MAC-Town 2032

Economic Development Strategic Plan

cai community attributes inc

Founded in 2005, **Community Attributes Inc. (CAI)** helps clients make informed decisions and evaluate results utilizing demographics, economic and financial data, geographic information systems (GIS), and other evidence-based methods. We apply our expertise across multiple disciplines, with a particular focus on regional economics; land use economics; community and economic development; surveys, market research and evaluation; data analysis and business intelligence; and information design.

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Contents

MAC-Town 2032 is a strategic planning process founded on the idea that "McMinnville is old enough to be substantial young enough to be ambitious, big enough to be industrious, and small enough to be friendly." This economic development strategy is an important component of the larger strategic plan, offering direction to the City of McMinnville and its partners, to increase living wage jobs and promote sustainable economic growth.

To create the economic development strategy, the project team engaged the community in a variety of ways. The following is a summary of the process used to create this plan.

A Project Advisory Committee (PAC) met monthly to provide direction to the project team, review draft work products and ensure alignment with the citywide strategic plan.

The consultant team toured the City and surrounding areas on foot and by car to understand the City's physical assets, and assembled a robust data profile to access quantitative and qualitative information about the community.

The team also engaged the public and other stakeholder groups through the following methods:

> Four 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

> Two public open house events 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 Map as an open forum for public comment on opportunities and challenges facing McMinnville

> Two workshops with City Council for input on goals and strategies
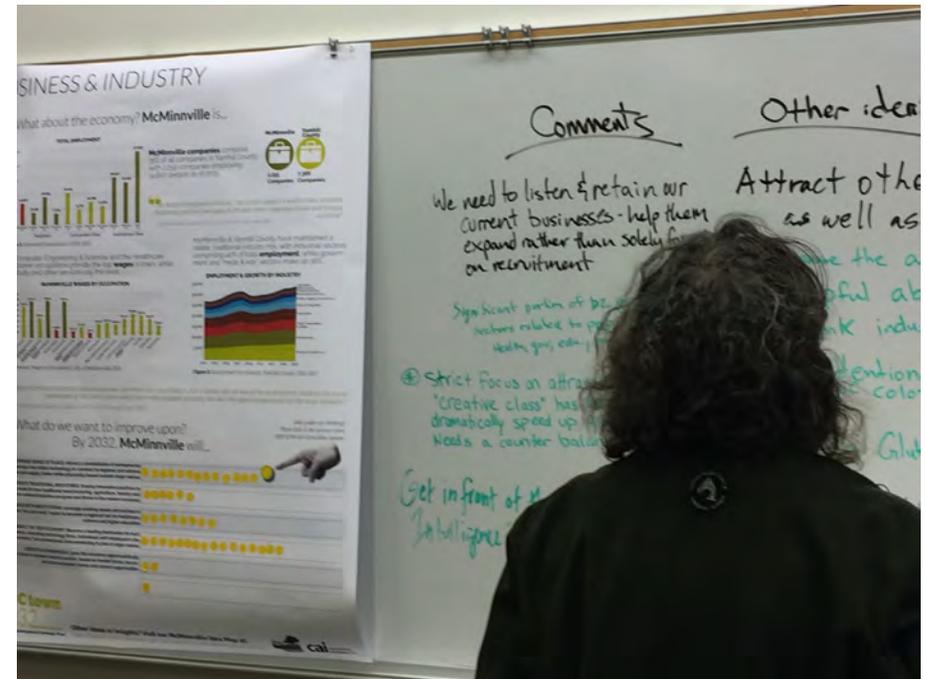
Above: a community member provides input at a MAC-Town 2032 community open house.

"McMinnville is old enough to be substantial, Young enough to be ambitious, Big enough to be industrious, And small enough to be friendly."
--(Historic Brochure)

Project Goals

The process and outcomes of MAC-Town 2032 are informed by specific goals for McMinnville's economic development strategy. These goals, presented below, seeded conversations amongst the project advisory committee, influenced the development of specific strategies and actions, and imply a continuing committment to implementing the plan.

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

> Position a unique quality of life to attract creative class and entrepreneurial talent to establish the next generation of local business development and investment in the community.

> Lead McMinnville's agricultural and manufacturing traditional economy towards a successful and sustainable 21st century economy.

> Utilize McMinnville's history of collaboration towards achieving big things.

> Identify what is an attractive business climate for McMinnville's targeted potential and what McMinnville still needs to do to create that climate.

> Leverage the growing tourism industry towards new business development and investment. "If you like to play here, why not work and live here too."

> Focus the efforts of all individual economic development partners so that they are successful in their own unique roles but working collaboratively and collectively towards advancing a coherent and cohesive overall economic vision.

> Invest limited resources in strategic initiatives that create family wage jobs that are multi-generational and reinforce the small town charm of McMinnville.

> Recommendations on light industrial, office, and retail commercial centers – whether or not to preserve existing square footage, increase, or decrease. Include geographic locations for focus.

> Research and analysis of mobile services – current practices and impacts on local brick-and-mortar businesses and strategies to leverage them to bring in business into the City.

> Preparation of business attraction and retention strategies incorporating results from McMinnville's SWOT analysis.

> Preparation of performance measures with timelines that will be used to evaluate whether and to what extent plan goals and objectives have been or are being met.

Living Wage Jobs

Increasing the number of living wage jobs in McMinnville is central to many of the project goals previously detailed. There are many ways to define a "living wage". For the purposes of this study, the wage required to afford a median two bedroom apartment is used for context. This assumes that a renter should not spend more than 30% of their income on their housing costs.

As the real estate market changes, the wage required to afford a median two bedroom unit will also change. The formula below can be used to help under-stand how market dynamics affect housing affordability at a given point in time. This formula assumes that utilities are included in the monthly median rent and is calculated for the household. Additional considerations for specific households are also important, and include household size, age, lifestyle demands and other factors.

Below is a sample calculation for a 2-Bedroom unit in 2018. This should be updated periodically.

2018 Example

Monthly Median Rent, 2-Bedroom Unit		Annual Rent Expense		Minimum Income Required (Rent at 30% of Income)		Equivalent Household Hourly Wage
$1,260	* 12 =	$15,120	/ 0.3 =	$50,400	/ 2080=	$24.23

A rigorous analysis of demographic and economic data underpins this strategic plan. The full data profile is included as an appendix to this report, and key findings are included on the following page of this report.

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

> McMinnville has the largest population and highest employment in Yamhill County, which positions the city as a subregional center, on the outskirts of the greater Portland region. McMinnville is expected to grow and capture more than half of projected population growth in Yamhill County in the coming years, thereby increasing its role as the commerce and population center of Yamhill County.

> For those moving to McMinnville, most come from within Yamhill County or other places within the State of Oregon, indicating that McMinnville is a regional draw.

> Yamhill County's population is aging and will continue to age; residents 65+ will account for a larger share of the population in the coming decades and will be the largest age segment by 2055.

> The McMinnville and Yamhill County economy has balanced industry sectors, with Educational and Medical Services, Manufacturing, Trade, Transportation and Utilities, Government, and Leisure and Hospitality each accounting for between 11% - 22% of countywide employment. McMinnville has large employers (or many employers) in each of these sectors, including Cascade Steel, Willamette Valley Medical Center, Linfield College, Yamhill County (government), and others.

> Office-using employment, such as Professional and Business Services, Financial Activities and Information, is low, though Professional and Business Services are expected to grow rapidly. Educational and Medical Services are expected to add the greatest number of jobs in the Mid-Valley region through 2024.

> McMinnville's median household income is low, with disparities by race or ethnicity and educational attainment; healthcare practitioner and technical occupations is the highest-paying occupational category in McMinnville, at $68,000.

> Most McMinnville residents commute to work alone in a car. Many McMinnville residents (39%) work in McMinnville, and the most common commute destinations for residents are to Portland and Salem (12% total).

> A lower percentage of McMinnville residents obtain a bachelor's degree or higher; educational attainment lags relative to the region.

> Housing affordability is a challenge, as it is throughout the greater Portland region. Housing costs are not more burdensome than in many other communities throughout the region.

> McMinnville's poverty rate is relatively high at 20%, but poverty varies across family types, race or ethnicity, and educational attainment. In McMinnville, more than half of single mothers and one-quarter of all families with children are in poverty; one-third of Hispanic or Latino individuals are in poverty and one-third of individuals with less than a high school diploma live in poverty.

McMinnville provides **economic opportunity** for all residents through sustainable growth across a **balanced array of traditional and innovative industry sectors**, from steel manufacturing to technology. Economic growth is **collaborative**, and **inclusive** of individuals from diverse backgrounds. Businesses leverage **local and regional talent pipelines** while attracting new employees and residents who value McMinnville's **high quality of life.** Our strong downtown serves residents and visitors alike, featuring unique shops and world-class restaurants that offer **locally-produced food products and globally-renowned wine.** As we evolve, we prize our **small-town roots** and we maintain McMinnville's character.

Structure of the Document

This economic development strategic plan is meant to be a road map for McMinnville's economic development efforts over the next fifteen years, recognizing the great work that is already occurring and the potential to leverage those efforts towards larger goals and impacts. The document is structured with goals, strategies, and potential task or projects.

GOALS: There are three foundational goals and five targeted sector goals.

STRATEGIES: Each goal has several strategies to achieve the goal.

POTENTIAL TASKS OR PROJECTS: And each strategy has a list of potential tasks or projects that were identified through a public engagement process. The list of potential tasks or projects are meant to be seen as opportunities for different economic partners in McMinnville to consider as actions towards advancing a strategy. They are not meant to be perceived as mandates for the strategic plan to be successful.

LEADS, PARTNERS AND PERFORMANCE MEASURES: All of the McMinnville economic development agencies will work towards advancing the strategic plan within their own agency goals and workplans. Potential leads and partners have been identified for each strategy based upon mission, vision and capacity of the different organizations in the community.

IMPLEMENTATION: An economic development council will be formed comprised of members of the partner economic development organization and community members at-large. This council will meet to discuss how to implement the plan and what high-impact, near-term and high-impact, long-term strategies, tasks and projects should be moving forward over the course of the plan. The council will continually evaluate what is working and what is not working, and make changes accordingly.

This economic development strategic plan should not be viewed as a mandate for organization work plans but rather as a guiding document for leveraging efforts and maximizing overall impacts.

FOUNDATIONAL GOALS AND STRATEGIES...
are meant to be broadly beneficial across multiple industry sectors.

1. Accelerate Growth in Living-Wage Jobs Across a Balanced Array of Industry Sectors

2. Improve Systems for **Economic Mobility 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. Foster Opportunity in **Technology and Entrepreneurship**

6. Be a Leader in **Hospitality and Place-Based Tourism**

7. Align and Cultivate Opportunities in **Craft Beverages and Food Systems**

8. Proactively Assist Growth in **Education, Medicine and Other Sciences**

Accelerate Growth in Living-Wage Jobs

Across a Balanced Array of Industry Sectors

Goal One

1.1   Maintain and enhance McMinnville's positive business climate

1.1.1 Improve the dialogue between the City and the local business community.

POTENTIAL TASKS OR PROJECTS:

> Coordinate with partners to define the appropriate forum for, and regularly conduct, small business forums or distribute surveys to connect with stakeholders and determine the challenges and opportunities facing McMinnville's business community.

> Host an annual business summit where business owners, employees and consumers can interact with elected officials, suggest improvements to the business climate, identify networking opportunities and growth strategies, and spread awareness of local offerings, potentially with breakout sessions for specific industry clusters.

1.1.2 Provide additional tools and resources for business formation and growth.

POTENTIAL TASKS OR PROJECTS:

> Develop and implement a coordinated onboarding system for new and small businesses, in coordination with MEDP, McMinnville Downtown Association, McMinnville Water and Light, McMinnville Industrial Promotions, the McMinnville Chamber of Commerce and other partners.

> Coordinate efforts to create branded online and print materials to market business resources, potentially including a small business resource directory, a "how to do business in McMinnville" guide and a handbook on licensing and permitting.

> Develop a web-based dashboard that incorporates demographic, economic and real estate data to quickly assess trends, challenges and opportunities for prospective entrepreneurs, business owners and real estate developers.

> Identify and catalogue sources for federal, state and county business incentives, including low-interest loans, industrial revenue bonds, sales or property tax deferrals, New Market and other tax credits, SBA HUB Zones, and others.

> Encourage the development of industry specific mentor groups/ associations

1.1.3 Sustain a streamlined permitting and approvals process.

POTENTIAL TASKS OR PROJECTS:

> Appoint and train a designated coordinator to help new business owners navigate local development regulations and obtain federal, state and county-based financial incentives.

> Develop check lists or fact sheets to aid in understanding and compliance with permitting and code enforcement procedures; produce a "play book" that outlines City requirements and codes, available venues and associated costs, and volunteer organizations able to assist with event management.

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

1.2.1 Conduct a formal branding process.

POTENTIAL TASKS OR PROJECTS:

> Facilitate conversations with industry sector representatives and between key stakeholders to identify and develop branding themes and discrete, high-priority branding initiatives.

> Apply McMinnville's brand to communications, marketing, and other materials to align marketing efforts.

1.2.2 Reinforce McMinnville's brand identity through strategic communications.

POTENTIAL TASKS OR PROJECTS:

> Communicate the City of McMinnville's community and economic development successes via press releases, interviews, and social media.

> Coordinate internally and externally to optimize the City's social media accounts for dissemination of information related to economic development assets, success stories, events, and networking and employment opportunities.

1.2.3 Communicate McMinnville's sense of place through thoughtful design.

POTENTIAL TASKS OR PROJECTS:

> Improve key gateways into and through McMinnville with coordinated design interventions that reflect McMinnville's brand.

> Install noticeable welcome and wayfinding signage at the Three Mile Lane bridge, as well as at key entrances to the downtown area and other economically significant areas.

> Coordinate street furniture and other amenities with McMinnville's brand.

> As new infrastructure projects are planned and completed, such as a bridge replacement, ensure that the design serves McMinnville's sense of place.

> Assess the sufficiency of McMinnville's existing design guidelines to protect and enhance valued aspects of the City's building stock and built form.

1.3 Ensure commercial and industrial land availability

1.3.1 Assess land supply for commercial and industrial uses and document lands available for development

POTENTIAL TASKS OR PROJECTS:

> Vet the findings of McMinnville's most recent Economic Opportunities Analysis to clarify commercial and industrial land capacity; complete supplemental analyses as needed.

> Develop and host a web application to present available commercial properties.

> Develop a brownfield remediation program in partnership with the state, to redevelop the old bus barn site, the NE Gateway vehicular junkyard and downtown autobody shop.

1.3.2 Communicate land availability to current and prospective businesses.

POTENTIAL TASKS OR PROJECTS:

> Invite reputable, locally-based real estate brokers to write a periodic column on available properties in McMinnville and the McMinnville area real estate market.

> Promote a branded "shovel-ready" certification to focus interest and resources on key commercial and industrial development sites in McMinnville.

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

1.4.1 Improve external connections between McMinnville and the region.

POTENTIAL TASKS OR PROJECTS:

> Encourage efforts, through lobbying and other means, to complete the Highway 99 Dundee Bypass in a timely manner.

> Explore the feasibility of consistent commuter private airline service between McMinnville and larger regional hubs, such as Seattle, Portland and northern California.

> Work with YCTA, Metro, local employers and other regional partners to expand and improve and expand public and private transportation between McMinnville and Portland.

1.4.2 Invest in infrastructure improvements that make it safer and easier for residents and visitors to get around McMinnville.

POTENTIAL TASKS OR PROJECTS:

> Inventory key bike and pedestrian corridors and rank the investments required to improve pedestrian amenities.

> Develop wayfinding graphics for primary pedestrian and bike connectors through and between McMinnville's major assets.

> Consider improvements to downtown streets and sidewalks, including regrading and low-impact development (LID) retrofits, to improve drainage and prevent standing water during and after rain events.

> Complete improvements to Alpine Avenue and throughout the Granary/ Northeast Gateway District.

1.4.3 Identify and complete high-priority infrastructure projects that serve McMinnville's current and future business community.

POTENTIAL TASKS OR PROJECTS:

> Work with regional partners to assess the rail network in the Yamhill Valley and to explore options for increased use by McMinnville businesses.

> Explore additional business lines at the McMinnville airport, including wildland fire fighting, recreation and tourism uses such as skydiving, paragliding, and balloon rides, pilot training on various aircraft and helicopters, and for private travel.

> Maximize the potential for light industrial and office development near the airport; review regulations and infrastructure at key airport sites and revise the Airport Layout Report as necessary to position the airport for compatible forms of growth.

> Evaluate McMinnville's disaster preparedness and priortize infrastructure improvements to ensure adequate preparation for future natural disasters.

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

> Identify and evaluate options to add an alternate freight route.

> Create a user-friendly program to coordinate utility improvements for both public and private improvements to ensure maximum efficiencies and potential

> Evaluate a 10GB fiber network with Online Northwest.

> Develop an extensive, coordinated Capital Improvement Plan for business districts that supports current needs and is flexible enough to respond to future needs.

1.5   Expand efforts in talent attraction and retention.

POTENTIAL TASKS OR PROJECTS:

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

> Recruit targeted trade/associations for conferences.

> Implement intentional talent attraction strategies with 2 and 4-year institutions, including strategies around significant class reunions.

> Build a bridge with Visit McMinnville and business travelers to augment and track lead generation and talent attraction opportunities.

> Expand internship programs throughout the City of McMinnville's municipal departments.

> Identify and market amenities targeted to recruit young professionals from the Portland metro, particularly as they start to have families and look for opportunities to live in smaller cities and towns outside the city.

Improve Systems For

Economic Mobility and Inclusion

Goal Two

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

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

POTENTIAL TASKS OR PROJECTS:

> Collaborate with a local workforce agency to form industry panels to collaborate on hiring needs conversations.

> Identify skills needed and connect that information with local curriculum leaders at all educational levels.

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

POTENTIAL TASKS OR PROJECTS:

> Work with local educational institutions to create programs, such as career fairs or lesson plans, that highlight career paths and technical skills in demand with McMinnville employers.

> Seek volunteers and other partners, including the South Metro - Salem STEM Partnership and Oregon Institute of Technology, to develop mentor-based STEM programs for young people in McMinnville.

> Partner with local educators to identify grant-funded opportunities for program expansion in STEM learning.

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

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

POTENTIAL TASKS OR PROJECTS:

> Create and advertise "hire local" incentives for McMinnville businesses.

> Complete a feasibility assessment and establish partnerships for the creation of a makerspace and fabrication laboratory.

> Explore creation of a volunteer workforce development task force to connect employers and students for job shadow, internship and volunteer opportunities, as well as coursework aimed at non-traditional and career-change students.

> Actively publicize local hiring events and other career-related programs, such as career fairs, at local post-secondary institutions.

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

2.2.1 Connect businesses with available resources.

POTENTIAL TASKS OR PROJECTS:

> Research and track the nomination process for the State of Oregon's Opportunity Zones and, pending McMinnville's status as an Opportunity Zone, devise a strategy to maximize the ROI associated with the program.

> Create and distribute a list of Business Oregon incentives and resources, such as Oregon InC and the Rural Opportunity Initiative, that would potentially benefit McMinnville entrepreneurs.

2.2.2 Support DBE businesses.

POTENTIAL TASKS OR PROJECTS:

> Catalogue and publicize resources that DBE-qualified businesses are uniquely able to access and provide technical assistance in securing resources for early-stage businesses.

> Host an annual DBE Summit to bring businesses together for networking and interaction with City officials.

2.3 Ensure adequacy of social services.

POTENTIAL TASKS OR PROJECTS:

> Partner with Yamhill County Family and Youth Services to develop and expand programs on parenting, money management, conflict resolution, preparedness, sheltering and other relevant topics.

> Negotiate with service providers to improve the accessibility of basic services for adults with decreasing mobility and provide transportation to key regional destinations.

> Connect adults and youth for whom English is a second language with regional programming and resources to improve English language proficiency.

> Provide and link to resources and funding opportunities for retrofitting homes with monitoring and support technology to facilitate "aging in place" for McMinnville residents.

> Convene a coalition of service providers, business owners and other stakeholders to meet regularly to develop a sustainable solution to homelessness.

> Consider the installation of spare change "parking meters" in downtown to encourage donations and supplement funds for housing the homeless.

Maintain and Enhance Our

High Quality of Life

Goal Three

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

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

POTENTIAL TASKS OR PROJECTS:

> Complete a housing needs assessment, possibly in conjunction with the Urban Renewal Plan, that includes an inventory of vacant and redevelopable residential lands and a code assessment to identify gaps in code provisions that preclude or impede the construction of specific housing typologies.

> Demonstrate the viability of new housing types through demonstration projects that leverage workforce training partnerships in construction.

> Work with local employers to identify unique housing arrangements for employees relocating to McMinnville.

> Rezone and change other regulations, as needed, to ensure that duplexes, triplexes, quadplexes, ADUs, tiny homes, modular homes and/or other housing types are allowable in appropriate locations.

> Develop a City Center Housing Strategy to identify how to develop new housing in the Downtown and NE Gateway District that responds to market needs.

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

POTENTIAL TASKS OR PROJECTS:

> Partner with a local bank on a "live where you work" homebuyer program offering favorable mortgage terms for workers looking for housing in McMinnville.

> Evaluate the potential for public-private partnerships that provide infrastructure for new residential development.

3.2   Expand and improve recreation amenities and options.

3.2.1 Update City Plans to evaluate and prioritize investments in recreation infrastructure.

POTENTIAL TASKS OR PROJECTS:

> Evaluate and designate primary pedestrian and bike connectors through and between McMinnville's major assets and implement public realm improvements including lighting, signage, landscaping and street furniture.

> Complete a trail or paved path along the Yamhill River.

> Install fitness equipment along existing trail corridors, such as the Hewlett Packard trail.

> Add in-town cycling infrastructure like bike lanes and bike racks.

> Improve pedestrian connections to Joe Dancer Park from Wortman Park and from Evergreen.

> Improve Yamhill River access, such as through a dock, at Joe Dancer Park.

> Complete improvements to existing parks and sports fields, including a restroom facility and picnic pavilion in Joe Dancer Park and new awnings or covers for the dugouts at the baseball fields.

> Construct a BMX pump track.

> Extend the Westside Bicycle/Pedestrian Greenway.

> Add an outdoor stage or amphitheater to one of McMinnville's existing parks.

3.2.2 Cultivate partnerships to develop and market McMinnville's recreation amenities.

POTENTIAL TASKS OR PROJECTS:

> Evaluate the feasibility of a Parks Advisory Committee made up of community stakeholders with a Business and Economic Development representative to maintain the importance of parks amenities in an economic development program.

> Develop and implement an adopt-a-trail program to enhance maintenance and upkeep of existing trails in McMinnville.

> Promote and expand existing regional athletic events held in McMinnville, including youth sports tournaments and running and bike races.

> Work with IMBA, local shops, local riders, the U.S. Forest Service and other property owners to develop a network of off-road trails leaving straight from McMinnville, with the "town as trailhead".

> Work with Travel Oregon to expand, signify, and promote road biking routes in and around McMinnville.

> Evaluate the potential for events in the "all-road" cycling segment, leveraging local gravel and dirt road networks.

> Collaborate with Michelbook to plan proactively for the future of country club and its recreational assets.

> Support a recreation facilities plan that Identifies the community's priorities and resources needed to update, improve, expand and add recreational facilities that serve the community's needs including a Community Center and Aquatic Center.

> Work with Yamhill County to identify and prioritize improvements to the Yamhill County Fairgrounds.

> Coordinate with YMCA and/or other similar organizations to evaluate the feasibility of opening a recreation facility in McMinnville.

3.3 Leverage arts and culture amenities.

POTENTIAL TASKS OR PROJECTS:

> Evaluate the feasibility of a public private partnership to create a community art space or collaborative studio and cooperative gallery.

> Create or expand programs that feature the work of local artists on a rotating basis in City buildings and in the public realm.

> Assess the need for and feasibility of updating or expanding the McMinnville Public Library.

> Initiate a conversation between locals artists, arts organizations, philanthropies and other parties to identify the potential for an arts and culture-focused event center in McMinnville.

> Establish periodic, formal dialogue with the Evergreen Aviation and Space Museum and the Yamhill County Heritage Museum to anticipate their needs and identify opportunities to provide support

> Collaborate to develop a community arts and culture event calendar that centralizes McMinnville's arts and culture-related offerings

3.4 Invest in McMinnville's neighborhoods.

3.4.1 Implement the recommendations of the citywide Strategic Plan, particularly as they relate to livable neighborhoods

3.4.2 Ensure that regulations and City investments encourage livability.

POTENTIAL TASKS OR PROJECTS:

> Review and revise zoning designations to provide neighborhood-serving retail and services in close proximity to residential neighborhoods.

> Systematically evaluate the adequacy of street lighting in residential areas and key bike and pedestrian corridors, and ensure that pedestrian corridors in neighborhoods and around key destinations are well-served by crosswalks, bike lanes, and other bike and pedestrian infrastructure.

> Evaluate the adequacy of current policy regarding vacation and short-term rentals to balance the needs of neighborhood residents and visitors to McMinnville.

3.5   Proactively maintain McMinnville's character.

POTENTIAL TASKS OR PROJECTS:

> Explore the creation of a legacy business program to celebrate the longevity of longstanding local businesses.

> Explore the feasibility of facade improvement grants, tax credit/abatement programs or revolving loans for property owners that voluntarily make physical improvements to their properties.

> Evaluate the potential applicability of form-based code provisions, particularly in neighborhood centers, pedestrian corridors, and the downtown area, to ensure good design.

> Review adopted design guidelines and other development standards to ensure that new development contributes positively to McMinnville's sense of place.

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

POTENTIAL TASKS OR PROJECTS:

> Identify the appropriate forum for conversations around complex regional issues and potentially lead the creation or and facilitate a regional working group that meets periodically to develop regional solutions

> Evaluate existing City participation in regional organizations and coordinate to encourage employee participation in regional leadership positions

Sustain and Innovate Within

Traditional Industry and Advanced Manufacturing

Goal Four

4.1   Ensure workforce availability in trades and other mid-skill positions.

POTENTIAL TASKS OR PROJECTS:

> Encourage expansion and allocate resources for middle, high school, and community and technical college programs that encourage career exploration and skills development in trades and mid-skill occupations

> Convene a panel of business leaders from traditional industry and advanced manufacturing employers in McMinnville to pioneer a collaborative approach to expanding apprenticeships and volunteering employee time to teach in-demand skills to individuals evaluating trade-based careers.

4.2   Connect traditional industry and advanced manufacturing to innovation resources for sustainable growth.

POTENTIAL TASKS OR PROJECTS:

> Highlight industrial innovation in McMinnville through periodic events, posts and other marketing, connecting innovators through storytelling and innovation partnerships.

> Plan and participate in an industrial innovation working group or recurring social event to facilitate idea sharing and cross-pollination among business leaders.

> Connect business leaders with regional innovation resources through Business Oregon and other innovation-oriented organizations.

> Consider an international sister city program to share innovative practices.

4.3 Expand and market land availability for industrial activities.

POTENTIAL TASKS OR PROJECTS:

> "Promote and market the McMinnville Industrial Park as a target area for advanced
> manufacturing investment within Yamhill County."

> Coordinate with McMinnville Industrial Promotion to ensure leadership
> succession and continued engagement.

Foster Opportunity In

Technology and Entrepreneurship

Goal Five

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

POTENTIAL TASKS OR PROJECTS:

> Foster physical connections to existing tech and entrepreneurship hubs through low-cost air services.

> Market McMinnville as a destination for young and aspiring employees to find opportunity in business, entrepreneurship, computer and software engineering and other programs in Oregon's post-secondary institutions.

> Survey local "tech" employers to identify current regulatory shortcomings or infrastructural needs for business relocation and expansion.

> Promote the concept of McMinnville's "tech terroir" to emphasize McMinnville's potential assets to entrepreneurs, business owners and others involved in tech-oriented occupations.

> Explore opportunities to improve connections to and otherwise better leverage McMinnville's dark fiber ring for business use.

> Hire an innovation officer and/or complete a comprehensive strategy around smart cities and innovation in urban sustainability.

> Create an "Invest in the Future" grant program that is targeted towards private investment and business development with living wage job outcomes.

5.2   Provide opportunities for co-working, teleworking, and other arrangements enabled by telecommunications technology.

POTENTIAL TASKS OR PROJECTS:

> Collaborate to develop a coworking space to foster entrepreneurship, innovation and to enable convenient telecommuting to regional employers in Portland or elsewhere. Explore unique partnership opportunities for cooperative or pop-up telecommuting spaces.

5.3   Incubate new businesses and start-ups.

POTENTIAL TASKS OR PROJECTS:

> Maintain a list of funding sources for start-up and expansion grants for locally-owned businesses.

> Coordinate with partners to improve access to funding and resources available through local foundations, non-profits and other funders in McMinnville to empower local capacity-building efforts.

> Study the feasibility of aggregators or cooperatives to efficiently distribute locally-made products from McMinnville businesses to larger metropolitan markets.

5.4   Create new talent pipelines for tech-related occupations.

POTENTIAL TASKS OR PROJECTS:

> Connect business leaders with interested local educators to develop extracurricular activities and to improve current curricula and align education and training with emerging employer needs.

> Cultivate relationships with post-secondary institutions to ensure awareness of job opportunities in McMinnville, and ensure that McMinnville job opportunities are represented on school job boards, in job fairs, and other promotional events.

Be a Leader In

Hospitality and Place-Based Tourism

Goal Six

6.1 Make downtown the best it can be.

POTENTIAL TASKS OR PROJECTS:

> Evaluate current zoning, historical districts and designations, and existing land use patterns, including underutilized parcels, to ensure that key downtown parcels offer the highest and best use for their location.

> Communicate with County officials to explore the potential for a purpose-built County facility, outside of downtown, that includes a courthouse, commissioners offices, and clerks office.

> Continue to evaluate new downtown events to diversify downtown events and activities and publicize emerging retailers or other non-retail organizations.

> Evaluate the feasibility of improving or expanding the provision of public restrooms in the downtown area.

6.2 Become the preferred destination for wine-related tourism.

POTENTIAL TASKS OR PROJECTS:

> Collaborate to expand marketing of McMinnville and Yamhill Valley products and to improve national and international recognition of local wine.

> Connect hoteliers and other hospitality professionals in Oregon and elsewhere to local opportunities for high-quality additions to McMinnville's current hospitality offerings.

> Collaborate with Travel Oregon to host a tourism workshop for McMinnville business owners to establish and leverage competitive advantages of over similar regional offerings.

> Leverage Linfield's wine studies program to identify opportunities to increase visitation to the Willamette Valley region and to the viticultural areas immediately surrounding McMinnville

6.3 Diversify tourism destinations beyond wine.

POTENTIAL TASKS OR PROJECTS:

> Create branded itineraries for a range of activities and distribute online and in hard copy throughout McMinnville and at local and regional airports to offer pre-planned adventures for visitors.

> Optimize social media performance by continuing and expanding the use of hash tags, branded icons, slogans, and other techniques to highlight and encourage sharing of McMinnville-based experiences.

> Conduct a feasibility study to identify the potential costs and economic and fiscal impacts of building an indoor sports complex for local recreation and regional event use.

> Engage the Wings and Waves water park to identify and pursue opportunities for growth and expansion.

> Become a national destination for bicycle tourism and other recreational and leisure activities.

6.4 Market and promote McMinnville.

POTENTIAL TASKS OR PROJECTS:

> Develop and maintain robust relationships with Travel Oregon, and seek promotion opportunities accordingly.

> Document and track the economic impact of tourism and outdoor recreation to Yamhill Valley communities.

> Work with visit McMinnville and local hoteliers to identify gaps in available conference space and to establish a plan to expand McMinnville's offerings for small and large conferences.

Align and Cultivate Opportunities In

Craft Beverages and Food Systems

Goal Seven

7.1   Maintain prominence in wine while looking for opportunities to innovate within supply chains, viticulture and production.

POTENTIAL TASKS OR PROJECTS:

> Convene a technical assistance panel to identify new opportunities in urban wine-making and distribution and to establish a framework for collaboration and innovation in wine-making that best leverages public and private resources and identifies critical public/private partnerships.

> Expand programming at IPNC to include a technical component for knowledge sharing between wine-makers and other professionals in viticulture and oenology.

> Encourage collaborative research at Linfield and Chemeketa CC and facilitate connections between these schools and other viticulture programs nationally.

> Proactively recruit beverage-makers that complement existing wineries and breweries, such as cideries and distilleries.

7.2   Locate higher job-density food and beverage activities within McMinnville.

POTENTIAL TASKS OR PROJECTS:

> Ensure the sufficiency of regulations in applicable zones to accommodate urban wine-making and other non-retail aspects of the wine industry, including transportation and distribution.

> Encourage further clustering of wine-oriented business in the Granary/ Alpine District.

> Contact wineries throughout the region to identify growth-oriented operations needing new or larger space, and target marketing and recruitment efforts accordingly.

> Recruit food processing and production companies that offer synergies with wineries, such as charcuterie and cheese companies.

> Coordinate with educational institutions to anticipate needs and ensure that McMinnville remains a hub for wine education while expanding culinary education and training locally

7.3 Expand R&D for wine and other agricultural/cultivation-oriented and value-added practices.

POTENTIAL TASKS OR PROJECTS:

> Hire an Agriculture Coordinator or Resource Officer to connect producers with resources and coordinate efforts to innovate within wine and agriculture.

> Convene a group of wine-makers and entrepreneurs to evaluate the feasibility of a wine maker-space or similarly collaborative wine-making space for small producers, experimental products, or research.

> Conduct a feasibility study and potentially complete a business plan for an integrated food hub and permanent, year-round farmer's market.

> In partnership with other Oregon cities and counties, commission a study of value-added industry successes and best practices related to agriculture in western U.S. and Canadian communities.

> Liaise with researchers at OSU's Small Farms Program and other similar agricultural programs throughout the state and the region.

> Invite educators in the region to conduct research and teaching based in the Yamhill Valley, including possible distance learning and online college course options.

> Explore opportunities for expanded agricultural production using hydroponics, aquaponics and other similar cultivation methods

7.4 Open new markets for local agricultural products.

POTENTIAL TASKS OR PROJECTS:

> Establish a branding and marketing program for local agricultural products, such as "Yamhill County Grown" or similar.

> Develop and market a local Farm-to-Table program by connecting Yamhill Valley farmers with local restaurants.

> Explore the potential for a cooperative distribution model to move McMinnville's agricultural products to restaurants in the Portland metro.

7.5 Encourage a holistic approach to local food culture, improving connections to the local producers and cultivating a community of exceptional restaurants and culinary establishments.

POTENTIAL TASKS OR PROJECTS:

> Create a forum for local restaurateurs to connect with local agricultural producers and improve culinary offerings.

> Work with stakeholders to establish a local demonstration or innovation kitchen that can be rented to test new recipes, host small events, or otherwise incubate local culinary endeavors.

> Publicize local food offerings across all price levels through a branded guide to local cuisine, and distribute at and regional hotels, wineries, airports and other places frequented by travelers.

> Partner on development of a "Farm-for-a-Day" agri-tourism program connecting local farming operations to paying guests.

> Evaluate alignment of current food cart regulations with community goals.

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

POTENTIAL TASKS OR PROJECTS:

> Espouse an approach to environmental stewardship and encourage participation and support by local farmers for initiatives in keeping with this approach.

> Establish and facilitate a business leadership group to identify solutions to sustainability challenges.

> Establish local resiliency infrastructure and training through programs like FEMA's Community Emergency Response Teams (CERT) or other community-based models.

Proactively Assist Growth In

Education, Medicine and Other Sciences

Goal Eight

8.1 Leverage institutional land assets and support planning for institutional growth and clustering.

POTENTIAL TASKS OR PROJECTS:

> Ensure that the Willamette Valley Medical Center can accommodate future growth through a master plan that includes supportive zoning, targeted capital improvements and other tools.

> Use regulatory tools and constructive dialogue with businesses to encourage clustering of medical-professional uses near the Willamette Valley Medical Center and to create a regional anchor for health care.

> Engage McMinnville's large institutions in a dialogue about proactive planning for large and underutilized land assets.

> Assess the desireability and potential feasibility of the creation of a "university district" or similar near one or more of McMinnville's college campuses.

8.2 Assist in recruitment and training to fill specific workforce needs.

POTENTIAL TASKS OR PROJECTS:

> Identify and fill gaps in education and training opportunities at local educational institutions for in-demand skills in "Eds and Meds" occupations.

> Connect employers in education and health care to national skilled workforce pools through branding, recruitment, relocation incentives and other tools.

> Explore public-private and other partnerships to improve amenities for students and employees, potentially including an expanded supply of student housing or housing appropriate for students on or near Linfield and Chemeketa campuses, and improved transportation to campuses and other institutions.

8.3 Support the expansion of programmatic offerings at local institutions.

POTENTIAL TASKS OR PROJECTS:

> Work with Linfield College and Chemeketa CC to assess demand for education and training in health care and related services and to expand programming accordingly.

> Engage Chemeketa CC leadership in a dialogue to explore the creation an on-site culinary and hospitality program.

> Collaborate with leadership at the school district and at Linfield and Chemeketa to better engage Oregon's four-year public universities.

> Connect local students with opportunities to work with OSU Extension, in labs or to participate in other UO and OSU programs prior to high school graduation.

> Explore the creation of an aviation education program that leverages McMinnville's existing infrastructure and workforce assets.

> Identify opportunities to bring programming offered at other Chemeketa Community College campuses to McMinnville, particular when serving established local industries.

> Foster R&D opportunities for existing and emerging industries.

8.4 Improve and expand connections between key institutions and the City of McMinnville.

POTENTIAL TASKS OR PROJECTS:

> Create safer and more intuitive physical connections to McMinnville from Linfield and Chemeketa, including better sidewalks, lighting and public transportation, particularly along Davis Street.

> Proactively engage students in community events to improve dialogue between permanent residents and college attendees.

Implementation

Leads, Partners and Performance Measures

This section of the strategic plan identifies potential lead actors, potential partners and performance measures for each strategy included in the plan.

Potential leads and partners are anticipated to spearhead and contribute to the implementation of the strategies identified. In some cases, the City's Stable Table is identified as a lead or partner. This group includes the City of McMinnville, Visit McMinnville, McMinnville Chamber of Commerce, McMinnville Downtown Association and McMinnville Economic Development Partnership. Other organizations identifed include:

> Affordable Housing Task Force (AHTF)
> Chemeketa College
> International Pinot Noir Celebration (IPNC)
> Linfield College
> McMinnville Chamber of Commerce
> McMinnville Economic Development Partnership (MEDP)
> McMinnville Downtown Association (MDA)
> McMinnville Industrial Promotions (MIP)
> McMinnville School District (MSD)
> McMinnville Urban Renewal Advisory Committee (MURAC)
> McMinnville Water and Light (MW&L)
> Mid-Willamette Valley Council of Governments (MWVCOG)
> Oregon Department of Transportation (ODOT)
> Oregon State University (OSU)
> Public Art Committee
> Regional Solutions Team (RST)
> Travel Oregon
> University of Oregon (UO)
> Visit McMinnville
> Willamette Valley Medical Center (WVMC)
> Willamette Valley Wineries Association (WVWA)
> Yamhill County
> Yamhill County Transit (YCTA)
> Yamhill Soil and Water Conservation District (SWCD)

STRATEGY	POTENTIAL LEADS	POTENTIAL PARTNERS	PERFORMANCE MEASURES
Accelerate Growth in Living-Wage Jobs Across a Balanced Array of Industry Sectors			
1.1 Maintain and enhance McMinnville's positive business climate	Stable Table; City of McMinnville; McMinnville Economic Development Partnership (MEDP)	Stable Table	Customer satisfaction surveys; feedback from business summit (1.1.1)
1.2 Develop McMinnville's brand and leverage McMinnville's strong sense of place to spur economic growth.	Stable Table; City of McMinnville	Stable Table; Oregon Department of Transportation (ODOT)	Total employment; MEDP inquiries; social media content production and user engagement
1.3 Ensure commercial and industrial land availability	City of McMinnville; MEDP	Stable Table; City of McMinnville; Chamber of Commerce; Regional Solutions Team (RST)	Buildable lands capacity analyses; land transactions
1.4 Improve infrastructure to serve businesses, visitors and local residents.	City of McMinnville; Stable Table; MEDP; Parkway Committee; McMinnville Urban Renewal Advisory Committee (MURAC)	City; Stable Table; MEDP; RST; ODOT; Chamber; Yamhill County Transit (YCTA); Yamhill County; Airport Commission; McMinnville Water and Light (MW&L); McMinnville Industrial Promotions (MIP)	Transportation levels of service; flights departing/arriving McMinnville; mode split (ACS); commute times (ACS)
1.5 Expand efforts in talent attraction and retention.	Stable Table; City of McMinnville; MEDP; Visit McMinnville; Linfield College; McMinnville High School	Stable Table	Number of conferences hosted; student retention (surveys); age segmentation (ACS)
Improve Systems for **Economic Mobility and Inclusion**			
2.1 Enhance education and workforce development, build career pathways and provide adult skills training.	MEDP; Stable Table; McMinnville School District (MSD)	Stable Table; Chamber of Commerce; MSD; Linfield College; Chemeketa College	Unemployment rate; median household income; educational attainment; feedback from employer surveys or focus groups
2.2 Provide tools for growing and scaling small, entrepreneurial endeavors.	City of McMinnville; MEDP; Stable Table	MEDP; Stable Table	New business licenses; business owner demographics

STRATEGY	POTENTIAL LEADS	POTENTIAL PARTNERS	PERFORMANCE MEASURES
2.3 Ensure adequacy of social services.	Yamhill County	MSD; City of McMinnville	Poverty rate; unemployment rate; homeless PIT counts

Maintain and Enhance our **High Quality of Life**

STRATEGY	POTENTIAL LEADS	POTENTIAL PARTNERS	PERFORMANCE MEASURES
3.1 Provide a sufficient quantity of housing units that suit local wages and workforce needs.	City of McMinnville; MEDP; MU-RAC; Affordable Housing Task Force (AHTF)	City of McMinnville; Chamber of Commerce; McMinnville Downtown Association (MDA)	Housing starts (building permits); housing unit segmentation (ACS); housing cost burden; homeless PIT counts
3.2 Expand and improve recreation amenities and options.	City of McMinnville; Visit McMinnville; Stable Table	City of McMinnville; Yamhill County	Number of events; total event attendance; Travel Oregon economic impact data
3.3 Leverage arts and culture amenities.	Public Art Committee; City of McMinnville	MDA; Visit McMinnville	Number of events; total event attendance; Travel Oregon economic impact data
3.4 Invest in McMinnville's neighborhoods.	City of McMinnville		Neighborhood safety (e.g. crime data, traffic incidents); vacancy rates
3.5 Proactively maintain McMinnville's character.	City of McMinnville; Chamber of Commerce; MURAC	MEDP	Program enrollment/utilization (from actions in 3.5)
3.6 Become a regional leader in cross-jurisdiction collaboration and problem-solving.	City of McMinnville	Stable Table; RST; Mid-Willamette Valley Council of Governments (MWVCOG)	Number of regional leadership positions held by City staff

STRATEGY	POTENTIAL LEADS	POTENTIAL PARTNERS	PERFORMANCE MEASURES
Sustain and Innovate within Traditional Industry and Advanced Manufacturing			
4.1 Ensure workforce availability in trades and other mid-skill positions.	MEDP	MSD; Chamber of Commerce; Chemeketa College; Linfield College	Certificate and degree completions; feedback from employer surveys or focus groups; total employment in industrial sectors
4.2 Connect traditional industry and advanced manufacturing to innovation resources for sustainable growth.	MEDP		Year over year change in employment in industrial sectors; new industrial businesses (business licenses)
4.3 Expand and market land availability for industrial activities.	MEDP; MIP		Land transactions on industrially-zoned properties; industrial vacancy and absorption; total assessed improvement value for industrial lands
Foster Opportunity in Technology and Entrepreneurship			
5.1 Become a place where small and medium technology firms can relocate and grow.	City of McMinnville; MEDP; MURAC		Certificate and degree completions; feedback from employer surveys or focus groups; total employment in information sectors; new businesses in info. sector
5.2 Provide opportunities for co-working, teleworking, and other arrangements enabled by telecommunications technology.	Stable Table		Commute data (ACS); co-working memberships
5.3 Incubate new businesses and start-ups.	MEDP; Chamber of Commerce		New businesses in the information sector (business licenses); businesses receiving venture capital investment (via survey)
5.4 Create new talent pipelines for tech-related occupations.	MEDP	MSD; Chemeketa College; Linfield College	Certificate and degree completions; total employment by occupation for tech-related occupations

STRATEGY	POTENTIAL LEADS	POTENTIAL PARTNERS	PERFORMANCE MEASURES
Be a Leader in Hospitality and Place-Based Tourism			
6.1 Make downtown the best it can be.	City of McMinnville; MDA; MU-RAC	MDA; Stable Table	External press/recognition; social media engagement; retail vacancy rate; total assessed improvement value; hotel stays; total retail sales
6.2 Become the preferred destination for wine-related tourism.	Visit McMinnville		Tasting room retail sales (via business survey); hotel stays; Travel Oregon economic impact data
6.3 Diversify tourism destinations beyond wine.	Visit McMinnville		Hotel stays; Travel Oregon economic impact data
6.4 Market and promote McMinnville.	Visit McMinnville	Travel Oregon; Yamhill County	Social media engagement; hotel stays; Travel Oregon economic impact data
Align and Cultivate Opportunities in Craft Beverages and Food Systems			
7.1 Maintain prominence in wine while looking for opportunities to innovate within supply chains, viticulture and production.	MEDP; Linfield College; Chemeketa College; International Pinot Noir Celebration (IPNC); DP	Willamette Valley Wineries Association (WVWA); Visit McMinnville; MDA	Number of wine-related businesses (business licenses); IPNC and other event attendance; Linfield College wine program enrollment
7.2 Locate higher job-density food and beverage activities within McMinnville.	City of McMinnville; MEDP	WVWA; MURAC	Total employment in food and beverage sector; square feet per employee in food and beverage sector
7.3 Expand R&D for wine and other agricultural/cultivation-oriented and value-added practices.	MEDP	WVWA; MDA; RST; Oregon State University (OSU)	Total employment in agriculture; number of businesses in agriculture sector; gross business income for businesses in agriculture sector

STRATEGY	POTENTIAL LEADS	POTENTIAL PARTNERS	PERFORMANCE MEASURES
7.4 Open new markets for local agricultural products.	MEDP; Chamber of Commerce	Stable Table; MEDP; MDA; City of McMinnville; OSU	Farmer's market dates and attendance; gross business income for businesses in agriculture sector; percent of revenues from direct sales (from business survey)
7.5 Encourage a holistic approach to local food culture, improving connections to the local producers and cultivating a community...	City of McMinnville; MEDP; Visit McMinnville	MDA; Yamhill Soil and Water Conservation District (SWCD)	Locally-sourced ingredients (from business survey); total number of restaurants
7.6 Preserve natural assets while ensuring long-term stability in agricultural production.	RST; MP&L; SWCD	City of McMinnville	Total land in agriculture; total land in conservation; water quality indicators (as available from SWCD)

Proactively Assist Growth in **Education, Medicine and Other Sciences**

STRATEGY	POTENTIAL LEADS	POTENTIAL PARTNERS	PERFORMANCE MEASURES
8.1 Leverage institutional land assets and support planning for institutional growth and clustering.	City of McMinnville; Linfield College; Chemeketa College; Willamette Valley Medical Center (WVMC)		Total employment in "eds and meds" sectors; new construction (square feet) on institutional lands; total enrollment at LC, CC
8.2 Assist in recruitment and training to fill specific workforce needs.	MEDP; Linfield College; Chemeketa College; Willamette Valley Medical Center (WVMC)	Visit McMinnville; City of McMinnville	Total employment in "eds and meds" sectors; feedback from employer surveys or focus groups
8.3 Support the expansion of programmatic offerings at local institutions.	Linfield College; Chemeketa College; MSD	University of Oregon (UO); OSU; City of McMinnville	Certificate and degree completions; total enrollment at LC, CC
8.4 Improve and expand connections between key institutions and the City of McMinnville.	City of McMinnville; Linfield College; Chemeketa College		Student feedback (via surveys or other per 8.4)

Appendices

City of McMinnville

ECONOMIC DEVELOPMENT STRATEGY

DEMOGRAPHIC & ECONOMIC PROFILE
April 13, 2018

MACtown
2032
Economic Development Strategic Plan

cai community attributes inc

Key Findings

- McMinnville has **the largest population and highest employment in Yamhill County**, which positions the city as a subregional center, on the outskirts of the greater Portland region. McMinnville is expected to grow and capture more than half of projected population growth in Yamhill County in the coming years, thereby increasing its role as the commerce and population center of Yamhill County.

- For those moving to McMinnville, **most come from within Yamhill County** or other places within the State of Oregon, indicating that McMinnville is a regional draw.

- **Yamhill County's population is aging** and will continue to age; residents 65+ will account for a larger share of the population in the coming decades and will be the largest age segment by 2055.

- **The McMinnville and Yamhill County economy has balanced industry sectors**, with Educational and Medical Services, Manufacturing, Trade, Transportation and Utilities, Government, and Leisure and Hospitality each accounting for between 11% - 22% of countywide employment. McMinnville has large employers (or many employers) in each of these sectors, including Cascade Steel, Willamette Valley Medical Center, Linfield College, Yamhill County (government), and others.

- **Office-using employment, such as Professional and Business Services, Financial Activities and Information, is low,** though Professional and Business Services are expected to grow rapidly. Educational and Medical Services are expected to add the greatest number of jobs in the Mid-Valley region through 2024.

- **McMinnville's median household income is low**, with disparities by race or ethnicity and educational attainment; healthcare practitioner and technical occupations is the highest-paying occupational category in McMinnville, at $68,000.

- **Most McMinnville residents commute to work alone in a car**. Many McMinnville residents (39%) work in McMinnville, and the most common commute destinations for residents are to Portland and Salem (12% total).

- A **lower percentage of McMinnville residents obtain a bachelor's degree or higher**; educational attainment lags relative to the region.

- **Housing affordability is a challenge, as it is throughout the greater Portland region**. Housing costs are not more burdensome than in many other communities throughout the region.

- **McMinnville's poverty rate is relatively high at 20%,** but poverty varies across family types, race or ethnicity, and educational attainment. In McMinnville, more than half of single mothers and one-quarter of all families with children are in poverty; one-third of Hispanic or Latino individuals are in poverty and one-third of individuals with less than a high school diploma live in poverty.

Population

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

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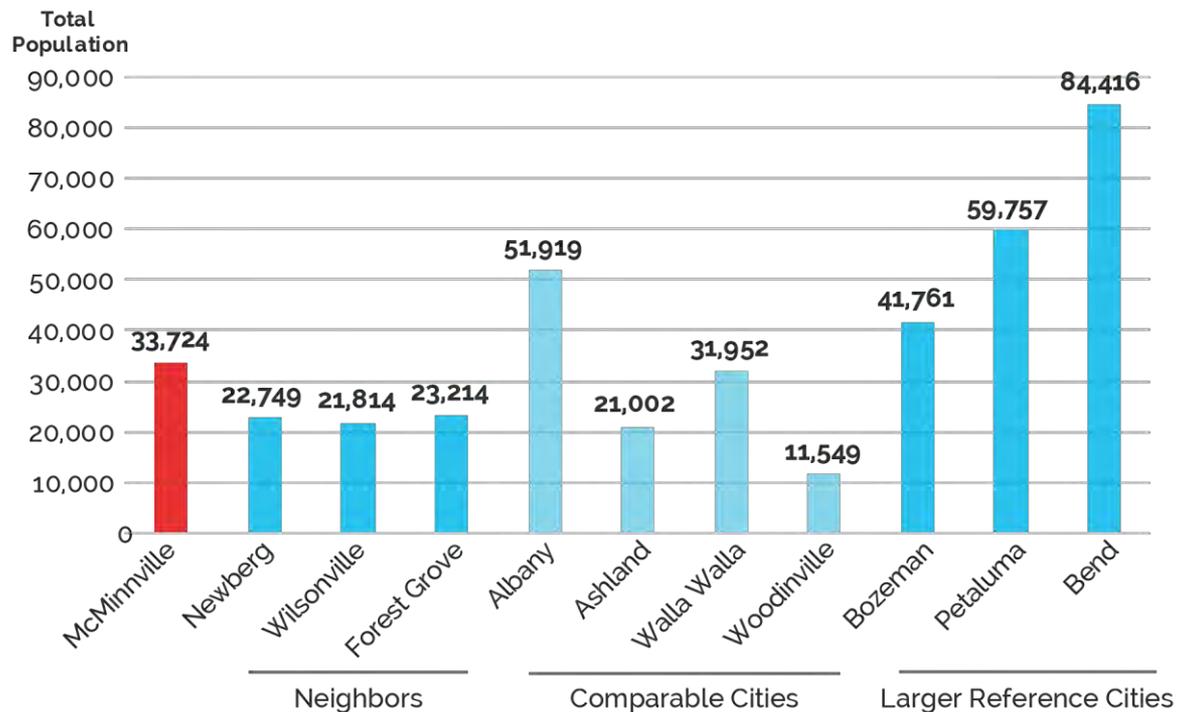

- McMinnville's population in 2017 was 34,293, Portland State University's Population Research Center. For comparison to other cities, U.S. Census data for 2016 is more practical. In 2016, McMinnville's population 33,724.

- McMinnville is the largest city in Yamhill County and larger than neighbors Newberg, Wilsonville and Forest Grove, but smaller than nearby Albany (51,900).

- The neighboring cities all are closer to Portland, which is significant for interpreting subsequent slides.

- McMinnville's population is quite similar to Walla Walla, Washington (31,952), for comparison purposes.

- The larger cities shown are useful to compare McMinnville's future to benchmarks amongst these larger reference cities.

Population

FIGURE 2. POPULATION FORECAST, YAMHILL COUNTY AND MCMINNVILLE UGB, 2017-2050
Source: Population Research Center at Portland State University, 2017; Community Attributes Inc., 2018
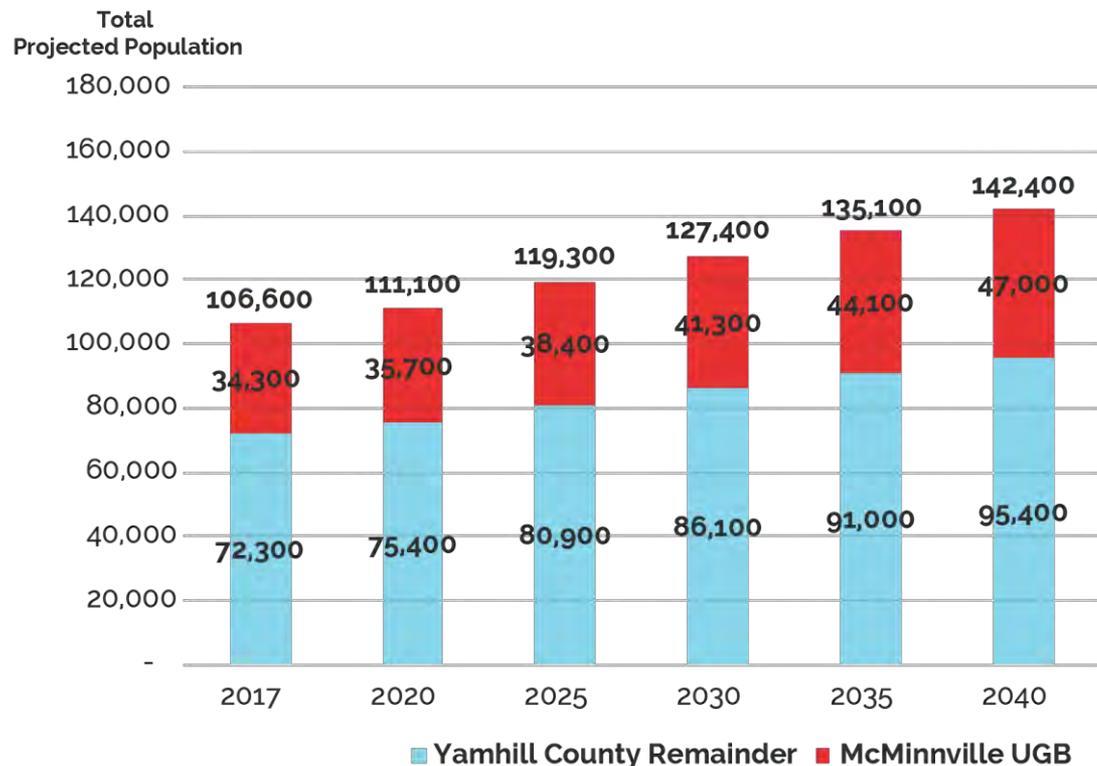
- McMinnville's population is expected to grow to 41,300 by 2030 (7,000 new residents since 2017) and 47,000 by 2040 (12,700 new residents since 2017), as Yamhill County as a whole grows 127,400 in 2030 and 142,400 in 2040.

- Yamhill County outside of McMinnville is expected to add 23,100 new residents by 2040.

- The forecasts suggest that McMinnville will receive 35% of population growth in Yamhill County through 2040.

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

Population

**FIGURE 3. POPULATION FORECAST, YAMHILL COUNTY AND
COUNTY URBAN GROWTH AREAS, 2017-2040**
Source: Population Research Center at Portland State University, 2017; Community Attributes Inc., 2018

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

- McMinnville's 1.3% compound annual growth rate (CAGR) from 2017-2050 is fourth-highest in Yamhill County, less than Newberg (1.7%), Dundee (1.7%) and Carlton (1.4%).

- Outside of McMinnville, only Newberg (17,805) is forecasted to add more than 4,700 new residents through 2050

- Forecasts indicate that growth will occur more rapidly (CAGR) from 2017-2035, than from 2035-2050.

Jobs to Housing Units

FIGURE 4. JOBS-TO-HOUSING UNIT RATIO, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016
Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018
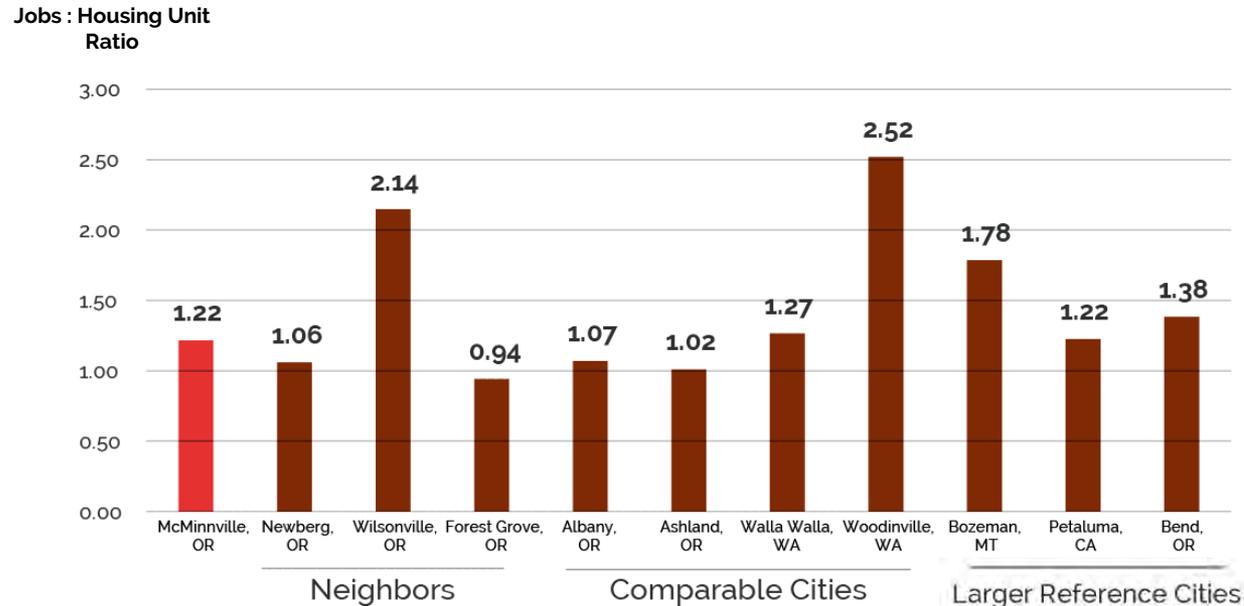
- Jobs-to-Housing Units Ratio measures how many jobs a community has relative to the number of housing units in the community; it is an indicator of the community's economic role in a given region.

- McMinnville has 1.22 jobs per housing unit, indicating that it is a job center for the region. This is comparable to the ratio in Petaluma (1.22) and Walla Walla (1.27).

- Wilsonville, Woodinville, and Bozeman are the strongest employment centers among selected comparison jurisfictions, according to this metric. Forest Grove, Ashland, Newberg and Albany have comparatively lower ratios.

Resident Mobility

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

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018
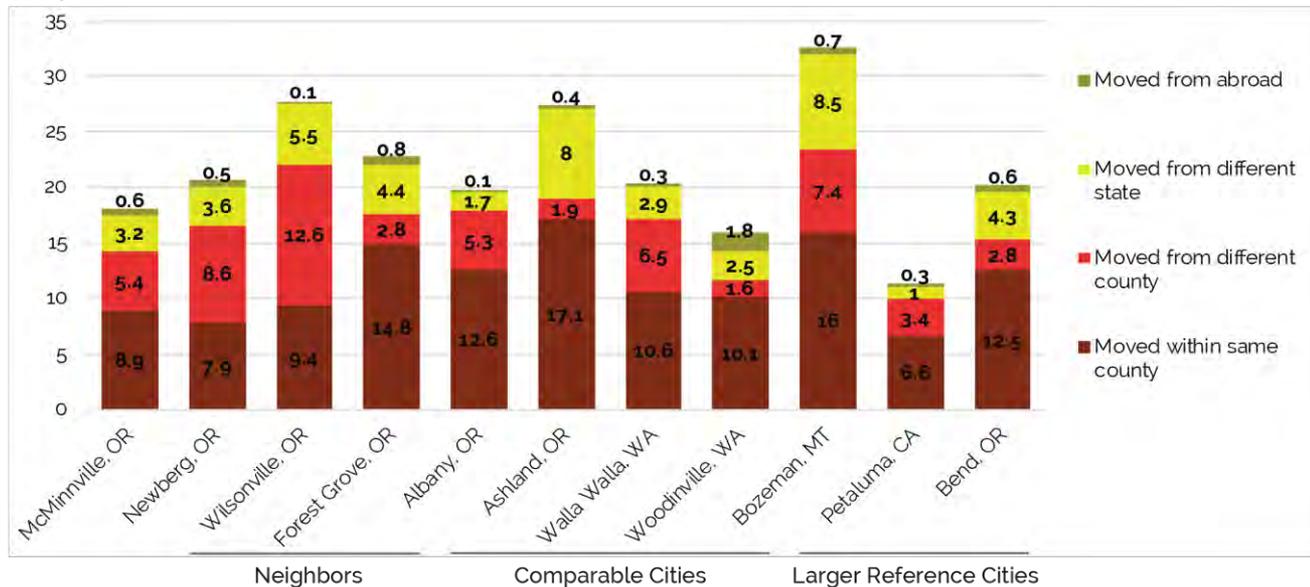
- 18% of McMinnville residents moved within the last year, less than in neighboring cities of Newberg (21%), Forest Grove (23%) and Wilsonville (28%).

- Of people who moved, a larger portion (49%) of McMinnville residents relocated from another place within the same county, as compared to neighbors Newberg (38%) and Wilsonville (34%).

- Comparable cities Albany, Walla Walla and Woodinville all experienced similar levels of mobility; Walla Walla drew most similarly from within the same county (52%).

- Bozeman (9%), Ashland (8%) and Wilsonville (6%) attribute the largest percentage of total residents to those who have moved from out of the state or from abroad within the last year. Petaluma and Albany attribute the lowest percentage of residents to in-migration from out of state or abroad, at 1% and 2% respectively.

MAC-Town 2032: Economic Development Strategy
Demographic and Economic Profile

Age

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

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018
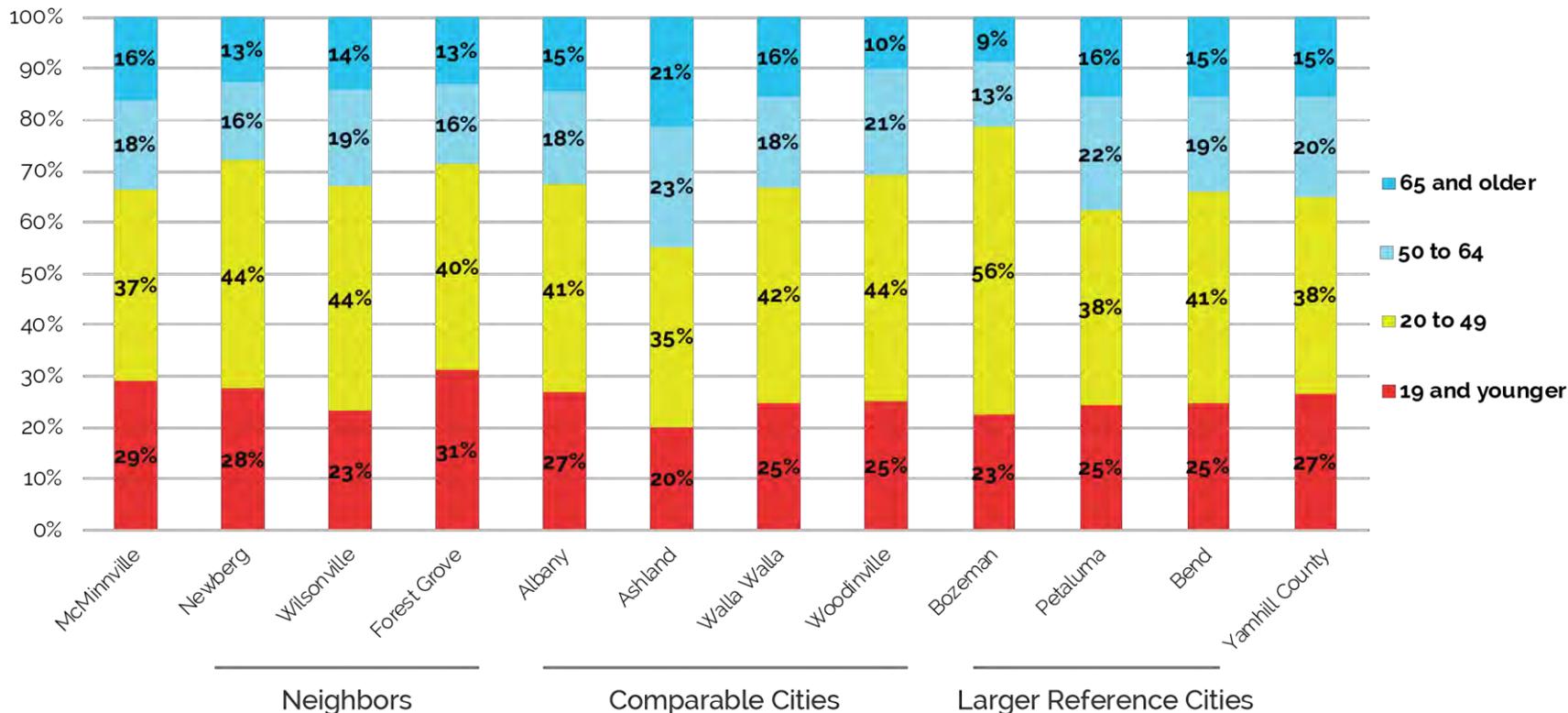
- McMinnville has a similar age composition to Yamhill County overall, though McMinnville has a larger portion of residents aged 65 or older than all selected neighboring cities, and fewer individuals aged 20 to 49 than all neighboring cities.

MAC-Town 2032: Economic Development Strategy
Demographic and Economic Profile

8

Age

FIGURE 7. FORECASTED POPULATION BY AGE SEGMENT, YAMHILL COUNTY, 2017-2040
Source: Population Research Center at Portland State University, 2017; Community Attributes Inc., 2018

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

- Simplified age segments correspond more directly to life stages and major milestones.

- Forecasts indicate an overall aging population, with residents aged 65 or older will account for 25% of Yamhill County's population in 2067, compared to 17% in 2017.

- Forecasts also indicate that children will account for a smaller share of total population, falling from 27% in 2017 to 23% in 2067; parenting-aged adults (25-64) are forecasted to account for 46% in 2067, down from 50% in 2017.

Education

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

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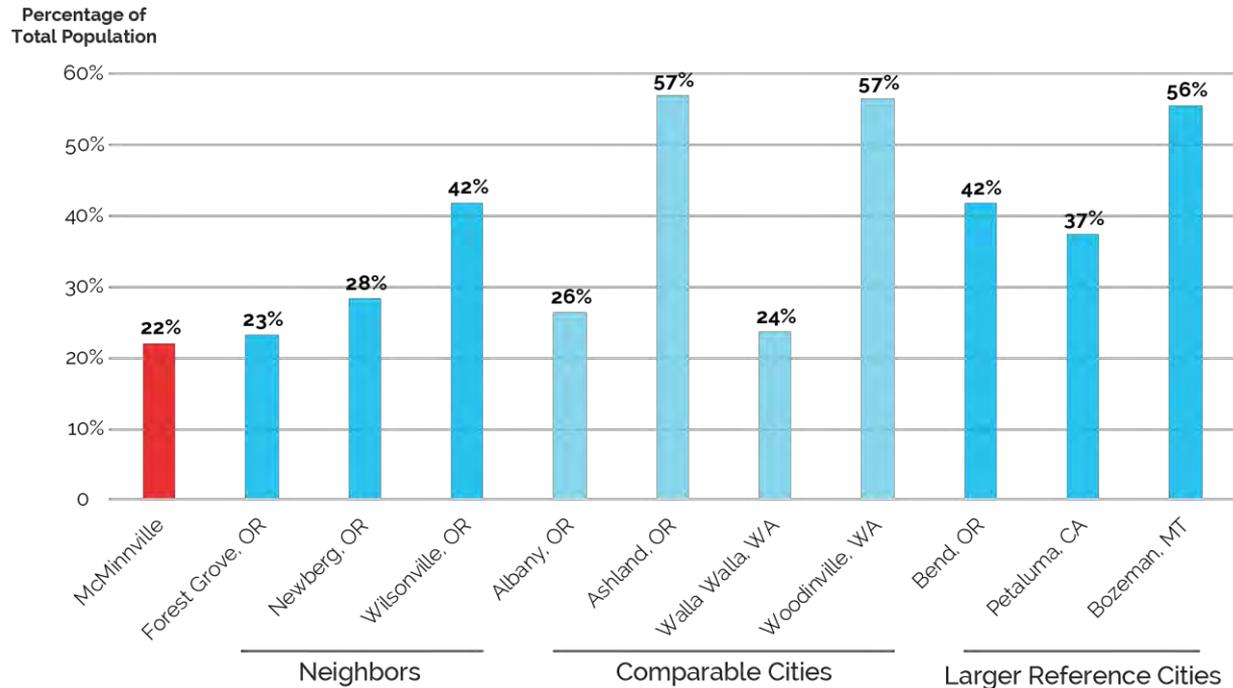

- Educational attainment, as measured by the percent of the population aged 25+ with a bachelor's degree or higher, lags in McMinnville (22%) as compared to neighbors Newberg (28%), Forest Grove (23%) and Wilsonville (42%).

- Ashland and Woodinville (57%), as well as Bozeman (56%) have the highest rates of educational attainment. Woodinville and Wilsonville are proximate to major metros (Seattle and Portland), which tend to have higher rates of educational attainment. Both Ashland and Bozeman are home to four-year universities—Southern Oregon University and Montana State University, with enrollment of 6,000 and 17,000, respectively, as well as hundreds of faculty and staff.

Education

FIGURE 9. EDUCATIONAL ATTAINMENT, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016
Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018
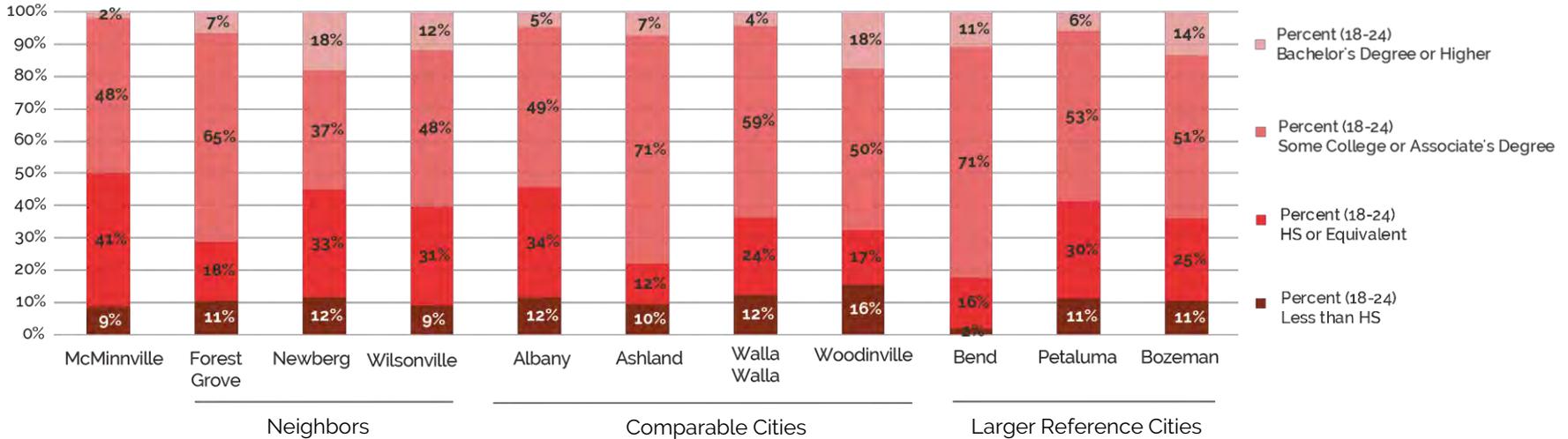
- The percentage of residents age 18-24 who have less than a high school (or equivalent) education is lower (9%) in McMinnville than in most comparison cities, with the lowest percentage in Bozeman (2%), the highest percentage in Wilsonville, Albany and Walla Walla (12%), and an average of 10% across all comparison cities.

- The percentage of residents age 18-24 with some college, an associate's degree, or higher is lower in McMinnville (50%) than in the remaining comparison cities, who average 65%.

Race

FIGURE 10. HOUSEHOLDER RACE, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016
Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018
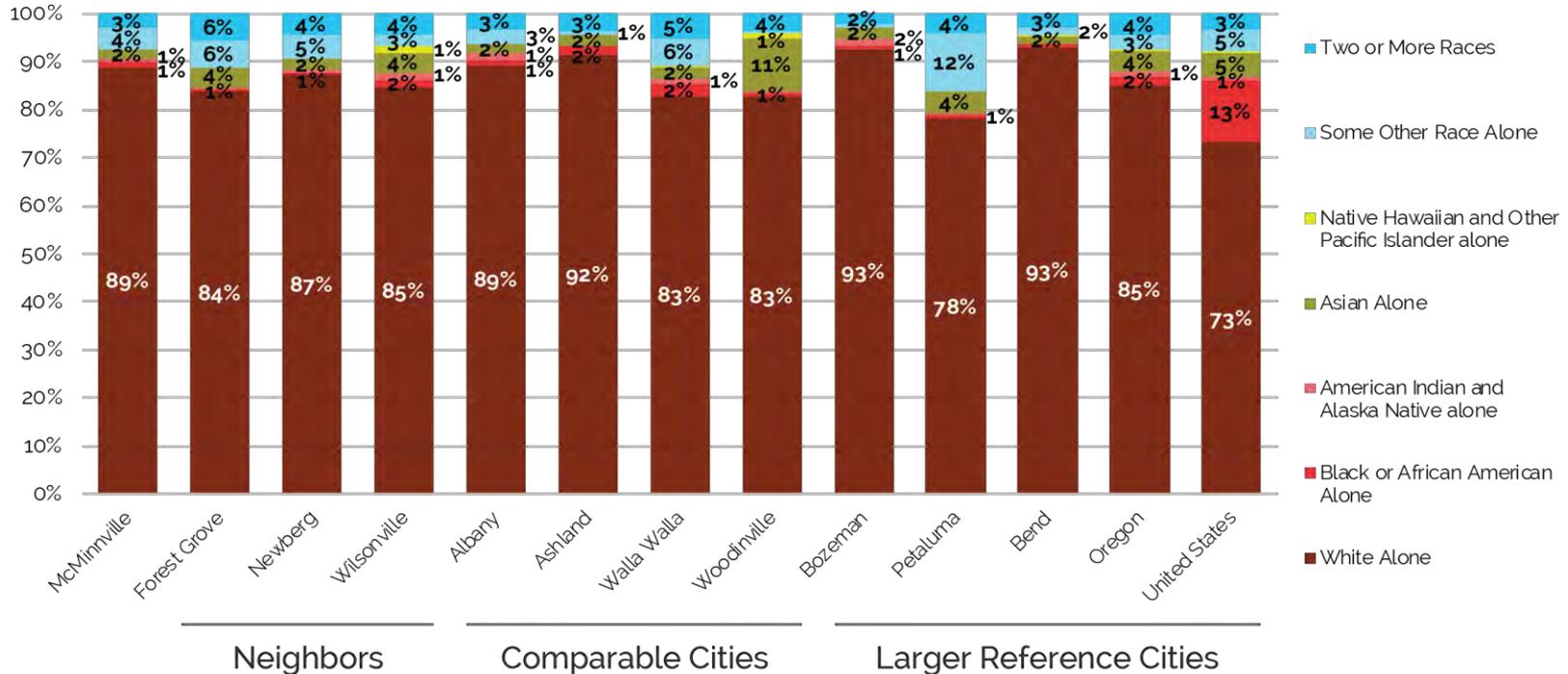
- McMinnville is less racially diverse than neighboring cities Newberg, Wilsonville and Forest Grove.

McMinnville Racial Composition, 2016

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

MAC-Town 2032: Economic Development Strategy
Demographic and Economic Profile

12

Poverty

FIGURE 11. PERCENTAGE OF HOUSEHOLDS IN POVERTY, MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016
Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018
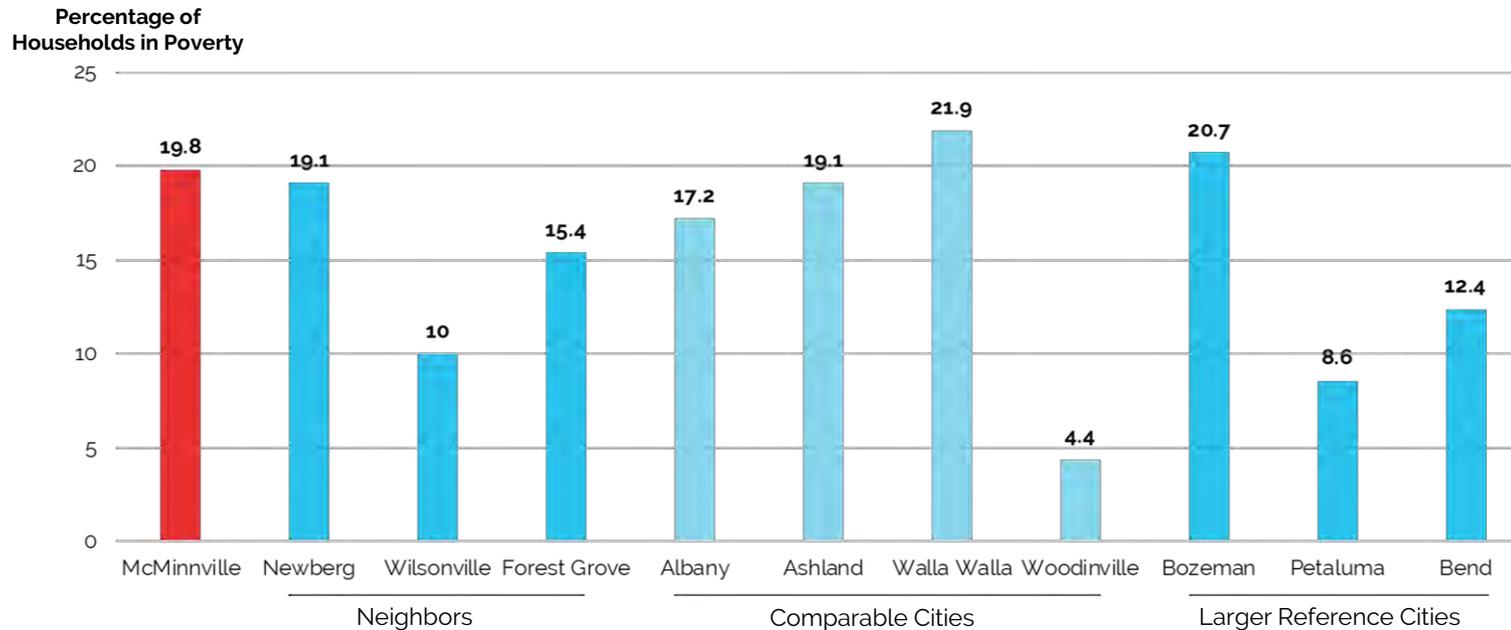

- 19.8% of McMinnville households live in poverty. Of the comparison jurisdictions, only Walla Walla and Bozeman have a higher share.

- Among neighboring cities, Newberg has a similar poverty rate, while Wilsonville and Forest Grove are lower.

Poverty

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018
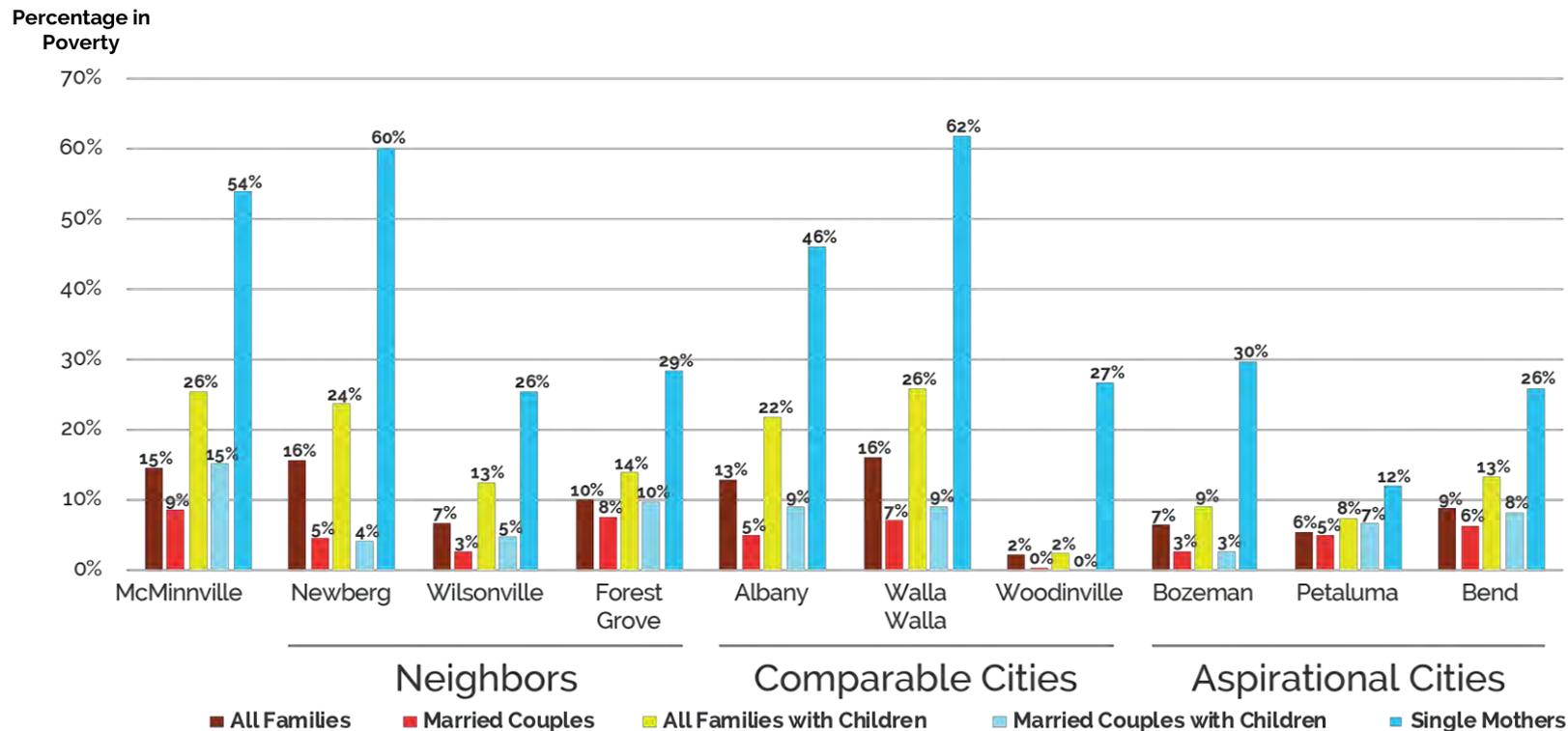
- 54% of McMinnville's single mother households live in poverty. The rate is only higher in Newberg and Walla Walla, and much lower in all other comparison jurisdictions (12%-30%) except Albany (46%).

- McMinnville's poverty rate for all families with children (26%) is among the highest of comparison jurisdictions. Walla Walla (26%), Newberg (24%) and Albany (22%) are characterized by similar rates, while the remaining comparison cities range from 2% (Woodinville) to 14% (Forest Grove).

Poverty

FIGURE 13. POVERTY RATE BY EDUCATIONAL ATTAINMENT, CITY OF MCMINNVILLE, 2016
Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

Percentage of Population
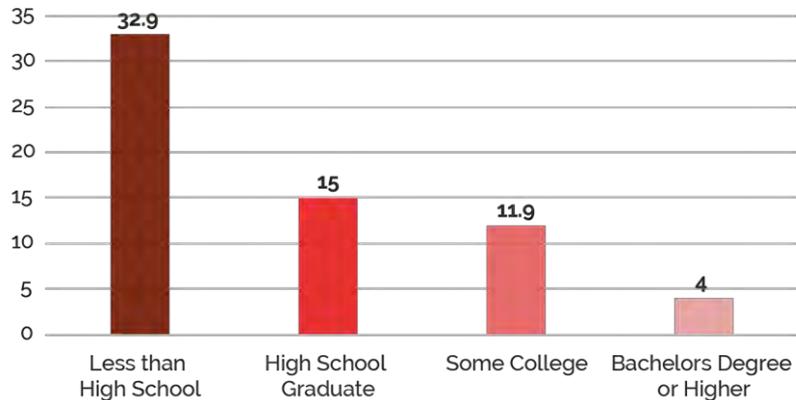
- One-third of residents with less than a high school diploma (or equivalent) live in poverty in McMinnville.

- This rate drops by 55% for residents who complete high school, then drops by 21% for residents who proceed to complete some college.

- Only four percent (4%) of residents in McMinnville with a bachelor's degree or higher live in poverty, a 66% decrease over the poverty rate for residents who have completed some college, and a 88% decrease over the rate for residents with less than a high school education.

Poverty

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

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

Note: racial and ethnic categories used are those given by the U.S. Census Bureau
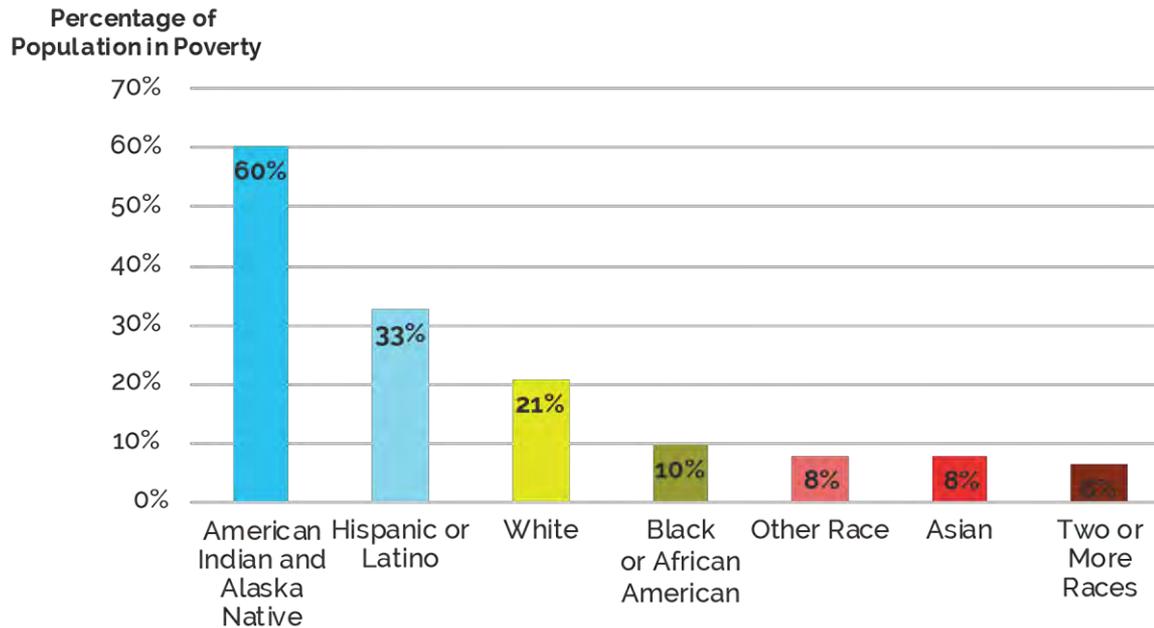
- Poverty rates for Black or African American (10%) and for Asian (8%) residents of McMinnville are lower than for other races/ethnicities and lower than the citywide average (19.8%).

- Hispanic or Latino residents are more likely (33%) than the average resident to live in poverty, and the Hispanic or Latino poverty rate is 36% higher than the poverty rate for white residents.

- The poverty rate for American Indian and Alaskan Native residents (60%) is higher than for any other race or ethnicity in McMinnville; there are 265 residents of McMinnville in this racial/ethnic group.

Housing

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

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

Number of Units
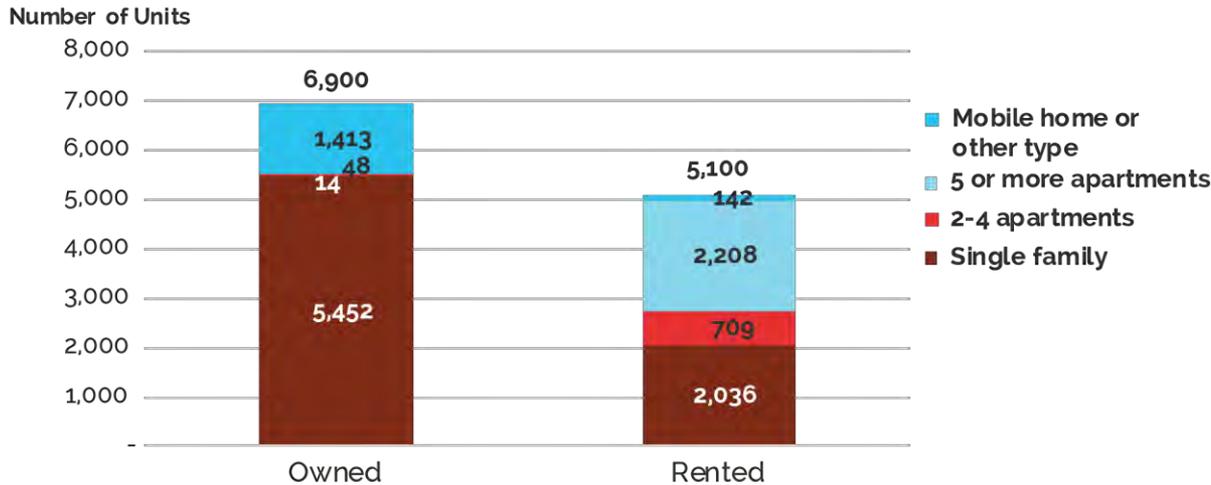
- McMinnville has 6,900 owner-occupied housing units and 5,100 renter-occupied housing units.

- 79% of owner-occupied housing units are single family structures (detached); 20% are categorized as "mobile home or other type".

- 43% of renter-occupied housing units are in larger apartment structures (5 or more units), while 40% are in detached single family structures.

- 15% of McMinnville's occupied housing units are duplexes, triplexes or quadplexes; of these, only 6% are owner-occupied.

Housing

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

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018
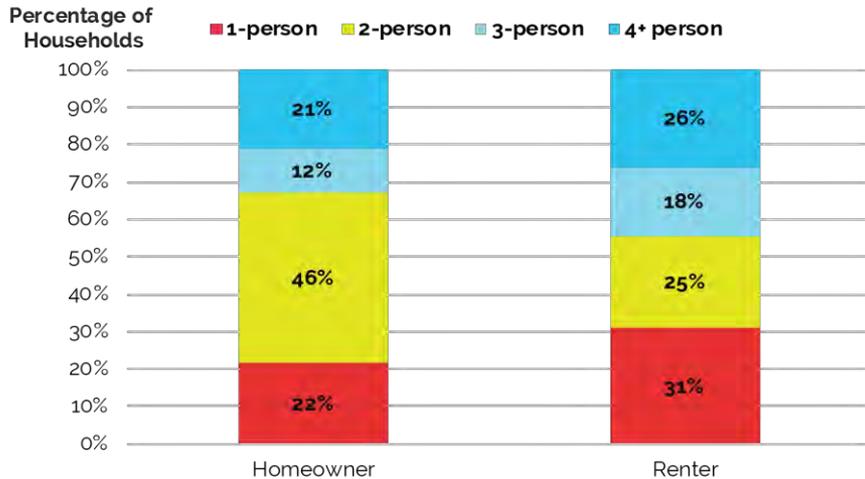
- Two-person households account for 46% of all owner occupied households.

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

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018
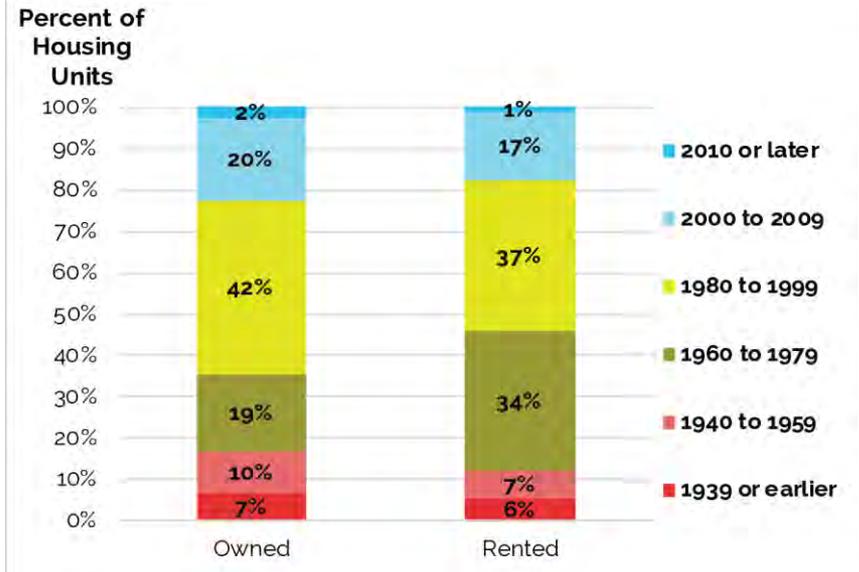
- 40% of McMinnville's housing units were built between 1980 and 1999, including 42% of owner-occupied units and 37% of renter-occupied units.

- Only 17% of owner-occupied units and 13% percent of renter-occupied units were built prior to 1960.

- While more than 20% of McMinnville's occupied housing units were built after 1999, less than 2% of all occupied housing units were built after 2009.

Housing

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

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018
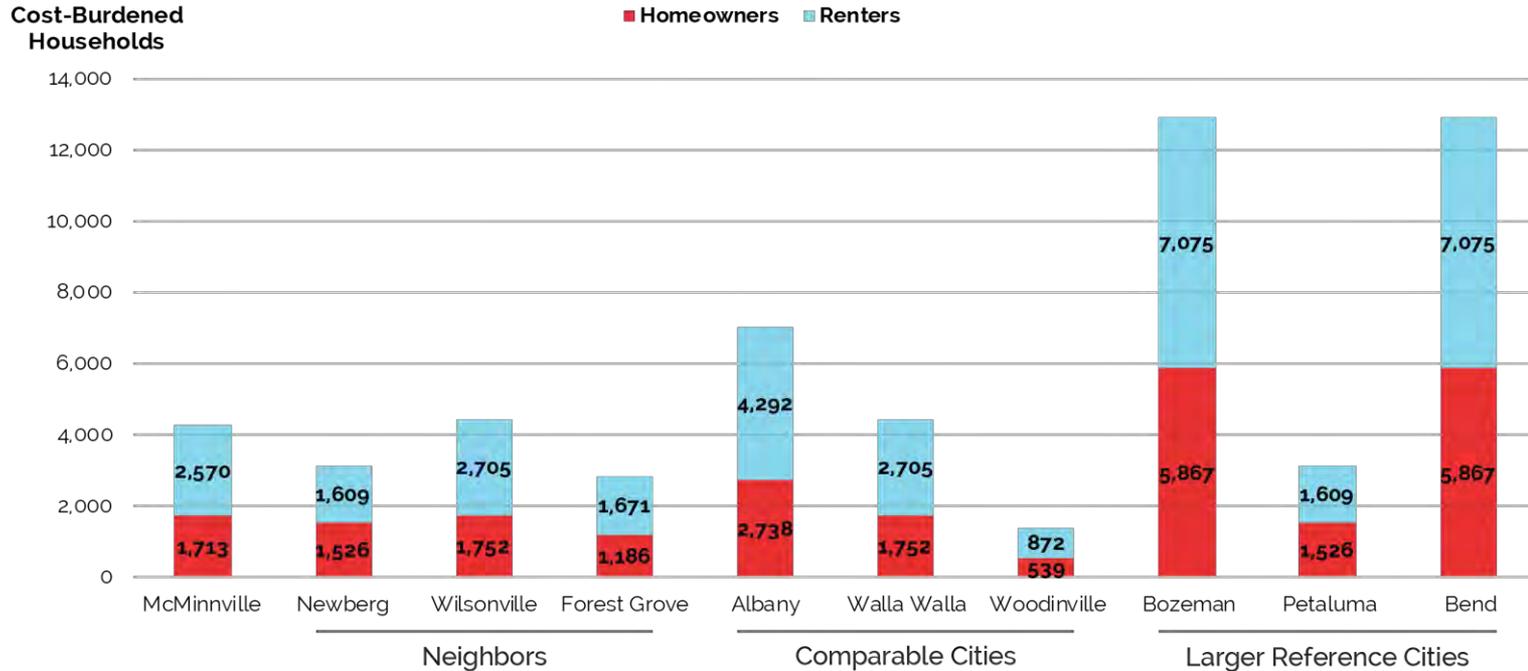
- Homeowners in McMinnville are cost-burdened by their mortgages at a lower rate (24.7%) than in all selected neighboring cities (25.3% - 31.6%).

- Only in Woodinville and Albany are homeowners cost-burdened at a lower rate.

- 50% of renters in McMinnville are cost-burdened; this rate is lower than all selected neighboring cities, and lower than all selected comparable cities except Woodinville.

- 35.7% of all residents in McMinnville are cost-burdened by housing, third-lowest among selected comparison cities.

Housing

FIGURE 19. HOUSING COST BURDEN (MAP) – PERCENT OF ALL HOUSEHOLDS THAT ARE COST-BURDENED, PORTLAND METRO REGION, 2016
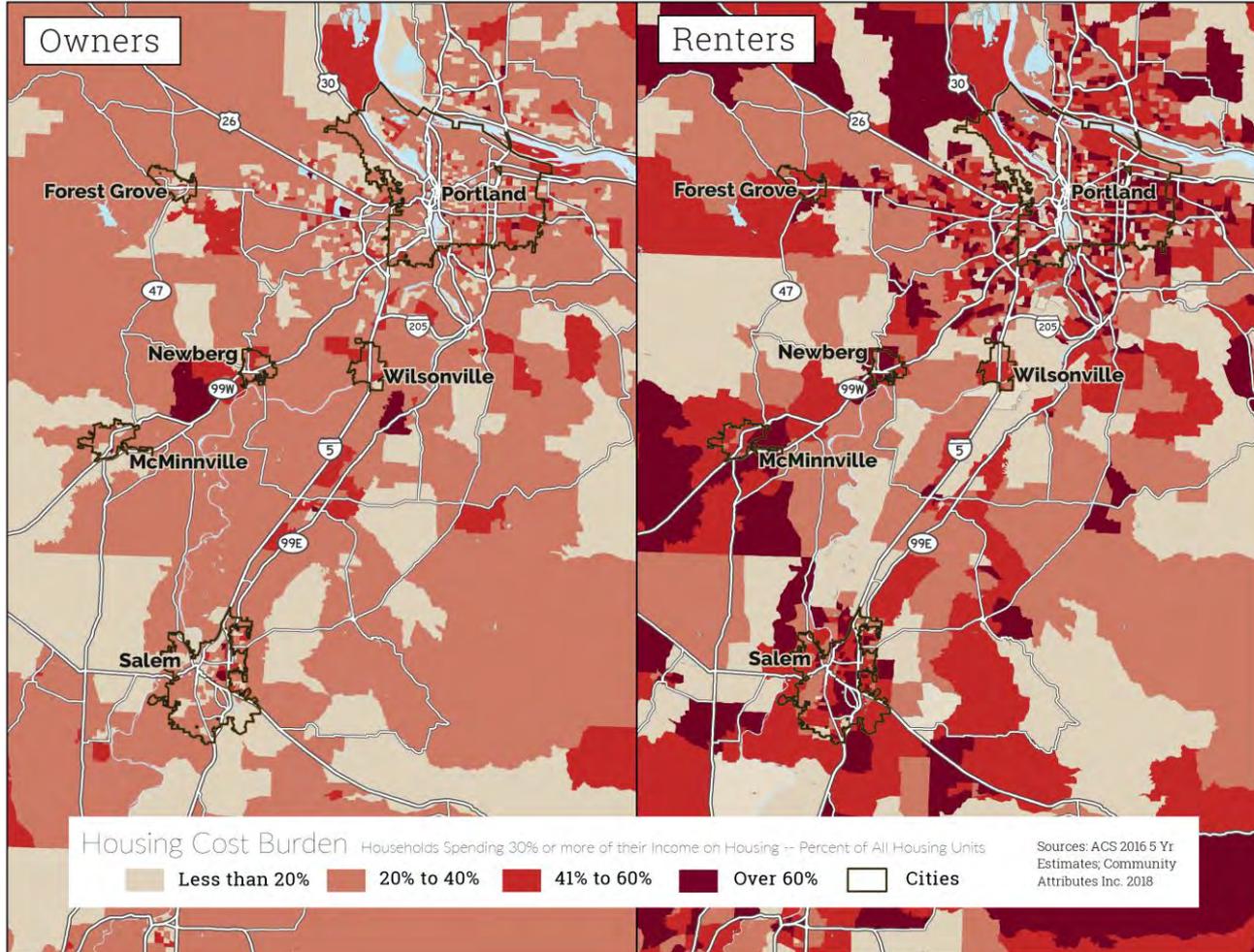
- A greater share of renters in the McMinnville area are burdened by the amount of money they must spend on rent.

- The map represents the percent of all households within Census Bureau block groups spending more than 30% of their income on housing costs.

- For homeowners, the highest percentages of cost-burdened households are outside of major metros.

- For renters, the highest percentages of cost-burdened households are in and around identified cities.

Housing

FIGURE 20. HOUSING COST BURDEN (MAP) – DENSITY OF COST-BURDENED HOUSEHOLDS, PORTLAND METRO REGION, 2016
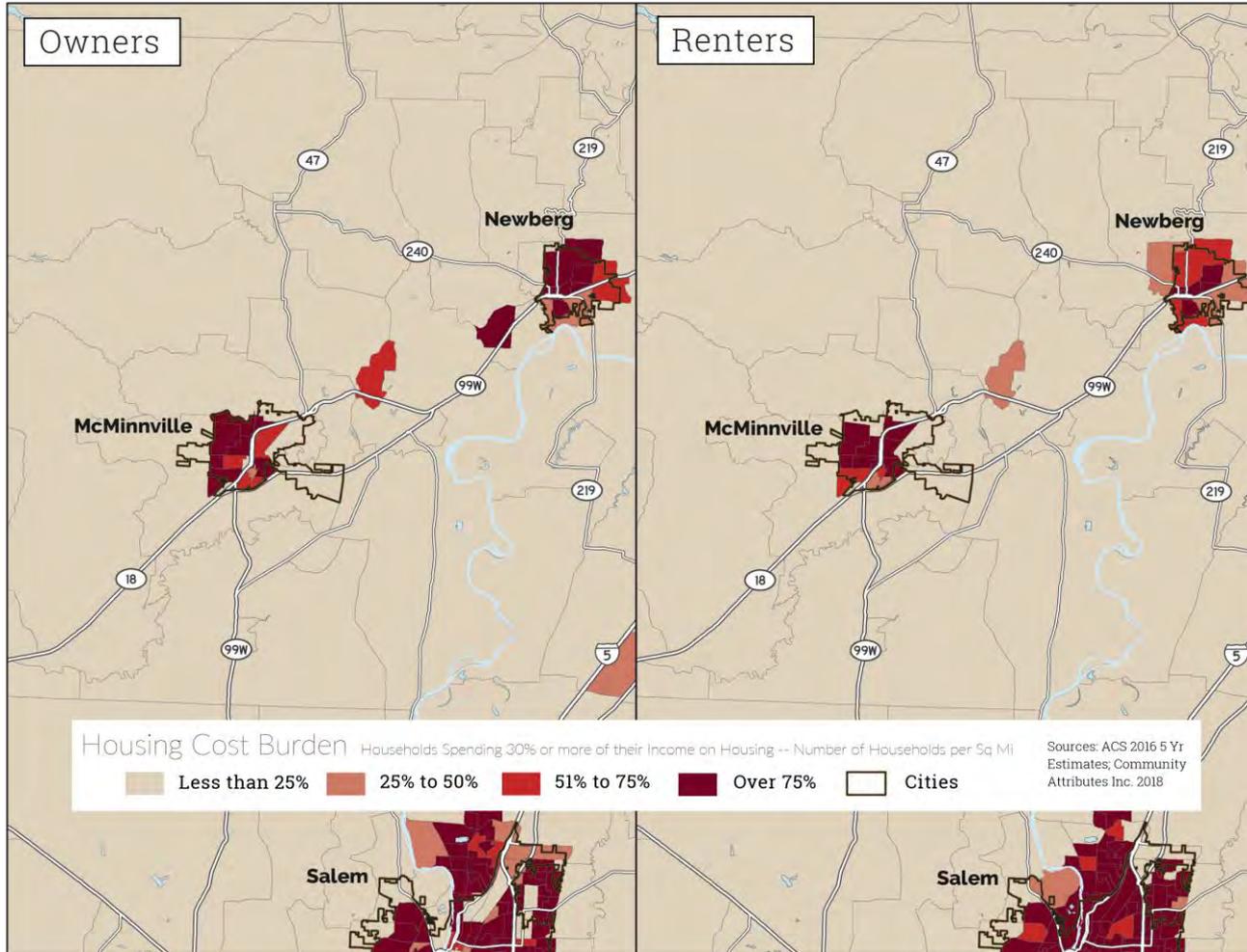
- The map represents total number of households per square mile by Census Bureau block group that are cost-burdened by housing costs.

- Because population densities are higher in cities and towns, cost-burdened households are more common in these areas.

Employment

FIGURE 21. TOTAL EMPLOYMENT (JOBS), CITY OF MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2015
Source: U.S. Census Bureau LEHD, 2015; Community Attributes Inc., 2018
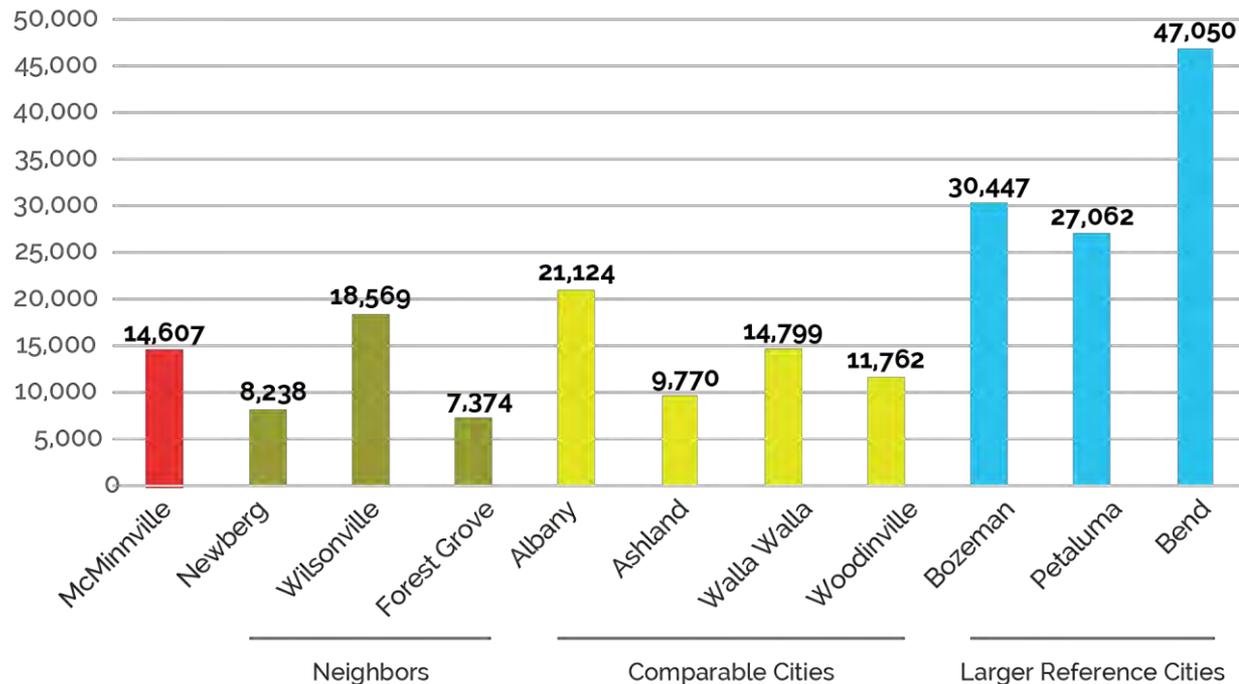
- McMinnville is the largest employment center (14,607 jobs) in the Yamhill Valley; of selected neighboring cities, only Wilsonville (18,569) has higher employment.

- McMinnville has a similar number of jobs as Walla Walla (14,799).

- All larger reference cities have a higher number of jobs.

- *2016 Oregon Employment Department data indicates that McMinnville's employment has increased to 14,951.*

Employment

FIGURE 22. SHARE OF EMPLOYMENT BY INDUSTRY, YAMHILL COUNTY, 2017
Source: Oregon Employment Department, 2018; Community Attributes Inc., 2018
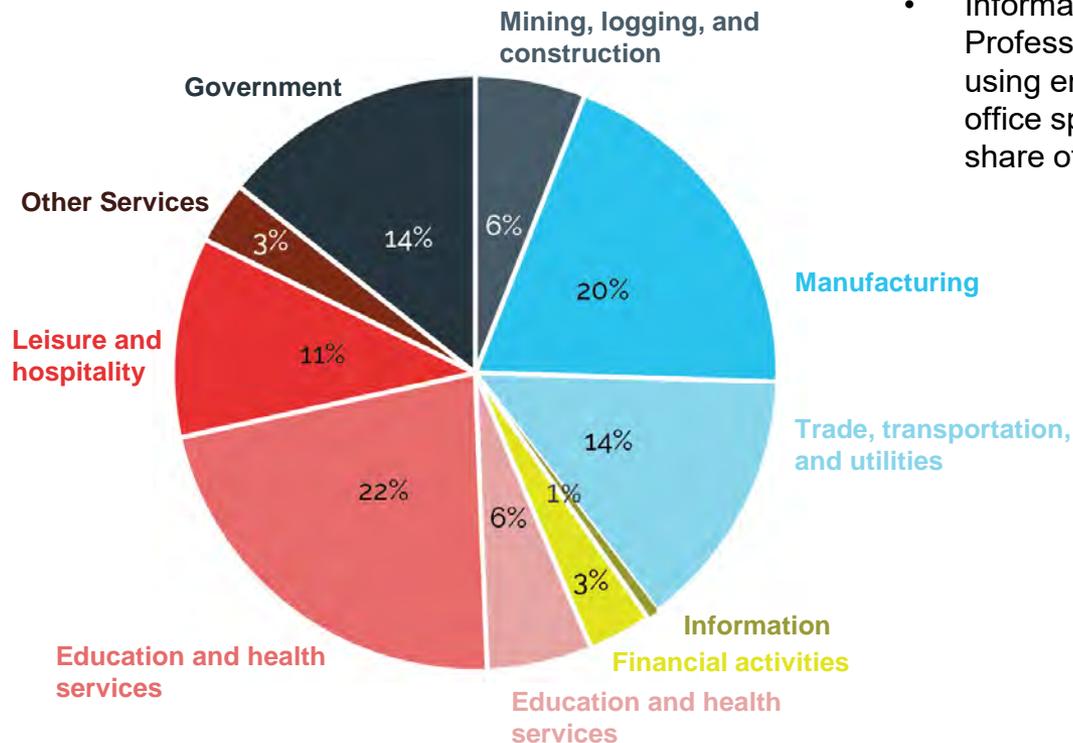
- Education and Health Services is the largest industry sector by share of employment (22%) in Yamhill County, followed by Manufacturing (20%).

- Information (1%), Financial Activities (3%), and Professional and Business Services (6%) are office-using employment and typically drive demand for office space; these sectors account for a smaller share of employment in Yamhill County.

Employment

FIGURE 23. ESTIMATED EMPLOYMENT BY INDUSTRY, YAMHILL COUNTY, 2017
Source: Oregon Employment Department, 2018; Community Attributes Inc., 2018
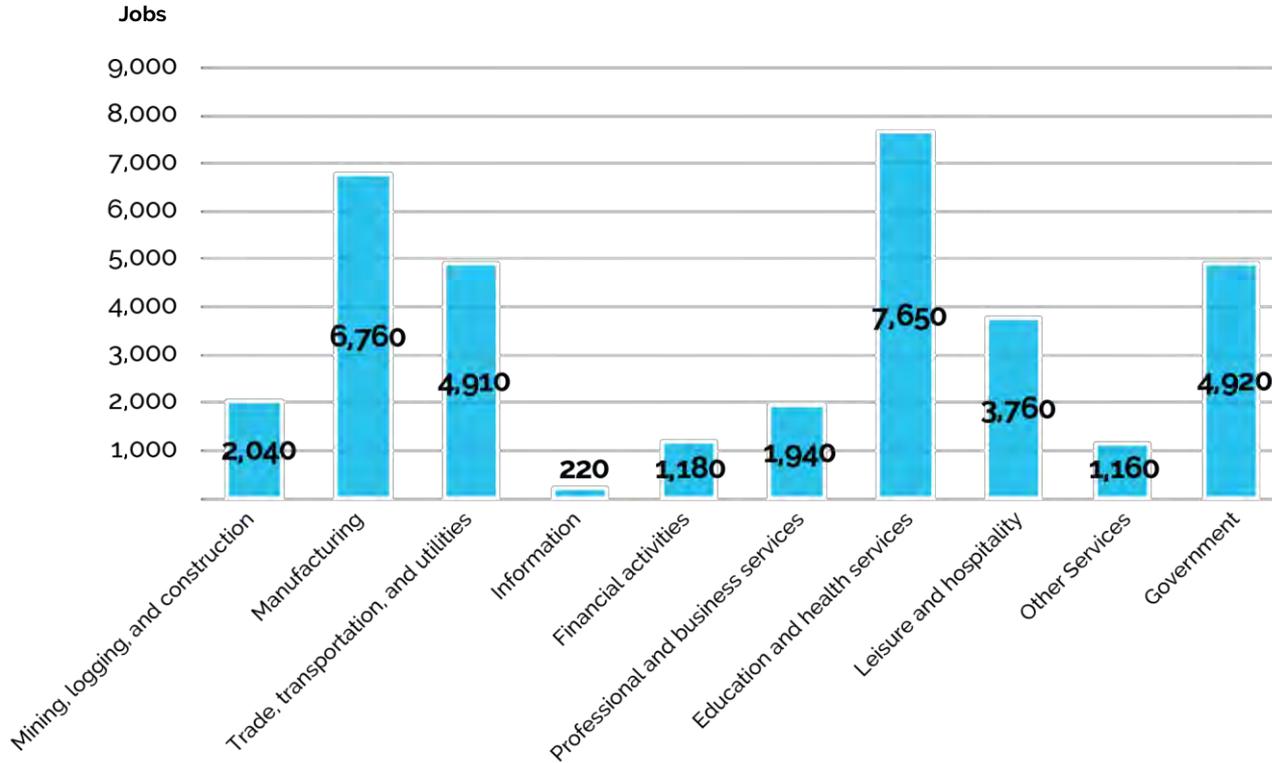
- Education and Health Services is the largest industry sector by total employment (7,650) in Yamhill County, followed by Manufacturing (6,760%).

Employment

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

Source: Oregon Employment Department, 2018; Community Attributes Inc., 2018
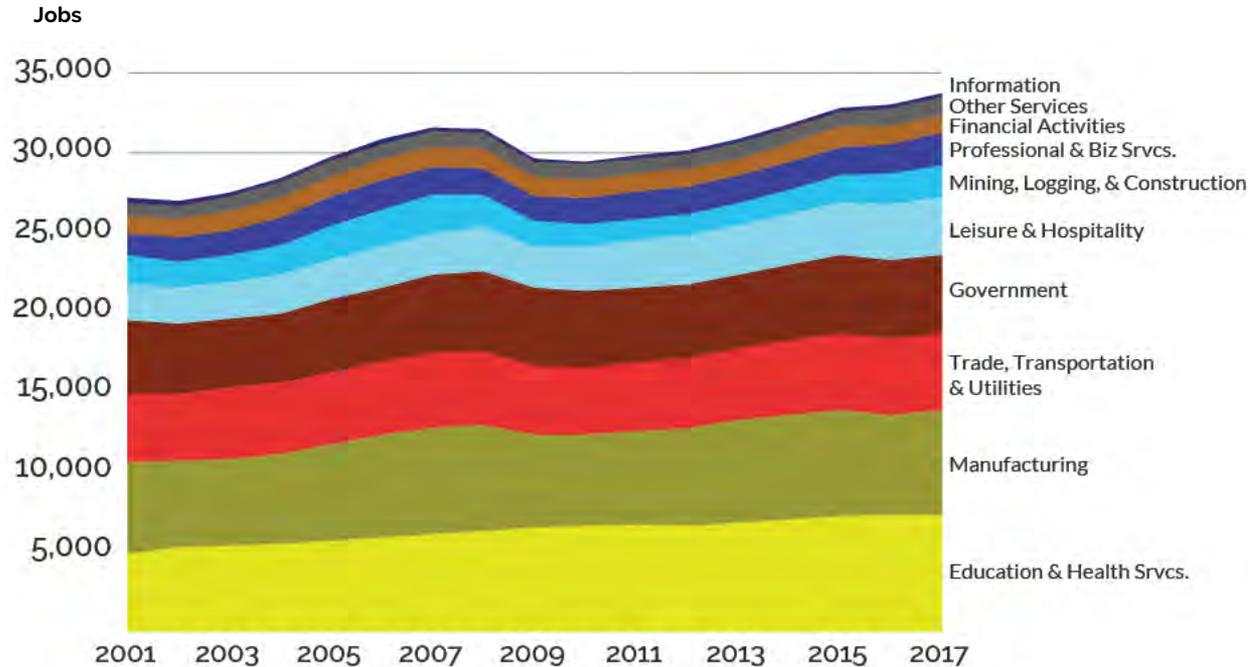
- Yamhill County's largest sector, education and health services, has grown more consistently than other industry sectors.

- Manufacturing, currently the County's second-largest sector, was the largest sector in 2001.

Employment

FIGURE 25. HISTORICAL EMPLOYMENT GROWTH RATES BY INDUSTRY, YAMHILL COUNTY, 2001-2017
Source: Oregon Employment Department, 2018; Community Attributes Inc., 2018
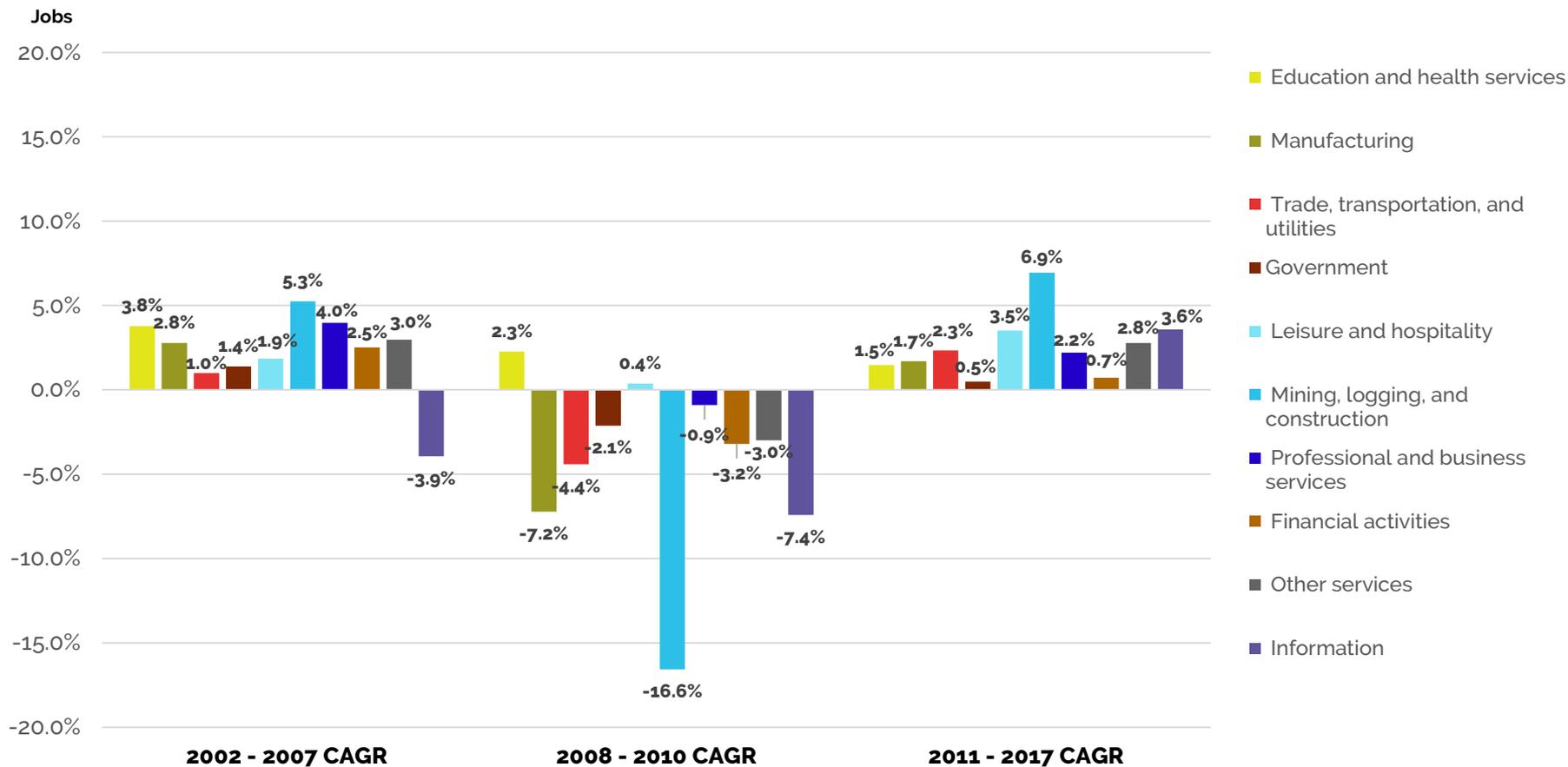
Employment

FIGURE 26. FORECASTED EMPLOYMENT GROWTH RATE (CAGR) BY INDUSTRY, MID-VALLEY REGION, 2014-2024
Source: Oregon Employment Department, 2016; Community Attributes Inc., 2018
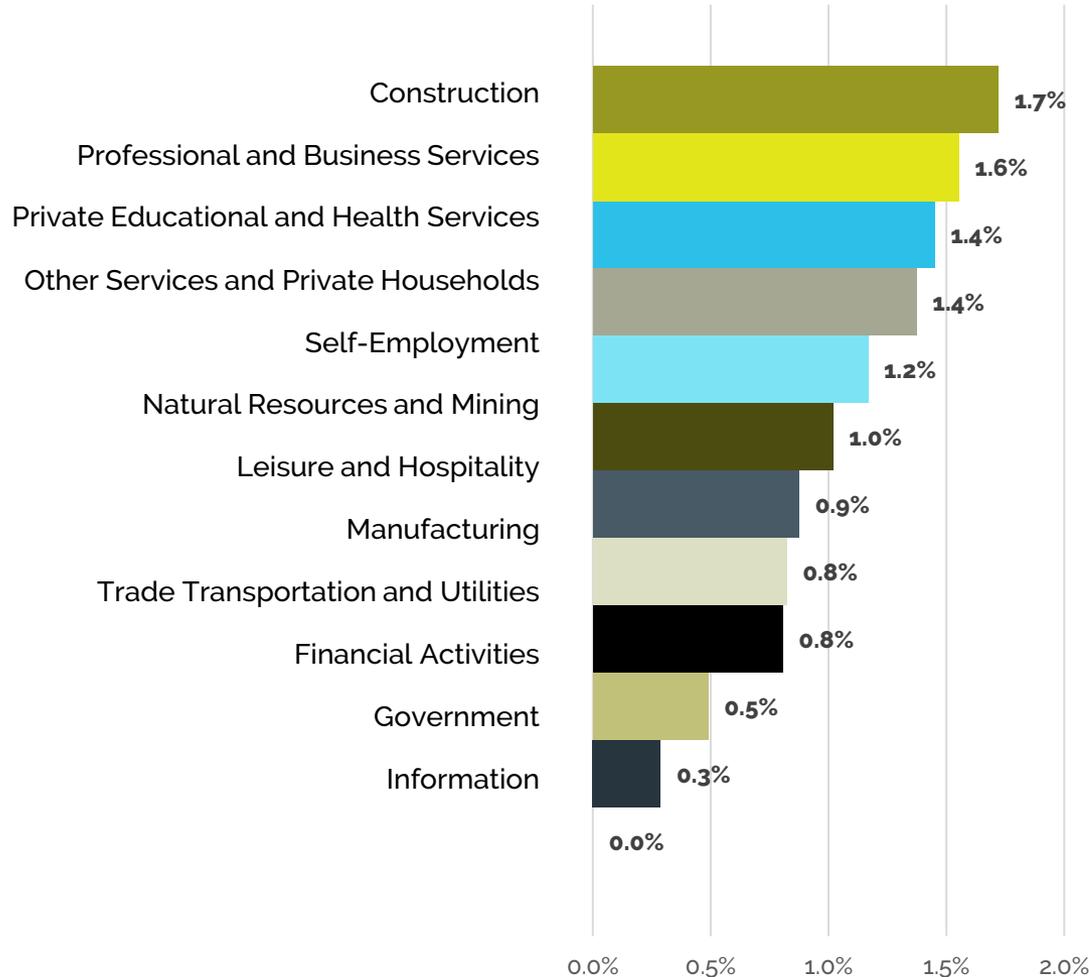
- The Mid-Valley Region includes Yamhill, Marion, Linn and Polk counties.

- Within the Mid-Valley Region, employment in construction is forecasted to grow at the fastest rate between 2014-2024 (1.72%).

- Educational and Health Services, the largest industry sector in Yamhill County in 2017, is expected to grow at an average annual rate of 1.45%.

Employment

FIGURE 27. FORECASTED EMPLOYMENT GROWTH (JOBS) BY INDUSTRY, MID-VALLEY REGION, 2014-2024
Source: Oregon Employment Department, 2016; Community Attributes Inc., 2018

Industry	Jobs
Private Educational and Health Services	5,600
Trade Transportation and Utilities	3,200
Professional and Business Services	2,900
Manufacturing	2,200
Construction	2,100
Natural Resources and Mining	1,900
Leisure and Hospitality	1,800
Self-Employment	1,600
Government	1,500
Other Services and Private Households	1,300
Financial Activities	500
Information	0
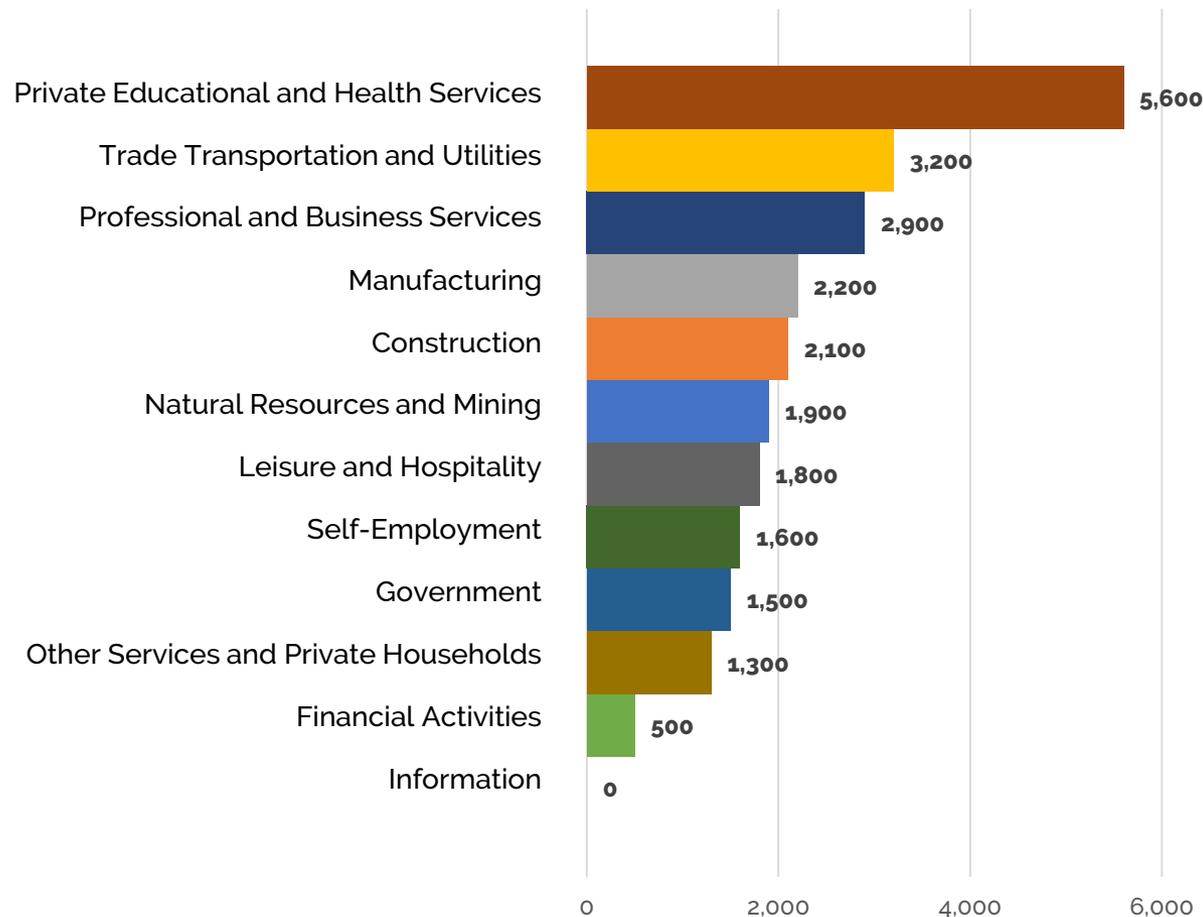
- Educational and Health Services, the largest industry sector in Yamhill County, is expected to add 5,600 jobs in the Mid-Valley Region, more than other industry sector.

- Trade, Transportation and Utilities and Manufacturing are drivers of demand for industrial space; these sectors together are expected to add 5,400 jobs in the Mid-Valley Region by 2024.

Employment

Percent Unemployed

- Census data indicate that McMinnville's unemployment rate is higher than all selected comparison jurisdictions.

- *2016 Oregon Employment Department data indicates that the unemployment rate in McMinnville has fallen to 4.8%; according to DOE, the Yamhill County unemployment rate has been lower than 10% since October, 2010.*

Employment

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

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

Percent Unemployed
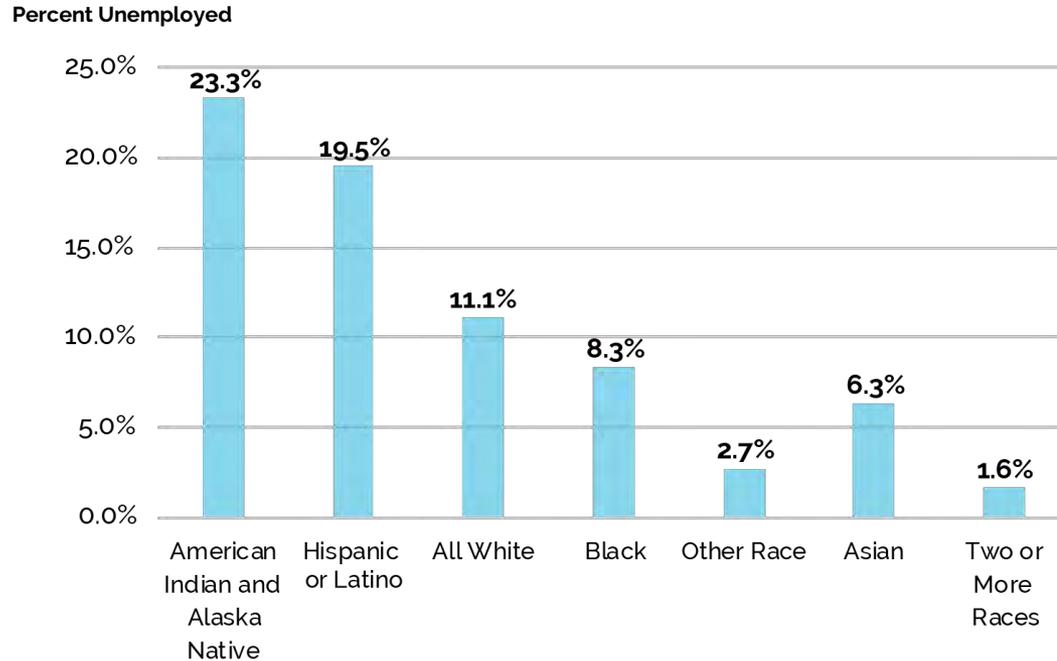
- Unemployment rates differ by race and ethnicity in McMinnville.

- 23.3% of McMinnville's American Indian and Alaska Native workforce are unemployed and 19.5% of the City's Hispanic or Latino workforce is unemployed.

Income and Wages

FIGURE 30. MEDIAN HOUSEHOLD INCOME, CITY OF MCMINNVILLE AND SELECTED COMPARISON JURISDICTIONS, 2016
Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018

- McMinnville's median household income is lower than most selected comparison cities; Ashland and Walla Walla are lower.

- McMinnville's median household income is lowest among the selected neighboring cities.

- Among selected comparison cities, Woodinville and Wilsonville are closest to major metro areas are have comparatively higher median household incomes.

Income and Wages

FIGURE 31. MEDIAN HOUSEHOLD INCOME (MAP), PORTLAND METRO REGION, 2016
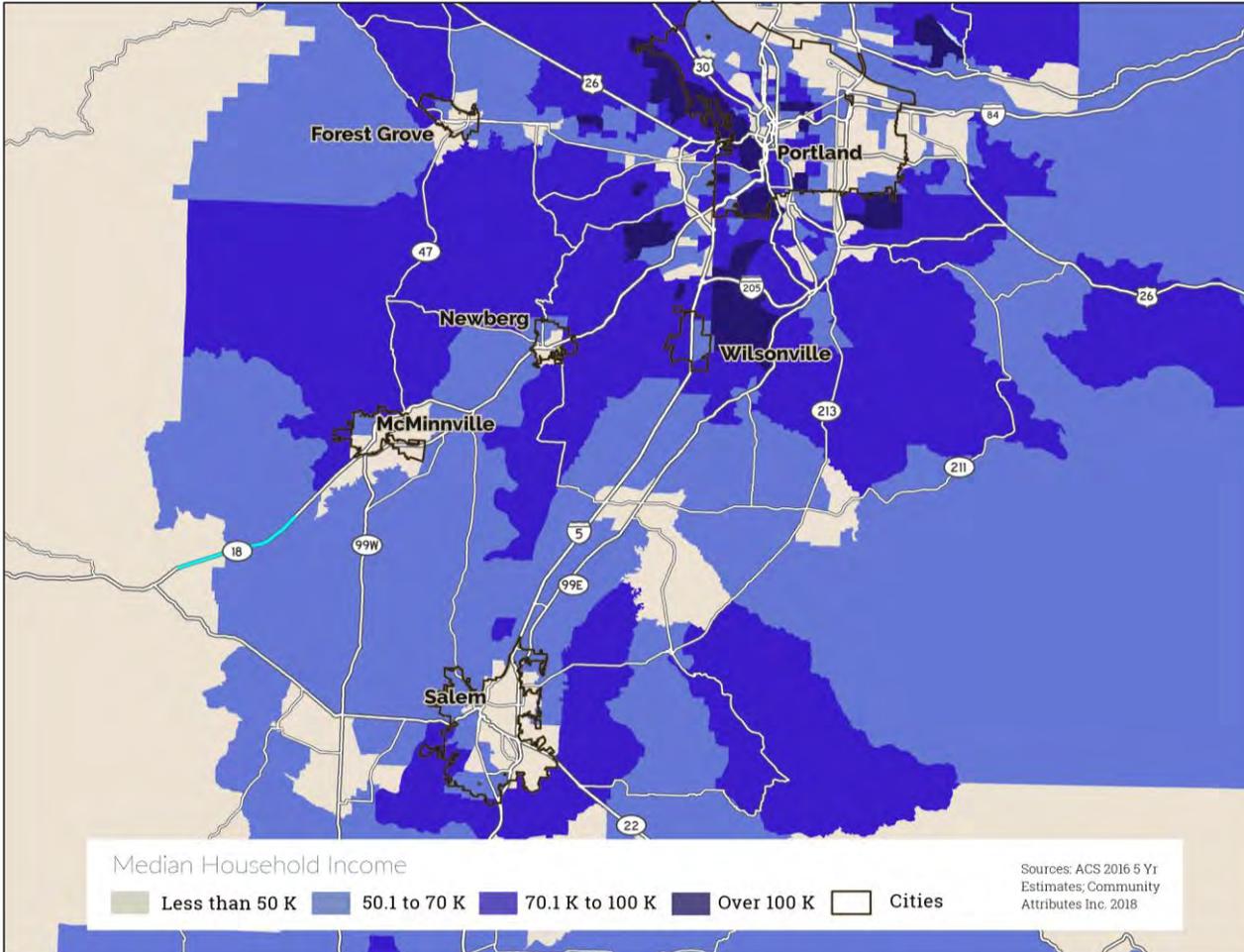
- Median household income is higher in rural Yamhill County than in larger towns McMinnville and Newberg.

- Higher median household income levels are concentrated in the south and southwest side of the Portland metro.

Income and Wages

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

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018
Note: Races not included did not have a median income calculated for McMinnville

Median Income
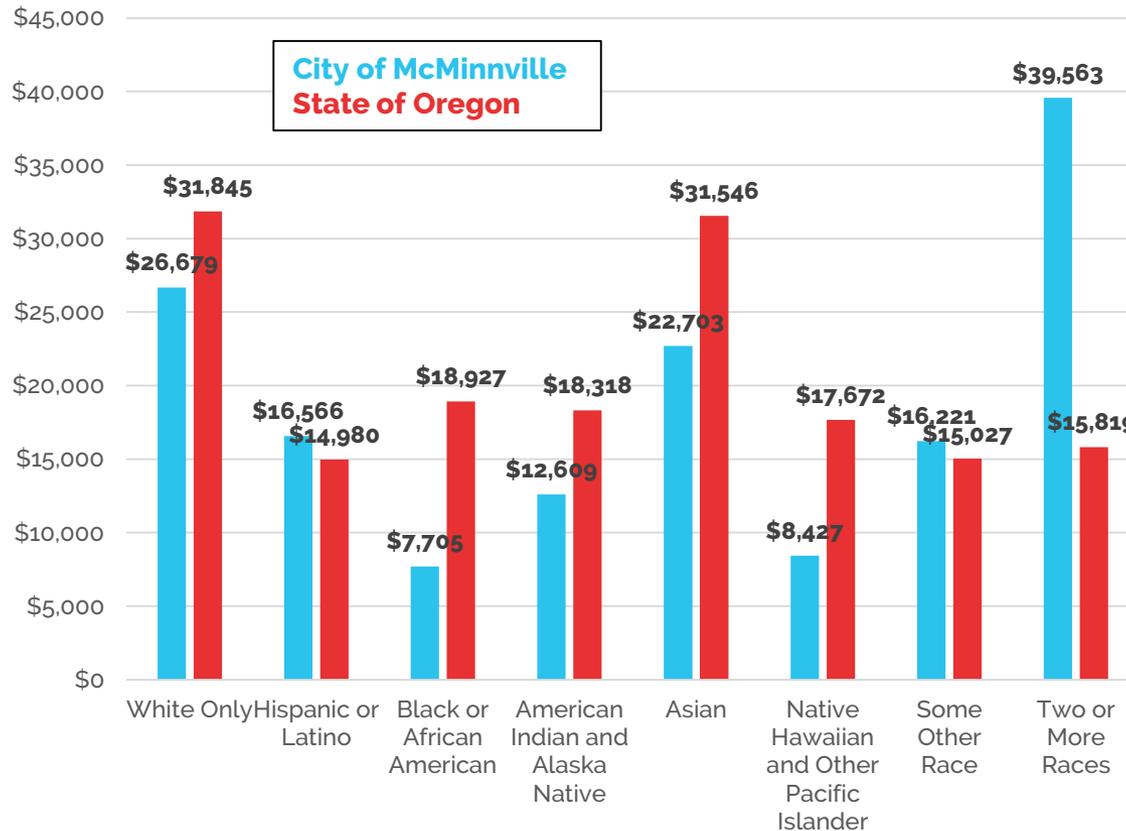
- Racial disparities exist in mean (individual) income in McMinnville.

- Mean income for Hispanic or Latino individuals (12.4% of the population) is 38% less than for White Only individuals in McMinnville, and is 53% less statewide.

- In McMinnville, mean income for all non-white individuals, except individuals characterized as two or more races, is lower than for White Only individuals. Statewide, mean income for Asian individuals is similar to White Only individuals, while other racial and ethnic categories earn less, on average.

Income and Wages

FIGURE 33. MEDIAN WAGE BY OCCUPATION, CITY OF MCMINNVILLE AND STATE OF OREGON, 2016
Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018
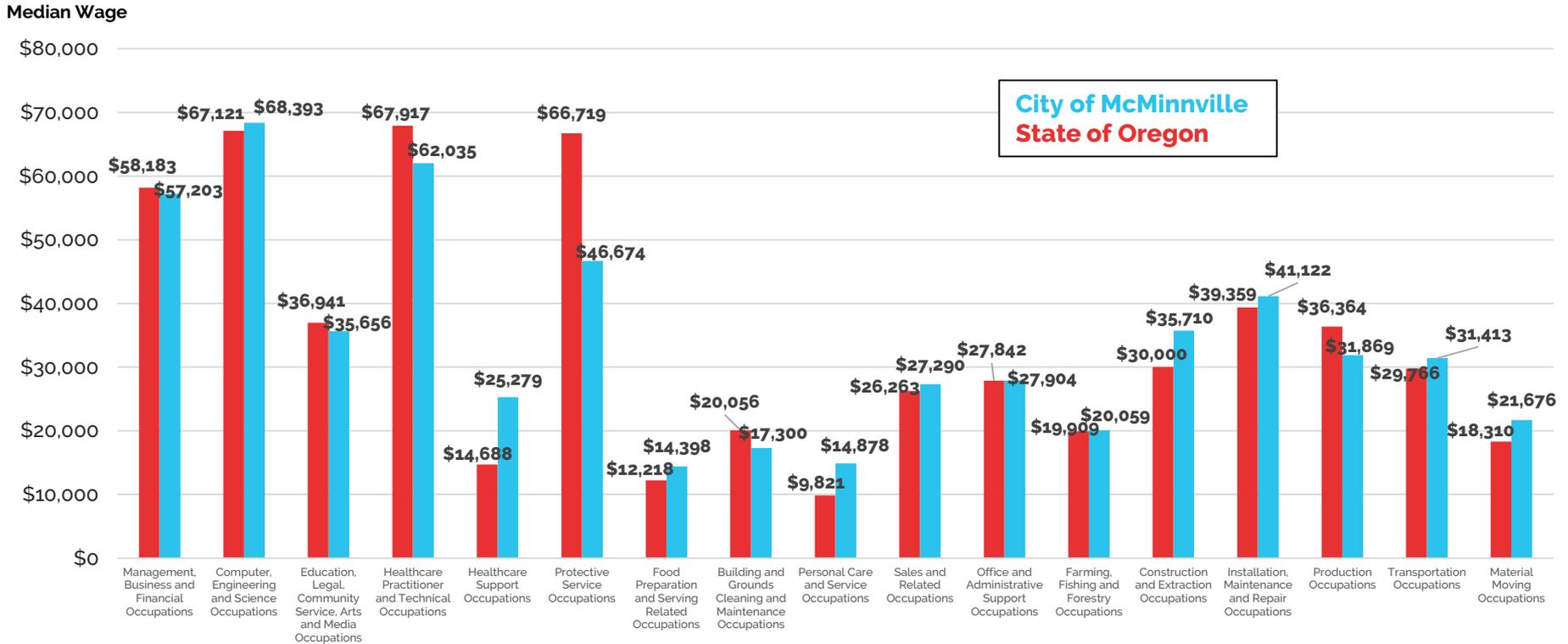
- Median wages for four occupational categories are above McMinnville's overall median household income – Management, Business and Financial Occupations, Computer Engineering and Science Occupations, Healthcare Practitioner and Technical Occupations, and Protective Service Occupations.

- Tourism-related occupations such as Food Preparation and Serving Related Occupations pay lower wages than most occupational categories.

Transportation to Work

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

Source: U.S. Census Bureau American Community Survey, 2016; Community Attributes Inc., 2018
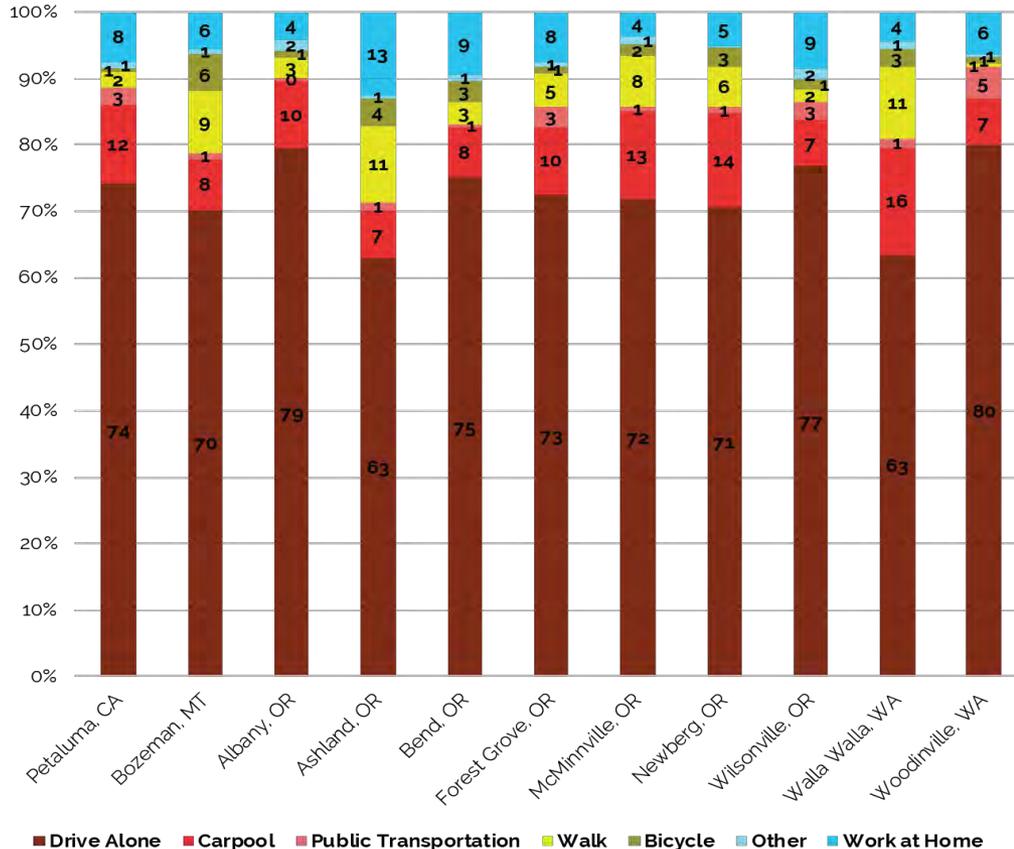
- 72% of McMinnville workers drive alone to work; this is similar to Newberg (71%) and lower than Forest Grove (73%) and Wilsonville (77%).

- Ashland and Walla Walla have the lowest rates of single-occupancy vehicle commuting (63%).

- 8% of McMinnville workers walk to work, higher than neighboring cities Wilsonville (2%), Forest Grove (5%) and Newberg (6%).

- 2% of McMinnville workers bike to work, more than in Forest Grove and Wilsonville (1%) but less than in Newberg (3%).

- 4% of McMinnville workers work from home, similar to Walla Walla and Albany (4%) and lower than all other selected comparison cities.

Transportation to Work

FIGURE 35. PLACE OF RESIDENCE FOR WORKERS IN MCMINNVILLE, 2015
Source: U.S. Census Bureau LEHD, 2015; Community Attributes Inc., 2018

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

FIGURE 36. PLACE OF WORK FOR MCMINNVILLE RESIDENT WORKERS, 2015
Source: U.S. Census Bureau LEHD, 2015; Community Attributes Inc., 2018

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

- A larger share of McMinnville workers and residents are commuting to or from places outside of McMinnville for work in 2015 than in 2005.

- McMinnville is the most common place of residence for workers in McMinnville (38%), and is the most common place of employment for McMinnville resident workers (39%).

- 4.2% of workers in McMinnville reside in Salem, followed by Portland (3.1%), Newberg (2.8%) and Sheridan (2.3%).

- 6.4% of McMinnville resident workers commute to Portland for work, followed by Salem (5.7%), Newberg (3.7%) and Hillsboro (2.8%).

- More workers (8,400) come to McMinnville to work from homes outside of McMinnville than leave homes in McMinnville for jobs outside McMinnville (8,000).

City of McMinnville

ECONOMIC DEVELOPMENT STRATEGY

SWOT Analysis
May 24, 2018

KEY FINDINGS (FROM DATA PROFILE)

- McMinnville has **the largest population and highest employment in Yamhill County**, which positions the city as a subregional center, on the outskirts of the greater Portland region. McMinnville is expected to grow and capture more than half of projected population growth in Yamhill County in the coming years, thereby increasing its role as the commerce and population center of Yamhill County.

- For those moving to McMinnville, **most come from within Yamhill County** or other places within the State of Oregon, indicating that McMinnville is a regional draw.

- **Yamhill County's population is aging** and will continue to age; residents 65+ will account for a larger share of the population in the coming decades and will be the largest age segment by 2055.

- **The McMinnville and Yamhill County economy has balanced industry sectors**, with Educational and Medical Services, Manufacturing, Trade, Transportation and Utilities, Government, and Leisure and Hospitality each accounting for between 11% - 22% of countywide employment. McMinnville has large employers (or many employers) in each of these sectors, including Cascade Steel, Willamette Valley Medical Center, Linfield College, Yamhill County (government), and others.

- **Office-using employment, such as Professional and Business Services, Financial Activities and Information, is low,** though Professional and Business Services are expected to grow rapidly. Educational and Medical Services are expected to add the greatest number of jobs in the Mid-Valley region through 2024.

- **McMinnville's median household income is low**, with disparities by race or ethnicity and educational attainment; healthcare practitioner and technical occupations is the highest-paying occupational category in McMinnville, at $68,000.

- **Most McMinnville residents commute to work alone in a car**. Many McMinnville residents (39%) work in McMinnville, and the most common commute destinations for residents are to Portland and Salem (12% total).

- A **lower percentage of McMinnville residents obtain a bachelor's degree or higher**; educational attainment lags relative to the region.

- **Housing affordability is a challenge, as it is throughout the greater Portland region**. Housing costs are not more burdensome than in many other communities throughout the region.

- **McMinnville's poverty rate is relatively high at 20%,** but poverty varies across family types, race or ethnicity, and educational attainment. In McMinnville, more than half of single mothers and one-quarter of all families with children are in poverty; one-third of Hispanic or Latino individuals are in poverty and one-third of individuals with less than a high school diploma live in poverty.

STRENGTHS

- **High quality of life** to boast about and attract investment

- Strong, widely-recognized **downtown**

- **Robust wine and tourism economy**, as well as cultural (e.g. Air and Space Museum) and recreational amenities that bring visitors

- **Well known regionally and nationally** as a destination for wine and food, with some supporting tourist assets

- **Balanced employment across industry sectors**

- Presence and involvement of **postsecondary educational institutions** (Linfield College and Chemeketa Community College)

- **Location advantages**:

    - Good location in proximity to major metro area

    - High quality soils in surrounding areas, climate suited for agriculture

    - Natural environment assets nearby, including Yamhill River, access to the ocean and mountains

- **Inexpensive power and water**, with sustainable sources

- **Major infrastructure assets**: major highways, freight rail, airport

- Various **parks and recreational assets**

- **Positive business climate** perceptions and a sense of **civic leadership**

WEAKNESSES

- Relatively low educational attainment

- A limited labor pool for local companies and those looking to relocate

- Difficult access to and from I-5 and no near-term possibility of a more direct connection

- End-of-the-line location for wine country visitors coming from the Portland area

- Lack of housing options

- Low levels of professional and office-using employment

- Comparatively high poverty rates and low median household income

OPPORTUNITIES

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

OPPORTUNITIES (CONT'D)

- Clustering around major **high-tech employers** like TTR, Northwest UAV and Northwest Rapid Manufacturing

- Increased **apprenticeship** (and similar) programs for trade-oriented occupations

- **Telecommuting** to jobs in larger cities, development of a **co-working space**

- **Conference space** for different sized groups; improved **hospitality** options

THREATS

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

Mac-Town 2032
Economic Development Strategy Focus Group Findings

March 14, 2018

FOCUS GROUP NO. 1

Assets:

- **Diversified employer base** with high-tech Northwest Rapid Manufacturing on the one hand and Cascade Steel on the other
- **Low-cost, almost 100% renewable power**, among the cheapest in the country; public control of the water/watershed provides long-term certainty in the face of resource constraints and drought
- Existing talent base, particularly in the wake of Evergreen's closure, though larger metros compete for talent regionally
- High **quality of life** aids talent-attraction: "we are what your talent looks for"
- **Linfield College**, one of the Wall Street Journal's best in the West, solid academics, good athletics; some students come because McMinnville is perceived as a safe, small-town atmosphere for college
- **Wineries, traditional agriculture and nurseries**, though wine creates a lot of service industry jobs and we need a better economic base than that; McMinnville and Newberg are hubs for wine, though Newberg has a lot of retail and McMinnville is stronger on the supply side
- Our **airport** and its tenants; light industrial base
- **Cheap power, water**; water availability has perhaps not been fully appreciated by water-intensive industries like craft brewing
- **Insulated a bit from the Portland metro** in that it's too long to commute—also creates challenges
- Some recent projects have been big successes:
  - **Granary District** with recent federal funding
  - Partial completion of the **Highway 99 bypass**, which benefits other communities too, but cuts travel time to/from Portland—needs to be completed
- The **airport** supports a broad range of industries:
  - Wine – through private travel, particularly to/from California (e.g. Jackson family)
  - Industry – such as Northwest UAV
  - Training – visitors for training on aircraft/helicopters from as far away as China

- The airport also has advantages over other regional airports:
  - Runway is longer than at Aurora State Airport
  - McMinnville's airport has an instrument landing system (ILS) that facilitates landing during inclement weather or poor visibility

Challenges:

- **Constrained land supply** is a big one, and the problem of **UGB expansion is "high-centered" in the Mid-Valley** because the cities are bursting at the seams, but the region has prime farmland that needs protection; there is little land left to accommodate housing growth and **very little industrial land**—what is available will be exhausted within a 15-year timeframe
- **Housing** is a particular challenge for young people due to cost and availability, and the UGB is critical to preserve the farmland that enables wine and agriculture; expanding residential capacity involves finding lower-value land, which often requires a larger investment in infrastructure, thereby driving up the cost to build and putting pressure on builders to offer a higher-priced product
- McMinnville is the small town that a lot of "other towns want to be when they grow up", but that also produces some **"McMinnville envy"**, which can make regional collaboration challenging
- Young talent tends to leave; we need to give young people a reason to stay or to come back after leaving temporarily
- Evergreen's departure has more or less played out, but the last building just sold, so there's an enduring economic impact
- **Housing affordability**, particularly for recent college graduates; quality of life amenities make McMinnville a "slam dunk" for adults in their 30s with young families, but "this is a tough place to be single in your 20s"
- Much of our young talent leaves after high school/college graduation and we face a bit of a **brain drain**
- Bridge into town on Highway 18 needs to be replaced
- There is a lot of competition for companies fleeing California, making that a difficult niche; Reno, for example, is doing everything it can to capture this market

Opportunities:

- Cluster companies around key **high-tech employers** like TTR, Northwest UAV and Northwest Rapid Manufacturing
- Recruit companies relocating from California for improved employee quality of life
- **Improve regional connectivity**: it is unlikely that McMinnville will "win the land wars" given the presence of high-dollar agriculture operations and the prominence of wine, but the regional perspective—how

communities can work together despite the physical space between them—offers opportunities to grow sustainably with the County or a defined job or commute-shed

- **Be proactive about growth and density**; either we pull up the draw bridge or we find ways to grow well
- Better leverage the airport
- Support and encourage the air and space museum, which is a national attraction
- Attract clean, **high-tech, high-wage jobs** that create a high-value product with a light footprint; example of a knife company (Ferrum?) that relocated from California and brought the skilled workforce with them
- Get more involved with the County to create a stronger regional presence; leverage County institutions to find **regional solutions to local problems**
- Continue to grow and **improve our downtown core**
- New **medium and high-density housing development**, particularly to satisfy the market demand from retirees, but also, secondarily, to market to young people and potentially second home owners
- Leverage the **$6M gift to Linfield's wine program** to spur innovation

FOCUS GROUP NO. 2

Assets:

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

Challenges:

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

Opportunities:

- **Improved hospitality** offerings:

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

FOCUS GROUP NO. 3

Assets:

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

Challenges:

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

Opportunities:

- Yamhill County and McMinnville could be a leader in the **production, processing and value-add** segments for agricultural products; potential role in **R&D**: "agriculture is not just soil, it's labs, it's science-based; the cannabis industry offers opportunities."
- Creation of a **year-round indoor farmer's market or food hub**
- Soil and Water Conservation District has 174 acres within the UGB to be used in support of urban agriculture
- Mixed-use and light industrial potential on **Lafayette**
- "It would be interesting to use our **rail**; we have it, but don't use it."
- Get more involved with **OSU's Small Farms Department and Food Innovation Center**
- Better leverage **Yamhill Soil and Water**, which owns or manages over 3,000 acres in Yamhill County
- We need a space for entrepreneurial food people to develop new and innovative food products and projects and pursue value-add opportunities
- **Wine-oriented makerspace** would be very useful; more R&D across all agriculture activities; Stellenbosch, South Africa and Regua, Portugal offer examples of wine incubators or collective spaces for winemaking
- **Better food, lodging** would benefit us, because we're just a little too far from Portland to be a comfortable day trip, and that's why people often stop in Dundee or Newberg; the people we want to draw have higher expectations for food and lodging
- The growth curve for wine here is steep but flattening; there's still more opportunity here than in any of the other major wine regions of the world
- Find ways to ensure that the people that work the vineyards can continue to live here, because they tend to be a younger, more diverse demographic that creates demand for food, nightlife, concerts, galleries, etc. and this is how we avoid becoming a monoculture; affordable housing is a critical component in this equation
- Room for growth in diversified light industrial, companies that provide support, supplies, equipment repairs, etc. for wine and agriculture
- Tie Linfield's Center for Wine Education into hospitality/tourism programs at larger universities
- Focus on smaller vineyards – the average around McMinnville is six acres, versus 212 acres in Washington; we must make small agriculture work well
- Lots of opportunity for **bike routes, bike tourism**, or a wine bike route that caters to a totally different segment of visitor
  City or County could/should **hire a resource officer** that helps with grant writing, understands funding sources, and facilitates innovation in agriculture and other industry sectors

FOCUS GROUP NO. 4

Assets:

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

Challenges:

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

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

Opportunities:

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

McMinnville Idea Map Comments

Address	Type of Comment	Comments	Type of User
Southeast 3 Mile Lane, Southeast Three Mile Lane, McMinnville, 97128	Transportation and Infrastructure	I'd love to see an amazing arch or elaborate sign welcoming people to town as they cross the bridge	None
Southeast Stratus Avenue, McMinnville, 97128	Business and Industry	Bring Costco to McMinnville!	Resident
Joe Dancer Park Trail, McMinnville, 97128	Quality of Life	Duck Pond	Resident
Southeast Lever Street, McMinnville, 97128	Tourism	The Hewlett Packard trail at Linfield College would be a great place for fitness equipment. People could walk the trail and stop at intervals to use the equipment for pull ups, sit up, etc. on the outdoor exercise equipment.	Resident
Joe Dancer Park Trail, McMinnville, 97128	Tourism	Please create a river walk path along the river.	Resident
200-298 Northwest Adams Street, McMinnville, 97128	Build this Here	I'd like to see a grander entry into City Park (like a monument or gateway, and a a crosswalk on Adams St. to safely move pedestrians to and from City Park.	Resident
103 Southeast Baker Street, McMinnville, 97128	Build this Here	I would love to see more co-work spaces like WeWork. Freelancing is going to become a trend in the next few years. Let's start now to encourage the growth.	Resident
1900-1940 Southeast Nehemiah Lane, McMinnville, 97128	Transportation and Infrastructure	The new bridge from 18 to 3rd Street should reflect our community - add art/cool signage. It's a gateway to our community - it should tell our story.	Resident
3790 Southeast Cirrus Avenue, McMinnville, 97128	Business and Industry	Our airport has great potential - could we support a world class aviation business park? Yes - leverage KJW and other corporate travel and tourist activity.	Resident
500 Northeast Captain Michael King Smith Way, McMinnville, 97128	Tourism	Connect Evergreen to Joe Dancer park with a walking/biking trail.	Resident
601-699 Southeast Davis Street, McMinnville, 97128	Transportation and Infrastructure	Improve Davis Street with better sidewalks and lighting linking our downtown to Linfield in a better manner.	Resident
105 Northeast 4th Street, McMinnville, 97128	Business and Industry	Recruitment WeWork - from their website - 'When we started WeWork in 2010, we wanted to build more than beautiful, shared office spaces. We wanted to build a community. A place you join as an individual, 'me', but where you become part of a greater 'we'. A place where we're redefining success measured by personal fulfillment, not just the bottom line. Community is our catalyst.'	None
3255 Northeast Cumulus Avenue, McMinnville, 97128	Workforce and Skills	Create opportunity for business and education to connect - maybe industry specific programs at college or high school.	Business Owner or Employer
1955 Northeast Cumulus Avenue, McMinnville, 97128	Transportation and Infrastructure	Update the Three Mile Lane bridge. It is a gateway to downtown McMinnville.	Resident
3685 Southeast Three Mile Lane, McMinnville, 97128	Business and Industry	Conference space that can accommodate more than 300.	Business Owner or Employer
2243-2261 Kauer Drive, McMinnville, 97128	Housing	Affordable housing for employees making minimum wage. Tech jobs pay well, but we have many residents making minimum wage with little in the way of affordable housing.	Business Owner or Employer
Pioneer Way, McMinnville, 97128	Housing	More student housing on Linfield campus.	Business Owner or Employer
555 NE 3rd St, McMinnville, OR 97128, USA	Build this Here	Make all of Third Street in the distinct downtown section pedestrians only. Cover the street in pavers or differentiate by a paint color/pole blocks etc. Burlington, VT has a great example of this working well (https://www.churchstmarketplace.com/). Parking is still available on the outskirts, and this would improve walkability of the City, as well as encourage more people to walk and bike rather than drive. Other benefits would include safety of pedestrians downtown, improved congestion of cars in this area, encouragement of socialization while downtown, and even fluidity of pedestrian walkways carrying over across town once Alpine Ave is finished!	Resident
Baker Creek Rd, McMinnville, OR 97128, USA	Quality of Life	Extend the Westside Bicycle/Pedestrian Greenway. This is a great path for running, but I'd love to see it extended further! Connect to nearby trails or parks, extend into undeveloped field, etc. lots of separated opportunity for recreation around here-- we're just missing one quality long trail!	Resident
319 Southwest Jasmine Court, McMinnville, 97128	Housing	Affordable housing is a growing problem. I want my employees to be able to live and work in McMinnville. I don't want people to have to drive from other communities to work here.	Business Owner or Employer
150-198 Northwest Park Drive, McMinnville, 97128	Transportation and Infrastructure	More bike trails! Let's make McMinnville a city that is known for its bike friendly community. More bike lanes on streets. More bike racks for people to lock their bikes safely.	Resident
715 Northeast Galloway Street, McMinnville, 97128	Tourism	Create and arts center. Someplace where artists can have studios that is affordable. We need more diversity than simply wine and tourism. Visual art add multiple dimensions to how people engage with the world around them. We can all benefit from more art in our lives.	Resident

600 Northeast Evans Street, McMinnville, 97128	Quality of Life	Both the Community Center and the Pool need to be updated. We should either join the two together, or update them to provide a larger variety of services; especially the Community Center (this would be a priority).	Resident
Northwest Pinehurst Drive, McMinnville, 97128	Quality of Life	Neighborhood gathering spaces scattered around town that residents can rent/book for parties, kids/families can gather to play games, people can pick up books from the library, etc. Maybe adjacent to already existing parks? Perhaps these could also serve as additional substations for an ambulance, if needed. This would allow neighborhoods to have a gathering space and maintain some of the small-town feel that people like, while McMinnville grows around them.	Resident
138 NW Park Dr, McMinnville, OR 97128, USA	Tourism	We love the swimming pool and its staff but the building needs improvement-its showing its age.	Resident
Airport Park McMinnville, OR 97128, USA	Transportation and Infrastructure	It would be great to have some reliable public transportation to PDX from McMinnville.	Resident
NW Park Dr, McMinnville, OR 97128, USA	Tourism	Maybe an outdoor stage for concerts in the park, Shakespeare in the park, etc.	Resident
2500 Northeast Orchard Avenue, McMinnville, 97128	Tourism	Improve/Add sidewalks on Orchard Ave and throughout Industrial Park to Joe Dancer... connecting Wortman Park to Joe Dancer for walking/biking/etc.	Resident
Joe Dancer Park Trail, McMinnville, 97128	Tourism	Improve/build access to river at Joe Dancer... dock? kayaking, fishing?	Resident
17370 Northeast Courtney Road, McMinnville, 97128	Build this Here	Additions to Joe Dancer: restroom facility, snack shack/picnic pavilion AND awnings/covers for baseball dugouts	Resident
Northeast 12th Avenue, McMinnville, 97128	Build this Here	complete Alpine (street/sidewalk) up to 13th	Resident
510 Northeast Captain Michael King Smith Way, McMinnville, 97128	Build this Here	Build Indoor Sports complex... soccer, event use, etc.	Resident
1625 Southeast Brooks Street, McMinnville, 97128	Build this Here	Build outdoor amphitheater for summer concerts/plays/entertainment	Resident
3790 Southeast Cirrus Avenue, McMinnville, 97128	Business and Industry	Commuter Airline? McMinnville to Bend/Oakland/Seattle?	Resident
NE Riverside Dr, McMinnville, OR 97128, USA	Business and Industry	McMinnville has food production businesses like Betty Lou's and Diane's, but it seems like we would be an attractive location for more businesses in this vein, particularly those with gourmet products that feel like good companions for the wine industry. Charcuterie companies, cheese companies, etc	Business Owner or Employer
NE Riverside Dr, McMinnville, OR 97128, USA	Tourism	Add am amphitheater to lower city park. It's such a beautiful place, but under utilized by the community. Making the lower park a music venue would contribute in a positive way to the lives of locals, and if inappropriate entity managed it, we could bring bands to town that would increase tourism.To this end, the City needs to also allow permits for special events in our parks which allow for alcohol service. Carlton has done this with great success. Why aren't we fully utilizing these lovely spaces to bring events to town/host local events that have alcohol? The city is WAY behind the times on this one.	Resident
NE Riverside Dr, McMinnville, OR 97128, USA	Tourism	The City needs to work with the board at Michelbook to find progressive ways to make the club more sustainable for the long term. It's a ticking time bomb financially--what will happen when it's no longer sustainable by a dwindling membership? Michelbook takes up a HUGE portion of land in our community, and provides a service to a tiny population. The board of directors needs to take loans if necessary to invest in infrastructure like an outdoor swimming pool and supplement their income with a surge in younger members, plus allowing access to the pool with a cost of admission. It was amazing when the City park had an outside pool in McMinnville--and Carlton is lucky to still have one--but Michelbook could solve a problem for themselves and add value to the community with this investment. From a broader standpoint though, the City should have the long term financial health of Michelbook on their radar.	Resident
Northeast Cowls Street, McMinnville, 97128	Business and Industry	Keep the downtown viable for business by providing diversity in opportunity, reasonable tax rates and adequate parking for customers and employees.	Business Owner or Employer
McMinnville, OR 97128, USA	Housing	This very large parcel of land close to Linfield and downtown is undeveloped. Shouldn't it be low income/student housing?	Resident
Yamhill County Fair	Tourism	The Fairgrounds brings a lot of people from out of state, to use the facility and explore the area. It would be safe to say that 1/2 the users are form out of the county. Figures used by OSU said that the fairgrounds put 7 million back in the community per year. It has never been thought about being a economic generator in the community.	Employee

Zipcode 97128	Business and Industry	I am very concerned about the impending Cascadia earthquake, and how ill prepared McMinnville as a city is. Running water alone is estimated to take over a year to repair. How many businesses can survive like this? How can tourism even exist at that point? How many people will straight up leave and never return?Investing in reinforcing our utilities (water pipes, roads, bridges, electricity lines) will expedite McMinnville's recovery greatly in the event of a natural disaster. It's not if, but when, and when it hits, I don't want for the entire city to suffer because we weren't ready.	Business Owner or Employer
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Southeast 3 Mile Lane, Southeast Three Mile Lane, McMinnville, 97128	Transportation and Infrastructure	Pedestrian/bicycle connections from downtown to Joe Dancer to Hwy 18 area.	Resident
398 Southeast Armory Way, McMinnville, 97128	Transportation and Infrastructure	add ped/bike connections to Airport Park from Joe Dancer Park	Resident
855 Northeast Marsh Lane, McMinnville, 97128	Housing	Workforce or Affordable Housing	Business Owner or Employer
415 Northeast Burnett Road, McMinnville, 97128	Housing	Affordable Housing	Resident
1318 Oregon 99W, McMinnville, 97128	Housing	Workforce or Affordable Housing	Business Owner or Employer
551 Southwest Hill Road South, McMinnville, 97128	Housing	This seems to be an area of town that we could greatly increase our housing. There needs to be high density and affordable.	Business Owner or Employer
2068-2076 Northwest Meadows Drive, McMinnville, 97128	Transportation and Infrastructure	Connect Meadow so that it is a through street.	Resident
Southwest Adams Street, McMinnville, 97128	Transportation and Infrastructure	Complete the sidewalk here on the west side of Hwy 99W.	Resident
Southeast Washington Street, McMinnville, 97128	Tourism	Update swimming pool to include outdoor pool area.	Resident
335 Northeast 6th Street, McMinnville, 97128	Tourism	Time to update the community center area. Could the city and county work together to relocate county facilities to make room for private investment in housing, event space, and more retail? The courthouse, commissioners offices, and clerk office could be combined in a purpose built facility near the WESD facility by Lowe's. The downtown properties are high value from a community development perspective.	Resident
Northeast Baker Street, McMinnville, 97128	Tourism	Encourage more experiences for young professionals. - music venues, co-work space, and live/work units.	Resident
Yamhill County Fair	Other	Consider and study feasibility of creating a long term plan for a new local government center that would include the City and the County along with other related government services. This could be modeled after the Clackamas County facility.	Other
Northeast Riverside Drive	Housing	Potential rezoning property to the Southeast side of the intersection of Riverside Drive and Marsh Lane. Ideal place for workforce and affordable housing due to proximity of industrial area, transportation with easy access to Lafayette Avenue, YCAP and Parks.	Other
3080 Highway 18, McMinnville, 97128	Business and Industry	Costco! A campus similar to Wilsonville, where it includes a gas station, Target, restaurants, and some smaller retail store space would be great. Three Mile Lane desperately needs a gas station and restaurants. It would also help decrease our 99w traffic and increase visitors to 3rd street and the Alpine district.	Resident
2275-2319 Southwest Barbara Street, McMinnville, 97128	Quality of Life	The housing has built up so much out west 2nd and Hill road without any infrastucture to go with it. This area needs a gas and grocery so once these residents are home, they don't have to drive back to 99w and go to the farthest north or south part of town to get these everyday services. It would also cut down traffic on west 2nd and Baker Creed rd, helping out those residents.	Resident

Yamhill Valley Heritage Center - Yamhill County Historical Society	Business and Industry	An important asset for entertainment, education and pride for resident and visitor alike providing not just a museum but many active events per year.	Business Owner or Employer
Yamhill County Historical Society	Business and Industry	A relatively unknown and underappreciated asset containing extensive research facilities as well as museum structures.	Business Owner or Employer
NE 3rd St, McMinnville, OR 97128, USA	Business and Industry	The tunnel of trees is probably the only main street west of the Mississippi to have it. You would think other towns have it, but surprisingly they don't. While they might have trees downtown, the street spanning arch is a unique assets and underappreciated. The permanent twinkle lights are a nice touch, but to preserve and maximize the value of that almost one of a kind asset, the gaping holes in the tunnel should be filled back it and well maintained. The trees are not only attractants to tourists and locals alike, they are a key component is attracting new residents and new businesses.	Business Owner or Employer
NE 3rd St, McMinnville, OR 97128, USA	Business and Industry	It is a shame that the city is apparently too gutless to have a strong sign code and enforce it. Perhaps it should get a second opinion from competent land law specialists outside of McMinnville before relying on an assumption that the courts will not allow enforcement. Sign codes are important to mental impressions of a city.	Business Owner or Employer
Evergreen Aviation	Business and Industry	This is a world class asset and far too important to lose or even risk losing. The city or county should perhaps take a more proactive role is assisting its survival. We have art sculptures downtown. Why not include some aviation art? Or, better yet, how about a plane on a pylon like that out front of the former Evergreen Aviation HQ and find a place to put it downtown, perhaps near the library. It could have signs encouraging people traveling along Adams or Baker to divert to the museum. If not a plane, how about the giant landing gear structure that Evergreen has? It could be loaned and parked securely at a corner downtown with directions signage nearby.	Business Owner or Employer
Airport Park	Business and Industry	Airport park is a delightful park, but seems to be relatively unknown. Perhaps better larger road direction signage to it and mention on maps might help. It will be important to keep it well maintained.	Business Owner or Employer
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3330 Southeast Three Mile Lane, McMinnville, 97128	Build this Here	Residents and businesses have both wanted a new shopping center anchored by Costco to be built here. The community would benefit greatly from the jobs and added tax revenue. Please consider allowing it.	Resident
100-118 Northeast 3rd Street, McMinnville, 97128	Transportation and Infrastructure	I would like us to work with ODOT to provide a pedestrian crossing signage and lights. People often cross from the downtown area into the city park. Especially during the summer months, when there is more foot traffic, the crossing can be dangerous and cars aren't aware of pedestrian right of way laws.	Employee
235 Northeast 3rd Street, McMinnville, 97128	Transportation and Infrastructure	Third Street remains the heart of McMinnville and it is mostly pedestrian foot traffic. Considering how rainy it is a large portion of the year, deep puddles envelope both sides at intersections, often meeting in the middle of the street. I'd like to see a regrading of these intersections, particularly at Cowls, Davis and Evans. Further, the improvements should include landscape drainage corners.	Resident
11340-11452 Southeast Cruickshank Road, Dayton, 97114	Build this Here	It would be wonderful to have a convention center with perhaps a hotel in the area around the airport	Employee
1077 Northeast Alpine Avenue, McMinnville, 97128	Housing	It would be great to have some high density housing in the area in which the urban renewal is taking place - Alpine	Employee
400 NE Baker St, McMinnville, OR 97128, USA	Business and Industry	Oregon Mutual Insurance Company	Business Owner or Employer
400 NE Baker St, McMinnville, OR 97128, USA	Business and Industry	Make sure downtown remains accessible and safe. Make sure we consider the impacts of growth. The economic health of the community is more than just downtown, prepare and invest in it.	Business Owner or Employer
Northeast 2nd Street, McMinnville, 97128	Build this Here	We need a stop sign and crosswalk here. People don't see me crossing the road and they're going way above the speed limit. Some nice people stop for me, but the other side of the road will be oblivious. It gets especially dangerous when people can't see kiddos.	Employee
Northeast Galloway Street, McMinnville, 97128	Build this Here	McMinnville needs a food cart pod. The few food trucks we have are spread over a wide area. They would attract more business and tourists in a central location. Preferably this would be close to the downtown core. This parking lot could be an excellent space for it. I believe the church across the street owns the lot. The church could rent out the space when it is not in use (M-Sat).	Resident
135 Northeast 3rd Street, McMinnville, 97128	Transportation and Infrastructure	A crosswalk needs to be installed for crossings between the library/fountain/park area and third street. Many pedestrians use this to cross the highway instead of at at 2nd street. I realize ODOT is in charge of the highway. But can the city not even put paint on the roadway to indicate cars should yield for pedestrians?	Resident

Location	Category	Comment	Respondent
Northeast Lafayette Avenue, McMinnville, 97128	Housing	McMinnville needs affordable, low income housing. The homeless population surge in the past couple of years is a testament to the need for this. Homelessness is a complicated issue with many causes and in need of many solutions. Please consider supporting a low cost tiny house village around this location or further east near YCAP. Opportunity Village in Eugene is a great example of how to do it well.	Resident
263-299 Northeast Baker Street, McMinnville, 97128	Business and Industry	The space where Cornerstone Coffee occupied is prime space on 3rd street. First, please don't support more tasting rooms going into the downtown core. McMinnville residents need more businesses on 3rd street that are geared toward our community and not the tourism industry. Second, please support finding a new occupant for this space. A new coffee shop would be great. I would love to see Flag	Resident
Northwest Oakmont Court, McMinnville, 97128	Build this Here	As another comment pointed out, the country club takes up a huge amount of space within McMinnville and offers little back to the quality of life of most in the community. I support having a golf course within our community. But I would like to see the country club and city partner in finding ways in which the public could enjoy the space more. One idea is to create a walking path around the perimeter of the golf course similar to the Glendoveer course in Portland. Another idea is to provide access somewhere through the park for the public to walk. The course is a major obstacle for families, joggers, and walkers.	Resident
2098 Northwest Kale Way, McMinnville, 97128	Build this Here	McMinnville already has two great skateparks on the east side of town at Joe Dancer and the south side at Discovery Meadows. But there is nothing like this for kids and families on the north end of town. A growing attraction around the world are pump tracks. The new park around the development going in here could be an ideal location for a pump track. Pump tracks are safer than skateparks, relatively cheap, and can be enjoyed by a broader segment of the population (i.e. all ages, skill level, or sport equipment). The area around Chegwyn could also be a great location for this unique and exciting attraction.	Resident
Northeast 2nd Street, McMinnville, 97128	Quality of Life	The traffic improvements on 2nd street have been an improvement for traffic. But not for quality of life in terms of the loss of trees and landscaping in this area. One of the things that makes McMinnville so attractive is the trees and landscaping throughout the city. Please bring back more greenery to this area. Right now it is looking more like a concrete wasteland.	Resident
1699 Southeast Brooks Street, McMinnville, 97128	Build this Here	Build a field house with indoor soccer facilities similar to those offered in Tualatin or Sherwood. Many residents would love to have more recreational sports opportunities in the winter months.	Resident
Northeast 3rd Street, McMinnville, 97128	Transportation and Infrastructure	Our downtown core needs more public restrooms. The homeless downtown are using alleys and sidewalks instead of proper facilities. I don't condone this behavior, but the facilities for a city our size, especially at the library, is inadequate. There is nothing between the library and the community center. If another space for restrooms can't be found, please consider expanding the library restrooms so that more than one person can use each restroom at a time. This would also reduce the potential for crime, such as drug use, etc. in the restrooms, because they would no longer be locked rooms.	Employee
263-299 Northeast Baker Street, McMinnville, 97128	Business and Industry	I would love to see a good Indian or Vietnamese pho / banh mi restaurant in this unoccupied space. We have neither in town and they would be an attraction to both residents and tourists.	Resident
Southeast Stratus Avenue, McMinnville, 97128	Business and Industry	I'd love to see a Costco in town as well. But on a smaller scale, I'd also love to see a Trader Joe's.	Resident
Northwest Adams Street, McMinnville, 97128	Quality of Life	The library needs an update and expansion within the next 10-15 years. Either that, or a new library needs to be built. Space is already very limited. As the ways in which communities utilize libraries change, so must the spaces they occupy.	Employee
Northeast Evans Street, McMinnville, 97128	Business and Industry	The county occupies many high profile buildings in McMinnville's downtown. That space could be much better utilized by businesses and residents. Please consider moving county services to a less high profile area.	Resident
Southeast Davis Street, McMinnville, 97128	Quality of Life	Create signage to encourage Linfield Students to walk to McMinnville's downtown.	None
Northwest Hill Road, McMinnville, 97128	Housing	It's exciting to see a new housing development started in this area, but houses start above 300k. This is not affordable housing for young professionals looking to stay in the community.	Resident
Northeast Riverside Drive, McMinnville, 97128	Quality of Life	It would be great to have a second dog park in town. One in an easier to access location and which includes things like agility equipment for dogs.	Resident
Northeast 9th Street, McMinnville, 97128	Quality of Life	I would love to see better lit streets. Currently many neighborhoods lack any sort of street lighting at night. This makes McMinnville extremely unwalkable in the winter.	Resident
738-750 Southwest Edmunston Street, McMinnville, 97128	Tourism	We need an outdoor theatre. Perhaps built into one of the hillsides around Joe Dancer Park or Lower City park? It would be a wonderful cultural attraction for outdoor concerts and plays. The city needs an Arts center where there are studios for dance, music and art available for lessons, or work. Art provides the creative kernel that filters up and brings additional resources to towns. We need to expand the bike path from Carleton to McMinnville or over to Lafayette. Some type of Bike path is needed. Expand on gaining access to the riverfront property on the S side of Willamette hospital for a jogging/ bike walking path. The City should have some property given as a swap from Evergreen when the water park was granted its permits	Resident

800 Southwest Brockwood Avenue, McMinnville, 97128	Housing	The city needs to be wary of Aspenization. Without an increase of professional jobs, we then become an exburb of Portland with commuters who have no time to give back to our city and others who can't afford to live here on minimum wage and drive in from other towns. Various types of housing needs to interspersed next to each other to prevent pockets of low - income vs high income. Healthy neighborhoods have a mixture of both types next to each other. Ideally, Apartment buildings would have stricter codes so they fit into mixed use neighborhoods. Currently, there seems to be no penalties for apartment owners when their apartments are falling down, so perhaps an increase in penalties to encourage responsible landlords without driving up rents.	Resident
McMinnville, 97128	Transportation and Infrastructure	Somehow, we need a commuter train into Portland. I know David Lett worked for years on this, but it would be ideal. Driverless cars may ease the commute but the ideas is to get cars and drivers off the road. The bypass needs to be finished. We need roundabouts vs lights and stop signs. Please, please, please add roundabouts. Make sure the outer loops of the city do not have additional intersections. Keep the traffic flowing.	Resident
1208 Southwest Baker Street, McMinnville, 97128	Build this Here	Another high school. A grocery store off of Baker Creek. A park off of Baker Creek and Hill Rd. Upgrade the Pool but keep its location. Expand the locker rooms. Encourage the Mac Theatre with grants or something to get the darn boiler fixed/earthquake upgrade so there can be movies/performance/ music. We need a public commercial kitchen for those who want to take advantage of our areas natural resources and create a food business. When it is not used for commercial purposes, then it can be used to teach canning and cooking.	Resident
925 Northeast 3rd Street, McMinnville, 97128	Other	Work with water and light to put all electrical lines etc underground. Stop blaming each other for not getting it done as it causes each party to lose credibility. Whenever a road needs to be repaved, put the darn wires underground. Set a plan that is used to do so when roads get redone. We have been paying for the sewer upgrade for the past 19 years when does that end? Roll it over to putting wires underground.	Resident
Oregon 99W, McMinnville, 97128	Transportation and Infrastructure	We need a better signal at this intersection for vehicles traveling North/South and wanting to turn. There needs to be a designated right-turn lane and a left-turn arrow signal for vehicles wanting to travel East.	Resident
Oregon 99W, McMinnville, 97128	Quality of Life	Pay more attention to improving the city on the North East side of the city. There are many residents here too who rarely travel to the downtown area of McMinnville that would like to see improvements made in there area of town.	Resident
Pacific Highway West, McMinnville, 97128	Other	More vegan- and vegetarian-friendly restaurants are desired so we don't have to consistently travel out of town to find restaurants that are compatible with our dietary restrictions.	Resident
Northwest Adams Street, McMinnville, 97128	Other	I just want to second that the library needs an updated building.	Resident
McMinnville, 97128	Quality of Life	Although I am sure they contribute significantly to our city, the steel factory is often very noisy during the late night and early morning hours. I would appreciate it if they could do their more-noisy work during daylight hours.	Resident
Northeast Ford Street, McMinnville, 97128	Tourism	It would be wonderful to have a local philharmonic or dance company with regular performances.	Resident
Northeast Alpine Avenue, McMinnville, 97128	Tourism	Will this area of the Granary become more like a town square/plaza where community gathering happens regardless of an event occasion? Perhaps a water feature where children can play in the summer would help encourage this.	Resident
Northeast Three Mile Lane, McMinnville, 97128	Business and Industry	I second (or third!) the Trader Joe's comment. You can go on their website and suggest a location for a new store. Maybe if we all do it, we can convince them :)	Resident
150-198 Northwest Park Drive, McMinnville, 97128	Transportation and Infrastructure	I agree with another comment about bike paths and racks. McMinnville is such a bikeable town, can we encourage it with bike-friendly features and benefits?	Resident
514 Northeast 3rd Street, McMinnville, 97128	Tourism	Bring back the Mack Theater!	Resident
Northwest 15th Street, McMinnville, 97128	Transportation and Infrastructure	Sidewalks for Memorial students on their way to cross Baker and Adams!!	Resident
421 Northeast 3rd Street, McMinnville, 97128	Business and Industry	Update the downtown plan to position downtown for creative class/tech terrior initiative. Look for office space development and housing off of third street. Provide the necessary infrastructure to support future AI needs	Resident
611-619 Northeast 3rd Street, McMinnville, 97128	Housing	Develop a city center housing strategy that provides housing for millennial generation as they start to move away from large urban centers to exurban centers.	Employee
14400-14434 Northwest Berry Creek Road, McMinnville, 97128	Other	Create a culture of corporate community citizens/business/leadership - a sense of giving back to the community and supporting public amenities that contribute to quality of life.	Resident
2650 Northwest High Heaven Road, McMinnville, 97128	Other	Create a culture of valuing creativity/innovative thought time in all companies in McMinnville to reinforce an entrepreneurial environment.	Resident
1530 Southwest Friendly Court, McMinnville, 97128	Quality of Life	Code enforcement - is there a program? McMinnville properties look overgrown, weedy and depressed. Encourage a pride of property campaign to clean up McMinnville, and support a code enforcement program..	Resident
125 Southeast Cowls Street, McMinnville, 97128	Tourism	Connect tourism industry with business recruitment - if you like to visit here why not live here and grow a business.	Employee

Address	Category	Comment	Role
3790 Southeast Cirrus Avenue, McMinnville, 97128	Business and Industry	Leverage the airport strategically and proactively for economic development. Appears underutilized. Huge asset that could serve the community in larger way.	Employee
201-299 Northeast 7th Street, McMinnville, 97128	Transportation and Infrastructure	City needs to think proactively about is public right of way in regards to future artificial intelligence needs - policies, monetize for maintenance and upkeep in a changing environment, regulate, incentivize and collaborate with other utility providers	Employee
Ford Drive, McMinnville, 97128	Other	Partner with Bloomberg to stage McMinnville as a future SMART city.	Resident
40 Everson Street, McMinnville, 97128	Other	The future of jobs and economy will be determined by people who are looking for experience over product for locational decisions. McMinnville needs to identify what experience it can offer that sets it aside from other communities.	Business Owner or Employer
Northeast Captain Michael King Smith Way, McMinnville, 97128	Business and Industry	Maximize the campus started by Evergreen to establish a PNW attraction - conference facility, ropes course, etc. This could be an executive retreat, family vacation, etc.	Resident
Oregon 99W, McMinnville, 97128	Business and Industry	Move the bus barn and activate the railroad spur. This is not the highest and best use for this property.	Resident
3790 Southeast Cirrus Avenue, McMinnville, 97128	Tourism	Create a gateway at the property owned by the City of Redmond north of Highway 18 by the eastern city limits. Something that is unique to McMinnville.	Employee
11200 Oregon 99W, McMinnville, 97128	Tourism	Create a gateway at the property by Betty Lou's. Something that is unique for McMinnville.	Resident
Salmon River Highway, McMinnville, 97128	Tourism	Create a gateway on Highway 18 at the western city limits.	Employee
205 Northeast Galloway Street, McMinnville, 97128	Business and Industry	Work with property owner to obtain a brownfield grant to clean up auto body property and then leverage for a mixed use development project.	Employee
1200-1298 Northeast 12th Avenue, McMinnville, 97128	Business and Industry	Clean up junkyard brownfield.	Employee
1300 Northeast Alpha Drive, McMinnville, 97128	Business and Industry	Think creatively about secondary supplies and craftsmanship for beverage industry (wine, beer, gin), such as barrel assemblers, bottling, labeling, corks, etc.	Employee
1405 Northeast Alpha Drive, McMinnville, 97128	Business and Industry	Somebody is planting a crazy amount of filbert orchards on the outskirts of McMinnville. How can we take advantage of that in terms of product lines, production, etc.	Employee
7201 Northeast Riverside Drive, McMinnville, 97128	Business and Industry	Re-evaluate employment land codes for job densities - lots of land is encumbered in cannabis grow operations and storage facilities - does not create jobs in an urban environment. Land is limited in McMinnville, these are activities that could be occurring in the county.	Employee
207 Northeast Ford Street, McMinnville, 97128	Business and Industry	Create an office environment for 1st, 2nd, 4th and 5th streets to expand downtown north and south.	Employee
900 Southwest Baker Street, McMinnville, 97128	Business and Industry	Create flex space/incubators for high tech entrepreneurs in the Alpine Avenue district. Transform some of the storage facilities into cool work space pods.	Employee
1035 Northeast Alpine Avenue, McMinnville, 97128	Business and Industry	We need to figure out how to transform mini-storage facilities in the Alpine Avenue district into something that hosts jobs and produces economy. Perhaps work with one property owner on a pilot project that is a public-private development partnership.	Employee
1711 Northeast Alpha Drive, McMinnville, 97128	Business and Industry	Work with county on an evaluation of county fairground property regarding a highest and best use study.	Employee
McMinnville, 97128	Business and Industry	Work with county to consolidate county properties to county fairgrounds and relocate jail facility to a better location. Then position downtown county property for a large public-private development project.	Resident
Northeast Evans Street, McMinnville, 97128	Housing	Build a new community/aquatic center by City Park and then reposition existing city center into a private housing development project.	Employee
Joe Dancer Park Trail, McMinnville, 97128	Tourism	Explore a trail system along the Yamhill River in an effort to expand recreational bike/ped trails and start to establish a bike/ped network all over town connecting recreational opportunities and other destinations.	Employee
1001-1017 Northeast 4th Street, McMinnville, 97128	Build this Here	This is a critical redevelopment corner that needs to be multi-story, zero property line development to reposition this area as a pedestrian gateway zone.	Resident
625 Keck Drive, McMinnville, 97128	Tourism	Work with Linfield on leveraging their acreage for a joint community/campus amenity that serves both needs - such as a convention center, incubator space for wine industry to expand wine curriculum.	Employee
6925 Northeast Riverside Drive, McMinnville, 97128	Business and Industry	Work with M W	Employee
Northeast Riverside Drive, McMinnville, 97128	Business and Industry	Relocate public works facility to wastewater plant campus and then reposition this land for future industrial development with a focus on family wage jobs.	Resident
1401-2299 Southwest Hill Road South, McMinnville, 97128	Other	Message McMinnville as progressive and embracing new technology.	Employee

628-642 Northeast 2nd Street, McMinnville, 97128	Transportation and Infrastructure	Work with online nw to set up a 10 GB network throughout the downtown and connect to new 10 GB infrastructure on Alpine Avenue to promote to tech businesses.	Resident
13480 Southwest Peavine Road, McMinnville, 97128	Workforce and Skills	Target Portland for workforce recruitment focusing on millennials that are moving into starting families and looking for a town to raise their family that is close to a metro area.	Employee
5715 Southeast Booth Bend Road, McMinnville, 97128	Transportation and Infrastructure	Small cell technology - get in front of it and leverage it proactively for the community.	Resident
13500 Southwest Peavine Road, McMinnville, 97128	Business and Industry	Start mentoring networks for growing businesses to access peer groups.	Employee
5715 Southeast Reid Lane, Dayton, 97114	Quality of Life	Invest in aging public amenities.	Employee
9257-9299 Southwest Youngberg Hill Road, McMinnville, 97128	Workforce and Skills	Stop just focusing on existing workforce challenges and start focusing on recruiting workforce needed/wanted to support job/business needs. Be aspirational. Play on the fact that McMinnville is a great place to live. Use TTR as an example. Workforce can be recruited and retained.	Business Owner or Employer
Northeast Clearwater Drive, McMinnville, 97128	Other	Create an entrepreneurial support network.	Business Owner or Employer
Northeast Baker Street, McMinnville, 97128	Transportation and Infrastructure	99W is an embarrassment and does not represent McMinnville's potential. We need to clean it up and encourage new investment. Higher density and mixed-use developments.	Business Owner or Employer
Shore Pine, McMinnville, 97128	Business and Industry	This is the last large pieces of undeveloped land in McMinnville. Be very thoughtful about master planning this property and development standards. Do not ruse to respond to the first development opportunity. Work with the property owner to leverage this property for enduring value.	Business Owner or Employer
105 Northeast 3rd Street, McMinnville, 97128	Transportation and Infrastructure	I agree with the pedestrian crossing comments' how about a pedestrian bridge over Adams? With the right design and maybe artwork, it could look really cool.	Resident