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August 30, 2023

McMinnville Planning Commission
Heather Richards, Planning Director
230 NE Second Street
McMinnville, OR 97128

Re: Housing Needs Analysis and Economic Opportunities Analysis

Dear Planning Commissioners and Staff,

1000 Friends of Oregon is a non-profit, charitable organization dedicated to working with Oregonians to support livable communities. Friends of Yamhill County (FYC) works to protect natural resources through the implementation of land use planning goals, policies, and laws that maintain and improve the present and future quality of life in Yamhill County for both urban and rural residents.

Our organizations' memberships include McMinnville residents who support the mission and values of the Oregon land use programs and we have been active participants in McMinnville's long-range planning activities for many years. We support efforts to actively plan for and shape the community's future and continue to maintain a keen interest in the outcome of these efforts. To that end, we served on the city's project advisory committees that reviewed various drafts of the draft *McMinnville Urbanization Report*, *Housing Needs Analysis* (HNA) and *Economic Opportunities Analysis* (EOA). The city proposes to adopt these documents in the context of sequential Urban Growth Boundary (UGB) amendment. We offer the following comments.

We appreciate the hard work and dedication of everyone involved in putting together these documents. Over the last 25 years, we have seen a vast improvement at every level in the city's approach to land-use planning, and those improvements are reflected in these documents. It is our expectation that they will also be reflected in subsequent efficiency measures the city will adopt to accommodate future land needs. The changes to the HNA and EOA that we suggest below will result in plans that better serve the needs of those who live and work in McMinnville-both now and in the future.

These comments are based on June 2023 drafts of the HNA and EOA. Post-Project Advisory Committee drafts were not available in time to review for submission of timely comments.

I. General Comments

McMinnville's residential minimum lot sizes are significantly larger than similar Willamette Valley cities. We first raised this issue over 20 years ago. These larger minimum lot sizes increase housing costs, increase costs to provide infrastructure, and increase pressure to expand on to farmland. Addressing this issue is overdue, and we will provide supporting data at the appropriate time.

Unfortunately, the flaws in the HNA and EOA will prevent it from meeting the needs of both present and future residents. These are not new issues; almost all of the issues raised in this letter have been previously raised in this planning process.

Strikingly, compared to the city's recent UGB expansion, completed in 2020, the new HNA actually calls for reduced density – 5.46 units per acre, down from 5.7. The draft EOA calls for a far greater percentage of new, vacant land to accommodate job growth – 95% vs. 83% in the 2013 EOA, and 83-87% in the 2001 EOA. The new EOA is also based on a reduction in commercial jobs per acre assumptions – 23 per acre, down from 26 in the 2013 EOA.

McMinnville's UGB has 792 acres of urbanizable land beyond the city limits that is plan-designated urban holding. The HNA assumes that 383 of these acres, roughly half, will be parks, schools and institutions. This assumption is primarily based on old parks plan that proved wildly unrealistic and covered a prior planning period that ended in 2019.

Finally, the HNA and EOA are based on an outdated population forecast from 2017 that is much higher than the most recent forecast, which was released in June 2020 – over three years ago. This adds significantly to McMinnville's land needs. By our rough calculations, the hundreds of acres added to McMinnville's UGB in 2020 would suffice through 2041, were it not for the use of the older forecast.

Goal 2 requires the plan have an adequate factual base that is grounded on up-to-date data and information. In some cases, the HNA and EOA lack this adequate factual base.

Detailed comments are provided below.

II. Housing Needs Analysis (HNA)

1. Capacity of lands designated Urban Holding and projection of future park needs

Per Exhibit 10 of the HNA (p. 17), McMinnville's UGB has 792 buildable acres of urbanizable land beyond the city limits that is plan-designated urban holding (UH). Thirty-nine of these acres are set aside for commercial uses, leaving 753 for residential uses.

The HNA assumes that 383 of these remaining 753 acres, roughly half, will be parks, schools and institutions. There is not an adequate factual basis for this assumption. It is primarily based on an old parks plan that proved wildly unrealistic and explicitly covered a prior planning period that ended in 2019. The McMinnville Urban Growth Management Plan, which covered a period

ending in 2023, is also cited. They cannot be relied upon to justify land needs through either 2041 or 2067.

The city cannot merely carry old assumptions forward without justification. As part of this plan amendment process, the city should, and is obligated to, reexamine old assumptions from prior planning periods to determine whether they are still valid and justified. There is no evidentiary justification provided for this assumption.

Coupled with the HNA's right-of-way assumption of 25% for streets and roads, this leaves only 296 net buildable acres to actually accommodate housing.¹ While only 296 net acres are assumed to develop as housing, 456 acres are assumed to be streets, parks, schools, and institutions (74 acres for streets and 383 acres for parks, etc.).

As a comparison, the safe harbor provision in OAR 660-024-040(10) provides, "a local government may estimate that the 20-year land needs for streets and roads, parks and school facilities will together require an additional amount of land equal to 25 percent of the net buildable acres determined for residential land needs." The HNA instead estimates an additional 154%, not just for the land that is designated UH, but for all residential land through 2067.

A city is not obligated to use a safe harbor, but it must have an adequate factual basis to support the assumption it uses. There is no evidence the record to support the city's assumption.

The now-expired parks master plan covered the planning period from 1999 to 2019 (excerpt in Attachment A) It called for the city to acquire 14 acres of parkland per thousand population over the planning period. As noted above, this proved to be wildly unrealistic.

We believe the city added roughly 50 acres of parkland between 1999 and 2019, the time frame covered by the now-expired parks plan. (Discovery Meadows, Riverside Dog Park, Chegwyn Farms, Heather Hollow, Jay Pearson, Thompson and West Hills). The city's population grew by roughly 10,000 people over the same time frame. If this is correct, the city added roughly five acres of parkland per 1,000 people.

The city could, at minimal time and expense, use the safe harbor in OAR 660-024-040(10) to estimate the 20-year land needs for streets and roads, parks and school facilities.

Alternatively, the city could determine the actual amount of parkland that the city acquired over the last 20 years, calculate the ratio to population growth over that same time period, and determine future park needs by applying that same ratio of growth going forward.

2. Residential Density

Compared to the city's 2020 UGB expansion, the draft HNA is actually based on a lower density: 5.46 units per acre (HNA, p. 102) – down from 5.7. We question whether the record supports a reduction in planned development density since the UGB analysis was completed and we do not believe that the city's housing need will be better met through a reduction in planned density.

¹ The calculations are as follows: 296 acres x 25% = 74 acres. 296 acres +74= 370 acres for housing and streets. 370 acres for housing and streets + 383 acres for parks, etc. = 753 acres.

Another option, which could be used at minimal expense and time to the city, would be to use the density safe harbor in OAR 660-024-0040(8)(f). This would result in an overall residential density target of eight units per acre.

3. Housing Needs for All City Residents

The HNA only looks at the housing types *new* residents will require, but there is a current deficit of affordable housing types that needs to be addressed. This deficit resulted in part due to a lack of land zoned R-4, the only residential zone that allowed apartment construction. The following table shows data from the draft HNA, demonstrating the housing mix at the end of the 20-year planning period. (There are minor rounding errors.)

Type	Existing #	Existing %[†]	New #[‡]	New %[‡]	2041 #	2041 %
SF detached	8,900*	68	2,561	55	11,461	64.6
SF attached	1,178*	9	559	12	1,737	9.7
Multifamily	3,010*	23	1,537	33	4,547	25.6
Total	13,089		4,657		17,746	

* Calculated by multiplying the total number of existing dwelling units (HNA p. 29) and the reported existing mix

[†] HNA Exhibit 16, p. 29

[‡] HNA Exhibit 85, p. 95

What looks like a significant change in the housing mix for new development really makes a fairly small change to the overall mix for the city in 2041. If the city really wants to provide needed housing, it will need to be more aggressive in allowing higher-density types.

A housing needs projection is not intended to consider only *new* residents of the city. OAR 660-008-0005(6) provides:

“Housing Needs Projection” refers to a local determination, justified in the plan, of the mix of housing types, amounts and densities that will be:

*(a) Commensurate with the financial capabilities of **present and future area residents** of all income levels during the planning period;*

* * *

(Emphasis added)

The mix of housing types, amounts, and densities in the Housing Needs Projection purports to be adequate to meet the needs of future residents, but is insufficient to meet the unmet needs of *present* residents. We believe this does not satisfy Goal 10 and its implementing rules. These require the city to meet the housing needs of *all* residents, not just new residents. Regardless, moral imperatives suggest the city should do more. The city could, at minimal expense and time, use the density safe harbor in OAR 660-024-0040(8)(f). This would result in an overall

residential density target of eight units per acre and better meet the needs of all residents, both present and future.

4. Capacity of C-3 Land to Provide High-Density Housing

Apartments and upper-story residential are outright permitted uses in the C-3 zone. They are not subject to denial through a conditional use process. Nonetheless the HNA states (p. 109), “this analysis assumed no residential capacity on current C-3 areas after 2021.”

This assumption has already been proven to be false. The August 17, 2003, meeting of the planning commission considered the siting of a 175-unit apartment complex called Stratus Village on 6.5 acres of land zoned C-3 (see Attachment B). Testimony during the meeting indicated that another large apartment complex is also planned just south of this site under the same commercial zoning and will be coming before the planning commission in the near future.

For the past 20 years or more, there has essentially been no land available on the open market to site large apartment complexes on land zoned R-4. Independent developers wishing to construct such projects have repeatedly been forced to use land zoned C-3. For example, the area just south of the shopping center at Highway 99W and Lafayette Avenue is commercially zoned land that has been converted over time into three apartment complexes with about 200 units.

The density achieved in the C-3 zone is indicative of the kind of density that will happen in the R-5 zone once available land is placed in that zoning category. Currently, the city has no land zoned R-5. Unfortunately, it appears it will be another five to seven years before any significant amount of the land will be zoned to R-5.² In the interim, land zoned C-3 will continue to be used to achieve the high-density development called for in the HNA. This document and the Economic Opportunity Analysis should be amended to reflect this development of permitted uses in the C-3 zone.

5. Group Quarters

A significant portion of McMinnville’s population is housed in group quarters, principally assisted living and other care facilities, college dorms, and the jail. The draft HNA fails to adequately address needed housing for this population.

The final draft HNA (p. 85), in contrast to an earlier draft, does not quantify future growth in group quarter population and improperly assumes that future growth in group quarter population will be met through the same mix of housing types and zones as the rest of the population. The HNA states:

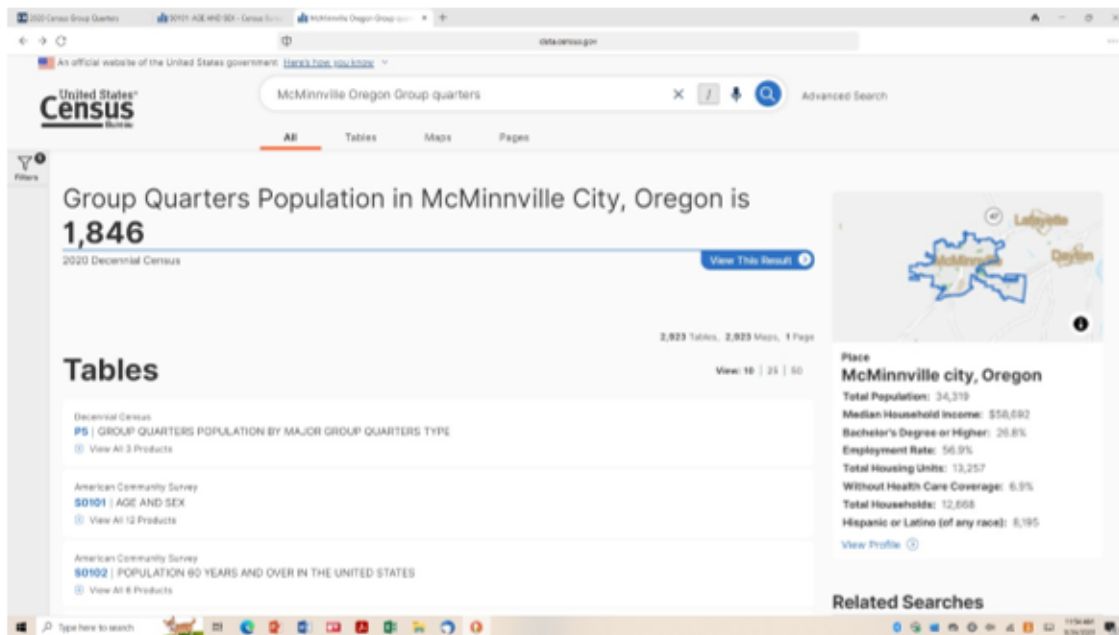
The 2013–2017 American Community Survey shows that 5% of McMinnville’s population was in group quarters... [W]e assume that group quarters will be met through the same land needs as the net new population without allocating housing

²At the July 26, 2023 meeting of the Affordable Housing Committee the McMinnville Community Development Director said the planning process to prepare the land in the Southwest Area for construction activity would take another five to seven years.

to group quarters separately...This assumption does not mean that we are assuming zero group quarters for the planning periods.

There is not an adequate factual base to support this assumption. As the HNA acknowledges, group quarters are typically built at multi-family densities. There is no evidence to support the conclusion that they have the same land needs as the rest of the population (i.e., 55% single-family detached, 41% high-income, overall density of 5.46 units per acre through 2067).

Moreover, the share of McMinnville's population housed in group quarters is growing – from 5% in 2017 to 5.4% in the 2020 census.³



Source: <https://data.census.gov/all?q=McMinnville+Oregon+Group+quarters>

Roughly half of McMinnville's group quarter population is housed in nursing facilities and assisted living facilities.⁴

Growth in the group quarter population is consistent with the HNA findings that:

Population in McMinnville is aging, and the cohort aged 60+ in Yamhill County will increase by about 56% by 2041. (HNA, p. 91)

And:

Growth in the number of seniors will have the biggest impacts on demand for new housing through demand for housing types specific to seniors, such as assisted-

³ The 2020 census shows that McMinnville had 1,846 persons housed in group quarters, out of a total population of 34,319. This is 5.4% ($1846 \div 34,319 = 5.4\%$)

⁴ <https://data.census.gov/table?q=McMinnville+Oregon+group+quarters> See also information on assisted living and other care facilities in McMinnville in Attachment C.

living facilities or age-restricted developments... or moving into group housing (such as assisted-living facilities or nursing homes) as their health declines.
(HNA, p. 92)

The assumptions in the current draft HNA (no separate forecast of group quarter population or allocation of housing) are markedly different from the assumptions used in the March 2019 draft HNA. That prior draft assumed that 5% of future population would be housed in group quarters at approximately the same density as multi-family housing.⁵

The changed assumptions in the current draft HNA are not based on the most recent available census data, lack an adequate factual base, and will not provide needed housing for the share of McMinnville's population that will be housed in group quarters. McMinnville should instead base its group quarter assumptions on the most recent census data and on the prior assumption that persons in group quarters require land at approximately the same density as multi-family housing.

6. Right-of-Way

The HNA assumes that 25% of all residential land, regardless of housing-type will be consumed by streets and roads. This is significantly more than the safe harbor provision in OAR 660-024-040(10). The city is not obligated to use a safe harbor, but if it does not, it must have an adequate factual basis to support the assumption it uses.

The record does not include an adequate factual base for the assumption.

We raised this issue in the Project Advisory Committee meetings several years ago. At the time we were told that it was based on empirical evidence, but that evidence is not in the record and our efforts to see that evidence have been unsuccessful as of this writing.

7. HNA Safe Harbors

The draft HNA employs safe harbors for calculating household size and vacancy rate, as the city is entitled to do. The administrative rules for these safe harbors (OAR 660-024-0040(8)(a) and (e), respectively) state that the HNA must use "the most current data ... published by the U.S. Census Bureau." The draft HNA uses the 2013-2017 American Community Survey estimates, even though the current 2017-2021 estimates are available. The differences in household size are negligible (2.55 persons per household vs. 2.57, but the difference in vacancy rate is significant – 3.6% in the most current data vs. the 5.4% vacancy rate in the outdated data. See U.S. census data below.

⁵ See excerpt from March 2019 draft HNA in Attachment D.

McMinnville, Oregon	
Label	2017-2021 Estimates
HOUSING OCCUPANCY	
Total housing units	13,145
Occupied housing units	96.4%
Vacant housing units	3.6%
Homeowner vacancy rate	1.4
Rental vacancy rate	2.7
UNITS IN STRUCTURE	
Total housing units	13,145
1-unit, detached	60.6%

Source: <https://data.census.gov/table?q=McMinnville+Oregon+vacancy+rate&tid=ACSCP5Y2021.CP04>

III. Economic Opportunities Analysis (EOA)

1. Refill, Redevelopment and employment on non-employment land

The EOA fails to adequately account for employment that will occur on non-employment land (primarily residential land), and uses very low refill and redevelopment rates.

The 2001 EOA used rates of 13-17% to account for jobs that would occur on non-employment land or through refill and redevelopment on existing employment land.

The 2013 EOA used a rate of 17% to account for jobs that would occur on non-employment land or through refill and redevelopment on existing employment land.

The DLCDC Goal 9 handbook (p. 2-28) suggests a 10-15% rate *just* for existing employment land, with additional reductions for employment that will occur non non-employment land.

The draft EOA uses a rate of 5% to account for jobs that would occur on non-employment land or through refill and redevelopment on existing employment land; an assumption that 95% of all new jobs will require new vacant employment land. From p. 85:

Based on the information presented in Appendix B, the PAC determined that a reasonable assumption would be 5% refill/redevelopment for both commercial and industrial employment.

Exhibit 53 shows the estimate of employment on vacant commercial and industrial land by land use type for each scenario, using the 5% assumption for employment that will occur through redevelopment, refill, or on non-employment sites.
(Emphasis in original)

We note that although the PAC recommendation only included refill and redevelopment, the EOA extends that to include new employment that will be accommodated on non-employment land.

The record does not include an adequate factual basis for this very low 5% rate. The empirical data in Appendix B applies *only* to refill and redevelopment and does not account for job growth on non-employment land. At a minimum, this includes:

- Home Occupations – Nationally, the percentage of persons working exclusively at home climbed from 4.8 in 1997 & to 6.6% in 2010.⁶ This grew to 9.7% in the most recent census data.⁷ In Oregon, 12.5% of all workers worked from home and in McMinnville, the figure was 8.2%⁸ Home occupations alone far surpass the 5% rate the EOA used for refill, redevelopment, *and* jobs on non-employment land.
- The large number of employees at assisted living and other care facilities. Every assisted living facility in McMinnville is located on residential land so are almost all the memory care and skilled nursing facilities. All of these facilities are currently posting job openings and virtually all are currently advertising for employees.⁹ The demographic information on pp. 91-92 forecasts a growing demand for these facilities. Further, these facilities are staffed 24 hours per day, requiring a larger work force per acre than the typical commercial operation. The assumptions fail to account for these jobs that will locate on residential land.
- Day Care Centers

In addition, the comparison cities in Appendix B (EOA, p. 123) do not support the use of a 5% rate. With the possible exception of Newberg, they all used rates of 10% to 20%; double to quadruple the rate used in the draft EOA:

- Ashland used a rate of 20%
- Corvallis used rates of 11% to 29%

⁶ <https://www.census.gov/library/publications/2012/demo/p70-132.html>

⁷ <https://www.census.gov/acs/www/about/why-we-ask-each-question/commuting/>

⁸ <https://www.census.gov/acs/www/about/why-we-ask-each-question/commuting/>

⁹ <https://data.census.gov/table?q=McMinnville+Oregon+group+quarters> See also information on assisted living and other care facilities in McMinnville in Attachment C.

- Redmond used a rate of 10%. Their new 2020 EOA uses rates of 9.9% to 10.4% for jobs on residential land only, exclusive of jobs that will be accommodated on existing employment sites.¹⁰
- Grants Pass used a rate of 10%
- Albany, listed as 0%, used a rate of 10%¹¹
- Newberg is listed at 5%, but we are unable to locate that figure. Their new 2021 EOA uses a combined rate of 25.8% for commercial jobs (15.8% on residential land and an additional 10% accommodated on existing employment sites.)¹²

The evidence does not support the assumption that 95% of all new jobs will require vacant employment land. This assumption lacks an adequate factual base.

2. Other Needed Employment Sites

The section of the EOA titled “Land Needs Not Addressed in the Average Employment Densities (Other Needed Sites)” (pages 89-96) attempts to justify a need for eight uses mentioned in the MAC-Town 2032 plan that are supposed to need an additional 49 acres beyond that calculated by traditional uses for commercial and industrial land. These are all low-job-density uses.

An economic opportunities analysis examines trends and needs over a 20-year period and concludes, in a general way, what the needs of the city are going to be. An EOA is not an appropriate tool for designating land need for specific, individual uses. There is no mechanism to ensure that the “other needed sites” would ever be established, so if the 49 acres were added to the UGB it would be surplus land, in conflict with statewide Goal 14.

Additionally, the general employment land-need conclusions in the EOA were calculated using employee-per-acre assumptions (pages 86-87) derived from real-world data for the city (EOA Appendix B). There are already low-density employment sites in the city, so the land-need calculations already account for such uses. If the city proceeds with these exogenous sites, the employment density assumptions need to be adjusted to only include higher-density sites.

Moreover, several of these uses would be publicly owned and occur on public land.¹³ Their inclusion is inconsistent with other language in the EOA (p. 84), stating that, “employment for public/institutional uses was backed out of the employment forecast and land needs were calculated separately.”

¹⁰ See p. 30 at <https://www.redmondoregon.gov/home/showpublisheddocument/24337/638104079529430000>

¹¹ See page 11 at https://scholarsbank.uoregon.edu/xmlui/bitstream/handle/1794/9482/Albany_Economic_Opportunities_Analysis_2007.pdf See also McMinnville’s 2013 EOA, p. 85

¹² See EOA p. 34 (p. 46 of 117) at https://www.newbergoregon.gov/sites/default/files/fileattachments/community_development/page/27751/res3728.pdf

¹³ These include Community Center, Conference Center, Arts and Cultural Center, Public Market, and the Outdoor Stage

The first three projects in the list are all recreation-related and could be easily accommodated on the hundreds of acres of land brought into the UGB in 2020 based on a parkland justification. The new community center/pool discussion started by the MacPac process has noted that this facility would be enhanced by placing it adjacent to a public park site that it could share parking with. There would be a similar synergistic impact by siting the other two projects in conjunction with parks.

The Evergreen entries (items 4 and 5) do represent some unique features not typically included in commercial land. However, the Evergreen Master Plan does include projects like a hotel/lodge that clearly would impact the need for other such land need covered by the EOA. The entire Master Plan 27 acres should be reviewed to differentiate between the land needed for traditional commercial activities and the unique ones. Land need as site-specific as these should be added through a quasi-judicial UGB amendment rather than through a legislative, city-wide analysis because the alternative sites analysis for a legislative UGB amendment would probably not result in the site being a high enough priority to be included.

The Conference Center proposed in item 6 was presented to the City Council in 2018, and it chose not to move forward with it. Perhaps it will be revived someday, but funding seems unlikely.

The Food Hub and Public Market (item 7) seems like a potential outgrowth of our current weekly farmers' market. However, to be large enough to justify 3.5 acres, it is going to have to generate considerably more business. If it does, it is going to impact the demand for traditional grocery store purchases, reducing the land needed by that sector. The net impact on land needed for food purchases, if any, would be minimal.

Finally, the Makerspace/Innovation Hub/Fabrication Center is small enough (two acres) that there is no rational need to include it as a special use.

We recommend the city delete the these "other sites" and the 49 acre land need from the EOA.

3. Retail Leakage

The draft EOA purports to base its employment forecast and need for employment land on the population-based safe harbor under OAR 660-024-0040(9)(a).¹⁴ See EOA pp. 81-82. However, the draft EOA does not do this. Instead, it takes the safe harbor forecast and then adds another 280 employees to it, based on the dubious notion of "retail leakage." See EOA pp. 87-89 and Exhibit 57 at p. 89.

The city cannot have it both ways. It can either use a safe harbor forecast or not. The safe harbor rule does not provide for a city to add additional employees beyond the safe harbor forecast.

¹⁴ (a) A local government may estimate that the current number of jobs in the urban area will grow during the 20-year planning period at a rate equal to either:

* * *

(B) The population growth rate for the urban area in the appropriate 20-year coordinated population forecast determined under rules in OAR chapter 660, division 32.

The city could, at minimal time and expense, rely upon the safe harbor by eliminating the additional employees and land need from the EOA.

IV. Buildable Lands Inventories

1. Removal of vacant and partially vacant land based on ownership

The Buildable Lands Inventories (BLI) in both the HNA and EOA exclude all vacant and partially vacant land that is owned by tax-exempt institutions, even though it is not publicly owned. These are principally a 20-49 acre site owned by Linfield University that is zoned for commercial uses, and residentially zoned land owned by churches.

For the commercially zoned land (Linfield), this is inconsistent with OAR 660-009-0015(3):

*660-009-0015(3): Inventory of Industrial and Other Employment Lands. Comprehensive plans for all areas within urban growth boundaries **must include** an inventory of vacant and developed lands within the planning area designated for industrial or other employment use. (Emphasis added.)*

The commercially zoned Linfield land, if not sold, will presumably accommodate student housing (group quarter population) and classrooms and offices (employment growth), or both.¹⁵ Even if a presumption of no development could be justified over a 20-year period, to assume no accommodation of housing or employment on this vacant land through 2067 is not supportable.

For the residentially zoned land (church-owned land) this is inconsistent with OAR 660-008-05(2), which allows the exclusion of publicly owned land, but does not seem to allow the exclusion of land merely because it is owned by an institution. The McMinnville Urbanization Report (p. 30) projects a need for 38 acres of religious land through 2041. Land that is owned by existing churches will accommodate some of this future need. The record lacks an adequate factual base to support its exclusion.

The city should add vacant and partially vacant land that is owned by private tax-exempt institutions back into the BLI's and adjust land deficits accordingly.

2. The Buildable Lands Inventory in the EOA fails to meet legal standards

The BLI in the EOA consists of inadequate, cursory maps and tables that do not meet the legal standards for an inventory of employment lands in Goal 9. See OAR 660-009-0015(3):

Inventory of Industrial and Other Employment Lands. Comprehensive plans for all areas within urban growth boundaries must include an inventory of vacant and developed lands¹⁶ within the planning area designated for industrial or other employment use.

¹⁵ See Linfield Strategic plan (p. 10, Attachment E). Linfield is planning to launch new undergraduate and graduate programs to attract new students.

¹⁶ "Developed Land" means non-vacant land that is likely to be redeveloped during the planning period. OAR-660-009-0005

(a) For sites inventoried under this section, plans must provide the following information:

(A) The description, including site characteristics, of vacant or developed sites within each plan or zoning district;

(B) A description of any development constraints or infrastructure needs that affect the buildable area of sites in the inventory; and

* * *

The EOA does not include an inventory of employment land that includes a description of the site characteristics, development constraints, or infrastructure needs of both vacant and developed sites as required by OAR 660-009-0015(3)(a)(B).

3. Population Forecast

OAR 660-032-0020 (1) requires McMinnville to use of the most recent forecast from the Portland State University Population Research Center for purposes of the HNA. Because the EOA relies upon the population safe harbor for its projection of future employment growth use of the most recent forecast is required for the EOA as well. In this case, the most recent forecast for McMinnville was released over three years ago, on June 30, 2020.¹⁷

For McMinnville, a 2040 population of 42,457 and a 2065 population of 53,577 is forecasted, which the PRC adjusts to **42,865 in 2041 and 54,552 in 2067**.¹⁸

Instead of using the most current forecast, the HNA and EOA assume much higher populations of 47,498 in 2041, and 62,803 in 2067. These assumptions are based on the outdated forecast released in 2017. The impact of using the outdated forecast instead of the most recent forecast adds hundreds of additional acres to the UGB through 2041 and over a thousand additional acres to the Urban Reserve Area through 2067.

It is our understanding that McMinnville believes it has “locked in” the ability to rely on the stale forecast for both the HNA and EOA. We are skeptical. An excerpt from page 3 of the August 3 staff report is pasted below, followed by a discussion of the relevant administrative rules:

In order to preserve their efforts from 2018 and 2019, in May 2020, the City of McMinnville submitted the following “PAPA” notices (Notice of Proposed Amendments) to DLCD:

- *HNA. Housing Needs Analysis and Residential Buildable Land Inventory (June 2019 Draft).*
- *Housing Strategy. (June 2019 Draft).*

¹⁷ http://ondeck.pdx.edu/population-research/sites/g/files/znlchr3261/files/2020-07/Yamhill_Report_Final_2020.pdf

¹⁸ See the PRC’s [Population Forecast Interpolation Template \(for forecasting single-year time intervals\) \(xlsx\)](#)

• *EOA. Economic Opportunities Analysis, Employment Land Buildable Land Inventory, and Other Land Needs (February 2020 Draft). The City subsequently completed additional updates to the February 2020 draft in June 2020 after the initial PAPA submittal to DCLD. The City subsequently submitted the updated draft as an amended PAPA notice in May 2021.*

In addition to the HNA, Housing Strategy and EOA, the City prepared a Memo updating the HNA (Addendum 1 to the HNA) in June 2020 to address any new discoveries since the June 2019 draft was completed, and an Urbanization Study that served as a summary of the HNA/EOA analysis. All of which were provided as part of the PAPA notices.

OAR 660-032-0020(1) requires use of the most recent PSU forecast. In this case, the most recent McMinnville forecast was released over three years ago, on June 30, 2020. OAR 660-032-0020(1), in conjunction with OAR 660-032-0040, does allow a city to apply an interim forecast if the plan amendment was initiated prior to the PRC's first forecasting cycle, but that is not the case here. The first forecasting cycle for McMinnville concluded in 2017,¹⁹ well before these plan amendments were "initiated" by sending PAPA notices to DLCD.

Even if the city could use the outdated high forecast for the HNA, it may still have to use the most recent forecast for the EOA. The PAPA notice sent to DLCD to initiate the amendment is required to include, "the text the proposed change to the comprehensive plan or land use regulation," and, "must include all of the proposed wording to be added to or deleted from the acknowledged plan or land use regulations."²⁰

McMinnville submitted an amended PAPA notice for the EOA in 2021 with new text for the EOA, well after the release of the most recent PSU population forecast. It therefore appears that the old 2020 PAPA notice for the EOA has been superseded by the amended notice issued by the city in 2021.

4. Record Completeness

Page 10 of the EOA lists 5 appendices. Appendices A, B, and C were included in the packet that went to the Planning Commission in August. Appendices D and E were not included in the August packet and do not seem to be publicly available.

¹⁹ https://www.pdx.edu/population-research/sites/g/files/znlchr3261/files/2022-12/standard-577-050-opfp_v01.pdf

²⁰ OAR 660-018-0020(3)

VI. Conclusion

We hope these comments are helpful. Please include them in the official record of this proceeding and provide us with notice of your decision in this matter.

Sincerely,



Mary Kyle McCurdy
Deputy Director
1000 Friends of Oregon



Rob Hallyburton
Vice President
Friends of Yamhill County

Cc: Kevin Young and Melissa Ahrens, DLCD

- Attachments:
- A. Excerpt from expired parks master plan
 - B. Stratus Village information from August 17, 2023 Planning Commission packet
 - C. Assisted Living and Memory Care Facility information
 - D. Excerpt from March 2019 draft HNA
 - E. Linfield Strategic Plan

ATTACHMENT A

CITY OF McMINNVILLE



PARKS, RECREATION AND OPEN SPACE MASTER PLAN

Prepared by:

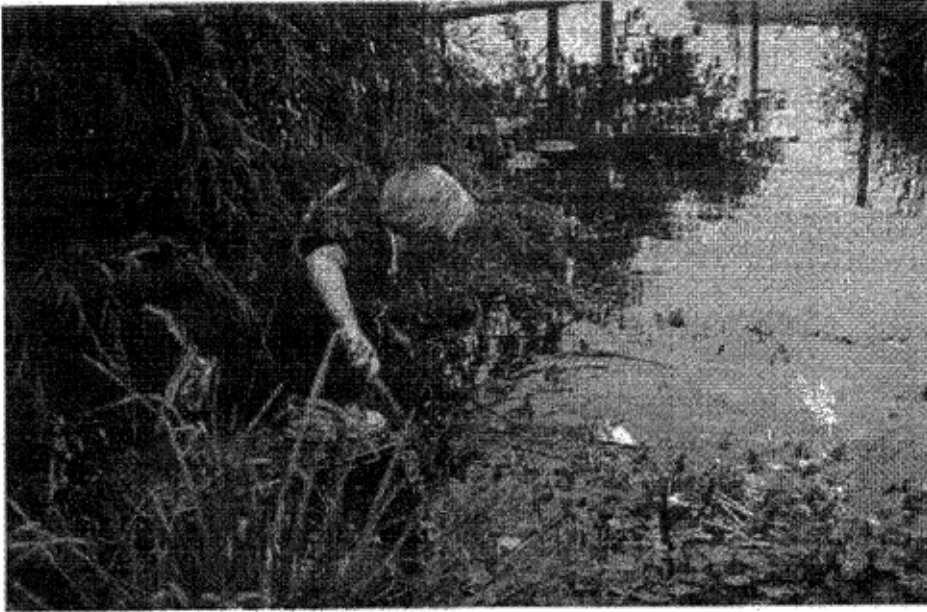
MIG, Inc.

199 E. Fifth Ave., Suite 33
Eugene, OR 97401
(541) 683-3193

Sally McIntyre, Principal
Jane Henderson, Park Planner
Larry Wight, Landscape Architect
Barbara Bellamy, Planner
Holly Warren, Project Associate
Misty Fisher, Administrative Assistant

In Association with:
Don Ganer & Associates

May 1999



CHAPTER I: INTRODUCTION

Located in the western portion of Oregon's Willamette Valley along the Yamhill River, the City of McMinnville is changing at a significant pace. For example, the population of the City was only just over 14,000 in 1980. Today McMinnville's population is over 24,000, and it is one of the fastest growing cities in Yamhill County.

In response to these changes, McMinnville residents have made it their goal to retain and enhance their City's livability, recreational opportunities, sense of community, and natural environment. McMinnville residents look to their City's Parks and Recreation Department to provide quality parks, open spaces, and recreation services that will meet these needs today and well into the future.

PURPOSE OF THE MASTER PLAN

To assist in maintaining McMinnville's livability, the Parks and Recreation Department has set out to create the City's first Parks, Recreation and Open Space Master Plan. The Master Plan describes how the City will strive to provide parks and recreation opportunities to residents for the next 20 years. It includes a financing model that demonstrates how park acquisition and development could be financed if resources are available. This planning process offered the City a unique opportunity to evaluate the parks, recreation and open space system, and to author a vision for the community that recognizes anticipated changes and truly reflects the needs of residents.

To accomplish this task, community members of all ages and those serving on the Master Plan Advisory Committee have contributed to this Master Plan.

The Master Plan describes a vision for parks, recreation services, trails and open space facilities.

ATTACHMENT B



CITY OF MCMINNVILLE
Community Development Department
231 NE FIFTH STREET
MCMINNVILLE, OR 97128

503-434-7311

www.mcminnvilleoregon.gov

DECISION, CONDITIONS, FINDINGS OF FACT AND CONCLUSIONARY FINDINGS FOR THE APPROVAL OF A PLANNED DEVELOPMENT AMENDMENT, THREE MILE LANE REVIEW, AND LANDSCAPE PLAN FOR PROPERTY AT 235 SE NORTON LANE, (TAX LOTS R4427 400, 404, AND 405)

DOCKET: PDA 2-23 (Planned Development Amendment)
TML 1-23 (Three Mile Lane Review)
L 25-23 (Landscape Plan Review)

REQUEST: Applications for a Planned Development Amendment (PDA 2-23), Three Mile Lane Review (TML 1-23), and Landscape Plan Review (L 25-23)

The requests are summarized below. The applications are submitted as part of a proposal by Housing Authority of Yamhill County (HAYC) to develop a new 175-unit apartment development, "Stratus Village," on properties totaling approximately 6.5 acres.

PDA 2-23. The subject property is subject to an existing Planned Development Overlay Ordinance. The proposal includes revisions to the original Planned Development master plan, which requires approval of a Planned Development Amendment. The new Master Plan is also subject to the provisions of Ordinance 5095, which amended the terms of the previous Planned Development Overlay Ordinance.

TML 1-23. The subject property is within the Three Mile Lane Planned Development Overlay, established by Ordinance 4131 and subsequently revised by Ordinances 4572, 4666, 4988, and 5101. The proposed development is subject to policies and standards of the Three Mile Lane Planned Development Overlay Ordinance.

L 25-23. The proposal includes a landscape plan, which is required for multi-dwelling development, subject to the provisions of Chapter 17.57 of the Zoning Ordinance.

NOTE: *The applicant has also separately submitted an application for a parcel consolidation to combine the three parcels into a single parcel.*

LOCATION: Address: 235 SE Norton Lane
Map & Tax Lot: R4427 400, 404, and 405

ZONING: C-3 PD

Planning Commission
Thursday, August 17, 2023
6:30 PM Regular Meeting

HYBRID Meeting

IN PERSON – McMinnville Civic Hall, 200 NE Second Street, or ZOOM Online Meeting

Please note that this is a hybrid meeting that you can join in person at 200 NE Second Street or online via Zoom

ZOOM Meeting: You may join online via the following link:

<https://mcminnvilleoregon.zoom.us/j/89368634307?pwd=M0REY3RVSzFHeFdmK2pZUmJNdkdSZz09>

Meeting ID: 893 6863 4307

Meeting Password: 989853

Or you can call in and listen via zoom: 1 253 215 8782

Meeting ID: 893 6863 4307

Meeting Password: 989853

Public Participation:

Citizen Comments: If you wish to address the Planning Commission on any item not on the agenda, you may respond as the Planning Commission Chair calls for "Citizen Comments."

Public Hearing: To participate in the public hearings, please choose one of the following.

- 1) **Email in advance of the meeting** – Email at any time up to 12 p.m. the day before the meeting to heather.richards@mcminnvilleoregon.gov, that email will be provided to the planning commissioners, lead planning staff and entered into the record at the meeting.
- 2) **By ZOOM at the meeting** - Join the zoom meeting and send a chat directly to Planning Director, Heather Richards, to request to speak indicating which public hearing, and/or use the raise hand feature in zoom to request to speak once called upon by the Planning Commission chairperson. Once your turn is up, we will announce your name and unmute your mic.
- 3) **By telephone at the meeting** – If appearing via telephone only please sign up prior to the meeting by emailing the Planning Director, Heather.Richards@mcminnvilleoregon.gov as the chat function is not available when calling in zoom.

----- MEETING AGENDA ON NEXT PAGE -----

The meeting site is accessible to handicapped individuals. Assistance with communications (visual, hearing) must be requested 24 hours in advance by contacting the City Manager (503) 434-7405 – 1-800-735-1232 for voice, or TDY 1-800-735-2900.

*Please note that these documents are also on the City's website, www.mcminnvilleoregon.gov. You may also request a copy from the Planning Department.

Commission Members	Agenda Items
Sidonie Winfield, Chair	6:30 PM – REGULAR MEETING
Gary Langenwaller Vice - Chair	1. Call to Order
Matthew Deppe	2. Citizen Comments
Sylla McClellan	3. Minutes:
Elena Mudrak	<ul style="list-style-type: none"> • April 6, 2023 (<i>Exhibit 1</i>) • April 20, 2023 (<i>Exhibit 2</i>)
Meg Murray	4. Public Hearings:
Brian Randall	A. <u>Quasi-Judicial Hearing: Stratus Village: Planned Development Amendment (PDA 2-23), Three Mile Lane Design Review (TML 1-23), and Landscape Plan Review (L 25-23) – (Exhibit 3)</u>
Beth Rankin	<p>Request: The applicant, Structure Development Advisors LLC c/o Mike Andrews, on behalf of property owner Housing Authority of Yamhill County (HAYC), is requesting concurrent review and approval of three applications for the Stratus Village 175-unit multi-dwelling development on a property of approximately 6.5 acres: a Planned Development Amendment (PDA 2-23), a Three Mile Lane Review (TML 1-23), and a Landscape Plan Review (L 25-23).</p>
Dan Tucholsky	<p>PDA 2-23. The property is subject to an existing Planned Development Overlay Ordinance which includes the subject properties and adjacent properties. The proposal includes revisions to the original Planned Development master plan for the subject properties, which requires approval of a Planned Development Amendment. The master plan for the subject properties will replace the existing plan for medical offices with the proposed plan for apartments. The new Master Plan is also subject to the provisions of Ordinance 5095, which amended the terms of the previous Planned Development Overlay Ordinance.</p>
	<p>TML 1-23. The subject property is within the Three Mile Lane Planned Development Overlay, established by Ordinance 4131 and subsequently revised by Ordinances 4572, 4666, 4988, and 5101. The proposed development is subject to policies and standards of the Three Mile Lane Planned Development Overlay Ordinance.</p>
	<p>L 25-23. The proposal includes a landscape plan review, which is required for multi-dwelling development, subject to the provisions of Chapter 17.57 of the Zoning Ordinance.</p>

The meeting site is accessible to handicapped individuals. Assistance with communications (visual, hearing) must be requested 24 hours in advance by contacting the City Manager (503) 434-7405 – 1-800-735-1232 for voice, or TDY 1-800-735-2900.

*Please note that these documents are also on the City's website, www.mcminvilleoregon.gov. You may also request a copy from the Planning Department.

Location: 235 SE Norton Lane, Tax Lots R4427 400, 404, and 405

Applicant: Structure Development Advisors LLC c/o Mike Andrews, on behalf of property owner Housing Authority of Yamhill County (HAYC),

B. Legislative Hearing: Comprehensive Plan Amendment and Zoning Ordinance Amendment (Docket G 3-22) – (Exhibit 4)

(Continued from July 20, 2023)

Proposal: **THE CITY OF MCMINNVILLE IS PROPOSING AMENDMENTS TO THE MCMINNVILLE COMPREHENSIVE PLAN AND ZONING ORDINANCE FOR A NATURAL HAZARDS INVENTORY AND MANAGEMENT PROGRAM, AS FOLLOWS:** Amendment to the McMinnville Comprehensive Plan, Volume I - Background Element, adopting the Natural Hazards Inventory and Management Program Options and Recommendations; amendment to the McMinnville Comprehensive Plan, Volume II – Goals and Policies, adding a new Chapter XI, entitled Natural Features; amendments to the McMinnville Municipal Code, Chapters 17.48, Flood Area Zone, and Chapter 17.49, Natural Hazard Overlay Subdistricts; and the adoption of the Natural Hazard Mitigation Zone (NH-M) and Natural Hazard Protection Zone (NH-P)

Applicant: City of McMinnville

5. Action Items: Request for Land-Use Decision Extension, MP 6-20, 835 SW Hilary Street. (Exhibit 5)

Applicant: Steve and Mary Allen

6. Commissioner Comments

7. Staff Comments

8. Adjournment

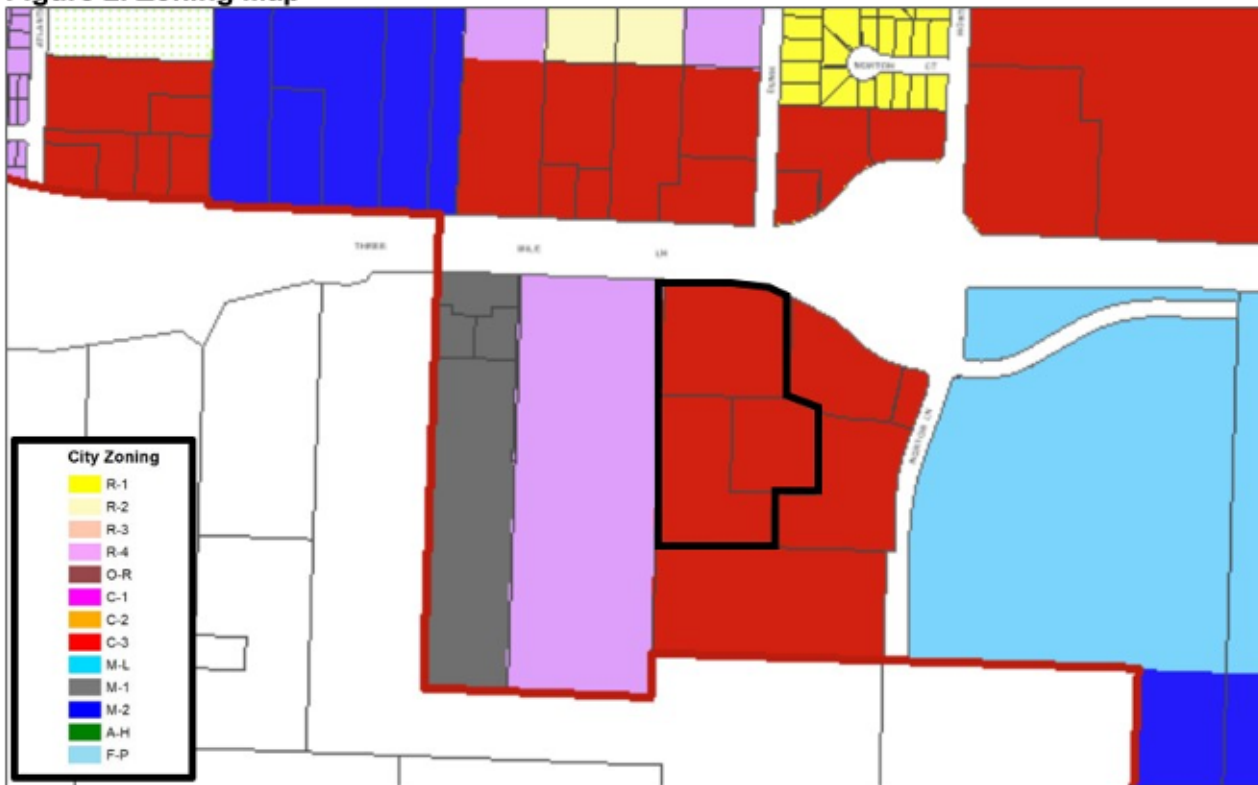
The meeting site is accessible to handicapped individuals. Assistance with communications (visual, hearing) must be requested 24 hours in advance by contacting the City Manager (503) 434-7405 – 1-800-735-1232 for voice, or TDY 1-800-735-2900.

*Please note that these documents are also on the City's website, www.mcminnvilleoregon.gov. You may also request a copy from the Planning Department.

Figure 1. Vicinity Map



Figure 2. Zoning Map

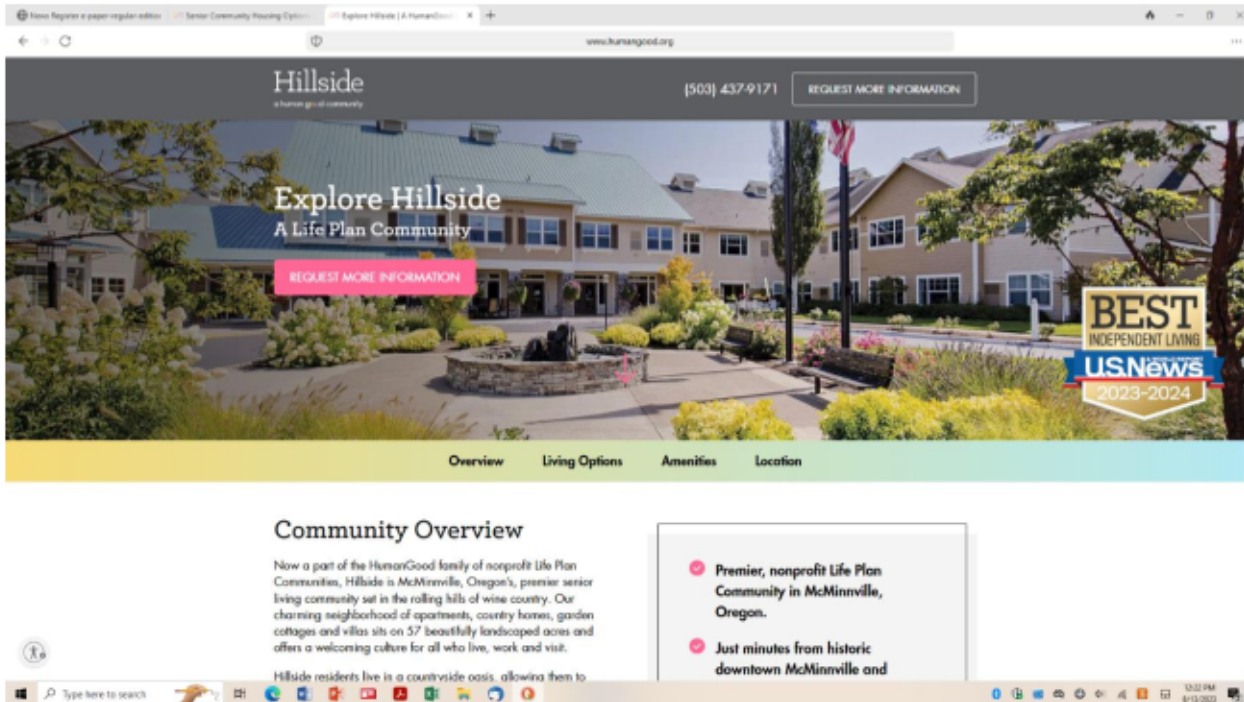


ATTACHMENT C

Assisted Living and Memory Care facilities in McMinnville

We have identified the following Assisted Living and Memory Care facilities in McMinnville. These group quarter facilities collectively house hundreds of people at multi-family densities and employ hundreds of people on residential land. A quick web search show that most are currently advertising for new employees.

<u>Name</u>	<u>Address</u>	<u>Zone</u>
Hillside	300 Hillside Parkway	R-4
Fircrest	213 Fircrest Drive	R-4
Vineyard Heights	345 SW Hill Rd. S	R-1
Brookdale City Center	721 NE 27 th St.	R-4
Parkland	3121 NE Cumulus Ave	R-4
McMinnville Memory Care	320 SW Hill Rd. S	R-1
Cherrywood Memory Care	2750 NE Doran Dr.	C-3
Marjorie House	2855 NE Cumulus Ave	???



www.seniorhousingnet.com

seniorhousingnet 800-304-7152
Talk to a local advisor for free

Assisted Living Alzheimer's Care More Senior Living Options Advice & Planning

Home > McMinnville, OR > McMinnville Assisted Living > 213 NE Fircrest Drive

Photos Map

Overview Neighborhood

Fircrest Senior Living

213 NE Fircrest Drive, McMinnville, OR 97128

Call for Rates

We'd love to chat!
800-304-7152

Free Guidance, Compare costs/Services, Insider view

Full Name _____

you@domain.com _____

303-000-0000 _____

Request Info

By clicking "Request info", you agree to our Terms of Use, our Privacy Policy, and our Agreement to be Contacted by Telephone. You also consent that we, or our partner providers, may reach out to you about senior living solutions or Medicare insurance using a system that can auto-dial. However, you do not need to consent to this to use our service.

Overview

Core Types: Assisted Living, Alzheimer's Care

- Striking contemporary décor
- Warm calm colors
- Cutting edge heating and cooling system

Vineyard Heights Assisted Living

What's my zoning | McMinnville | zoning_200_Letter.pdf

frontiergenet.com

Welcome to Vineyard Heights Assisted Living

Independent Living


444 Southwest Hill Road
97128

VIEW PHOTO

Vineyard Heights (14) 1 of 28

Brookdale McMinnville City Center | www.brookdale.com | 503-435-0100

Where to Begin | Our Services | Brookdale Life | Find a Location




Brookdale McMinnville City Center
721 North East 27th Street, McMinnville, OR | 503-435-0100

How can we help? Pricing & Availability Schedule a Visit Community Information

First Name* | Last Name* | Email Address* | Phone* | [Get Started](#)

Return to Cascade Living Group.com | Return to Find a Community | Careers | Bill Payment | Friends & Family: 503-435-1499

Parkland Village Retirement Community | Living Options > | About Us > | Resources > | 503-435-1499 Call for Availability



Parkland Village Retirement Community

Set on a park-like campus with independent retirement living cottages and an assisted living community, Parkland Village Retirement Community is nestled in the rolling hills of the scenic Willamette Valley. Surrounded by beautiful vistas of lush farmlands and some of Oregon's most prestigious wineries, our senior living community offers serenity and tranquility but with plenty of nearby activity.

Special savings available for a limited time*

[Get Savings Now!](#)

Community
Address + Phone
3121 NE Cumulus Avenue
McMinnville, OR 97128
Phone: 503-435-1499

Living Options


- Independent Living
- Assisted Living
- Respite Care

Featured Amenities

- Club House/Community Center
- Beautiful garden areas
- Oversized activity room
- Park-like setting

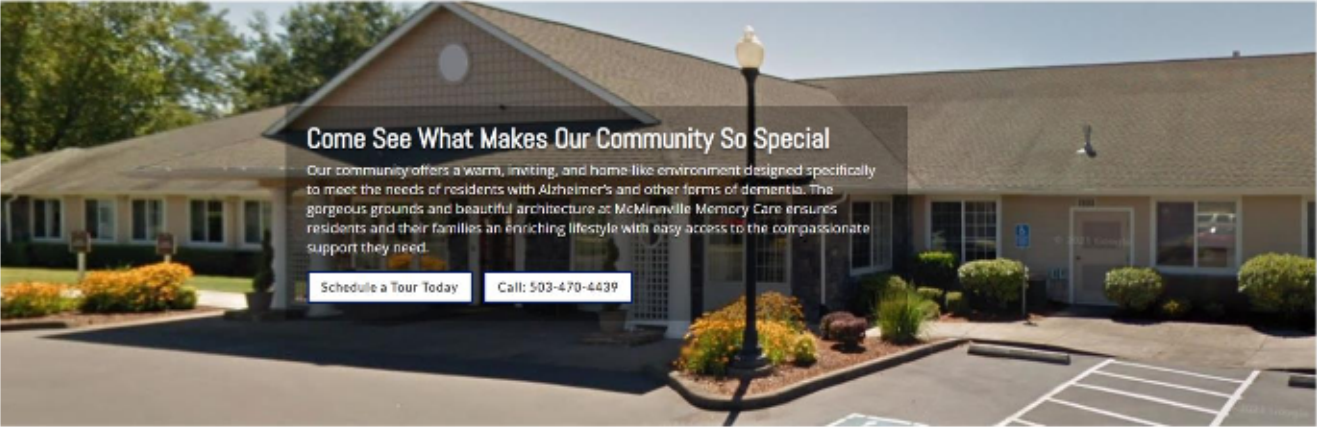
McMinnville Memory Care at Dorn... Memory Care Community for S... What's my Zoning | McMinnville, OR... spring_2020_layout.pdf

Call Today: 503-470-4439



McMinnville
Memory Care

HOME | OUR COMMUNITY | LIVING OPTIONS | SERVICES & AMENITIES | CONTACT US



Come See What Makes Our Community So Special

Our community offers a warm, inviting, and home-like environment designed specifically to meet the needs of residents with Alzheimer's and other forms of dementia. The gorgeous grounds and beautiful architecture at McMinnville Memory Care ensures residents and their families an enriching lifestyle with easy access to the compassionate support they need.

Schedule a Tour Today | Call: 503-470-4439

Welcome to McMinnville Memory Care!


We understand that memory loss can be difficult for everyone it impacts - from

Type here to search

1:01 PM 8/10/2020


Memory Care facility - McMinnville

503-474-4222 | 2050 Northeast Cummins Ave., McMinnville, OR 97128



Marjorie House
Memory Care Community

Home | About Us | Meet Our Team | Services | Dementia Education | Career Opportunities | Calendar | Contact Us



**COMPASSIONATE
DEMENTIA CARE**

CONTACT US FOR A TOUR OF OUR
STATE-OF-THE-ART CARE FACILITY TODAY!

1 2 3 4

Type here to search

1:01 PM 8/10/2020



Now Hiring for Home Care Aides

Various hours available weekday / weeknight and weekends

Looking for someone with a passion for helping others!

Pay range is \$16.50 - \$17.50 per hour • No experience required

As the largest nonprofit owner/operator of senior living communities in California and one of the largest in the country, we are more than just a place to work. We are here to ensure that all we serve are provided with every opportunity to become their best selves as they define it, and this begins with YOU.


HumanGood offers competitive pay and phenomenal benefits. Eligible positions (30+ hours/week) start with 20 paid days off, plus seven holidays, a company-matching 401(k) and health plans that give you cash to use for those unexpected health issues. We provide healthcare benefits for our part-time and per diem team members! We also offer a Tuition Reimbursement to promote your career advancement.

Vineyard Heights Assisted Living

job.applo.com

Jobs at Vineyard Heights Assisted Living

LOGIN



Industry: Healthcare

Location: 243 Southwest Hill Road, McMinnville, OR 97126, USA

Company Website

Vineyard Heights Assisted Living is a premier Assisted Living and Independent Living community in the McMinnville area that serves the McMinnville, Dayton, Williams, Carlton, Sheridan, Amity, Newberg, Sherwood, Lincoln City, Tillamook, Corvallis, Se...

SEARCH FOR OPEN POSITIONS

Enter a keyword Portland, United States

McMinnville, Oregon | 4 days ago | Part Time

Caregiver

McMinnville, Oregon | 4 days ago | Full Time

Medication Technician Med Tech

McMinnville, Oregon | 10 days ago | Full Time

Cook

Jobs at Cascade Living Group

Search for Open Positions

Type to search

Oregon
Parkland Village
See All Cities
See All Jobs

Parkland Village | McMinnville, Oregon | Aug 02, 2023
Server

Parkland Village | McMinnville, Oregon | Jul 17, 2023
Caregiver

Parkland Village | McMinnville, Oregon | Jul 17, 2023
Med Tech (Med Aide)



32 jobs near McMinnville, OR.

Medication Technician \$500 Sign-On Bonus
 Brookdale McMinnville City Center
 Based on state regulations and completion of required training/certification, Medication Aide/Technician will administer or assist with self-administration of medication and treatments as prescribed by the health care provider and observe/report response.

191 NE 27th St, McMinnville, OR | Regular Full-Time | 2023-232076 | Healthcare

Caregiver - Full and PT Positions / Various Schedules
 Brookdale McMinnville City Center
 Caregivers provide direct care to residents, recognize individual needs, encourage independence and treat all residents with respect and dignity. You will assist residents with activities of daily living, including bathing, dressing, grooming and others.

191 NE 27th St, McMinnville, OR | Regular Full-Time | 2023-232075 | Healthcare

LPN / RN - Wellness Coordinator
 Brookdale McMinnville City Center
 Manages the day-to-day healthcare operations of the community to ensure residents' health care needs are met. Ensure residents are treated with respect and dignity and ensures quality care as residents' healthcare needs change. Ensures consistent quality.

191 NE 27th St, McMinnville, OR | Regular Full-Time | 2023-232948 | Healthcare

Sous Chef
 Brookdale McMinnville Town Center
 Assists the chef with overseeing the day-to-day operation of the kitchen and maintaining the highest quality food products and service. Oversees kitchen cleanliness in accordance with sanitation and food safety standards as well as the persons' needs.

Filters

Job Category

All

Type

Regular Full-Time
 Regular Part-Time
 Temporary Full-Time
 Temporary Part-Time

[Filter Jobs](#)
[Clear](#)

[Click here to download Job Description](#)

Marjorie House Memory Care Community is a residential memory care community that takes pride in offering person centered care that nurtures the body, mind and spirit, enables free choice, provides a purposeful life and encourages independence in a safe, secure, and loving environment. We are proud to offer warm and nurturing environment for seniors with Alzheimer's and all other forms of dementia and are looking for like-minded individuals who will strive to meet our mission of "Building a foundation for a legacy of loving care".

**NOW HIRING CARING AND COMPASSIONATE CAREGIVERS TO JOIN OUR TEAM!
WE HAVE IMMEDIATE OPENINGS FOR THESE EXCITING POSITIONS!**

RESIDENT AIDES

The primary responsibility of this position is to assist our memory care residents with all ADL's (Activities of Daily Living). Additionally, RA's assist other team members as needed.

Full-time with benefits. Day and Swing Shifts available.

MEDICATION AIDES

The primary responsibility of this position is to administer medications to residents and assist with other aspects of daily care and routine. Additionally, Med Aides assist other team members as needed.

Full-time with benefits. Part-time Shifts Available.

If you would like to apply for any of the above positions please contact us via the request information page of this website or by phone at 603-474-4222.

[Click here to download job application](#)

City of McMinnville

Housing Needs Analysis

March 2019

Prepared for:
City of McMinnville

Draft REPORT

ECONorthwest
ECONOMICS • FINANCE • PLANNING

KOIN Center
222 SW Columbia Street
Suite 1600
Portland, OR 97201
503.222.6060

market. Nonetheless, group quarters require residential land. They are typically built at densities that are comparable to that of multiple-family dwellings.

The 2013-2017 American Community Survey shows that 5% of McMinnville's population was in group quarters. **For the 2021 to 2041 period, we assume that 5% of new population, 564 people, will be in group quarters.**

A final note on persons in group quarters: persons in group quarters require land. While the DLCD Workbook backs this component of the population out of total population that needs housing, it does not otherwise make accommodations for land demand for new group quarters. For the purpose of this analysis, **we assume that persons in group quarters require land at approximately the same density as multiple family housing.**

- **Household Size.** OAR 660-024 established a safe harbor assumption for average household size—which is the figure from the most-recent decennial Census at the time of the analysis. According to the 2013-2017 American Community Survey, the average household size in McMinnville was 2.55 people. **Thus, for the 2021 to 2041 period, we assume an average household size of 2.55 persons.**
- **Vacancy Rate.** The Census defines vacancy as: "Unoccupied housing units are considered vacant. Vacancy status is determined by the terms under which the unit may be occupied, e.g., for rent, for sale, or for seasonal use only." The Census determines vacancy status and other characteristics of vacant units by enumerators obtaining information from property owners and managers, neighbors, rental agents, and others.

Vacancy rates are cyclical and represent the lag between demand and the market's response to demand for additional dwelling units. Vacancy rates for rental and multifamily units are typically higher than those for owner-occupied and single-family dwelling units.

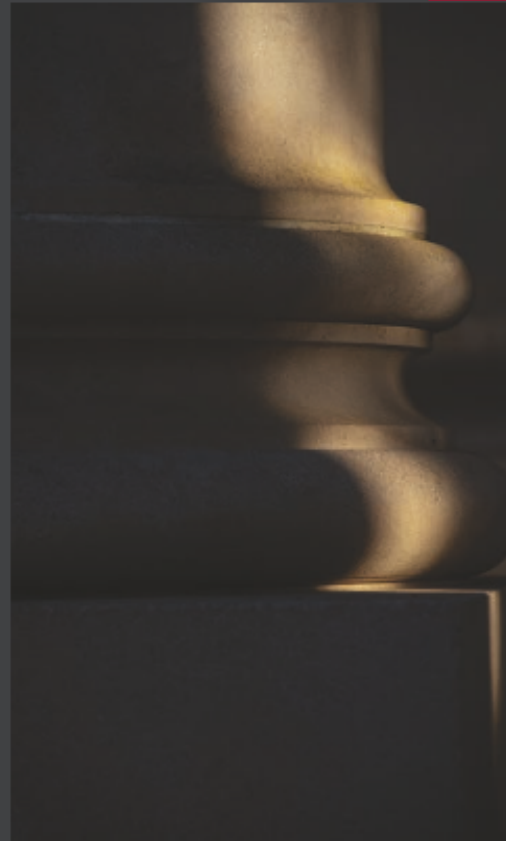
OAR 660-024 established a safe harbor assumption for vacancy rate—which is the figure from the most-recent Census. According to the 2013-2017 American Community Survey, McMinnville's vacancy rate was 5.4%. **For the 2021 to 2041 period, we assume a vacancy rate of 5.4%.**

UNCOMMONLY INSPIRED

ON BECOMING A COMPREHENSIVE MASTER'S LEVEL UNIVERSITY



STRATEGIC PLAN 2027





ON BECOMING A COMPREHENSIVE MASTER'S LEVEL UNIVERSITY

A century after Frances Ross Linfield gave the gift that transformed McMinnville College into Linfield College, the now-university that bears her name continues to evolve in critically important ways. With that in mind, it is my deep honor to introduce Linfield University's 2022-27 Strategic Plan. The transformation envisaged in this document is at least as profound as the one Mrs. Linfield and President Leonard W. Riley unveiled in 1922.

Shortly after I was hired as Linfield's 20th president, I discussed with the Board a long-term vision for the college to reach 2,000 undergraduate students in McMinnville and another 2,000 students online, in Portland or in graduate programs. We need to be well down the road and on a strong growth trajectory toward that in the next five years. This strategic plan has been crafted to help us achieve that goal.

For one thing, this plan proposes that we develop and align resources around "The Linfield Promise," which would double down on some of our most distinctive elements of the student experience. We already offer the first plane ticket free for study abroad (and potentially study away) programs, but our institutional pledge could also include required experiential learning in all academic programs and a guarantee that students who follow the academic program will graduate in four years or less. You'll see those elements proposed in the pages that follow, among others.

You'll also notice an emphasis on building upon our tradition of a comprehensive education for students. The place where a Venn Diagram might overlap between the liberal arts, professional studies and experiential learning – that's where the Linfield Curriculum shines brightest. And you'll see a repeated theme that the end goal is the success of our students, which includes their well-being and sense of belonging. Who our students are and what they need from us continues to evolve, but our mandate to help them achieve their life goals will not.

This plan departs from previous Linfield strategic plans in that it fully embraces three campuses – McMinnville, Portland and eCampus – as well as undergraduate and graduate education, non-degree coursework and non-tuition sources of revenue. We are one university and committed to offering a singular Linfield experience across all of our offerings.

Bluntly, resourcing this next phase of Linfield's history will challenge us. Our current ways of operating will need to evolve in order to align resources with the initiatives we believe are paramount. I'm confident that together, we can overcome these hurdles.

This plan is the result of eight months of collaboration from Linfield employees at every level and from every functional area. It recognizes the university's proud history, its foundation as a residential undergraduate institution with an active and engaged student body and its culture of student-faculty collaboration and mentorship. It also imagines a future that grows out of those traditions into something altogether new, strong and just as life-altering for future students.

I am more convinced than I have ever been that we are positioned to realize the dream of Linfield University as a model for learning, life and community for the next 165 years.

Be well and be blessed,

Miles K. Davis

President, Linfield University

Professional Studies

Liberal Arts

Experiential Learning



FOCUS

Reinforce our integrated learning model to prepare students for a life of purpose

Enhance learning, living and athletic spaces

Prioritize experiential learning as a central tenet of the Linfield experience

CREATE

Develop distinctive new academic programs responsive to prospective student interests

Maximize opportunities to diversify university revenue in ways that are consistent with the mission

Build an adaptive campus culture focused on the changing demographics and needs of students

UNITE

Advance one Linfield experience across the university

Invest in diverse, creative and resilient employees oriented around shared student success

Tell the Linfield story

CONNECTING LEARNING, LIFE AND COMMUNITY



MISSION

Linfield University advances a vision of learning, life and community that:

- Promotes intellectual challenge and creativity
- Values both theoretical and practical knowledge
- Engages thoughtful dialogue in a climate of mutual respect
- Honors the rich texture of diverse cultures and varied ways of understanding
 - Piques curiosity for a lifetime of inquiry
- And inspires the courage to live by moral and spiritual principle and to defend freedom of conscience

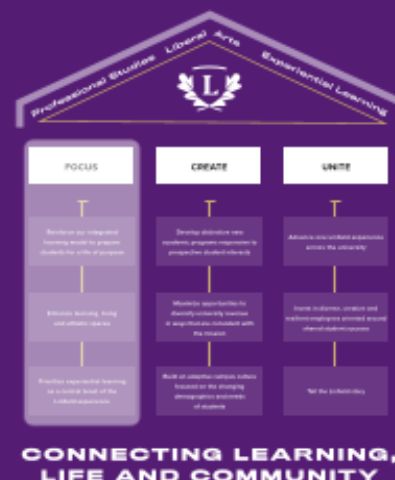
Connecting Learning, Life and Community

FOCUS

Elevate the work already happening at Linfield and make it even more distinct and uncommon, allowing current programs the opportunity to become signature offerings.

TEAM MEMBERS 2021-22:

- Jeff Mackay, dean of students (co-chair)
- Catherine Reinke, associate professor of biology (co-chair)
- Kimberly Dupree Jones, dean of nursing and professor (co-chair)
- Lee Bakner, professor and chair, Department of Psychology
- Jennifer Ballard, director of institutional research
- Chuck Dunn, professor and chair, Department of Mathematics and Computer Science
- Patty Haddeland, director of Student Health, Wellness and Counseling Center
- Joseph Hunter, vice president for university advancement
- Shaik Ismail, director of international programs
- Jeff Larson, program director of Learning Support Services
- Mike Nardoni, budget director
- Scott Nelson, associate vice president for strategic communications/CMO
- Kristie Rickerd, associate director of admission
- Jane Samuels, assistant director of athletics and senior woman administrator
- Paul Shillam, associate vice president for financial services and controller
- Lainie Sowell, director of student care and support
- Meridith Symons, executive assistant to the dean of College of Arts and Sciences
- Tanya Tompkins, professor of psychology
- Christina Untiet, Experiential Learning Center manager, School of Nursing
- Daniel Zajic, assistant professor of anatomy



FOCUS

GOAL 1: REINFORCE OUR INTEGRATED LEARNING MODEL TO PREPARE STUDENTS FOR A LIFE OF PURPOSE

KEY INITIATIVES:

- Champion a combination of professional, liberal arts and experiential components in a comprehensive education
- Apply a faculty-student mentoring model and provide training, emphasizing pathways to student success
- Integrate career development into curricular and co-curricular programming
- Advance compelling curricular and co-curricular opportunities to prepare students for careers and global citizenship

KEY METRICS:

- Student retention
- Rates of educational attainment to completion of undergraduate or graduate programs
- Advancement by graduates to career or academic opportunities

ACCOUNTABILITY

- Vice President for Academic Affairs
- Vice President for Student Affairs
- Vice President of Enrollment Management and Student Success



FOCUS

GOAL 2: ENHANCE LEARNING, LIVING AND ATHLETIC SPACES

KEY INITIATIVES:

- Complete a campus master plan for the McMinnville and Portland campuses, and prioritize needs and resource allocation
- Renovate residence halls with academic and co-curricular collaboration in mind
- Provide innovative learning spaces, including standardized technology in every classroom

KEY METRICS:

- The enhancement of student, community and athletic spaces on both campuses, as informed by the master plan
- The realignment of technology funding to elevate student learning
- Number of residence halls renovated

ACCOUNTABILITY

- Vice President for Finance and Administration
- Vice President for Academic Affairs
- Vice President for Student Affairs
- Director of Athletics



FOCUS

GOAL 3: PRIORITIZE EXPERIENTIAL LEARNING AS A CENTRAL TENET OF THE LINFIELD EXPERIENCE

KEY INITIATIVES:

- Require a formal experiential learning component for all undergraduate and graduate academic programs
- Link career development with experiential learning opportunities
- Engage alumni, parents and donors to expand experiential learning opportunities

KEY METRICS:

- Define and measure experiential learning outcomes for all academic and co-curricular programs
- Number of internships and student participation
- Participation in study-abroad and study-away programs
- Number of students participating in student-faculty collaborative research

ACCOUNTABILITY

- Vice President for Academic Affairs
- Vice President for Student Affairs
- Vice President for University Advancement
- Dean of Students
- Academic Deans



CREATE

Bring to life new possibilities for the university, including academic programs and opportunities for non-tuition revenue sources.

TEAM MEMBERS 2021-22:

- Jennifer Madden, dean, School of Business (co-chair)
- Sam Williams, chief information officer (co-chair)
- Susan Agre-Kippenhan, provost and vice president for academic affairs
- Andrew Baggett, assistant professor of chemistry
- Kevin Curry, assistant professor of journalism and media studies
- Haley Domeck, head women's volleyball coach
- Denise Farag, associate professor and associate dean, School of Business
- Nichola Farron, adjunct professor, Online and Continuing Education
- Craig Haisch, director of development
- Lindsay Kandra, counselor, Student Health, Wellness and Counseling Center
- Garry Killgore, director of athletics
- Keri Knight, director of student activities
- Lisa Knodle-Bragiel, director of admission
- Tim Matz, Domaine Serene Chair in Wine Business and director of the Evenstad Center for Wine Education
- Donna Montoya, assistant director of career development
- Gerardo Ochoa, associate vice president for retention and student success
- Mary Piper, executive assistant to the vice president for finance and administration
- Naomi Pitcock, associate professor
- Paul Smith, associate dean, School of Nursing
- Abigail Thomas, interim director of diversity, equity and inclusion programs
- Patrick Wilson, senior associate director of admission



CREATE

GOAL 1: DEVELOP DISTINCTIVE NEW ACADEMIC PROGRAMS RESPONSIVE TO PROSPECTIVE STUDENT INTERESTS

KEY INITIATIVES:

- In consultation and collaboration with faculty members and external stakeholders, develop and launch new undergraduate and graduate programs
- Introduce professional academic advisors in each school or college, freeing up faculty time for new academic programs
- Analyze student interests and emerging career trends on an ongoing basis to ensure programming reflects the best opportunities for graduates
- Develop a robust eCampus catering to virtual-only students
- Expand programs on the Portland campus beyond the School of Nursing

KEY METRICS:

- Number of new undergraduate programs and students, by campus
- Number of new graduate programs and students, by campus
- Number of virtual-only eCampus programs and students
- Number of transfer students
- Decoupling of McMinnville-student and Portland-student online classes from the program for virtual students

ACCOUNTABILITY

- Vice President for Academic Affairs
- Vice President for Student Affairs
- Academic Deans



CREATE

GOAL 2: MAXIMIZE OPPORTUNITIES TO DIVERSIFY UNIVERSITY REVENUE IN WAYS THAT ARE CONSISTENT WITH THE MISSION

KEY INITIATIVES:

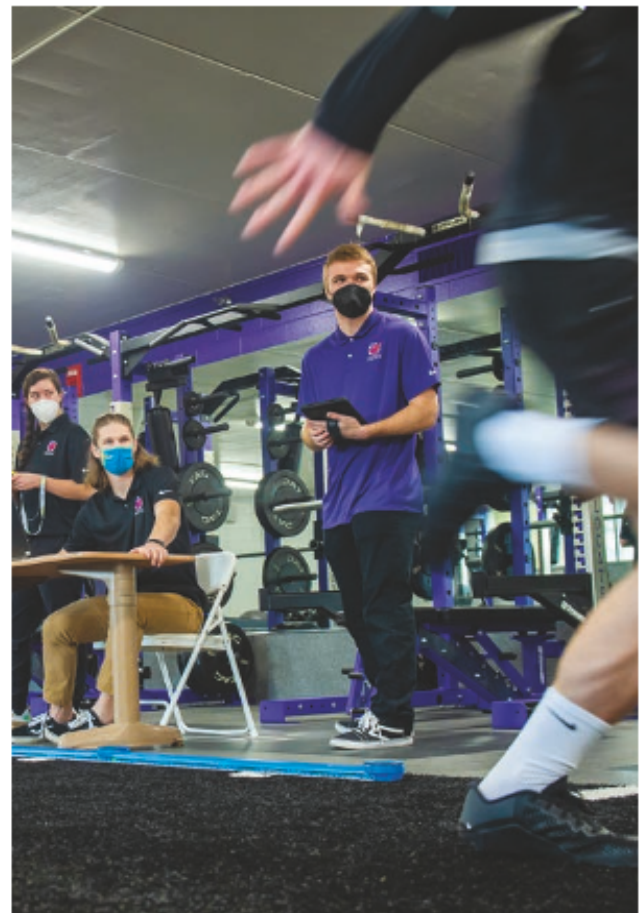
- Leverage non-tuition revenue potential of undeveloped or underutilized spaces on the McMinnville and Portland campuses
- Establish relevant strategic partnerships
- Complete a campus master plan for the McMinnville and Portland campuses, and prioritize needs and resource allocation

KEY METRICS:

- Endowment value
- Recurring non-tuition revenue as a percentage of total revenue

ACCOUNTABILITY

- Vice President for Finance and Administration
- Vice President for University Advancement



CREATE

GOAL 3: BUILD AN ADAPTIVE CAMPUS CULTURE FOCUSED ON THE CHANGING DEMOGRAPHICS AND NEEDS OF STUDENTS

KEY INITIATIVES:

- Be intentional about meeting the needs of new majority students beyond traditional approaches
- Recruit and retain faculty and staff representative of the student population
- Apply a faculty-student mentoring model and provide training, emphasizing pathways to student success
- Audit workplace policies, practices and procedures for suitability in meeting the changing needs of new majority students

KEY METRICS:

- Achieve a common understanding of "new majority"
- Campus climate survey
- Student retention rates
- Rates of educational attainment to completion of undergraduate and graduate programs
- Employee diversity measures

ACCOUNTABILITY

- Vice President for Academic Affairs
- Vice President for Student Affairs
- Vice President of Enrollment Management and Student Success



UNITE

Foster collaboration to achieve a future worthy of Linfield's mission and oriented around the success of our students.

TEAM MEMBERS 2021-22:

- Allison Horn, director of facilities and auxiliary services (co-chair)
- Joe Wilferth, dean, College of Arts and Sciences (co-chair)
- Ginny Blackson, library director
- Kathryn Crabtree, assistant professor of nursing
- Lisa Cummins, recruitment specialist/human resources generalist
- Katie D'Aboy, assistant director of academic advising
- Chris Dahlvig, assistant professor
- Ingrid Flanders, assistant professor
- Kathy Foss, director of strategic communications
- Beth Garcia, director of conference and event planning
- Rob Gardner, professor and chair, Department of Sociology and Anthropology
- Debbie Harmon Ferry, special assistant to the president
- Susan Hopp, vice president for student affairs and admission
- Gennie VanBeek, associate professor of education, associate dean, College of Arts and Sciences
- Lynn Johnson, director of human resources
- Kimberly Kintz, associate professor
- Craig Luis, hardware support specialist
- Dennis Marks, director of Linfield Public Safety
- Mary Mirza, administrative specialist, School of Business
- Mary Ann Rodriguez, vice president for finance and administration
- Gayatree Sarma, assistant professor
- Erik Stenehjem, director of environmental health and safety
- Tim Stewart, cleaning services manager
- David Sumner, professor of English
- Jeremy Weisz, associate professor and chair, Department of Biology
- Natalie Welch, assistant professor



UNITE

GOAL 1: ADVANCE ONE LINFIELD EXPERIENCE ACROSS THE UNIVERSITY

KEY INITIATIVES:

- Develop “The Linfield Promise”
- Advance compelling curricular and co-curricular opportunities to prepare students for careers and global citizenship
- Offer curricular and co-curricular programming designed to equip students with tools to enhance their well-being and sense of belonging
- Study the future of January Term
- Champion a combination of professional, liberal arts and experiential components in a comprehensive education

KEY METRICS:

- Institutional diversity and inclusion audit
- Resolve the future of January Term
- Campus climate survey
- American College Health Association survey
- Implementation of “The Linfield Promise”

ACCOUNTABILITY

- Vice President for Student Affairs
- Vice President for Academic Affairs
- Vice President of Enrollment Management and Student Success



UNITE

GOAL 2: INVEST IN DIVERSE, CREATIVE AND RESILIENT EMPLOYEES ORIENTED AROUND SHARED STUDENT SUCCESS

KEY INITIATIVES:

- Purposefully advance a culture of peer mentorship and professional development
- Provide annual employee training around who our students are and how faculty and staff can foster and celebrate their successes
- Promote workplace flexibility that allows employees to participate more fully in the life of the institution
- Create an employee onboarding program that reflects Linfield's mission

KEY METRICS:

- Vacancy rates for faculty and staff positions
- Recognition as a top workplace in regional surveys
- Campus climate survey

ACCOUNTABILITY

- Vice President for Finance and Administration
- Vice President for Academic Affairs
- Vice President of Enrollment Management and Student Success



UNITE

GOAL 3: TELL THE LINFIELD STORY

KEY INITIATIVES:

- Feature “The Linfield Promise” prominently in university communication
- Champion a combination of professional, liberal arts and experiential components in a comprehensive education
- Educate the Linfield community on our brand story, increasing internal communication
- Implement a comprehensive marketing plan with an emphasis on innovative storytelling and approaches
- Elevate unique voices of students, faculty and staff
- Create an employee onboarding program that reflects Linfield’s mission

KEY METRICS:

- Alignment around “The Linfield Promise”
- Number of inquiries and conversions for admission
- Organic and ad-based metrics

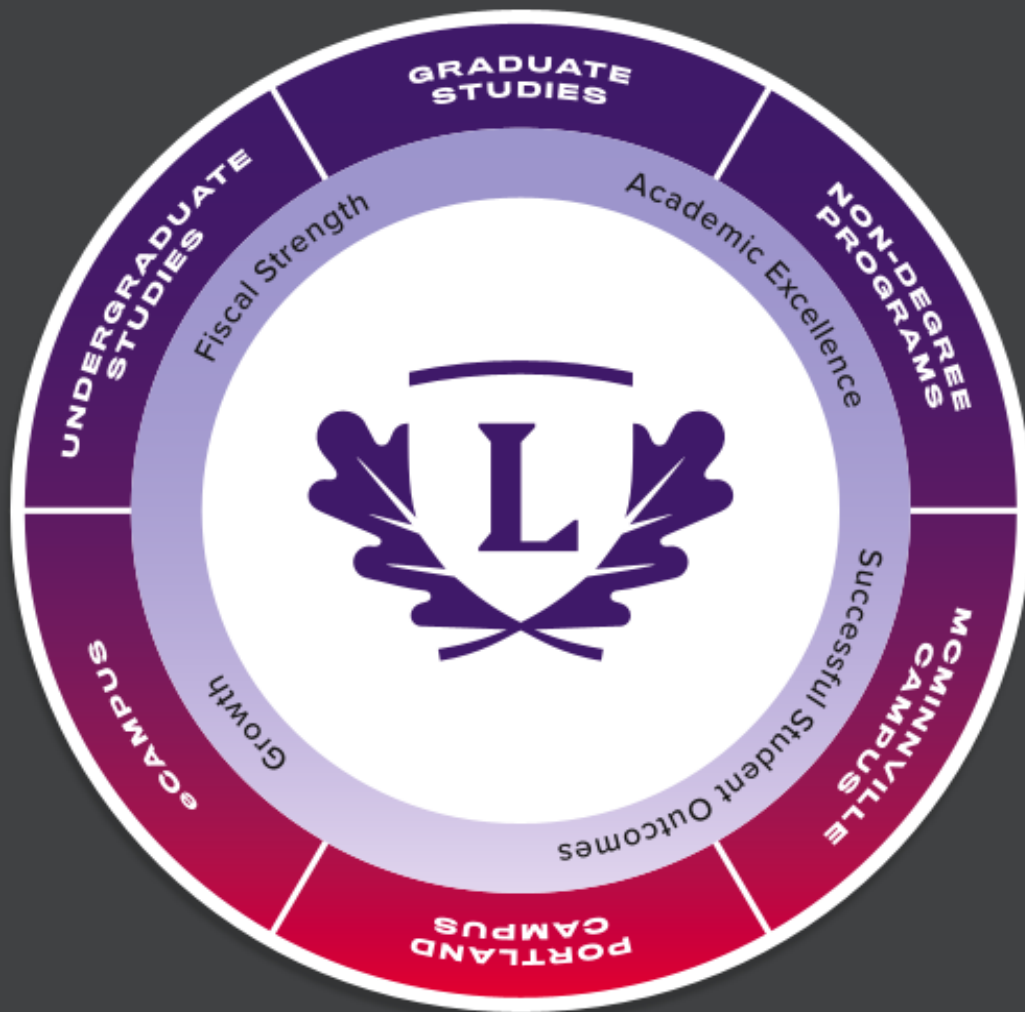
ACCOUNTABILITY

- Associate Vice President for Strategic Communications



STRATEGIC PLAN 2027

ON BECOMING A COMPREHENSIVE MASTER'S LEVEL UNIVERSITY



TIMELINE

Aug. 23, 2021:	Community Day for faculty and staff
September-October 2021:	Further faculty and staff general engagements
November 2021:	Planning team meeting #1
Nov. 12, 2021:	Board of Trustees meeting
November 2021-February 2022:	Theme teams conduct business
February 2022:	Theme team check-ins with Credo; share work during pop-up sessions with faculty and staff
March 2022:	Planning team meeting #2; recommendations presented to president
April 2022:	Presidential review
April 2022:	Approval by Board of Trustees at normal meeting
May 2022:	Final plan posted on linfield.edu
Fiscal year 2023:	Implementation and building
Fiscal years 2024-2027:	Living the plan

PLANNING TEAM MEMBERS

TEAM MEMBERS 2021-22:

- **Chuck Dunn**, professor and chair, Department of Mathematics and Computer Science
- **Denise Farag**, associate professor and associate dean, School of Business
- **Debbie Harmon Ferry**, special assistant to the president
- **Ingrid Flanders**, assistant professor
- **Allison Horn**, director of facilities and auxiliary services
- **Lisa Knodle-Bragiel**, director of admission
- **Jeff Larson**, program director, Learning Support Services
- **Jeff Mackay**, dean of students
- **Catherine Reinke**, associate professor
- **Jane Samuels**, assistant director of athletics and senior woman administrator
- **Paul Smith**, associate dean, School of Nursing
- **Natalie Welch**, assistant professor
- **Sam Williams**, chief information officer