



City of McMinnville

ECONOMIC DEVELOPMENT STRATEGY

City Council Work Session
May 30, 2018

CONTENTS

- Overview of Project Process
- Summary of Key Findings and SWOT Analysis
- Review of Strategic Framework and Draft Strategies
- Workshop & Discussion

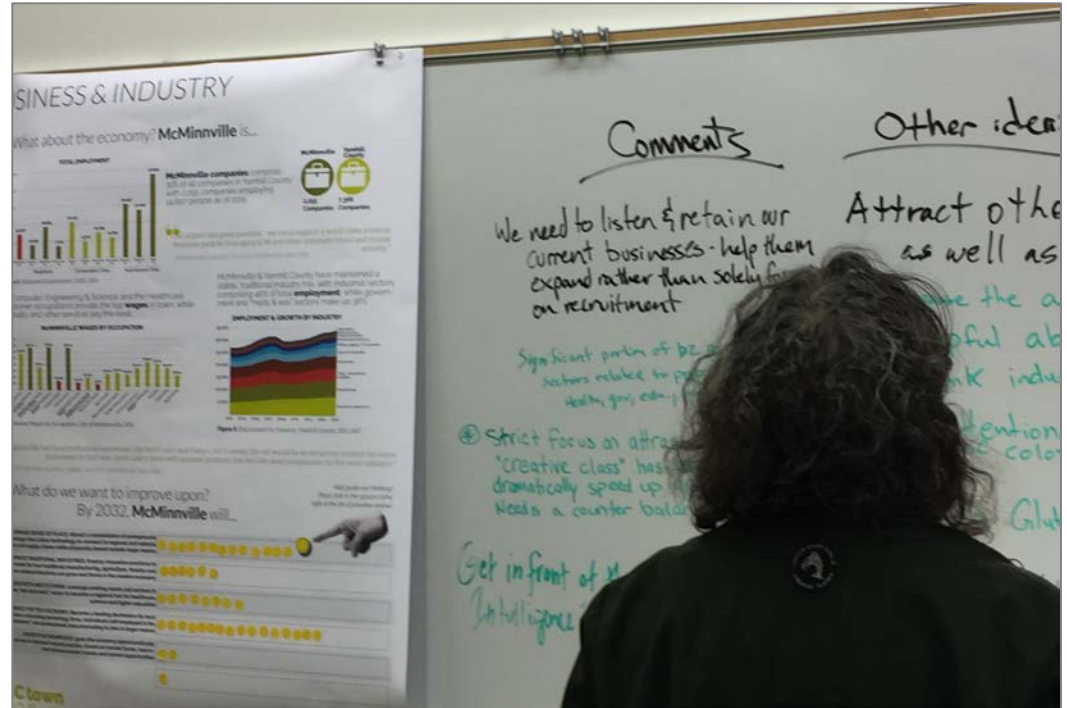
PROCESS

- Ongoing monthly advisory committee (PAC) meetings, with four (4) completed to date
- **February– March**
 - Robust **data profile** to ascertain current and anticipated demographic and economic characteristics of McMinnville
 - City tour – downtown, Granary District, various neighborhoods, Linfield College and elsewhere
 - Four (4) **focus groups** with business leaders from a broad range of industries, including manufacturing, software development, financial services, education, agriculture, wine, tourism and hospitality, and others
 - One (1) **public open house** to share key findings from the data profile and to solicit feedback on McMinnville’s economic vision and strategic priorities
 - Development and hosting of an **online Idea Mapas** an open forum for public comment on opportunities and challenges facing McMinnville

PROCESS

- **April**
 - Submission of a **SWOT analysis** and a summary of economic development challenges and opportunities for McMinnville
 - Submission of a strategic framework to guide strategy development
- **May**
 - Submission of a **draft strategy** for City and PAC review
 - One (1) **public open house**— thanks for coming!
 - One (1) **City Council work session**
- **June – July**
 - Revise and submit **final strategy**
 - Compile strategy and other project materials in a **draft report**
 - **Presentation** of report to City Council
 - Finalize and submit **Economic Development Strategy**

PROCESS



Public Comment Tool

The City of McMinnville is developing a 10-year economic development strategy plan to help us position McMinnville for its next chapter of economic development. MAC-Town 2032. We chose 2032 as that is the 50th birthday of the City of McMinnville and we thought it was fitting for this particular strategic planning effort. We need your help. We are interested in your thoughts and ideas about the opportunities and challenges in front of McMinnville related to jobs and business success. We will use these comments to help inform our strategic planning effort. Feel free to be as specific as you would like or as general as you prefer. As for response, we do our best.

The strategy plan is being developed by a committee of community leaders and stakeholders over the next five months with several opportunities for public input and engagement. If you have any questions, please contact Heather Beckwith, Planning Director, 503-424-1037, heather@cityofmcminnville.com.

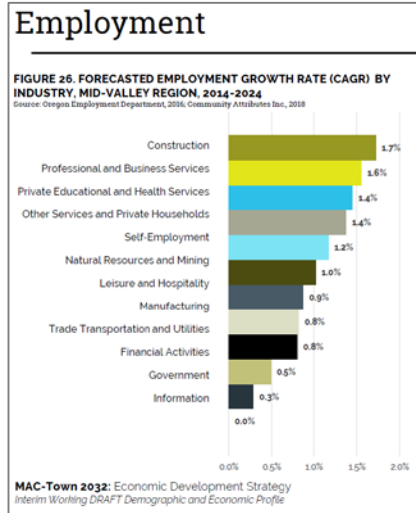
Each comment can be categorized under:

- Business and Industry
- Healthcare and Skills
- Transportation, Arts and Culture
- Transparency and Information
- Quality of Life
- Other Thoughts and Ideas

How to Use the Map and Leave a Comment:

Search for an area of interest on the map. Then, click on the map to add a comment for the City of McMinnville. You can also click on the map to add a comment for the City of McMinnville.

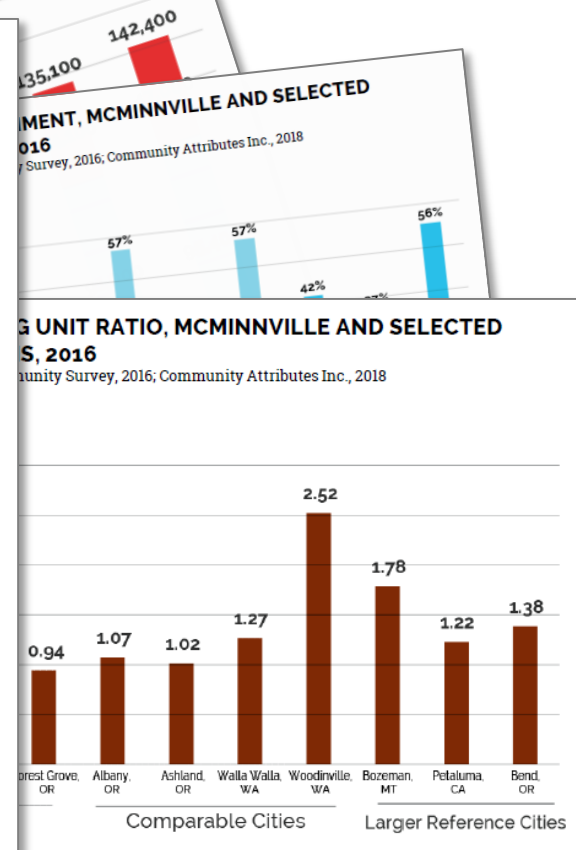
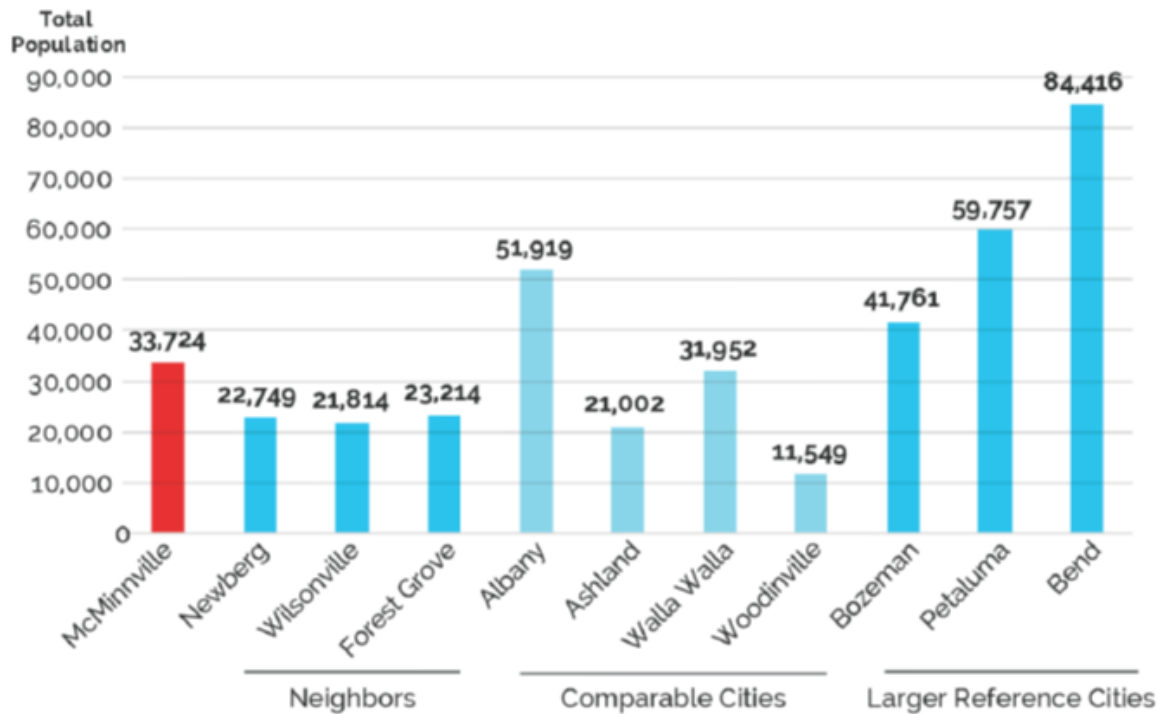
Make sure you have time to add your comment and save. The arrows in the top right corner indicate which way to click to add a comment. You can also click on the map to add a comment.



DATA PROFILE – KEY FINDINGS

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

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



KEY FINDINGS (FROM DATA PROFILE)

- **McMinnville has the largest population and highest employment in Yamhill County**, which positions the city as a subregional center, on the outskirts of the greater Portland region. McMinnville is expected to grow and capture more than half of projected population growth in Yamhill County in the coming years, thereby increasing its role as the commerce and population center of Yamhill County.
- For those moving to McMinnville, **most come from within Yamhill County** or other places within the State of Oregon, indicating that McMinnville is a regional draw.
- **Yamhill County's population is aging** and will continue to age; residents 65+ will account for a larger share of the population in the coming decades and will be the largest age segment by 2055.
- **The McMinnville and Yamhill County economy has balanced industry sectors**, with Educational and Medical Services, Manufacturing, Trade, Transportation and Utilities, Government, and Leisure and Hospitality each accounting for between 11%- 22% of countywide employment. McMinnville has large employers (or many employers) in each of these sectors, including Cascade Steel, Willamette Valley Medical Center, Linfield College, Yamhill County (government), and others.
- **Office-using employment, such as Professional and Business Services, Financial Activities and Information, is low**, though Professional and Business Services are expected to grow rapidly. Educational and Medical Services are expected to add the greatest number of jobs in the Mid Valley region through 2024.

KEY FINDINGS (FROM DATA PROFILE)

- **McMinnville's median household income is low** with disparities by race or ethnicity and educational attainment; healthcare practitioner and technical occupations is the highest paying occupational category in McMinnville, at \$68,000.
- **Most McMinnville residents commute to work alone in a car** Many McMinnville residents (39%) work in McMinnville, and the most common commute destinations for residents are to Portland and Salem (12% total).
- **A lower percentage of McMinnville residents obtain a bachelor's degree or higher** educational attainment lags relative to the region.
- **Housing affordability is a challenge, as it is throughout the greater Portland region** Housing costs are not more burdensome than in many other communities throughout the region.
- **McMinnville's poverty rate is relatively high at 20%**, but poverty varies across family types, race or ethnicity, and educational attainment. In McMinnville, more than half of single mothers and one-quarter of all families with children are in poverty; one-third of Hispanic or Latino individuals are in poverty and one-third of individuals with less than a high school diploma live in poverty.

KEY FINDINGS (FROM SWOT ANALYSIS)

STRENGTHS

- **High quality of life** to boast about and attract investment
- Strong, widely recognized **downtown**
- **Robust wine and tourism economy** as well as cultural (e.g. Air and Space Museum) and recreational amenities that bring visitors
- **Well known regionally and nationally** as a destination for wine and food weekends, with some supporting tourist assets
- **Balanced employment across industry sectors**
- Presence and involvement of **postsecondary educational institutions** (Linfield College and Chemeketa Community College)

KEY FINDINGS (FROM SWOT ANALYSIS)

STRENGTHS

- **Location advantages**
 - Good location in proximity to major metro area
 - High quality soils in surrounding areas, climate suited for agriculture
 - Natural environment assets nearby, including Yamhill River, access to the ocean and mountains
- **Inexpensive power and water**, with sustainable sources
- **Major infrastructure assets:** major highways, freight rail, airport
- **Positive business climate** perceptions

KEY FINDINGS (FROM SWOT ANALYSIS)

WEAKNESSES

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

KEY FINDINGS (FROM SWOT ANALYSIS)

OPPORTUNITIES

- **Proximity to Portland** allows McMinnville to capitalize on urban infrastructure/amenities
- **Local airport** has comparative advantages over other regional airports
- **Highway 99 bypass** future completion will improve access to McMinnville
- A stronger framework for **regional collaboration**
- Opportunity sites for **new downtown development**
 - New housing development– **higher density**, diversity of types, livework units
- Improved connections to the **University of Oregon and Oregon State University**

KEY FINDINGS (FROM SWOT ANALYSIS)

OPPORTUNITIES (CONT'D)

- **Stronger branding and improved gateways** into McMinnville
- **Innovation in agriculture and food systems**
 - Wine-oriented makerspace
 - Food hub
 - \$6M gift to **Linfield College's wine program**
 - Expanded **culinary and craft beverage** retail offerings

KEY FINDINGS (FROM SWOT ANALYSIS)

OPPORTUNITIES

- Better use of recreational assets
 - Creating new trails, hosting tournaments and events, improvements to the Community Center and pool, **Bike tourism**, improved and expanded bike routes
- Clustering around major **high-tech employers** like TTR, Northwest UAV and Northwest Rapid Manufacturing
- Increased **apprenticeship** (and similar) programs for trade-oriented occupations
- **Telecommuting** to jobs in larger cities, development of **aco-working space**
- **Conference space** for different sized groups; improved **hospitality** options

KEY FINDINGS (FROM SWOT ANALYSIS)

THREATS

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

STRATEGIC FRAMEWORK AND DRAFT STRATEGIES

FOUNDATIONAL GOALS AND STRATEGIES...

are meant to be broadly beneficial across multiple industry sectors.

1. Grow **living-wage jobs** across a **balanced** array of industry sectors.
2. Improve economic **participation and inclusion**
3. Maintain and enhance our **high quality of life**.

TARGET SECTOR GOALS AND STRATEGIES...

are intended to pursue opportunities and improve outcomes within clusters or sectors of related industries.

4. Sustain and innovate within **traditional industry** and **advanced manufacturing**
5. Grow employment within **technology and entrepreneurship**
6. Be a leader within **tourism, retail, restaurants and hospitality**
7. Innovate within **wine, agriculture and food systems**
8. Expand employment and operations within **education, medicine and other sciences**

STRATEGIC FRAMEWORK AND DRAFT STRATEGIES

1 **Grow LivingWage Jobs Across a Balanced Array of Industry Sectors.**

1.1 Maintain and enhance McMinnville's positive business climate.

- Improve the dialogue between the City and the local business communi
- Provide additional tools and resources for business formation and grow
- Sustain a streamlined permitting and approvals process.

1.2 Develop McMinnville's brand and leverage McMinnville's strong sense of place to spur economic growth.

- Conduct a formal branding process.
- Reinforce McMinnville's brand identity through strategic communications.
- Communicate McMinnville's sense of place through thoughtful design.

STRATEGIC FRAMEWORK AND DRAFT STRATEGIES

1 **Grow LivingWage Jobs Across a Balanced Array of Industry Sectors.**

1.3 Ensure commercial and industrial land availability

- Assess land supply for commercial and industrial uses and document lands available for development.
- Communicate land availability to current and prospective businesses.

1.4 Improve infrastructure to serve businesses, visitors and local residents.

- Improve external connections between McMinnville and the region.
- Invest in infrastructure improvements that make it safer and easier for residents and visitors to get around McMinnville.
- Identify and complete high-priority infrastructure projects that serve McMinnville's current and future business community.

1.5 Expand efforts in talent attraction and retention.

STRATEGIC FRAMEWORK AND DRAFT STRATEGIES

2 Improve Economic Participation and Inclusion.

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

- Work with local businesses to specify workforce needs, including occupations and skills.
- Improve access to skill development and education in career pathways at the elementary and secondary levels.
- Increase the access for McMinnville residents to workforce training and re training resources at local community and technical colleges.

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

- Connect businesses with available resources.
- Support DBE businesses.

2.3 Ensure adequacy of social services.

STRATEGIC FRAMEWORK AND DRAFT STRATEGIES

3 Maintain and Enhance our High Quality of Life.

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

- Ensure that regulatory frameworks and land supply align with market driven housing needs.
- Collaborate to improve the financial feasibility of housing development and new home purchases.

3.2 Expand recreation options.

- Complete a recreation master plan to identify, evaluate and prioritize potential improvements, including a **trail or paved path along the Yamhill River**, the installation of **fitness equipment along existing trail corridors** such as the Hewlett Packard trail; in-town cycling infrastructure like **bike lanes and bike racks**; pedestrian connections to **Joe Dancer Park** from Wortman Park and from Evergreen; improved **river access**, such as a dock, at Joe Dancer Park; improvements to existing parks and sports fields, including a **restroom facility and picnic pavilion in Joe Dance Park** and new awnings or covers for the dugouts at the baseball fields; a **BMX pump track**; extension of the **Westside Bicycle/Pedestrian Greenway**

STRATEGIC FRAMEWORK AND DRAFT STRATEGIES

3 Maintain and Enhance our High Quality of Life.

3.3 Leverage museums and cultural amenities.

3.4 Invest in McMinnville's neighborhoods.

- Create a framework for neighborhood initiatives.
- Ensure that regulations and City investments encourage livability.

3.5 Embrace proactive approaches to maintaining McMinnville's character.

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

STRATEGIC FRAMEWORK AND DRAFT STRATEGIES

4 Sustain and Innovate within Traditional Industry and Advanced Manufacturing.

4.1 Ensure workforce availability in trades.

4.2 Facilitate innovation within traditional industry sectors.

4.3 Expand and market land availability for industrial activities.

STRATEGIC FRAMEWORK AND DRAFT STRATEGIES

5 Grow Employment within Technology and Entrepreneurship.

- 5.1 Become a place where small and medium technology firms can relocate.
- 5.2 Provide opportunities for co-working, teleworking, and other arrangements enabled by telecommunications technology.
- 5.3 Incubate new businesses and startups.
- 5.4 Create new talent pipelines for tech-related occupations.

STRATEGIC FRAMEWORK AND DRAFT STRATEGIES

6 Be a Leader in Tourism, Retail, Restaurants and Hospitality.

6.1 Make downtown the best it can be.

6.2 Become the preferred destination for winerelated tourism.

6.3 Diversify tourism destinations beyond wine.

6.4 Encourage connections to the local food system and cultivate a community of exceptional restaurants.

6.5 Market and promote McMinnville.

STRATEGIC FRAMEWORK AND DRAFT STRATEGIES

7 Innovate within Wine, Agriculture and Food Systems.

- 7.1 Maintain prominence in wine while looking for opportunities to innovate within supply chains, viticulture and production.
- 7.2 Locate higher job-density activities in McMinnville.
- 7.3 Expand R&D for wine and other agricultural/cultivation-oriented and value added practices.
- 7.4 Open new markets for local agricultural products.
- 7.5 Preserve natural assets while ensuring long term stability in agricultural production.

STRATEGIC FRAMEWORK AND DRAFT STRATEGIES

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

8.1 Leverage Linfield College and Chemeketa CC.

8.2 Encourage growth at Willamette Valley Medical Center.

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

THANK YOU!

Comments or Questions?

Elliot Weiss

