



**McMinnville Community Center
600 NE Evans Street – Room 203
McMinnville, OR 97128**

**City Council Work Session Agenda
Wednesday, July 17, 2019
5:30 p.m. – Work Session**

1. Call to Order
2. Presentation and discussion regarding Recreation Facilities Master Plan and Feasibility Study
3. Adjournment



City of McMinnville
Parks and Recreation
600 NE Evans Street
McMinnville, OR 97128
(503) 434-7310
www.mcminnvilleoregon.gov

STAFF REPORT

DATE: July 8, 2019
TO: Mayor and City Councilors
CC: Jeff Towery, City Manager
FROM: Susan Muir, Parks & Recreation Director
SUBJECT: Recreation Facilities Master Plan & Feasibility Study
STRATEGIC PRIORITY & GOAL:



CITY GOVERNMENT CAPACITY

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

OBJECTIVE/S: Several objectives throughout the strategic plan apply to this discussion, including - Identify and focus on the City's core services

Report in Brief: This work session is the first opportunity for the City Council to hear preliminary information on the Recreation Facilities Master Plan & Feasibility Study as outlined in the attached report. This draft report builds on the facilities condition assessments completed earlier this year.

Background:

The City Council funded a Recreation Facilities Master Plan in the FY 18/19 budget to review the conditions of the City's 3 recreation facilities; the Aquatic Center, Community Center and Senior Center. Given the age and condition of the buildings, it is time for the City to check in with the community about the programs offered in our facilities, as well as the community needs and desires for the future of the facilities before significant investments on basic building maintenance are considered. As the Council and community are aware, the Aquatic Center and Community Center have faced many physical challenges in the last several years, perhaps most public awareness of this issue relates to the condition of their roofs. In addition to the buckets and wet floors and other obvious visual indicators of the condition of these two buildings in particular, what we can't see in terms of deferred maintenance needs to be addressed as well. The Senior Center, our newest building and the facility that benefits from an active group providing non-city funding, the Friends of McMinnville Senior Center, stands alone among the recreation facilities as being in relatively good physical condition. The City appreciates the partnership with the Friends of the Senior Center and the payoff of the partnership is evident in the condition of the building.

There are several aspects of [Mac-Town 2032](#) that can help frame this process and discussion, including (but not limited to):

The **vision and mission** highlighting our exceptional quality of life, our high-quality services, partnerships, safety and livability.

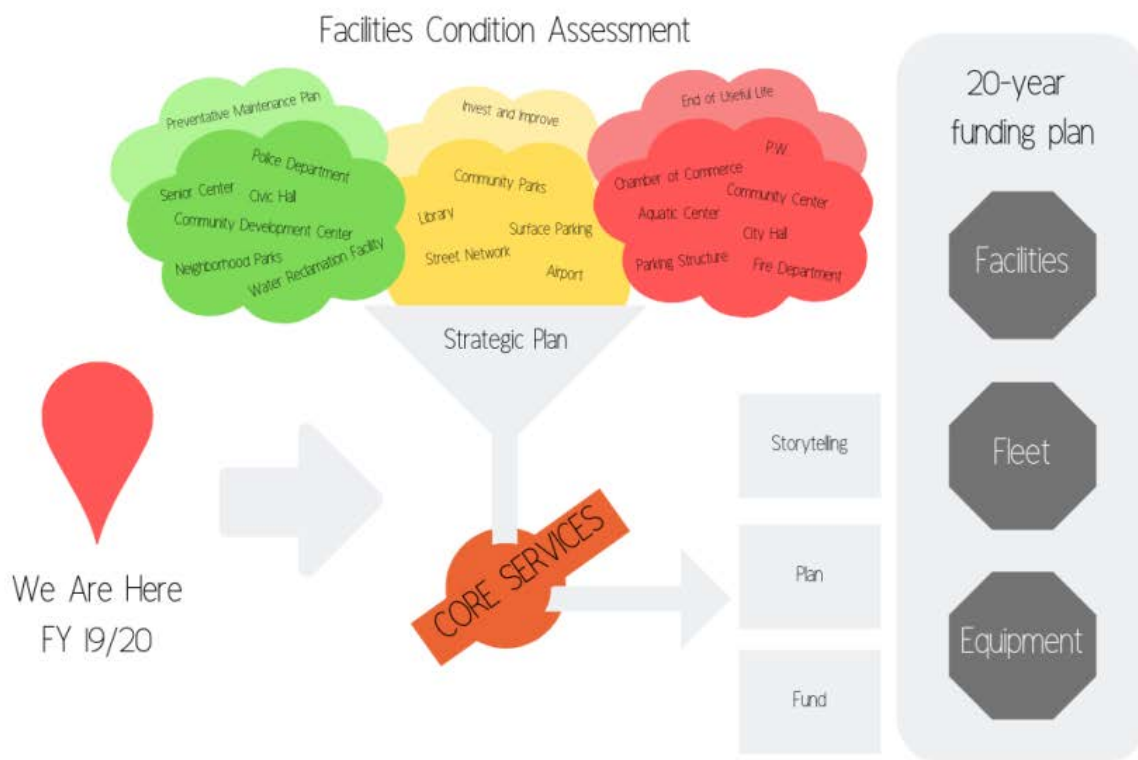
The **values** also inspire us to be *responsible stewards of public assets and resources*, uphold our *commitment to equity and inclusion and reducing barriers*, being *courageous and future-oriented while planning for change*, as well as being *accountable through service and information*.

The **strategic priorities** require us to focus for the next 15 years on defining our governmental capacity, civic leadership, community safety and resiliency, economic prosperity, engagement & inclusion and growth and development character along with housing.

A community's ability to have the type of indoor and outdoor recreational opportunities that are developed and maintained in a responsible manner are a huge asset and can be a defining characteristic of a community.

The focus of the 1999 McMinnville Parks Master Plan was primarily outdoor amenities, and as a community it is time to update that plan as well, it is slated to be updated sometime in the next few years. This current effort, which focuses on the 3 indoor recreational facilities, arises out of necessity due to the condition of the Community Center and Aquatic Center primarily, and the budgetary question of return on investment of maintaining these structures.

In addition, this process with the three Parks and Recreation buildings will eventually need to be looked at in the context of all City owned buildings, structures and sites that were reported to City Council at the [March 26, 2019 work session](#) which outlined the following process:



This report and process is allowing us to identify our core parks and rec services, to do facility planning for the future, consider funding and partnerships and look at how we move forward over the next 20 years for these three facilities.

Discussion:

The consultant team from Ballard King & Associates, Opsis Architecture and MIG will be at the work session to facilitate the conversation. To prepare, they have identified some potential discussion points and policy questions that we will be looking for feedback from the City Council on including:

- Who is our market for recreation facilities in McMinnville? (City, region and/or tourist?)
- What programs and services will a rec facility (or facilities) provide? (Passive, recreation, performances, social services?)
- What is important about the physical site? (one vs. multiple locations, indoor/outdoor, downtown, accessibility?)
- What should the City's role be?

It is important to note, we are at a preliminary stage of this very large discussion. It is clear from the response on the initial survey that the community is engaged and will have a large voice in helping move any discussion forward (or not). There will be many additional opportunities for the public to engage in this conversation prior to any final decisions about direction on facilities by the City Council. This is the first step in a long conversation that needs to be had due to the age and condition of the buildings.

Attachments:

July 17, 2019 Draft Report

Fiscal Impact:

This planning project was funded through the FY 18/19 budget process. No specific financial decisions are being made at this work session, however there are many short term and long term financial considerations related to building and facility maintenance and management that will be a part of this process.

Recommendation:

There is no staff recommendation at this time. This is an informal work session/briefing for general direction to complete the Facilities & Recreation Master Plan & Feasibility Study.

City of McMinnville

Facilities & Recreation Master Plan & Feasibility Study



City Council Packet
July 17, 2019



BALLARD * KING
& ASSOCIATES LTD
Recreation Facility Planning and Operation Consultants

opsis architecture

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Demographic Analysis

The following is a summary of the demographic characteristics within McMinnville and an area identified as the Primary Service Area. The Primary Service Area extends to Carlton in the North, Dayton in the East, Amity in the South and Sheridan to the Southwest.

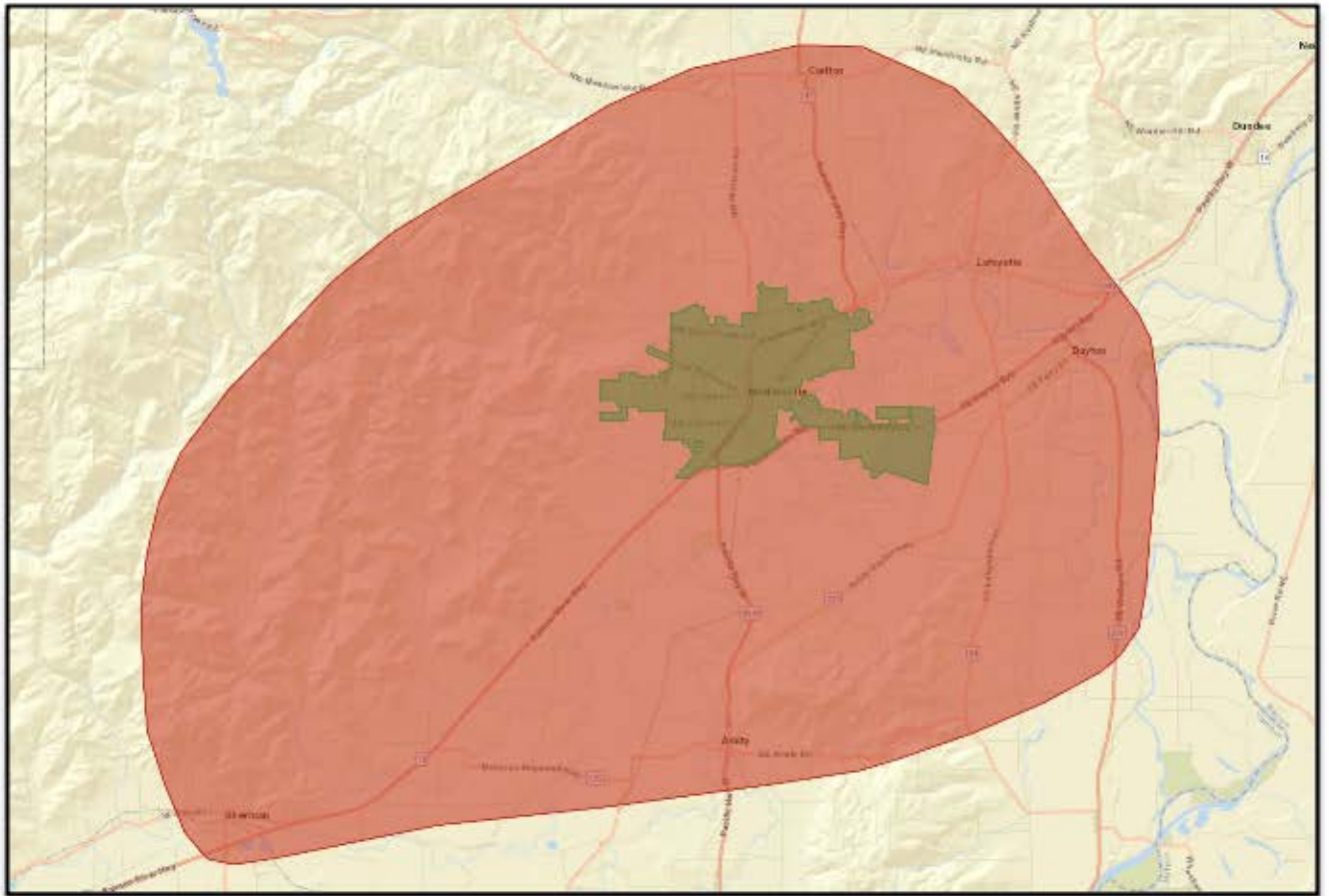
B*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2010 Census data and their demographers for 2018-2023 projections. In addition to demographics, ESRI also provides data on housings, recreation, and entertainment spending and adult participation in activities.

Service Areas

The information provided includes the basic demographics and data for McMinnville with comparison data for the Primary Service Area as well as the State of Oregon and the United States.

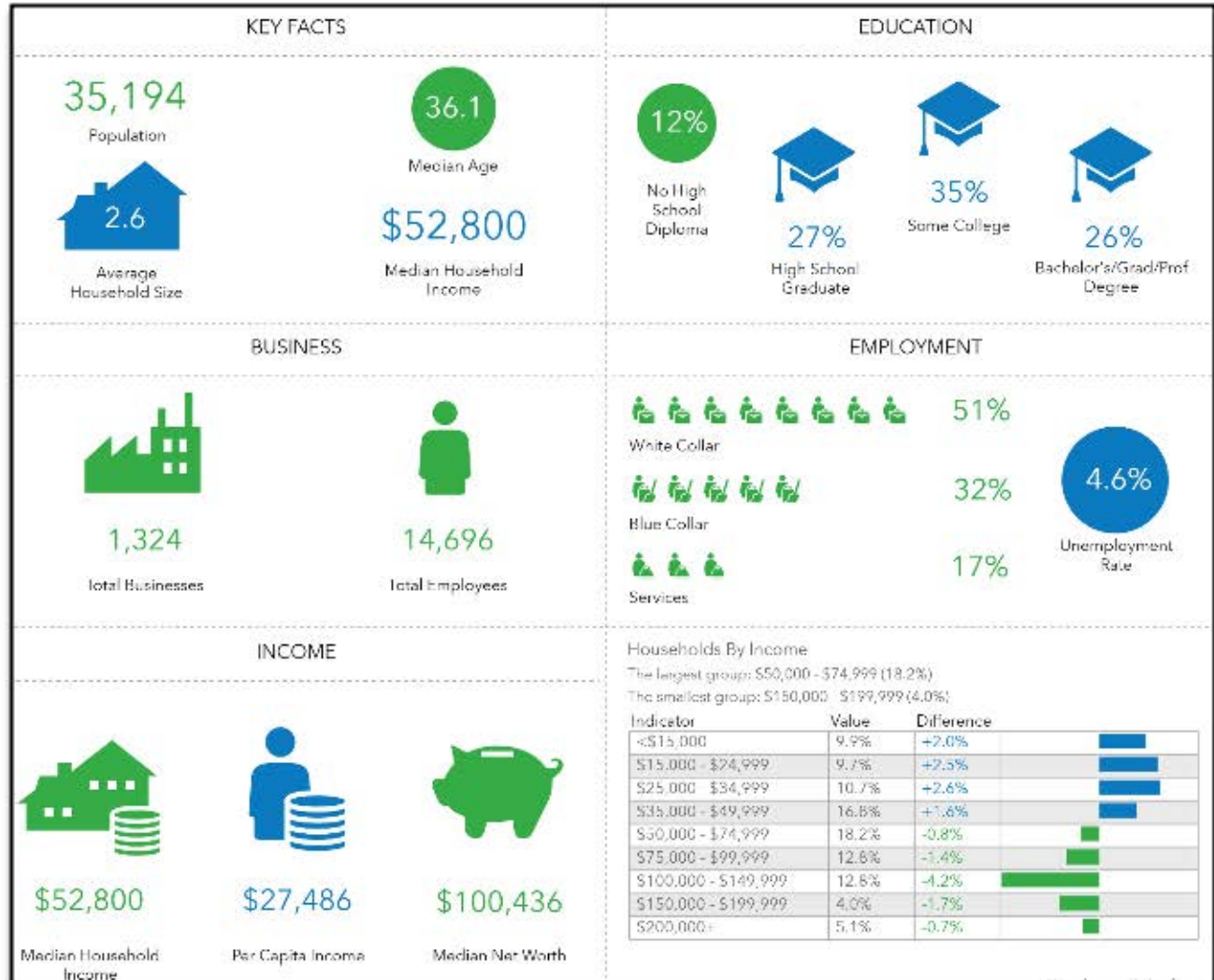
Primary Service Areas are defined as the distance people will travel on a regular basis (a minimum of once a week) to utilize recreation facilities. Use by individuals outside of this area will be much more limited and will focus more on special activities or events.

Map A - Service Area Maps



- Green Boundary – McMinnville City Limits
- Red Boundary – Primary Service Area

McMinnville Infographic



Demographic Summary

	McMinnville	Primary Service Area
Population:		
2010 Census	32,187 ¹	54,562 ²
2018 Estimate	35,194	60,149
2023 Estimate	36,989	63,438
Households:		
2010 Census	11,674	19,321
2018 Estimate	12,698	21,179
2023 Estimate	13,335	22,317
Families:		
2010 Census	7,779	13,595
2018 Estimate	8,398	14,740
2023 Estimate	8,780	15,472
Average Household Size:		
2010 Census	2.61	2.70
2018 Estimate	2.64	2.72
2023 Estimate	2.65	2.73
Ethnicity (2018 Estimate):		
Hispanic	22.4%	20.1%
White	80.3%	81.7%
Black	0.9%	1.0%
American Indian	1.2%	1.4%
Asian	2.0%	1.7%
Pacific Islander	0.2%	0.2%
Other	11.6%	10.0%
Multiple	3.8%	3.9%
Median Age:		
2010 Census	34.0	35.7
2018 Estimate	36.1	37.1
2023 Estimate	37.0	37.5
Median Income:		
2018 Estimate	\$52,800	\$56,460
2023 Estimate	\$60,069	\$64,485

¹ From the 2000-2010 Census, the Primary Service Area experienced a 17.0% increase in population.

² From the 2000-2010 Census, the Secondary Service Area experienced a 10.6% increase in population.

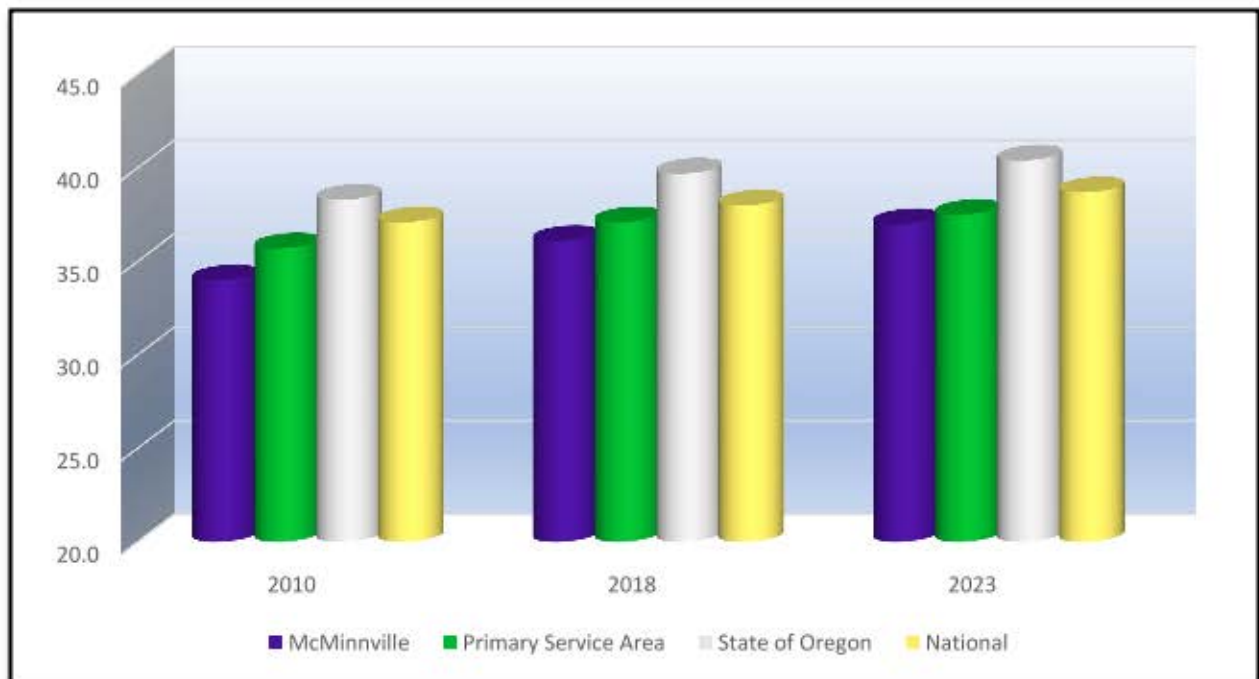
Age and Income

The median age and household income levels are compared with the national number as both of these factors are primary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up.

Table A – Median Age

	2010 Census	2018 Projection	2023 Projection
McMinnville	34.0	36.1	37.0
Primary Service Area	35.7	37.1	37.5
State of Oregon	38.3	39.7	40.4
Nationally	37.1	38.3	39.0

Chart A – Median Age



The median age in McMinnville is younger than the Primary Service Area, the State of Oregon and the National number. A lower median age typically points to the presence of families with children.

Households with Children

The following chart provides the number of households and percentage of households in McMinnville and Primary Service Area with children.

Table B – Households w/ Children

	Number of Households w/ Children	Percentage of Households w/ Children
McMinnville	4,140	35.5%
Primary Service Area	7,036	36.4%
State of Oregon	456,775	30.1%

The information contained in Table-B helps further outline the presence of families with children. As a point of comparison in the 2010 Census, 33.4% of households nationally had children present.

Map B – Median Age by Block Group

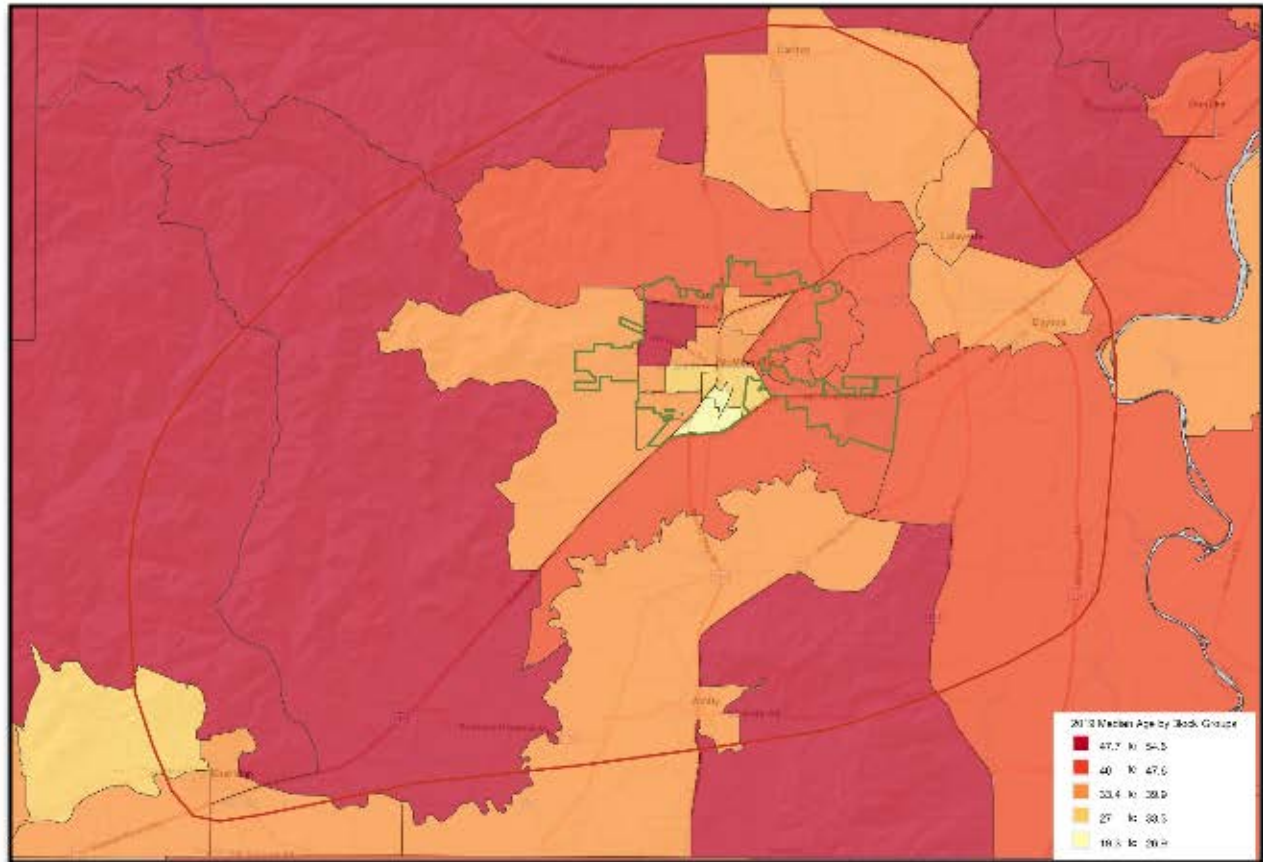
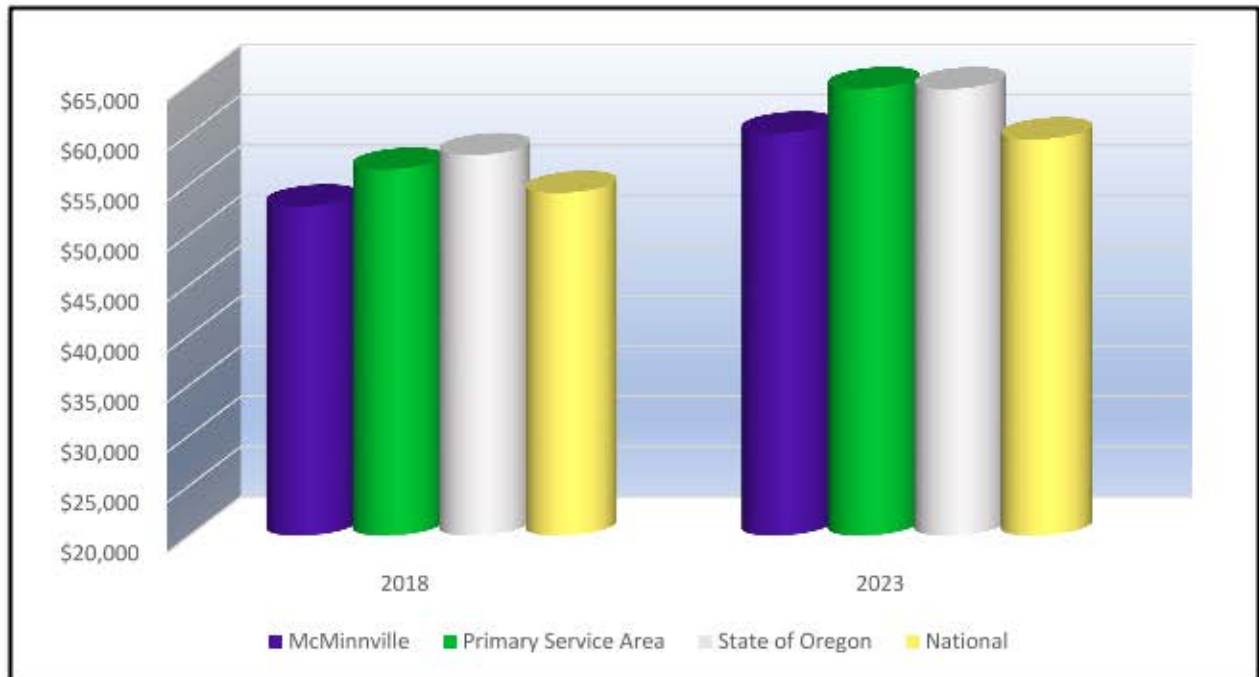


Table C – Median Household Income

	2018 Projection	2023 Projection
McMinnville	\$52,800	\$60,069
Primary Service Area	\$56,460	\$64,485
State of Oregon	\$57,902	\$64,471
Nationally	\$58,100	\$65,727

Chart B – Median Household Income



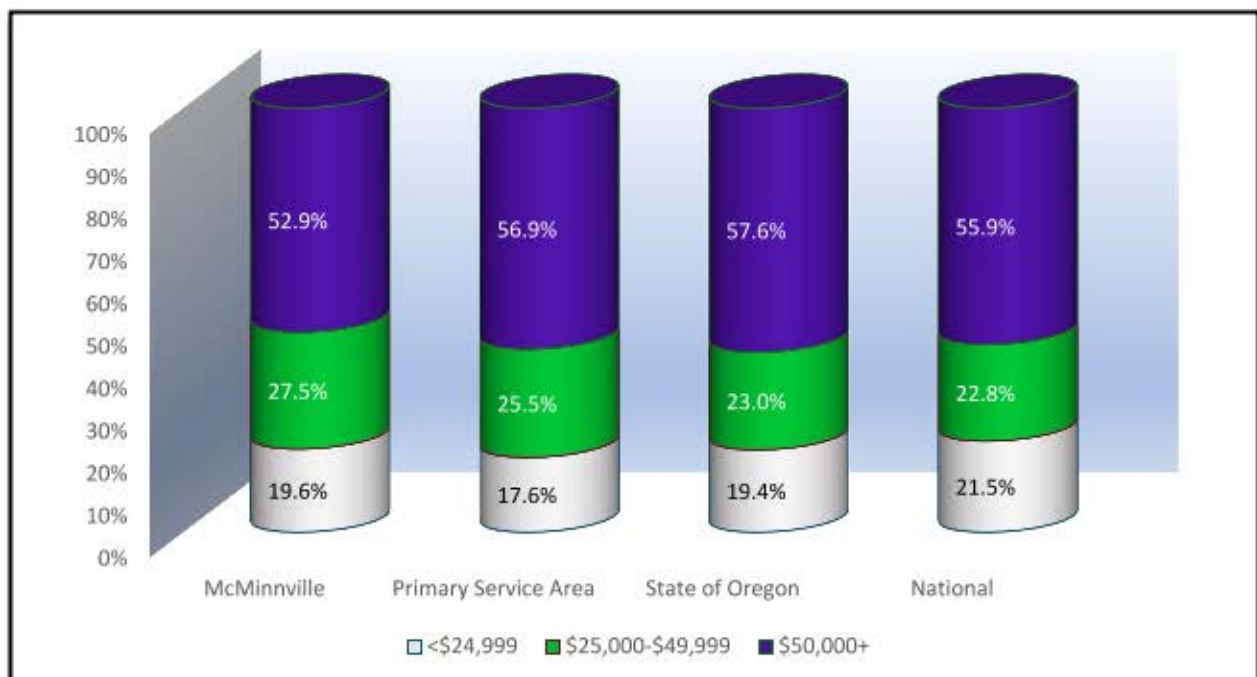
Based on 2018 projections for median household income the following narrative describes the service areas:

In McMinnville, the percentage of households with median income over \$50,000 per year is 52.9% compared to 55.9% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 19.6 % compared to a level of 21.5% nationally.

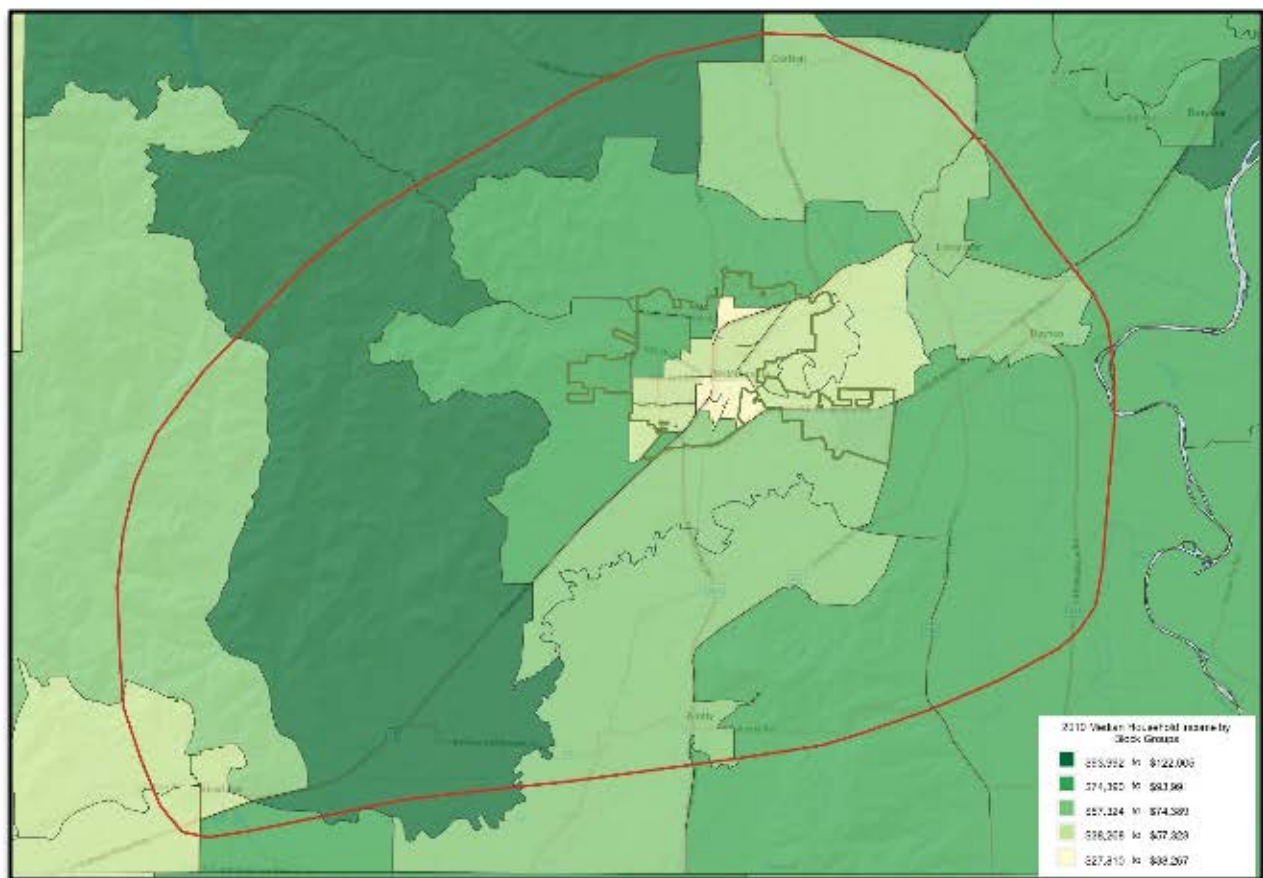
In the Primary Service Area, the percentage of households with median income over \$50,000 per year is 56.9% compared to 55.9% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 17.6% compared to a level of 21.5% nationally.

While there is no perfect indicator of use of an indoor recreation facility, the percentage of households with more than \$50,000 median income is a key indicator. Therefore, those numbers are significant and balanced with the overall cost of living.

Chart C – Median Household Income Distribution



Map C – Household Income by Block Group



Household Budget Expenditures

In addition to taking a look at Median Age and Median Income, it is important to examine Household Budget Expenditures. In particular, reviewing housing information; shelter, utilities, fuel and public services along with Entertainment & Recreation can provide a snapshot into the cost of living and spending patterns in the services areas. The table below looks at that information and compares the service areas.

Table D – Household Budget Expenditures³

McMinnville	SPI	Average Amount Spent	Percent
Housing	87	\$20,274.28	31.4%
<i>Shelter</i>	86	\$15,984.96	24.7%
<i>Utilities, Fuel, Public Service</i>	88	\$4,289.32	6.6%
Entertainment & Recreation	86	\$2,820.57	4.4%

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	88	\$20,540.78	31.1%
<i>Shelter</i>	87	\$16,153.48	24.4%
<i>Utilities, Fuel, Public Service</i>	90	\$4,387.30	6.6%
Entertainment & Recreation	89	\$2,904.57	4.4%

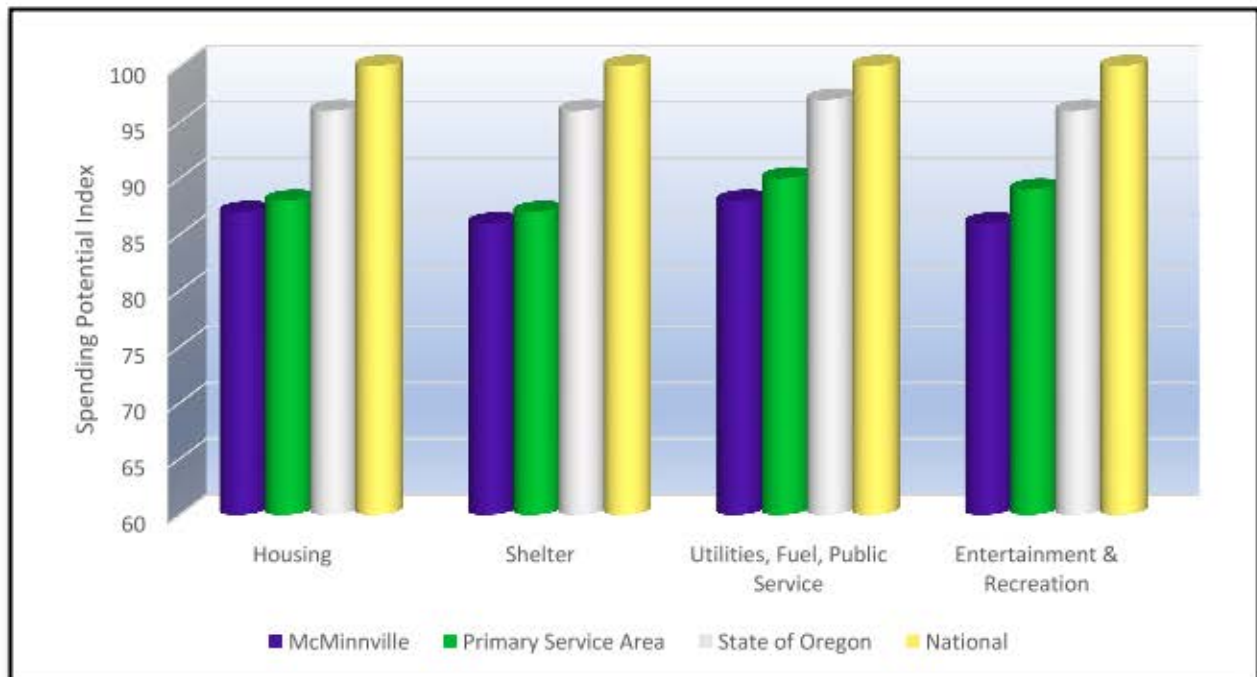
State of Oregon	SPI	Average Amount Spent	Percent
Housing	96	\$20,908.09	30.5%
<i>Shelter</i>	96	\$16,111.59	23.5%
<i>Utilities, Fuel, Public Service</i>	97	\$4,796.50	7.0%
Entertainment & Recreation	96	\$3,104.91	4.5%

SPI: Spending Potential Index as compared to the National number of 100.
Average Amount Spent: The average amount spent per household.
Percent: Percent of the total 100% of household expenditures.

Note: *Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.*

³ Consumer Spending data is derived from the 2014 and 2015 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2018 and 2023.

Chart D – Household Budget Expenditures Spending Potential Index



The total number of housing units in McMinnville is 12,389 and 94.2% are occupied, or 11,674 housing units. The total vacancy rate for the service area is 5.8%. Of the available units:

- For Rent 2.9%
- Rented, not Occupied 0.1%
- For Sale 1.2%
- Sold, not Occupied 0.2%
- For Seasonal Use 0.4%
- Other Vacant 1.0%

The total number of housing units in the Primary Service Area is 20,637 and 93.6% are occupied, or 19,321 housing units. The total vacancy rate for the service area is 6.3%. Of the available units:

- For Rent 2.3%
- Rented, not Occupied 0.1%
- For Sale 1.5%
- Sold, not Occupied 0.2%
- For Seasonal Use 0.7%
- Other Vacant 1.5%

Recreation Expenditures Spending Potential Index

Finally, through the demographic provider that B*K utilizes for demographics, it is possible to examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible.

Table E – Recreation Expenditures Spending Potential Index⁴

McMinnville	SPI	Average Spent
Fees for Participant Sports	87	\$92.94
Fees for Recreational Lessons	84	\$120.28
Social, Recreation, Club Membership	85	\$200.18
Exercise Equipment/Game Tables	86	\$55.80
Other Sports Equipment	87	\$5.78

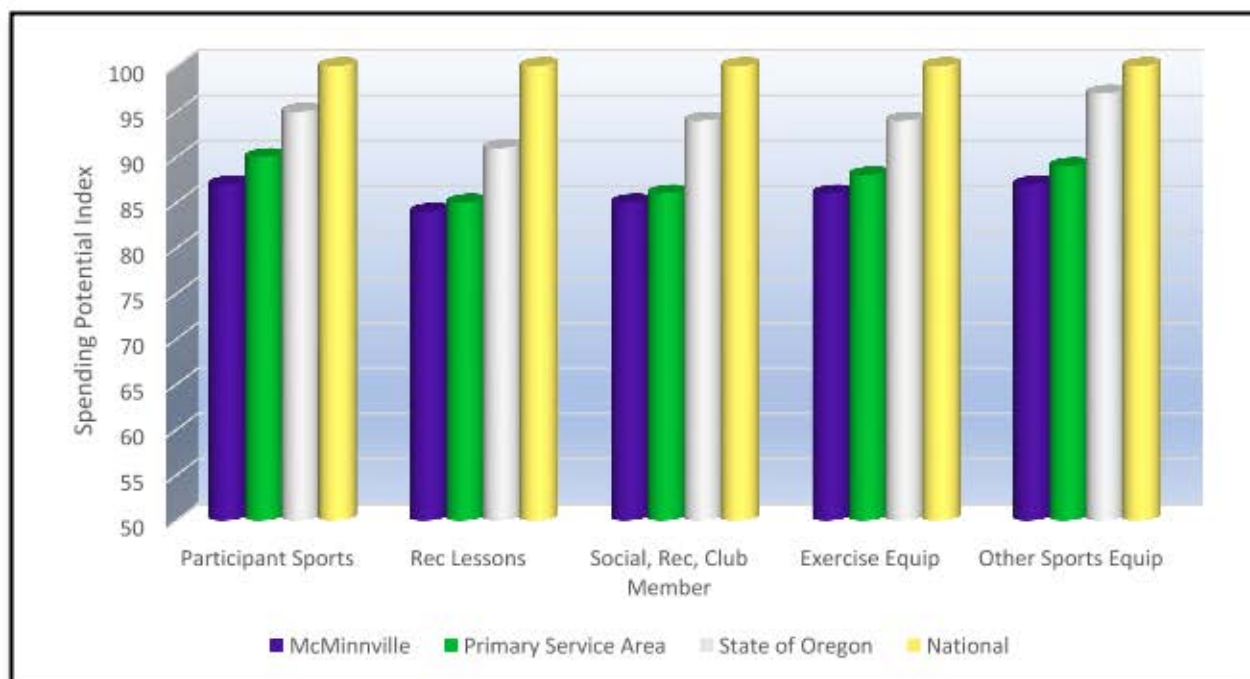
Primary Service Area	SPI	Average Spent
Fees for Participant Sports	90	\$96.02
Fees for Recreational Lessons	85	\$122.19
Social, Recreation, Club Membership	86	\$203.05
Exercise Equipment/Game Tables	88	\$57.33
Other Sports Equipment	89	\$5.92

State of Oregon	SPI	Average Spent
Fees for Participant Sports	95	\$107.43
Fees for Recreational Lessons	91	\$125.74
Social, Recreation, Club Membership	94	\$211.80
Exercise Equipment/Game Tables	94	\$54.08
Other Sports Equipment	97	\$7.49

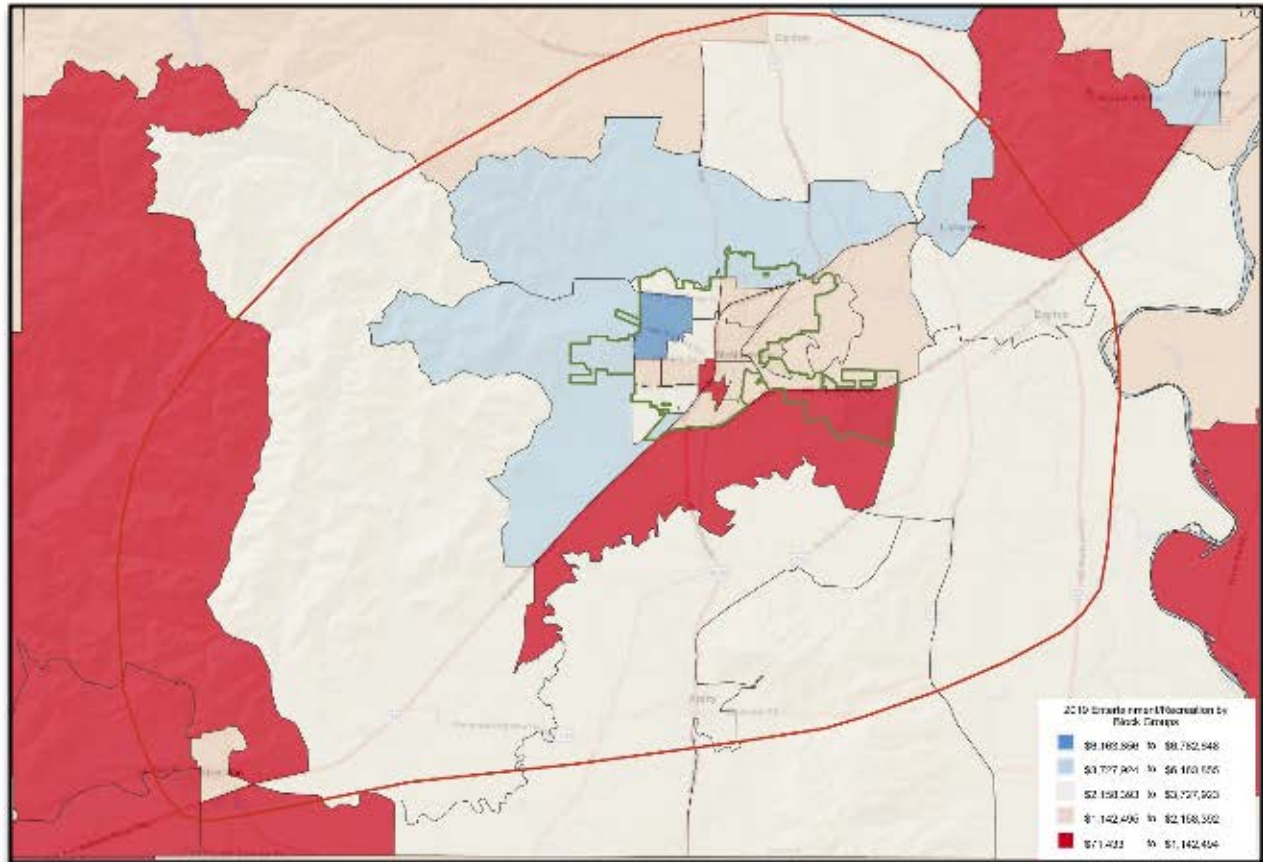
Average Amount Spent: The average amount spent for the service or item in a year.
SPI: Spending potential index as compared to the national number of 100.

⁴ Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Chart E – Recreation Spending Potential Index



Map D – Entertainment and Recreation Spending by Block Group



Population Distribution by Age

Utilizing census information for McMinnville and Primary Service Area, the following comparisons are possible.

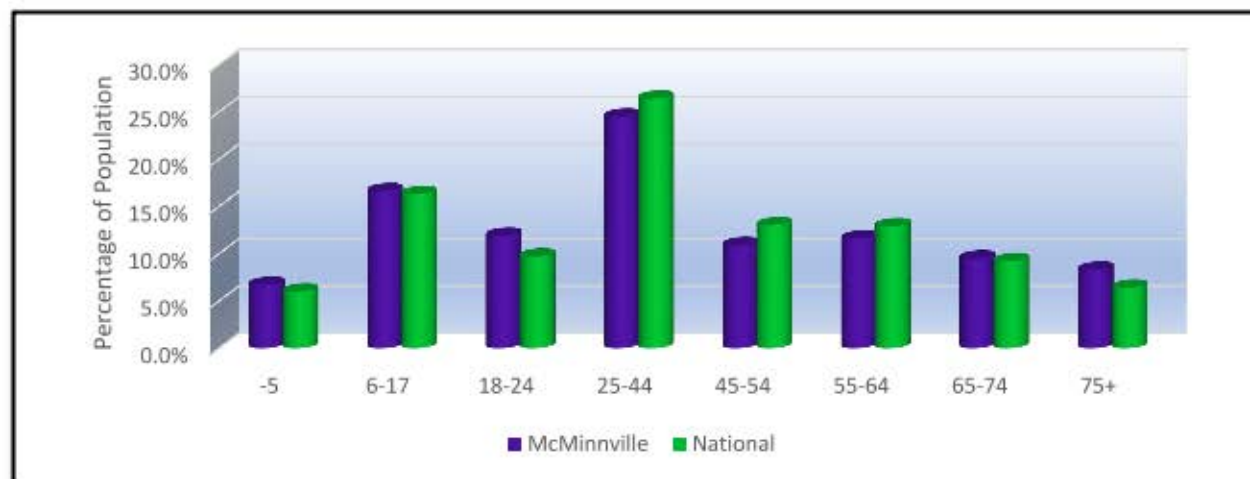
Table F – 2018 McMinnville Age Distribution

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	2,343	6.7%	6.0%	+0.7%
5-17	5,855	16.6%	16.3%	+0.3%
18-24	4,197	11.9%	9.7%	+2.2%
25-44	8,645	24.5%	26.4%	-1.9%
45-54	3,819	10.9%	13.0%	-2.1%
55-64	4,067	11.6%	12.9%	-1.3%
65-74	3,365	9.5%	9.2%	+0.3%
75+	2,901	8.3%	6.4%	+1.9%

Population: 2018 census estimates in the different age groups in McMinnville.
% of Total: Percentage of the McMinnville population in the age group.
National Population: Percentage of the national population in the age group.
Difference: Percentage difference between McMinnville population and the national population.

Chart F – 2018 McMinnville Age Group Distribution



The demographic makeup of McMinnville, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the age groups, 0-5, 6-17, 18-24, 65-74 and 75+. A smaller population in the age groups 25-44, 45-54 and 55-64. The greatest positive variance is in the 18-24 age group with +2.2%, while the greatest negative variance is in the 45-54 age group with -2.1%.

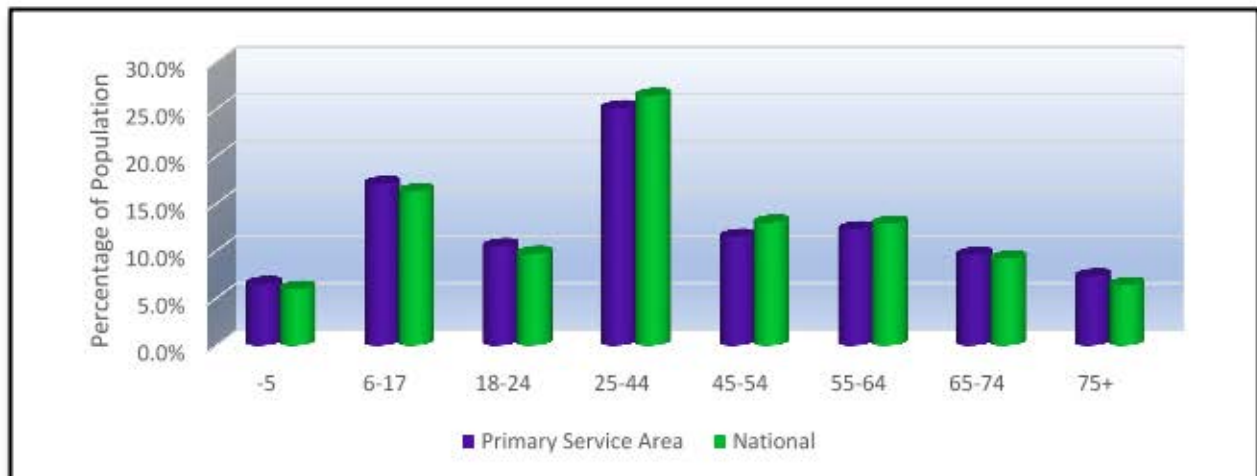
Table G – 2018 Primary Service Area Age Distribution

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	3,938	6.5%	6.0%	+0.5%
5-17	10,219	17.1%	16.3%	+0.8%
18-24	6,320	10.5%	9.7%	+0.8%
25-44	15,094	25.1%	26.4%	-1.3%
45-54	6,960	11.5%	13.0%	-1.5%
55-64	7,421	12.3%	12.9%	-0.6%
65-74	5,793	9.6%	9.2%	+0.4%
75+	4,403	7.3%	6.4%	+0.9%

Population: 2018 census estimates in the different age groups in the Primary Service Area.
% of Total: Percentage of the Primary Service Area population in the age group.
National Population: Percentage of the national population in the age group.
Difference: Percentage difference between Primary Service Area population and the national population.

Chart G – 2018 Primary Service Area Age Group Distribution



The demographic makeup of the Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the age groups, 0-5, 6-17, 18-24, 65-74 and 75+. A smaller population in the age groups 25-44, 45-54 and 55-64. The greatest positive variance is in the 65-74 and 75+ age group with +0.9%, while the greatest negative variance is in the 45-54 age group with -1.5%.

Population Distribution Comparison by Age Over Time

Utilizing census information from McMinnville and Primary Service Area, the following comparisons are possible.

Table H – 2018 McMinnville Population Estimates

(U.S. Census Information and ESRI)

Ages	2010 Census	2018 Projection	2023 Projection	Percent Change	Percent Change Nat'l
-5	2,377	2,343	2,450	+3.1%	+2.5%
5-17	5,924	5,855	6,129	+3.5%	+0.9%
18-24	4,093	4,197	4,116	+0.6%	+0.7%
25-44	7,936	8,645	9,186	+15.8%	+12.5%
45-54	3,700	3,819	3,856	+4.2%	-9.5%
55-64	3,452	4,067	4,087	+18.4%	+17.2%
65-74	2,220	3,365	3,752	+69.0%	+65.8%
75+	2,485	2,901	3,414	+37.4%	+40.2%

Chart H – McMinnville Population Growth

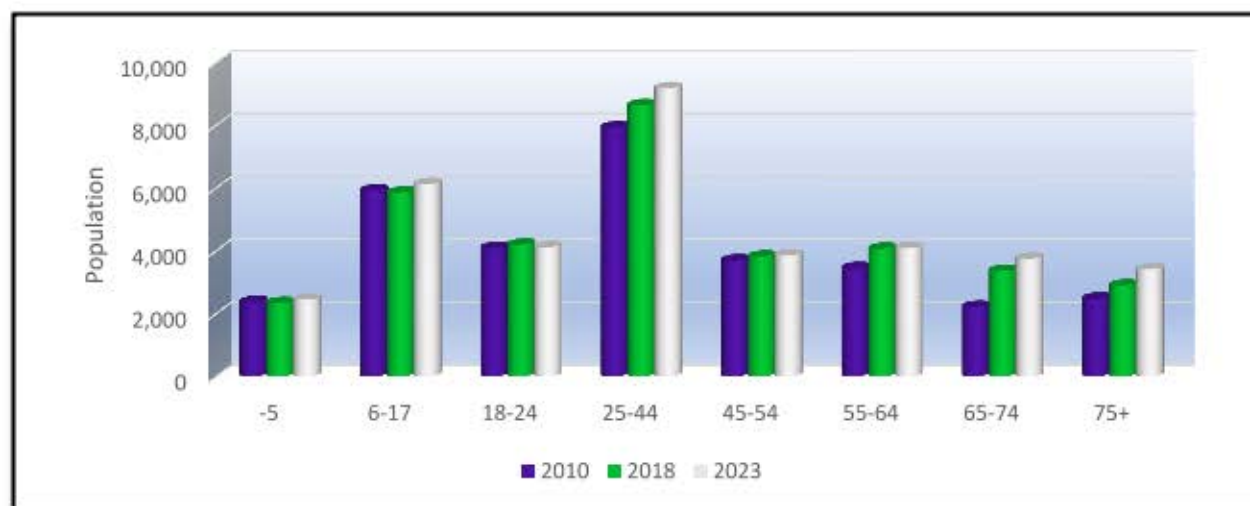


Table-H illustrates the growth or decline in age group numbers from the 2010 census until the year 2023. It is projected all age categories will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Table I – 2018 Primary Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2010 Census	2018 Projection	2023 Projection	Percent Change	Percent Change Nat'l
-5	3,829	3,938	4,155	+8.5%	+2.5%
5-17	10,441	10,219	10,768	+3.1%	+0.9%
18-24	5,773	6,320	6,101	+5.7%	+0.7%
25-44	13,624	15,094	16,354	+20.0%	+12.5%
45-54	7,003	6,960	6,942	-0.9%	-9.5%
55-64	6,317	7,421	7,311	+15.7%	+17.2%
65-74	3,929	5,793	6,518	+65.9%	+65.8%
75+	3,647	4,403	5,291	+45.1%	+40.2%

Chart I – Primary Service Area Population Growth

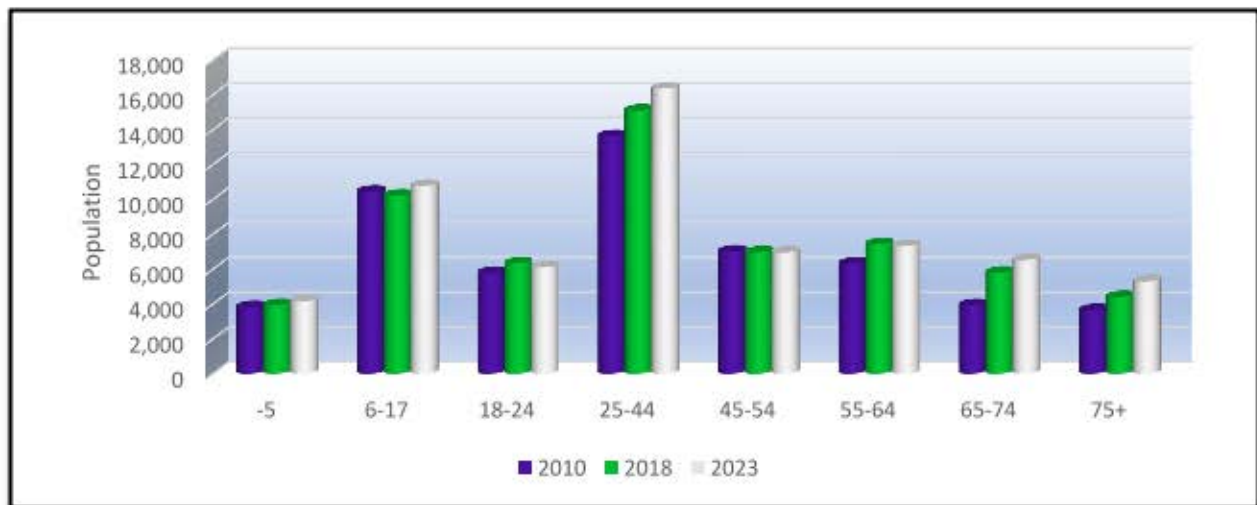


Table-I illustrates the growth or decline in age group numbers from the 2010 census until the year 2023. It is projected that all age categories, except 45-54, will see an increase. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Ethnicity and Race

Below is listed the distribution of the population by ethnicity and race for McMinnville and the Primary Service Area for 2018 population projections. These numbers were developed from 2010 Census Data.

Table J – McMinnville Ethnic Population and Median Age 2018

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of OR Population
Hispanic	7,878	24.1	22.4%	13.2%

Table K – McMinnville by Race and Median Age 2018

(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of OR Population
White	28,264	41.0	80.3%	81.2%
Black	334	23.3	0.9%	2.0%
American Indian	415	34.2	1.2%	1.4%
Asian	697	27.8	2.0%	4.6%
Pacific Islander	81	28.4	0.2%	0.4%
Other	4,080	24.3	11.6%	6.0%
Multiple	1,327	20.0	3.8%	4.4%

2018 McMinnville Total Population: 35,194 Residents

Chart J – 2018 McMinnville Population by Non-White Race

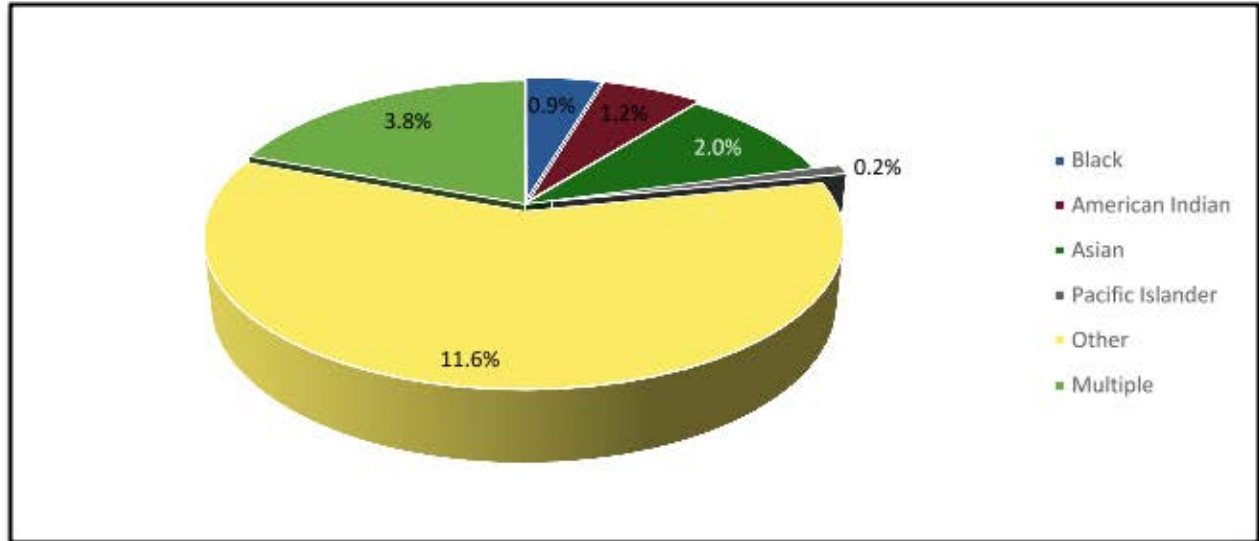


Table L – Primary Service Area Ethnic Population and Median Age 2018

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of OR Population
Hispanic	12,111	24.7	20.1%	13.2%

Table M – Primary Service Area by Race and Median Age 2018

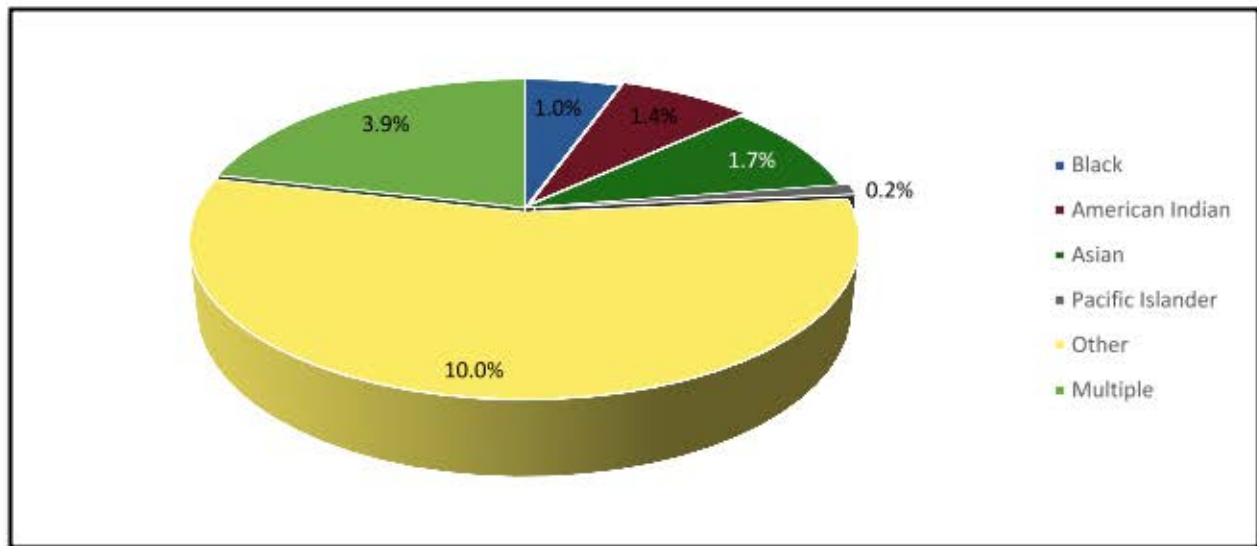
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of OR Population
White	49,155	41.1	81.7%	81.2%
Black	585	27.1	1.0%	2.0%
American Indian	874	33.2	1.4%	1.4%
Asian	1,052	30.6	1.7%	4.6%
Pacific Islander	117	31.2	0.2%	0.4%
Other	6,033	25.2	10.0%	6.0%
Multiple	2,338	20.8	3.9%	4.4%

2018 Primary Service Area Total Population:

60,149 Residents

Chart K – 2018 Primary Service Area Population by Non-White Race



Tapestry Segmentation

Tapestry segmentation represents the 4th generation of market segmentation systems that began 30 years ago. The 65-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2000 Census, the tapestry segmentation has remained stable as neighborhoods have evolved.

The Tapestry segmentation system classifies U.S. neighborhoods into 65 unique market segments. Neighborhoods are sorted by more than 60 attributes including; income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior.

The following pages and tables outline the top 5 tapestry segments in each of the service areas and provides a brief description of each.

For comparison purposes the following are the top 10 Tapestry segments, along with percentage in the United States:

1. Green Acres (6A)	3.2%
2. Southern Satellites (10A)	3.2%
3. Savvy Suburbanites (1D)	3.0%
4. Salt of the Earth (6B)	2.9%
5. Soccer Moms (4A)	<u>2.8%</u>
	15.1%

6. Middleburg (4C)	2.8%
7. Midlife Constants (5E)	2.5%
8. Comfortable Empty Nesters (5A)	2.5%
9. Heartland Communities (6F)	2.4%
10. Old and Newcomers (8F)	<u>2.3%</u>
	12.5%

Table N – McMinnville Tapestry Segment Comparison

(ESRI estimates)

	McMinnville		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Front Porches (8E)	22.6%	22.6%	34.2	\$39,000
Midlife Constants (5E)	12.5%	35.1%	45.9	\$48,000
Down the Road (10D)	10.1%	45.2%	34.3	\$36,000
In Style (5B)	7.4%	52.6%	41.1	\$66,000
Set to Impress (11D)	6.8%	59.4%	33.1	\$29,000

Front Porches (8E) – A blended demographic with young families with children and single households. Limited incomes and not adventurous shoppers. Strive to have fun with sports.

Down the Road (10D) – Young diverse communities with highest proportion of American Indians. Family-oriented consumers with traditional values. Prefer convenience.

Midlife Constants (5E) – Seniors at or approaching retirement. Although they are generous, they are attentive to price. Prefer outdoor activities and contributing to the arts/service organizations.

In Style (5B) – This group embraces the urban lifestyle. They are fully connected to digital devices and support the arts and charities/causes. Most do not have children. Meticulous planners.

Set to Impress (11D) – Residents living alone but continue to have close family ties. Very conscious of the image. Enjoy popular music and quick meals. High use of internet and social media.

Chart L – McMinnville Tapestry Segment Representation by Percentage

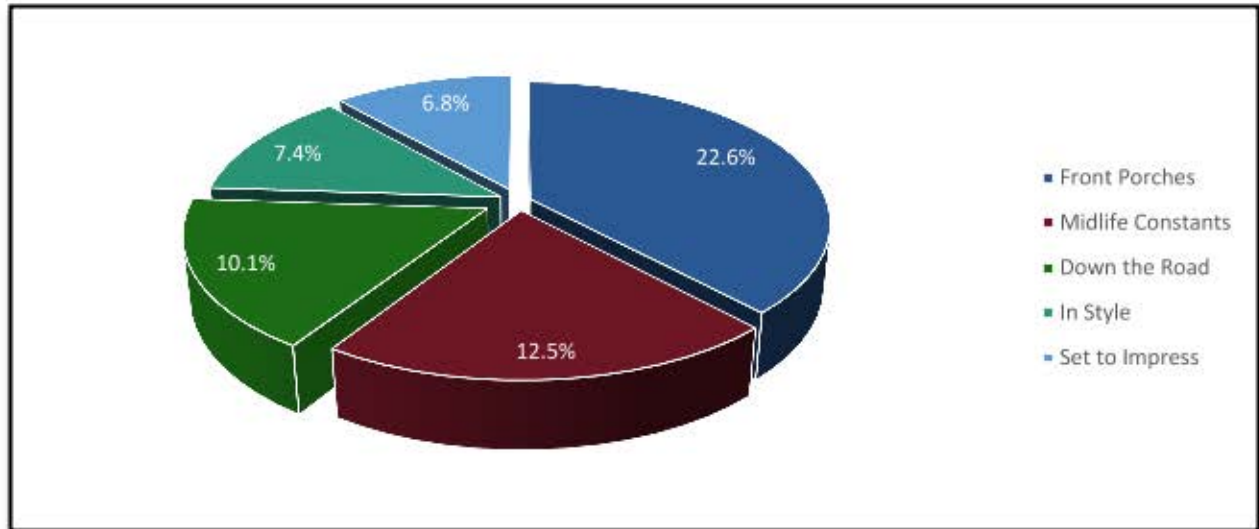


Chart M – McMinnville Tapestry Segment Entertainment Spending:

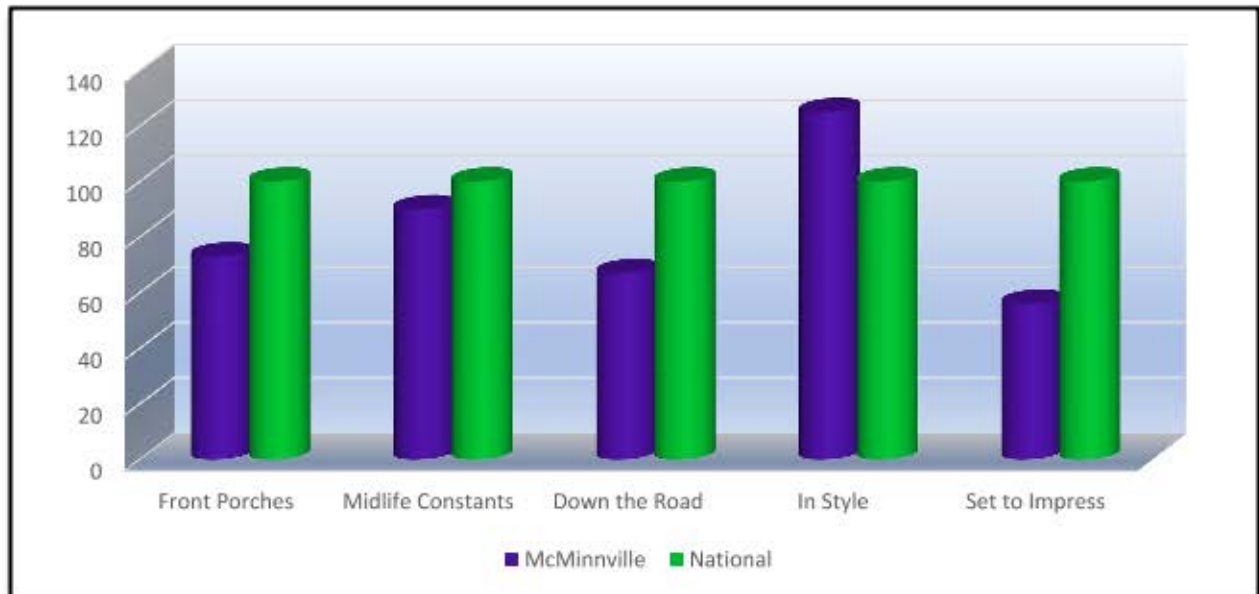


Table O – Primary Service Area Tapestry Segment Comparison

(ESRI estimates)

	Primary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Middleburg (4C)	23.7%	23.7%	35.3	\$55,000
Front Porches (8E)	21.0%	44.7%	34.2	\$39,000
Green Acres (6A)	7.7%	52.4%	43.0	\$72,000
Midlife Constants (5E)	7.5%	59.9%	45.9	\$48,000
Down the Road (10D)	7.0%	66.9%	34.3	\$36,000

Middleburg (4C) – This group is conservative and family-oriented. A younger market that is growing. Prefers to buy American for a good price. Participate in sports and outdoor activities.

Front Porches (8E) – A blended demographic with young families with children and single households. Limited incomes and not adventurous shoppers. Strive to have fun with sports.

Green Acres (6A) – Lifestyle that features self-reliance. Enjoy maintaining home/yard, being outside and playing sports. Most households no longer have children. Conservative and cautious.

Midlife Constants (5E) – Seniors at or approaching retirement. Although they are generous, they are attentive to price. Prefer outdoor activities and contributing to the arts/service organizations.

Down the Road (10D) – Young diverse communities with highest proportion of American Indians. Family-oriented consumers with traditional values. Prefer convenience.

Chart N – Primary Service Area Tapestry Segment Representation by Percentage

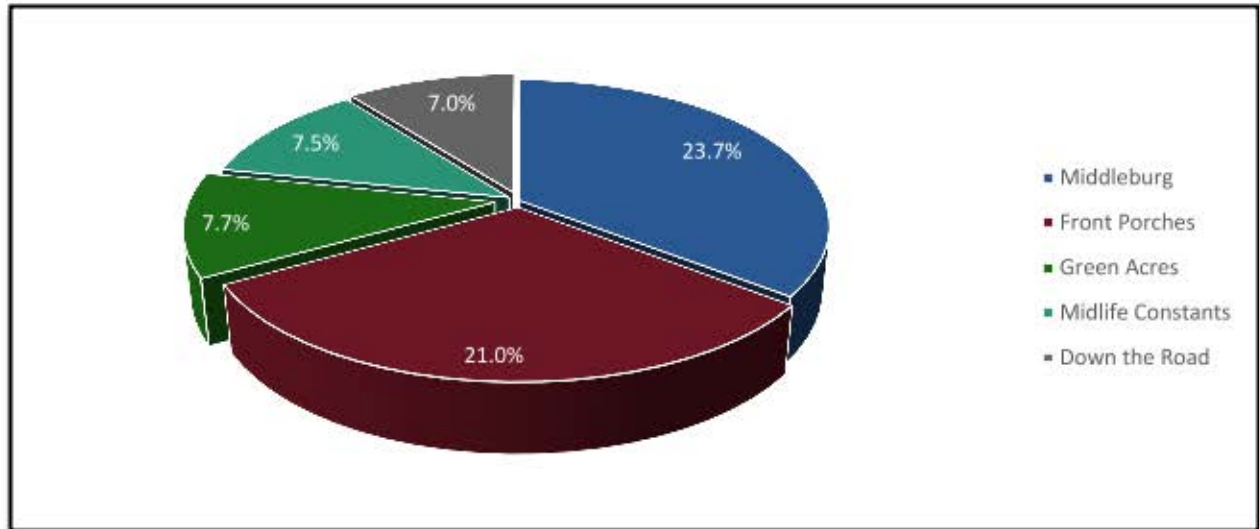
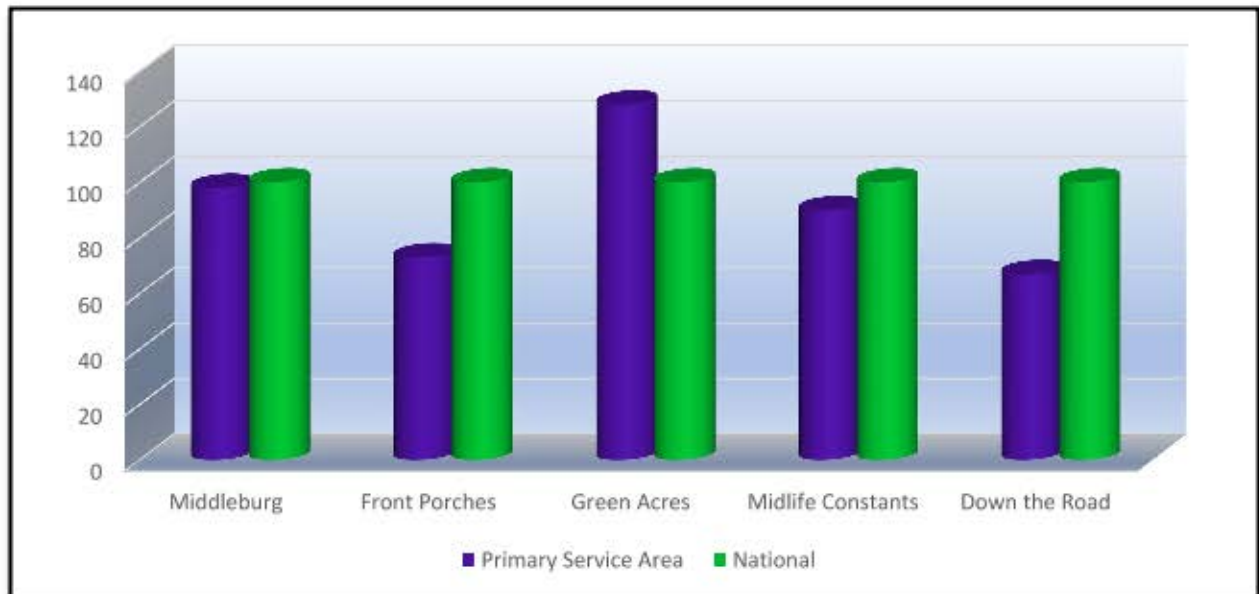


Chart O – Primary Service Area Tapestry Segment Entertainment Spending



Demographic Summary

The following summarizes the demographic characteristics of the service areas.

- The City of McMinnville has a sizeable population base to support a variety of recreation programs and facilities, but the Primary Service Area provides for a much larger population to draw from.
- The population is younger in both service areas and there are a considerable number of households with children.
- The median household income levels are lower than the state and national levels in both service areas.
- The cost of living is lower than other areas of Oregon and national numbers and the expenditures for recreation purposes are also lower.
- Both service areas have a higher population in the youth age groups and senior age categories than the national numbers and there is expected to be strong growth in virtually every age group over the next five years. However, the highest rate will be in the senior age groups.
- There is a significant Hispanic population in the area.
- The tapestry segments are very diverse.

Recreation Facilities Physical Assessment

As one of the first steps in the Facilities & Recreation Master Plan & Feasibility Study, on May 1, 2019, Opsis Architecture conducted a facility walk-thru to assess the current program use of the Community Center, Aquatic Center and Senior Center for McMinnville Parks and Recreation, and to identify functional deficiencies of each facility. The findings are as follows:

Community Center

Originally constructed in 1924 as an Armory, the 55,000 square foot facility received its most extensive renovation in 1980, converting it into the current community center. This renovation created the existing internal layout of the building with new finishes and building systems. It also upgraded the building exterior envelope with windows, wall systems and roof. The upgrades from the 1980 renovation are now experiencing significant decline in performance and are in need of improvement and replacement.



McMinnville Community Center

Current Spaces

Basement

Preschool
Tiny Tots indoor playground
Multipurpose room
Men's and women's locker and shower rooms
Arts and craft rooms
Shop space
Numerous storage and building mechanical spaces

Level One

Entry lobby, small lounge and Parks & Recreation/center office
Gymnasium/performance area with pull-out seating
Multipurpose room with commercial kitchen
Administrative offices
Racquetball court
Youth gymnastics room
General use toilet rooms

Level Two

Walk/jog track at Gym perimeter with mezzanine seating
Small staff break room
Large multipurpose room
Medium multipurpose room
Small meeting rooms
Technology offices
Parks & recreation offices
General use toilet rooms

Program Deficiencies

Basement

- Basement restrooms are shared by adult programs, preschool and child play programs, the shower program, and general public.
- Basement showers are used by those without access to clean and safe showers (generally individuals that are homeless) or a small men's running group in the community. The gang shower arrangement only allows two at a time to use showers. This creates a high level of staff time and operational cost for supervision.
- 3,000 public showers / year creates security challenges.
- No natural light and maze of hallways.
- Tiny Tots (indoor playground) lacks security and control from the front desk.

- No view of spaces from hallways with activities hidden behind solid doors.
- Multipurpose room used for exercise and painting classes has low ceiling with poor vision aspect ratio. The flooring is also not appropriate for exercise classes.
- Basement does not have ADA access.
- Noise transference from gym to program spaces in basement.



Multipurpose Room

Level One

- Front desk cannot control access to the building and lacks ADA accommodations. The front desk also does not face the front doors.
- Front desk is not adequately sized for multiple staff members and has limited storage.
- Administrative offices are open to the public with no access control.
- Lack of monitoring / controlled access to public restroom. Restrooms should be located directly adjacent to the public lobby.
- Kitchen used for fundraising prep. It is over-equipped with too much space that is underutilized.
- Limited access to gym from lobby and other activity spaces.
- Gymnastics program instruction is very popular, but space is inadequate for current program use. The space is large with/ low ceiling. The under 12 age group is the primary user and they sometimes hit the ceiling.
- Office space for part-time and volunteer instructors is needed.

- Gymnasium is shared use as activity space (basketball, pickleball, etc.) and serves as a performance space w/ 500 seats (total capacity 800). The use of the gym as a performance space (2 plus weeks a year) significantly compromises the programming of the space for activities. Access to overhead theatrical lighting is unsafe. General lighting of gymnasium requires upgrade. Balcony could be programmed to include fitness and weight activity spaces with access to the walk/jog track.
- Controlling access to building is challenged by numerous exterior doors with no access control system and limited security cameras.



Front Desk

Level Two

- Racquetball court can only be accessed through the gym space.
- Track has elevator access through second floor lobby, but limited access from other spaces.
- Dispersed offices on 2 levels.
- Meeting rooms have numerous columns, poor aspect ratio and limited storage.
- All spaces on second floor are closed to each other – door access to all spaces and limited visual connectivity.
- Partition wall at Technology Suite doesn't provide acoustic separation. This is also not a complementary use of space in the building.



Level Two Main Circulation Area

Physical Deficiencies

The City of McMinnville commissioned a Facility Conditions Assessment in 2018 by EMG. The results of this review identified the following areas of the building that require replacement or repair:

- Building envelope (brick, metal, wood) requires miscellaneous repairs and paint.
- Several windows require caulking and flashing.
- Roof requires repair in numerous locations. Complete replacement should be considered.
- Moisture intrusion is causing water damage on interior in numerous locations.
- Heating and air conditioning system is failing and requires replacement.
- Plumbing system is in working order, but aging pipes will require replacement in near future.

Summary

The physical condition of the building requires significant upgrades and most program spaces are severely compromised and antiquated in terms of today's expectations for a community recreation center. The adaptive reuse of the original armory building into a community recreation center, although it addressed a need at the time it was retrofitted, is riddled with compromises. The inherent circuitous circulation routes through the building are not only

confusing but create unsafe dead-end corridors that severely compromise the supervision and safety of patrons. Most of the recreation activity spaces are undersized and compromised by limited area, columns and layout. Desired and operationally efficient program adjacencies are not achievable in this building.

The compromised layout based on the program use of the building would require a significant transformation of the building that would be cost prohibitive to make the investment worthwhile to the McMinnville community. Numerous program deficiencies are noted above with the most significant being:

- ADA Access throughout the facility.
- Circuitous circulation that is disorienting, compromises supervision and is unsafe.
- Downstairs restroom/locker room that is shared with other youth programs.
- Lack of controlled access and security.
- Small and dispersed administrative suite with lack of controlled public access. Inadequate space break area.
- Inadequate and dispersed fitness spaces.
- Childcare location is remote from supervision.
- Gymnasium is compromised by part-time theatrical performance scheduling.
- Multi-purpose community and recreation spaces have low ceiling heights and columns that compromise the functionality of the spaces.
- Parking adjacent to the building is very limited but does exist from the parking structure kitty corner to the center.
- Non-compatible uses in proximity to the Community Center (jail, and social service agencies).

Given these program deficiencies, combined with the physical improvement required, the approximate construction cost to renovate and transform the 55,000sf. Community Center would be in the range of \$450-\$500/sf with a total project cost range of \$32,175,000 - \$35,750,000. (construction cost + 30% indirect cost, 2019 pricing).

A new facility of similar program and size would have a construction cost range of \$500-\$550/sf with a total project cost range of \$35,750,000 - \$39,325,000. (construction cost + 30% indirect cost, 2019 pricing).

Table A

	Cost Range	Construction Cost Range	Total Project Cost Range
Renovation Cost	\$450-\$500/SF	\$24,750,000-\$27,500,000	\$32,175,000-\$35,750,000
New Construction	\$500-\$550/SF	\$27,500,000-\$30,250,000	\$35,750,000-\$39,325,000

Note: Estimates are based on 2019 pricing.

Recommendation

Due to the extensive renovation, compromises to an operationally functional layout, and challenges to modifying the existing structure, it is recommended that building a new Community Center is the most cost effective and responsible investment of public resources vs. the alternative of renovating the existing facility which would ultimately result in a compromised Community Center facility.

Aquatic Center

Originally constructed in the Mid 1950's with indoor and outdoor pools, the Aquatic Center was significantly renovated and expanded in 1986, creating the current 28,000 square foot indoor facility. This renovation and addition enclosed both outdoor pools and created the existing indoor space – entry, locker rooms, and balcony seating.



McMinnville Aquatic Center

Current Spaces

Level One

Entry lobby

Restrooms

Two pools (competition and program)

Men's and women's changing/shower rooms

Staff offices
Staff changing area
Small classroom
Weight/Fitness room
Pool storage
Mechanical/electrical spaces for pool and building

Level Two

Spectator seating
Administrative Office



Aquatic Center Pools

Program Deficiencies

- Lack recreation pool amenities that attract a larger market segment.
- The weight/fitness room is small and poorly configured with inadequate ventilation. Fitness equipment is outdated and requires replacement. Currently required to go thru pool to get to the weight/fitness center (former building entry).
- Dry sauna and larger hot tub are not available.

- Existing gang showers do not comply with current design standards for public facilities. New aquatic facilities have shower stalls and individual family changing rooms. A facility of this size would typically have 4-5 shower stalls per sex and 4-6 family changing rooms.
- The existing bag system (checking in personal belongings with staff) requires significant staff time to manage and increases liability for the center. Lockers should be added to the changing rooms.
- Need to separate pool environment from front desk/office.
- Negative behaviors in the park and facility restrooms (generally the homeless) appears to have a negative impact on youth admissions. The general public is concerned about the safety of their families and how they use the park and swimming facilities.
- Adjacency to park is challenging with security and youth pick-up.
- Lack of aquatic recreation amenities (slides, climbing walls, etc.) to increase use.
- No elevator access to spectator viewing and offices on the upper level.
- The back portion of the building (original pool house) is the oldest and in poor condition. Staff breakroom and shower spaces require renovation.
- Exterior of building requires significant envelope improvements and site improvement.
- Limited parking for patrons.
- Front door is oriented toward the park with poor recognition to the public street.
- Exterior storage area should be cleaned up and ultimately screened from public view or enclosed.
- There is a need for an improved security system with security cameras in key areas of the building.



Weight Room

Physical Deficiencies

The City of McMinnville commissioned a Facility Conditions Assessment in 2018 by EMG. The results of this review identified the following areas of the building that require replacement or repair:

- Replace failing roof and skylights.
- Repair areas of roof sheathing that have moisture damage.
- Repair deteriorated exterior wood trim.
- Replace exterior wood and metal siding.
- Replace selected windows and doors.
- Replace fire alarm panel.
- Seismic Upgrade.

Summary

The physical condition of the pools is generally in fair condition for a facility of this age. The support spaces and building envelope have numerous program deficiencies noted above, with the most significant being:

- Lack of ADA access to the second level administrative offices and spectator seating balcony.
- The public lobby and public gathering space are significantly undersized.
- Inadequate changing rooms with lockers and lack of individual showers stalls. No family change rooms.
- Undersized and remote weight/fitness space.
- Inadequate and dispersed space for staff (breakroom and private changing areas).
- Poor building security systems.
- Need to improve public toilets, security and lighting to assist with negative behaviors in the Park.

Given these deficiencies, combined with the physical improvements required, the approximate construction cost to renovate the 28,000 sf. Aquatic Center would be in the range of \$550-\$600/sf with a total project cost range of \$20,020,000 - \$21,840,000. (construction cost + 30% indirect cost, 2019 pricing).

A new facility of similar program and size would have a construction cost range of \$700-\$750/sf with a total project cost range of \$25,480,000 - \$27,300,000. (construction cost + 30% indirect cost, 2019 pricing).

Table B

	Cost Range	Construction Cost Range	Total Project Cost Range
Renovation Cost	\$550-\$660/SF	\$15,400,000-\$16,800,000	\$20,020,000-\$21,840,000
New Construction	\$700-\$750/SF	\$19,600,000-\$21,000,000	\$25,480,000-\$27,300,000

Note: Estimates are based on 2019 pricing.

Recommendation

Due to the poor condition of the building's exterior, extensive renovation and expansion required within the constrained site footprint, limited parking, and compromised functionality, it is recommended that building a new Aquatic Center is the most cost effective and responsible investment of public resources vs. the alternative of renovating the existing facility which would ultimately result in a compromised Aquatic Center facility. If collocated with a new Community Center the Aquatic Center would share a cardio/weight fitness center and reduce the front desk staffing resulting in enhanced operational efficiencies and cost recovery.

Senior Center

Constructed in 1995, the Senior Center is a single level 10,000 square foot facility with adjacency to Wortman Park. The facility has been very popular with numerous senior activities, including the Wortman Park Café.



McMinnville Senior Center

Current Spaces

- Entry lobby with reception desk and large lounge
- Staff offices and storage
- Personal Services Room
- Craft room
- Conference room
- Library with fireplace
- Large multipurpose room / dining room with outdoor patio
- Commercial kitchen with walk-in refrigeration and storage
- 4 medium sized multipurpose activity room used for fitness and crafts
- General use toilet rooms



Dining Commons

Program Deficiencies

- No specialized fitness equipment for seniors and physically challenged adults.
- The facility has a few large activity spaces, but generally the rooms are undersized to accommodate the growing numbers of participants and program offerings. These smaller rooms limit flexible programming for activities that require more space.
- Isolation in park presents perceived vulnerability at night. Windows facing Park create a “fishbowl” effect at night.
- Dining Commons is the main general activity space, but it is also used for circulation to other spaces (back multi-purpose rooms). A 3,000sf addition could include a new corridor for improved circulation and additional activity spaces.
- Location of the 4 outer activity rooms is challenging to supervise and monitor. Access to these rooms through the dining commons compromises activities in this space.
- Kitchen is adequately sized to serve future expansion of dining commons. Desire to enlarge dining room to 80 people (currently holds 60).
- Main entry door is not visible from the front desk. Patrons cannot see the desk when entering and receive assistance.
- Inadequate and dispersed space for staff.
- Exterior lighting requires improvement for general safety.
- The Center has poor street presence due to its location at the edge of Wortman Park. Improved signage should be considered at both the parking entry and along the entry street.

Physical Deficiencies

The City of McMinnville commissioned a Facility Conditions Assessment in 2018 by EMG. The results of this review identified the following areas of the building that require replacement or repair:

- Building envelope maintenance – misc. paint and repair.
- New kitchen fire suppression system.
- Replace fire sprinkler heads throughout facility.
- Replace building mechanical system.

Summary

The facility is generally in good condition with some building systems in need of upgrades or replacement. The major programmatic needs of the facility are larger activity spaces and improve the internal circulation by eliminating the circulation through the Dining Commons. These needs can be accommodated by a 3,000sf expansion to the south with a corridor and activity spaces adjacent to the Dining Commons.

The approximate construction cost to accommodate the program and physical deficiencies of the Senior Center (expanded to 13,000 sf) would be in the range of \$100-\$125/sf with a total project cost range of \$1,690,000 - \$2,112,500. (construction cost + 30% indirect cost, 2019 pricing).

A new facility of similar program and size would have a construction cost range of \$300-\$350/sf with a total project cost range of \$5,070,000 - \$5,915,000. (construction cost + 30% indirect cost, 2019 pricing).

Table C

	Cost Range	Construction Cost Range	Total Project Cost Range
Reno/Addition Cost	\$100-125/SF	\$1,300,000-\$1,625,000	\$1,690,000-\$2,112,500
New Construction	\$300-\$350/SF	\$3,900,000-\$4,550,000	\$5,070,000-\$5,915,000

Note: Estimates are based on 2019 pricing.

Recommendation

Due to the good condition of the building's exterior and interior, it is recommended to renovate the Senior Center to improve circulation and functionality of activity spaces.

Recreation Programs Analysis

The McMinnville Parks and Recreation Department offers a wide variety of programs and services to the community and the surrounding market area. The following is an assessment of existing programs and services that are offered by the department as well as priorities for future recreation programs and the City's role in providing these services.

Assessment of Existing Programs

In order to identify possible future directions for recreation programs and services in McMinnville it is important to understand the current focus and level of programs that are provided by the City. This assessment is based on recreation programming that was offered from March 2018 to March 2019.



Senior Fitness

Recreation Programming by Interest Area

The chart below indicates the basic program offerings by McMinnville Parks & Recreation utilizing common recreation program categories (Program Areas) that are generally accepted nationally by parks and recreation agencies.

Table A

Program Area	Focus	General Programs
Sports	Youth	Gymnastics, Cheerleading, Soccer, Basketball, Baseball, Softball, Tennis, Parent-Child Sports Classes, T-Ball, Camps, Clinics
	Adult	Pickleball, Basketball, Volleyball, Softball, Ultimate Disc
Fitness/Wellness	Youth	N/A
	Adult	PiYO, Innergistics, Zumba, Senior Fitness
Cultural Arts	Youth	Art Classes, Dance
	Adult	Ukulele, Dance
Aquatics	Youth	Swim Lessons, Parent-Child, Survival Swimming, Swim Parties
	Adult	Water Fitness Classes
Youth		After School, Specialty Camps, Stars Day Camp
Education	Youth	Coding, Science,
	Adult	N/A
General Interest	Youth	Lego
	Adult	N/A
Special Needs	Youth	N/A
	Adult	N/A
Special Events		Family Events, 5K's, Summer Concerts,
Outdoor Recreation	Youth	Planting Day
	Adult	Birding
Seniors		Fitness Classes, Computer, Personal Growth, Arts & Crafts, Day Trips, Games, Personal Support, Social Networks, Café
Teens		N/A
Self-Directed	Youth	Swimming, Basketball, Walk/Jog, Basketball
	Adult	Walk/Jog, Basketball, Racquetball, Weight/Cardio, Swimming
Social Services		Senior based programs, CC Shower Program

Chapter 2

Program Area Definitions

Sports – Team and individual sports including camps, clinics and tournaments. Also includes adventure/non-traditional sports.

Fitness/Wellness – Group fitness classes, personal training, education and nutrition.

Cultural Arts – Performing arts classes, visual arts classes, music/video production and arts events.

Aquatics – Learn to swim classes, aqua exercise classes, competitive swimming/diving, SCUBA, and other programs (synchro, water polo, etc.).

Youth – Before and after school programs, summer/school break camps, and preschool.

Education – Language programs, tutoring, science (STEM) classes, computer and financial planning.

General Interest – Personal development classes.

Special Needs – Programs for the physically and mentally impaired. Also, inclusion programs.

Special Events – City wide special events that are conducted throughout the year.

Outdoor Recreation – Environmental education, hiking, camping, kayaking, and other activities.

Seniors – Programs and services that are dedicated to serving the needs of seniors. This can include all of the activity areas noted above plus social service functions.

Teens - Programs and services that are focused on serving the needs of teens. This can include all of the activity areas noted above (except youth and seniors).

Self-Directed – This includes the opportunities for individuals to recreate on their own. This can include activities such as open-gym, use of weight/cardio space and lap/recreational swimming. Although not an organized program, time and space must be allocated for this purpose.

Social Services – This can include nutrition and feeding programs, job training, life skills training, and other activities.

Analysis

- Program areas of emphasis include:

- Youth afterschool and camps
- Aquatics
- Youth sports
- Seniors
- Self-directed
- Program areas with limited opportunities
 - Cultural arts
 - Special needs
 - Outdoor recreation
 - Teens
- Areas of program emphasis are based in part of the facilities that are available.
- The McMinnville Aquatic Center allows for a strong aquatic program to be in place.
- The presence of a significant senior center promotes senior programming.
- The fact that there are a number of athletic fields available in City parks supports an extensive youth sports program.
- With a variety of indoor and outdoor facilities it is possible to have a greater focus on self-directed activities.
- Two of the program areas that have fewer opportunities, special needs and outdoor recreation, are often not strong program areas nationally due to the specialized nature of these activities and an often lower level of participation.



Adult Lap Swim

Recreation Programming by Age Group

The table below indicates the basic program offerings of McMinnville Parks and Recreation by basic age categories.

Table B

Age Group	Program Type
Youth	After-School, Stars Day Camp, Art Classes, Gymnastics, Dance, Cheerleading, Special Interest, Specialty Camps, Youth Sports Leagues, Youth Sports Camps, Youth Sports Clinics, Swim Lessons, 5K's, Start Smart Classes, Tennis
Teen	N/A
Adult	Fitness classes, Special Interest, Pickleball, Drop-in Activities, CC Shower Program, Weight Room, Adult Sports Leagues, Water Fitness
Seniors	Fitness Classes, Computer Classes, Personal Growth Classes, Arts & Crafts Classes, Day Trips, Games, Personal Support, Personal Services, Social Networks, Food Service
Family	Parents Night Out, Superhero Nights, Family Parties, Scavenger Hunt, Family Swim
All Ages	Summer Concert Series, Public Swim, Lap Swim, Rentals

Analysis

- Program areas of emphasis by age include:
 - Youth
 - Senior
- Age groups with less of a programming interest include:
 - Teens
 - Adult
 - Family

- It is not unusual for recreation departments to have an emphasis on youth and seniors as these are age groups that public recreation has focused on for generations.
- Programming for teens has always been a challenge for public agencies and is often the responsibility of other agencies in a community.
- Providing family or multi-generational programming has received a greater focus in the past ten plus years by many agencies.



Wortman Park Cafe

Recreation Program Registration Numbers

This table lists the 2018-2019 program registration numbers by basic program offering categories that are tracked by McMinnville Parks and Recreation.

Table C

Program Area	Program Type	Registration Numbers
Older Adult	Fitness Classes-Ongoing	2,954
	Fitness Classes-Series	3375
	Computer Classes-One Time	204
	Computer Classes-Series	230
	Personal Growth Classes-One Time	596

	Arts & Crafts Classes-One Time	116
	Arts & Crafts Classes-Series	34
	Arts & Crafts Classes-Ongoing	1,185
	Day Trips	157
	Games	7,360
	Personal Support	713
	Personal Services	4,214
	Social Networks	3,140
	Wortman Park Cafe	7,791
Adult	Fitness Classes-Ongoing	2,290
	Special Interest Classes	113
	Drop-in Activities	4,062
	Showers (shower voucher program)	2,977
	Showers (paid)	80
	Community Center Memberships	41
	Tiny Tot Memberships	103
	Water Fitness Classes	25,000 (attendance) ¹
	Weight Room Use	12,000 (attendance)
Youth	Kids on the Block	326
	STARS Day Camp	490
	Art Classes	53
	Gymnastics	2,960
	Dance & Cheerleading	134
	Special Interest-One Time	26
	Specialty Camps	306
	Family Events	264
	5K's	123
	Start Smart Classes	101
	Tennis	70
	Swim Lessons	13,500 (attendance)
All Ages	2018 Summer Concerts	2,400
	Family Swim	12,350 (attendance)
	Public Swim	16,700 (attendance)
	Lap Swim	23,000 (attendance)

¹ Some of the registration numbers are counted as single visits (ex. Adult water fitness classes 25,000) and some are counted as a series instead of single visits (ex. Recreation sports 2,400).

	Pool Rentals	15,400 (attendance)
	School District Pool Use	5,100 (attendance)
Rec. Sports	Youth Sports Leagues	2,400
	Youth Sports Camps	55
	Youth Sports Clinics (free)	50
	Adult Sports Leagues	400
	Drop-in Sports	60
	Athletic Field Rental	104
Total		174,242

Analysis

- The registration numbers include both one-time registrants for programs as well as overall attendance (or use numbers).
- There was a total of 174,242 program registration/attendance numbers in 2018-2019. This is a large figure, but a significant amount is for drop-in activities (57,372), rentals (15,504), social service programs (11,124), café meals (7,791) and school district pool use (5,100).
- Approximately 77,000 are more traditional recreation program registrants/attendees.
- Of the true recreation programs, the largest are:
 - Swim Lessons (based on attendance)
 - Fitness classes (adult & senior), all types
 - Games (seniors)
 - Gymnastics
 - Water Fitness classes (based on attendance)
 - Youth sports
 - Youth afterschool/camps



Arts & Crafts

Recreation Programs and Services Summary

The following summarizes the recreation programs and services that were offered by McMinnville Parks and Recreation in 2018-2019.

- The Parks and Recreation Department provides a wide variety of programs from traditional recreation services to a significant number of drop-in activities, rental opportunities and social service programs.
- Like many cities in the United States, McMinnville faces challenges in the delivery of recreation services in a cost effective and efficient manner.
- It is normal for parks and recreation agencies to have strengths and weaknesses. It is nearly impossible in this day and age to provide all of the services that are desired by the public. Determining priorities for programs and the role of other providers in the community is critical to developing a full complement of recreation programs and services.
- Programming strengths are directly related to the facilities that are available for use. This includes a senior center, aquatic center and a more general use community center. Most all indoor based recreation programming emanates out of one of these facilities.
- Some activities (gymnastics, fitness, etc.) do not have adequate facilities to support their needs.
- McMinnville Parks and Recreation Department is a regional provider of recreation services with approximately 30% of participants coming from outside the City.

- General areas of recreation program **strengths** include:
 - Youth
 - Youth sports
 - Aquatics
 - Seniors
 - Self-directed
- **Specific** recreation program **strengths** include:
 - Gymnastics
 - Fitness
 - Swim lessons
 - After school
 - Youth camps
 - Youth sports
- General areas of recreation program **weaknesses** include:
 - Cultural arts
 - Education
 - Special needs
 - Outdoor recreation
 - Adult
 - Family
 - Teens
 - Ethnic based
- **Specific** recreation program **weaknesses** include:
 - Performing arts
 - Visual arts

Priorities for Future Programs and Services

To be Completed

Appendix A: Questionnaire Results

The City of McMinnville is updating its Facilities and Recreation Master Plan to ensure that the City's recreation facilities meet the needs of new and existing residents. As a part of the planning process, the City of McMinnville conducted an online survey between May 6 and June 21, 2019. The primary purpose of this survey was to collect input on community recreation needs and preferences for the Aquatic Center, Community Center and Senior Center. A total of 1,456 people completed the online survey and an additional 191 respondents answered at least one question.

Methodology

The questionnaire was made available online in both English and Spanish. The City advertised the questionnaire in a wide variety of ways to ensure that the community had the opportunity to complete it. The link was featured on the cover of the Parks and Recreation Program Guide and included in staff email footers and on the City's website. The link was also distributed through official City (both Parks and Recreation and the library) social media channels with great success; over 700 respondents reached the survey from a link shared on Facebook. City Staff reached out to twenty-five major employers and community organizations, asking them to include the link in newsletters and messages to their networks. Finally, the City also reached out in-person, bringing both the link and paper versions of the questionnaire to park walks, neighborhood walks and all the community's recreation facilities.

A focus of this effort was to hear from people who are not currently engaged in park and recreation activities or discussions. The outreach strategy included reaching out through the McMinnville School District's parent notifications as well as churches and other organizations that reach further than typical City channels. One of the groups City staff identified as important to this conversation is Hispanic/Latino residents. 87 respondents self-identified as Hispanic/Latino in the demographic questions and 78 indicated that Spanish is a language spoken in their household. Only 8 respondents completed the questionnaire in Spanish and these responses are included in the results below.

The questionnaire included 24 questions consisting of 21 multiple-choice and 3 open-ended questions. Of the 21 multiple-choice questions, 15 allowed for more than one check-box selection and 12 contained an "other" category for write-in responses.

Providing an answer to every question was not required in this survey, which allowed participants to skip questions that did not apply to them. Question 3 asked respondents: *Which of the following existing City of McMinnville indoor recreation facilities are important to you? You will be asked more specific questions based on your response.* Based on selections,

Appendix A: Questionnaire Results

additional questions about the Aquatic Center, Community Center and Senior Center were presented. People who did not feel certain facilities were important did not see questions about them and, by survey design, “skipped” these questions. Consequently, there is a percentage of respondents who did not answer each question—either because they chose not to answer the questions or skipped them (were not presented with the questions). These percentages are noted as “No Answer” and “Skipped” on each data table.

The overall questionnaire results are not statistically representative. However, the findings represent a significant percentage of the total City population. They help identify common themes and concerns, especially when combined with other outreach efforts conducted for *McMinnville’s Facilities and Recreation Master Plan*. This appendix presents key themes and findings, questionnaire data tables, and open-ended responses.

Key Themes and Findings

Several key findings and themes emerged from the questionnaire data. These themes will be evaluated further and cross-checked against findings from the Focus Group Meetings and Key Leader Interviews to identify cross-cutting preferences and priorities for all outreach activities. Emerging themes include:

- The Aquatic Center was noted as the most important and popular of the three facilities, based on number of respondents. However, it was also noted by the most people as needing improvements.
- There is a strong desire for opportunities for indoor sports, fitness and exercise to support health and wellness.
- Arts programs and space for activities, events and classes associated with fine, cultural and performing arts are also needed.
- A variety of recreation opportunities are needed for all ages, but especially for youth. An increase in youth activities, afterschool programs and multigenerational activities is desired.
- Year-round recreation opportunities are needed. A climbing gym, indoor soccer fields, tennis, and skate parks were noted frequently in open ended responses.
- No clear preference or consensus emerged regarding the future location of renovated or new facilities. Locating any new recreation facilities close to the center of McMinnville was the least popular choice among respondents. If a new facility(ies) are built, the preference seems to favor finding the best space, wherever that is located.
- There was a split opinion on whether to put resources towards maintaining and improving existing facilities or put them towards a new facility that combines aspects of the Aquatics and Community centers. [Note: it is not known if respondents are aware of current facility conditions, as well as the limitations and costs of renovation versus new development.]

- Respondents strongly supported pursuing partnerships. Partnerships with community organizations, schools, colleges, and private partners are all favorable, and no one favorite partner emerged.
- Most respondents prefer to sign up for classes, activities, and events online but find out about them through the City's Park and Recreation Program Guide. The Program Guide appears to be very successful in communicating opportunities to residents. However, some residents indicated that they don't use facilities more frequently because they are not sure what opportunities are available.

Data Tables

What indoor recreation activities are MOST important for the City of McMinnville to support? (check up to 3)		
Answer	Count	Percentage
Indoor swimming, competition, lessons and water fitness	1007	69.2%
Fitness, weightlifting and cardio	423	29.1%
Creating art and learning artistic skills such as pottery, painting, etc.	412	28.3%
Gymnasium sports such as basketball and pickleball	350	24.0%
Cultural arts & performances (dance, theater, etc.)	281	19.3%
Gymnastics	218	15.0%
Indoor play (tiny tots)	197	13.5%
Indoor running/walking	178	12.2%
Classroom learning	168	11.5%
Pre-school/child care	165	11.3%
Indoor field sports such as Futsal	148	10.2%
Socializing, gathering or hanging out	124	8.5%
Crafting or making things	109	7.5%
Rental space (meetings, gatherings, events) for 100-400 people	96	6.6%
Other	72	4.9%
Rental space (meetings, gatherings, events) for up to 100 people	67	4.6%

Appendix A: Questionnaire Results

Who should the City of McMinnville expand or develop programs, classes, and events for? (check all that apply)		
Answer	Count	Percentage
Middle school youth	850	58.4%
Elementary school-age children	782	53.7%
Families or multi-generational groups	767	52.7%
High school youth	764	52.5%
Pre-school children	622	42.7%
Senior citizens	604	41.5%
People with physical, sensory or cognitive disabilities	572	39.3%
Adults	568	39.0%
Young adults	547	37.6%
Older Adults	405	27.8%
Other	48	3.3%

Which of the following existing City of McMinnville indoor recreation facilities are important to you? You will be asked more specific questions based on your response. (check all that apply)		
Answer	Count	Percentage
Aquatic Center (Pool)	1218	83.7%
Community Center	914	62.8%
Senior Center	407	28.0%
No Answer	4	0.3%

What should guide the City's decisions about WHERE indoor recreation facilities should be located in the community? (check all that apply)

Answer	Count	Percentage
Maintaining the current location(s) of facilities	834	57.3%
Locating any new buildings where there is plenty of space, potentially more at the edges of the city	824	56.6%
Locating any new buildings close to the center of McMinnville	481	33.0%
No Answer	6	0.4%

What activities are most important to provide for seniors and older adults? (Check your top 3)

Answer	Count	Percentage
Social & support programs	196	13.5%
Aquatics, swimming or water fitness	193	13.3%
Fitness classes	181	12.4%
Classes to learn new skills (e.g. cooking, computers)	147	10.1%
Healthy meals	131	9.0%
Adaptive recreation for people with disabilities	93	6.4%
Music, concerts and cultural or historical events (attending)	77	5.3%
Arts and crafts classes	73	5.0%
Nature programs or environmental education	36	2.5%
Weights and cardio equipment	27	1.9%
Dance, theater or other performing arts (performing in)	19	1.3%
Other	12	0.8%
Sports	8	0.5%
No Answer	1026	70.5%

Appendix A: Questionnaire Results

If you seldom use or do not use the Senior Center, what are your reasons? (check your top 2)		
Answer	Count	Percentage
Other	141	9.7%
No time	86	5.9%
Do not know what's available	80	5.5%
Do not like what this facility has to offer	20	1.4%
Do not have transportation	12	0.8%
Do not know where it is located	11	0.8%
Inadequate parking	10	0.7%
Too far away/not conveniently located	10	0.7%
Feel unsafe	9	0.6%
Lack of facilities	9	0.6%
Too crowded	5	0.3%
Poorly maintained/poor condition	4	0.3%
No answer	1026	70.5%

What other big (or little) ideas do you have to improve the Senior Center?		
No answer	307	21.1%
Answer	123	8.5%
Skipped	1026	70.5%

What activities are most important to provide in or around pools? (check your top 3)		
Answer	Count	Percentage
Swimming lessons	828	56.9%
Play (slides, fountains, rope swing)	492	33.8%
Competition (team practice, meets, etc.)	421	28.9%
Water fitness	417	28.6%
Lap swimming	371	25.5%

Appendix A: Questionnaire Results

Youth water safety (Survival Swim)	370	25.4%
Adaptive recreation for people with disabilities	201	13.8%
Weights and cardio equipment	164	11.3%
Physical therapy	122	8.4%
Gatherings, parties, etc.	58	4.0%
Other	42	2.9%
No Answer	221	15.2%

If you seldom use or do not use the Aquatic Center, what are your reasons? (check your top 2)		
Answer	Count	Percentage
Inadequate parking	238	16.3%
Other	214	14.7%
No time	207	14.2%
Too crowded	177	12.2%
Poorly maintained/poor condition	108	7.4%
Feel unsafe	103	7.1%
Do not like what this facility has to offer	93	6.4%
Lack of facilities	86	5.9%
Do not know what's available	51	3.5%
Too far away/not conveniently located	18	1.2%
Do not have transportation	15	1.0%
Do not know where it is located	4	0.3%
No Answer	221	15.2%

What other big (or little) ideas do you have to improve the Aquatic Center?		
Answer	622	42.7%
No answer	613	42.1%
Skipped	221	15.2%

Appendix A: Questionnaire Results

What activities are most important to provide for the entire community? (check your top 3)		
Answer	Count	Percentage
After school programming	328	22.5%
Sports	294	20.2%
Music, concerts and cultural or historical events (attending)	278	19.1%
Youth summer camps	273	18.8%
Classes to learn new skills (e.g. cooking, computers)	249	17.1%
Fitness classes	232	15.9%
Community fairs and festivals	219	15.0%
Dance, theater or other performing arts (performing in)	154	10.6%
Social & support programs	139	9.5%
Adaptive recreation for people with disabilities	124	8.5%
Arts and crafts classes	116	8.0%
Nature programs or environmental education	101	6.9%
Other	54	3.7%
Weights and cardio equipment	44	3.0%
Martial arts (taekwondo, judo, tai-chi, etc.)	42	2.9%
No Answer	516	35.4%

If you seldom use or do not use the Community Center, what are your reasons? (check your top 2)

Answer	Count	Percentage
No time	175	12.0%
Do not know what's available	155	10.6%
Inadequate parking	137	9.4%
Other	119	8.2%
Do not like what this facility has to offer	88	6.0%
Lack of facilities	68	4.7%
Poorly maintained/poor condition	61	4.2%
Feel unsafe	44	3.0%
Too crowded	21	1.4%
Do not know where it is located	13	0.9%
Do not have transportation	11	0.8%
Too far away/not conveniently located	10	0.7%
No Answer	516	35.4%

What other big (or little) ideas do you have to improve the Community Center?

No answer	689	47.3%
Answer	251	17.2%
Skipped	516	35.4%

Appendix A: Questionnaire Results

What benefits of the McMinnville parks and recreation system are most important to you? (check the two MOST IMPORTANT)		
Answer	Count	Percentage
Provide year-round recreation opportunities	872	59.9%
Create positive recreation and learning activities for youth	519	35.6%
Support health and fitness	392	26.9%
Continue life-long learning and recreation	247	17.0%
Create places for neighborhood and family gatherings	163	11.2%
Bring the entire community together at events	134	9.2%
Reduce social isolation	132	9.1%
Protect our natural environment	106	7.3%
Foster a cohesive community	96	6.6%
Support a unique identity for McMinnville	63	4.3%
Increase property values and strengthen the economy	35	2.4%
No Answer	19	1.3%

Which would be most appealing to you as a starting place for this discussion?		
Answer	Count	Percentage
Look at a new multi-use building that combines aquatics, community center, and all-age activities	759	52.1%
Renovate the facilities that are in the worst physical condition (Community Center and Aquatic Center) as much as possible	667	45.8%
None of the above	55	3.8%
No Answer	7	0.5%

What partners would you like to see the City working with to provide high-quality indoor recreation experiences to the community? (Check all that apply)

Answer	Count	Percentage
Community organizations	1061	72.9%
Schools	1010	69.4%
Colleges	798	54.8%
Private Partners	701	48.1%
Other	131	9.0%

Where do you learn about park and recreation activities? (Check all that apply)

Answer	Count	Percentage
From the City's quarterly Park and Recreation program guide	1058	72.7%
From friends or word of mouth	621	42.7%
Social Media: Facebook, Twitter, Instagram, etc.	432	29.7%
City Website	430	29.5%
From the local newspaper	233	16.0%
Posters/Flyers/Banners	189	13.0%
Information distributed at schools	180	12.4%
Other	46	3.2%

How do you prefer to sign-up for classes, activities, and events?

Answer	Count	Percentage
Online	1030	70.7%
In-person at a City facility	556	38.2%
By telephone	127	8.7%
Other	24	1.6%

Appendix A: Questionnaire Results

What is your age?		
Answer	Count	Percentage
35-44	458	31.5%
45-54	234	16.1%
65-74	196	13.5%
25-34	172	11.8%
55-64	164	11.3%
No answer	86	5.9%
75+	67	4.6%
18-24	34	2.3%
10-14	29	2.0%
15-17	15	1.0%
9 or under	1	0.1%

Do you have any children under the age of 18 living with you?		
Answer	Count	Percentage
Yes	827	56.8%
No	529	36.3%
No answer	100	6.9%

Please indicate your gender.		
Answer	Count	Percentage
Female	1045	71.8%
Male	339	23.3%
Prefer not to answer	30	2.1%
Other	9	0.6%
Transgender/Non-Binary	2	0.1%

Most people think of themselves as belonging to a particular ethnic or racial group. How do you identify yourself? (check all that apply)

Answer	Count	Percentage
Caucasian/White	1149	78.9%
Prefer not to answer	105	7.2%
Hispanic/Latino	87	6.0%
Native American/Pacific Islander	35	2.4%
Multi-racial	34	2.3%
Other	24	1.6%
Asian or Asian American	18	1.2%
African American/Black	9	0.6%

What language(s) are regularly spoken in your home? (Check all that apply)

Answer	Count	Percentage
English	1392	95.6%
Spanish	78	5.4%
Other	22	1.5%

Where do you live?

Answer	Count	Percentage
Within the city limits of McMinnville	1076	73.9%
In a neighboring community (Amity, Carlton, Lafayette, Dayton, etc.)	199	13.7%
Just outside of the city limits of McMinnville	149	10.2%
I am visitor from outside of the area	9	0.6%

Outreach

The City reached out to the community in a variety of ways to ensure the best possible response to the questionnaire. The table below summarizes these efforts.

Outreach and Advertising Methods
Social Media and Electronic Distribution
Chamber of Commerce e-newsletter
Mass email to all recreation registration (ActiveNet) accounts
MCM Channel 11 Notice
MDA e-newsletter
MEDP e-newsletter
Parks and Recreation Staff email signature with a request and the link
Peach Jar online flyers from McMinnville School District
Postings to Parks and Recreation, Library Social Media (Facebook, Twitter, etc.)
Print and In-Person Efforts (with iPad to complete questionnaire)
Banner on City Council dais during council meetings
Chamber Greeters
Community Connect
Cover of recreation program guide featuring questionnaire link
Harvest to Home
Kids Free Lunch at the Library
Latino Library Outreach
Park walk in City Park
Photo Day
Rangers distributing stickers, bookmarks and business cards on their patrols
Signs on counters in P&R facilities with paper surveys in English and Spanish
Spanish Storytime at the Library
Summer Reading Performance
Printed T-shirts, stickers, bookmarks, and business cards with questionnaire link

Villa del Sol neighborhood walk
Visits to mobile home parks
Requests to Employers and Organizations to Help Distribute the Questionnaire
Cascade Steel Rolling Mills, Inc
Champion Team
Chemeketa Community College
Creative Opportunities
Disc Golf Club
Express Professionals
Freelin-Wade
Garden Club
Habitat for Humanity
Hispanic PTA
JBO
Kiwanis Club
KYLC
Lindfield College
Mac Youth Football
McMinnville Basketball Association
McMinnville School District
McMinnville Soccer Club
McMinnville Track Club
McMinnville Volleyball Club
Meggitt Polymers & Composites
MV Advancements
Oregon Mutual Insurance Company
Rotary
SNACK

Appendix A: Questionnaire Results

Soroptimist
St James Catholic Church
Swim Club
Ultimate RB
Unidos
Virginia Garcia Clinic
Willamette Valley Medical Center
WVMC Support Groups
Yamhill County & Yamhill County Park Board
YCAP
Youth and Family Services

APPENDIX B: Focus Group Summary

Two focus group meetings were held on Wednesday, May 1 from 5:45pm to 6:45 pm and Thursday, May 2 from 6:15pm to 7:15 pm. There were nine people in attendance and Focus Group Meeting #1 and eight in attendance at Focus Group Meeting #2, representing different recreation providers and interest groups in the McMinnville. The purpose of the meetings was to introduce the Facilities and Recreation Master Plan process and discuss facility needs. After the introduction, MIG facilitated a discussion about the existing recreation facilities, their strengths and weaknesses, what services the City should provide to meet community needs, and partnership opportunities.

Key comments and insights from both groups are summarized below. The discussions of each group were recorded on large wall graphics, which are copied at the end of the summary.

DISCUSSION

What I care about...

- Getting kids active
- Health and Activity
- Full-service center (and tennis!)
- Collaborative Space (meeting)
- Building a long-term home
- An attractive place
- Catching up in recreation
- Swimming
- Everything!
- Disc Golf

What recreation means to me...

- Riding my horse (stables)
- Inter-generational
- Keeping kids/ families active
- Indoor sports
- A life skill
- Physical fitness/ health
- Competition
- Sports
- Being outside

McMinnville is...

- More stable/ growing
- Young families
- Retirees
- City seen as engaged and responsive
- Growing
- Helping the whole community feel welcome! (Translate!)
- More indoor opportunities for youth

Aquatics Center

- Seating is great
- 5x State champs
- Survival swim
- Lifeguard training
- More/ bigger pools
- Very full
- Add entry on Adams
- Crowded swimming lanes
- Crowded parking
- Maintenance (roof, cleaning, exterior, fitness)
- Swim club (near capacity)
- Idea: New bar + More deck
- Integrate with High School (unique collaboration)
- Walking distance
- Water Park or family/ party room (expensive)
- Competition with Evergreen?
- Community/ Culture → inclusive
- McSwimville (Draws 300 swimmers)
- Parking in the hill
- Opportunities for all abilities
- Warm-up pool
- “Looks abandoned” “exercise while kids swim” “love the water first”
- Play pool
- 50m Possibility?
- Outdoor?

Community Center

- Service clubs community meetings
- Fundraisers!

- Over-sized?
- Flexible
- Kitchen
- Building structure has issues
- Needs tech
- A “garage”
- Central location
- Reasonable cost
- Support events
- Performing arts space needed
- Location
- Surrounding use change
- Large Events 300+
- Kitchen lacking
- Need adequate parking
- Indoor track
- School events
- Additional activities (arts, lectures, class space)
- Indoor soccer
- Multi-use courts (tennis, pickleball, basketball)

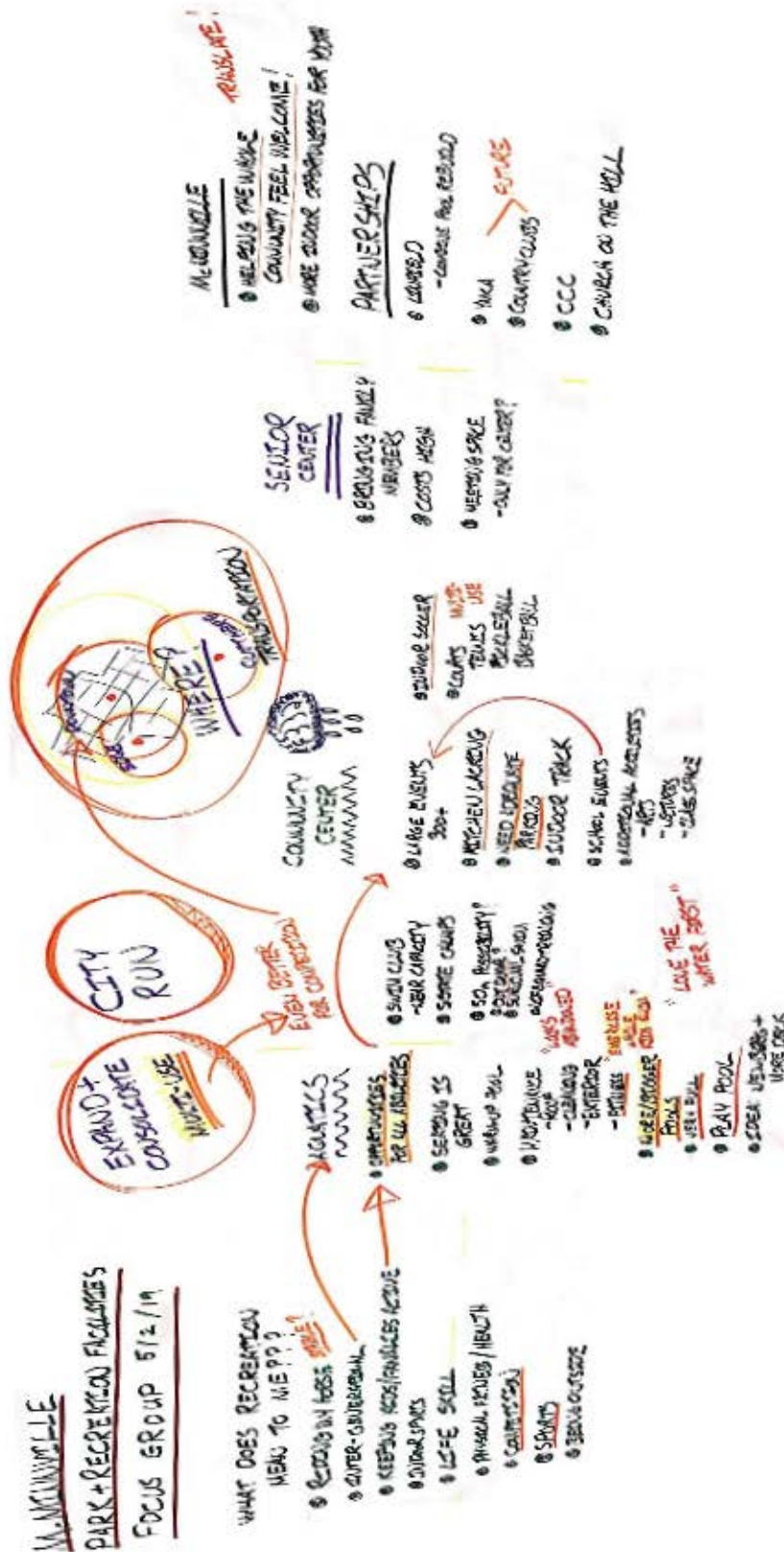
Senior Center

- Newest: designed to expand; took 15 years to build
- “Senior” doesn’t sell
- More people could be included
- Needs met in community center; inter-generational
- Bringing family members
- Costs high
- Meeting space

Partnerships

- Linfield- combine pool rebuild
- Future: YMCA, Country Clubs
- CCC
- Church on the hill





Participants

Not all participants signed in, those that did are listed below.

- Lisa Clark
- Tim Cross
- Ken Denver
- Jose Garcia
- Dianne Haugeberg Shea
- Andrew Jones
- Sam Judice
- Rony Lucas
- Lisa Macy-Baker
- Murilo Martins
- Heather Miller
- Karen Ostrand
- Kyle Shaver
- Mimi Weinreb
- Ryan Mottau, MIG, Inc.
- Ken Ballard, Ballard*King

Appendix C: Key Leader Interviews

In May and June 2019, twenty-nine City leaders and key stakeholders were interviewed to provide input and direction for McMinnville's Facilities and Recreation Master Plan. City Councilors, key City staff, community leaders and potential partners answered a variety of questions to provide direction on the potential renovation or re-development of the City's aquatic center, senior center and community center. Consultants Cindy Mendoza and Ryan Mottau of MIG, Inc., asked a series of questions about facility uses and needs, potential future opportunities, desired locations for indoor recreation, as well as opportunities for partnerships and collaboration. Responses are summarized collectively below, focusing on the common themes that emerged from these interviews. A full list of interviewees is provided at the end of this summary.

Emerging Themes

The following themes and comments emerged based on questions asked of the interviewees. These are not listed in priority order. They reflect the general opinions and impressions of several people and have not been fact-checked for accuracy. Their value is in understanding community perceptions and priorities for consideration.

McMinnville Community

- **McMinnville is a place for families.** The City is known for its hometown feel. Residents value youth and seniors and everyone in between. Residents support investments that promote community livability and a high quality of life. The city was noted as a great place to raise a family, start a business, be young and retire.
- **Demographics are shifting.** McMinnville's population is diversifying. Older, active, and wealthier retirees are moving here to take advantage of McMinnville's small-town charm. There is a growing community of younger, racially diverse families. The numbers of people who lack housing are also increasing. Many stakeholders refer to "Old McMinnville" residents who are more financially conservative and more inclined to keep things the way they are. This is contrasted to "New McMinnville" residents who are bringing new resources and different expectations about what recreation programs and facilities should be. Others noted that an aging population and retirees will increase needs for therapeutic recreation and the community's focus on lifelong health, wellness and learning.
- **McMinnville is growing.** The City is currently facing a lack of affordable housing and limited housing supply. However, the City is currently reviewing its buildable land supply and population forecasting to determine how the City will grow over the next few decades. There will be population growth and demand for land. Any proposed changes to the Urban

Growth Boundary, change in density or other decisions coming out of that process should be considered while planning for recreational needs. Any plans for facility renovation or development need to anticipate evolving population needs in the next 30 years.

- **Latinx residents are underserved.** While Hispanic residents, Latinos and Latinas represent a significant percentage of the community, they are disproportionately unserved by City-facilitated events and programs. Stakeholders report that many Latinx residents do not know what facilities and programs are available. They miss out on online information and have difficulty accessing registration systems that aren't viewable/navigable by cell phone.
- **Affordability is key.** School data and the experience of organizations such as the "See Ya Later" Foundation corroborate the need for low cost or no cost recreation opportunities for many McMinnville residents. Given the cost of indoor facilities, not all recreation needs will be met indoors. The City should simultaneously consider low-cost, accessible indoor opportunities plus ways to enhance outdoor or mobile recreation in key areas. Some stakeholders noted that facility memberships should be avoided to encourage regular, drop-in, community use.
- **Tourism is important to the City's future.** Several stakeholders mentioned the community's proximity to wine country and the need to think about facilities as destination venues, not just as community gathering space. The discussion of tourism was tied to funding as well as the community's future identity.

Existing Recreation Facilities

- **Facility safety is paramount.** Stakeholders noted the need to consider the "safety factor," "health considerations" and "cost implications" of continuing to use current facilities. Of these, several noted that safety was the most important.
- **Comments were mixed about the Community Center.** Some stakeholders felt that the Community Center is the "heart of town," and residents have an attachment to the historic Armory building—to the extent that demolishing it would be difficult. However, most felt that it was more important to have a functional building designed for recreation and community gathering than to preserve a historic look. There was a consensus among stakeholders that the existing building was inefficient, in poor condition and underutilized. Some joked about the "maze" in the basement or noted the lack of fitness/sports space. One stakeholder commented that there were "no reasons for the average citizen to use the existing Community Center." Many felt that if a suitable use could be found for the building, the majority of residents would support building a new, improved facility.
- **Aquatic Center is a great—but deteriorating—asset.** Stakeholders noted that while the aquatics facility has its maintenance challenges, it offers a variety of programs to different populations, provides employment opportunities for youth, and attracts outside visitors with swim competitions. Some stakeholders mentioned that the fitness room was deteriorating, under-utilized, awkwardly located and inaccessible without walking across

the pool deck. Benches were criticized as uncomfortable, and locker rooms and restrooms noted as insufficient for family use.

- **The Senior Center is good for passive uses.** Stakeholders tended to praise the Senior Center for its one-floor accessible format, attractive location in a park, and function in providing gathering space for seniors. Many agreed that this is a viable facility, but not one to renovate to meet evolving senior needs for fitness space and more active programs. One stakeholder noted that few or no Latinx residents participate in the programs here. One stakeholder noted that it may be important to keep this facility, given the funding that local seniors have contributed to it. Another advocated for selling it.
- **Facility “band-aids” will not address community needs.** While costs were clearly a concern, nearly all community leaders indicated that the City is at a point (or will arrive in the next few years) where it cannot continue to invest in failing facilities or fix them to meet future needs. As one stakeholder noted, “More maintenance won’t help here.”

Recreation and Facility Needs

- **Year-round recreation options are needed.** Many stakeholders commented on the need for indoor facilities with year-round recreation opportunities. A few noted the impact that Oregon weather has on indoor recreation needs.
- **The vision for parks and recreation is changing.** City staff and stakeholders noted a need to define the community’s future vision and how this affects the Department’s mission, staffing and core services. Aquatics, fitness and leisure programs were noted as clearly being core recreation services. Arts and culture were noted as services to be enhanced. But stakeholder opinions were mixed on the dividing lines are between recreation, social services, health and education.
- **Integrated services are desired/questioned.** Some stakeholder clearly advocated for an integrated vision and collaborative services to address community issues, looking at the overlap in service-oriented solutions to youth hunger, homelessness, childcare, afterschool activities, school-readiness, the desire for more parent-child programs, health and sports, water therapy and aquatics, for example. To improve access, some noted opportunities to consolidate School District, Library and Parks & Recreation Department mobile programs—which would be more cost effective than either separate services or satellite facilities. On the other hand, other stakeholders wanted clearer lines drawn between different community services.
- **More afterschool/youth programs are needed.** There is a desire to provide more and a greater variety of youth opportunities to support youth development as well as parents’ needs for childcare for school age children. However, there were many questions raised about the Kids on the Block (KOB) program, including whether this should be a Parks & Recreation program or school program. Several stakeholders noted that KOB registration requirements are not easily navigated by low-income residents, and wealthier residents are taking advantage of this low-cost afterschool option.

- **A consolidated facility is desired.** Many stakeholders noted that the current model of having recreation uses spread out among several facilities is ineffective and presents challenges for staff and for the community to connect. Stakeholders noted many benefits for consolidating facilities in one location. On the cost side, these ranged from increasing staffing and operational efficiencies to reducing the tax burden of three sites. Additional options were noted for consolidating recreation/community center space with other types of civic space, the library, city offices, etc.
- **A multi-generational, multi-use facility is needed.** On the service side, it was noted that a multi-generational facility is needed. Better programs and drop-in opportunities are needed for all ages. Intergenerational, parent-child and grandparent-child programs are needed, plus a variety of recreation options so that parents can recreate while children are in programs. The benefits of having children/youth and older adults/seniors in one facility were noted for mentorship, youth development, mental health and senior engagement.
- **More inclusive facilities and programs for Latinx residents are needed.** Stakeholders note that facility/service needs are different for Latinx residents. For example, a gymnasium is not ideal for a quinceanera, nor is a party room that restricts catering to food services that offer no Latinx food. Most City information is in English only, and while language is not a barrier for most, the lack of an effort to include Latinx culture is seen as a barrier. Latinx residents desire a facility that is more inclusive of their cultural preferences, including large family events and activities, indoor and outdoor soccer for adults and youth, cultural celebrations, Mexican cooking classes, affordable childcare, drop-in programs and activities, fitness activities such as Salsa and Zumba, and crafts such as woodworking and crochet. In leisure time, parents and children recreate together, so intergenerational recreation spaces, equipment and programs are critical.
- **Models for new facility development were noted.** Stakeholder mentioned other facilities such as the Kroc Center, the Sherwood YMCA, and the Chehalem Cultural Center, the Chehalem Park & Recreation District Aquatic and Fitness Center in Newberg as models for the type of multi-use active recreation, arts and aquatics facilities desired.
- **A new facility could support community health.** Many stakeholders noted the opportunity for a new facility in conjunction with partners to support fitness, exercise, therapeutic aquatics and recreation, wellness, nutrition (cooking classes) and food programs (for low-income youth and seniors), recreation, art, music, lifelong learning and social opportunities (to support mental health and wellbeing) and cultural programs and celebrations (to foster community cohesiveness and inclusion).
- **A variety of recreation spaces are needed.** Active recreation, sports, arts, and community gathering spaces were all identified as needs. One stakeholder said we need to think of the new facility as a “one stop shop.” Desired facilities included:
 - More functional gym space to allow capacity for more sports and adults programming, as well as drop-in play
 - Indoor volleyball, tennis, pickleball, basketball and soccer

- Rock climbing
- Fitness center (spin, pilates, barre, conditioning, high intensity interval training)
- Exercise and yoga rooms
- Physical therapy and sports medicine rooms
- Weight room and equipment (not in aquatic facility)
- Activity space for temporary uses (e.g., cornhole league)
- Pool suitable for water polo
- Separate play pool with recreation elements
- Therapy pool
- Classroom space for variety of programs
- Kitchens for social use, events and cooking classes
- Party rooms and banquet rooms (not restricted by catering requirements)
- Indoor event space with large doors that open to outdoor plazas
- Community meeting space
- Large group event space
- Arts and cultural spaces (auditorium, gallery, theater)
- Music, arts and crafts classrooms
- Maker and incubator spaces
- Preschool or dedicated childcare space
- Drop-in childcare room (while parents recreate)
- Senior space
- Trails to parks and recreation facilities
- Other outdoor facilities in same location as recreation center, including sports fields and courts, dog park, running trails, amphitheater for community concerts

Facility Location

- **Leaders desire an accessible facility location.** Stakeholders agreed that any new site(s) should be accessible by multi-modal transportation options. Key considerations include:
 - **Adequate parking** is lacking at existing sites.
 - **Future parking needs** will change. They may initially grow because of increased facility demand, or they may decrease in the long term as we move towards a carless society. In both cases, facilities should have drop-off zones for easy loading/unloading of seniors, shuttles for school-age children, etc.
 - **Trail access and connectivity** is important to location of the facility to provide bike and pedestrian access.
 - **Bus/transit access** was noted as limited in certain parts of McMinnville, such as the east side. Stakeholders indicated that this should influence location decisions, or bus access should be improved.
 - **Access to low income groups and students** was noted as a challenge. Several stakeholders noted that there are groups who will not travel across town to a

- facility. For example, students will work out between classes, but not if the recreation center is across town. Despite concerns over access, only one stakeholder noted needs for satellite center. The consensus seemed to be that large, well-located facility was more important. Supplemental mobile programs could be considered to take recreation opportunities to underserved groups and neighborhoods.
- **Opinions are mixed on a centralized location:** Stakeholders want a facility to be centralized to be more accessible. However, many noted that downtown McMinnville had different pros and cons to consider.
 - **Existing development in the core of the City** limits any renovation opportunities. There is a lack of green space for indoor/outdoor programs and issues with parking.
 - **Economic development and downtown vibrancy** may be tied to having facilities that bring both residents and visitors downtown. Several stakeholders noted a desire to build a new multi-purpose recreation/community center and civic center downtown, considering two- and three-story buildings in lieu of a larger footprint.
 - **Hispanic residents** are less likely to use a downtown facility. One stakeholder noted that there is an impression that downtown is for tourists and employees. It is not where people spend their leisure time or family time.
 - **New residential growth** is anticipated on the west side. Some stakeholders noted that putting the facility on the west side would meet the greatest residential demands. To some, that was more important than the convenience of a downtown location.
 - **There is no consensus on the best location for a new facility.** Stakeholders mentioned a variety of specific locations for a new facility but were open to the location.
 - **Joe Dancer Park** was mentioned most frequently as an option, given its location near downtown. A facility there could better connect people to the river and the natural greenspace (for nature programs). There is a potential property near this park that could be acquired to increase park space. Stakeholders also mentioned concerns about the potential for this site to flood and there could be difficulty developing it due to the floodplain.
 - **Expanding the Aquatic Center** footprint was noted as an option, which would require demolishing and rebuilding at this site. One stakeholder noted that the City owns the adjacent Chamber of Commerce. However, expansion at this site would also need to consider the Library and nearby playground.
 - **East side opportunities** were noted by several partners, to have a facility that is closer to LC and CCC students, as well as WVMC.
 - **The “See Ya Later” Foundation** owns a 20-acre donated property on Hill Road. The location outside City boundaries, farmland zoning, and desires to provide future housing here are constraints for this site.

- **The Evergreen Aviation & Space Museum** has a facility with an uncertain financial future. Stakeholders all agreed that this is not a good fit for the type of indoor space desired and cost to operate. However, there were conversations with the “See Ya Later” Foundation about a long-term lease for land at this site for some type of destination sports park and facility catering to tourists and visitors.
- **Other potential locations** included Wortman Park and the end of 14th Street near the granary.

Potential Partnerships

- **Several strong potential partnerships were noted.** Stakeholders were very interested in partnerships for potential new facilities, as well as collaborative programs and services. One Stakeholder commented that potential partners could be inspired by a detailed plan that showed potential joint uses.
 - **The School District** is an existing partner with the Parks & Recreation Department, plus a frequent user of the community center and aquatic center for school programs. The District’s current bond measure will help expand their gymnasium for large group use, but there is a strong interest in supporting youth programs, arts and music, sports and aquatics, water safety, afterschool programs, mobile programs for low-income residents, equitable Latinx programs, as well as engaging senior programs for the good of the community. The School District should be considered as a strong partner in securing capital funding and voter support.
 - **Linfield College (LC)** is a new partner and lacks the scale to provide all desired services for their growing student population. LC is willing to work with the City on a joint facility, has some land, and is flexible about location (but prefers something accessible and close to campus). LC stakeholders noted that they are particularly interested in recreation and fitness classes for students, plus possibly a water-polo ready pool.
 - **Chemeketa Community College (CCC)** used to offer more community enrichment and education programs but moved away from this during the recession. However, they do have lots of meeting room space in their new facility that could be available for reservable community use. Because they have “community space,” CCC stakeholders prefer to see a new recreation/aquatic center for all ages, including students. CCC programs include a strong focus on preparing students for healthcare and senior services, which could present a great opportunity for students to be involved leading fitness/wellness and senior programs at a recreation center. CCC stakeholders also desire large indoor sports complex, noting that students can get credit for participating in aquatics and fitness classes.
 - **Willamette Valley Medical Center (WVMC)** is an existing partner at the aquatic center. The WVMC envisions collaborative opportunities at a new or heavily modernized aquatic center, ideally with a therapeutic pool. In a public/private

- partnership, the hospital could build and operate an adjoining retail physical therapy clinic, possibly employing students from LCC and CCC or involving them in intern programs to support community fitness and health.
- **The Library** is successful but also will need to expand services as the community grows. If a community center is built in a different part of town, one stakeholder noted that the facility could include a reading room to function as a satellite library. Another noted that it could include a library kiosk and coffee shop. Still another noted that the Library should be considered as a model for bilingual programs and bilingual staffing in a recreation center that attracts participation from more Latinx residents.
 - **Concerns were noted about other partners.** While there were some thought of considering synergies with other partners, a couple warranted more concern than support.
 - **A new convention center** would present an obvious opportunity for shared meeting, gathering and event space. However, stakeholders who thought about facility operations were leery about creating a convention center atmosphere or tourism demand that would limit and supersede community use.
 - **Evergreen Aviation & Space Museum** is recognized as a highly expensive option for remodeling/reuse and operations. A few stakeholders mentioned it, but no one recommended it as a viable solution for City recreation needs.

Other Considerations

- **Other indoor City facilities may need repair, replacement or expansion.** While this study addresses the three Parks & Recreation Department facilities, stakeholders noted that any facility improvements and new construction should take into account other City facility needs including City Hall, fire stations, library, etc.
- **Homelessness and the lack housing are a concern.** Stakeholders were both concerned and supportive in looking for ways that a future community center could help address these social issues and needs. Stakeholders noted that community centers could provide lockers, showers, and daytime storage space for the belongings of people who lack housing. At the same time, the issue created by shared showers and restrooms posed a concern for some stakeholders.
- **The Transient Lodging Tax (TLT) creates funding opportunities.** Depending on the type of facility built, stakeholders noted that the TLT (also known as a Transient Occupancy Tax or TOT) could support investments that attract visitors to the city. For example, these funds could support facilities for the performing arts (including renovation of the MAC Theater), convention/meeting space, a sports tournament venue or similar destination spaces.
- **The City's SDC rate is low.** To make new parks and facilities more affordable, a few stakeholders noted the need to adjust the City's rates for Systems Development Charges (SDCs) before new growth occurs. Non-residential SDCs should be considered, especially if facilities are considered downtown to meet employee needs.

- **The City should ascertain the community's willingness to pay.** Several stakeholders mentioned the City's fund reserves/fund balance, but they noted that these funds are insufficient to support long-term operations of a new large recreation center. Many felt the City needs a better understanding of voters' willingness to support a bond and/or levy for facility construction and operations. There were comments about needs for parks, outdoor recreation opportunities and trails, which should be prioritized against indoor needs. A better understanding of market prices is needed to determine if programs can achieve higher cost recovery rates. Some stakeholders noted that recreation fees should also be higher for non-residents and visitors.
- **Voter and community education is needed.** Some stakeholders felt that residents do not understand the breadth and depth of the facility issues. Many noted that a community education campaign is needed. To increase support among voters, several stakeholders noted that the City should communicate safety issues, risk of closure, costs of renovation vs. replacement, and what those costs will support in a renovated facility versus a new one. One stakeholder emphasized that many people will rally around a new vision and the understanding of "why a new recreation center matters" to McMinnville. Another noted that it's time for Council to "to tell a new story of MAC going forward, how we need to change now for a brighter future."
- **Tough decisions are needed.** Given the competing costs of several City needs, stakeholders recognized that City leaders must make difficult choices about what to subsidize. Some stakeholders felt that aquatics and recreation should be high on this list, because of their key role in supporting community livability. However, they also noted that the City will have to let go of or change expectations, use more funding reserves, demolish old buildings, and even sell various City buildings or lands to expand service levels.
- **Yamhill County should be included in conversations.** One stakeholder noted that the County should play a stronger role in regional services and issues such as homelessness. There may be options for land swaps as needs for County office space and fairground space grows.

List of Key Leaders

- Marcia Baragary, Finance Director
- Kylie Bayer-Fetterer, Human Resources Director
- Jenny Berg, Library Director
- Melissa Bisset, City Recorder and Legal Assistant
- Scott Burke, Information Services Director
- Paul Davis, Chemeketa Community College
- Steve Ganzer, Parks & Recreation Department Program Manager
- Zack Geary, City Councilor
- Gioia Goodrum, Chamber of Commerce

Appendix C: Key Leader Interview Summary

- Tim Harris, See Ya Later Foundation
- Scott Hill, Mayor
- Peter Hofstetter, CEO Willamette Valley Medical Center
- Garry Kilgore, Linfield College Athletic Director
- Jeff Knapp, Visit McMinnville
- David Koch, City Attorney
- Anne Lane, Parks & Recreation Manager
- Rich Leipfert, Fire Chief
- Ryan McIrvine, School District Athletic Director
- Kellie Menke, Council President
- Susan Muir, Parks & Recreation Department Director
- Katie Noyd, Parks & Recreation Department Program Manager
- Sal Peralta, City Councilor
- Rob Porter, Parks & Recreation Department Program Manager
- Heather Richards, Planning Director
- Dr. Maryalice Russell, School District Superintendent
- Matt Scales, Chief of Police
- Wendy Stassens, City Councilor
- Jeff Towery, City Manager
- Miriam Vargas Corona, Unidos
- Cindy Mendoza, MIG, Inc. (Interviewer)
- Ryan Mottau, MIG, Inc. (Interviewer)