporated into the TSP, and will not overload the streets in the planned area. The proposed 28 lots are expected to generate approximately 269 vehicle trips per day based on the ITE daily trip rate of 9.6 trips per day. New traffic is expected to exit off-street parking to the alley, and then to one of two local streets, Autumn Ridge Drive or Peyton Lane. From the local streets, traffic is expected to then use McDonald Lane, a designated minor collector. Minor collectors are designed to carry higher volumes of traffic than local streets, per the City's Transportation System Plan.

F. Proposed utility and drainage facilities are adequate for the population densities and type of development proposed;

<u>Finding:</u> *Criterion 17.74.070(F) is SATISFIED.* Existing eight (8) inch water lines are located in McDonald Lane and Jacob Street can be extended to service the development.

An existing eight (8) inch sanitary sewer line located in McDonald Lane can be extended to service the development, and has capacity and depth. The capacity is based on the Facility Plans assumption

that the sewers are sized for 12 dwelling units per acre. The application indicates the density of the proposed development is just under 12 dwelling units per gross acre.

An existing 15 inch storm drain line located in McDonald Lane can be extended to service the proposed development, and has capacity and depth to service the proposed development.

Existing power, natural gas, and telephone lines in McDonald Lane and Jacob Street can be extended to service the development.

G. The noise, air, and water pollutants caused by the development do not have an adverse effect upon surrounding areas, public utilities, or the city as a whole.

<u>Finding:</u> *Criterion 17.74.070(G) is SATISFIED.* It is not anticipated that the proposed residential development would cause noise, air, and water pollutants that would have an adverse effect on the surrounding areas, public utilities, or the city as a whole.

JF

From: <u>Jonathan Booth</u>
To: <u>Jamie Fleckenstein</u>

Subject: Docket # PDA2-18/S 2-18 Planned Development Amendment & Subdivision - NW McDonald Lane and NE Payton

Lane

Date: Tuesday, December 4, 2018 9:52:50 AM

I write with regard to this development amendment on behalf of my wife and myself as property owners at 3844 NE Joel St, McMinnville, OR 97128, adjacent to this proposed amendment.

I wish to express our full and complete support for this amendment and wish to take the opportunity to state that over the past two years we have found Alan Ruden Inc to be professional, community-minded and exemplary developers.

Sincerely

Jonathan and Karleen Booth

Jonathan Booth Direct:503-559-7040 Fax:503-967-8097 JB@JKBtoday.com www.JKBinfo.com

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 From:
 John Vanderwall

 To:
 Jamie Fleckenstein

 Cc:
 Karen A. Vanderwall

Subject: Concerns Regarding Docket #PDA 2-18/S 2-18

Date: Tuesday, February 5, 2019 11:18:22 AM

RE: 28 Lot Subdivision / Cottages at Chegwyn Village

February 5, 2019

ATTN: Jamie Fleckenstein, McMinnville Planning Commission

In response to the Public Hearing Notice for the February 21 Hearing regarding the proposed revisions to the development plan for the Cottages at Chegwyn Village, please consider our concerns noted below. We are current residents within the Chegwyn Village neighborhood, and at the time of purchase, it was represented to us by Alan Ruden that Map & Tax Lots R4409 2100 & R4409 02104 were to be developed as rental "Townhouses", owned and maintained by Ruden.

As we understand this proposed amendment, we recognize that the housing density will remain the same as originally proposed, but that the rental "Townhouses" are to be replaced with single-family detached residences. Overall, we are in favor of this change, as we hope that individual homeowners will take pride of ownership in their home and our community.

However, our main concern is that these affordable homes will also be appealing to investors who may purchase the homes with the intent of earning rental income. As may be expected, and has already been the case in our existing neighborhood, these rental units are not always cared for in the same manner as an owner-occupied unit. In an effort to address concerns for proper maintenance and appearance, we propose the following:

- Adequate off-street parking be provided for each unit accessible via the proposed alley behind the residences.
- Development of Covenants, Conditions and Restrictions (CCR's) consistent with those in place for the existing single-family residences in this neighborhood.
- Creation of a Neighborhood Association for this 28-lot subdivision to be directed by the developer, with annual fees collected for exterior maintenance and enforcement of the CCR's.
- Landscape and exterior maintenance of the individual residences to be contracted by the Association for a consistently neat appearance. Additionally, this would promote cost savings to the residents by providing economies of scale in contracting these services, and reduce disruption to the neighborhood from multiple contractors competing for space.

Please feel free to reply for any clarification of these concerns. We look forward to attending the hearing on February 21.

-John and Karen Vanderwall 3812 NE Joel St., McMinnville From: Patrick Evans

To: Jamie Fleckenstein

Subject: PDA 2-18/S 2-18 (Planned Development Amendment & Subdivision)

Date: Sunday, February 10, 2019 3:04:29 PM

I am writing to oppose the captioned request for a major modification to Planning Development Ordinance 4990 to vary from the underlying R-3 PD zone by a significant reduction the average lot size and reducing the side yard setback from 5 feet to 3 feet.

The proposal is, first of all, not a modification of lot size and side yard setbacks granted in the original approval as that approval was, I believe, for a multi-family development under the ongoing control of a single (or limited number of) ownership entity(ies), not a series of single family homes under individual ownership. There was no lot size nor side yard established as part of the original approval as individual lots were not required for a multi-family development and as such no modification to original multi-family approval criteria should be allowed.

Any modification to the original approval will result in a significant detrimental impact on surrounding property owners who, to the extent they were informed at the time of purchase, were led to believe that their property would be adjacent to multifamily housing under the control of a single entity which would result in a consistent standard of exterior and landscape upkeep and effective limits on the number and size of vehicles per unit. The proposed project, which does not allow for individual garages for parking (and more importantly storage of excess possessions) will result in a degradation that impacts all surrounding properties. Likewise, the lack of discrete storage/garage space makes it impossible for potential homeowners to have access to tools required for ongoing landscape maintenance with the result that landscape and particularly the boulevard strip will become an eyesore similar to that along Hembree.

The requested variance from a 5 foot to a 3 foot side yard setback, may also result in a significant hindrance to first responders in the event of a fire in any of the proposed units. There has already been a reduction, intended or otherwise, of required 5 foot setbacks in the already constructed portion of Chegwyn Village. To further continue that "variance" places both residents and first responders in an untenable position. At the very least there must be provision of fire sprinklering of each residential unit.

The proposed preliminary design shown at the community meeting in December 2018 appears to indicate alley access to parking stalls or carports. If that alley access is, as was previously approved for the original Chegwyn Village homes, under the ownership of individual homeowners who are thus individually responsible for the upkeep and maintenance of the alley, it will only be a matter of

time until that alleyway deteriorates as there will be no enforceable provision for the homeowners to maintain that easement. At the very least the City must accept ownership of the alley access and be responsible for ongoing maintenance or there must be a dedicated HOA with associate fees to provide for ongoing alley maintenance.

This proposal benefits none of the existing residents of Chegwyn Village and only serves the financial interests of the Applicant, the City of McMinnville through additional building permit and development fees, and Yamhill County through additional property taxes. And, while it is laudable that the proposed smaller size units might be more "affordable" it is highly questionable that the existing neighbors should be the only ones asked to pay the price of increased housing density and neighborhood deterioration while other interested parties are the only ones to benefit.

In summary, the Applicant has not demonstrated (per MCC 17.74.110 (A,B,D)) that there are any extraordinary circumstances that would require approval of the requested variances, nor that there is a necessity for the requested change in order to preserve a property right. In fact, it would appear that per MCC 17.74.110 (C) that the project is, for but a few of the reasons outlined above, "materially detrimental...to property in the...vicinity" of the proposed variance.

There is no reason that the project as originally approved "Overall Plan" as submitted February 9, 2012 cannot be carried out without detrimental impact to the Applicant or, in the alternative, that the Applicant cannot reapply to have the site location re-platted to continue construction and sale of single family homes identical to those approved in the original approval.

Patrick Evans 3587 NE Joel Street McMinnville, OR 97128

503-914-8977

From: Heather Richards
To: Jamie Fleckenstein
Subject: Fwd: PDA 2-18

Date: Sunday, February 17, 2019 9:08:07 PM

Attachments: PDA2-18Comments.pdf

ATT00001.htm

Please see below and attached.

Heather Richards Sent from my Iphone

Begin forwarded message:

From: Mark Davis < mark@startlivingthetruth.com>

Date: February 17, 2019 at 7:26:15 PM PST

To: Heather Richards < Heather.Richards@mcminnvilleoregon.gov >

Subject: PDA 2-18

Reply-To: < <u>mark@startlivingthetruth.com</u>>

Heather,

I will be out of town this Thursday and won't attend the Planning Commission hearing on Alan Ruden's PDA. Attached are my comments that I would like included in the record. Thank you.

Mark Davis

Mark Davis 652 SE Washington Street McMinnville, OR 97128

February 17, 2019

McMinnville Planning Commission McMinnville Planning Department 231 NE Fifth Street McMinnville, OR 97128

Re: PDA 2-18/S 2-18

Dear Chair Hall and Members of the Commission:

I would like to comment for the record on the hearing scheduled for February 21, 2019 for the Planned Development Amendment requested by the Cottages at Chegwyn Village, LLC.

I have tremendous respect for the developer Alan Ruden and his son Brian. They have produced many quality homes in the community, including the cottage design with alleys they have provided near the site in question. I am certain that whatever they build on this site is something they and the community can be proud of.

That said, I am troubled by the loss of more land zoned for multi-family use, coming shortly after this body approved a rezoning from R-4 to O-R. This community has essentially had no available multifamily zoned land for the past 20 years, forcing most developers to build apartments on land zoned for commercial uses, not the highest and best use of that land in my opinion. When I complained about this 20 years ago, I was told that the city would zone more land for multifamily when planned unit developments were brought forward.

To some extent that has happened, but this request seems like a retreat from that commitment to zoning land for multifamily. This Commission knows much better than I what a challenge it is to zone and construct multifamily projects amidst the typical neighborhood objections. It does not get any easier when what little land to carry that designation gets rezoned for other uses. To me this raises the rhetorical question: If not here, then where?

The other thing in this application that caught my eye was the 32 recommended conditions of approval. If it takes that many changes to make the amendment acceptable, it suggests to me that it might make more sense just to follow through on the original plan.

Regrettably, I will be unable to attend the hearing on Thursday evening. While my inclination is to oppose the application, I would like to hear the applicant's presentation to understand their case a little better. I just struggle to see how we are going to increase

our supply of affordable housing by rezoning the land that is most commonly used to provide that housing.

Thank you for considering my thoughts on this matter.

Sincerely,

/s/

Mark Davis

Brad & Patty Landsiedel 3577 NE Jacob Street McMinuville, OR 97128

February 20, 2019

City of McMinnville Planning Department 231 NE 5th Street McMinnville, OR 97128

RE: Docket Number:

PDA 2-18/S 2-18

Cottages at Chegwyn Village

Dear Jamie:

We would like to object to part of the plan of the 28 lot subdivision. In October of 2018, Brian Ruden presented the plan for the development of lots R4409 02100 and R4409 02104.

The idea at that time was 28 small homes with reduced setbacks. With this plan we were told they did not have the space to build attached garages but they would have carports. This is where we have issue with this development. We feel that this will change the look of the neighborhood and possibly lend itself to storing items in the carport or wherever they may find to store extra belongings. The homes are going to be small; therefore storage will be at a premium. Brian mentioned that there would be some type of storage space either in the carport itself or at the back of the homes, but that is not equal to a garage. Our concern is that they use the carport as storage and then parking the vehicles on the street because of no room in the carports.

A home is an investment and you hope to be able to maintain that investment and when the time comes to sale, you can have a return. With this proposed plan, we feel it is going to bring the value of our neighborhood down and possibly be quite an eye sore with having carports. This does not seem to be in keeping with the rest of the development.

Thank you for your consideration.

Sincerely,

Brad & Patty Landgies



Planning Department

231 NE Fifth Street o McMinnville, OR 97128 (503) 434-7311 Office o (503) 474-4955 Fax www.mcminnvilleoregon.gov

Office Use Only:
File No. PDA 2-18
Date Received 10/18/18
Fee 442.50
Receipt No. USM 0222
Received by RH

Planned Development Amendment Application

Applicant Information	
Applicant is: ☐ Property Owner ☐ Contract Buyer ☐ Option Holder	r 🗆 Agent 🗆 Other
Applicant Name Cottages at Chegwyn Village LLC Contact Name Alan Ruden (If different than above) Address PO Box 570 City, State, Zip McMinnville, OR 97128 Contact Email alanruden@comcast.net	
Property Owner Information Property Owner Name Same as above. (If different than above)	Phone
Contact Name	Phone
Address	
City, State, ZipContact Email	
Site Location and Description (If metes and bounds description, indicate on separate sheet)	
Property Address North of the Cottages at Chegwyn Village	
Assessor Map No. R4 4 - 4 - 09 Total	al Site Area 1.8 acres
SubdivisionBloc	kLot
Comprehensive Plan Designation Residential Zoni	ing Designation <u>R4-PD</u>

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ow the pre	posed amendment is orderly and timely:
	See attached Written Findings
	oce attached Written Findings
	
	ny changes in the neighborhood or surrounding area which might support or
	ny changes in the neighborhood or surrounding area which might support or

5.	Document how the site can be efficiently provided with public utilities, including water, sewer electricity, and natural gas, if needed, and that there is sufficient capacity to serve the proposed use:					
	See attached Written Findings					
6.	Describe, in detail, how the proposed use will affect traffic in the area. What is the expected trip generation?					
	See attached Written Findings					
In :	addition to this completed application, the applicant must provide the following: A site plan (drawn to scale, legible, and of a reproducible size). The site plan should show existing and proposed features such as: access; lot and street lines with dimensions in feet; distances from property lines; improvements; north direction arrow, and significant features (slope, vegetation, adjacent development, drainage, etc.).					
	A copy of the current planned development overlay ordinance.					
	X A legal description of the subject site, preferably taken from the deed.					
	Payment of the applicable review fee, which can be found on the Planning Department web page.					
	ertify the statements contained herein, along with the evidence submitted, are in all spects true and are correct to the best of my knowledge and belief.					
Ap	plicant's Signature 10 · (1 · 201 8 Date					
	Deperty Owner's Signature 10 · 11 · 2018 Date					

PLANNED DEVELOPMENT AMENDMENT & SUBDIVISION NARRATIVE

1. Show in detail your request for Planned Development? State the reasons for the request and the intended use of the property?

Please refer the Tentative Subdivision Plan, Preliminary plat, Overall Utility Plan and Overall Drainage Plan for your reference.

The Applicant, is seeking to amend the existing Planned Development (PD) land use approval from the City of McMinnville in order to vary from the underlying R-4 PD zone.

The PD Amendment seeks to amend the overlay on 2.40 acres (Cottages Phase II) that is located in the NE Corner of the 9.38 acre parent parcel in order to meet the market need of smaller single family dwelling units and meet the City goals of increases density due to the R-4 zone.

The intended use of the Cottages at Chegwyn Village Phase II portion of the subject property is a 28 lot alley loaded detached bungalow style single family housing subdivision. There are 4 shared parking stalls that access the alley for every two dwelling units. The overall concept is consistent with The Bungalows at Chegwyn Village Phase I, II and III located to the south east and west of this proposed project. In addition, the density for this phase would be just under 12 DU/acre, greater than the existing subdivisions to the south east and west, but less than the apartments (Cottages Phase I) located to the south.

The existing PD zone included the following code deviations:

- 1. Average Lot Size from 5,000 SF to 4,900 SF
- 2. Reduced front yard setback from 15ft to 10ft.
- 3. Reduced side yard setback for garages to 0ft.

The proposed PD Amendment proposes the following adjustments.

- 1. Reduce average lot size from 4,900 SF to 2,925 SF
- 2. Maintain front yard setback of 10 ft (No change)
- 3. Reduce side yard setback from 5 ft to 3 ft.

PD Amendment No. 1- Average Lot Size

The approved average lot size for the PD is 4,900 SF. The applicant is proposing the reduce the approved average lot size to 2,925 SF, with the minimum lot size of 2,702 SF and a maximum lot size of 3,789 SF. The proposed average lot area for this project does not meet the original PD approval. However, the R-4 zone permits common wall single family dwelling structures provided the lot area exceeds 2,500 square feet, and the proposed lots exceed this threshold and meet the intent of the code regarding density.

PD Amendment No. 2- Reduced Front Yard Setback

The Applicant desires to keep the front yard setback of 10-ft for planned development. However, only lots 1 through 14 will use this reduced setback. Lots 15 through 28 will be 17-ft due to the existing MP&L utility easement.

PD Amendment No. 3- Reduced Side Yard Setback for Dwelling Unit

The Applicant requests to reduce the both side yard setbacks 5-ft to 3-ft for lots 1 through 14, and reduce one of the side yard setbacks from 5-ft to 3-ft for lots 16 thru 27. Reducing the site yards to 3-ft allows the applicant to maintain density of the underlying R-4 zone. In addition, unlike town homes, there will not be the need for any complicated shared wall maintenance agreements. This allows the applicant to meet the City zone requirement for density and the marked demand for detached single family homes.

2. Show in detail, by citing specific goals and policies, how your request is consistent with applicable goals and policies of the McMinnville Comprehensive Plan (Volume II)

The requested zone change complies with the following applicable McMinnville Comprehensive Plan Goals and Policies:

- Policy 68.00 The City of McMinnville shall encourage a compact form of urban development by directing residential growth close to the city center and to those areas where urban services are already available before committing alternate areas to residential use.
 - <u>Applicants Response</u>: Policy 68 is satisfied. Urban services exist adjacent to the subject site and are available to serve the subject property.
- <u>Policy 71.00</u> The City of McMinnville shall designate specific lands inside the urban growth boundary as residential to meet future projected housing needs. Lands so designated may be developed for a variety of housing types. All residential zoning classifications shall be allowed in areas designated as residential on the Comprehensive Plan Map.
 - <u>Applicants Response</u>: Policy 71.00 is satisfied. The Applicant proposes to develop a dense bungalow style housing with parking placed behind the homes and served by a rear alley access. This style of housing is not common to the McMinnville housing market and will help to diversify the types of housing available to the community.
- Policy 71.05 The City of McMinnville shall encourage annexations and rezoning which are consistent with the policies of the Comprehensive Plan so as to achieve a continuous five-year supply of buildable land planned and zoned for all needed housing types. (Ord. 4840, January 11, 2006; Ord. 4243, April 5, 1983; Ord. 4218, November 23, 1982)

<u>Applicants Response</u>: Policy 71.05 is satisfied. The property was recently annexed with voter approval. Approval of the requested zone change from a low density county zone EFU-80 to R-4PD will ensure the properly zoned urban land is available to help the City achieve the continuous five-year supply of buildable land.

- Policy 73.00 Planned residential developments which offer a variety and mix of housing types and prices shall be encouraged.
 Applicants Response: Policy 73.00 is satisfied. The existing PD overlay zone has larger alley loaded bungalow style homes, and apartments. Approving the PD modification would allow for a greater variety of housing types and price ranges.
- Policy 75.00 & 76.00 Common open space in residential planned developments shall be designed to directly benefit the future residents of the developments. When the open space is not dedicated to or accepted by the City, a mechanism such as a homeowners association, assessment district, or escrow fund will be required to maintain the common area. Parks, recreation facilities, and community centers within planned developments shall be located in areas readily accessible to all occupants. Applicants Response: Policy 75.00 and 76.00 is satisfied. There is an existing City Park (Chegwyn Farms Neighborhood Park) located just over a block and one house depth to the south of this proposed development, that is readily accessible to all occupant's via a shared use path off of NE Samson Street, and vehicular access off of NE Hembree Street.
- Policy 77.00 & 78.00 The internal traffic system in planned developments shall be designed to promote safe and efficient traffic flow and give full consideration to providing pedestrian and bicycle pathways. Traffic systems within planned developments shall be designed to be compatible with the circulation patterns of adjoining properties.
 Applicants Response: Policy 77.00 and 78.00 is satisfied. The internal traffic system extends and connects existing public streets and sidewalks that provide compatible patterns with the adjoining properties, efficient traffic circulation and provide sidewalks and streets for bikes in accordance with the TSP.
- Policy 81.00 Residential designs which incorporate pedestrian and bikeway paths to connect with activity areas such as schools, commercial facilities, parks, and other residential areas, shall be encouraged.
 Applicants Response: Policy 81.00 is satisfied. The proposed development abuts McDonald Lane a public street that provides both pedestrian and bicycle access that h connect the City Park, Grandhaven Elementary School and the commercial core along Hwy 99 to the south.
- <u>Policy 82.00</u> The layout of streets in residential areas shall be designed in a manner that preserves the development potential of adjacent properties if such properties are recognized for development on the McMinnville Comprehensive Plan Map.

<u>Applicants Response:</u> Policy 82.00 is satisfied. Autumn Ridge can be extended east to serve future adjacent development and McDonald Lane can be extended north to serve norther adjacent properties.

- Policy 99.00 An adequate level of urban services shall be provided prior to or concurrent with all proposed residential development, as specified in the acknowledged Public Facilities Plan. Services shall include, but not be limited to:
 - 1. Sanitary sewer collection and disposal lines. Adequate municipal waste treatment plant capacities must be available.
 - Storm sewer and drainage facilities (as required).
 - 3. Streets within the development and providing access to the development, improved to city standards (as required).
 - 4. Municipal water distribution facilities and adequate water supplies (as determined by City Water & Light).

Applicants Response: Policy 99.00 is satisfied. Urban services can be provided concurrently with the proposed residential development and are proposed to be constructed that way. Sanitary sewer is available in McDonald Lane and is proposed to be extended to service this project. There is an existing 15inch storm drain line in McDonald Lane that is proposed to be extended to service this project. McDonald Lane and Autumn Ridge streets are proposed to be extended as part of this project. Water and power are available to serve the subject property and are located in Autumn Ridge, McDonald Lane and NE Jacob Street. 8 inch water lines in Autumn Ridge and McDonald Lane is proposed to be extended with this project.

- <u>Policy 117.00 & 118.00</u> The City of McMinnville shall endeavor to insure that the roadway network provides safe and easy access to every parcel.
 The City of McMinnville shall encourage development of roads that include the following design factors:
 - 1. Minimal adverse effects on, and advantageous utilization of, natural features of the land.
 - 2. Reduction in the amount of land necessary for streets with continuance of safety, maintenance, and convenience standards.
 - 3. Emphasis placed on existing and future needs of the area to be serviced. The function of the street and expected traffic volumes are important factors.
 - 4. Consideration given to Complete Streets, in consideration of all modes of transportation (public transit, private vehicle, bike, and foot paths). (Ord.4922, February 23, 2010) VOLUME II Goals and Policies Page 28 5. Connectivity of local residential streets shall be encouraged. Residential cul-de-sac streets shall be discouraged where opportunities for through streets exist.

Applicants Response Policies 117.00 and 118.00 are satisfied. Every parcel will be served by a private alley that accesses a public street. The private alley will be paved and access public streets via a driveway approach constructed to City standards. Public Streets including Autumn Ridge and McDonald Lane will be extended to service the property and provide the ability to extend in the future. Streets will be constructed to City standards with asphalt, curbs, sidewalks and planter strips, that provide multi-modal transportation needs.

- Policy 120.00 The City of McMinnville may require limited and/or shared access points along major and minor arterials, in order to facilitate safe access flows.
 Applicants Response Policy 120.0 is satisfied. Public local street access Autumn Ridge and Peyton Lane from two locations that meet City design standards.
- <u>Policy 122.00</u> The City of McMinnville shall encourage the following provisions for each of the three functional road classifications:
 - 2. Major, minor collectors. —Designs should minimize impacts on existing neighborhoods. —Sufficient street rights-of-way should be obtained prior to development of adjacent lands. —On-street parking should be limited wherever necessary. —Landscaping should be required along public rights-of-way. (Ord. 4922, February 23, 2010) —As far as is practical, residential collector streets should be no further than 1,800 feet apart in order to facilitate a grid pattern of collector streets in residential areas.
 - 3. Local Streets —Designs should minimize through-traffic and serve local areas only. —Street widths should be appropriate for the existing and future needs of the area. —Off-street parking should be encouraged wherever possible. —Landscaping should be encouraged along public rights-of-way.

Applicants Response Policy 122.00 (2) & (3) is satisfied. The applicant is extending McDonald Lane a minor collector to service this project per City Design Standards that include specified ROW, parking and landscaping. The applicant is extending Autumn Ridge a local street per City Design Standards that include specified ROW, parking and landscaping. Since the streets will be designed and constructed to City standards this policy is met.

- <u>Policy 126.00 & 127.00</u> 126.00 The City of McMinnville shall continue to require adequate off-street parking and loading facilities for future developments and land use changes.
 - 127.00 The City of McMinnville shall encourage the provision of off-street parking where possible, to better utilize existing and future roadways and rights-of-way as transportation routes.
 - <u>Applicants Response</u> Policies 126.00 and 127.00 are satisfied. Two parking spaces will be provided on each lot. These parking spaces will encourage off-street parking.
- Policy 132.00 The City of McMinnville shall encourage development of subdivision designs that include bike and foot paths that interconnect neighborhoods and lead to schools, parks, and other activity areas. (Ord. 4922, February 23, 2010; Ord. 4260, August 2, 1983)
 - <u>Applicants Response</u> Policy 132.00 is satisfied. The tentative plan for the subject property provides for public walkways that connect to adjacent neighborhoods, the adjacent City park and provide direct access to the Grandhaven Elementary School and the future middle school site.

- <u>Policy 136.00 & 139.00</u> The City of McMinnville shall insure that urban developments are connected to the municipal sewage system pursuant to applicable city, state, and federal regulations.
 - 139.00 The City of McMinnville shall extend or allow extension of sanitary sewage collection lines within the framework outlined below: VOLUME II Goals and Policies Page 48
 - 1. Sufficient municipal treatment plant capacities exist to handle maximum flows of effluents.
 - 2. Sufficient trunk and main line capacities remain to serve undeveloped land within the projected service areas of those lines.
 - 3. Public water service is extended or planned for extension to service the area at the proposed development densities by such time that sanitary sewer services are to be utilized.
 - 4. Extensions will implement applicable goals and policies of the comprehensive plan.

Applicants Response Policy 136.00 and 139.00 are satisfied. A public sanitary sewer collection system will be constructed with the development of the streets and public utilities to provide service to each individual lot within the subject development. The proposed 8 inch sanitary sewer extension in McDonald Lane has sufficient capacity to service the subdivision based on the proposed density of the project.

- Policy 142.00 The City of McMinnville shall insure that adequate storm water drainage is provided in urban developments through review and approval of storm drainage systems, and through requirements for connection to the municipal storm drainage system, or to natural drainage ways, where required.
 Applicants Response Policy 142.00 is satisfied. Adequate capacity is available in the existing 15 inch public storm drain line in McDonald Lane that is proposed to be extended to service the project.
- 3. Considering the pattern of development in the area and surrounding land uses, show, in detail, how the proposed amendment is orderly and timely.

The proposal is orderly in that in conforms to the applicant and property owner's desire to achieve a higher density single family development that is different from the typical single family housing with front entry garages occupying a large portion of the lot frontage. Rear home access and front porches will give more emphasis to the front of the structure and promote a more neighborly and pedestrian friendly and aesthetically pleasing neighborhood. In addition, this proposed development style will carry on the existing pattern of development from the west.

4. Describe any changes in the neighborhood or surrounding area, which might support or warrant the request.

The subject property was approved by the voters for a residential use. The Applicant's existing R-4 residential use is consistent with the City's desire to achieve higher density in the northeast area of town.

5. Document how the site will be provided with public utilities, including water, sewer, electricity and natural gas. Show that the utility system currently serves or can be extended to the site and that there is capacity to serve the proposed use.

Please refer to the Overall Utility Plan.

There is an existing 8-inch water line located in McDonald Lane and NE Jacob Street, which can be extended to service this development.

There is an 8-inch sanitary sewer line located in McDonald lane that has capacity and depth to serve this development. The capacity is based on the Facility Plans assumption that the sewers are sized for 12 DU/acre, which is slightly above the proposed development density.

There is a 15-inch storm drain line located in McDonald lane that has capacity and depth to serve this development.

Power, natural gas and telephone all exist in McDonald Lane and NE Jacob Street and can be extended to serve the site.

6. Describe in detail, how the proposed use will affect traffic in the area. What is the expected trip generation?

Based on the ITE daily trip rate of 9.6 trips per day, the proposed 28 lots are anticipated to generate approximately 269 vehicle trips per day. This new traffic will take likely take the alley to one of the two local streets that connect to McDonald Lane. McDonald Lane is a minor collector which is intended to receive higher volumes of traffic based on the City's Transportation Plan.



Planning Department

231 NE Fifth Street o McMinnville, OR 97128 (503) 434-7311 Office o (503) 474-4955 Fax

www.mcminnvilleoregon.gov

Office Use Only: File No. S 2 - \8
Date Received 10.18.18
Receipt No. 18 M0222
Received by

Tentative Subdivision Application

Applicant is: Property Owner Contract Buyer Option Holder Agent Other
Alan Ruden Contact Name (If different than above) Address PO Box 570 City, State, Zip McMinnville, OR 97128 Contact Email alanruden@comcast.net
AddressPO Box 570 City, State, ZipMcMinnville, OR 97128 Contact Emailalanruden@comcast.net
City, State, ZipMcMinnville, OR 97128 Contact Emailalanruden@comcast.net
Contact Linaii
Dronarty Owner Information
Property Owner Information
Property Owner Name Same as above Phone Phone
Contact Name Phone
Address
City, State, Zip
Contact Email
Site Location and Description (If metes and bounds description, indicate on separate sheet) Property AddressNorth of the Cottages at Chegwyn Village
Assessor Map No. R4 4 - 4 - 09Total Site Area 1.8 acres
SubdivisionBlockLot Comprehensive Plan DesignationResidential

Subdivision Information

1.	What is this application for?							
	☐ Subdivision (10 (ten) or fewer lots)							
	Subdivision (more than 10 (ten) lots)							
2.	Briefly describe the project: The project includes the construction of an alley loaded 28 lot subdivision that is consistant with the surrounding existing							
	development.							
3.	Name of proposed subdivision: Cottages at Chegwyn Village Phase II							
4.	Size of proposed subdivision in acres or square feet: 1.88 acres							
5.	Number of lots: 28 Minimum lot size: 2,702 SF							
	Number and type of Residential Units: 28 single family residential homes							
7	Average let size: Cross density per agre of entire subdivision: 15.6 units/ac							
1.	Average lot size: Gross density per acre of entire subdivision: 15.6 units/ac							
8.	Total anticipated population: 28 x 2.7 = 76 people							
9.	Size of park(s)/open space in acres or square feet: None, existing park is located to the south.							
	General description of the subject site and current land use:							
10	The site is currently vacant property that is zoned R4-PD.							
11	. Describe existing uses and zoning of surrounding properties:							
•	Zoning <u>Current Use</u>							
	North R-2 Vacant							
	South R4-PD Multi-Family Apartments							
	East EF-80 Orchard							
	West R4-PD Single Family Homes							
12	. Describe the topography of the subject site:							
12	The site is relatively flat and slopes 1 to 2% to the east and north from the west property line.							

13. Does the site contain any existing structures, wells, septic tanks? Explain	
14. How will the proposed subdivision be served by utilities? Note the location and size of all s lines (water, sanitary sewer, storm sewer, natural gas, electricity). All utilities will be extented from existing public streets such as McDonald Lane, Autumn R and Jacob Street.	
15. What is the anticipated date construction will begin? Early summer 2019	
16. What is the anticipated date of completion? Late Fall 2019	
17. If applicable, explain how the subdivision will be phased? The subdivision will be constructed in one phase.	
18. Does your tentative subdivision plan delineate the general location of all previously receivements and encumbrances presently binding upon the subdivision site? (A current title or subdivision guarantee for the site would disclose such easements or encumbrances).	corded report
Yes ☑ No ☐ N/A ☐	
19. Does your tentative subdivision plan delineate necessary access and utility easements?	
Yes ☑ No □ N/A □	
In addition to this completed application, the applicant must provide the following:	
A site plan (drawn to scale, with a north arrow, legible, and of a reproducible size), tensubdivision plan, and supplementary data. Tentative plans should be accompanished improvement plans so that the general programs and objectives are clear to the reviewer information to be included in the tentative subdivision plan as listed in the information and in Section 17.53.070 (Submission of Tentative Subdivision Plan) of the Zoning Ordin If of a larger size, provide five (5) copies in addition to an electronic copy with the subm	ied by r. The sheet nance.
Payment of the applicable review fee, which can be found on the Planning Department page.	nt web
I certify the statements contained herein, along with the evidence submitted, are respects true and are correct to the best of my knowledge and belief.	in all
Applicant's Signature Date	
Property Owner's Signature Date	



FOR NEW SUBDIVISION OR LAND PARTITION

THIS REPORT IS ISSUED BY THE ABOVE-NAMED COMPANY ("THE COMPANY") FOR THE EXCLUSIVE USE OF THE FOLLOWING CUSTOMER:

Alan Ruden, Inc. Phone No.:

Date Prepared: October 9, 2018

Effective Date: October 10, 2018 / 08:00 AM

Charge: \$300.00

Order No.: 471818075943 Reference: 124724 & 560074

The information contained in this report is furnished to the Customer by Ticor Title Company of Oregon (the "Company") as an information service based on the records and indices maintained by the Company for the county identified below. This report is not title insurance, is not a preliminary title report for title insurance, and is not a commitment for title insurance. No examination has been made of the Company's records, other than as specifically set forth in this report ("the Report"). Liability for any loss arising from errors and/or omissions is limited to the lesser of the fee paid or the actual loss to the Customer, and the Company will have no greater liability by reason of this report. This report is subject to the Definitions, Conditions and Stipulations contained in it.

REPORT

A. The Land referred to in this report is located in the County of Yamhill, State of Oregon, and is described as follows:

As fully set forth on Exhibit "A" attached hereto and by this reference made a part hereof.

B. As of the Effective Date, the tax account and map references pertinent to the Land are as follows:

As fully set forth on Exhibit "B" attached hereto and by this reference made a part hereof.

C. As of the Effective Date and according to the Public Records, we find title to the land apparently vested in:

As fully set forth on Exhibit "C" attached hereto and by this reference made a part hereof.

D. As of the Effective Date and according to the Public Records, the Land is subject to the following liens and encumbrances, which are not necessarily shown in the order of priority:

As fully set forth on Exhibit "D" attached hereto and by this reference made a part hereof.

EXHIBIT "A" (Land Description)

PARCEL I:

Parcel 1 of PARTITION PLAT NO. 2015-10, situated in the Southwest quarter of Section 9, Township 4 South, Range 4 West of the Willamette Meridian, in the City of McMinnville, County of Yamhill, State of Oregon, recorded July 10, 2015 as Instrument No. 201510150, Yamhill County Records.

EXCEPTING THEREFROM that portion lying within the boundaries of the plat of THE BUNGALOWS AT CHEGWYN VILLAGE III, recorded May 23, 2017, as Instrument No. 201708358, Deed and Mortgage Records of Yamhill County, Oregon.

PARCEL II:

Parcel 2 of PARTITION PLAT NO. 2015-10, situated in the Southwest quarter of Section 9, Township 4 South, Range 4 West of the Willamette Meridian, in the City of McMinnville, County of Yamhill, State of Oregon, recorded July 10, 2015 as Instrument No. 201510150, Yamhill County Records.

EXCEPTING THEREFROM that portion lying within the boundaries of the plat of THE BUNGALOWS AT CHEGWYN VILLAGE III, recorded May 23, 2017, as Instrument No. 201708358, Deed and Mortgage Records of Yamhill County, Oregon.

EXHIBIT "B" (Tax Account and Map)

APN/Parcel ID(s) 124724 and 560074 as well as Tax/Map ID(s) R4409 02100 and R4409 02104

EXHIBIT "C" (Vesting)

Alan Ruden, Inc., an Oregon Corporation as to Parcel I and Cottages at Chegwyn Village, LLC, an Oregon limited liability company, as to Parcel II

EXHIBIT "D" (Liens and Encumbrances)

1. Unpaid Property Taxes are as follows:

Fiscal Year: 2018-2019

Amount: \$3,650.29, plus interest, if any

Levy Code; 40.0 Account No.: 124724 Map No.: R4409 02100

Affects Parcel I

Prior to close of escrow, please contact the Tax Collector's Office to confirm all amounts owing, including current fiscal year taxes, supplemental taxes, escaped assessments and any delinquencies.

2. Unpaid Property Taxes are as follows:

Fiscal Year: 2018-2019

Amount: \$28,809.76, plus interest, if any

Levy Code: 40.0 Account No.: 560074 Map No.: R4409 02104

The above amount includes an assessment for declassified zone farm land.

Affects Parcel II

Prior to close of escrow, please contact the Tax Collector's Office to confirm all amounts owing, including current fiscal year taxes, supplemental taxes, escaped assessments and any delinquencies.

- 3. The Land has been classified as farm, as disclosed by the tax roll. If the Land becomes disqualified, said Land may be subject to additional taxes and/or penalties.
- City Liens, if any, in favor of the City of McMinnville.
- 5. Reservations for the purpose(s) shown below and rights incidental thereto as set forth and disclosed by numerous instruments, and in the following instrument:

Purpose: Roadways

Recording Date: June 26, 1951 Recording No.: Book 162, Page 36

6. Reservations for the purpose(s) shown below and rights incidental thereto as set forth and disclosed by numerous instruments, and in the following instrument:

Purpose: Roadways

Recording Date: March 23, 1955 Recording No.: Book 176, Page 408

Order No. 471818075943

EXHIBIT "D" (Liens and Encumbrances) (continued)

7. Reciprocal Easement(s) for the purpose(s) shown below and rights incidental thereto, as disclosed in Warranty Deed:

Between: Coleman LLC And: Charles Percy Chegwyn

Recording Date: December 28, 2007

Recording No: 200727179

Affects: Reference is hereby made to said document for full particulars.

8. Declaration of Water Line Easement(s) and rights incidental thereto, as disclosed in Warranty Deed,

Recording Date: December 28, 2007

Recording No.: 200727179

Affects: Reference is hereby made to said document for full particulars.

Agreement to Dedicate Land, including the terms and provisions thereof,

Executed by: Percy Charles Chegwyn and Coleman LLC

Recording Date: December 28, 2007

Recording No.: 200727181

10. Development Agreement for McDonald Lane Extension, including the terms and provisions thereof,

Between: Coleman LLC

And: McMinnville School District #40 Recording Date: December 28, 2007

Recording No.: 200727186

and Re-Recording Date: April 9, 2008 and Re-Recording No: 200806237 Reason: Correct legal description

11. Road Development Agreement, including the terms and provisions thereof,

Between: McMinnville Water & Light

And: Yamhill County, acting through its Director of Public Works and Director of Planning and

Development

Recording Date: August 27, 2008

Recording No.: 200814668

EXHIBIT "D" (Liens and Encumbrances) (continued)

12. Notes and Restrictions, but omitting restrictions, if any, based upon race, color, religion, sex, sexual orientation, familial status, marital status, disability, handicap, national origin, ancestry, or source of income, as set forth in applicable state or federal laws, except to the extent that said restriction is permitted by applicable law, as shown on that certain plat

Name of Plat: Partition Plat No. 2008-20

13. Easement(s) for the purpose(s) shown below and rights incidental thereto as delineated or as offered for dedication, on the map of said tract/plat for Partition Plat No. 2008-20;

Purpose: existing utilities

Affects: Easterly boundary line as delineated on said Partition Plat

14. Easement(s) for the purpose(s) shown below and rights incidental thereto, as granted in a document:

Granted to: City of McMinnville, a municipal corporation of the State of Oregon, acting by and

through its Water & Light Commission, a municipal public utilities commission

Purpose: utilities

Recording Date: September 5, 2008

Recording No: 200815205

Affects: Easterly boundary line as described in said easement

15. Easement(s) for the purpose(s) shown below and rights incidental thereto as delineated or as offered for dedication, on the map of said tract/plat for Partition Plat No. 2012-09;

Purpose: existing utilities

Affects: Easterly boundary line as delineated on said Partition Plat

16. Easement(s) for the purpose(s) shown below and rights incidental thereto as delineated or as offered for dedication, on the map of said tract/plat for Partition Plat No. 2014-11;

Purpose: existing utilities

Affects: Easterly boundary line as delineated on said Partition Plat

17. Easement(s) for the purpose(s) shown below and rights incidental thereto as delineated or as offered for dedication, on the map of said tract/plat of Partition Plat No. 2015-10;

Purpose: existing utilities

Affects: Easterly boundary line as delineated on said Partition Plat

EXHIBIT "D" (Liens and Encumbrances) (continued)

18. A deed of trust to secure an indebtedness in the amount shown below,

Amount:

\$3,500,000.00

Dated:

September 5, 2017

Trustor/Grantor:

Cottages at Chegwyn Village, LLC, an Oregon Limited Liability Company

Trustee:

David C. Haugeberg

Beneficiary:

First Federal Savings & Loan Association of McMinnville

Loan No.:

7706202866

Recording Date:

September 6, 2017

Recording No.:

201714435

Affects Parcel II

The Deed of Trust set forth above is purported to be a "Credit Line" Deed of Trust. It is a requirement that the Trustor/Grantor of said Deed of Trust provide written authorization to close said credit line account to the Lender when the Deed of Trust is being paid off through the Company or other Settlement/Escrow Agent or provide a satisfactory subordination of this Deed of Trust to the proposed Deed of Trust to be recorded at closing.

19. The effect, if any, of that certain Plat named The Cottages at Chegwyn Village and the exceptions to title disclosed therein,

Recording Date:

February 28, 2018

Recording No.:

201802871

The above Plat indicates that the owner of the property being subdivided was Alan Ruden, Inc.; however, at the time the above Plat was filed and/or recorded, the owner of the property was Cottages at Chegwyn Village, LLC and Cottages at Chegwyn Village, LLC did not sign the above named Plat or record a consent to plat.

Affects Parcel II

DEFINITIONS, CONDITIONS AND STIPULATIONS

- 1. Definitions. The following terms have the stated meaning when used in this report:
 - (a) "Customer": The person or persons named or shown as the addressee of this report.
 - (b) "Effective Date": The effective date stated in this report.
 - (c) "Land": The land specifically described in this report and improvements affixed thereto which by law constitute real property.
 - (d) "Public Records": Those records which by the laws of the state of Oregon impart constructive notice of matters relating to the Land.

2. Liability of Company.

- (a) This is not a commitment to issue title insurance and does not constitute a policy of title insurance.
- (b) The liability of the Company for errors or omissions in this public record report is limited to the amount of the charge paid by the Customer, provided, however, that the Company has no liability in the event of no actual loss to the Customer.
- (c) No costs (including without limitation attorney fees and other expenses) of defense, or prosecution of any action, is afforded to the Customer.
- (d) In any event, the Company assumes no liability for loss or damage by reason of the following:
 - (1) Taxes or assessments which are not shown as existing liens by the records of any taxing authority that levies taxes or assessments on real property or by the Public Records.
 - (2) Any facts, rights, interests or claims which are not shown by the Public Records but which could be ascertained by an inspection of the land or by making inquiry of persons in possession thereof.
 - (3) Easements, liens or encumbrances, or claims thereof, which are not shown by the Public Records.
 - (4) Discrepancies, encroachments, shortage in area, conflicts in boundary lines or any other facts which a survey would disclose.
 - (5) (i) Unpatented mining claims; (ii) reservations or exceptions in patents or in Acts authorizing the issuance thereof; (iii) water rights or claims or title to water.
 - (6) Any right, title, interest, estate or easement in land beyond the lines of the area specifically described or referred to in this report, or in abutting streets, roads, avenues, alleys, lanes, ways or waterways.
 - (7) Any law, ordinance or governmental regulation (including but not limited to building and zoning laws, ordinances or regulations) restricting, regulating, prohibiting or relating to (i) the occupancy, use or enjoyment of the land; (ii) the character, dimensions or location of any improvement now or hereafter erected on the land; (iii) a separation in ownership or a change in the dimensions or area of the land or any parcel of which the land is or was a part; or (iv) environmental protection, or the effect of any violation of these laws, ordinances or governmental regulations, except to the extent that a notice of the enforcement thereof or a notice of a defect, lien or encumbrance resulting from a violation or alleged violation affecting the land has been recorded in the Public Records at the effective date hereof.
 - (8) Any governmental police power not excluded by 2(d)(7) above, except to the extent that notice of the exercise thereof or a notice of a defect, lien or encumbrance resulting from a violation or alleged violation affecting the land has been recorded in the Public Records at the effective date hereof.
 - (9) Defects, liens, encumbrances, adverse claims or other matters created, suffered, assumed, agreed to or actually known by the Customer.
- 3. **Report Entire Contract.** Any right or action or right of action that the Customer may have or may bring against the Company arising out of the subject matter of this report must be based on the provisions of this report. No provision or condition of this report can be waived or changed except by a writing signed by an authorized officer of the Company. By accepting this form report, the Customer acknowledges and agrees that the Customer has elected to utilize this form of public record report and accepts the limitation of liability of the Company as set forth herein.
- 4. Charge. The charge for this report does not include supplemental reports, updates or other additional services of the Company.

LIMITATIONS OF LIABILITY

"CUSTOMER" REFERS TO THE RECIPIENT OF THIS REPORT.

CUSTOMER EXPRESSLY AGREES AND ACKNOWLEDGES THAT IT IS EXTREMELY DIFFICULT, IF NOT IMPOSSIBLE, TO DETERMINE THE EXTENT OF LOSS WHICH COULD ARISE FROM ERRORS OR OMISSIONS IN, OR THE COMPANY'S NEGLIGENCE IN PRODUCING, THE REQUESTED REPORT, HEREIN "THE REPORT." CUSTOMER RECOGNIZES THAT THE FEE CHARGED IS NOMINAL IN RELATION TO THE POTENTIAL LIABILITY WHICH COULD ARISE FROM SUCH ERRORS OR OMISSIONS OR NEGLIGENCE. THEREFORE, CUSTOMER UNDERSTANDS THAT THE COMPANY IS NOT WILLING TO PROCEED IN THE PREPARATION AND ISSUANCE OF THE REPORT UNLESS THE COMPANY'S LIABILITY IS STRICTLY LIMITED. CUSTOMER AGREES WITH THE PROPRIETY OF SUCH LIMITATION AND AGREES TO BE BOUND BY ITS TERMS

THE LIMITATIONS ARE AS FOLLOWS AND THE LIMITATIONS WILL SURVIVE THE CONTRACT:

ONLY MATTERS IDENTIFIED IN THIS REPORT AS THE SUBJECT OF THE REPORT ARE WITHIN ITS SCOPE. ALL OTHER MATTERS ARE OUTSIDE THE SCOPE OF THE REPORT.

CUSTOMER AGREES, AS PART OF THE CONSIDERATION FOR THE ISSUANCE OF THE REPORT AND TO THE FULLEST EXTENT PERMITTED BY LAW, TO LIMIT THE LIABILITY OF THE COMPANY, ITS LICENSORS, AGENTS, SUPPLIERS, RESELLERS, SERVICE PROVIDERS, CONTENT PROVIDERS AND ALL SUPPLIERS, SUBSIDIARIES, AFFILIATES, EMPLOYEES. SUBSCRIBERS OR SUBCONTRACTORS FOR ANY AND ALL CLAIMS, LIABILITIES, CAUSES OF ACTION, LOSSES, COSTS. DAMAGES AND EXPENSES OF ANY NATURE WHATSOEVER, INCLUDING ATTORNEY'S FEES, HOWEVER ALLEGED OR ARISING, INCLUDING BUT NOT LIMITED TO THOSE ARISING FROM BREACH OF CONTRACT, NEGLIGENCE, THE COMPANY'S OWN FAULT AND/OR NEGLIGENCE, ERRORS, OMISSIONS. STRICT LIABILITY, BREACH OF WARRANTY, EQUITY, THE COMMON LAW, STATUTE OR ANY OTHER THEORY OF RECOVERY, OR FROM ANY PERSON'S USE, MISUSE, OR INABILITY TO USE THE REPORT OR ANY OF THE MATERIALS CONTAINED THEREIN OR PRODUCED, SO THAT THE TOTAL AGGREGATE LIABILITY OF THE COMPANY AND ITS AGENTS, SUBSIDIARIES, AFFILIATES, EMPLOYEES, AND SUBCONTRACTORS SHALL NOT IN ANY EVENT EXCEED THE COMPANY'S TOTAL FEE FOR THE REPORT.

CUSTOMER AGREES THAT THE FOREGOING LIMITATION ON LIABILITY IS A TERM MATERIAL TO THE PRICE THE CUSTOMER IS PAYING, WHICH PRICE IS LOWER THAN WOULD OTHERWISE BE OFFERED TO THE CUSTOMER WITHOUT SAID TERM. CUSTOMER RECOGNIZES THAT THE COMPANY WOULD NOT ISSUE THE REPORT BUT FOR THIS CUSTOMER AGREEMENT, AS PART OF THE CONSIDERATION GIVEN FOR THE REPORT, TO THE FOREGOING LIMITATION OF LIABILITY AND THAT ANY SUCH LIABILITY IS CONDITIONED AND PREDICATED UPON THE FULL AND TIMELY PAYMENT OF THE COMPANY'S INVOICE FOR THE REPORT.

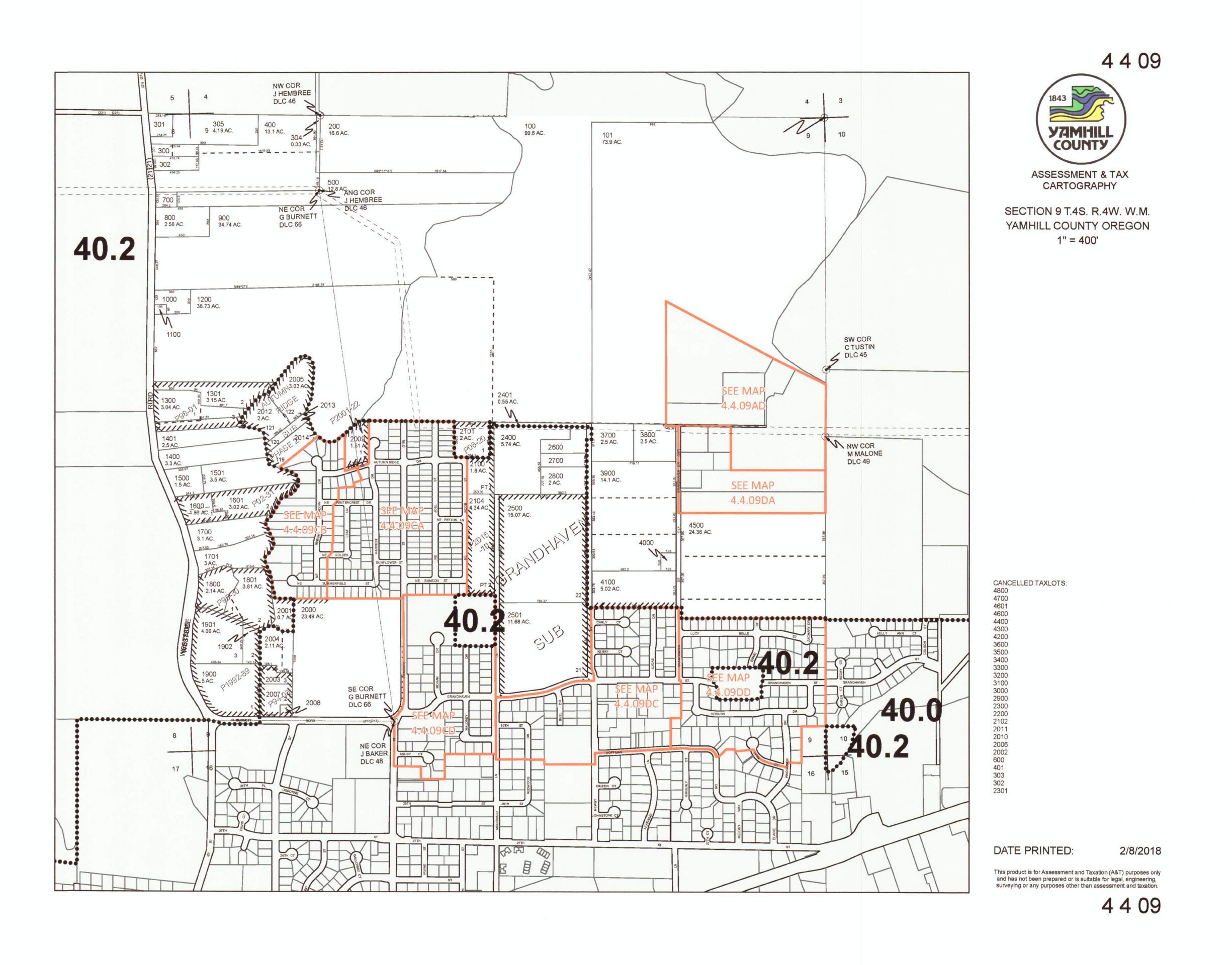
THE REPORT IS LIMITED IN SCOPE AND IS NOT AN ABSTRACT OF TITLE, TITLE OPINION, PRELIMINARY TITLE REPORT, TITLE REPORT, COMMITMENT TO ISSUE TITLE INSURANCE, OR A TITLE POLICY, AND SHOULD NOT BE RELIED UPON AS SUCH. THE REPORT DOES NOT PROVIDE OR OFFER ANY TITLE INSURANCE, LIABILITY COVERAGE OR ERRORS AND OMISSIONS COVERAGE. THE REPORT IS NOT TO BE RELIED UPON AS A REPRESENTATION OF THE STATUS OF TITLE TO THE PROPERTY. THE COMPANY MAKES NO REPRESENTATIONS AS TO THE REPORT'S ACCURACY, DISCLAIMS ANY WARRANTY AS TO THE REPORT, ASSUMES NO DUTIES TO CUSTOMER, DOES NOT INTEND FOR CUSTOMER TO RELY ON THE REPORT, AND ASSUMES NO LIABILITY FOR ANY LOSS OCCURRING BY REASON OF RELIANCE ON THE REPORT OR OTHERWISE.

IF CUSTOMER (A) HAS OR WILL HAVE AN INSURABLE INTEREST IN THE SUBJECT REAL PROPERTY, (B) DOES NOT WISH TO LIMIT LIABILITY AS STATED HEREIN AND (C) DESIRES THAT ADDITIONAL LIABILITY BE ASSUMED BY THE COMPANY, THEN CUSTOMER MAY REQUEST AND PURCHASE A POLICY OF TITLE INSURANCE, A BINDER, OR A COMMITMENT TO ISSUE A POLICY OF TITLE INSURANCE, NO ASSURANCE IS GIVEN AS TO THE INSURABILITY OF THE TITLE OR STATUS OF TITLE. CUSTOMER EXPRESSLY AGREES AND ACKNOWLEDGES IT HAS AN INDEPENDENT DUTY TO ENSURE AND/OR RESEARCH THE ACCURACY OF ANY INFORMATION OBTAINED FROM THE COMPANY OR ANY PRODUCT OR SERVICE PURCHASED.

NO THIRD PARTY IS PERMITTED TO USE OR RELY UPON THE INFORMATION SET FORTH IN THE REPORT, AND NO LIABILITY TO ANY THIRD PARTY IS UNDERTAKEN BY THE COMPANY.

CUSTOMER AGREES THAT, TO THE FULLEST EXTENT PERMITTED BY LAW, IN NO EVENT WILL THE COMPANY, ITS LICENSORS, AGENTS, SUPPLIERS, RESELLERS, SERVICE PROVIDERS, CONTENT PROVIDERS, AND ALL OTHER SUBSCRIBERS OR SUPPLIERS, SUBSIDIARIES, AFFILIATES, EMPLOYEES AND SUBCONTRACTORS BE LIABLE FOR CONSEQUENTIAL, INCIDENTAL, INDIRECT, PUNITIVE, EXEMPLARY, OR SPECIAL DAMAGES, OR LOSS OF PROFITS, REVENUE, INCOME, SAVINGS, DATA, BUSINESS, OPPORTUNITY, OR GOODWILL, PAIN AND SUFFERING, EMOTIONAL DISTRESS, NON-OPERATION OR INCREASED EXPENSE OF OPERATION, BUSINESS INTERRUPTION OR DELAY, COST OF CAPITAL, OR COST OF REPLACEMENT PRODUCTS OR SERVICES, REGARDLESS OF WHETHER SUCH LIABILITY IS BASED ON BREACH OF CONTRACT, TORT, NEGLIGENCE, THE COMPANY'S OWN FAULT AND/OR NEGLIGENCE, STRICT LIABILITY, BREACH OF WARRANTIES, FAILURE OF ESSENTIAL PURPOSE, OR OTHERWISE AND WHETHER CAUSED BY NEGLIGENCE, ERRORS, OMISSIONS, STRICT LIABILITY, BREACH OF CONTRACT, BREACH OF WARRANTY, THE COMPANY'S OWN FAULT AND/OR NEGLIGENCE OR ANY OTHER CAUSE WHATSOEVER, AND EVEN IF THE COMPANY HAS BEEN ADVISED OF THE LIKELIHOOD OF SUCH DAMAGES OR KNEW OR SHOULD HAVE KNOWN OF THE POSSIBILITY FOR SUCH DAMAGES.

END OF THE LIMITATIONS OF LIABILITY

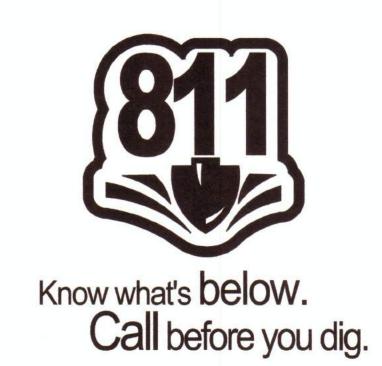


DRAWINGS FOR:

THE COTTAGES AT CHEGWYN VILLAGE PHASE 2 PRELIMINARY CIVIL DRAWINGS

FOR:

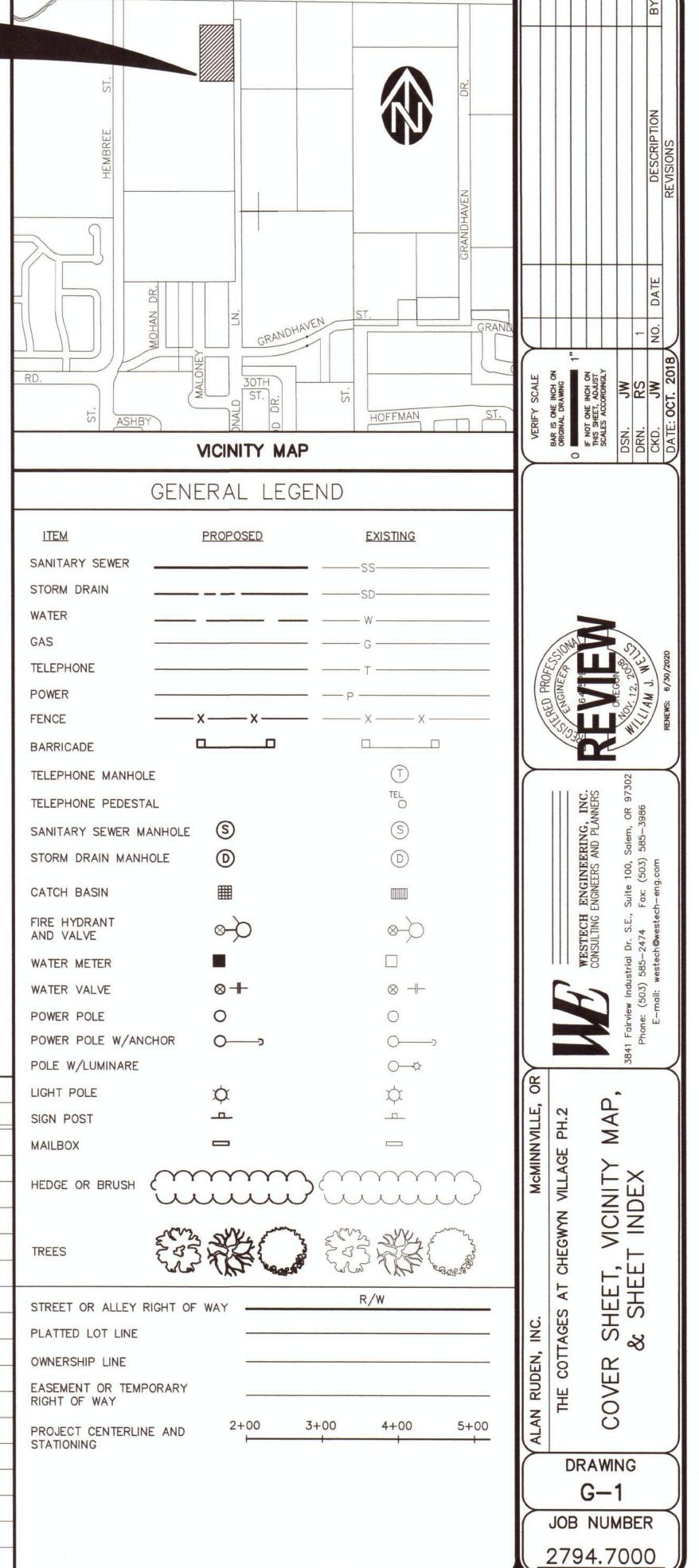
ALAN RUDEN, INC.
McMINNVILLE, OREGON

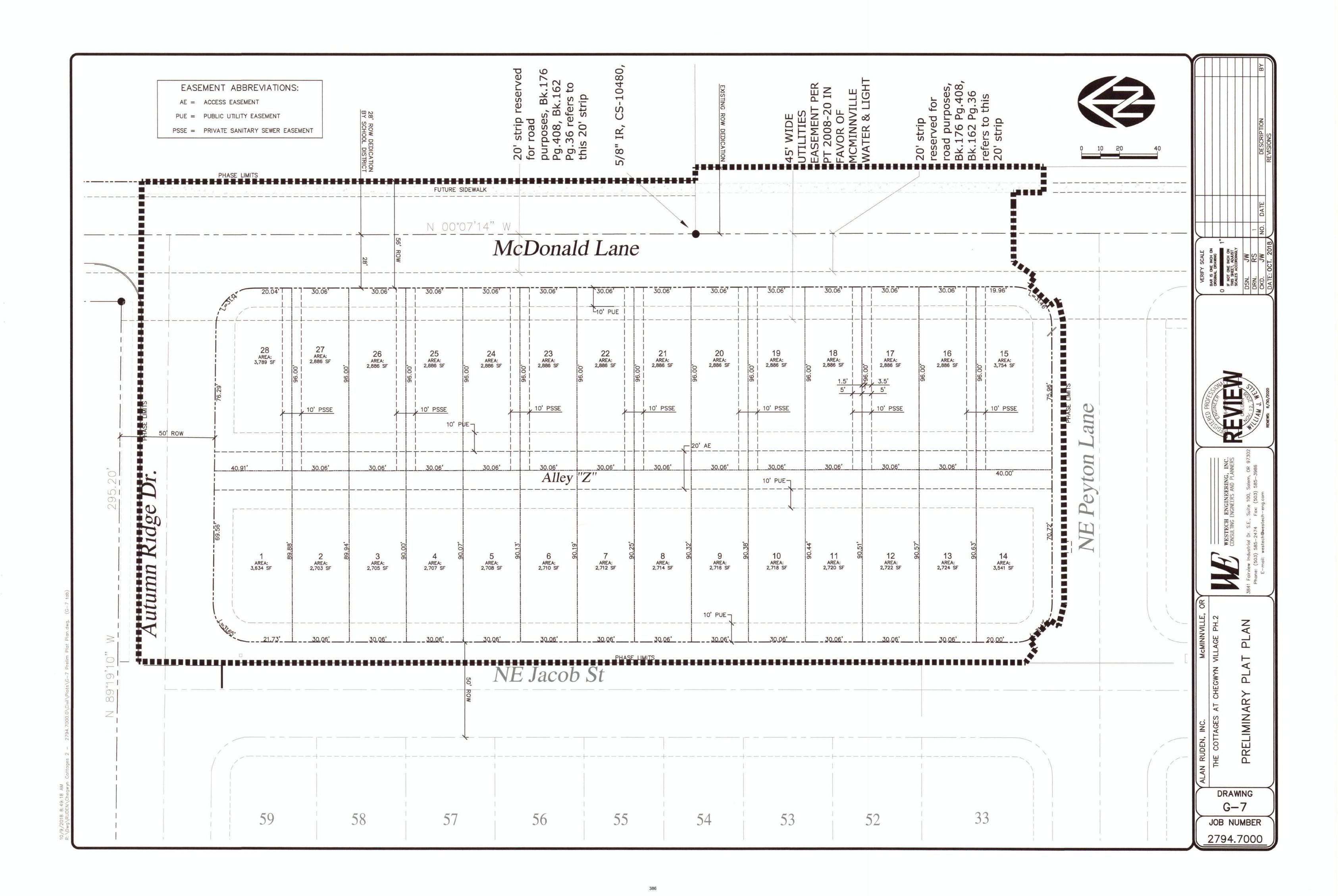


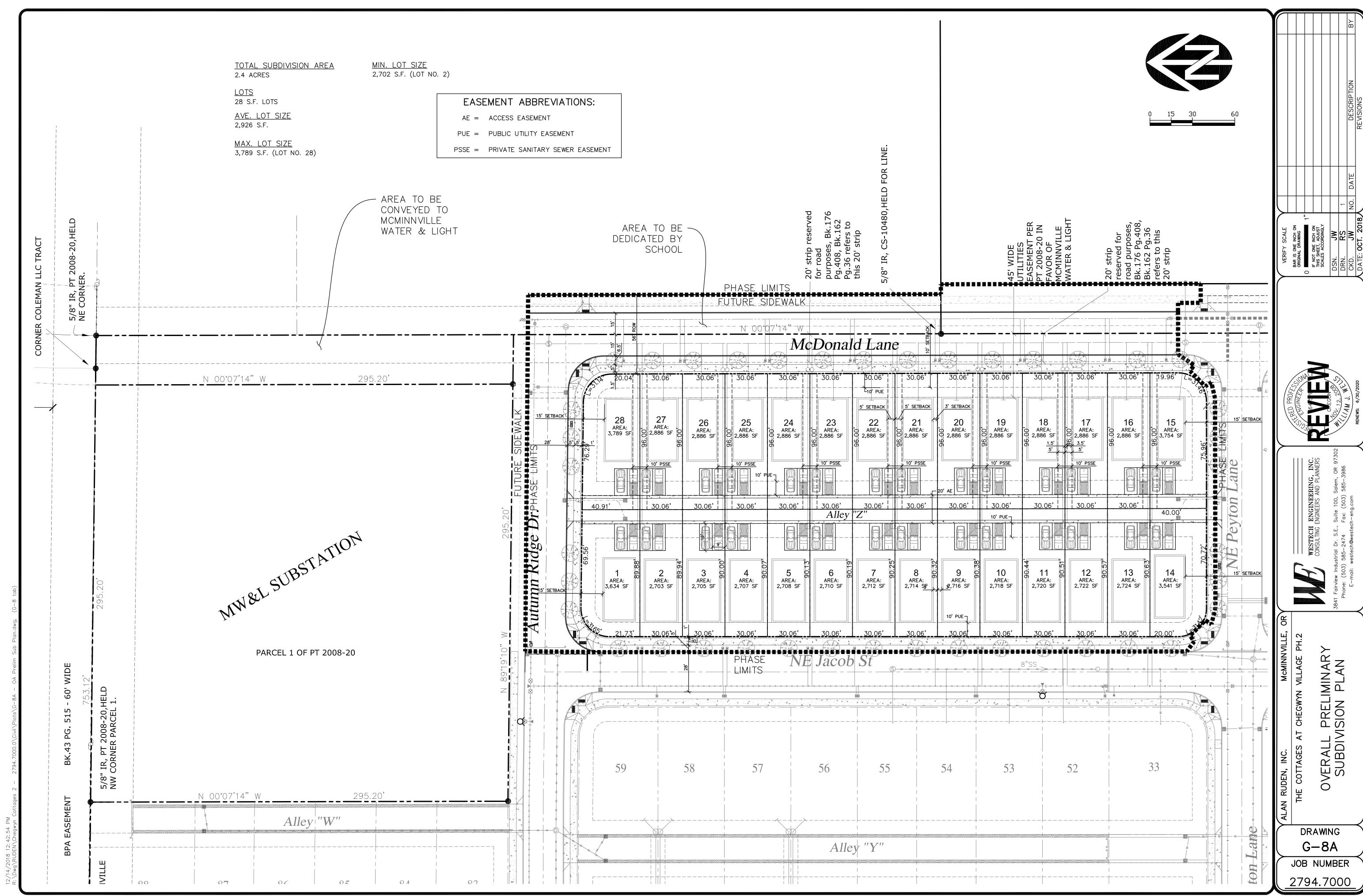
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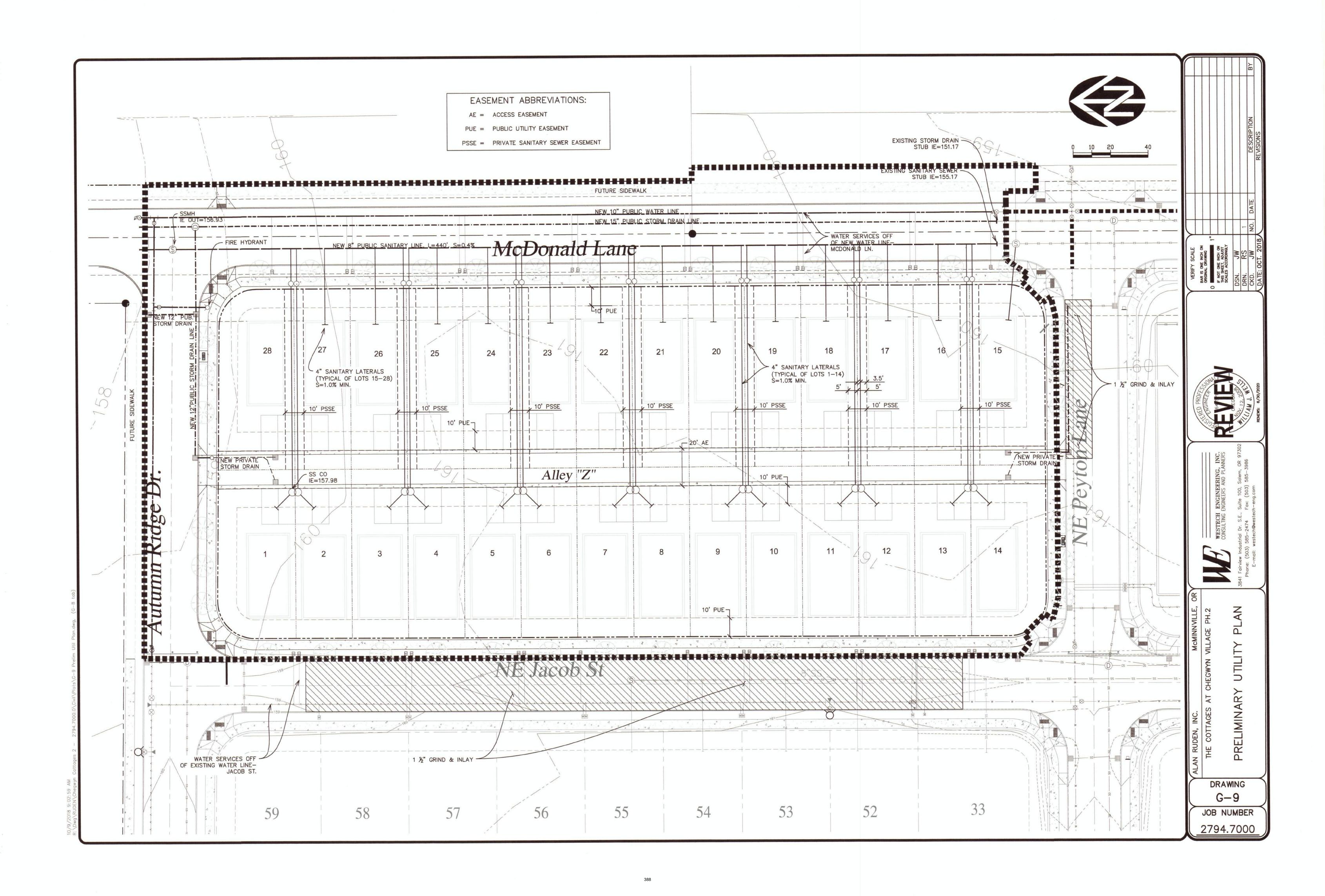
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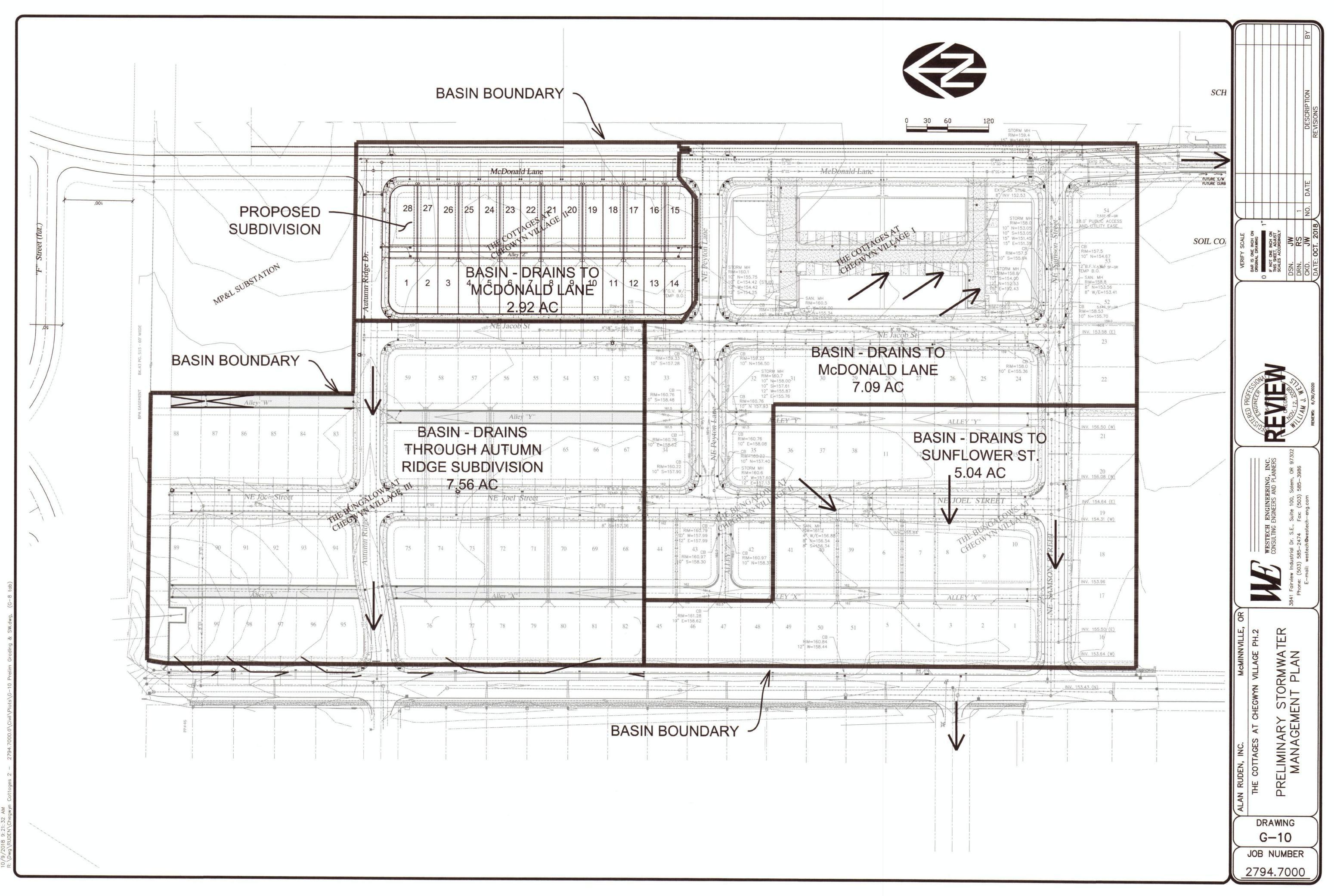
	SHEET INDEX						
SHT NO.	DESCRIPTION	SHT NO.	DESCRIPTION	SHT NO.	DESCRIPTION		
	GENERAL & PRELIMINARY						
G-1	COVER SHEET, VICINITY MAP & SHEET INDEX						
G-7	PRELIMINARY PLAT PLAN						
G-8	PRELIMINARY SUBDIVISION PLAN						
G-9	PRELIMINARY UTILITY PLAN						
G-10	PRELIMINARY STORMWATER MANAGEMENT PLAN						
P-1	TENTATIVE SUBDIVISION PLAN - COLOR						

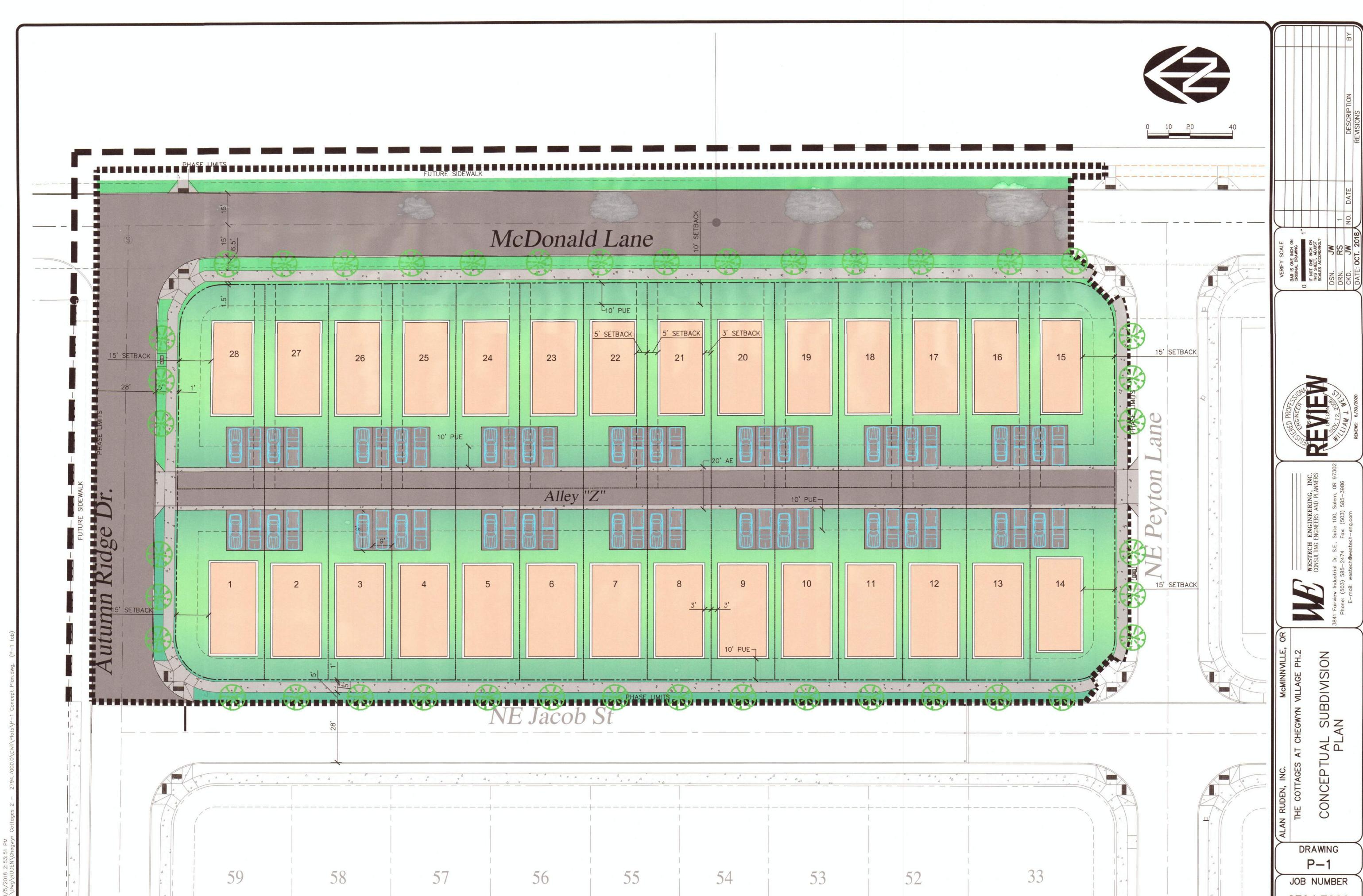












Attachment D1

From:

Jonathan Booth

To:

Jamie Fleckenstein

Subject:

Docket # PDA2-18/S 2-18 Planned Development Amendment & Subdivision - NW McDonald Lane and NE Payton

Lane

Date:

Tuesday, December 4, 2018 9:52:50 AM

I write with regard to this development amendment on behalf of my wife and myself as property owners at 3844 NE Joel St, McMinnville, OR 97128, adjacent to this proposed amendment.

I wish to express our full and complete support for this amendment and wish to take the opportunity to state that over the past two years we have found Alan Ruden Inc to be professional, community-minded and exemplary developers.

Sincerely

Jonathan and Karleen Booth

Jonathan Booth Direct:503-559-7040 Fax:503-967-8097 JB@JKBtoday.com www.JKBinfo.com

Independent Associate: This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this email in error please notify the system manager. This message contains confidential information and is intended only for the individual named. If you are not the named addressee you should not disseminate, distribute or copy this e-mail. Please notify the sender immediately by e-mail if you have received this e-mail by mistake and delete this e-mail from your system. If you are not the intended recipient you are notified that disclosing, copying, distributing or taking any action in reliance on the contents of this information is strictly prohibited.

From: To:

Cc:

John Vanderwall
Jamie Fleckenstein
Karen A. Vanderwall

Subject: Date:

Concerns Regarding Docket #PDA 2-18/S 2-18 Tuesday, February 5, 2019 11:18:22 AM

RE: 28 Lot Subdivision / Cottages at Chegwyn Village

February 5, 2019

ATTN: Jamie Fleckenstein, McMinnville Planning Commission

In response to the Public Hearing Notice for the February 21 Hearing regarding the proposed revisions to the development plan for the Cottages at Chegwyn Village, please consider our concerns noted below. We are current residents within the Chegwyn Village neighborhood, and at the time of purchase, it was represented to us by Alan Ruden that Map & Tax Lots R4409 2100 & R4409 02104 were to be developed as rental "Townhouses", owned and maintained by Ruden.

As we understand this proposed amendment, we recognize that the housing density will remain the same as originally proposed, but that the rental "Townhouses" are to be replaced with single-family detached residences. Overall, we are in favor of this change, as we hope that individual homeowners will take pride of ownership in their home and our community.

However, our main concern is that these affordable homes will also be appealing to investors who may purchase the homes with the intent of earning rental income. As may be expected, and has already been the case in our existing neighborhood, these rental units are not always cared for in the same manner as an owner-occupied unit. In an effort to address concerns for proper maintenance and appearance, we propose the following:

- Adequate off-street parking be provided for each unit accessible via the proposed alley behind the residences.
- Development of Covenants, Conditions and Restrictions (CCR's) consistent with those in place for the existing single-family residences in this neighborhood.
- Creation of a Neighborhood Association for this 28-lot subdivision to be directed by the developer, with annual fees collected for exterior maintenance and enforcement of the CCR's.
- Landscape and exterior maintenance of the individual residences to be contracted by the Association for a consistently neat appearance. Additionally, this would promote cost savings to the residents by providing economies of scale in contracting these services, and reduce disruption to the neighborhood from multiple contractors competing for space.

Please feel free to reply for any clarification of these concerns. We look forward to attending the hearing on February 21.

-John and Karen Vanderwall 3812 NE Joel St., McMinnville From: Patrick Evans
To: Jamie Fleckenstein

Subject: PDA 2-18/S 2-18 (Planned Development Amendment & Subdivision)

Date: Sunday, February 10, 2019 3:04:29 PM

I am writing to oppose the captioned request for a major modification to Planning Development Ordinance 4990 to vary from the underlying R-3 PD zone by a significant reduction the average lot size and reducing the side yard setback from 5 feet to 3 feet.

The proposal is, first of all, not a modification of lot size and side yard setbacks granted in the original approval as that approval was, I believe, for a multi-family development under the ongoing control of a single (or limited number of) ownership entity(ies), not a series of single family homes under individual ownership. There was no lot size nor side yard established as part of the original approval as individual lots were not required for a multi-family development and as such no modification to original multi-family approval criteria should be allowed.

Any modification to the original approval will result in a significant detrimental impact on surrounding property owners who, to the extent they were informed at the time of purchase, were led to believe that their property would be adjacent to multifamily housing under the control of a single entity which would result in a consistent standard of exterior and landscape upkeep and effective limits on the number and size of vehicles per unit. The proposed project, which does not allow for individual garages for parking (and more importantly storage of excess possessions) will result in a degradation that impacts all surrounding properties. Likewise, the lack of discrete storage/garage space makes it impossible for potential homeowners to have access to tools required for ongoing landscape maintenance with the result that landscape and particularly the boulevard strip will become an eyesore similar to that along Hembree.

The requested variance from a 5 foot to a 3 foot side yard setback, may also result in a significant hindrance to first responders in the event of a fire in any of the proposed units. There has already been a reduction, intended or otherwise, of required 5 foot setbacks in the already constructed portion of Chegwyn Village. To further continue that "variance" places both residents and first responders in an untenable position. At the very least there must be provision of fire sprinklering of each residential unit.

The proposed preliminary design shown at the community meeting in December 2018 appears to indicate alley access to parking stalls or carports. If that alley access is, as was previously approved for the original Chegwyn Village homes, under the ownership of individual homeowners who are thus individually responsible for the upkeep and maintenance of the alley, it will only be a matter of

time until that alleyway deteriorates as there will be no enforceable provision for the homeowners to maintain that easement. At the very least the City must accept ownership of the alley access and be responsible for ongoing maintenance or there must be a dedicated HOA with associate fees to provide for ongoing alley maintenance.

This proposal benefits none of the existing residents of Chegwyn Village and only serves the financial interests of the Applicant, the City of McMinnville through additional building permit and development fees, and Yamhill County through additional property taxes. And, while it is laudable that the proposed smaller size units might be more "affordable" it is highly questionable that the existing neighbors should be the only ones asked to pay the price of increased housing density and neighborhood deterioration while other interested parties are the only ones to benefit.

In summary, the Applicant has not demonstrated (per MCC 17.74.110 (A,B,D)) that there are any extraordinary circumstances that would require approval of the requested variances, nor that there is a necessity for the requested change in order to preserve a property right. In fact, it would appear that per MCC 17.74.110 (C) that the project is, for but a few of the reasons outlined above, "materially detrimental...to property in the...vicinity" of the proposed variance.

There is no reason that the project as originally approved "Overall Plan" as submitted February 9, 2012 cannot be carried out without detrimental impact to the Applicant or, in the alternative, that the Applicant cannot reapply to have the site location re-platted to continue construction and sale of single family homes identical to those approved in the original approval.

Patrick Evans 3587 NE Joel Street McMinnville, OR 97128

503-914-8977

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PO Box 638 855 NE Marsh Lane McMinnville, OR 97128 503-472-6158 | mc-power.com

Attachment E

MEMORANDUM

TO: City of McMinnville Planning Department FM: McMinnville Water and Light, Staff

RE: MW&L Staff comments to PDA 2-18; S-2-18

DT: 11-30-2018

McMinnville Water and Light (The city acting by and through its Water and Light Commission) is the electric, water and fiber utility for the city of McMinnville. MW&L was formed under the McMinnville City Charter and has existed as a part or department of the City of McMinnville since 1889. MW&L has approximately 17,000 electric, and 14,000 water customers in and about the city of McMinnville.

MW&L staff acknowledges the City's request for recommendations and suggestions. MW&L staff comments are offered only in aid of the land use process and do not reflect a decision of the Water and Light Commission.

COMMENTS:

The following City of McMinnville planning goals, policies and proposals appear to apply to MW&L's comments related to its electric system.

GOAL VIII 1: TO PROVIDE ADEQUATE ENERGY SUPPLIES, AND THE SYSTEMS NECESSARY TO DISTRIBUTE THAT ENERGY, TO SERVICE THE COMMUNITY AS IT EXPANDS.

173.00 The City of McMinnville shall coordinate with McMinnville Water and Light and the various private suppliers of energy in this area in making future land use decisions.

174.00 The City of McMinnville shall continue to support the long-range planning efforts of McMinnville Water and Light to supply the electrical energy needs of the community.

32.00 The City of McMinnville should zone, or otherwise regulate, land uses around future energy system-related sites to insure compatibility with the site.

Future development of McMinnville's utilities is dependent on strong and well balanced distribution systems. In the electric system, this begins with substations where MW&L takes electricity from BPA at higher transmission voltages, and steps the voltage down for distribution along feeder lines into town. If the BPA lines are the electric highway, these feeder lines are the major arterials. Like roadway arterials, these electric arterials require more space for a heavier traffic load. As McMinnville grows, it is very important to plan for and accommodate growth in the electric distribution system.

In 2008, MW&L purchased a 2-acre site, near what is now the end of NE McDonald Lane for a substation site. MW&L's future plan is to tap the BPA high voltage transmission near the terminus of NE McDonald Lane. An electric feeder already extends out NE McDonald as far Grandhaven School. The nearest existing high voltage substation in this area is currently the Baker Creek substation to the north, and the Windishar substation to the



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south. However, neither of these two substations will ultimately be adequate to provide for the long-term utility needs in the area of NE McDonald Lane. The area is presently experiencing residential development and also contains the site of a major future school facility

In addition to the substation site, the 2008 MW&L property purchase also provided for a 45' easement from the existing feeder along NE McDonald Lane north to the BPA transmission line. In 2016, after significant discussions with both the City and with the Developer, MW&L agreed to reduce the width of a certain portion of its 45' easement along NE McDonald Lane to accommodate a housing development and street improvements. A copy of that Modification of Easement is attached as **Exhibit A.** ("the 2016 Modification"). Accommodations were made at that time by both the city and developer to accommodate the future energy needs of the city. At the same time, this 2016 Modification also provided for the preservation of a reduced 17' wide easement on the west side of McDonald lane to preserve the electric transmission corridor to connect the MW&L electric feed system to the BPA high voltage transmission line. To accommodate electric transmission, the City eliminated the PUE along the west side of NE McDonald and the developer agreed to place conduit under cross streets to reduce disruption to city infrastructure at the time of a future build-out of electric transmission lines.

In in order to promote and provide for electric, water, and fiber utilities, and their related connection to the greater McMinnville utility system, staff offers the following additional comments on PDA 2-18, S-2-18.

Conflicting MW&L Easement.

1. As occurred with the 2016 Modification, the Developer should be required to negotiate a resolution with MW&L that permits development of the extension of McDonald Lane and related storm, sewer, water and electric utilities, while preserving the necessary connectivity of the electric utility, especially as applies to the distribution feeder along McDonald Lane. The distribution feeders will connect McMinnville's existing electric system to the new MW&L substation served by the BPA transmission system. MW&L suggests the general form of the 2016 Modification as attached. Specific consideration for any transfer of rights will need to be worked out between the parties.

<u>Electric/fiber</u>: The following are concerns that MW&L staff expresses as regards utility service across this proposed development and the utility's need for space related to connectivity with its electric and fiber system.

- Street Crossings. In order to provide connectivity while reducing disruption to other utilities and transportation assets of the City, the Developer should be required to place conduits to provide street crossings for future electric and fiber to cross (under) Peyton Lane and Autumn Ridge Dr. (South to north without disturbing street improvements). This requirement is consistent with the developer's adjacent development along the same McDonald Lane corridor.
- 2. <u>Conflict with Storm and Sewer</u>. Electric and fiber transmission on the west side of McDonald Lane in the MW&L easement is expected to travel north south in a MW&L easement (as potentially narrowed to 17'). The Developer's plans appear to show sanitation and storm taps crossing the MW&L easement east to west, to connect to north-south lines in the right-of-way. Unless conduits for electric and fiber are preplaced down the MW&L Easement (on west side of McDonald Lane) the existent of these sewer and storm lines crossing ease to west will require significant later costs and disturbance of services for MW&L



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to exercise the easement and place electric and fiber. If this congested amount of sewer and storm lines are permitted, the developer should be required to place north-south conduits in a like manner to the street crossing conduits to reduce/prevent the significant disruption of infrastructure and property when the electric feeder lines are placed. This will permit north-south connectivity of utility services.

- a. Another option to eliminate the conflict across the easement would be to place the storm and sewer in the alley way in mid-block (north to south). This option was used in the developer's property to the south of the property after the 2016 Modification.
- 3. Conduit east side of McDonald Lane. Because the easement for electric transmission along the west side of McDonald lane will become quite congested with both utility and residential development, the City should also require a utility corridor on the east side of McDonald Lane. This utility corridor could come in the form of a public utility easement along the east side of the street or a wider right of way with utility access within the R.O.W. Again, like on the west side, the need for utility access on the east side of NE McDonald is driven by the proximity of the property to the BPA electric transmission line, which feeds electricity into the city. MW&L staff anticipates that one or more electric feeder and fiber lines will run along NE McDonald (on one or both sides). Allowing for utility space and possibly pre-placing conduit on the west side of the ROW will reduce the need for later disruptions to the surface of the ROW and will enhance connectivity options within the utility electric system.
- 4. Maintaining width of a reduced easement. If the city mandates a reduction in the width of the MW&L 45' easement (to 17' as done on the property to the south), the City should require setbacks from NE McDonald Lane that preserve this width for utility use. As with street development, this may be partially mitigate by pre-placing conduit. However, no permanent structures should be permitted in this utility space.

Water:

- Existing water services on Peyton Lane were placed and sized for multi-family development. The
 proposed development is single family and the pre-placed services along Peyton Place are oversized for
 such development and should be removed (or replaced) with water services that are size appropriate.
 Providing for the anticipated level of residential development indicates the need to eliminate (or replace)
 these service connections. In addition, with the abandoned services, the developer should be required to
 pave the street back to the water main in those locations on Peyton Lane. Such paving is not currently
 shown on the plans.
- 2. <u>Paving</u>. On Jacobs St., the plans appear to show new water services outside of the planned paving work. The paving work should cover the area of all the new water services up to the intersections with Peyton St (south) and Autumn Ridge Dr. (north).

SUMMARY:

MW&L staff appreciates the opportunity the ability to comment on these applications in furtherance of the city's goal to maintain a healthy utility system. Please direct questions to General Counsel, Sam Justice. 503-435-3110.



After Recording Return to: Samuel R. Justice PO Box 480 McMinnville, OR 97128

Send Tax Statements to: No Change OFFICIAL YAMHILL COUNTY RECORDS BRIAN VAN BERGEN, COUNTY CLERK

201612013



\$61.00

08/04/2016 10:46:03 AM

DMR-EDMR Cnt=1 Stn=3 SUTTONS \$25.00 \$5.00 \$11.00 \$20.00

MODIFICATION OF EASEMENT

RECITALS:

WHEREAS Alan Ruden, Inc. an Oregon corporation, ("Successor Grantor") is successor in interest to the Coleman LLC, an Oregon Limited Liability Company.

WHEREAS grantee is the City of McMinnville, a municipal corporation of the State of Oregon acting by and through its Water & Light Commission ("MW&L"); and

WHEREAS the consideration for this modification of easement stated in terms of dollars is TWENTY FOUR THOUSAND AND NO CENTS (\$24,000.00) paid from Successor Grantor to MW&L, and includes other consideration consisting of the promises exchanged herein; and

WHEREAS MW&L holds an easement interest in real property as described in Yamhill County, Oregon partition plat No. 2008-20 and as recorded on September 5, 2008 in the Yamhill County real property records at document No. 200815205 ("the Easement"); and

WHEREAS the Easement burdens real property which includes but is not limited to Successor Grantor's real property which is more particularly described as follows:

Parcel 2 of PARTITION PLAT NO. 2015-010, situated in the Southwest quarter of Section 9, Township 4 South, Range 4 West of the Willamette Meridian, in the City of McMinnville, County of Yamhill, State of Oregon, recorded July 10, 2015 as Instrument No. 201510150, Yamhill County Records.

("the Burdened Property").

WHEREAS the City of McMinnville has eliminated the Public Utility Easement along the west side of NE McDonald Lane from the master plan adopted for the Bungalows at Chegwyn Village development and the Easement Area is not burdened by a Public Utility Easement; and

WHEREAS the parties wish to modify, re-describe in area and amend the Easement to release and remove the easement burden only from the public right of way, shown on Exhibit B as the East 28.00 feet vacated by MW&L and ONLY over the Burdened Property described herein.

Page 1 of 5 – Modification of Easement



IT IS AGREED THAT these recitals are necessary and material to this agreement and are relied upon by each party, and the parties would not have entered into this agreement if these recitals were not accurate.

IT IS FURTHER AGREED THAT THE EASEMENT IS MODIFIED, RE-DESCRIBED IN AREA AND AMENDED OVER THE BURDENED PROPERTY AS FOLLOWS:

- A. The Easement over the Burdened Property (only) is re-described in area and amended as described on the attached Exhibit A, and shown on the map attached as Exhibit B (the West 17.00 feet retained by MW&L).
- B. With regard to the Burdened Property only paragraphs (5) and (6) are deleted and replaced and amended in their entirety as follows:
 - (5) Obstructions in the EASEMENT. Grantor agrees not to materially obstruct, or to permit any third party to materially obstruct, the EASEMENT and agrees that no structures are to be constructed on the EASEMENT. Subject to the authority of the City of McMinnville over the public streets and rights of way, as they now exist or may hereafter be dedicated to the City, MW&L reserves the right to dig up, remove or demolish any portions of roadways, driveways, sidewalks, fencing, landscaping or other improvements in the EASEMENT to the extent that the foregoing materially obstruct MW&L's use of the EASEMENT.
 - (6) Restoration of EASEMENT. MW&L shall make reasonable efforts to repair and restore any portions thereof to a reasonably similar condition as existed before such MW&L work. However, Grantor agrees that before construction of improvements, and upon any dedication of public streets and right of ways, Grantor will pre-install conduit sufficient, in MW&L's sole discretion, to carry MW&L electric transmission lines and fiber under all right of way, public streets, roadways, and drives within the Easement area.
- C. As modified, re-described in area and amended the rights of the parties and their successors in the Easement shall otherwise continue. This modification DOES NOT modify, re-describe, or amend rights other than over the Burdened Property.

In WITNESS WHEREOF, the parties hereto have executed this Modification of Easement,

City of McMinnville, acting by and through its WATER AND LIGHT COMMISSION
By: Richael 2. Ol
Richard L. Olson, Mayor and Ex Officio
member of the Water & Light Commission
Attest: Wary Dun Yolan
Mary Ann Nolan, Clerk of the Commission
Date: 8-3-2016

Page 2 of 5 - Modification of Easement

STATE OF Oregon)) ss.	6				
COUNTY OF Yamhill					
This instrument was acknowledged Ruden as president of Alan Ruden, Inc., an OFFICIAL STAMP TAMMY JEAN MORRISON NOTARY PUBLIC-OREGON COMMISSION NO. 938650 MY COMMISSION EXPIRES JUNE 17, 2019	1.0.0.				
STATE OF Oregon)) ss. COUNTY OF Yamhill)					
This instrument was acknowledged before me on August 3rd, 2016, by Richard L. Olson as mayor of the City of McMinnville, Oregon and ex officio member of the McMinnville Water & Light Commission.					
OFFICIAL STAMP ANNE ELISE KINSEY NOTARY PUBLIC - OREGON COMMISSION NO. 942877 MY COMMISSION EXPIRES SEPTEMBER 14, 2019	Notary Public in and for the State of Oregon. My Appointment expires: Sept. 19, 2019				
STATE OF Oregon)) ss. COUNTY OF Yamhill)					
This instrument was acknowledged before me on Avgust 3, 2016, by Mary Ann Nolan as Clerk of McMinnville Water & Light Commission.					
	Station May				
OFFICIAL STAMP STEFANIE LYNN MAY NOTARY PUBLIC – OREGON COMMISSION NO. 939979 MY COMMISSION EXPIRES JUNE 11, 2019	Notary Public in and for the State of Oregon. My Appointment expires: July 11 2019				

Page 3 of 5 – Modification of Easement

EXHIBIT A

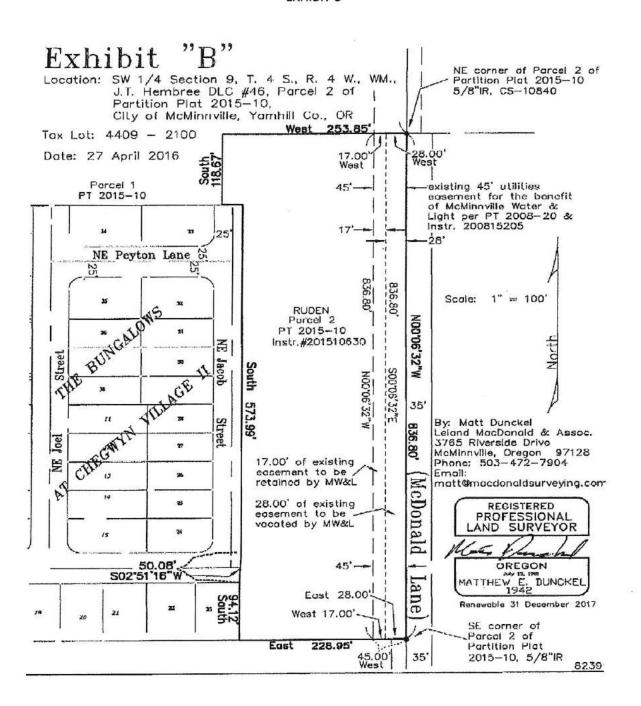
The West 17.00 feet of that certain 45 foot wide easement in favor of the City of McMinnville, acting by and through its Water & Light Commission, described in Instrument No. 200815205 and Partition Plat 2008-20, in Section 9, Township 4 South, Range 4 West, City of McMinnville, Yamhill County, Oregon, and being more particularly described as follows:

Beginning on the south line of Parcel 2 of Partition Plat 2015-10 at a point that is West 45.00 feet from the southeast corner of said Parcel 2; thence North 00°06′32″ West 836.80 feet along the west line of said 45.00 foot wide easement to the north line of said Parcel 2; thence East 17.00 feet along the north line of said Parcel 2 to a point that is 28.00 feet west of the northeast corner of said Parcel 2; thence South 00°06′32″ East 836.80 feet parallel with and 28.00 feet west of the east line of said Parcel 2 to the south line of said Parcel 2; thence West 17.00 feet along said south line to the to the point of beginning as shown by Exhibit "B".

SUBJECT TO the authority of the City of McMinnville over the public streets and rights of way, as they now exist or may hereafter be dedicated to the City.

Page 4 of 5 - Modification of Easement

EXHIBIT B



Page 5 of 5 - Modification of Easement



McMinnville School District No. 40

800 NE Lafayette Avenue

McMinnville, Oregon 97128

Phone: 503.565.4000

Fax: 503.565.4030

February 1, 2019

Alan Ruden, Inc. (ARI) PO Box 570 McMinnville, OR 97128

RE: Letter of Intent to Grant Construction Easement and Dedicate Right-of-Way

Dear Mr. Ruden,

This letter manifests the intention of McMinnville School District No. 40 ("the District") to grant to Alan Ruden, Inc. (ARI), a temporary easement to allow for access and construction of a right-of-way on McDonald Lane in McMinnville, as well as the District's intention to dedicate the portion of the right-of-way owned by the District to the City of McMinnville upon its completion.

The District acknowledges that these steps are necessary to carry out the project to extend McDonald Lane, as described in the attached development agreement between the District and Coleman, LLC, for which ARI is the successor in interest.

This letter serves only to manifest the District's intent with respect to this project. It may not be construed to create obligations beyond those provided in the District's agreements with ARI, nor as a waiver of any of the District's rights under such agreements.

Sincerely,

r augslin Russie Maryalice Russell

Superintendent

After Recording, Return to: Jonathan V. Barg Barg Tom PC Suite 600 121 SW Morrison Portland, OR 97204 OFFICIAL YAMHILL COUNTY RECORDS JAN COLEMAN, COUNTY CLERK

00289645200760271860090094

\$66.00

200727186

11:09:22 AM 12/28/2007

DMR-AGRDMR Cnt=1 Stn=3 SUSIE \$45.00 \$10.00 \$11.00

DEVELOPMENT AGREEMENT FOR MCDONALD LANE EXTENSION

THIS AGREEMENT IS MADE by and between Coleman LLC ("Coleman") and McMinnville School District #40, a political subdivision of the State of Oregon ("the District").

Recitals:

- A. The parties have entered in a Sale Agreement of the same date, by which the District is to receive 10.4 acres more or less from Coleman, consisting of Yamhill County Tax Lots R4409 02400; R4409 02600; R4409 02700 and R4409 02800, consisting of approximately 10.4 acres (the "10 Acres"), legally described on the attached Exhibit A.
- B. District currently owns the 15.07 acre tax lot R4409 2500 which is adjacent to and south of the 10 Acres ("TL 2500"), legally described on the attached Exhibit B. (The 10 Acres and TL 2500 will also be referred to collectively as the "District's Property").
- C. Coleman will obtain ownership of a 24.26 acre parcel adjacent to and west of the 10 Acres and TL 2500, legally described on attached Exhibit C (the "24.26 Acres" or "Coleman's Property").
- D. McDonald Lane presently ends near the common southern corner of TL 2500 and the 24.26 Acres (the southwest corner of the TL 2500 and southeast corner of the 24.26 Acres) McDonald Lane will be extended northerly at some time in the future and will have as its centerline the boundary between the 24.26 Acres and TL 2500 and the 10 Acres.
- E. The parties intend to set forth their agreement to equally share the costs of the future extension of McDonald Lane from where it currently ends to the 30 feet south of the northerly edge of the 24.26 Acres and the 10 Acres.

THEREFORE the parties agree as follows:

Agreement

The recitals are true.

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- 2. Upon the substantial development of any portion of Coleman's Property, or the District's Property, the party whose property develops first, if required by the City of McMinnville or any other governmental agency with jurisdiction over McDonald Lane (collectively, the "City"), shall build the McDonald Lane extension to City standards in accordance with the terms of this agreement. Subject to the limitations set forth in this agreement, Coleman and the District each shall be responsible for one half of the cost of construction of such extension.
- (a) For the District the term "substantial development" shall mean the issuance of building permits and award of construction contracts for development of a new school:
- (b) For Coleman, "substantial development" shall exist when Coleman, in good faith provides written notice to the District of Coleman's intention to do the following within six months of the date notice is delivered:
 - (i) Obtain building permits and;
- (ii) Award one or more construction contracts for the development of streets, utilities and other common improvements, for a subdivision or other development on any portion of the 24.26 Acres.
- 3. At least 45 days prior to commencement of construction of the McDonald Lane extension, the party doing the improvements shall deliver to the other party a statement of the amount to be spent constructing the improvement specified in this agreement, together with bids and proposed construction contracts from all contractors involved (the "Construction Notice"). Such improvements shall be constructed to APWA standards and certifications as adopted by the City and McMinnville Water & Light and shall consist of the following:
 - (a) Public street, storm and sanitary necessary sewer improvements;
 - (b) Public waterline, primary power and street lighting improvements;
- (c) City and McMinnville Water & Light plan review, permit fees and line extension costs;
 - (d) Engineering fees relating to the jointly constructed improvements:
 - (e) Survey fees relating to the jointly constructed improvements;
- (f) The reasonable cost incurred in both construction and warranty bonding of the common access improvements.
- 3.1 The following costs shall not be reimbursed (the party whose property such improvements are constructed on shall bear the cost of the improvements, provided that the cost

PAGE 2 - DEVELOPMENT AGREEMENT
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of installation of any utility services which will service Coleman's Property or other parcels owned by Coleman (partially or entirely), but not the 10 Acres, shall be paid by Coleman):

- (a) Sanitary sewer and storm sewer lateral services;
- (b) Water lateral services;
- (c) Secondary power for either party;
- (d) Sidewalks, driveways and other accesses to a party's property.

Coleman will not be responsible to reimburse District for any additional costs due to District complying with the requirements of Oregon's public contracting laws including the payment of prevailing wages.

- 4. The statement of costs shall follow the APWA bidding format and include copies of bids for work to be performed, proposed construction contracts for such work and an explanation of the method of calculation by the bidder for the portion of the work relating to the roadway improvements.
- by a civil engineer of that party's choice for the purpose of determining whether the estimated costs are reasonable and appropriate. That party shall have 14 days from the receipt of the statement to notify the other party in writing of any objections to the cost statement. If the parties cannot then agree on the costs, the parties will then request that their respective engineers confer with each other to determine if they can reach agreement as to the cost items. If the engineers cannot reach agreement on the cost items, they will then promptly submit their disagreements to a third engineer who will then review the cost statement. The decision of the third engineer will be final and binding on both parties. As an alternative to resolving a disagreement regarding the cost statement through engineers, if the developing party obtained less than three competitive bids for the work, the objecting party shall have the right exercisable by delivery of written notice to the developing party within 14 days of receipt of the statement, to require the developing party to obtain a total of three competitive bids, in which event the construction will be performed by the contractor providing the lowest bid.
- 6. The provision regarding the process for reviewing is intended to resolve any disagreements about costs in a timely fashion so as to not cause any delays in the construction of the improvements. Upon completion of this review process, the parties shall have 10 days to establish a construction escrow with a mutually acceptable escrow company for the purpose of paying all construction costs. Each party shall pay into such escrow one-half of the construction costs not later than three business days before such amounts are payable to the third party or such earlier date as is required by the escrow company. The cost of such escrow shall be paid in equal shares by each party.

PAGE 3 - DEVELOPMENT AGREEMENT

- 7. Any obligation for contribution not timely paid shall bear interest at the statutory rate from the last date reimbursement was due, and shall be an enforceable lien on the property of the owner who has not timely paid contribution for the construction of the common access. Said lien may be foreclosed in the manner provided for the enforcement of mortgages within the State of Oregon. The reimbursement obligation shall be paid in full within 21 days after receipt of an invoice thereof. The District and Coleman shall enter into an agreement with the City requiring dedication of the McDonald Lane extension, and acceptance of such dedication by the City, upon completion of construction and receipt of all construction inspection approvals by the City.
- 8. Notwithstanding everything stated above, the obligation of the parties for reimbursement of construction expenses shall be for the McDonald Lane extension only and not for any other improvements on or for the benefit of the other party's property.
- 9. All construction shall be to code and in accordance with the City's specifications and requirements. Both parties agree to convey to the City if the City so requires any easement required by the City for utility purposes and to dedicate to the City of McMinnville for public use one-half of the roadway for the extension of McDonald Lane.
- ⚠ 10. Notwithstanding any other provision of this agreement, the District shall be entitled to require compliance with the provisions of ORS Chapter 279A and 279C, including those relating to prevailing wages, if in the opinion of the District's legal counsel, such compliance is required in connection with the street improvements for which reimbursement is required pursuant to this agreement. In the event the District develops the District's property first, the District may be required to comply with public bidding requirements of ORS Chapter 279A and 279C, in which case Coleman will cooperate with the process as reasonably necessary.
 - 11. The obligations set forth in this agreement shall bind and inure to the benefit of the parties, their respective heirs, successors and assigns and shall run with the land. When all obligations and potential obligations created by this agreement have been satisfied and/or fully performed, all parties then owning an interest in either Coleman's Property or the District's Property shall execute and record a release document acknowledging that the rights and obligations under this agreement no longer encumber either party.
 - 12. If any suit or action is brought to enforce this agreement, the losing party agrees to pay the prevailing party's reasonable attorney fees to be fixed by the trial court, and on appeal as determined by the appellate court.
 - 13. A copy of this agreement, or a memorandum thereof, may be recorded by either party in the Real Property Records of Yamhill County, Oregon.

[Signatures on next page.]

PAGE 4 - DEVELOPMENT AGREEMENT
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14. This Agreement is intended to amend, supplement and implement the certain Sale Agreement, a copy of which is attached.
Dated: Dec 27, 2007 Dated: 12-27-, 2007
McMinnville School District #40 By: David Horner David Horner Its: Director of Facilities & Operations Coleman LLC By: Mark Smith Its: Sole Member
STATE OF OREGON) ss. County of Yamhill This instrument was acknowledged before me this day of December, 2007, by David Homer, Director of Facilities & Operations. OFFICIAL SEAL N J WIEBKE
Notary Public for Oregon COMMISSION NO. 391892 MY COMMISSION EXPIRES JUNE 9, 2009 My Commission Expires: 6.909 STATE OF OREGON) ss. County of Yamhill)
This instrument was acknowledged before me this 27 day of December, 2007, by Mark Smith, Sole Member.
OFFICIAL SEAL N. J. WIEBKE NOTARY PUBLIC - OREGON COMMISSION NO. 391892 MY COMMISSION EXPIRES JUNE 9, 2009 MY COMMISSION EXPIRES JUNE 9, 2009

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AGREEMENT TO IMPLEMENT DEVELOPMENT AGREEMENT

McDONALD LANE EXTENSION MCMINNVILLE, OREGON

THIS CONTRACT is made and entered into by and between the McMinnville School District No. 40 ("District"), an Oregon school district, and Alan Ruden, Inc. (ARI). District and ARI own adjacent parcels subject to a development agreement ("Development Agreement") for the McDonald Lane Extension, signed on December 27, 2007. This contract (hereinafter, "Contract") is entered into this 23rd day of August, 2016, and shall be effective on the date of signing by both parties hereto. This Contract is intended to implement pertinent sections of the Development Agreement, which is attached hereto and incorporated herein by this reference. For purposes of the Development Agreement, ARI is the successor in interest to Coleman, LLC. The parties hereby agree as follows:

Section 1. Incorporation of Full Terms and Conditions: This Contract is the complete and exclusive statement of the agreement between the parties relevant to the purpose described herein, and supersedes all prior agreements or proposals, oral or written, and all other communications between the parties relating to the subject matter of this contract. This Contract, or any modification of this Contract, is not binding on either party unless signed by an authorized agent of each party. Any dispute regarding interpretation of the specifications during the performance of this Contract shall be decided by District and the decision shall be final and conclusive.

Section 2. Statement of Work. Notwithstanding any contrary provision in paragraph 3 of the Development Agreement, as the party doing the improvements, prior to commencement of construction of the McDonald Lane extension ARI shall deliver to the District a statement of the amount to be spent constructing the improvements specified in the Development Agreement, together with bids and proposed construction contracts from all contractors involved. Construction shall not commence until the parties have reached agreement on cost.

Specifically, but not by way of limitation, ARI will provide the District with the following items:

- A. Bid documents (design plans), clearly showing the portions of the construction for which the District will be responsible.
- B. A detailed construction cost estimate by the design engineer that shows bid item, quantity, unit price, total price, labor costs, and overhead costs. (For example: Sidewalk, 800 sf, \$4/sf, \$3,200.) The estimate shall be separated to clearly show the portions for which the District is responsible.

Note: This project is a public work subject to the payment of prevailing wages under Oregon law. Labor cost estimates shall reflect the applicable prevailing wages as provided for in Section 4 of this Contract.

C. A copy of the design documents shall be shared with:

Gordon Munro, Tetra Tech Email <u>Gordon.munro@tetratech.com</u>. Phone 503-598-2530

Section 3. Final Acceptance. Pursuant to paragraph 5 of the Development Agreement, the District will have fourteen (14) days from the receipt of the items in Section 3 of this Contract to notify ARI in writing of any objections. Any disagreement with the cost statement will be settled as provided in

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paragraph 5 of the Development Agreement. Final acceptance shall occur upon receipt by ARI of District's express acceptance of the documents, or upon expiration of the 14-day objection period described herein, whichever first occurs.

Section 4. <u>Public Contracting Requirements</u>. By Resolution 03-1617, the District formally exempted the construction contract for the McDonald Lane Extension from competitive bidding requirements. However, as provided in paragraph 10 of the Development Agreement, the construction project will be subject to certain public contracting requirements, including but not limited Oregon prevailing wage requirements.

To wit, pursuant to ORS 279C.830(1), the Oregon prevailing wage in effect at the time the work under the contract is first advertised shall be paid to workers in each trade or occupation required in the performance of this contract either by the contractor, subcontractor, or other person doing or contracting to do the whole or any part of the work contemplated by the contract. The prevailing wage rates applicable to labor cost estimates shall reflect the applicable prevailing wages as provided for Region 3, the most current of which are provided as follows: http://www.oregon.gov/boli/WHD/PWR/JULY2016/region03_7-1-16.pdf.

Furthermore, the contractor and any subcontractors shall be required to comply with all other applicable public contracting requirements, including but not limited to public works bonds; submission of certified payroll statements; and retainage requirements as provided in ORS 279C.800, et seq.

Section 5. <u>Waiver of Escrow Account</u>. Pursuant to paragraph 6 of the Development Agreement, the requirement for an Escrow account is hereby waived by both parties. ARI will make payment to the contractor(s) and forward invoices to the District for reimbursement of shared cost. Contractor(s) will be instructed to clearly segregate project costs between the District/ARI shared street improvement project and the ARI housing development project.

Section 6. <u>Project Updates</u>. During construction, ARI will give the District and District Engineer notice of pre-construction conference, and otherwise keep the District informed about the Project, including but not limited to informing the District of test results (e.g., backfill, base rock, asphalt, pipe tests, manhole tests). The District Engineer will be included in any redesign decisions that would affect the District, will participate in occasional site visits during construction, and will attend the final walk-through.

Section 7. Waiver. The failure of either party to enforce any provision of this Contract or the waiver of any violation or nonperformance of this Contract in one instance shall not constitute a waiver by the party of that or any other provision nor shall it be deemed to be a waiver of any subsequent violation or nonperformance. No waiver, consent, modification, or change of terms of this Contract shall bind either party unless in writing and signed by both parties. Such waiver, consent, modification, or change, if made, shall be effective only in the specific instance and for the specific purpose given.

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Alan Ruden, Inc. 1947 NW Woodland Dr. McMinnville, Oregon 97128 McMinnville, Oregon 97128 McMinnville, Oregon 97128 McMinnville, Oregon 97128 Authorized Signature McMinnville School District No. 40 1500 NE Baker Street, McMinnville, McMinnville, Oregon 97128 Authorized Signature

Authorized Signature

PRESIDENT

Name, Title

Authorized Signature

Authorized Signature

Name, Title

IT IS HEREBY AGREED:

August 23, 2016 8/13/15 August 23, 2016
Date Date

ALAN RUDEN CONSTRUCTION, INC.

September 14, 2018

Dear Neighbor:



As you have most likely noticed, construction has begun on our Cottages at Chegwyn Village townhome project located between McDonald Lane and Jacob Street on the east and west boundaries, and Samson Street and Peyton Lane on the south and north boundaries. The currently approved planned development overlay for the area includes a second phase of up to 30 additional townhouse units on tax lots #R440902100 and #R440902104, located immediately to the north of the current project.

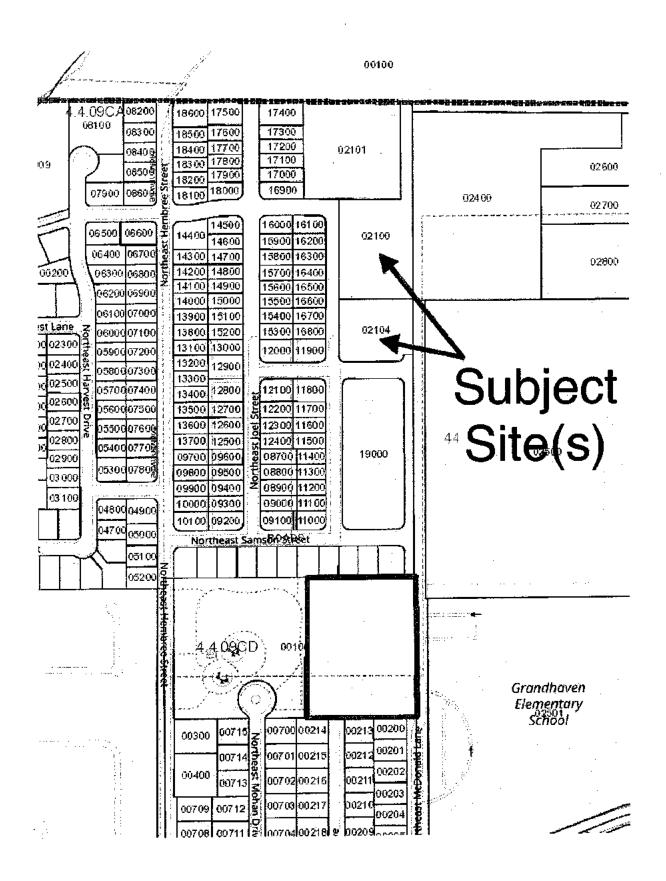
Our company is considering a proposal to modify the current planned development overlay for these parcels to allow up to 30 small detached homes on small individual lots in lieu of the planned townhomes. We anticipate we would sell these homes to individual buyers rather than retain them as rental properties. The homes would be approximately 700-1200 sq. ft. and would be similar in construction and design to other homes in the neighborhood, only smaller.

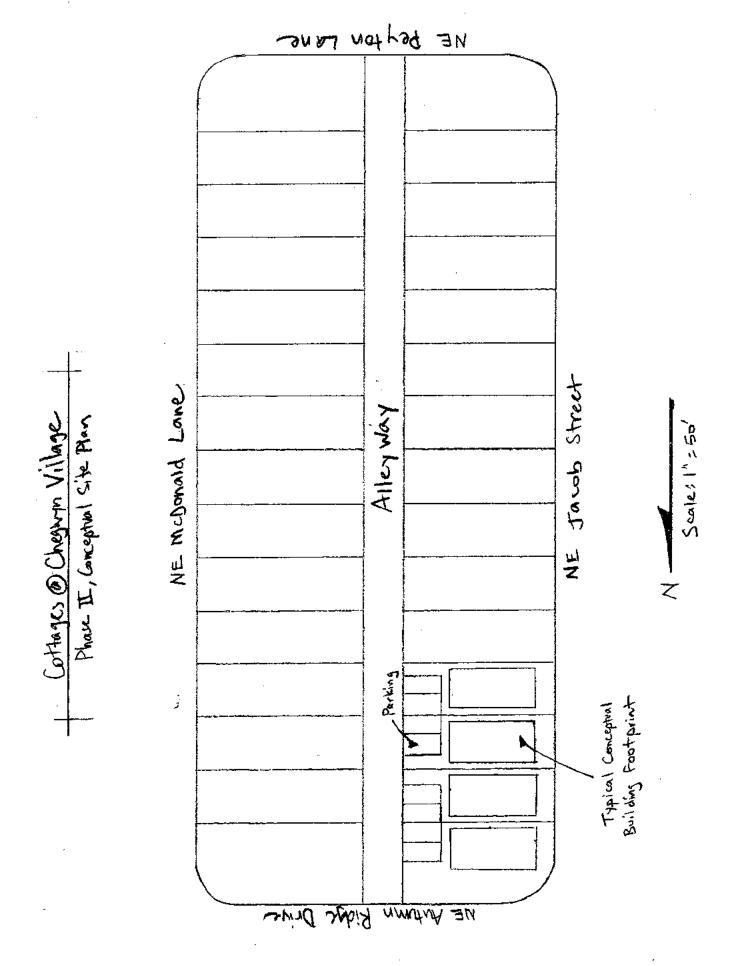
We will be holding a neighborhood meeting at **Grandhaven Elementary School** on **Friday, October 5, 2018** at **6:30pm** and encourage you to attend. We'll present our proposal, share more details, and invite your comments. Please find enclosed with this letter a copy of the GIS map that identifies the proposed sites, along with a conceptual site plan of our proposal.

We look forward to your input.

Regards,

Brian Ruden





From: Brian Ruden

To: Jamie Fleckenstein

Subject: FW: NE MacDonald Lane easement

Date: Friday, January 25, 2019 2:21:54 PM

Hi Jamie - Thanks for taking a few minutes to meet with me this morning. The email below confirms McMinnville Water & Light's willingness to modify the easement along the proposed McDonald Lane extension, and their willingness to accept the narrow strip of land we plan to convey to them. I'll forward a similar confirmation from McMinnville School District regarding the right-of-way dedication and locating utilities on their side of the property line as soon as I receive it.

Let me know if you have any questions. Thanks.

Brian Ruden Alan Ruden, Inc. 503.435.9979 (mobile) 503.435.2412 (office)

----Original Message----

From: John C. Dietz < jcd@mc-power.com> Sent: Thursday, January 24, 2019 8:24 AM To: 'Brian Ruden' < brianruden@comcast.net> Subject: RE: NE MacDonald Lane easement

Hi Brian,

MW&L is willing to reduce the easement width as we did in the previous section. We will need to discuss how we deal with the change in your scope and the number of lateral sewer crossings of the easement. We would be willing to take ownership of the narrow strip of land next to the substation property. Again we will need to discuss the right of way issues around that issue.

Thanks, John

----Original Message-----

From: Brian Ruden
 Sent: Wednesday, January 23, 2019 12:15 PM

To: John C. Dietz <jcd@mc-power.com>

Cc: 'Alan Ruden' <alannuden@comcast.net>

Subject: RE: NE MacDonald Lane easement

Hi John - Just wanted to follow up. After we spoke a couple of weeks ago, you were going to check on your end where we stand with regards to these issues, but we haven't heard back. We're looking for confirmation from MWL that (1) you're willing to amend the McDonald Lane easement similar to the previous phase; and (2) you're willing to accept the narrow strip of land adjacent to the MWL substation site along the east property line.

I look forward to hearing from you. Thanks.

Brian Ruden Alan Ruden, Inc. 503.435.9979 (mobile) 503.435.2412 (office)

----Original Message----

From: Brian Ruden brian Ruden abrian Ruden <a hr

To: 'John C. Dietz' <jcd@mc-power.com> Cc: 'Alan Ruden' <alanruden@comcast.net> Subject: RE: NE MacDonald Lane easement

Hi John - I hope you are doing well. Alan has been out of town quite a bit and has asked me to follow up with you regarding the McDonald Lane easement and other issues with the substation site. As you know, we are trying to get our next phase of development approved and need to get these issues addressed as soon as possible. I've attached a drawing of our proposed subdivision plan for your reference. I'd like to get a quick call or meeting scheduled right away to understand what is needed to get this moving forward. As General Manager, I'm sure your schedule is pretty packed with the many responsibilities of your position. So, if there is somebody else we should be working through, please let me know who that is.

Here's a quick rundown of the issues and our proposed solution:

- It is our understanding that MWL may no longer be planning to locate a substation on the site. If that is the case, some of the issues surrounding substation landscaping requirements and substation access points would be irrelevant. If the site is still intended to be a substation, we would still need to address the landscape contract, and we would like to see substation access points to be located on McDonald Lane side of the property.
- The current 45' MWL easement is not compatible with City requirements for the McDonald Lane public street right-of-way. At a minimum, we need to modify the easement as in previous phase by reducing the width to 17' and changing language in proposed street right-of-way to meet City requirements. If the substation will no longer be located here, we'd ideally like to see the 17' reduced to 10'.
- There is a finger of land approximately 35' wide to the east of MWL property running the entire length of the site that we would deed to MWL for development or sale in conjunction with the substation property.
- Autumn Ridge Drive would be extended to meet up with McDonald Lane. We are prepared to pay for the full cost of street improvements (not including sidewalks or utility laterals serving MWL property) in exchange for cooperation on other issues.

Benefits to MWL would include:

- Fully improved street along south property line enhances access and makes property more valuable in case of sale
- Ensure access to site from McDonald Lane and maintain ability to develop substation or sell property

Benefits to Alan Ruden, Inc. would include:

- Easement modification allows us to proceed with current plans.

We are extremely anxious to get this resolved. I look forward to hearing your thoughts and input on how to proceed. Thanks.

Brian Ruden Alan Ruden, Inc. 503.435.9979 (mobile) 503.435.2412 (office)

-----Original Message-----

From: Alan Ruden <alanruden@comcast.net> Sent: Wednesday, November 14, 2018 3:57 PM To: John C. Dietz <jcd@mc-power.com>

Cc: brianruden@comcast.net

Subject: Re: NE MacDonald Lane easement

That's good news John. I thought that both the Coleman brothers would be good to work with. How about our end of it, the easement wording? When can we move that along?

Sent from my iPhone

> On Nov 13, 2018, at 3:01 PM, John C. Dietz < jcd@mc-power.com> wrote:

>

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> Hi Alan,
>
Sam and I met with the property owner's to the North and he is doing some title research. The Coleman's seemed position with our approach to relocating the substation.
>
Thanks, John
>
Thanks, John
>
Thanks, John
>
To: Alan Ruden <alannuden@comcast.net>
Sent: Friday, November 09, 2018 10:23 AM
To: John C. Dietz <jcd@mc-power.com>
Cc: brianruden@comcast.net
Subject: NE MacDonald Lane easement
>
Hello John,
Is there anything I can do for you or Sam to expedite the process of changing the language of the easement in question. We are now getting to that point like last time that our project could be delayed.
>
Thank you, alan
```

> Sent from my iPhone



PLANNING DEPARTMENT, 231 NE Fifth Street, McMinnville, Oregon 97128 www.mcminnvilleoregon.gov

PUBLIC HEARING NOTICE PLANNING COMMISSION REVIEW OF A MAJOR AMENDMENT TO PLANNED DEVELOPMENT OVERLAY ORDINANCE & 28 LOT SUBDIVISION REQUEST COTTAGES AT CHEGWYN VILLAGE

NOTICE IS HEREBY GIVEN that applications for a major amendment to a Planned Development overlay ordinance and a 28 lot subdivision have been submitted to the McMinnville Planning Department. The purpose of this notice is to provide an opportunity for surrounding property owners to submit comments regarding these applications or to attend the public meeting of the Planning Commission where this request will be reviewed and a public hearing will be held. Please contact Jamie Fleckenstein with any questions at (503) 434-4153, or jamie.fleckenstein@mcminnvilleoregon.gov.

DOCKET NUMBER: PDA 2-18/S 2-18 (Planned Development Amendment & Subdivision)

REQUEST: Approval to amend Planned Development Ordinance 4990 to vary

from the underlying R-4 PD zone by reducing the average lot size from 5,000 square feet to 2,925 square feet and reducing the side yard setback from five (5) feet to three (3) feet, allowing the development of an alley-loaded 28 lot subdivision, which would replace a similarly sized multi-family development, that was planned for the lot, as previously approved under the "Overall Plan" submitted

February 9, 2012.

APPLICANT: Alan Ruden

SITE LOCATION(S): Northwest corner of NW McDonald Lane and NE Peyton Lane

(see attached map)

MAP & TAX LOT(S): R4409 02100 & R4409 02104

ZONE(S): R-4 PD (Multi-Family, Planned Development)

MMC REQUIREMENTS: McMinnville Municipal Code (MMC), Chapter 17.53 and Section

17.74.070 (see reverse side for specific review criteria)

NOTICE DATE: January 29, 2019

PUBLIC HEARING DATE: February 21, 2019 at 6:30 P.M. **HEARING LOCATION:** McMinnville Civic Hall Building

200 NE 2nd Street, McMinnville, OR, 97128

Proceedings: A staff report will be provided at least seven days before the public hearing. The Planning Commission will conduct a public hearing, take testimony, and then make a decision to either recommend approval of the application to the McMinnville City Council or deny the application.

Persons are hereby invited to attend the McMinnville Planning Commission hearing to observe the proceedings, and to register any statements in person, by attorney, or by mail to assist the

McMinnville Planning Commission and City Council in making a decision. Should you wish to submit comments or testimony on this application prior to the public meeting, please call the Planning Department office at (503) 434-7311, forward them by mail to 231 NE 5th Street, McMinnville, OR 97128, or by email to jamie.fleckenstein@mcminnvilleoregon.gov.

The decision-making criteria, application, and records concerning this matter are available in the McMinnville Planning Department office at 231 NE 5th Street, McMinnville, Oregon during working hours and on the Planning Department's portion of the City of McMinnville webpage at www.mcminnvilleoregon.gov.

Appeal: Failure to raise an issue in person or by letter prior to the close of the public hearing with sufficient specificity precludes appeal to the Land Use Board of Appeals (LUBA) on that issue.

The failure of the applicant to raise constitutional or other issues relating to proposed conditions of approval with sufficient specificity to allow the Commission to respond to the issue precludes an action for damages in circuit court.

The meeting site is accessible to handicapped individuals. Assistance with communications (visual, hearing) must be requested 24 hours in advance by contacting the City Manager (503) 434-7405 – 1-800-735-1232 for voice, or TDY 1-800-735-2900.

REVIEW CRITERIA:

McMinnville Municipal Code

MMC, Section 17.74.070 Planned Development Amendment - Review Criteria.

An amendment to an existing planned development may be authorized, provided that the proposal satisfies all relevant requirements of this ordinance, and also provided that the applicant demonstrates the following:

- A. There are special physical conditions or objectives of a development which the proposal will satisfy to warrant a departure from the standard regulation requirements;
- B. Resulting development will not be inconsistent with the Comprehensive Plan objectives of the area;
- C. The development shall be designed so as to provide for adequate access to and efficient provision of services to adjoining parcels;
- D. The plan can be completed within a reasonable period of time;
- E. The streets are adequate to support the anticipated traffic, and the development will not overload the streets outside the planned area;
- F. Proposed utility and drainage facilities are adequate for the population densities and type of development proposed;
- G. The noise, air, and water pollutants caused by the development do not have an adverse effect upon surrounding areas, public utilities, or the city as a whole.

MMC, Chapter 17.53 Land Division Standards

All applicable criteria found in Chapter 17.53 shall apply to this request.

MMC, Chapter 17.21 R-4 Multiple Family Residential Zone

All applicable criteria found in Chapter 17.21 shall apply to this request.

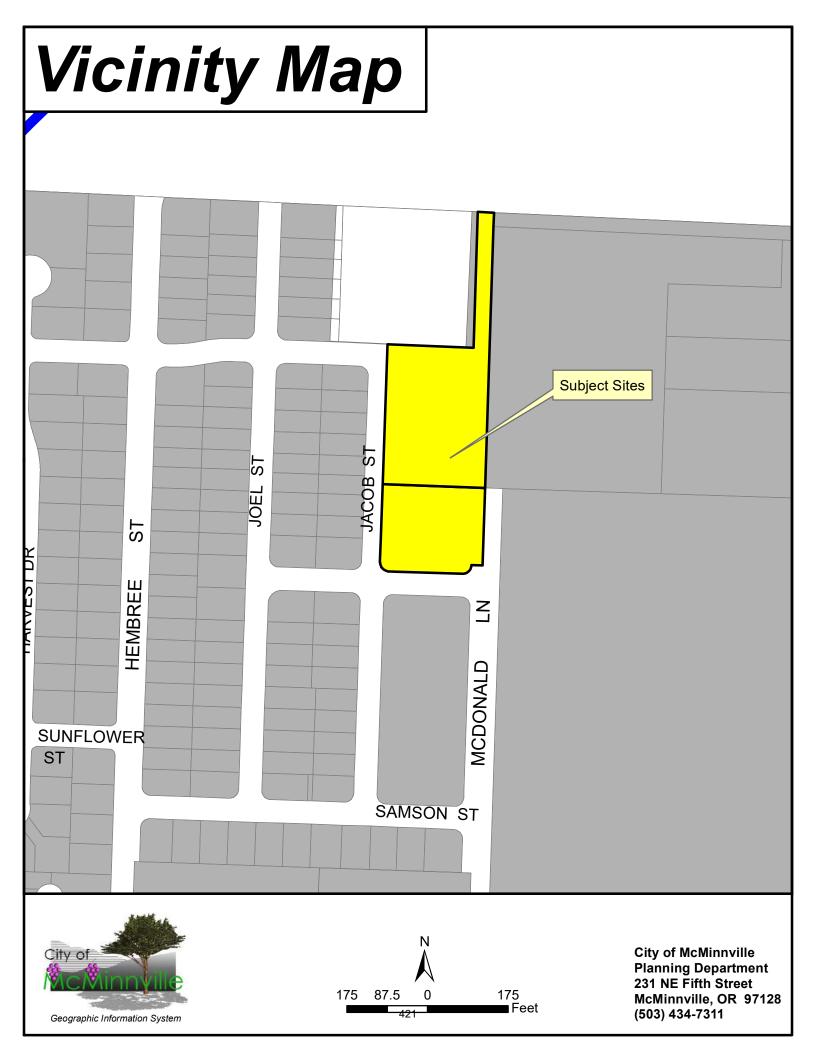
Planned Development Overlay Ordinances

Ordinance No. 4990

All applicable criteria found in Planned Development Ordinances 4990 shall apply to this request.

Ordinance No. 4953

All applicable criteria found in Planned Development Ordinances 4953 shall apply to this request.



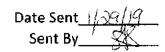
PD 2-18/S 2-18

PD 2-18/5 Map No.		Site Address	Owner	Attn:	Mailing Address	City State	Zip
1	· ·	3569 NE JOEL ST	ERICKSON LESLEY G	ERICKSON LESLEY G	PO BOX 1238	MCMINNVILLE OR	97128
2	R4409CA13000	3593 NE JOEL ST	FREEMAN LISE	FREEMAN LISE	3593 NE JOEL ST	MCMINNVILLE OR	97128
3	R4409CA12100	3574 NE JOEL ST	GRIFFITH JACOB A &	GRIFFITH JACOB A &	3574 NE JOEL ST	MCMINNVILLE OR	97128
4	R4409CA12300	3548 NE JOEL ST	GRAVES PATRICIA M	GRAVES PATRICIA M	PO BOX 918	MCMINNVILLE OR	97128
5	R4409CA12200	3560 NE JOEL ST	WILLIAMSON JUDY (WROS)	WILLIAMSON JUDY (WROS)	3560 NE JOEL ST	MCMINNVILLE OR	97128
6	R4409CA11500	3539 NE JACOB ST	DELLAVALLE JOSEPH S &	DELLAVALLE JOSEPH S &	3539 NE JACOB ST	MCMINNVILLE OR	97128
7	R4409 02100	CNTY	ALAN RUDEN	ALAN RUDEN INC	PO BOX 570	MCMINNVILLE OR	97128
8	R4409 02401	n/a	MCMINNVILLE SHCOOL	MCMINNVILLE SHCOOL DISTRICT #40	1500 NE BAKER ST	MCMINNVILLE OR	97128
1	R4409CA11700	3577 NE JACOB ST	LANDSIEDEL PAUL B &	LANDSIEDEL PAUL B &	3577 NE JACOB ST	MCMINNVILLE OR	97128
10	R4409CA11900	3599 NE JACOB ST	BOWDEN COLT J &	BOWDEN COLT J &	3599 NE JACOB ST	MCMINNVILLE OR	97128
11	R4409 02400	CNTY	MCMINNVILLE SCHOOL	MCM(NNVILLE SCHOOL DISTRICT #40	1500 NE BAKER ST	MCMINNVILLE OR	97128
12	R4409CA11800	3585 NE JACOB ST	KEISTER ALICE M	KEISTER ALICE M	3585 NE JACOB ST	MCMINNVILLE OR	97128
13	R4409CA12400	3532 NE JOEL ST	MCGUIRE KATHRYN J	MCGUIRE KATHRYN J	3532 NE JOEL ST	MCMINNVILLE OR	97128
14	R4409CA11600	3553 NE JACOB ST	PETERSEN JARED &	PETERSEN JARED &	3553 NE JACOB ST	MCMINNVILLE OR	97128
15	R4409CA08700	3520 NE JOEL ST	KINCHELOE JESSE C	KINCHELOE JESSE C	3520 NE JOEL ST	MCMINNVILLE OR	97128
16	R4409 02101	n/a	MCMINNVILLE WATER	MCMINNVILLE WATER & LIGHT COMMISSION	PO BOX 638	MCMINNVILLE OR	97128
17	R4409CA11400	3521 NE JACOB ST	LOBATOS ARMONDO	LOBATOS ARMONDO	3521 NE JACOB ST	MCMINNVILLE OR	97128
18	R4409CA12900	3587 NE JOEL ST	EVANS DOUGLAS P &	EVANS DOUGLAS P &	3587 NE JOEL ST	MCMINNVILLE OR	97128
19	R4409CA17900	n/a	BIONDINE ELI I	BIONDINE ELI I	3775 NE JOEL ST	MCMINNVILLE OR	97128
סי	R4409 02500	3200 NE MCDONALD LN	MCMINNVILLE SCHOOL DISTRICT NO 40	MCMINNVILLE SCHOOL DISTRICT NO 40	1500 N BAKER ST	MCMINNVILLE OR	97128
21	R4409 00100	3900 NW HEMBREE ST	KCK PARTNERS	KCK PARTNERS LLC	11483 SE AMITY DAYTON HWY	DAYTON OR	97114
22	R4409CA12000	923 NE PEYTON LN	RAUCH SEAN M &	RAUCH SEAN M &	3596 NE JOEL ST	MCMINNVILLE OR	97128
23	R4409 02104	n/a	ALAN RUDEN	ALAN RUDEN INC	PO BOX 570	MCMINNVILLE OR	97128
24	R4409CA18000	3753 NE JOEL	BRANDON HEATHER	BRANDON HEATHER	3753 NE JOEL ST	MCMINNVILLE OR	97128
25	R4409CA17400	3844 NE JOEL	BOOTH JONATHAN	BOOTH JONATHAN	3844 NE JOEL ST	MCMINNVILLE OR	97128
26	R4409CA17300	n/a	ALAN RUDEN INC	ALAN RUDEN INC	PO BOX 570	MCMINNVILLE OR	97128
27	R4409CA17200	n/a	VANDERWALL JOHN W	VANDERWALL JOHN W	3812 NE JOEL ST	MCMINNVILLE OR	97128
28	R4409CA14500	n/a	FRANCOEUR MICHAEL E	FRANCOEUR MICHAEL E	740 NE 3RD ST STE 3 PMB 348	BEND OR	97701
29	R4409CA14800	n/a	BURGDORF ANN	BURGDORF ANN	2054 NW KALE WY	MCMINNVILLE OR	97128

Date Sent 1/39/19
Sent By 51

PD 2-18/S 2-18

PD 2-18/S	2-10					T	
Map No.	Tax Lot	Site Address	Owner	Attn:	Mailing Address	City State	Zip
30	R4409CA17100	3798 NE JOEL	FISHWICK PHILLIP	FISHWICK PHILLIP	3798 NE JOEL ST	MCMINNVILLE OR	97128
31	R4409CA14600	n/a	LONGFELLOW SHAW JOINT REVOCABLE	LONGFELLOW SHAW JOINT REVOCABLE	3687 NE JOEL ST	MCMINNVILLE OR	97128
32	R4409CA14700	n/a	HAMMOND DEBORAH A	HAMMOND DEBORAH A	3671 NE JOEL ST	MCMINNVILLE OR	97128
33	R4409CA17000	n/a	HOOK HAYLEY O	HOOK HAYLEY O	3778 NE JOEL ST	MCMINNVILLE OR	97128
34	R4409CA15000	n/a	DOTY RENNIKA K	DOTY RENNIKA K	3643 NE JOEL ST	MCMINNVILLE OR	97128
35	R4409CA16900	n/a	BARICH JORDAN A	BARICH JORDAN A	3756 NE JOEL ST	MCMINNVILLE OR	97128
36	R4409CA14900	n/a	ALAN RUDEN INC	ALAN RUDEN INC	PO BOX 570	MCMINNVILLE OR	97128
37	R4409CA15100	n/a	COLEMAN PERRY E	COLEMAN PERRY E	3621 JOEL ST	MCMINNVILLE OR	97128
3	R4409CA15200	3605 NE JOEL	MATTHEWS EDMUND R	MATTHEWS EDMUND R	3605 NE JOEL ST	MCMINNVILLE OR	97128
39	R4409CA15600	n/a	BONEBRAKE ROBERT	BONEBRAKE ROBERT	3658 NE JOEL ST	MCMINNVILLE OR	97128
40	R4409CA15900	n/a	BECHTOL DIANA	BECHTOL DIANA	3688 NE JOEL ST	MCMINNVILLE OR	97128
41	R4409CA15500	n/a	HELSLEY WILLIAM E	HELSLEY WILLIAM E	3646 NE JOEL ST	MCMINNVILLE OR	97128
42	R4409CA15800	n/a	FLYNN NANCY M	FLYNN NANCY M	3672 NE JOEL ST	MCMINNVILLE OR	97128
43	R4409CA15400	3624 NE JOEL	ADAMS DAVID F	ADAMS DAVID F	3624 NE JOEL ST	MCMINNVILLE OR	97128
44	R4409CA16000	n/a	CLARK RAY D	CLARK RAY D	3696 NE JOEL ST	MCMINNVILLE OR	97128
45	R4409CA15700	n/a	ALEXANDER ERIC D	ALEXANDER ERIC D	3664 NE JOEL ST	MCMINNVILLE OR	97128
	R4409CA15300	n/a	FOUCHE ALEXA	FOUCHE ALEXA	PO BOX 1067	MCMINNVILLE OR	97128
47	R4409CA16400	n/a	ALAN RUDEN INC	ALAN RUDEN INC	PO BOX 570	MCMINNVILLE OR	97128
48	R4409CA16200	n/a	HENRIKSEN TRUST	HENRIKSEN TRUST	410 GLENCREST DR	SOLANA BEACH CA	92075
•9	R4409CA16100	n/a	ALAN RUDEN INC	ALAN RUDEN INC	PO BOX 570	MCMINNVILLE OR	97128
50	R4409CA16300	n/a	ALAN RUDEN INC	ALAN RUDEN INC	PO BOX 570	MCMINNVILLE OR	97128
51	R4409CA16800	n/a	SPENCER KORY D	SPENCER KORY D	1271 N HWY 99W #449	MCMINNVILLE OR	97128
52	R4409CA11900	3599 NE JACOB ST	BOWDEN COLT J &	BOWDEN COLT J &	3599 NE JACOB ST	MCMINNVILLE OR	97128
53	R4409CA16500	n/a	ALAN RUDEN INC	ALAN RUDEN INC	PO BOX 570	MCMINNVILLE OR	97128
54	R4409CA16600	n/a	MASSEY KIMYA	MASSEY KIMYA	3645 NE JACOB ST	MCMINNVILLE OR	97128
55	R4409CA19000	n/a	COTTAGES AT CHEGWYN VILLAGE LLC	COTTAGES AT CHEGWYN VILLAGE LLC	PO BOX 570	MCMINNVILLE OR	97128





City of McMinnville
Planning Department
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MINUTES

February 21, 2019 Planning Commission Regular Meeting 6:30 pm McMinnville Civic Hall, 200 NE 2nd Street McMinnville, Oregon

Members Present: Chair Roger Hall, Commissioners: Erin Butler, Martin Chroust-Masin,

Susan Dirks, Christopher Knapp, Gary Langenwalter, Roger Lizut, Amanda

Perron, Lori Schanche, and Erica Thomas

Members Absent:

Staff Present: Jamie Fleckenstein, Associate Planner, and Heather Richards – Planning

Director

1. Call to Order

Chair Hall called the meeting to order at 6:30 p.m.

2. Citizen Comments

None

3. Approval of Minutes

- November 15, 2018 Work Session Minutes
- December 20, 2018 Work Session Minutes
- December 20, 2018 Planning Commission Minutes
- January 17, 2019 Work Session Minutes
- January 17, 2019 Planning Commission Minutes

Commissioner Langenwalter moved to approve the November 15, December 20, and January 17 minutes as presented. The motion was seconded by Commissioner Dirks and passed unanimously.

4. Public Hearing:

A. Planned Development Amendment (PDA 2-18) and Subdivision (S 2-18)

Request: Approval to amend Planned Development Ordinance 4990 to vary the underlying R-4 PD zone by reducing the average lot size from 5,000 square feet to 2,925 square feet and reducing the side yard setback from five (5) feet to three (3) feet, allowing

the development of an alley-loaded 28 lot subdivision, which would replace a similarly sized multi-family development that was planned for the lot, as previously approved under the "Overall Plan" submitted February 9, 2012.

Location: The subject site is zoned R-4 PD (Multiple Family Residential Planned Development) and is located at the northwest corner of NW McDonald Lane and NE Pevton Lane. It is more specifically described as Tax Lot 2100 and 2104, Section 9, T.4 S., R. 4 W., W.M.

Applicant: Alan Ruden

Chair Hall opened the public hearing and read the hearing statement. He asked if there was any objection to the jurisdiction of the Commission to hear this matter. There was none. He asked if any Commissioner wished to make a disclosure or abstain from participating or voting on this application. There was none. Chair Hall asked if any Commissioner needed to declare any contact prior to the hearing with the applicant or any party involved in the hearing or any other source of information outside of staff regarding the subject of this hearing. There was none. Chair Hall asked if any Commissioner had visited the site. If so, did they wish to discuss the visit to the site? Several members of the Commission had visited the site. There was no discussion regarding the visits.

Associate Planner Fleckenstein said this was a request for a planned development amendment and subdivision at the corner of NW McDonald Lane and NE Peyton Lane. He described the subject site and surrounding area. The development would be a 28 lot alleyloaded bungalow style single family residential subdivision where homes would be approximately 700 to 1,200 square feet in size. He gave a background on the zoning of the property and history of the planned development. The site was currently zoned R-4 PD. The zoning and planned development was established in 2012 which included a site plan for the property. If the Commission did not approve the application, development similar to the multifamily cottages at Chegwyn Village were still permitted. The applicant was requesting to amend Ordinance 4990 to allow an alley-loaded small lot subdivision with the following standards: the average lot size of 2,925 square feet, front yard setback of 10 feet, interior side yard setback of 3 feet, increase in the allowed block length, lot depth to width ratio in excess of 2 to 1, and access easement providing access to more than three lots. Also requested was an amendment to the final development plan of Ordinance 4953 to reflect that the alley loaded small lot single family residential subdivision on the northeast portion of the site that was currently labeled multifamily. He gave a comparison of the densities allowed in the R-4 zone in response to concerns about the change from a designated multifamily site being proposed for single family development. The subject site was 1.88 acres and in the R-4 zone single family detached development was allowed on 5,000 square foot minimum lots which yielded 8.71 units per acre or on this site potentially 16 units. Townhomes could be developed on 2,500 square foot minimum lots, which yielded 17.42 dwelling units per acre or 32 units on this site. For multifamily, the minimum units per acre was 29.04 for two bedroom units or 24.89 for three or more bedrooms. For this site that meant 54 or 46 units. In comparison, the cottages at Chegwyn Village just south of the site had 36 multifamily units on 1.96 acres for a density of 18.36 units per acre. The application in front of the Commission tonight proposed 28 single family units on 1.88 acres for 14.89 dwelling units per acre. He thought the proposed density was within the density requirements of the R-4 zone. The maximum density development in the R-3 zone for townhomes was 10.89 units per acre which showed that the type of development proposed was only possible in the R-4 zone. He

discussed the review criteria for the planned development amendment. The proposal's objectives for the development were to meet a market need for lower cost smaller single family dwelling units while still meeting the increased R-4 density zoning of the site. The applicant intended to create lower housing costs by having a reduced land cost brought about by the smaller lots and reduced material costs brought about by smaller homes with potentially no garage. There was a market need for lower cost homes in the City. He explained the Comprehensive Plan goals and policies that were pertinent to this application. Regarding transportation, the roadway network in the subdivision provided safe and easy access to every parcel via the alley behind each lot. Part of the development proposal was to extend McDonald Lane and Autumn Ridge Drive to City standards. Off street parking was provided at the rear of each lot accessed by the alley. It created a better utilization of the roadways around the property. Regarding facilities and services, adequate levels of sewer, storm, water, and power were available to the site. McMinnville Water and Light owned property north of the site which would be used for a future substation. There was an easement that ran through the subject site and as part of releasing that easement there was a condition of approval that the applicant provide McMinnville Water and Light infrastructure to allow expansion of the power supply network from the future substation site. The subdivision could be completed within one year and would be completed in one phase. With 28 lots, the projected added vehicle trips per day were 269. McDonald Lane was a minor collector and allowed for easy access for the extra vehicle trips in and out of the neighborhood. It was not expected that any noise, air, or water pollutants would result from the proposed development.

Associate Planner Fleckenstein then reviewed the subdivision criteria. Approval of the subdivision would be conditioned upon approval of the planned development amendments. One of those amendments was to allow the alley to serve all 28 lots in the subdivision. The alley was fully paved and was 20 feet wide. As part of the extension of McDonald Lane, the School District, who owned the eastern portion of road, was going to allow improvement and dedication of that land to the developer. The proposed north/south block length was 440 feet from Autumn Ridge Drive to Peyton Lane. It required a planned development amendment to allow the 440 foot block length. A 10 foot public utility easement would be provided for each lot and the McMinnville Water and Light easement that ran from the substation south through this property would be reduced to 17 feet. There were requirements for the size and shape of the lots to assure that they were appropriate for the proposed use. The average lot size requested was 2,925 square feet with a minimum lot size of 2,703 square feet and a maximum lot size of 3,789 square feet. Because of the small lots, the proposed lot depth to width ratio was 2.7 to 1. A portion of the subject site was not planned for development at this time and was intended to be conveyed to McMinnville Water and Light. Public testimony had been received and was placed in the record. New testimony was received that he entered into the record that night. One was an email from February 17 from Mark Davis who was concerned about losing multifamily land and the number of conditions needed for this application. Staff thought the proposed density was within the multifamily zone density range and most of the conditions did not change the planned development but were statements of standard code requirements. A letter was received on February 21 from a resident of the neighborhood who was concerned about potential carports being used in the alleys to cover the off street parking spaces. If those carports were used for storage, it would force parking to move onto the streets in front of the homes. Staff's response was the concept of carports was raised at the neighborhood meeting, but it was not identified on the subdivision plans. The development did not preclude construction of carports, garages, or exterior storage as long as it met the applicable setbacks. The use of alleys provided more opportunity for on street parking. Staff recommended the Commission make a recommendation of approval of the application with conditions to the City Council. He then reviewed the conditions of approval.

Commissioner Butler asked if the alley would be one way or two way access. Associate Planner Fleckenstein said it was a 20 foot width alley and a travel lane on a street could be as narrow as 10 feet in width so potentially two cars could pass side by side.

Commissioner Langenwalter asked if they intended parking to be prohibited on the streets. Associate Planner Fleckenstein said the off street parking for residents was provided by the alley in the back. He pointed out that the alley-loaded design of the subdivision provided more on street parking for the neighborhood should it be needed.

Chair Hall thought the issue came down to enforcement as there was an expectation that each of these homes would have two parking spaces accessed from the alley. The concern was people would not use that parking and choose to park in front of their homes. Were they certain that the CC&Rs would include enforcement procedures?

Planning Director Richards said there were code criteria that required for every new dwelling unit they needed to provide two off street parking spaces. The City did not enforce that everyone used those off street spaces. Local streets did allow parking on street. If a development was going to generate more parking than normal, without curb cuts it would allow for more parking spaces on the street that people could use.

Commissioner Schanche noticed in the application that it stated there were four shared parking spaces that accessed the alley for every two units. It might end up as an agreement between neighbors for the number of spaces each unit used.

Commissioner Langenwalter asked about the proposed electrical substation and the health of the nearby neighbors. Planning Director Richards said there was no requirement in the City for separating substations from residential neighborhoods.

Commissioner Langenwalter requested that the Planning Department look into making that code change. Planning Director Richards said she could have McMinnville Water and Light look into the impact on residential neighborhoods and bring the information back to the Commission.

Commissioner Perron asked if there would be trash collection through the alley. Associate Planner Fleckenstein said yes, it would be through the alley and there would be a CC&R that the trash cans could not be stored in the alley. There should be enough room for cars to maneuver around the trash cans on garbage pick-up days.

Commissioner Langenwalter asked if these units would be owner occupied or would be rentals. Associate Planner Fleckenstein thought that could be a question for the applicant. Planning Director Richards said there were no code criteria mandating home ownership vs. rentals.

Commissioner Schanche shared a picture she took earlier that day showing trash cans in an alley.

Chair Hall thought all of the trash cans should be put on the same side of the alley.

Brian Ruden, applicant, was excited about this concept. He recognized it was different from the typical development in the City, but it would fill a need in the community. Regarding the parking issue, he intended to cover that in the CC&Rs and state that residents were to park two cars in the parking spaces provided. The way the plan was drawn there were four spots together that spanned the property line between two lots but those parking spots were designated for the lots. They could not prohibit on street parking, but the CC&Rs would state that the property owners needed to make sure two cars were parked in their designated parking spots before any additional vehicles were parked on the street. Enforcement was up to the home owners.

Commissioner Schanche asked if there would be carports. Mr. Ruden said they had not made a final determination on carports. They liked the idea that the parking spots were at least partially covered. He thought there would be some houses that had an attached garage, but they were not making it a requirement. It would be the same for a carport.

Commissioner Schanche asked if there was a way to restrict the alley so it did not become a giant parking lot. Mr. Ruden said it was important to recognize the size of homes that would be built. They would be 700 to 1,200 square feet and he doubted that those households would have more than two cars. He thought it was likely the residents would park in their designated parking spots.

Commissioner Chroust-Masin asked if the units would be single story or two level. Mr. Ruden thought it was likely there would be some of both. His preference was single story or at least a bedroom downstairs with a couple bedrooms upstairs. The designs were still being finalized. There would be no basements.

Commissioner Dirks asked if the style of the houses would be similar to those across the street. Mr. Ruden said yes, they would.

Commissioner Dirks said there had been some discussion regarding the CC&Rs and not allowing rentals. She personally did not see a problem with some of the units being rentals. Mr. Ruden said his intention was not to restrict the units from being used as rental properties. His preference was to sell the units to owner occupied buyers who would live in the homes. If they lived in the home for a few years and wanted to turn it into a rental, he would not preclude that, but in the CC&Rs it would state that tenants in non-owner occupied homes would be required to abide by the CC&Rs and that the owners of the property were required to make sure the tenants had a copy of the CC&Rs.

Commissioner Perron asked why he decided not to build townhomes on the property. Mr. Ruden answered there was not as much market demand for townhomes and he preferred to have homes to sell to people rather than keep them and rent them out. This was a creative way to keep the same density and make single family homes that people could purchase at a more affordable price point.

Commissioner Dirks asked what the price point would be and when they would be finished. Mr. Ruden clarified they would be below \$300,000. He thought they would be ready with the first homes in a year from now.

Commissioner Schanche asked about the easement. Mr. Ruden said they had been communicating with McMinnville Water and Light to make sure they were on the same page for the process.

Commissioner Dirks asked if any market analysis had been done for what they planned to build. Mr. Ruden explained since they started the bungalows project at Chegwyn Village in 2012, prices had gone up substantially and people had asked them about smaller homes at more affordable prices. They had also run the idea past several realtors who were all very positive about it. They would not really know until they were built and people bought them.

Bill Whiteman, McMinnville resident, said he bought a home built by the Rudens in this neighborhood. He discussed what 36 inches looked like, which was the distance between the fence and the house. He had found out that the qualifications for a parking space was a distance of 8.5 feet wide by 19 feet deep. His garage was 20x20 and there was no space to park his two vehicles. That was why people parked on the street. There were many people who already parked on the street in this neighborhood. For this application there was a zero lot line and he questioned where the garbage cans and carports were going to go. He suggested adjusting the zero lot line, especially for noise issues. He was in favor of small lots, but thought it should be more senior housing because there was no room for kids to play. He did not think they could force people not to rent these units or not to park on the street or to use the designated parking spaces that he thought would be too small. There would also be more traffic on McDonald and a school was not far from this development. He also questioned that the CC&Rs would be enforced as it was currently lacking in his own neighborhood.

The applicant waived the 7 day period for submitting final written arguments in support of the application.

Chair Hall closed the public hearing.

Commissioner Lizut said he was on the advisory committee for the buildable lands inventory and housing needs analysis that the City was currently conducting. The map of the buildable lands inventory showed there were only small pieces of land left in the City to develop. One of the larger areas was at the far western end of South Street, however the constraints on that property made it not viable for affordable housing. There were not many possible sites where reasonably priced housing could be built. He thought this project was a perfect solution of what they needed to do to address the issues of affordable housing. He asked the Commission to put this in the larger context of what they were trying to do with the constraints they had in terms of land that was available and reasonable housing costs. He was in support of approving the project. He agreed there were some issues, but it was a step forward and a model of what they needed for an important issue in the City.

Commissioner Chroust-Masin stated when he looked at this project and this property being zoned multifamily, they were basically losing half of the potential residential units if the property was built to the zone. They could have 54 units that would be more affordable than the 28 units that would cost \$250,000 to \$300,000 to buy. It did not make sense to him to waste space like this as there were not many multifamily zoned parcels left. Also there was no greenspace in the proposal.

Planning Director Richards clarified the code defined multifamily as three units or more in one structure, and the 54 units per acre was the maximum allotment that could be built.

Commissioner Butler thought the best use of this land was for multifamily housing, such as condos that people could own. They did not need more single family homes, they needed more affordable homes. She thought they should make a stand on that point.

Commissioner Langenwalter asked if they could condition the application to include a Homeowners Association.

Planning Director Richards said they had conditions in the past that required a Homeowners Association for privately held common areas. This was the fifth phase of a planned development that was passed in 2006/2007. There were private alleys in other phases of the planned development, and the City did not require an HOA for managing the CC&Rs. Staff recommended maintaining that process moving forward for this last phase. It was not what she recommended moving forward for new planned developments.

Commissioner Langenwalter asked if they would be prohibited from adding a condition for an HOA for this application to maintain the common alley.

Planning Director Richards said they were not prohibited from adding that condition. If the Planning Commission was interested in requiring an HOA to maintain the private alleyway, she recommended continuing the hearing for staff to prepare the condition language and bring it back to the Commission.

Commissioner Schanche was in favor of this development. They did not have anything like this in the City and she saw this as housing for young couples. She thought it should be approved. The neighborhood did not have an HOA now and the neighborhood looked good.

Commissioner Langenwalter did not think an HOA would be practical for only 28 homes rather than the larger neighborhood.

There was consensus not to add a condition to create an HOA for this development.

Commissioner Dirks was also concerned about the issues that had been raised, however this entire development met the criterion for having a variety of different types of housing in an area. There was a need for starter homes. It was a small development and would encourage a neighborhood that was oriented towards front porches and involvement with your neighbors. There was a big park nearby and the school as well.

Commissioner Langenwalter pointed out on Condition 8, the last line should say "proposed dwelling units" instead of "proposed apartments" that intersected McDonald Lane.

Based on the findings of fact, conclusionary findings for approval, and materials submitted by the applicant, Commissioner Lizut MOVED to RECOMMEND that the City Council APPROVE Planned Development Amendment (PDA 2-18) subject to the conditions of approval and with the editorial amendment made by Commissioner Langenwalter. SECONDED by Commissioner Schanche. The motion PASSED 7-2 with Commissioners Chroust-Masin and Butler opposed.

Based on the findings of fact, conclusionary findings for approval, and materials submitted by the applicant, Commissioner Lizut MOVED to APPROVE Subdivision (S 2-18) subject to the conditions of approval. SECONDED by Commissioner Schanche. The motion PASSED 7-2 with Commissioner Chroust-Masin and Butler opposed.

5. Old/New Business

None

6. Commissioner/Committee Member Comments

None

7. Staff Comments

Planning Director Richards gave an update on the buildable lands inventory and housing needs analysis project and how they were discovering the City needed more land. There would need to be community discussion on how dense they wanted to grow and if they grew into greenfield development what that would look like. She played the video that had been created to introduce these concepts to the community.

8. Adjournment

Heather Richards Secretary	

Chair Hall adjourned the meeting at 8:35 p.m.