

# City of McMinnville

## Facilities & Recreation Master Plan & Feasibility Study



Final Report

November 25, 2019



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Recreation Facility Planning and Operation Consultants

**opsis architecture**

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## Demographic Analysis

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

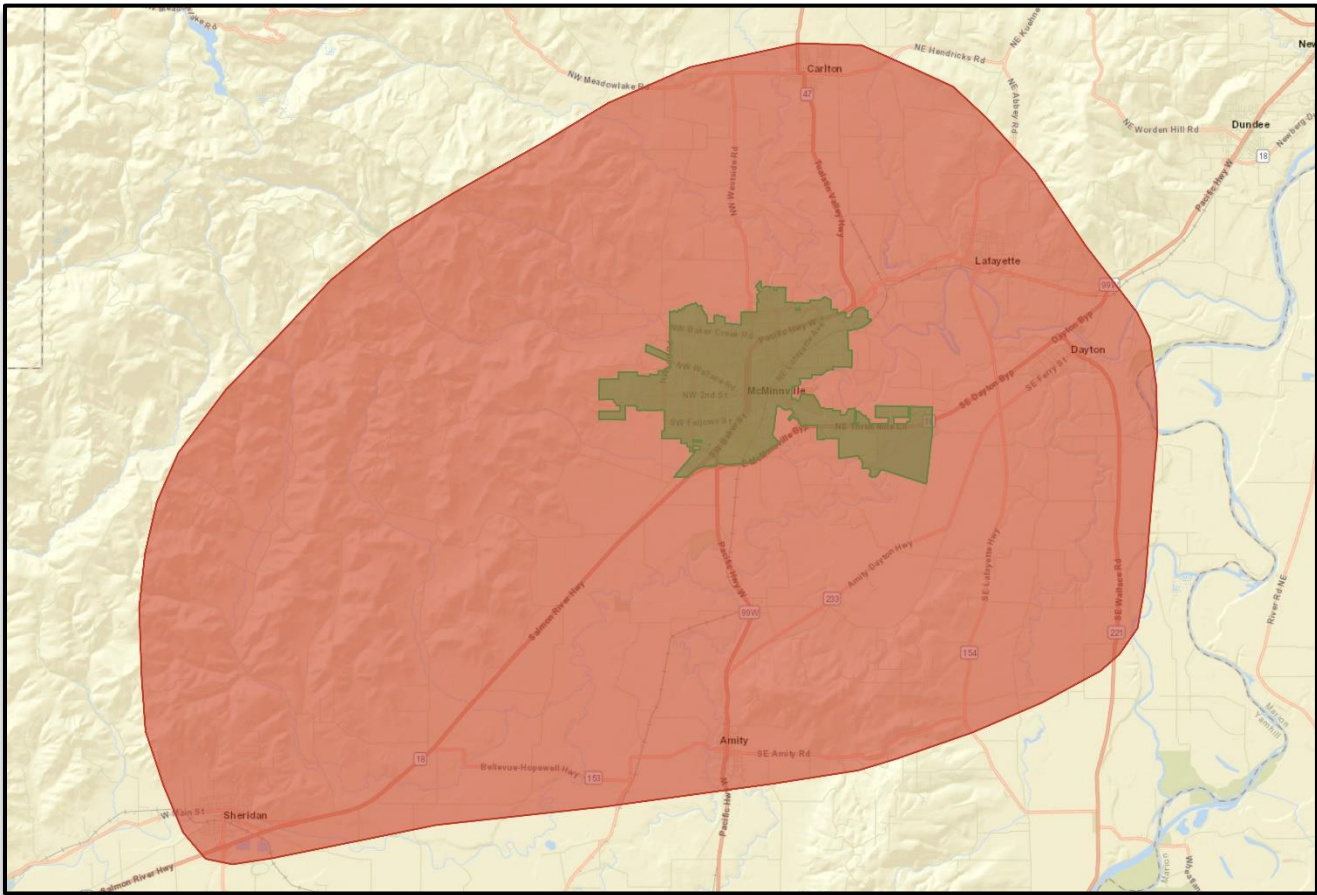
B\*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2010 Census data and their demographers for 2018-2023 projections. In addition to demographics, ESRI also provides data on housings, recreation, and entertainment spending and adult participation in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

### Service Areas

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

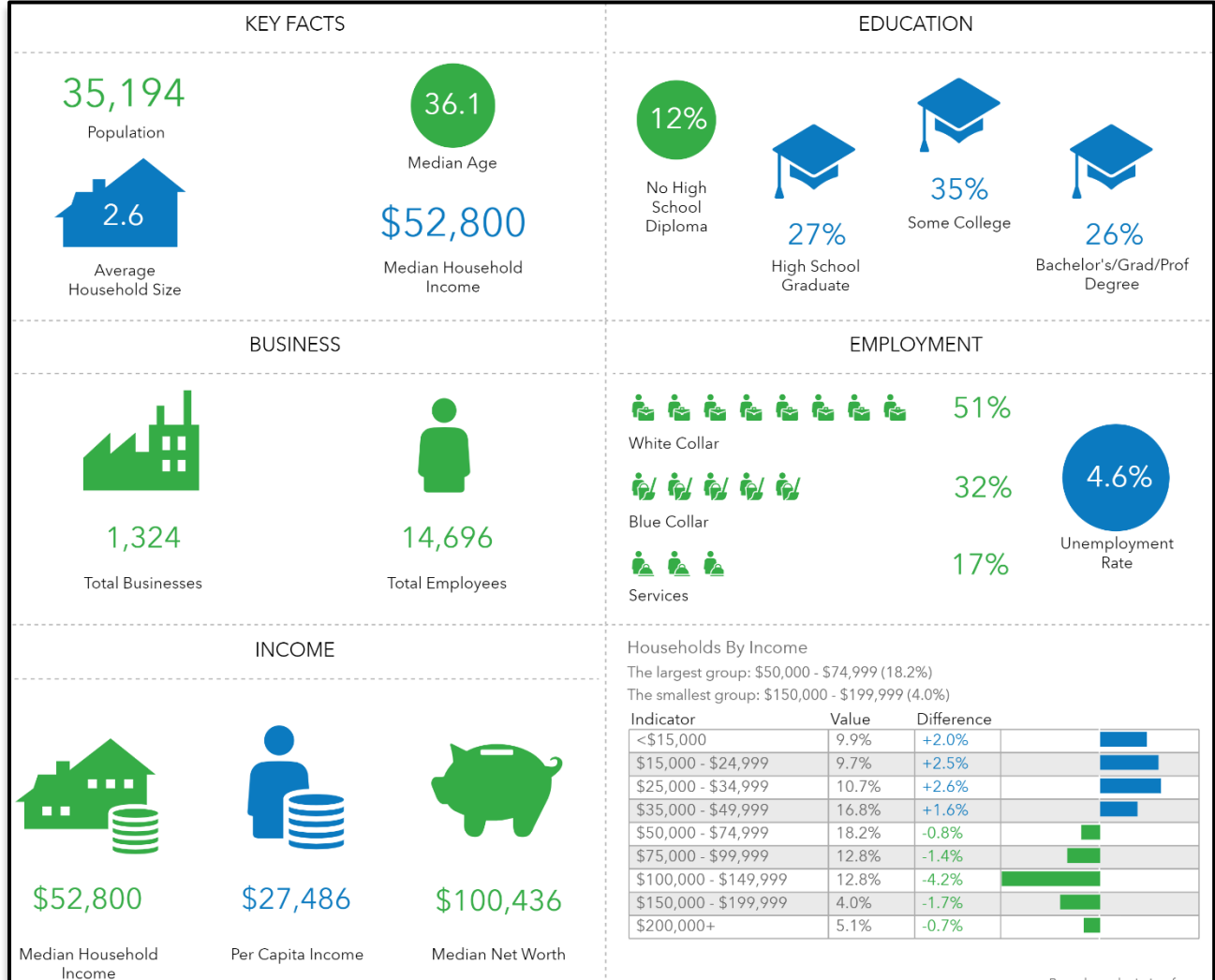
Primary Service Areas are defined as the distance people will travel on a regular basis (a minimum of once a week) to utilize recreation facilities. Use by individuals outside of this area will be much more limited and will focus more on special activities or events.

**Map A - Service Area Maps**



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

### McMinnville Infographic



## Demographic Summary

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

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

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

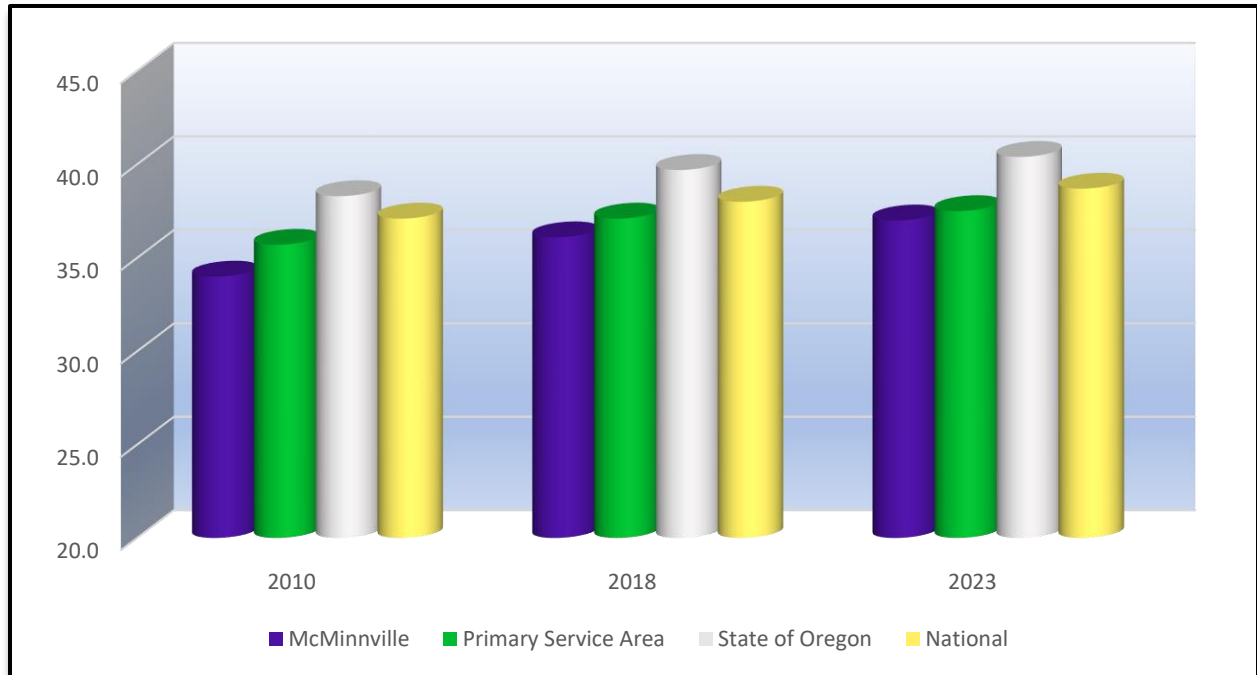
## Age and Income

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

**Table A – Median Age**

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

**Chart A – Median Age**



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

## Households with Children

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

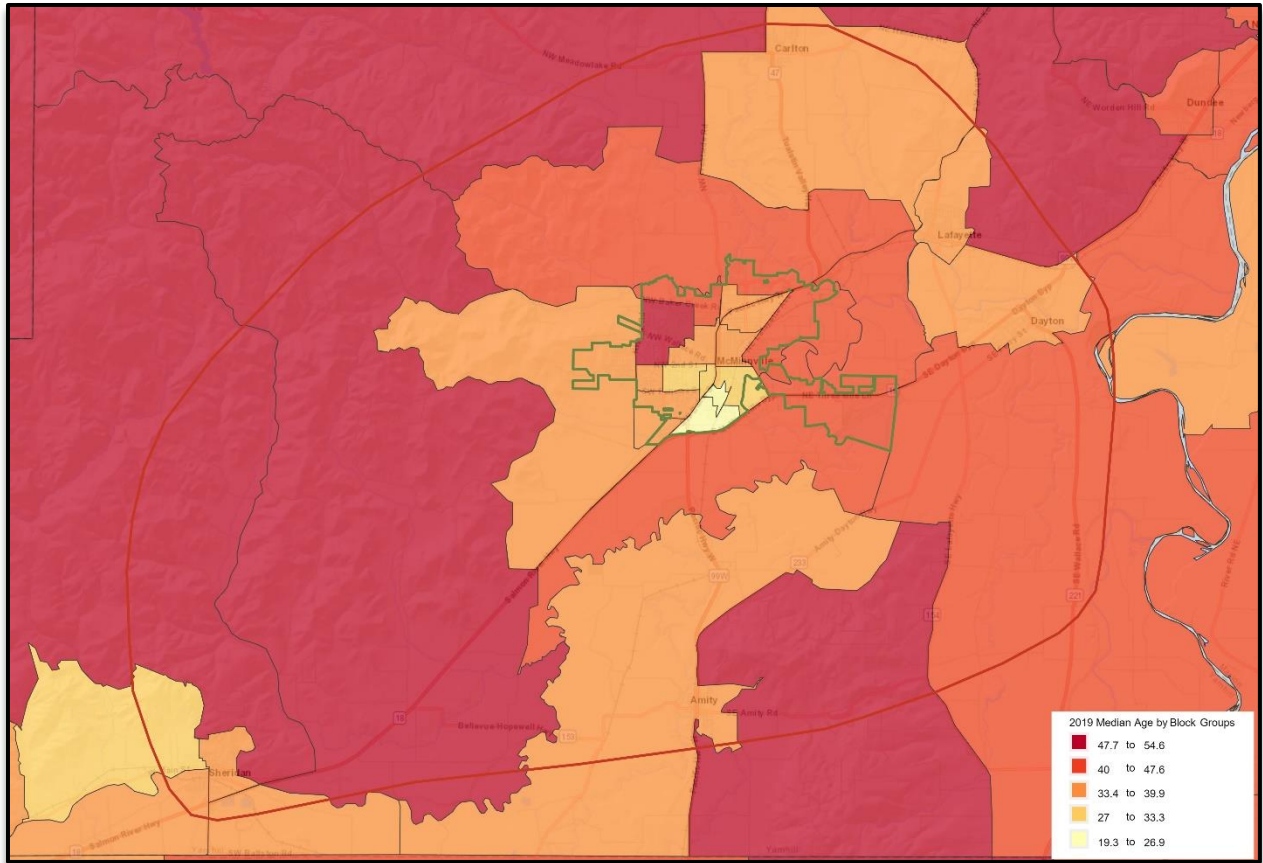
**Table B – Households w/ Children**

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

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



Map B – Median Age by Block Group

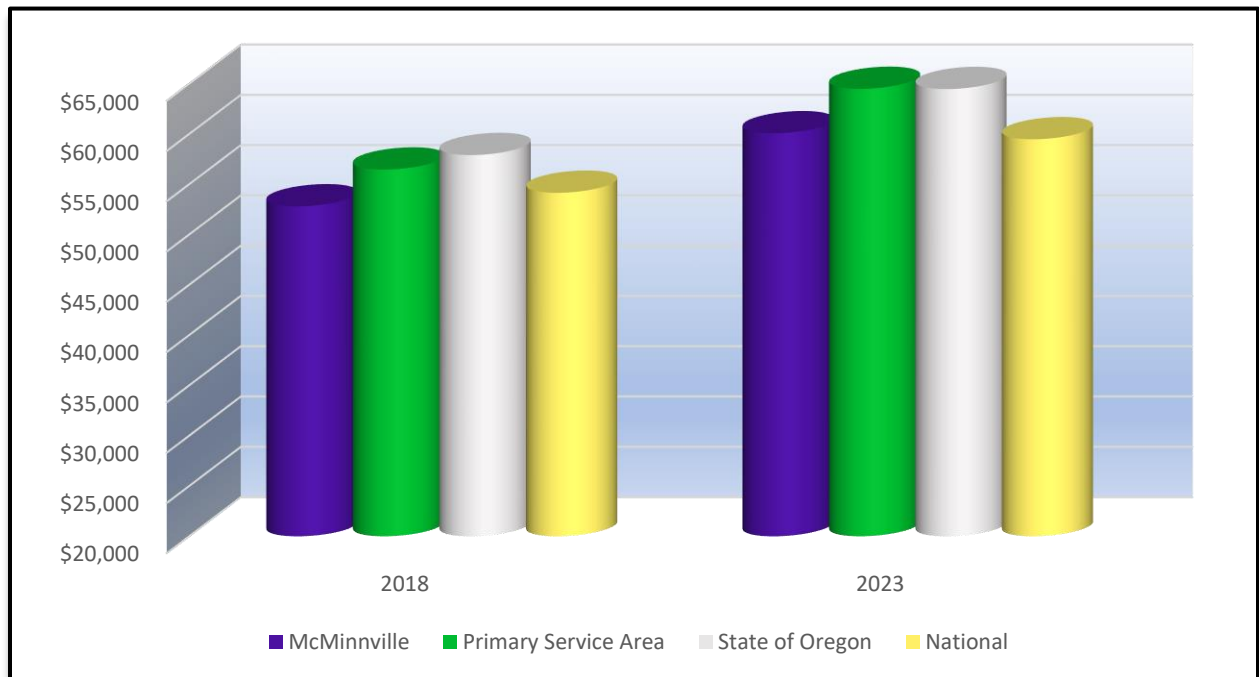


Demographic Analysis

**Table C – Median Household Income**

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

**Chart B – Median Household Income**



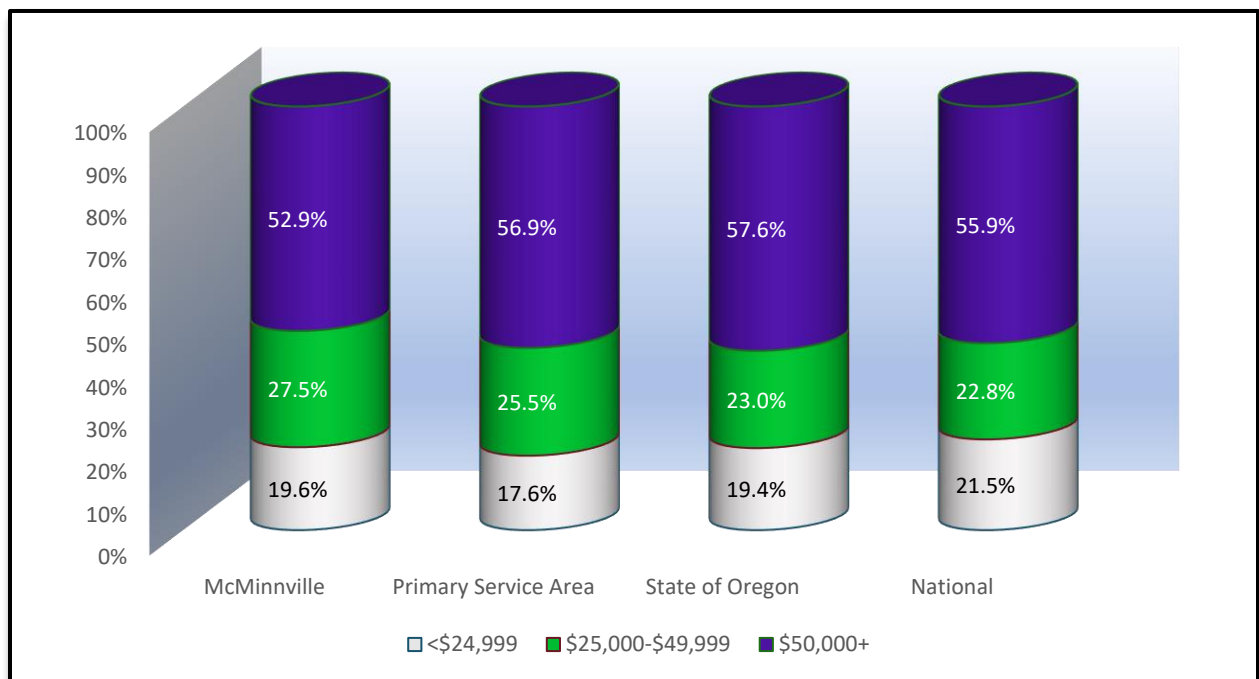
Based on 2018 projections for median household income the following narrative describes the service areas:

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

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

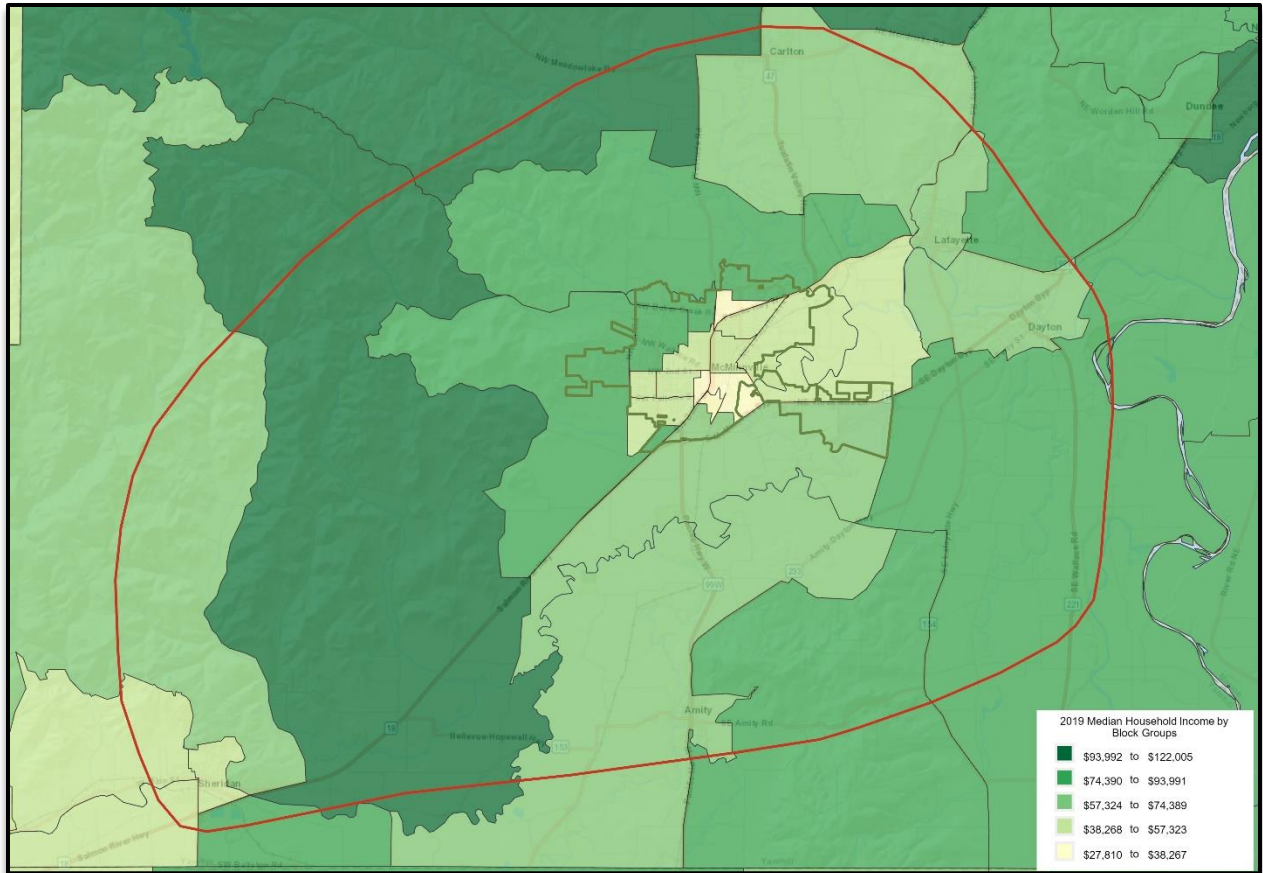
While there is no perfect indicator of use of an indoor recreation facility, the percentage of households with more than \$50,000 median income is a key indicator. Therefore, those numbers are significant and balanced with the overall cost of living.

**Chart C – Median Household Income Distribution**



Demographic Analysis

**Map C – Household Income by Block Group**



## Household Budget Expenditures

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

**Table D – Household Budget Expenditures<sup>3</sup>**

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

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

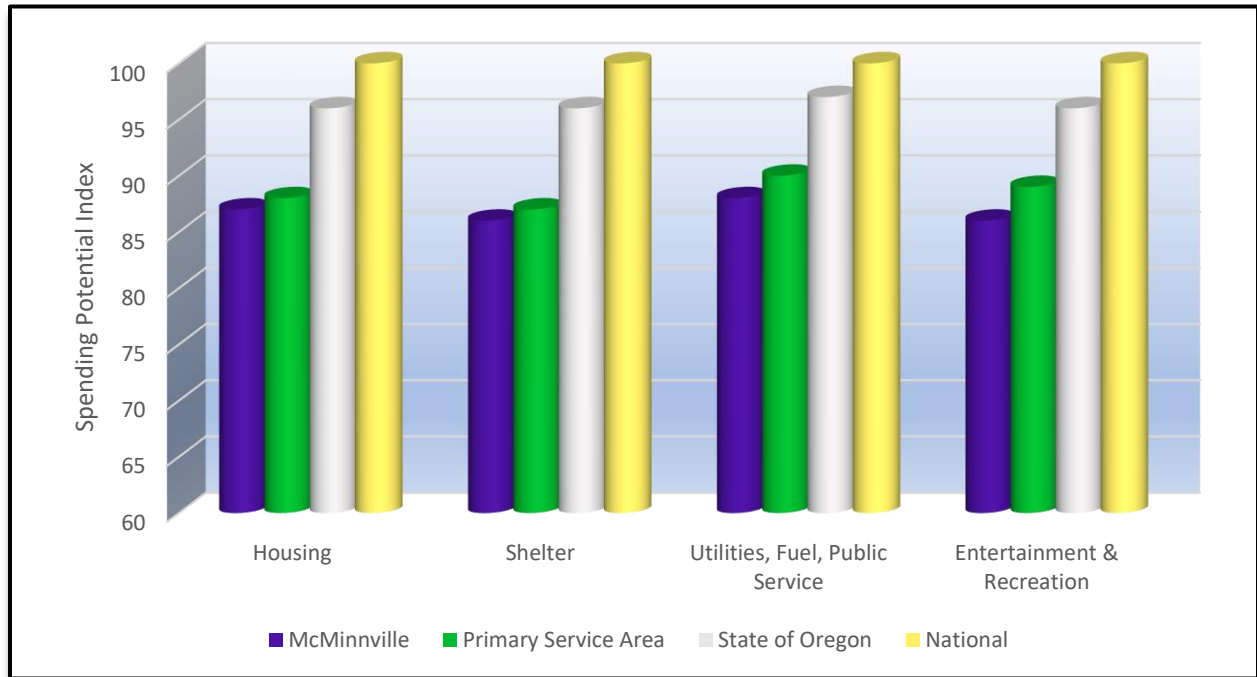
| State of Oregon                        | SPI | Average Amount Spent | Percent |
|--|-----|----------------------|---------|
| Housing                                | 96  | \$20,908.09          | 30.5%   |
| <i>Shelter</i>                         | 96  | \$16,111.59          | 23.5%   |
| <i>Utilities,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

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

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

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

**Chart D – Household Budget Expenditures Spending Potential Index**



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

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

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

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

## Recreation Expenditures Spending Potential Index

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

**Table E – Recreation Expenditures Spending Potential Index<sup>4</sup>**

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

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

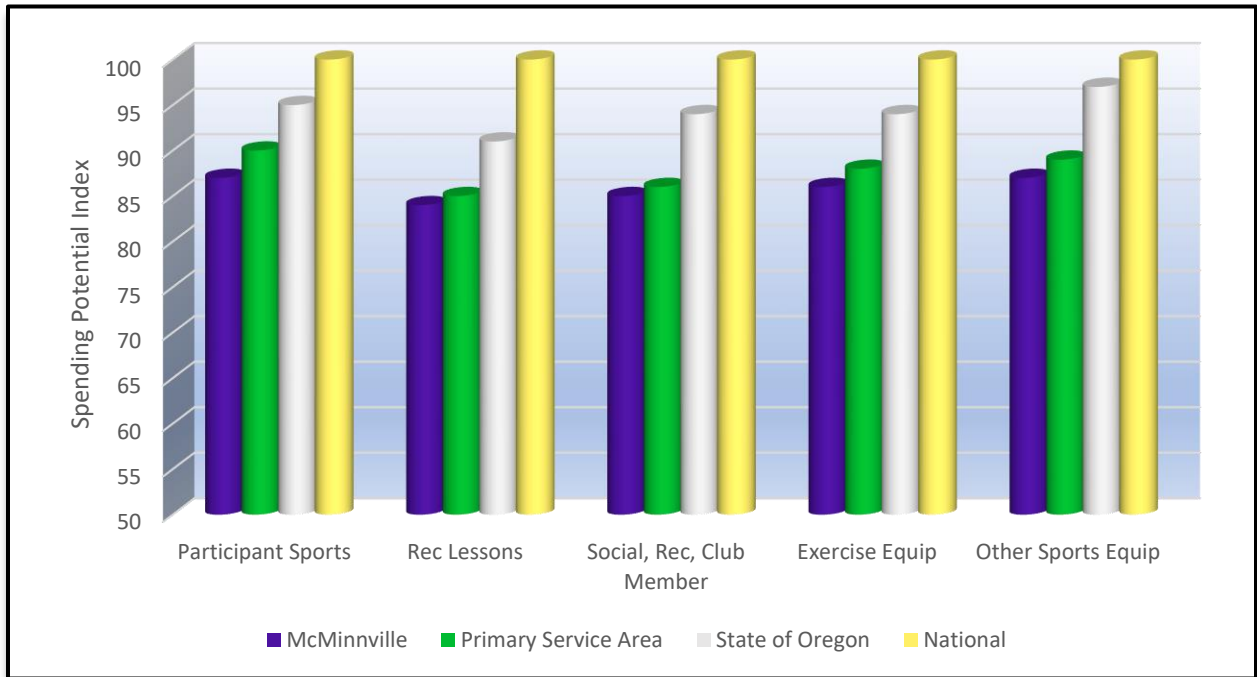
| State of Oregon                     | SPI | Average Spent |
|-------------------------------------|-----|---------------|
| Fees for Participant Sports         | 95  | \$107.43      |
| Fees for Recreational Lessons       | 91  | \$125.74      |
| Social, Recreation, Club Membership | 94  | \$211.80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

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

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

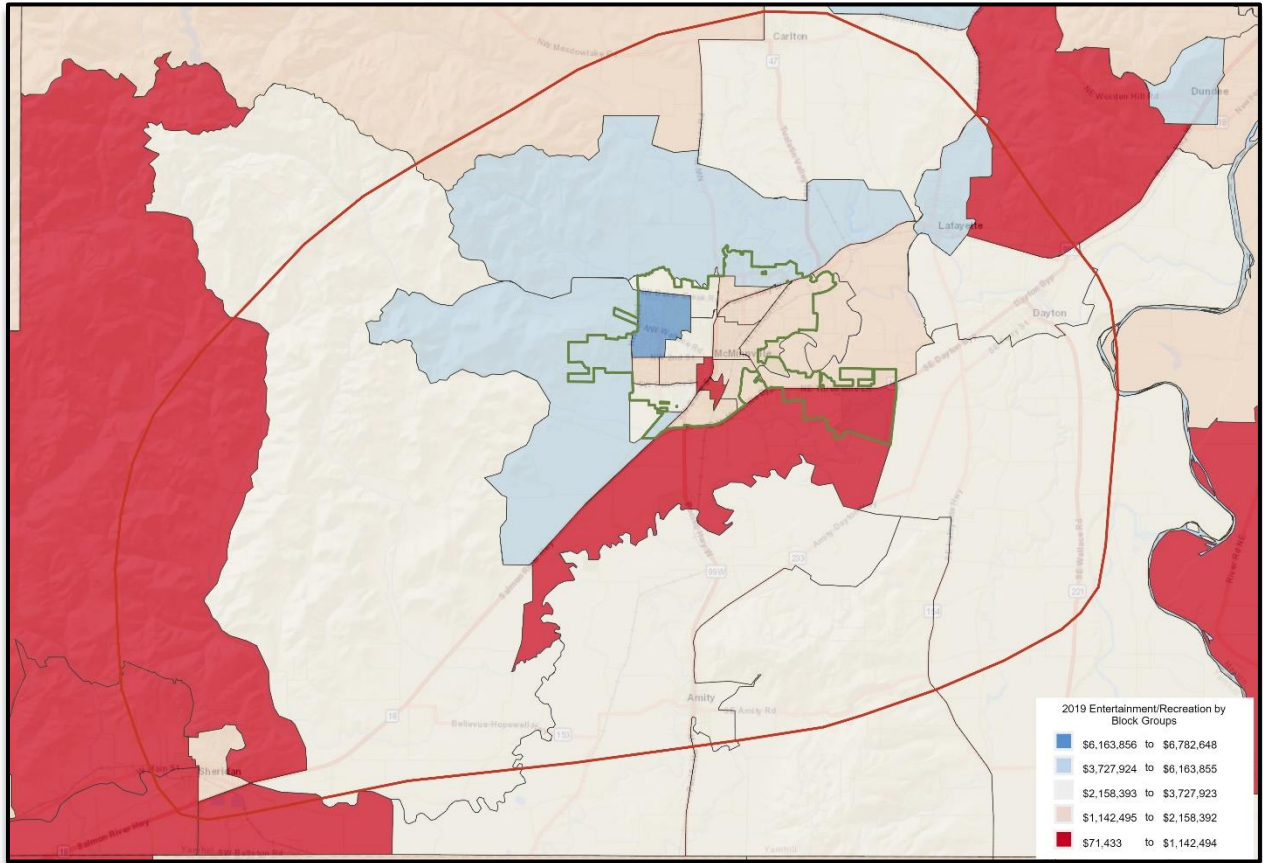
Demographic Analysis

**Chart E – Recreation Spending Potential Index**





**Map D – Entertainment and Recreation Spending by Block Group**



## Population Distribution by Age

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

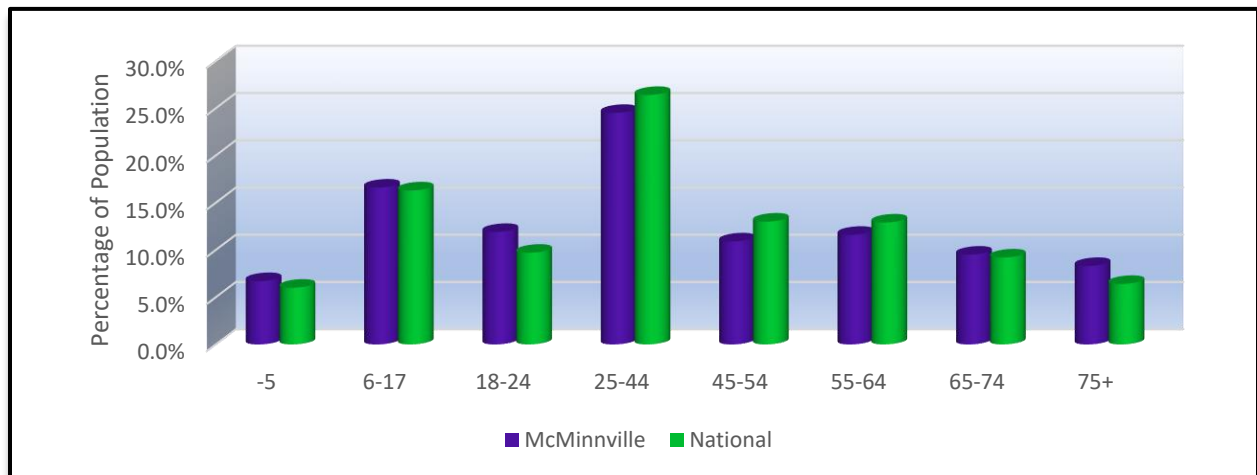
**Table F – 2018 McMinnville Age Distribution**

(ESRI estimates)

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

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

**Chart F – 2018 McMinnville Age Group Distribution**



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

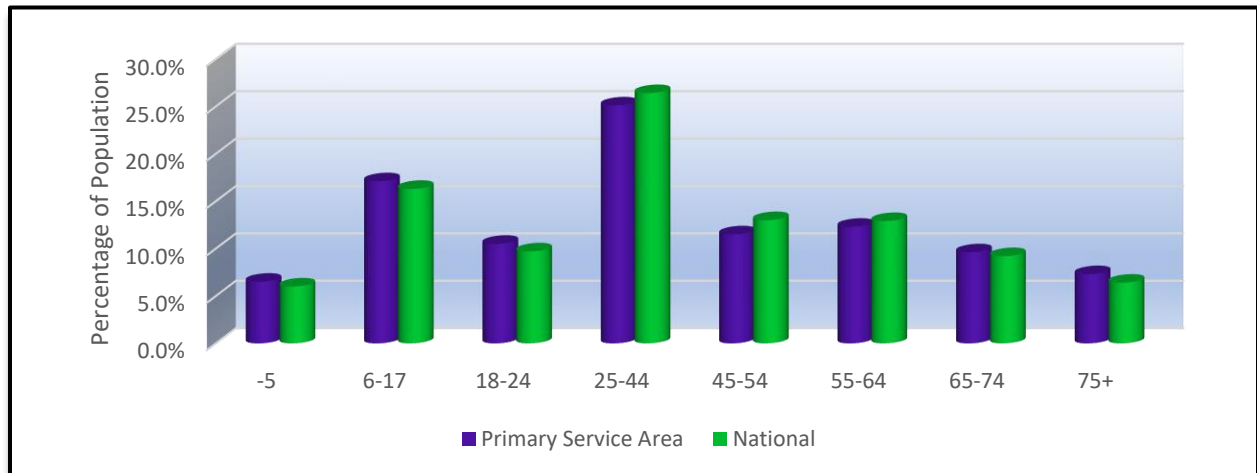
**Table G – 2018 Primary Service Area Age Distribution**

(ESRI estimates)

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

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

**Chart G – 2018 Primary Service Area Age Group Distribution**



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

## Population Distribution Comparison by Age Over Time

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

**Table H – 2018 McMinnville Population Estimates**

(U.S. Census Information and ESRI)

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

**Chart H – McMinnville Population Growth**

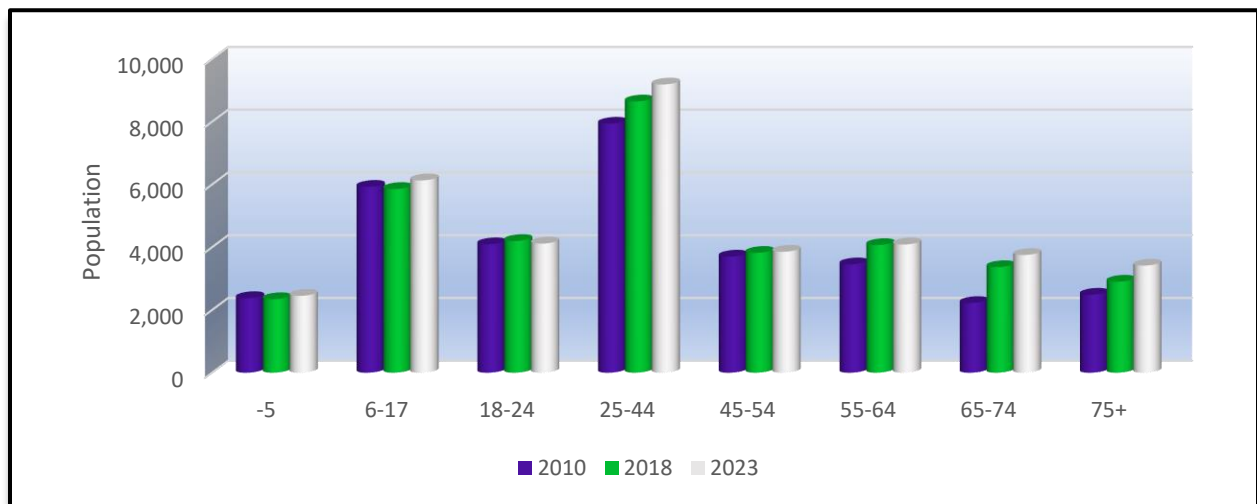


Table-H illustrates the growth or decline in age group numbers from the 2010 census until the year 2023. It is projected all age categories will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger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

**Table I – 2018 Primary Service Area Population Estimates**

(U.S. Census Information and ESRI)

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

**Chart I – Primary Service Area Population Growth**

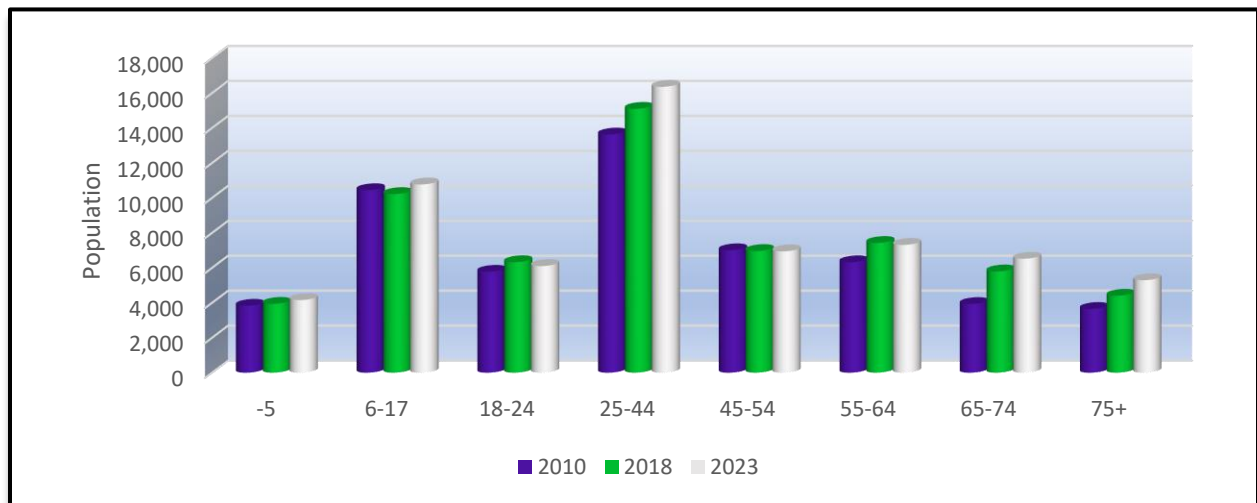


Table-I illustrates the growth or decline in age group numbers from the 2010 census until the year 2023. It is projected that all age categories, except 45-54, will see an increase. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger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

## Demographic Analysis

### Ethnicity and Race

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

**Table J – McMinnville Ethnic Population and Median Age 2018**

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

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

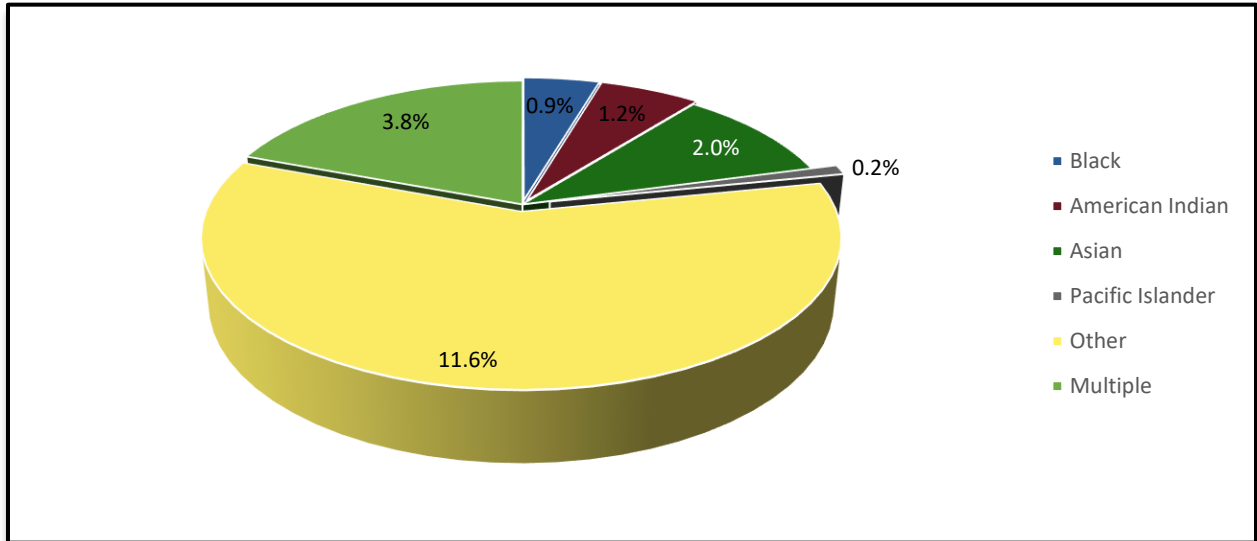
**Table K – McMinnville by Race and Median Age 2018**

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

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

2018 McMinnville Total Population: 35,194 Residents

**Chart J – 2018 McMinnville Population by Non-White Race**



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

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

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

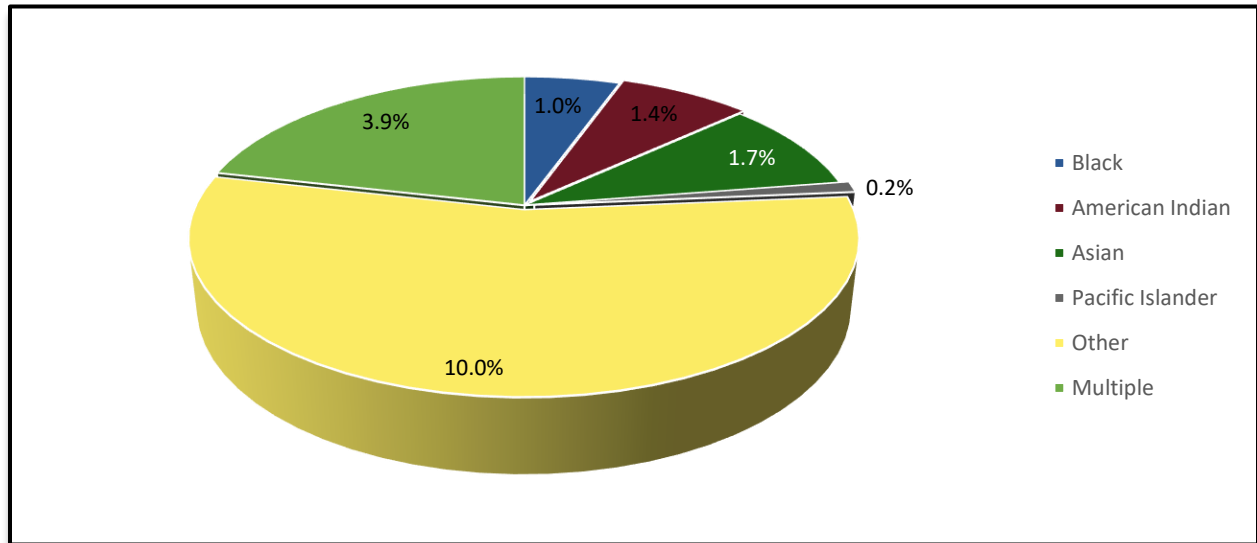
**Table M – Primary Service Area by Race and Median Age 2018**

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

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

2018 Primary Service Area Total Population: 60,149 Residents

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



## Tapestry Segmentation

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

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

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

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

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



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

**Table N – McMinnville Tapestry Segment Comparison**

(ESRI estimates)

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

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

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

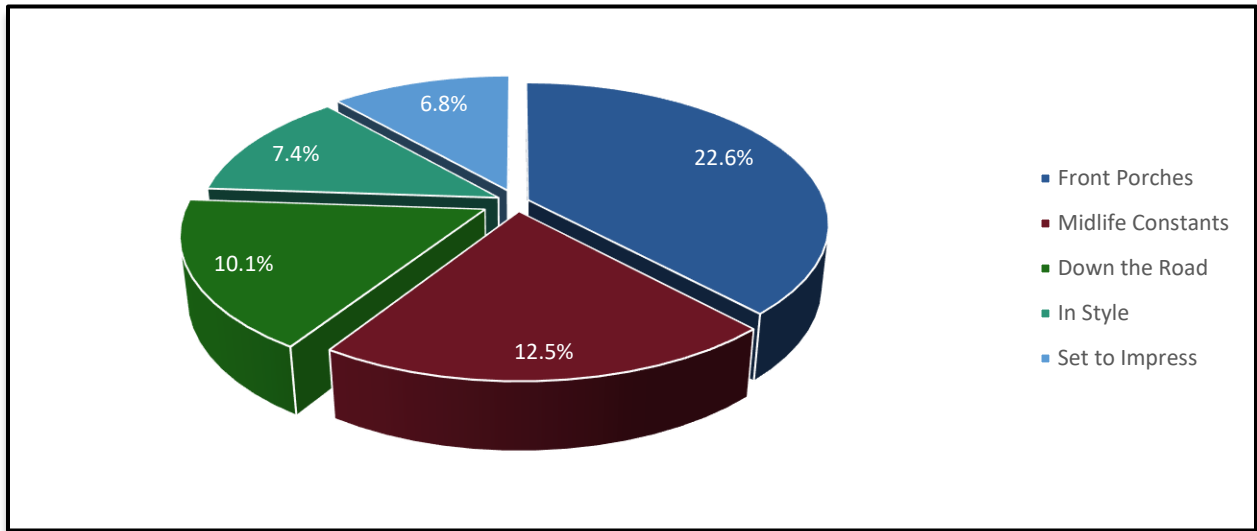
**Midlife Constants (5E)** – Seniors at or approaching retirement. Although they are generous, they are attentive to price. Prefer outdoor activities and contributing to the arts/service organizations.

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

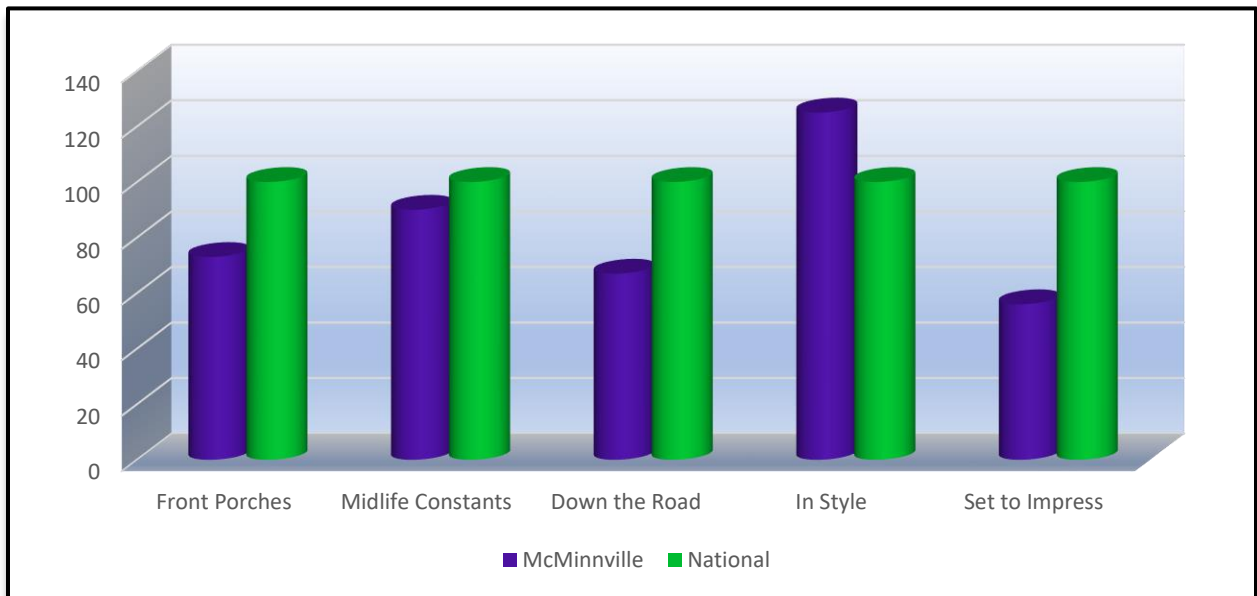
**Set to Impress (11D)** – Residents living alone but continue to have close family ties. Very conscious of the image. Enjoy popular music and quick meals. High use of internet and social media.

Demographic Analysis

**Chart L – McMinnville Tapestry Segment Representation by Percentage**



**Chart M – McMinnville Tapestry Segment Entertainment Spending:**



**Table O – Primary Service Area Tapestry Segment Comparison**

(ESRI estimates)

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

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

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

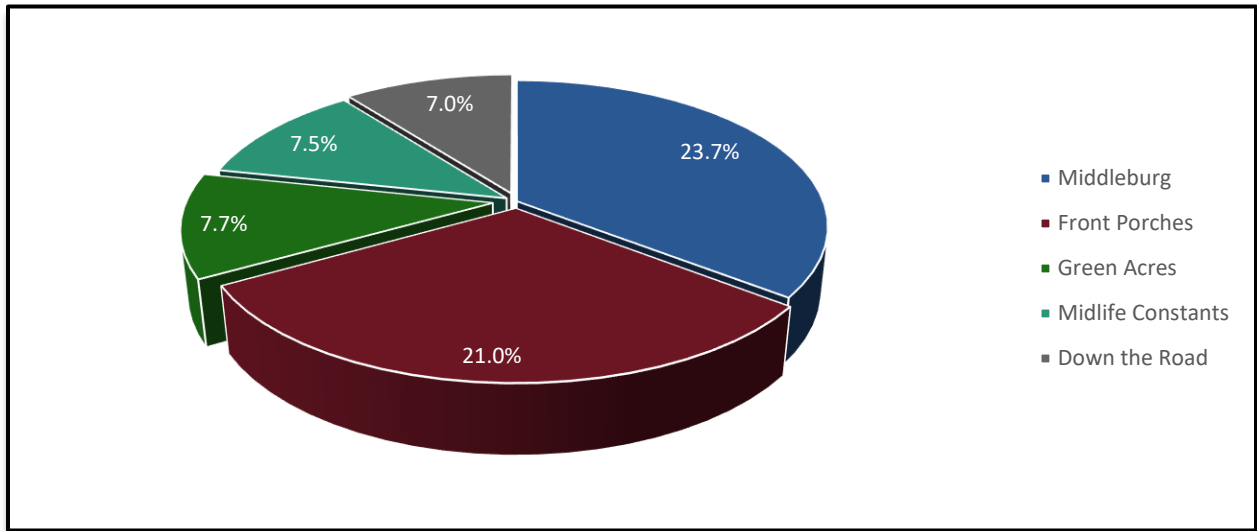
**Green Acres (6A)** – Lifestyle that features self-reliance. Enjoy maintaining home/yard, being outside and playing sports. Most households no longer have children. Conservative and cautious.

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

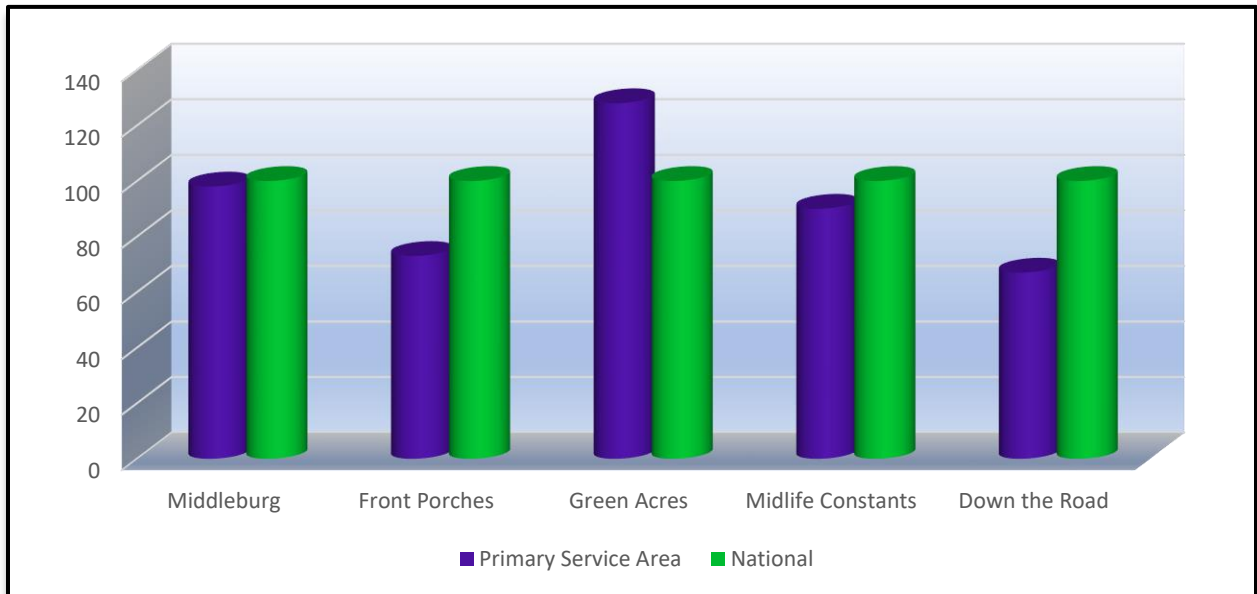
**Down the Road (10D)** – Young diverse communities with highest proportion of American Indians. Family-oriented consumers with traditional values. Prefer convenience.

Demographic Analysis

**Chart N – Primary Service Area Tapestry Segment Representation by Percentage**



**Chart O – Primary Service Area Tapestry Segment Entertainment Spending**



## Demographic Summary

The following summarizes the demographic characteristics of the service areas.

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

## Recreation Facilities Physical Assessment

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

### Community Center

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



McMinnville Community Center

## Current Spaces

### *Basement*

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

### *Level One*

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

### *Level Two*

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

## Program Deficiencies

### *Basement*

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

## Recreation Facilities Physical Assessment

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



Multipurpose Room

### *Level One*

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



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



Front Desk

#### *Level Two*

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



Level Two Main Circulation Area

### Physical Deficiencies

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

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

### Summary

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

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

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

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

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

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

**Table A**

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

Note: Estimates are based on 2019 pricing and include all expected costs. The figures are conservative based on a general estimate and without the benefit of a site, concept plan or determination of building systems.

## Recommendation

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

## Aquatic Center

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



McMinnville Aquatic Center

## Current Spaces

*Level One*

Entry lobby

Restrooms

Two pools (competition and program)

Men's and women's changing/shower rooms

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

*Level Two*

Spectator seating  
Administrative Office



Aquatic Center Pools

### Program Deficiencies

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

## Recreation Facilities Physical Assessment

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



Weight Room

## Physical Deficiencies

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

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

## Summary

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

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

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

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

**Table B**

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

Note: Estimates are based on 2019 pricing and include all expected costs. The figures are conservative based on a general estimate and without the benefit of a site, concept plan or determination of building systems.

### Recommendation

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

### Senior Center

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





McMinnville Senior Center

### Current Spaces

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



Dining Commons

### Program Deficiencies

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

### Physical Deficiencies

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

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

### Summary

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

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

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

**Table C**

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

Note: Estimates are based on 2019 pricing and include all expected costs. The figures are conservative based on a general estimate and without the benefit of a concept plan or determination of building systems.

### Recommendation

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

## Recreation Programs Analysis

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

### Assessment of Existing Programs

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



Senior Fitness

## Recreation Programming by Interest Area

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

**Table A**

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

## Recreation Programs Analysis

### *Program Area Definitions*

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

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

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

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

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

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

*General Interest* – Personal development classes.

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

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

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

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

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

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

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

### *Analysis*

- Program areas of emphasis include:

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



Adult Lap Swim

## Recreation Programming by Age Group

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

**Table B**

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

### Analysis

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



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



Wortman Park Cafe

## Recreation Program Registration Numbers

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

**Table C**

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

## Recreation Programs Analysis

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

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

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

#### *Analysis*

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



Arts & Crafts

## Recreation Programs and Services Summary

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

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

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

## Program and Facility Implications

### Program Priorities

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

#### Continue existing programs:

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

#### Expand/diversify existing programs:

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

#### Add and emphasize new programs:

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

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

### Consider/explore/pilot programs:

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

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

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

### Consider staffing/administrative/other considerations:

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

## Program and Facility Implications

- Art to celebrate McMinnville's identity

## Facility Priorities

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

### Option 1 - Status Quo

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

#### *Pros*

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

#### *Cons*

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

### Option 2 – New/Old

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

#### *Pros*

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

#### *Cons*

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



### Option 3 – All New

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

#### *Pros*

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

#### *Cons*

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

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

### New Recreation/Aquatic Center Program

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

#### *Aquatics*

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

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

## Program and Facility Implications

competitive/lap pool as well). It is anticipated that a pool mechanical space of approximately 1,000 sq.ft. will be needed.

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

### *Active Use*

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

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

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

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

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

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

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

### *Community Space*

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

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

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

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

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

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

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

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

Lobby/lounge space (1,800 sq.ft.)

Front desk area (300 sq.ft.)

Office space for Department and facility staff (2,000 sq.ft.)

Offices (3-4 permanent plus cubicles for 4-5 staff)

Break room

Conference room

Work room

Storage

Locker rooms (3,000 sq.ft.)

Universal change rooms (6- 720 sq.ft. total)

Restrooms (800 sq.ft.)

Maintenance office and work area (500 sq.ft.)

## Program and Facility Implications

Custodial closets (3- 150 sq.ft. total)  
Vending (60 sq.ft.)

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

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

It is critical that the center be organized with a central entry area and point of control. There needs to be a clear separation between the active portions of the building and the passive elements. An emphasis needs to be placed on providing flexible and versatile space that can meet a variety of needs and avoiding the temptation to dedicate space to certain user groups. Providing adequate parking for the center will also be of importance as will having a connection to an outdoor park and/or gathering areas (dependent on the site).

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

### *Other Possible Spaces*

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

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

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

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

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

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

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

### New Recreation/Aquatic Center Detailed Program

The following is the detailed master program for the facility.

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

## Program and Facility Implications

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

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

### Senior Center Expansion/Renovation

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

relocated to face the front entrance to the center. The exact scope of these improvements will need to be verified by an architect.

# Partnerships and Funding Assessments

## Introduction

### Purpose of the Document

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

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

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



## Key Opportunities

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

## Partnerships Assessment

### Partnership Considerations

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

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

## Existing and Potential Partners

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

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

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

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

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

### *Linfield College*

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

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

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

### *McMinnville School District*

The School District is a long-term partner and the other major indoor recreation facility provider to the community. Within the joint-use agreement, school facilities and grounds expand the reach of the City's recreation programming. Expansions and upgrades, as part of the current capital bond program, are improving the quality of many facilities. However, these

## Partnerships and Funding Assessments

upgrades will not change the School District's reliance on existing City facilities for their largest events, which have taken advantage of the auditorium and other spaces within the Community Center. The School District swim teams also rely on the City's Aquatic Center for practice and competition.

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

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

### *McMinnville Library*

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

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

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

### *Willamette Valley Medical Center*

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

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

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

#### *Chemeketa Community College*

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

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

**Challenges:** None identified.

#### *Chamber of Commerce*

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

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

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

#### *Visit McMinnville*

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

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

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

#### *Unidos*

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

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

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

## Partnerships and Funding Assessments

### *“See Ya Later” Foundation*

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

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

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

### *McMinnville Center for the Arts (MECA)*

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

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

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

### *YMCA of the Columbia-Willamette*

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

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

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

### *Friends of the McMinnville Senior Center*

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

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

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

#### *Yamhill County*

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

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

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

#### *McMinnville Swim Club*

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

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

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

#### *McMinnville Playschool*

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

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

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

#### *MV Advancements*

MV Advancements offers recreational activities, volunteer opportunities, continuing education, vocational training, and employment opportunities to adults with disabilities in addition to 24-hour residential care. MV Advancements operates four residential homes and provides services for individuals living in their own homes.

**Strengths:** Deep understanding of and practice in providing services and programs to adults with disabilities.

**Challenges:** Limited in scope and interests; maintaining their own facilities.

## Partnerships and Funding Assessments

### *McMinnville Economic Development Partnership*

The McMinnville Economic Development Partnership focuses on fostering a thriving business epicenter in McMinnville and provides a variety of resources for business including business planning and consultation, workforce training, and industry connections.

**Strengths:** Robust knowledge of McMinnville business sector and opportunities; connections and partnerships with McMinnville businesses.

**Challenges:** Different area of focus; mission has limited overlap with parks and recreation needs.

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

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

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

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

- Prepare for effective partnerships by identifying what specifically the City needs from partnerships.
  - For the purposes of new and renovated indoor recreation facilities the needs are summarized at the beginning of this assessment.
  - Determine the role of the City in the project, particularly the level of control the City wants to maintain.
  - Establish basic policy to ensure that partners share a vision with McMinnville Parks and Recreation and the City.
- Engage in conversations with potential partners.
  - Identify the strongest potential partners to start with, based on capacity, interest and resources.
  - Define the point of contact and leadership/decision makers.
  - Identify shared needs and goals.



- This process is iterative and can be expanded to include new partnership conversations as they arise.
- Clearly document expectations and resources committed to the partnership.
  - The City should establish a policy that all partnerships are guided by a signed partnership agreement.
  - Documentation may move through several forms from a memorandum of understanding (MOU) to formal contracts.
  - In some cases, these may be revisions or additions to existing agreements.
  - Minimum requirements include:
    - Program/service implications
    - Financial expectations
    - Safety/security requirements
    - Staffing responsibilities
    - Performance expectations
- Set timelines for the review and renewal of partner roles; this is an opportunity to explore changes in roles.
  - A policy guideline for this review is every 3-5 years.

# Partnerships and Funding Assessments

**Table 1 Partner Assessment Matrix**

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

## Funding Assessment

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

### Funding Considerations

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

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

### Funding Sources

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

*Property Taxes*

Property taxes are the most significant source of operating revenue for Oregon cities. Property tax revenues are based upon the assessed value of a property, which differs from the property’s real market value (the estimated value it would sell for), due to the limitations put in place by Measures 5 and 50 (passed by Oregon voters in the 1990s). Property tax revenue makes up 28% (\$17 million) of the City of McMinnville’s revenues. The City uses these funds for operations and to repay debt (capital).

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

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

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

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

| Section                         | Net Expenditure 2017-18<br>(Paid with property taxes) |
|---------------------------------|---|
| Administration                  | \$230,300   |
| Aquatics                        | \$364,068   |
| Community Center & Rec Programs | \$149,188   |
| Kids on the Block               | \$30,100  |
| Recreational Sports             | \$63,288  |
| Senior Center                   | \$191,076   |
| <b>Total</b>                    | <b>\$1,028,020</b>                                    |

Source: 2019-20 City of McMinnville Adopted Budget. Does not include parks maintenance as it is in another budget.

*Charges for Services*

City-wide charges for services are the largest source of revenue making up 30% (\$18.6 million) of total revenue. Sewer utility user charges and ambulance transportation fees make up a large part of this. Within Parks and Recreation, fees and charges are generated from recreation programs and facility rental fees. It is more difficult to utilize other service charges outside of recreation for this purpose. The tables below break down the charges for services within the

Parks and Recreation Budget (Table 3) and compare gross revenue from rentals to the total charges for the three relevant facilities (Table 4).

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

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

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

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

| Section                         | Total Actual Charges for Services<br>2017-18 |
|---------------------------------|--|
| Administration                  | \$0  |
| Aquatics                        | \$413,241                                    |
| Community Center & Rec Programs | \$355,125                                    |
| Kids on the Block               | \$188,123                                    |
| Recreational Sports             | \$179,255                                    |
| Senior Center                   | \$116,876                                    |
| <b>Total</b>                    | <b>\$1,252,620</b>                           |

Source: 2019-20 City of McMinnville Adopted Budget. Does not include parks maintenance as it is in another budget.

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

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

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

## Partnerships and Funding Assessments

### *System Development Charges*

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

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

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

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

### *Transient Lodging Tax*

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

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

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

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

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

General Obligation Bonds are voter-approved bonds with the authority to levy an assessment on real and personal property. The proceeds can be used for capital improvements but not maintenance. This property tax is levied for a specified period of time. The City currently has \$27.7 million in bonded debt for park improvements, the construction of the Police Station and Civic Hall, and major street improvements. Most of these projects are complete and the level of debt remaining to be paid off is important to considering future use of bonds.

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

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

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

#### *Operating Levy*

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

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

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

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

#### *Park and Recreation District*

Oregon communities are allowed to form special districts to provide park and recreation facilities in several ways. Park and Recreation Districts (ORS Chapter 266), Metropolitan Service Districts (ORS Chapter 268) and County Service Districts (ORS Chapter 451) all allow for the construction and operation of park and recreation facilities. This new entity is independent and

governed by a board of three to five members. Districts levy their own taxes, which are limited depending on the type of district. These funds can be used for operations or capital projects.

**Advantages:** Provides dedicated capital and operational funding for parks and recreation. Districts can be defined separately from City limits. This allows for a larger district that could include surrounding residents who use McMinnville parks and recreation services. There is a clear connection for the community between what they are paying and what they are receiving.

**Limitations:** Creates a separate governmental entity that would either supplement or take over existing parks and recreation services. This comes with some loss of control for City government due to the independent board. Partnerships will also face the challenge of turning over the project to an independent board that will not be in place when negotiating funding and design details. Establishing a district can take a year or more to establish, extending project timelines. Gaining voter approval for a district larger than the City will be challenging, outlying residents could see it as primarily benefitting McMinnville residents and those that currently use City facilities and do not have to pay extra. Impacted heavily by any compression of taxes<sup>1</sup>.

**Use for Parks and Recreation:** The City of McMinnville does not currently utilize this funding source. This would be a very difficult to implement and is not seen as a viable alternative as a result.

### *Park Utility Fee*

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

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<sup>1</sup> Compression is when local taxes exceed the Constitutional limit that can be collected per \$1,000 of real market value. In this event, tax collections are reduced according to a formula that starts with local option taxes and then proportionally reduces other taxes until the total collection is within the limit. Compression occurs when Cities are close to their limits or the real market value of property declines, such as in a recession.



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

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

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

#### *Public Agency Grants*

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

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

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

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

#### *Philanthropic Grants*

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

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

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

## Partnerships and Funding Assessments

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

### *Donations*

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

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

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

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

### *State Funding Appropriation*

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

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

**Limitations:** Can be very difficult to obtain. Usually a one-time funding source.

**Use in Parks and Recreation:** Not a likely source of funding.

## Potential Resource Summary

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

## Partnerships

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

### *Strengths and Weaknesses*

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

## Funding Options

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

# Partnerships and Funding Assessments

**Table 4: Resource Summary Matrix**

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

## Operations and Staffing Plan

### Operations Budget

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

### Current Budget

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

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

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

Source: 2019-2020 City of McMinnville Adopted Budget

## Operations and Staffing Plan

### *Current Staffing*

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

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

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

Source: 2019-2020 City of McMinnville Adopted Budget

### **Anticipated New Operating Budget**

It is anticipated that the following budget sections will potentially be impacted by new programs and facilities. Much of this increase will occur when the new aquatic/recreation center opens but a good portion will be required to fund additional programming prior to this date. The anticipated budget numbers here, listed as 'New Expenses' are detailed in the Implementation section which follows this section. It is also important to note that it is projected that the new aquatic/recreation center will be open 7 days a week and 105 hours or more a week (currently the Community Center is open 5 days a week and the Aquatic Center 6 days) which will drive increases in operating costs. In addition, there will be an increase in the level of programs and services offered.

Note: These are general budget estimates only.

#### *Administration*

Only minor impacts are expected for the Administration budget.

#### Expenses

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

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

*Capital:* No increase

Revenues

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

**Table C- Administration Budget Impact**

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

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

*Aquatics*

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

Expenses

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

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

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

Revenues

## Operations and Staffing Plan

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

*Programs:* Increase in revenue from programs.

*Rentals:* Increase in rental revenues

*Other:* Minimal increase in revenues.

**Table D- Aquatics Budget Impact**

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

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

### *Community Center & Programs*

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

#### Expenses

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

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



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

Revenues

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

*Programs:* Large Increase in revenue from programs.

*Rentals:* Increase in rental revenues.

*Other:* Minimal increase in revenues.

**Table E- Community Center & Programs Budget Impact**

| Community Center/Prog. | 2018 Expenses    | New Expenses     | Total              |
|------------------------|------------------|------------------|--------------------|
| Personnel              | \$245,618        | \$660,000        | \$905,618          |
| Materials & Services   | \$259,972        | \$225,000        | \$484,972          |
| Capital                | \$0              | \$35,000         | \$35,000           |
| <b>Total</b>           | <b>\$505,590</b> | <b>\$920,000</b> | <b>\$1,425,590</b> |

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

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

*Recreational Sports*

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

Expenses

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

Operations and Staffing Plan

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

*Capital:* No Increase.

Revenues

*Programs:* Small Increase in revenue from programs.

*Rentals:* No increase in rental revenues.

*Other:* Minimal increase in revenues.

**Table F- Recreational Sports Budget Impact**

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

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

*Senior Center*

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

Expenses

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

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

*Capital:* Small Increase.

Revenues

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

*Programs:* Small Increase in revenue from programs.

*Rentals:* Small increase in rental revenues.

*Other:* Minimal increase in revenues.

**Table G- Senior Center Budget Impact**

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

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

## Operations and Staffing Plan

### *Future Parks & Recreation Budget*

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

**Table H- Future Parks & Recreation Budget Increases by Area (For the next 5 years)**

| Budget            | Administration | Facilities | Programs    | Total       |
|-------------------|----------------|------------|-------------|-------------|
| Expenses          | \$75,000       | \$750,000  | \$426,000   | \$1,251,000 |
| Revenues          | \$0            | \$704,000  | \$227,000   | \$931,000   |
| <b>Difference</b> | (\$75,000)     | (\$46,000) | (\$199,000) | (\$320,000) |

The greatest net budget increase is in the Programs area. There is concern that despite the merging of the new aquatic and recreation centers into a single facility, there will be an increase in overall net cost. The reasons are noted below.

- The new facilities are larger with more components and longer hours of operation.
- There is an increase in the number of programs and services that will be offered.
- An increase in the staffing levels to support the facilities and programs will be needed.
- There are higher rates of pay for both full-time and part-time staff are forecast for the future.
- There will be improved marketing and maintenance of facilities.

**Table I Future Parks & Recreation Budget (Total budget for the next 5 years including existing expenses and revenues)**

| Budget Section          | Expenses           | Revenues           | Difference           |
|-------------------------|--------------------|--------------------|----------------------|
| Administration          | \$323,335          | \$18,035           | (\$305,300)          |
| Aquatics                | \$919,934          | \$168,160          | (\$751,774)          |
| Community Ctr./Programs | \$1,425,590        | \$1,483,108        | \$57,518             |
| Kids on the Block       | \$336,240          | \$306,140          | (\$30,100)           |
| Recreational Sports     | \$361,621          | \$240,333          | (\$121,288)          |
| Senior Center           | \$333,267          | \$136,191          | (\$197,076)          |
| <b>Total</b>            | <b>\$3,699,987</b> | <b>\$2,351,967</b> | <b>(\$1,348,020)</b> |

Note: The net difference from the 2018 full budget and the anticipated future budget is an additional \$320,000.

*Future Parks & Recreation Budget Increase Over 5 Years*

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

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

| Budget Section          | 1-2 Years |          | 3-4 Years |          | 5 Plus Years |           |
|-------------------------|-----------|----------|-----------|----------|--------------|-----------|
|                         | Expenses  | Revenues | Expenses  | Revenues | Expenses     | Revenues  |
| Administration          | \$0       | \$0      | \$75,000  | \$0      | \$0          | \$0       |
| Aquatics                | \$5,000   | \$5,000  | \$5,000   | \$5,000  | \$130,000    | \$22,000  |
| Community Ctr./Programs | \$15,000  | \$15,000 | \$12,000  | \$15,000 | \$893,000    | \$815,000 |
| Kids on the Block       | \$0       | \$0      | \$0       | \$0      | \$0          | \$0       |
| Recreational Sports     | \$5,000   | \$5,000  | \$5,000   | \$5,000  | \$88,000     | \$30,000  |
| Senior Center           | \$3,000   | \$2,000  | \$15,000  | \$10,000 | \$0          | \$0       |
| <b>Total</b>            | \$28,000  | \$27,000 | \$112,000 | \$35,000 | \$1,111,000  | \$867,000 |

## Operations and Staffing Plan

### *Future Parks & Recreation Staffing*

Below is indicated what the future Parks and Recreation staffing plan would be to support an increased level of programming as well as the anticipated new aquatic/recreation center. Two possible options for the Parks and Recreation Department at the five plus year mark are indicated. The first matches the new full-time positions indicated in this report. The second is a more visionary approach that adds two superintendent positions. This would not occur until at least the 5-year mark and might be further in the future than that. The cost of this option has not been indicated in this document.

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

| Budget Section          | 2019-2020 Full Time | Option 1 New Full Time | Option 2 New Full Time |
|-------------------------|---------------------|------------------------|------------------------|
| Administration          | 1                   | 1                      | 3                      |
| Aquatics                | 3                   | 0                      | 0                      |
| Community Ctr./Programs | 2                   | 4                      | 4                      |
| Kids on the Block       | 1                   | 0                      | 0                      |
| Recreational Sports     | 1                   | 1                      | 1                      |
| Senior Center           | 2                   | 0                      | 0                      |
| <b>Total</b>            | 10                  | 6                      | 8                      |

**Table L- Future Parks & Recreation Staffing by Area (Option 1)**

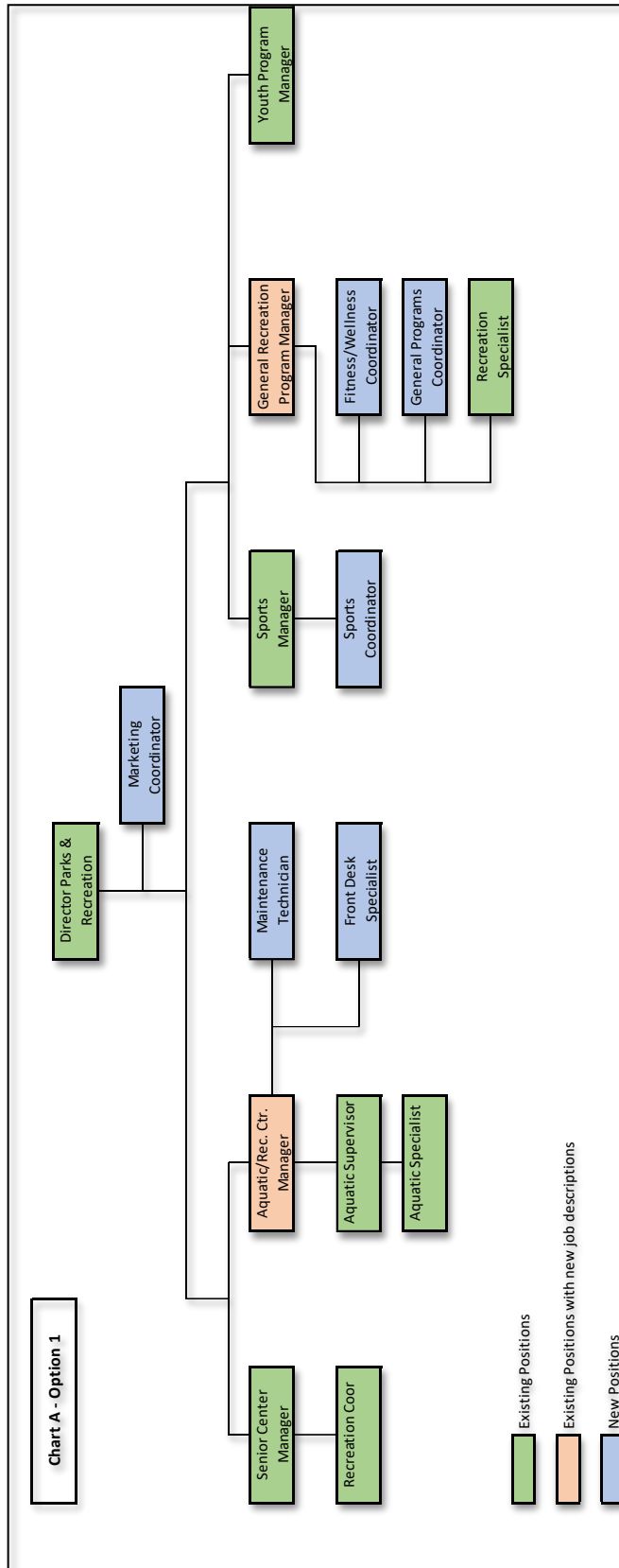
| New Full-Time Staff    | Administration Full Time | Facilities Full Time | Programs Full Time |
|------------------------|--------------------------|----------------------|--------------------|
| Marketing Coordinator  | 1                        | 0                    | 0                  |
| Fitness Wellness Coor. | 0                        | 0                    | 1                  |
| General Programs Coor. | 0                        | 0                    | 1                  |
| Maintenance Tech.      | 0                        | 1                    | 0                  |
| Front Desk Specialist  | 0                        | 1                    | 0                  |
| Sports Coordinator     | 0                        | 0                    | 1                  |
| <b>Total</b>           | 1                        | 2                    | 3                  |

Note: Option 2 adds another two positions (Facilities Superintendent and Programs Superintendent) in the Administration area.

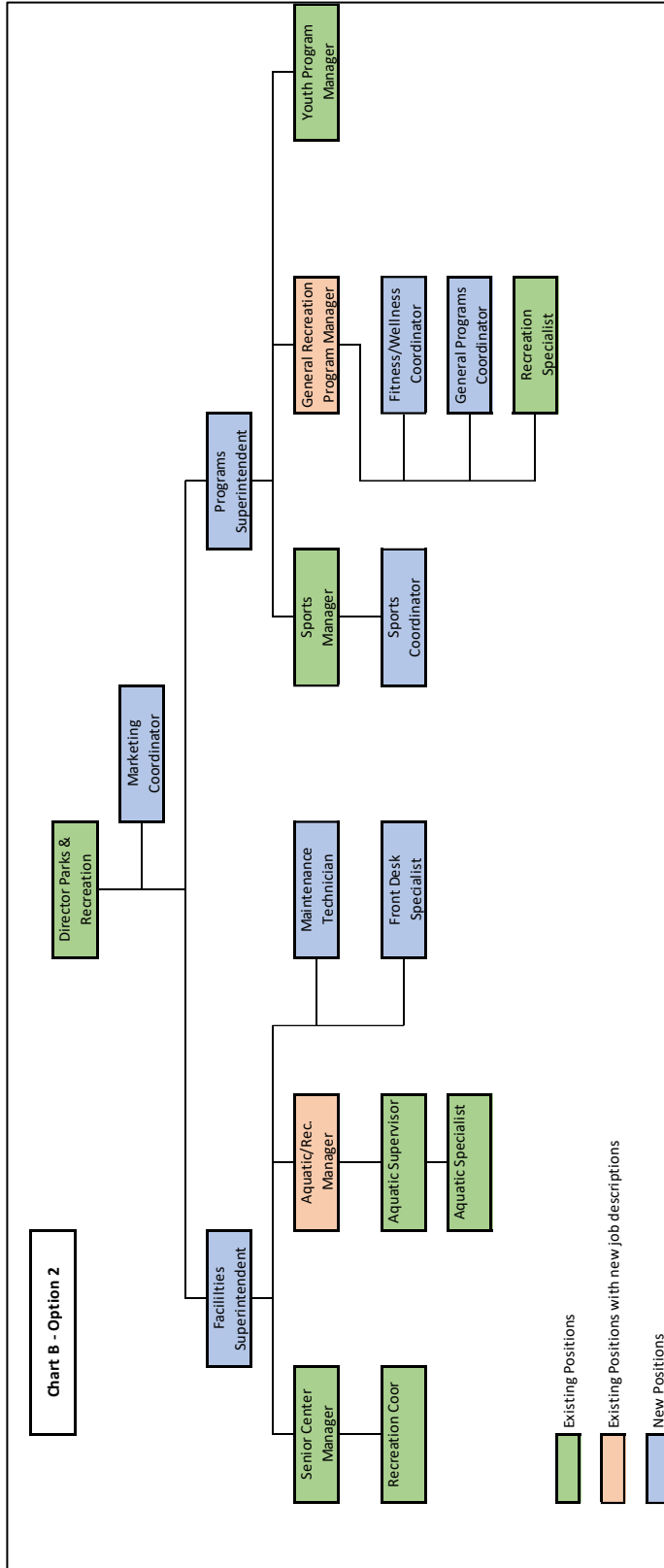
*Future Parks & Recreation Organizational Chart*

The following pages indicate the two possible options for an organizational chart for the Parks and Recreation Department at the five plus year mark.

# Operations and Staffing Plan







## Implementation

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

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

#### Programming

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

## Facilities

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

## Implementation

### Other

- Actively recruit staff that speaks fluent Spanish for front line staffing positions.
  - Establish being bilingual as an important hiring criteria.
- Establish a hiring plan for proposed new full-time and part-time staff associated with the expansion of recreation programs and services as well as the opening of the new aquatic/recreation center.
  - Short-Term – Hire additional part-time staff or contract instructors for programs.
  - Mid-Term – Hire Marketing Coordinator plus additional part-time staff/contractor instructors for programs.
  - Long-Term – Hire the balance of the new full-time staff plus additional part-time facility staff and program staff/contractor instructors for programs.

## Mid-Term (3 to 4 years)

### Programming

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

### Facilities

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

## Implementation

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

## Other

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

## Long-Term (5 plus years)

### Programming

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

## Implementation

### Facilities

- Open the new aquatic/recreation center.
- Place all facility building elements, systems and equipment on a capital lifecycle schedule and have an updated, detailed five-year capital improvement plan for each facility.

### Other

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



## Appendix A: Questionnaire Results

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

### Methodology

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

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

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

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

## Appendix A: Questionnaire Results

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

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

### Key Themes and Findings

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

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

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

## Data Tables

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

Appendix A: Questionnaire Results

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

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

| <b>What should guide the City’s decisions about WHERE indoor recreation facilities should be located in the community? (check all that apply)</b> |              |                   |
|---|--------------|-------------------|
| <b>Answer</b>   | <b>Count</b> | <b>Percentage</b> |
| Maintaining the current location(s) of facilities   | 834          | 57.3%             |
| Locating any new buildings where there is plenty of space, potentially more at the edges of the city  | 824          | 56.6%             |
| Locating any new buildings close to the center of McMinnville   | 481          | 33.0%             |
| No Answer   | 6            | 0.4%              |

| <b>What activities are most important to provide for seniors and older adults? (Check your top 3)</b> |              |                   |
|---|--------------|-------------------|
| <b>Answer</b>   | <b>Count</b> | <b>Percentage</b> |
| Social & support programs   | 196          | 13.5%             |
| Aquatics, swimming or water fitness   | 193          | 13.3%             |
| Fitness classes   | 181          | 12.4%             |
| Classes to learn new skills (e.g. cooking, computers)   | 147          | 10.1%             |
| Healthy meals   | 131          | 9.0%              |
| Adaptive recreation for people with disabilities  | 93           | 6.4%              |
| Music, concerts and cultural or historical events (attending)   | 77           | 5.3%              |
| Arts and crafts classes   | 73           | 5.0%              |
| Nature programs or environmental education  | 36           | 2.5%              |
| Weights and cardio equipment  | 27           | 1.9%              |
| Dance, theater or other performing arts (performing in)   | 19           | 1.3%              |
| Other   | 12           | 0.8%              |
| Sports  | 8            | 0.5%              |
| No Answer   | 1026         | 70.5%             |

Appendix A: Questionnaire Results

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

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

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

## Appendix A: Questionnaire Results

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

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

| Answer                                      | Count | Percentage |
|---|-------|------------|
| Inadequate parking                          | 238   | 16.3%      |
| Other                                       | 214   | 14.7%      |
| No time                                     | 207   | 14.2%      |
| Too crowded                                 | 177   | 12.2%      |
| Poorly maintained/poor condition            | 108   | 7.4%       |
| Feel unsafe                                 | 103   | 7.1%       |
| Do not like what this facility has to offer | 93    | 6.4%       |
| Lack of facilities                          | 86    | 5.9%       |
| Do not know what's available                | 51    | 3.5%       |
| Too far away/not conveniently located       | 18    | 1.2%       |
| Do not have transportation                  | 15    | 1.0%       |
| Do not know where it is located             | 4     | 0.3%       |
| No Answer                                   | 221   | 15.2%      |

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

|           |     |       |
|-----------|-----|-------|
| Answer    | 622 | 42.7% |
| No answer | 613 | 42.1% |
| Skipped   | 221 | 15.2% |

## Appendix A: Questionnaire Results

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



| <b>If you seldom use or do not use the Community Center, what are your reasons? (check your top 2)</b> |              |                   |
|--|--------------|-------------------|
| <b>Answer</b>  | <b>Count</b> | <b>Percentage</b> |
| No time  | 175          | 12.0%             |
| Do not know what's available   | 155          | 10.6%             |
| Inadequate parking   | 137          | 9.4%              |
| Other  | 119          | 8.2%              |
| Do not like what this facility has to offer  | 88           | 6.0%              |
| Lack of facilities   | 68           | 4.7%              |
| Poorly maintained/poor condition   | 61           | 4.2%              |
| Feel unsafe  | 44           | 3.0%              |
| Too crowded  | 21           | 1.4%              |
| Do not know where it is located  | 13           | 0.9%              |
| Do not have transportation   | 11           | 0.8%              |
| Too far away/not conveniently located  | 10           | 0.7%              |
| No Answer  | 516          | 35.4%             |

| <b>What other big (or little) ideas do you have to improve the Community Center?</b> |     |       |
|--|-----|-------|
| No answer  | 689 | 47.3% |
| Answer   | 251 | 17.2% |
| Skipped  | 516 | 35.4% |

Appendix A: Questionnaire Results

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

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

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

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

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

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

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

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

## Appendix A: Questionnaire Results

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

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

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

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

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

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

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

**Where do you live?**

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

## Outreach

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

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

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

## Appendix A: Questionnaire Results

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



## APPENDIX B: Focus Group Summary

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

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

### DISCUSSION

#### What I care about...

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

#### What recreation means to me...

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

## Appendix B: Focus Group Summary

### McMinnville is...

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

### Aquatics Center

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

### Community Center

- Service clubs community meetings
- Fundraisers!
- Over-sized?
- Flexible

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

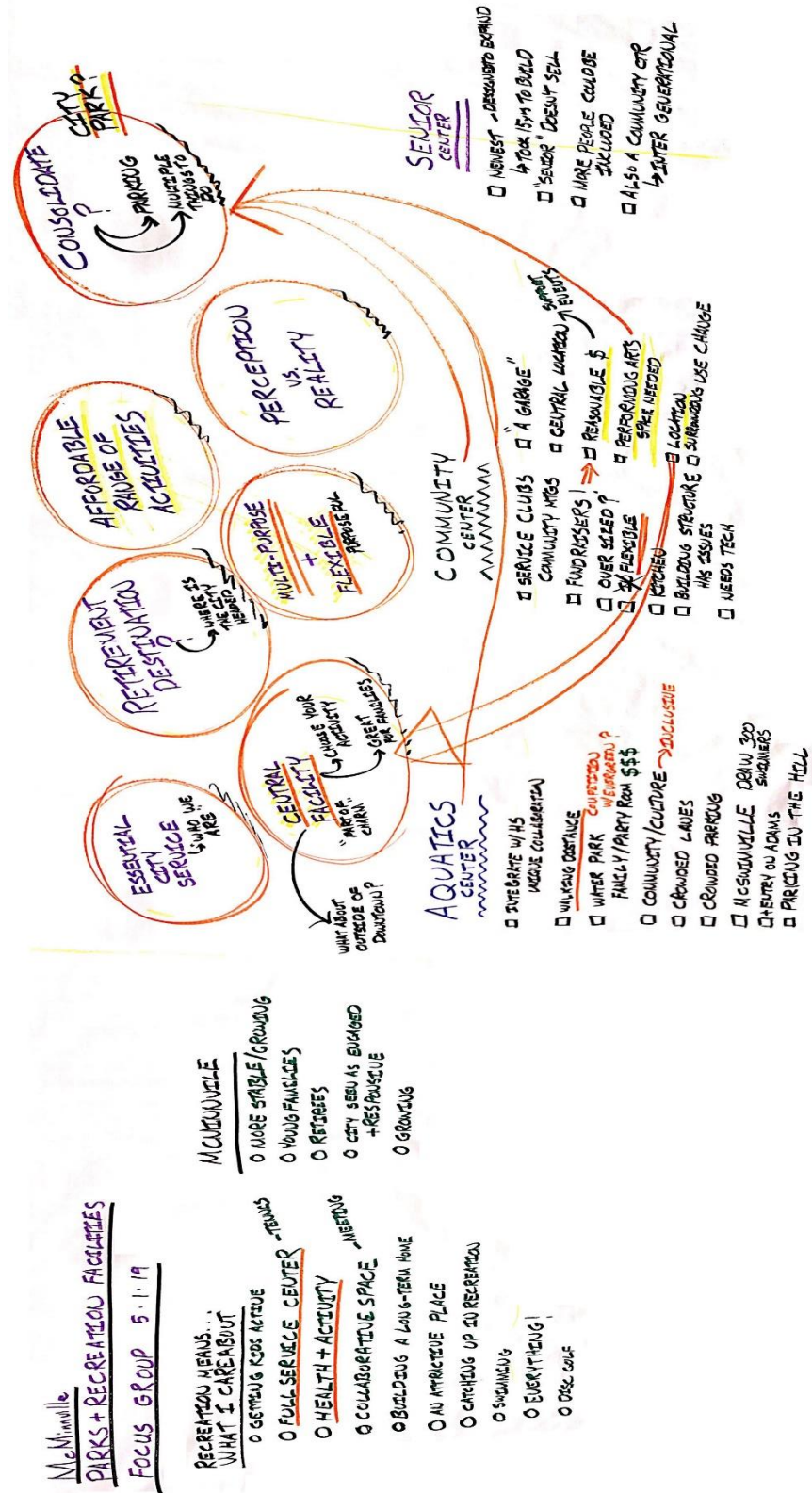
### Senior Center

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

### Partnerships

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

# Wallgraphics





## Participants

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

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

## Appendix C: Key Leader Interviews

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

### Emerging Themes

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

#### McMinnville Community

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

## Appendix C: Key Leader Interview Summary

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

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

### Existing Recreation Facilities

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



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

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

### Recreation and Facility Needs

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

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

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

## Facility Location

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

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

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

## Potential Partnerships

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

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

### Other Considerations

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

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

## List of Key Leaders

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

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