

**PAC MEETING #3, EXHIBIT #3**

DATE: December 18, 2018  
TO: McMinnville Buildable Lands Inventory, Housing Needs Analysis, and Housing Strategies  
Project Advisory Committee (PAC)  
CC: Tom Schauer and Heather Richards  
FROM: Bob Parker and Beth Goodman  
SUBJECT: MCMINNVILLE HNA, BLI, AND HOUSING STRATEGY: PROJECT CHARTER

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This is the Project Charter for McMinnville’s Buildable Lands, Housing Needs Analysis, and Housing Strategy (“the project”).<sup>1</sup>

**Purpose**

For any collaborative process to proceed smoothly it is helpful for those involved to agree at the outset on the purpose of the partnership and on the procedures and principles by which the group understands it will conduct its interactions and decision making. This Charter describes the project’s goals and objectives and expectations of the teams. The Charter establishes communication procedures, identifies potential project risks and outlines a recommended strategy for addressing these risks. The Charter also identifies other procedures or operations unique for the project.

**Project Goals and Objectives**

**Goals**

- Assess McMinnville’s housing needs.
- Develop a housing strategy informed by public input.
- Identify goals, objectives, and actions to meet McMinnville’s housing needs.
- Develop a Buildable Land Inventory and Housing Needs Analysis that is compliant with Goal 10: Housing, and all applicable state land use statutes, administrative rules, and policies.

**Objectives**

- Create a collaborative process that is inclusive and focused on solutions.
- Update the City of McMinnville's buildable lands inventory.
- Update the City of McMinnville's housing needs analysis.
- Through a comprehensive public process that is inclusive and informed, develop a realistic and cohesive strategy for housing development in McMinnville that serves both

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<sup>1</sup> This project is funded by Oregon general fund dollars through the Department of Land Conservation and Development. The contents of this document do not necessarily reflect the views or policies of the State of Oregon.

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the economic development vision for the City of McMinnville as well as manages the quality of life for existing and future residents of McMinnville and Yamhill County.

- Assess adequacy of residential land supply and land use regulations to meet the city's housing needs both now and for the future.
- Prepare plan and code amendments to address the city's housing needs and ensure consistency with Great Neighborhoods Principles.<sup>2</sup>

## Project Schedule

The following is the general project schedule, subject to adjustments. Timing of tasks ensures that tasks can be coordinated with the City of McMinnville's Great Neighborhood Principles discussion to inform the Housing Strategy.

Note that all DLCD grant funded work must be completed by May 2019.

Task	Dates
Task 1: Project Kick-Off Meeting	July 2018
Task 2: Residential BLI	July – December 2018
Task 3: Housing Needs Analysis	July – December 2018
Task 4: Housing Strategy	October 2018 – April 2019
Task 5: Comprehensive Plan and Zoning Amendments	January 2019 – May 2019

## External Communications Protocols

Tom Schauer from the City of McMinnville is the city's project manager. Any external communications (e.g., community members, industry representatives, media, etc.) will be routed through Tom.

## Team Members

The project's team members include the Project Advisory Committee and the Project Management Team.

### Project Advisory Committee

The purpose of the Project Advisory Committee is to:

- Review draft work products, advise on public involvement, and consider public input when making recommendations.
- Advise the project team on matters regarding housing needs, market conditions, and the buildable lands inventory in McMinnville.

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<sup>2</sup> <https://www.mcminnvillematters.com/great-neighborhood-principles>

- Work collaboratively with, and provide guidance to, the staff and consultant project team in the preparation of the McMinnville Housing Needs Analysis.
- Work collaboratively with, and provide guidance to, the staff and consultant project team in the preparation of the McMinnville Housing Strategy. Provide input on goals, strategies, and actions that address McMinnville’s housing needs in a way that fits with and enhances quality of life in the community.

Review, provide input, and recommend a draft Housing Needs Analysis and Housing Strategy to City Council and Planning Commission. The Project Advisory Committee is made up of Citizen Advisors and Technical Advisors. City Council authorized the selection process. Members are:

**Exhibit 1. Project Advisory Committee Members**

Citizen Advisors	Technical Advisors
<ul style="list-style-type: none"> <li>▪ Marilyn Worrix, Chair</li> <li>▪ Kellie Menke, Vice-Chair</li> <li>▪ Zack Geary</li> <li>▪ Roger Lizut</li> <li>▪ Susan Dirks</li> <li>▪ Roger Hall</li> <li>▪ Sal Peralta</li> <li>▪ Alan Ruden</li> <li>▪ Sid Friedman</li> <li>▪ Mark Davis</li> <li>▪ Danielle Hoffman</li> <li>▪ Andrew Burton</li> <li>▪ Beth Caster</li> <li>▪ Michael jester</li> <li>▪ Robert J. Banagay</li> <li>▪ Amanda Perron</li> <li>▪ Matt Deppe</li> <li>▪ Brad Bassitt</li> <li>▪ Patty O’Leary</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tom Schauer</li> <li>▪ Chuck Darnell</li> <li>▪ Jamie Fleckenstein</li> <li>▪ Heather Richards</li> <li>▪ Mike Bisset</li> <li>▪ Susan Muir</li> <li>▪ Angela Carnahan</li> <li>▪ Ken Friday</li> </ul>

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## Project Management Team

The Project Management Team (PMT) is comprised of City and consultant staff as shown in the exhibit below.

### Exhibit 2. Project Management Team Members

Agency/Firm	Individual	Role and Responsibility
City of McMinnville	Tom Schauer	Project Director
City of McMinnville	Jamie Fleckenstein	Project Support
City of McMinnville	Heather Richards	Project Support
ECONorthwest	Bob Parker	Lead, Project Director
ECONorthwest	Beth Goodman	Project Director
Navigation Land Use Consulting	Ron Pomeroy	ECONorthwest Sub-Consultant

The PMT will meet bi-weekly to provide guidance to the Housing Needs Analysis, Buildable Lands Inventory, and Housing Strategy team; review project deliverables; and make schedule and scope adjustments as needed.

## Meeting Guidelines and Protocols

Individuals will be on time to meetings and come prepared to contribute. Individuals are expected to participate respectfully, allow everyone who wants to participate to do so, listen with an open mind, and stay on topic.

For formal meetings (e.g. PAC meetings), the City and consultant team will provide agendas (with time limits for agenda items) and PowerPoint presentations. PAC meetings will start with a meeting overview to set clear expectations and meeting objectives. Meeting notes will be taken and voted on at the next meeting.

Informal meetings (e.g. Project Management Team meetings) will not be recorded, but participants are encouraged to document decisions via personal notes. Topics discussed will not necessarily be predetermined with a formal agenda; they may be discussed informally via email or over the phone.

## Tentative Work Plan and Meeting Commitment

Preliminary and subject to change:

- The Project Management Team (PMT) is expected to attend biweekly conference calls as well as other meetings scheduled by the Project Director.
- The Project Advisory Committee (PAC) will attend scheduled meetings (estimated at one meeting per month), as appropriate, to review and provide guidance on work and work products and public involvement activities, receive regular updates, and provide

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recommendations. Members are expected to review and comment on work products. It is expected that all City Staff will follow the Protocols listed in the next section.

- **Meeting 1: Project Kick-off.** (July 17, 2018) The kick-off meeting started with an overview of the work program, schedule, and the State process. We worked with the PAC to identify elements of a project charter and presented background information to frame the discussion of housing needs in McMinnville. In addition, we facilitated a discussion about issue identification and desired outcomes.
- **Meeting 2: Housing Needs, Buildable Lands, and Residential Land Needs Methods and Assumptions.** (November 14, 2018) This meeting will include a presentation of work products: (1) Project Charter Memo, (2) Public Involvement Memo, and (3) Background Review Memo. We will seek input from the PAC on how much PAC and public involvement is wanted for developing, preparing, and reviewing assumptions and methods of future work products. The focus of this meeting will be on the HNA, BLI, and residential land needs methods and assumptions. We will facilitate a discussion with the committee about the implications of the analysis on local housing policies. Finally, to describe next steps, we will initiate conversations around the Housing Strategy and Action Plan.
- **Meeting 3: Policy Implications and Options for Housing.** (December 18 or 19, 2018) This meeting will focus on the draft BLI and HNA. We will facilitate a discussion about key strategic issues raised in the HNA, focusing on potential approaches to addressing the strategic issues, such as potential policy changes, use of financial tools, and other approaches. This meeting will also focus on a discussion of the Housing Strategy and Action Plan, initiated in Meeting 2. We will present a draft Housing Strategies memo and discuss preliminary goals and strategies needed to: address housing needs, increase land use efficiency to achieve needed housing densities and mix, and alleviate affordable housing issues.
- **Meeting 4: Additional PAC Meeting without consultant to present and discuss EOA.** (January 16 or 17, 2019) This will include a review of assumptions about use of *residentially zoned lands* to meet some employment needs (education, etc.) and (1) whether those are already accounted for on existing public lands owned by the school district (that may not be part of the land inventory available for residential development) or (2) whether the school districts anticipate the need to acquire additional school sites on residential lands. In addition, the PAC will review EOA findings about the use of *commercially zoned lands* to meet employment needs. In short, we need to be sure EOA and Residential assumptions and policies don't double count commercial and employment lands to meet both residential and employment needs.
- **Meeting 5: Develop the Housing Strategy.** (January 30 or 31 2019) This meeting will include any final comments on the BLI and HNA. We will share results from Public Workshop #1 and request feedback on how to integrate public comments into the BLI and HNA. The key focus will be on discussions of the draft Housing Strategy,

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building on the goals and strategies developed at Meeting 3. We will engage the PAC in development of an action plan to implement the identified goals and strategies based on the analysis conducted in Task 3.

- **Meeting 6: Finalizing the Housing Strategy.** (March 6 or 7, 2019) This meeting will focus on finalizing the Housing Strategy (policies and strategic issues). We will share results from Public Workshop #2 and request feedback on how to integrate public comments into the Housing Strategy.
- **Meeting 7: Additional PAC Meeting without consultant.** (April 16 or 17, 2019) We will seek a recommendation to adopt the hearings-ready Housing Needs Analysis, Housing Strategy, and ordinance amendments.
- **Meeting 8: Additional PAC Meeting without consultant** (May 21 or 22)

## Expectations and Key Success Factors

Based on PAC input at the July 17, 2018 PAC meeting, the following factors will be part of a successful project.

- Create a higher awareness and understanding of housing issues.
- Be community-supported with clear linkage from policy to projects.
- Include understandable, rational funding strategies.
- Encourage participation from typically under-represented populations: minorities, elderly, low-income, and people with disabilities.
- Provide clarity about the community benefits resulting from everyone being able to live affordably.
- Demonstrate how City projects can tap into private development, support housing and economic development, and provide a high return on public investment.
- Integrate with other agencies' efforts (e.g. Oregon Department of Housing and Community Services, Housing Authority of Yamhill County, affordable housing advocates, etc.).
- Be written in accessible language.
- Result in adoption without appeal.
- Build trust with the community – find common ground incrementally.
- Provide consistent messaging.
- Result in the reduction of homelessness and cost burden rates.

## Project Risks and Management

Based on the PAC input at the July 17, 2018 PAC meeting, the following factors are risks for the project (primary bullets) and means of managing the risks (sub-bullets).

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- The project is very complicated.
    - Educate committee so it can represent the project accurately to the community
    - Provide clear and compelling messaging
  - Us vs. them mentality (i.e., NIMBY and households in need of affordable or government-subsidized housing)
    - Emphasize shared values, mutual benefits, improvements for all users and all areas of the community
  - Anti-growth mentality – fear around growth and change
    - Reference recent growth planning from UGB work
    - If no one else moved here, we would still need improvements to our older housing stock
    - Emphasize shared values – sustainable, local economy, affordable housing
    - Provide clear messaging about state requirements
    - Ground the work in good data
    - Diversify participation
    - Balance projects – geographic, new construction vs. preservation
  - Maintaining momentum during breaks and lulls in the project
    - Provide for regular touch points, consistent communications strategy
  - Review and decision-making process
    - Allow the PAC to review, provide input, and make recommendations on all assumptions, analysis, and policy choices
    - Take clear milestone decisions to PAC and document decisions
    - Facilitated decision-making process supported by sound data and analysis
  - Unrealistic timing expectations for project implementation
    - Identify easy, lower-cost fixes for near-term to provide some quick wins
  - It can be easy to get bogged down in details at meetings
    - Provide strong facilitation at meetings
    - Follow up with outside meetings as needed
    - Work with committee leadership in advance of meetings
    - Funnel small issues to an appropriate person/place or form work group