



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

**City Council Meeting Agenda**  
**Tuesday, October 8, 2019**  
**5:45 p.m. – Work Session**  
**7:00 p.m. – Regular Council Meeting**

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

**5:45 PM – COUNCIL WORK SESSION – COUNCIL CHAMBERS**

1. Call to Order
2. Recreation Facilities Master Plan & Feasibility Study
3. Adjournment

**7:00 PM – REGULAR COUNCIL MEETING – COUNCIL CHAMBERS**

1. CALL TO ORDER
2. PLEDGE OF ALLEGIANCE
3. INVITATION FOR PUBLIC COMMENT – *The Mayor will announce that any interested audience members are invited to provide comments. Anyone may speak on any topic other than: a matter in litigation, a quasi-judicial land use matter; or a matter scheduled for public hearing at some future date. The Mayor may limit comments to 3 minutes per person for a total of 30 minutes. Please complete a request to speak card prior to the meeting. Speakers may not yield their time to others.*
4. PRESENTATION
  - a. League of Oregon Cities Safety Award
5. ADVICE/ INFORMATION ITEMS
  - a. Reports from Councilors on Committee & Board Assignments
  - b. Department Head Reports
6. CONSENT AGENDA
  - a. Consider request from Union Block Coffee at 403 NE 3<sup>rd</sup> Street for a limited on-premises liquor license.
7. RESOLUTIONS
  - a. Consider **Resolution No. 2019-62**: A Resolution accepting an Oregon Office of Emergency Management (OEM) State Preparedness and Incident Response Equipment (SPIRE) grant.
  - b. Consider **Resolution No. 2019-63**: A Resolution approving a lease amendment and extension with Comcast of Oregon II, Inc.
8. ADJOURNMENT



**City of McMinnville**  
**Parks and Recreation**  
600 NE Evans Street  
McMinnville, OR 97128  
(503) 434-7310  
[www.mcminnvilleoregon.gov](http://www.mcminnvilleoregon.gov)

## STAFF REPORT

**DATE:** October 1, 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

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**Report in Brief:** This work session is the follow up to the July 17, 2019 work session on the Recreation Facilities Master Plan & Feasibility Study (draft attached). This draft report builds on the facilities condition assessments completed earlier this year and the direction given by City Council in July to pursue one joint recreation facility. The attached report is broken down into the following categories, noting that several of the chapters are unchanged from the July report, and those that are new are marked accordingly:

- Demographic Analysis
- Recreation Facilities Physical Assessment
- Recreation Programs Analysis
- Program and Facility Implications (*new*)
- Partnership and Funding Assessments (*new*)
- Operations and Staffing Plan (*new*)
- Implementation (*new*)
- Public Engagement Summary

### **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.

On July 17, 2019 the consultant team led by Ken Ballard of Ballard King & Associates, Opsis Architecture and MIG presented the initial findings from the community outreach and existing building assessments. Since then, the remaining components of the plan were formulated including the partnership assessment, funding options along with a staffing and transition plan.

There will be a public open house/happy hour at 5:00 pm in the Civic Hall prior to the work session on the 8<sup>th</sup> where the public can have conversations with the Parks and Recreation staff as well as the consulting team prior to hearing the report at the work session. The happy hour was announced in the fall program guide as well as on social media. It is an informal opportunity for engagement, which has been built into most phases of this process.

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*.

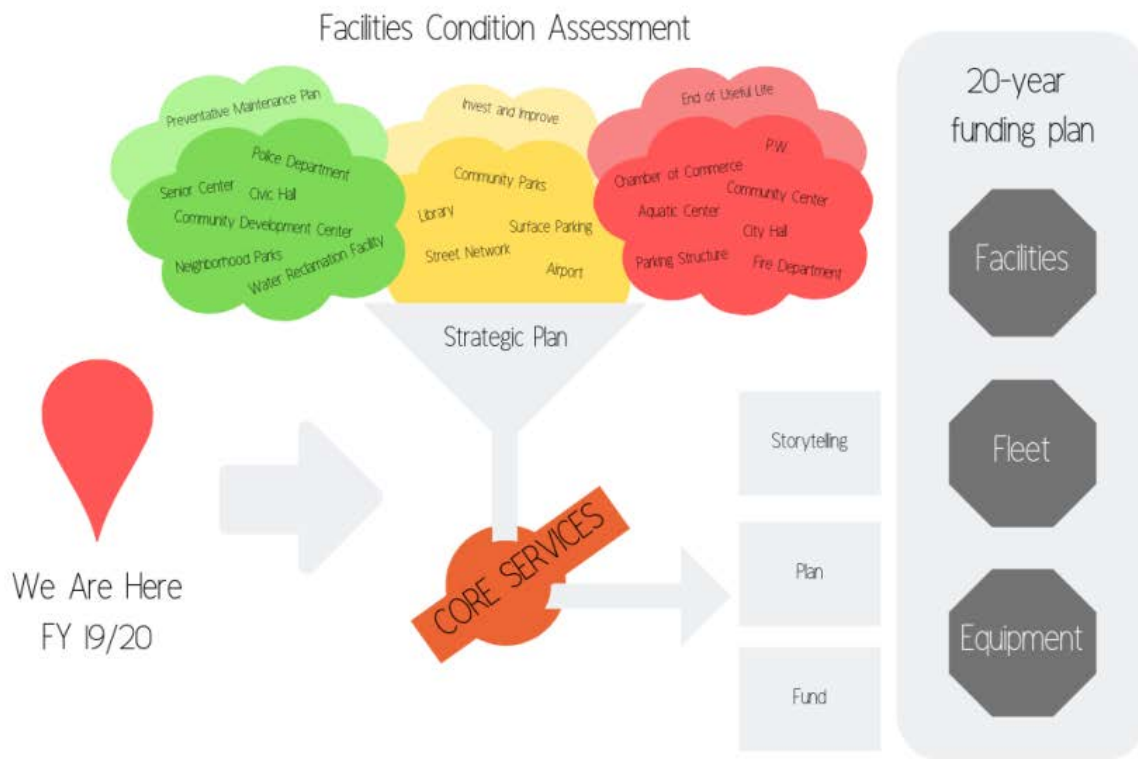
The **strategic priorities** require us to focus for the next 15 years on defining our governmental capacity, civic leadership, community safety and resiliency, economic prosperity, engagement & inclusion and growth and development character along with housing.

A community's ability to have the type of indoor and outdoor recreational opportunities that are staffed, programmed, 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, Opsi Architecture and MIG will be at the work session to facilitate the conversation and present the attached draft of the report. Some initial observations from staff for the discussion:

- It is critical to look at and implement the ramp up process for successfully transitioning to a new facility. There is a lot of work and critical funding that needs to be in place for this to be a success. These are bold plans that need bold action for McMinnville to have the kind of recreation program the community has identified as wanting and needing.
- The current condition and disrepair of the existing facilities should be at the forefront of the discussion. The facility condition assessment made it clear there is a backlog of maintenance that needs to be addressed if the City is to remain in the existing Community Center and Aquatic Center. There is not a good “do nothing” scenario at this point in time. Investments will be needed either in our current facilities or in a new facility.
- There are options for next steps that staff will be prepared to discuss more at the work session, including moving forward with the next phase of work which could analyze some of the potential sites available for development and options to wrap the other City facilities into this discussion.
- Related to partnerships, an important note to the consultant’s work on identifying potential partners is the growing and strengthening Town-Gown relationship with Linfield. While both the

College and the City need time to process and work through their respective priorities and processes, it is clear from the discussions that Linfield is committed to a collaborative exploration of partnerships and potential opportunities.

**Attachments:**

September 30, 2019 Draft Report

**Fiscal Impact:**

This planning project was funded through the budget process. There are many short term and long term financial considerations related to building and facility maintenance and management that will be part of this process.

**Recommendation:**

There is no staff recommendation at this time.

# City of McMinnville

## Facilities & Recreation Master Plan & Feasibility Study



**Final Draft Report**  
**September 30, 2019**



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

**opsis architecture**

## Table of Contents

Demographic Analysis	Page 1
Recreation Facilities Physical Assessment	Page 28
Recreation Programs Analysis	Page 42
Program and Facility Implications	Page 52
Partnerships and Funding Assessments	Page 61
Operations and Staffing Plan	Page 81
Implementation	Page 93
Public Engagement Summary	Page 100
Appendix A – Questionnaire Results	
Appendix B – Focus Group Summary	
Appendix C – Key Leader Interviews	

## 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.

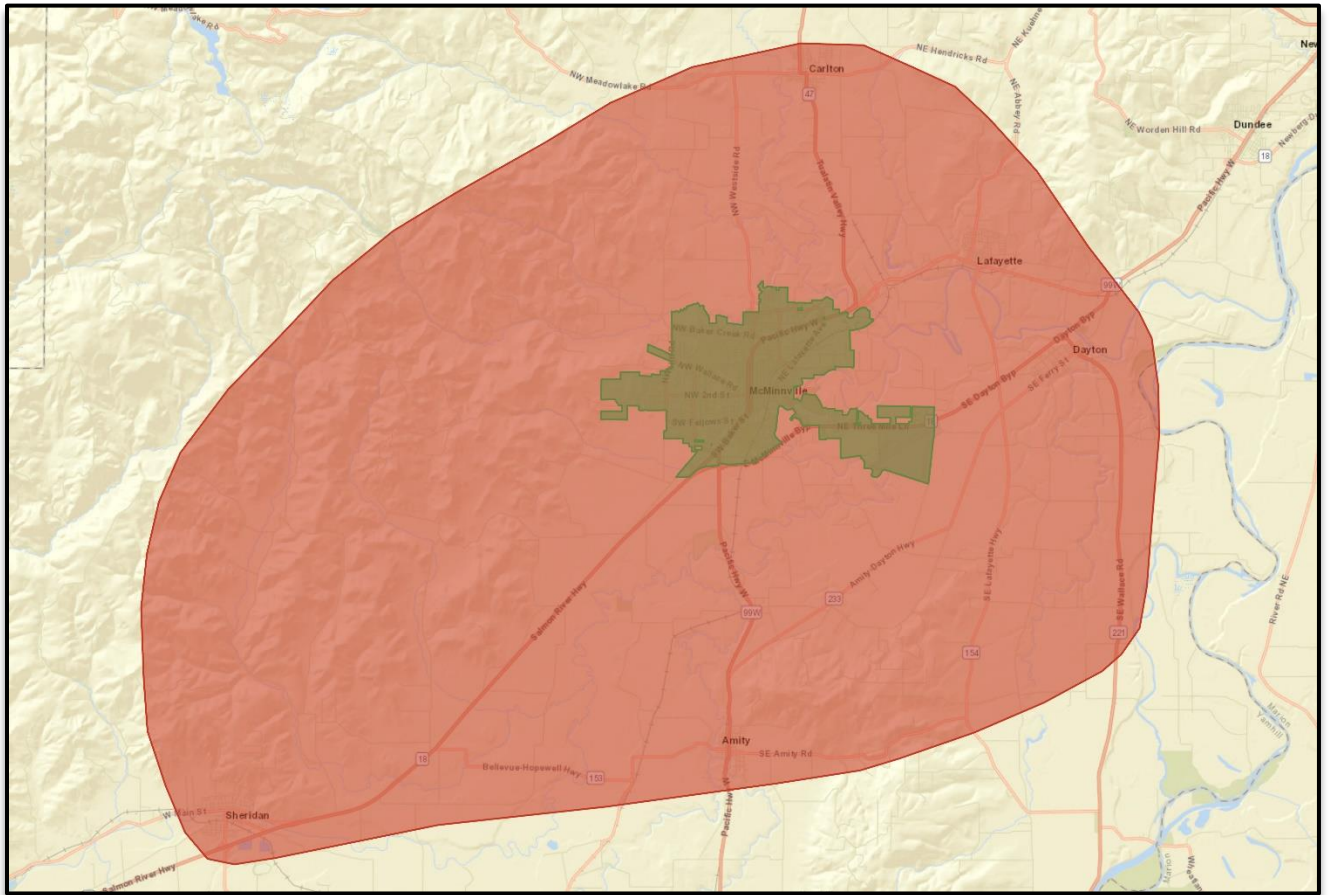
B\*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2010 Census data and their demographers for 2018-2023 projections. In addition to demographics, ESRI also provides data on housings, recreation, and entertainment spending and adult participation in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

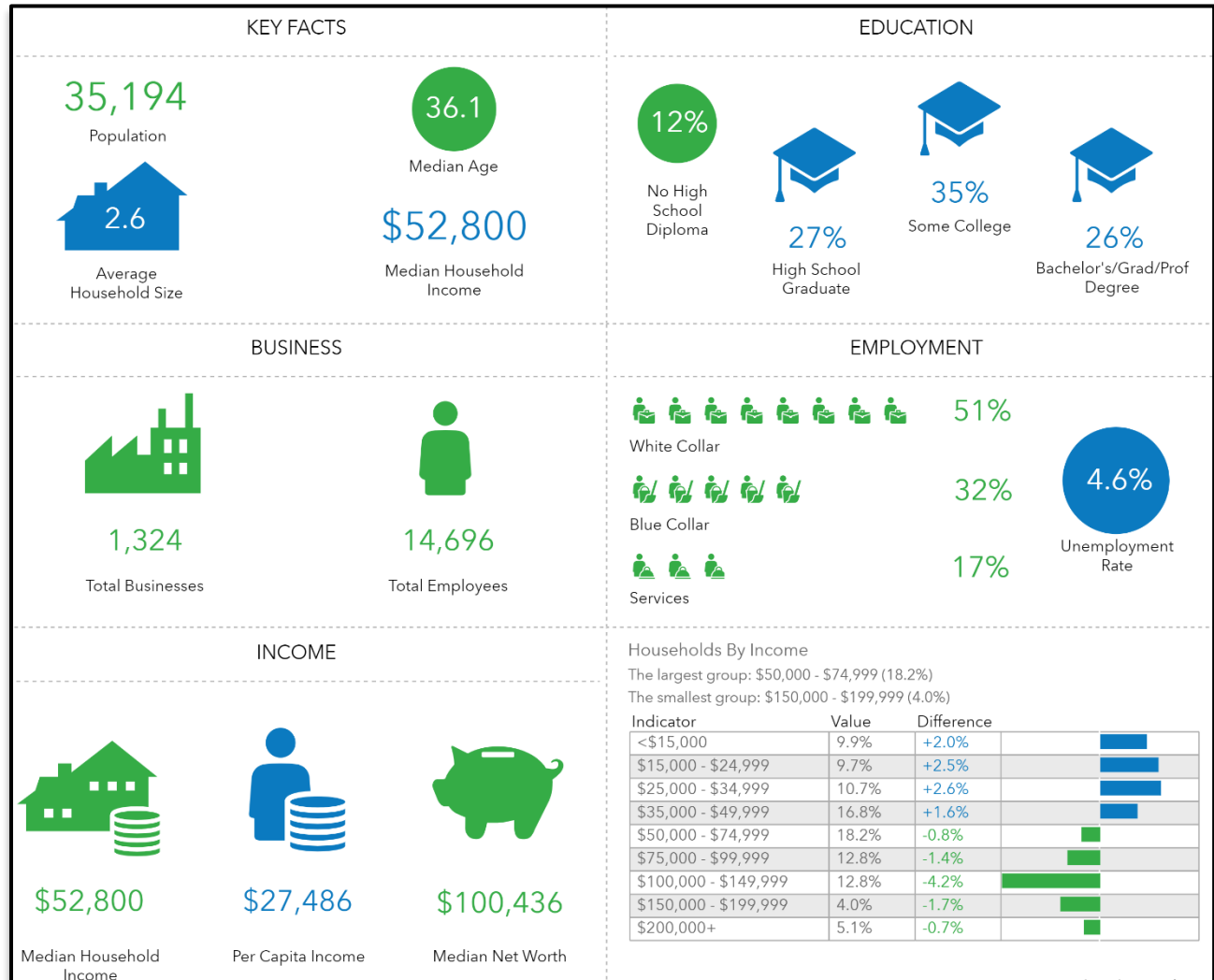
Primary Service Areas are defined as the distance people will travel on a regular basis (a minimum of once a week) to utilize recreation facilities. Use by individuals outside of this area will be much more limited and will focus more on special activities or events.

**Map A - Service Area Maps**



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

## McMinnville Infographic



## Demographic Summary

	McMinnville	Primary Service Area
<b>Population:</b>		
2010 Census	32,187 <sup>1</sup>	54,562 <sup>2</sup>
2018 Estimate	35,194	60,149
2023 Estimate	36,989	63,438
<b>Households:</b>		
2010 Census	11,674	19,321
2018 Estimate	12,698	21,179
2023 Estimate	13,335	22,317
<b>Families:</b>		
2010 Census	7,779	13,595
2018 Estimate	8,398	14,740
2023 Estimate	8,780	15,472
<b>Average Household Size:</b>		
2010 Census	2.61	2.70
2018 Estimate	2.64	2.72
2023 Estimate	2.65	2.73
<b>Ethnicity (2018 Estimate):</b>		
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%
<b>Median Age:</b>		
2010 Census	34.0	35.7
2018 Estimate	36.1	37.1
2023 Estimate	37.0	37.5
<b>Median Income:</b>		
2018 Estimate	\$52,800	\$56,460
2023 Estimate	\$60,069	\$64,485

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

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

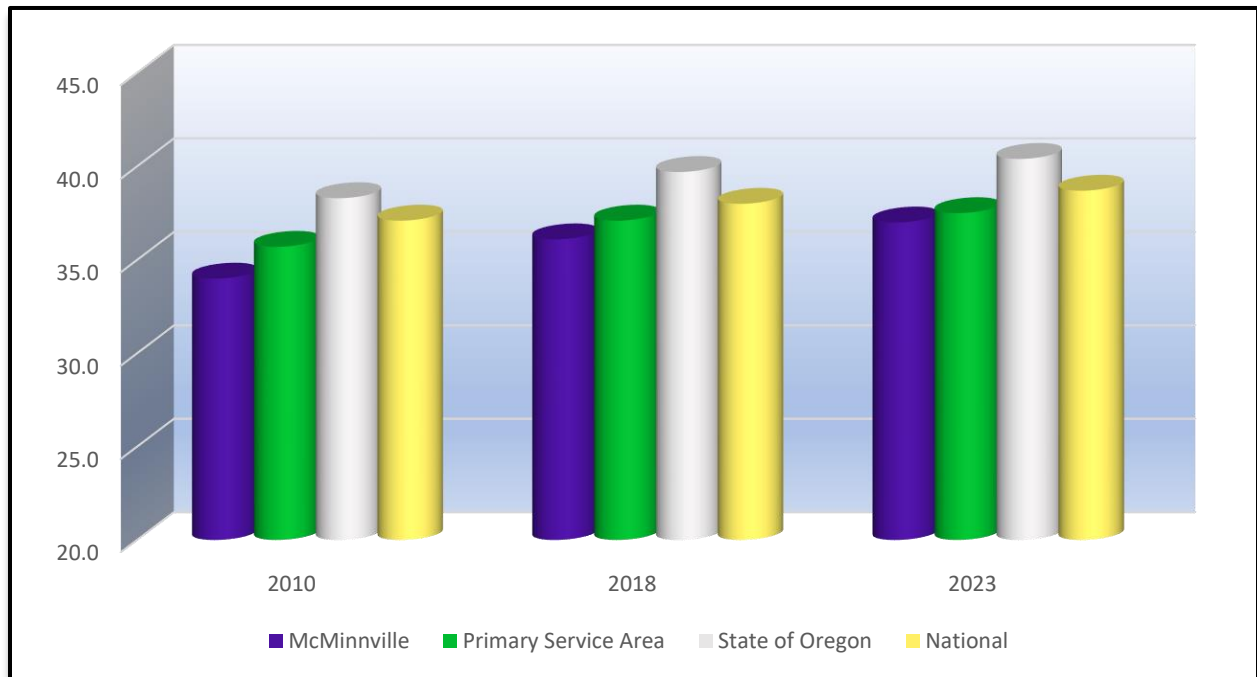
## Age and Income

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

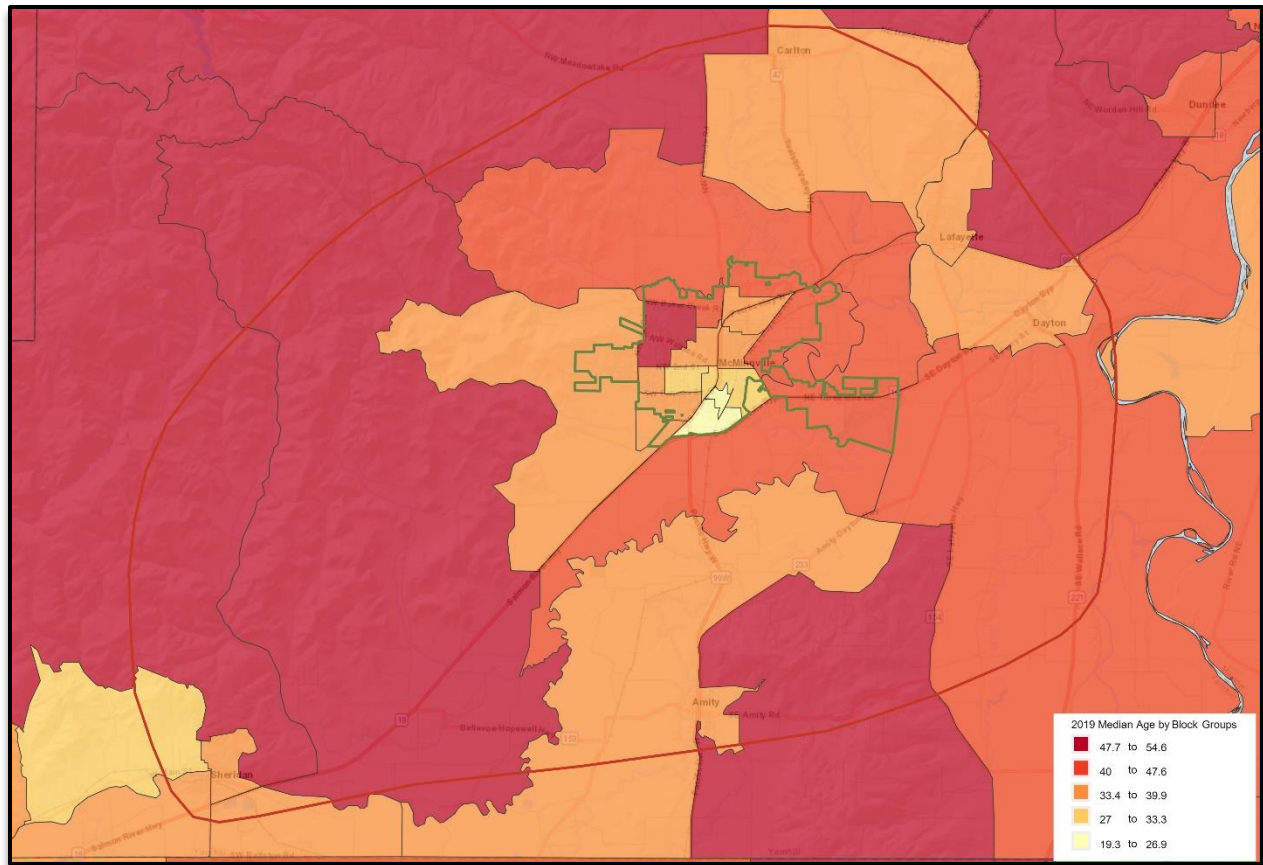
The following chart provides the number of households and percentage of households in McMinnville and Primary Service Area with children.

**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**

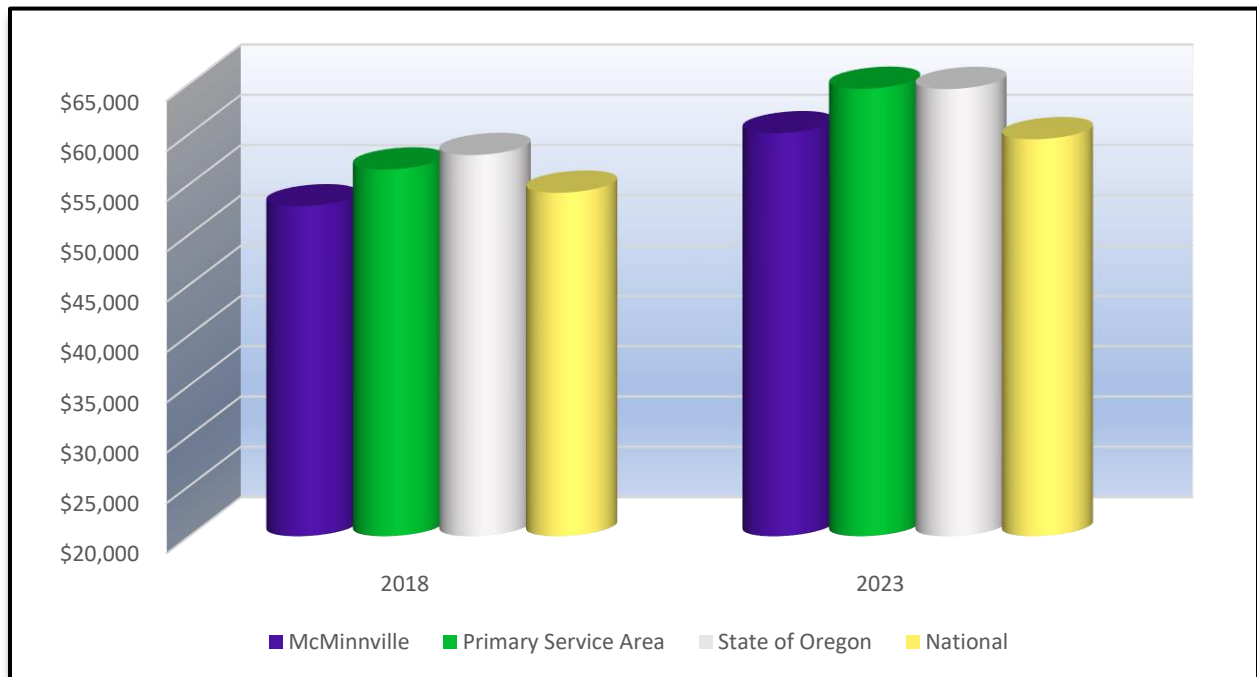


## Demographic Analysis

**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**



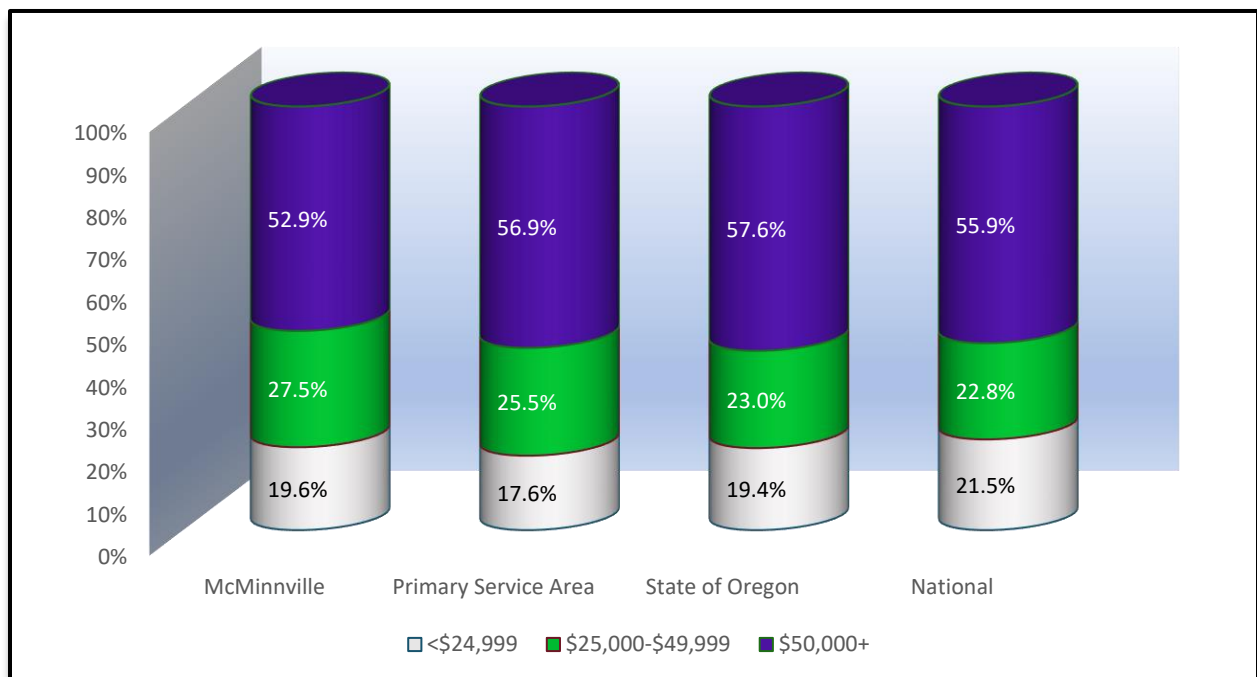
Based on 2018 projections for median household income the following narrative describes the service areas:

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.

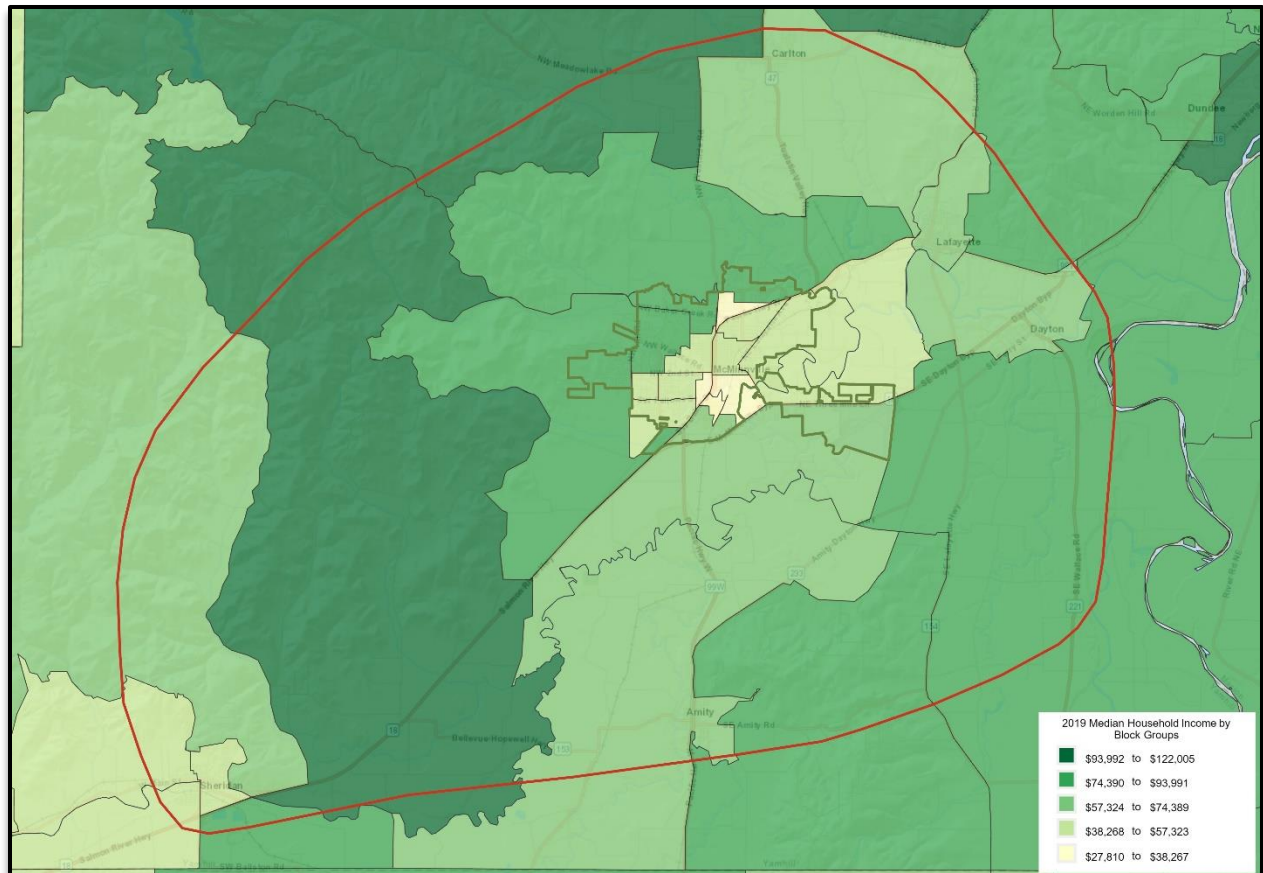
In the Primary Service Area, the percentage of households with median income over \$50,000 per year is 56.9% compared to 55.9% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 17.6% compared to a level of 21.5% nationally.

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 Expenditures<sup>3</sup>**

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%

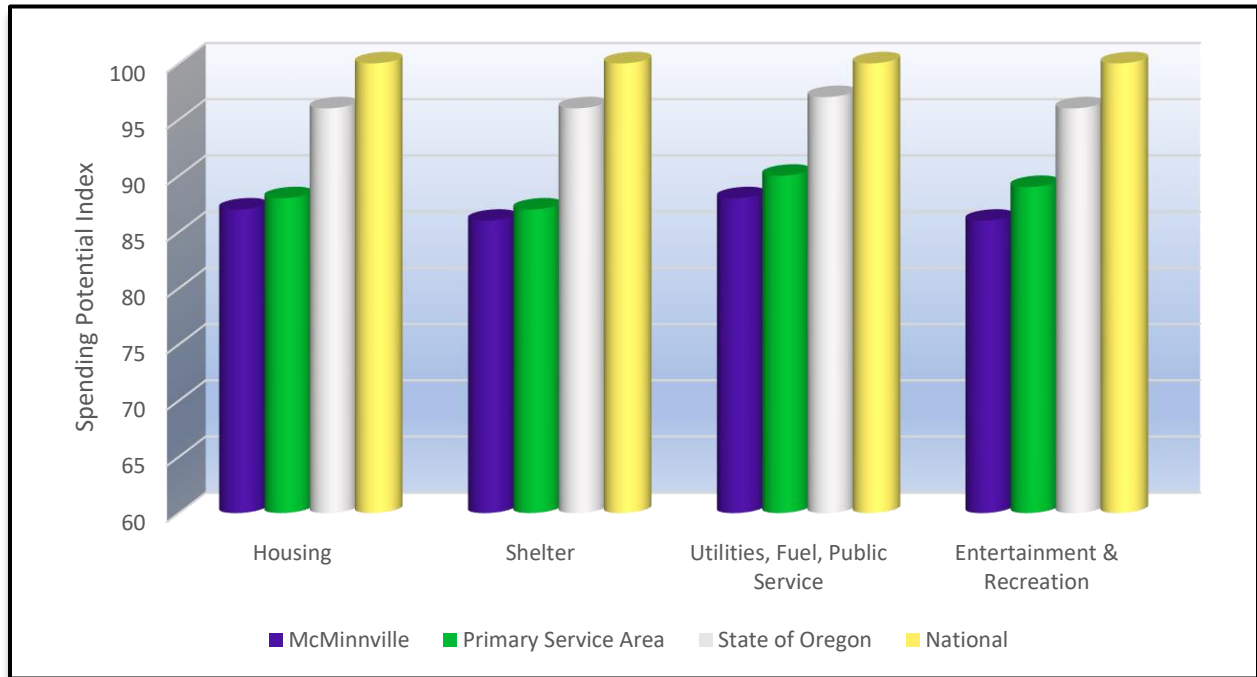
State of Oregon	SPI	Average Amount Spent	Percent
Housing	96	\$20,908.09	30.5%
<i>Shelter</i>	96	\$16,111.59	23.5%
<i>Utilities, Fuel, Public Service</i>	97	\$4,796.50	7.0%
Entertainment & Recreation	96	\$3,104.91	4.5%

**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.*

<sup>3</sup> 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 Index<sup>4</sup>**

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

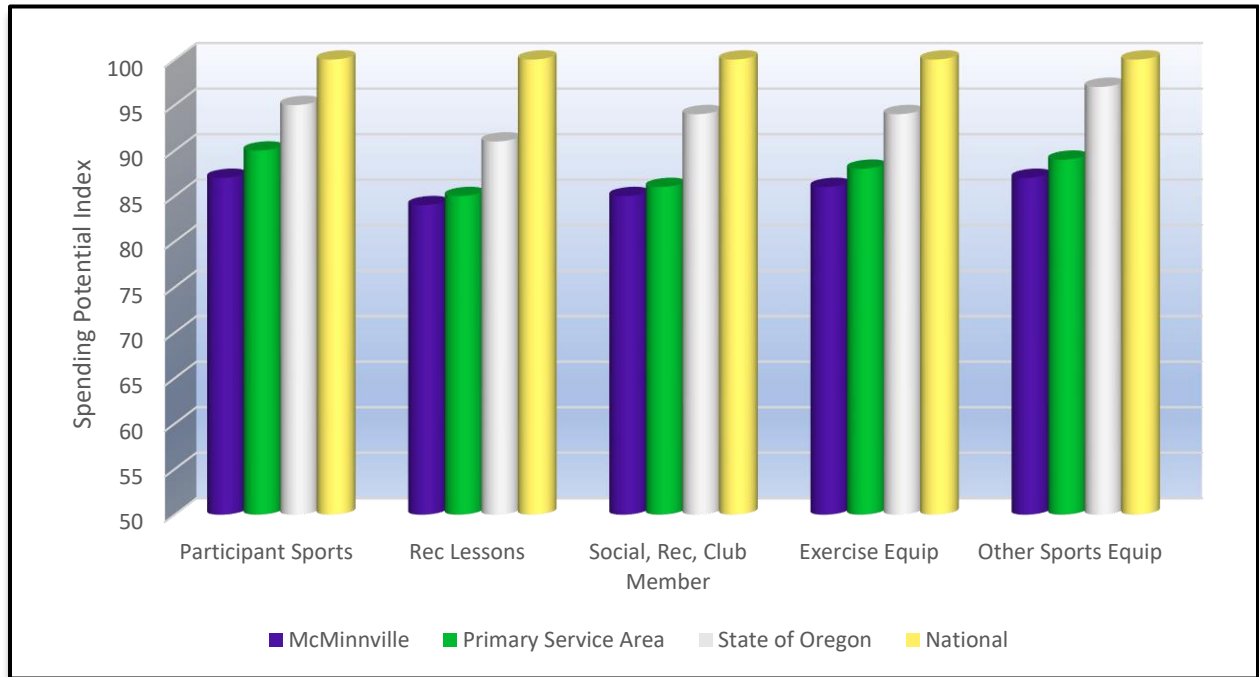
State of Oregon	SPI	Average Spent
Fees for Participant Sports	95	\$107.43
Fees for Recreational Lessons	91	\$125.74
Social, Recreation, Club Membership	94	\$211.80
Exercise Equipment/Game Tables	94	\$54.08
Other Sports Equipment	97	\$7.49

**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.

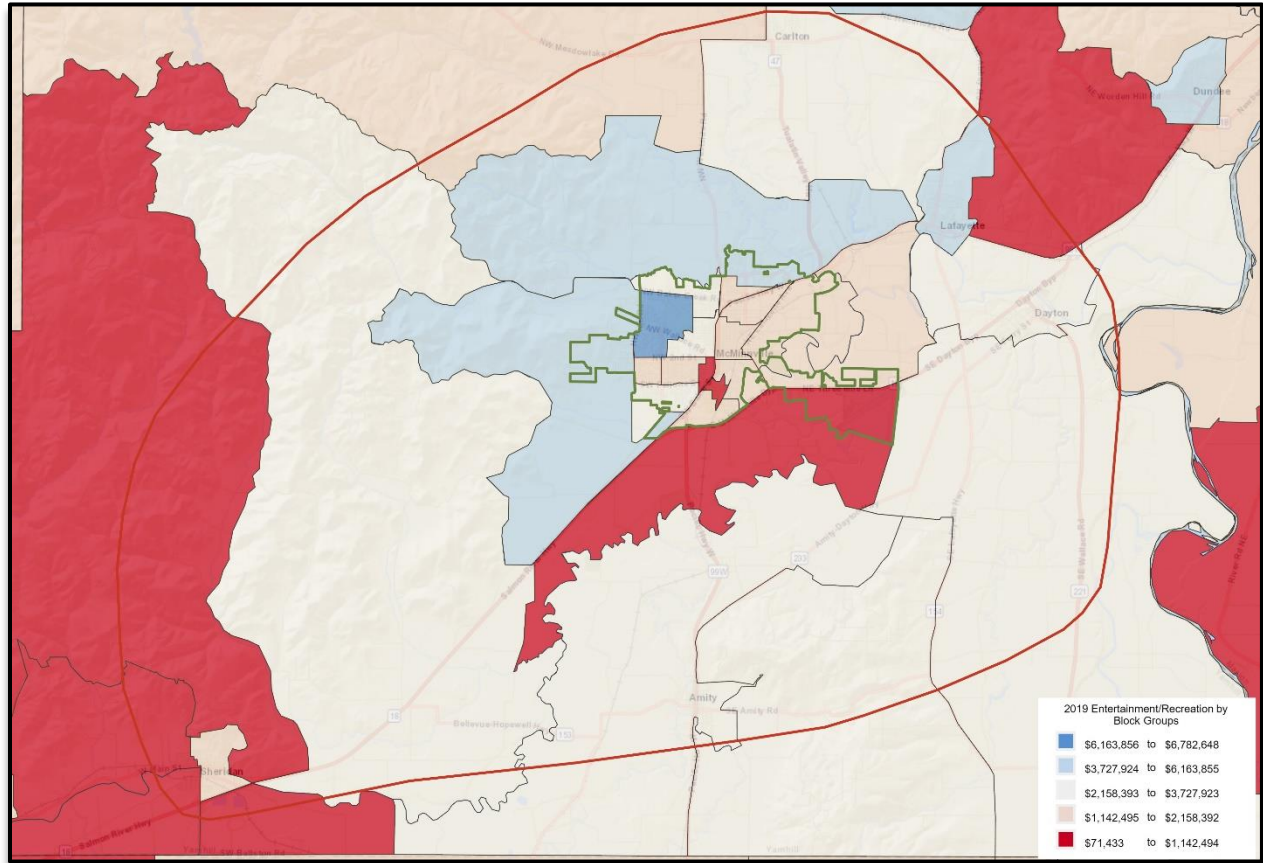
<sup>4</sup> Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

## Demographic Analysis

**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.

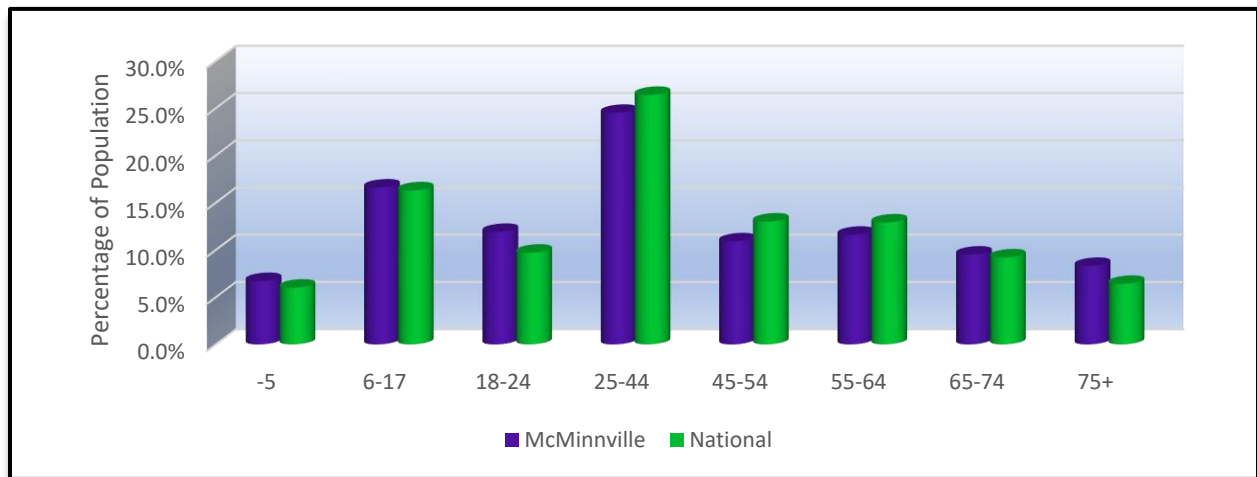
**Table F – 2018 McMinnville Age Distribution**

(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%.

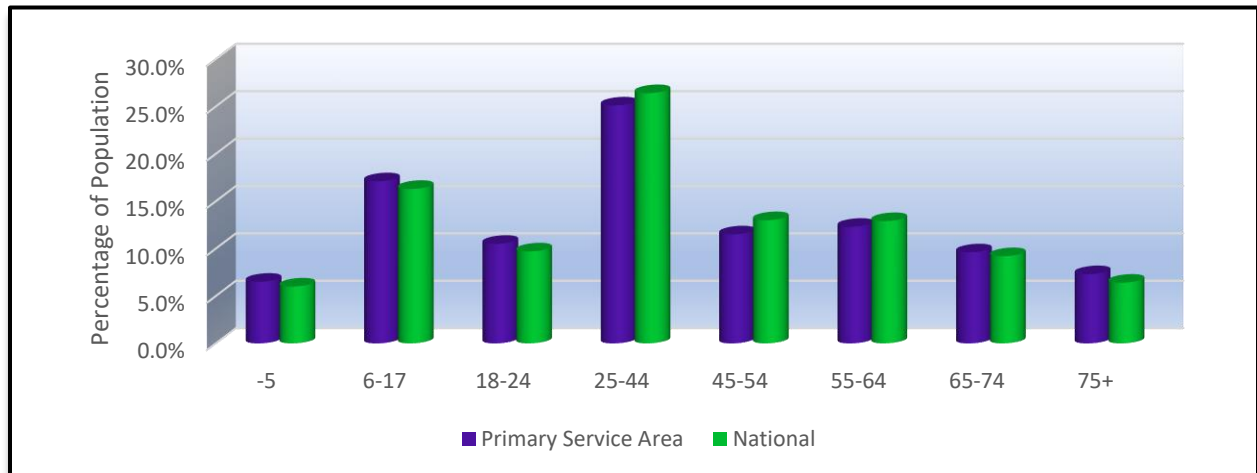
**Table G – 2018 Primary Service Area Age Distribution**

(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**

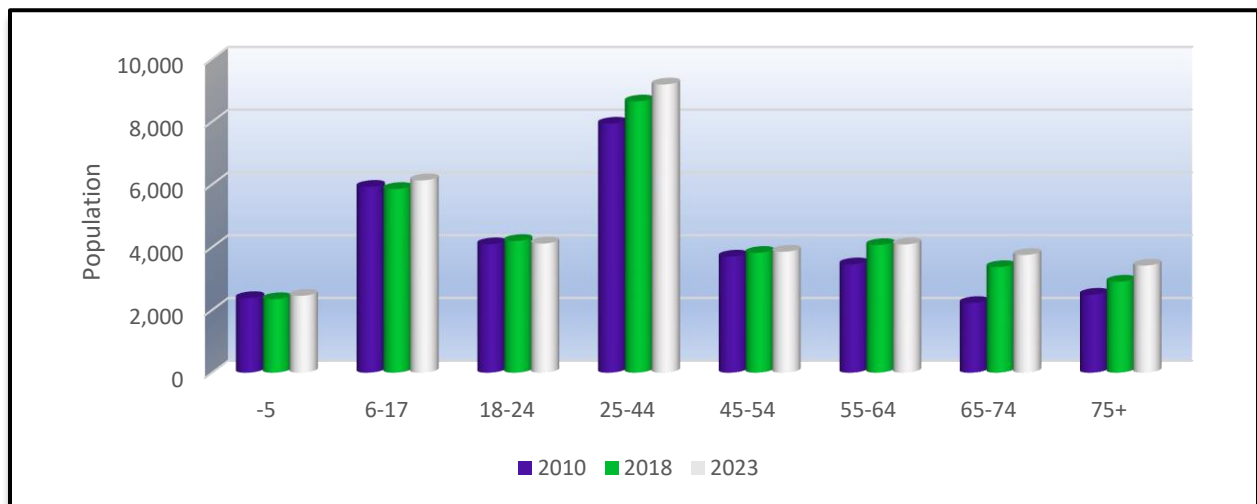


Table-H illustrates the growth or decline in age group numbers from the 2010 census until the year 2023. It is projected all age categories will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger 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**

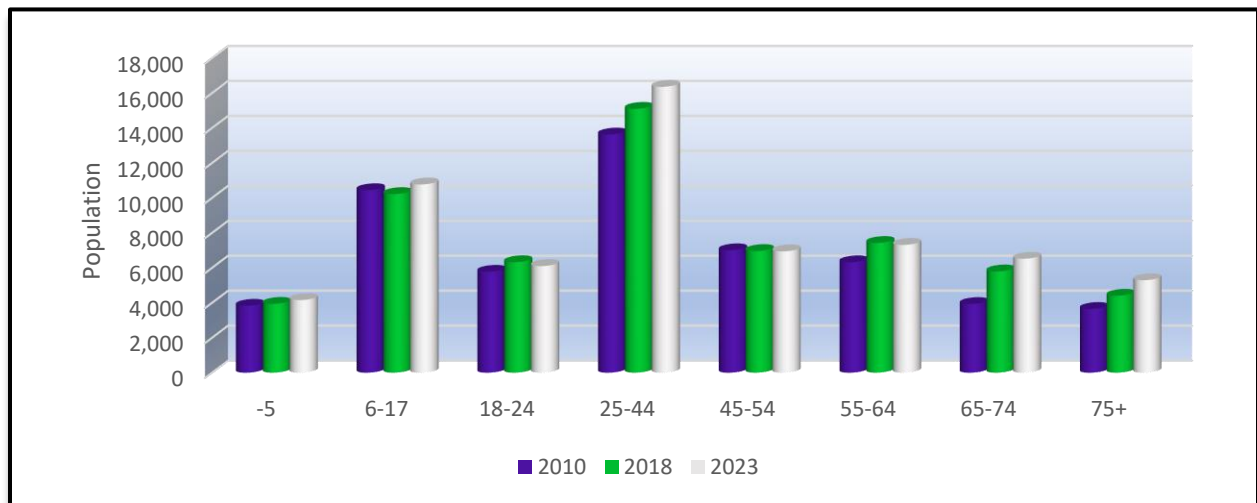


Table-I illustrates the growth or decline in age group numbers from the 2010 census until the year 2023. It is projected that all age categories, except 45-54, will see an increase. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger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

## Demographic Analysis

### 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%

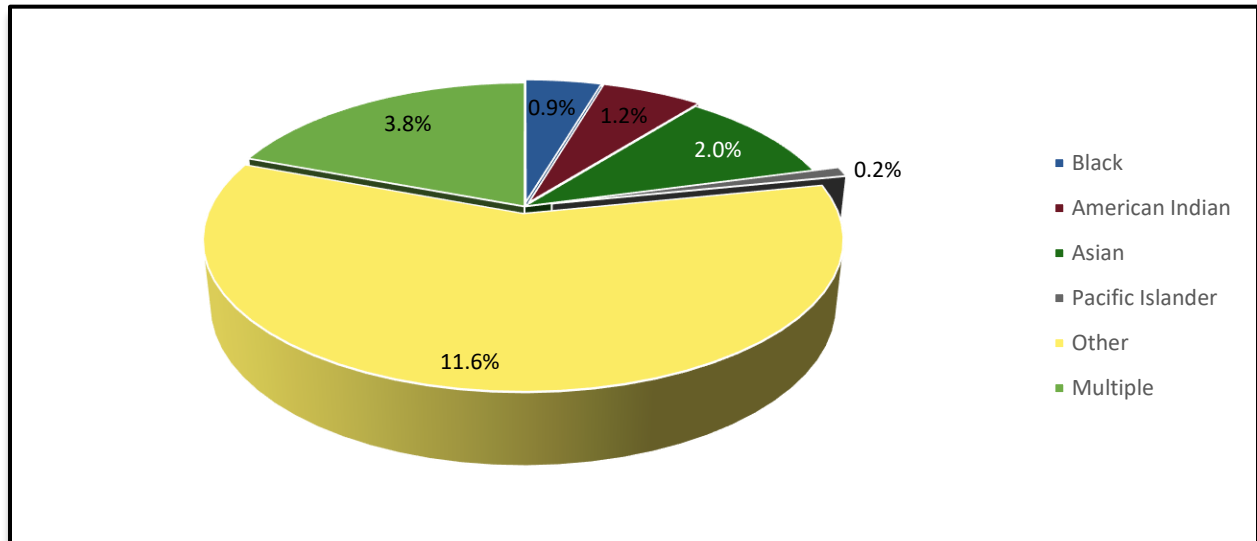
**Table K – McMinnville by Race and Median Age 2018**

(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%

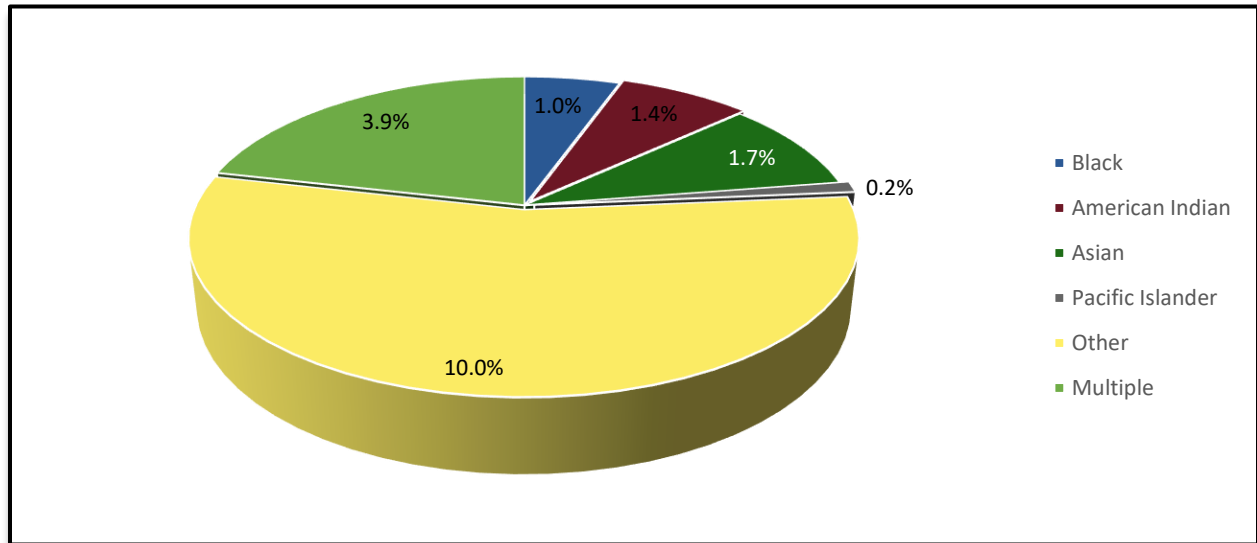
**Table M – Primary Service Area by Race and Median Age 2018**

(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 4<sup>th</sup> 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>  |
|                              | <b>15.1%</b> |

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>
	<b>12.5%</b>

**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.

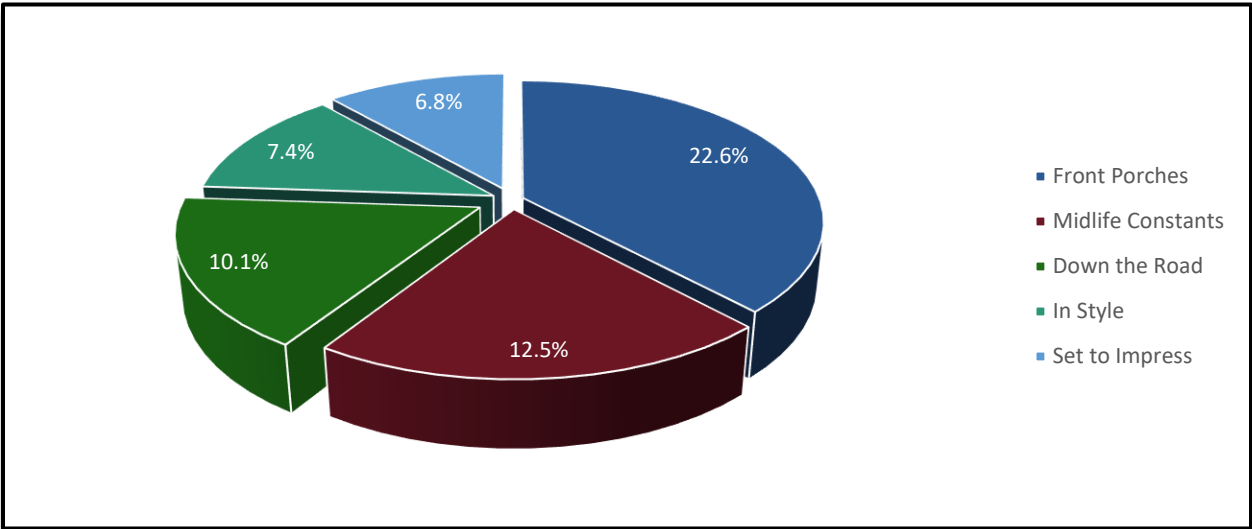
**Down the Road (10D)** – Young diverse communities with highest proportion of American Indians. Family-oriented consumers with traditional values. Prefer convenience.

**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.

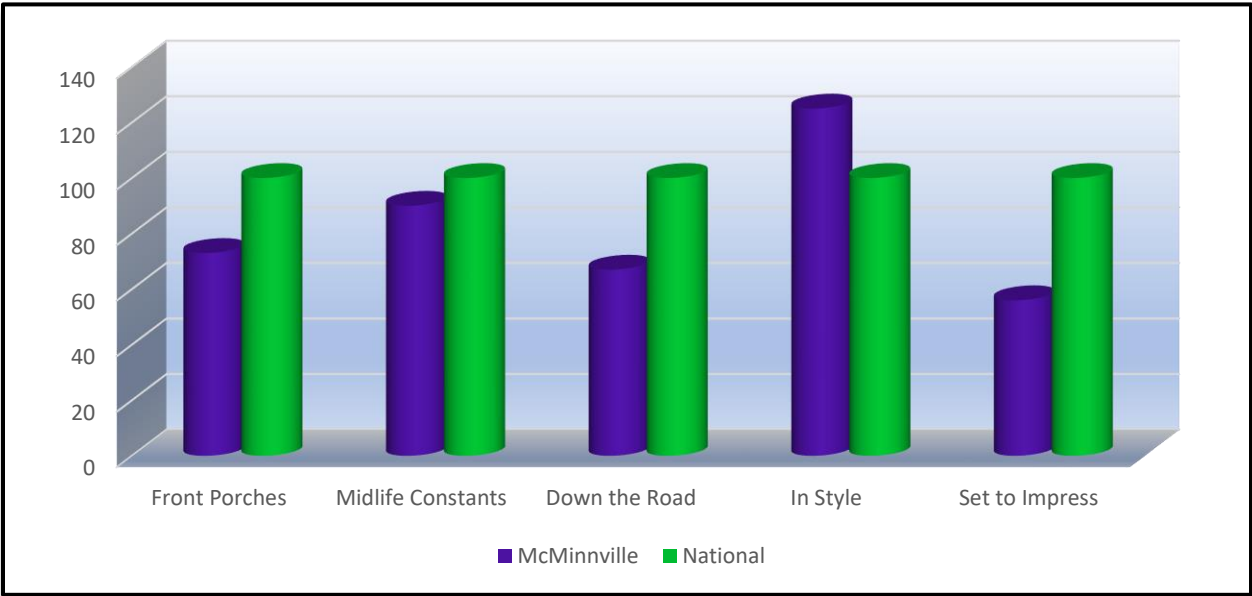
**In Style (5B)** – This group embraces the urban lifestyle. They are fully connected to digital devices and support the arts and charities/causes. Most do not have children. Meticulous planners.

**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.

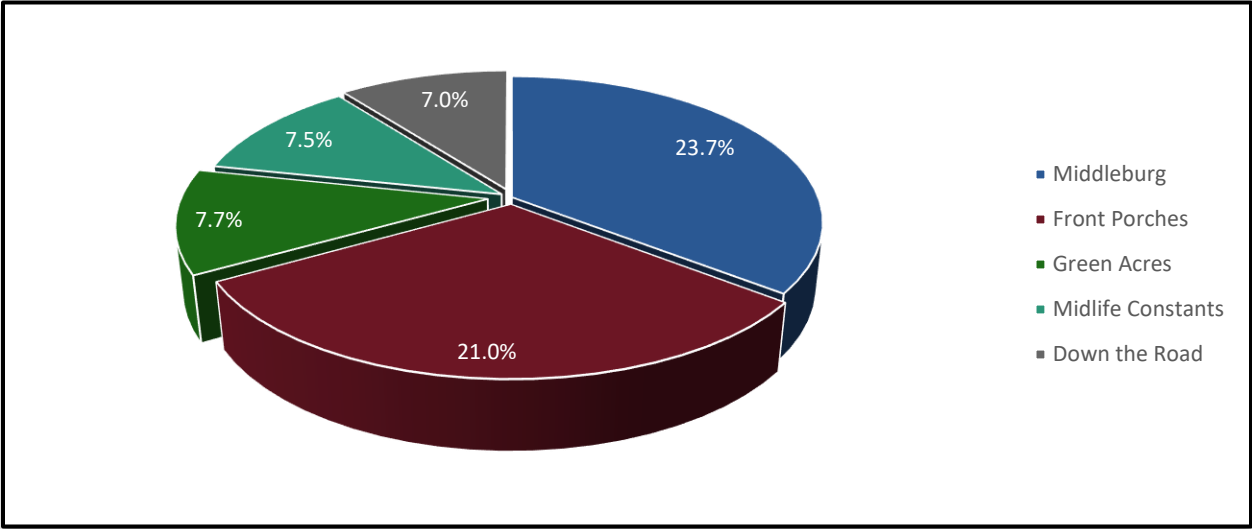
**Green Acres (6A)** – Lifestyle that features self-reliance. Enjoy maintaining home/yard, being outside and playing sports. Most households no longer have children. Conservative and cautious.

**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.

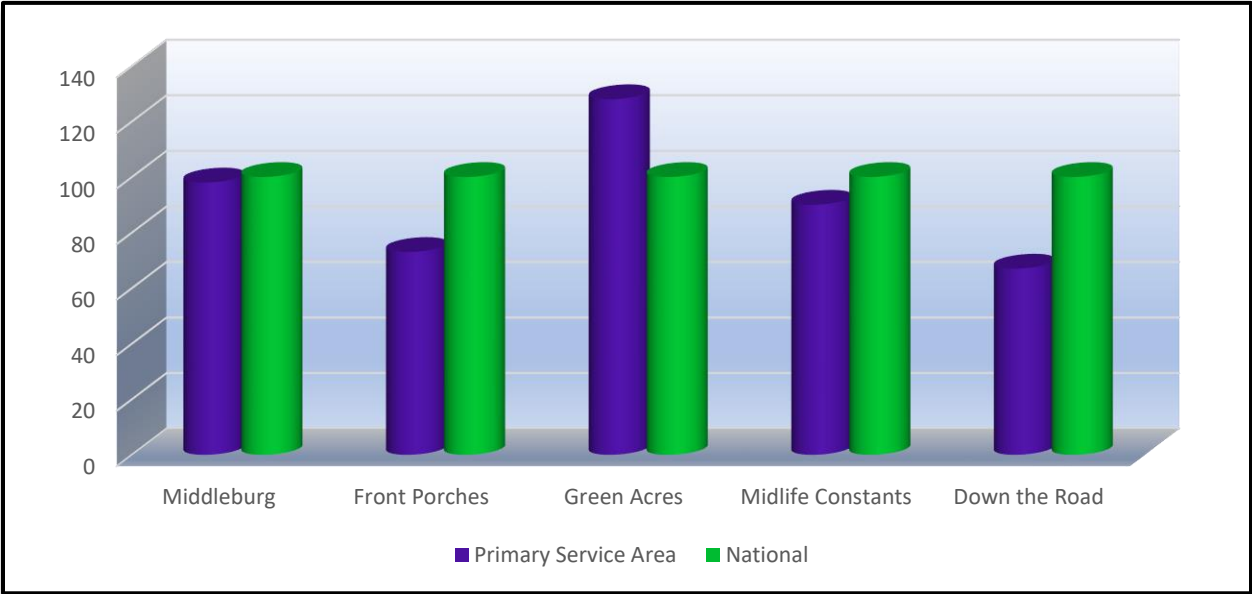
**Down the Road (10D)** – Young diverse communities with highest proportion of American Indians. Family-oriented consumers with traditional values. Prefer convenience.

Demographic Analysis

**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.

## Recreation Facilities Physical Assessment

- 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.

## Recreation Facilities Physical Assessment

- 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

## Recreation Programs Analysis

### *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).

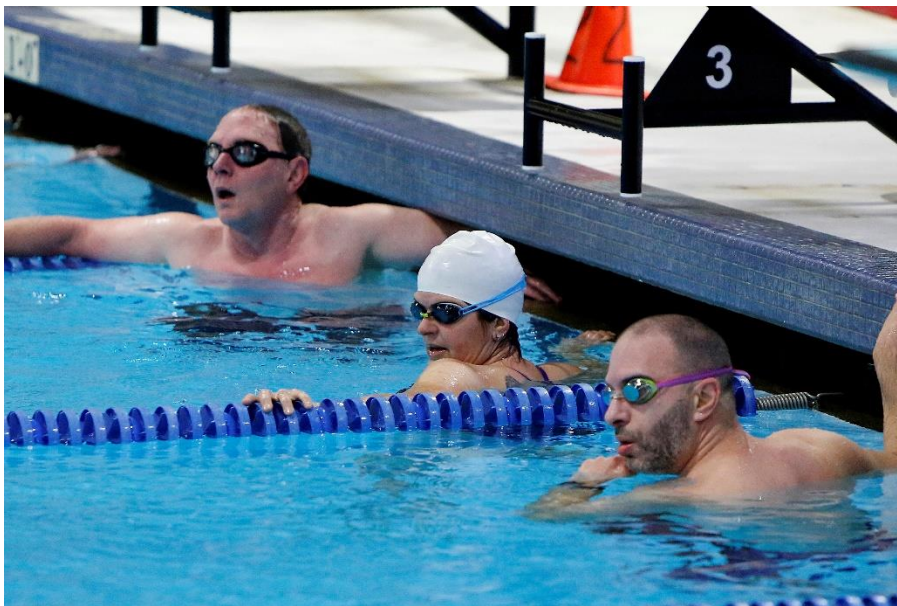
*Self-Directed* – This includes the opportunities for individuals to recreate on their own. This can include activities such as open-gym, use of weight/cardio space and lap/recreational swimming. Although not an organized program, time and space must be allocated for this purpose.

*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

## Recreation Programs Analysis

	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) <sup>1</sup>
	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)

<sup>1</sup> 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
<b>Total</b>		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

## Program and Facility Implications

### Program Priorities

Community outreach and engagement feedback indicated that the following types of programs and events are desired.

#### Continue existing programs:

- Senior events, social gatherings and classes
- Adult and senior enrichment
- Gymnastics
- Competitive swimming

#### Expand/diversify existing programs:

- Learn to swim (diving, adult swim, water safety)
- Recreational swim (family swim, water play, pool events)
- Water fitness / lap swimming (competitive stroke/swim training)
- Preschool/playschool/reading readiness programs (pre-K)
- Toddler, child, youth development and enrichment activities
- Youth afterschool / out of school programs
- Youth sports
- Adult/senior sports
- Active/young adult enrichment
- Fitness/exercise (all ages)
- Health and wellness (including cooking/nutrition)
- Mobile recreation
- Volunteer programs

#### Add and emphasize new programs:

- Gym sports (all ages, including drop-in, scheduled, and league play)
- Specialty gym sports (futsal/indoor soccer, racquetball, pickleball, fencing)
- Child, youth and teen development and empowerment
- Cultural, music and performing arts
- Multigenerational / family activities (especially weekends and evenings)
- Indoor special events

- Targeted inter-cultural activities (e.g., Salsa, Zumba, cooking classes for traditional foods, Mexican festivals, dances, cross-stitch, woodworking, indoor soccer)
- Teen empowerment and leadership development programs
- Reading corner/satellite library

### Consider/explore/pilot programs:

- Water sports (e.g., water polo, indoor triathlons)
- Therapeutic warm water activities
- Aquatics variety (e.g., kayaking)
- Specialty fitness (spin cycle classes, weight training, climbing wall, indoor running or speed walking)
- Childcare (for parents using rec facilities)
- Fine/literary arts and creative classes
- Incubator/maker space activities
- Student volunteerism/internships
- Nature education and interpretation
- Storage/shower/day use center for homeless residents
- Inclusive recreation
- Indoor/outdoor programs (e.g., gardening + canning/cooking, youth field and gym sports camps)

### Facilitate (provide space for) activities, events and gatherings:

- Party rooms
- Banquet rooms with full or catering kitchen
- Rental cabanas at pool
- Teen “champion” center
- Game room

### Consider staffing/administrative/other considerations:

- More drop-in activities of all types
- Bilingual staff at front desk / Hispanic program staff
- Rec guide translated into Spanish
- Flexible catering options (not only one caterer to choose from)
- Simplified phone-friendly or in-person registration (not only first-come, first served, which can block out people most in need of services)
- Scalable fees and scholarship program
- Expanded facility hours

## Program and Facility Implications

- Art to celebrate McMinnville's identity

## Facility Priorities

Based on the assessment of the existing facilities as well as the community outreach process, several possible scenarios for the future of indoor recreation facilities were explored.

### Option 1 - Status Quo

- Existing facilities are improved but they remain in their current locations.
- Recreation programs and services remain mostly the same.

#### *Pros*

- This option has a lower capital cost.
- Existing programs and services remain

#### *Cons*

- Lack of a long-term solution to the issue of facilities that are deficient
- There can be little growth in recreation programming.
- Three separate facilities will still be in use.
- There are limited opportunities for partnerships.
- Safety and security issues remain.

### Option 2 – New/Old

- Community Center and Aquatic Center are replaced with a single joint facility.
- Recreation programs and services are expanded and improved.

#### *Pros*

- A new recreation/aquatic facility is built.
- Operational efficiency is obtained.
- New recreation programs and services are possible.
- There are possible equity partners for the project.

#### *Cons*

- Capital costs are higher than the status quo option.
- The Senior Center remains as a separate facility.
- Finding a site that can support a joint recreation/aquatic facility could be difficult.

### Option 3 – All New

- Community Center, Aquatic Center and Senior Center are replaced with a single joint facility.
- Recreation programs and services are expanded and improved.

#### *Pros*

- There is one new recreation/aquatic center for the community.
- There is maximum operational efficiency.
- Recreation programs and services are expanded and improved.
- Increased opportunities for equity partners.

#### *Cons*

- This option has the highest capital cost.
- All indoor recreation facilities are at the same location.
- Finding a site that can support a joint recreation/aquatic facility could be difficult.

With input from City of McMinnville staff and City Council, it was determined that Option 2-New/Old was the most appropriate direction for the City to take for the future.

### **New Recreation/Aquatic Center Program**

The following are brief space descriptions and square footage estimates for the amenities that could be included in a complete center.

#### *Aquatics*

**1. Competitive/lap pool** – A 25 yard by 25 meter pool for competitive/lap swimming with one 1-meter diving board at one end, a small climbing wall, and possibly a drop slide (6,150 sq.ft. of water surface area). There would also need to be raised seating for 400-500 spectators. Approximate size 15,000 sq.ft. The pool space must include a storage area that opens to the deck (400 sq.ft.). It is anticipated that a pool mechanical space of approximately 1,000 sq.ft. will be needed.

**2. Warm water program/leisure pool** - A space of approximately 9,000 sq.ft. that includes a free form leisure pool (approximately 4,000 sq.ft.) with 4 lap lanes, slides, interactive play features, current channel, slide, a small on deck spa/hot tub and zero depth entry. A small portion of the leisure pool will also be designated for use as a therapy area. There should also be a co-ed sauna that is accessible from the pool deck. The pool space must include a storage area that opens to the deck (400 sq.ft.), an office for the pool manager and supervisor (120 sq.ft. each) and a space for a lifeguard/first-aid room (300 sq.ft., that will be shared with the competitive/lap pool as well). It is anticipated that a pool mechanical space of approximately 1,000 sq.ft. will be needed.

**3. Meeting/Event room(s)** – Two rooms of approximately 300 sq.ft. each that can be combined into one larger space. These rooms will be utilized for small classes, meetings and birthday parties.

### *Active Use*

**4. Gymnasium** - A space that is approximately 14,000 sq.ft. and divisible into two gym areas (each with 50' by 84' basketball court or full-sized volleyball court) by a drop curtain. The gym should be set up for a variety of uses including basketball, volleyball and pickleball and seating should be by tip and roll bleachers. A large storage area (700 sq.ft.) would be attached to this space.

**5. Walk/jog track** – An 8-9 ft. wide elevated track that runs around the perimeter of the gym and other spaces that can be used for walking or jogging. Approximately 5,250 sq.ft.

**6. Gymnastics room** – A room of approximately 7,500 sq.ft. that has a sprung floor, a foam pit area. Ceiling height should be at least 20 ft high. There should also be an entry area with cubbies, a viewing area and a small office (100 sq.ft.). There will also need to be storage of 700 sq.ft.).

**7. Weight/Cardio space** - An area of approximately 4,000 sq.ft. that includes a stretching area, free weights, selectorized machines, and cardiovascular equipment. A small storage area (300 sq.ft.) should also be attached. A small station for a weight/cardio area supervisor will need to be included as well as an office for a full-time fitness manager (120 sq.ft.).

**8. Functional training/personal training area** – A space that is approximately 1,500 sq.ft. in size that has the ability to be used for a variety of functional training purposes (TRX, CrossFit, etc.) plus has space designated for personal training to take place. Two small offices (100 sq.ft. each that can be utilized by personal trainers should be included in this space as well as a small storage area (200 sq.ft.).

**9. Group exercise room** - A space of approximately 2,000 sq.ft. that can be used for fitness, martial arts or other class instruction. The room must have its own sound system and a floating wood floor. A 300 sq.ft. storage area should be available from this room.

**10. Fitness studio** – A studio of 1,000 sq.ft. to be used for specialized classes such as yoga, Pilates and other activities. A 200 sq.ft. storage area should be available from this room.

### *Community Space*

**11. Multipurpose room(s)** - A space of approximately 1,600 sq.ft. that can be divided into two smaller rooms for multiple functions. Connected to the community room would be an outdoor patio area. Storage of 400 sq.ft. will be attached to this space.

**12. Catering kitchen** - A small catering kitchen that is attached to the multipurpose room and has outside access for caterers. Approximately 300 sq.ft.

**13. Crafts/classrooms** - Two rooms of approximately 1,000 sq.ft. each, that can be used for a variety of arts and crafts or other programs (plus necessary storage of 200 sq.ft. per room).

**14. Community flex space** – An area of approximately 1,000 sq.ft. that includes a TV. lounge, and computer area. Connected to this space could be the game room and an outdoor patio area. A storage area of 200 sq.ft. will be included. This area could be used by youth, families or seniors.

**15. After school/Summer youth center** – A room of approximately 1,800 sq.ft. that is utilized for youth programs, camps and other uses. This space should be divisible into two smaller rooms. A storage area of 200 sq.ft. will be attached to this space.

**16. Drop-in child watch area** – A room of approximately 800 sq.ft. that is designed for drop-in baby-sitting. A downsized unisex restroom (50 sq.ft.) must be included as well as access to an outdoor fenced-in play space. Storage of 100 sq.ft. will be added to this space.

**17. Indoor playground** – A room of approximately 1,500 sq.ft. that has pre-school play apparatus and theme play space geared toward pre-school and early elementary youth. The space will need a cubbies area.

**18. Support spaces** - There must be sufficient space and resources allocated for the following:

- Lobby/lounge space (1,800 sq.ft.)
- Front desk area (300 sq.ft.)
- Office space for Department and facility staff (2,000 sq.ft.)
  - Offices (3-4 permanent plus cubicles for 4-5 staff)
  - Break room
  - Conference room
  - Work room
  - Storage
- Locker rooms (3,000 sq.ft.)
- Universal change rooms (6- 720 sq.ft. total)
- Restrooms (800 sq.ft.)
- Maintenance office and work area (500 sq.ft.)
- Custodial closets (3- 150 sq.ft. total)
- Vending (60 sq.ft.)

**Net to Gross Multiplier 20%                      17,087 sq.ft.**

**Approximate Center Size –                      102,521 sq.ft.**

It is critical that the center be organized with a central entry area and point of control. There needs to be a clear separation between the active portions of the building and the passive

## Program and Facility Implications

elements. An emphasis needs to be placed on providing flexible and versatile space that can meet a variety of needs and avoiding the temptation to dedicate space to certain user groups. Providing adequate parking for the center will also be of importance as will having a connection to an outdoor park and/or gathering areas (dependent on the site).

This program narrative must be reviewed and updated by an architect and this information utilized to develop a more detailed program plan that identifies specific spaces and their appropriate size.

### *Other Possible Spaces*

**Climbing wall** - A space of approximately 700-1,000 sq.ft. that is located in a prominent place and includes a free form, natural looking, vertical climbing wall (minimum of 24 ft. high to as much as 30 ft.) with 4 to 5 climbing stations and an area for bouldering (8 to 10 ft. high by 30 to 50 ft. long). This area must also have an area for storage (200-300 sq.ft.) within close proximity.

**Game room** – An area located just off the teen center (1,000 sq.ft.) that has pool tables, foosball, and other games.

**Physical therapy** – A space of approximately 3,000 sq.ft. that would be leased to a physical therapy/medical provider. The space would include an office/waiting area, therapy area, exam rooms and storage. The exact makeup of this space would be up to the provider.

**Physical therapy pool** – A warm water, shallow, pool, approximately 2,000 sq.ft. (water surface area of approximately 1,000 sq.ft.) that would be utilized by a physical therapy/medical provider for therapy purposes. The pool could also be utilized for aqua exercise and some swim lessons when not being utilized for swim lessons.

**Outdoor pool** – A small outdoor pool (shallow with a recreational focus approximately 2,000-sq.ft. of water surface area) or a splash pad that is located right outside the indoor program/leisure pool.

**Racquetball courts** – Two courts with glass back walls that can be used for racquetball, handball or wallyball. Approximately 1,600 sq.ft.

**Food service** – An area located next to the front desk that allows for the sale of more grab and go food items and drinks. This could be operated by the facility or possibly as a contract operation. The menu would be limited, and site will determine the viability of this service.

## New Recreation/Aquatic Center Detailed Program

The following is the detailed master program for the facility.

Space	Square Footage	Number	Total
<b>Aquatics</b>			
Compt Pool (25 yard x 25 meter, 400 seats)	15,000	1	15,000
Pool Storage	400	1	400
Pool Mechanical	1,000	1	1,000
Leisure Pool	9,000	1	9,000
Sauna	144	1	144
Pool Storage	400	1	400
Pool Supervisors office	120	2	240
Lifeguard/First Aid	300	1	300
Meeting/Event Rooms	300	2	600
Sub -Total	26,664		27,084
<b>Active Use</b>			
Gymnasium	14,000	1	14,000
Gym Storage	700	1	700
Track	5,250	1	5,250
Gymnastics Room	7,500	1	7,500
Gymnastics Office	100	1	100
Gymnastics Storage	700	1	700
Weight/Cardio Space	4,000	1	4,000
Weight/Cardio Storage	300	1	300
Weight/Cardio Office	120	1	120
Functional Training	1,500	1	1,500
Personal Training Office	100	2	200
Functional Training Storage	200	1	200
Group Exercise Room	2,000	1	2,000
Group Exercise Storage	300	1	300
Fitness Studio	1,000	1	1,000
Fitness Studio Storage	200	1	200
Sub -Total	37,970		38,070

## Program and Facility Implications

Space	Square Footage	Number	Total
<b>Community Space</b>			
Multipurpose Room	1,600	1	1,600
Multipurpose Room Storage	400	1	400
Catering Kitchen	300	1	300
Crafts/Classroom	1,000	2	2,000
Crafts/Classroom Storage	200	2	400
Community Flex Space	1,000	1	1,000
Community Flex Space Storage	200	1	200
After School/Summer Youth Center	1,800	1	1,800
After School Storage	200	1	200
Drop-in Child Watch Room	1,000	1	1,000
Drop-in Child Watch Restroom	50	1	50
Drop-in Child Watch Storage	200	1	200
Indoor Playground	1,500	1	1,500
Sub -Total	9,450		10,650
<b>Support Space</b>			
Lobby/Lounge	1,800	1	1,800
Front Desk	300	1	300
Office Space	2,000	1	2,000
Locker Rooms	1,500	2	3,000
Universal Change Rooms	120	6	720
Restrooms	400	2	800
Maintenance Office/Work Area	500	1	500
Custodial Closets	150	3	450
Vending	60	1	60
Sub -Total	6,830		9,630
Total Square Footage	80,914		85,434
Net to Gross Rate 20%	16,183		17,087
<b>Total Estimated Square Footage</b>	<b>97,097</b>		<b>102,521</b>

It is recognized that the full program as outlined above may not be possible and could require a phased approach to development.

## Senior Center Expansion/Renovation

The Senior Center will need to have a relatively minor expansion to the facility to improve its use and efficiency. Adding approximately 3,000 square feet that includes a corridor down the southside of the Dining Commons to provide improved access to the activity rooms that currently require passage through the Dining Commons space. In addition, the Dining Commons space will be expanded to allow for greater use. The front desk will also be relocated to face the front entrance to the center. The exact scope of these improvements will need to be verified by an architect.

# Partnerships and Funding Assessments

## Introduction

### Purpose of the Document

The City of McMinnville is exploring replacing and consolidating the Community Center and Aquatic Center as well as a renovation of the Senior Center. In this process, partnership opportunities should be considered, and a variety of funding options explored. Existing facilities are operated in partnerships with several entities. Partners will continue to play important roles as users, supporters and additional providers of indoor recreation facilities. Some of this support will be financial; the remaining resources will be a collective effort of the community through vote or tax support. This evaluation will help determine where partner support is advantageous, and where partner demands or desires for facility development may not be consistent with what the City, vision, goals and needs.

Considering McMinnville's specific circumstances, this assessment is focused on key resources (physical, financial and political), described below:

- **Land/location:** A desired location or area and the availability of land.
- **Capital funding:** The one-time financial resources needed to build new facilities.
- **Operational funding:** The ongoing financial resources needed to run a facility and keep it clean. Also includes the reinvestment funding for life-cycle repair/replacement of building systems (HVAC, roof, etc.).
- **Staffing:** The commitment to funding facility operations, maintenance and programming personnel.
- **Community identity:** The potential role in the regional market for recreation and in attracting tourism.
- **Developing support:** Building community, voter and political momentum.
- **Relationships:** Understanding and meeting social equity/special community needs.

### Key Opportunities

- A major new facility will most likely require most of the capital funding to come from a public source (such as a bond) with the balance assembled from City contributions and a variety of partners.
- Funding options that can support the operations of a new facility will be more limited and should be explored in parallel with capital funding.
- Creating facilities that are efficient for staff to maintain and operate, keeping the costs for the City, partners and community users low.
- A large group of local organizations are well-positioned and seem willing to help build political support in the community.
- Features such as a competition pool, gymnasium space and high-quality fitness center contribute to the “recreation destination” marketing identity and could open new funding opportunities.
- Linfield College has similar needs for student recreation but not enough students to support a facility exclusively for students. The college could bring a variety of resources (including capital, a potential property and student staffing) to a potential partnership.
- Partnering with Willamette Valley Medical Center presents a unique opportunity connecting medical therapy practitioners and potential student employee/interns to a new aquatic facility. This combination of interests and resources has the potential to be a revenue stream covering operations of a new facility. This could be aligned with partnerships with Linfield and Chemeketa degree programs.
- The City currently invests over \$500,000 annually in the existing community center and aquatic center. This investment can be rolled into the operating needs of a new joint facility.

## Partnerships Assessment

### Partnership Considerations

The following considerations are drawn from the consulting team's experience and input from the community. When evaluating partnership possibilities for a major project like indoor recreation facilities the following should be included in the discussion:

- The City should not provide every type of recreation facility or attempt to fulfill every need.
- Partners are an important part of the existing park and recreation environment in McMinnville.
- Partnerships and joint use agreements will be necessary to fund/develop/operate a large, multi-use recreation and aquatics center. The facility likely will need equity partners and other supporting partners for successful development and operations.
- Avoiding overlap and duplication in services is important to create opportunities for better service and provide a wider variety of opportunities for the residents.
- Partnerships expand the amount and types of recreation amenities and services that are available/accessible to the community.
- Beyond the identified partners, the City should continue to make connections with organizations that can:
  - Share information about City services to a broader and more diverse audience;
  - Provide facilities and services that the City cannot; and
  - Build support for new facilities and funding.
- This analysis and conversation must also remain aware of broader considerations (beyond indoor recreation facilities):
  - Outdoor recreation facilities,
  - Community needs and issues, and
  - Other needs for renovation, expansion and/or new city facilities (e.g., fire stations, Library, City Hall).

### Existing and Potential Partners

The Partner Assessment Matrix, presented below, identifies and describes attributes and interests of identified partners (both current and prospective). Three types of information are presented:

**Location of Existing Facilities:** Understanding the areas of the City these partners are located in is particularly important if the partner could either provide a location or be a tenant in a new facility.

**Interests, Target Audiences and Perspectives:** Topics include program areas and audiences that are key to the mission of each partner, clarifying the alignment and fit with a future facility and the City's priorities.

**Existing Relationship with McMinnville Parks and Recreation:** A brief explanation of the current relationship, which may need to expand or change to fit the needs of a new facility.

This information is intended to provide an at-a-glance summary of each partner based on the information gathered in the stakeholder interviews, staff knowledge and public information posted online at official websites. Following the matrix, each of the partners is briefly described in terms of potential partnership strengths and challenges. This information is not intended to imply or suggest that partners are committing to or agreeing to any partnership, rather it is designed to communicate opportunities and potential synergies. Additional conversations with each partner will be important next steps.

#### *Linfield College*

The Linfield campus has a resident population with recreational and fitness needs; the student population is not large enough to support a high-quality facility. Linfield is also an existing source of work-study employees that support programming and a location for community events.

**Strengths:** Aligned needs; potential location/property adjacent to campus; work-study opportunities could be expanded in a new facility.

**Challenges:** Making a new facility easy to get to and welcoming from campus and from the larger community.

#### *McMinnville School District*

The School District is a long-term partner and the other major indoor recreation facility provider to the community. Within the joint-use agreement, school facilities and grounds expand the reach of the City's recreation programming. Expansions and upgrades, as part of the current capital bond program, are improving the quality of many facilities. However, these upgrades will not change the School District's reliance on existing City facilities for their largest events, which have taken advantage of the auditorium and other spaces within the Community

Center. The School District swim teams also rely on the City's Aquatic Center for practice and competition.

## Partnerships and Funding Assessments

Table 1 Partner Assessment Matrix

Partner	Location(s) of Existing Facilities	Interests, Target Audience and Perspectives for Facility Development, Programming or Services											Existing Relationship with McMinnville Parks and Recreation
		General Recreation	School readiness/ youth development	College student services	Therapeutic and health services	Fitness and Wellness	Aquatics	Competition Facilities	Inclusion; services for low-income residents	Business Community	Arts and Culture	Tenant or User of Reservable Space	
Linfield College	S	X		X	X	X	X						Student work-study; venue for City concert series
McMinnville Library	Central		X						X				Co-located within City Park
McMinnville School District	N, NW, SW, S		X				X	X	X			X	Joint-use agreement for school gyms, fields, classrooms and city aquatics center
Willamette Valley Medical Center	SE, N				X							X	Contracted user at aquatic center
Chemeketa Community College	SE	X		X			X						Aquatics instruction partner
Chamber of Commerce	City-wide									X		X	Event rental
Visit McMinnville	City-wide	X								X	X		No current partnership
Unidos	City-wide	X	X						X			X	Outreach partner
"See Ya Later" Foundation	TBD	X	X					X	X				Interest in developing a separate indoor / outdoor sports complex, potentially on a church property on the west side
McMinnville Center for The Arts – MECA	Central										X	X	No current partnership
YMCA of Columbia-Willamette	None in McMinnville	X	X		X				X				No current partnership
Friends of McMinnville Senior Center	North				X	X			X		X	X	User group advocate and fundraising partner for senior services
Yamhill County	Central								X				No current partnership
McMinnville Swim Club	None	X					X	X					Contracted user at aquatic center
McMinnville Playschool	Central		X									X	Current tenant at McMinnville Community Center

**Strengths:** Formal joint-use agreement creates a framework for expanding and adapting this partnership; strong community support, shown through 2016 - \$89 million bond vote; school swimming is an important pool of potential lifeguards which supports the operation of the City's Aquatic Center.

**Challenges:** Balancing the financial impacts of joint use when neither entity has adequate operational funding. One of the School District's uses of City facilities, as a large event venue, is not aligning with the focus on recreational uses in a new facility.

#### *McMinnville Library*

The City's library is located in the same park as the existing aquatics center and provides programming aimed to a youth audience (as well as others).

**Strengths:** Central location; a service of the City of McMinnville; shared audience with existing programs serving youth and low-income residents. Shared vision, mission and goals through Mac-Town 2032.

**Challenges:** May not be a compatible use within the same building as an aquatic facility, stronger need to remain centrally located in the community.

#### *Willamette Valley Medical Center*

The primary hospital and medical complex in the area, WVMC is interested in the maintenance of health and recovery from a variety of medical conditions. The health expertise the professionals at WVMC bring is already present in McMinnville recreation facilities (through contracted time for therapy aquatic center and community center programming) and could be expanded. One specific opportunity is a cardiac rehabilitation center that could be incorporated into or adjacent to a new recreation and aquatic center. WVMC, as an employer, also has interest in other services, such as childcare/after-school care and space for events, that benefit employees.

**Strengths:** Health, wellness and recovery expertise; capital and operational funding potential; expanding programs and services offered at City facilities; shared customer group; flexible about location.

**Challenges:** An expanded partnership would require specific, high-quality facilities and amenities; not all spaces could be shared.

#### *Chemeketa Community College*

Chemeketa has been a partner in aquatics instruction and is another important educational resource in the community. The campus in McMinnville offers programs run by the college as well as rental space that is available for events or other classes and events.

## Partnerships and Funding Assessments

**Strengths:** Existing facilities; program development; work-study and students looking to apply new skills.

**Challenges:** None identified.

### *Chamber of Commerce*

Representing the business community in McMinnville, the Chamber is an important connection to an influential community group. The organization has also been a tenant of a City facility.

**Strengths:** Connection to McMinnville businesses for building support; understanding of the interest and concerns of local businesses.

**Challenges:** Interests are not always aligned with parks and recreation needs.

### *Visit McMinnville*

Visit McMinnville is funded by local Transient Lodging Tax (TLT, see the funding assessment below for details) to promote the city as a year-round premier visitor destination.

**Strengths:** Opportunity to promote facilities to visitors; potential funding, if facilities align with stated goals. Best suited to lead the conversation about tourist-related opportunities such as meeting space.

**Challenges:** Limited overlap of facilities that are appealing and a draw to visitors and what the community needs; single purpose organization, cannot vary from the stated mission.

### *Unidos*

A non-profit organization advocating for Latino immigrant families and building bridges of support and understanding among Latino and non-Latino communities in Yamhill County. Unidos has helped the City expand understanding and communication in the local Latino communities.

**Strengths:** Trust and connection to an often-marginalized population (Latino immigrant families); experience building relationships and support.

**Challenges:** Different area of focus, not always overlapping interests.

### *“See Ya Later” Foundation*

A local foundation that supports youth, family and student development. See Ya Later operates sports and music camps, provides assistance to families experiencing medical crises and offers college scholarships.

**Strengths:** Ability to raise funding from private sources; experience with programming and supporting local families and students.

**Challenges:** Currently focused on an indoor/outdoor sports facility in McMinnville that could draw some attention and potential funding from the City's efforts.

*McMinnville Center for the Arts (MECA)*

A gallery and center for collaborative art, MECA hosts events and classes across art, music, prose and poetry.

**Strengths:** Connection to the local arts and culture community; unique spaces for the creation and presentation of various arts.

**Challenges:** Maintaining their own facility; not an existing partner.

*YMCA of the Columbia-Willamette*

YMCA operates child development centers, school sites, summer camps and full-service community recreation facilities across the region. The YMCA operates on a membership and fee-for-service model that is supported by an annual campaign to fund assistance (on a sliding scale) for those unable to pay.

**Strengths:** Extensive experience in developing and operating multi-purpose indoor recreation facilities; the ability to raise funding from sponsors and donors the City cannot typically or easily reach.

**Challenges:** As an independent organization, the City's role in a YMCA-partnered facility can be less obvious; YMCA has a proven model of a facility (based on their membership model and financial viability) that doesn't necessarily align with City needs.

*Friends of the McMinnville Senior Center*

A focused group of users and advocates for the Senior Center that has led community fundraising for the needs of that facility and program.

**Strengths:** Focus on, and strong connection to, the Senior Center community; supplementing City funding.

**Challenges:** Limited in scope/interests.

*Yamhill County*

As the overarching local government in McMinnville and the public provider of many social services, Yamhill County has an established interest in the benefits that park and recreation facilities can provide.

**Strengths:** Potential access to additional public funding.

**Challenges:** Funding is stretched across many responsibilities and priorities.

## Partnerships and Funding Assessments

### *McMinnville Swim Club*

Organizer of competitive swimming at multiple levels, the McMinnville Swim Club has been a long-term partner of the Parks and Recreation Department/Aquatic Center.

**Strengths:** Organizes competitive swimming in McMinnville including events that draw many visitors; assists in the recruitment of lifeguards; contracts for practice time and events, supporting operation of the Aquatics Center. Strong partner to fundraise or advocate for funding.

**Challenges:** Competition-focused users want facilities that are sized and operated in ways that make them more difficult to program for casual users (such as cooler water temperatures and large, deep tanks; meeting these needs can limit the day-to-day financial viability of an aquatics facility. Limited in scope/interests.

### *McMinnville Playschool*

A current tenant of the Community Center, providing play-based pre-school programming.

**Strengths:** Utilizes available space and expands the range of programming available to the community.

**Challenges:** Appropriate and cost-effective space in a new facility would be required to maintain this partnership.

Input from the community, stakeholders and staff identified some additional partnerships or opportunities that were considered less aligned or weaker possibilities. This includes a joint development with the McMinnville Fire Department, making use of the Evergreen Aviation Museum, or creating convention center type spaces. While these do not appear worth pursuing at this time, they each represent conversations happening in the community that influence the political and funding environment.

## **Evolving and Expanding Partnerships: Policy and Practice**

Mac-Town 2032, the City's Strategic Plan, focuses attention on the potential for partnerships to expand the City's capacity. To realize this, the City's policies should be optimized for effective partnerships. Also, the City's many existing partnerships have potential to contribute to future recreation facility development and programming. Some of these have the potential to expand to play new or larger roles in future facilities. New partners could also be recruited to help fill roles in achieving the community's vision.

### *Strategies to Guide Forming, Sustaining and Evolving Partnerships*

- Prepare for effective partnerships by identifying what specifically the City needs from partnerships.
  - For the purposes of new and renovated indoor recreation facilities the needs are summarized at the beginning of this assessment.
  - Determine the role of the City in the project, particularly the level of control the City wants to maintain.

- Establish basic policy to ensure that partners share a vision with McMinnville Parks and Recreation and the City.
- Engage in conversations with potential partners.
  - Identify the strongest potential partners to start with, based on capacity, interest and resources.
  - Define the point of contact and leadership/decision makers.
  - Identify shared needs and goals.
  - This process is iterative and can be expanded to include new partnership conversations as they arise.
- Clearly document expectations and resources committed to the partnership.
  - The City should establish a policy that all partnerships are guided by a signed partnership agreement.
  - Documentation may move through several forms from a memorandum of understanding (MOU) to formal contracts.
  - In some cases, these may be revisions or additions to existing agreements.
  - Minimum requirements include:
    - Program/service implications
    - Financial expectations
    - Safety/security requirements
    - Staffing responsibilities
    - Performance expectations
- Set timelines for the review and renewal of partner roles; this is an opportunity to explore changes in roles.
  - A policy guideline for this review is every 3-5 years.

## Funding Assessment

This portion of the assessment identifies the funding options for parks and recreation facilities and their relevance to the preliminary direction indicated by the community input. The development and programming of indoor facilities requires substantial resources, both capital and operational. In most cases a package of funding sources is needed.

### Funding Considerations

Identifying the appropriate package of funding requires clarity about the following considerations:

- Capital funding supports new construction, expansion, renovation or replacement projects for existing parks and facilities.
- Operations funding supports ongoing services, such as maintenance, facility operations, recreation programming, events, marketing and management.
- Many funding sources are restricted to capital projects, making ongoing operations funding a critical consideration even after capital dollars have been identified.
- The largest part of operational costs for indoor facilities is staffing. The types of facilities/spaces, their design and programming will influence how many employees will be needed to keep the building running and provide programs and services. This will be examined more fully in the operational and staffing plan.
- Rentals make up a portion of the revenues brought in by McMinnville Parks and Recreation but do not contribute to the core recreational mission. The mix of revenues is likely to shift with new facilities that are better designed for modern recreation and can be programmed in more flexible ways.
- Partnerships will be important to reducing the total cost and to building support for public funding that will be needed. Some partnerships will open opportunities for reducing the overall cost of indoor facilities (such as providing land) or could support the ongoing operations.
- In any scenario, the City will need to develop a business plan for any future facility. The recently completed Park and Recreation Fee Study will inform this business plan but may also need to be revisited to set clear targets for new facilities.

### Funding Sources

This section describes the available funding options for the City and potential partners. For each funding option the general advantages and limitations are summarized along with the use (if any) for park and recreation purposes.

#### *Property Taxes*

Property taxes are the most significant source of operating revenue for Oregon cities. Property tax revenues are based upon the assessed value of a property, which differs from the property's real market value (the estimated value it would sell for), due to the limitations put in place by Measures 5 and 50 (passed by Oregon voters in the 1990s). Property tax revenue

makes up 28% (\$17 million) of the City of McMinnville’s revenues. The City uses these funds for operations and to repay debt (capital).

**Advantages:** Flexibility, able to fund capital or operational needs.

**Limitations:** Competitive with all other services provided by the City. The rate of growth in property taxes is constrained by Measures 5 and 50 as well as the limited availability of additional buildable land inside the city limits; costs are rising faster than taxes are allowed to increase.

**Use for Parks and Recreation:** The operational resources needed, beyond the charges for services (described below) are covered from the General Fund and paid for by property taxes. The table below summarizes the net expenditures for 2017-18 in each of the sections of Parks and Recreation.

**Table 2: Net Expenditures, Parks and Recreation 2017-18**

Section	Net Expenditure 2017-18 (Paid with property taxes)
Administration	\$230,300
Aquatics	\$364,068
Community Center & Rec Programs	\$149,188
Kids on the Block	\$30,100
Recreational Sports	\$63,288
Senior Center	\$191,076
Park Maintenance	\$1,125,876
<b>Total</b>	<b>\$2,153,896</b>

Source: 2019-20 City of McMinnville Adopted Budget

#### *Charges for Services*

City-wide charges for services are the largest source of revenue making up 30% (\$18.6 million) of total revenue. Sewer utility user charges and ambulance transportation fees make up a large part of this. Within Parks and Recreation, fees and charges are generated from recreation programs and facility rental fees. The tables below break down the charges for services within the Parks and Recreation Budget (Table 3) and compare gross revenue from rentals to the total charges for the three relevant facilities (Table 4).

**Advantages:** Flexibility, able to fund operational needs; direct relationship between the services and the revenues strengthens the case for channeling these revenues back into the facilities that charge the fees.

**Limitations:** Focusing on the amount of the City’s cost that can be recovered through user fees can conflict with efforts to include the entire community, especially those with limited household incomes.

**Use for Parks and Recreation:** A 2019 Park and Recreation Fee Study examined the full cost of services and recommends a tiered approach to setting and evaluating cost-recovery. These recommendations are currently under consideration by the City. The current amount collected from charges for services are summarized below by section.

**Table 3: Charges for Services by Section, Parks and Recreation 2017-18**

Section	Total Actual Charges for Services 2017-18
Administration	\$0
Aquatics	\$413,241
Community Center & Rec Programs	\$355,125
Kids on the Block	\$188,123
Recreational Sports	\$179,255
Senior Center	\$116,876
Park Maintenance	\$11,332
<b>Total</b>	<b>\$1,263,952</b>

Source: 2019-20 City of McMinnville Adopted Budget

**Table 4: Gross Rental Revenues and as a Percent of Total Charges for Services 2017-18**

Section	Gross Rental Revenues	% of Total Actual Charges for Services 2017-18
Aquatics	\$15,000	4%
Community Center	\$80,000	22%
Senior Center	\$25,000	21%

Source: City of McMinnville Staff input; 2019-20 City of McMinnville Adopted Budget

### *System Development Charges*

Oregon State Law allows local jurisdictions to impose Systems Development Charges, known as SDCs, to equitably spread the cost of essential capital improvements to new development and pay for infrastructure expansion required to serve the additional demand.

**Advantages:** Charged to new housing, reflecting the cost of the impact of additional people; does not require voter approval. Rates could be increased, and non-residential fees collected (requiring an SDC Methodology update) to increase revenues.

**Limitations:** Can only be used for capital projects that expand the capacity of the overall park and recreation system. Cannot be used for operational expenses or for facility renovations, improvements and development that serve existing residents.

**Use for Parks and Recreation:** Following a park development project anticipated to be completed in 2019, the City anticipates having \$51,664 in the Park Development Fund for future park capital projects. McMinnville's current SDC charge is \$2,446 per residential unit, and projections estimate \$250,000 per year in collections. This rate is very low in comparison to what is charged by comparable regional cities, many of which have been updating fees to account for increases in costs. It also does not include charges for non-residential growth, such as increases the numbers of employees associated with commercial and industrial development.

#### *Transient Lodging Tax*

In addition to property taxes, the City collects Transient Lodging Tax (TLT), which requires all transient lodging within the city to pay a tax. Hotels, motels, inns, campgrounds, and short-term rentals (including those booked by online intermediaries such as AirBnB) are subject to this tax. The enabling law requires that at least 70% of these funds must be used for tourism promotion or tourism-related facilities. McMinnville's current practice is to allocate 70% of all TLT tax revenues to Visit McMinnville for promotion activities and the remaining 30% to the General Fund. In 2019-20 Visit McMinnville's budget will be \$859,100 and the transfer to the General Fund is estimated at \$377,400.

**Advantages:** Can be used for capital or operations. This is a growing source of revenue as occupancy and room rates increase and as more rooms are added in McMinnville.

**Limitations:** Any parks and recreation use of the 70% currently allocated directly to Visit McMinnville would reduce the available budget for their promotion activities. Facilities would need to have a clear tourism connection, such as swim meets that attract visitors to the City. The 30% transferred to the General Fund faces the same competition from other services paid from this source.

**Use for Parks and Recreation:** TLT funding is not generally applied to any specific General Fund purpose, including parks and recreation purposes. The amount of this transfer has informed dedication of funding for specific priorities, most recently projects related to people without homes, that have a relationship to tourism and lodging.

#### *General Obligation Bond (Bond Measure)*

General Obligation Bonds are voter-approved bonds with the authority to levy an assessment on real and personal property. The proceeds can be used for capital improvements but not

## Partnerships and Funding Assessments

maintenance. This property tax is levied for a specified period of time. The City currently has \$27.7 million in bonded debt for park improvements, the construction of the Police Station and Civic Hall, and major street improvements. Most of these projects are complete and the level of debt remaining to be paid off is important to considering future use of bonds.

**Advantages:** Allows voters to decide on a limited-term tax increase to raise a substantial amount of capital funding.

**Limitations:** Capital funding only; existing debt limits the amount that could be raised; and the passage of the recent McMinnville School District bond measure has increased the overall tax level for community members.

**Use for Parks and Recreation:** In 2001 the community authorized \$9.1 million for the Park System Improvement Bond. The projects funded by this bond are either complete or nearing completion and the debt will be paid off in 2021.

### *Operating Levy*

Levies are voter-approved assessments on real property that extend for up to a 5-year term and can be used for maintenance and operations. While operating levies to support parks and recreation have been passed in other jurisdictions, within Yamhill County, the only operating levies supported by voters since 2008 have been for public safety.

**Advantages:** Allows an increase in operational funding.

**Limitations:** Requires renewal at least every five years.

**Use for Parks and Recreation:** The City of McMinnville does not currently utilize this funding source.

### *Park and Recreation District*

Oregon communities are allowed to form special districts to provide park and recreation facilities in several ways. Park and Recreation Districts (ORS Chapter 266), Metropolitan Service Districts (ORS Chapter 268) and County Service Districts (ORS Chapter 451) all allow for the construction and operation of park and recreation facilities. This new entity is independent and governed by a board of three to five members. Districts levy their own taxes, which are limited depending on the type of district. These funds can be used for operations or capital projects.

**Advantages:** Provides dedicated capital and operational funding for parks and recreation. Districts can be defined separately from City limits.

**Limitations:** Creates a separate governmental entity that would either supplement or take over existing parks and recreation services. This comes with some loss of control for City government. Impacted heavily by any compression of taxes<sup>1</sup>.

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<sup>1</sup> Compression is when local taxes exceed the Constitutional limit that can be collected per \$1,000 of real market value. In this event, tax collections are reduced according to a formula that starts with local option taxes and then

**Use for Parks and Recreation:** The City of McMinnville does not currently utilize this funding source.

#### *Park Utility Fee*

A park utility fee creates dedicated funds to help offset the cost of park and facility maintenance. Most City residents pay water and sewer utility fees. Park utility fees apply the same concepts to City parks and facilities, and a fee can be assessed to all businesses and households. The monthly fee would be paid upon connection to the water and sewer system. Park utility fees have the potential to be a significant and stable revenue stream for local jurisdictions. For example, Medford assesses a per unit/monthly fee that is charged on the water bill and West Linn charges a monthly residential park maintenance fee of \$13.01 per month per household, charged on the utility bill.

**Advantages:** Provides stable, ongoing capital or operational funding that is dedicated to parks and recreation. Can be established directly by City Council.

**Limitations:** Can be regressive, impacting lower income households disproportionately.

**Use for Parks and Recreation:** The City of McMinnville does not currently utilize this funding source.

#### *Public Agency Grants*

Federal, state and other public agency grant funding may be available for parks and recreation improvements. Federal Land and Water Conservation Fund (LWCF) is administered by Oregon Parks and Recreation Department (OPRD) and is one of the most common funding sources. The lottery-funded Local Government Grant Program helps local government agencies fund outdoor park and recreation areas and facilities and acquire property for park purposes. The Oregon Department of Fish and Wildlife also offers grants for land conservation and habitat improvements. Travel Oregon's Competitive Grant program also provides funding support for projects that are linked to tourism and demonstrate a direct tie to the mission of Travel Oregon.

**Advantages:** Recreation facilities are appealing to granting agencies, and grants can greatly expand the capital resources available.

**Limitations:** Competitive, providing capital funding only. Many grant programs will not fund indoor facilities. Nearly all grant programs require a substantial local contribution (matching funds or in-kind contribution). Application and management of grant contracts requires staff time and expertise.

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proportionally reduces other taxes until the total collection is within the limit. Compression occurs when Cities are close to their limits or the real market value of property declines, such as in a recession.

## Partnerships and Funding Assessments

**Use for Parks and Recreation:** The City of McMinnville has received public agency grants for specific projects in the past and is currently a sub-grantee (to the McMinnville School District) for a 21<sup>st</sup> Century Grant that provides \$40,000 to Kids on the Block.

### *Philanthropic Grants*

Some foundations offer grant funding to support their mission and objectives, funding projects or programs in local communities. Philanthropic foundations such as the Ford Family Foundation and Meyer Memorial Trust provide funding to support initiatives that improve local communities, typically to non-profit organizations rather than to local governments.

**Advantages:** Expands the potential pool of capital funding.

**Limitations:** Similar to government grants, with the addition of a heightened need for relationship-building with individual foundations and a general reluctance to grant directly to government agencies.

**Use for Parks and Recreation:** Both the Collins Foundation (\$60,000) and the Ford Family Foundation (\$25,000) have contributed to the development of the playground at Jay Pearson Neighborhood Park.

### *Donations*

The donations of labor/in-kind services, land, or cash by service agencies, private groups, or individuals can provide sources of revenue, most typically for specific projects or programs. Service agencies such as Lions and Rotary often fund small projects such as playground improvements or shelter.

**Advantages:** Builds community ownership in projects. Expands the fundraising reach of the City.

**Limitations:** Can contribute to large-scale projects such as recreation facilities but are not likely to be a major part of the financial support.

**Use in Parks and Recreation:** The Kids on the Block program has been supported by donations from the supporting organization Kids on the Block, Inc. which had conducted fundraising efforts on behalf of the program, contributing approximately \$200,000 per year. The active fundraising efforts have ended, and the remaining funds will be depleted within the next two years. Other donations have included playground equipment and cash donations to support swim lessons, scholarships, senior center programming and enhancements, etc.

### *State Funding Appropriation*

Projects that match State funding priorities or gain enough political attention can receive, typically one-time, funding from the Oregon Legislature. State Representatives and City lobbyists would need to be engaged to help

**Advantages:** Outside funding, can be a substantial contribution.

**Limitations:**

**Use in Parks and Recreation:** None in McMinnville.

## Potential Resource Summary

To bring the two, interrelated, topics of partnerships and funding sources together, the Resource Summary Matrix provided below summarizes the potential for each to contribute necessary resources for new community facilities.

### Partnerships

In the first section of the Resource Summary Matrix below, each of the partners are matched to the key resources the City will need to develop for new facilities. Empty circles indicate potential for partnerships to contribute; filled circles indicate a partner that is already (in some way) contributing in that area.

#### *Strengths and Weaknesses*

From the City's perspective regarding new or upgraded indoor recreation facilities, the strengths and weaknesses of these existing and potential partnerships are mainly derived from the capacity to contribute to the needed resources. In particular, the partners noted as currently providing operational support are largely paying for use of existing facilities at rates based on current costs. Specific partner's strengths and weaknesses are addressed in more detail in the Partnership Assessment section above.

### Funding Options

In the second section, the same resource needs are matched to funding options. Similar to the partnerships, the funding options are indicated with empty circles for potential and filled circles for funding sources the City is currently utilizing for park and recreation facilities (although not necessarily for indoor facilities). The next step forward will be to begin to quantify the capital and operational resources needed for a new facility and build a package of partnerships and funding options that fits the scale and mix of needs.

## Partnerships and Funding Assessments

**Table 4: Resource Summary Matrix**

	Land/ location	Capital funding	Operational funding	Staffing	Community Identity	Developing Support	Relationships
<b>Partnerships</b>							
Linfield College	○	○	○	●	○	○	
McMinnville Library			○			○	○
McMinnville School District			○			○	○
Willamette Valley Medical Center		○	●				
Chemeketa Community College				○		○	○
Chamber of Commerce					○	○	○
Visit McMinnville					○	○	
Unidos						○	●
"See Ya Later" Foundation		○				○	○
McMinnville Center for The Arts – MECA					○	○	
YMCA of Columbia-Willamette		○	○	○			○
Friends of McMinnville Senior Center		●					●
Yamhill County		○					
McMinnville Swim Club			●	●		●	
Other tenants (such as McMinnville Playschool)			●			○	
<b>Funding Options</b>							
Property Taxes	●	●	●	●			
Charges for Services			●	●			
System Development Charges	●	●					
Transient Lodging Tax			○				
General Obligation Bond	●	●					
Operating Levy			○	○			
Park and Recreation District	○	○	○	○			
Park Utility Fee		○	○	○			
Public Agency Grants	○	○					
Philanthropic Grants	○	○					
Donations	○	○					
State Funding Appropriation		○					

○ = Potential resources, but not existing partner role or funding source

● = Existing and potential future partner role or funding resource

## Operations and Staffing Plan

### Operations Budget

To meet the expected new recreation programming directions as well as manage and maintain the new recommended facilities, the operations budgets for the Parks and Recreation Department will need to grow. There will be efficiencies with a combined aquatic and recreation center but there will also be opportunities for new programs and services.

### Current Budget

The Department has the existing budget categories and amounts for expenses and revenues.

**Table A- Parks & Recreation Budget 2017-2018 Actuals**

Budget Section	Expenses	Revenues	Difference
Administration	\$248,335	\$18,035	(\$230,300)
Aquatics	\$779,934	\$415,866	(\$364,068)
Community Ctr./Programs	\$505,590	\$356,402	(\$149,188)
Kids on the Block	\$336,240	\$306,140	(\$30,100)
Recreational Sports	\$263,621	\$200,333	(\$63,288)
Senior Center	\$315,267	\$124,191	(\$191,076)
<b>Total</b>	<b>\$2,448,987</b>	<b>\$1,420,967</b>	<b>(\$1,028,020)</b>

Source: 2019-2020 City of McMinnville Adopted Budget

## Operations and Staffing Plan

### *Current Staffing*

Within the budget categories listed above there are the following staffing positions.

**Table B- Parks & Recreation Staffing 2019-2020 Actuals**

Budget Section	Full Time	Part-Time
Administration	1	0
Aquatics	3	27
Community Ctr./Programs	2	11
Kids on the Block	1	41
Recreational Sports	1	30
Senior Center	2	3
<b>Total</b>	<b>10</b>	<b>112</b>

Source: 2019-2020 City of McMinnville Adopted Budget

### **Anticipated New Operating Budget**

It is anticipated that the following budget sections will potentially be impacted by new programs and facilities. Much of this increase will occur when the new aquatic/recreation center opens but some will be required to fund additional programming prior to this date. It is also important to note that it is projected that the new aquatic/recreation center will be open 7 days a week and 105 hours or more a week (currently the Community Center is open 5 days a week and the Aquatic Center 6 days) which will drive increases in operating costs.

Note: These are general budget estimates only.

#### *Administration*

Only minor impacts are expected for the Administration budget.

#### Expenses

*Personnel:* Full Time - Marketing Coordinator (\$46,000 plus benefits)  
Part Time – No new positions

*Materials & Services:* Small increase in the operational supplies. However, approximately \$100,000 will need to be allocated in the next two years for additional facility planning efforts.

*Capital:* No increase

## Revenues

There are not expected to be any increases in revenues in this budget.

**Table C- Administration Budget Impact**

Administration	2018 Expenses	New Expenses	Total
Personnel	\$199,635	\$65,000	\$364,635
Materials & Services	\$48,700	\$10,000	\$58,700
Capital	\$0	\$0	\$0
<b>Total</b>	<b>\$248,335</b>	<b>\$75,000</b>	<b>\$323,335</b>

Administration	2018 Revenues	New Revenues	Total
Other	\$18,035	\$0	\$18,035
<b>Total</b>	<b>\$18,035</b>	<b>\$0</b>	<b>\$18,035</b>

## *Aquatics*

With the anticipated new aquatic center that is larger than the existing center, there will be increases in both the expense and revenue budgets.

## Expenses

*Personnel:* Full Time – No new positions  
Part Time – Increases in lifeguard staffing, swim lessons, and other programs. Decrease in front desk personnel (will be in the Community Center budget).

*Materials & Services:* Increase in operational supplies and services.

*Capital:* Small increase to handle long term capital replacement.

## Revenues

*Admissions:* Decrease in admissions with one single fee for use of the center (moves to Community Center budget).

*Programs:* Increase in revenue from programs.

*Rentals:* Increase in rental revenues

## Operations and Staffing Plan

*Other:* Minimal increase in revenues.

**Table D- Aquatics Budget Impact**

Aquatics	2018 Expenses	New Expenses	Total
Personnel	\$554,042	\$50,000	\$604,042
Materials & Services	\$225,892	\$75,000	\$300,892
Capital	\$0	\$15,000	\$15,000
<b>Total</b>	<b>\$779,934</b>	<b>\$140,000</b>	<b>\$919,934</b>

Aquatics	2018 Revenues	New Revenues	Total
Admissions	\$281,706	\$0	\$0
Programs	\$97,333	\$25,000	\$122,333
Rentals	\$22,842	\$7,000	\$29,842
Other	\$13,985	\$2,000	\$15,985
<b>Total</b>	<b>\$415,866</b>	<b>\$32,000</b>	<b>\$168,160</b>

### *Community Center & Programs*

With the anticipated new aquatic/recreation center that is substantially different and larger than the existing Community Center, there will be significant increases in both the expense and revenue budgets.

#### Expenses

*Personnel:* Full Time – Facility Manager (\$63,500 plus benefits)  
Fitness/Wellness Coordinator (\$46,000 plus benefits)  
General Programs Coordinator (\$46,000 plus benefits)  
Maintenance Technician (\$48,000 plus benefits)  
Front Desk Specialist (\$43,000 plus benefits)  
Part Time – Front desk staff, fitness programs, general programs and custodial.

*Materials & Services:* Increase in operational supplies and services.

*Capital:* Increase to handle long term capital replacement.

## Revenues

*Admissions:* Large amount in admissions with one single fee for use of the center (includes access to the aquatic center).

*Programs:* Large Increase in revenue from programs.

*Rentals:* Increase in rental revenues.

*Other:* Minimal increase in revenues.

**Table E- Community Center Budget Impact**

Community Center/Prog.	2018 Expenses	New Expenses	Total
Personnel	\$245,618	\$750,000	\$995,618
Materials & Services	\$259,972	\$225,000	\$484,972
Capital	\$0	\$35,000	\$35,000
<b>Total</b>	<b>\$505,590</b>	<b>\$1,010,000</b>	<b>\$1,515,590</b>

Community Center/Prog.	2018 Revenues	New Revenues	Total
Admissions*	\$0	\$650,000	\$931,706
Programs	\$265,940	\$150,000	\$415,940
Rentals	\$89,863	\$30,000	\$119,863
Other	\$599	\$15,000	\$15,599
<b>Total</b>	<b>\$356,402</b>	<b>\$845,000</b>	<b>\$1,483,108</b>

\* Includes \$281,706 admission transfer from Aquatics for admissions.

## *Recreational Sports*

The anticipated new aquatic/recreation center will provide opportunities for some expansion of recreation sports programs for both youth and adult.

## Expenses

*Personnel:* Full Time – Sports Coordinator (\$46,000 plus benefits)  
Part Time – Sports program staff.

*Materials & Services:* Increase in operational supplies and services.

## Operations and Staffing Plan

*Capital:* No Increase.

### Revenues

*Programs:* Small Increase in revenue from programs.

*Rentals:* No increase in rental revenues.

*Other:* Minimal increase in revenues.

**Table F- Recreational Sports Budget Impact**

<b>Recreation Sports</b>	<b>2018 Expenses</b>	<b>New Expenses</b>	<b>Total</b>
Personnel	\$179,353	\$83,000	\$262,353
Materials & Services	\$84,268	\$15,000	\$99,268
Capital	\$0	\$0	\$0
<b>Total</b>	<b>\$263,621</b>	<b>\$98,000</b>	<b>\$361,621</b>

<b>Recreation Sports</b>	<b>2018 Revenues</b>	<b>New Revenues</b>	<b>Total</b>
Programs	\$177,655	\$35,000	\$212,655
Rentals	\$1,600	\$0	\$1,600
Other	\$21,078	\$5,000	\$26,078
<b>Total</b>	<b>\$200,333</b>	<b>\$40,000</b>	<b>\$240,333</b>

### *Senior Center*

With the planned small addition to the Senior Center there will be an increase in operating expenses and revenues.

### Expenses

*Personnel:* Full Time – None  
Part Time – Senior program staff.

*Materials & Services:* Small increase in operational supplies and services.

*Capital:* Small Increase.

## Revenues

*Café:* Small increase in revenue from café users.

*Programs:* Small Increase in revenue from programs.

*Rentals:* Small increase in rental revenues.

*Other:* Minimal increase in revenues.

**Table G- Senior Center Budget Impact**

Senior Center	2018 Expenses	New Expenses	Total
Personnel	\$178,559	\$5,000	\$183,559
Materials & Services	\$136,708	\$10,000	\$146,708
Capital	\$0	\$3,000	\$3,000
<b>Total</b>	<b>\$315,267</b>	<b>\$18,000</b>	<b>\$333,267</b>

Senior Center	2018 Revenues	New Revenues	Total
Cafe	\$33,472	\$3,500	\$36,972
Programs	\$51,626	\$5,000	\$56,626
Rentals	\$31,778	\$3,000	\$34,778
Other	\$7,315	\$500	\$7,815
<b>Total</b>	<b>\$124,191</b>	<b>\$12,000</b>	<b>\$136,191</b>

## Operations and Staffing Plan

### *Future Parks & Recreation Budget*

Below is indicated what the future Parks and Recreation Budget would need to be to support an increased level of programming as well as the anticipated new aquatic/recreation center.

**Table H- Future Parks & Recreation Budget**

Budget Section	Expenses	Revenues	Difference
Administration	\$323,335	\$18,035	(\$305,300)
Aquatics	\$919,934	\$168,160	(\$751,774)
Community Ctr./Programs	\$1,515,590	\$1,483,108	(\$32,482)
Kids on the Block	\$336,240	\$306,140	(\$30,100)
Recreational Sports	\$361,621	\$240,333	(\$121,288)
Senior Center	\$333,267	\$136,191	(\$197,076)
<b>Total</b>	<b>\$3,789,987</b>	<b>\$2,351,967</b>	<b>(\$1,438,020)</b>

Note: The net difference from the 2018 full budget and the anticipated future budget is an additional \$410,000.

### *Future Parks & Recreation Budget Increase Over 5 Years*

The table below attempts to estimate the new budget increases for expenses and revenues over the next 5 plus years in increments.

**Table I- Future Parks & Recreation Budget Increase Over 5 Plus Years**

Budget Section	1-2 Years		3-4 Years		5 Plus Years	
	Expenses	Revenues	Expenses	Revenues	Expenses	Revenues
Administration	\$0	\$0	\$75,000	\$0	\$0	\$0
Aquatics	\$5,000	\$5,000	\$5,000	\$5,000	\$130,000	\$22,000
Community Ctr./Programs	\$15,000	\$15,000	\$102,000	\$15,000	\$893,000	\$815,000
Kids on the Block	\$0	\$0	\$0	\$0	\$0	\$0
Recreational Sports	\$5,000	\$5,000	\$5,000	\$5,000	\$88,000	\$30,000
Senior Center	\$3,000	\$2,000	\$15,000	\$10,000	\$0	\$0
<b>Total</b>	<b>\$28,000</b>	<b>\$27,000</b>	<b>\$202,000</b>	<b>\$35,000</b>	<b>\$1,111,000</b>	<b>\$867,000</b>

## Operations and Staffing Plan

### *Future Parks & Recreation Staffing*

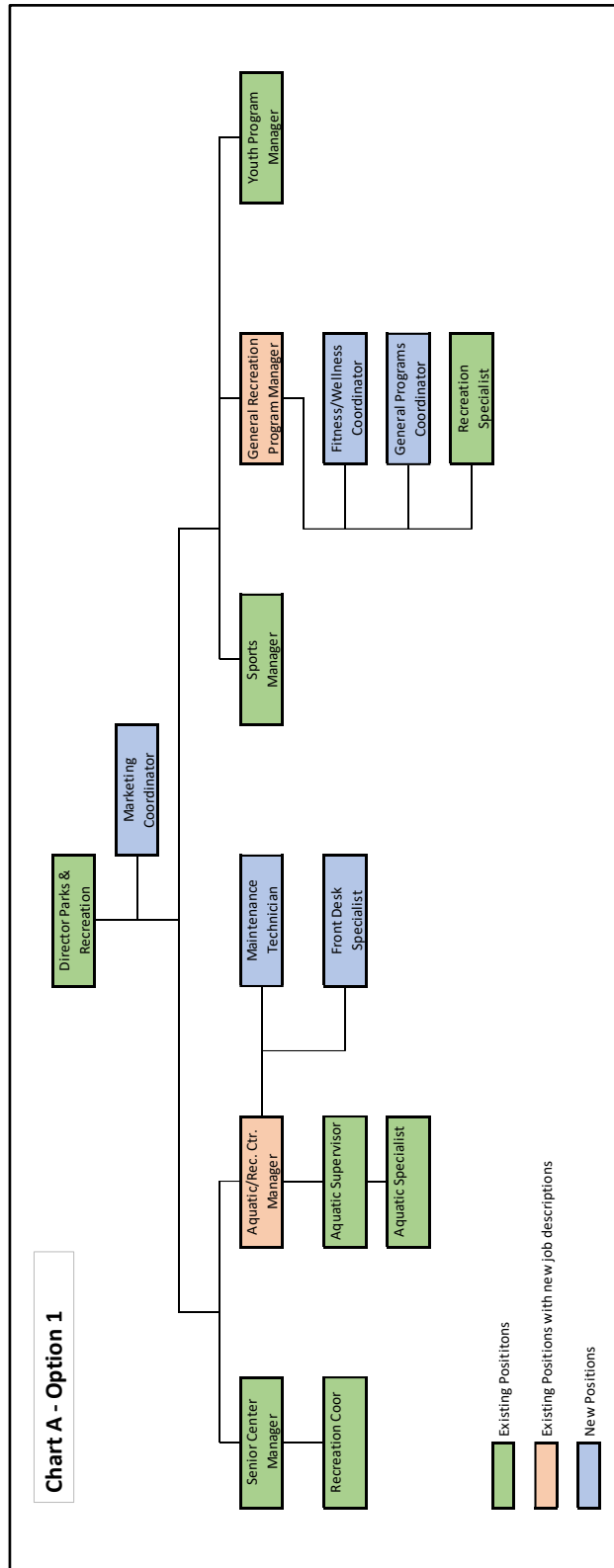
Below is indicated what the future Parks and Recreation staffing plan would be to support an increased level of programming as well as the anticipated new aquatic/recreation center.

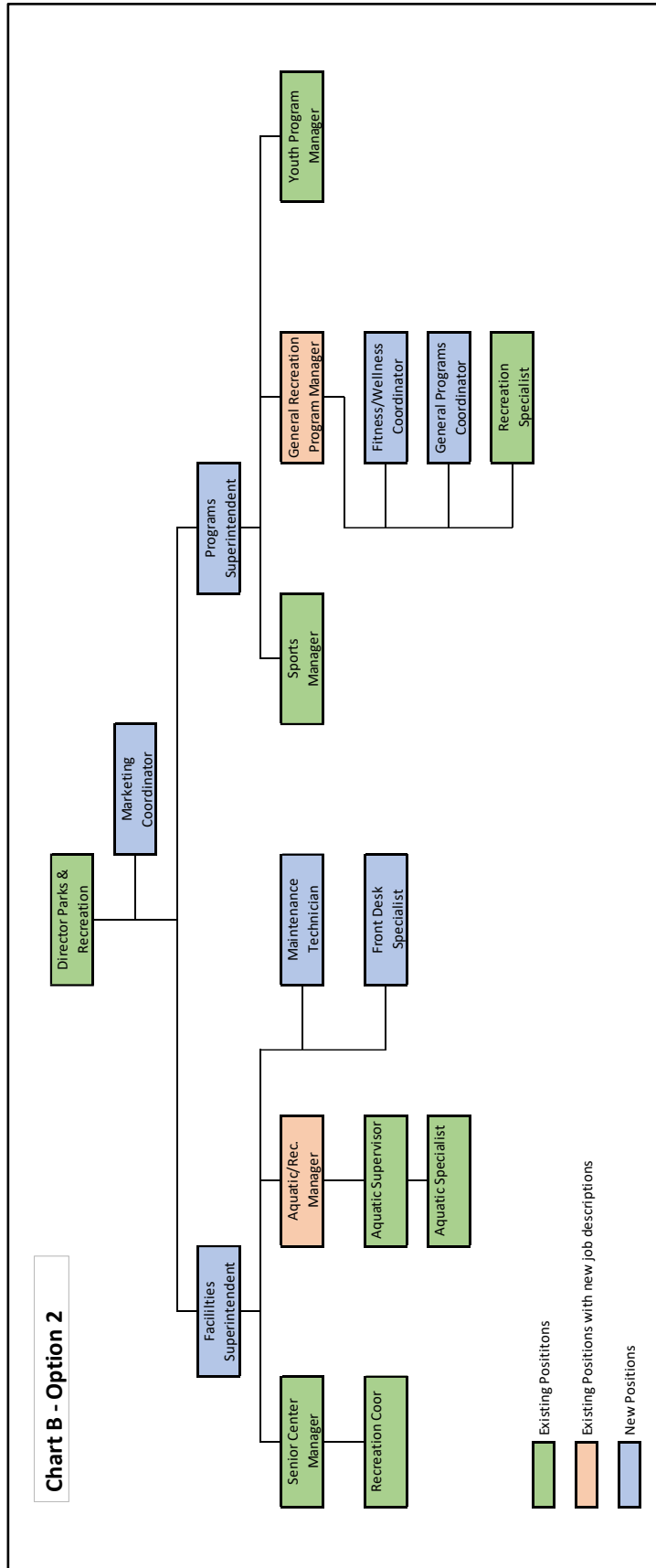
**Table J- Future Parks & Recreation Staffing**

Budget Section	2019-2020 Full Time	New Full Time
Administration	1	1
Aquatics	3	0
Community Ctr./Programs	2	5
Kids on the Block	1	0
Recreational Sports	1	1
Senior Center	2	0
<b>Total</b>	10	7

### *Future Parks & Recreation Organizational Chart*

The following pages indicate two possible options for an organizational chart for the Parks and Recreation Department at the five plus year mark. The first matches the new full-time positions indicated in this report. The second is a more visionary approach that adds two superintendent positions. This would not occur until at least the 5-year mark and might be further in the future than that. The cost of this option has not been indicated in this document.





## Implementation

If the key recommendations of this study are going to be implemented, then having a clear action plan in place for the next five plus years is essential.

### Short-Term (1 to 2 years)

#### Programming

- A long-term programming plan needs to be developed that outlines program and service priorities for the next five years, the individual (or organization) responsible for the development of the program, and the required resources (staff, facility, funding, fees, etc.) to implement the activity.
- Continue to focus programming on:
  - Senior activities
  - Adult and senior enrichment programming
  - Gymnastics
  - Competitive swimming
- Begin to expand programming in:
  - Aquatics
  - Preschool
  - Youth afterschool
  - Youth sports
  - Adult/Senior sports
  - Fitness/wellness
- Parks and Recreation should continue to explore additional partnering opportunities for programs and services. This could include the school district, appropriate private providers, non-profit, and other communities in the area.
- There should be a strong recognition of the different demographic markets that must be served. The youth, teen, senior and family populations in the area should be specifically addressed as well as Latinx.
- Establish an adequate operations budget to support growth in programs and services. This is estimated to be an additional \$25,000 to \$35,000 per year across most program accounts with an additional \$25,000 to \$30,000 in revenue.
- Coordinate with the library to ensure that there are no duplications of service and Parks and Recreation's fee for service approach is protected.

### Facilities

- The City commits to replacing the existing Community Center and Aquatic Center with a new facility that combines both. There is also a commitment to make a small expansion to the Senior Center.
- Complete the next phase of the study for a possible combined aquatic/recreation center.
  - Confirm amenities and their sizing for the facility.
  - Determine realistic partnership possibilities for the project. Develop an initial memorandum of understanding with any equity partners.
  - Determine the most appropriate site for the project.
  - Develop a concept plan for the center.
  - Update capital cost projections for the project.
  - Determine the operations budget for the project including target markets, staffing requirements and cost recovery requirements.
  - Develop a start-up budget for the facility.
- Complete a planning study for the expansion of the Senior Center.
  - Confirm amenities and their sizing for the facility.
  - Develop a concept plan for the expansion.
  - Update the capital cost for the project.
  - Determine the operations impact of the project.
- Establish a realistic funding plan for the projects.
  - Capital – Will require multiple forms of funding including tax dollars
  - Operations – Will require funding of an annual operations subsidy which could include an operations mill levy increase.
  - Capital replacement – Planning for long term replacement of building systems
- Determine the possible role of any partners in the operations of the aquatic/recreation center or the provision of programs and services in the facility. This could change the City's staffing requirements for the project.
- Determine possible reuse options (or demolition) for the existing Aquatic Center and Community Center buildings. Plan to take these off-line as recreation facilities as soon as the new aquatic/recreation center opens and remove them from the Parks and Recreation budget.
- Determine a possible date for a bond election to fund at least a portion of the projects (late 2020, early 2021).
- Establish an "Action Committee" to promote passage of the bond.

### Other

- Actively recruit staff that speaks fluent Spanish for front line staffing positions.
  - Establish being bilingual as an important hiring criteria.

- Establish a hiring plan for proposed new full-time and part-time staff associated with the expansion of recreation programs and services as well as the opening of the new aquatic/recreation center.
  - Short-Term – Hire additional part-time staff or contract instructors for programs.
  - Mid-Term – Hire Marketing Coordinator plus additional part-time staff/contractor instructors for programs.
  - Long-Term – Hire the balance of the new full-time staff plus additional part-time facility staff and program staff/contractor instructors for programs.

## Mid-Term (3 to 4 years)

### Programming

- Update the long-term program plan.
  - Determine effectiveness of the initial program plan.
  - Evaluate community satisfaction with the program plan and determine directions for the future.
  - Focus on programs that will be expected in the new aquatic/recreation center.
- Continue to grow and expand the program opportunities outlined in the Short-term action plan.
- Enhance programming opportunities for:
  - Multigenerational/family activities
  - Teens
  - Inter-cultural activities
- Increase the number of program performance measures that are tracked annually. This should include:
  - An annual listing of programs that are offered by general categories.
  - Determine the number of classes that had to be cancelled due to a lack of registration compared to the number of programs that were a “go”.
  - Record the fill rate for classes that have a minimum and maximum number of participants.
  - Track program registration numbers broken down by resident/non-resident.
  - Track the number of programs offered in-house vs. contracted.
- Develop a calculation of the cost per participant for key programs to determine the value that is received for the cost.
  - Track programs provided by other organizations or agencies.
- The Department should continue to track program trends on a regional and national basis to ensure that program offerings are current and reflect the opportunities that are available.
- Increase the operations budget to support growth in programs and services. This is estimated to be an additional \$35,000 to \$40,000 per year across most program accounts with an additional \$30,000 to \$35,000 in revenue.

### Facilities

- Complete design for the new aquatic/recreation center and the expansion of the Senior Center.
- Develop formal agreements with any project partners. These must be in place prior to completing final design.
- Bid construction of the aquatic/recreation center and expansion of the Senior Center.
- Update the operations plan for both facilities.
  - Establish hours of operation and fee structure.

- Complete the expansion of the Senior Center.
- The aquatic/recreation center is under construction (year 4).
- Develop a transition plan from the old facilities to the new aquatic/recreation center.
  - Determine future status/use of the existing Aquatic Center and Community Center.

## Other

- Update the fee policy to reflect new programs, facilities and services.
- Establish a concise and pointed annual marketing plan to guide the promotion of facilities, programs and services.
- Update the job descriptions for all full and part time staff to reduce and simplify the number of job classifications and more accurately represent the job functions of each position.
- Hire the Marketing Coordinator to promote increased programming opportunities, build the brand for the Department, manage partnerships and prepare for the opening of the new aquatic/recreation center.
- Hire the Facility Manager to prepare for the opening of the new aquatic/recreation center. This should occur sometime near the end of year 4 but at least 1 year prior to the opening of the center.

## Long-Term (5 plus years)

### Programming

- Continue to update the long-term program plan
  - Assess the impact of the new aquatic/recreation center on programming.
- Expand programming in:
  - Aquatics
  - Preschool
  - Youth afterschool
  - Youth sports
  - Adult/Senior sports
  - Fitness/wellness
- Add new programs in:
  - Gym sports
  - Youth and teen development
  - Cultural arts
  - Indoor special events
- Focus programming for:
  - Multigenerational/family activities
  - Teens
  - Inter-cultural activities
- Complete a capacity/use analysis (number of uses/activities per space for the hours available, determined on a percentage basis) should be completed for each major space in the recreation facilities to determine a percentage of utilization.
- Complete a lifecycle analysis of the Department's recreation programs and services where program registrations by interest area are tracked and reviewed on a yearly basis. Programs should be slotted into the following categories:
  - *New* – programs in the start-up phase that are just starting to build in popularity.
  - *Mature* – programs that have consistent high levels of registrations and are still growing in popularity.
  - *Old* – programs that are seeing a decline in popularity.Program offerings should be reasonably distributed among the three areas noted to have a healthy and vibrant programming focus. Establish decision criteria for adding and/or discontinuing programs.
- Increase the operations budget to full levels identified in the budget section of this report to support new programs and services associated with the aquatic/recreation center.

### Facilities

- Open the new aquatic/recreation center.

- Place all facility building elements, systems and equipment on a capital lifecycle schedule and have an updated, detailed five-year capital improvement plan for each facility.

## Other

- Hire the balance of the full-time staff 3 months prior to the opening of the new aquatic/recreation center.
  - Fitness/Wellness Coordinator
  - General Programs Coordinator
  - Sports Coordinator
  - Maintenance Technician
  - Front Desk Specialist
- Establish overall staffing requirements and mandates for all facilities and programs operated by the Department. These should be developed to cover issues associated not only with key roles and responsibilities of full-time and part-time staff but also requirements for facility staffing and the use of contract staff or services. The requirements should also address minimum staffing requirements for opening/operation and seasonal adjustments to the staffing schedule.
- Establish a strong staff (both full-time and part-time) training and education program to ensure staff growth and improvement. The staff training program should focus on customer service, program development, budgeting, revenue growth, safety/security, and operations.

## 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

<b>Who should the City of McMinnville expand or develop programs, classes, and events for? (check all that apply)</b>		
<b>Answer</b>	<b>Count</b>	<b>Percentage</b>
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%

<b>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)</b>		
<b>Answer</b>	<b>Count</b>	<b>Percentage</b>
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

<b>What benefits of the McMinnville parks and recreation system are most important to you? (check the two MOST IMPORTANT)</b>		
<b>Answer</b>	<b>Count</b>	<b>Percentage</b>
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%

<b>Which would be most appealing to you as a starting place for this discussion?</b>		
<b>Answer</b>	<b>Count</b>	<b>Percentage</b>
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.

<b>Outreach and Advertising Methods</b>
<b>Social Media and Electronic Distribution</b>
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.)
<b>Print and In-Person Efforts (with iPad to complete questionnaire)</b>
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
<b>Requests to Employers and Organizations to Help Distribute the Questionnaire</b>
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)

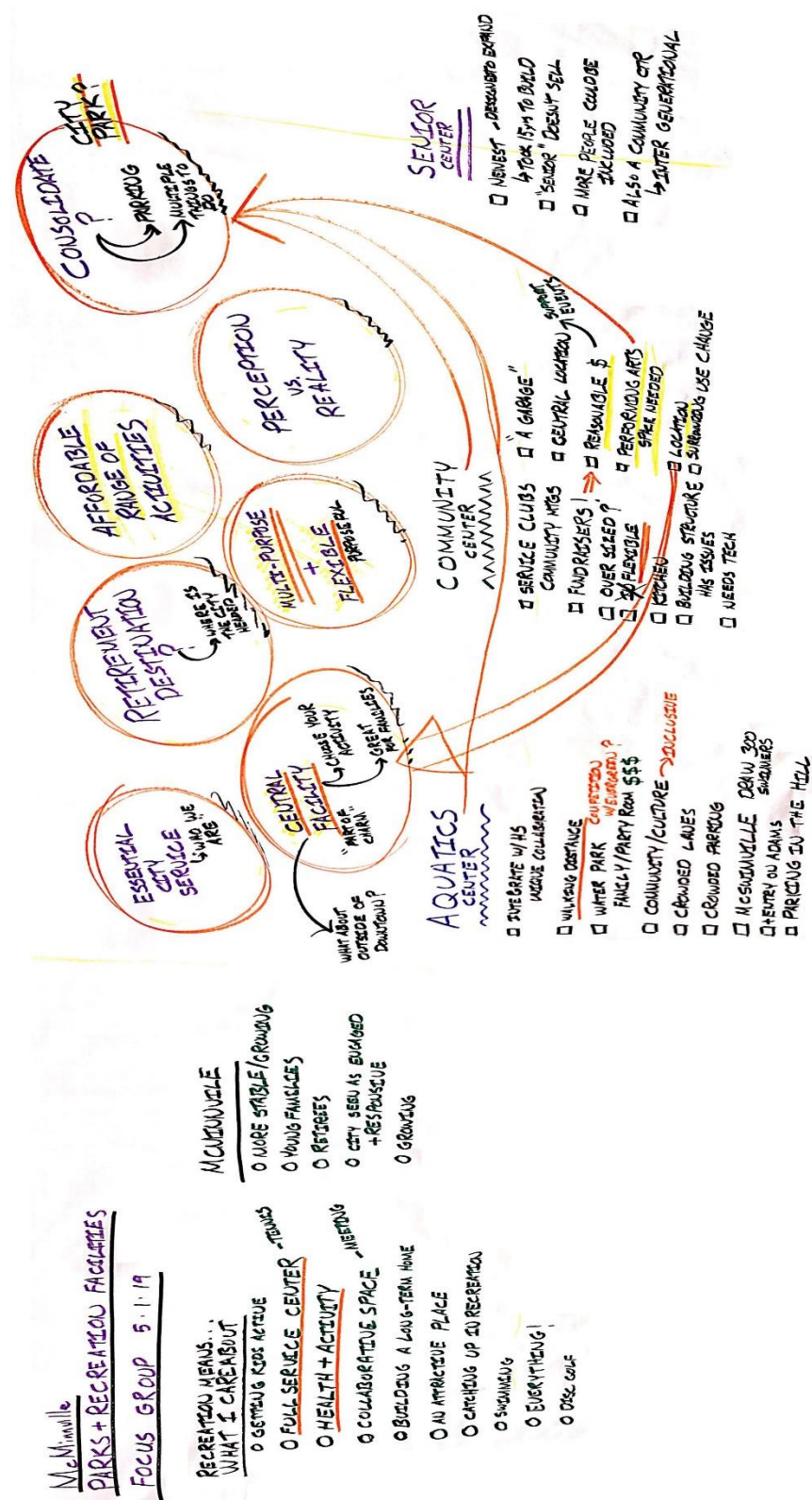
### Senior Center

- 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

## Wallgraphics





## 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

## Appendix C: Key Leader Interview Summary

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)

LEAGUE OF OREGON CITIES & CIS

PROUDLY PRESENT THE

# SILVER SAFETY AWARD

TO THE

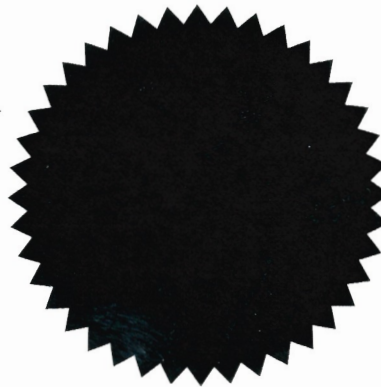
# CITY OF MCMINNVILLE

INJURY FREQUENCY RATE OF 0.9 IN FY 18-19 WITH

317 FULL-TIME EMPLOYEES



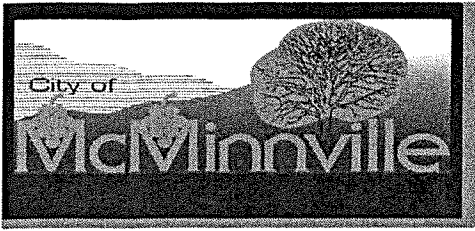
Mike Cully, Executive Director  
League of Oregon Cities



Patrick Priest, Executive Director  
CIS



citycounty insurance services  
[cisoregon.org](http://cisoregon.org)



City Recorder Use	
Final Action: _____	
<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Disapproved

## Liquor License Recommendation

---

BUSINESS NAME / INDIVIDUAL: FLGH Coffee House LLC dba Union Block Coffee

BUSINESS LOCATION ADDRESS: 403 NE 3<sup>rd</sup> St

LIQUOR LICENSE TYPE: Limited on-premises

Is the business at this location currently licensed by OLCC

☐ Yes ☒ No

If yes, what is the name of the existing business:

---

Hours of operation: Sunday – Saturday 7 am – 7 pm

Entertainment: Recorded music

Hours of Music: open hours

Seating Count: 49; 40 indoor and 9 outdoor

EXEMPTIONS:

(list any exemptions)

---

Tritech Records Management System Check: ☒ Yes ☐ No

Criminal Records Check: ☒ Yes ☐ No

Recommended Action: ☒ Approve ☐ Disapprove

Chief of Police / Designee

---

City Manager / Designee



**City of McMinnville**  
**Community Development Department**  
231 NE Fifth Street  
McMinnville, OR 97128  
(503) 434-7312  
[www.mcminnvilleoregon.gov](http://www.mcminnvilleoregon.gov)

## STAFF REPORT

**DATE:** October 8, 2019  
**TO:** Mayor and City Councilors  
**FROM:** Mike Bisset, Community Development Director  
**SUBJECT:** SPIRE grant acceptance  
**STRATEGIC PRIORITY & GOAL:**



### COMMUNITY SAFETY & RESILIENCY

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

**OBJECTIVE/S:** Lead and plan for emergency preparedness

---

**Report in Brief:** This action is the consideration of a resolution to accept an Oregon Office of Emergency Management (OEM) State Preparedness and Incident Response Equipment (SPIRE) grant offer for the placement of a 30kW emergency generator at the McMinnville Municipal Airport.

**Background:** The State Preparedness and Incident Response Equipment (SPIRE) grant program provides equipment to local governments and other recipients for emergency preparedness. The program funds the purchasing and distribution of equipment, including vehicles and other property, to be used during an emergency to decrease the risk for loss of life and property damage.

Awarded equipment will be purchased by OEM and provided to the grant recipients. The OEM retains ownership of the equipment, and the grant recipients are responsible for all costs involved with the operation and maintenance of the equipment.

If needed, OEM can ask that grant recipients deploy the equipment to another needed location during emergencies. At the end of the equipment's useful life, the OEM may take the equipment back, or sell it to grant recipients at its fair market value.

**Discussion:** The City has been awarded a SPIRE grant for a mobile 30KW, diesel powered, trailer mounted generator. The unit will be stationed at the McMinnville Municipal Airport (MMV) and will serve as back up emergency power generation to allow the airport to remain operational in a large scale disaster such as the Cascadia Subduction Zone Earthquake. The generator can be used to power the High Intensity Runway Light (HIRL) system, the Precision Approach Path Indicator System, the Airport Beacon, some building/hangars, and can power both 11,000gal 100LL and Jet A fuel tanks.

As part of the 2013 Oregon Resilience Plan, MMV was identified as one of 30 airports in Oregon that can support recovery efforts related to a Cascadia Subduction Zone Event. Additionally, in 2017 the Oregon Airport Resiliency Work Group categorized MMV as a Tier 2 airport. The Tier 2 network of airports will provide access to most rural areas, and will be needed to restore major commercial operations.

MMV may also be referred to as a type 2 Federal Staging Area (FSA) which means the airport would function as forward Aerial Port of Embarkation/Departure and simultaneously used as a Tier 2 resupply point capable of the full spectrum of response operations.

**Attachments:**

1. Resolution
2. SPIRE Grant Agreement No. 18-239
3. SPIRE Grant Guidance and Application information

**Fiscal Impact:**

As noted, OEM will purchase, and retain ownership of the emergency generator. The City's Airport Fund will be responsible for all of the operation and maintenance costs related to use of the generator.

**Recommendation:**

Staff recommends that the City Council adopt the attached resolution accepting Grant No. 18-239 from the Oregon Office of Emergency Management, and authorizing the City Manager to execute the grant agreement.

RESOLUTION NO. 2019-62

A Resolution accepting an Oregon Office of Emergency Management (OEM) State Preparedness and Incident Response Equipment (SPIRE) grant.

RECITALS:

The SPIRE grant program provides equipment to local governments and other recipients for emergency preparedness. The program funds the purchasing and distribution of equipment, including vehicles and other property, to be used during an emergency to decrease the risk for loss of life and property damage.

The City has been awarded a SPIRE grant for a mobile 30KW, diesel powered, trailer mounted generator. The unit will be stationed at the McMinnville Municipal Airport (MMV) and will serve as back up emergency power generation to allow the airport to remain operational in a large scale disaster such as the Cascadia Subduction Zone Earthquake. The generator can be used to power the High Intensity Runway Light (HIRL) system, the Precision Approach Path Indicator System, the Airport Beacon, some building/hangars, and can power both 11,000gal 100LL and Jet A fuel tanks.

OEM will purchase, and retain ownership of the emergency generator. The City's Airport Fund will be responsible for all of the operation and maintenance costs related to use of the generator.

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

1. The City Manager is hereby authorized and directed to execute State Preparedness and Incident Response Equipment grant agreement No. 18-239 with the Oregon Office of Emergency Management.

Adopted by the Common Council of the City of McMinnville at a regular meeting held the 8th day of October 2019 by the following votes:

Ayes: Garvin, Geary, Drabkin, Menke, Peralta, Stassens

Nays: \_\_\_\_\_

Approved this 8th day of October 2019.

\_\_\_\_\_  
MAYOR

Approved as to form:

\_\_\_\_\_  
CITY ATTORNEY

**OREGON MILITARY DEPARTMENT  
OFFICE OF EMERGENCY MANAGEMENT  
STATE PREPAREDNESS AND INCIDENT RESPONSE GRANT  
City of McMinnville  
Portable Power Generation 30kW  
Grant No: 18-239**

This Agreement is made and entered into by and between the **State of Oregon**, acting by and through the Oregon Military Department, Office of Emergency Management, hereinafter referred to as “OEM,” and **City of McMinnville**, hereinafter referred to as “Recipient,” and collectively referred to as the “Parties.”

- 1. EFFECTIVE DATE.** This Agreement shall become effective on the date this agreement is fully executed and approved as required by applicable law. This Agreement, and OEM’s obligation to provide the Equipment (as that term is defined in Section 3) under this Agreement, shall terminate as provided in Section 8.
- 2. AGREEMENT DOCUMENTS.** This Agreement consists of this document and the following documents, all of which are attached hereto and incorporated herein by reference:

Exhibit A: **Equipment Schedule**

- 3. EQUIPMENT.** In accordance with the terms and conditions of this Agreement, OEM shall provide Recipient the item(s) of emergency response vehicles, equipment, and other personal property identified in Exhibit A (collectively, the “Equipment”). Recipient shall use the Equipment solely to decrease risks to life and property resulting from an emergency, as defined in ORS 401.025.
- 4. MAINTENANCE; ANNUAL SUSTAINMENT REPORTS.**
  - a.** Recipient must maintain, repair, perform upkeep on, and otherwise keep the Equipment in good working condition.
  - b.** Recipient shall submit annual sustainment reports using a form provided by OEM. The sustainment reports will summarize Recipient’s maintenance and use of the Equipment during the preceding calendar year.
  - c.** Recipient must submit sustainment reports to OEM annually on or before January 31st.
  - d.** Recipient may request from OEM prior written approval to submit a sustainment report after its due date. OEM may approve or deny the request in its sole discretion.
  - e.** Failure of Recipient to timely submit an annual program sustainment report may result in termination of this Agreement.

**5. RECORDS MAINTENANCE AND ACCESS; EQUIPMENT INSPECTIONS.**

- a. Records, Access to Records.** Recipient shall make and retain proper and complete books of record and account and maintain all fiscal records related to this Agreement and the Equipment in

accordance with all applicable generally accepted accounting principles, generally accepted governmental auditing standards, and state minimum standards for audits of municipal corporations. OEM, the Secretary of State of the State of Oregon (the “Secretary”), and their duly authorized representatives shall have access to the books, documents, papers and records of Recipient that are directly related to this Agreement or the Equipment provided for the purpose of making audits and examinations. In addition, OEM, the Secretary, and their duly authorized representatives may make and retain excerpts, copies, and transcriptions of the foregoing books, documents, papers, and records.

- b. Retention of Records.** Recipient shall retain and keep accessible all books, documents, papers, and records that are directly related to this Agreement or the Equipment for a minimum of six (6) years, or such longer period as may be required by other provisions of this Agreement or applicable law, following termination of this Agreement. If there are unresolved audit questions at the end of the six-year period, Recipient shall retain the records until the questions are resolved.
- c. Equipment Inspections.** Recipient shall permit authorized representatives of OEM to periodically inspect the Equipment, with or without notice.

**6. OPERATION AND MAINTENANCE EXPENSES.** Recipient shall be solely responsible for the costs of operating, maintaining, licensing, and insuring the Equipment and the costs, if any, to acquire and install any parts, accessories, or attachments for the Equipment (collectively, the “Operating Expenses”). OEM shall not be responsible for any Operating Expenses while the Equipment remains in Recipient’s possession, custody, or control.

**7. OWNERSHIP.** The OEM will retain ownership of the Equipment and can reclaim any or all of the item(s) of Equipment at any time and for any duration based on Recipient’s failure to meet requirements of this Agreement, community needs, or any other purpose, as determined by OEM in its sole discretion. Upon the Equipment being fully depreciated under governmental accounting principles, OEM may elect to sell the Equipment to Recipient at its fair market value.

## **8. TERMINATION.**

- a. Termination by OEM.** OEM may terminate this Agreement effective upon delivery of written notice of termination to Recipient, or at such later date as may be established by OEM in such written notice, if:
  - i. Recipient fails to follow grant agreement requirements or standard or special conditions; or
  - ii. Recipient fails to adequately maintain the Equipment; or
  - iii. Recipient fails to submit required reports; or
  - iv. Recipient fails to comply with inspections for any reason; or
  - v. Recipient files a false certification in this application or other report or document, including correspondence with OEM by any medium; or
  - vi. OEM determines that the Equipment could be of greater use to the community elsewhere.
- b. Termination by Recipient.** Recipient may terminate this Agreement effective upon delivery of written notice of termination to OEM, or at such later date as may be established by Recipient in such written notice, if:
  - i. Recipient no longer needs the Equipment; or

- ii. The Equipment is beyond its useful life.
- c. **Termination by Either Party.** Either Party may terminate this Agreement upon at least ten business days' notice to the other Party.
- d. **OEM's Rights Upon Termination.** Upon termination under this Section 8:
  - i. OEM may repossess the Equipment from Recipient and, if Recipient has failed to adequately maintain the Equipment as required by Section 4(a), require Recipient to reimburse OEM the cost of repairing the Equipment; or
  - ii. Where Recipient has failed to adequately maintain the Equipment as required by Section 4(a), OEM may require Recipient to pay OEM an amount equal to the Equipment's fair market value assuming proper maintenance and repair.

## 9. REPRESENTATIONS AND COVENANTS REGARDING THE TAX-EXEMPT STATUS OF BONDS.

- a. Recipient acknowledges that the State of Oregon may issue certain bonds (the "Bonds") in part to fund this grant and that the interest paid on the Bonds is excludable from gross income for federal income tax purposes. Recipient further acknowledges that the uses of the Equipment by Recipient during the term of the Bonds may impact the tax-exempt status of the Bonds. Accordingly, Recipient agrees to comply with all applicable provisions of the Internal Revenue Code of 1986, as amended, including any implementing regulations and any administrative or judicial interpretations, (the "Code") necessary to protect the exclusion of interest on the Bonds from federal income taxation.
- b. Recipient shall not, without prior written consent of OEM, permit more than five percent (5%) of the Equipment to be used in a "private use" by a "private person" (as defined in the Code) if such private use could result in the State of Oregon, receiving direct or indirect payments or revenues from the portion of the Equipment to be privately used.
- c. This subsection 9 shall survive any expiration or termination of this Agreement.

## 10. GENERAL PROVISIONS.

- a. **Indemnity.** To the extent authorized by law, Recipient shall defend (subject to ORS chapter 180), indemnify, save and hold harmless the State of Oregon, OEM and each of their officers, employees and agents from and against any and all claims, suits, actions, proceedings, losses, damages, liability and court awards including costs, expenses, and attorneys' fees incurred related to any actual or alleged act or omission by Recipient, or its employees, agents or contractors. This Section shall survive expiration or termination of this Agreement
- b. **Dispute Resolution.** The Parties shall attempt in good faith to resolve any dispute arising out of this Agreement. In addition, the Parties may agree to utilize a jointly selected mediator or arbitrator (for non-binding arbitration) to resolve the dispute short of litigation. Each party shall bear its own costs incurred under this Section 10.b.
- c. **Amendments.** This Agreement may be amended or extended only by a written instrument signed by both Parties and approved as required by applicable law.

- d. Notices.** Except as otherwise expressly provided in this Section, any communications between the parties hereto or notice to be given hereunder shall be given in writing by personal delivery, facsimile, email or mailing the same by registered or certified mail, postage prepaid to Recipient or OEM at the appropriate address or number set forth on the signature page of this Agreement, or to such other addresses or numbers as either party may hereafter indicate pursuant to this Section. Any communication or notice so addressed and sent by registered or certified mail shall be deemed delivered upon receipt or refusal of receipt. Any communication or notice delivered by facsimile shall be deemed to be given when receipt of the transmission is generated by the transmitting machine. Any communication or notice by personal delivery shall be deemed to be given when actually delivered. Any communication by email shall be deemed to be given when the recipient of the email acknowledges receipt of the email. The parties also may communicate by telephone, regular mail or other means, but such communications shall not be deemed Notices under this Section unless receipt by the other party is expressly acknowledged in writing by the receiving party.
- e. Governing Law, Consent to Jurisdiction.** This Agreement shall be governed by and construed in accordance with the laws of the State of Oregon without regard to principles of conflicts of law. Any claim, action, suit or proceeding (collectively, "Claim") between OEM (or any other agency or department of the State of Oregon) and Recipient that arises from or relates to this Agreement shall be brought and conducted solely and exclusively within the Circuit Court of Marion County in the State of Oregon. In no event shall this section be construed as a waiver by the State of Oregon of any form of defense or immunity, whether sovereign immunity, governmental immunity, immunity based on the eleventh amendment to the Constitution of the United States or otherwise, from any Claim or from the jurisdiction of any court. Each party hereby consents to the exclusive jurisdiction of such court, waives any objection to venue, and waives any claim that such forum is an inconvenient forum.
- f. Compliance with Law.** Recipient shall comply with all federal, state and local laws, regulations, executive orders and ordinances applicable to the Agreement or to the implementation of the Project.
- g. Severability.** If any term or provision of this Agreement is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the Parties shall be construed and enforced as if this Agreement did not contain the particular term or provision held to be invalid.
- h. Counterparts.** This Agreement may be executed in two or more counterparts (by facsimile or otherwise), each of which is an original and all of which together are deemed one agreement binding on all Parties, notwithstanding that all Parties are not signatories to the same counterpart.

**THE PARTIES**, by execution of this Agreement, hereby acknowledge that each Party has read this Agreement, understands it, and agrees to be bound by its terms and conditions.

**City of McMinnville**

By \_\_\_\_\_

Name \_\_\_\_\_  
(printed)

Date \_\_\_\_\_

**APPROVED AS TO LEGAL SUFFICIENCY**  
(If required for Recipient)

By \_\_\_\_\_  
Recipient's Legal Counsel

Date \_\_\_\_\_

**Recipient Program Contact:**

Mike Bisset  
Community Development Director  
City of McMinnville  
231 NE Fifth Street  
McMinnville, OR 97128  
503-434-7312  
mike.bisset@mcminnvilleoregon.gov

**Recipient Fiscal Contact:**

Jeff Towery  
City Manager  
City of McMinnville  
230 NE Second Street  
McMinnville, OR 97128  
503-434-7302  
jeff.towery@mcminnvilleoregon.gov

**State of Oregon**, acting by through its Oregon Military  
Department Office of Emergency Management

By \_\_\_\_\_

Clint Fella  
Mitigation and Services Section Manager, OEM

Date \_\_\_\_\_

**APPROVED AS TO FORM**

By Sam Zeigler via email  
Senior Assistant Attorney General

Date: August 8, 2019

**OEM Program Contact:**

Jim Jungling  
Program Coordinator, OEM  
Oregon Military Department  
Office of Emergency Management  
PO Box 14370  
Salem, OR 97309-5062  
503-378-3552  
jim.jungling@state.or.us

**OEM Fiscal Contact:**

Nicki Powers  
Senior Grants Accountant  
Oregon Military Department  
Office of Emergency Management  
PO Box 14370  
Salem, OR 97309-5062  
503-378-3734  
nicki.powers@mil.state.or.us

## EXHIBIT A

### Equipment Schedule

Description	Make	Model	Serial No.

**GUIDANCE AND APPLICATION INSTRUCTIONS**

---

**STATE PREPAREDNESS AND INCIDENT  
RESPONSE EQUIPMENT (SPIRE)  
GRANT PROGRAM**

**OREGON OFFICE OF EMERGENCY MANAGEMENT**

[www.oregon.gov/OMD/OEM](http://www.oregon.gov/OMD/OEM)



Mailing address:  
P.O. Box 14370  
Salem, OR 97309-5062

Physical address:  
3225 State Street  
Salem, OR 97301

**Application Due Date: 5:00 PM, Friday, March 1, 2019**

## TABLE OF CONTENTS

INTRODUCTION .....	3
State Preparedness and Incident Response Equipment Grant (SPIRE) .....	3
Eligibility .....	3
AVAILABLE FUNDING.....	3
Resiliency Grant Fund .....	3
Application Evaluation Criteria .....	3
Possession of Equipment .....	4
Equipment Grant .....	4
ELIGIBLE EXPENSES.....	4
Equipment .....	4
APPLICATION INSTRUCTIONS .....	5
Project Worksheet.....	5
Application Due Date .....	6
AWARD INFORMATION.....	6
Applicant Notification .....	6
Grant Award .....	6
IMPLEMENTATION INFORMATION.....	6
PROCUREMENT STANDARDS .....	6
Standards.....	6
SUSPENSION OR TERMINATION OF AGREEMENT.....	6
Reporting .....	7
Narrative Reporting.....	7
Inspection Reporting.....	7
EQUIPMENT LIST .....	7

## INTRODUCTION

### State Preparedness and Incident Response Equipment Grant (SPIRE)

As defined by House Bill 2687, Oregon Office of Emergency Management will create a grant to distribute emergency preparedness equipment, which may include vehicles or other property, to eligible applicants. The bill established the Resiliency Grant Fund, herein referred to as the State Preparedness and Incident Response Equipment (SPIRE) Grant Program. The fund will contain \$5,000,000. Funds will be made available by a bond sale through the State of Oregon, taking place in the March/April 2019 timeframe.

### Eligibility

Qualified applicants include any organization responsible for or containing expertise in emergency preparedness and that is a local government, as defined by ORS 174.116, special government body, or a private organization eligible for tax exempt status under 501(c)(3) of the Internal Revenue Code. All equipment must be made available through ORS 402 Oregon Resources Coordination Assistance Agreement (ORCAA).

## AVAILABLE FUNDING

### Resiliency Grant Fund

Individual items purchased must qualify for depreciation under Oregon law, and therefore have a minimum cost of \$5,000 *per item*, and must be selected from an approved list, found on pages 8-9. ***Leases, rentals, training, software, subscriptions or partial funding will not be eligible.***

### Application Evaluation Criteria

Through the application process, applicants will be scored based upon the following data:

- ***Demonstrated need:*** Clearly describe the need that will be fulfilled by this request. This may be based on historical data, upcoming events or other forecasted variables.
- ***Ability to keep and maintain equipment:*** The applicant must demonstrate that it has the means to safely store the equipment, maintain and transport it. Please provide narrative that addresses each of these in your application.
- ***Inventory process:*** Although ownership will be maintained by the OEM, the applicant must include the equipment in its inventory, including all appropriate tracking.
- ***Commitment to partnership based support:*** The SPIRE Grant, like all grants, seeks to provide the greatest level of benefit to the greatest number of Oregon's population as possible, within the limits of the funding provided. In order to accomplish that goal, greater weight will be given to applicants who seek acquisition of equipment for greater benefit than just one organization. Equipment will fall into one of four categories. In descending order of importance, they are: Regional, County, Community, and Individual Organization. Regional based support efforts will earn the highest score in the application process, followed by County, Community (city), and Individual Organization.
  - *Regional: A "region" is defined as two or more contiguous counties. Regional projects must include two or more county emergency managers as the applicant*

and or partner organization. *All partner organizations must provide a letter of support to be included with the application.*

- *County: A “county” application must include a county emergency manager as the applicant and/or partner organization. All partner organizations must provide a letter of support to be included with the application.*
- *Community: A “community” application is defined as a jurisdiction smaller than a county. All partner organizations must provide a letter of support to be included with the application.*
- *Individual Organization: An “individual organization” application is defined as a non-profit, fire or police department.*

**Purpose of Equipment:** Each piece of equipment has been assigned to one of four priorities under the grant. Each of these purposes will carry different weight in the application process. In descending order, they include: 1. Saving or Sustaining Lives, 2. Obtaining or Maintaining Situational Awareness, 3. Incident Stabilization, or 4. Recovery (see below).

### **Possession of Equipment**

Unless reclaimed or repurposed, the equipment will remain with the grantee for the duration of its useful life. The State will work with each grantee after the equipment’s useful life for final disposition.

### **Equipment Grant**

The SPIRE Grant Program is an equipment grant. Successful applicants will receive a grant agreement with the specific legal requirements of the grant. Once the agreement is signed by OEM and the grantee, the project can begin and the equipment will be issued once available.

## **ELIGIBLE EXPENSES**

### **Equipment**

Identified equipment will be purchased by OEM and provided to the grantee. Additional equipment expenditures or items necessary to operate the equipment, such as installation, connectors, maintenance or any other expense, will be the responsibility of the applicant and will not be covered under the grant. See Equipment List attachment for detailed equipment list and approved items.

## **INELIGIBLE EXPENSES**

No expenditures outside of OEM procurement will be covered outside of the approved equipment list for any reason. This includes, but is not limited to: payroll, benefits, management and administration costs, engineering fees or other professional services, consulting fees, etc. ***Leases, rentals, or partial funding of equipment are not eligible.***

## OWNERSHIP

The Oregon Office of Emergency Management will retain ownership of all equipment dispersed under the grant, and can reclaim the item(s) at any time and for any duration based on: Failure to meet requirements of grant agreement, community needs, or any other purpose, as determined solely by the OEM.

Possible reasons for OEM reclamation:

- Equipment has not been maintained
- Grantee refuses to deploy to a needed location
- Jurisdiction decides to return

At the end of the equipment's useful life, the OEM may sell the equipment to the jurisdiction, permanently transferring ownership, for any price that does not to exceed fair market value.

## APPLICATION INSTRUCTIONS

### Project Worksheet

The applicant will provide one Project Planning Work Sheet for EACH piece of qualifying equipment it is applying for. There is no limit on the number of Project Planning Worksheets that can be included in an application. The Project worksheet must contain the following information:

- Box 1: Applicant organization and address
- Box 2: Project contact Name
- Box 3: Project fiscal contact
- Box 4: Applicant Organization Federal Tax ID number
- Box 5: Is this Regional, County, Community or Individual Organization application?
- Box 6: List partners for this project? (N/A for individual organizations) All partner organizations must submit letter of support.
- Box 7: Identify State Priority
- Box 8: Complete description of the equipment selected from the Approved Equipment List, and define the capability this will create.
- Box 9: Sustainment. Clearly describe the additional resources that will be committed to the project for the purposes of costs that are not covered under the grant, such as maintenance, storage, transportation, installation, etc.
- Box 10: Name and signature of Authorized Official for applicant organization.

Only completed applications with all requested information will be accepted and reviewed. The **Project Worksheet** will be scored based upon the criteria stated in this guidance and the Project Worksheet. Applicants will be scored individually and an applicant may receive all or a portion of the equipment included in the application. As indicated above, priority will be given to regional applications, followed by county, community, and individual projects, and further evaluated by equipment priority category (see approved equipment list).

### **Application Due Date**

One original copy and one digital copy (on a thumb drive or CD) of the application package must be postmarked or received by Oregon Office of Emergency Management no later than **5:00 PM, Friday March 01, 2019**.

Applicants are fully responsible for the timely delivery of grant applications. Late applications, facsimile copies, or past due date modifications to meet minimum qualifications will not be accepted under any circumstances.

## **AWARD INFORMATION**

### **Applicant Notification**

Applicants will receive notification of the status of their application within 60 days of the application deadline.

### **Grant Award**

Successful Applicants will receive a grant agreement within 90 days of notification. The grant agreement is a legal contract between the awarding agency (Oregon Office of Emergency Management) and the recipient (successful applicant). The agreement will include details regarding each specific piece of equipment and the location for use or storage. The agreement will include all legal commitments of both parties.

## **IMPLEMENTATION INFORMATION**

The equipment and materials provided through SPIRE Grant Program are as provided. Any local, specific materials additional equipment, training, configuration, fuel or service subscriptions or other costs to make the equipment mission capable and deployable are the sole responsibility of the receiving grantee. The SPIRE Grant Program will not be responsible for any installation or follow on costs related to the provided materials.

## **PROCUREMENT STANDARDS**

### **Standards**

All items under the grant will be procured by the State of Oregon and delivered to grantees.

## **SUSPENSION OR TERMINATION OF AGREEMENT**

Suspension or termination of agreement occurs only when the OEM has determined that the Grant Agreement has not been followed and is subject to termination. Recipients will be given not less than 72 hours to prepare the equipment for removal by the OEM if termination of funding occurs. In addition, the OEM may suspend or terminate the agreement, in whole or in part, or impose other measures for any of the following reasons:

- Failing to follow grant agreement requirements or standard or special conditions.
- Implementing substantial project changes, to the extent that, if originally submitted, the item would not have been selected for funding.
- Failing to submit required reports.

- Failing to comply with inspections for any reason.
- Filing a false certification in this application or other report or document, including correspondence with the OEM by any medium.
- Determined that the equipment could be of greater use to the community elsewhere.

Before taking action, Oregon Office of Emergency Management will provide the recipient with reasonable notice (Not less than 72 hours) of intent to impose measures and will make efforts to resolve the problem.

## **Reporting**

### **Narrative Reporting**

A narrative report will be required to be submitted to Oregon Office of Emergency Management annually. OEM will provide a report template to grantees.

### **Inspection Reporting**

The equipment will be subject to inspection by the Oregon Office of Emergency Management at any time, with or without notice, and will occur at least once per year. Failure to comply with inspections could result in suspension or termination of agreement.

## **EQUIPMENT LIST**

Eligible types of equipment will include the following. This list is simply a summary and a more detailed description can be found under the “Equipment List” Document, attached to this packet. Greater weight will be given to equipment higher on the priority list, 1-4, below.

### **Priority 1: Save/Sustain Lives**

- Portable power generation
- Fuel tankers
- Water purification/desalinization
- Mass Casualty Incident Support Trailers/Soft Sided Kits
- High-axle rescue vehicles
- Rescue watercraft

### **Priority 2: Obtain/Maintain**

#### **Situational Awareness**

- Communications units/sets
- Cellular-on-wheels (COWS)
- Public Information/Community Communication trailers

- Unmanned search/rescue/imaging vehicles

### **Priority 3: Incident Stabilization**

- Portable lighting
- Soft-sided mobile mass-care shelter kits/trailers
- Durable 10+pax transport vehicles
- Sandbagging machines

### **Priority 4: Initiate Recovery**

- Soft-sided mobile emergency operations center kits



# State Preparedness and Incident Response Grant Program Equipment List

January 8, 2019

## Priority 1: Save/Sustain Lives

### OPTION A: Portable Power Generation

Mobile 30kW Generator, diesel, trailer mounted



### OPTION B: Portable Power Generation

Mobile 56kW Generator, diesel, trailer mounted



### OPTION C: Portable Power Generation

Mobile 108 kW Generator, diesel, trailer mounted



### OPTION A: Fuel Transportation (Tankers)

250 Gallon transportable fuel tank with DOT approved, fully galvanized trailer



\*Optional DOT Approved Trailer Pictured

### OPTION B: Fuel Transportation (Tankers)

500 Gallon transportable fuel tank with DOT approved, fully galvanized trailer



### OPTION C: Fuel Transportation (Tankers)

700 Gallon transportable fuel tank with DOT approved fully galvanized trailer



### Water Purification Desalinization System

Dual-axle tow behind, reverse osmosis, NSF/WQA/ISO 9001 compliant. 40,000 gallon per day

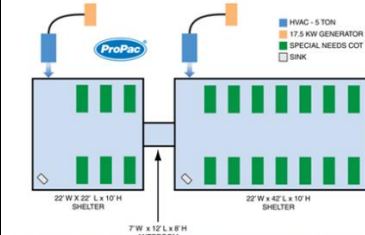
***Note: This equipment is only available to applications which include a water utility organization and is a member of Oregon Water/Wastewater Agency Response Network (ORWARN) as the applicant or partner organization.***



## OPTION A: Mass Casualty Incident Support Trailers/Soft Sided Kits

Mass Casualty Incident Support Trailer: 8x24 foot enclosed trailer, tandem axle, 7,000 Watt Generator, 13,500 BTU heat/air unit, 18 gallon fuel cell, lighting

Mobile Hospital Unit: 20 Bed Hospital Surge Unit configured with two CEMG Inflatable Shelters connected with an ante-room unit.



## High-Axle Rescue Vehicles

A four-wheel-drive High-Axle Truck, can operate in 53 inch water.

They are highly adaptable and can be customized to support any type of auxiliary equipment.

**Note: This equipment is only available to applications which include a fire, rescue, or law enforcement organization as the applicant or partner organization.**



## Option A: Rescue Watercraft

(Search and Rescue) Personal Watercraft/trailer included

**Note: This equipment is only available to applications which include a fire, rescue, or law enforcement organization as the applicant or partner organization.**



### Option B: Rescue Watercraft

Rescue boat, 115 hp engine, additional seating, tow posts, LED flood lights, light bar, trailer included.

**Note:** *This equipment is only available to applications which include a fire, rescue, or law enforcement organization as the applicant or partner organization.*



## Priority 2: Obtain/Maintain Situational Awareness

### Communication Units/Sets

A Mobile - Transportable Hotspot

Ground Control manufactures the Multi-Purpose Satellite Communications Trailer to create a half-mile (.82 Kilometers) wireless access point for any in-range device, creating an instant communications portal for any location. The Red Phone may connect to the T-100 trailer at distance using a WiFi transmitter. Store multiple Red Phones in the trailer to be deployed at any location quick command base.



### Communication Units/Sets

Quickly transform any vehicle into a state-of-the-art mobile uplink truck (SNG truck). Provide Critical Communications for public safety/ mobile response teams, corporate, entertainment, sporting, news events and even Oil and Gas industry applications. Offer reliable connectivity to State and Federal Responders, FEMA, DHS, Border Patrol, Critical Remote communications needs, First Responders



### Communication Units/Sets

Features

- The secure and compact clam-shell design unfolds to create an expansive mobile field desk.
- The Hitch Adapter works with any 2" class 3/4 trailer hitch with no vehicle modifications.
- Standard 4 pin trailer connection powers running lights, turn signals and license plate illumination.
- Incident command communications solution for disasters, SAR, Fire, Law Enforcement etc.



***Note: Applicants requesting must include in application that they have technical expertise and necessary certifications to maintain and deploy this equipment.***



### **Cellular on Wheels (COWS)**

SPECIFIC MODEL(S) have not been identified or vetted by DAS Procurement. Updates will be forthcoming.

***Note: Applicants requesting must include in application that they have technical expertise and necessary certifications to maintain and deploy this equipment.***



### **Public Information/Community Communication Trailers**

Includes two premium 55 inch outdoor monitors, can charge 60 cell phones, 8 USB ports. Capable of looping JPG images, video, and has 500 watt Bluetooth audio. Interior contains 13,500 BTU AC unit and heat regulation.



### Unmanned search/rescue/imagine vehicles

#### SAR Drone:

Forward, upward and downward object avoidance system

3 mile/7km range

Weatherproof enclosed design allows for flights in inclement weather and rain (IP-43 rated)

Higher capacity TB55 batteries allow for higher flight times (30-35 minutes depending on payload)

Built-in ADS-B receiver alerts the pilot(s) of nearby manned aircraft

High-performance motors paired with 17" propellers ensure stable flight in strong winds (22.3 mph maximum)

Dual-battery power system with internal heaters allow for greater operating temperature range (-4° to 113° F/-20° to 45° C)

9" x 34.6" x 14.9" unfolded/28.1" x 8.7" x 9.3" folded

4lb/2kg payload capacity



## Priority 3: Incident Stabilization

### Option A: Portable Lighting

Portable LED light tower, trailer mounted.

Features: Four 240 watt (22,000 lumens) light fixtures, 15 and 20 amp power inlets. Withstands winds up to 45 mph.



### Option B: Portable Lighting

Portable LED Light Tower, trailer mounted.

Features: Four 296 watt fixtures, 43,000 lumens per fixture. Withstands winds up to 65 mph.








### Soft-sided mobile mass care shelters/trailer

7'x16' enclosed tandem axle trailer, 3- 25 person shelter cart kits, 25 oversized military-style cots, 10 special needs cots, 120 wool-blend blankets, minimum 500 sq ft shelter space, lighting, HVAC.

Sheltering Trailer: 7x16 enclosed trailer, tandem axle. Included Supplies: (3) 25-Person shelter cart kits, (25) Oversize military style cots, (10) Special Needs cots, (120) 30% Wool blankets, (2) Food cambros, (2) Beverage cambros.



	
<div data-bbox="168 541 1018 585" data-label="Section-Header"> <p><b>Durable 10+Pax transport Vehicle</b></p> </div> <div data-bbox="168 625 1018 657" data-label="Text"> <p>10+ Person Crew Carrier, intercom with Headsets, and gear storage.</p> </div>	<div data-bbox="1052 537 1446 772" data-label="Image">  </div> <div data-bbox="1052 772 1466 1024" data-label="Image">  </div>
<div data-bbox="168 1033 1018 1077" data-label="Section-Header"> <p><b>Sandbagging Machines</b></p> </div> <div data-bbox="168 1117 1018 1186" data-label="Text"> <p>Trailer mounted, 1,600 bags per hour with full crew of 5 to operate at full capacity. Fills 4 bags at a time.</p> </div>	
<div data-bbox="168 1329 774 1381" data-label="Section-Header"> <p><b>Priority 4: Initiate Recovery</b></p> </div>	
<div data-bbox="168 1423 1018 1467" data-label="Section-Header"> <p><b>Soft Sided Mobile Emergency operations center kit</b></p> </div> <div data-bbox="168 1507 1018 1612" data-label="Text"> <p>7'x16' enclosed tandem axle trailer, folding tables, folding chairs, A/V system, minimum, 500 sq ft of shelter space, lighting, power, and HVAC.</p> </div>	



**City of McMinnville**  
**Community Development Department**  
231 NE Fifth Street  
McMinnville, OR 97128  
(503) 434-7312  
[www.mcminnvilleoregon.gov](http://www.mcminnvilleoregon.gov)

## STAFF REPORT

**DATE:** October 8, 2019  
**TO:** Mayor and City Councilors  
**FROM:** Mike Bisset, Community Development Director  
**SUBJECT:** McMinnville Airport – Revised Comcast lease amendment and extension

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**Report in Brief:** A Resolution amending the approved lease amendment and extension with Comcast of Oregon II, Inc.

**Discussion:** At their August 13, 2019 meeting, the City Council adopted Resolution 2019-55 approving a lease amendment and five year extension with Comcast of Oregon II, Inc. (Comcast).

Subsequent to the Council's adoption of that resolution, Comcast requested that the initial lease renewal term be reduced to three years, instead of five years. All other terms of the approved lease amendment and extension, including provisions for the airport to use 20 spaces in Comcast's parking lot, remain the same.

The attached resolution repeals Resolution 2019-55, and approves the lease amendment with an initial three year extension.

**Attachments:**

1. Resolution
2. Lease Amendment and Extension
3. Resolution 2019-55
4. Parking Map
5. Executed Comcast lease – January 1, 2014

**Recommendation:** Staff recommends that the City Council adopt the resolution approving the lease amendment and extension with Comcast of Oregon II, Inc.

RESOLUTION NO. 2019-63

A Resolution approving a lease amendment and extension with Comcast of Oregon II, Inc.

RECITALS

Effective January 1, 2014, the City of McMinnville granted a lease to Comcast of Oregon II, Inc. for a 0.95 acre parcel of land at McMinnville Municipal Airport;

The original term of the lease expires on December 31, 2019, and the lease allows for three renewal terms;

On May, 23, 2019, Comcast of Oregon II, Inc. submitted a request to exercise the first renewal term of five years, extending the lease to December 31, 2024;

At their August 13, 2019 meeting, the City Council adopted Resolution 2019-55 approving a lease amendment and the five year extension;

Subsequent to the Council's adoption of that resolution, Comcast requested that the initial lease renewal term be reduced to three years, instead of five years. Resolution 2019-55 will be repealed by this resolution.

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

1. That the lease amendment and extension with Comcast of Oregon II, Inc. is hereby approved, and the City Manager is authorized to sign the lease documents;
2. Resolution 2019-55 is hereby repealed; and
3. This Resolution shall take effect immediately upon passage.

Adopted by the City Council of the City of McMinnville at a regular meeting held the 8th day of October 2019 by the following votes:

Ayes: Garvin, Geary, Drabkin, Menke, Peralta, Stassens

Nayes: \_\_\_\_\_

Approved this 8th day of October 2019.

.

\_\_\_\_\_  
MAYOR

Approved as to form:

\_\_\_\_\_  
CITY ATTORNEY

### LEASE AMENDMENT and EXTENSION

This lease amendment is entered into on this 20 day of September, 2019, by and between the City of McMinnville, a municipal corporation of the State of Oregon (Lessor), and Comcast of Oregon II, Inc. (Lessee).

#### RECITALS:

The Lessor and Lessee are parties to a lease agreement entered into on January 1, 2014, for the "FBO-C" property located at the McMinnville Municipal Airport described in Exhibit A to that lease (Premises), having an address of 4025 SE Nimbus Loop, McMinnville, Oregon.

The parties mutually desire to amend the terms of the lease, to reduce the size of the parking lot area included in the leased premises, to fix the rate of annual (non-renewal year) rent increases at 2.5%, and the reduce the term of the first renewal period to three years.

In addition, the original term of the Lease will expire on December 31, 2019, and the Lessee has provided Lessor with written notice exercising Lessee's right to extend the lease for one additional period of three (3) years, as amended herein.

NOW THEREFORE, the Parties agree as follows:

1. Section 2.4 of the lease is amended as follows:

2.4 Lease Payment Increase Calculation. Except for the first year of any renewal period, the lease payments will be ~~adjusted~~ increased each year of the original term and any renewal terms by 2.5% ~~being increased by the Consumer Price Index (CPI-W) Portland, Oregon for the first half of the year preceding the increase (e.g. CPI-W for January 1, 2014 will be used for the increase effective January 1, 2015). Notwithstanding the use of the CPI-W, the minimum increase will not be less than two percent (2%) and the maximum increase will not be greater than ten percent (10%) annually.~~ The lease payment increase in the first year of any renewal period shall be the adjusted lease rate which the Parties negotiate pursuant to subsection 1.3.2 of this lease

2. Effective immediately, the area of the parking lot portion of the leased premises is modified to remove portions of the parking lot from use by the lessee, so that the parking spaces may be utilized for parking of motor vehicles by other airport lessees, their employees, agents, and guests. The premises leased by lessee as described and depicted in Exhibits A and B of the original lease are amended by replacing Exhibits A and B of the original lease with Exhibits A and B attached to this lease amendment. In addition, lessor shall have non-exclusive use of the travel portions of the parking lot, as necessary to allow reasonable access to the parking spaces relinquished by this amendment. Lessor will contribute a pro rata share of the cost for snow and ice removal from the parking lot.
3. The term of the above-reference lease agreement is hereby extended, effective January 1, 2020 to December 31, 2022 (the "first renewal term"). Two (2) ~~five (5)~~ year renewal terms will remain available to Tenant at Tenant's option at the end of this first renewal term.

4. The lease rate for the first year of the first renewal term will be \$884.73 per month. Rent for the first renewal term shall be as follows:

Period	Monthly Rent	Annual Rent
1/1/2020 – 12/31/2020	\$884.73	\$10,616.76
1/1/2021 – 12/31/2021	\$906.85	\$10,882.20
1/1/2022 – 12/31/2022	\$929.52	\$11,154.24

5. All remaining terms and conditions of the Lease remain the same.

CITY OF MCMINNVILLE

Comcast of Oregon II, Inc.

\_\_\_\_\_  
By: Jeff Towery, City Manager      Date

\_\_\_\_\_  
By:      Date 9/20/19

APPROVED AS TO FORM

\_\_\_\_\_  
By: David Koch, City Attorney      Date

### **Exhibit A**

Being a part of the North ½ of the John White D.L.C. No. 83, Northeast 1/4 Section 26, Township 4 South, Range 4 West, Willamette Meridian, Yamhill County, Oregon and being within those certain lands known as McMinnville Municipal Airport and owned by the City of McMinnville and being further described as follows:

Beginning at a point 588.78 feet South 87°56'55" East, 120 feet South 2°03'05" West (Basis of bearing from State of Oregon Highway survey) from the Northeast corner of that tract conveyed by the City of McMinnville to Evergreen Helicopters, Inc. and recorded in Film Volume 85, Page 1250, Deed Records of Yamhill County, Oregon, said point being 60 feet South 2°03'05" West of Three Mile Lane right-of-way, as conveyed to the State of Oregon by deed recorded in Film Volume 230, Page 1743, Deed Records of Yamhill County, Oregon; thence South 2°03'05" West, a distance of 94.90 feet; thence South 87°56'55" East parallel with the south line of said Highway, a distance of 275.0 feet; thence North 2°03'05" East, a distance of 154.90 feet to the South line of said Highway; thence North 87°56'55" West along said Highway south line, a distance of 235.0 feet; thence southwesterly, a distance of 72.11 feet to the Place of Beginning of this description and containing 0.95 acres, more or less. Said tract identified on City records as FBO "C" and as shown on the attached Exhibit "B".

EXCEPTING THEREFROM the following described tract of land.

Beginning at the Southeast corner of the property described above and recorded in Film Volume 281, Page 1028, Deed Records of Yamhill County, Oregon; thence North 87°56'55" West along the south boundary of said property a distance of 117.7 feet to the TRUE POINT OF BEGINNING of this description; thence North 2°03'05" East a distance of 27.5 feet; thence North 87°56'55" West a distance of 102.0 feet; thence South 2°03'05" West a distance of 27.5 feet to the southern boundary of said property; thence South 87°56'55" East 102.0 feet to the TRUE POINT OF BEGINNING of this description. Said tract labeled "A" and as shown on the attached Exhibit "B".

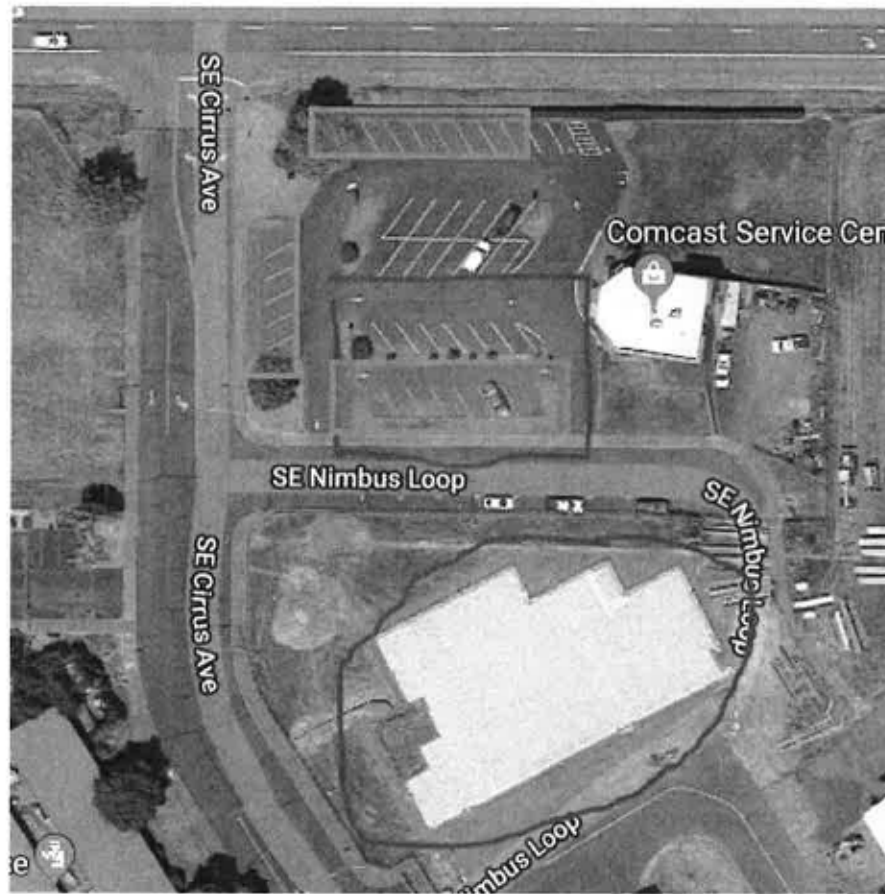
ALSO EXCEPTING THERFROM the following described tract of land.

Beginning at the Southwest corner of the property described above and recorded in Film Volume 281, Page 1028, Deed Records of Yamhill County, Oregon; thence North 2°03'05" East a distance of 17.9' to the TRUE POINT OF BEGINNING of this description; thence South 87°56'55" East 32.6'; thence North 2°03'05" East a distance of 76.9 feet; thence North 87°56'55" West a distance of 32.6 feet to most westerly Northwest corner of said property; thence South 2°03'05" West a distance of 76.9 feet to the TRUE POINT OF BEGINNING of this description. Said tract labeled "B" and as shown on the attached Exhibit "B".

FURTHER EXCEPTING THERFROM the following described tract of land.

Beginning at the Northeast corner of the property described above and recorded in Film Volume 281, Page 1028, Deed Records of Yamhill County, Oregon; thence North 87°56'55" West a distance of 116.4 feet to the TRUE POINT OF BEGINNING of this description; thence South 2°03'05" West 26.9 feet; thence North 87°56'55" West a distance of 105.5 feet; thence North 2°03'05" East a distance of 26.9 feet to the northern boundary of said property; thence South 87°56'55" East a distance of 105.5 feet to the TRUE POINT OF BEGINNING of this description. Said tract labeled "C" and as shown on the attached Exhibit "B".

EXHIBIT B



Parking to be utilized by Lessor

RESOLUTION NO. 2019-55

A Resolution approving a lease amendment and extension with Comcast of Oregon II, Inc.

RECITALS

Effective January 1, 2014, the City of McMinnville granted a lease to Comcast of Oregon II, Inc. for a 0.95 acre parcel of land at McMinnville Municipal Airport;

The original term of the lease expires on December 31, 2019, and the lease allows for three renewal terms of five years each;

On May, 23, 2019, Comcast of Oregon II, Inc. submitted a request to exercise the first renewal term of five years, extending the lease to December 31, 2024;

Additionally, Comcast of Oregon II, Inc. requested a lease amendment to change the annual lease rate adjustment to a fixed percentage of 2.5%;

In exchange for the lease rate adjustment amendment, Comcast of Oregon II, Inc. has agreed to release 20 parking spaces in their leased parking lot for airport use.

The McMinnville Airport Commission considered the lease amendment and extension at their July 2, 2019 meeting, and unanimously recommended that the City Council approve the request.

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

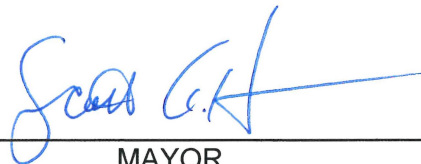
1. That the lease amendment and extension with Comcast of Oregon II, Inc. is hereby approved, and the City Manager is authorized to sign the lease documents.
2. This Resolution shall take effect immediately upon passage.

Adopted by the City Council of the City of McMinnville at a regular meeting held the 13th day of August 2019 by the following votes:

Ayes: Garvin, Geary, Menke, Peralta, Stassens

Nayes: \_\_\_\_\_

Approved this 13th day of August 2019.



MAYOR

Approved as to form:



CITY ATTORNEY



## LEASE

This lease, dated January 1, 2014, is by and between the City of McMinnville, a municipal corporation of the State of Oregon, hereinafter referred to as the "Lessor," and Comcast of Oregon II, Inc., an Oregon corporation, f/k/a TCI Cablevision of Oregon, Inc., hereinafter referred to as the "Tenant," collectively, the "Parties."

Lessor leases to Tenant and Tenant leases from Lessor a parcel of land comprising 0.95 acres, hereinafter referred to as the "Premises," described in Exhibit A and depicted in Exhibit B as FBO "C." Exhibits A and B are attached and incorporated into this lease by this reference. This lease covers the land only. The Premises are currently improved with a building which is the property of the Tenant.

### Section 1. Occupancy

- 1.1 Original Term. This lease shall be effective commencing January 1, 2014 and shall continue through December 31, 2019 (hereinafter "the original term"). The lease may be renewed, pursuant to subsection 1.3 below, for up to three renewal terms of five years each (hereinafter "the renewal term(s)").
- 1.2 Possession. Tenant is in possession of the Premises as a month-to-month holdover tenant under the terms of a previous lease dated March 5, 1991 (the "Prior Lease") (effective January 29, 1993, Tenant assumed the Prior Lease between Lessor and Cascade Sierra Investment, Inc., which Prior Lease commenced February 15, 1991 and expired February 14, 2011). Tenant's holdover under the Prior Lease shall be deemed terminated January 1, 2014, on which date the term of this Lease shall commence.
- 1.3 Renewal Terms. Provided Tenant is not in default in the performance of any terms or conditions of this lease beyond the expiration of the applicable cure period, and subject to the terms below, Tenant will have the option to extend this lease for three renewal terms of five years each. The first five year renewal term will commence with the termination of the original term, the second and third five year renewal terms will commence at the termination of the preceding renewal term. The following conditions will apply.
  - 1.3.1 Renewal shall be requested no earlier than one year and no later than six months preceding the termination of the original term or termination of the preceding renewal term, by Tenant giving written notice to Lessor. If not requested within such period and in such manner, the option to renew will be void and this lease will terminate pursuant to Section 11 of this lease.
  - 1.3.2 Within thirty days of the written notice being given pursuant to subsection 15.1 of this lease, the Parties will enter into lease rate

negotiations. The adjusted lease rate shall reflect market value of the premises, but the increase will not be greater than 7.5 percent of the previous month's rent..

- 1.3.3 The terms and conditions of the lease for each renewal term shall be identical with the original term except for the lease rate, except that Tenant will no longer have the option to renew this lease that has been exercised, and except for modifications made pursuant to the terms of this lease.

## **Section 2. Lease Payments**

2.1 Lease Payments. Lease payments will be due monthly on the first day of each month, beginning January 1, 2014. Lessor will not be required to bill Tenant for lease payments to be due.

2.2 Initial Lease Payment Amount. The initial lease payment amount under this lease will be \$750.00 per month.

2.3 Lease Payment Increases. The lease payments will be increased once per year for the duration of this lease, including any renewal terms. The initial increase will be effective with the payment for the month of January 2015. Notice of the increased amount will be mailed as provided in Section 15 of this lease no later than December 1 of the year in which the increase will become effective, or as otherwise specified by Tenant in writing at least thirty days prior to the time Tenant wishes the specified directive to be effective.

2.4 Lease Payment Increase Calculation. Except for the first year of any renewal period, the lease payments will be adjusted each year of the original term and any renewal terms by being increased by the Consumer Price Index (CPI-W) Portland, Oregon for the first half of the year preceding the increase (e.g. CPI-W for January 1, 2014- will be used for the increase effective January 1, 2015). Notwithstanding the use of the CPI-W, the minimum increase will not be less than two percent (2%) and the maximum increase will not be greater than ten percent (10%) annually. The lease payment increase in the first year of any renewal period shall be the adjusted lease rate which the Parties negotiate pursuant to subsection 1.3.2 of this lease.

2.5 Payment Address. Payments will be directed to City of McMinnville, Finance Department, 230 NE Second Street, McMinnville, Oregon 97128. Alternatively, Tenant shall have the right to make payments by ACH direct deposit.

2.6 Late Payments. All amounts not paid by Tenant within 10 days of the date when due will bear interest at the rate of nine percent per annum.

## **Section 3. Taxes**

3.1 Taxes. Tenant will pay, when levied, any taxes on the Premises, as well as any taxes upon real and personal property constructed and maintained upon the Premises. It is the intent of the parties that Lessor will not be required to pay any taxes or assessments on the Premises.

#### **Section 4. Use of the Premises**

4.1 Use. The Tenant may use the Premises for the purposes of operating Tenant's business, and for no other purposes without the prior written approval of the Airport Manager.

4.2 Restrictions on Use. The parties agree and acknowledge that the condition and appearance of the Premises are of significant importance to Lessor because the Premises are an integral part of the McMinnville Airport. Therefore:

4.2.1 Tenant agrees to conform to all applicable laws and regulations affecting the Premises and the use of the Premises, and to correct, at Tenant's own expense, any failure of compliance created through Tenant's fault or by reason of Tenant's use.

4.2.2 Tenant agrees to refrain from any activity or activities that could reasonably be expected to be offensive to other tenants, owners, or users of the McMinnville Airport or that either create or could reasonably be expected to create a nuisance or nuisances.

4.2.3 Tenant will not cause or permit any hazardous substances to be spilled, leaked, disposed of, or otherwise released on or under the Premises. Tenant will comply with all environmental laws and exercise the commercially reasonable degree of care in the use, handling, and storage (if any) of hazardous substances and will take all practicable measures to minimize the quantity and toxicity of hazardous substance used, handled, or stored on the Premises. Upon the expiration or termination of this lease, Tenant will remove from the Premises all hazardous substances placed on the Premises by Tenant.

4.2.4 Tenant agrees to maintain the sight obscuring fence (at least six feet in height) surrounding the exterior storage area to the east of the building. This fence will be chain link with slats. Tenant agrees to maintain sight obscuring landscaping adjacent to the fence to a standard approved by the Airport Manager.

4.2.5 Exterior storage is limited to the east end of the building. One trailer, for the storage of equipment, may be placed on the Premises. This will be placed immediately adjacent to the south side of the building and will be maintained in good condition and appearance.

4.2.6 Tenant agrees that there will be no freestanding signs or reader boards erected on the Premises and that any sign, either existing at the time this lease

is executed or installed at a later time, will be in compliance with all City of McMinnville ordinances.

4.2.7 Tenant agrees not to use the parking lot for commercial purposes such as the offering of any kind of goods or materials for sale.

4.3 Inspections. Lessor will have the right to inspect the Premises at any reasonable time.

## **Section 5. Transfer of Possession or Control**

5.1 Assignment, Sublease, or Other Transfer of Possession or Control of the Premises. Tenant will not assign this lease, sublease a portion or all of the Premises, encumber this lease or any interest in the Premises or improvements, or in any other manner transfer possession or control of the Premises to any other person without the prior written approval of the Lessor, which approval will not be unreasonably withheld, conditioned, or delayed. Notwithstanding anything to the contrary in this Lease, Tenant may sublet the Premises in whole or in part and/or may assign this Lease to an affiliate, parent, subsidiary or operating division of Tenant, or to any entity acquiring all or substantially all of Tenant's assets or stock or ownership interests, without the necessity of Lessor's consent. No change of equity ownership, partnership interest, or control of Tenant or transfer upon partnership or corporate dissolution of Tenant shall constitute an assignment hereunder.

## **Section 6. Obligations of the Parties.**

6.1 Utilities. Lessor is obligated to provide utilities to the Premises. Tenant is entitled to connect to any storm sewers and sanitary sewers, and to water and utility outlets at its sole cost and expense, including charges by Lessor as reimbursement for Tenant's reasonable share of the cost of making such utility services available to the Premises. The Tenant shall pay on a month to month basis for the actual use of the utilities consumed. The Tenant will be responsible for removal of all refuse from the Premises. Lessor hereby grants to Tenant, during the original term and any renewal terms of this lease, the right to install, access and maintain cable (including coaxial and fiber) and telephony wiring and related equipment (including without limitation, an antennae or satellite dish, collectively the "Equipment") necessary to provide broadband communications services (including audio, video, internet, data, telephony interactive communications, and similar services, hereinafter "Broadband Service") to the Premises. All work for the installation and maintenance of the Equipment shall be performed at Tenant's sole cost and expense.

6.2 Maintenance. Tenant shall, at its own cost and expense, keep and maintain the Premises and all other improvements in a condition of repair reasonably satisfactory to the Airport Manager. In determining whether or not the Premises are in proper condition, the Airport Manager will take into consideration the appearance and character of other similar improvements at the Airport or other airports in the state which are in

good condition and repair. Normal wear and tear is excluded from these requirements, except to the extent that such wear and tear has resulted in a condition of disrepair. However, it is specifically acknowledged that the condition of repair includes appearance of the Premises and improvements and therefore the condition of paint and other exterior finishes.

6.3 Compliance with Laws. Tenant will comply with all current rules and regulations of the Airport and all applicable laws, ordinances, rules, and regulations of any governmental bodies having jurisdiction over the Airport with respect to Tenant's activities in relation to the use and occupancy of the Premises and of the Airport in general. Tenant will also abide by any reasonable additional rules and regulations from time to time promulgated by Lessor for the Airport. Any act or failure to act by Tenant or by any subtenant, employee, invitee, or agent of Tenant in violation of any such laws, ordinances, rules, and regulations will be deemed a violation of this lease. Tenant will be notified of any rule changes before enforcement action is taken by Lessor in regard to any changed rule.

## **Section 7. Liability to Third Parties**

7.1. Tenant's Indemnification. Tenant agrees to defend, indemnify, and hold Lessor harmless from any claim, loss, liability, cause of action, or suit arising out of or in any way related to any activity of Tenant or Tenant's subtenants, employees, invitees, or agents on the Premises or at the Airport, including the construction and maintenance of improvements on the Premises in the exercise or enjoyment of any rights or privileges granted by this lease, except to the extent such claim, loss, liability, cause of action, or suit (or multiples thereof) arise from the negligence or willful misconduct of Lessor. In the event Tenant or any subtenant, employee, invitee, or agent commits any act or omission that results in a penalty or fine being imposed upon the Airport or Lessor, Tenant agrees to pay such fine or penalty and hold Lessor harmless from costs and expenses in connection therewith.

7.2 Liability Insurance. Tenant will procure and maintain throughout the original term of this lease, and any renewal term(s) hereof, at Tenant's cost, public liability and property damage insurance with the combined single limit of not less than \$2,000,000 for bodily injury, death, or property damage in connection with Tenant's use or occupancy of the Premises, or the exercise or enjoyment of rights or privileges granted by this lease. Lessor maintains the right to require Tenant to increase the limits of this coverage from time to time, to an amount deemed by Lessor to be reasonable under the Oregon Tort Claims Act and in view of conditions and circumstances existing at the time of such increase, provided such insurance is available. Tenant will cause Lessor to be named as an additional insured on its liability policy. Tenant will provide Lessor with a certificate of insurance evidencing the required coverage and will provide Lessor with such evidence as Lessor may reasonably require from time to time that the policy remains in force.

7.3 Casualty Insurance. Tenant will bear the expense of any insurance insuring the property of Tenant on the Premises against risks which can be covered by a standard casualty insurance policy with an endorsement for extended coverage.

## **Section 8. Subordination**

8.1 Lessor's/Tenant's Assurance of Subordination. This lease will be subordinate to the provisions of any existing or future agreement between Lessor and the United States relative to the operation or maintenance of the Airport, the execution of which has been or may be required as a condition precedent to the expenditure of federal funds for the development of the Airport.

## **Section 9. Attorney Fees**

9.1 Attorney Fees. If suit or action is instituted in connection with any controversy arising out of this lease, the prevailing party will be entitled to recover, in addition to costs, such sums as the court may adjudge reasonable as attorney fees, including attorney fees for any related appeals.

## **Section 10. Nondiscrimination**

10.1 Nondiscrimination. The Tenant, for itself, its successors in interest, and assigns, as part of the consideration hereof, does covenant and agree as a covenant running with the land that, in the event facilities are maintained or otherwise operated on the Premises for a purpose for which a Department of Transportation program or activity is extended or for another purpose involving the provision of similar services or benefits, the Tenant will maintain and operate such facilities and services in compliance with all applicable requirements imposed pursuant to Title 49 CFR, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally Assisted Programs of the Department of Transportation, and as said regulations may be amended.

The Tenant, for itself, its successors in interest, and assigns, as part of the consideration hereof, does covenant and agree, as a covenant running with the land, that (1) no person on the grounds of race, color, or national origin will be excluded from participation in, be denied benefits of, or otherwise be subject to discrimination in the use of said facilities, (2) that in the construction of any improvements on, over, or under such land and the furnishing of services thereon, no person on the grounds of race, color, or national origin will be excluded from participation in, be denied benefits of, or otherwise be subjected to discrimination, (3) that the Tenant shall use the Premises in compliance with all other applicable requirements imposed or pursuant to Title 49, CFR, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally Assisted Programs of the Department of Transportation—Effectuation of Title VI of the Civil Rights Act of 1964, and as said regulations may be amended.

Tenant's use of the Premises will comply with all federal, state, and local laws and ordinances applicable to Tenant's use of the Premises, including, without limitation, Title VI of the Civil Rights Act of 1964, Section V of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, ORS 659.425, and all regulations, administrative rules, and amendments established pursuant to those laws, as well as all other applicable requirements of federal and state civil rights and rehabilitation statutes, rules, and regulations.

In the event of breach of any of the above which continues beyond the expiration of the notice and cure period provided in subsection 14.1.2, Lessor will have the right to terminate this lease and to reenter and repossess the Premises and hold the same as if this lease had never been made, provided, however, that the Tenant allegedly in breach shall have the right to contest the alleged breach under applicable procedures and any sanctions under or termination of the lease will be withheld pending completion of these procedures.

## **Section 11. Termination**

11.1 Improvements. This lease terminates at the end of the original term, or at the end of the last five year renewal term exercised by Tenant, if specifically renewed as provided for in Section 1 of this lease. At the time of the termination at the end of the original term or at the end of the last five year renewal term, as applicable, Tenant shall, within sixty days of the date of termination, return the site to a clean and orderly condition and free of any improvements above ground level, unless Lessor informs the Tenant, in writing, no later than the date of termination, that Tenant is not to remove specific improvements. If Lessor so informs Tenant, the improvements shall be left on the Premises, shall be in clean condition, and shall immediately (as of the date of termination) become the property of the Lessor. If a termination occurs as the result of a default by the Tenant in performance of the terms and conditions of this lease, the termination will be controlled by the provision of Section 14 of this lease.

11.2 Right of First Refusal. At the conclusion of the third renewal term, the Tenant will have the right of first refusal to lease or purchase the Premises, should the Lessor make them available to the general public for lease or purchase.

## **Section 12. Abandonment**

12.1 Abandonment of Premises. If Tenant abandons the Premises, Lessor may treat the abandonment as a default under this lease and Lessor may exercise any right(s) it may have under the terms of this lease and law. Notwithstanding the provisions of subsection 14.2, Tenant is not entitled to notice in the event of a default caused by abandonment. Tenant will be deemed to have abandoned the Premises if it fails to occupy the Premises for a period of one year, or if Tenant has indicated it has abandoned the Premises by other acts, words, or conduct.

12.2 Abandonment of Personal Property. Any personal property remaining on the Premises sixty days after a termination of the lease for any reason will be deemed abandoned by Tenant and Lessor may make any disposition of such personal property as it deems appropriate. Lessor may charge Tenant for the reasonable costs incurred in disposing of such personal property.

### **Section 13. Nonwaiver**

13.1 Nonwaiver. Waiver by either party of strict performance of any provision of this lease will not be a waiver of or prejudice the party's right to require strict performance of the same provision, or any other provision, in the future. No act or omission will constitute a waiver of this nonwaiver clause.

### **Section 14. Default**

14.1 Default. Time of payment and performance are of the essence. Tenant will be in default under this lease upon the occurrence of any one or more of the following events.

14.1.1 Failure of Tenant to pay any lease payments or other charges in full within ten days after the payment becomes due.

14.1.2 Except as otherwise provided in this section, the failure of Tenant to comply with any term or condition, to fulfill any obligation, or to cure any violation of this lease within thirty days after Tenant receives written notice from Lessor (pursuant to subsection 15.1 of this lease) specifying the nature of the default with reasonable particularity. If the default is of such a nature that it cannot be completely remedied within thirty days, this provision will be deemed complied with if Tenant begins correction of the default within the thirty day period and thereafter proceeds with reasonable diligence and in good faith to effect the remedy as soon as practicable. Lessor may require, as a part of the cure of any violation by Tenant, reimbursement by Tenant to Lessor of any and all costs and expenses incurred by Lessor by reason of Tenant's violation of this lease.

14.1.3 If Tenant cures a deficiency in the manner described in subsection 14.1.2, Tenant's subsequent failure to comply with the same term or condition will constitute a default if it is not cured within ten days after written notice of the specific default is received by Tenant (pursuant to subsection 15.1 of this lease).

14.1.4 Tenant will also be in default in the event of its insolvency, an assignment by Tenant for the benefit of creditors, the filing by Tenant of a voluntary petition in bankruptcy, adjudication that Tenant is a bankrupt, the filing of an involuntary petition in bankruptcy and the failure of Tenant to seek a dismissal of the petition within thirty days after the filing, the attachment of or the levy of execution on the leasehold interest and failure of the Tenant to secure a discharge of the attachment or release of

the levy of execution within ten days after such attachment or execution, and failure of Tenant to maintain in effect required insurance coverage.

14.2 Remedies on Default. In the event of a default which continues beyond the applicable cure period, this lease may be terminated at the option of the Lessor by notice in writing to Tenant. The notice of termination may be included in a notice of default given under subsection 14.1. If the default arises from abandonment, termination will be automatic and without notice of either default or of termination. If the lease is terminated due to default for any reason, Tenant's liability to Lessor for damages will survive that termination, and the rights and obligations of the parties will be as follows:

14.2.1 Tenant will vacate the Premises immediately, remove any property of Tenant, including any fixtures and improvements which Tenant is required to remove at the end of the lease term, perform any cleanup, alterations, or other work required to leave the Premises in the condition required at the end of the lease term, and deliver all keys to Lessor. Notwithstanding the above, Lessor may inform the Tenant, in writing, no later than the date of notice of termination, or, in the case of abandonment, no later than thirty days after abandonment has been established pursuant to Section 12 of this lease, that Tenant is not to remove specific improvements. If Lessor so informs Tenant, the improvements specified shall be left on the Premises, shall be in clean condition, and shall immediately (as of the date of termination for default) become the property of the Lessor. Should Tenant fail to remove Tenant's property as required or to restore the Premises to the condition required, Lessor will have the option, within six months, to remove Tenant's property and/or to restore the Premises. Tenant agrees to pay the reasonable expenses incurred by Lessor.

14.2.2 Lessor may re-enter, take possession of the Premises, and remove any persons or property by legal action or by self-help with the use of reasonable force and without liability for damages.

14.2.3 Following termination for default, Lessor may re-let all or part of the Premises, alone or in conjunction with other properties, for a term longer or shorter than the term of this lease, upon any reasonable terms and conditions, including the granting of rent-free occupancy or other rent concessions, and may make any suitable alterations or refurbish the Premises, or both, or change the character or use of the Premises, but Lessor will not be required to re-let to any tenant which Lessor may reasonably consider objectionable. Tenant shall be responsible for paying Lessor the difference between the lease payment amount under this lease and the lease payment amount at which the Lessor is able to re-let the Premises, if any. This obligation will continue until the termination of the lease term (original term or renewal term) then in effect. Should Lessor lease the Premises at a rate equal to or greater than the lease payment amount under this lease, no payment obligations shall arise.

14.2.4 The above remedies will be in addition to and shall not exclude any other remedy available to Lessor under applicable law.

## **Section 15. Notices**

15.1 Notices. Any notice required or permitted under this lease will be deemed given a) when actually delivered if delivery is by personal service, b) three business days after deposit with postage prepaid in the United States mail as registered or certified mail, addressed as follows, or c) one business day after deposit with a nationally recognized overnight courier service, addressed as follows:

To Lessor: City Manager  
City of McMinnville  
230 NE Second Street  
McMinnville, OR 97128

To Tenant: Comcast of Oregon II, Inc.  
9605 Nimbus Ave  
Beaverton, OR 97008  
Attn: Director of Facilities/Real Estate/Security

With a copy to:

Comcast Cable Communications, LLC  
One Comcast Center  
1701 John F. Kennedy Boulevard  
Philadelphia, PA 19103-2838  
Attention: General Counsel

or to such other address as may be specified from time to time in writing by either of the parties.

## **Section 16. Succession**

16.1 Succession. Subject to the limitations set forth elsewhere in this lease on the transfer of Tenant's interest, this lease will be binding upon and inure to the benefit of the parties and their respective successors and assigns.

## **Section 17. Casualty and Eminent Domain**

17.1 Casualty. If the building is damaged by fire or other casualty so that substantial reconstruction will be required ("substantial reconstruction" will be deemed to be required if the damage to the building equals or exceeds fifty percent of the value of the building), Tenant may terminate this lease on the date set forth in a notice given to the Lessor within 30 days after the damage occurs, such termination date to be not later than 30 days after the date the notice is deemed given. If this lease is so terminated, rent shall be abated as of the date of the termination date so specified.

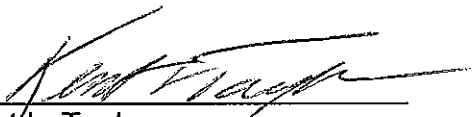
17.2 Eminent Domain. If, by exercise of the right of eminent domain (a "Taking"), all or a substantial portion of the Premises are taken ("substantial portion of the Premises" will be deemed to have been taken if the Taking equals or exceeds fifty percent of the area of the Premises or if a Taking involves all or a portion of the Premises on which the building is located and the building cannot remain on the Premises due to the Taking), at Tenant's election this lease shall end upon the earlier of the vesting of title in the condemning authority or the taking of possession by the condemning authority (in either case the "Ending Date"). All awards from any Taking shall be allocated between Lessor and Tenant in accordance with applicable law.

## Section 18. Miscellaneous

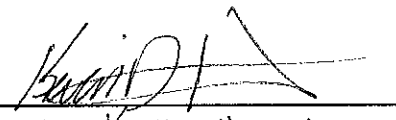
18.1 Quiet Enjoyment. Lessor covenants that Lessor has the right and authority to enter into this lease, and that Tenant may peaceably and quietly have, hold, and enjoy the Premises provided that Tenant performs and fulfills all the terms, covenants, and conditions of this lease.

18.2 Force Majeure. In the event that Lessor or Tenant is delayed in performing any act because of acts of God, strikes, lockouts, labor troubles, inability to procure materials, failure of power, riots and insurrection, acts of the public enemy, wars, earthquakes, hurricanes and other natural disasters, fires, explosions, any act, failure to act, or default of the other party to this lease, or any other reason beyond the control of the performing party, then such performance shall be excused for the period of the delay and the period for the performance of any such act shall be extended for an equivalent period.


Lessor:  
City of McMinnville

By:   
Kent L. Taylor  
City Manager

Tenant:  
Comcast of Oregon II, Inc.

By:   
Name: Kevin Harrison  
Title: VP - Finance

Approved as to Form:

  
City Attorney

## EXHIBIT "A"

Being a part of the North 1/2 of the John White D.L.C. No. 82, Northeast 1/4 Section 26, Township 4 South, Range 4 West, Willamette Meridian, Yamhill County, Oregon and being within those certain lands known as McMinnville Municipal Airport and owned by the City of McMinnville and being further described as follows:

Beginning at a point 588.78 feet South 87°56'55" East, 120 feet South 2°03'05" West (Basis of bearings from State of Oregon Highway survey) from the Northeast corner of that tract conveyed by the City of McMinnville to Evergreen Helicopters, Inc. and recorded in Film Volume 85, Page 1250, Deed Records of Yamhill County, Oregon, said point being 60 feet South 2°03'05" West of Three Mile Lane right-of-way, as conveyed to the State of Oregon by deed recorded in Film Volume 230, Page 1743, Deed Records of Yamhill County, Oregon; thence South 2°03'05" West, a distance of 94.90 feet; thence South 87°56'55" East parallel with the south line of said Highway, a distance of 275.0 feet; thence North 2°03'05" East, a distance of 154.90 feet to the South line of said Highway; thence North 87°56'55" West along said Highway south line, a distance of 235.0 feet; thence southwesterly, a distance of 72.11 feet to the Place of Beginning of this description and containing 0.95 acres, more or less. Said tract identified on City records as FBO "C" and as shown on the attached Exhibit "B".

# EXHIBIT B

THREE MILE LN

CIRRUS AVE

NIMBUS LP

FBO C



FBO C = 0.95 Acres

0 50 100 200 300 Feet