



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

**City Council Meeting Agenda
Wednesday, May 30, 2018
6:00 p.m. – Work Session –City Council**

1. Call to Order
2. Strategic Plan Update – BDS Planning & Urban Design
3. Economic Development Strategic Plan Update – Community Attributes Inc.
4. Adjournment

Kent Taylor Civic Hall is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made a least 48 hours before the meeting to the City Recorder (503) 435-5702. For TTY services, please dial 711.



PLANNING & URBAN DESIGN

To: McMinnville City Council
From: BDS Planning
Re: Process Note on Discussion of Goals & Objectives
Date: May 24, 2018

On May 21 and 22, 2018 the City convened—and BDS Planning facilitated—six work groups to assist in the development of goals and objectives for each of the strategic priority areas. These are:

- Growth & Development Character
- Housing Opportunities
- City Government Capacity
- Community Safety & Resiliency
- Engagement & Inclusion
- Civic Leadership

A seventh priority area, “Economic Prosperity,” is being address through the concurrent economic development strategy). These six groups, consisting of City staff and community partners, met to discuss the summary findings from Phase 1 of the strategic planning process and come to agreement on draft goals and supporting objectives.

At their meeting on Wednesday May 30, councilors will review the draft goals and objectives produced through this facilitated dialogue and offer their feedback to BDS Planning and the City.

The work groups will reconvene in June to consider Council’s feedback and to further refine objectives and start work on supporting actions for implementation.



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

www.mcminnvilleoregon.gov

STAFF REPORT

DATE: May 30, 2018
TO: Mayor and City Councilors
FROM: Heather Richards, Planning Director
SUBJECT: McMinnville Economic Development Strategic Plan,
MAC Town 2032 – Work Session

Council Goal:

Promote Sustainable Growth and Development

Report in Brief:

This is a work session to update and engage the City Council on the McMinnville Economic Development Strategic Plan, MAC Town 2032.

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

Background:

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

- Identifying McMinnville's unique opportunities and niche potential that will separate McMinnville from other communities and maintain the feeling of a vibrant small-town in close proximity to a fast-growing metropolitan area, and create a sustainable economy for generations to come.

Attachments:

- *ED Strategic Plan Scope of Work*
- *ED Strategic Plan Project Schedule*
- *ED Community Workshop #1 Comments*
- *ED Focus Group Findings*
- *ED Draft Profile*
- *ED SWOT Analysis*
- *ED Draft Strategic Plan*

- Positioning a unique quality of life to attract creative class and entrepreneurial talent to establish the next generation of local business development and investment in the community.
- Leading McMinnville's agricultural and manufacturing traditional economy towards a successful and sustainable 21st century economy.
- Utilizing McMinnville's history of collaboration towards achieving big things.
- Identifying what is an attractive business climate for McMinnville's targeted potential and what McMinnville still needs to do to create that climate.
- Leveraging the growing tourism industry towards new business development and investment. "If you like to play here, why not work and live here too."
- Focusing the efforts of all individual economic development partners so that they are successful in their own unique roles but working collaboratively and collectively towards advancing a coherent and cohesive overall economic vision.
- Investing limited resources in strategic initiatives that create family wage jobs that are multi-generational and reinforce the small town charm of McMinnville.

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

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

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

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- *ED Strategic Plan Project Schedule*
- *ED Community Workshop #1 Comments*
- *ED Focus Group Findings*
- *ED Draft Profile*
- *ED SWOT Analysis*
- *ED Draft Strategic Plan*

Community Attributes, Inc., was hired to work with a Community Project Advisory Committee to prepare an Economic Development Initiative containing goals, objectives and implementation measures. The end result will be a concise work plan for implementing recommended strategies and established metrics to measure the outcomes.

This effort is being conducted in parallel with a larger city strategic planning project.

Discussion:

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

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

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

The following items are being provided as background materials for the work session:

- ED Strategic Plan Scope of Work
- ED Strategic Plan Project Schedule
- ED Focus Group Findings
- ED Community Workshop #1 Comments
- ED Draft Profile
- ED SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis
- ED Draft Strategic Plan

Please note that the Draft Strategic Plan is an initial draft that is currently in review with the Project Advisory Committee, and will continue to be edited, refined and developed.

Attachments:

- *ED Strategic Plan Scope of Work*
- *ED Strategic Plan Project Schedule*
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Work Plan

Task 1. Demographic and Economic Assessment

- » 1.1 Aggregate and assess relevant demographic and economic data, including existing demographic characteristics, key industries and market segments, real estate market characteristics and fiscal performance metrics
- » 1.2 Produce local economic forecast for industries and employment and perform a SWOT analysis for McMinnville based on data collected to-date
- » 1.3 Summarize premium economic opportunities for McMinnville and key obstacles or impediments to sustainable growth

Decision-making milestone: *use list of premium economic opportunities to identify key questions and methods for engagement activities*

Who are the most important industry stakeholders?

What do we need to know from the public?

How do we best present the information to each audience?

Potential challenges may include data availability. Leveraging client knowledge of state, regional and local data sources and client relationships to ensure accurate and timely data provision.

Task 1 is anticipated to occur between January 2018 and March 2018.

Task 2. Client, Community and Stakeholder Engagement

- » 2.1 Orchestrate and execute a kickoff meeting or conference call to review scope and anticipated outcomes, establish communication best practices and identify next steps
- » 2.2 Plan and execute regular check-in meetings or conference calls between the project manager and the client's Project Leadership Team
- » 2.3 Develop and deploy a custom, online, map-based comment tool for broad feedback on the city's existing website
- » 2.4 Perform up to six (6) phone or in-person interviews with key industry stakeholders, based on growth opportunities identified in Task 1
- » 2.5 Design, prepare and facilitate two (2) community visioning workshops with key stakeholders identified by the client and the consultant
- » 2.6 Brief the Project Leadership Team on findings and attend two (2) workshops and/or meetings with the McMinnville City Council to discuss draft and final work products

Decision-making milestone: *use community and stakeholder feedback to filter, refine and prioritize economic opportunities and set goals for Task 3*

Which industries do we want to target?

What are realistic goals for targeted industries?

How do we allocate limited resources between competing priorities?

Potential challenges may include conflicting viewpoints among community members and stakeholders. We work collaboratively with all stakeholders and the client to ensure broad participation and consensus-building, and our work products acknowledge the need for ongoing review of new data, periodic reevaluation of strategic priorities and persistent engagement.

Task 2 is anticipated to occur between January 2018 and August 2018. Please see the included schedule graphic for additional detail.

Task 3. Strategic Framework

- » 3.1 Based on findings from Tasks 1 and 2, identify overarching goals, necessary strategies and potential actions to achieving the community vision; deliver a draft of this custom, place-based strategic framework to the client for review
- » 3.2 Review client comments and revise draft strategies and actions based on client feedback
- » 3.3 Design an implementation matrix that complements the strategic framework and prepare content for the matrix, potentially including prioritization, partnerships, funding needs and sources, relevant timelines for implementation and performance measures
- » 3.4 Document how work products in Task 3 address the specific goals identified by the client in the RFP, including:
 - Identify McMinnville's unique opportunities and niche potential that will separate McMinnville from other communities and maintain the feeling of a vibrant small-town in close proximity to a fast-growing metropolitan area, and create a sustainable economy for generations to come.
 - Position a unique quality of life to attract creative class and entrepreneurial talent to establish the next generation of local business development and investment in the community.
 - Lead McMinnville's agricultural and manufacturing traditional economy towards a successful and sustainable 21st century economy.
 - Utilize McMinnville's history of collaboration towards achieving big things.
 - Identify what is an attractive business climate for McMinnville's targeted potential and what McMinnville still needs to do to create that climate.
 - Leverage the growing tourism industry towards new business development and investment. "If you like to play here, why not work and live here too."
 - Focus the efforts of all individual economic development partners so that they are successful in their own unique roles but working collaboratively and collectively towards advancing a coherent and cohesive overall economic vision.
 - Invest limited resources in strategic initiatives that create family wage jobs that are multi-generational and reinforce the small town charm of McMinnville.
 - Recommendations on light industrial, office, and retail commercial centers – whether or not to preserve existing square footage, increase, or decrease. Include geographic locations for focus.
 - Research and analysis of mobile services – current practices and impacts on local brick-and-mortar businesses and strategies to leverage them to bring in business into the City.
 - Preparation of business attraction and retention strategies incorporating results from McMinnville's SWOT analysis.
 - Preparation of performance measures with timelines that will be used to evaluate whether and to what extent plan goals and objectives have been or are being met.

Decision-making milestone: *commit to a framework for goals, strategies and actions*

Does the structure of the strategy make sense to stakeholders?

Is it accessible and engaging?

Does it cover the necessary content?

Task 3 is anticipated to occur between May 2018 and June 2018.

Task 4. Delivery of Draft and Final Economic Strategy

- » 4.1 Layout draft strategic framework and implementation matrix, along with other work products (e.g. concise demographic and economic profile, community engagement summary) where they support the conceptual development of strategic recommendations
- » 4.2 Deliver graphically-appealing draft report in PDF form for client review and comment
- » 4.3 Respond to client comments on the first draft and edit the draft strategy document to meet client needs
- » 4.4 Deliver final report, after initial workshop with the McMinnville City Council, in PDF and print format

Decision-making milestone: *when and how do we present the strategy for maximum impact?*

What (and how much) information should be included in the strategy document?

How do we create a visually-appealing product that reflects the community's values?

When do we review draft work products with City Council and other stakeholders?

Task 4 is anticipated to occur between June 2018 and August 2018.

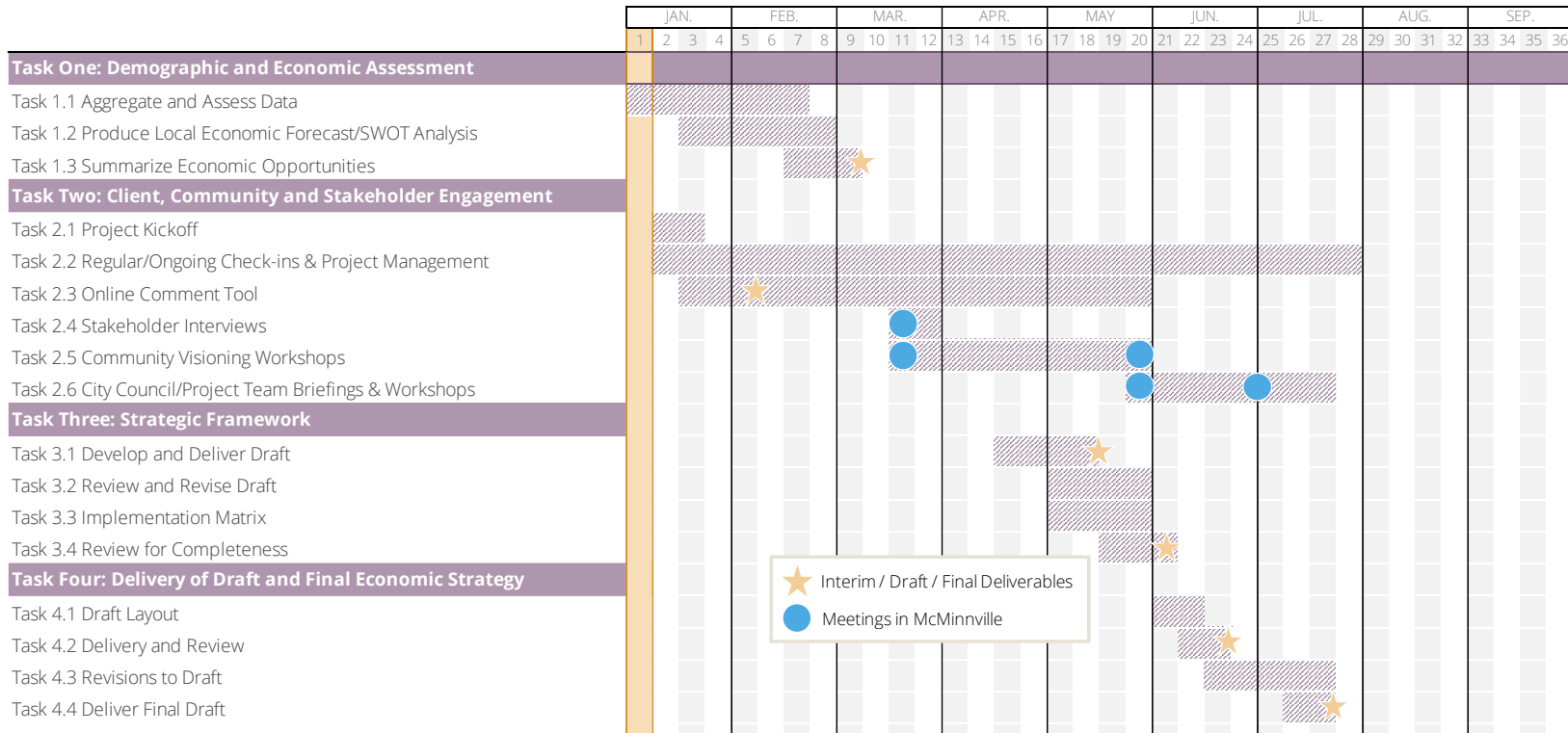
City of McMinnville Economic Development Strategy

Period Highlight: 1



ACTIVITY

MONTH/WEEK (APPROXIMATE)



★ Interim / Draft / Final Deliverables
● Meetings in McMinnville

VISIONING WORKSHOP BOARDS

BUSINESS & INDUSTRY

>> What about the economy? **McMinnville** is...

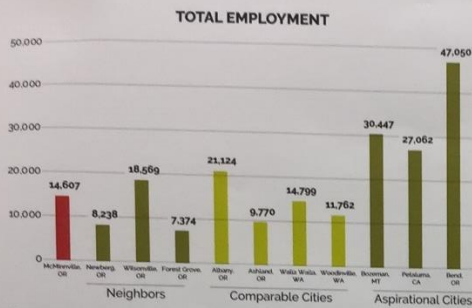


Figure 3: Estimated Employment, LEHD, 2015

The Computer, Engineering & Science; and the Healthcare Practitioner occupations provide the top **wages** in town, while hospitality and other services pay the least.

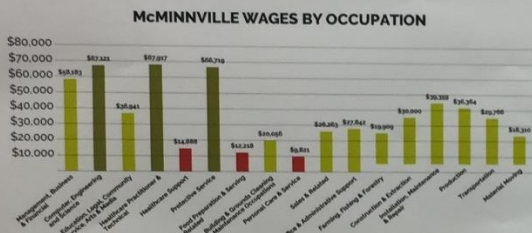


Figure 4: Median Wages by Occupation, City of McMinnville, 2016

McMinnville companies comprise 31% of all companies in Yamhill County with 2,255 companies employing 14,607 people as of 2015.



“Our airport has great potential - we could support a world class aviation business park by leveraging KJW and other corporate travel and tourist activity.”
-McMinnville resident, via CAI's McMinnville Idea Map

McMinnville & Yamhill County have maintained a stable, traditional industry mix, with industrial sectors comprising 40% of total **employment**, while government and “meds & eds” sectors make up 38%.

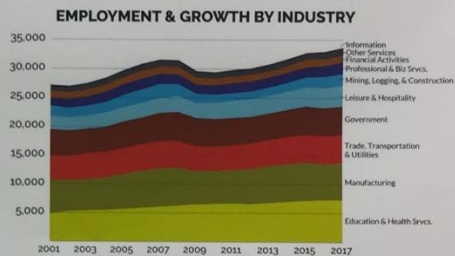


Figure 5: Employment by Industry, Yamhill County, 2001-2017

“McMinnville has food production businesses like Betty Lou's and Diane's, but it seems like we would be an attractive location for more businesses in this vein, particularly those with gourmet products that feel like good companions for the wine industry.”

-McMinnville business owner, via CAI's McMinnville Idea Map

>> What do we want to improve upon?
By 2032, **McMinnville** will...

Help guide our thinking!
Place dots in the spaces to the right of the list of priorities below!

LEVERAGE SENSE OF PLACE: Attract a constellation of entrepreneurial startups that utilize technology to connect to regional and national networks and supply chains while physically based outside major metros

REINVIGORATE TRADITIONAL INDUSTRIES: Employ innovative practices to become a model for how traditional manufacturing, agriculture, forestry and other resource-related industries can grow and thrive in the modern economy

LEAD WITH INSTITUTIONS: Leverage existing assets and anchors in the “eds and meds” sector to become a regional hub for healthcare, science and higher education

EMBRACE THE TECH ECONOMY: Become a leading destination for tech entrepreneurs, relocating technology firms, individuals self-employed in the “gig economy” and professionals telecommuting to jobs in larger metros

GROWTH IS PARAMOUNT: grow the economy opportunistically across in-demand industry sectors, based on market forces, macro- and microeconomic trends and current opportunities

MACtown
2032
Economic Development Strategic Plan

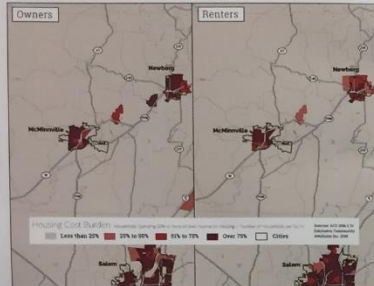
Other ideas or insights? Visit our McMinnville Idea Map at:
<https://www.mcminnvilleoregon.gov/sp/pages/economic-development-survey>

cai
COMMUNITY AND ECONOMIC DEVELOPMENT

PLACEMAKING & QUALITY OF LIFE

>> How are we living? McMinnville is...

The **housing cost burden** - as a percentage of income spent on housing - in McMinnville is high for homeowners and renters alike.



The **ratio of jobs to housing** falls within a healthy range (.75 to 1.5) for McMinnville - indicating a stable, self-sustaining, economic base - while visitors and investment spurred by wine and tourism provide opportunities for participation in new economy sectors.

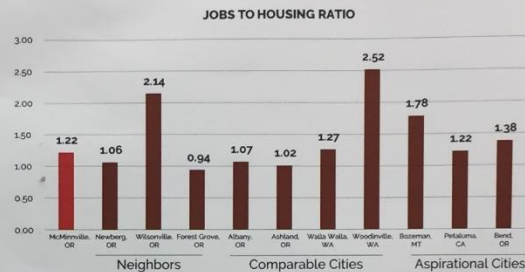
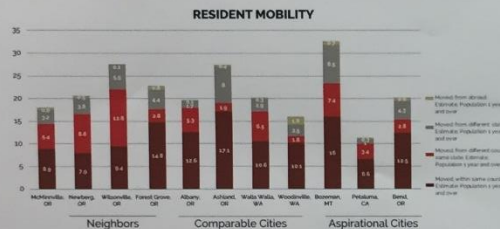


Figure 6: Total Employment to Occupied Housing Units Ratio, LEHD 2015 estimated

“Create an arts center! Someplace where artists can have studios that are affordable. We need more diversity than simply wine and tourism. Visual arts add multiple dimensions to how people engage with the world around them. We can all benefit from more art in our lives.”

18% of residents have **moved to McMinnville** from somewhere else. Most arrivals come from either from within Yamhill County, or elsewhere in Oregon.



Dozens have used CAI's online public comment tool - the **McMinnville Idea Map** to provide suggestions to help strengthen & diversify McMinnville's economic future!

>> What do we want to improve upon? By 2032, McMinnville will...

Help guide our thinking!
Place dots in the spaces to the right of the list of priorities below!

FOCUS ON RESIDENTS: expand the recreation infrastructure that residents demand and that ensure that people who live in McMinnville enjoy excellent opportunities for health and wellness

DRAW VISITORS WITH FACILITIES: invest in existing park facilities, and create new parks, fields or sports complexes, to compete throughout Oregon for sports tournaments and competitive recreation events

HARNESS REGIONAL VISITATION: expand commercial options, particularly in retail, food services and hospitality, to become the leading place to eat, shop and stay while enjoying regional outdoor and recreational assets

INVEST IN DOWNTOWN: Create a thriving live-work-play downtown that rivals destination-towns throughout the Pacific Northwest

EPITOMIZE SUSTAINABILITY: protect, preserve and enhance natural assets & expand parks infrastructure to provide leading passive recreation options & ensure opportunities for residents and visitors alike to lead active and healthy lives

Other? use white board

MACtown 2032
Economic Development Strategic Plan

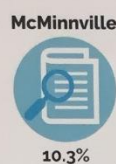
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<https://www.mcminnvilleoregon.gov/sp/page/economic-development-survey>



EDUCATION & WORKFORCE

>> What are we now? McMinnville is...

The **median age** in McMinnville of 35.2, as compared with 38.1 for Yamhill County as a whole, continues to trend downward.



Forest Grove	7.6%
Newberg	6.6%
Wilsonville	6.8%
Albany	10.1%
Ashland	7.4%
Walla Walla	8.0%
Woodinville	3.6%
US Rate (current)	4.1%

The **unemployment rate** in McMinnville is near the top of the list of neighboring and comparison cities.

Educational attainment in the city lags its neighbors and comparison cities.

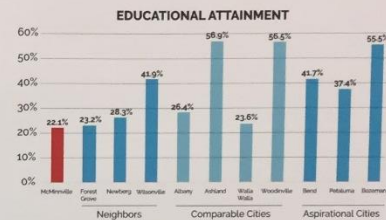


Figure 1: Percent of Residents (25+) with a Bachelor's Degree or Higher

“I want my employees to be able to live and work in McMinnville. I don't want people to have to drive from other communities to work here.”

-McMinnville resident, via CAI's McMinnville Idea Map

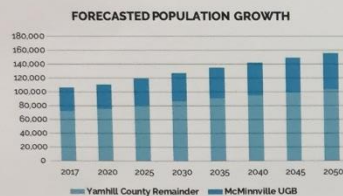
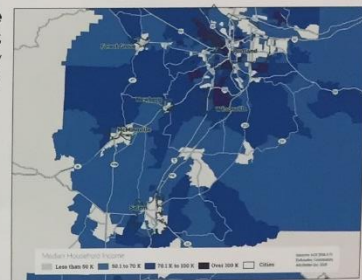


Figure 2: Forecasted Population Growth, 2017-2015

The **median household income** in McMinnville of \$47,460 lags comparison cities and the County as a whole (\$54,951).

McMinnville's **population** is forecast to grow by 53% between now and 2050.



“I would love to see more co-work spaces like WeWork. Freelancing is going to become a trend in the next few years. Let's start now to encourage the growth.”

-McMinnville resident, via CAI's McMinnville Idea Map

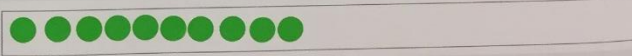
>> What do we want to improve upon? By 2032, McMinnville will...

Help guide our thinking!
Place dots in the spaces to the right of the list of priorities below!

EDUCATE OUR YOUTH: we have leading elementary, middle and secondary schools and a plethora of early work, job shadow, volunteering and internship opportunities to produce leaders in the workforce



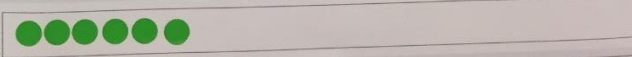
KEEP OUR TALENT: our secondary and post-secondary institutions graduate talented individuals who choose to stay and work in McMinnville, joining and growing existing businesses or starting their own companies



IMPROVE TALENT PIPELINES: create excellent alignment between local education and training programs and local and regional employer needs



FOCUS ON PRODUCTIVITY: lead Oregon cities in employment rate, using adult vocational training, reskilling and other programs to ensure to everyone in the labor force can find meaningful work



Other? Use whiteboard.

MACtown
2032
Economic Development Strategic Plan

Other ideas or insights? Visit our McMinnville Idea Map at:
<https://www.mcminnvilleoregon.gov/wp/page/economic-development-survey>



Mac-Town 2032

Economic Development Strategy Focus Group Findings

March 14, 2018

March 29, 2018 Working Draft

FOCUS GROUP NO. 1

Assets:

- **Diversified employer base** with high-tech Northwest Rapid Manufacturing on the one hand and Cascade Steel on the other
- **Low-cost, almost 100% renewable power**, among the cheapest in the country; public control of the water/watershed provides long-term certainty in the face of resource constraints and drought
- Existing talent base, particularly in the wake of Evergreen's closure, though larger metros compete for talent regionally
- High **quality of life** aids talent-attraction: "we are what your talent looks for"
- **Linfield College**, one of the Wall Street Journal's best in the West, solid academics, good athletics; some students come because McMinnville is perceived as a safe, small-town atmosphere for college
- **Wineries, traditional agriculture and nurseries**, though wine creates a lot of service industry jobs and we need a better economic base than that; McMinnville and Newberg are hubs for wine, though Newberg has a lot of retail and McMinnville is stronger on the supply side
- Our **airport** and its tenants; light industrial base
- **Cheap power, water**; water availability has perhaps not been fully appreciated by water-intensive industries like craft brewing
- **Insulated a bit from the Portland metro** in that it's too long to commute—also creates challenges
- Some recent projects have been big successes:
 - **Granary District** with recent federal funding

- Partial completion of the **Highway 99 bypass**, which benefits other communities too, but cuts travel time to/from Portland – needs to be completed
- The **airport** supports a broad range of industries:
 - Wine – through private travel, particularly to/from California (e.g. Jackson family)
 - Industry – such as Northwest UAV
 - Training – visitors for training on aircraft/helicopters from as far away as China
- The airport also has advantages over other regional airports:
 - Runway is longer than at Aurora State Airport
 - McMinnville’s airport has an instrument landing system (ILS) that facilitates landing during inclement weather or poor visibility

Challenges:

- **Constrained land supply** is a big one, and the problem of **UGB expansion is “high-centered” in the Mid-Valley** because the cities are bursting at the seams, but the region has prime farmland that needs protection; there is little land left to accommodate housing growth and **very little industrial land** – what is available will be exhausted within a 15-year timeframe
- **Housing** is a particular challenge for young people due to cost and availability, and the UGB is critical to preserve the farmland that enables wine and agriculture; expanding residential capacity involves finding lower-value land, which often requires a larger investment in infrastructure, thereby driving up the cost to build and putting pressure on builders to offer a higher-priced product
- McMinnville is the small town that a lot of “other towns want to be when they grow up”, but that also produces some “**McMinnville envy**”, which can make regional collaboration challenging
- Young talent tends to leave; we need to give young people a reason to stay or to come back after leaving temporarily
- Evergreen’s departure has more or less played out, but the last building just sold, so there’s an enduring economic impact
- **Housing affordability**, particularly for recent college graduates; quality of life amenities make McMinnville a “slam dunk” for adults in their 30s with young families, but “this is a tough place to be single in your 20s”

- Much of our young talent leaves after high school/college graduation and we face a bit of a **brain drain**
- Bridge into town on Highway 18 needs to be replaced
- There is a lot of competition for companies fleeing California, making that a difficult niche; Reno, for example, is doing everything it can to capture this market

Opportunities:

- Cluster companies around key **high-tech employers** like TTR, Northwest UAV and Northwest Rapid Manufacturing
- Recruit companies relocating from California for improved employee quality of life
- **Improve regional connectivity**: it is unlikely that McMinnville will “win the land wars” given the presence of high-dollar agriculture operations and the prominence of wine, but the regional perspective—how communities can work together despite the physical space between them—offers opportunities to grow sustainably with the County or a defined job or commute-shed
- **Be proactive about growth and density**; either we pull up the draw bridge or we find ways to grow well
- Better leverage the airport
- Support and encourage the air and space museum, which is a national attraction
- Attract clean, **high-tech, high-wage jobs** that create a high-value product with a light footprint; example of a knife company (Ferrum?) that relocated from California and brought the skilled workforce with them
- Get more involved with the County to create a stronger regional presence; leverage County institutions to find **regional solutions to local problems**
- Continue to grow and **improve our downtown core**
- New **medium and high-density housing development**, particularly to satisfy the market demand from retirees, but also, secondarily, to market to young people and potentially second home owners
- Leverage the **\$6M gift to Linfield’s wine program** to spur innovation

FOCUS GROUP NO. 2

Assets:

- **Air and space museum**
- **Leisure activities**, especially wine; “I see this as Bend back when I moved to Bend, with the leisure activities in place of outdoor recreation.”
- **Water park** is tremendously underleveraged as a family destination; people from Portland likely drive two or three hours up to Great Wolf Lodge for a similar experience
- **City leadership, business-friendly environment**: RNH Construction, through work on the Atticus Hotel, says working with the City has been amazing; Bend offers the opposite experience
- **Excellent food scene**, particularly for a community this size; tremendous restaurants, significant catering business due in part to weddings at wineries

Challenges:

- From a hospitality/visitation standpoint, about 50% of a hotel's business comes from leisure and about 50% from **corporate/business travel**, so filling the weeknights and securing the corporate/business travel portion is a challenge; the leisure portion will take care of itself
- Town is land-constrained, and **affordable/workforce housing** is a legitimate issue
- Sometimes we can be too focused on downtown, and we need to ensure that we develop assets throughout the community
- **Parking** can be an issue downtown; some spots are locked up by daytime employees, but these spots should turn over regularly
- Yamhill County offices downtown may not be the highest and best use of that land
- **Transportation challenges** in capturing business from Portland; McMinnville is the end of the line coming out from Portland and the trip asks visitors to stop frequently at stoplights
- We need a **sustainable solution to homelessness**, and the clustering of service providers in and around downtown magnifies the issue
- Labor is a challenge, but it's a challenge everywhere for this industry

Opportunities:

- **Improved hospitality offerings:**
 - Higher-end products: prior to opening Atticus, the Allison in Newberg was the only high-end lodging in the valley, with everything else in the two- or three-star range
 - Convention center/meeting space, as well as space for smaller groups, maybe 25-30 people, seems to be a gap in our offerings
- There is huge demand for **higher-density housing**, especially near downtown
- Sustaining and maintaining **historic character** is really important, and good design guidelines are necessary to ensure high-quality development
- **Craft beverage expansion:** wine is more or less self-propagating, but there are opportunities in spin-offs like distilling, cider-making, brewing; this town could support more in the drinking spinoff vein

FOCUS GROUP NO. 3

Assets:

- Lots of existing **agricultural activity, diversified crops**, 274 different crops grown in Oregon and many can be found in the valley (olives, blueberries, grapes, apples, prunes, hazelnuts, Christmas trees, grass seed, etc.)
- Extremely lucky to have **Mac Power and Light**
- **Linfield**, which is being used more and more to create wine and agriculture-related possibility; Center for Wine Education received significant grant
- Wine is an anchor here, but we're **not a monoculture**, and that's important; Napa's problem was/is that it is only about wine
- Land availability for agriculture and grape cultivation: there are thousands of acres available and a lot of Class 4 soil able to grow good grapes, other crops

Challenges:

- **Climate change**, which could fundamentally alter what and how we grow in the valley
- Corporate intrusion into agriculture/farmland
- Urban draw for wine is weak, because when vineyards are also present, people choose to visit the vineyards over the urban tasting rooms
- Possible over-saturation of tasting rooms on Third Street; not enough traffic to support all of them
- **Market penetration/knowledge of product** for Yamhill Valley/Oregon wine is still a challenge
- Shoulder season creates adversity for wineries
- Perceived **short-sightedness of OSU**; they have the potential to be a great partner but finding the right people there is challenging, and Extension may not be well-supported at the state level
- McMinnville could use a **stronger brand**, and better alignment of development and improvements with that brand

- Increasing traffic, affordability challenges all could dilute McMinnville's quality of life in the future

Opportunities:

- Yamhill County and McMinnville could be a leader in the **production, processing and value-add** segments for agricultural products; potential role in **R&D**: "agriculture is not just soil, it's labs, it's science-based; the cannabis industry offers opportunities."
- Creation of a **year-round indoor farmer's market or food hub**
- Soil and Water Conservation District has 174 acres within the UGB to be used in support of urban agriculture
- Mixed-use and light industrial potential on **Lafayette**
- "It would be interesting to use our **rail**; we have it, but don't use it."
- Get more involved with **OSU's Small Farms Department and Food Innovation Center**
- Better leverage **Yamhill Soil and Water**, which owns or manages over 3,000 acres in Yamhill County
- We need a space for entrepreneurial food people to develop new and innovative food products and projects and pursue value-add opportunities
- **Wine-oriented makerspace** would be very useful; more R&D across all agriculture activities; Stellenbosch, South Africa and Regua, Portugal offer examples of wine incubators or collective spaces for winemaking
- **Better food, lodging** would benefit us, because we're just a little too far from Portland to be a comfortable day trip, and that's why people often stop in Dundee or Newberg; the people we want to draw have higher expectations for food and lodging
- The growth curve for wine here is steep but flattening; there's still more opportunity here than in any of the other major wine regions of the world
- Find ways to ensure that the people that work the vineyards can continue to live here, because they tend to be a younger, more diverse demographic that creates demand for food, nightlife, concerts, galleries, etc. and this is how we avoid becoming a monoculture; affordable housing is a critical component in this equation

- Room for growth in diversified light industrial, companies that provide support, supplies, equipment repairs, etc. for wine and agriculture
- Tie Linfield's Center for Wine Education into hospitality/tourism programs at larger universities
- Focus on smaller vineyards – the average around McMinnville is six acres, versus 212 acres in Washington; we must make small agriculture work well
- Lots of opportunity for **bike routes, bike tourism**, or a wine bike route that caters to a totally different segment of visitor
- City or County could/should **hire a resource officer** that helps with grant writing, understands funding sources, and facilitates innovation in agriculture and other industry sectors

FOCUS GROUP NO. 4

Assets:

- **Cheap power**, part of the reason why McMinnville is here
- **Chemeketa** is a huge asset and can be better leveraged
- **Small-town character**, family atmosphere is part of the reason why some businesses locate in McMinnville; in some cases, it's a good fit for the company culture
- **Attractive location** from a quality of life standpoint, not many places balance access to the coast, the mountains and a major metro the way McMinnville does
- Nice **downtown** and high-end restaurants can add value for businesses, as they offer places to entertain clients from out of town

Challenges:

- Access to the I-5 corridor, **logistics and transportation** are an enduring challenge
- Dependence on California to some extent for market demand for products, construction in California is a boon for our industrial segment, but it can be cyclical
- **Workforce availability for trades is crisis-level**; it is extremely difficult to find even entry-level people with a little bit of training or exposure, electrical and millwright are scarce; also need "soft skills" for manufacturing and fabrication because we can teach some of the technical skills, like welding
- **Housing** is an issue, especially for younger employees
- Denser housing types may cater more to people from out of town; a lot of our workforce, especially if they are from McMinnville or surrounding communities, want a detached home with a small yard
- Limited middle-of-the-road options for dining out can be a quality of life issue and can increase some affordability tension
- **Oversaturation of tasting rooms on Third Street** can make downtown feel less welcoming to some
- **Communication and coordination with the business community** is lagging; some regulations don't seem to account for business

perspectives, and business owners wish they had a more consistent seat at the table

- There is anecdotal evidence of **limited industrial land supply**; there's not a lot of quality office space available, and this could constrain the growth of fast-growing companies
- **Infrastructure isn't keep up with growth**; roads to serve new residential development seem to be a second thought

Opportunities:

- Large grant to the School District for middle school trades, excellent fabrication and manufacturing program at the high school
- Opportunity to ramp up **apprenticeship programs** at major employers (Cascade Steel has about 15 apprentices right now); other non-traditional models such as from Solid Form, which created an endowment and a volunteer program for employees to get instruction and information about career pathways into secondary schools, or from OnlineNW, which entered a revenue-sharing agreement with local schools
- Wine can seed some metalworking and fabrication, as it creates a need for custom pieces
- **Invest in Willamina, Dayton**, etc. to ensure a broad spectrum of affordability regionally, so that our workforce can afford to live comfortably across the wage spectrum, even if not in McMinnville
- Adequately teach and train people skills and other **soft skills**, because a lot of the technical skills are teachable upon employment



City of McMinnville

ECONOMIC DEVELOPMENT STRATEGY

DEMOGRAPHIC & ECONOMIC PROFILE

DRAFT #1

April 13, 2018

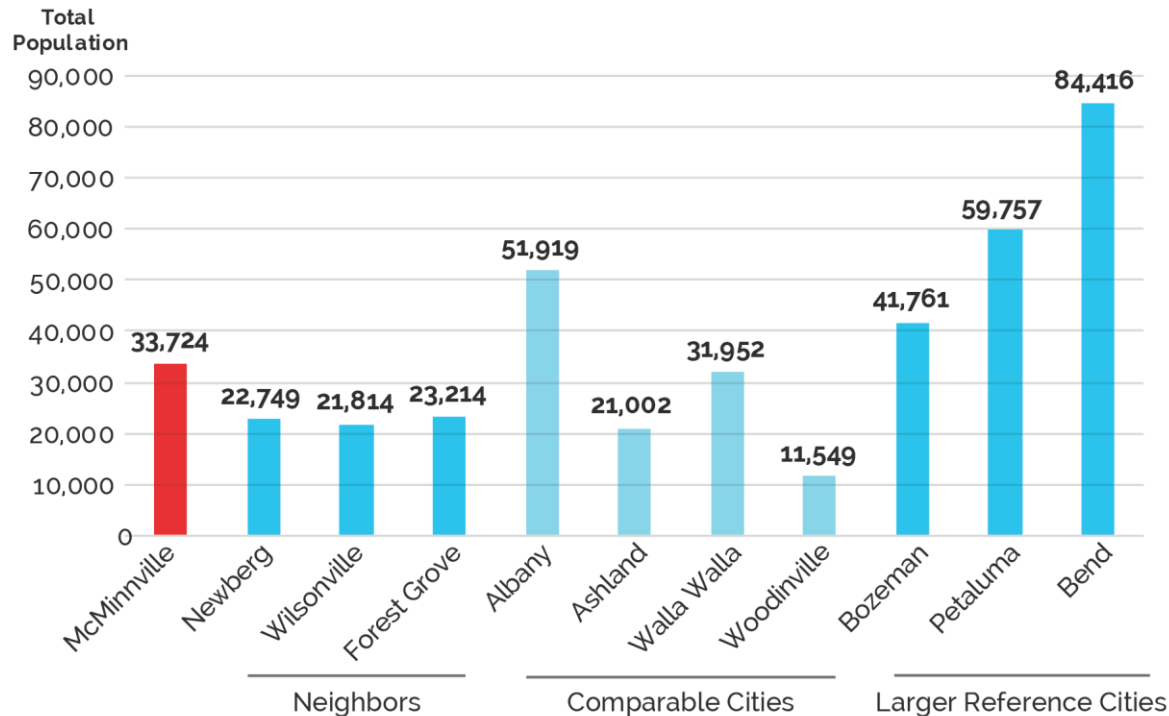
Key Findings

- McMinnville has **the largest population and highest employment in Yamhill County**, which positions the city as a subregional center, on the outskirts of the greater Portland region. McMinnville is expected to grow and capture more than half of projected population growth in Yamhill County in the coming years, thereby increasing its role as the commerce and population center of Yamhill County.
- For those moving to McMinnville, **most come from within Yamhill County** or other places within the State of Oregon, indicating that McMinnville is a regional draw.
- **Yamhill County's population is aging** and will continue to age; residents 65+ will account for a larger share of the population in the coming decades and will be the largest age segment by 2055.
- **The McMinnville and Yamhill County economy has balanced industry sectors**, with Educational and Medical Services, Manufacturing, Trade, Transportation and Utilities, Government, and Leisure and Hospitality each accounting for between 11% - 22% of countywide employment. McMinnville has large employers (or many employers) in each of these sectors, including Cascade Steel, Willamette Valley Medical Center, Linfield College, Yamhill County (government), and others.
- **Office-using employment, such as Professional and Business Services, Financial Activities and Information, is low**, though Professional and Business Services are expected to grow rapidly. Educational and Medical Services are expected to add the greatest number of jobs in the Mid-Valley region through 2024.
- **McMinnville's median household income is low**, with disparities by race or ethnicity and educational attainment; healthcare practitioner and technical occupations is the highest-paying occupational category in McMinnville, at \$68,000.
- **Most McMinnville residents commute to work alone in a car**. Many McMinnville residents (39%) work in McMinnville, and the most common commute destinations for residents are to Portland and Salem (12% total).
- **A lower percentage of McMinnville residents obtain a bachelor's degree or higher**; educational attainment lags relative to the region.
- **Housing affordability is a challenge, as it is throughout the greater Portland region**. Housing costs are not more burdensome than in many other communities throughout the region.
- **McMinnville's poverty rate is relatively high at 20%**, but poverty varies across family types, race or ethnicity, and educational attainment. In McMinnville, more than half of single mothers and one-quarter of all families with children are in poverty; one-third of Hispanic or Latino individuals are in poverty and one-third of individuals with less than a high school diploma live in poverty.

Population

FIGURE 1. ESTIMATED TOTAL POPULATION, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau Longitudinal Employer-Household Dynamics, 2016; Community Attributes Inc., 2018

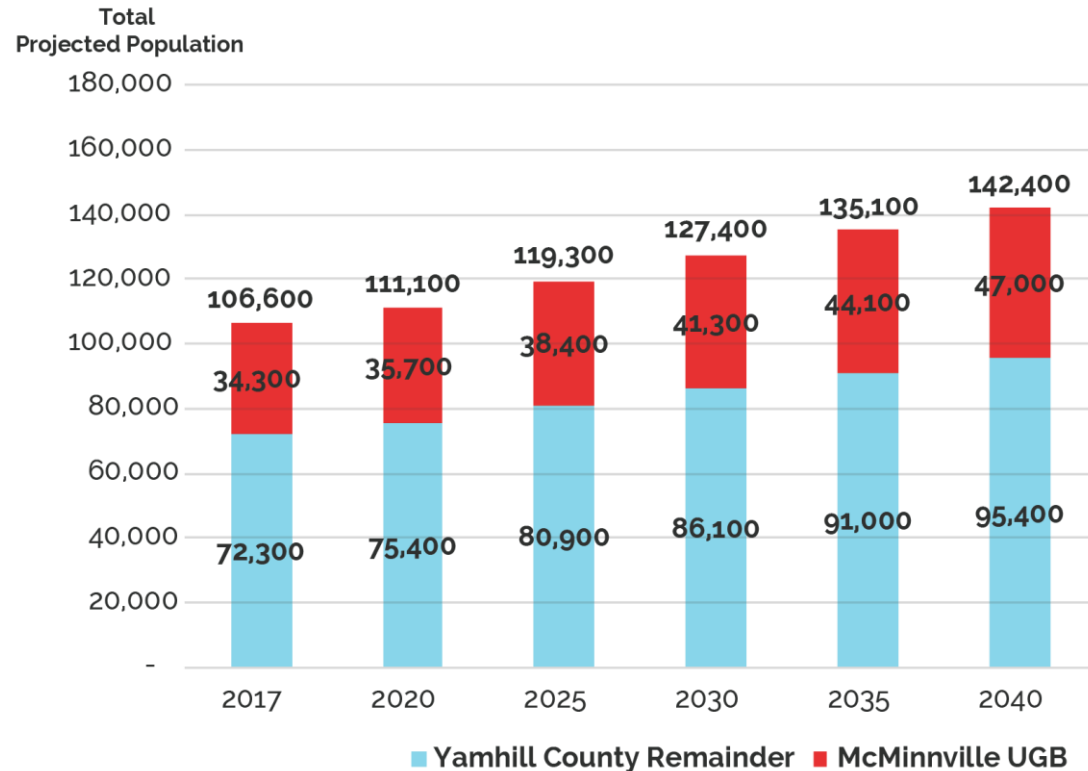


- McMinnville's population in 2017 was 34,293, Portland State University's Population Research Center. For comparison to other cities, U.S. Census data for 2016 is more practical. In 2016, McMinnville's population 33,724.
- McMinnville is the largest city in Yamhill County and larger than neighbors Newberg, Wilsonville and Forest Grove, but smaller than nearby Albany (51,900).
- The neighboring cities all are closer to Portland, which is significant for interpreting subsequent slides.
- McMinnville's population is quite similar to Walla Walla, Washington (31,952), for comparison purposes.
- The larger cities shown are useful to compare McMinnville's future to benchmarks amongst these larger reference cities.

Population

FIGURE 2. POPULATION FORECAST, YAMHILL COUNTY AND MCMINNVILLE UGB, 2017-2050

Source: Population Research Center at Portland State University, 2017; Community Attributes Inc., 2018



- McMinnville's population is expected to grow to 41,300 by 2030 (7,000 new residents since 2017) and 47,000 by 2040 (12,700 new residents since 2017), as Yamhill County as a whole grows 127,400 in 2030 and 142,400 in 2040.
- Yamhill County outside of McMinnville is expected to add 23,100 new residents by 2040.
- The forecasts suggest that McMinnville will receive 35% of population growth in Yamhill County through 2040.

If forecasts hold, the share of Yamhill County residents living in McMinnville will increase from 32% to 33% by 2040.

Population

FIGURE 3. POPULATION FORECAST, YAMHILL COUNTY AND COUNTY URBAN GROWTH AREAS, 2017-2040

Source: Population Research Center at Portland State University, 2017; Community Attributes Inc., 2018

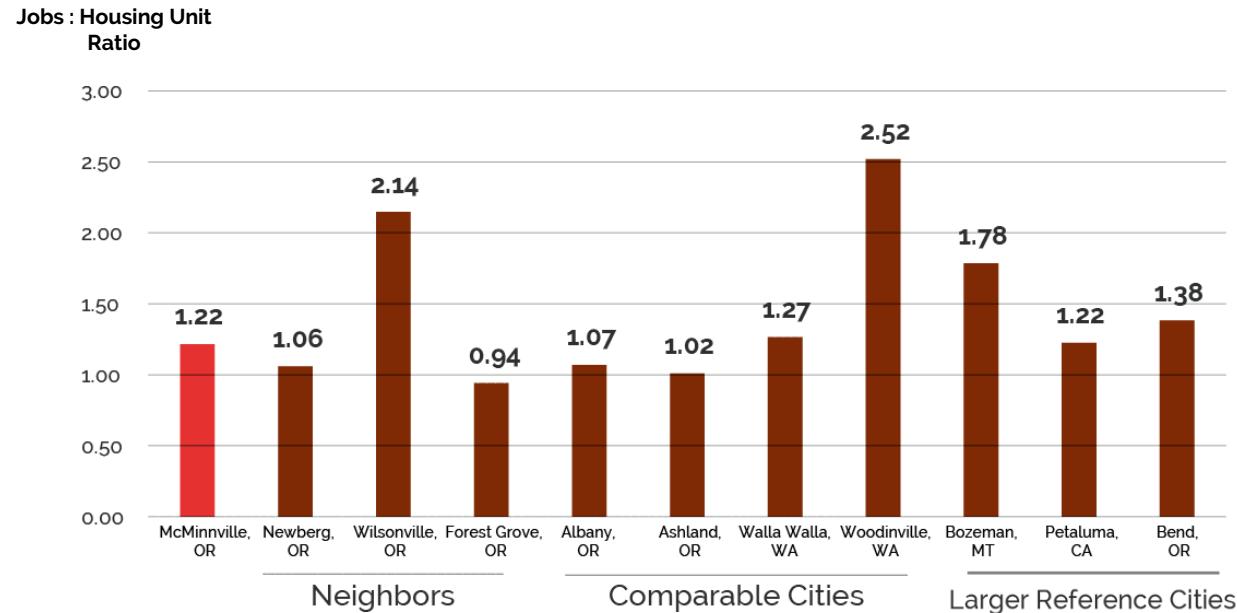
Area / Year	2017	2020	2030	2040	CAGR, 2017-2035	CAGR, 2035-2050
Yamhill County	106,555	111,101	127,404	142,311	1.3%	1.0%
Amity UGB	1,642	1,691	1,840	1,975	0.8%	0.6%
Carlton UGB	2,229	2,340	2,813	3,204	1.7%	1.1%
Dayton UGB	2,837	2,914	3,108	3,290	0.7%	0.5%
Dundee UGB	3,243	3,408	4,158	4,936	1.9%	1.4%
Gaston UGB (Yamhill)	157	157	158	159	0.1%	0.0%
Lafayette UGB	4,083	4,436	5,375	5,970	1.9%	0.7%
McMinnville UGB	34,293	35,709	41,255	46,956	1.4%	1.2%
Newberg UGB	24,296	25,889	31,336	36,709	1.9%	1.4%
Sheridan UGB	6,340	6,401	6,754	7,016	0.5%	0.3%
Willamina UGB (Yamhill)	1,227	1,230	1,259	1,287	0.2%	0.2%
Yamhill UGB	1,077	1,099	1,264	1,406	1.2%	0.8%
Outside UGB Area	25,132	25,827	28,084	29,403	0.8%	0.2%

- McMinnville's 1.3% compound annual growth rate (CAGR) from 2017-2050 is fourth-highest in Yamhill County, less than Newberg (1.7%), Dundee (1.7%) and Carlton (1.4%).
- Outside of McMinnville, only Newberg (17,805) is forecasted to add more than 4,700 new residents through 2050
- Forecasts indicate that growth will occur more rapidly (CAGR) from 2017-2035, than from 2035-2050.

Jobs to Housing Units

FIGURE 4. JOBS-TO-HOUSING UNIT RATIO, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

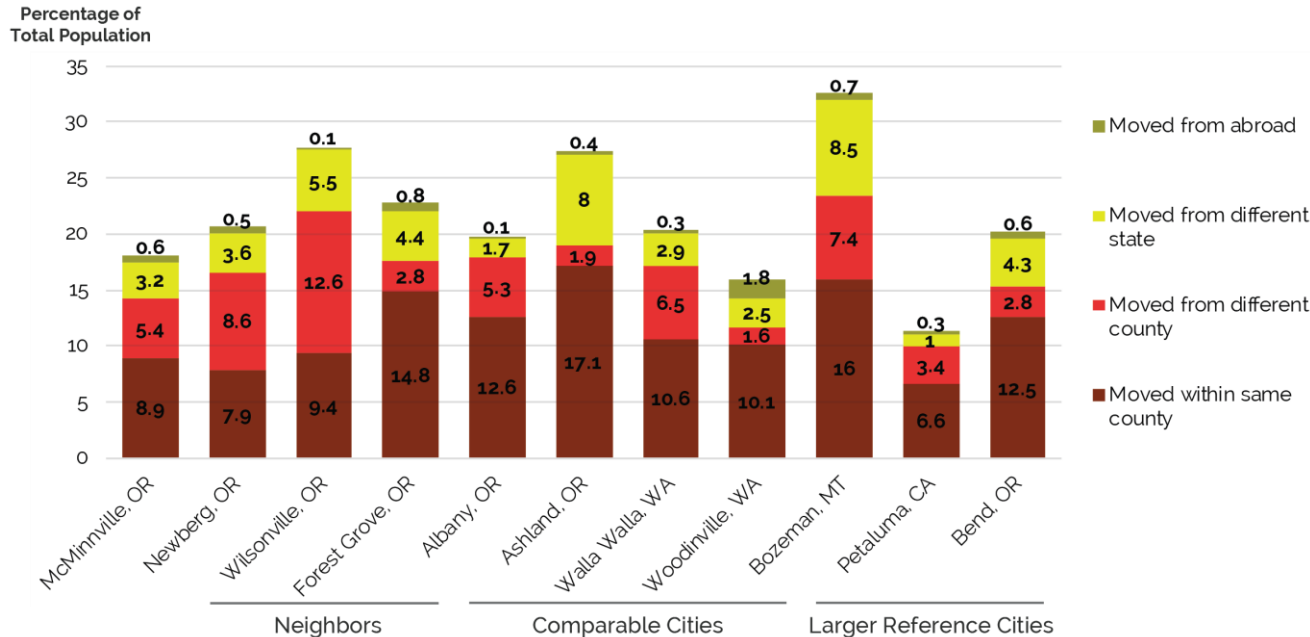


- Jobs-to-Housing Units Ratio measures how many jobs a community has relative to the number of housing units in the community; it is an indicator of the community's economic role in a given region.
- McMinnville has 1.22 jobs per housing unit, indicating that it is a job center for the region. This is comparable to the ratio in Petaluma (1.22) and Walla Walla (1.27).
- Wilsonville, Woodinville, and Bozeman are the strongest employment centers among selected comparison jurisdictions, according to this metric. Forest Grove, Ashland, Newberg and Albany have comparatively lower ratios.

Resident Mobility

FIGURE 5. RESIDENT MOBILITY WITHIN PRIOR YEAR, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018



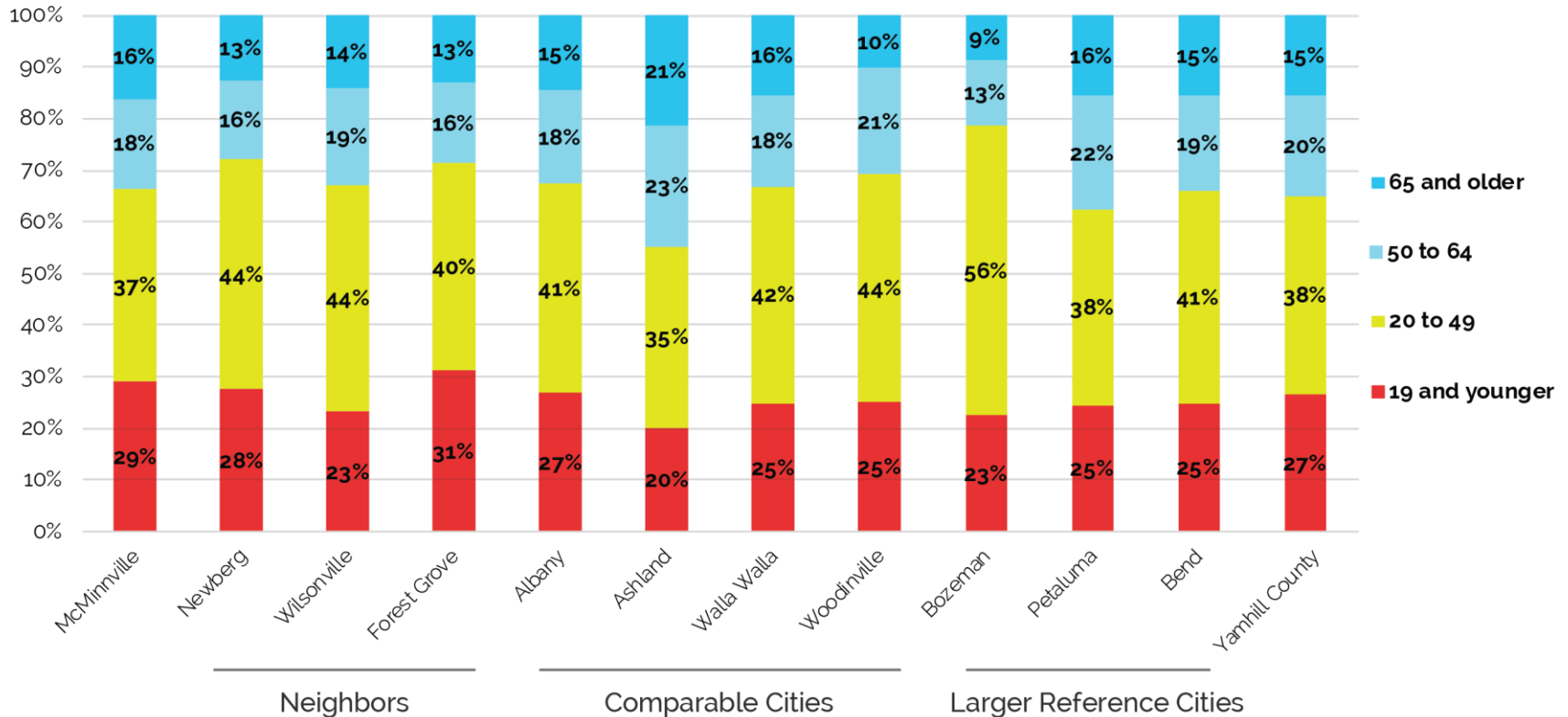
- 18% of McMinnville residents moved within the last year, less than in neighboring cities of Newberg (21%), Forest Grove (23%) and Wilsonville (28%).
- Of people who moved, a larger portion (49%) of McMinnville residents relocated from another place within the same county, as compared to neighbors Newberg (38%) and Wilsonville (34%).
- Comparable cities Albany, Walla Walla and Woodinville all experienced similar levels of mobility; Walla Walla drew most similarly from within the same county (52%).
- Bozeman (9%), Ashland (8%) and Wilsonville (6%) attribute the largest percentage of total residents to those who have moved from out of the state or from abroad within the last year. Petaluma and Albany attribute the lowest percentage of residents to in-migration from out of state or abroad, at 1% and 2% respectively.

Age

FIGURE 6. POPULATION BY AGE GROUP, CITY OF MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Total Population



- McMinnville has a similar age composition to Yamhill County overall, though McMinnville has a larger portion of residents aged 65 or older than all selected neighboring cities, and fewer individuals aged 20 to 49 than all neighboring cities.

Age

FIGURE 7. FORECASTED POPULATION BY AGE SEGMENT, YAMHILL COUNTY, 2017-2040

Source: Population Research Center at Portland State University, 2017; Community Attributes Inc., 2018

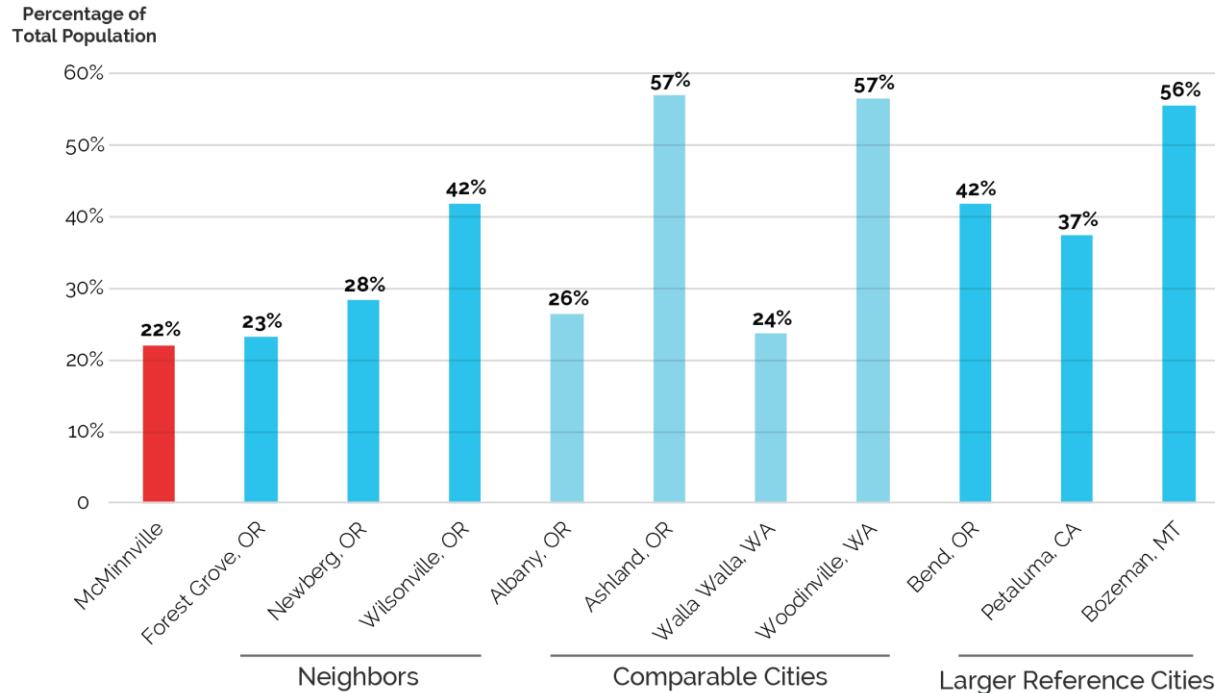
	2017	2020	2025	2030	2035	2040
0-19	27%	26%	25%	25%	24%	24%
20-24	7%	7%	6%	6%	6%	6%
25-34	12%	12%	12%	11%	11%	11%
35-44	13%	13%	13%	13%	13%	12%
45-64	25%	24%	24%	23%	24%	24%
65+	17%	18%	20%	22%	22%	23%

- Simplified age segments correspond more directly to life stages and major milestones.
- Forecasts indicate an overall aging population, with residents aged 65 or older will account for 25% of Yamhill County's population in 2067, compared to 17% in 2017.
- Forecasts also indicate that children will account for a smaller share of total population, falling from 27% in 2017 to 23% in 2067; parenting-aged adults (25-64) are forecasted to account for 46% in 2067, down from 50% in 2017.

Education

FIGURE 8. EDUCATIONAL ATTAINMENT, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018



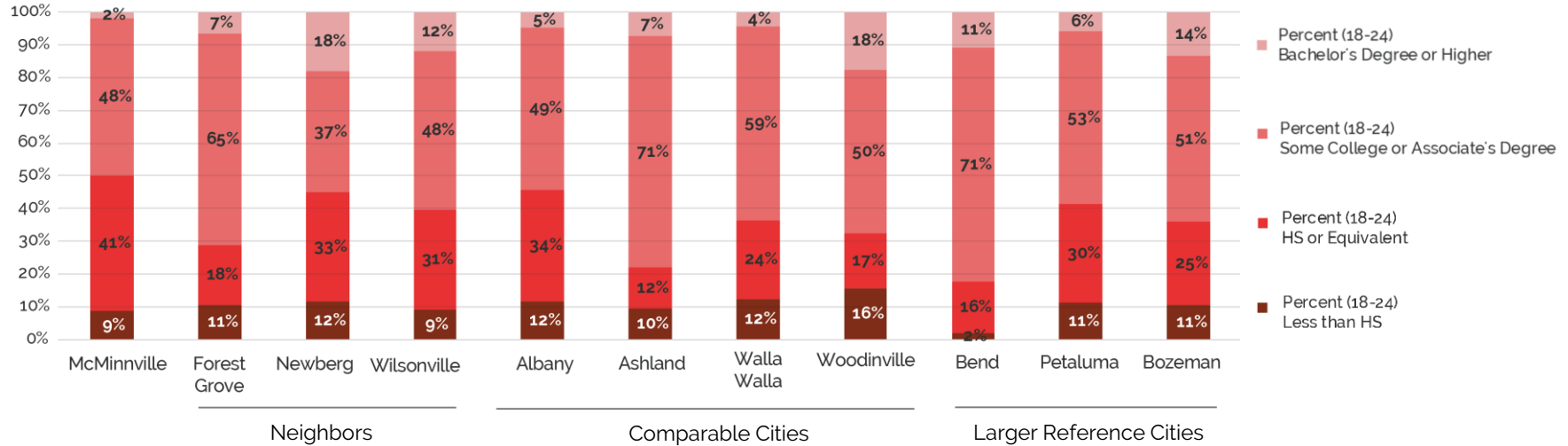
- Educational attainment, as measured by the percent of the population aged 25+ with a bachelor's degree or higher, lags in McMinnville (22%) as compared to neighbors Newberg (28%), Forest Grove (23%) and Wilsonville (42%).
- Ashland and Woodinville (57%), as well as Bozeman (56%) have the highest rates of educational attainment. Woodinville and Wilsonville are proximate to major metros (Seattle and Portland), which tend to have higher rates of educational attainment. Both Ashland and Bozeman are home to four-year universities—Southern Oregon University and Montana State University, with enrollment of 6,000 and 17,000, respectively, as well as hundreds of faculty and staff.

Education

FIGURE 9. EDUCATIONAL ATTAINMENT, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Percentage of
Total Population



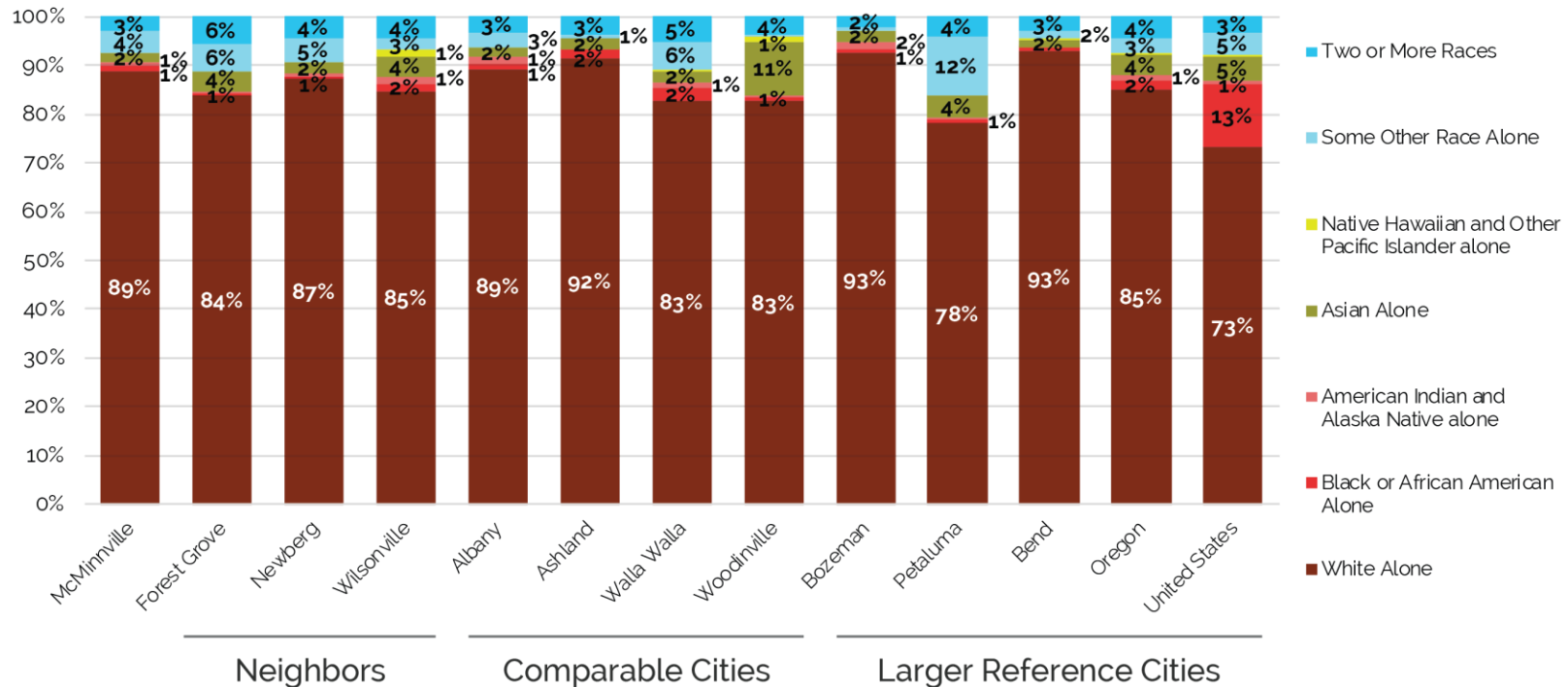
- The percentage of residents age 18-24 who have less than a high school (or equivalent) education is lower (9%) in McMinnville than in most comparison cities, with the lowest percentage in Bozeman (2%), the highest percentage in Wilsonville, Albany and Walla Walla (12%), and an average of 10% across all comparison cities.
- The percentage of residents age 18-24 with some college, an associate's degree, or higher is lower in McMinnville (50%) than in the remaining comparison cities, who average 65%.

Race

FIGURE 10. HOUSEHOLDER RACE, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Percentage of
All Households



- McMinnville is less racially diverse than neighboring cities Newberg, Wilsonville and Forest Grove.

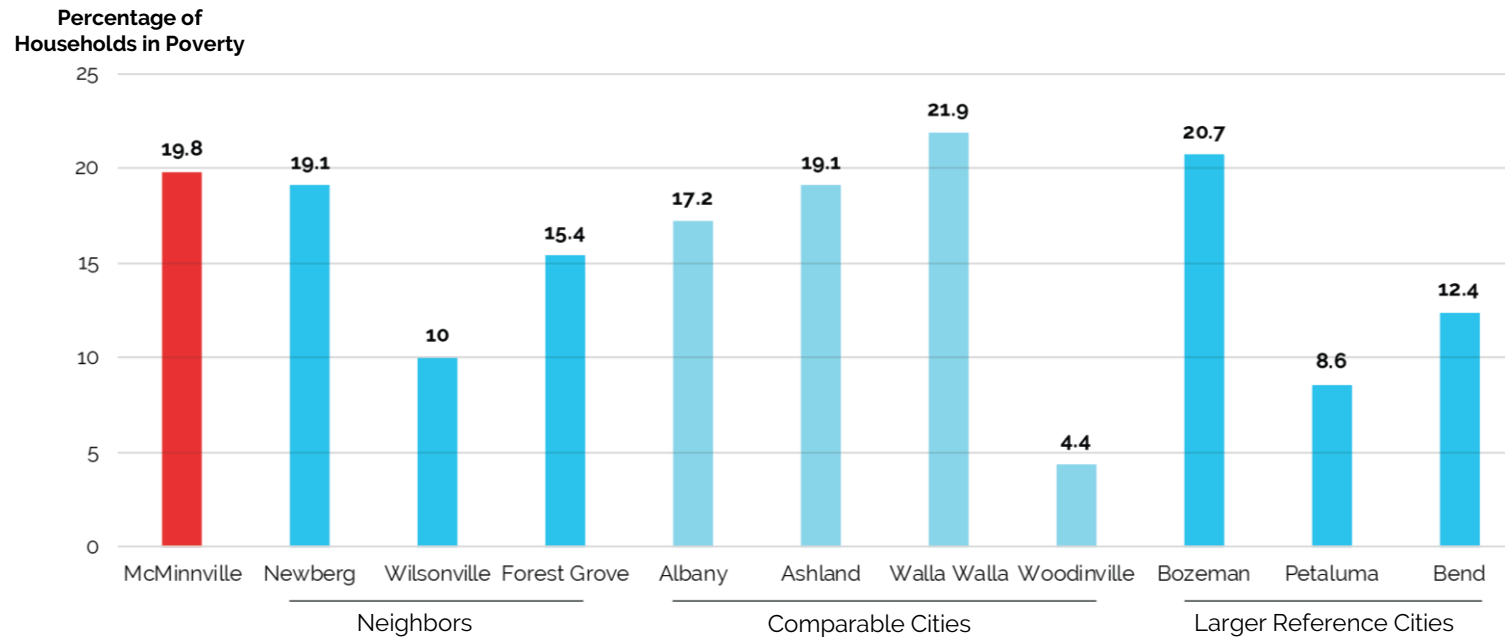
McMinnville Racial Composition, 2016

White Alone	29,952
Some Other Race	1,446
Two or More Races	1,006
Asian Alone	555
Black or African American Alone	405
American Indian and Alaska Native	265
Native Hawaiian and Other Pacific Islander	95

Poverty

FIGURE 11. PERCENTAGE OF HOUSEHOLDS IN POVERTY, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

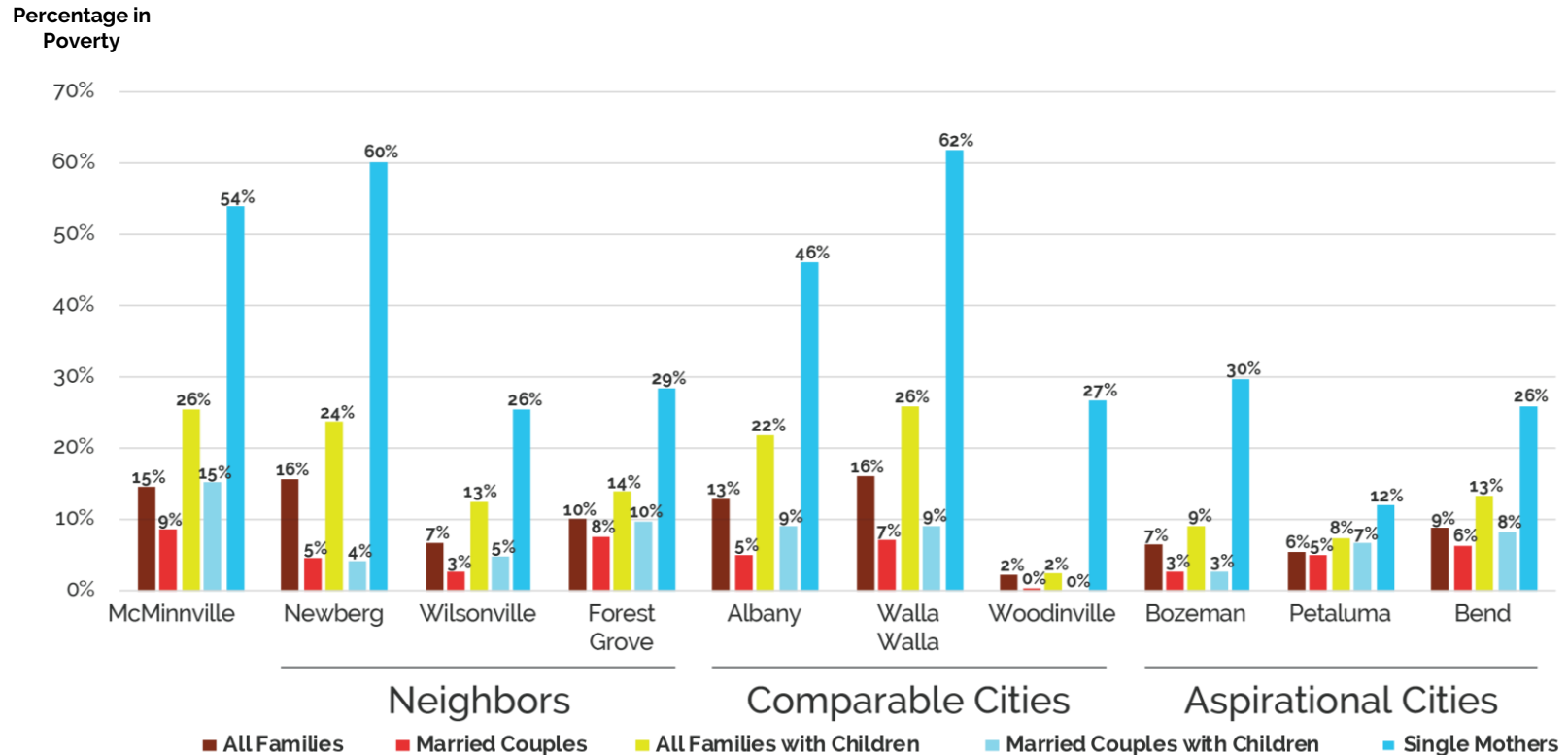


- 19.8% of McMinnville households live in poverty. Of the comparison jurisdictions, only Walla Walla and Bozeman have a higher share.
- Among neighboring cities, Newberg has a similar poverty rate, while Wilsonville and Forest Grove are lower.

Poverty

FIGURE 12. POVERTY BY FAMILY TYPE, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018



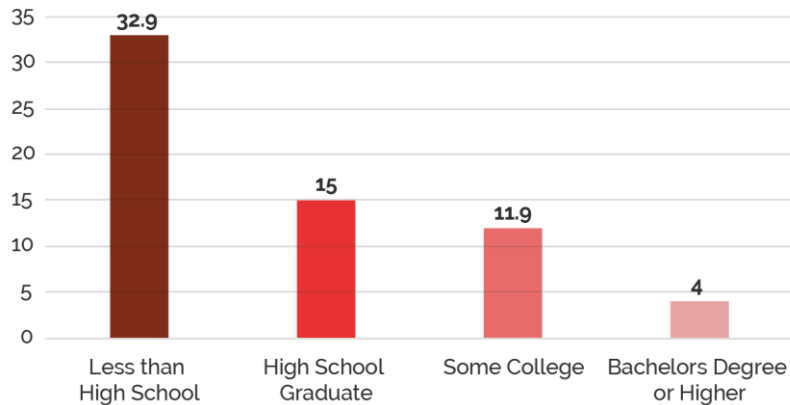
- 54% of McMinnville's single mother households live in poverty. The rate is only higher in Newberg and Walla Walla, and much lower in all other comparison jurisdictions (12%-30%) except Albany (46%).
- McMinnville's poverty rate for all families with children (26%) is among the highest of comparison jurisdictions. Walla Walla (26%), Newberg (24%) and Albany (22%) are characterized by similar rates, while the remaining comparison cities range from 2% (Woodinville) to 14% (Forest Grove).

Poverty

FIGURE 13. POVERTY RATE BY EDUCATIONAL ATTAINMENT, CITY OF MCMINNVILLE, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Percentage of
Population



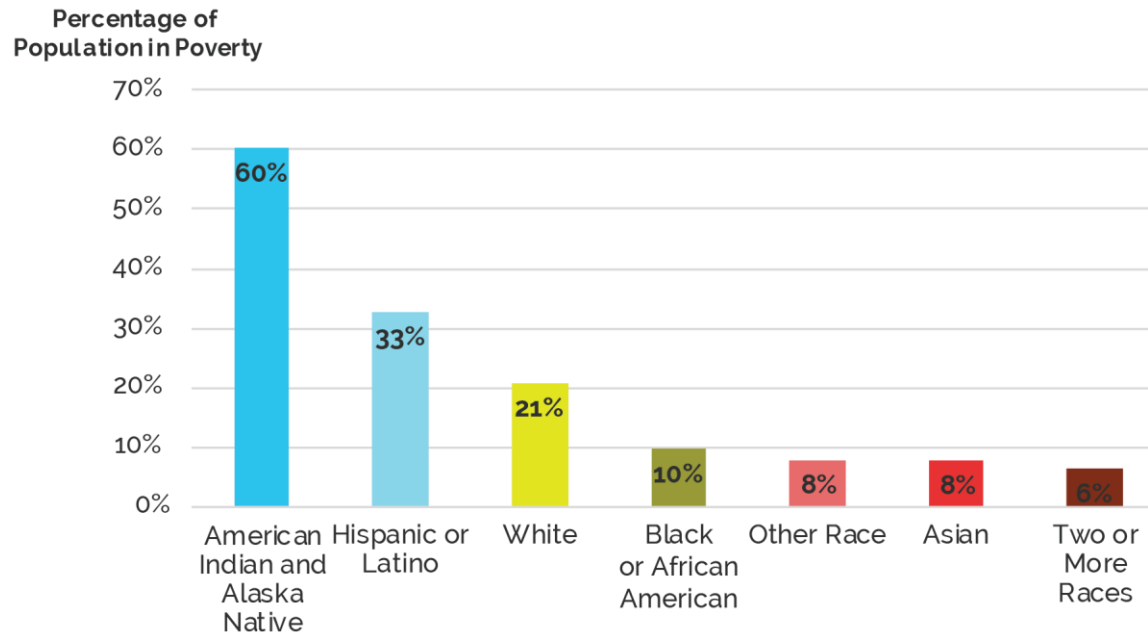
- One-third of residents with less than a high school diploma (or equivalent) live in poverty in McMinnville.
- This rate drops by 55% for residents who complete high school, then drops by 21% for residents who proceed to complete some college.
- Only four percent (4%) of residents in McMinnville with a bachelor's degree or higher live in poverty, a 66% decrease over the poverty rate for residents who have completed some college, and a 88% decrease over the rate for residents with less than a high school education.

Poverty

FIGURE 14. POVERTY RATE BY RACE OR ETHNICITY, CITY OF MCMINNIVILLE, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Note: racial and ethnic categories used are those given by the U.S. Census Bureau

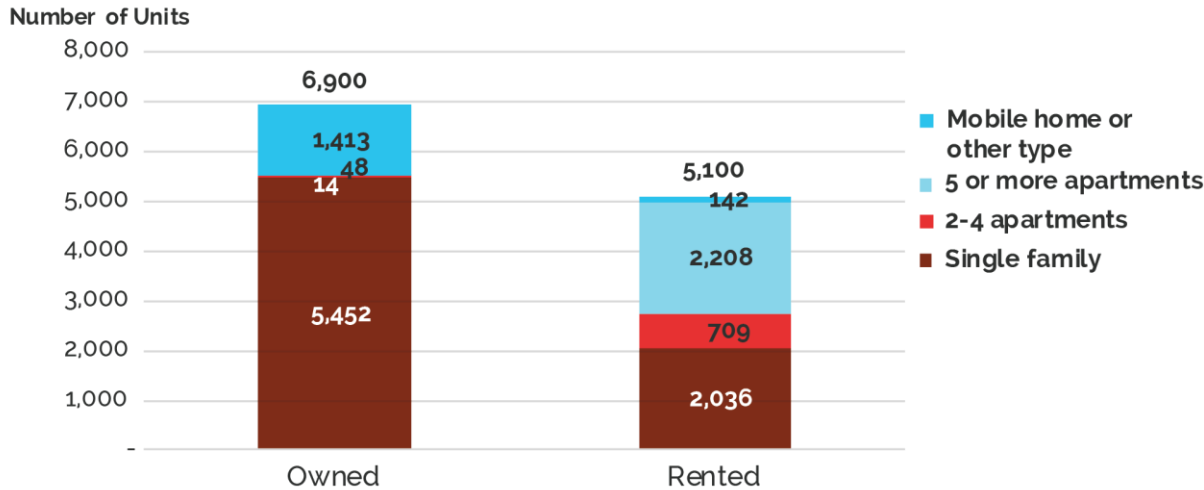


- Poverty rates for Black or African American (10%) and for Asian (8%) residents of McMinnville are lower than for other races/ethnicities and lower than the citywide average (19.8%).
- Hispanic or Latino residents are more likely (33%) than the average resident to live in poverty, and the Hispanic or Latino poverty rate is 36% higher than the poverty rate for white residents.
- The poverty rate for American Indian and Alaskan Native residents (60%) is higher than for any other race or ethnicity in McMinnville; there are 265 residents of McMinnville in this racial/ethnic group.

Housing

FIGURE 15. HOUSING BY TENURE AND TYPE, CITY OF MCMINNVILLE, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

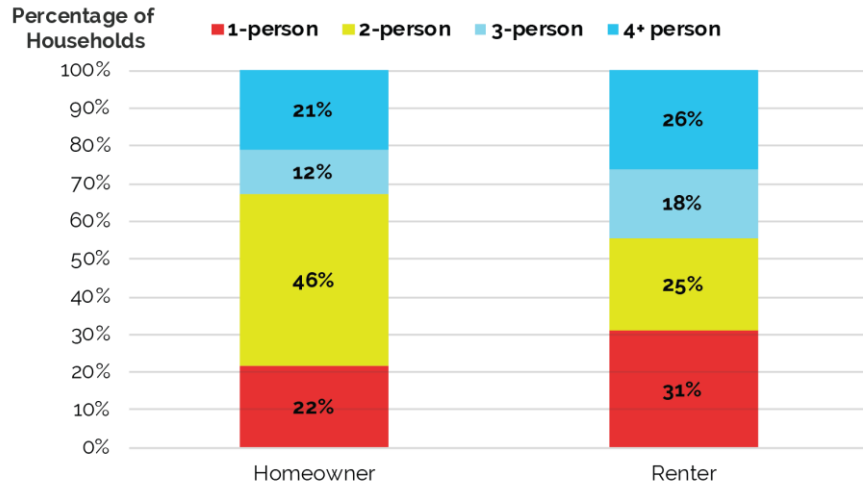


- McMinnville has 6,900 owner-occupied housing units and 5,100 renter-occupied housing units.
- 79% of owner-occupied housing units are single family structures (detached); 20% are categorized as “mobile home or other type”.
- 43% of renter-occupied housing units are in larger apartment structures (5 or more units), while 40% are in detached single family structures.
- 15% of McMinnville’s occupied housing units are duplexes, triplexes or quadplexes; of these, only 6% are owner-occupied.

Housing

FIGURE 16. HOUSEHOLD SIZE BY HOUSING TENURE, CITY OF MCMINNVILLE, 2016

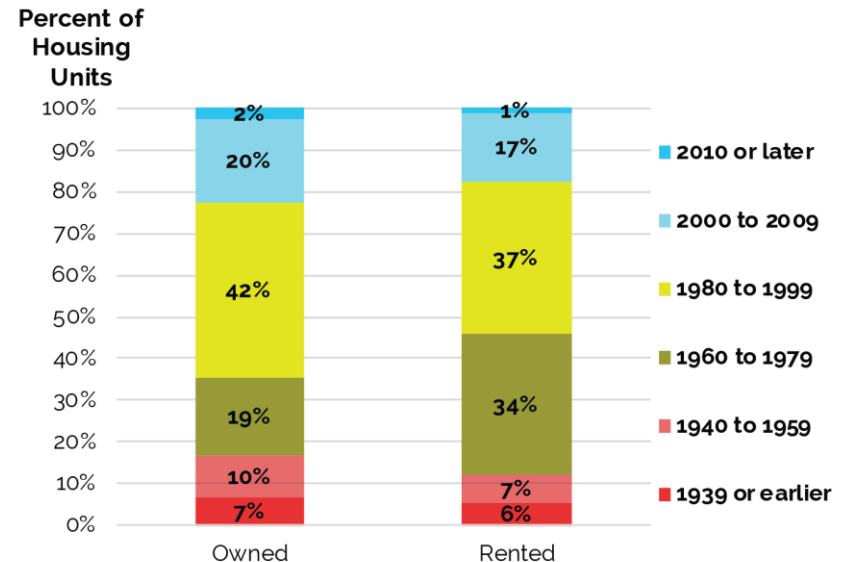
Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018



- Two-person households account for 46% of all owner occupied households.

FIGURE 17. YEAR BUILT BY HOUSING TENURE, CITY OF MCMINNVILLE, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

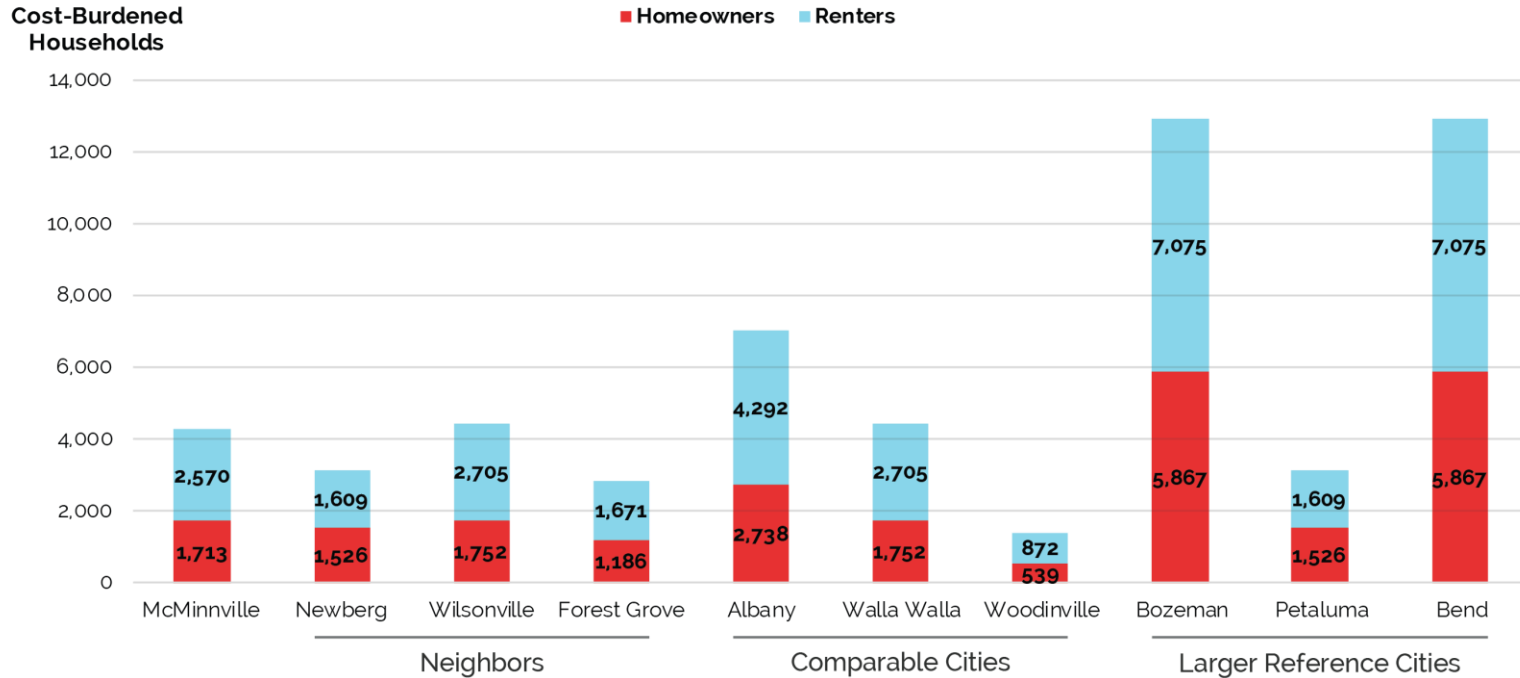


- 40% of McMinnville's housing units were built between 1980 and 1999, including 42% of owner-occupied units and 37% of renter-occupied units.
- Only 17% of owner-occupied units and 13% percent of renter-occupied units were built prior to 1960.
- While more than 20% of McMinnville's occupied housing units were built after 1999, less than 2% of all occupied housing units were built after 2009.

Housing

FIGURE 18. HOUSEHOLD COST BURDEN, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

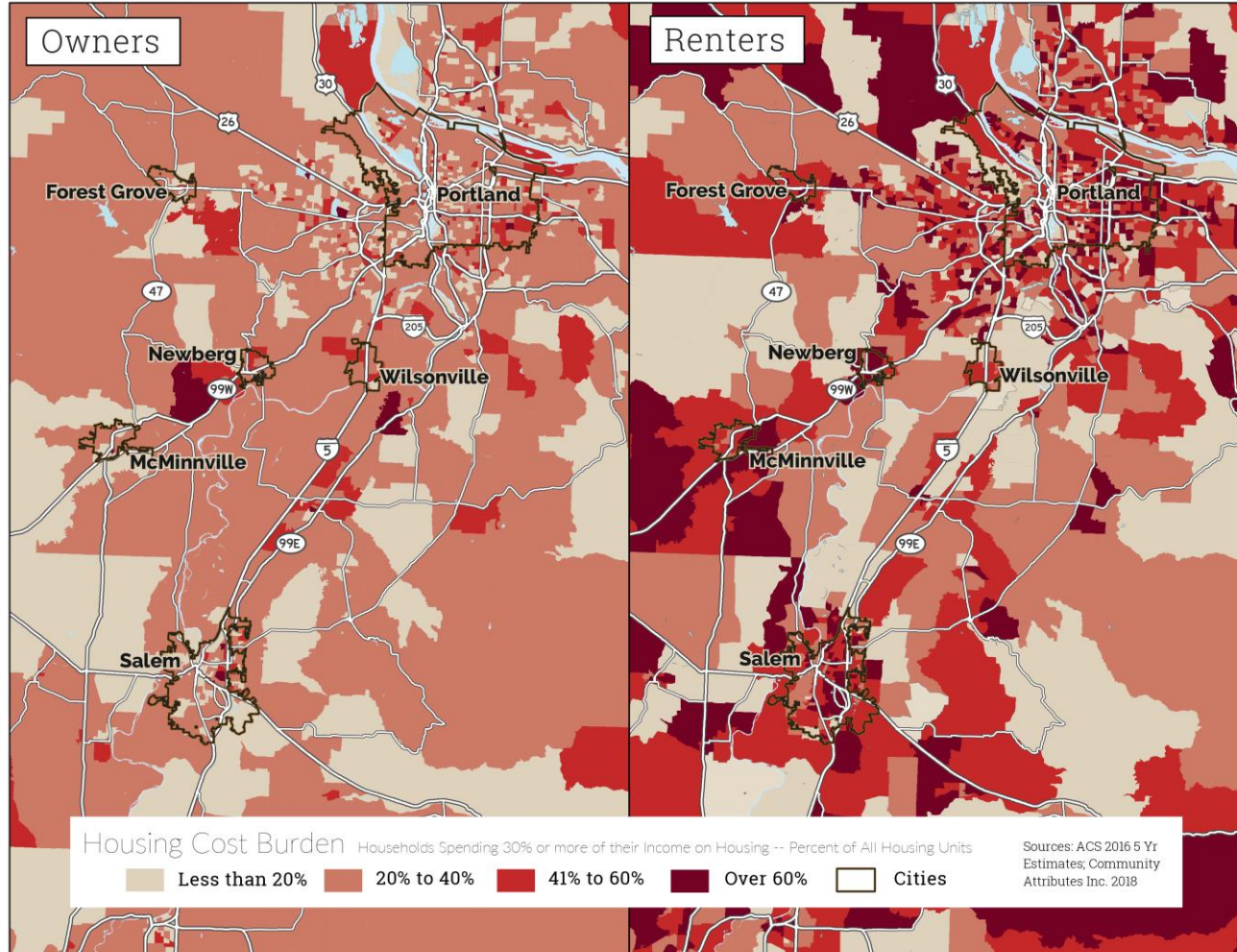
Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018



- Homeowners in McMinnville are cost-burdened by their mortgages at a lower rate (24.7%) than in all selected neighboring cities (25.3% - 31.6%).
- Only in Woodinville and Albany are homeowners cost-burdened at a lower rate.
- 50% of renters in McMinnville are cost-burdened; this rate is lower than all selected neighboring cities, and lower than all selected comparable cities except Woodinville.
- 35.7% of all residents in McMinnville are cost-burdened by housing, third-lowest among selected comparison cities.

Housing

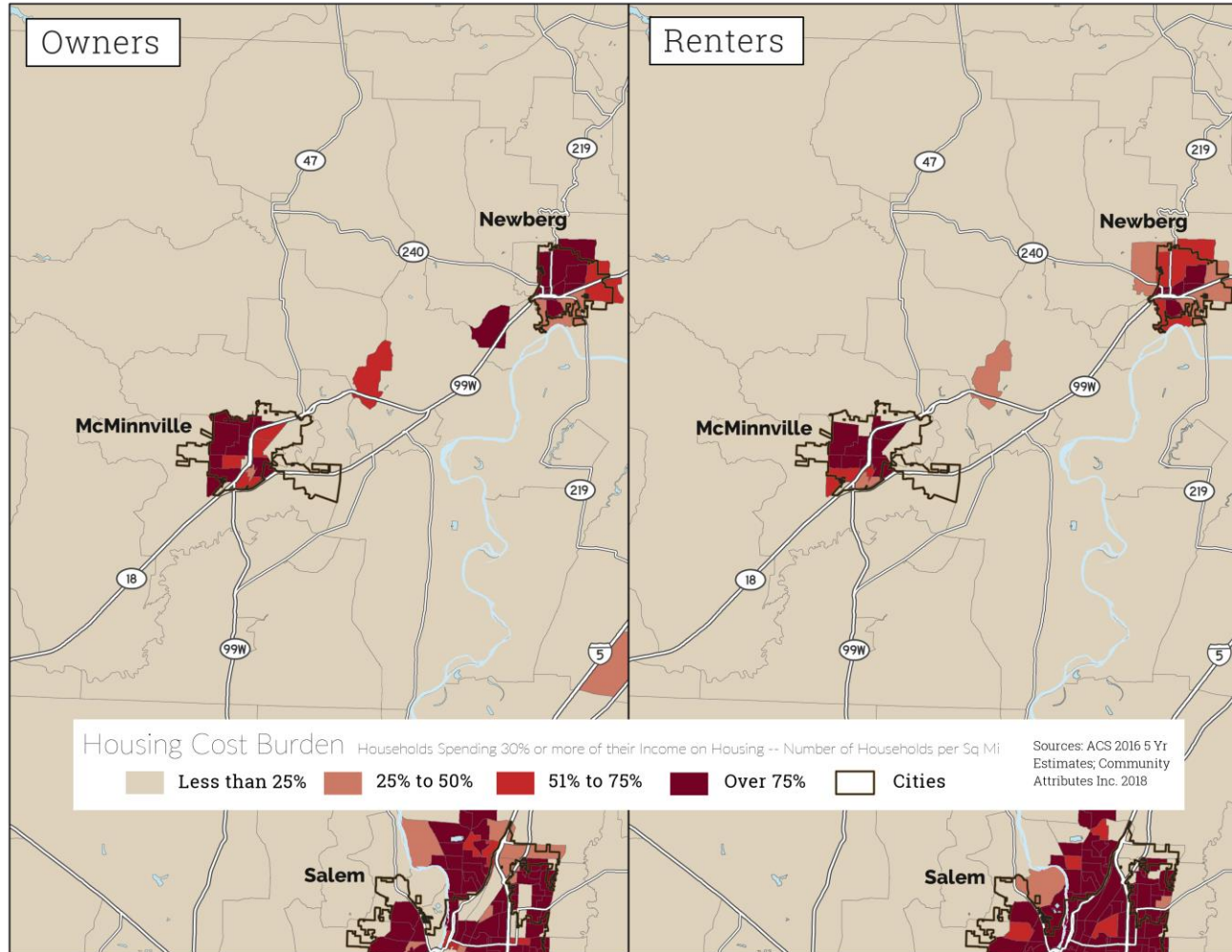
FIGURE 19. HOUSING COST BURDEN (MAP) – PERCENT OF ALL HOUSEHOLDS THAT ARE COST-BURDENED, PORTLAND METRO REGION, 2016



- A greater share of renters in the McMinnville area are burdened by the amount of money they must spend on rent.
- The map represents the percent of all households within Census Bureau block groups spending more than 30% of their income on housing costs.
- For homeowners, the highest percentages of cost-burdened households are outside of major metros.
- For renters, the highest percentages of cost-burdened households are in and around identified cities.

Housing

FIGURE 20. HOUSING COST BURDEN (MAP) – DENSITY OF COST-BURDENED HOUSEHOLDS, PORTLAND METRO REGION, 2016



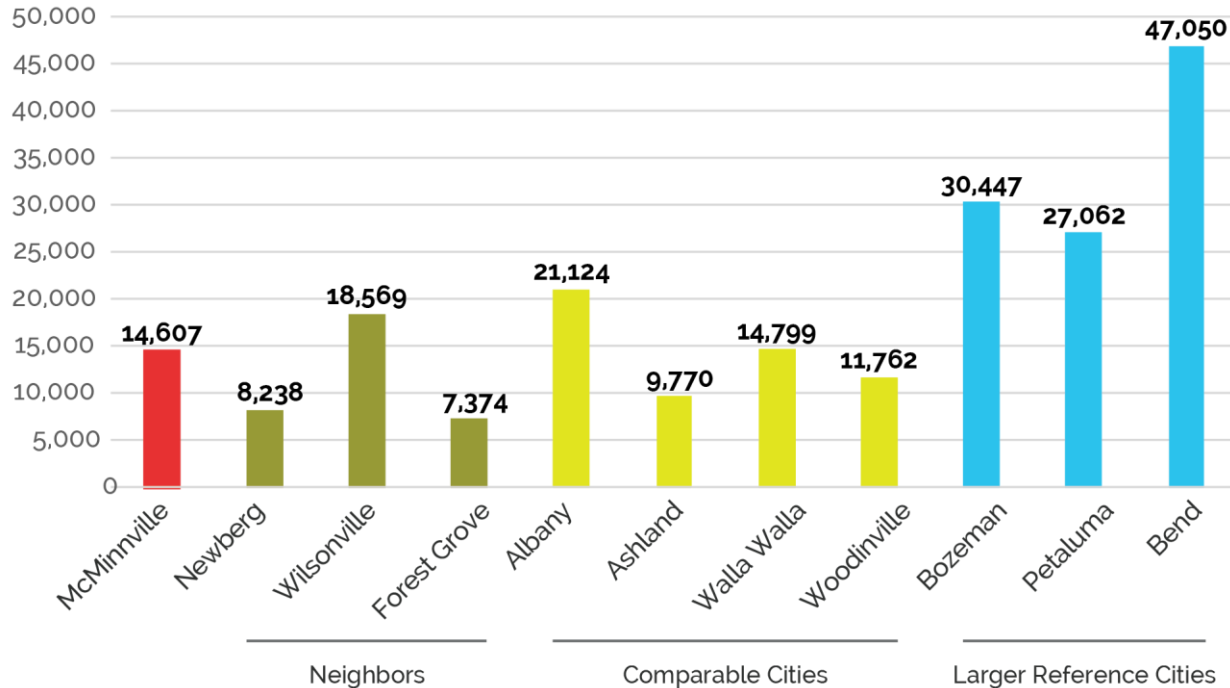
- The map represents total number of households per square mile by Census Bureau block group that are cost-burdened by housing costs.
- Because population densities are higher in cities and towns, cost-burdened households are more common in these areas.

Employment

FIGURE 21. TOTAL EMPLOYMENT (JOBS), CITY OF MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2015

Source: U.S. Census Bureau LEHD, 2015; Community Attributes Inc., 2018

Total Jobs

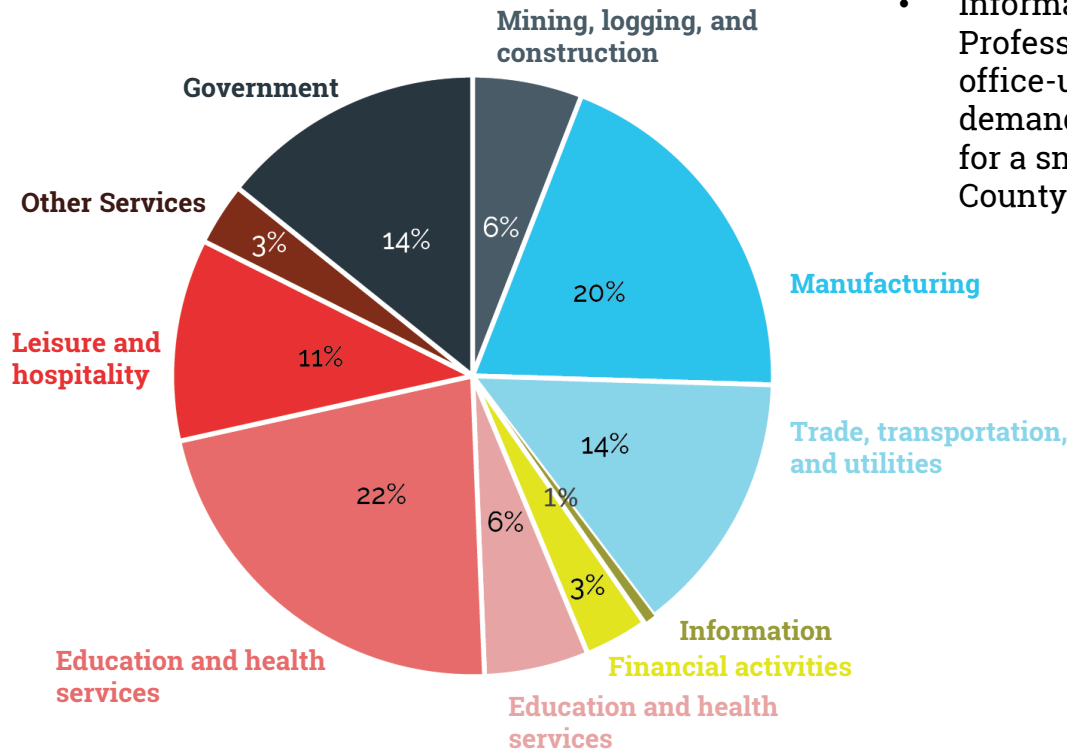


- McMinnville is the largest employment center (14,607 jobs) in the Yamhill Valley; of selected neighboring cities, only Wilsonville (18,569) has higher employment.
- McMinnville has a similar number of jobs as Walla Walla (14,799).
- All larger reference cities have a higher number of jobs.
- *2016 Oregon Employment Department data indicates that McMinnville's employment has increased to 14,951.*

Employment

**FIGURE 22. SHARE OF EMPLOYMENT
BY INDUSTRY, YAMHILL COUNTY, 2017**

Source: Oregon Employment Department, 2018; Community
Attributes Inc., 2018

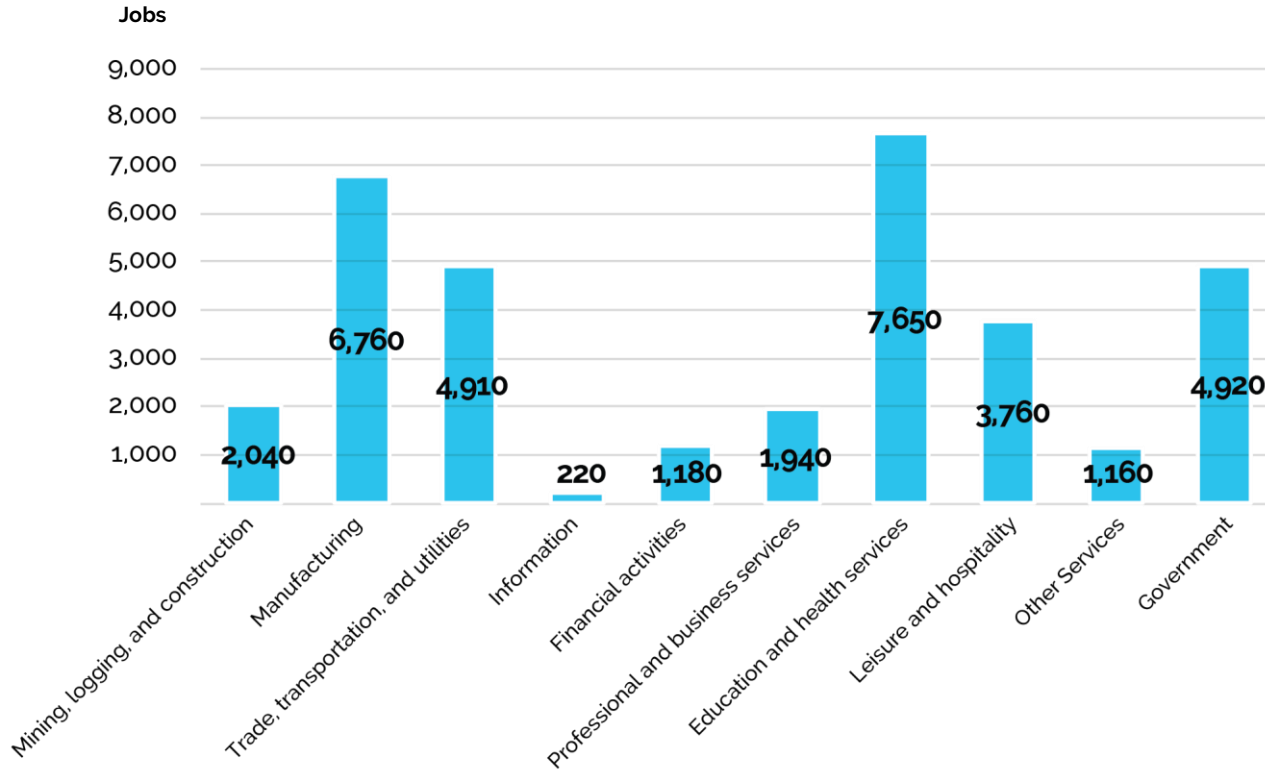


- Education and Health Services is the largest industry sector by share of employment (22%) in Yamhill County, followed by Manufacturing (20%).
- Information (1%), Financial Activities (3%), and Professional and Business Services (6%) are office-using employment and typically drive demand for office space; these sectors account for a smaller share of employment in Yamhill County.

Employment

FIGURE 23. ESTIMATED EMPLOYMENT BY INDUSTRY, YAMHILL COUNTY, 2017

Source: Oregon Employment Department, 2018; Community Attributes Inc., 2018

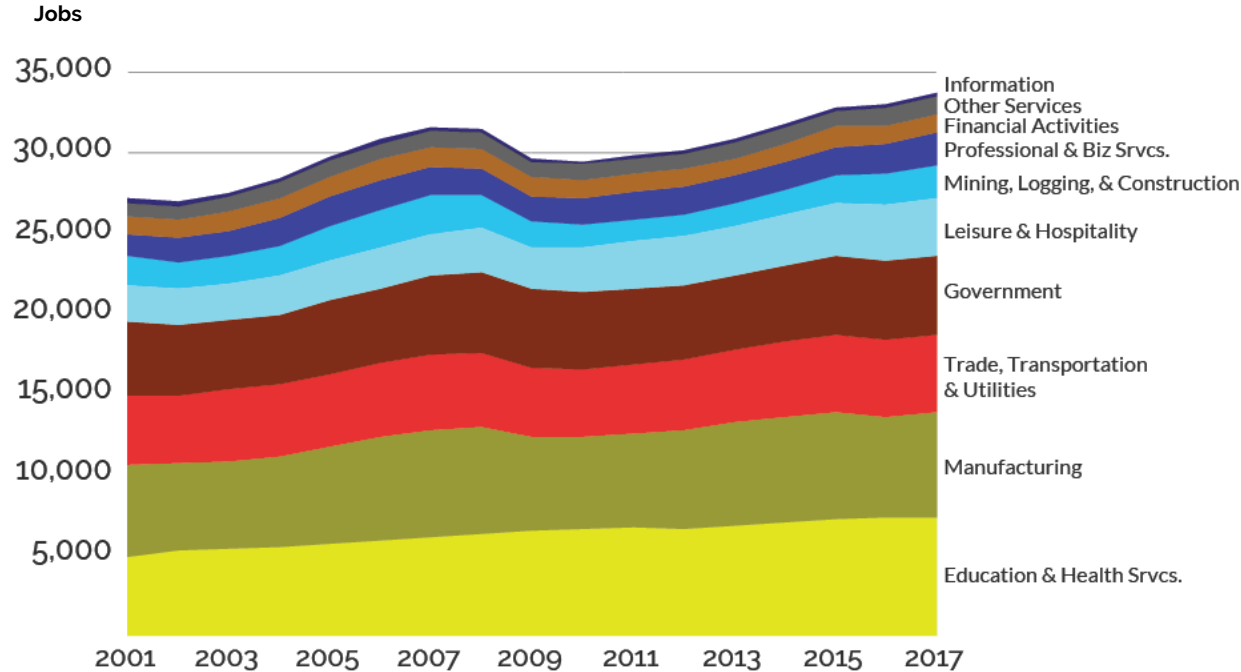


- Education and Health Services is the largest industry sector by total employment (7,650) in Yamhill County, followed by Manufacturing (6,760%).

Employment

FIGURE 24. HISTORICAL EMPLOYMENT BY INDUSTRY, YAMHILL COUNTY, 2001-2017

Source: Oregon Employment Department, 2018; Community Attributes Inc., 2018

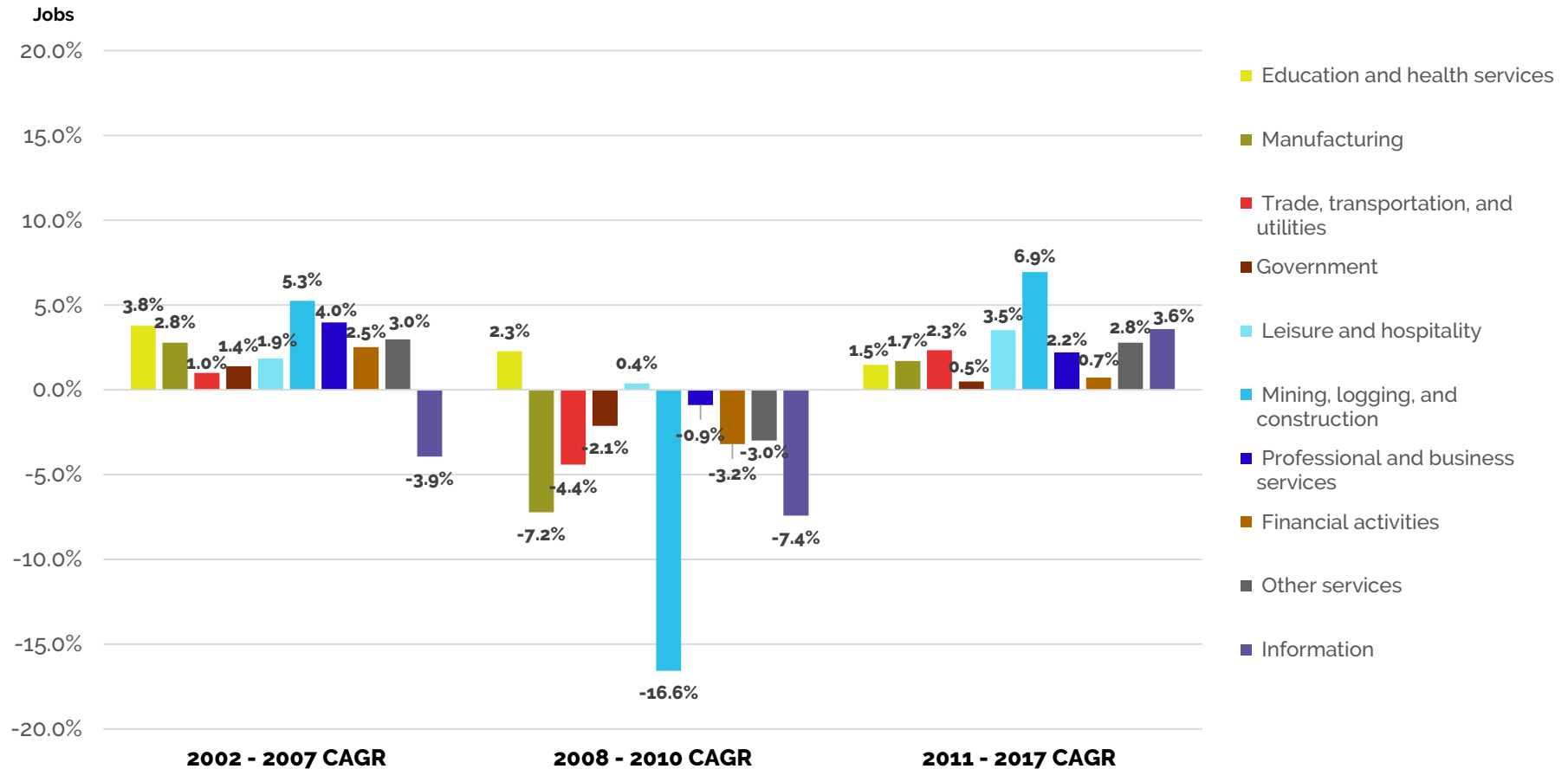


- Yamhill County's largest sector, education and health services, has grown more consistently than other industry sectors.
- Manufacturing, currently the County's second-largest sector, was the largest sector in 2001.

Employment

FIGURE 25. HISTORICAL EMPLOYMENT GROWTH RATES BY INDUSTRY, YAMHILL COUNTY, 2001-2017

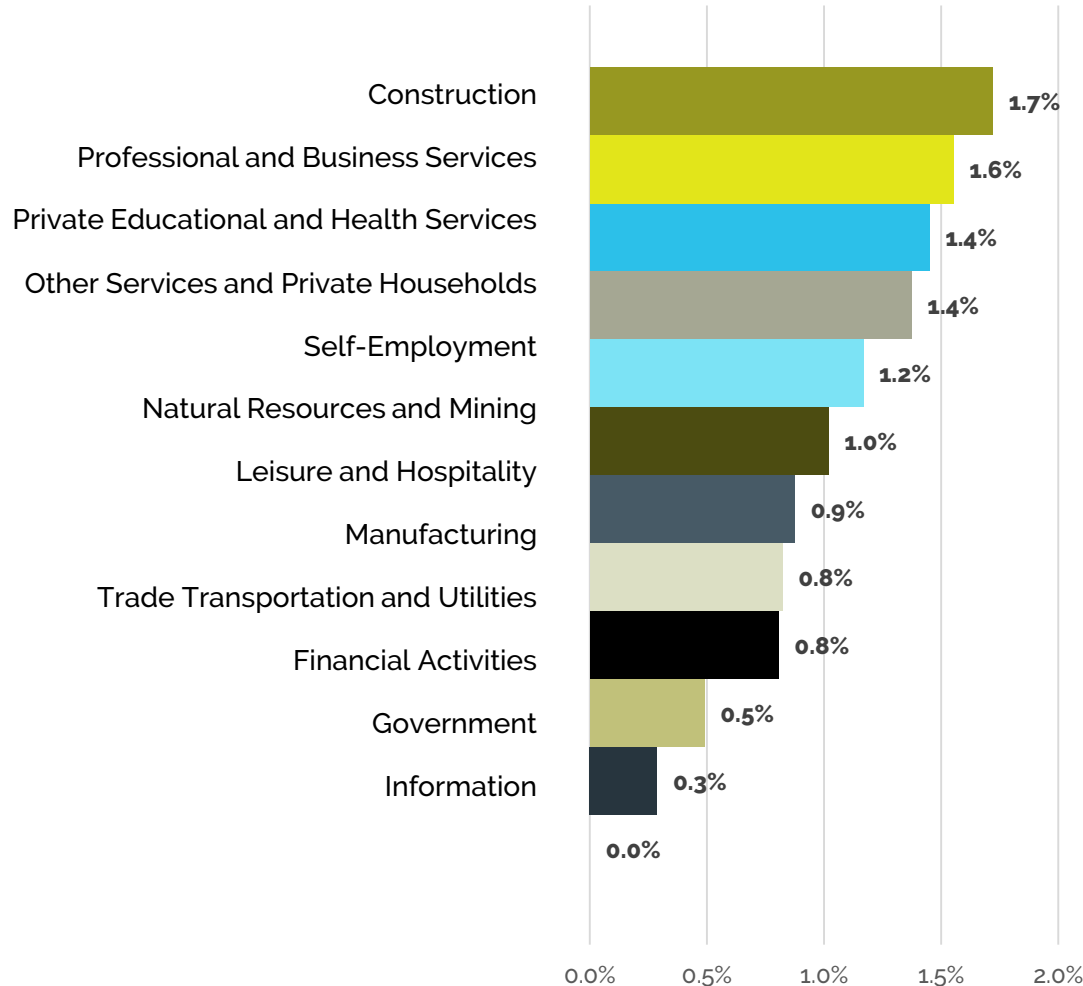
Source: Oregon Employment Department, 2018; Community Attributes Inc., 2018



Employment

FIGURE 26. FORECASTED EMPLOYMENT GROWTH RATE (CAGR) BY INDUSTRY, MID-VALLEY REGION, 2014-2024

Source: Oregon Employment Department, 2016; Community Attributes Inc., 2018

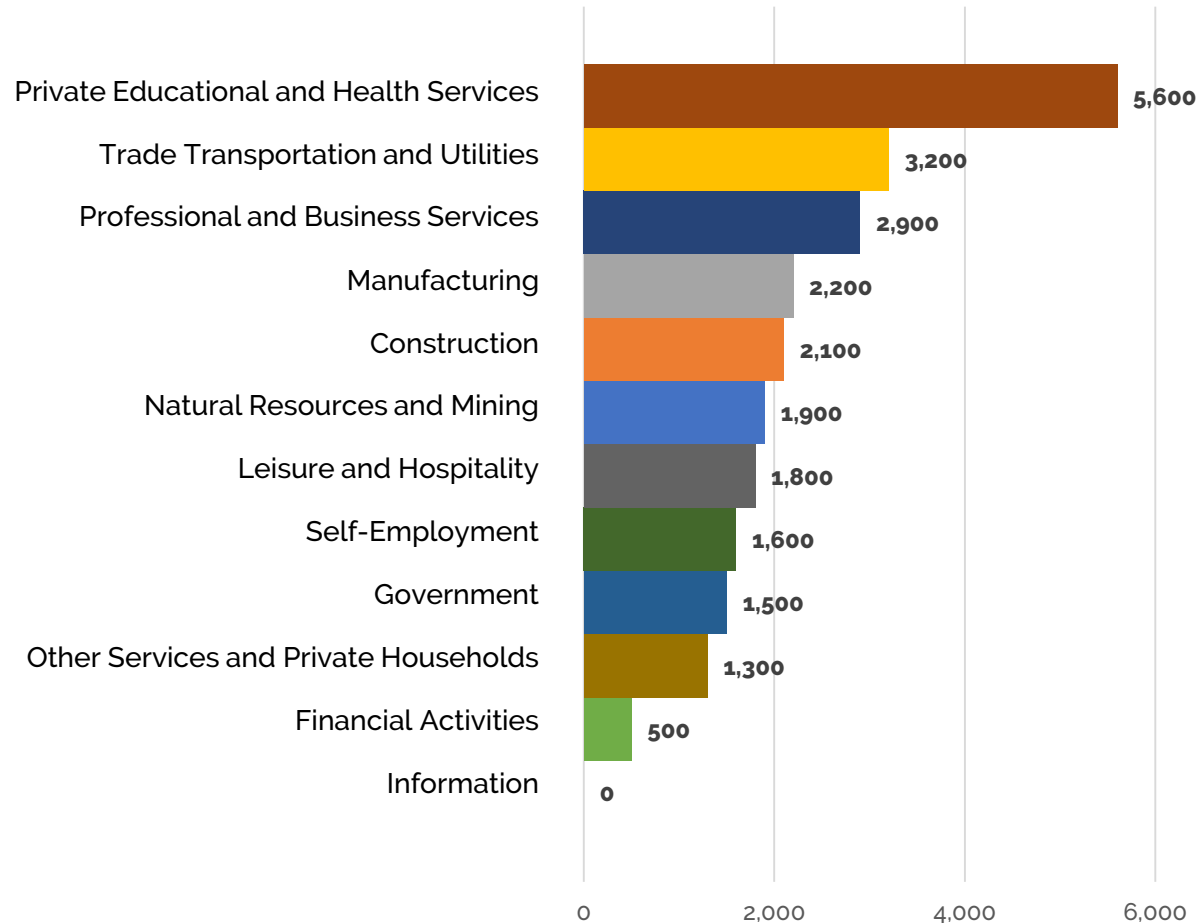


- The Mid-Valley Region includes Yamhill, Marion, Linn and Polk counties.
- Within the Mid-Valley Region, employment in construction is forecasted to grow at the fastest rate between 2014-2024 (1.72%).
- Educational and Health Services, the largest industry sector in Yamhill County in 2017, is expected to grow at an average annual rate of 1.45%.

Employment

FIGURE 27. FORECASTED EMPLOYMENT GROWTH (JOBS) BY INDUSTRY, MID-VALLEY REGION, 2014-2024

Source: Oregon Employment Department, 2016; Community Attributes Inc., 2018



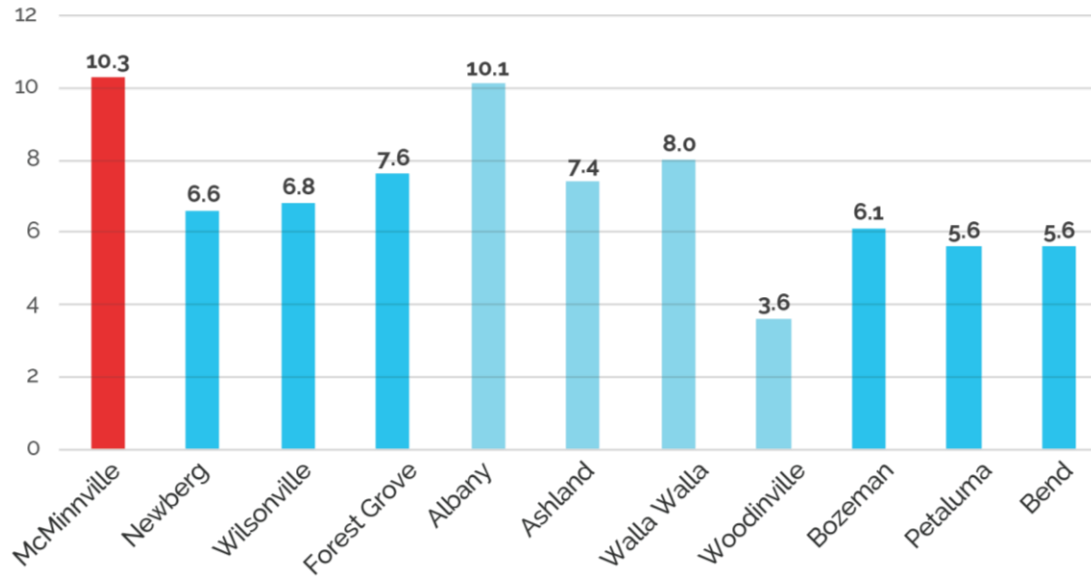
- Educational and Health Services, the largest industry sector in Yamhill County, is expected to add 5,600 jobs in the Mid-Valley Region, more than other industry sector.
- Trade, Transportation and Utilities and Manufacturing are drivers of demand for industrial space; these sectors together are expected to add 5,400 jobs in the Mid-Valley Region by 2024.

Employment

FIGURE 28. UNEMPLOYMENT RATE, CITY OF MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Percent Unemployed



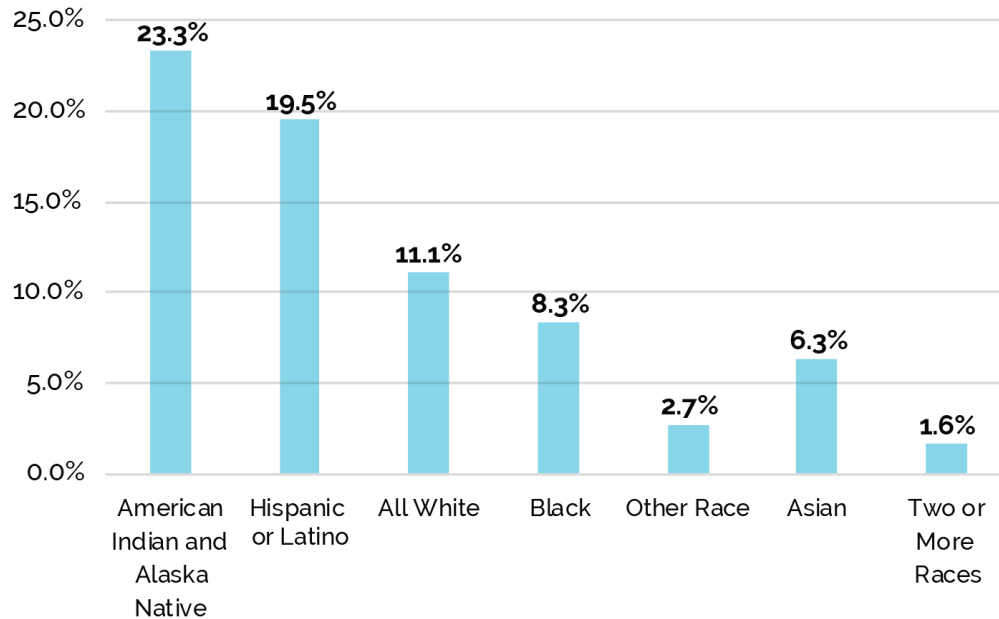
- Census data indicate that McMinnville's unemployment rate is higher than all selected comparison jurisdictions.
- *2016 Oregon Employment Department data indicates that the unemployment rate in McMinnville has fallen to 4.8%; according to DOE, the Yamhill County unemployment rate has been lower than 10% since October, 2010.*

Employment

FIGURE 29. UNEMPLOYMENT BY RACE OR ETHNICITY, CITY OF MCMINNVILLE, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Percent Unemployed



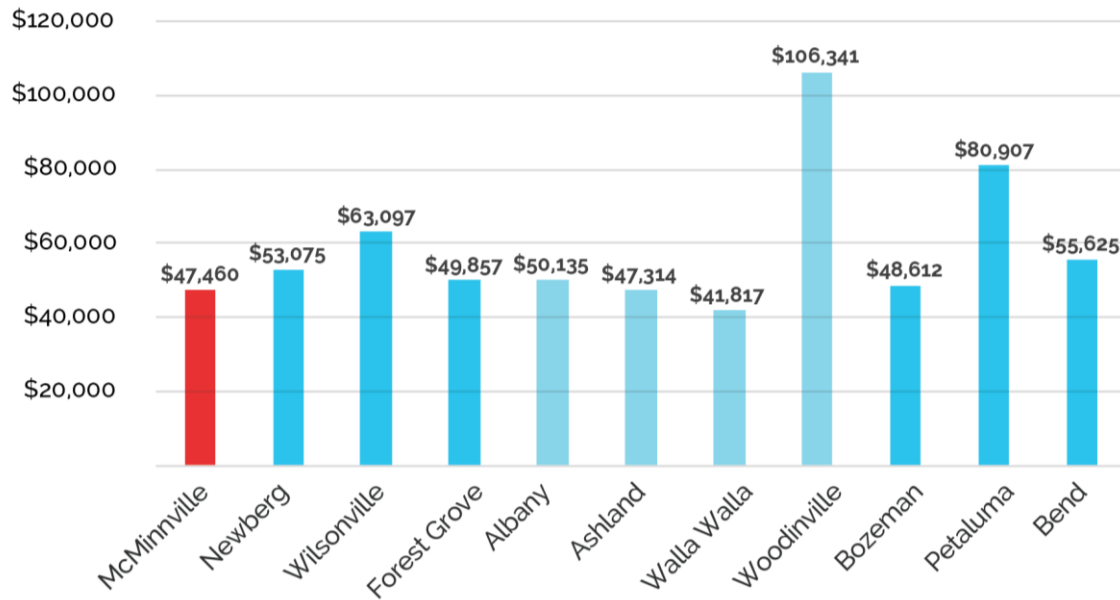
- Unemployment rates differ by race and ethnicity in McMinnville.
- 23.3% of McMinnville's American Indian and Alaska Native workforce are unemployed and 19.5% of the City's Hispanic or Latino workforce is unemployed.

Income and Wages

FIGURE 30. MEDIAN HOUSEHOLD INCOME, CITY OF MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

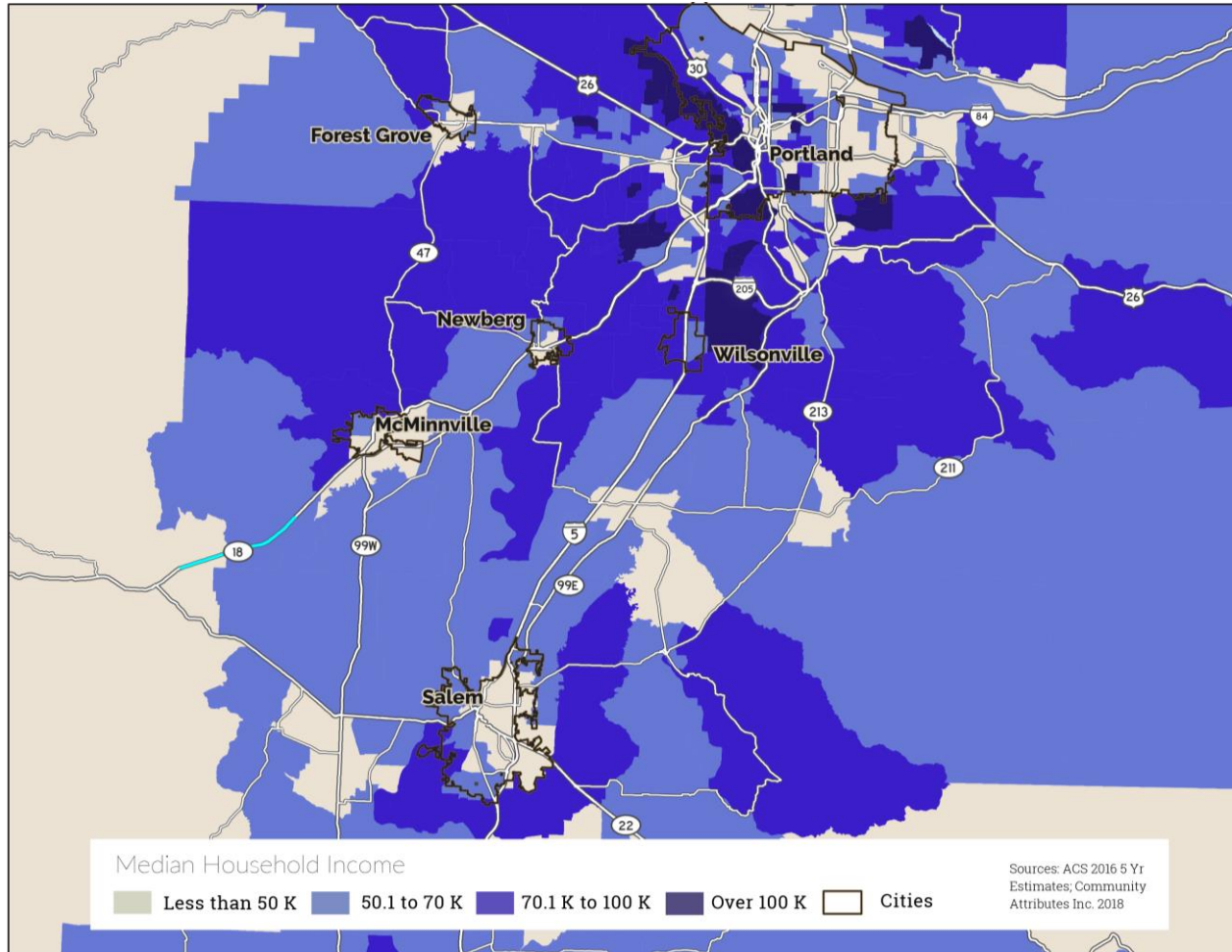
Median Income



- McMinnville's median household income is lower than most selected comparison cities; Ashland and Walla Walla are lower.
- McMinnville's median household income is lowest among the selected neighboring cities.
- Among selected comparison cities, Woodinville and Wilsonville are closest to major metro areas and have comparatively higher median household incomes.

Income and Wages

FIGURE 31. MEDIAN HOUSEHOLD INCOME (MAP), PORTLAND METRO REGION, 2016



- Median household income is higher in rural Yamhill County than in larger towns McMinnville and Newberg.
- Higher median household income levels are concentrated in the south and southwest side of the Portland metro.

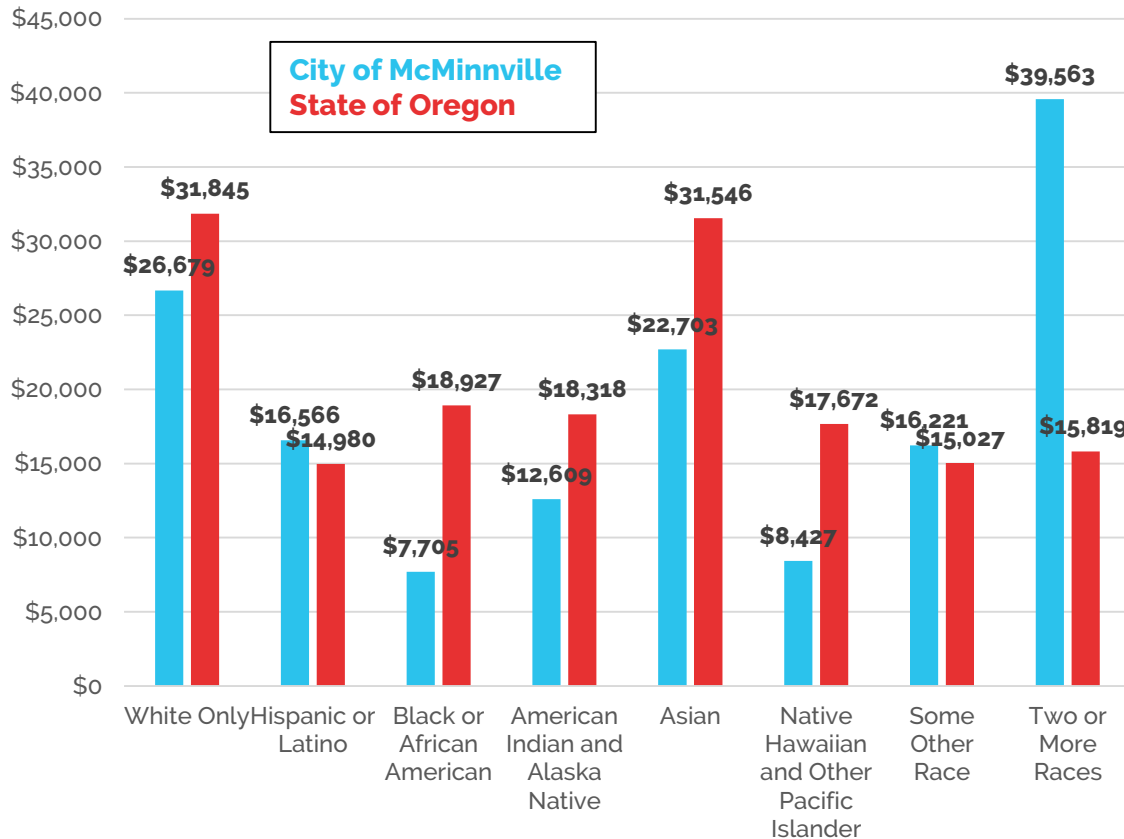
Income and Wages

FIGURE 32. MEAN INCOME BY RACE OR ETHNICITY, CITY OF MCMINNVILLE AND STATE OF OREGON, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Note: Races not included did not have a median income calculated for McMinnville

Median Income

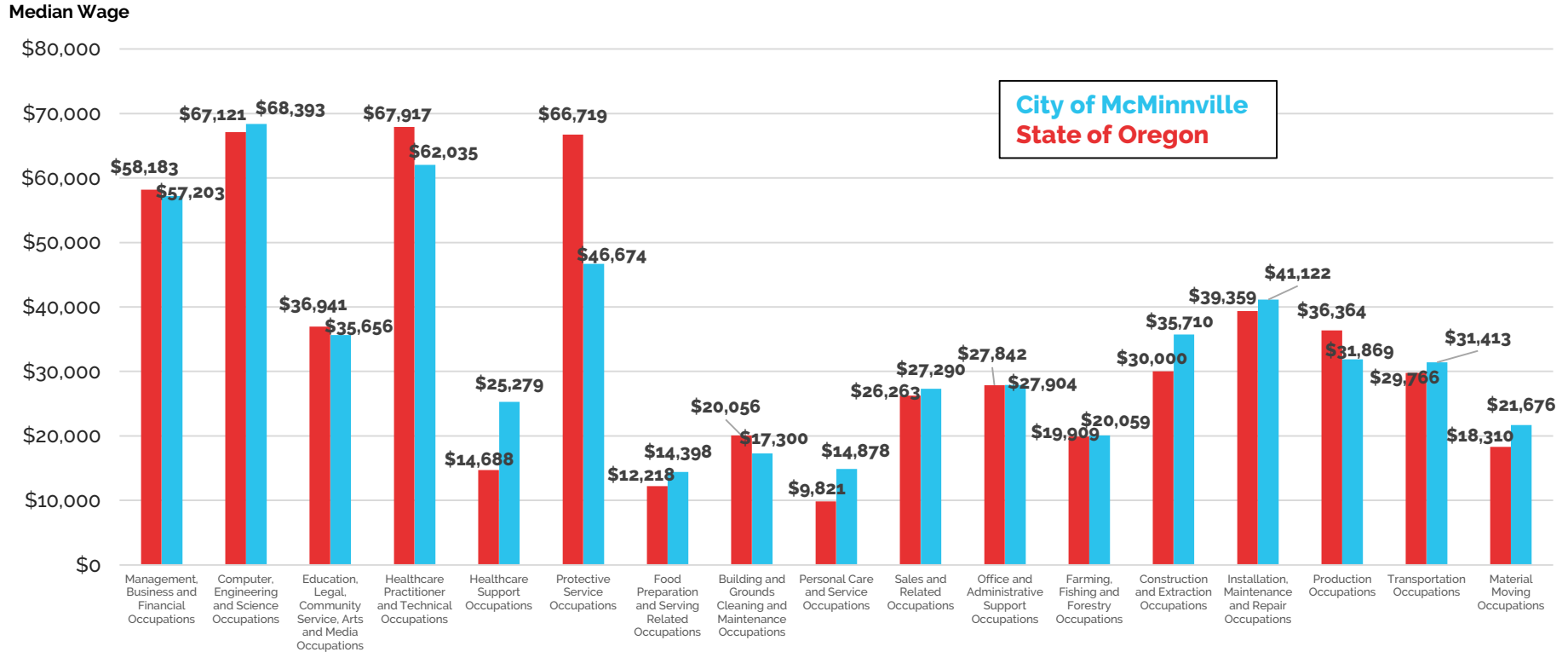


- Racial disparities exist in mean (individual) income in McMinnville.
- Mean income for Hispanic or Latino individuals (12.4% of the population) is 38% less than for White Only individuals in McMinnville, and is 53% less statewide.
- In McMinnville, mean income for all non-white individuals, except individuals characterized as two or more races, is lower than for White Only individuals. Statewide, mean income for Asian individuals is similar to White Only individuals, while other racial and ethnic categories earn less, on average.

Income and Wages

FIGURE 33. MEDIAN WAGE BY OCCUPATION, CITY OF MCMINNVILLE AND STATE OF OREGON, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018



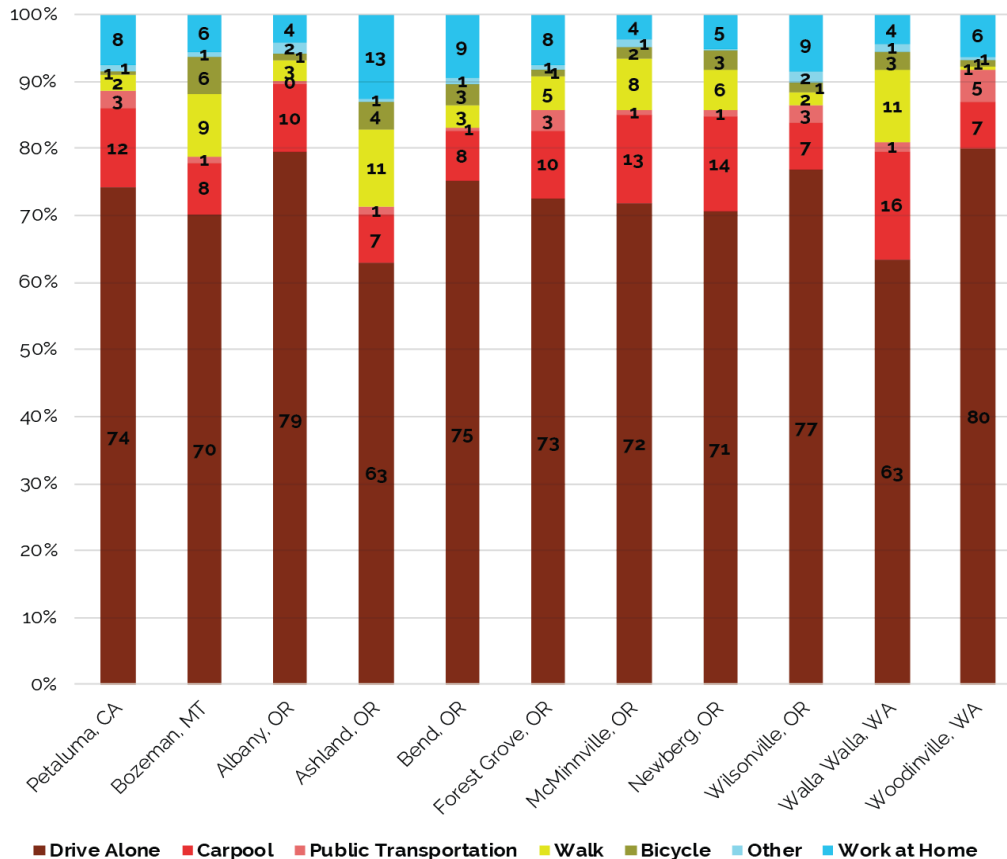
- Median wages for four occupational categories are above McMinnville's overall median household income – Management, Business and Financial Occupations, Computer Engineering and Science Occupations, Healthcare Practitioner and Technical Occupations, and Protective Service Occupations.
- Tourism-related occupations such as Food Preparation and Serving Related Occupations pay lower wages than most occupational categories.

Transportation to Work

FIGURE 34. MEANS OF TRANSPORTATION TO WORK, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Percentage of
Workers



- 72% of McMinnville workers drive alone to work; this is similar to Newberg (71%) and lower than Forest Grove (73%) and Wilsonville (77%).
- Ashland and Walla Walla have the lowest rates of single-occupancy vehicle commuting (63%).
- 8% of McMinnville workers walk to work, higher than neighboring cities Wilsonville (2%), Forest Grove (5%) and Newberg (6%).
- 2% of McMinnville workers bike to work, more than in Forest Grove and Wilsonville (1%) but less than in Newberg (3%).
- 4% of McMinnville workers work from home, similar to Walla Walla and Albany (4%) and lower than all other selected comparison cities.

Transportation to Work

FIGURE 35. PLACE OF RESIDENCE FOR WORKERS IN MCMINNVILLE, 2015

Source: U.S. Census Bureau LEHD, 2015; Community Attributes Inc., 2018

	2015 Share	Change 2005-2015
McMinnville	38.0%	-5.6%
Salem	4.2%	0.5%
Portland	3.1%	0.6%
Newberg	2.8%	0.2%
Sheridan	2.3%	0.1%

FIGURE 36. PLACE OF WORK FOR MCMINNVILLE RESIDENT WORKERS, 2015

Source: U.S. Census Bureau LEHD, 2015; Community Attributes Inc., 2018

	2015 Share	Change 2005-2015
McMinnville	39.2%	-3.4%
Portland	6.4%	0.0%
Salem	5.7%	0.9%
Newberg	3.7%	-0.2%
Hillsboro	2.8%	0.6%

- A larger share of McMinnville workers and residents are commuting to or from places outside of McMinnville for work in 2015 than in 2005.
- McMinnville is the most common place of residence for workers in McMinnville (38%), and is the most common place of employment for McMinnville resident workers (39%).
- 4.2% of workers in McMinnville reside in Salem, followed by Portland (3.1%), Newberg (2.8%) and Sheridan (2.3%).
- 6.4% of McMinnville resident workers commute to Portland for work, followed by Salem (5.7%), Newberg (3.7%) and Hillsboro (2.8%).
- More workers (8,400) come to McMinnville to work from homes outside of McMinnville than leave homes in McMinnville for jobs outside McMinnville (8,000).



City of McMinnville

ECONOMIC DEVELOPMENT STRATEGY

SWOT Analysis

DRAFT #2

May 24, 2018

KEY FINDINGS (FROM DATA PROFILE)

- McMinnville has **the largest population and highest employment in Yamhill County**, which positions the city as a subregional center, on the outskirts of the greater Portland region. McMinnville is expected to grow and capture more than half of projected population growth in Yamhill County in the coming years, thereby increasing its role as the commerce and population center of Yamhill County.
- For those moving to McMinnville, **most come from within Yamhill County** or other places within the State of Oregon, indicating that McMinnville is a regional draw.
- **Yamhill County's population is aging** and will continue to age; residents 65+ will account for a larger share of the population in the coming decades and will be the largest age segment by 2055.
- **The McMinnville and Yamhill County economy has balanced industry sectors**, with Educational and Medical Services, Manufacturing, Trade, Transportation and Utilities, Government, and Leisure and Hospitality each accounting for between 11% - 22% of countywide employment. McMinnville has large employers (or many employers) in each of these sectors, including Cascade Steel, Willamette Valley Medical Center, Linfield College, Yamhill County (government), and others.
- **Office-using employment, such as Professional and Business Services, Financial Activities and Information, is low**, though Professional and Business Services are expected to grow rapidly. Educational and Medical Services are expected to add the greatest number of jobs in the Mid-Valley region through 2024.
- **McMinnville's median household income is low**, with disparities by race or ethnicity and educational attainment; healthcare practitioner and technical occupations is the highest-paying occupational category in McMinnville, at \$68,000.
- **Most McMinnville residents commute to work alone in a car**. Many McMinnville residents (39%) work in McMinnville, and the most common commute destinations for residents are to Portland and Salem (12% total).
- **A lower percentage of McMinnville residents obtain a bachelor's degree or higher**; educational attainment lags relative to the region.
- **Housing affordability is a challenge, as it is throughout the greater Portland region**. Housing costs are not more burdensome than in many other communities throughout the region.
- **McMinnville's poverty rate is relatively high at 20%**, but poverty varies across family types, race or ethnicity, and educational attainment. In McMinnville, more than half of single mothers and one-quarter of all families with children are in poverty; one-third of Hispanic or Latino individuals are in poverty and one-third of individuals with less than a high school diploma live in poverty.

STRENGTHS

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

WEAKNESSES

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

OPPORTUNITIES

- **Proximity to Portland** allows McMinnville to capitalize on urban infrastructure and amenities
- **Local airport** has comparative advantages over other regional airports
- **Highway 99 bypass**: future completion will improve access to McMinnville
- A stronger framework for **regional collaboration**, improved opportunity in surrounding communities
- Opportunity sites for **new downtown development**
 - New housing development – **higher density**, diversity of types, live-work units
- Improved connections to the **University of Oregon and Oregon State University**
- **Stronger branding and improved gateways** into McMinnville
- **Innovation in agriculture and food systems**,
 - Wine-oriented makerspace
 - Food hub
 - \$6M gift to **Linfield College's wine program**
 - Expanded **culinary and craft beverage** retail offerings
- **Better use of recreational assets**
 - Creating new trails
 - Hosting tournaments and events
 - Improvements to the Community Center and pool
 - **Bike tourism**, improved and expanded bike routes

OPPORTUNITIES (CONT'D)

- Clustering around major **high-tech employers** like TTR, Northwest UAV and Northwest Rapid Manufacturing
- Increased **apprenticeship** (and similar) programs for trade-oriented occupations
- **Telecommuting** to jobs in larger cities, development of a **co-working space**
- **Conference space** for different sized groups; improved **hospitality** options

THREATS

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

FOUNDATIONAL GOALS		CITY/PAC Comments	ORIGIN
1 Grow Living-Wage Jobs Across a Balanced Array of Industry Sectors		Do we need to identify what is a living wage job that we are trying to attract?	
1.1	Maintain and enhance McMinnville's positive business climate		
1.1.1	Improve the dialogue between the City and the local business community.		
	A Regularly conduct small business forums or distribute surveys to connect with stakeholders and determine the challenges and opportunities facing McMinnville's business community.	Current efforts underway, but not strategically targeting City officials and DHs, and could be better coordinated amongst partners. Should we also call out industry specific forums with elected officials.	
	B Host an annual business summit where business owners, employees and consumers can interact with elected officials, suggest improvements to the business climate, identify networking opportunities and growth strategies, and spread awareness of local offerings.		
1.1.2	Provide additional tools and resources for business formation and growth.		
	A Develop and implement a coordinated onboarding system for new and small businesses, in coordination with MEDP, McMinnville Downtown Association, McMinnville Water and Light, McMinnville Industrial Promotions, the McMinnville Chamber of Commerce and other partners.		
	B Create branded online and print materials to market business resources, potentially including a small business resource directory, a "how to do business in McMinnville" guide and a handbook on licensing and permitting.	One community wide effort?	
	C Develop a web-based dashboard that incorporates demographic, economic and real estate data to quickly assess trends, challenges and opportunities for prospective entrepreneurs, business owners and real estate developers.		
	D Identify and catalogue sources for federal, state and county business incentives, including low-interest loans, industrial revenue bonds, sales or property tax deferrals, New Market and other tax credits, SBA HUB Zones, and others.	Shared coordinated data resource.	
1.1.3	Sustain a streamlined permitting and approvals process.		
	A Appoint and train a designated coordinator to help new business owners navigate local development regulations and obtain federal, state and county-based financial incentives.	Assistant Economic Planner that is business license funded?	
	B Develop check lists or fact sheets to aid in understanding and compliance with permitting and code enforcement procedures; produce a "play book" that outlines City requirements and codes, available venues and associated costs, and volunteer organizations able to assist with event management.	Assistant Economic Planner that is business license funded? Timelines included	
1.2	Develop McMinnville's brand and leverage McMinnville's strong sense of place to spur economic growth.		
1.2.1	Conduct a formal branding process.		
	A Facilitate conversations with industry sector representatives and between key stakeholders to identify and develop branding themes and discrete, high-priority branding initiatives.		
	B Apply McMinnville's brand to communications, marketing, and other materials to align marketing efforts.		
1.2.2	Reinforce McMinnville's brand identity through strategic communications.		
	A Communicate the City of McMinnville's community and economic development successes via press releases, interviews, and social media.		
	B Coordinate internally and externally to optimize the City's social media accounts for dissemination of information related to economic development assets, success stories, events, and networking and employment opportunities.		
1.2.3	Communicate McMinnville's sense of place through thoughtful design.		
	A Improve key gateways into and through McMinnville with coordinated design interventions that reflect McMinnville's brand.		Idea Map
	B Install noticeable welcome signage at the Three Mile Lane bridge, as well as at key entrances to the downtown area.	Just the downtown area? What about major gateways to the community? Add locational information from wayfinding effort	Idea Map
	C Coordinate street furniture and other amenities with McMinnville's brand.		
	D As new infrastructure projects are planned and completed, such as a bridge replacement, ensure that the design serves McMinnville's sense of place.		Focus Groups
	E Assess the sufficiency of McMinnville's existing design guidelines to protect and enhance valued aspects of the the City's building stock and built form.		Focus Groups
1.3	Ensure commercial and industrial land availability		
1.3.1	Assess land supply for commercial and industrial uses and document lands available for development		
	A Vet the findings of McMinnville's most recent Economic Opportunities Analysis to clarify commercial and industrial land capacity; complete supplemental analyses as needed.		
	B Develop and host a web application to present available commercial properties.		
1.3.2	Communicate land availability to current and prospective businesses.		
	A Invite reputable, locally-based real estate brokers to write a periodic column on available properties in McMinnville and the McMinnville area real estate market.		
	B Promote the State of Oregon's "shovel-ready" certification to focus interest and resources on key commercial and industrial development sites in McMinnville.	Bring this to a local level?	
1.4	Improve infrastructure to serve businesses, visitors and local residents.		
1.4.1	Improve external connections between McMinnville and the region.		
	A Encourage efforts, through lobbying and other means, to complete the Highway 99 Dundee Bypass in a timely manner.	Parkway committee	
	B Explore the feasibility of consistent commuter airline service between McMinnville and larger regional hubs, such as Seattle, Portland and northern California.	Salem is currently exploring	Idea Map
	C Work with YCTA, Metro and other regional partners to expand and improve public transportation between McMinnville and Portland.	For employment purposes? Employers shuttle discussions	Idea Map
1.4.2	Invest in infrastructure improvements that make it safer and easier for residents and visitors to get around McMinnville.		
	A Inventory key pedestrian corridors and rank the investments required to improve pedestrian amenities.	Change to bike/ped network	
	B Develop wayfinding graphics for primary pedestrian and bike connectors through and between McMinnville's major assets.		
	C Consider improvements to downtown streets and sidewalks, including regrading and low-impact development (LID) retrofits, to improve drainage and prevent standing water during and after rain events.		Idea Map
	D Complete improvements to Alpine Avenue and throughout the Granary/Northeast Gateway District.		
1.4.3	Identify and complete high-priority infrastructure projects that serve McMinnville's current and future business community.		
	A Work with regional partners to assess the rail network in the Yamhill Valley and to explore options for increased use by McMinnville businesses.		
	B Explore additional business lines at the McMinnville airport, including wildland fire fighting, recreation and tourism uses such as skydiving, paragliding, and balloon rides, pilot training on various aircraft and helicopters, and for private travel.	Freight?	Idea Map
	C Maximize the potential for light industrial and office development near the airport; review regulations and infrastructure at key airport sites and revise the Airport Layout Report as necessary to position the airport for compatible forms of growth.		Idea Map
	D Evaluate McMinnville's disaster preparedness and prioritize infrastructure improvements to ensure adequate preparation for future natural disasters.		Idea Map

- E Work with McMinnville Water and Light to develop a process for placing all electrical infrastructure, such as transmission lines, underground, particularly for new development.

Idea Map

Additional projects: Alternate freight route?
Conference amenities, coordinate capital improvement plan in business neighborhoods.
Create a coordination program for utilities

1.5 Expand efforts in talent attraction and retention.

- A Work with partners to curate and host McMinnville-based professional retreats or co-working programs to draw talent for local industries and institutions.

Is this the right location for this? Identify type of talent needed for family wage jobs, and how to attract them. Education resources - higher ed tech curriculum training and education. What other resources/partners are available?

2 Improve Economic Participation and Inclusion.

2.1 Enhance education and workforce development, build career pathways and provide adult skills training.

2.1.1 Work with local businesses to specify workforce needs, including occupations and skills.

- A Collaborate with a local workforce agency to form industry panels to collaborate on hiring needs conversations.
B Identify skills needed and connect that information with local curriculum leaders at all educational levels.

2.1.2 Improve access to skill development and education in career pathways at the elementary and secondary levels.

- A Work with local educational institutions to create programs, such as career fairs or lesson plans, that highlight career paths and technical skills in demand with McMinnville employers.
B Seek volunteers and other partners, including the South Metro - Salem STEM Partnership and Oregon Institute of Technology, to develop mentor-based STEM programs for young people in McMinnville.
C Partner with local educators to identify grant-funded opportunities for program expansion in STEM learning.

- D Increase access by K-12 schools across Valley school districts to skills development and workforce training opportunities including internship and apprenticeship programs.

2.1.3 Increase the access for McMinnville residents to workforce training and re-training resources at local community and technical colleges.

- A Create and advertise "hire local" incentives for McMinnville businesses.
B Complete a feasibility assessment and establish partnerships for the creation of a makerspace and fabrication laboratory.
C Explore creation of a volunteer workforce development task force to connect employers and students for job shadow, internship and volunteer opportunities, as well as coursework aimed at non-traditional and career-change students.
D Actively publicize local hiring events and other career-related programs, such as career fairs, at local post-secondary institutions.

What about thinking about future workforce needs and how to recruit/educated in that direction. If existing job market is producing low median household incomes, how do we move toward a higher wage economy?

2.2 Provide tools for growing and scaling small, entrepreneurial endeavors.

2.2.1 Connect businesses with available resources.

Research and track the nomination process for the State of Oregon's Opportunity Zones and, pending McMinnville's status as an Opportunity Zone, devise a strategy to maximize the ROI associated with the program.
Create and distribute a list of Business Oregon incentives and resources, such as Oregon InC and the Rural Opportunity Initiative, that would potentially benefit McMinnville entrepreneurs.

Workshops

2.2.2 Support DBE businesses.

- A Catalogue and publicize resources that DBE-qualified businesses are uniquely able to access and provide technical assistance in securing resources for early-stage businesses.
B Host an annual DBE Summit to bring businesses together for networking and interaction with City officials.

2.3 Ensure adequacy of social services.

- A Partner with Yamhill County Family and Youth Services to develop and expand programs on parenting, money management, conflict resolution, preparedness, sheltering and other relevant topics.
B Negotiate with service providers to improve the accessibility of basic services for adults with decreasing mobility and provide transportation to key regional destinations.
C Connect adults and youth for whom english is a second language with regional programming and resources to improve english language proficiency.
D Provide and link to resources and funding opportunities for retrofitting homes with monitoring and support technology to facilitate "aging in place" for McMinnville residents.
E Convene a coalition of service providers, business owners and other stakeholders to meet regularly to develop a sustainable solution to homelessness.
F Consider the installation of spare change "parking meters" in downtown to encourage donations and supplement funds for housing the homeless.

3 Maintain and Enhance our High Quality of Life

3.1 Provide a sufficient quantity of housing units that suit local wages and workforce needs.

3.1.1 Ensure that regulatory frameworks and land supply align with market-driven housing needs.

- A Complete a housing needs assessment that includes an inventory of vacant and redevelopable residential lands and a code assessment to identify gaps in code provisions that preclude or impede the construction of specific housing typologies.
B Demonstrate the viability of new housing types through demonstration projects that leverage workforce training partnerships in construction.
C Rezone and change other regulations, as needed, to ensure that duplexes, triplexes, quadplexes, ADUs, tiny homes, modular homes and/or other housing types are allowable in appropriate locations.

Need better definition of "quality of life"
No mention of Downtown?? :-(; what are the things we market - education, parks, etc. - amplify our assets
Consider under-utilized buildings in housing inventory assessment (not just new lands)

3.1.2 Collaborate to improve the financial feasibility of housing development and new home purchases.

- A Partner with a local bank on a "live where you work" homebuyer program offering favorable mortgage terms for workers looking for housing in McMinnville.
B Evaluate the potential for public-private partnerships that provide infrastructure for new residential development.

Understand state programs around housing that can be leveraged

3.2 Expand recreation options.

- A Designate primary pedestrian and bike connectors through and between McMinnville's major assets and implement public realm improvements including lighting, signage, landscaping and street furniture.
B Develop and implement an adopt-a-trail program to ensure maintenance and upkeep of existing trails in McMinnville.
C Promote and expand existing regional athletic events held in McMinnville, including youth sports tournaments and running and bike races.
D Work with IMBA, local shops, local riders, the U.S. Forest Service and other property owners to develop a network of off-road trails leaving straight from McMinnville, with the "town as trailhead".

Create master plan for public/recreation space

E	Work with Visit Oregon to expand, signify, and promote road biking routes in and around McMinnville.	
F	Evaluate the potential for events in the "all-road" cycling segment, leveraging local gravel and dirt road networks.	
G	Complete a recreation master plan to identify, evaluate and prioritize potential improvements, including a trail or paved path along the Yamhill River; the installation of fitness equipment along existing trail corridors, such as the Hewlett Packard trail; in-town cycling infrastructure like bike lanes and bike racks; pedestrian connections to Joe Dancer Park from Wortman Park and from Evergreen; improved river access, such as a dock, at Joe Dancer Park; improvements to existing parks and sports fields, including a restroom facility and picnic pavilion in Joe Dancer Park and new awnings or covers for the dugouts at the baseball fields; a BMX pump track; extension of the Westside Bicycle/Pedestrian Greenway.	Idea Map
H	Collaborate with Michelbook to plan proactively for the future of country club and its recreational assets.	Idea Map
I	Evaluate the feasibility of adding an outdoor stage or amphitheater to one of McMinnville's existing parks.	Idea Map
J	Identify the resources needed to update, improve and expand programming at the Community Center and the pool, and potentially to add an outdoor pool to the facility.	Idea Map
K	Work with Yamhill County to identify and prioritize improvements to the Yamhill County Fairgrounds.	Idea Map

3.3 Leverage museums and cultural amenities.

A	Evaluate the feasibility of a public private partnership to create a community art space or collaborative studio and cooperative gallery.	Idea Map
B	Create or expand programs that feature the work of local artists on a rotating basis in City buildings and in the public realm.	
C	Coordinate with local artists and galleries to establish an event series with extended gallery hours, food and beverage and sidewalk displays.	
D	Assess the need for and feasibility of updating or expanding the McMinnville Public Library.	Idea Map

3.4 Invest in McMinnville's neighborhoods.

3.4.1 Create a framework for neighborhood initiatives.

A	Establish initiatives and partnerships with neighborhoods to facilitate workshops and charettes to identify unique neighborhood identities and to inventory and prioritize neighborhood infrastructure and amenity needs.	Not sure this needsto be part of an Econ. Dev. Strategy
B	Orchestrate the creation of a neighborhood advisory group to keep neighborhoods engaged and informed on key issues.	

3.4.2 Ensure that regulations and City investments encourage livability.

A	Review and revise zoning designations to provide neighborhood-serving retail and services in close proximity to residential neighborhoods.	Idea Map; Workshop
B	Systematically evaluate the adequacy of street lighting in residential areas and key bike and pedestrian corridors, and ensure that pedestrian corridors in neighborhoods and around key destinations are well-served by crosswalks, bike lanes, and other bike and pedestrian infrastructure.	Idea Map
C	Evaluate the adequacy of current policy regarding vacation and short-term rentals to balance the needs of neighborhood residents and visitors to McMinnville.	

3.5 Proactive approaches to maintaining McMinnville's character.

A	Explore the creation of a legacy business program to ensure that longstanding local businesses are able to continue their operations in McMinnville.
B	Explore the feasibility of facade improvement grants, tax credit/abatement programs or revolving loans for property owners that voluntarily make physical improvements to their properties.
C	Evaluate the potential applicability of form-based code provisions, particularly in neighborhood centers, pedestrian corridors, and the downtown area, to ensure good design.
D	Review adopted design guidelines and other development standards to ensure that new development contributes positively to McMinnville's sense of place.

3.6 Become a regional leader in cross-jurisdiction collaboration and problem-solving.

A	Lead the creation of and facilitate a regional working group that meets periodically to develop solutions to complex regional issues such as housing.
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TARGET-SECTOR GOALS

CITY/PAC Comments

4 Sustain and Innovate within Traditional Industry and Advanced Manufacturing.

4.1 Ensure workforce availability in trades.

A	Encourage expansion and allocate resources for middle- and high school programs that encourage career exploration and skills development in trades.
B	Convene a panel of business leaders from traditional industry and advanced manufacturing employers in McMinnville to pioneer a collaborative approach to expanding apprenticeships and volunteering employee time to teach in-demand skills to individuals evaluating trade-based careers.

4.2 Facilitate innovation within traditional industry sectors.

A	Highlight industrial innovation in McMinnville through periodic events, posts and other marketing, connecting innovators through storytelling and innovation partnerships.
B	Plan and participate in an industrial innovation working group or recurring social event to facilitate idea sharing and cross-pollination among business leaders.
C	Connect business leaders with regional innovation resources through Business Oregon and other innovation-oriented organizations.

4.3 Expand and market land availability for industrial activities.

A	Promote and market the McMinnville Industrial Park as a target area for advanced manufacturing investment within Yamhill County.
B	Coordinate with McMinnville Industrial Promotion to ensure leadership succession and continued engagement.

5 Grow Employment within Technology and Entrepreneurship.

5.1 Become a place where small and medium technology firms can relocate.

A	Foster physical connections to existing tech hubs through low-cost air services.	Technology is a component of innovation (not just software)
B	Market McMinnville as a destination for young and aspiring employees to find opportunity in business, entrepreneurship, computer and software engineering and other programs in Oreogn's post-secondary institutions.	
C	Survey local "tech" employers to identify current regulatory shortcomings or infrastructural needs for business relocation and expansion.	
D	Promote the concept of McMinnville's "tech terroir" to emphasize McMinnville's potential assets to entrepreneurs, business owners and others involved in tech-oriented occupations.	

5.2	Provide opportunities for co-working, teleworking, and other arrangements enabled by telecommunications technology.		
A	Collaborate to develop a coworking space to foster entrepreneurship, innovation and to enable convenient telecommuting to regional employers in Portland or elsewhere.		Idea Map; Workshops
5.3	Incubate new businesses and start-ups.		
A	Maintain a list of funding sources for start-up and expansion grants for locally-owned businesses.		
B	Convene a "Funders Network Roundtable" aimed at bring together local foundations, non-profits and other funders in McMinnville to empower local capacity-building efforts.	Don't create a new thing - better coordinate access to existing resources	
C	Apply for Business Oregon's Rural Opportunities Initiative to bring more resources to entrepreneurs.	No longer eligible (30,000 population cut off)	
D	Study the feasibility of aggregators or cooperatives to efficiently distribute locally-made products from McMinnville businesses to larger metropolitan markets.		
5.4	Create new talent pipelines for tech-related occupations.		
A	Connect business leaders with interested local educators to develop extracurricular activities and to improve current curricula and align education and training with emerging employer needs.		
B	Cultivate relationships with post-secondary institutions to ensure awareness of job opportunities in McMinnville, and ensure that McMinnville job opportunities are represented on school job boards, in job fairs, and other promotional events.		
6	Be a Leader in Tourism, Retail, Restaurants and Hospitality.		
6.1	Make downtown the best it can be.		
A	Evaluate current zoning and existing land use patterns to ensure that key downtown parcels offer the highest and best use for their location.	Under-utilized buildings	Focus Groups
B	Communicate with County officials to explore the potential for a purpose-built County facility that includes a courthouse, commissioners offices, and clerks office.	Outside of Downtown?	Idea Map
C	Conduct a parking study to determine the sufficiency of downtown parking and to explore potential policy changes and infrastructure investments to improve the function of parking downtown.	Done	Focus Groups
D	Expand support for PARKing Day to diversify downtown events and activities and publicize emerging retailers or other non-retail organizations.	Specific call out - why parking day?	
E	Consider limiting the number or density of wine tasting rooms in the downtown area to avoid oversaturation and high turnover.	N/A - market forces	Focus Groups
F	Evaluate the feasibility of improving or expanding the provision of public restrooms in the downtown area.		Idea Map
6.2	Become the preferred destination for wine-related tourism.		
A	Collaborate to expand marketing of McMinnville and Yamhill Valley products and to improve national and international recognition of local wine.		Focus Groups
B	Connect hoteliers and other hospitality professionals in Oregon and elsewhere to local opportunities for high-quality additions to McMinnville's current hospitality offerings.		
C	Collaborate with Travel Oregon to host a tourism workshop for McMinnville business owners to establish and leverage competitive advantages of over similar regional offerings.		
6.3	Diversify tourism destinations beyond wine.		
A	Create branded itineraries for a range of activities and distribute online and in hard copy throughout McMinnville and at local and regional airports to offer pre-planned adventures for visitors.		
B	Optimize social media performance by continuing and expanding the use of hash tags, branded icons, slogans, and other techniques to highlight and encourage sharing of McMinnville-based experiences.		
C	Conduct a feasibility study to identify the potential costs and economic and fiscal impacts of building an indoor sports complex for local recreation and regional event use.		Idea Map
D	Engage the Wings and Waves water park to identify and pursue opportunities for growth and expansion.		Focus Groups
E	Become a national destination for bicycle tourism and other recreational and leisure activities.		
6.4	Encourage connections to the local food system and cultivate a community of exceptional restaurants.		
A	Evaluate alignment of current food cart regulations with community goals.		Idea Map
B	Create a forum for local restaurateurs to connect with local agricultural producers and improve culinary offerings.		
C	Work with stakeholders to establish a local demonstration or innovation kitchen that can be rented to test new recipes, host small events, or otherwise incubate local culinary endeavors.		
D	Publicize local food offerings across all price levels through a branded guide to local cuisine, and distribute at and regional hotels, wineries, airports and other places frequented by travelers.		
E	Partner on development of a "Farm-for-a-Day" agri-tourism program connecting local farming operations to paying guests.		
6.5	Market and promote McMinnville.		
A	Develop and maintain robust relationships with Travel Oregon, and seek promotion opportunities accordingly.		
B	Document and track the economic impact of tourism and outdoor recreation to Yamhill Valley communities.		
C	Work with visit McMinnville and local hoteliers to identify gaps in available conference space and to establish a plan to expand McMinnville's offerings for small and large conferences.		
7	Wine, Agriculture and Food Systems.		
7.1	Maintain prominence in wine while looking for opportunities to innovate within supply chains, viticulture and production.		
A	Convene a technical assistance panel to identify new opportunities in urban winemaking and distribution and to establish a framework for collaboration and innovation in winemaking.	Much of this is outside City limits - clarify what the City can own/influence and what should be partnerships/collaborations (refine where we dedicate staff time \$\$)	
B	Expand programming at IPNC to include a technical component for knowledge sharing between winemakers and other professionals in viticulture and oenology.		
C	Encourage collaborative research at Linfield and Chemeketa CC and facilitate connections between these schools and other viticulture programs nationally.		Focus Groups
D	Proactively recruit beverage-makers that complement existing wineries and breweries, such as cideries and distilleries.		Focus Groups
7.2	Locate higher job-density activities in McMinnville.		
A	Ensure the sufficiency of regulations in applicable zones to accommodate urban winemaking and other non-retail aspects of the wine industry, including transportation and distribution.		
B	Encourage further clustering of wine-oriented business in the Granary/Alpine District.	Ensure culinary education is included	
C	Contact wineries throughout the region to identify growth-oriented operations needing new or larger space, and target marketing and recruitment efforts accordingly.		
D	Recruit food processing and production companies that offer synergies with wineries, such as charcuterie and cheese companies.		Idea Map
7.3	Expand R&D for wine and other agricultural/cultivation-oriented and value-added practices.		

- A *Hire an Agriculture Coordinator or Resource Officer to connect producers with resources and coordinate efforts to innovate within wine and agriculture.*
- B *Convene a group of winemakers and entrepreneurs to evaluate the feasibility of a wine makerspace or similarly collaborative winemaking space for small producers, experimental products, or research.*
- C *Conduct a feasibility study and potentially complete a business plan for an integrated food hub and permanent, year-round farmer's market.*
- D *In partnership with other Oregon cities and counties, commission a study of value-added industry successes and best practices related to agriculture in western U.S. and Canadian communities.*
- E *Liaise with researchers at OSU's Small Farms Program and other similar agricultural programs throughout the state and the region.*
- F *Invite educators in the region to conduct research and teaching based in the Yamhill Valley, including possible distance learning and online college course options.*

7.4 Open new markets for local agricultural products.

- A *Establish a branding and marketing program for local agricultural products, such as "Yamhill County Grown", "McMinnville Made" or similar.* McMinnville Made already being used
- B *Develop and market a local Farm-to-Table program by connecting Yamhill Valley farmers with local restaurants.*
- C *Explore the potential for a cooperative distribution model to move McMinnville's agricultural products to restaurants in the Portland metro.*

7.5 Preserve natural assets while ensuring long-term stability in agricultural production.

- A *Espouse an approach to environmental stewardship and encourage participation and support by local farmers for initiatives in keeping with this approach.*
- B *Establish and facilitate a business leadership group to identify solutions to sustainability challenges.*
- C *Establish local resiliency infrastructure and training through programs like FEMA's Community Emergency Response Teams (CERT) or other community-based models.*

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

8.1 Leverage Linfield College and Chemeketa CC.

- A *Work with Linfield College and Chemeketa CC to assess demand for education and training in health care and related services and to expand programming accordingly.*
- B *Create safer and more intuitive physical connections to McMinnville from Linfield and Chemeketa, including better sidewalks, lighting and public transportation, particularly along Davis Street.*
- C *Explore public-private partnerships to expand the supply of student housing or housing appropriate for students on or near Linfield and Chemeketa campuses.*
- D *Engage Chemeketa CC leadership in a dialogue to explore the creation an on-site culinary and hospitality program.*

Confirm - are these the right industry sectors to call out? b/c expected to have most growth?
Consistent language around which sectors we are focusing on 1) Traditional/advanced manufacturing 2) Wine and value added agriculture 3) Education/Health Care

Idea Map

Idea Map

8.2 Encourage growth at Willamette Valley Medical Center.

- A *Ensure that the Willamette Valley Medical Center can accommodate future growth through a master plan that includes supportive zoning, targeted capital improvements and other tools.*
- B *Use regulatory tools and constructive dialogue with businesses to encourage clustering of medical-professional uses near the Willamette Valley Medical Center and to create a regional anchor for health care.*
- B *Connect employers in education and health care to national skilled workforce pools through branding, recruitment, relocation incentives and other tools.*

8.3 Explore increased local roles for Oregon's public universities.

- A *Collaborate with leadership at the school district and at Linfield and Chemeketa to better engage Oregon's four-year public universities.*
- B *Connect local students with opportunities to work with OSU Extension, in labs or to participate in other UO and OSU programs prior to high school graduation.*